



## NEWS NUGGETS

### The International Newsletter for Environmental Entrepreneurship

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[www.Green2Gold.org](http://www.Green2Gold.org)

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**Green2Gold is proud to present our 13<sup>th</sup> issue of the Nuggets Newsletter.** In these past months the newsletter has grown, expanded, and matured. So with that in mind, we have decided to give the content of our work a "face lift" of sorts. In order for our readers to understand the changes that will unravel, it is important to review the brief history of this newsletter and its progressive evolution, in this manner we can better outline our plans for upcoming editions and the broader scope of the future of the Green2Gold network that they are in.

The Nuggets started of as a project propelled by the interns at Green2Gold. It was originally designed to be a form of effective and continuous communication between Green2Gold and our ever growing group of incubees. We hoped to use the E-newsletter to further the transparency of our organization and to communicate opportunities and events to our clients.

We also envisioned it as a manner of spreading the word about the collateral nonprofit activities such as Yippee! Kids, the Community Environmental Council and events promoted by G2G such as the Womens Festival, Earth day, workshops and the Tech Brews.

We hope to take the newsletter a step forward now and design it to be a tool and a resource both for fresh and seasoned entrepreneurs. We understand that the development and maintenance of a business is a highly dynamic, multifaceted, and time consuming process, and we would like to position ourselves as a resource between the incubees we serve and their ambitious and far reaching goals. We hope to do this by providing you with resources and support, inclusive of funding opportunities, connections and networking, service providers, counseling, and sought after tips in the many aspects and facets of developing your business or invention. Please remember that we are always looking for feedback, and the continuous evolution of our newsletter is dependent on your reviews and input. It is critical that you help us tailor to your needs by alerting us to what is helpful, what you would like to see more of, and even what was entirely useless. So read the issue and enjoy, and have a wonderful, productive and creative month of April.

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#### Words of Wisdom

#### Thinking way outside the box with Richard Solomon: An incubees review of the G2G Nuggets

Larissa Keiser

Richard Solomon came to us with direct critique of the Nuggets newsletter. „Not once," he said „ did I

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see the word recession" „not once did I see any mention of the down economy" he was referring to the February edition of the Gold Nuggets Newsletter. Solomon went on to explain that yes, recessions are difficult- most of us are feeling the pressures of the economy in one way or another, but covering our ears and humming to ourselves will not (unfortunately) make the perils of Wall Street and Main Street and State Street go away.

Solomon plugged the idea that a recession needs to be perceived as an opportunity for one to reinvent themselves. It is a time for reflection and strategic creativity. Of all people, Solomon knows about reinvention. In the 1980's, he ran a successful marketing and promotions business which had offices across the country in LA, Chicago and New York and dealt with several Fortune 500 accounts. Mr. Solomon later shed this career and became an independent artist. Proving that dramatic changes are possible and creativity is the key to finding personal success.

Solomon's business savvy still holds through and he has cited the ongoing recession as a chance for us to rethink our economic structure, the implications of globalization, and the systems we adhere to unquestioningly because they are all we know. It is time to think way outside the box. A finessed entrepreneur will look at these times and find the budding resources and government incentives which have increased due to economic perils. Business owners need to acknowledge the recession and be creative with their approach to dealing with the downturn. Marketing should be specified with the recession in mind, one must be cautious with expenditures and overhead cost. This global recession may simply be an opportunity for us to rethink and revamp the current international paradigm. Jump on board!



To get more information about Richard Solomon and his work please visit his website at [www.seedshaman.com](http://www.seedshaman.com)

## Featured Resource: Carter Crockett

Larissa Keiser

*„Poverty, I realized, wasn't only a lack of financial resources; it was isolation from the kind of people that could help you make more of yourself. „*

*-Never Eat Alone*

This month our featured resource is an individual. We firmly believe in the power of human relationships as resources. Carter Crockett is a Business Consultant, enthusiastic Santa Barbara Community member, and social entrepreneur. Carter Crockett brings over 15 years of business experience to his current role as Business Professor and Consultant. Carter has held strategic-level marketing responsibility for a number of innovative companies in the following industries: accounting, automotive, consumer media, premium coffee, and information technology. In 2000, Carter left Microsoft in order to serve as Co-Founder/ President of Dealer Trade Group, a wholesale (B2B) marketplace for vehicle inventory, which he led through successful launch. He completed his BA in Economics & Business at Westmont College, and earned his PhD in Entrepreneurial Ethics while teaching at Robert Gordon University in Scotland.

