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Inter-Agency Task Force on  
**Social and Solidarity Economy**

# **Pathways to Sustainability in Social and Solidarity Economy Organisations**

*Lessons Learned from Local Change Processes towards the Sustainable Development Goals*

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**Implementing the Sustainable Development Goals:  
What Role for Social and Solidarity Economy?**

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## Abstract

The Sustainable Development Goals (SDGs) are gaining prominence on the international policy agenda, which is enabling organisational sustainability. It is increasingly recognised that organisations can pursue outcomes aligned with the SDGs by engaging a wide range of stakeholders at a local level, which collectively has the potential to facilitate global action. Social and Solidarity Economy (SSE) organisations offer a holistic approach to inclusive sustainability. Given their primary focus on social and environmental purposes rather than profit maximisation, SSE organisations have the potential to explore behaviour and measure impacts that local stakeholders can better understand. This study explores the experience of Kendal Mountain Festival and the Lake District Pound, two SSE organisations based in Northwest England. Action research is used to examine beliefs and behaviours within these SSE organisations, and to assess their impacts on key stakeholders. Both organisations seek to integrate sustainability into their business models and influence stakeholders to generate behavioural change. Differences and similarities between the organisations are addressed, including: challenges and opportunities facing emerging versus more established organisations; variance in context, purpose, vision and values; and the extent to which the organisations and stakeholders are integrating the SDGs into their thinking and practice.

## Keywords

Action research, behavioural change, multi-level collaboration, outdoor festival, monetary innovation, complementary currency, social and solidarity economy.

## Bio

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## Introduction

Sustainability is rooted in environmental and social justice movements and is about challenging ‘business-as-usual’ political, economic and social systems - including interrelated cultures and behaviours - and finding ways to embed sustainability practices into everyday lives (Agyeman and Bullard 2003). Trajectories towards sustainability follow very different pathways and are highly dependent on context. When engaging stakeholders, it is important to understand and shape relations between businesses, governments, communities and societies via non-hierarchical forms of governance rooted in webs of social relationships (Lejano et al. 2007; McElroy 2016). The World Commission on Environment and Development’s report *Our Common Future* emphasized future thinking about balancing human needs and environmental limits (Brundtland 1987). The 1992 Rio Earth Summit built upon Brundtland by advocating global partnerships and the development of joint international incentives and goals that recognised the interdependence of sustainability (Jabareen 2008). Since then, individuals, communities, businesses, governmental institutions and other organisations engaging with sustainability have sought to promote their own ideas and successes under the banner of sustainable development (Robert, Parris, and Leiserowitz 2005). Launched in 2015, the Sustainable Development Goals (SDGs) were a tangible output of the Rio+20 conference in 2012. They reflect differing perspectives and bring together global issues in a way which is translatable by offering the potential to realise greater and wider sustainability in diverse contexts (United Nations General Assembly 2014; Dodds, Donoghue, and Roesch 2016).

Until now, predominantly global institutions in the public and private sectors have set about fulfilling the SDG targets. The scale and magnitude of multiple global crises suggest moving away from the ‘cockpit-ism’ of institutional control as a likely pathway to mobilizing the SDGs (Hajer et al. 2015). This means engaging business, civil society and other sectors, from global to local levels. While it is possible for organisations and individuals to create change towards sustainability, the motivation and purpose of this process must also be meaningful to them. We identify a value of the SDGs is their capacity to facilitate collaboration and reciprocity between stakeholders. Several toolkits and frameworks have been developed for and by small and medium-sized enterprises to assist in building networks, understanding and traction for SDG targets such as the SDG Compass (United Nations Global Compact 2015). However, if participation and change towards sustainability is driven mainly by for-profit organisations and motives - with an overemphasis on economic sustainability - it could undermine efforts to address human wellbeing and planetary health, as recently articulated in a re-think of the well-established sustainability framework the “triple bottom line” (Elkington 2018).

Social and Solidarity Economy (SSE) organisations use their profit to improve sustainability management, replicate models and sometimes provide charitable causes with philanthropic support. Some of the challenges that SSE organisations experience include clarity of purpose, governance and accountability to stakeholders, driven by the organisations agenda and sphere of influence (Moulaert and Ailenei 2005). By harnessing organisational core values and using the SDGs as a framework, SSE organisations have the potential to make greater progress towards sustainability.

