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Re-imagining Capitalism

Premium Collective: Growth & impact within a new business order

Exam Teaching Case

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Premium Collective: Growth & impact within a new business order

In October 2017, Uwe Lübbermann, the founder of the Premium Collective, was sitting in the very same bathtub, where he once - 18 years ago – had the epiphany about the product he was now pleurably sipping on: A bottle of ice-cold *Premium Cola*. The bi-annual general assembly of the Premium Collective was fast approaching and Uwe was pondering on a significant strategical issue he wanted to raise at the meeting: Growing the impact of their organisation while at the same time staying true to their de-growth objective.

History of Premium Cola: Forming an activist-entrepreneurial collective

In October 1999ⁱ Uwe Lübbermann was sitting in his bathtub and enjoyed a bottle of his favourite drink: Afri Cola (see Appendix 1). Only: it didn't quite taste as he remembered and somehow the caffeine wouldn't kick in. A bit of research later, he discovered that his favourite brand had recently been acquired by a large beverage producer, who secretly changed the recipe to appeal to a broader target group. Convinced that he, as one of the most loyal customers, should at least have a say in this matter, he started the "Interest-Group Premium" and pestered the producer of the new Afri Cola for over 2 years to go back to the original recipe – without success. Luck had it, that one of the old bottling companies still had the original formula from 1931 and was willing to produce 1000 bottles for the 780 members of the activist group (see Appendix 2). Word hit the streets and soon thereafter the next 1000 bottles had to be produced, and the next. So without intention a "company" was born: Premium Cola. No one in the group had any experience in beverage production and at the same time it was obvious that they wanted to do things differently. So they started by bringing everyone together at a table: suppliers, logistics firms, bar owners all the way to end consumers and eventually formed the "Premium Collective" (see Appendix 3).

Company Overview: The Premium Operating System

With no own production, logistics system or even a real office, Premium is essentially a beverage brand steered by a virtual collective of equal partners and guided by an idealistic mission: *"Leading by example, Premium Cola wants to promote a fair, ecological and socially sustainable economic model. We want to demonstrate that morality and economy can work together"*ⁱⁱ. Sounding more like a utopian theory, Premium has been succeeding for 16 years within an industry that pulls no punches (see Appendix 4). All that while

breaching almost every rule from a Management 101 textbook (for an overview of the organisational drivers see Appendix 5):

- **Maximal Outsourcing:** Premium consists only of a few people with phones and laptops. Therefore, it is devoid of any instruments to exert power over the other members of the collective.
- **Maximal Insourcing:** Premium believes in the equality of all its different stakeholders. No one is external. Everyone affected (suppliers to consumers) can therefore get involved and is granted equal (veto) right for all decisions. Uwe Lübbermann acts as the moderator of the collective. The company is run via “consensual democracy”. This may take longer initially but leads to smarter and more stable decisions. This also ensures an inherent social responsibility to all stakeholders. Premium carefully selects the points of sale to make sure that their respective objectives align.
- **No written contracts:** Despite having over 1700 commercial partners, not a single written contract was signed, stemming from the conviction that voluntary partners are better than forced ones. The insecurity of not having a contract turns into a security because all parties have to behave or someone will walk away (and thereby cut the revenue stream for everyone). The collective had less than 2% fluctuation in partners since its inception and not a single legal dispute.
- **No external financing:** Bootstrapping kept the decision power within the organisation rather than transferring it to external investors or banks.
- **No advertising or PR:** moving away from “push-communication” (which is undesirable from a customer perspective) to a “pull-communication” of 100% transparency upon request. This also ensures not “wasting” customer’s money as it reduces the RRP.
- **No profits:** Premium thinks that profits can only arise if a company either charges its customers too much or pays its suppliers too little. Instead, everyone gets the fair share s/he needs to keep the business going and make a living.
- **Fixed pricing:** As with people and partners, Premium assumes equal value for its products. One bottle costs as much as the next. The calculation of costs per bottle (see Appendix 6) ensures 100% transparency and more projectable cash-flow management.
- **Same wage for everyone:** Everyone’s time is worth the same. Therefore, every collectivist is remunerated with a flat 20€ per hour. This includes the founder Uwe Lübbermann. The only exceptions are people, who have a natural requirement for a slightly higher wage: Employees with children, those who need to rent office and disabled people.

