

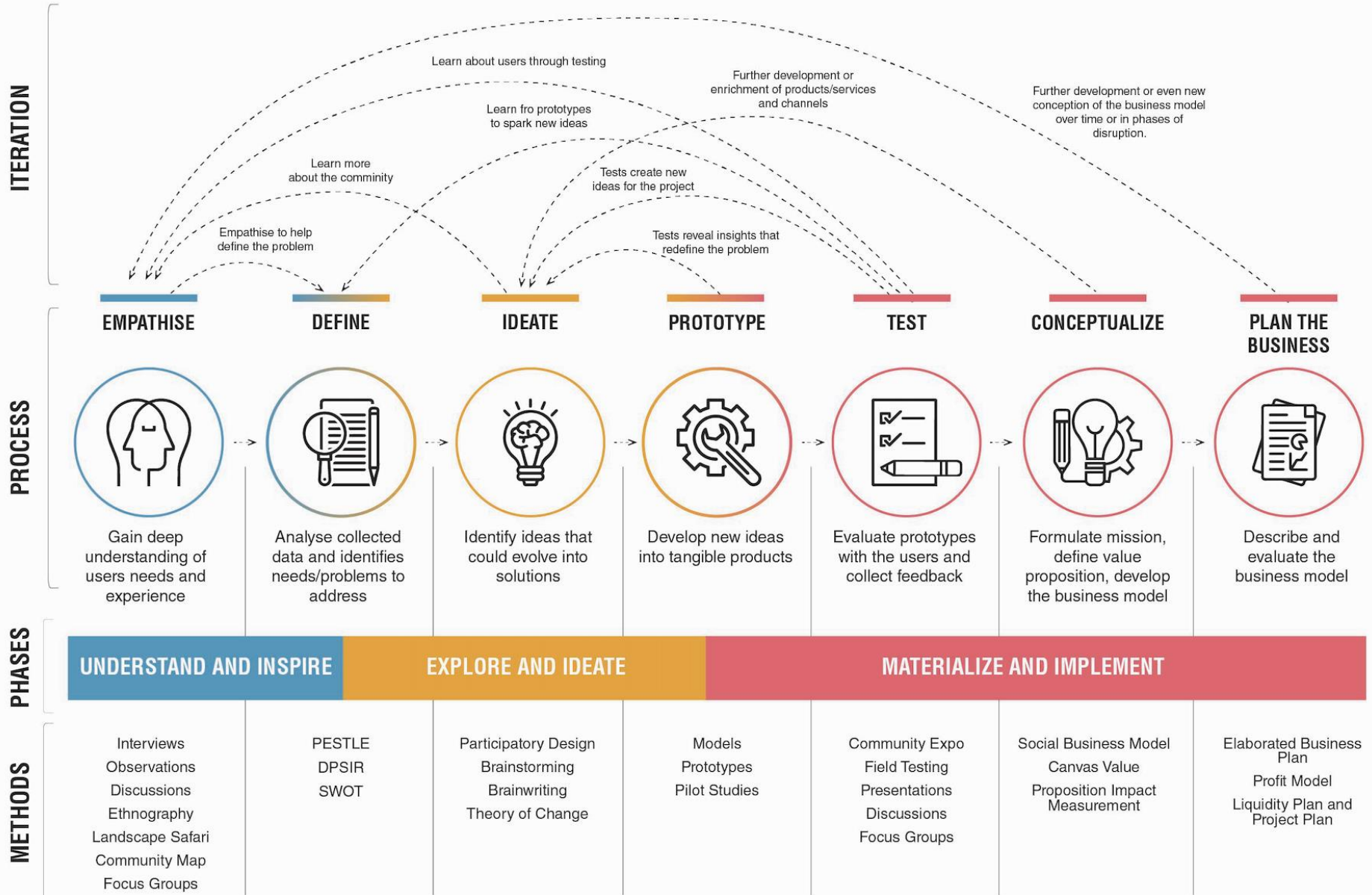
Social Innovation & Social Entrepreneurship

