

TELOS TOPIC 13

Social Business Model Canvas (SBMC)

Content development led by
HfWU Nürtingen-Geislingen

19.12.2022 & 09.01.2023



SAPIENZA
UNIVERSITÀ DI ROMA

LE:NOTRE Institute
Linking Landscape Education, Research and Innovative Practice



**Faculté
d'Architecture
La Cambre Horta**



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free market economy and sustainable development?

- private property
- freedom of choice
- motivation of self interest
- competition
- growth
- limited government

principles of free
market economy



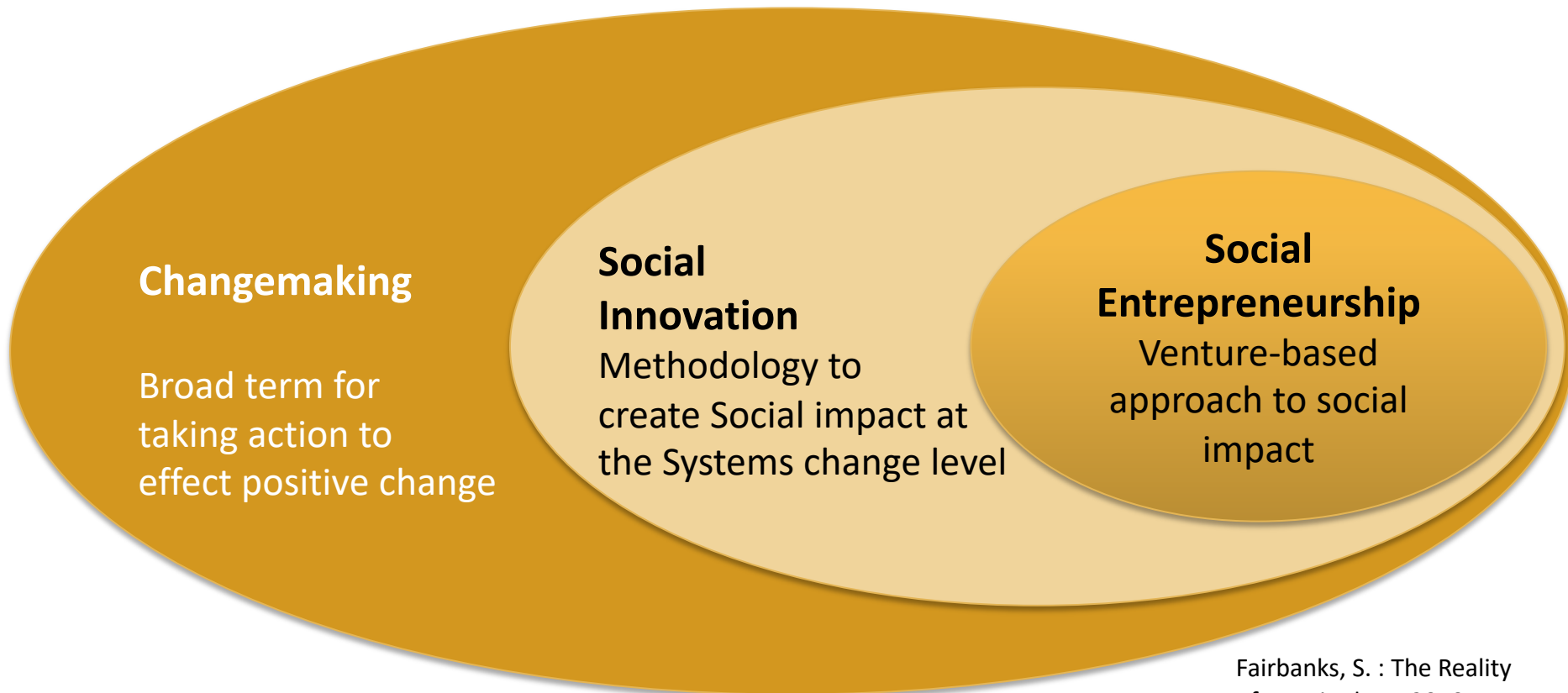
- more common goods
- more sensible consumption
- motivation of public welfare
- more co-operation
- sufficiency
- more (worldwide) agreements

needs of
sustainable
economy



Changemaker Terminology

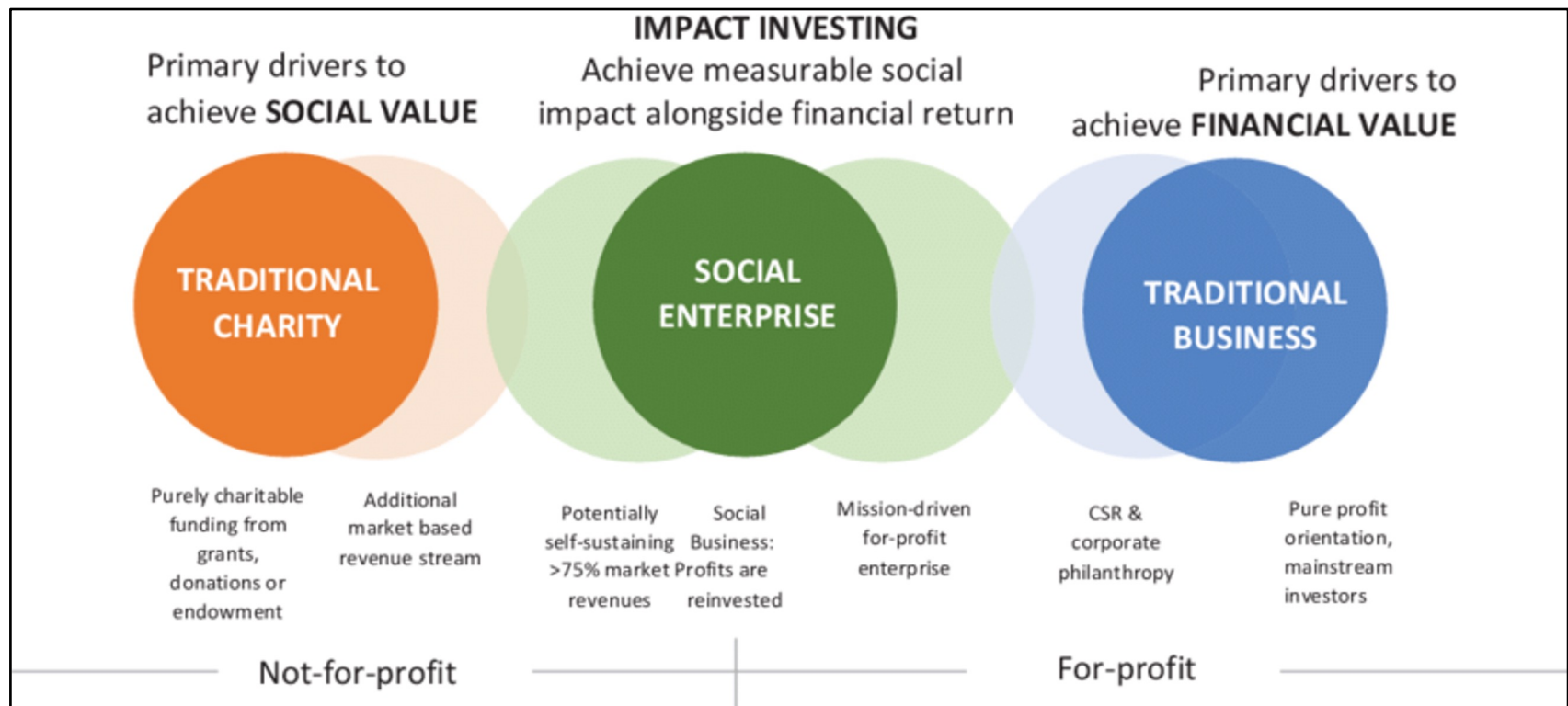
We live in a world where even in wealthier countries the public sector (from governments to municipalities) is often unable to address social and environmental challenges. The reasons lie in limited resources, different political assessments of problem situations or even bureaucratic hurdles. Social entrepreneurship is a way to activate social forces and solve at least part of the problems.



Fairbanks, S. : The Reality of Terminology, 2019.

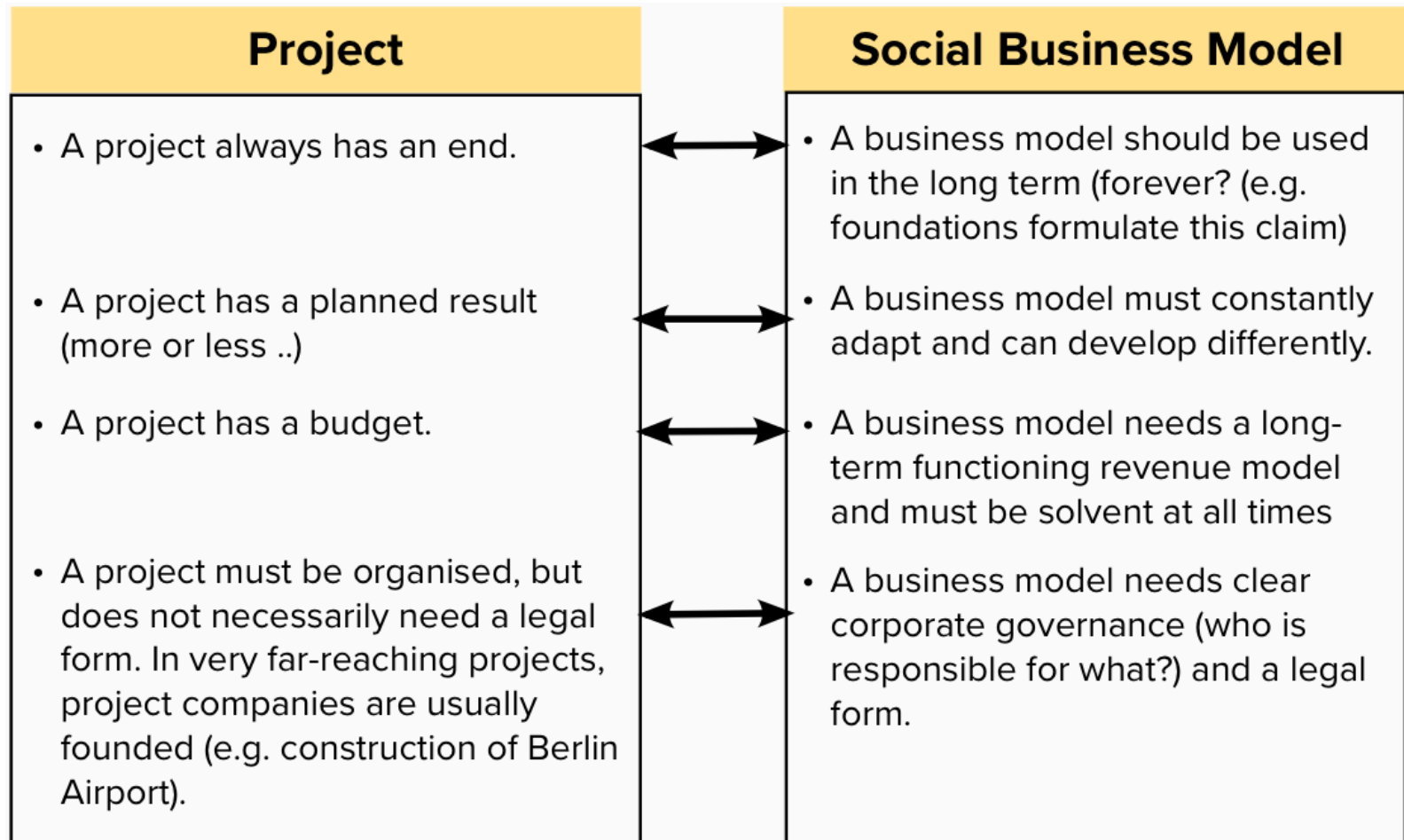
What is a Social Enterprise?