Premium's Growth Paths

18 years after Uwe had sat in that bathtub, Premium has expanded into beer and soft drinks (see Appendix 7) and is now selling 1.5 million bottles per year in over 700 places in 200 cities around Germany, Austria and Switzerland. However, increasing market share was never the goal and the collective found itself in a continuous balancing act between satisfying the increasing demand, while staying true to its de-growth objective. In Uwe's view, growth at Premium Cola only served one purpose: To continuously demonstrate that a firm can be successful within the existing economic framework, while working against the generally accepted market logics. He hopes that Premium can thus function as an inspiration and working blueprint for other firms and entrepreneurs. Quite recently, he started to worry, however, about the fact that the anticipated system-change was happening too slowly to avert the environmental and social decline of our world. He was pondering about how he could do his part in speeding things up.

In 2012 Premium decided to limit growth to 10% annually. This had the following reasons: First, faster growth would require external financing. Second, an organisation run on consensual democratic decision-making relies heavily on good personal relationships and therefore has a natural size-cap. Third, for environmental reasons, the distribution network (for heavy glass bottles) has a reasonable limit. Bars in Copenhagen had for example been denied admission into the collective because the transportation distance was deemed unsustainable. Fourth, Premium wants to support small and local structures. Both for idealistic reasons and in order to increase the resilience of the organisation. Transport of larger quantities is usually more efficient and bigger distributors can negotiate for bulk discounts, so they benefit twice and therefore gain a competitive advantage over smaller distributors. Eventually, this leads to a reduction in distributors, who can then leverage their purchasing power over producers. Therefore, Premium decided against bulk discounts and instead offers anti-bulk discounts, which offset the higher logistics costs of smaller distributors. However, even more customers and further internationalisation might increase resilience and environmental downsides could potentially be reduced to a reasonable level.

Nevertheless, even for Premium, growth in the traditional sense might still make sense. Three examples: First, having more people drink an ecologically and socially produced beverage instead of a conventional one can hardly be a bad thing. Second, some aspects of their products are still not ideal but they remain too small a player to push for certain objectives. For example the bottling company refuses to change the glue of the bottle label

to a vegan glue because Premium constitutes only a small fraction of their total production. Third, expanding into other product groups might serve to increase resilience. Premium already started to expand into healthier drinks to cater to an increasingly health-conscious consumer group. Also, they tried (so far unsuccessfully) to set-up a subscription model for coffee, where beans were sent directly to customers. That way, they hoped to offset the seasonal fluctuations of cold beverages.

Quite contrary to the common market practice of competition, Premium teamed-up with other small beverage producers who share Premium's vision (see Appendix 7) as one way to remedy the abovementioned downsides of staying small. For instance, Premium and their partners pressured one of their common distributors to pay his packers a more appropriate wage. Teaming-up could also improve sustainability efforts. For example Premium shares truckloads with other beverage producers to increase capacity utilisation and reduce CO₂-emissions. To formalise this process, Uwe founded the "association of correct beverage producers". However, not much has happened since its formation in 2011.

Another path Premium has explored in the past is an "open-source franchise model". Premium makes all their guiding principles, data and decisions available to interested parties (either on their website or upon request). They actively encourage copying their approaches or even help other firms with knowledge- and contact sharing (see Appendix 7). Uwe himself has acted as a consultant for many firms in that respect (see Appendix 8). One particular negotiation, which is currently on-going, is with a wholesaler from Aarhus. He had initially been declined a co-operation due to unsustainable transport distances but now wants to pull together "Premium Denmark", with a new production site on Fynen.

To grow or not to grow?

While holding off new inquiries by bars who are eager to sell Premium Cola, Uwe was thinking about how he could further increase the impact of his organisation. Eliminate the 10%-growth cap? Team-up with more brands? Increase the franchise efforts? All of these (and more) options were still on the table. What should he propose at the next general assembly in 2 weeks?

Appendices

Appendix 1: Advertising campaign for Afri Cola (1968)

The German cola brand “Afri Cola” had a huge following in the 1960s and 1970s. This poster is an excerpt of the radical advertising campaign from 1968 by Charles Wilp, which kick-started the hype around the product and is still being taught in introductory classes at advertising schools around the world. The brand (however under a substantially altered recipe) still exists today but has lost its popularity.



Figure 1: retrieved on 13.12.17 from <https://reprobate magazine.uk/2017/03/13/article-the-bad-trip-world-of-afri-cola-and-charles-wilp>

Appendix 2: Bottle design of the Premium Cola

Bottle design of the Premium Cola including one of the company's slogans "Systemwandel kannst du trinken." ("You can drink system-change.")