Social Business Model Canvas

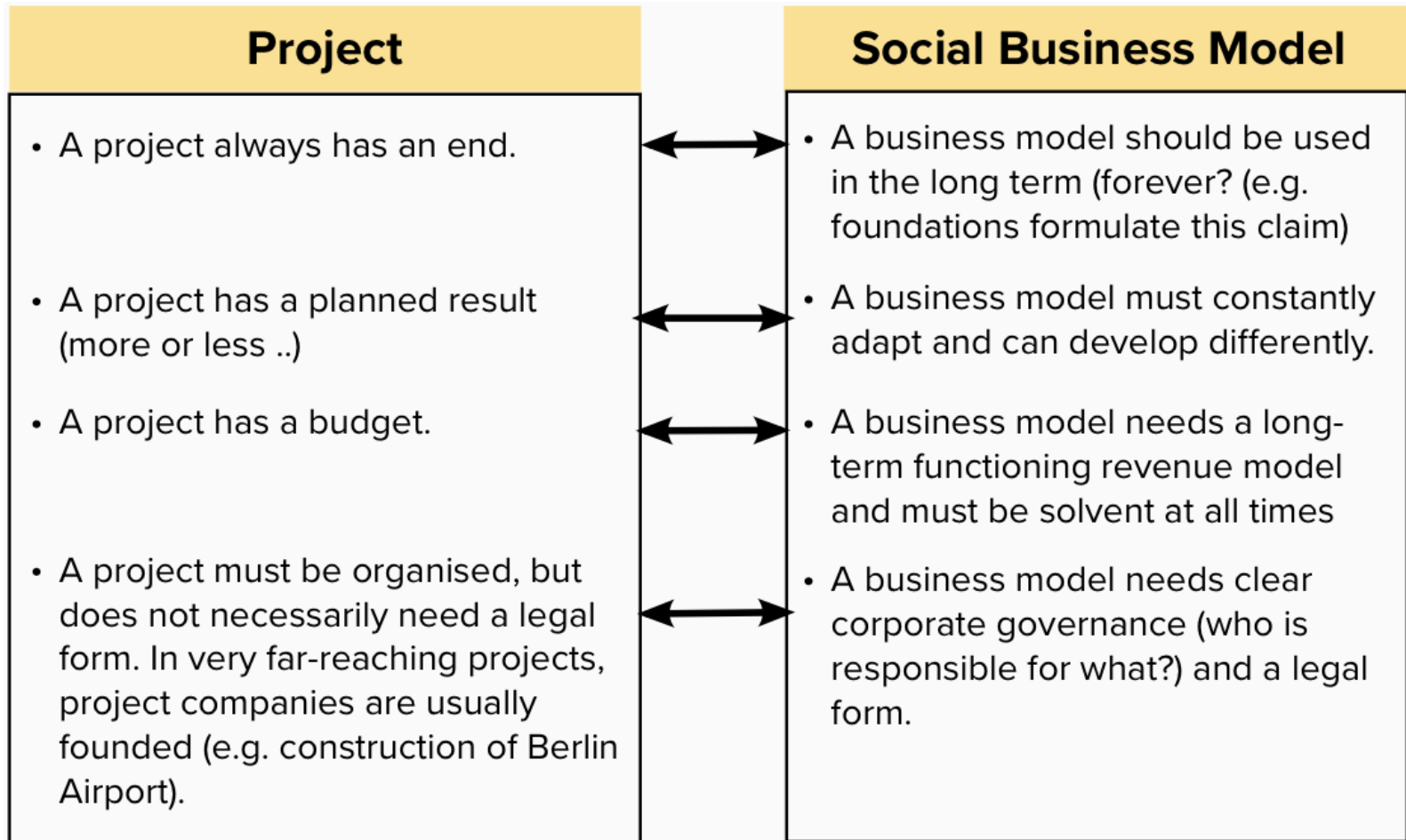
Prof. Dr. Dirk Funck

Nürtingen, 23.04.2026

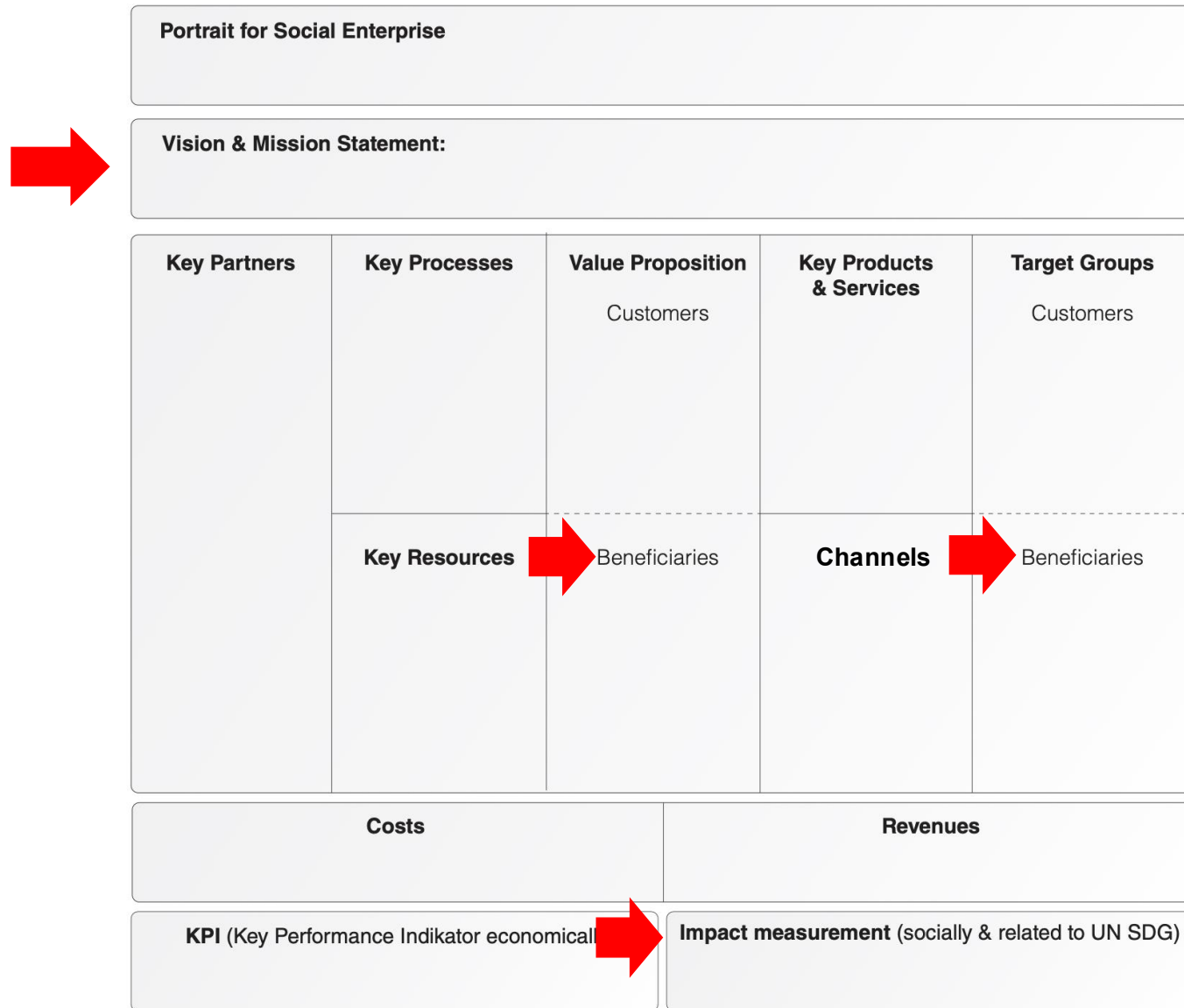
DEVELOPING SOCIAL INNOVATIONS / SOCIAL ENTERPRISES: AN ITERATIVE PROCESS



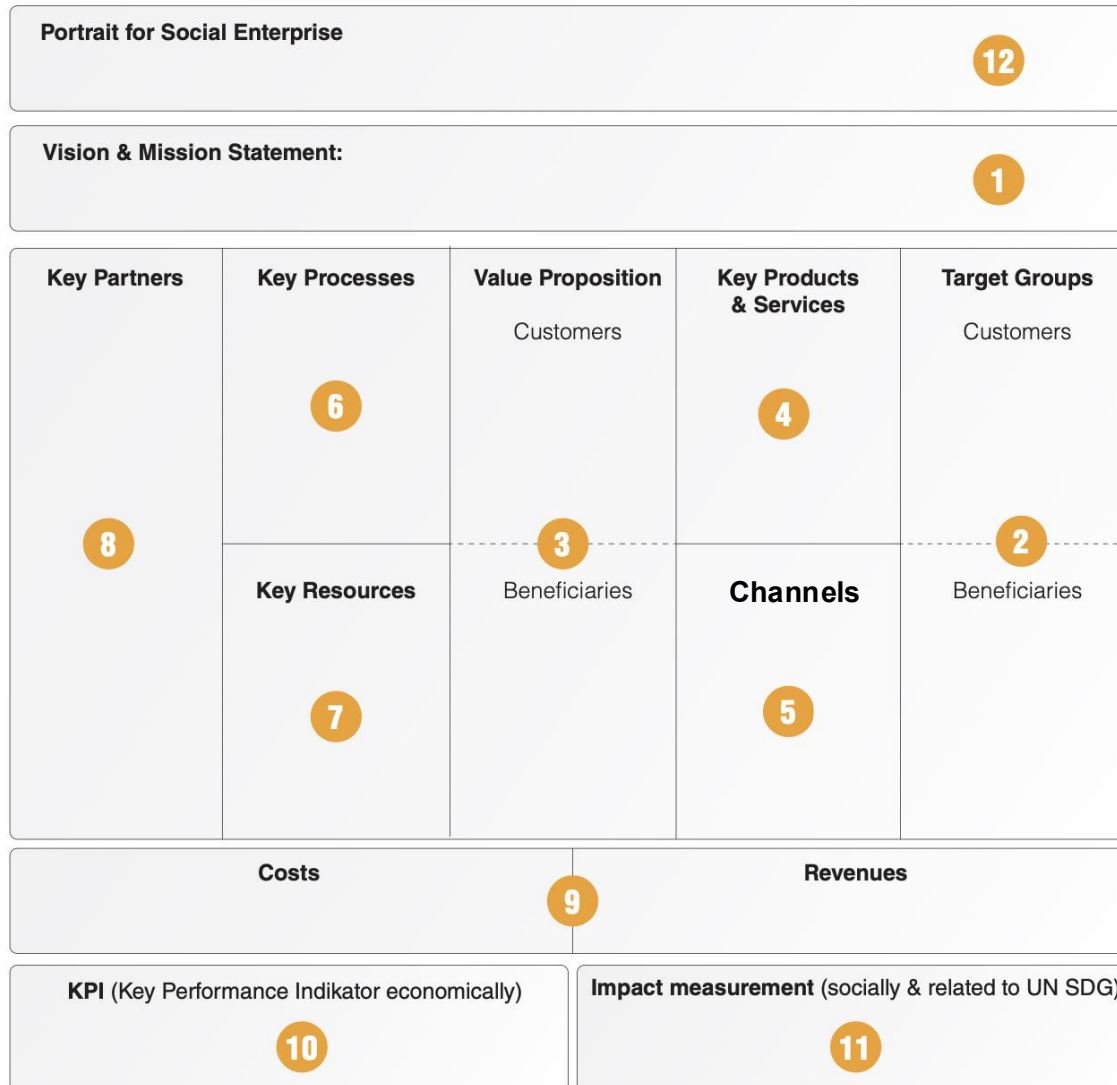
Project vs. Social Business Model



Social Business Model Canvas (SBMC) – conceptualize



Social Business Model Canvas (SBMC) – the order



Mission vs. Vision

	Mission Statement	Vision Statement
About	A Mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your customer needs and team values.	A Vision statement outlines WHERE you want to be. Communicates both the purpose and values of your business.
Answer	It answers the question, “What do we do? What makes us different?”	It answers the question, “Where do we aim to be?”
Time	A mission statement talks about the present leading to its future.	A vision statement talks about your future.
Function	It lists the broad goals for which the organization is formed. Its prime function is internal; to define the key measure or measures of the organization’s success and its prime audience is the leadership, team and stockholders.	It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