- A social enterprise is a cause-driven business whose primary reason for being is to improve social objectives and serve the common good.”
- This does not mean that social enterprises cannot be highly profitable, it simply means that when they are, they reinvest into their social mission and don't pay it out to shareholders. [Cadwell, A.: https://www.thegoodtrade.com/features/what-is-a-social-enterprise](https://www.thegoodtrade.com/features/what-is-a-social-enterprise); 10.04.2020



Adapted from J. Kingston Venturesome, CAF Venturesome, and European Venture Philanthropy Association (2015).

Project vs. Social Business Model



Examples for Social Enterprises

SEKEM (Egypt)

- Produced medicinal, herbal, gastronomical and aesthetically focused products
- biodynamic farms
- educational establishment for children to emphasize creativity and analytical thought
- Instituted a healthcare center (holistic medicine)



Fair-Trade Shop (Germany, Nürtingen)

- Offer sustainable products - especially from fair trade (fair payment, appropriate working conditions)
- 2 full-time staff and over 30 volunteers
- Support for development projects in the global south
- Educational work in schools and kindergardens



In both cases: profits are reinvested!

Status of groups so far

Questions:

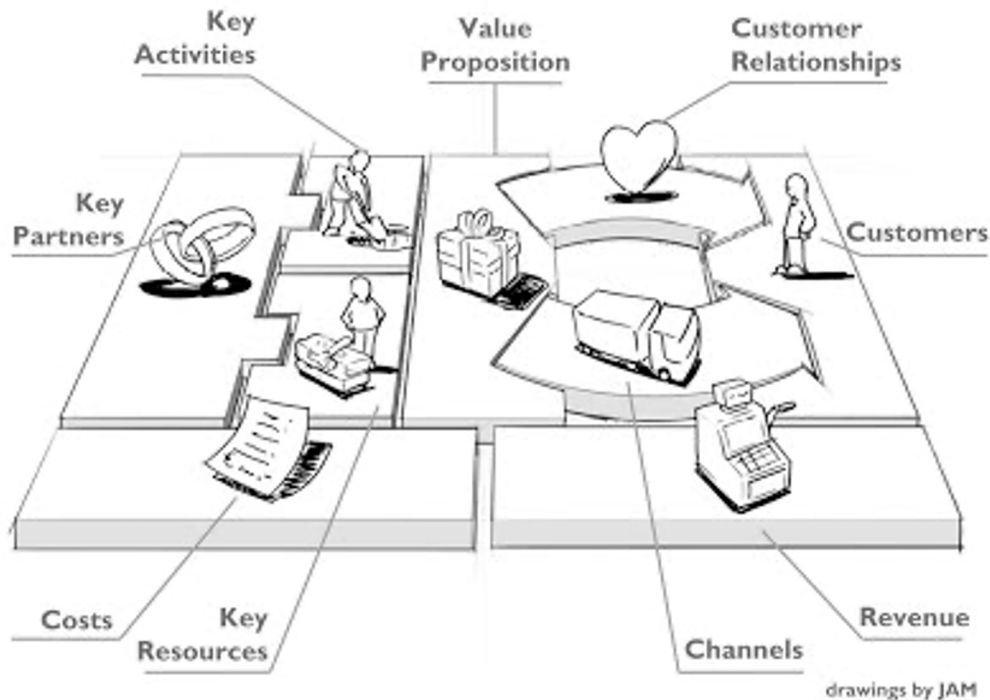
1. Which central challenge in the project region was identified and selected for further work?
2. Which ideas for possible concrete fields of action could be collected?
3. Which ideas are suitable for further processing in the sense of a social innovation or a social enterprise?

Groupwork:

- Break out sessions per project groups > padlet (Ellen)
 - Antalya
 - Gdansk 1, 2 & 3
 - Sapienza 1 to 6
- Time: 15 minutes
- Each group should be prepared to briefly summarize the results of the group work. 3 groups will present.

(Social) Business Model Canvas: Definition

- A social business model is the way a business generates, provides and retains value. In other words, how we **create and sustain** impact for consumers and beneficiaries
- The Social Business Model Canvas is a scheme in which we find the essential elements that constitute any business model.



Based on:

Osterwalder, A., Pigneur, Y., Wiley, J. & Sons, 2013.

„Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises.“

Functions of a Business Model Canvas



to **describe** the business model



to **analyze** the business model



to **improve** the business model

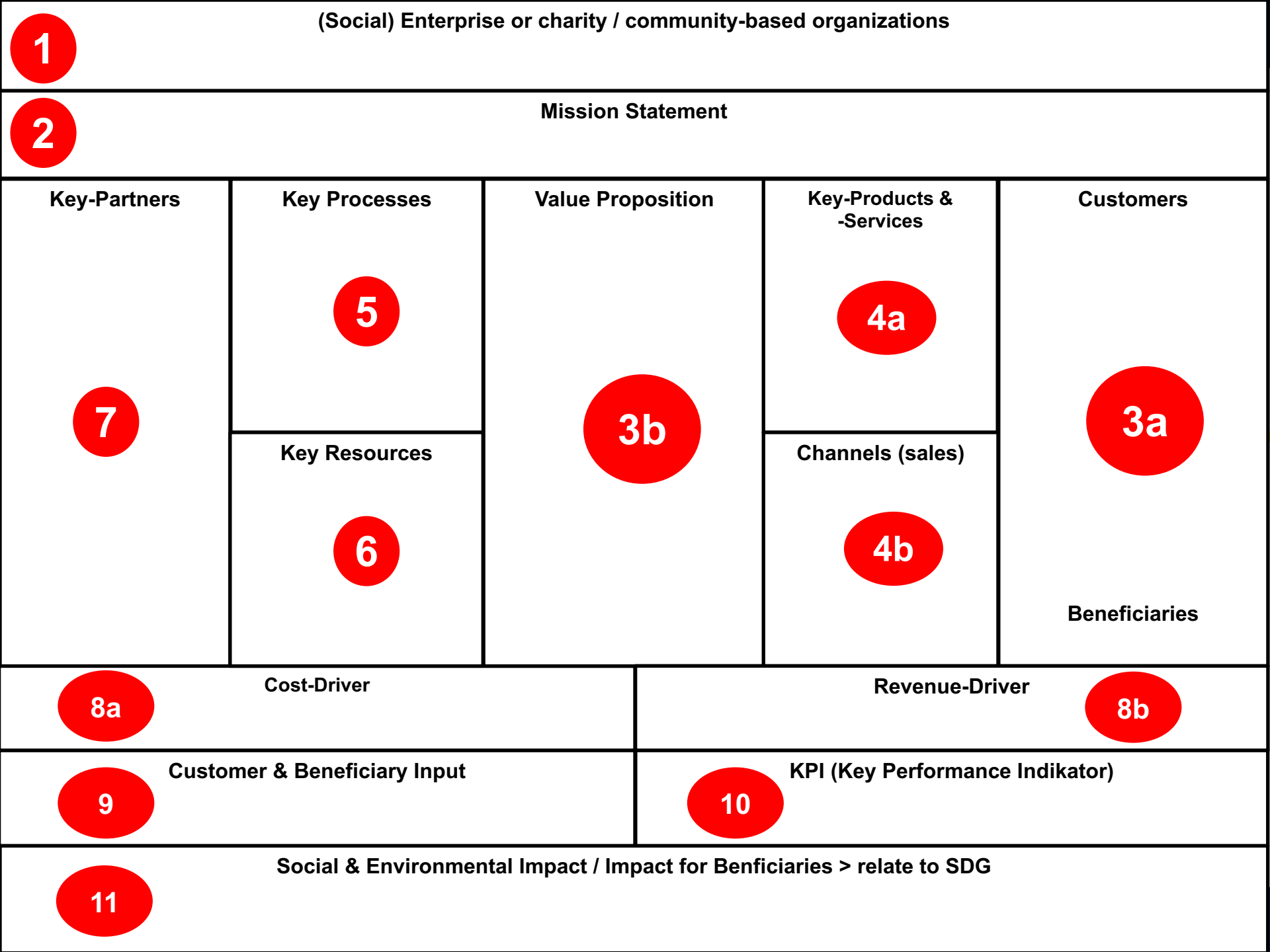


to **inspire** innovations for the business model



In addition it serves as a **project map** and helps to structure change-processes. Thereby it gives orientation for all involved people while planning and realizing projects

(Social) Enterprise or charity / community-based organizations					
Mission Statement					
Key-Partners	Key Processes	Value Proposition	Key-Products & -Services	Customers	
	Key Resources		Channels (sales)	Beneficiaries	
Cost-Driver			Income-Driver		
Customer & Beneficiary Input			KPI (Key Performance Indikator)		
Social & Environmental Impact / Impact for Benficiaries > relate to SDG					



WOW: (Women on Wheels):

social enterprise in Karantina (Beirut);

main activity: food truck service organized by women; four founders, 3 employees

2

Mission Statement

Key-Partners

Key Processes

Value Proposition

Key-Products & -Services

Customers

Key Resources

Channels (sales)