Figure 3: retrieved on 15.11.17 from: <http://www.premium-cola.de/pdf/pc-033-longneck-systemwandel.pdf>

Appendix 3: The Premium Collective

The Premium Collective counts (as of July 2015) 1680 commercial partners, 680 bars and other POS, 3 coordinating (full time) members, 1 “maintainer”.

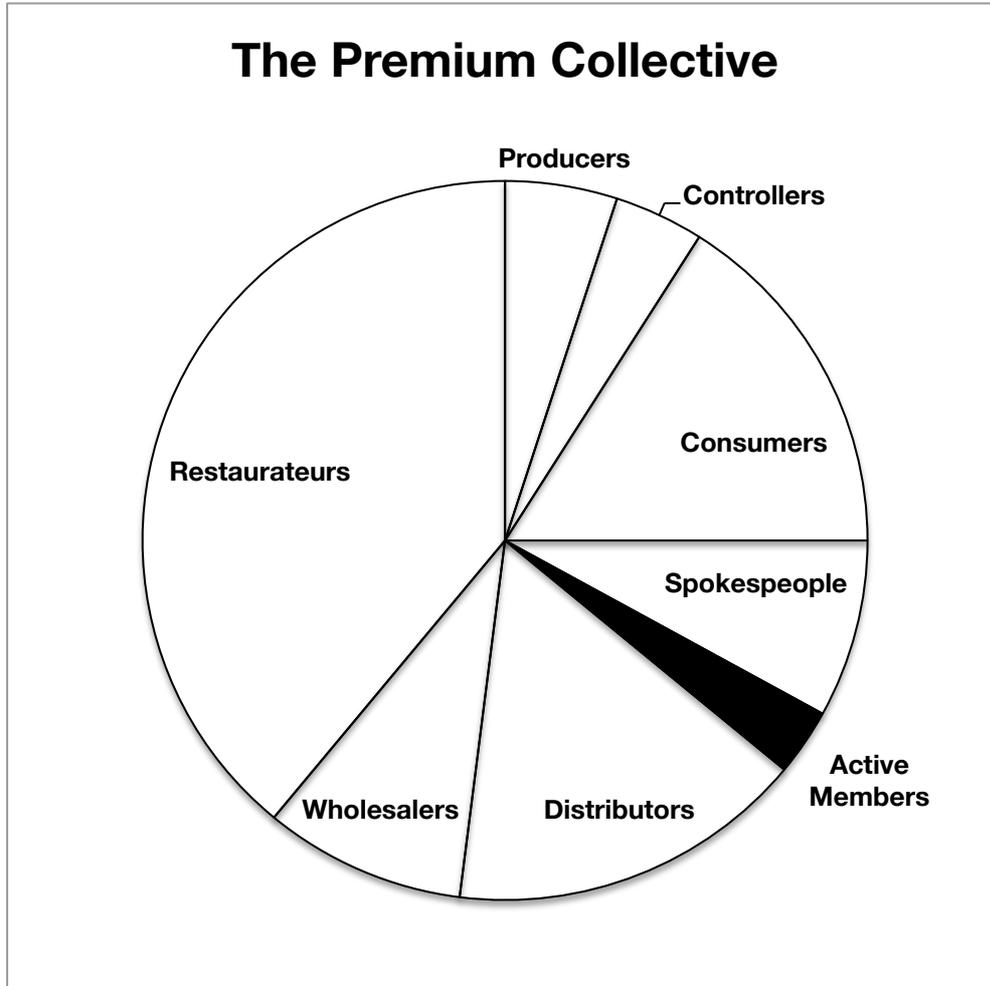


Figure 2: own graphic with data from a TedX talk held by Uwe Lübbermann at Leuphana University on 6.07.2015 (available on: <https://www.youtube.com/watch?v=KUMJdbw0498&t=3s>)

Appendix 4: Insight into the German beverage industry

The market for beverages in Germany is fairly large but at the same time hard to access. The top 3 (American) firms control over 1/3 of the entire marketⁱⁱⁱ. Those firms exert significant power smaller brands, either by preventing them from getting retail shelf-space or by acquiring them at an early stage. Nevertheless, Germany has a strong tradition for local breweries as well as a fairly recent trend towards niche producers of Indie-beverages. According to “Mixology” editor-in-chief Helmut Adam^{iv}, small brands have a significant success factor in producing a quirky product, while at the same time stressing the regional and ethical actor behind a certain drink. By placing their products close to their target group, these firms can reach a significant customer tribe by word-of-mouth alone.