Start with the Vision and than develop the Mission!

Vision

A **vision statement** is a concise, written statement (one or max. two sentences) that describes a long-term goal, ideal future state, or desired impact. It serves as a “North Star” or long-term guiding principle that sets the direction for strategic planning and provides guidance. The vision statement focuses on the future (often 5–10 years or longer).

- **Future-oriented:** It describes an ideal, desirable state. What should be different or better at a point in the future or what goal should be achieved.
- **Inspiration and motivation:** It is intended to inspire and motivate all involved people (employees, volunteers, stakeholders, ...).
- **Guidance:** It helps align strategic decisions with a common goal

In social enterprises, the focus is on overcoming challenges of a social or ecological nature, which has motivated and inspired the founders.

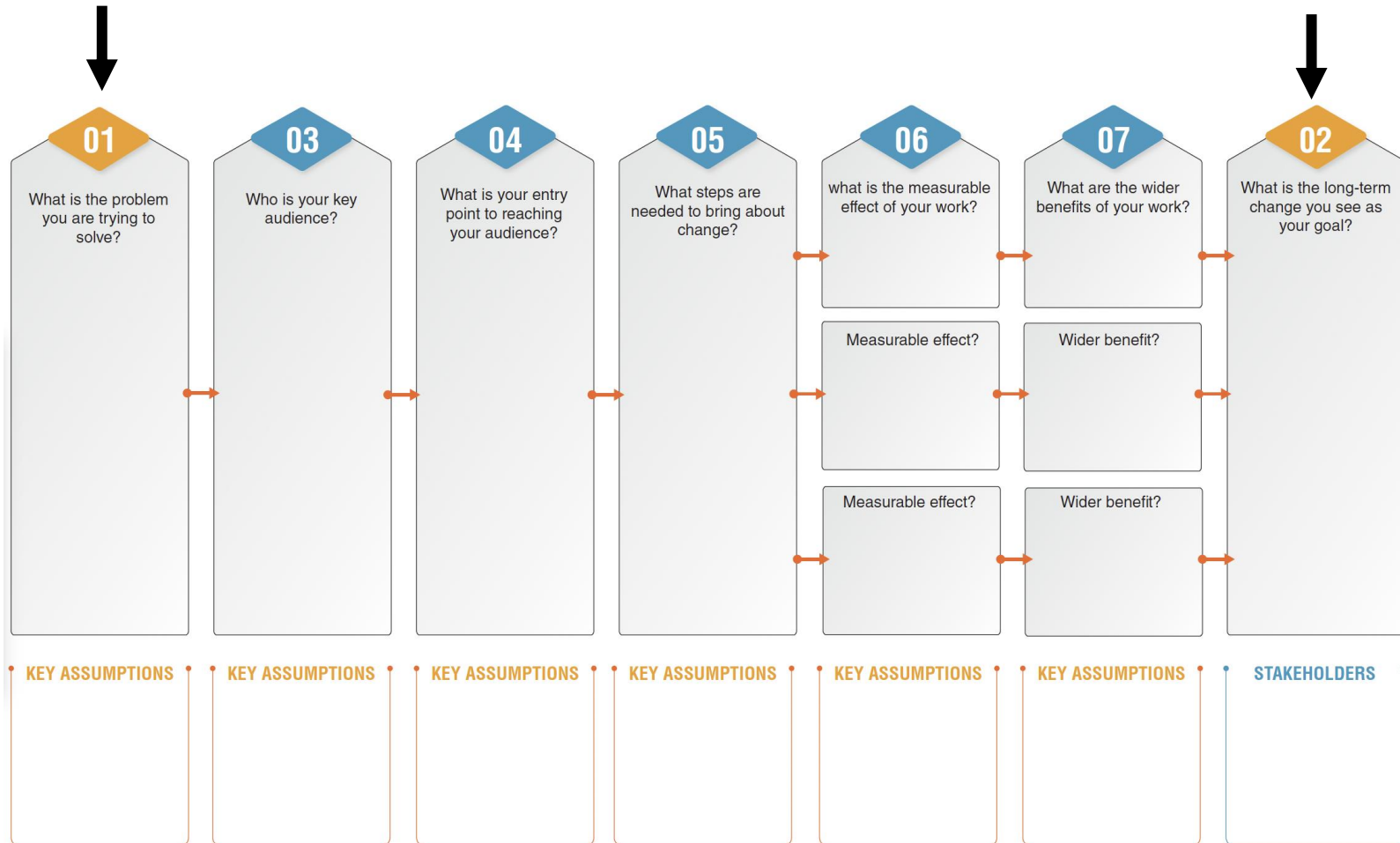
“Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge.”