Beneficiaries

Cost-Driver

Income-Driven

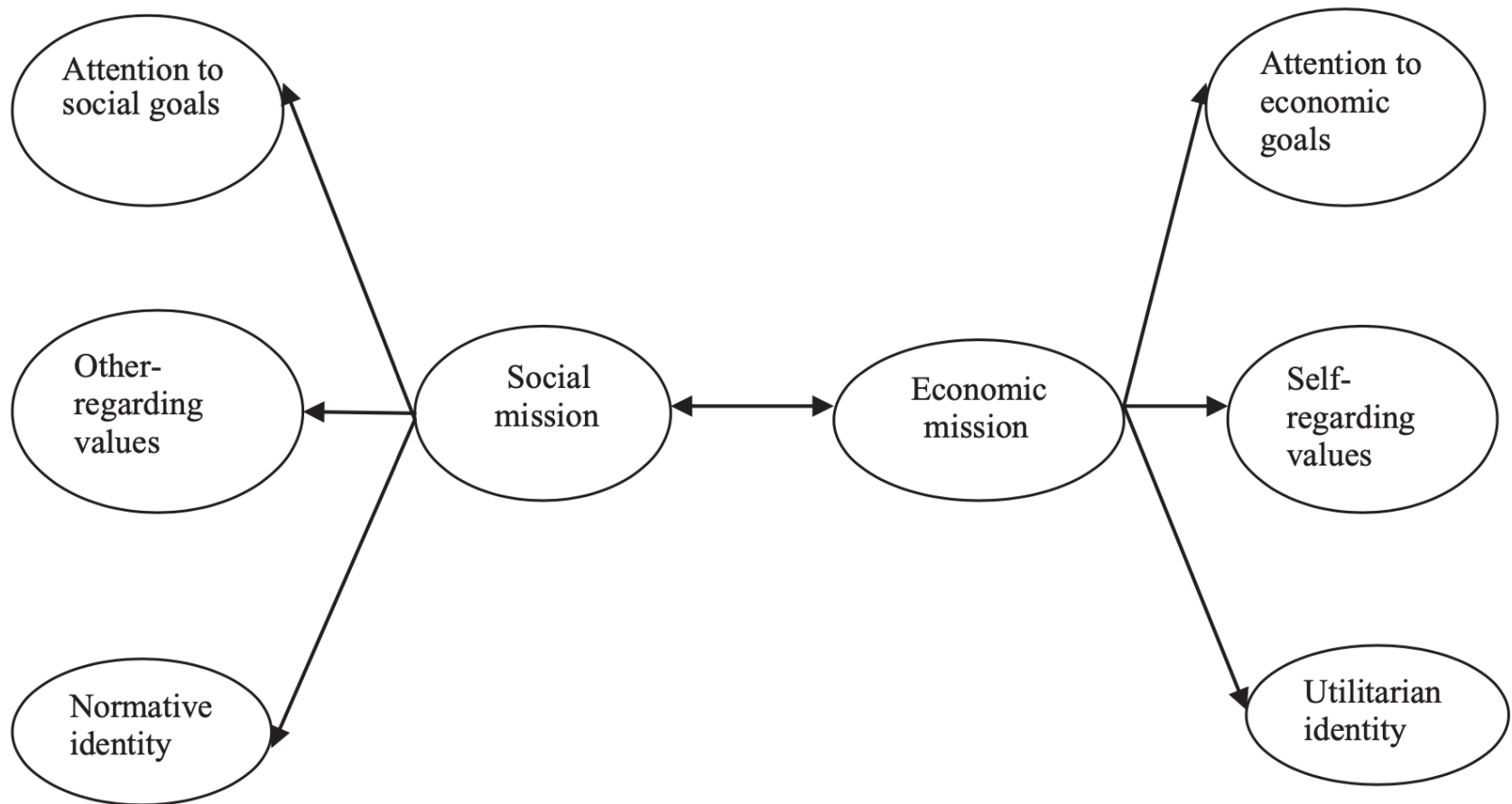
Customer & Beneficiary Input

KPI (Key Performance Indikator)



Social & Environmental Impact / Impact for Beneficiaries > relate to SDG

the (social) mission



Robin Stevens, R., Nathalie Moray, N., Johan Bruneel, J. (2015): The Social and Economic Mission of Social Enterprises: Dimensions, Measurement, Validation, and Relation in: ENTREPRENEURSHIP THEORY and PRACTICE p. 1051 – 1082; here: p. 1061. DOI: 10.1111/etap.12091

Mission

Missions have to answer four questions:

1. **Purpose:** **Why** does the company exists?
2. **Offer:** **What** products and services are offered?
3. **Values:** **Which** tangible and intangible **values** are created?
4. **People:** **For whom** are offers and values created (customers, beneficiaries and other stakeholders)?

Guidelines for the formulation of a mission

- Be realistic and reasonable and not grandiose or pompous.
- Be relevant, specific and credible.
- Be inspiring.
- Be short and on the point (max. 40 - 50 words - less if you like).

Wikipedia describes its mission this way: "Our mission is to empower and engage **(purpose)** people around the world **(people)** to collect and develop educational content under a free license or in the public domain **(offer)**, and to disseminate it effectively and globally **(values)**."

Case Studs Women on Wheels (WoW)

For the remainder of this paper, we use a case study as an illustration: It is a business model for a women's empowerment project in Beirut (Karantina district) in Lebanon. This was developed by an interdisciplinary student project group as part of a DAAD-funded seminar in the summer of 2021. Karantina is located near the port of Beirut, where the catastrophic explosion that killed over 200 people, injured 7,000, and caused immeasurable property damage occurred on August 4, 2020. Karantina was greatly affected by the consequences of the explosion - emotionally and materially.

Vision

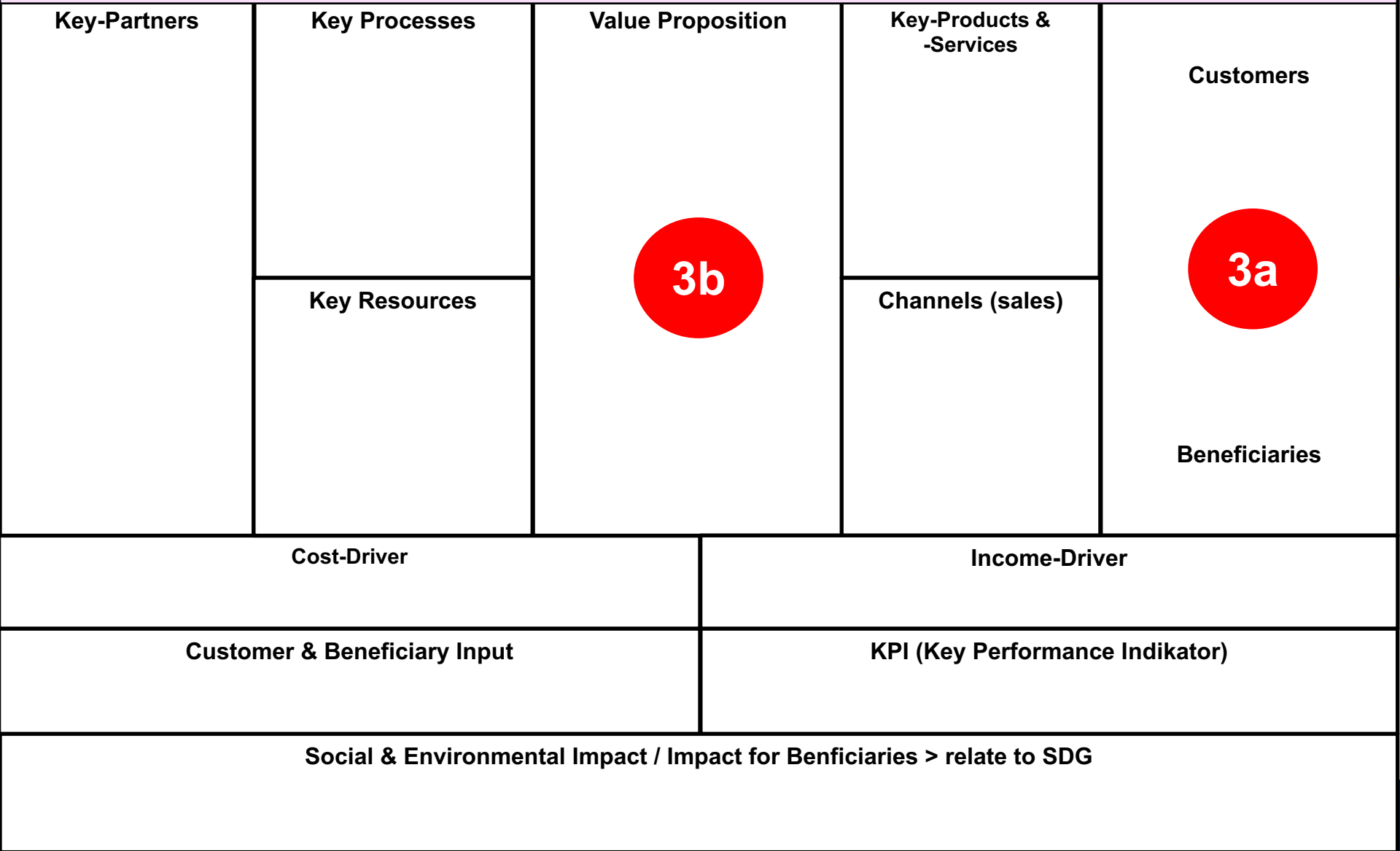
Karantina is a livable intercultural and resilient neighborhood where people live together as equals - a model for other distressed communities in the region



Mission Statement: *With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.*



Mission Statement: With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.



customers & beneficiaries

- **Customers** are those persons who purchase something. Customers are one and could be even the most important source of income for a company. At the same time, all companies and organizations operating in the economic cycle are competing to a greater or lesser extent for commercial or private customers and their available budgets for the purchase of products and services.
 - buyers of products or services (companies, end consumers)
 - public institutions that assume costs for social services provided or distribute subsidies (e.g., publicly funded women's shelter).
 - services can be provided to beneficiaries for somebody else pays (parents pay for the care of their disabled child).
- **Beneficiaries** are those persons or institutions who benefit from the social enterprise's performance without having to pay anything for it themselves.
 - This often involves socially disadvantaged groups of people or individuals (e.g., in issues of youth unemployment, fair trade, or integration projects).
 - Businesses that have an impact on the quality of life of people in local or regional areas such as neighborhoods, communities or cities are also conceivable.
 - In the case of environmental protection-related business models, subsequent generations can also be among the beneficiaries

Defining target groups (example sustainable tourism)

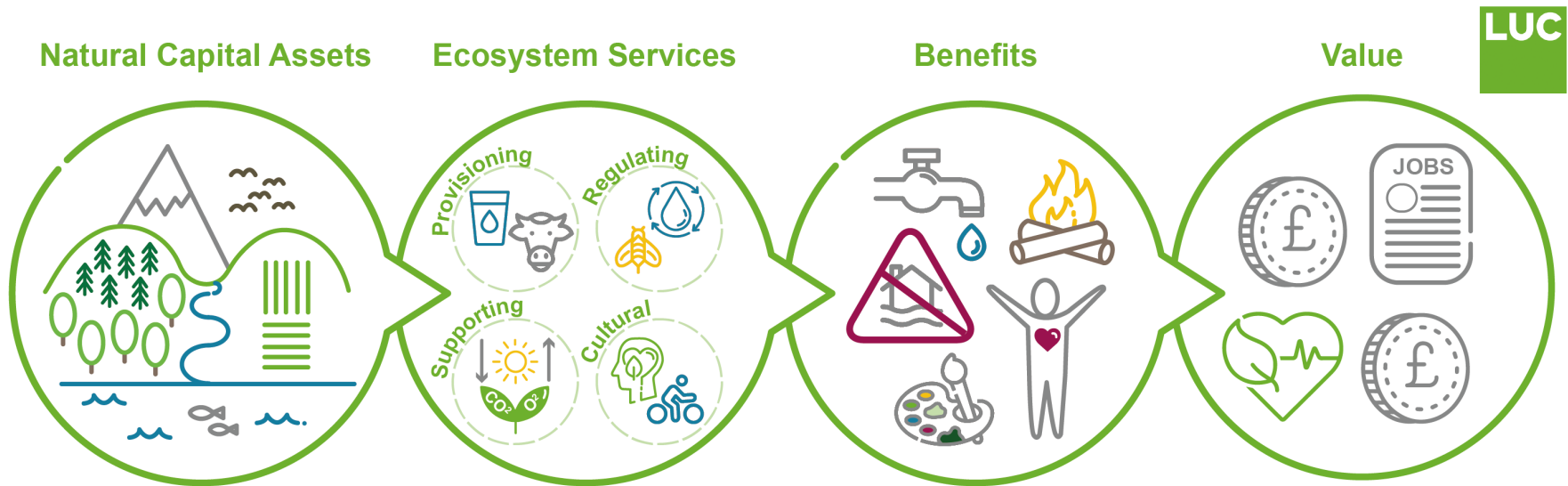
Target groups in sustainable tourism					
motif	recreation	physical activity	culture	adventure	...
region	local	regional	national	international	...
stay	day	weekend	week	month	...
degree of self-determination	none	low	medium	high	...
status	single	couple	familiy	group	...
...

target group 1

target group 2

Natural Capital – Ecosystem Services – Benefits - Value

Ecosystem services can provide direct, clearly definable benefits, such as agricultural employment or flood control, as well as indirect, less tangible benefits. For example, natural capital as a whole contributes to the sense of place, which in turn supports people's well-being, recreation, and the tourism industry.