Appendix 5: The Premium “Operating System” (organizational values and drivers)

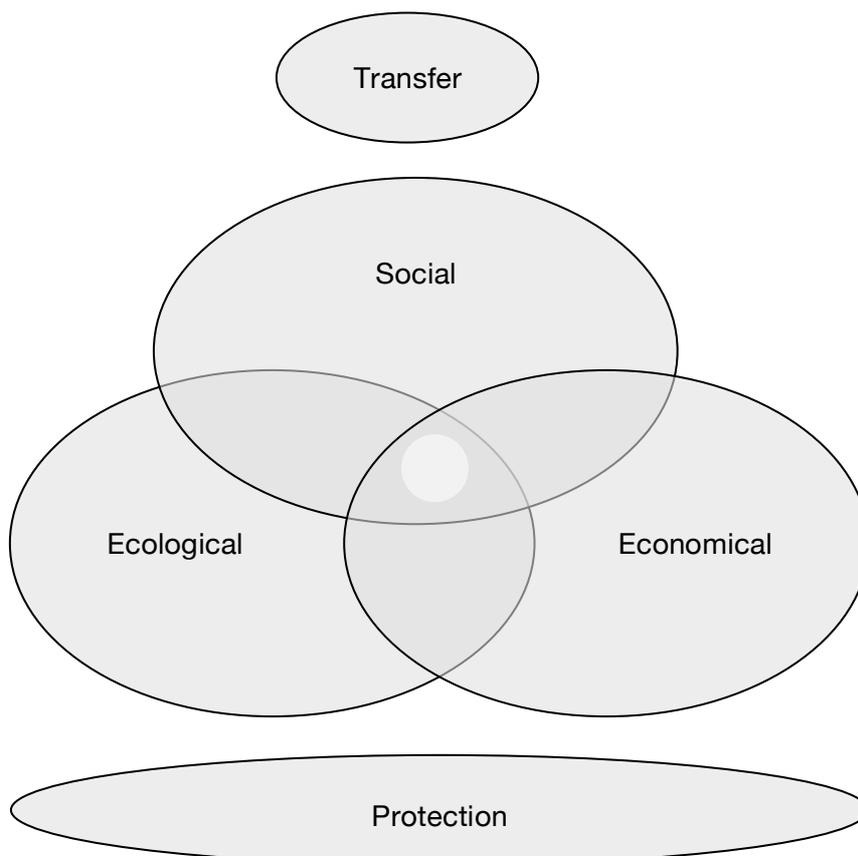


Figure 3: retrieved on 14.11.17 from <http://www.premium-cola.de/betriebssystem>

Appendix 6: Revenue distribution per bottle

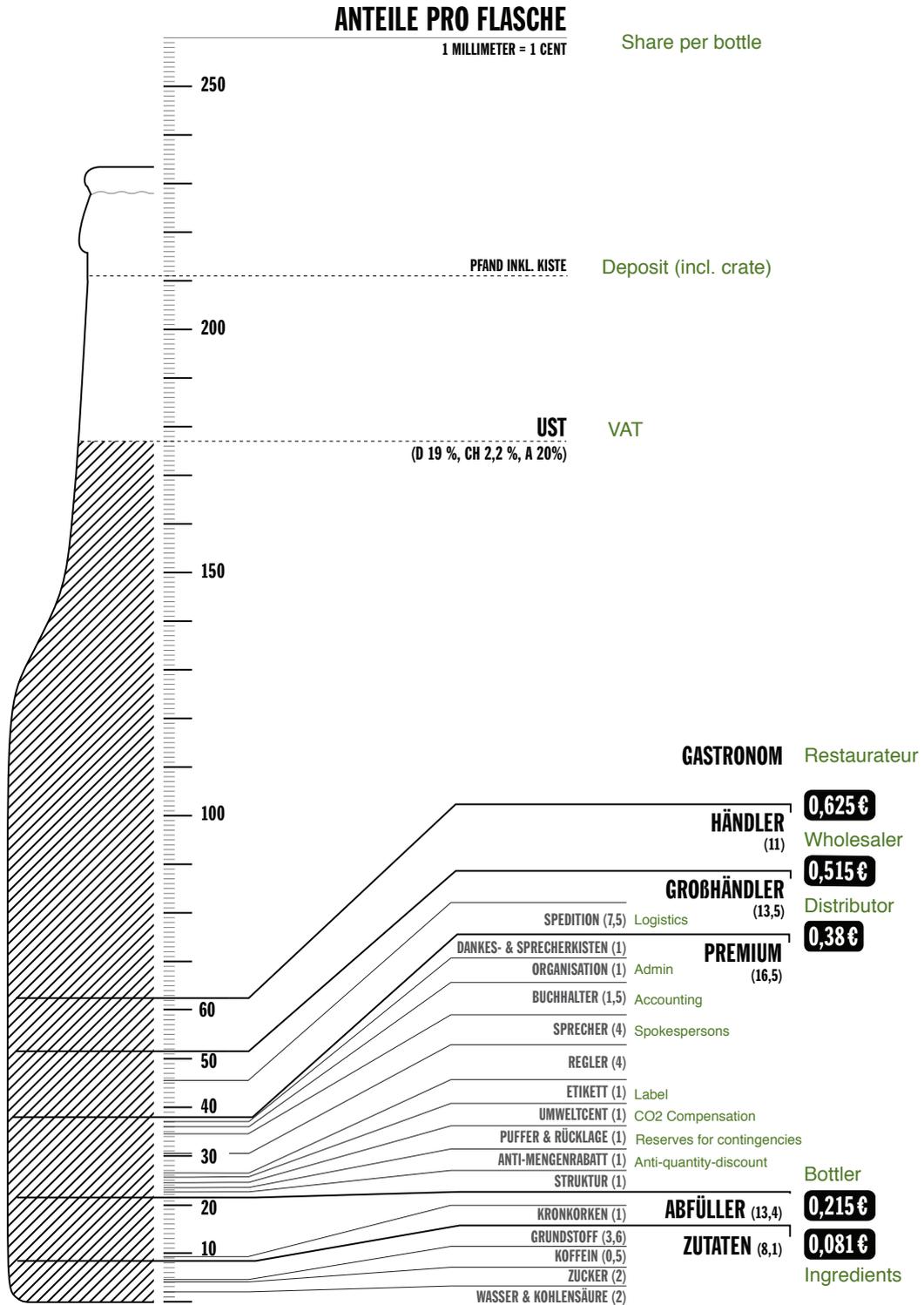


Figure 4: Revenue distribution per bottle, internal document, translations added

Appendix 7: List of Premium Brands and Affiliations

Direct brands:

- **Premium Cola** (coke)
- **Premium Bier** (beer)
- **Frohlunder** (elderflower lemonade)
- **Munter Mate** (mate-based ice tea)

Affiliations & Cooperations:

- **Mojo Cola** (collaboration in production and distribution)
- **Kolle Mate** (founder is former Premium Collective member)
- **Costa Rica Cola** (production cooperation)
- **Wasted German Beer** (production cooperation)
- **Mier** (advice & shared distribution network)
- **Quartiermeister** (contact & experience exchange)
- **Herman Cola, Herman Brause, Hausmarke** (founding advice, contact & experience exchange & shared distribution network)
- **Flora-Power** (production cooperation & bottle sharing)
- **Ailaike** (contact & experience exchange)
- **Charitea & Lemonaid** (network partnership)
- **Viva con Agua** (network partnership)
- **Skull** (sharing of flying “sales force”)
- **WildFire** (contact & experience exchange)