Jimmy Wales, co-founder of Wikipedia

Theory of Change

How might we ...?

Vision



Case Study 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 Statement:** Karantina is a livable intercultural and resilient neighborhood where people live together as equals - a model for other distressed communities in the region.*



Mission

Missions have to answer four questions:

1. **Purpose:** **Why** does the company exist?
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 Study Women on Wheels (WoW)

Vision

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



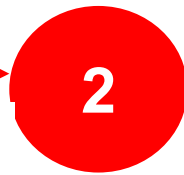
Mission Statement: *With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.*



Vision Statement: 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.

Key-Partners	Key Processes	Value Proposition	Key-Products & -Services	Customers
	Key Resources			Beneficiaries
Cost-Driver		Income-Driver		
KPI (Key Performance Indikator)		Impact Measurement > relate to SDG		



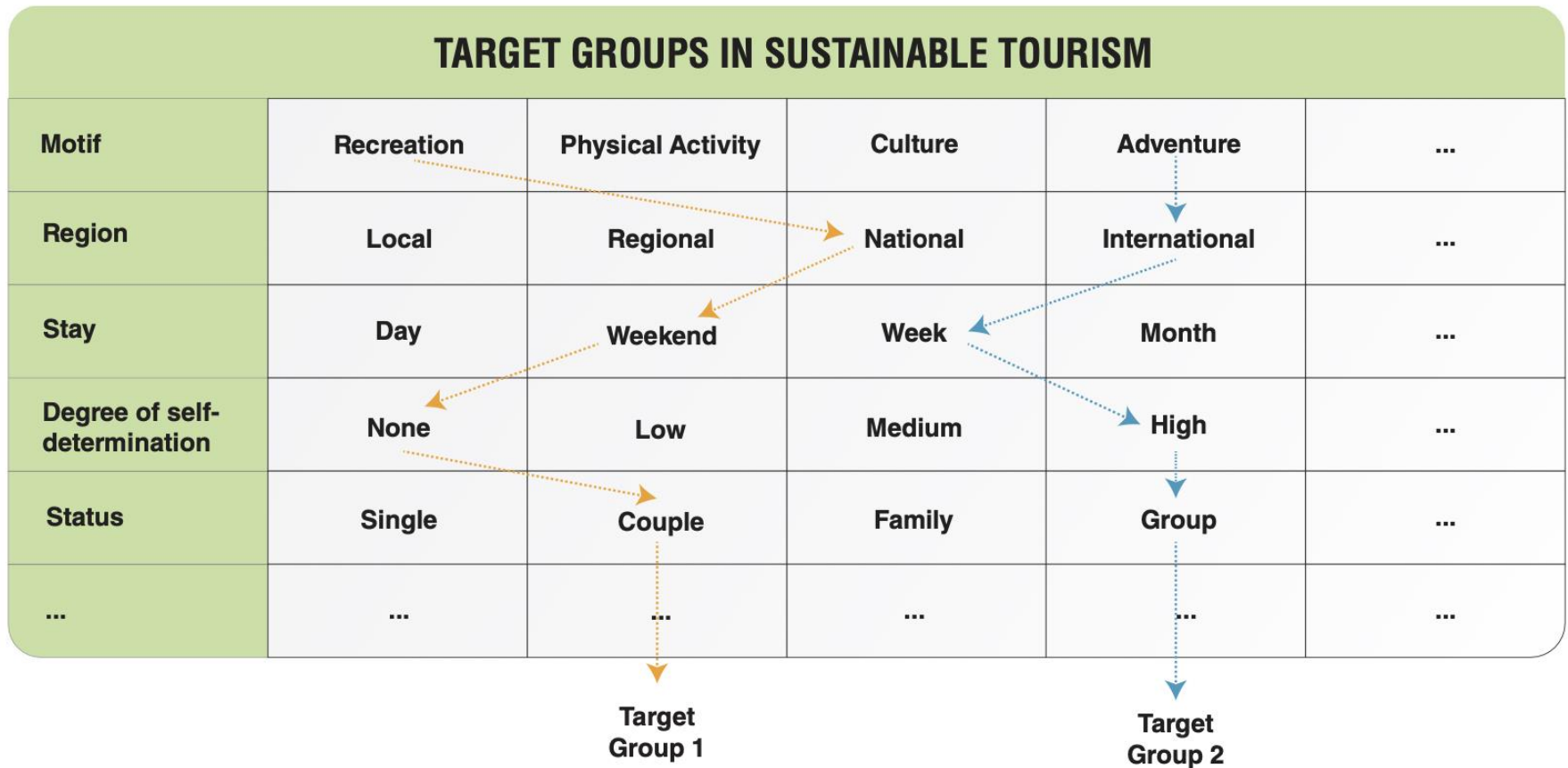
Which value do you create for whom?