Potschin-Young and Haines-Young, 2011, p. 578

Beneficiaries and eco system services



- **Provisioning services** provide products such as food or water.
- **Regulating services** regulate a natural process to our benefit, such as reducing flooding or air quality.
- **Supporting services** help other ecosystem services function, such as photosynthesis and soil formation.
- **Cultural services** provide non-material benefits that are important to our health and well-being, such as a sense of place, recreation, and aesthetic quality.

WWF, 2016, p.51.

Beneficiary Personas

Women of Karantina vs. Community Member

Soumaya, 36

Soumaya fled to Lebanon a few years ago with her then daughter Yasmin after her husband was killed in Palestine. Since then, she has been working occasionally but has not found a permanent job. Her husband had a small shop in Jerusalem, and she used to do the accounting and manage the inventory. Unfortunately, she has no degree. WOW is the perfect opportunity for Soumaya to find a permanent job, where she can combine both her skills. So that she can afford a better life for Yasmin and herself.



Sara, 12

Sara left Syria with her siblings and mother four years ago and have been living in Karantina, since her parents divorced, for three years now. She doesn't like to live in this neighbourhood, because of the old and ugly buildings with all the noise from the mechanics and nowhere to go for fun. Her school is also in another neighbourhood. Her mother worked only occasionally and the famil is living from donations. Fortunately her mother is a great cook, she loves cooking with her and afterwards sitting together and enjoying the meals. Sara dreams of her mother finally finding a job so that they can move to a different area.



Customer Personas Residents vs. Tourists

Fawzi, 49

Works part-time, he has 2 children 13 and 16 years old, Kurdish origins
Buys his groceries from the souk. Buying Kurdish food from the wow team always reminds him of the food his mother and great mother used to make. Also buys food for his family to share with his kids the Kurdish culture. He buys deli products and offers them to his guests. His son Hadi is a digital native and posts everything on the different social media platforms. He is proud of his origins and the spicy kurdish dishes and posts them everytime.



Rachel, 22

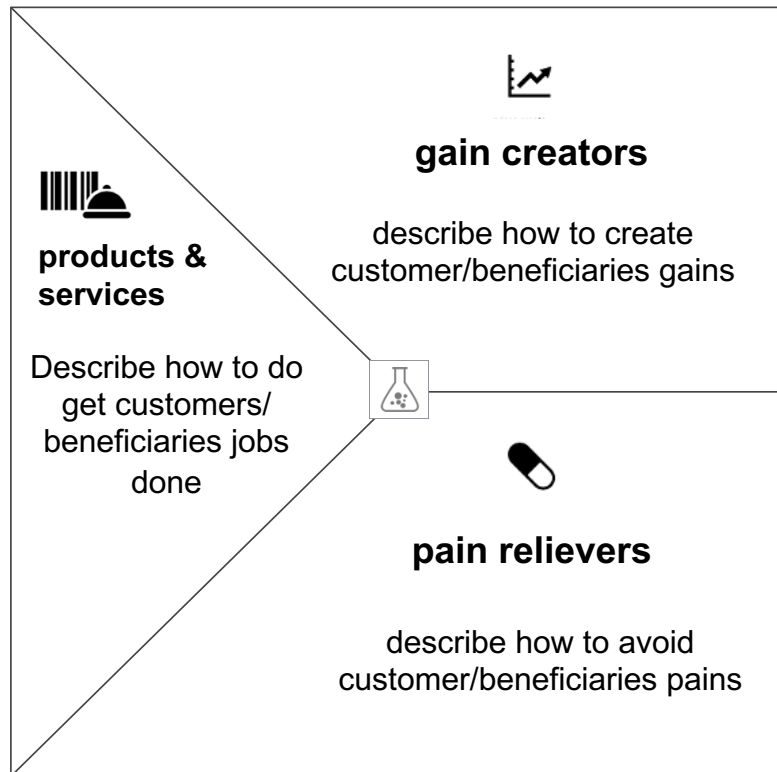
Rachel couldn't think of a better start for her Middle East tour than in Beirut. After finishing college she wanted to visit the beautiful region that is housing so many different religions and their history. Grown up in Toronto she is familiar to some of the middle eastern food like falafel or hummus. After checking some delicious food locations on Instagram she visits the souk el tayeab, looking for the WOW van she has seen online.



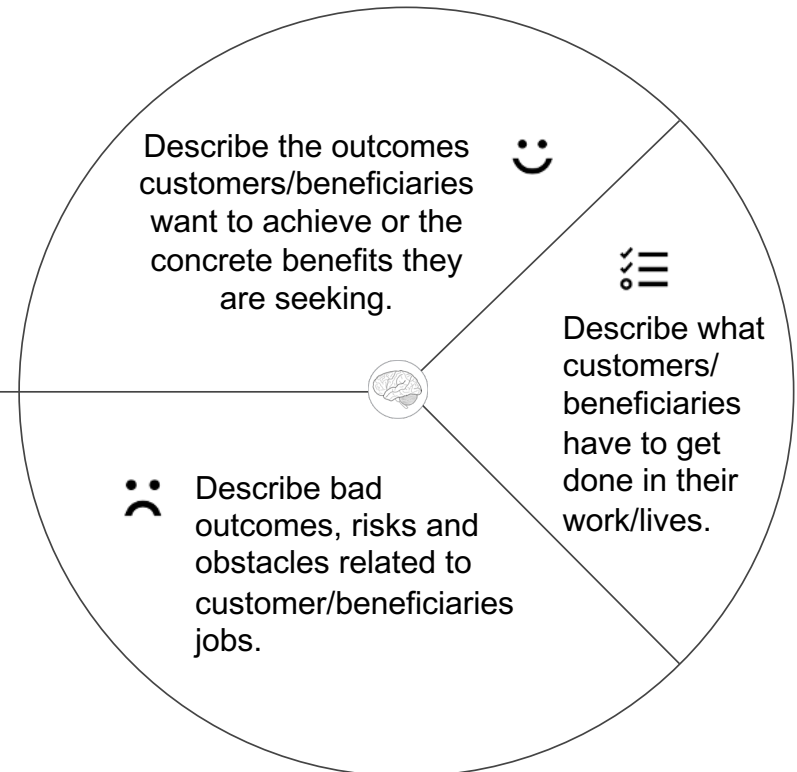
Value Proposition

Define which values do you want to create for whom. Be as specific as possible. Understand your customers / beneficiaries gains, pains and jobs!

created value



customer/beneficiary



video tutorial „value proposition“



<https://www.youtube.com/watch?v=ReM1uqmVfP0>

The Value Proposition Canvas Explained.

Design products and services
customers want

Strategyzer



0:00 / 3:12



HD



gains & gain creators

- Gains describe the outcomes and benefits that customers and beneficiaries expect from an activity or purchase of a product or service.
- What will become better, more sufficient, easier, nicer, more pleasant, faster or cheaper?
- gain creators:
 - customers: tasteful food, fashionable clothing, punctual means of transportation, an entertaining vacation or the trouble-free repair of a product would be such gain creators.
 - beneficiaries: creating jobs, qualifying people, organizing access to important resources such as water and energy, or even designing public places where people can relax and recuperate.

pains & pain relievers

- Pains describe anything that troubles, disturbs, seems difficult, causes stress, or prevents customers or beneficiaries from completing a task.
- Subjective perception of activities or conditions that are seen as a risk or obstacle. Problems can also arise from the lack of aesthetics or functionality of goods.
- pain relievers
 - Customers: short waiting or delivery times, strong WiFi or high range of electric cars with a high number of charging stations, insurance for impending illness or unemployment.
 - Beneficiaries: waste reduction, less air pollution, reduction of unemployment, or support in case of illness or need for care are addressed. In relation to the company's customers, for example, insurance is a classic "pain reliever", as risks are reduced, e.g., in the event of impending illness, unemployment or in relation to provision for old age, and provisions can be made.

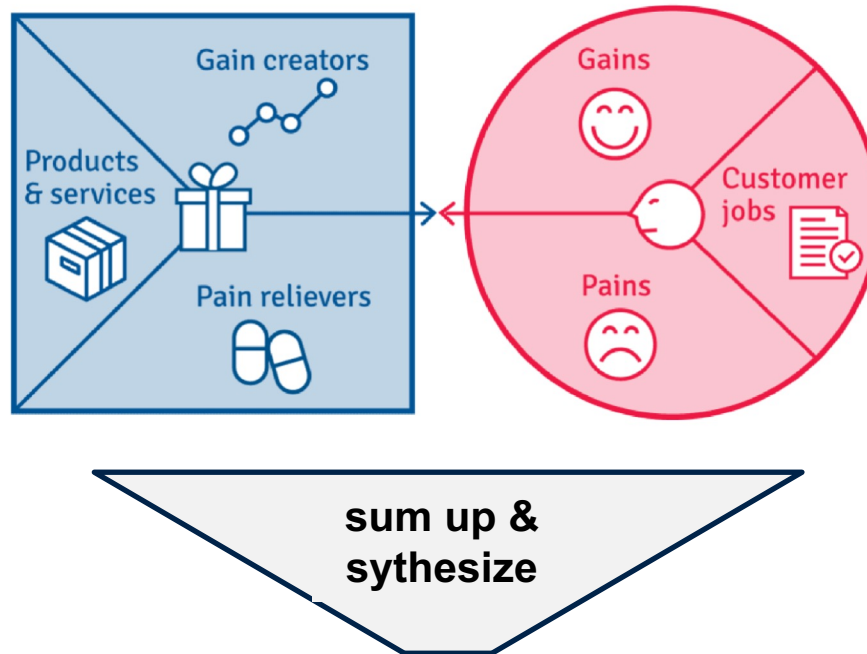
Jobs to be done / product & services

- What tasks or activities that the customer/beneficiary must perform could be taken over by the company to be established?
- Possible jobs to be done in a customer's or beneficiaries' daily life that can be starting points for the creation of products or services are mowing the lawn, eating healthy, finding a job, repairing something, transporting something, taking care of children, etc.
- Products/services:
 - Customer: online store with delivery service (don't have to drive to the store),
 - Beneficiary: For women for whom we create a work opportunity, it could also be important to organize childcare during working hours.