Focusing on the Lake District National Park in the county of Cumbria in United Kingdom (UK), this paper explores the link between the SSE and SDGs by focusing on two unique case studies supported by the Eco-innovation Cumbria Project: the Kendal Mountain Festival (KMF), an annual four-day festival which celebrates outdoor culture, and the Lake District Pound (LD£), a complementary

currency that supports local independent businesses and community projects. Both case studies are managed by SSE organisations: Kendal Mountain Events Ltd. and The Lakes Currency Project Ltd respectively. With 19.17 million tourists visiting the Lake District in 2017 (spending £1,417 million and providing 18,565 full time jobs in tourism), it is the most visited and richest National Park in United Kingdom (Lake District National Park Authority 2017; National Parks 2014). Cumbria has the first and only park in the United Kingdom which is both a National Park and a UNESCO World Heritage Site, and relies heavily on tourism with the sector adding £2.72 billion in gross value to Cumbria in 2016 (Cumbria 2017). This creates tension between economic development (e.g. agriculture, tourism) and nature conservation (e.g. reforestation, rewilding). Further challenges to promoting sustainability are rooted in conservation of heritage and culture which may be opposed to some of the changes and impacts associated with agriculture and tourism (Waterton 2005). Thus, Cumbria is a unique place that brings together individuals and organisations engaged in and committed to local efforts to find a balance between environmental, social and economic sustainability.

In this paper, we consider the structure, governance and strategy of each case study organisation, and how they align to the SDGs. For purposes of clarity, we define sustainable development in the context of these two case studies, by applying sustainability management concepts which consider the social, environmental and economic dimensions of the organisations. Although the case studies presented do not address a specific ‘problem’, they draw attention to stakeholders within the global north, which seek to become more sustainable. Both case studies are exemplary SSE organisations that provide a service which also nurtures local, national and international sustainability through partnerships and other stakeholder relationships. They share a commitment to meeting social objectives over profit maximisation, in a way that reduces environmental impacts. By supporting local communities and economies, and gaining international recognition within their respective domains, these organisations may offer lessons that could be transferable to other contexts.

## Kendal Mountain Festival

The Kendal Mountain Festival (KMF) seeks to harness its status as a leading outdoor event, while focusing on and delivering a strong message promoting sustainability. The event began as a community event in 1980, and has grown to attract an estimated 17,000 annual visitors, selling 20,000 tickets and generating over £3m for the local economy (Kendal Mountain Festival 2018). The event collaborates with community stakeholders in Kendal, which presents practical and theoretical challenges, such as limited capacity of small venues, and assumptions about agency to deliver sustainable practice. KMF heritage is celebrated, however, because the governance has changed on several occasions it experiences similar challenges of an emerging organisation. Its strategy is to use a sustainable framework to increase revenue (e.g. engaging new audiences and increasing ticket sales) and develop a more robust management structure (e.g. reviewing its business model). Festivals offer a unique platform for innovation and knowledge transfer by creating a third space, a theory which fuses the theoretical with the physical and creates a hybrid space for multi-level shared learning between individual, academic and professional domains (Elliot et al. 2016; Gutiérrez 2008; Whitchurch 2008). The third space is particularly poignant because the scale and urgency of sustainability highlights a need for collaborative working between individuals, communities, organisations and governmental bodies (Roome and Louche 2016; Brennan and Tennant 2018). This case study uses holistic research to explore the attitude-behaviour intention gap (Carrington, Neville, and Whitwell 2010; Tilley 1999) to investigate how KMF can become more sustainable, and if it can influence stakeholder behaviour.

Sustainability does not have an end point and is ever changing and adapting based on ethical principles of challenging norms, reducing individual impact and assessing the scale of global issues (Glavič and Lukman 2007). Similarly, organisational sustainability requires systems thinking that is complex and adaptive (Kira and van Eijnatten 2010). Historically, sustainability has been envisaged as three components (economic, social and environmental) which ‘compete’ or balance, a notion which fails to reflect the dynamic reality that these elements are integrated over time (Purvis et al. 2018). KMF interprets sustainability through an economic lens; fundamentally it must survive to tackle the challenges of environmental and social sustainability (Kendal Mountain Festival 2018). As an event which hosts a number of leading brands, corporate sponsors and athletes, KMF has considerable scope to influence stakeholders to move towards a more holistic view of sustainability, but this process must embody reciprocity.