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)

Morphological Box:



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.



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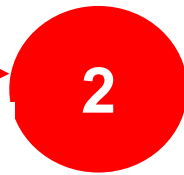
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	Key Resources		Channels (sales & communication)	
Cost-Driver		Income-Driver		
KPI (Key Performance Indikator)		Impact Measurement > relate to SDG		

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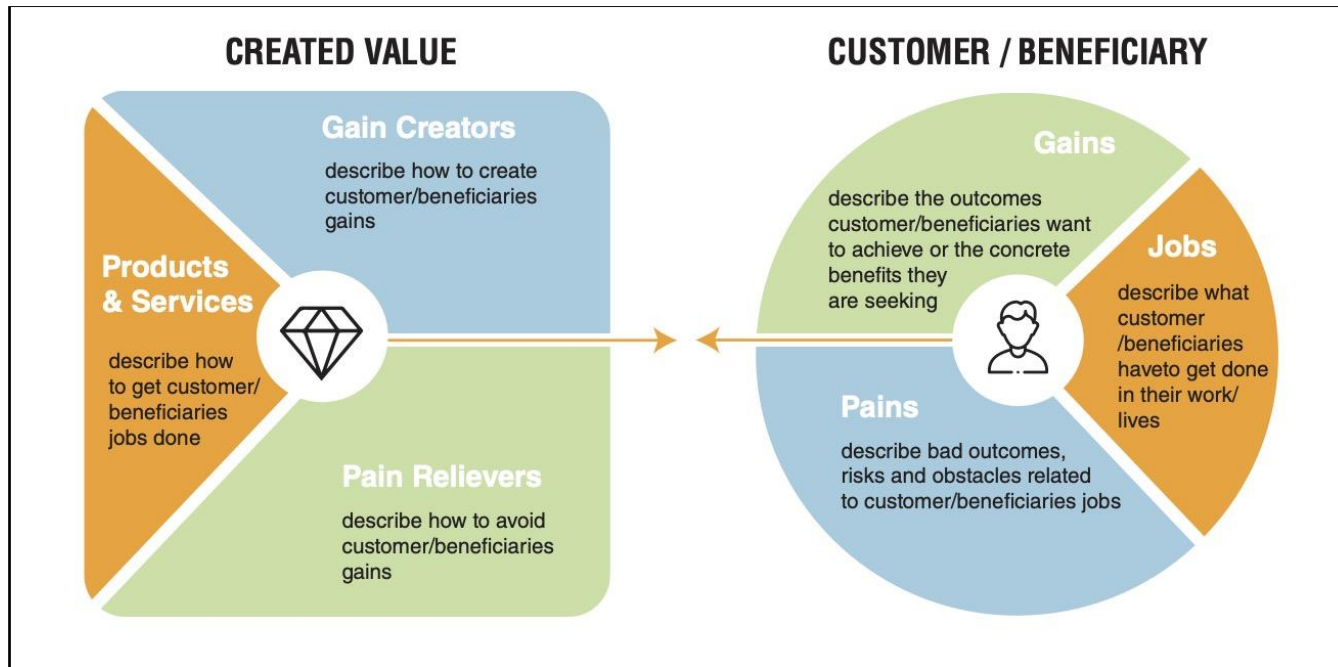
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Which value do you create for whom?

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!



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 the region	lack of optimism	best practice WOW	lack of Inspiration	best practice WOW	developing own concepts	support and know how transfer

Gains, pains and jobs – how to distinguish?

Whether you see something as a “gain,” “pain,” or “job” is often a matter of perspective.

When I offer childcare services for mothers,

- the “gain” is that they can work and earn money
- the ‘pain’- the fact that they don’t have time to go to work - is addressed
- and the “job” of having to look after the children is taken off their hands.

These different perspectives are meant to help identify starting points for important products and services. Which category they ultimately fall into is not decisive.

The last step to your value proposition

To describe your „Value Proposition“ answer these questions and sum it up in two or three sentences:

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

Attention:

In social enterprises you need (up to) two Value Propositions!
One for the customers and one for the beneficiaries!

Exercise: customers, beneficiaries and values

Form groups of two or three within your teams. For each group, identify a customer and a beneficiary. What core values do you want to create for these individuals?

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	Key Resources		<p>Channels (sales & communication)</p> <p>4b</p>	
Cost-Driver		<p>The products, services and channels result from Value Proposition Canvas.</p>		
KPI (Key Performance Indikator)				

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

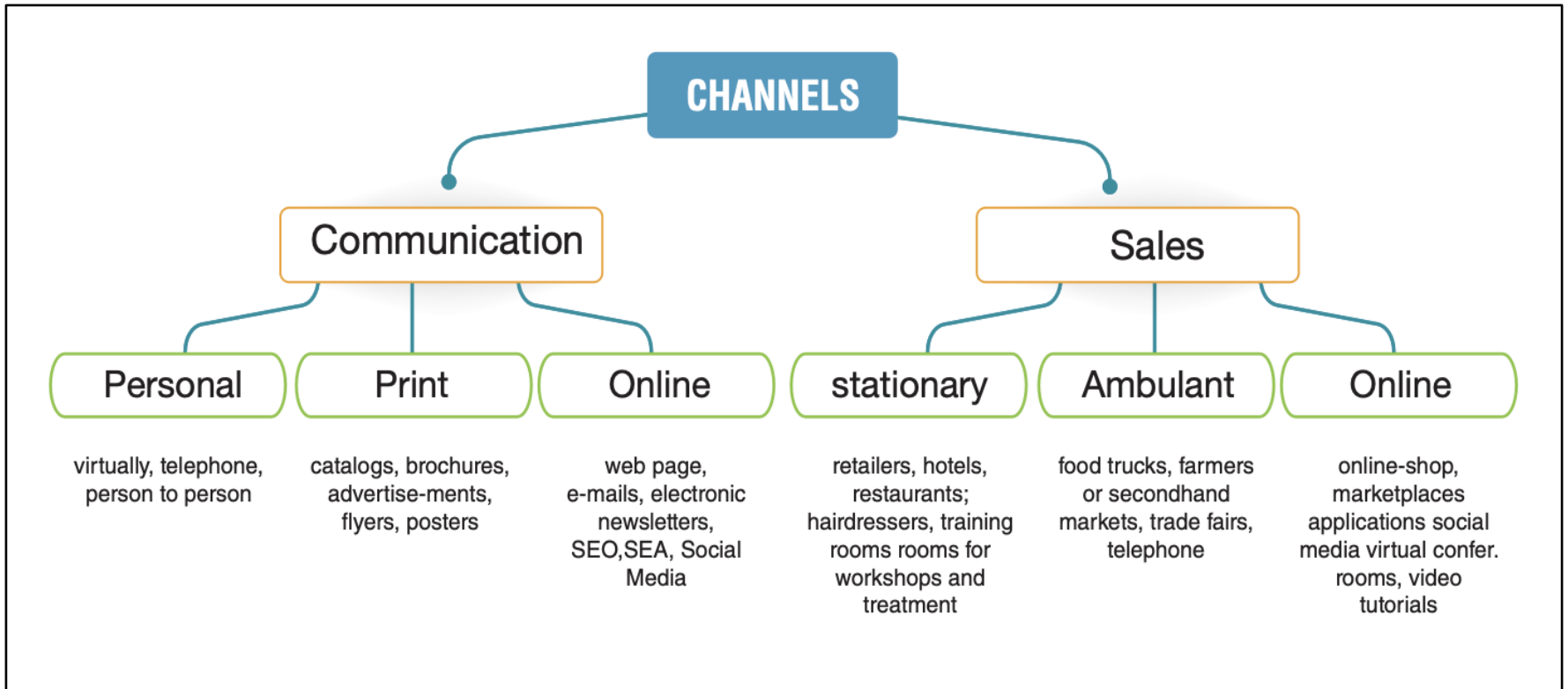
Fried bread with sumak coated shredded chicken in a tahini sauce. \$ 10