Pains, gains and jobs in our case study

Value Proposition Canvas "WOW"						
	pains	pain relievers	gains	gain creators	jobs	products & services
customers						
residents of Beirut (daily food or events)	long wait for food	ready to eat food	quality food	standards, trained staff	cooking	prepared food
tourists	no satisfactory range of offers	multi ethnic food	affordable price	social pricing	search for good restaurants	multi-channel distribution
beneficiaries						
women in Karantina	no or low income	social entrepreneurship and fair wages	higher life satisfaction	demanding self-determined employment	search for job opportunities	social entrepreneurship
community of Karantina	unemployment rate	creating new jobs	higher income	paying taxes	education & training of unemployed	training for entrepreneurs & staff
communities in Karantina	lack of optimism	best practice WOW	lack of Inspiration	best practice WOW	developing own concepts	support and know how transfer

The last step to your value proposition



To describe your „Value Proposition“ answer these questions:

- Which product or service is offered to whom?
- What is the benefit of the offer?
- What makes the offer special and, if applicable, unique?

Mission Statement: With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.

Key-Partners	Key Processes	Value Proposition Customers: We are the only food truck service with high quality food from different cultural areas of the Middle East. Citizens & tourists can choose from a wide selection of affordable food at different locations. Beneficiaries: Women from Karantina are qualified and employed on a long-term basis. Jobs are created and additional tax revenue is generated for the community. We are a hope-giving example for other actors in Karantina and communities in the region.	Key-Products & -Services 4a	Customers <ul style="list-style-type: none">• residents / workers of Beirut• tourists• people looking for authentic ethnic food Beneficiaries <ul style="list-style-type: none">• Women in Karantina• Community of Karantina, others
	Key Resources		Channels (sales) 4b	
Cost-Driver		The products, services and channels result from Value Proposition Canvas.		
Customer & Beneficiary Input				

Social & Environmental Impact / Impact for Benficiaries > relate to SDG

Group work: value proposition (Which values do you create for whom?)

Questions:

1. Which are the main customers and beneficiaries?
2. Explain for at least one customer and one beneficiary
 1. Most relevant pain and pain reliver
 2. Most relevant gain and gain creator
 3. Most relevant „job to be done“ and the corresponding product/service“
- Formulate a summary value proposition that answers the following three questions for customers and beneficiaries: (1) Which product or service is offered to whom? (2) What is the benefit of the offer? (3) What makes the offer special and, if applicable, unique?

Groupwork:

- Break out sessions: Antalya, Gdansk 1, 2 & 3, Sapienza 1 to 6
- Time: 15 minutes
- The idea of the project group is to start with reflections on the questions formulated above. There will be no presentation on this in this session. **For the next meeting on 09.01.2023, all groups are expected to have worked out a value proposition and also to be able to present it.**

WOW Culturally Inclusive Menu



PALESTINIAN ORIGIN

MUSAKHAN

Layers of traditional bread, onion, chicken, and sumak. \$13

QIDREH

Slow cooked rice with chickpeas and lamb \$11

CHICKEN MAQLUBA

Fried vegetable medley with rice and chicken, served upside down. \$15

TRADITIONAL FARMERS SALAD

Traditional salad with olive oil and lemon dressing \$6



KURDISH ORIGIN

DOKLIW

Traditional spring yoghurt stew \$10

KELLANE

Scallion green onion flat bread fried to golden brown \$6

KULLERENASKE

Traditional Kurdish dish \$11

BURGUL PILAF

Vegan dish bulgar cooked with vegetables \$11



ARMENIAN ORIGIN

VOSPOV KOFTA

Red Lentil Kofte vegan dish made of red lentils, bulgur, and sauteed onion. \$9

HARISSA

Porridge made from cracked wheat and fat-rich meat. \$12

LAHMAJOUN

Thin piece of dough with minced meat, minced vegetables and herbs \$8

GHAPAMA

Vegan stuffed pumpkin dish \$7



SYRIAN ORIGIN

KIBBEH B KARAZ

Meatballs in Sour Cherry Sauce \$12

SHISH BARAK

Dumplings filled with seasoned lamb, onions, and pine nuts \$15

FATIT DAJAJ

Fried bread with sumak coated shredded chicken in a tahini sauce. \$10

HARRAA OSBAO

Lentil pasta dish with pomegranate molasses and fried onions \$7



Beirut Hotspots



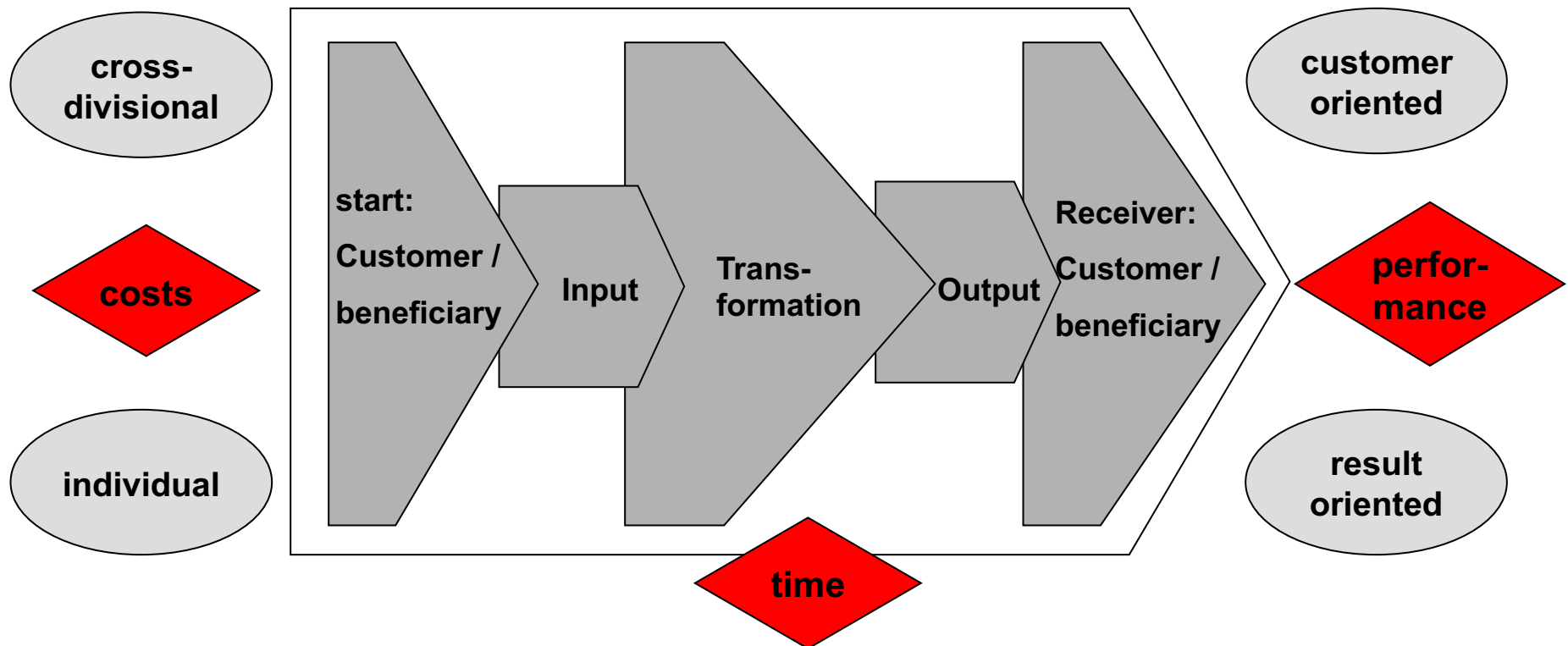
- 1** DOWNTOWN CLOCK TOWER
- 2** TRAIN STATIONS
- 3** MARTYRS SQUARE
- 4** THE EGG AMINE MOSQUE
- 5** GEMMAYZE STREET
- 6** KARANTINA STREET
- 7** BOURJ HAMMOUD SOUK
- 8** SOUK AL TAYEB

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Key-Partners	Key Processes	Value Proposition	Products / Services	Customers
	Key Resources		(Selling)Channels	
	5	Customers: We are the only food truck service with high quality food from different cultural areas of the Middle East. Citizens & tourists can choose from a wide selection of affordable food at different locations. Beneficiaries: Women from Karantina are qualified and employed on a long-term basis. Jobs are created and additional tax revenue is generated for the community. We are a hope-giving example for other actors in Karantina and communities in the region.	<ul style="list-style-type: none">• Sixteen authentic ethnic dishes of high quality• Assortment of preserved products• Cooking classes• Catering services (Selling)Channels <ul style="list-style-type: none">• Food Truck• WOW-Shop• Farmers Market	<ul style="list-style-type: none">• residents / workers of Beirut• tourists• people looking for authentic ethnic food Beneficiaries <ul style="list-style-type: none">• Women in Karantina• Community of Karantina, others
Cost-Driver			Income-Driver	
Customer & Beneficiary Input			KPI (Key Performance Indikator)	
Social & Environmental Impact / Impact for Benficiaries > relate to SDG				

What is a process?

A process is the sum of activities or operations that transform an input (e.g., customer inquiry) into a result (e.g., service provided). A business process should generate added value for customers. Key processes are derived from the vision and goals, target group(s) and their benefits, positioning in competition, core competencies, value creation.

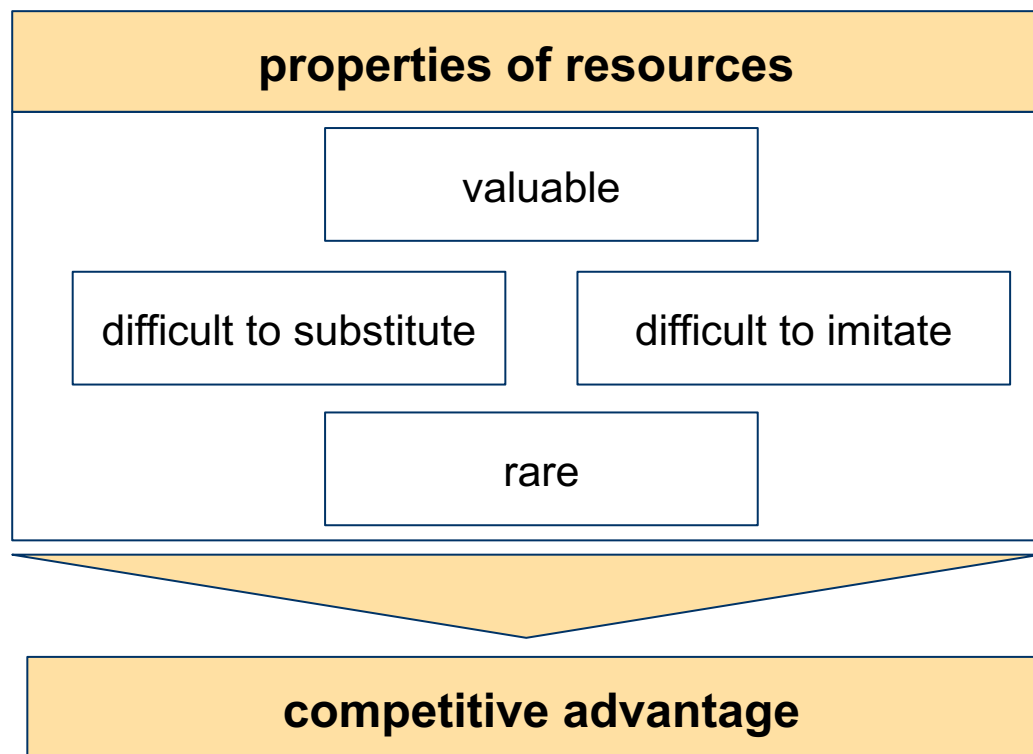


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Key-Partners	Key Processes <ul style="list-style-type: none">• Gathering money• Advertising• Recruitment• Education• Grow• Food• Prepare food• Sell food	Value Proposition <p>Customers: We are the only food truck service with high quality food from different cultural areas of the Middle East. Citizens & tourists can choose from a wide selection of affordable food at different locations.</p> <p>Beneficiaries: Women from Karantina are qualified and employed on a long-term basis. Jobs are created and additional tax revenue is generated for the community. We are a hope-giving example for other actors in Karantina and communities in the region.</p>	Products / Services <ul style="list-style-type: none">• Sixteen authentic ethnic dishes of high quality• Assortment of preserved products• Cooking classes• Catering services	Customers <ul style="list-style-type: none">• residents / workers of Beirut• tourists• people looking for authentic ethnic food Beneficiaries <ul style="list-style-type: none">• Women in Karantina• Community of Karantina, others
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Cost-Driver		Income-Driver		
Customer & Beneficiary Input		KPI (Key Performance Indikator)		
Social & Environmental Impact / Impact for Benficiaries > relate to SDG				