KMF use the SDGs to form part of its sustainability framework. Organisations face challenges in implementing the SDGs – understanding the goals, accessing information, and identifying appropriate pathways (United Nations 2015). In 2018, the UN and Futerra released the Good Life Goals (GLGs), a variation of the SDGs. They used a collaborative approach to distil each goal into five ‘everyday asks’ (Good Life Goals 2018). The GLGs are transferable to KMF’s interpretation and mobilization of sustainability.

### Structure and governance

Kendal Mountain Events Ltd., is a company limited by guarantee. It has two Directors and nine staff (6 male: 5 female): 9 based in Cumbria, 2 based elsewhere in the UK, in various full/part-time/contracted/freelance positions. Four individuals (3 male:1 female) form an advisory board. KMF recruits approximately 150 volunteers each year, 86% of whom are local (Kendal Mountain Festival 2018). Volunteers are allocated specific tasks during the event (e.g. ticket sales, set up/down and technical support). Until 2018, KMF had a loose managerial structure, under the notion that individuals have freedom of creative expression, trust and autonomy when unrestrained by hierarchy (Kendal Mountain Festival 2018). Currently, the organisation is undergoing a transition to introduce an organisational structure that allows for expression of individual strengths and creates robust governance. In addition, they seek to build upon strong alliances to build partnerships with corporate, social enterprise and charity stakeholders who are aligned with KMF values.

<p><b>2. Meet their needs</b>          Corporate sponsors (non-outdoor)          Outdoor Brands          Collaborators (Artists, writers, photographers, designers)</p>	<p><b>1. Manage closely</b>          Audience          Board of Directors          KMF core team (including freelancers)          Volunteers</p>
<p><b>4. Monitor</b>          KMF speakers          Education authorities          Film, media, TV          Local government          Funders</p>	<p><b>3. Keep informed</b>          Researchers and Academics          Overseas partners          Advisory Board</p>

Table 1: KMF stakeholder map

A survey conducted in 2018 revealed that 78% of KMF attendees feel part of the outdoor community (Kendal Mountain Festival 2018), generating a sense of psychological ownership, commitment and

emotional bonding (Pierce and Peck 2018). This reinforces the view that behavioural change cannot be managed in an impersonal, technical way, but be engaging and relevant for stakeholders (Waterton 2005). Achieving an ownership mindset is one of KMF's key success factors; 26% of attendees return each year and hold KMF accountable for delivering change. KMF's role in generating change is to present data to validate their requests (i.e. reduction of single-use plastic cups at venues). This highlights the complexity of managing stakeholder relationships and expectations. As a festival, KMF creates a 'third space' to create a platform for learning, sharing and open discussion that reinforces a sense of belonging.

SSE organisations face challenges in practice (e.g. lack of knowledge or resources) and theory (e.g. meaning and purpose) when mobilising sustainability. Adopting sustainable alternatives is considered high risk (e.g. narrower profit margins because more sustainable resources are often more expensive) the benefits are largely understood to outweigh them (e.g. attracting a new audience and having competitive advantage) (Fleming et al. 2017). To support and legitimise the change process, some organisations use a sustainability assessment framework or work towards accreditation and/or certification. There are several voluntary frameworks, standards and ratings available (e.g. ISO, B Corp, Gaia Foundation), sometimes clustered into industry-specific groupings (e.g. GreenShoot Pacific; Considerate Constructors Scheme; Powerful Thinking). The notion that sustainability accreditation and certification are non-mandatory, that related frameworks can be self-selected and modified to suit organisational aims, and that such schemes are often purchased, perpetuates confusion and ambivalence around the authenticity of sustainability accreditation (de Boer 2003). Such schemes also present a potential barrier for non-profit organisations such as SSE organisations which may not have the financial resources to adopt internationally recognised frameworks. However, the adaptability of frameworks is vital to give SSE organisations an opportunity to challenge state-centred policy, which is particularly relevant in sustainability contexts (Cashore 2002).