HARRAA OSBAO

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



communication and sales channels





Women on Wheels



- 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

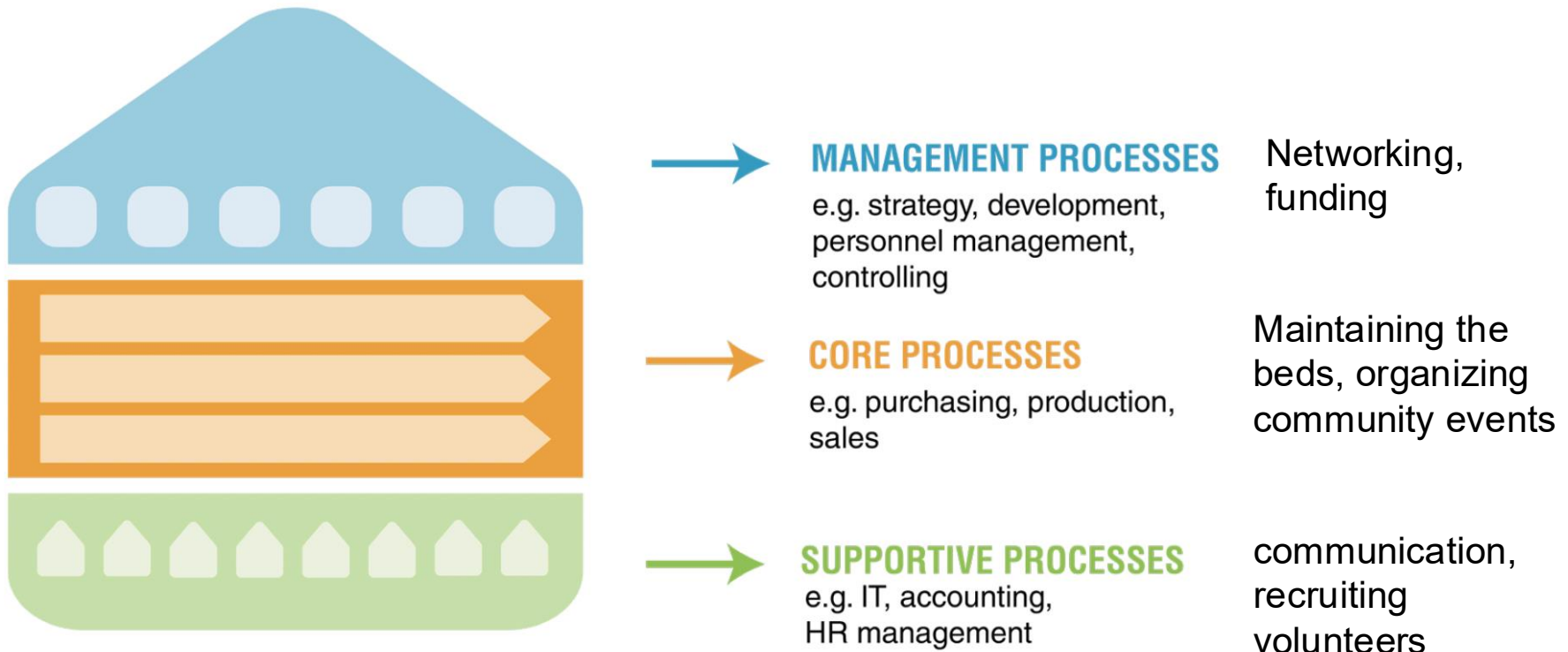
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Cost-Driver			Income-Driver	
KPI (Key Performance Indikator)			Impact Measurement > relate to SDG	


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 external or internal customers. Key processes are derived from the vision and goals, target group(s) and their benefits, positioning in competition, core competencies, value creation.