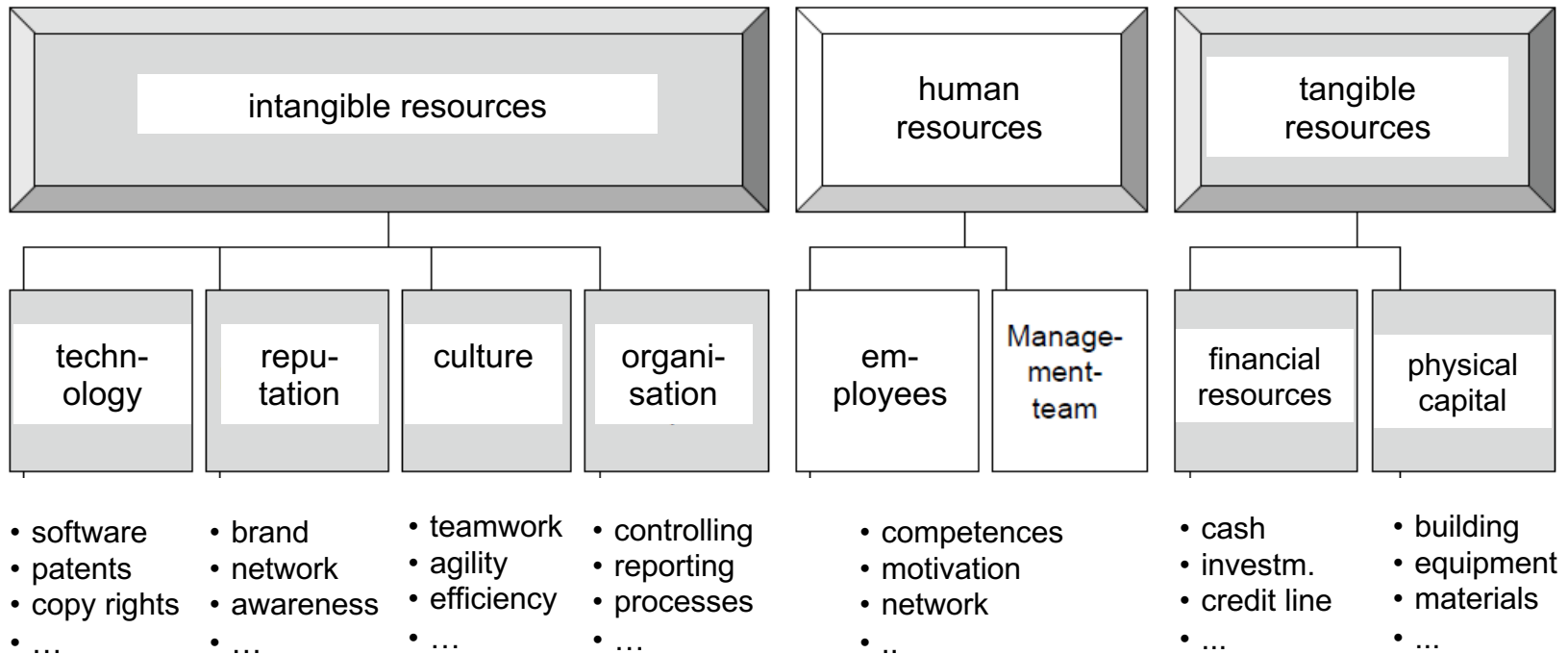
Ressource Based View – RBV

Above-average profits result from resources that a company has at its disposal. Resources are thus centrally responsible for the competitive position and the attainment of competitive advantages.



Barney, JOM Nr. 17, 1991, S.97 - 120.

possible resources of (social) enterprises



Reuter, 2011, p. 15.

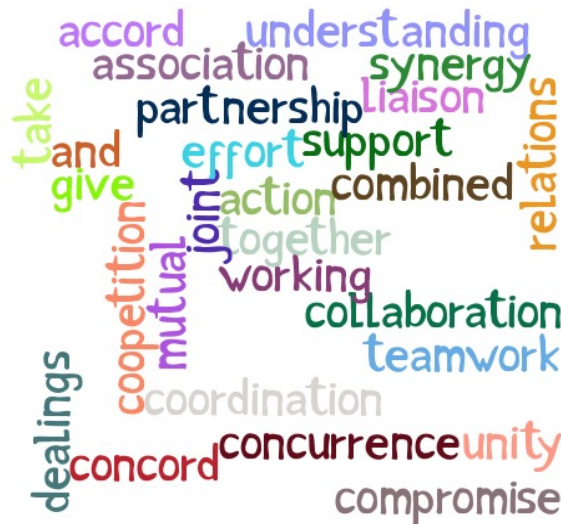
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7	Key-Partners	Key Processes <ul style="list-style-type: none">• Gathering money• Advertising• Recruitment• Education• Grow• Food• Prepare food• Sell food	Value Proposition <p>Customers: We are the only food truck service with high quality food from different cultural areas of the Middle East. Citizens & tourists can choose from a wide selection of affordable food at different locations.</p> <p>Beneficiaries: Women from Karantina are qualified and employed on a long-term basis. Jobs are created and additional tax revenue is generated for the community. We are a hope-giving example for other actors in Karantina and communities in the region.</p>	Products / Services <ul style="list-style-type: none">• Sixteen authentic ethnic dishes of high quality• Assortment of preserved products• Cooking classes• Catering services	Customers <ul style="list-style-type: none">• residents / workers of Beirut• tourists• people looking for authentic ethnic food Beneficiaries <ul style="list-style-type: none">• Women in Karantina• Community of Karantina; others
		Key Resources <ul style="list-style-type: none">• Food truck,• trained employees,• fundraising,• supplies,• lots,• volunteers,• founders		(Selling)Channels <ul style="list-style-type: none">• Food Truck• WOW-Shop• Farmers Market	
Cost-Driver			Income-Driver		
Customer & Beneficiary Input			KPI (Key Performance Indikator)		
Social & Environmental Impact / Impact for Benficiaries > relate to SDG					

Cooperation as a main instrument of Social Change

Social Change either in a community-based approach or in a social enterprise requires involvement of and cooperation among multiple players drawn from both the private and public sectors. Facilitating organizations, including NGOs, government agencies, and cooperatives may be essential partners in the process. (Along the lines of Nielsen/Samia, JoCM, 2008, p. 441.)

Cooperation



...

means to work together to the same end.

...

inevitably results in giving up independency.

...

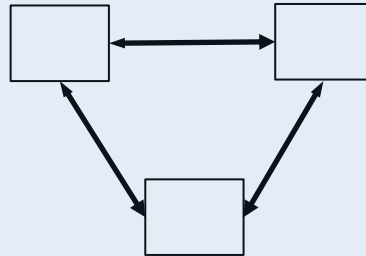
always leads to transaction costs.