Mr. Crockett stands out as an active advocate of ethics. He pinpoints ethical behavior as one of the cornerstones for any business. Although he admits that yes, there can be short term and long term financial losses through the sometimes difficult process of holding a business to certain ethical standards, in the long term it is only the companies with integrity that remain standing, these are the businesses that succeed in the long run, even with downturns in the economy. Mr. Crockett currently provides a small business consulting service and has been a mentor to several successful entrepreneurs. He will be making a move to Rwanda in the summer as a Co-Founder of the Muhabura Business Incubator. There he hopes to bring his business knowledge and experience to a nation in development, where the cornerstones of solid business are critical to its success. During the interval between

now and his move, Carter is available as a resource for our incubees. He is ready to uphold a strategic vision casting for people and organizations motivated to pursue an excellence beyond themselves. To contact him for more information please contact Carter at [crocketthome@msn.com](mailto:crocketthome@msn.com).

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## On the Philosophy of Entrepreneurship & Management

Nick Pedersen

Following the sequence of the last *G2G* nuggets, in this edition and the next, we will publish a paper which discusses the underlying concepts and theories that act as both support and catalyst for entrepreneurship and management. To assist in the discussion and analysis of these subjects, the paper will be structured into three sections, and these segments will be published sequentially over the proceeding three months. This second section discusses theories supporting the legitimacy and authority of management structures are examined with Professor Christopher McMahon's *Autonomy & Authority* (1987) and *Managerial Authority* (1989). It is the claim of this paper that there exists a strong, positive relationship between innovative management practices that rewards autonomy and the success of entrepreneurial strategies.

\*This article is provided as a philosophical touch point for your contemplation

### I. Management: Legitimacy and Authority

Management structures work off one basic principle: there are owners and there are subordinates; the former has the authority to supply managerial directives and the latter is obligated to follow them. However, what makes the authority of the management legitimate?

Immediately, a management structure that employs coercive tactics to force the subordinates to comply with managerial directives must be categorized as illegitimate. Therefore, minimally legitimate management structures must be volunteer-based. To use politics as an example, in which the government

represents the manager and the citizens the subordinate, "In a well-functioning political society, the citizenry obeys the official directives of the government. The government legislates and the citizens voluntarily comply with this legislation" (McMahon, 303).

In *Managerial Authority* McMahon pursues the concept of legitimate authority and attempts to derive the most legitimate form of management. He states, "At least when autonomy is regarded as possessing positive value, there will be a presumption against subordinating oneself to another; thus where subordination is voluntary, subjects will usually regard themselves as having a reason for subordination sufficient to outweigh the presumption against it" (34). At the most basic level, this reason can be defined as wages; but on a larger scale the subordination of a large number under the authority of a few allows people who disagree to come together to benefit the public good (50).

A curious aspect of subordination is that it requires the subordinate to follow managerial directives even if it conflicts with his own judgment. This calls managerial legitimacy into question by presenting a scenario in which the manager directs the employee to act in an amoral way. On the one hand, the managerial authority is grounded in a promise: the employee will receive wages in return for following the directives of the management. If a moral conflict occurs, the promise, itself a matter of morality, dictates that the directive must take precedence (35).

This dilemma is soothed with the application of managerial democracy. It is a commonly held belief that governmental authority is only ever legitimately exercised when democratic institutions are in place and the same holds at the corporate level (33). Therefore, management is further legitimized by allowing employees to participate in the decision making process (47). However, the extent of managerial democracy the management must have to be a legitimate authority is questionable. McMahon writes, "[To maximize efficiency,] one's conception of the public good might call for representative democracy" (50). While many privately held firms participate in managerial

democracy, ultimate authority is usually retained by the shareholders. Though the employees can submit their opinions to the management, they can be over-ridden by the owners (49).

