

**GREEN ENTREPRENEURSHIP  
MANUAL**

**nasply**



Jugend- & Kulturprojekt e.V.



# CONTENTS

## **1. Introduction and Needs Analysis**

1.1 The Green Entrepreneurship Manual

1.2 The NASPLY Project

1.3 Young People's Environmental Awareness and Participation in Green Entrepreneurship and Environmental Initiatives in Cyprus, Germany, Italy, Malta, and Spain

## **2. Personal Values & Community Needs**

2.1 Skills, Qualities and Values

2.2 SWOT Analysis

2.3 Create your Personal Vision!

2.4 Understanding Local Community Needs

## **3. Green Entrepreneurship and Permaculture Essentials**

3.1 Definition of Green Entrepreneurship

3.2 Types of Economy and Business Models

3.3 Traits and Competencies of Green Entrepreneurs

3.4 Permaculture and Green Entrepreneurship

## **4. Establishing and Sustaining a Green Enterprise**

4.1 The Green Business Model Canvas

4.2 Financing Options

4.3 Fundamentals of Financial Management and Financial Sustainability

4.4 Green Marketing and Branding

## **5. Building Resilience, Risk Management, Measuring Impact and Best Practices**

5.1 Building Resilience

5.2 Risk Management

5.3 Impact and Corporate Social Responsibility

5.4 Best Practices of Community-led Green Entrepreneurship Initiatives



# THE GREEN ENTREPRENEURSHIP MANUAL

Dear Reader,

We are thrilled that you are joining us on this exciting learning journey which will encourage you to unleash your Green Entrepreneurship potential!

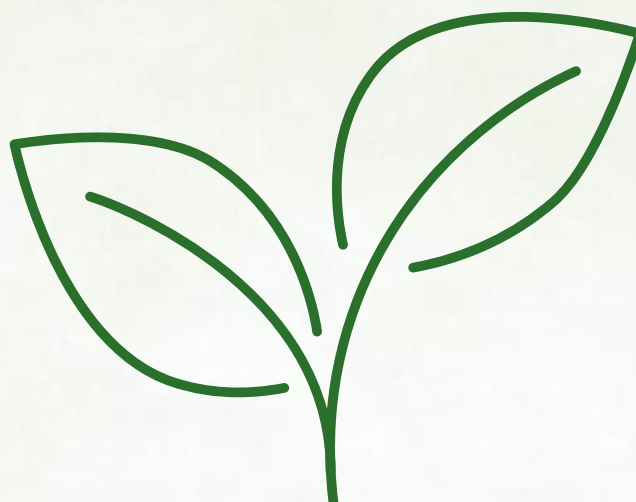
This Manual on Green Entrepreneurship is designed to empower all those who wish to learn about Green Entrepreneurship and positively impact their communities through the alternative practices of Nature & Social Permaculture. This Manual is your roadmap to navigate the exciting world of Green Entrepreneurship and build a business that aligns with your personal values and community needs.

The Manual is divided into **5 Modules**.

In Module 1, you will explore the **current situation** concerning young people's environmental awareness and their involvement in Green Entrepreneurship and green activities in Cyprus, Germany, Greece, Italy, Malta, and Spain. You will also learn why this Manual was created and its learning objectives.

In Module 2, you are encouraged to reflect on your **Personal Values** and create a **Value Proposition** for your Social and Green Enterprise. Discover the power of **SWOT Analysis** to identify your Strengths, Weaknesses, Opportunities, and Threats to establish a Green and Social Enterprise. This module is your gateway to building a socially and environmentally conscious enterprise that reflects who you are and meets the needs of those around you.

In Module 3, you will learn about the different types of economies and explore the definitions of '**Green Entrepreneurship**' and '**Social Entrepreneurship**'. You will also learn about the traits of a Green Entrepreneur and the connection between **Permaculture** and **Green Entrepreneurship**.





Module 4 provides the necessary steps to create a **Business Model Canvas** along with insights into **Financial Management**, financing options, and **Green Marketing Strategy** for your Green Enterprise.

In Module 5, you will discover the importance of **Resilience in Green Entrepreneurship** through examples of successful Green Entrepreneurs. You will also gain insights into **Risk Management** and **Impact Measurement**, and explore **Best Practices of Community-led Green Entrepreneurship Initiatives**.

The Manual underscores the importance of considering the **Triple Bottom Line** (People, Planet, and Profit) when making business decisions, and provides practical strategies and tools for achieving this goal. It covers a wide range of topics, including Sustainable **Business Models**, **Environmental Impact Assessment**, **Social Responsibility**, and **Stakeholder Engagement**.

The Green Entrepreneurship Manual is for everyone who wishes to learn the essentials of Green Entrepreneurship to understand how Green enterprises can bring sustainable social impact and have a **positive effect on the environment**. It offers guidance, knowledge, and inspiration to help you understand the step-by-step process of **creating a sustainable and impactful enterprise** that aligns with your Personal Values and contributes to a greener and more inclusive future.

The Green Entrepreneurship Manual is an output of the Erasmus KA2 project NASPLY: Sustainable Growth, through Nature and Social Permaculture as a Theory for Learning.



# THE NASPLY PROJECT

The NASPLY project aims to foster social integration, solidarity and volunteering among young people and young marginalised people, develop their digital, entrepreneurial and life skills and raise their environmental awareness through nature and social permaculture, non-formal education, and social and green entrepreneurship.

Social and Nature Permaculture is used in this project as a theory for learning. Social permaculture focuses on the principles of permaculture design, extrapolated into societal level i.e., it aims at creating resilient communities where people understand their value in society, what their role is, how they can learn from nature to have a strong and sustainable social ecosystem.

NASPLY addresses environmental issues, through social and green entrepreneurship based on the principles of permaculture, and promotes solidarity, and concern for others. NASPLY aims at developing high-quality project results on social permaculture and eco-therapy gardening as tools for youth empowerment, to acquire skills, build social networks and grow within their community with equal access to nature.

- YOUTH: Promoting active citizenship, young people's sense of initiative and youth entrepreneurship including social Entrepreneurship
- HORIZONTAL: Environment and fight against climate change
- HORIZONTAL: Inclusion and diversity in all fields of education, training, youth, and sport.

### **The NASPLY project focuses on the following target groups:**

TG1: Young people with a focus on those with fewer opportunities.

TG2: Youth workers and professionals working with disadvantaged youth.

TG3: Educators, practitioners working towards environmental sustainability and social inclusion.

TG4: Public administrators, decision-makers and policymakers.

### **The project outputs are the following:**

- A Training Course Curriculum on nature and social permaculture (p.41) for youth workers and youth, developed by Permacultura Cantabria. The Training Course Curriculum is expected to reach 60 youth educators working with disadvantaged youth in 4 partner countries (Malta, Germany, Italy, Cyprus).
- A Nature and Social Permaculture Toolkit (WP3) which includes three components:
  - a. A Programme Guide for youth workers, developed by PRISMS
  - b. A Workbook for Youth, developed by Generation (Change?)
  - c. A Green Entrepreneurship Manual, developed by Jugend- & Kulturprojekt e.V.
- An online Learning Platform, developed by RESET: This platform serves as a repository for all the results produced to ensure wide outreach. It aims to provide youth workers and vulnerable youth with the necessary information to start using permaculture as a tool for social inclusion, sustainability, and personal growth.

### **Activities implemented under the NASPLY project:**

- Implementing a five-day training course on social permaculture for youth workers and educators organised by Permacultura Cantabria in Spain.
- Piloting the training course through pedagogical training sessions in 4 partner countries (MT, IT, DE, CY) with different youth educators corresponding to the different target groups.
- Piloting the toolkit with youth workers and youth in all partners' countries.
- Dissemination events in each of the partner countries (WP4) that include the following activities: presentation of the project results, round-table discussions with stakeholders and beneficiaries of the project, a Permaculture Garden Open Day, and informal networking.

# nasply

**DEVELOPED BY**



**Jugend- & Kulturprojekt e.V.**  
[www.jkpev.de](http://www.jkpev.de)

**AUTHORS:**

**Katsiaryna Zhakun and Myrto-Helena Pertsinidi**

**REVIEWERS:**

**Magdalena Zapotoczna and Faustine Rousset**

**DESIGNER:**

**Olga Yocheva**





## 1.1 Needs analysis – Young people’s environmental awareness and participation in green activities and initiatives

Currently, there is an urgent need for a transformative change in people's mentality and approach towards the environment and humanity. It is imperative to foster a shift in how we perceive and interact with the natural world and prioritise sustainable practices. Equally important is the education and empowerment of young people to become active and engaged citizens who think and act conscientiously, with a primary focus on the environment. By instilling environmental consciousness at an early age, we can encourage young individuals to consider the wider implications of their actions and make choices that promote ecological well-being alongside their own interests.

In order to meet these challenges, it is necessary to equip young people with knowledge and skills relating to sustainable development and to strengthen social and environmental entrepreneurial attitudes.

Providing all necessary knowledge, skills and values to young people as well as opportunities to grow and guidance on how they could get involved in inclusive green initiatives, is paramount. It allows them to harness their skills and passions, channel their energy towards constructive endeavours, and contribute positively to societal progress while simultaneously supporting the environment.

Before introducing the concept of Green Entrepreneurship, we considered it important to share some information about national environmental policies and strategies that concern young people, young people’s environmental awareness and their involvement in environmental activities that foster active participation, volunteering and green entrepreneurship in the countries participating in this project: Spain, Malta, Italy, Cyprus and Germany.

### Cantabria-Spain

In the Pasiegan Valleys of Cantabria, Northern Spain, the serenity of the landscape contrasts sharply with its underlying challenges. An ageing population, rising unemployment, and limited educational opportunities plague the region. The youth, in particular, are hit hardest by this reality. Many, possessing resources, opt to migrate to urban hubs, leaving behind peers confined by geographic and economic barriers. However, amidst these challenges, there's a beacon of hope. A significant 70% of young people at Permacultura Cantabria have been weaving their rural roots and ancestral ties to agriculture into modern practices like organic farming, bioconstruction, and green entrepreneurship. However, their foundation in permaculture, though rooted in tradition, often lacks in-depth knowledge about the holistic benefits these practices offer. The region's commitment to sustainability extends to Vocational Education and Training (VET) centres, which champion agro-alimentary studies, giving students a window into sustainable initiatives (Permacultura Cantabria, 2023).

Spanish youth's bond with nature is evident in their everyday eco-friendly habits, such as water conservation. Spanish youth are engaged in environmental activities through organizations like Jóvenes por el Clima (Youth for Climate). They participate in climate strikes, advocacy campaigns, and community projects focused on environmental conservation. However, a study from Barcelona University The Attitudes of Young Spaniards Students towards the Environment and their Perception of the Future shows diminishing youth interest in nature during early adolescence, and more among the disadvantaged, who often find themselves estranged from the outdoors.

Despite the broader economic turbulence across Europe, a study by Eurostat in 2017 brings to light an intriguing trend. Youth entrepreneurship remained remarkably stable between 2016 and 2017. Yet, a retrospective look since 2012 reveals a decline. Spain, when juxtaposed with its European counterparts and even nations in Latin America, lags in nurturing its nascent entrepreneurs. A startling revelation from the GEM survey attributes this to a single predominant reason: lack of profitability, cited by 27.5% of respondents.

"The Missing Entrepreneurs 2017" report unravels further barriers. The lack of entrepreneurial skills is a significant deterrent, with only 36% of youth feeling equipped. A parallel concern is the fear of failure, echoed by 46.6% of respondents. The OECD adds that these challenges are amplified for those disadvantaged in the labour market due to restricted access to experience, networks, and financing. Spain supports green entrepreneurship through initiatives like the Green Employment Plan and funding programs for sustainable startups. Organizations like Empreverde provide support and resources for young green entrepreneurs.

## Malta

Climate change remains the country's second biggest challenge based on the opinion of Maltese respondents according to the Climate Survey conducted by the European Investment Bank. Three-quarters of respondents (78%, or 6 percentage points above the EU average) say they are convinced that their own behaviour can make a difference in addressing the climate emergency (European Investment Bank, 2023).

A qualitative study conducted by Prisms in Malta with the youth involved in their projects reveals that most of the youth, who live in the urban regions, especially those with fewer opportunities, show a strong inclination towards environmental protection and sustainability. However, their limited exposure to nature due to urban upbringing hinders their ability to actively engage themselves in environmental activities, permaculture, and green entrepreneurship. About 70% of young Maltese lack the necessary tools, skills, and knowledge to turn their environmental intentions into tangible efforts, particularly those in highly urbanised areas like the inner harbour. Living in a busy urban area has limited many of them from experiencing less urbanised regions, such as the western part of Malta. Consequently, their bond with nature is significantly diminished. Maltese youth engage in environmental activities through NGOs like Nature Trust Malta and Clean Up Malta. They participate in beach clean-ups, tree-planting initiatives, and awareness campaigns.

While youth and especially young disadvantaged people might not be familiar with concepts like green entrepreneurship and permaculture, they are notably aware of local environmental issues. Their awareness largely stems from first-hand experiences and daily observations. They are particularly informed about pressing problems such as construction challenges, overpopulation, and the associated environmental consequences like pollution and waste. This is the experience that youth workers have gathered from amongst the youth that they work with.



## Italy

According to the Eurobarometer data (Openpolis, 2011), more young people are getting involved in environmental and sustainability activities, with 44% prioritising these concerns—higher than the EU average of 39%. This growing eco-awareness is reflected in increased membership in ecological groups, especially among 18-19 year-olds, with a participation rate of 4.4% in 2020. Additionally, 14.4% of Italian youth are considering careers in sustainability, indicating a shift in professional interests. With 60% supporting an inclusive and sustainable economic approach, the job market is responding, with a projected 35% of young recruits landing green job contracts by 2020.

However, there is a gap: disadvantaged youths are trailing in this eco-movement, highlighting the need for more inclusive initiatives in this sector.

This environmental tilt, however, clashes with another trend. Despite 79% of young Italians dreaming of a nature-connected life, their daily life contrasts sharply. Urban youth, especially those aged 6 to 14, spend about 6.5 hours daily on screens, reducing outdoor interactions. This tech immersion is further exacerbated by an alarming revelation: many are oblivious to the natural origins of their food. This disparity between nature-centric aspirations and urbanised lifestyles is even more pronounced among the underprivileged. Nearly half of them face deprivations, notably in education and environment, exacerbating their detachment from nature (WWF Report “Well-being and Nature: child-friendly green cities”, 2018).

Italian youth show environmental awareness, with 83% recognising the importance of the green economy. In 2021, a majority claimed to understand sustainability nuances. However, there's a paradox: less than a quarter systematically engage with green literature, and only 10% have a profound grasp of sustainable growth. Organizations like Fridays for Future Italy and Legambiente Giovani organise protests, educational events, and conservation projects actively involving young people.

Permaculture and green entrepreneurship remain largely uncharted for the youth, with only a few initiated by familial or academic exposure. Italy supports green entrepreneurship through initiatives like the Circular Economy National Plan and funding programs for eco-innovative startups. Organisations like Impact Hub Milan provide support and networking opportunities for green entrepreneurs.

## Cyprus

Since its accession to the EU in 2004, Cyprus has witnessed a raise in youth involvement in environmental activities, particularly in areas like green entrepreneurship. This enthusiasm has been fueled by a combination of local, national, and European projects that offer training and awareness programs. Additionally, a surge in youth-led climate activism, significantly empowered by the capabilities of social media, has brought environmental concerns to the forefront (European Climate Pact, 2022). Cypriot youth participate in environmental activities through organizations like Youth Power Cyprus and Cyprus Youth Council. They organise clean-up campaigns, awareness events, and eco-friendly initiatives.

However, challenges posed by recent global crises, notably the COVID-19 pandemic and geopolitical disturbances, have somewhat dampened this momentum. Reports [“Being Youth in times of Crises 2022”](#) highlight that a majority of young Cypriots faced mental health issues during these tumultuous times, leading to a decline in their participatory actions, especially among the more marginalised sectors.

Addressing these challenges is crucial to improve the overall well-being of young Cypriots and increase their environmental engagement. According to a 2022 UNESCO report ([UNESCO, 2022](#)), the majority of Cypriot youth have limited awareness of environmental issues. Although global concerns about climate change are escalating, a significant 70% of the surveyed youth in Cyprus either cannot explain, can only touch upon the basic principles of, or are entirely unaware of climate change. This reflects an urgent need for enhanced educational efforts in Cyprus to deepen the understanding and relationship of the younger generation with nature and environmental challenges.

While Cypriot youth have a growing interest in environmental sustainability and eco-conscious practices, inadequate access to education, training, and policy-influencing opportunities hampers their aspirations. Many are eager to champion systemic changes and want increased participation in the political discourse surrounding climate issues. The Euro-Mediterranean Regional and Local Assembly emphasises the importance of integrating the perspectives and energy of the younger generation into meaningful climate solutions.

To enhance the effectiveness of non-formal education in fostering youth well-being and social inclusion, there's a need to adopt learner-centric and experiential learning methodologies. Young people in Cyprus show a strong preference for hands-on initiatives outside the traditional classroom, especially when these are in collaboration with local entities. Embracing diverse perspectives in climate education is crucial, underscored by 77% of youth emphasising its importance ([UNESCO, 2022](#)).

There's a pressing requirement to develop entrepreneurial skills, especially given the recent decline in entrepreneurial activities. Fostering eco-entrepreneurship among diverse youth groups has become vital. Lastly, it's important to leverage national programs like 'Thalia' 2021-2027, which prioritises research, innovation, and green growth, ensuring that youth are well-equipped and actively engaged in the nation's environmental endeavours.

## **Germany**

Environmental and climate policies have seen a surge in engagement from many young people in recent years. They've voiced their concerns and aspirations through various platforms, ranging from street protests like Fridays for Future Germany and social movements to youth association work and committee involvement. Some notable successes have been achieved, such as the establishment of children's and youth parliaments in municipalities and at the state level. Furthermore, participation formats have been incorporated at the federal level.



Illustrating this shift in political participation, 11 out of 16 German states have reduced the active voting age for local elections to 16. However, as it is highlighted in Stange, Waldemar; Jansen, Bernward Benedikt; Brunsemann, Claudia (2021). Policy Paper – Kriterien guter Jugendbeteiligung in der Umweltpolitik – Bestandsaufnahme und Empfehlungen, there remains a disparity; the number of participation opportunities at the federal level is disproportionately lower than at the municipal level.

Nature holds a significant place in the hearts of young Germans. Many children and young adults view nature as an escape from the daily grind, a space of personal significance where they can let their imaginations roam free. Such experiences with nature often shape their identities and imbue their lives with purpose.