complexity of cooperations & transaction costs

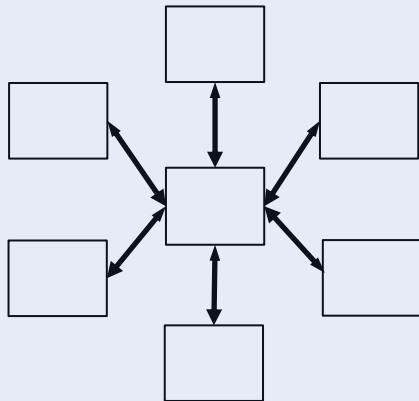
bilateral cooperation



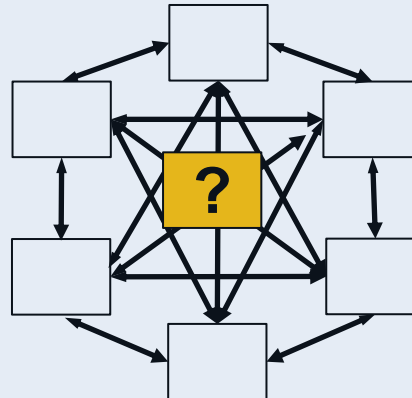
trilateral cooperation



simple networks



complex networks



Three levels of transactions



communication



physical transactions



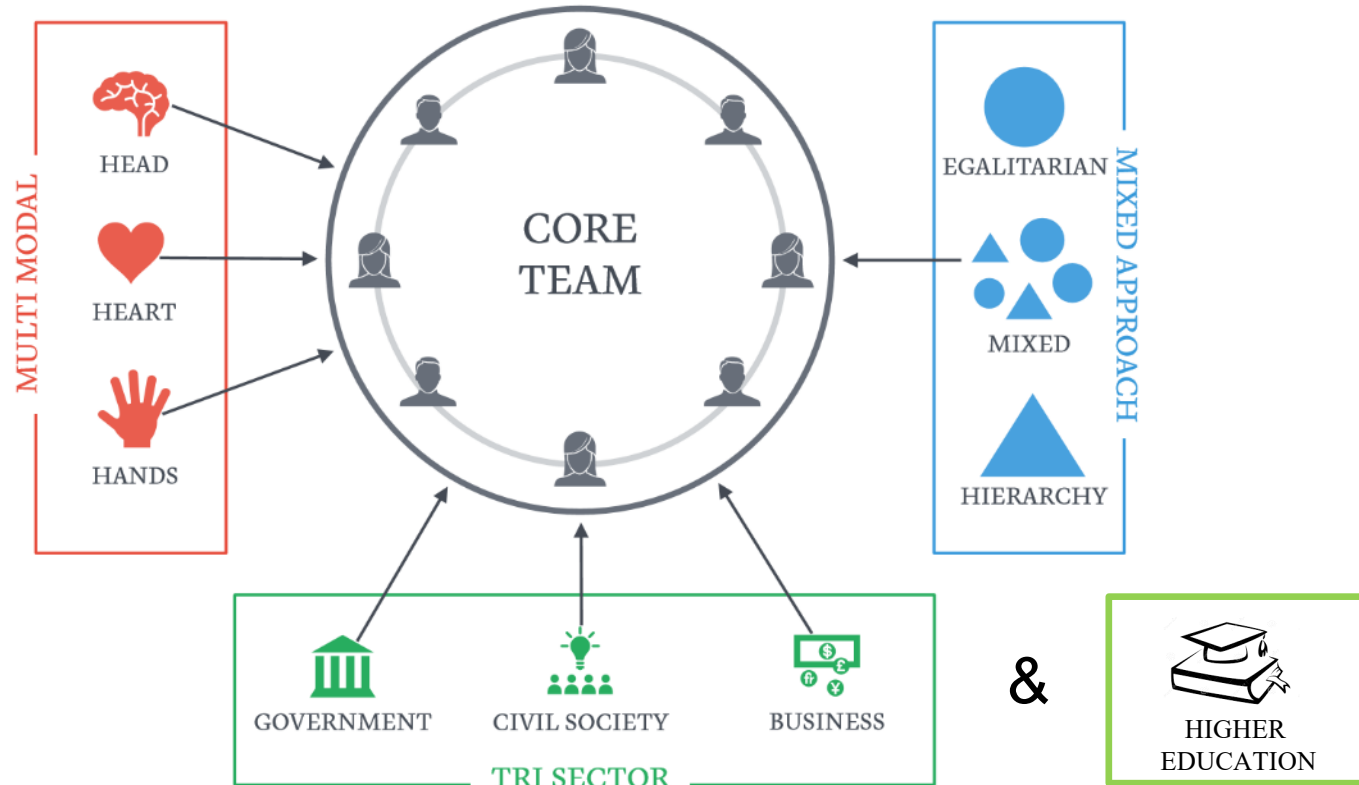
financial transactions

Cooperation leads to „transaction costs“:
collecting information, communication, controlling,
settling disputes, ...



**The more complex the
cooperation, the higher the
(expected) transaction costs.**

Building a Team / Network for locally based Social Change



Hassan, 2015, p.22.

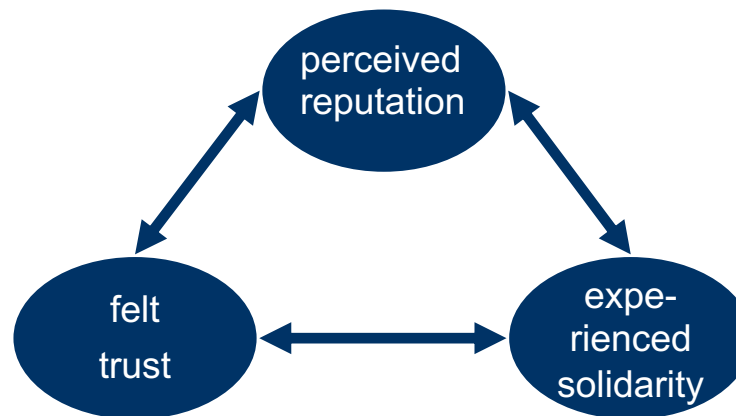
How to build a successful cooperation

**homo cooperativus vs. homo oeconomicus:
a majority is willing to cooperate under certain preconditions**

**1. Motivation
to cooperate**

common mission or goals and their strategic relevance

**2. Willingness
to cooperate**



**3. Stability of
cooperation**

- fairness (you get what you give > subjective!)
- participation (high involvement only with high participation)
- agreed ways of solving conflicts (Advisory Board. Arbitrator.)
- potential sanctions

Along the lines of Morner/Wäldner, 2013.

How to build a successful cooperation

**homo cooperativus vs. homo oeconomicus:
a majority is willing to cooperate under certain preconditions**

**1. Motivation
to cooperate**

common mission or goals and their strategic relevance

2.

**Non-cooperation with the bad is
just as much a part of our duties as
cooperation with the good.**

trust

reciprocal
solidarity

3.

**Stability of
cooperation**

- fairness (you get what you give)
- participation (high involvement only with high participation)
- agreed ways of solving conflicts
- potential sanctions

Mission Statement: With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.

Key Partners <ul style="list-style-type: none">• Land owners• Suppliers• Partner NGO• Private donors• Corporate sponsors• Mokthar	Key Processes <ul style="list-style-type: none">• Gathering money• Advertising• Recruitment• Education• Grow• Food• Prepare food• Sell food Key Resources <ul style="list-style-type: none">• Food truck,• trained employees,• fundraising,• supplies,• lots,• volunteers,• founders	Value Proposition <p>Customers: We are the only food truck service with high quality food from different cultural areas of the Middle East. Citizens & tourists can choose from a wide selection of affordable food at different locations.</p> <p>Beneficiaries: Women from Karantina are qualified and employed on a long-term basis. Jobs are created and additional tax revenue is generated for the community. We are a hope-giving example for other actors in Karantina and communities in the region.</p>	Products / Services <ul style="list-style-type: none">• Sixteen authentic ethnic dishes of high quality• Assortment of preserved products• Cooking classes• Catering services (Selling)Channels <ul style="list-style-type: none">• Food Truck• WOW-Shop• Farmers Market	Customers <ul style="list-style-type: none">• residents / workers of Beirut• tourists• people looking for authentic ethnic food Beneficiaries <ul style="list-style-type: none">• Women in Karantina• Community of Karantina; others
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<div>8a</div> Cost-Driver	Income-Driver <div>8b</div>
Customer & Beneficiary Input	KPI (Key Performance Indikator)
Social & Environmental Impact / Impact for Benficiaries > relate to SDG	

cost- and revenue driver (write into the chat)

- **Cost-Driver:** What are the most important cost items? Which ones have a strong dynamic? Which ones can be decisively influenced?
 - .
 - .
 - .
 - .
 - .
- **Income-Driver:** What are the most important sales drivers? Which ones have a strong dynamic? Which ones can be decisively influenced?
 - .
 - .
 - .
 - .
 - .
 - .

cost- and revenue driver

- **Cost-Driver:** What are the most important cost items? Which ones have a strong dynamic? Which ones can be decisively influenced?
 - personnel
 - truck
 - equipment (kitchen etc.)
 - rent (office, shop, event space, community garden)
 - Ingredients for the food
 - (online) marketing
 - interests
 - ...
- **Income-Driver:** What are the most important sales drivers? Which ones have a strong dynamic? Which ones can be decisively influenced?
 - selling products
 - delivery services
 - cooking classes
 - events
 - rent
 - donations
 - grants
 - ...

profit-loss-report (income statement)

Sales Revenue

Gross sales	\$352,117.00
Less: sales returns	\$4,028.00
Less: Discounts and Allowances	\$2,112.00
Net Sales	\$345,977.00

Cost of Goods Sold

Goods manufactured: Raw materials	\$21,165.00
Goods manufactured: Direct Labor	\$22,000.00
Overhead	\$18,468.00
Total Cost of Goods Sold	\$61,633.00
Gross Profit (Loss)	\$284,344.00

The preparation and informative value of annual financial statements (balance sheet / income statement) depends on the legal form and varies from country to country. This also leads to sometimes very different tax payments. Basic distinction: partnership or corporation? Typical legal forms for social enterprises: associations, foundations or cooperatives.

Operating Expenses

Advertising	\$8,000.00
Delivery/Freight Expense	\$6,419.00
Depreciation	\$4,000.00
Insurance	\$5,286.00
Interest	\$6,153.00
Mileage	\$3,017.00
Office Supplies	\$2,104.00
Rent/Lease	\$24,000.00
Maintenance and Repairs	\$3,640.00
Travel	\$4,229.00
Utilities/Telephone Expenses	\$2,216.00
Wages	\$114,800.00
Other Expenses	\$7,185.00
Total Operating Expenses	\$191,049.00
Operating Profit (Loss)	\$93,295.00
Interest Income	\$1,572.00
Other Income	\$6,414.00
Profit (Loss) Before Taxes	\$101,281.00
Less: Tax Expense	\$21,039.00
Net Profit (Loss)	\$80,242.00

WOW: (Women on Wheels):

social enterprise in Karantina (Beirut);

main activity: food truck service organized by women; four founders, 3 employees



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	Key Resources <ul style="list-style-type: none"> Food truck, trained employees, fundraising, supplies, lots, volunteers, founders 		(Selling)Channels <ul style="list-style-type: none"> Food Truck WOW-Shop Farmers market 	
Cost-Driver Purchase of the truck and shop inventory (depreciation), maintenance of the truck, salaries, online marketing, ingredients, interests			Income-Driver Sales of food truck, shop and farmers market, fees for cooking classes, events, rent, donors and sponsors; funding	
Customer & Beneficiary Input			KPI (Key Performance Indikator)	

Social & Environmental Impact / Impact for Beneficiaries > relate to SDG

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Cost-Driver <p>Purchase of the truck and shop inventory (depreciation), maintenance of the truck, salaries, online marketing, ingredients, interests</p>			Income-Driver <p>Sales of food truck, shop and farmers market, fees for cooking classes, events, rent, donors and sponsors; funding</p>	
Customer & Beneficiary Input			KPI (Key Performance Indikator)	
Social & Environmental Impact			Contribution to SDG	

Impact Evaluation > Beatrice & Ellen

Impact Evaluation >
Beatrice & Ellen

Group work: reflection on SBMC

Questions Taks:

1. Do you understand the different elements for developing the Social Business Model Canvas? What questions do you have.
2. Organise your work on the SBMC for your group.