Therefore, maximum legitimate authority requires that the managerial directives—developed and agreed upon by a group that is representative of the firm as a whole—be followed voluntarily by the subordinates to promote the public good. To imagine a firm that strictly upheld this standard while maintaining an appropriate intensity of entrepreneurship would require a Utopian setting.

**Green2Gold helps pioneer a new Children's Foundation:  
Dreamalings**

Aime Benjamin

The Dreamalings Foundation has been launched based on enormous expert research into childhood learning systems to help children's literacy and reading, as well as learning English as a second language - and spark all children's creativity and expand learning abilities. Dreamalings was founded by Jaime Abromovitz, a successful high-tech entrepreneur and former Intel corporate businesswoman who struggled during her childhood and lifetime with quiet learning disabilities. She is determined to help other children like her, who are growing up fighting the same silent learning disabilities.

The foundations has been established to disseminate the spectacular multi-sensory learning system of friendly family characters, storybooks, digital e-books, parent and teacher guides, fun sing and dance music CD's, and mobile music videos, which have been fully researched, tested and proven with parents, children, and teachers in the USA and around the World.

The Dreamalings characters are a colorful group of socially and environmentally conscious, English-teaching family and friends characters. They reflect your child's inner beauty and gifts for self-confidence through humour and family values. Dreamalings

mainly provides teaching and learning edutainment tools to kids ages 0-7, for preschool, kindergarten and 1<sup>st</sup> grade. For more information contact Aime Benjamin at [amiebenjamin@umail.ucsb.edu](mailto:amiebenjamin@umail.ucsb.edu)

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**Save the Date.....**

- ◆ April 23-24<sup>th</sup> The 3<sup>rd</sup> Annual Energy Finance Forum, Palace Hotel, San Francisco, CA [www.frallc.com](http://www.frallc.com)
- ◆ April 24th- 25th, 2009 Central Coast Symposium: Trends in Environmental Law Fess Parker's Doubletree, Santa Barbara. This event will be presented by the State Bar of California Environmental Law section and will examine trends in Environmental Law. This is a great opportunity to examine the ongoing developments in Environmental legislation. This information could be pivotal to the development of your business!
- ◆ April 28th The San Diego Venture Group holds The Clean Tech Revolution: Upside Driver in an Down Market. Hyatt Regency La Jolla at Aventine 3777 La Jolla Village Drive, San Diego. Join the San Diego Venture Group in Tuesday Morning, April 28th for insight on the clean tech market. Come

hear leading venture capitalists and market experts identify trends in the industry and discuss potential winners and losers, and the market itself as it continues to evolve. Find out what is happening in this hottest of hot sectors and what regulatory issues are driving new clean tech markets. How will the \$789 Billion stimulus affect clean technology companies and entrepreneurs. [www.sdv.org](http://www.sdv.org)

◆ **April 29th-30th The Inaugural Sustainable Manufacturing summit**, Navy Pier, Chicago, IL.

[www.greenpowerconferences.com](http://www.greenpowerconferences.com)

◆ **May 11th-12th The 8th Annual Responsible Business Summit**, Business Design Center, London UK  
[www.ethicalcorp.com](http://www.ethicalcorp.com)

◆ **May 16th-17th California Strawberry Festival:**

There will be 100,000 plus people in attendance. If you are interested in exhibition space, please contact Alan Tratner. This is an opportunity to showcase your products, services and business.

◆ **May 19th-20th Greener By Design 2009** Palace Hotel, San Francisco, CA. This premier event will be on one of the hottest topics in business today... focusing on products that align environmental innovation with affordability - how companies are designing greener products with little or no price premium.