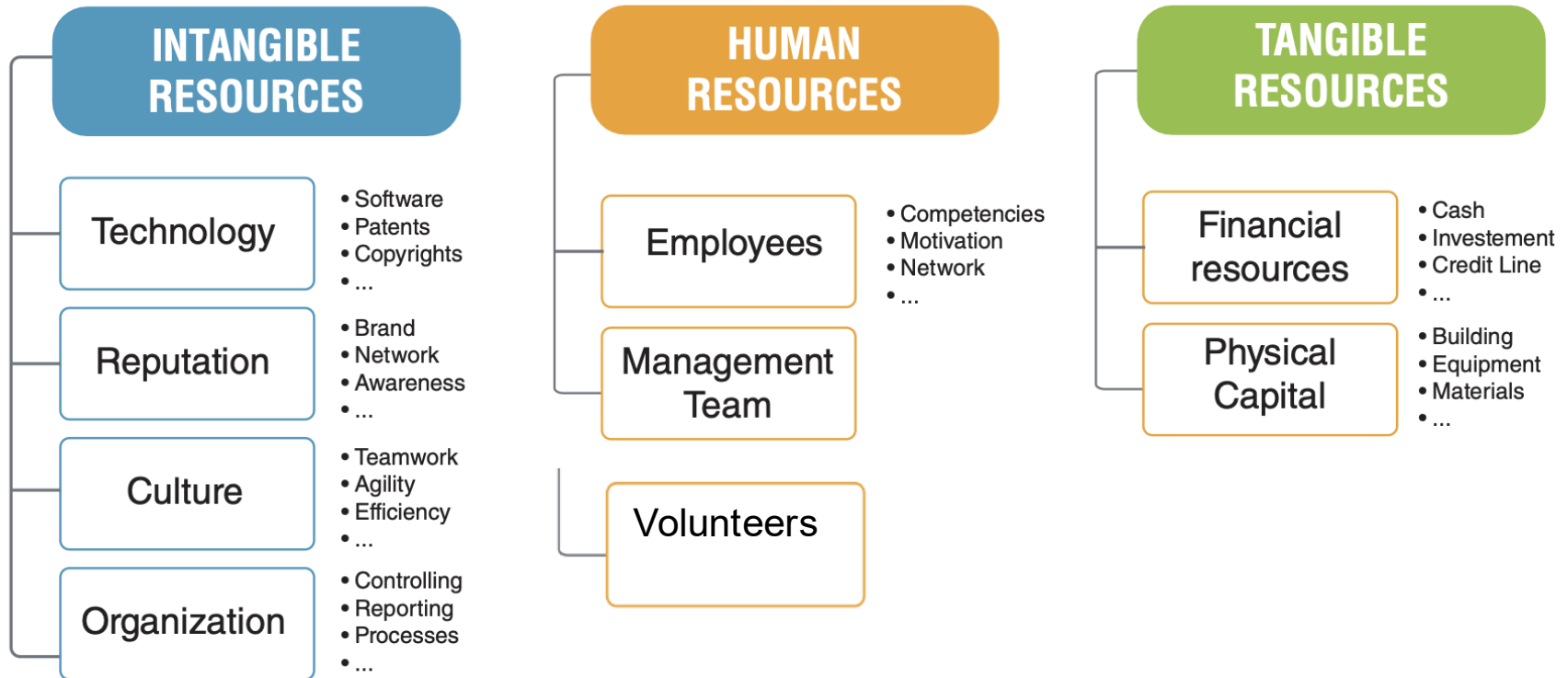


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possible resources of (social) enterprises



Reuter, 2011, p. 15.

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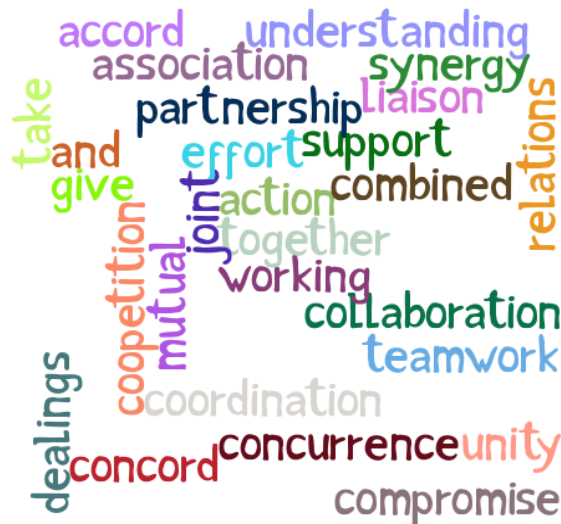
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	Key Resources human: entrepreneurs, educated employees tangible: food truck store, kitchen intangible: cooking know-how, recipes, creativity, intercultural mindset, rights to use stands		Channels communication: Web-Site, Online-Marketing, Social Media, Flyer, Poster sales: Food Truck, WOW-Shop, Farmers Market, Community Kitchen	
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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



A word cloud of terms related to cooperation, including: accord, understanding, synergy, association, liaison, partnership, support, effort, combined, relations, take, and, give, joint, action, together, working, collaboration, teamwork, competition, mutual, joint, coordination, teamwork, dealing, concord, concurrence, unity, compromise.

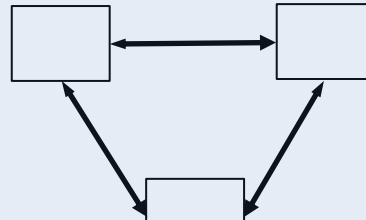
- ... means to work together to the same end.
- ... inevitably results in giving up independency.
- ... always leads to transaction costs.

complexity of cooperations & transaction costs

bilateral cooperation



trilateral cooperation

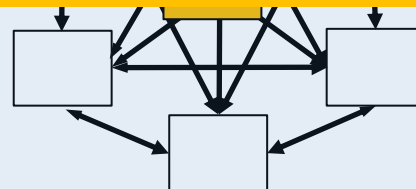
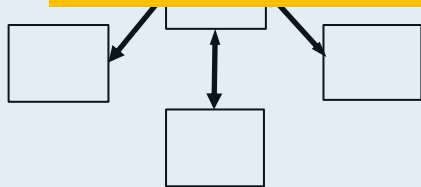


Three levels of transactions



communication

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



financial transactions

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



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

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<p>Key Partners</p> <p>financial support: privat donors, corporate sponsors, funding agencies</p> <p>rights for parking the truck: landowners (private/public)</p> <p>public awareness: press, municipality</p> <p>ensuring the supply of ingredients: suppliers</p>	<p>Key Processes</p> <p>management: financing / funding core: marketing, buy ingredients, prepare & sell food, conducting cooking classes support: recruitment, education, operation & maintenance truck</p>	<p>Value Proposition</p> <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>	<p>Products / Services</p> <ul style="list-style-type: none"> • Sixteen authentic ethnic dishes of high quality • Assortment of preserved products • Cooking classes • Catering services <p>Channels</p> <p>communication: Web-Site, Online-Marketing, Social Media, Flyer, Poster</p> <p>sales: Food Truck, WOW-Shop, Farmers Market, Community Kitchen</p>	<p>Customers</p> <ul style="list-style-type: none"> • residents / workers of Beirut • tourists • people looking for authentic ethnic food <p>Beneficiaries</p> <ul style="list-style-type: none"> • Women in Karantina • Community of Karantina; others
<p style="text-align: center;">8a</p> <p style="text-align: center;">Cost-Driver</p>	<p style="text-align: center;">Income-Driver</p> <p style="text-align: center;">8b</p>			
<p style="text-align: center;">KPI (Key Performance Indikator)</p>	<p style="text-align: center;">Impact Measurement > relate to SDG</p>			

cost- and revenue driver (examples from wow)

- **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
 - ...



