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## Growth as a challenge

- Format** Half-day workshop during a retreat organized by the OFFCUT cooperative, which as a national umbrella organization unites all OFFCUT material markets, on 15 October 2018
- Location** Aarau
- Output**
- Mapping of the leading values of members of the OFFCUT network using the ethix values canvas
  - Focused discussion in groups on different scenarios and involved values
  - Foundation work for an OFFCUT-Charter regarding form, content and diffusion
- Follow-up**
- Two meetings with OFFCUT delegates for the drafting of an OFFCUT-Charter
  - Preparation of the internal discussion and decision-making process for an OFFCUT-Charter
  - Planning the diffusion of the OFFCUT-Charter

“The analytical and systematic approach of ethix has helped us a lot to work on this rather abstract and seemingly infinite universe of a discussion of values with relish and yet in a goal-oriented manner. Thank you very much”.

Dominik Seitz, Project Management OFFCUT Switzerland.

OFFCUT collects and sells various used materials for creative recycling in its material markets. This idea, originally launched in Basel, has been met with great approval among material donors and upcycling customers. The rapid growth in the social franchising model and the claim of the jointly founded umbrella organization to act consistently and sustainably confront the organization with ethical questions regarding cooperation between the individual locations and the long-term orientation of OFFCUT as a network and brand.

Scenery from theater productions, remaining materials from construction work or events do not have to be disposed of. Rather, they can be reused or recycled. With some know-how and creativity, artists, schools or other interested people can create something **new and useful** from existing recyclables. To this end, the materials must be collected and knowledge of their existence made accessible. For this purpose the material markets of OFFCUT were created.

OFFCUT collects material donations, makes information on current material stocks available online and organizes workshops on how to recycle a wide variety of used materials. This idea hits the zeitgeist: this is indicated by the strong growth of the OFFCUT organization last year. Based on the **social franchising model**, a third materials market will soon open in Bern in addition to the two that already operate in Basel and Zurich. Behind the performance of OFFCUT there is a lot of commitment from people with high **intrinsic motivation**. This motivation should be rewarded and maintained and the services of OFFCUT should be in line with the goals of the OFFCUT members. In order to achieve this, despite manifest everyday pressure, an in-depth discussion on the values on which the organization wants to orient itself and on ethical principles for cooperation and communication is offered. This is particularly important in order to ensure the coherence and consistency of the work of the various locations.

The members of OFFCUT conducted such a comprehensive discussion during a two-day retreat in mid-October 2018. One half-day of their retreat was organized and accompanied by ethix. The aim of the ethix consultation was to create a framework for a **structured discussion of values** and to provide input regarding possible value conflicts and solution mechanisms. The work with ethix is to result in an OFFCUT-Charter. Such a value charter should serve as an internal reference and inspiration for all members, but should also be usable externally for creative communication.

## ethix values canvas

After a brief introduction by ethix on the topic of ethical values, the participants filled out ethix values canvases individually. The OFFCUT team members noted the values relevant to them, which

they thought should guide OFFCUT. These values should play a role, amongst other things, in dealings within the team, with customers, in the decision-making structure and as basic goals of the organization.

These considerations allowed OFFCUT employees to individually clarify their own preferences regarding relevant ethical values in advance. They were then able to introduce these personal value analyses into the group discussions.

## Focused discussion of scenarios

In short and intensive group discussions, the focus was placed on three central, fictitious value conflicts at OFFCUT.

1. Conflict between sponsoring organizations: Which values are central?
2. Growth at what price?
3. Dialogue with customers: Which values do we focus on?

These group meetings and the subsequent plenary discussion made it possible to filter out relevant values on two levels: on the one hand, values that consciously or unconsciously guide decision-making in a situation. On the other hand, values that influence the process of discussion between the participants, i.e. the way in which discussions and decisions are made. The participants agreed that the values addressed – in terms of content and procedure – should be included in an OFFCUT-Charter.

## OFFCUT-Charter

In a third step, the OFFCUT members discussed the content, form and ideas for the diffusion of an OFFCUT charter in groups and subsequently in the plenum. The plenum discussion resulted in the consensus that an OFFCUT charter should be present as a **haptic experience** in the material markets in order to make the concrete and practical values of OFFCUT physically tangible. In addition, it was discussed how the diffusion of an OFFCUT charter could be ensured both internally and externally.

## Follow-up

After the meeting which took place during the OFFCUT retreat, further meetings of ethix with three OFFCUT delegates were organized and will take place over the following month. At these meetings, a draft of the content and layout of an OFFCUT charter will be prepared. In addition, the internal discussion of all OFFCUT members and the decision making regarding the OFFCUT charter will be ensured. Different forms of diffusion and communication are planned.

ethix – Lab for Innovation Ethics is made possible by Engagement Migros, the development fund of the Migros Group.

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