Contrary to a common belief, the environmental perspectives of older generations do not differ significantly from the younger ones. Both young people between 14-29 age group and those aged 65 and over consider environmental issues highly important. Still, young people express dissatisfaction with the actions taken by various sectors, including the federal government, industry, and even individuals, towards environmental and climate protection. While they are inclined to adopt sustainable consumption patterns, they often hesitate to engage in civil society. But as movements like "Fridays for Future" illustrate, civil society engagement is imperative for driving extensive change.

A substantial number of young Germans actively participate due to perceived inaction on environmental issues. For instance, 40% of surveyed individuals who voted in the past, prioritise parties with strong environmental stances. Digital engagement, like signing online petitions or sharing posts on social media, is prevalent (Firck V., Gossen M., 2021). Street activism, like Fridays for Future climate strikes, has seen some decline, aligning with findings from the 2019 Youth Survey.

Germany is a hub for green entrepreneurship, with numerous support programs and initiatives like the Green Startup Monitor and the GreenTech Alliance. Organizations like UnternehmensGrün provide resources and networking opportunities for sustainable startups. Various funding and support programs in Germany specifically target green startups and young entrepreneurs. The EXIST Business Start-up Grant supports innovative startups emerging from universities, and the German Federal Ministry for Economic Affairs and Energy's funding programs for green innovation and entrepreneurship.





“

Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.

-Mahatma Gandhi





## PERSONAL VALUES & COMMUNITY NEEDS

### 2.1 Skills, Qualities and Values

Knowing yourself and your limits is vital before you embark on an ambitious green project or enterprise. It is important to identify your skills, possessed and needed abilities, desired work-life balance, the way you work, your relationships with others, etc.

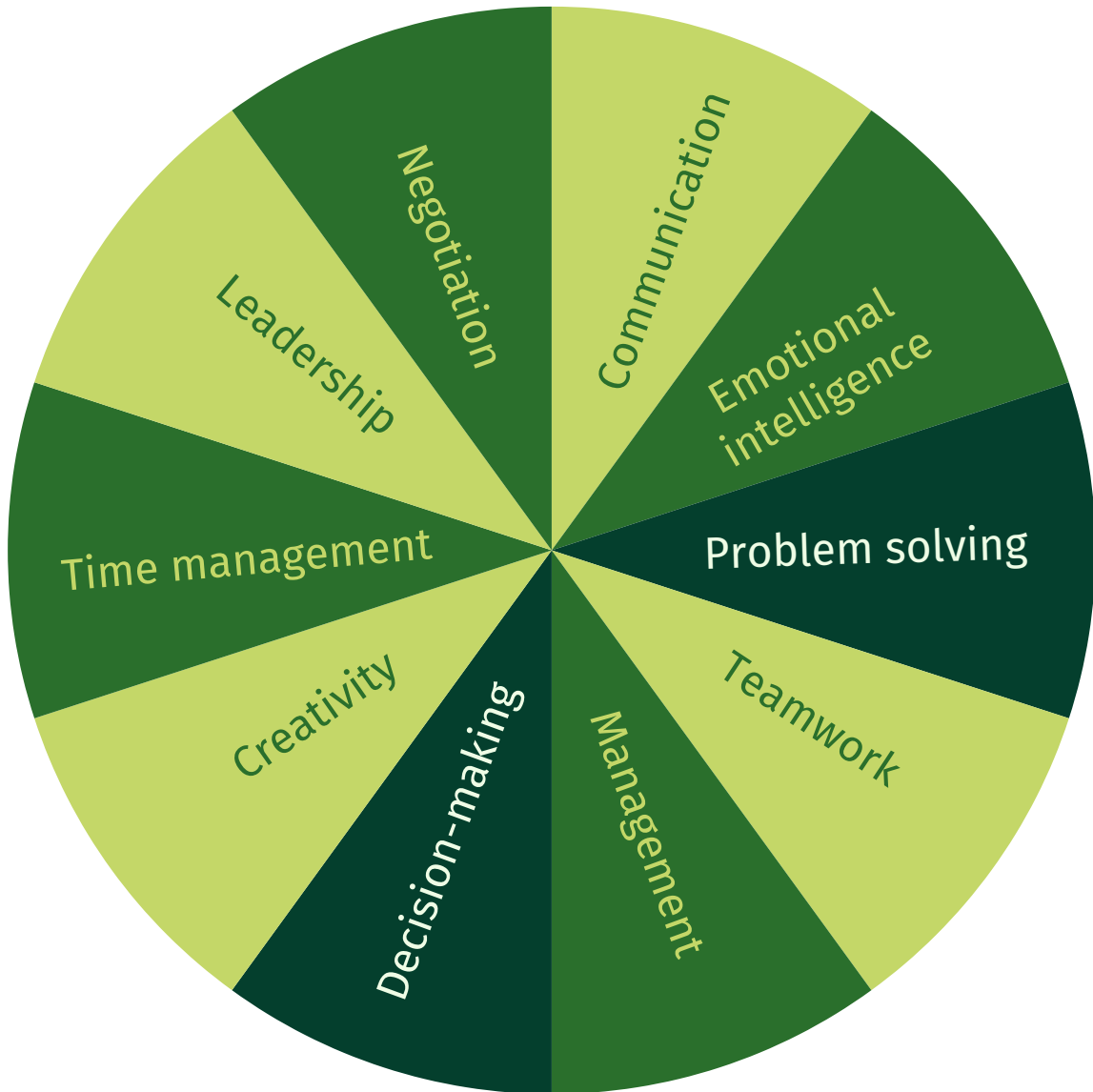
Those elements are extremely important when elaborating any green entrepreneurial project, since they will help us anticipate the risks, failure or difficulties. According to that diagnosis, we may find it relevant to partner with complementary people.

#### What are your skills, qualities and values?

Before defining personal values and skills, please, reflect on the following questions to gain a deeper understanding of your strengths, accomplishments, values, and network connections. Take your time to contemplate and jot down your thoughts. This exercise will help you identify and leverage your unique attributes as you embark on your journey of green entrepreneurship.

- What are you naturally good at or enjoy doing?
- What is something you have accomplished that you are proud of?
- What is important to you that you think others may not prioritise or show?
- What would you like to change in your local community? Have you identified any specific needs?
- How would you bring change to your local community?

## 10 TYPES OF SKILLS



**Skills** can be defined as the ability to perform a task or activity effectively. They encompass a wide range of capabilities, including technical expertise, cognitive abilities, interpersonal skills, digital skills and more. In the context of entrepreneurship, possessing a diverse set of skills is crucial for success, especially for young green entrepreneurs who are navigating the challenges of sustainable business practices.

Skills refer to specific learned and practised abilities that enable individuals to perform tasks, actions, or functions. They are mainly acquired through education, training, and hands-on experience. They are tangible and can be demonstrated and measured.



**Qualities**, on the other hand, is a term which refers to the inherent and acquired characteristics, traits, attributes, or features that define an individual's character, behaviour, and personality. These qualities shape how a person interacts with others, approaches challenges, and contributes to various aspects of life. Qualities are often inherent aspects of an individual's nature, less tangible than skills and are about personal attributes and characteristic. However, they can also be developed and refined over time through experiences, learning, and personal growth. Qualities define an individual's personality, behaviour, and overall nature. These qualities include the following:

1. **Personality Traits:** Characteristics such as extroversion, introversion, openness, conscientiousness, agreeableness, and emotional stability.
2. **Values and Beliefs:** Core principles and beliefs that guide a person's decisions, actions, and ethical behaviour.
3. **Communication Skills:** The ability to express ideas, thoughts, and feelings effectively, both verbally and non-verbally.
4. **Integrity and Honesty:** Upholding moral and ethical principles, being truthful, and maintaining consistency in actions and values.
5. **Empathy:** The capacity to understand and share the feelings of others, demonstrating compassion and consideration.
6. **Resilience:** The ability to bounce back from setbacks, adapt to change, and maintain a positive outlook in challenging situations.
7. **Self-Discipline:** The capacity to control and regulate one's behaviour, emotions, and impulses to achieve goals and maintain focus.
8. **Leadership Skills:** The ability to guide, inspire, and influence others toward a common goal.
9. **Adaptability:** Flexibility and openness to change, adjusting to new circumstances and environments.
10. **Creativity:** The ability to think innovatively, generate new ideas, and solve problems in unconventional ways.
11. **Teamwork and Collaboration:** The capacity to work effectively with others, contribute to a team, and communicate cooperatively.
12. **Work Ethic:** Diligence, dedication, and commitment to putting in effort and achieving goals.
13. **Open-mindedness:** Willingness to consider different perspectives, ideas, and experiences without prejudice.
14. **Patience:** The ability to remain calm and composed in the face of challenges or delays.
15. **Courage:** The willingness to confront fears, take risks, and stand up for one's beliefs.



## 5 Most important values in life



Personal values are the fundamental beliefs and principles that guide an individual's behaviour, decisions, and actions. They serve as a moral compass, influencing how individuals perceive the world, make choices, and interact with others. Personal values are deeply rooted and shape an individual's identity and sense of purpose (Schwartz, 1992).

There are a bunch of different online tests, which could be a really good helping hand to discover yours.

**Personal Values Online Test** - Discovering your core values can be transformative, especially when integrating them into your business plan. By having a clear understanding of what truly resonates with you - be it integrity, compassion, growth, or any other value - you can craft a business blueprint that is genuinely reflective of your authentic self. In doing so, you not only create a business that mirrors your deepest beliefs and aspirations but also pave the way for a more purposeful and fulfilling entrepreneurial journey.

**16 personalities** - Understanding your personality type can be pivotal in shaping your business endeavours. Consider it as the compass guiding the crafting of your business plan. By recognising whether you're an assertive protagonist, a logical analyst, a compassionate mediator, or any other personality archetype, you can align your core values seamlessly into your business strategies. This alignment not only ensures that your business reflects your true self but also optimises decision-making, fostering growth and success in line with your innate strengths and inclinations.

## 2.2 SWOT Analysis

Welcome to the SWOT Analysis!

We invite you to watch an engaging video **Tesla SWOT Analysis** that will inspire you and provide valuable insights. As you watch the video, we encourage you to reflect and fill in the table below. Take a moment to pause the video when needed and give thoughtful responses. This will help you to connect with the content on a deeper level and enhance your learning experience. Let's dive in and enjoy this enriching learning journey together!

A Personal SWOT Analysis is a tool used to evaluate your future goals. SWOT stands for strengths, weaknesses, opportunities, and threats. It considers all factors, whether positive, negative, external, or internal. Internal factors are elements you bring to the analysis, such as strengths and weaknesses. External factors are elements outside of you, including opportunities and threats (Indeed, 2023).

### Did You Know?

Though the **SWOT Analysis** was originally designed for analysing businesses, it's now often used by governments, nonprofits, investors and entrepreneurs.

# SWOT INFOGRAPHIC



## Strengths

*What do you do well?  
What unique resources can you draw on?  
What do others see as your strengths?*



## Opportunities

*What opportunities are open to you?  
What trends could you take advantage of?  
How can you turn your strengths into opportunities?*

## Weaknesses



*What could you improve?  
Where do you have fewer resources than others?  
What are other likely to see as weaknesses?*

## Threats



*What threats could harm you?  
What is your competition doing?  
What threats do your weaknesses expose you to?*



The SWOT Analysis remains a staple of MBA programs and business education courses nearly 60 years after the concept was developed.

### Activity

Activity Title	Personal SWOT Analysis
<p><b>Aim of activity</b></p>	<ul style="list-style-type: none"> <li>• Identify the goal that you want to achieve</li> <li>• Identify the personal strengths that will help you to achieve it</li> <li>• Identifying weaknesses and analysing the opportunities and threats</li> </ul>
<p><b>Duration</b></p>	<p>By yourself: 45 minutes or as long as you want to reflect</p>
<p><b>Required tools/materials</b></p>	<ul style="list-style-type: none"> <li>– Pen, pencil (optional)</li> <li>– Sticky notes</li> <li>– Computer/ internet connection (optional)</li> </ul>
<p><b>Step-by-step instructions</b></p>	<p>Fill out the editable template which you see above. Write down what you think and feel.</p>

**Top Tip:** Think about your strengths in relation to the people around you. For example, if you're a great mathematician and the people around you are also great at maths, then this is not likely to be a strength in your current role – it may be a necessity.

### References:

Indeed, Career Guide (2023). How to create a personal SWOT analysis in 5 steps. Retrieved on 17 March 2023, from: <https://uk.indeed.com/career-advice/career-development/how-to-create-personal-swot-analysis>

Schwartz, S. H. (1992). Universals in the Content and Structure of Values: Theoretical Advances and Empirical Tests in 20 Countries. *Advances in Experimental Social Psychology*, 25, 1-65.

### 2.3 Create your Personal Vision!

Your Personal Vision is how you commit to living your life. It influences all areas including family, spirituality, physical well-being, leisure, and work. A clear personal vision statement is an integration of your abilities, interests, personality, values, goals, skills/experience, family of origin, and stage of adult development. That's huge! (The Highlands Company, 2017)

If you have a personal vision, you will

- have a guide for decisions,
- become meaning-driven and inner-directed,

- think in the long-term, and
- maintain balance in your life. (The Highlands Company, 2017)

Having a Personal Vision helps you operate within a balanced cycle instead of a stressful one. In the balance cycle, you'll feel more content, be more efficient, and find more significance and enjoyment in what you do. On the other hand, without a personal vision, you might fall into the stress cycle, which can lead to burnout, feeling like your efforts are pointless, and lacking a sense of purpose (The Highlands Company, 2017).

### Proposed Activity

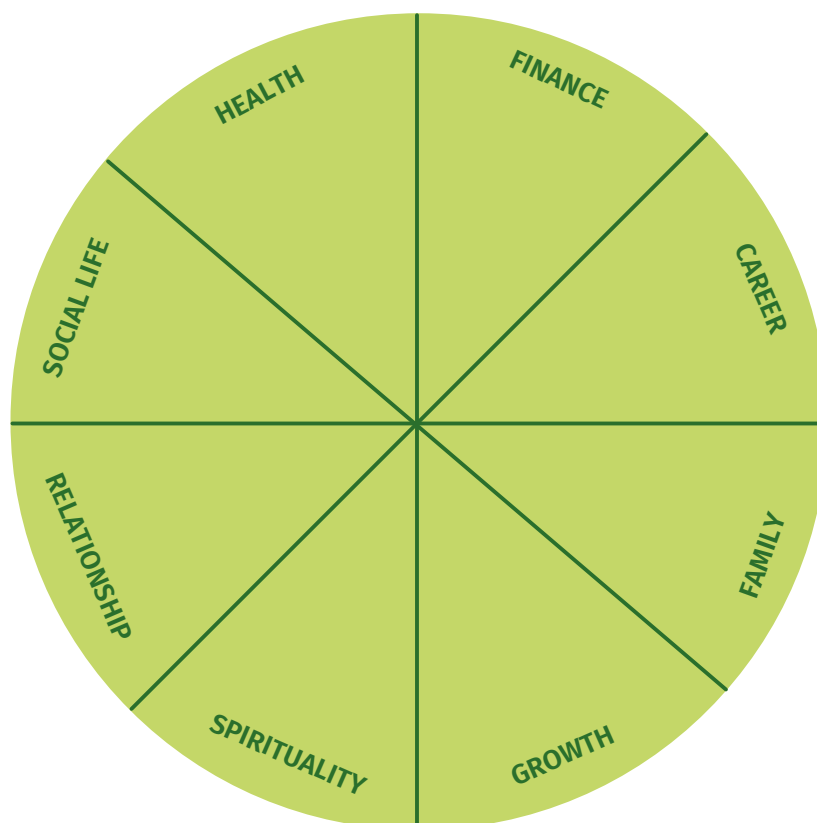
According to Eakman (2016), your life moves out of balance “when the fulfilment of basic psychological needs has been thwarted within ongoing patterns of day-to-day occupations” and it causes harm to your well-being.

Put more simply, your life is out of balance when your basic psychological needs, including autonomy, relatedness, and competence, are no longer being met (Ryan & Deci, 2018). Perhaps you are focusing too much on your family while your relationship with your partner slips away, or you are prioritising your finances over your spiritual growth.

## WHEEL OF LIFE

### Assess Your Life

Evaluate your satisfaction level in all the fields of each scale of the wheel of life





Activity Title	Wheel of Life
<p><b>Aim of activity</b></p>	<p>Performing the Wheel of Life exercise will support this process by balancing factors that influence overall well-being while identifying areas of life where support, guidance, and additional focus are needed.</p>
<p><b>Duration</b></p>	<p>By yourself: 45 minutes or as long as you want to reflect</p>
<p><b>Required tools/materials</b></p>	<ul style="list-style-type: none"> <li>• Pen, pencil (optional)</li> <li>• Sticky notes</li> <li>• Computer/ internet connection (optional)</li> </ul>
<p><b>Step-by-step instructions</b></p>	<p><b>1. Introduce the Wheel of Life</b></p> <ul style="list-style-type: none"> <li>• Review the meaning of the categories, along with the scoring method.</li> <li>• Rename, remove, or add any new categories that feel relevant to you.</li> </ul> <p><b>2. Rank the categories</b></p> <ul style="list-style-type: none"> <li>• Score each category by drawing a line through or adding a number, where one is not satisfied at all and ten is fully satisfied.</li> <li>• This Part of the exercise provides an overview of the level of satisfaction in their life.</li> </ul> <p><b>3. Review the Wheel as a whole</b></p> <ul style="list-style-type: none"> <li>• Once completed, look at the outside of the wheel, think about its overall shape, and consider the total life balance.</li> <li>• Ask yourself the following questions to help you reflect on your current life satisfaction: <ul style="list-style-type: none"> <li>• When you look at the shape of the wheel, how do you feel?</li> <li>• How would you like to change the shape of the inner wheel?</li> <li>• What surprises you the most?</li> <li>• What would a score of ten look and feel like?</li> <li>• Which category would you most like to improve?</li> <li>• What category would you most like to start with?</li> <li>• At present, how do you spend time in each area?</li> <li>• What do you need to improve the score in each area?</li> <li>• What small steps would have the most significant impact on your satisfaction?</li> </ul> </li> <li>• Could a single action improve more than one area?</li> </ul>

#### 4. Review each section

Consider learnings and actions taken from completing these two wheels;

- Why does an area need your attention?
- What would it take to increase your satisfaction by one score?
- How balanced do you feel in this area of your life?
- Why did you give this score?
- Is there anything missing from this area of your life that may affect your score?
- Is there anything that might add value to this area of your life and change the score?
- What will it take to make my new wheel a reality?

