

CASE STUDY TITLE: THE ALE SMACZNIE SOCIAL COOPERATIVE

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THEME:

- *RENEWABLE ENERGY,*
- **SUSTAINABLE HOUSING,**
- *SUSTAINABLE FOOD SYSTEM,*
- *CIRCULAR ECONOMY:*
 - *DESIGN AND PRODUCTION,*
 - *CONSUMPTION,*
 - *RECOVERY AND WASTE MANAGEMENT.*

Case study (350 - 500 words in total divided in the following elements)

Case study description:

The Socienia Spółdzielnia Socjalna Ale Smacznie, which is partly supervised by Dąbie Municipality (and of which Dąbie Municipality is the owner), solves three main local social problems: catering services for city cleaning and maintenance of green areas, and the newest service is rehabilitation of the elderly or those in need of such medical assistance.

Each of these three areas represented a social problem locally prior to the creation of the social cooperative. On the catering issue, the problem was the poor quality of the children's meals, supplied by catering companies whose location was far from the Dąbie municipality. Meals were delivered from far away with poor quality, and in the tender the price was decisive and determined the poor quality of the food, which parents and children complained about.

Food is a special commodity due to its primary role as a source of energy and nutrients and its close relationship with human health. Food quality is understood here as a set of product properties that determine the ability to meet consumer needs. The determinants of food quality in the catering market are taste, appearance, smell of the product and its safety and nutritional value. Food safety is of course the first and main concern, in the context of food quality. In the consumer's mind, however, food quality means much more than food safety. For the consumer, the term means the fulfilment of his or her expectations with regard to individual food products or groups of food products.

In terms of green services, the lack of equipment on the part of the municipal staff and the shortage of equipment at the municipal company meant that all this work was carried out manually (without the use of adequate equipment) by seasonal workers, resulting in deficiencies in the appearance of the town as well as many protests and comments from



residents.

The need for rehabilitation is the third and most important pillar, reported by the community. To date, there has been no candidate or medically qualified person to set up an office with a rehabilitation facility. Furthermore, the nearest such facility is only 25 km from the municipality in question, which is a major barrier and problem for the elderly. The above needs and municipal constraints, led the cooperative to take on the challenge of rehabilitation services.

The cooperative therefore responds to pressing social problems, the implementation of which translates directly into the quality of life of the local community.

The cooperative's target customers are:

- catering is mainly used by kindergartens and schoolchildren (the cooperative not only carries out stationary activities in schools, but also has equipment or cars to deliver meals to homes). During the initial pandemic, the cooperative carried out "emergency purchases", namely delivering food to the elderly at their homes,
- green spaces are used by children as well as people of working age and seniors. Green space services have also resulted in clean recreational space for families and functional space in the form of well-maintained playgrounds with outdoor gyms,
- 99% of the recipients of rehab services are over 65 years of age, with only a few exceptions: younger people after accidents. An additional feature of this service is the convenient opening and closing hours of the rehabilitation centre.

In principle, in each of these groups, the cooperative improves the quality of life with its activity by, among other things, diligently and properly fulfilling its duties.

The cooperative has steadily increased turnover and income from catering activities. In the case of the landscaping service, the positive public perception can be seen through increased municipal orders, but also good feedback and satisfaction among residents that the urban space has been improved. In the rehabilitation part, on the other hand, the records are the biggest confirmation of how much this type of service was needed in the municipality.

Orders from the municipality account for the vast majority of the cooperative's revenue, the green cleaning service is exclusively ordered by the municipality. As far as rehabilitation services are concerned, in principle the municipality orders this service and the costs of rehabilitation are compensated by the municipality. On the other hand, catering is partly



compensated by the municipality and a smaller part of the revenue comes from a private client.

Labour costs account for the largest part of the cooperative's overall operating costs, with green space consumables in second place.

The breakdown by service is as follows:

- with the rehabilitation service it is the consumables or medical parts that account for up to 20% of the costs, the remainder being rent and staff salaries.
- for green space services, the proportions are different, with around 70% being employee costs and 30% being consumables,
- similar proportions to the grounds service can be seen with the catering service.

It can therefore be concluded that the cooperative's activities in the municipality are very important, filling in socially important gaps not previously covered to an appropriate degree and extent by other actors.

Environmental and/or social effects (*preferably in bullet points*):

The following factors constitute important environmental and social effects for **local government**:

- Producing concrete results in response to an individual problem.
- Improving the quality of life of the local community

Closure, with focus questions arising from the case / problem

The cooperative fulfils important social needs that the municipality has not been able to adequately address.

Services are provided to various social groups, although the most requested were among pre-schoolers, schoolchildren and the elderly.

The realisation of services means in practice an improvement in the quality of life in the local system.

Discussion questions:

1. What is the problematic situation the Foundation is trying to solve? (problem)
2. Why did they decide to solve it? What drives them? (purpose)
3. What are the Foundation's activities? What do they do to solve it/them? What other steps would you take to solve the problem? (solution)
4. What is their target group? Who are their clients? Who are their customers? (customer segments)
5. How will the Foundation's activities change the world or the situation for the better? (impact)



6. And how will they know that they achieved that? (key metrics)
7. So what does the Foundation do differently? What do their customers perceive as the biggest value? (unique value proposition)
8. In which ways do they deliver their products or services (channels)
9. What are their main costs and what is the main source of their revenue? (revenue)

STAKEHOLDERS: (1) LOCAL GOVERNMENT, (2) DESIGN STUDIOS, (3) LOCAL COMMUNITIES

ETHICAL ISSUES (POSITIVE, NEGATIVE) IN RELATION TO THE SCENARIO:

- (1) THE WIDE-RANGE IMPACT OF THE PROJECTS IMPLEMENTED, PARTICULARLY THOSE OF A POSITIVE NATURE FOR THE LOCAL COMMUNITY.

GREEN SKILLS ADDRESSED: (KEEP RELEVANT ONES FROM THE LIST) **DESIGN SKILLS**, LEADERSHIP SKILLS, **MANAGEMENT SKILLS**, **CITY PLANNING SKILLS**, **LANDSCAPING SKILLS**, ENERGY SKILLS, FINANCIAL SKILLS, PROCUREMENT SKILLS, WASTE MANAGEMENT SKILLS, COMMUNICATION SKILLS

SDGS ADDRESSED: GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE, GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES, GOAL 13: CLIMATE ACTION.

CHOOSE FROM WEBSITE: [HTTPS://SDGS.UN.ORG/GOALS](https://sdgs.un.org/goals)