## Data and action

To be effective, organisational change towards sustainability requires defined indicators that are meaningful to the organisation. As a festival, KMF understands its culture to be central to stakeholder engagement and is using its organisational values as an indicator to adjust its practices to meet the GLGs (Lindor 2017). Using values to measure sustainability empirically is a relatively novel approach, therefore multiple toolkits were assessed to find synergies and relevance to the KMF values framework. The values indices will answer the following questions:

- How are KMFs implicit and explicit values understood (defined/language) and experienced/expressed (behaviour) by stakeholders?
- Do the values align with KMFs interpretation of sustainability?
- How can the values be used to measure sustainability over time?

After identifying the KMF organisational values, the staff team distilled meanings and identified behaviours linked to them. Values are often regarded as conceptual and ambiguous and thus their impact on culture is uncertain (Michailova and Minbaeva 2012). By linking values and behaviours, the KMF team were able to establish when values are exhibited between each other and with stakeholders, identify patterns and impact. The GLGs were linked to the values to generate focus and set targets. The SDGs identified as being highest ranking and most relevant to KMF are:

- 13 (Climate Action)



- 15 (Life on Land)
- 17 (Partnerships for the Goals)

### Impact and influence

KMF identified three SDGs as goals which align to the organisation's vision and activities. The results from the values and GLG work with the organisation shaped the development of KMF's sustainability strategy, including the development of a decision-making matrix. The matrix is designed around what the organisation recognises as areas for improvement, and uses data gathered to build negotiation and influence stakeholder behaviour (SDG 17). The GLGs influenced KMF's stakeholder data collection methodology, (e.g. event scorecards and diaries, questionnaires and semi-structured interviews) which revealed which SDGs and values participants felt aligned with festival content and behaviour (SDG 13). However, there were discrepancies between these and which ones were recognised by stakeholders to be relevant to KMF (Kendal Mountain Festival 2018). This leaves room for interpretation (e.g. stakeholders identify strengths that KMF do not) and highlights the need to publicise a statement of commitment that is explicit in the organisations aims and achievements. All pro-environmental changes made during KMF 2018 are aligned with the SDGs (e.g. increasing recycling facilities) (SDG 15). In addition, 2018 involved a new subgroup within the Volunteer Team; a group of volunteers who were particularly engaged with SDG incentives and became the on-site contacts for answering any questions, gathering information and assisting site staff with tasks linked to the GLGs (SDG 13, 15, 17).