#### Now turn these insights into actions.

**5. Revisit and review** Periodically, revisit the wheel and re-score it to understand the changes made and the actions outstanding. This is especially useful for you to explore your progress and ensure your goals and actions remain relevant & meaningful.

If you enjoy watching films based on real stories, here is a list of recommended films to watch, get inspired, and discover your personal vision in life can be found below:

- **Chef** (2014) This film is about a magnificent chef who lost his job in a famous restaurant in Los Angeles. As a result, he decided to realise his long-standing passion for fast food – to open his chain of eateries on wheels. “Chef” is a fantastic film about business. Don’t watch with a hungry stomach.
- **Joy** (2015) This movie is a great pick-me-up for aspiring entrepreneurs. Jennifer Lawrence plays the role of a divorced mother who invents a self-wringing mop.
- **Tracks** (2013) Tracks is a beautiful adventure picture about a traveller who subsequently published her travel notes with National Geographic. The film captures the audience and gives inspiration and a good impression. It revolves around themes of courage, audacity, and the spirit of adventurism.
- **The Specials** (2019) Bruno and Malik have an unusual skill – they know how to find a common language with autistic children. They are also worried about the problem of difficult teenagers from disadvantaged areas. So, they come up with an idea: what if we teach tough kids to communicate with special children with special needs?

#### References:

Eakman, A. M. (2016). A subjectively-based definition of life balance using personal meaning in occupation. *Journal of Occupational Science*, 23(1), 108–127.

Minimalism (n.d.). Using the Wheel of Life as a self-improvement tool. Retrieved from <https://minimalism.co/articles/wheel-of-life>

Ryan, R. M., & Deci, E. L. (2018). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.

The Highlands Company (2017). *Personal Visions Examples*. Retrieved 24 April 2017 from <https://www.highlandsc.com/personal-vision-examples/>





”

Alone, we can do so little;  
together, we can do so much

- Helen Keller

## 2.4 Understanding Local Community Needs

The term "community" refers to a group of people who share common characteristics, interests, or goals and are connected by social interactions, relationships, or geographical proximity. It is a collective entity where individuals come together, often in a specific location or virtual space, to form social bonds, support one another, and collaborate for the betterment of the group or the shared environment. Communities can be based on various factors such as shared values, culture, beliefs, hobbies, or geographic location. They play a vital role in fostering a sense of belonging, identity, and mutual support among their members. (McMillan, D. W., & Chavis, D. M., 1986).

### **Have you thought about how you could tackle certain challenges that society is facing? Do you know what the people in your community need?**

Each community has its own needs and assets, as well as its own culture and social structure. A community assessment helps to uncover not only needs and resources, but the underlying culture and social structure that will help you understand how to address the community's needs and use its resources.

Developing a plan to identify **local needs** and resources can help you understand the gap between the needs and efficient solutions. Implementing a plan to assess the needs of communities and the resources available to them is the first step before you start working on your green entrepreneurial idea.

A need can be felt by an individual, a group, or an entire community. It can be as concrete as the need to create an urban garden based on permaculture principles to address the lack of green space, making the area greener, and engaging the local community in supporting this initiative as the end users. Examining situations closely helps uncover what is truly needed and leads toward future improvement.

Below you can find a list of recommended books to dive even deeper into community exploration:

- Building Brand Communities: **How organisations Succeed by Creating Belonging**, by Carrie Jones and Charles Vogt
- Friendship: **The Evolution, Biology, and Extraordinary Power of Life's Fundamental Bonds**, by Lydia Denworth
- Startup Communities: **Building an Entrepreneurial Ecosystem in Your City**, by Brad Feld
- Sapiens: **A Brief History of Humankind**, by Yuval Noah Harari

### **References:**

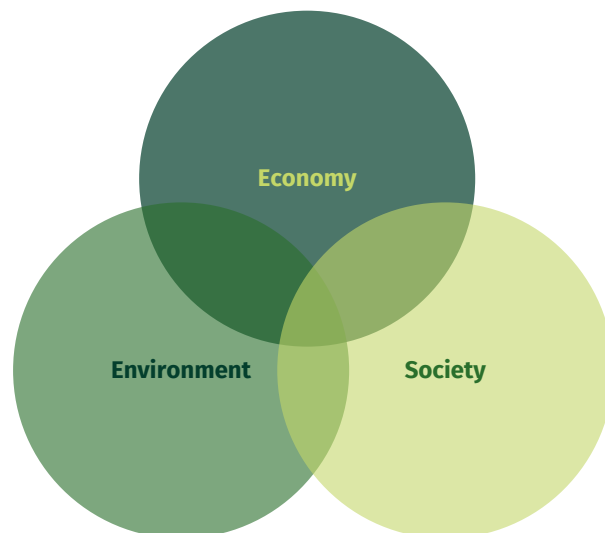
McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6-23.

Chapter 3. Assessing Community Needs and Resources | Section 2. Understanding and Describing the Community | Main Section | Community Toolbox. (n.d.). <https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/describe-the-community/main>

## GREEN ENTREPRENEURSHIP AND PERMACULTURE ESSENTIALS

### 3.1. Definition of Green Entrepreneurship

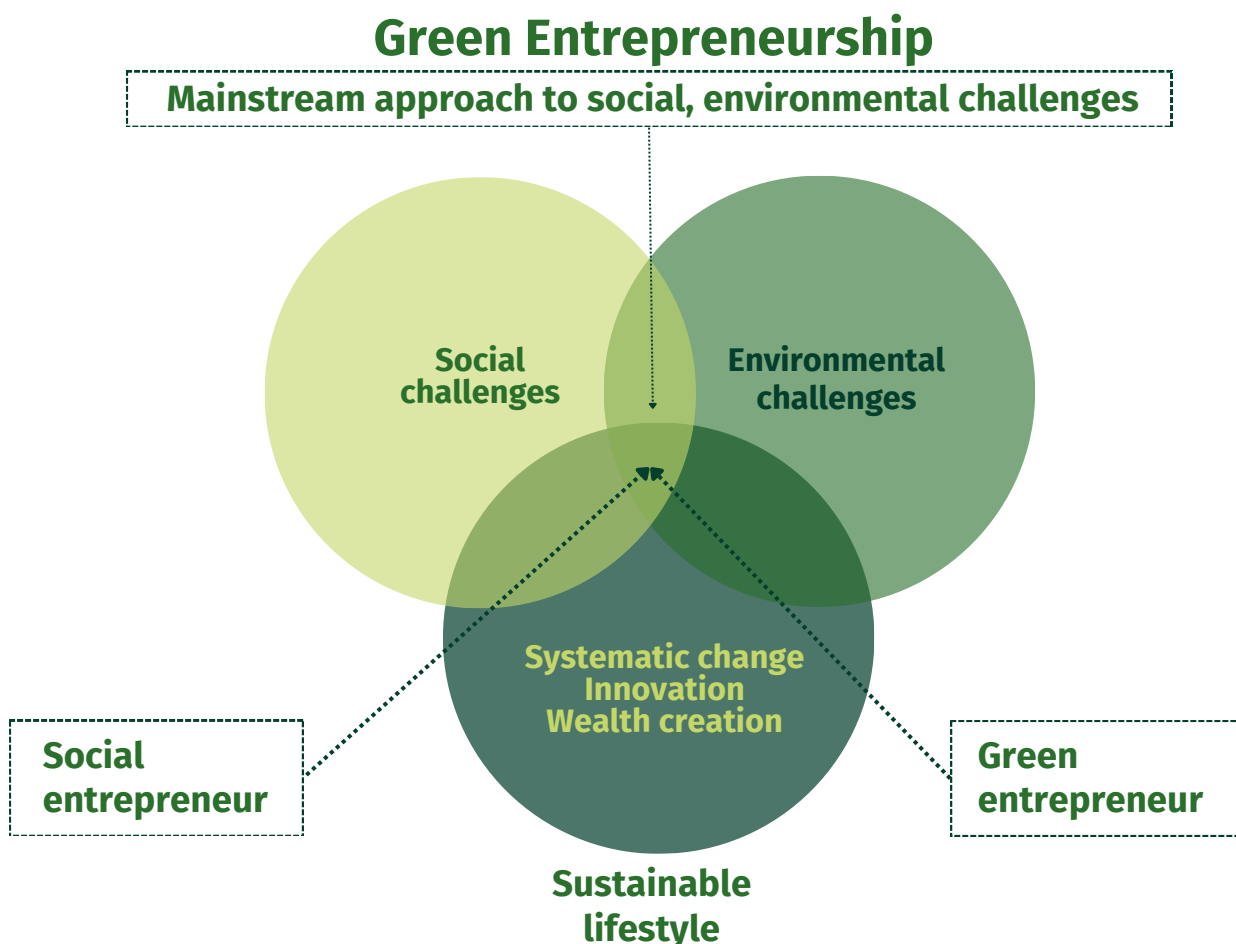
What does “Entrepreneur” mean and who invented this term?



The term “Entrepreneur” was invented by Schumpeter in the 20th century. He defined the entrepreneur as a “person of action”, who drives the creative destruction process considered as the core of capitalism. Entrepreneurs according to Schumpeter, are the innovators and catalysts behind social and economic progress, facing risks and reforms or revolutionising the production process for producing new goods or producing existing ones in a new way. They face risks, initiate reforms, and revolutionise production processes by introducing new goods or producing existing ones in innovative ways (Rahdari, A., Sepasi S., Moradi M., 2016).

Entrepreneurship is the act of turning a business idea into a new venture or expanding an existing one with high growth potential. Entrepreneurs spot opportunities, raise funds, gather management skills, and take calculated risks to introduce new products, processes, or services to the market.

Green Entrepreneurship can be defined as the practice of creating and managing a business that focuses on providing environmentally friendly products, services, or solutions. Unlike traditional businesses that primarily aim to maximise profits, green entrepreneurs prioritise sustainability and aim to minimise their environmental impact while still generating revenue. Regardless of the enterprise activity, it will have an impact on society and the environment. In return, anything that happens in social and environmental spheres will impact the business activity.



Social entrepreneurs, on the other hand, are business owners who use their companies to produce social, cultural and environmental value. These are not just directed into the public organisations but also make up a growing share of the private industry. In addition to making a profit, and maybe more substantially, their enterprises address social challenges or societal needs that they observe in the world around them. When the status quo is no longer acceptable, these change-makers act immediately. By doing so, they demonstrate that when companies integrate social value creation into their long-term mission, it can lead to major solutions to regional and global problems. Social Entrepreneurship involves applying business strategies and market-based approaches to address pressing societal issues while simultaneously generating positive social impact (Dees J.G., 2001).

## References

Entrepreneurship at a Glance (2011). *In Entrepreneurship at a glance. organisation for Economic Cooperation and Development.* <https://doi.org/10.1787/9789264097711-en>

Farreny, R. Benet, A., Morales, L., Cerantola, N., Cormenzana, M., Iglesias, J. and Merlo, G. (2015). *Create your Green Business! The Handbook for Green Entrepreneurs in the Mediterranean.* Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) of SwitchMed.

Faster Capital (2023). Green Entrepreneurship vs Traditional Business: Key Differences and Advantages. Retrieved from: [Green-Entrepreneurship-vs-Traditional-Business.](#)

Kirkwood, J., & Walton, S. (2010). What motivates ecopreneurs to start businesses? *International Journal of Entrepreneurial Behavior & Research*, 16(3), 204-228.

UNDP (2022). Five young entrepreneurs embracing sustainable business models. Retrieved from: [five-young-entrepreneurs-embracing-sustainable-business-models](#)

## 3.2 Types of Economy and Business Models

Our economy relies on a linear production and consumption approach, where goods are created, sold, used, and eventually thrown away as waste. The current way we use resources, where things are made, used, and then thrown away, has serious risks for our future (United Nations, 2017). Problems like losing different species and changing the world's climate are significant drawbacks of this approach. With more people on the planet and using more resources, it's challenging to have a sustainable future. That's why the idea of a circular economy, which started in the 1970s, offers an alternative to the usual way of growing and using things (World Economic Forum, 2014).

### Linear Economy – “Take, make, dispose”



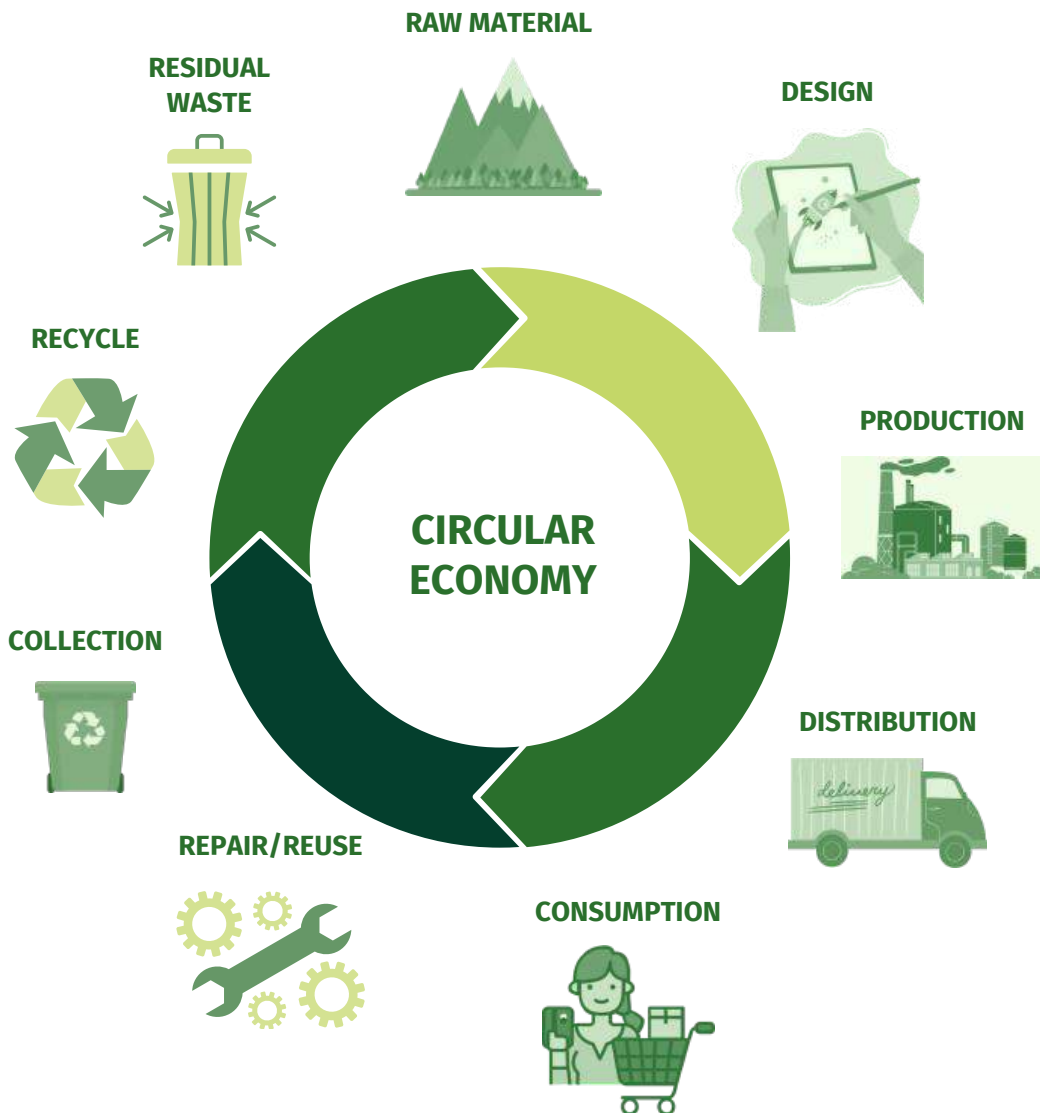
The ‘take, make, dispose’ method of manufacturing entails taking raw materials to make products and disposing of any waste from the production process, rather than using innovative strategies and considering sustainable benchmarks, such as recycling materials. (Wautelet, 2018)

### Circular Economy – “Restorative and Regenerative”

A circular economy is an industrial system that is restorative or regenerative by intention and design. It replaces the end-of-life concept with restoration, shifts towards the use of renewable energy, eliminates the use of toxic chemicals, which impair reuse and return to the biosphere, and aims for the elimination of waste through the superior design of materials, products, systems and business models (Ellen Mc Arthur Foundation).



Check out this [animated video](#) about circular economy and how society can re-think progress!



### **Inclusive economy – “Shared prosperity”**

An inclusive economy aims to broaden opportunities for more shared prosperity, especially for those facing the greatest barriers to advancing their well-being. The production of goods and services is optimised to increase the prospects and opportunities for everyone, regardless of race, ethnicity, sexual orientation, gender, or religion. This type of economy preserves and/or restores nature’s ability to produce the ecosystem of goods and services that contribute to human flourishing. It is an economy that improves human well-being and social equity, while significantly reducing environmental risks and ecological scarcities (Pacetti, 2016).