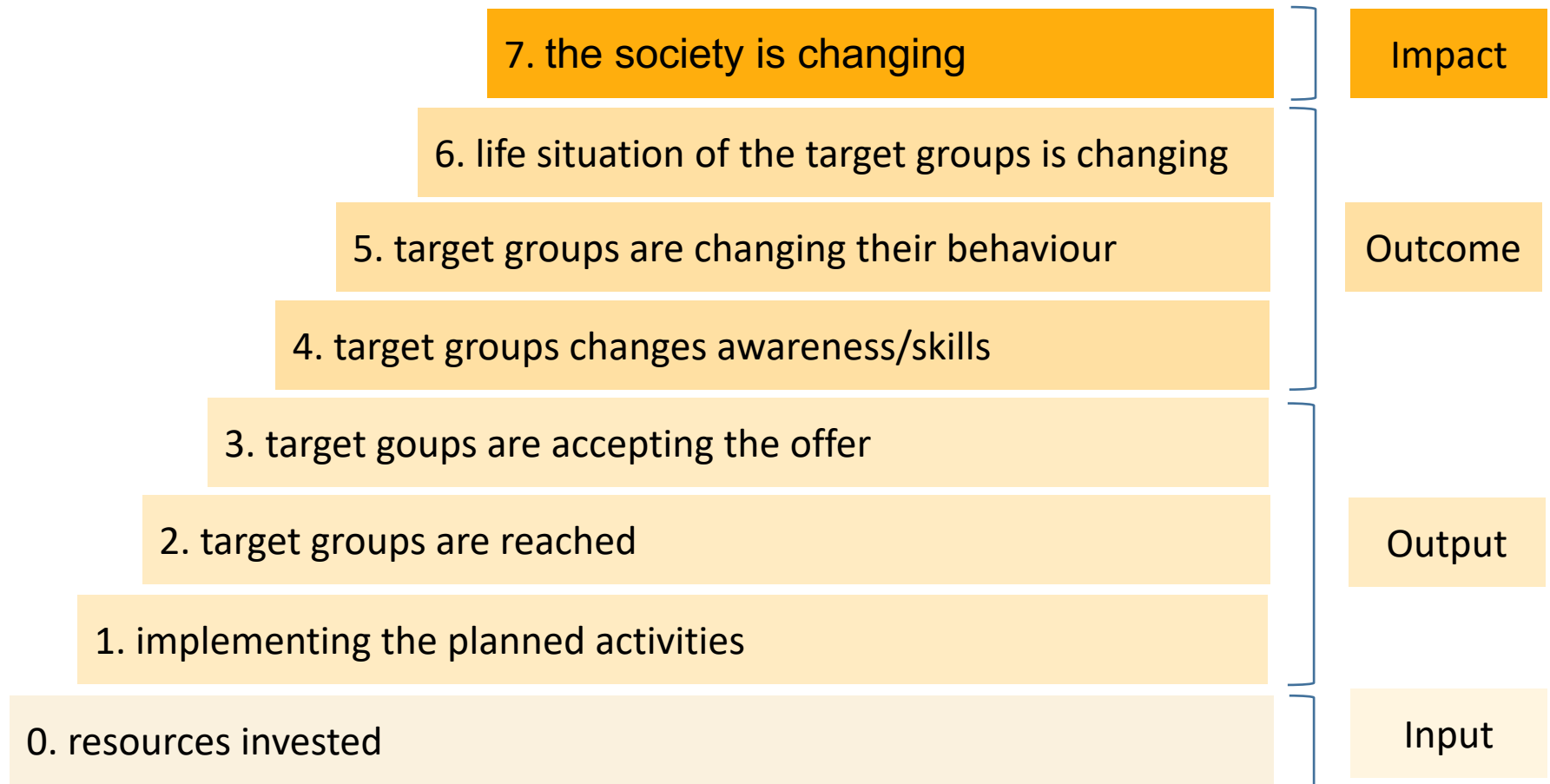
Groupwork:

- Break out sessions: Antalya, Gdansk 1, 2 & 3, Sapienza 1 to 6
- Time: app. 15 minutes

The chain of effects

Input – Output – Outcome – Impact

Measure the success of the social business model at different levels.

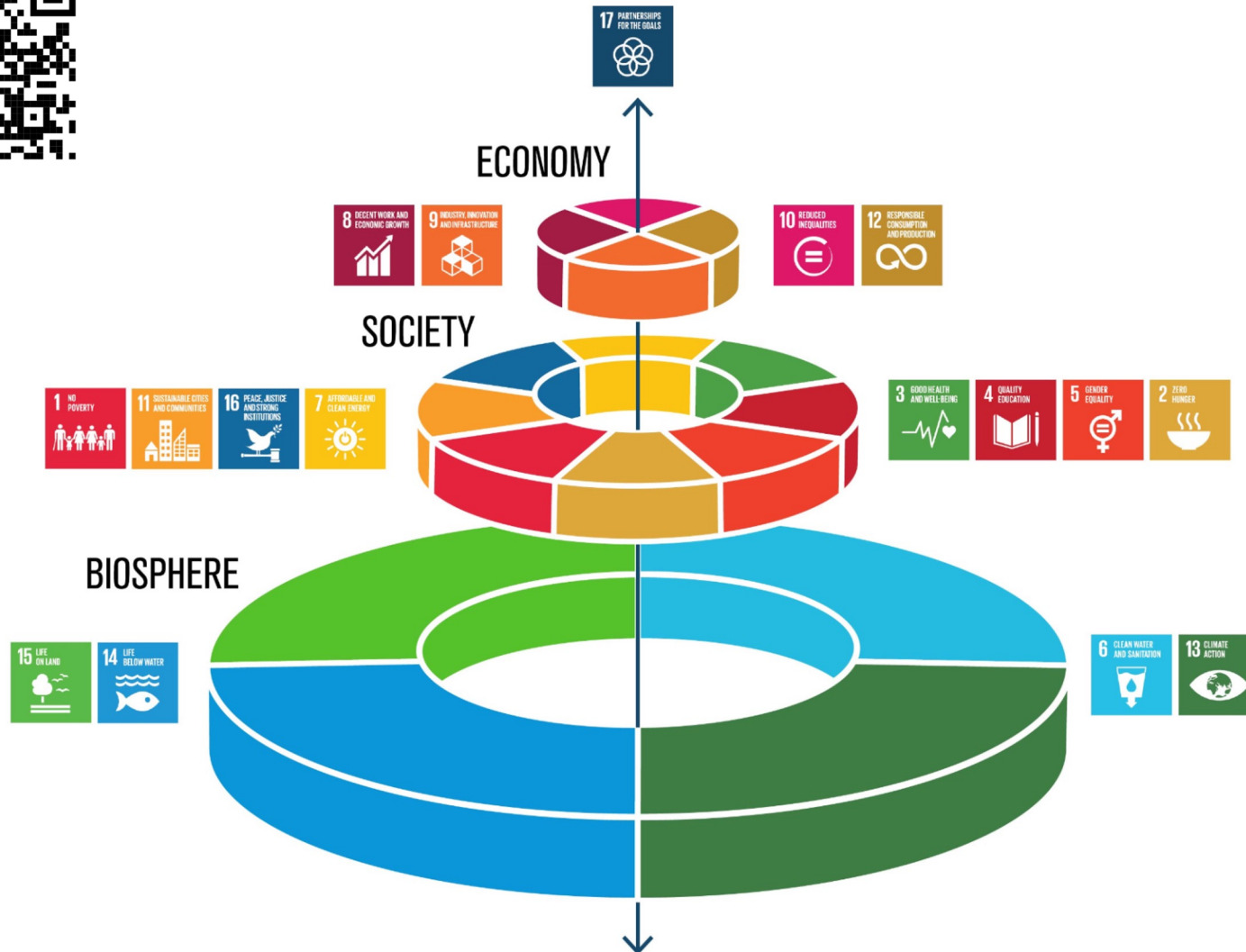


<https://fit-fuer-sozialunternehmen.de/social-entrepreneurship-gruendungsberatung/>

Key Performace Indicators (KPI) & Impact Measurement

No.	step	example
0	resources	number of volunteers generated funding
1	Implementing	number of products produced number of trainings organized
2	target group reached	awareness of women in society participants in lectures / events
3	target group accepted offer	participants in trainings turnover
4	target groups changes awareness/skills	attitude towards gender equality knowledge about climate change
5	target groups changing behaviour	more jobs for women people use car-sharing
6	life situation of target group has changed	greater life satisfaction mobility behaviour has changed
7	society is changing	less women unemployment CO2-reduction

Impact: link to Sustainable Development Goals (SDG)



Graphics by Jerker Lokras

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Cost-Driver <p>Purchase of the truck and shop inventory (depreciation), maintenance of the truck, salaries, online marketing, ingredients, interests</p>		Income-Driver <p>Sales of food truck, shop and farmers market, fees for cooking classes, events, rent, donors and sponsors; funding</p>		
Customer & Beneficiary Input <p>Commitment, trust, invested time, motivated work, personale risk</p>		KPI <p>no. of women trained, no. of meals sold, no. of jobs created, % of locally grown food, cust.-satisfaction</p>		

Social & Environmental Impact / Impact for Benficiaries > relate to SDG



Guideline for the Social Business Model Canvas with examples

(Social) Enterprise or charity / community-based organizations: „name“, „legal form“, „location“, „founding year“, „founders“, „main field of activities“, „no. of employees“. Note: This canvas can also be used for describing, analysing and developing business models for more charity and community based organisations as long there are costs to cover and revenue streams to secure.

Mission Statement: purpose as a way of unifying the organization. A combination of what your business or nonprofit does and how and why it does it, expressed in a way that encapsulates the values that are important to you. Link it to the SDG. **Example: “Fair Collection”: We employ disadvantaged people in developing countries. Together we create and sell jewellery - providing dignified wages and holistic social programs. SDG ...**

Key-Partners <ul style="list-style-type: none">• Which partners, who are not in the direct sphere of influence of the company are important for the success?• Examples: central suppliers, advertising online platform, municipality, donators, politicians, ...	Key Processes <ul style="list-style-type: none">• Which processes are of central importance for the value creation of the company?• Examples: recruiting, training & education, crowd funding, Key Resources <ul style="list-style-type: none">• Which (in)tangible input factors determine the success of the SE.• Examples: data, know-how employees, brand reputation, location, support of volunteers	Value Proposition <p>What characterizes the value added of the company?</p> <p>What makes it "different" / "special"? Why do customers become "fans"?</p> <p>What are the special benefits you create for the customers / beneficiaries?</p> <p>Example: “Fair Collection” We create and sell attractive genuine and costume jewellery.</p>	Key-Prod. & -services <ul style="list-style-type: none">• Which activities & services inspire the customers and help to win/retain them?• E.g. sustainability-standards, levels of creativity&innovation Channels (sales!) <ul style="list-style-type: none">• Which ways to sell do you use and combine?• Examples: Shop, online-shop, social media, platforms, weekly markets	Customers <ul style="list-style-type: none">• Who do you address?• e.g. consumer, tourists (be specific: what kind of consumer / tourists)• Criteria: demographic, socio-economic psychographic, market behaviour• Personas help to explain the target group more comprehensibly Beneficiaries <ul style="list-style-type: none">• e.g.: women, pupils, unemployed, refugees• What are their needs, why are they in need
Cost-Driver: What are the most important cost items? Which ones have a strong dynamic? Which ones can be decisively influenced? (raw material, rent, online marketing, personnel, interests, ...)			Income-Driver: What are the most important sales drivers? Which ones have a strong dynamic? Which ones can be decisively influenced? (products, services, online shop, events, donations)	
Customer & Beneficiary Input: In what way do customers and / or beneficiaries contribute to the value creation? (acceptance of higher prices or inconvenient processes, supporting campaigns, ...)			KPI (Key Performance Indikator): With which key figures do you want to measure the success? Link them to your mission statement and value proposition as well as to different areas of the company (e.g. finance, customers, development, processes, resources).	
Social & Environmental Impact / Impact for Society: Which effects does the companies work have on the Sustainable Development according to UN SDG and with regard to the beficiaries needs (payment, education, health, quality of live, participation, ...)				

Literature

- Burkett, I., 2020. Using the Business Model Canvas for Social Enterprise Design, 2nd ed. Queensland.
- Osterwalder, A., Pigneur, Y., 2010. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.
- Pechancova, V., Pavelková, D., Saha, P., 2022. Community Renewable Energy in the Czech Republic: Value Proposition Perspective. *Frontiers in Energy Research* 10, 821706. <https://doi.org/10.3389/fenrg.2022.821706>
- Qastharin, A., 2015. Business Model Canvas for Social Enterprise, in: The 7th Indonesia International Conference on Innovation, Entrepreneurship, and Small Business (IICIES 2015). pp. 1–10.