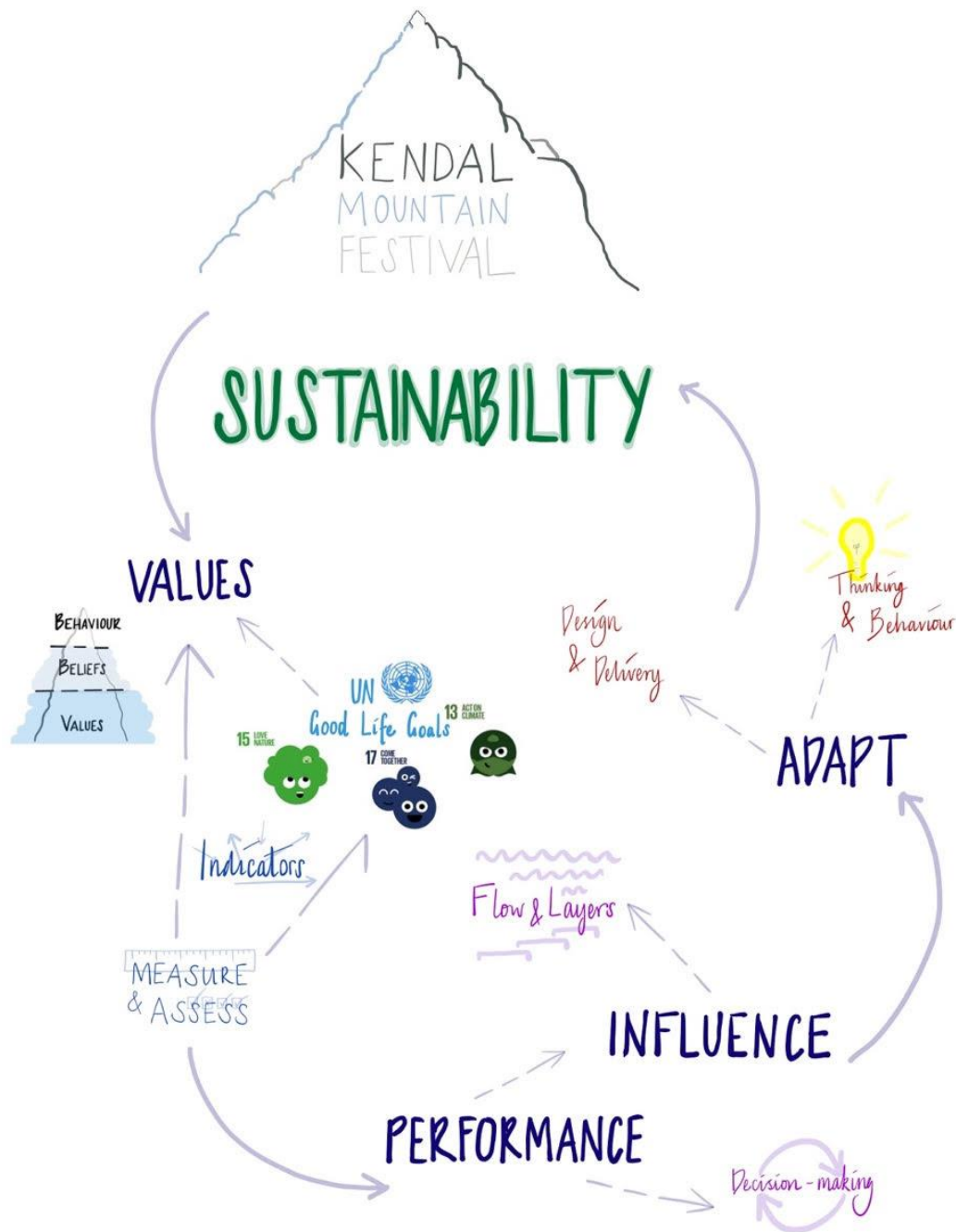


Figure 1: KMF Sustainability: A process

The structure of KMF as an SSE raises questions, not yet answered:

- How do SSE organisations find the resources to establish baselines and identify areas for improvement towards SDGs?
- Without dependency on, and accountability to shareholders, does an SSE organisation have greater moral responsibility to influence sustainable change?
- To what extent does a utopian ideal (e.g. a festival delivers content and ideas, not products) facilitate experimentation, learning, evolution and innovation towards SDGs?

This research is ongoing, and these questions will be answered through my research. It is helpful to draw parallels with another local SSE organisations seeking to build reputation, develop partnerships

and influence behaviour that is sustainable. In the following section, the Lake District Pound is explored.

## Lake District Pound

This case study of the Lake District Pound (LD£) will explore the links between sustainability and monetary innovation and how this synergy has the potential to support and strengthen local communities and independent businesses. A systematic literature review of 1,175 studies of complementary currencies from 1993 to 2013 (Michel and Hudon 2015) has demonstrated a positive impact with high social sustainability, limited economic benefits, and few environmental outcomes. Neutral objectives, mainly economic and social with few environmental goals, have been analysed with reference to a study of 3,418 currency-related projects from 1996 to 2011 (Seyfang and Longhurst 2013). Negative impacts due to limited tax integration, as well as business model and policy agenda change, have been shown through 126 studies of complementary currencies between 1996 and 2013 (Dittmer 2013). A key question in this case is: To what extent will the Lake District Pound be able to reach its own sustainability aims of economic development, social progress, and environmental conservation and management?

### Structure and governance

The Founder and Chief Executive Officer (CEO) of the LD£, Ken Royall, became concerned with the need to change the current financial system following the financial crisis of 2007-08. Ken wanted to involve himself in the practice of economics, and sought to learn by doing instead of just talking and criticizing. This is how he started his journey in 2015 by launching an in-depth study of complementary currencies, including 13 in United Kingdom and 61 in France. In 2016, he quit his job to develop a local currency in the Lake District where he lives. Ken subsequently introduced the LD£ in 2018 with 198 local independent businesses and 17 bureaux de change, also called swap counters (Lake District Pound 2018).

Formally launched on 1 May 2018, the Lake District Pound received start-up investment from the Lake District National Park Authority and 22 local impact investors (4 of whom are females, 18 males with 1 institutional investor). The Lakes Currency Project Ltd. is a company limited by shares, with a board of directors which comprises 5 members (all of whom are males). The LD£ has two full-time employees, the CEO and Business Relationship Manager, who are supported by two volunteers and various external consultants. As a young and small start-up, the organisation is mainly led by the founder and CEO.