## Green Economy – “Reducing environmental risks”

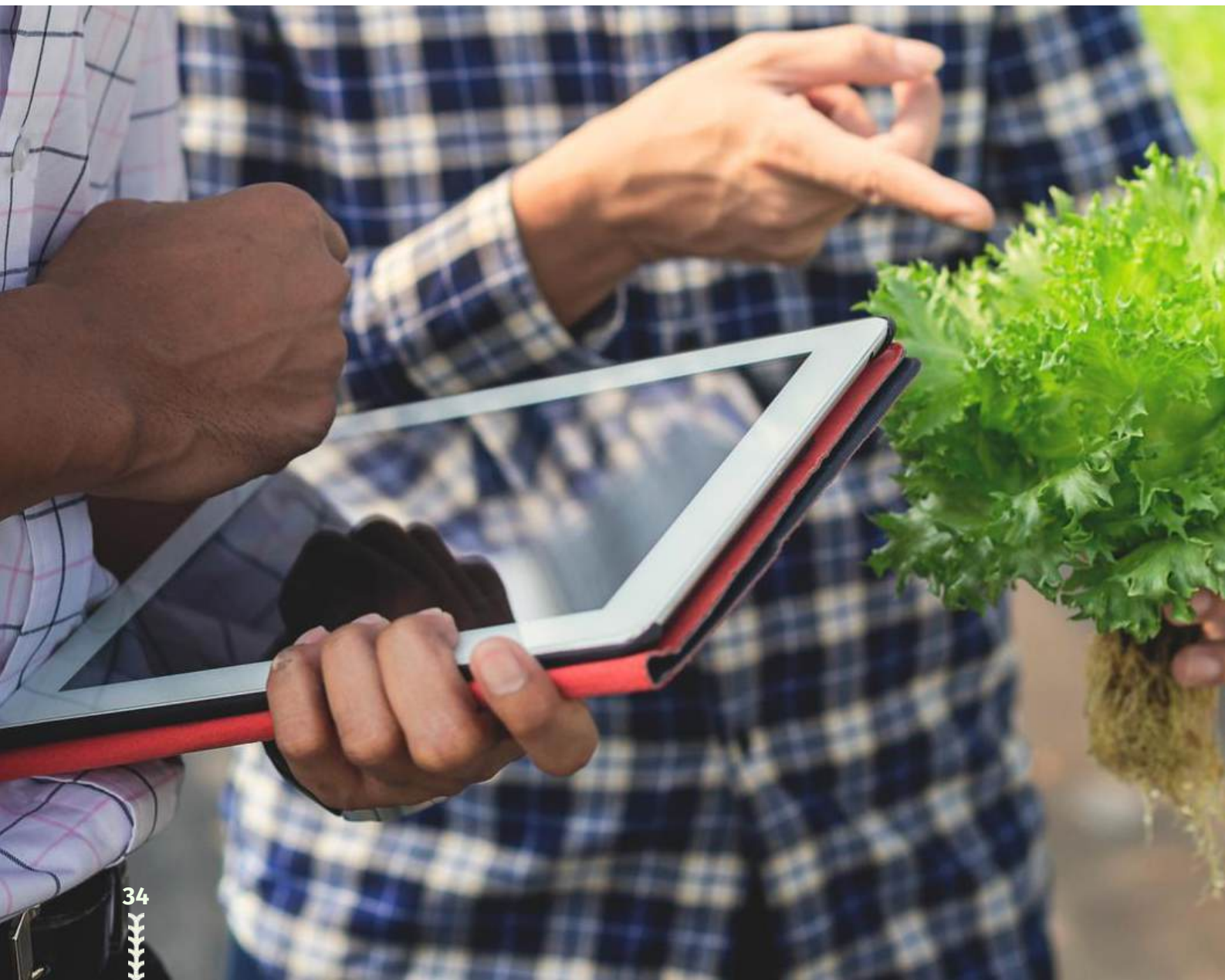
An Inclusive Green Economy is the economy that improves human well-being and social equity, while reducing environmental risks. An Inclusive Green Economy (IGE) is a thriving economy that delivers the linked economic, social and environmental outcomes sought by the Sustainable Development Goals (SDGs) and the Paris Agreement.



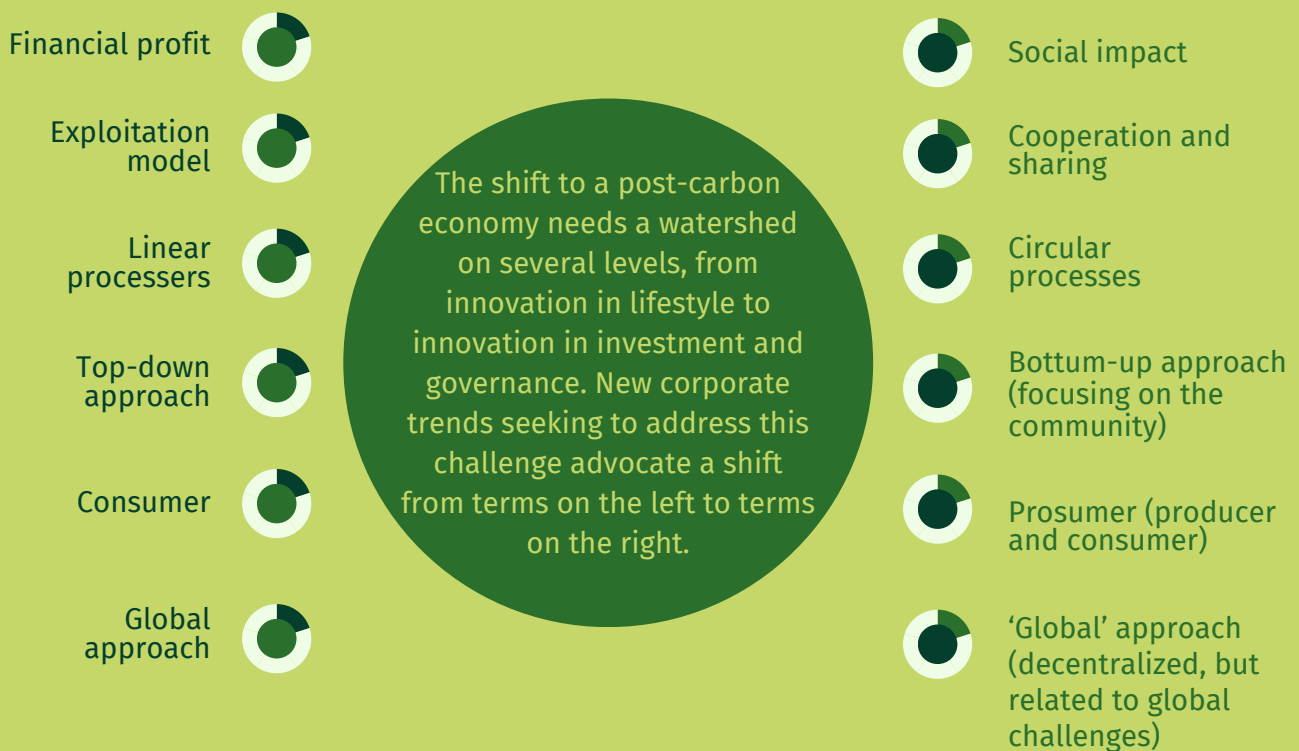
Since 1970, the extraction of resources has **tripled to 92 billion tons per year**, and it's expected to **increase by 70% more by 2050**. Only **8.6% of the global economy is circular**. Fossil fuel burning has raised the global temperature, and without action, it could rise even more (CEDEFOP, 2023).

The linear economy also affects water use and biodiversity, with **70% of freshwater used** in the global food chain and contributing to a **70% decline in biodiversity**. Massive waste, around **24 billion tons per year, ends up in landfills** (UNDP, 2022).

Transitioning to a circular economy, which emphasises using fewer materials and promoting redesign, reuse, repair, remanufacture, and recycling, could lead to lower carbon emissions and less environmental impact.



## Current Economy vs Green Economy



Five key changes are driving the transition from a linear to a circular economy (Cedefop, 2023):

- Changes to the global policy environment
- Investor demands
- Shifting consumer preferences
- Need for increased supply chain and business resilience
- COVID-19 global pandemic's effects

A **Green Business Model** describes how a company creates value while being environmentally, economically, and socially responsible. Transitioning to a circular business model has benefits like opening new markets, increasing market share, reducing costs and risks, driving innovation, and aligning with customer needs. A circular economy minimises resource use, reduces pollution, and lowers emissions by recycling and reusing products. This conserves resources, creates new jobs in recycling, refurbishment, and sustainable design, and meets customer expectations. An inclusive circular economy promotes fair access to resources and opportunities while addressing social challenges related to waste management and environmental justice.

### Tired of reading?

Here are podcasts which can help you learn more about social and green entrepreneurship. So, make yourself comfortable and dive into the world of stories.

- [Sound Advice](#)
- [The Ocean Impact Podcast](#)
- [Social Entrepreneur](#)
- [Social Minds- Social Media Marketing](#)

## References:

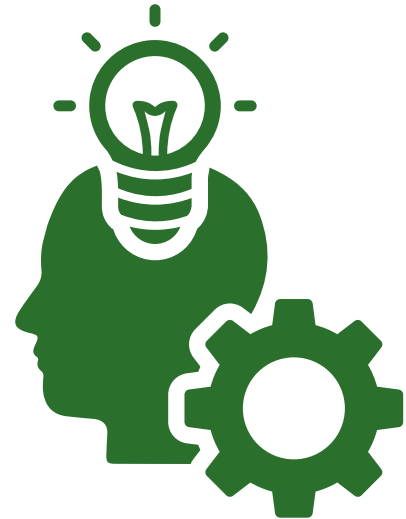
- CEDEFOP. (2023). From linear thinking to green growth mindsets. Vocational education and training and skills as springboards for the circular economy. Policy Brief. Retrieved from: [https://www.cedefop.europa.eu/files/9184\\_en.pdf](https://www.cedefop.europa.eu/files/9184_en.pdf)
- Dean, T. J., & McMullen, J. S. (2007). Toward a theory of sustainable entrepreneurship: Reducing environmental degradation through entrepreneurial action. *Journal of Business Venturing*, 22(1), 50–76.
- Dees, J.G., (2001). The Meaning of 'Social Entrepreneurship' [PDF]. Stanford University: Social Innovation Review.
- Nichols A., (2006). *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford. 56
- Pacetti E. G. (2016). The Five Characteristics of an Inclusive Economy: Getting Beyond the Equity-Growth Dichotomy. Retrieved from: <https://www.rockefellerfoundation.org/blog/five-characteristics-inclusive-economy-getting-beyond-equity-growth-dichotomy/>
- Rahdari, A., Sepasi, S., Moradi, M. (2016). Achieving sustainability through Schumpeterian social entrepreneurship: The role of social enterprises. *J. Clean. Prod.*, p. 137, 347–360.
- SEED. No Date. Sustainable Development Goals: Promoting Eco-Inclusive Entrepreneurship for Poverty Alleviation and Sustainable Economic Development.
- United Nations (2017) Secretary-General on Climate Action [as delivered] [Online]. Retrieved from: <https://www.un.org/sg/en/content/sg/statement/2017-05-30/secretary-general-climate-action-delivered>
- UNDP. (2022). Learning for Nature. Green Entrepreneurship. Online course. Retrieved from: <https://www.learningfornature.org/en/topic/lesson-1-introduction-to-green-entrepreneurship-2/>
- UNEP (2020). Young Champions of the Earth: Turning data into drinking water in China. Retrieved from: <https://www.unep.org/youngchampions/news/story/turning-data-drinking-water-china>
- Vrettos, A., Bent, D. (2018). World Green Economy Report: Inspiring Innovation in Business, Science and Policy. UNDP. World Green Economy Organization. Retrieved from: <https://www.undp.org/arab-states/publications/2018-world-green-economy-report>
- Wautelet T. (2018). Exploring the role of independent retailers in the circular economy: a case study Approach. Retrieved from: [https://www.researchgate.net/publication/323809440\\_Exploring\\_the\\_role\\_of\\_independent\\_retailers\\_in\\_the\\_circular\\_economy\\_a\\_case\\_study\\_approach](https://www.researchgate.net/publication/323809440_Exploring_the_role_of_independent_retailers_in_the_circular_economy_a_case_study_approach)
- World Economic Forum. (2014) Towards the Circular Economy: Accelerating the scale-up across global supply chains. Retrieved from: <https://www.weforum.org/publications/towards-circular-economy-accelerating-scale-across-global-supply-chains/>
- Young Champions of the Earth – UN Environment Program. (n.d.). Turning data into drinking water in China. Retrieved from: <https://www.unep.org/youngchampions/news/story/turning-data-drinking-water-china>
- <https://www.ellenmacarthurfoundation.org/the-circular-economy-in-detail-deep-dive>



### 3.3 Traits and Competencies of Green Entrepreneurs

**What do you think it takes to become a Green Entrepreneur? Check out this [video](#) “How to be a Sustainable Entrepreneur - Part 1”**

Green Entrepreneurship stands out from typical businesses by focusing on sustainability. Green business owners place a high priority on reducing their negative effects on the environment and actively look for methods to integrate sustainable practices into their business plans. This covers everything, from employing renewable energy sources and putting in place recycling systems, to purchasing commodities ethically and cutting waste (Cohen & Winn, 2007).



Green entrepreneurs often prioritise the development and promotion of eco-friendly products and services. For instance, a traditional clothing brand can depend on fast fashion practices, which add significantly to the massive amount of textile waste produced annually. On the other hand, a green clothing brand might concentrate on employing sustainable and organic fabrics, establishing a zero-waste production process, and offering a recycling service for old and used clothing items (FasterCapital, 2023).

Green entrepreneurship encourages the transition from a linear economy to a circular economy, where resources are used more efficiently, and waste is minimised. This involves implementing practices such as product lifecycle assessment, remanufacturing, and the use of renewable materials. Green entrepreneurs recognise the increasing consumer demand for sustainable alternatives and create innovative solutions that align with environmental values. These products and services are designed to have a reduced ecological footprint and contribute to the overall well-being of the planet (Farinelli, F., Bottini, M., Akkoyunlu, S., & Aerni, P, 2011).

Beyond sustainable practices and products, green entrepreneurs often take on the role of environmental advocates. They use their businesses as platforms to raise awareness about environmental issues and inspire change within their communities and industries (FasterCapital, 2023). Green entrepreneurship is very much focused on innovation and the use of new technologies. This is particularly evident in the renewable energy sector, where entrepreneurs are constantly seeking innovative ways to harness and utilise clean energy sources. For example, solar power companies are constantly developing more efficient solar panels and battery storage solutions to make renewable energy more accessible and cost-effective for consumers. Being able to identify opportunities for green business ventures is a key trait for green entrepreneurs.

Adapting to changing market demands and emerging trends and demonstrating creative thinking skills are vital to develop environmentally friendly solutions. Green entrepreneurs collaborate with partners and suppliers to create a sustainable supply chain and engage with the local community fostering sustainable business practices (CARE, 2023).

In sum, green entrepreneurs blend innovation, sustainability, community engagement, and a strong ethical framework to build businesses that are not only profitable but also sustainable and responsible.

Watch this inspiring [video](#) on YouTube: Green Entrepreneurs - Money Makers and World Changers: Sarah Brown at TEDxYouth@IFTA and reflect on the positive impact that green entrepreneurship can bring to society, the environment and the entrepreneurs themselves.

Some recommended books to read about green entrepreneurship:

- **What's Mine Is Yours: The Rise of Collaborative Consumption**, by Rachel Botsman and Roo Rogers
- **Green Swans: The Coming Boom in Regenerative Capitalism**, by John Elkington.
- **Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming**, by Paul Hawken
- **Cradle to Cradle**, by Michael Braungart and William McDonough

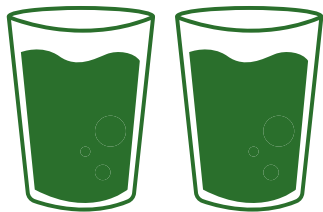
It is important to note that the terms "green entrepreneurship," "ecopreneurship," "eco-entrepreneurship," and "environmental entrepreneurship" are often used interchangeably to describe this field (Schaper, 2016). These terms capture the same concept of entrepreneurship that aims to reduce negative environmental impacts and promote sustainable development.

Get inspired by watching a video about a green entrepreneurial idea that has a strong social impact and promotes sustainable development. Xiaoyuan "Charlene" Ren is the founder of MyH2O, a data platform focused on improving water quality in rural China. Xiaoyuan Ren's dedication to addressing the water crisis in her home country has garnered recognition and support from organisations such as the United Nations Environment Programme.

To complete this task, please take the time to read the provided [story about Xiaoyuan Ren and her remarkable journey](#). As you read, pay close attention to the challenges she faced, the innovative solutions she implemented, and her vision for bringing about positive change at the village level.



Alongside the story, you will find six questions that will help you delve deeper into the details and key aspects of Xiaoyuan Ren's work.



“Imagine two glasses of water, both looking the same, but one is clean and one could make you sick. How do you choose?” asks Ren, who was raised in Beijing but has a family outside the Chinese capital. “This is the dilemma my grandparents are facing. We are setting out to change that. Water should not be a luxury item.”



#### Questions:

- What inspired Xiaoyuan "Charlene" Ren to create MyH2O, a data platform focusing on water quality in rural China? How did her background and experiences drive her passion for environmental advocacy?
- How does the MyH2O platform work to address the issue of contaminated groundwater in rural China? What role do youth volunteers play in collecting data and providing solutions to communities?
- What challenges has Xiaoyuan Ren faced in her mission to improve water quality in underprivileged communities? How did the COVID-19 pandemic impact their efforts, and how did they adapt to the situation?
- What is the long-term goal of MyH2O, and how does Xiaoyuan Ren believe they can make a significant impact on environmental issues at the village level?
- How does she plan to inspire future generations to take action and contribute to solving environmental challenges?
- Do you know of any similar examples that happened in your communities or from around the world?

Innovative ideas and determination are important, but have you heard about green skills? They include specific knowledge, competencies, values, and attitudes required to prosper, develop, and support a sustainable society. Let's have a closer look at the competence model for a green entrepreneur.

The competence model for a green entrepreneur encompasses a range of skills, knowledge, and traits essential for success in this specific field. Here are key components of this competence model for a green entrepreneur:

- **Environmental Knowledge:**
  - Understanding environmental issues such as climate change, resource depletion, and pollution.
  - Knowledge of sustainable practices and technologies.
  - Awareness of relevant laws and regulations related to environmental protection.
- **Industry Expertise:**
  - Knowledge of the specific industry or sector in which the entrepreneur operates (e.g., renewable energy, eco-friendly products, sustainable agriculture).
- **Innovation and Creativity:**
  - Ability to think creatively and develop innovative solutions to environmental challenges.
  - Willingness to explore and adopt new technologies and approaches.
- **Business Acumen:**
  - Fundamental business skills, including strategic planning, financial management, and market analysis.
  - Understanding of the economic viability of green business models.
- **Communication Skills:**
  - Ability to effectively communicate the environmental benefits of products or services to customers, investors, and other stakeholders.
  - Advocacy and persuasion skills to promote sustainable practices.
- **Risk Management:**
  - Capacity to identify and manage risks associated with environmental and business factors.
  - Adaptability to changing market conditions and regulations.
- **Networking and Collaboration:**
  - Building and maintaining relationships with other businesses, environmental organisations, government agencies, and community groups.
  - Collaboration skills to work with diverse stakeholders towards common sustainability goals.
- **Ethical Leadership:**
  - Commitment to ethical business practices and transparency.
  - Ability to lead by example and inspire employees, partners, and customers to adopt environmentally responsible behaviours.
- **Lifelong Learning:**
  - Willingness to stay informed about emerging environmental issues and sustainable business practices.
  - Continuous learning and adaptability to stay ahead in a rapidly changing landscape.





- **Resilience:**
  - Ability to overcome challenges and setbacks inherent in the business world.
  - Resilience to navigate obstacles and persevere in the pursuit of sustainable goals.
- **Passion and Commitment:**
  - Genuine passion for environmental sustainability and a strong commitment to making a positive impact.
  - Persistence in the face of challenges and dedication to long-term goals.