- **BIERbier** (founding advice & fair distribution of outlets)
- **Riesperle Gschbusi** (shared logistics network)
- **Hot Dragon** (contact & experience exchange)
- **Wostok** (contact & experience exchange)

*Some of these brands are part of the “Association of correct beverage producers”

Founding consultancy:

- **Esperanza Limo**
- **reBound**
- ... (more tba)

Appendix 8: Background information on Uwe Lübbermann

Uwe Lübbermann began his career as a trainee in an advertising agency. He holds a BSc in Business Psychology of Leuphana University (Germany), where he also worked as a Marketing Lecturer while founding the Premium Collective as a side-project. He wants to assist organisations in becoming more democratic, sustainable and robust. Companies he has advised include: Astikos Verlag, Bildet Haufen, COST-Hamburg, Cola Rebell, **Federal Demographic Council of the United Arab Emirate**, D'Cada, **Deutsche Bahn**, El Puente, Esperanza, Fusion Festival, ImNu, Jamu, just green, Keitzel Helmke, Kolle-Mate, Melitta, Metamate, mölle trinken, Mojo, myagora, nextBookstop, Oktoberdruck, Ostmost, Pharmatio, Pflegen und Wohnen, Publecon, Quartiermeister, Rebound, Schaluppe, scribershub, Seavers, Seniorengarten, Stadtwerke Leer, Solidrinks, Syndikatshaus, SWAK, Teedeeler, **think.dk**, Tricargo, Vernetztes Arbeiten¹.