As the LD£ is a new project, most of the related work is currently supported by the staff and volunteers of this emerging SSE organisation. Some initial stakeholder mapping has been undertaken, by identifying their respective high or low influence power (IP) and their high or low interest or legitimacy (IL) in relation to the currency project (Lake District Pound 2018).

<b>2. Powerful actors (IP+/IL-: vigilant attention)</b> Bank of England (central bank) Financial Conduct Authority (financial regulator) Lake District National Park Authority (national park regulator) Cumbria Tourism (tourist board) National Trust (conservation organisation) Cumbria County Council (county council)	<b>1. Key actors (IP+/IL+: major preoccupation)</b> Team (project management) Investors (project financing) Outlets (currency exchange counters) Traders (distributors and shops) Users (visitors and residents) Cumbria Community Foundation (social charity) Lake District Foundation (environmental charity)
<b>4. Uninfluential actors (IP-/IL-: avoid damage power)</b> Independent Money Alliance (local currencies network) Transition Network (grassroot community projects) New Economics Foundation (think-tank)	<b>3. Legitimate actors (IP-/IL+: avoid gathering power)</b> University of Cumbria (research and education) Cumbria Newspapers Group (competition prize) Business Improvement Districts (gift and loyalty card)

Table 2: LD£ stakeholder map

To engage all stakeholders using an inclusive approach, the LD£ adopted a simple mechanism based on a swap at parity with pound sterling and a yearly version of a paper voucher currency accepted by local independent businesses and purchased by visitors or collectors. The main opportunity to increase its revenue is to focus on potential new visitors by targeting tourist operators from China, India, Japan, United States of America, and UK.

## Data and action

In August 2018, only 4 months following its launch, a total of LD£ 76,663 was issued in circulation among a network of 252 local independent businesses in the Lake District National Park with sufficient business sector diversity (41.3% store and gift, 33.3% food and drink, 13.9% outdoor and indoor activity, 7.1% accommodation, 4.4% health and wellness), and with 9 Post Offices and 11 Tourist Information Centres used as swap counters. Despite Brexit uncertainty and other factors adversely affecting tourist numbers, the LD£ launch has been a success regarding the amount of units issued in circulation (among users and shops) in comparison with other reference case studies in Europe as summarised hereinbelow (Lake District Pound 2018).

Symbol, name (location)	Duration (launch date, data collection)	Units issued in circulation	Network of businesses
LD£, Lake District Pound (Cumbria, England)	4 months (May 2018, August 2018)	76,663	252
F, Farinet (Valais, Switzerland)	1 year (May 2017, May 2018)	150,000	186
£B, Bristol Pound (Bristol, England)	3 years (September 2012, June 2015)	700,000	800
e, Eusko (French Basque Country, France)	5 years (January 2013, December 2017)	750,000	700
Chiemgauer (Prien am Chiemgau, Germany)	14 years (January 2003, December 2017)	822,000	561

Table 3: local currency reference case studies.

According to an August 2018 survey of 100 people, 35% had heard of the LD£, but only 9% of respondents actually used it. Another recent survey of 50 people found that 52% would use the LD£ because it supports local businesses, and 22% would do so because profits from the scheme go to two Lake District charities for environmental conservation (Lake District Foundation) and community support (Cumbria Community Foundation). In addition, 38% indicated that they would like a purchase discount by using it and 26% said they would like a reward by collecting some stamps from the

participating shops on their LD£ passport. However, only 2.3% of the shops agreed in October 2018 to propose a special LD£ discount (Lake District Pound 2018). In response to the research undertaken to date, the resulting data has helped the organisation to revise its strategy as part of a continuous improvement process.

### Impact and influence

For the LD£, support for environmental conservation and community development has not been an adequate value proposition to make it a financially viable SSE organisation. The LD£'s philanthropic goal to encourage support for community projects has not achieved anticipated success. The initial focus was on the altruism of well-educated visitors who were expected to support the sustainability of the local community and economy via a complementary currency. The research results, outlined above, prompted a shift in the marketing strategy towards a gift voucher scheme that offers a more interactive shopping experience to visitors. The scheme is now a reward competition based on collecting stamps in a LD£ passport from participating businesses.