With a set of diverse skills in environmental knowledge, business acumen, interpersonal skills, and a commitment to sustainability, a green entrepreneur is well-equipped to handle the challenges of both business and environmental contexts.

## References

Anghel, G. B., and Anghel, M. A. (2022). "Green Entrepreneurship among Students—Social and Behavioral Motivation" *Sustainability* 14, no. 14: 8730. <https://doi.org/10.3390/su14148730>

Michaelson, M. (1994). Wangari Maathai and Kenya's Green Belt Movement: Exploring the Evolution and Potentialities of Consensus Movement Mobilization. *Social Problems*, 41(4), 540–561. <https://doi.org/10.2307/3096988>

Ohlson, K. (2014). *The Soil Will Save Us: How Scientists, Farmers, and Foodies Are Healing the Soil to Save the Planet*.

Pimentel, P., Sousa, M. J. (2022). University Institute of Lisbon, Portugal. *Born Green: Drivers and Competencies of Green Entrepreneurship*. Retrieved from: [https://repositorio.iscte-iul.pt/bitstream/10071/26139/1/conferenceobject\\_90710.pdf](https://repositorio.iscte-iul.pt/bitstream/10071/26139/1/conferenceobject_90710.pdf)

SEED. (n.d). *Sustainable Development Goals: Promoting Eco-Inclusive Entrepreneurship for Poverty Alleviation and Sustainable Economic Development*. <https://seed.uno/>

UNDP. (2022). *Learning for Nature. Green Entrepreneurship*. Online course. Retrieved from: <https://www.learningfornature.org/en/topic/case-studies-54/>  
<https://greenly.earth/en-us/blog/company-guide/our-guide-to-sustainable-entrepreneurship>

<https://www.linkedin.com/advice/0/what-skills-competencies-green-entrepreneurs-need>

### 3.4. Permaculture and Green entrepreneurship

#### What is Permaculture?

Many people are unfamiliar with Permaculture, and even among those who have heard of it, there's often confusion about what it actually means. While it can involve organic gardening and agriculture, it's much broader than that. Permaculture is about creating long-lasting systems that don't harm the environment. Its ethical guidelines and principles can apply to various activities and sectors, from banking and fashion to community development and product design. The term "Permaculture" was first coined in the seventies by scholar Bill Mollison and his student David Holmgren. Everett, E. (n.d.).

For Bill Mollison, permaculture was mainly a holistic philosophy with the hope of managing to build systems that would function as well as the Tasmanian forest: How to work with nature, rather than against nature? How to understand all plants and animals' functions and interactions rather than treating each element as a single entity? (Hemenway, 2015)

#### Why Permaculture?

Why is permaculture worth paying attention to? In recent years, there's been a strong focus on social impact, sustainability, and innovative solutions. The Sustainable Development Goals (SDGs) have set targets that people and organisations globally are working to achieve. Additionally, the Circular Economy is gaining traction as a way for businesses to regenerate and cooperate with nature instead of harming it. Biomimicry is also cited as an innovative method that respects nature. More recently, the Doughnut Economy is capturing interest for its approach to create a balanced and shared economy. When you look at the SDGs, the Circular Economy, Biomimicry, and the Doughnut Economy, they all aim for the same outcome: to build a prosperous society and a healthy planet on both local and global scales.

#### PERMACULTURE PRINCIPLES



So, how does Permaculture fit into this picture? The ethics and principles of Permaculture serve as a unifying tool for all these approaches. The core ethics of Permaculture—caring for the earth, caring for people, and sharing resources fairly—provide the foundation for creating a resilient, regenerative, and inclusive society and planet. Meanwhile, Permaculture principles offer the practical steps to make this vision a reality (Everett E., 2021).

Permaculture is a design system that aims to create sustainable and self-sufficient human habitats by mimicking the patterns and relationships found in natural ecosystems. It encompasses various principles and practices that promote ecological regeneration, resource conservation, and community resilience. On the other hand, green entrepreneurship refers to the creation and operation of businesses that focus on environmental sustainability and social responsibility.

You can find some examples/success stories explaining how Permaculture can be applied being aligned with the principles of Green Entrepreneurship below:

- **Ecosystem Restoration Camps** (International Programme): Various European Countries: Ecosystem Restoration Camps (ERC) are grassroots initiatives established across Europe that focus on restoring degraded landscapes using permaculture techniques. These camps bring together volunteers, experts, and entrepreneurs to collaborate on regenerative projects aimed at restoring biodiversity and ecosystem health. By applying permaculture principles within the context of ecosystem restoration, ERCs demonstrate how green entrepreneurship can drive positive environmental impact while fostering community engagement.
- **La Ferme du Bec Hellouin** (France): La Ferme du Bec Hellouin is a small-scale organic farm located in Normandy, France, known for its innovative permaculture methods. The farm follows natural farming principles inspired by permaculture to cultivate diverse crops in an ecologically harmonious way. La Ferme du Bec Hellouin has gained recognition for its productivity and sustainability, proving that small-scale permaculture-based enterprises can thrive economically while benefiting the environment.

Recommended films to watch:

**Happen Films** Creators comment on their film: *“We chose to film because we believe it’s the most powerful way to share these ideas. We also love making films and love that the process – the people we meet, the research we do, the conversations we have, the stories we get to share – brings us so much hope to offset the grief we feel about what’s been happening to our world. Through film, we can share that hope, with the aim of inspiring change in people’s lives and creating a better world”.*

**Huw Richards Permaculture Inspired Kitchen Gardening** This YouTube channel is dedicated to helping you grow an abundance of food! While the primary focus is no dig vegetable growing, this channel also covers herbs, fruit, edible flowers, and how to create a thriving growing space using organic and permaculture principles.

### **Green entrepreneurship based on permaculture principles**

Green entrepreneurship involves the establishment and management of businesses that prioritise environmental sustainability, social responsibility, and ethical practices. It focuses on creating products, services, and business models that promote a transition towards a more sustainable economy. Green entrepreneurs often leverage innovative technologies and practices to address environmental challenges while generating economic value.



Green entrepreneurs may operate in various sectors, including renewable energy, sustainable agriculture, waste management, eco-tourism, green building, and more. They aim to develop solutions that minimise environmental impact, conserve resources, promote social equity, and enhance overall well-being.

These entrepreneurs play a crucial role in driving positive change by demonstrating that sustainable practices can be profitable while contributing to the well-being of both people and the planet. They often prioritise long-term sustainability over short-term profits and seek to create business models that align with ecological principles.

By integrating permaculture principles into their business strategies, green entrepreneurs can design systems that are regenerative, resource-efficient, socially inclusive, and economically viable. They can apply permaculture principles not only in their production processes but also in their organisational structures, supply chains, marketing strategies, and community engagement efforts.



## Benefits of Permaculture for Green Entrepreneurship

Integrating Permaculture principles into Green Entrepreneurship can offer several benefits:

**Sustainability:** By adopting Permaculture principles, green entrepreneurs can create businesses that operate in harmony with nature, minimising negative environmental impacts and promoting long-term sustainability.

**Resilience:** Permaculture systems are designed to be resilient and adaptable to changing conditions. Green entrepreneurs can apply these principles to build businesses that can withstand environmental, social, and economic challenges.

**Resource Efficiency:** Permaculture emphasises the efficient use of resources, reducing waste and maximising productivity. Green entrepreneurs can optimise their resource utilisation, leading to cost savings and improved profitability.

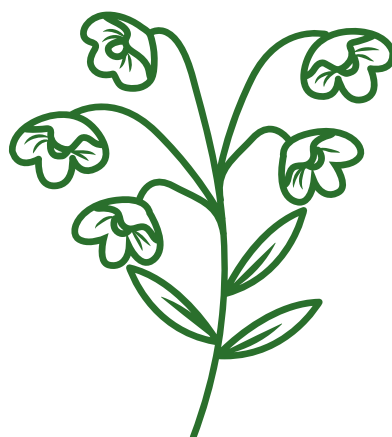
**Community Engagement:** Permaculture encourages community involvement and collaboration. Green Entrepreneurs can engage local communities in their business activities, fostering social cohesion and creating shared value.

**Regenerative Practices:** Permaculture promotes practices that regenerate ecosystems and enhance biodiversity. Green Entrepreneurs can contribute to ecosystem restoration and conservation while providing sustainable products and services.

**Market Differentiation:** By incorporating permaculture principles into their business models, Green Entrepreneurs can differentiate themselves in the market by offering innovative, sustainable solutions that appeal to environmentally conscious consumers.

**Positive Impact:** Green Entrepreneurship driven by Permaculture principles has the potential to create positive social, environmental, and economic impacts, contributing to a more sustainable future.

In conclusion, Permaculture provides a valuable framework for integrating ecological principles into Green Entrepreneurship. By applying Permaculture principles in their business strategies, Green Entrepreneurs can create sustainable and regenerative systems that benefit both the environment and society.



## References

Everett, E. (2021). How permaculture can drive business innovation and impact. Retrieved from: <https://www.linkedin.com/pulse/how-permaculture-can-drive-business-innovation-impact-eller-everett-1c/>

Genus, A., Iskandarova, M., Brown, W. C. (2021). Institutional entrepreneurship and permaculture: A practice theory perspective. Retrieved from: <https://doi.org/10.1002/bse.2708>

Hemenway, T. (2015). The Permaculture City: Regenerative Design for Urban, Suburban, and Town Resilience, Chelsea Green Publishing. (54-58).

Monsieur, J. (2020). Entrepreneurial permaculture. Retrieved from: <https://www.linkedin.com/pulse/entrepreneurial-permaculture-jacinte-monsieur/>

Roland, E. C., Landua, G. (2015). Regenerative Enterprise: Optimising for Multi-capital Abundance.

Safdie, S. (2022). Permaculture: Definition, Principles and Examples. Retrieved from: <https://greenly.earth/en-us/blog/ecology-news/permaculture-definition-principles-and-examples>

<https://greenly.earth/en-us/blog/company-guide/our-guide-to-sustainable-entrepreneurship>





”

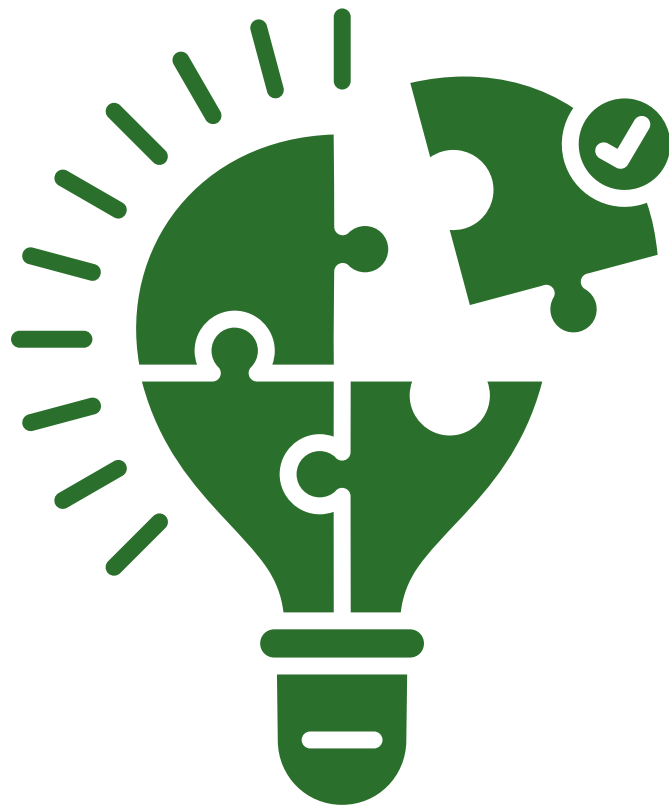
Permaculture is the future of sustainable entrepreneurship.

- John Smith  
millennial entrepreneur

nasply

## ESTABLISHING AND SUSTAINING A GREEN ENTERPRISE

Do you already have a green business idea in mind? What are you going to offer (product, service)? Who may be your target groups/customers? Who will be your partners? Sketch your idea!





## Steps to follow



First of all, you need to **identify a sustainable business idea** that aligns with environmental values and addresses a specific need or problem which is prevalent in your local community. Check out what needs exist in your local community and write them down!

- Does your idea tackle real environmental challenges? Which of them?
- What are the biggest needs faced by your potential customers?
- Does your idea tackle real social challenges? Which of them?
- What are the personal or professional motivations behind this business idea?



**Research and Planning:** Ask the locals for their opinion and conduct thorough research on your chosen business idea to understand market demand, competition, and potential challenges. Develop a comprehensive business plan that outlines the objectives, target market, marketing strategies, financial projections, and sustainability goals of the enterprise.



**What is a business plan?** A conventional business plan shows how an enterprise can make a profit and sustain it.

A green business prioritises **sustainability** and **conservation** in its business model. They work to reduce their negative environmental impact as a company and may also support green initiatives through local partnerships and philanthropy.

A green business plan should measure success based on the impact of the green enterprise on the people, the planet and on the generation of profit. Therefore, preserving and enhancing the environment, improving social equity locally and/or globally while making a profit, should be taken into account when you create your green business plan!



### Why is a green business plan important?

- Setting your thoughts down on paper, and forming a plan, will clarify your own thinking.
- Your business plan will raise confidence in your business ventures among members of your own group and among potential outside backers.
- A business plan will increase your likelihood of business success.

### 4.1 The Green Business Model Canvas

Let's start with the Sustainable Business Model Canvas

#### What is it about?

The Sustainable Business Model Canvas supports the **development of an idea into a viable business model**. It follows a **holistic approach** regarding the **relationships within and outside the business**. This tool allows you to **visualise, assess, and adapt your project's blueprint** (business model) in a clear and structured way while considering the project's social and environmental impact.

This tool helps you understand how to deliver value for your target groups and achieve your project goals—whether those make a profit while contributing to environmental sustainability, gaining recognition as an influencer or a public figure, or just doing something positive for the planet and your community.

Therefore, sustainability is integrated into the core of the business. The visualisation on the canvas fosters coherence of the concept and clarification among the team members. It further supports communication with third parties and prepares for a solid business plan.

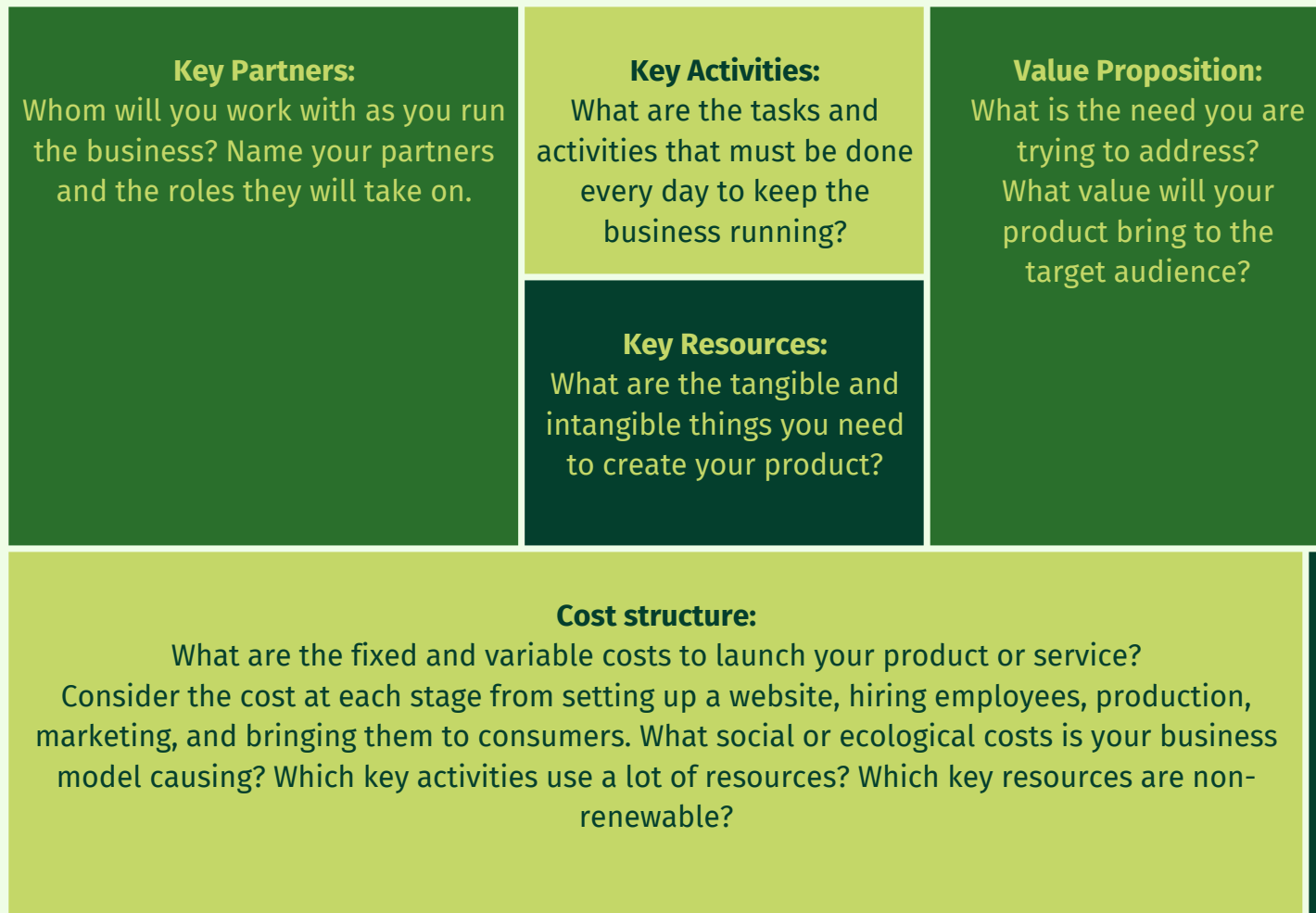




Before moving to the Sustainable Business Model Canvas, try to answer the following questions:

- What need do you aim to address through your business? Whose need is this?
- How do you aim to address this need? What is your product/service?
- Describe how your product/service, can provide a solution to your customers/community's needs.
- How is this problem/need being addressed today? What product/service do your customers currently use to address the problem/need?
- What is the market potential for your product/service? Describe your market research or any other resource that helped you learn about the needs of your customers, the potential for your product/service and about the market in general.
- Why do customers value your product/service?
- What is/will be the impact of your business at the outcome level?
- What is the social impact of your business? Describe any social impact your business has (e.g. equal opportunity, CSR activities, diversity etc.)