◆ **May 21st-23rd BALLE Conference: Business Alliance for Local Living Economies- CCD- Auraria Campus**, Denver, CO. [www.livingeconomies.org](http://www.livingeconomies.org)

◆ **May 31st - June 3rd 2009 Sustainable Brands 2009, 8:30AM - 5:30PM, Monterey Convention Center, Monterey, CA.**

The conference is designed to give speakers and attendees the opportunity to discuss success, solve problems, and create collaborative partnerships. It will cover both the internal and external issues of building a successful sustainable brand and provide a mode of connection between like-minded executives who are at the forefront of creating profitable change.  
Contact: Mandi Armond 650-344-9693 ext. 103

Or Register at:

[http://www.SureToMeet.com/exec/gt/event.h,event=bb\\_eb9c5b03bb](http://www.SureToMeet.com/exec/gt/event.h,event=bb_eb9c5b03bb)

◆ **September 10-12th, 2009 NASVF Conference, Detroit.** Detroit Marriott Renaissance Center. Detroit is reinventing itself as the technological hub for the 21st century and is a fine example of how targeted investment can spur growth. More than 300 of the nation's top innovation capital providers will attend the conference event this year.

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**Our Mission** is to educate entrepreneurs

by providing mentorship and resources to stimulate rapid commercialization of green products, services and technology, and renewable energy enterprises. Green2Gold works to encourage sustainable economic development, clean business, and socially responsible practices. Our "Incubees" involve innovative natural food/beverage products, cosmetics, travel services, conservation technology, water purification, green toys and games, recycled products, consulting services, transportation vehicles and alternative energy enterprises.

G2G is unique in that it is a nonprofit, community-based, mixed tech/mixed use incubator concept. The majority of clients are small businesses with under \$1 million in annual revenues, and include special targets such as minorities, women entrepreneurs, and other underserved sectors.

Green2Gold, a project of the Environmental Education Group Foundation (founded in 1972), has established its main headquarters at the Santa Barbara Business and Technology Center although has several satellite operations throughout the Ventura Counties and nationwide. If you would like to receive more information about becoming a prospective Incubee, please contact Alan Tratner at (805) 879-1729 or at [alan@green2gold.org](mailto:alan@green2gold.org).

## I. INCUBEE BENEFITS & PROFESSIONAL SERVICES

**Free Counseling & Mentoring**  
**Free loan of Professional Trade Show exhibit booth(10x10' or 20')**  
**Intellectual Property Protection Services/Searches at discount**  
**Model Making/Prototyping**  
**Preliminary Field Market Research studies**  
**Biz Plan creation and reviews**  
**Funding referrals-- *angel*/venture capital**  
**Licensing assistance**  
**Distributor/Manufactures Rep for green related products**  
**Many other professional services at discount via G2G vendors /alliances**



Larissa Keiser is an Executive Assistant to the Director of Green2Gold and works first hand in editing and publishing the Green2Gold Nuggets Newsletter.

Feel free to email her with any questions or comments at [larissa.green2gold@gmail.com](mailto:larissa.green2gold@gmail.com)



Nick Pedersen is a freelance entrepreneur who specializes in project management and business development. He brings a charisma to every project in which he is involved that regularly transfers to his colleagues. He is goal oriented and has extensive experience producing under a looming deadline. His magnetic personality attracts like-minded innovators ensuring that any project with which he is involved will operate with maximum efficiency while generating innovative creations. His experience has given him a world view that is wide in scope but fine in detail giving him the capability of managing projects that are generic or complex.

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Jonathan Goodwin's Super Luber nanotech engine conditioner: High Tech "Super Lubers" Engine and Fuel Conditioner. Now available to the public from Jonathan Goodwin's Goodwin Concepts [a.k.a. the Motorhead Messiah]

These proven lubricants and conditioners have been used extensively in the Racing community with terrific results. World Champion Funny Car Driver, Pro-Stock, as well as NASCAR Champions have used these products for over 15 years.

## Contributors



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Nora Cata is a recent UCSB graduate and an intern at Green2Gold. She works in editing and publishing the Nuggets Newsletter as well as assisting in G2G events. You can reach her at [nyc@umail.ucsb.edu](mailto:nyc@umail.ucsb.edu).