“He was also awarded one of 50 most impactful social innovators by World CSR Day in Mumbai (of course in absence, as he avoids flying). Uwe aims for no less than to push collaborative economy to new levels, very politely, just by doing it in practice”².

“His belief of equality of people is still the same and that is why he cares for people and treats everyone the same. It just happens that he expresses that belief through running a beverage company”³.

¹ retrieved on 17.11.17 from: <https://www.luebbermann.com/uwe-luebbermann/english/>

² retrieved on 17.11.17 from: <https://think.dk/events/talks-for-transformation-the-premium-collective>

³ retrieved on 17.11.17 from: <http://www.humanbusiness.eu/uwe-lubbermann/>

Endnotes

ⁱ If not stated otherwise, all data is either publicly available on the organisation's website: premium-cola.de, or was obtained in a personal interview with Uwe Lübbermann conducted on 15.12.17 (own translations)

ⁱⁱ translated citation from the company's website, retrieved on 12.11.2017 from: www.premium-cola.de

ⁱⁱⁱ Germany Trade & Invest (2017): INDUSTRY OVERVIEW: The Food & Beverage Industry in Germany, retrieved on 13.12.2017 from https://germany.trade.gov.pl/pl/f/download/fobject_id:233012

^{iv} Interview in 2008 by Arte „Chic“, available on: https://www.youtube.com/watch?v=Wk__Byrbpq8

Teaching Note

Synopsis

The case is about a small German beverage brand *Premium Cola*, run by a collective of suppliers, idealistic members and customers, which challenges the underlying assumptions of today's capitalist market and yet is successful within the very system it tries to change. Assuming the role of the founder of the collective, Uwe Lübbermann, the reader is asked to reflect upon growth alternatives and advice the general assembly of the collective on a strategy for a further increase of impact.

Using the reflection on organizational growth as a starting point, the reader is invited to re-think the underlying assumptions of how a corporation does business.

Assignment questions to students

1. How do you think the Premium Collective measures success?
2. What role does the no-profits rule of Premium play in the way they are able to do business?
3. Why do you think Premium has voluntarily restricted its growth (to 10%)?
4. Considering the organizational self-perception, guiding vision and ownership structure, evaluate the different growth alternatives of Premium.
5. What other types of growth can you imagine for Premium?

Analysis

The backdrop of the analysis of this case is twofold: First, the impossibility of eternal economic growth within a finite planetary system (Meadows, Meadows, Randers, & Behrens III, 1972), which has been acknowledged but simultaneously widely ignored. Second, the ethical demeanour and moral objective of an organisation within the economy and our society as a whole.

The steps of analysis are as follows: First, illuminating the organisational logic of the Premium Collective in order to equip the reader with the necessary understanding to argue for growth alternatives in line with the organisation's self-perception. Second, understanding growth drivers and limits to growth for Premium. Third, evaluating the proposed growth alternatives.

Suggested Theory

From *within the course literature*, I suggest using the concepts of conscious capitalism (Mackey, 2011) and community economies (Gibson-Graham, 2006) (Gibson-Graham, Cameron, & Healy, 2013) to evaluate the thoughts and actions of the Premium Collective. The discussion of the growth alternatives can be facilitated along the suggested strategies of Dirk Posse for sustainable companies within a post-growth society (Posse, 2015).

Proponents of **conscious capitalism** argue that the problem of our current crisis does not lie in the capitalistic system as such but in the way the actors within that system behave. The concept has four main tenets (Mackey, 2011):

1. **Higher purpose**
2. **Stakeholder interdependence:** customers, employees, investors, suppliers, and the larger communities in which they exist
3. **Conscious leadership:** leading by example rather than by order.
4. **Conscious culture:** along the acronym TACTILE—Trust, Authenticity, Caring, Transparency, Integrity, Learning, and Empowerment (Wang, 2013).

Conscious capitalism has been criticised for understating trade-offs between different stakeholders and an undue focus on the single corporation trying to solve problems of systemic nature. The concept can therefore be used well to shed light on how the Premium Collective might be the answer to this criticism.

Community economies are a concept by Gibson-Graham as a counter-response to the fact that “contemporary economic politics confronts the economy as a bounded object separated from other social processes”. “The interdependence with each other [...] is recognized and respected as we negotiate whether and how social surplus is to be produced and how social surplus is appropriated and distributed”. (Gibson-Graham, Cameron, & Healy, 2013) This will help us understand Premium’s non-profit concept and the distribution of value among the different stakeholders within the collective.