# BUSINESS MODEL CANVAS



**Each element of the Sustainable Business Model Canvas is shortly described:**

**Value Proposition:** Describe the value of your product/service/project regarding economic, ecological, and social aspects. Include information about its innovation.

**Key partners:** Describe the partners (people, organisations, companies, public entities etc.) directly involved in the upstream phases of the company's core activity.

**Key activities:** Describe the key activities generating economic, ecological, and social impacts.

**Key Resources:** Describe the key resources (financial, biophysical, human) for the organisation's core activities.

**Cost structure:** Calculate the costs of the service/product you wish to develop.

# BUSINESS MODEL CANVAS

## Customer Relationships:

What relationships will you establish with each customer segment?

## Customer Segments:

For whom are you creating value? Who are your most important customers?

## Channels:

Where will your product be available? List the ways you plan to reach your target audience.

## Revenue streams & Eco-social benefits:

How will you generate income? Show a pricing model of your product or service and include other revenue sources, such as sales and subscription fees. What ecological or social benefits is your business model generating?

**Customer segments or output stakeholders:** Describe the customers/stakeholders affected by your sustainable business model canvas.

**Channels:** Describe the economic, ecological, and social impacts of the distribution of the value.

**Eco-social costs:** Identify the ecological or social costs caused by your business model, and highlight activities that use significant resources.

**Revenue streams:** Determine what value customers are willing to pay for and what they currently pay for.

**Eco-social benefits:** Highlight the ecological or social benefits generated by your business model and identify the beneficiaries.

[Download Template >](#)







## What is the difference between a Business Model and a Business Plan?

**Business Model:** is considered the blueprint of a project or business.

It is a structure that outlines the logic behind a project, the way a project is to be run, the people and steps involved, the market in which the project is to be operational, and the financial plan anticipated for this project. In other words, it is all about describing how your project creates sustainable long-term added value for your company, your target groups, and society as a whole.

**Business Plan:** is considered the roadmap of a project or business in a specific period.

It is a formal written document that illustrates all aspects of your project including the strategy, vision, goals, marketing plan, financial aspects, and operational, management, and organisational plan (Sustainable Business Plan Model Canvas).

<b>Activity: Now it is your turn to draft your Sustainable Business Model Canvas</b>	
<b>Materials Needed</b>	<ul style="list-style-type: none"> <li>• Sustainable Business Model Canvas Template</li> <li>• Pen and sticky notes</li> <li>• Laptop or PC</li> </ul>
	<p><b>Find out what the value of your green product/service to support its maintenance and expansion is.</b> Do some research and find out what kind of green product, service, or activity is needed and can generate income while having a positive impact on society and the environment. Be creative and open to new ideas!</p>
	<p><b>Market Research</b> Research and analyse the potential demand, potential customers, competition, and pricing for your sustainable business idea.</p>
	<p><b>Income Potential</b> Calculate the estimated income potential for your idea based on the market research. Consider seasonal variations and other factors.</p>
	<p><b>Resource Assessment</b> Find out which resources are required for your idea, including space, time, tools, budget, and materials. Determine the availability of these resources and what additional resources may be needed.</p>

	<p><b>Develop an action plan</b> for your sustainable business idea i.e. specific steps, timelines, and responsibilities. Consider the long-term sustainability of your chosen activity!</p>
	<p><b>Financial Projections</b> Find out about financial concepts, such as revenue, expenses, and profit. Create financial projections for your chosen income-generating idea, including startup costs and expected returns.</p>
	<p><b>Pitch your idea!</b> Communicate the value of your product/service/project</p>
	<p><b>Consider the feasibility, sustainability, and alignment</b> with the inclusive green entrepreneurship principles. Set a follow-up date to track progress and make adjustments as needed.</p>

## References

Green for all. (n.d). The Green Business Plan Guide. Retrieved from: <https://d3n8a8pro7vhm.cloudfront.net/greenforall/pages/5054/attachments/original/1430257488/Green-Business-Plan-Guide.pdf?1430257488>

Antal, I., Burrows, B. (2018). A short guide to developing green business models – for entrepreneurs, researchers and organisations that support entrepreneurs. Green Win. The Ground Up Centre. Retrieved from: <https://www.greenpolicyplatform.org/sites/default/files/learning-resources/action/GBM%20Development%20Guide%20for%20dissemination%2020180730.pdf>

Haghour, M. (n.d.). Sustainable Business Model Canvas. sswm. <https://sswm.info/building-your-water-climate-career/module-3-learn-how-start-your-own-initiative/3.4-sustainable-business-model-canvas-#>

Herrity, J. (2023, July 31). How To Write an Action Plan (With Template and Example). Indeed. Retrieved from: <https://www.indeed.com/career-advice/career-development/how-to-write-an-action-plan>

Keerativutisest, V., Promsiri T. (2021). Financial Feasibility Canvas (FFC): Extending the Business Model Canvas As a Method to teach Financial Feasibility Study in Entrepreneurial Finance. Research Article: 2021 Vol: 27 Issue: 3S. Retrieved from: <https://www.abacademies.org/articles/financial-feasibility-canvas-ffc-extending-the-business-model-canvas-as-a-method-to-teach-financial-feasibility-study-in-entrepren-10322.html>

Legalzoom. (n.d.). Kickstart your business in minutes. Retrieved from: <https://www.legalzoom.com/business/business-formation/>

Michelle, A. (2023, April 7). How to Make Financial Projections for Business. Freshbooks. Retrieved from: <https://www.freshbooks.com/hub/finance/financial-projections>

The Green Economy Coalition. (2020, June 7). The 5 Principles of Green Economy. Retrieved from: <https://www.greeneconomycoalition.org/news-and-resources/the-5-principles-of-green-economy>



## 4.2 Financing options



Before learning about how to fund your green enterprise, a very important step which comes before searching for funds, is to build a strong network. Establishing connections with like-minded individuals and organisations is crucial for success in the green business sector. Attend industry and local events, join environmental groups, and engage with sustainability-focused communities to build a network of mentors, partners, suppliers, and customers.

A major concern for green entrepreneurs is where to look for green business funding opportunities. While it is recognised that funding for early stages of a green business development is hard to find, this unit provides a few possible sources of funding for green businesses.

**Business angels:** Private investors known as "business angels" fund unquoted small and medium-sized enterprises. They are frequently entrepreneurs who have sold their companies. They offer experience, business acumen, and finance in addition to other things. According to the UK Business Angels Association, business angels make investments in startups to partially bridge the equity gap. Angel investors have a strong desire to see certain enterprises flourish, and although they do anticipate financial gain, they also want to have a hands-on role in managing the enterprise. Angel investors typically work in networks and follow a very structured procedure to first verify if the enterprise and the funding needed align with their criteria.

Check out the following resources for financing opportunities offered by angel investors:

- [www.equity.ltse.com](http://www.equity.ltse.com)
- [www.crunchbase.com](http://www.crunchbase.com)

**Green bonds:** Green bonds are financial instruments specifically designed to fund environmentally sustainable projects. These bonds attract investors who are interested in supporting green initiatives while earning returns. *Ørsted*, a renewable energy company, issued green bonds to finance its offshore wind farm projects.



**Impact Investment Funds:** Impact investment funds focus on generating positive environmental and social impacts alongside financial returns. They provide capital to green enterprises that align with their mission. Generate Capital is an impact investment firm that supports innovative clean energy and sustainable infrastructure projects.

**Sustainable Business Competitions:** Sustainable business competitions provide funding and support to green entrepreneurs with promising ideas. These competitions often offer prize money, mentorship, and networking opportunities. The Postcode Lottery Green Challenge is an annual competition that awards funding to startups with innovative and scalable solutions to combat climate change.

**Crowdfunding platforms:** Businesses can use crowd-funding to raise capital online in the form of contributions or investments from various individuals. In ten years, crowdfunding is expected to surpass venture capital in the financial markets (World Bank and InfoDev, 2013). It is an alternative to traditional loans because banks invest less and less in small businesses and are highly risk-averse. Green crowdfunding appeared around 2005 and is a niche for online fundraising that is becoming more popular. Some examples of crowdfunding platforms focussed on green initiatives are the following:

- Greencrowd (Netherlands)
- Econeurs (Germany)
- Bettervest (Germany)
- Why donate (Netherlands)
- The Invesdor Group (Netherlands)
- Crowdbase (Cyprus)
- Flobers (Spain)
- Bolsa Social (Spain)
- Goteo (Spain)



**Peer-to-peer lending:** Peer-to-peer lending is a relatively new means of funding environmentally friendly businesses. It links business owners with private lenders who are interested in committed capital. Social networks that draw people with similar interests and where green projects are promoted are potential sources of these funding systems. (Glenn Croston, 75 Green Businesses - you can start to make money and make a difference, 2008).

**Green Venture Capital:** Green venture capital firms specialise in funding startups that are focused on environmental sustainability. These firms provide financial support and expertise to help green entrepreneurs grow their businesses. Obvious Ventures is a venture capital firm that invests in companies developing sustainable solutions, such as electric transportation and renewable energy.



**European grants:** In the European Union for example, there are several programs that aim at supporting green businesses and eco-innovation:

- [Horizon Europe](#), the European funding programme for Research and Innovation
- [European Regional Development Fund \(ERDF\)](#)
- [European Agricultural Fund for Rural Development \(EAFRD\)](#)
- [European Maritime and Fisheries Fund \(EMFF\)](#)

**Microfinance:** They provide financing to borrowers who cannot get a loan from a traditional bank. Micro-lending is targeted toward businesses requiring less than \$35,000 start-up capital and with five or fewer employees (Green for All, 2010). Interest rates can be higher than with traditional banks, but the loan is easier to obtain. There are MFIs specialised in environmental and social projects, and in 2014, microfinance private investment totalled \$10 billion in 2014 (ResponsAbility, 2015).

**Self-financing:** Self-financing, often known as "family, friends, and fools," refers to capital (debt or equity) raised within the entrepreneur's personal and professional networks. It's typically the initial funding source available to green entrepreneurs. The entrepreneur uses social media and websites to gain visibility for the project and reaches out to a broader network of contacts (Green for All, 2010).

**Public charities and private foundations:** Public charities and private foundations are also involved in supporting green initiatives that tackle development problems. Examples include Calvert Foundation, Acumen, W. K. Kellogg Foundation, Rockefeller Foundation, David and Lucile Packard Foundation, Robert Wood Johnson Foundation, New Profit Inc. Private Foundations also offer grants, for example, Grand Challenges (Bill & Melinda Gates Foundation).

Other organisations, such as Ashoka, Echoing Green, or the MacArthur Foundation, use fellowship programs to find breakthroughs. They invest in innovative and entrepreneurial leaders, rather than in specific ideas, and provide those leaders with relatively unrestricted support to pursue their interests.

## References

Antal I., Burrows B., (2018). The Ground\_Up centre. Green win. A short guide to developing Green Business Models. Retrieved from: <https://thecrowdspace.com/directory/green-energy-crowdfunding-platforms-in-germany/page/2/>

<https://thecrowdspace.com/directory/green-energy-crowdfunding-platforms/page/6/>

Green Business Bureau (2020). Top 6 Financing Options for Green Businesses. Retrieved from: <https://greenbusinessbureau.com/blog/top-6-financing-options-for-green-businesses/>

Greenly Institute (2022). Where Can You Find Green Financing For Your Business? Retrieved from: <https://greenly.earth/en-us/blog/ecology-news/where-can-you-find-green-financing-for-your-business>

### 4.3 Fundamentals of Financial Management and Financial Sustainability

Green financial management is based on the assumption of a "Social Person". Green financial management is about combining the benefits of generating an income with doing good for the environment and society. It means thinking about environmental issues at every step of an organisation's operations and taking on more social responsibilities. In easy-to-understand words, green financial management is about making a profit in a way that's good for the Earth and for people. While it may not lead to quick cash, it helps the business and the environment succeed in the long term. (Wu Lan, Liu Liu, 2018).

#### A green business should:

1. foster environmental quality.
2. provide family-supporting wages and benefits, with safe working conditions.
3. provide access to training and a clear track.
4. be inclusive of gender, race, geographic, and age diversity.

To get a deeper understanding of the Fundamentals of Financial Management for Green Entrepreneurs, we prepared **a simplified case study**.

**Note:** This case study is fictional and created for educational purposes, but it reflects real-world principles and considerations in green financial management.

#### Case Study: Eco-Friendly Cafeteria

Imagine you and your friends want to start an eco-friendly cafeteria in your school or university. You believe that serving healthy, sustainable food options while reducing waste and promoting recycling can make a positive impact on the environment. To turn your idea into a successful venture, you need to apply the fundamentals of financial management.

<b>Financial Planning</b>	<ul style="list-style-type: none"> <li>• Set clear financial goals, such as covering startup costs, earning profits, and investing in sustainable practices.</li> <li>• Create a budget to estimate expenses, such as renting space, purchasing equipment, and buying eco-friendly supplies.</li> </ul>
<b>Green Investment Decisions</b>	<ul style="list-style-type: none"> <li>• Research eco-friendly suppliers who offer organic ingredients, biodegradable packaging, and energy-efficient appliances.</li> <li>• Compare prices, quality, and the environmental impact of different suppliers to make informed purchasing decisions.</li> </ul>
<b>Sustainable Financing</b>	<ul style="list-style-type: none"> <li>• Explore options to raise funds, such as crowdfunding campaigns, seeking sponsorships from eco-conscious businesses, or applying for grants supporting sustainable initiatives.</li> <li>• Present your business plan and emphasise the environmental benefits of your cafeteria to attract potential investors or lenders.</li> </ul>



<p><b>Managing Money Responsibly</b></p>	<ul style="list-style-type: none"> <li>• Keep track of daily income and expenses to ensure financial stability and identify areas for improvement.</li> <li>• Implement cost-saving measures like energy-efficient lighting, water-saving fixtures, and waste reduction strategies to minimise expenses.</li> </ul>
<p><b>Identifying and Managing Environmental Risks</b></p>	<ul style="list-style-type: none"> <li>• Assess potential risks, such as fluctuations in food prices or regulatory changes affecting sustainability practices.</li> <li>• Have backup plans in place, like building relationships with multiple suppliers or adapting menu options to accommodate seasonal ingredient availability.</li> </ul>
<p><b>Understanding Financial Statements</b></p>	<ul style="list-style-type: none"> <li>• Learn to read and analyse financial statements like income statements and balance sheets.</li> <li>• Monitor and review these statements regularly to track revenue, costs, and profitability, ensuring the financial sustainability of your cafeteria.</li> </ul>
<p><b>Reporting and Following Regulations:</b></p>	<ul style="list-style-type: none"> <li>• Comply with health and safety regulations and any environmental guidelines related to waste disposal and food handling.</li> <li>• Keep accurate records and report financial information transparently, showcasing the financial success and environmental impact of your cafeteria.</li> </ul>
<p><b>Ethical Financial Practices</b></p>	<ul style="list-style-type: none"> <li>• Make decisions that align with your eco-friendly mission, such as offering fair wages to employees and supporting local farmers and sustainable food producers.</li> <li>• Communicate your commitment to sustainability to customers, emphasising the importance of their support in creating a greener community. (Ross, S. A., Westerfield, R. W., &amp; Jordan, B. D. 2018)</li> </ul>

Now, it is high time we explore the **concept of impact** and its significance in the context of creating a **sustainable future** by asking a few questions that will help us kick-start our journey together.

- **What does the term "impact" mean to you in the context of sustainable entrepreneurship or environmental conservation? How do you think businesses or initiatives can create a positive impact?**
- **Can you think of any small actions or changes in your daily life that could have a positive impact on the environment or society? How do you believe these actions contribute to creating a sustainable future?**

The significance of financial sustainability for green entrepreneurs is crucial for 5 reasons:

- **Growth and Survival:** Financial sustainability helps your green business grow and thrive over time. By **making enough profit**, you can invest in research, development, and expansion, allowing your business to make a bigger difference in the world. (Russo, M. V., Tencati, A. & Perrini, F., 2017)
- **Resource Management:** Having financial sustainability means **using your resources wisely**. You can invest in eco-friendly technologies, efficient processes, and renewable energy sources to reduce waste and minimise your impact on the environment (Wang, C. M., Huang, J. W., & Chiu, Y. C., 2017)

- **Competitiveness:** Being financially sustainable gives you a competitive advantage. By integrating sustainability into your business model, you can attract environmentally-conscious customers, stand out from competitors, and contribute to a greener economy (Wang, C. M., Huang, J. W., & Chiu, Y. C., 2017).
- **Access to Funding and Partnerships:** Financial sustainability makes it easier to secure funding from investors, grants, or impact funds that support green initiatives. It also opens doors to partnerships with like-minded organisations, fostering collaboration and innovation. (Niesten, E., Jolink, A., & Faber, J., 2019)
- **Long-Term Impact:** Achieving financial sustainability allows you to have a lasting impact on the environment. By building a financially successful business, you can implement sustainable practices, influence supply chains, and inspire others to adopt eco-friendly approaches. (Bocken, N. M., Short, S. W., Rana, P., & Evans, S. 2014)

<b>Topic</b>	<b>Financial Sustainability and Impact Measurement</b>
<b>Exercise Title</b>	<b>Cost-Cutting Challenge</b>
<b>Aim of activity</b>	<ul style="list-style-type: none"> <li>• Cost Awareness: increase participants' awareness of costs and their impact on financial sustainability, develop a better understanding of the various expenses incurred by green businesses and the importance of managing costs effectively.</li> <li>• Creative Problem-Solving: promote a mindset of finding efficient and sustainable solutions that can reduce expenses without compromising the quality or impact of the business.</li> <li>• Financial Decision-Making: provide participants with an opportunity to practise financial decision-making skills.</li> </ul>
<b>Duration</b>	By yourself: 45 minutes or as long as you want to reflect
<b>Required tools/materials</b>	<ul style="list-style-type: none"> <li>• Pen, pencil (optional)</li> <li>• Sticky notes</li> <li>• Computer/ internet connection (optional)</li> </ul>
<b>Step-by-step instructions</b>	<p>Take the case of <u>Sustainable Harmony Farm</u>, a real permaculture farm in upstate New York that faces specific challenges in water usage, seed costs, and labour. They have an existing CSA program and also run educational workshops. Their aim is to cut costs by 20% in the next fiscal year without compromising on their environmental objectives.</p> <ul style="list-style-type: none"> <li>• What cost-saving measures can be implemented?</li> <li>• Can rainwater harvesting and greywater systems reduce the water bill?</li> <li>• Is it possible to form co-ops for seed purchase and sharing labour?</li> <li>• Could hosting more on-farm workshops offset some operational costs?</li> </ul> <p>After identifying potential cost-saving measures, participants will share their recommendations and provide a rationale for their choices, discussing how these would affect the environmental and ethical integrity of the permaculture operation. This activity not only aids in understanding the financial aspects but also integrates the ethics and principles of permaculture into business decision-making.</p>



## References:

Bocken, N. M., Short, S. W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production*, 65, 42-56.

