

# Worker Association Canvas

Designed for:  
**Starbucks Workers Union [SWU]**  
**New York City | 05/2003-04/2014**

Designed by:  
**4 Members / 1. & 2. Wave**  
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|---|---|--|--|--|
| <p><b>Constituents</b><br/>         primary constituents<br/>         secondary constituents</p> <ul style="list-style-type: none"> <li>-&gt; Baristas (e)</li> <li>• Labor Activists</li> <li>• Journalists</li> <li>• NLRB</li> </ul> <p>-&gt; Starbucks Management</p>   | <p><b>Problem</b><br/>         top 3 problems</p> <ul style="list-style-type: none"> <li>• Insecure work hours</li> <li>• Disrespect</li> <li>• Lack of organized voice</li> </ul> <p>[+<br/>         -Harassment<br/>         -Low pay<br/>         -Zero hour contract]</p>           | <p><b>Benefits of Membership</b><br/>         top 3 benefits of membership (solutions)</p> <ul style="list-style-type: none"> <li>• Ability to contest unfair management</li> <li>• Improved work hours</li> <li>• Supportive Community/ Solidarity</li> </ul> <p>[+<br/>         -Financial Support<br/>         - Hope for organizing a better way]</p>  | <p><b>Strategies</b><br/>         where to focus? how to win?</p> <ul style="list-style-type: none"> <li>• build store level committees to take direct action in/outside shops</li> <li>• challenge brand in media on vulnerabilities</li> <li>• leverage large legal cases</li> </ul> <p>[+<br/>         -through relationships with customers<br/>         -Coalition across Industry]</p> | <p><b>Competitive Advantage</b><br/>         avoid being defeated or undermined</p> <ul style="list-style-type: none"> <li>• Low resource model</li> <li>• Compelling voice of baristas themselves</li> <li>• Open access to getting involved</li> </ul> <p>[+<br/>         -no one else organized at that time<br/>         -community/activists]</p> |
| <p><b>Financing</b><br/>         seed funding<br/>         sustainable financing at scale</p> <ul style="list-style-type: none"> <li>• Basically none</li> <li>• Bit of dues &amp; larger (WW)</li> <li>• Bit of donations</li> </ul> <p>[+ Fund for fired workers]</p>   | <p><b>Key metrics</b><br/>         most essential activities, outputs, impacts to measure</p> <ul style="list-style-type: none"> <li>• # of stores public</li> <li>• # of cities in campaign</li> <li>• # of dues paying members</li> <li>• Problems that have been adressed</li> </ul> | <p>Unique Value Proposition<br/>         single, clear, compelling message that states why you are different and worth joining</p> <p>"Together we win"</p>  | <p><b>Channels</b><br/>         path to members, allies and other key constituents</p> <ul style="list-style-type: none"> <li>• Worker to worker / FB, SMS, What's App etc.</li> <li>• starbucksunion.org</li> <li>• (WW) chapters</li> <li>• Earned media</li> </ul>  | <p><b>Core Capabilities</b><br/>         top 3 things to be world class in</p> <ul style="list-style-type: none"> <li>• Innovative thinking</li> <li>• Persistence</li> <li>• Grassroots organizing, both locally and through wide networks; national &amp; international</li> <li>• Media advocacy</li> </ul> <p>[+ Industrial Vision]</p>            |
| <p><b>Membership and Leadership Structure</b><br/>         How do we define a member? When do members meet?<br/>         How are decisions made? How is the leadership decided? What is the leadership body?</p> <ul style="list-style-type: none"> <li>• (Changed several times) First you just had to join the Campaign, later the (WW)</li> <li>• Locally: weekly or monthly meetings</li> <li>• Decisions by majority vote</li> <li>• Anyone who wanted to can be a leader</li> <li>• Different level committees: From shop to campaign (eg. legal; media; merch.)</li> </ul> |   | <p><b>Mechanism</b><br/>         What is the mechanism or hook to hold improved wages and working conditions? How will members be retained? How will we tie the benefits created to being a member?</p> <ul style="list-style-type: none"> <li>• Not much of an mechanism</li> <li>• Closest would be to hold gains through punishing company for bad behaviour (eg. using fear)</li> <li>• Members retained through affinity to the campaign and ideological alignment</li> <li>• Social, communal benefits for members through national/international (WW) and networks</li> </ul> |  |  |