Posse’s research on how sustainable corporations can succeed within a post-growth society, offers four main strategies (Posse, 2015):

1. **Sufficiency:** Reducing the negative social and environmental effects.
2. **Niche-positioning:** Reducing the competitive forces by occupying a niche.
3. **Dominance:** Drive out less sustainable competitors.
4. **Transformation:** Proactively propel the post-growth objectives forward.

Understanding Premium's logic and approach

The premium collective is unified by a certain discomfort with the way we do business today (Deimling, 2016, S. 218). Therefore, it is important to understand that “the product is not just a “better” soft drink, the product is how this soft drink is collectively created” (Pfaff, 2010). The bottle of coke acts as the tangible conveyor of their concept, which they try to exemplify and which others are supposed to copy. This becomes even more powerful since they do this “of all things with the number one beverage of capitalism” (Niessen, 2013, S. 54). This clear purpose to bring about social change, to focus on community instead of on individual profit, to move from economic growth to (personal, social & ecological) sustainability is exactly in line with what Gibson-Graham described as essential factors of a community economy. It can also be placed in the same line as the “activist entrepreneurs” that Davies researched. They also used “their small shops, as laboratories for a different way of doing business (making work more democratic through consensus decision making, open records, hiring by vote, and other collective management techniques” (Davies, 2017). This should be born in mind, when evaluating the growth alternatives of the case. Furthermore, the concept of community economies lends itself well if one understands that Premium sees their entire surrounding ecosystem as their community in the widest sense, rooting in the firm belief that “no-one is external – everyone is equal”. That is most obvious in the way they “redistribute” surplus to their community both by not collecting it in the first place (therefore leaving it in the pocket of consumers, mostly) and by attributing the fair share to every actor along the value chain (Gibson-Graham, Cameron, & Healy, 2013, S. 54). It also means making sure that all stakeholders are lastingly safe. That explains why resilience and risk-avoidance is so central in Premium's strategy and why exactly due to this, excessive growth is deemed undesirable. In relation to that, their no-profit-rule eliminates the profit-vs.-principle dilemma that so many other “ethical” companies face. This serves as one example why one can argue that the Premium Collective essentially provides an answer to the criticisms related to the concept of conscious capitalism. They too see the organization as the body which is to act ethically and they too try to act from within the system. They have a higher purpose, which is to bring about system change, even taking it to the next level by doing away with profits overall. They take the stakeholder perspective even further by getting everyone actively involved. This can be used as a response to the criticism that Conscious Capitalism understates the trade-offs between stakeholders as due to the collectivist approach, trade-offs (if existent) need to be consensually approved. Both the collective as an organization as well as Uwe Lübberman

as its founder can be regarded as conscious leaders. Both lead by example. Lastly, they also continuously create a conscious culture within their collective and beyond: *Trust* (no contracts), *authenticity* (leading by example), *caring* (equality), *transparency*, *integrity*, *learning* (e.g. in the form of empowerment: active collective members are entirely self managing). Premium however would fiercely critic the (CC's) notion that all business is virtue by default as all transactions are conducted voluntarily and thus yield mutual benefit. This idea completely ignores the existence of power-dynamics within the capitalist system. Premium's response is once again, the consensual decision-making within the collective.

Growth drivers & limits to growth for Premium

The de-growth research has singled out a number of general growth drivers. These are primarily: Individual profit maximization, competition, external financing and advertisement. Furthermore legal factors both regarding the owners of the company and the state (and its tax authorities). And lastly, cultural factors such as a person's upbringing and worldview. (Niessen, 2013, S. 52). Limits to growth have two aspects: Absolute size and growth pace. A limit to **absolute size** of an organisation relates to the idea that truly sustainable organisations have an inherent growth cap similar to a tree or a population of ants, beyond which they cannot ecologically and socially worthwhile exist (Paech, 2012). In Premium's case this could be for example the practice of consensual decision-making or the logistics-network of bottles.

Limits to **growth pace** result from the decision to strive for resource independence and avoid external financing as well as the organisation's focus on resilience and therefore risk-reduction. Furthermore, the time it takes to train new employees in the Premium way and acknowledging the threat to organisational culture within the collective, if new members are admitted too quickly and carelessly. (Deimling, 2016)

Discussing the growth alternatives for Premium

As discussed above, Premium's objective is to bring about system change. The different growth alternatives have to be evaluated against this backdrop.