Gibbs, D., Bosangit, C., & Chalvatzis, K. (2018). Sustainable entrepreneurship and innovation: A review of common themes and emerging trends. *International Journal of Entrepreneurial Behavior & Research*, 24(4), 834-864.

Nielsen, E., Jolink, A., & Faber, J. (2019). Financing green entrepreneurship: The role of government legitimacy and subsidy programs. *Journal of Business Venturing Insights*, 12, e00128.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2018). *Essentials of Corporate Finance*. (9-12)

Lan W., Liu L., (2018). Discussion on Green Financial Management of Enterprises in the Context of Sustainable Development. School of Business, Sichuan University, Sichuan 610065, (p.p. 166-168)

Russo, M. V., Tencati, A., & Perrini, F. (2017). Sustainability in fashion business models: A systematic literature review. *Journal of Cleaner Production*, 166, 910-925.

Schaltegger, S., & Wagner, M. (2011). Sustainable entrepreneurship and sustainability innovation: Categories and interactions. (222-237)

Socratica Books. (2023). *Principles of Financial Management for Sustainable Business Growth*. Retrieved from: <https://www.linkedin.com/pulse/principles-financial-management-sustainable-business-growth-books/>

Wang, C. M., Huang, J. W., & Chiu, Y. C. (2017). Sustainable entrepreneurship and firm performance: The mediating role of business model sustainability. *Journal of Cleaner Production*, 147, 85-95.



#### **4.4 Green Marketing and Branding**

There has been a growing interest in the 21st century in environmental sustainability. Green enterprises aim to minimise their negative impact on the environment while maximising their positive contributions to society. People are aware of environmental issues and are becoming more eco-conscious consumers. Effective marketing plays a crucial role in promoting green enterprises and attracting environmentally conscious consumers. In this comprehensive guide, you will explore various marketing strategies and techniques that can be employed by green enterprises to enhance their brand image, reach their target audience, and drive sustainable growth.

Watch this short [video](#) to get insight into Green Marketing!

##### **1. Understanding the Target Market**

To effectively market green enterprises, it is essential to understand the target market and their specific needs and preferences. Green consumers are individuals who prioritise sustainability and seek products or services that align with their values. They are often well-informed about environmental issues and look for businesses that demonstrate genuine commitment to sustainability.

Market research and consumer surveys can provide valuable insights into the target market's demographics, psychographics, and purchasing behaviour. This information can help green enterprises tailor their marketing messages and strategies to resonate with their target audience.





YOU ARE  
YOUR OWN  
BRAND

## 2. Building a Strong Brand Identity

A strong brand identity is crucial for sustainable green enterprises to differentiate themselves from competitors and establish a unique position in the market. The brand identity should reflect the company's commitment to sustainability and resonate with environmentally conscious consumers.

Key elements of a strong brand identity for green enterprises include:

- **Mission and Values:** Clearly articulate the company's mission and values related to environmental sustainability.
- **Brand Story:** Share the company's journey towards becoming a green enterprise, highlighting key milestones and initiatives.
- **Visual Identity:** Develop a visually appealing brand logo, colour palette, and design elements that align with sustainability themes.
- **Authenticity:** Demonstrate authenticity in all marketing communications by providing transparent information about sustainable practices.

## 3. Content Marketing

Content marketing is an effective strategy for green enterprises to educate, engage, and inspire their target audience while showcasing their commitment to sustainability. By creating valuable and informative content, green enterprises can position themselves as thought leaders in the industry and build trust with consumers.

Some content marketing ideas for green enterprises include:

- **Blog Posts:** Publish blog articles on topics related to sustainability, eco-friendly practices, and environmental conservation.
- **Social Media:** Share engaging posts, infographics, and videos on social media platforms to raise awareness about sustainable living and promote the company's initiatives.
- **Case Studies:** Highlight success stories and case studies that demonstrate the positive impact of the company's sustainable practices.
- **E-books and Whitepapers:** Create in-depth resources that provide valuable insights into sustainability trends, best practices, and solutions.



#### 4. Influencer Marketing

Influencer marketing can be a powerful tool for green enterprises to reach a wider audience and gain credibility among environmentally conscious consumers. Partnering with influencers who share similar values and have a strong following can help amplify the company's message and increase brand awareness.

When selecting influencers for green enterprises, it is important to consider the following:

- **Relevance:** Choose influencers whose content aligns with sustainability and environmental causes.
- **Authenticity:** Look for influencers who genuinely support sustainable practices and have a credible reputation.
- **Engagement:** Assess the influencer's engagement rate and audience demographics to ensure they have an active and relevant follower base.
- **Tell your story:** Share your sustainability story. Use your marketing channels to convey how your business is making a positive impact on the environment. Personalise the narrative and make it relatable to your audience (Ahmed, 2023).
- **Educate and involve consumers:** Green marketing is not just about selling eco-friendly products but also about educating consumers about the importance of sustainability. Involve your audience in your journey towards a greener future (Ahmed, 2023).
- **Innovate continuously:** Sustainability is an evolving field. Keep innovating and finding new ways to reduce your environmental footprint. These innovations can also be part of your marketing strategy (Ahmed, 2023).

#### 5. Cause Marketing

Cause marketing involves partnering with nonprofit organisations or supporting environmental initiatives to create mutually beneficial campaigns. This strategy allows green enterprises to showcase their commitment to social responsibility while raising awareness about specific environmental issues.

Some examples of cause marketing initiatives for green enterprises include:

- Donating a portion of sales to environmental organisations or projects.
- Collaborating with nonprofits on joint campaigns or events.
- Sponsoring local community initiatives focused on sustainability.





## 6. Green Packaging and Labelling

Packaging plays a significant role in the marketing of green enterprises as it represents an opportunity to showcase eco-friendly practices and differentiate the brand. Green enterprises should prioritise sustainable packaging materials, such as recycled or biodegradable materials, and communicate their commitment to sustainability through clear labelling.

Green packaging and labelling strategies include:

- Using eco-friendly materials and minimising packaging waste.
- Clearly communicating the environmental benefits of the packaging.
- Displaying relevant certifications or labels, such as “recyclable,” “compostable,” or “made from recycled materials”.

## 7. Partnerships and Collaborations

Collaborating with like-minded businesses, organisations, or influencers can expand the reach of green enterprises and create synergistic marketing opportunities. By partnering with other entities that share similar values, green enterprises can leverage their combined resources to amplify their message and attract a wider audience.

Potential partnership opportunities for green enterprises include:

- Co-hosting events or webinars focused on sustainability.
- Cross-promoting each other’s products or services through joint green marketing campaigns.
- Collaborating on research and development projects to drive innovation in sustainable practices.

## 8. Tracking and Measuring Impact

To evaluate the effectiveness of marketing efforts, green enterprises should establish key performance indicators (KPIs) and regularly track and measure their impact. Some common metrics for measuring marketing success in green enterprises include:

- Website traffic and engagement: Monitor website analytics to assess the effectiveness of content marketing efforts.
- Social media metrics: Track follower growth, engagement rates, and reach on social media platforms.
- Sales and revenue: Measure the impact of marketing campaigns on sales and revenue growth.
- Customer feedback: Collect feedback from customers to gauge their perception of the company's sustainability initiatives.

By regularly analysing these metrics, you can identify areas for improvement and make data-driven decisions to optimise your marketing strategies.

In conclusion, effective marketing is crucial for the success of green enterprises. By understanding the target market, building a strong brand identity, utilising content marketing, leveraging influencer partnerships, engaging in cause marketing, prioritising sustainable packaging, fostering collaborations, and tracking impact, green enterprises can effectively promote their commitment to sustainability and attract environmentally conscious consumers.

## References

Ahmed A. (2023). Marketing Donut. Green Marketing: promoting a brighter future. pp.15-18. Retrieved from: <https://www.marketingdonut.co.uk/blog/23/10/green-marketing-promoting-a-brighter-future>

da Silva J. A. C. C., da Silva J. M. M. C. (2020). Sustainable Marketing: A Global Perspective. Green for All. (n.d.). The Green Business Plan Guide. Retrieved from: <https://d3n8a8pro7vhmx.cloudfront.net/greenforall/pages/5054/attachments/original/1430257488/Green-Business-Plan-Guide.pdf?1430257488>

Medium. (2023). Beyond Sustainability. Green Marketing in a Sustainable World. Retrieved from: <https://beyondsustainability.medium.com/green-marketing-in-a-sustainable-world-2d4ec8439c37>

Owusu-Ansah N. K, Aidoo A. A. A. (2017). Green Marketing: An Examination of the Concept and Its Relevance to Small and Medium-Sized Enterprises

Prieto-Sandoval V., Torres-Guevara L. E., Garcia-Diaz C., (2022). Science Direct. ElSevier. Journal of Cleaner Production. Green marketing innovation: Opportunities from an environmental education analysis in young consumers. Retrieved from: <https://www.sciencedirect.com/science/article/pii/S0959652622021102>





## **BUILDING RESILIENCE, MEASURING IMPACT, RISK MANAGEMENT AND BEST PRACTICES OF COMMUNITY-LED GREEN INITIATIVES**

### **5.1 Building Resilience in Green Entrepreneurship**

**Resilience** in the context of green entrepreneurship refers to the ability of entrepreneurs and their businesses to **adapt, recover, and thrive in the face of challenges, uncertainties, and disruptions related to environmental, social, and economic factors**. It involves building a strong foundation that enables green entrepreneurs to withstand shocks, seize opportunities, and continue making positive environmental and social impacts (Norris, Stevens, Pfefferbaum, 2008).

To build resilience in green entrepreneurship, entrepreneurs need to adopt strategies that not only address traditional business challenges but also tackle the environmental and social aspects inherent in their ventures. This comprehensive approach ensures that green entrepreneurs can thrive in a rapidly changing world while making a positive impact on the environment. Here are some key areas where resilience can be fostered:

## **1. Sustainable Business Models**

Developing a sustainable business model is essential for green entrepreneurs to ensure long-term success. This involves considering not only the financial viability of the venture but also its environmental and social impacts. By integrating sustainability into all aspects of the business model, entrepreneurs can create value for both shareholders and stakeholders.

One approach is adopting a circular economy framework, which emphasises reducing waste, reusing materials, and recycling resources. By designing products and services with a closed-loop system in mind, green entrepreneurs can minimise their ecological footprint while maximising resource efficiency (Schembra, 2021).

## **2. Diversification and Innovation**

Smart eco-friendly business owners know that spreading out what they offer and coming up with new ideas helps them handle problems and grab new chances. When they offer different products or services, they don't have to rely too much on just one market or way of making money. They might do this by entering similar areas or reaching out to different types of customers.

Thinking up new ideas is really important in eco-friendly businesses because it helps come up with fresh solutions to environmental problems. When green business owners spend money on research and development, they can make things better with new technology or by improving how they do things. Also, being innovative helps them adjust to changes in what customers want and what rules they have to follow (Neogi, 2023).

## **3. Collaboration and Partnerships**

For eco-friendly businesses to become stronger, they need to work together with different groups like the government, non-profit organisations, suppliers, customers, and local communities. These partnerships help them get more resources, information, and connections to handle problems well. Partnerships can be in different shapes, like working together on projects, creating things jointly, or sharing the best ways to do things. By using the knowledge and resources of many different groups, eco-friendly businesses can make their plans better and have a higher chance of doing well (Schembra, 2021).

## **4. Risk Management**

To be strong in eco-friendly business, it's important to handle risks well. Eco-friendly business owners face different kinds of risks like problems from climate change, not having enough resources, and changes in what customers like. To deal with these risks, business owners should look at them carefully and make plans for what to do if something goes wrong. Getting insurance that fits the needs of eco-friendly businesses can help with money problems caused by things like bad weather. Also, having different ways to get important resources can prevent big issues if something unexpected happens (Neogi, 2023).



## 5. Access to Finance

Getting money is tough for all business owners, but it can be even harder for eco-friendly businesses. This is because they have to spend money upfront on things that are good for the environment. To deal with this, eco-friendly business owners can look for different ways to get money that fit their special needs.

The government might give them money, reduce their taxes, or offer other benefits to help them be more sustainable. Some investors who care about the environment might also be interested in supporting eco-friendly businesses. Additionally, there are online platforms where people can contribute money to support eco-friendly projects.

In summary, making eco-friendly businesses strong needs a mix of things. This includes making sure sustainability is part of everything the business does and dealing with regular business challenges. By using eco-friendly business models, trying new things, working together with others, handling risks well, and getting the right funding, eco-friendly business owners can handle problems and help make the future more environmentally friendly (Sergent n.d.).

**Do you want to learn about Green Entrepreneurs who have successfully built resilience, navigated challenges, and adapted to changing circumstances?**



**Boyan Slat** is a Dutch inventor and entrepreneur; the founder of The Ocean Cleanup, an organisation aimed at developing advanced technologies to remove plastic pollution from the world's oceans. Slat's determination and resilience have been instrumental in driving his mission forward. In 2013, at the age of 18, Boyan Slat founded The Ocean Cleanup to develop technologies to remove plastic debris from the oceans.

The organisation aims to deploy advanced systems that can capture and concentrate plastic waste for efficient removal. Slat and his team developed a floating, U-shaped system with a screen below it to capture plastic debris while allowing marine life to pass underneath. The collected plastic is then periodically removed for recycling. The Ocean Cleanup gained attention through successful crowdfunding campaigns, demonstrating widespread public support for efforts to address plastic pollution. Slat's TEDx talk in 2012 also contributed to the initial fundraising success.

The project faced challenges and scepticism, with some questioning the feasibility and environmental impact of the cleanup systems. The organisation has iterated on its designs, conducting trials and improvements based on real-world testing. In 2018, The Ocean Cleanup launched System 001, a prototype cleanup system, into the Great Pacific Garbage Patch.

After initial challenges and iterations, System 001/B was deployed, marking a significant step in the organisation's mission. Boyan Slat is also an advocate for environmental awareness and action. His work with The Ocean Cleanup has drawn attention to the global issue of plastic pollution and the importance of developing innovative solutions.

Boyan Slat and The Ocean Cleanup have received recognition and awards for their work, including being named a laureate of the United Nations Champions of the Earth award in 2015. Boyan Slat's work with The Ocean Cleanup reflects his commitment to addressing one of the most pressing environmental challenges of our time. While the project has faced technical and logistical hurdles, it remains a pioneering effort in the field of ocean cleanup and has contributed to global discussions on plastic pollution mitigation.

**Wangari Maathai** (1940–2011) was a Kenyan environmentalist, political activist, and Nobel laureate who founded the Green Belt Movement (GBM) in 1977. Her groundbreaking work in environmental conservation, women's rights, and sustainable development left a lasting impact on Kenya and the global environmental movement. Wangari Maathai was born on April 1, 1940, in Nyeri, Kenya. She studied in the United States, earning a bachelor's degree in biology from Mount St. Scholastica College.



Scholastica College in Atchison, Kansas, and a master's degree from the University of Pittsburgh. Wangari Maathai founded the Green Belt Movement in 1977, initially as a response to deforestation and soil erosion in Kenya. The movement focused on tree planting, environmental conservation, and community development.

GBM mobilised women in rural communities to plant trees, promoting environmental conservation and sustainable land use. Over the years, millions of trees were planted, helping to combat deforestation and erosion. GBM mobilised women in rural communities to plant trees, promoting environmental conservation and sustainable land use.

Maathai faced opposition from the Kenyan government for her environmental and political activism. She was arrested and detained multiple times for her outspoken advocacy for human rights, democracy, and environmental conservation. In 2004, Wangari Maathai was awarded the Nobel Peace Prize for her contribution to sustainable development, democracy, and peace. She was the first African woman to receive the Nobel Peace Prize.

Maathai's legacy extends beyond environmental conservation to encompass women's rights, democracy, and social justice. Her work inspired environmental movements globally and emphasised the interconnectedness of environmental and social issues. The Wangari Maathai Foundation, established in her honour, continues its work by promoting environmental conservation, leadership, and sustainable development.



Wangari Maathai's life and work exemplify the transformative power of grassroots environmental activism and the critical role of women in sustainable development. Her dedication to the environment and human rights left a lasting legacy, inspiring generations to come.

**Watch a short video about Wangari Maathai and the Green Belt Movement**



What inspired you the most from the successful stories of the two green entrepreneurs?

Can you think about the impact that both green entrepreneurs brought to society and the environment?

### **References**

Neogi, S. (2023). Voices, Business, TOI. Bouncing back: The importance of resilience in entrepreneurship and how to develop it. Retrieved from: <https://timesofindia.indiatimes.com/blogs/voices/bouncing-back-the-importance-of-resilience-in-entrepreneurship-and-how-to-develop-it/?source=app&frmapp=yes>

Sergent, R. (n.d.). Bearing Point. Sustainability: build business resilience while making a difference. Retrieved from: <https://www.bearingpoint.com/en/insights-events/insights/sustainability-build-business-resilience-making-difference/>

Schembra, C. (2021). Entrepreneur. Resilience Is One of the Most Essential Entrepreneurial Traits. Practising This Can Help you Build It. Retrieved from: <https://www.entrepreneur.com/living/resilience-is-one-of-the-most-essential-entrepreneurial/360814>

<https://www.greenbeltmovement.org/wangari-maathai>

<https://theoceancleanup.com/boyan-slat/>



## 5.2 Risk Management for the Young and Aspiring: Why Risk Management Matters

*“When you're young, the idea of 'risk' might seem like part of everyday life, perhaps like trying a new skateboard trick or diving into a startup idea that others may not fully understand. But in green entrepreneurship, managing risks isn't just ‘nice-to-have’—it's a ‘must-have’” (Drucker, 2007).*



### What Are We Talking About?

In the green business world, risk management is like wearing a helmet while skateboarding; it's all about being prepared for the bumps and crashes that could happen. Let's break it down:

1. **Environmental Risks:** What if your eco-friendly product isn't as "green" as you thought? Failing to meet environmental guidelines can not only harm the planet but also hit your reputation hard.
2. **Financial Risks:** Starting any business needs money, and green businesses often need more at the beginning for things like sustainable materials. You've got to plan so you don't run out of cash.
3. **Regulatory Risks:** Laws around environmental protection are no joke and they're always changing. Keeping up is a must, or else you could face fines or even get shut down.
4. **Market Risks:** Ever heard of a product flop because people just didn't want it? Even if your product is eco-friendly, it still needs to be something people want to buy.