Research on complementary currencies in Spain found that their local currencies contribute to three SDGs, namely Goal 10 for Reduced Inequalities, Goal 11 for Sustainable Cities and Communities, and Goal 12 for Responsible Consumption and Production (Moreira Alves 2018). The experience of the LD£ is consistent with this research, by encouraging local purchasing from independent businesses and supporting community and conservation projects, whilst making a contribution to enhancing regional pride and identity. Thus, LD£ is aiming for local consumption (SDG 12) and natural conservation (SDG 15) by bringing partners together (SDG 17). Because monetary innovation offers the potential for financial resilience during a crisis period and questions the reappropriation of monetary creation for economic stability, the LD£ could also address the SDG on Climate Action (Goal 13) by offering a scope for community cooperation, disaster preparedness and deep adaptation to climate change via “product and service exchange platforms enabled by locally-issued currency” (Bendell 2018, 25).

Local businesses are often able to avoid the importation of external goods and services with 50-70% of the money spent locally going back into the local economy. This contrasts with a figure of only 5% if spent online or out of town (Center for Local Economic Strategies 2013). Furthermore, in terms of climate action and ecological footprint mitigation, as half of LD£ profits go to the Lake District Foundation, the LD£ is indirectly facilitating the planting of 400 local trees. Supported in November 2018, this project is expected to capture approximately 400 tonnes of carbon, or 1,468 tonnes of carbon dioxide (Lake District Foundation 2018; Ecometrica 2011). When eventually launched, the LD£ digitally-issued currency and mutual credit will encourage business-to-business exchange and in turn local supply-chains for the food and drink industry within the local hospitality and retail sectors. The planned digital initiative could help the LD£ to be more user-friendly, and in turn would potentially scale up the project and support a transition towards low-carbon societies through the self-determined creation of more sustainable communities (Bendell and Greco 2013).

There are no ideal models and indicators for achieving success with such social and solidarity financial technologies. The viability of each economic or monetary model is highly dependent on the local context of a specific territorial region at a particular point in time. At the same time, the LD£ could enable local people to explore some of their current beliefs about money by encouraging reflection on the meaning of money itself and action on how and where they should spend it. Already a third of the population of the Lake District has heard about the LD£ since its launch less than a year ago (Lake

District Pound 2018). The LD£ has the potential to leverage and build on this awareness to engage local stakeholders more deeply and widely in the development of the initiative, by redefining their understanding of money (Bindewald 2018).

We cannot yet prove that the LD£'s efforts to champion monetary innovation are positively impacting the local economy and community and successfully contributing to the local achievement of SDG targets. What we can claim at this point is that the LD£ has raised the curiosity and attention of a significant number of Lake District stakeholders about the challenging process of local monetary reform. The core of monetary innovation is the continuous improvement of exchange systems to help reform dominant economic paradigms.

## Conclusion

The LD£ and KMF are both located within the same region and share challenges (e.g. tourism, localised economic impacts, diverse community stakeholder agendas, and mixed experiences of prosperity and success). The organisations differ, however, in their focus: LD£ seeks to champion monetary innovation and positively impact the local economy, whereas KMF strives to be a beacon of excellence in festival sustainability, to improve inclusivity and well-being, and to provide an arena for learning and discussion. Furthermore, LD£ is a start up organisation, under pressure to be economically viable, and KMF is an established organisation, supported by multiple stakeholders, yet it is seeking to refine its operations to achieve greater scale and influence. Crucially, both organisations address the bigger picture by challenging individual behaviours. As SSE organisations, the LD£ and KMF both address local sustainability issues: LD£ with its emphasis on money, economic growth and innovation, and KMF with its focus on human-nature relations, outdoor adventure and social solidarity. As a result, the approach to each case study differs in terms of research methodology and approach. Initially, LD£ placed greater emphasis on economic indicators, whereas KMF has been more focused on social and environmental impacts. What they now share is a commitment to engage stakeholders towards behavioural change. Both cases demonstrate the gap between expected goals and those actually attained, and both offer evidence of how action research and mixed methods have the potential to pivot an SSE organisation's strategy towards the achievement of the SDGs and related sustainability goals.