Nominal growth in the narrow sense here, can either stem from an increase in sales or an increase in margin. While the latter is impossible within the framing of the collective, the

former might be a way to really supply the proof of concept. Lübbermann notes in this context that “the transmission [of our ideals, ed.] onto other parties becomes more likely with increased reach” (Deimling, 2016, S. 227). It should be noted that this type of growth is not opposed by Premium per se. Without further examination, it is however obvious that a *domination strategy* (Posse, 2015) is both against the values of the organization as well as next to impossible given the industry dynamics outlined in Appendix 4. This would technically leave the option of growing within the niche positioning. However, its impact on the goal of system change would in that case be marginal. The option of „strategic niche management is more likely to act as a stepping stone, which facilitates – rather than forges – change in a new direction“ (Kemp, Schot, & Hoogma, 1998, S. 191). Furthermore, the whole point of this case is about sensitizing the reader towards the automatisms around growth. Therefore, please refer to the multitude of reasons laid out in the previous sections, as to why this growth alternative should be discarded.

Teaming-up in the formal “association of correct beverage producers” is about impact through collective action (Gibson-Graham, Cameron, & Healy, 2013). Within the network internally, in the sense of possibilities of improvements along the value chain (production, logistics, sales networks) through collaboration instead of competition. This can also be related to the *sufficiency strategy* (Posse, 2015), as it eradicates double-capacity and underutilisation at each of the individual beverage producers. Externally, through forming an official body, which can operate as a lobby organisation to promote their ideas. It is therefore a very effective tool to bring about *intra industry change*.

A study conducted on the association brought to light, that those parties who wanted to collaborate, already did so informally, whereas what was lacking most was a formal external representation. The members have – as of now – not pursued this further due to doubts around the composition of the members (who should be part), the lack of time and money to work for the association as well as the lack of a concrete mission statement (Grün, 2016). For Premium specifically, this is tied to the “no-PR-rule” as well as a lack of capacity to deal with further requests by politicians, companies or the media. The aim of promoting their ideas must thus be weighed against the structural potential of the organisation.

Transfer is about impact through institutional work (Lawrence & Suddaby, 2006) and therefore the most powerful tool to bring about the abovementioned system change without the issue of structural constraints. It ties in nicely with what Posse described at *transformation strategy* (Posse, 2015). Transfer at Premium is shaped around three sub-

strategies: Leading by example, imposing pressure and giving support (Deimling, 2016, S. 226). This can be within the collective, through the fact that collective members change their own behaviour and influence people around them. It can be, if the partnering firms continue to adopt more and more business practices of Premium. It can be that a local sub-division of the collective forms (as outlined with the “Premium-Denmark” example in the case) and thus allows for internationalisation without the unsustainable transport distances. Or it can be through what the case describes as the “open-source” approach to their business model. This “passive” mode can yield the biggest results without any additional effort by the Premium Collective. It gives interested companies and entrepreneurs access to 16 years of collective discussion and thought and therefore a substantial insight into how to re-think capitalism. Nevertheless, the third dimension “giving support” is also becoming an increasingly important business model for Premium. While advice and consultancy has in the past been mainly voluntary and without (financial) compensation, an increasing number of clients has started to pay for their services (see Appendix 8). This option is also most in line with the companies self-perception. For Lübbermann, successful growth is a) if the collective increases in size and b) if more firms copy their business model. This approach was also termed “growth through duplication” (Deimling, 2016, S. 227). However, the proliferation of the Premium business model requires a societal change of opinion as to what is regarded as desirable goals and values (ibid., S. 232).

Conclusion

Without providing final answers, the case has touched upon a few points how the Premium Collective re-imagines profit, property and scale of an organisation within the existing capitalistic system. See a summarizing table in Appendix 9. Through making a point for impact through transfer and knowledge sharing, the case hopefully serves to inspire the reader to consider a more expanded notion of growth. Despite the aim of pushing for a better and more just system in the long run, the easiest and fastest way for us all to re-imagining capitalism is grounded in re-thinking our own individual behaviour *within the system* and act more ethically. By challenging the underlying assumptions as to how business is done the Premium Collective and this case hope to inspire the reader to embark on this journey.

Appendix 9: Re-imagining capitalism at the Premium Collective

	Classic Capitalism	Premium Capitalism
Org. logic	Hierarchy	Collective & Partner Network
Org. principle	Efficiency	Resilience (diversity + interconnected)
Decision-making	Board-room	General Assembly
Knowledge	Copyright / patents	Commons (community)
Ownership	Private	Collective (community)
Economics	Trickle down	Sharing
Scale	Up	Wide

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