### Risks and opportunities

- **What are the main risks to your business? How do you plan to address them?**

Think about different risks that might affect your business, like what customers want, how the market is doing, other businesses competing with you, new technology, and rules you have to follow. Consider these risks in a way that makes sense for your business, thinking about the short and medium term. Pay extra attention to challenges when starting a business. You should also explain how you plan to deal with each risk you think about (Antal, I., Burrow, B., 2018).

- **What are current and future strategic opportunities for growth? Have you got a “plan B”?**

Opportunities are like the positive side of risks. When you start your business, think about a few main ways you believe will make it successful and the impact you want to achieve. Treat these as ideas you need to check as you move forward. Understand why



they matter and how you can make the most of them. If some don't work out, think about what other good chances you have. Opportunities can be things like good trends with customers, growth in the market, new technology, rules that help, going to new places, or forming important partnerships. Some of these opportunities might also help deal with the risks you found (Antal I., Burrow B., 2018).

Handling risks in an eco-friendly way is important for organisations to be sustainable. It stops them from losing too much money by dealing with risks and using eco-friendly practices that are not too expensive. Plus, it makes the organisation look good to people who care about it, creating more chances to make money (Drucker, 2007).

Eco-friendly risk management helps managers blend goals for being environmentally friendly with ways to handle problems well. This saves time and money by dealing with problems and making sure things stay environmentally friendly for a long time. It also keeps the organisation's surroundings safe, like making the workplace safe for employees and protecting the environment. On a bigger scale, eco-friendly risk management makes organisations stand out. Modern customers, employees, and shareholders are more attracted to businesses that are sustainable and have minimal risks (Nabane, 2022).

## References

Antal I., Burrow B. (2018). A short guide to developing green business models. For entrepreneurs, researchers and organisations that support entrepreneurs.

Retrieved from: <https://www.greenpolicyplatform.org/sites/default/files/learning-resources/action/GBM%20Development%20Guide%20for%20dissemination%2020180730.pdf>

Drucker, P. (2007). Innovation and Entrepreneurship: Practice and Principles. HarperCollins Publishers.

Hart, S. L., & Milstein, M. B. (2003). Creating sustainable value. Academy of Management Perspectives, 17(2), p. 56-67.

Naithan Nabane, Green Risk Management in Promoting Business Sustainability Practices and Development, 2022, p.6

World Business Council for Sustainable Development. (2013). Sustainability and enterprise risk management: The first step towards integration Retrieved from: [www.wbcsd.org/WBCSD\\_Risk\\_Publication\\_2016.pdf](http://www.wbcsd.org/WBCSD_Risk_Publication_2016.pdf)

### 5.3 Impact and Corporate Social Responsibility

Measuring the impact of green enterprises is crucial to understand the effectiveness of their sustainability initiatives and to communicate their social and environmental benefits to stakeholders. We will provide you a comprehensive guide to impact measurement for green enterprises, including the types of impact, key performance indicators (KPIs), and authoritative reference titles to support the answer.

Impact is a synonym for value, in the sense of real value created for stakeholders and the environment. Therefore, the task is to measure the value we generate. Seeking to track progress towards the objectives, you should define a set of indicators (one per objective ideally) that are easy to measure and manageable, quantitative as far as possible but also qualitative when it suffices.

First, you will need to measure how you are doing regarding the achievement of our objectives and mission. To do so, 'project indicators' should be defined as far as possible from step 1, as they will allow you to track the progress of your project towards your objectives.

#### Types of Impact:

Green enterprises can have a positive impact on various aspects of society and the environment, including:

1. **Environmental Impact:** Green enterprises can reduce their carbon footprint, minimise waste, and promote sustainable resource use.
2. **Social Impact:** Green enterprises can create jobs, empower local communities, and promote social justice.
3. **Economic Impact:** Green enterprises can increase revenue, reduce costs, and promote economic growth.

#### Key Performance Indicators (KPIs):

To measure the impact of green enterprises, the following KPIs can be used:

1. **Carbon Footprint:** Amount of greenhouse gas emissions produced by the enterprise's operations.
2. **Water Footprint:** Amount of water used by the enterprise's operations.
3. **Energy Consumption:** Amount of energy used by the enterprise's operations.
4. **Waste Reduction:** Amount of waste reduced or recycled by the enterprise's operations (Toikka, 2023).
5. **Employee Satisfaction:** Level of satisfaction among employees regarding the enterprise's sustainability initiatives.
6. **Community Engagement:** Level of engagement with local communities and the impact of the enterprise's sustainability initiatives on community well-being.
7. **Financial Performance:** Financial performance of the enterprise, including revenue growth and cost savings.



**Corporate Social Responsibility (CSR)** - CSR is a way for businesses to make a positive impact on society and the environment while still aiming to make a profit. They aim to help people and be good for the environment. This is often called the "triple bottom line," which means they consider how their decisions impact not just their earnings, but also the well-being of people and the planet (Deer, 2021).

**Let's see a good example of Corporate Social Responsibility from Patagonia to better understand this term and concept!**

**Patagonia** is an outdoor clothing and gear company known for its commitment to environmental conservation and social responsibility. The company's impact can be seen through various initiatives:

- **Supply chain transparency:** Patagonia prioritises transparency in its supply chain, ensuring that its products are made under fair labour conditions and with minimal environmental impact.
- **Product durability and repairability:** Patagonia encourages customers to repair their products rather than replace them, reducing waste and extending the lifespan of its clothing and gear. Through the Worn Wear program, it promotes sustainable consumption. It offers free repairs and selling used gear. By extending the lifespan of their products, Patagonia reduces waste and encourages a culture of reuse. [Don't Buy This Jacket, Black Friday and the New York Times](#)
- **Environmental activism:** The company actively engages in environmental advocacy, supporting grassroots organisations and initiatives that aim to protect natural resources and combat climate change. Patagonia is a passionate advocate for environmental causes. They actively engage in environmental activism, using their platform to raise awareness about pressing issues like climate change, public lands protection, and conservation efforts.
- **Philanthropy and Grassroots:** Patagonia demonstrates its commitment to giving back through various philanthropic initiatives. They donate a significant portion of their profits through their "1% for the Planet" campaign, supporting grassroots environmental organisations and projects worldwide.
- **Pioneering Sustainable Materials:** Patagonia leads the way by utilising innovative sustainable materials in their products. For instance, they introduced the use of organic cotton and recycled polyester, reducing their environmental footprint while still maintaining product quality and performance.

The impact of Patagonia's efforts is measured through metrics such as reduced waste generation, increased product repair rates, and the influence it has on other companies to adopt more sustainable practices. Patagonia's business model is different: it rejects fast fashion by creating high-quality, long-lasting products, and offers a repair and reuse program. Patagonia has also conducted research with industry bodies on the impact of microplastics.

### Patagonia:

- is using renewable or recycled materials in its products. "In 2018, 52% of its materials were renewable or recycled, and it increased to 69% in 2019. In 2021, 169,944 pounds of old Patagonia garments were responsibly recycled."
- is reducing energy usage throughout its supply chain by deploying energy efficient technologies.
- is expanding its use of organic agriculture for its apparel business and restoring topsoil – a tool that helps its reforestation efforts. Patagonia started pilot programs to promote organic cotton suppliers in India in 2018 and included 150 small farmers there.
- is going fully renewable worldwide. Right now, 82% of the electricity use at its globally owned and operated facilities come from renewables and it aims to get to 100% this year.

### References

Deer, R. (2021). Understanding CSR and the Triple Bottom Line. Roadrunner – Modern Waste and Recycling. Retrieved from :

<https://www.roadrunnerwm.com/blog/corporate-social-responsibility>

Hristov, I. Chirico, A. (2019). The Role of Sustainability Key Performance Indicators (KPIs) in Implementing Sustainable Strategies.

Retrieved from: <https://www.mdpi.com/2071-1050/11/20/5742>

Sarfraz, M., Ozturk, I., Yoo, S. et al. (2023). Toward a new understanding of environmental and financial performance through corporate social responsibility, green innovation, and sustainable development. *Humanit Soc Sci Commun* 10, 297. <https://doi.org/10.1057/s41599-023-01799-4>

Thiep Le, T. (2022). How do corporate social responsibility and green innovation transform corporate green strategy into sustainable firm performance? *Journal of Cleaner Production*, Volume 362. Retrieved from:

<https://www.sciencedirect.com/science/article/pii/S0959652622018339>

Toikka J. (2023). How to measure sustainable performance: KPIs and Metrics. Retrieved from: <https://sievo.com/blog/sustainable-procurement-part6>

<https://www.environmentenergyleader.com/2022/10/patagonia-is-committed-to-using-organic-materials-and-100-renewable-energy/>

<https://goodonyou.eco/how-ethical-is-patagonia/>



## 5.4 Best Practices and Examples of Successful Community-led Green Enterprises

**Let's dive into some real-life examples** to understand the concept of community-led green enterprises and how they work in the real world.

### Community Gardens: Cultivating Shared Food Spaces

Community gardens have been around for decades, but they are now experiencing a resurgence as a result of the collaborative consumption movement. These gardens bring together individuals from diverse backgrounds to grow and share fresh products in a communal space. By pooling resources, knowledge, and labour, community gardens promote sustainability, food security, and social cohesion.

For instance, The Ron Finley Project in Los Angeles transformed unused urban spaces into vibrant community gardens, empowering residents to grow their own food and reconnect with nature. Community gardens not only provide access to fresh and affordable products but also foster a sense of community and shared responsibility for the environment. By participating in community gardening, individuals can learn about sustainable farming practices, reduce their ecological footprint, and build relationships with like-minded individuals.

Collaborative consumption in the food industry has disrupted traditional business models, making high-quality meals more accessible, supporting local food producers, and promoting sustainability. Whether it's through meal kits, shared kitchens, food delivery platforms, or community gardens, collaborative consumption has the potential to reshape the way we produce, consume, and share food.

### Empowering Local communities:

Collaborative economy startups often prioritise local communities and empower individuals to become entrepreneurs. For example, platforms like Etsy and TaskRabbit allow individuals to sell their handmade goods or offer their skills and services to others in their community. This not only helps to support local economies but also promotes sustainable consumption by encouraging the purchase of locally-made and second-hand goods.

### Reference

<https://ronfinley.com/pages/about>



## Sustainable Community Project (SCP)



**This project carried out by Green Africa Youth organisation aims to create a circular economy model of material use and replicate this model across the continent.**

Material design, manufacturing and end-of-life management are the keys for a sustainable future. Waste management remains a critical problem for public and ecological health globally.

Ghana generates over 1.7 million tons of plastic waste yearly: only 45% are collected and nearly 10% is recycled while the remaining ends up in drains and water bodies. Additionally, 65% of all waste in Ghana is solid organic waste – which is often disposed of at unauthorised locations within most communities. This has increased the vulnerability to floods and sanitation related diseases within rural-urban communities. The sustainable community project envisions a community where production is green, waste is used to generate income and households are well educated on proper waste management. The project is creating a community-driven proper waste management structure through an incentive-based approach. The project was piloted at the Adansi South District of Ghana through Public-Private Partnership, Public Education, and Stakeholder Capacity Building.



**Objective**

To create a circular economy model of material use and replicate this model across the continent.

**Quantitative results**

- 600 kg of solid organic waste converted into compost
- 10.000 plastic sachets upcycled
- 3000 kg of agricultural waste converted to manure
- 500 kg of hard to decompose organics converted into charcoal briquette

**Qualitative results**

- Improved sanitation in the communities
- Demonstrated the ability to manage waste sustainably for rural-urban communities while providing jobs and income.

**References**

<https://www.climate-chance.org/en/best-practices/sustainable-community-project-scp/>

<https://www.frontrunnersinnovate.com/sustainable-community-project-a-zero-waste-motive/>

<https://greenafricayouth.com/sustainable-community-project/>





### **Promoting Biodiversity and Protecting Pollinators**

Organic food production plays a vital role in promoting biodiversity and protecting pollinators, which are essential for maintaining a healthy ecosystem. Conventional agriculture often relies on monocultures, where large areas are dedicated to a single crop. This lack of diversity can lead to the loss of habitat for many species and increase the vulnerability of crops to pests and diseases.

In contrast, organic farmers prioritise crop diversity and provide habitats for beneficial insects, birds, and other wildlife. By planting a variety of crops and incorporating native plants into their farming systems, organic farmers create an environment that supports a wide range of species. Additionally, organic farming practices do not use synthetic pesticides that can harm bees and other pollinators crucial for crop pollination.

Let's consider the case of Green Valley Farm, owned by Mike and Emily. They have transformed their land into a diverse organic farm, incorporating hedgerows and wildflower strips throughout their fields. These habitats attract beneficial insects, including native bees and butterflies, which play a crucial role in pollination. As a result, their farm not only produces high-quality organic food but also provides a safe haven for pollinators and contributes to the overall biodiversity of the region.

In conclusion, organic food production nurtures the planet by reducing chemical use on farms, enhancing soil health and long-term sustainability, and promoting biodiversity and protecting pollinators. These practices not only benefit the environment but also contribute to the production of healthier and more sustainable food for all. Through the inspiring stories of successful green entrepreneurs, we can see the positive impact organic food production has on our planet and the potential for a more sustainable future.

### **References:**

<https://www.facebook.com/greenvalleyfarmandmill/>

[https://gvfam.com/?](https://gvfam.com/?fbclid=IwAR3TmXV1Ek_EpU70lvhkGWF5tdXQBqyq93RtPbLZ_5j4MYbwnOJuJnTbFtl)

[fbclid=IwAR3TmXV1Ek\\_EpU70lvhkGWF5tdXQBqyq93RtPbLZ\\_5j4MYbwnOJuJnTbFtl](https://gvfam.com/?fbclid=IwAR3TmXV1Ek_EpU70lvhkGWF5tdXQBqyq93RtPbLZ_5j4MYbwnOJuJnTbFtl)



## **The Greenbelt Movement in Kenya**

The Greenbelt Movement in Kenya is a community-led initiative that aims to promote sustainable agriculture, environmental conservation, and economic development. The movement focuses on permaculture principles and practices to create a more resilient and sustainable food system. The project has established a network of community gardens, a tree-planting program, and a sustainable agriculture training centre, which have provided employment opportunities and improved food access for local residents.

The movement has also led to the creation of several sustainable businesses, such as a beekeeping cooperative and a handicraft project. These businesses have not only provided employment opportunities but have also helped to promote local food production and reduce poverty.

### Challenges:

- Limited access to land and resources for sustainable agriculture
- Limited access to capital and funding for the project
- Balancing the needs of the community with the need for financial sustainability

### Lessons Learned:

- The importance of community engagement and participation in the decision-making process
- The value of creating a diverse and inclusive community network
- The need for a clear and shared vision for the project

In conclusion, this case study demonstrates the potential of community-led green entrepreneurial projects to promote sustainable living, economic development, and social justice. By focusing on permaculture principles and practices, this project has created a more resilient and sustainable food system, improved food access, and provided employment opportunities for local residents. The challenges and lessons learned from this case study can serve as a valuable resource for other communities looking to implement similar projects.

## **References**

<https://www.greenbeltmovement.org/who-we-are>

UNDP. (2022). Learning for Nature. Green Entrepreneurship. Online course. Retrieved from: <https://www.learningfornature.org/en/topic/case-studies-54/>



# CONCLUSION

This manual has provided a short guide on Green Entrepreneurship and how impactful for society, the entrepreneurs themselves, and the environment it can be. As a young person, take time to reflect on your strengths, weaknesses, values, and skills. This will help you clearly envision your life goals and identify how you can contribute to society and the environment. Creating your value proposition - the so-called, Why? What? How? - is one of the most important steps to understanding your life purpose and what kind of green enterprise you would like to establish.

Understanding the different types of economy and business models provides the necessary information about how the current economy works and how a green inclusive economy can help societies thrive. Therefore, becoming familiar with terms such as green economy, linear economy, circular economy, inclusive green economy, green entrepreneurship, and social entrepreneurship is important before learning how you can create your own green business plan. Social permaculture and its principles can become a source of inspiration for aspiring young entrepreneurs who wish to work with nature for nature. By integrating permaculture principles into business strategies, we can design systems that are regenerative, resource-efficient, socially inclusive, and economically viable. Permaculture principles can not only be applied in their production processes but also in organisational structures, supply chains, marketing strategies, and community engagement efforts.

The Manual guides you through each step of drafting a green business plan. It helps you define the need your business addresses, identify the target audience, outline how you'll meet their needs, describe your product or service, explain the solution it provides, and identify your main activities. The Manual also covers aspects such as innovation, key resources, partnerships, environmental impact, communication strategies, risk assessment, growth opportunities, cost structure, and revenue generation for your green enterprise. All of these are very important aspects that you need to consider when you craft your business plan. Creating your own business model canvas will help you identify all key elements and understand what it takes to start your own green business.

How to finance your green enterprise is vital to establish and sustain your green enterprise and for this reason, the manual has included various financing options. Another important topic in the manual is how to financially manage your green enterprise, as it will not be sustainable without it. Green marketing and branding are also introduced as they are the means to reach your customers and partners by emphasising the importance of taking a long-term view and being proactive in addressing sustainability challenges.

Resilience is also an important aspect of green entrepreneurship that can't be omitted. The manual covers measuring the impact of your green enterprise using specific key indicators, emphasising the importance of proving a positive impact on the environment to be labelled as green. It also highlights the importance of learning to manage risks from the early stages of drafting a business plan, the necessity of corporate responsibility alignment with objectives, and provides best practices and community-led green enterprise examples for inspiration.

Green entrepreneurship encourages you to think creatively and collaboratively and to embrace the opportunities offered by the transition to a more sustainable and inclusive economy.

nasply

# Green Entrepreneurship Manual

## WP3: Toolkit on Social Permaculture for Youth and Youth Workers

**Developed by**  
**Jugend- & Kulturprojekt e.V.** (Germany)

### Partners

**Friends of the Earth Malta** (Malta) – Coordinator  
**PRISMS** (Malta)  
**Jugend- & Kulturprojekt e.V.** (Germany)  
**Asociación Cultural y Medioambiental**  
**Permacultura Cantabria** (Spain)  
**Research and Education of Social Empowerment**  
**and Transformation- RESET LTD** (Cyprus)  
**APS Lafenice ASD** (Italy)  
**Generation (Change?)** (Malta)



**Co-funded by**  
**the European Union**

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Project Reference Number: 2022-1-MT01-KA220-YOU-000089059



© 2024. This work is licensed under a  
[CC NC SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/) license.





nasply