The SDGs offer SSE organisations a framework to reconsider their current strategy and approach. The LD£'s original intention was to benefit local communities by giving profits to two local foundations. To improve the business model, the LD£ has introduced incentives to enhance visitor participation in the scheme. Thus, the LD£ has shifted its core value proposition from being mainly a philanthropic aim to encompass commercial considerations. KMF's mission statement is to "entertain, connect and inspire by sharing adventure." Profits go towards educational projects with the intention of inspiring adventure and discovery and improving well-being, which in turn engages a new audience with potential to reach more (e.g. parents and teachers). Despite being an established organisation, KMF is reviewing its business model as part of an organisational change process. Both SSE organisations are rethinking their strategies. LD£ and KMF are achieving this by aligning decision-making processes with organisational values which are underpinned by sustainability principles and guided by the SDGs.

SSE organisations are well placed to address climate action through behavioural change. The LD£ is a young and small start-up, with only two employees and a twelve-month history, that is dealing with a novel and ground-breaking social technology: a complementary currency. Instead of focusing

exclusively on the impact of monetary transactions on local supply-chains (business profit), the LD£ aims to study its impact on regional pride and behaviour change for all stakeholders (community benefit), from the founder to the users. Similarly, KMF seeks to use its influence to focus on behavioural change towards sustainability, whilst simultaneously being financially viable. The difference between the case studies being their maturity as organisations, which will expose challenges and opportunities for start-ups and established organisations. The SDGs are helping KMF focus on areas of sustainability to design a toolkit with practical tools to improve negotiation and influence change. As a result, the organisation is also undergoing a process where core team members are assessing their own behaviours. This suggests that the value of this work may ultimately lie in the process: evaluating purpose, vision and behavioural change.

The essence of SSE organisations and the SDGs is about behavioural, cultural and value change; moving from self-centered to other-centered mindsets and beliefs. By inspiring new approaches to community collaboration, landscape conservation and consumerism, the LD£ and KMF are engaging stakeholders to achieve the SDGs, and more specifically to support climate action (SDG 13). According to the Negawatt scenarios, to save energy, and thus mitigate carbon emission, greater effort must be made on both energy efficiency and energy conservation, with alternative energy and consumption reduction (Bartram, Rodgers, and Muise 2010). This will require behaviour change and belief transformation about the way we consume and produce. Furthermore, GLG 13 on climate action, proposes additional individual actions (e.g. eat more plants and cut down on meat, walk and cycle rather than drive).

The SDGs potentially offer SSE organisations a framework to effectively pursue sustainability. Developing more sustainable organisations relies on good governance and collaborative leadership, and is affected by an organisation's culture. With only a year of activity, it is hard to be conclusive about the impact of the LD£ on the local region, especially regarding the SDGs. Whereas KMF is an established organisation, using the SDGs as a framework and focusing on outputs which benefit the region's sustainability (opposed to profit creation for shareholders). By emphasizing values other than economic profit, SSE organisations have the potential to influence behaviour change (for both internal teams and external stakeholders). For all stakeholders - from consumers to traders, entrepreneurs to employees and the wider community - the pathway to sustainability for SSE organisations is a journey of reframing ideas (beliefs) and being responsible for actions (behaviours).

Aligning organisational strategy and purpose with the SDGs could become a laborious task for small, emerging SSE organisations such as the two cases explored in this paper. SSE organisations have lower resource capacity and capability in comparison with larger commercial organisations. There are also other challenges along the SSE road to sustainability. To what extent are economic and commercial considerations compatible with social and environmental goals within a social enterprise? Our findings suggest that it is the process not the output that is key to the success of SSE organisations. This paper has discussed alternative, multilevel growth as the best way to mobilise the SDGs, whilst acknowledging that trade-offs exist not only between social, economic and environmental sustainability, but also between the 17 SDGs themselves. SSE organisations may enable - and be a catalyst for - pro-sustainability behaviours, but they do not provide a one-size-fits-all framework.

Further research must be done to assess how these two initiatives impacted the goals they are aiming for: local consumption (SDG 8) and nature conservation (SDG 15) by bringing partners together (SDG

17) to address the topic of climate action (SDG 13). To support such impacts, policy makers should not only create a broader legal sandbox for currency, but also recognise the potential of - and incentivize - the implementation of sustainable event certification.

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