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

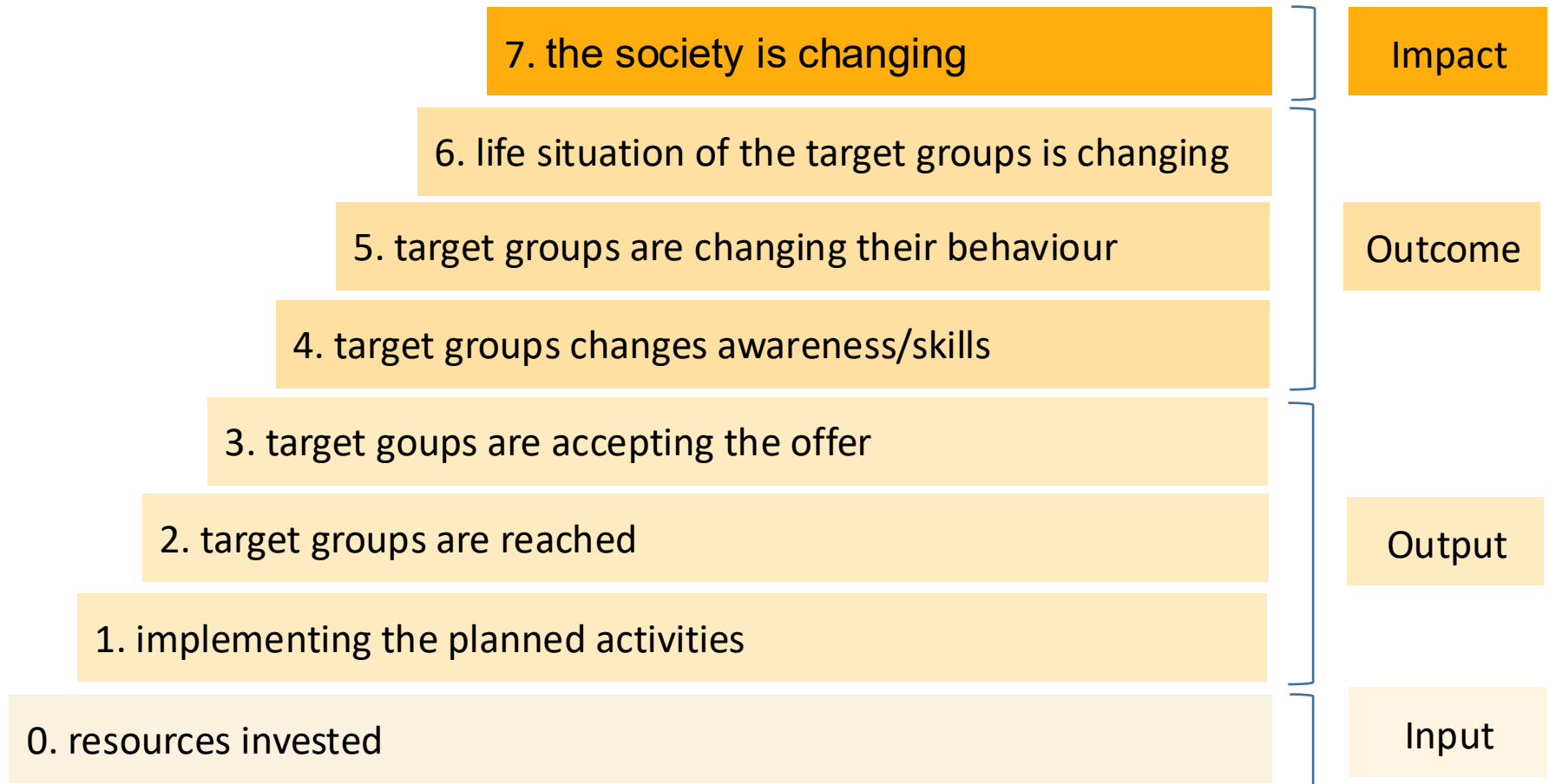
Mission Statement: With "Women on Wheels" we provide citizens and tourists in Beirut with high-quality and diverse food from the region, which we prepare with love and passion. In doing so, we empower women through entrepreneurship and create employment opportunities in Karantina.

<p>Key Partners</p> <p>financial support: privat donors, corporate sponsors, funding agencies</p> <p>rights for parking the truck: landowners (private/public)</p> <p>public awareness: press, municipality</p> <p>ensuring the supply of ingredients: suppliers</p>	<p>Key Processes</p> <p>management: financing / funding</p> <p>core: marketing, buy ingredients, prepare& sell food, conducting cooking classes</p> <p>support: recruitment, education, operation & maintenance truck</p> <hr/> <p>Key Resources</p> <p>human: entrepreneurs, educated employees</p> <p>tangible: food truck store, kitchen</p> <p>intangible: cooking know-how, recipes, creativity, intercultural mindset, rights to use stands</p>	<p>Value Proposition</p> <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>	<p>Products / Services</p> <ul style="list-style-type: none"> • Sixteen authentic ethnic dishes of high quality • Assortment of preserved products • Cooking classes • Catering services <hr/> <p>Channels</p> <p>communication: Web-Site, Online-Marketing, Social Media, Flyer, Poster</p> <p>sales: Food Truck, WOW-Shop, Farmers Market, Community Kitchen</p>	<p>Customers</p> <ul style="list-style-type: none"> • residents / workers of Beirut • tourists • people looking for authentic ethnic food <hr/> <p>Beneficiaries</p> <ul style="list-style-type: none"> • Women in Karantina • Community of Karantina
<p>Cost-Driver</p> <p>Purchase of the truck and shop inventory (depreciation), maintenance of the truck, salaries, online marketing, ingredients, interests</p>		<p>Income-Driver</p> <p>Sales of food truck, shop and farmers market, fees for cooking classes, events, rent, donors and sponsors; funding</p>		
<p>KPI (Key Performance Indikator)</p>		<p>Impact Measurement > relate to SDG</p>		

The chain of effects

Input – Output – Outcome – Impact

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

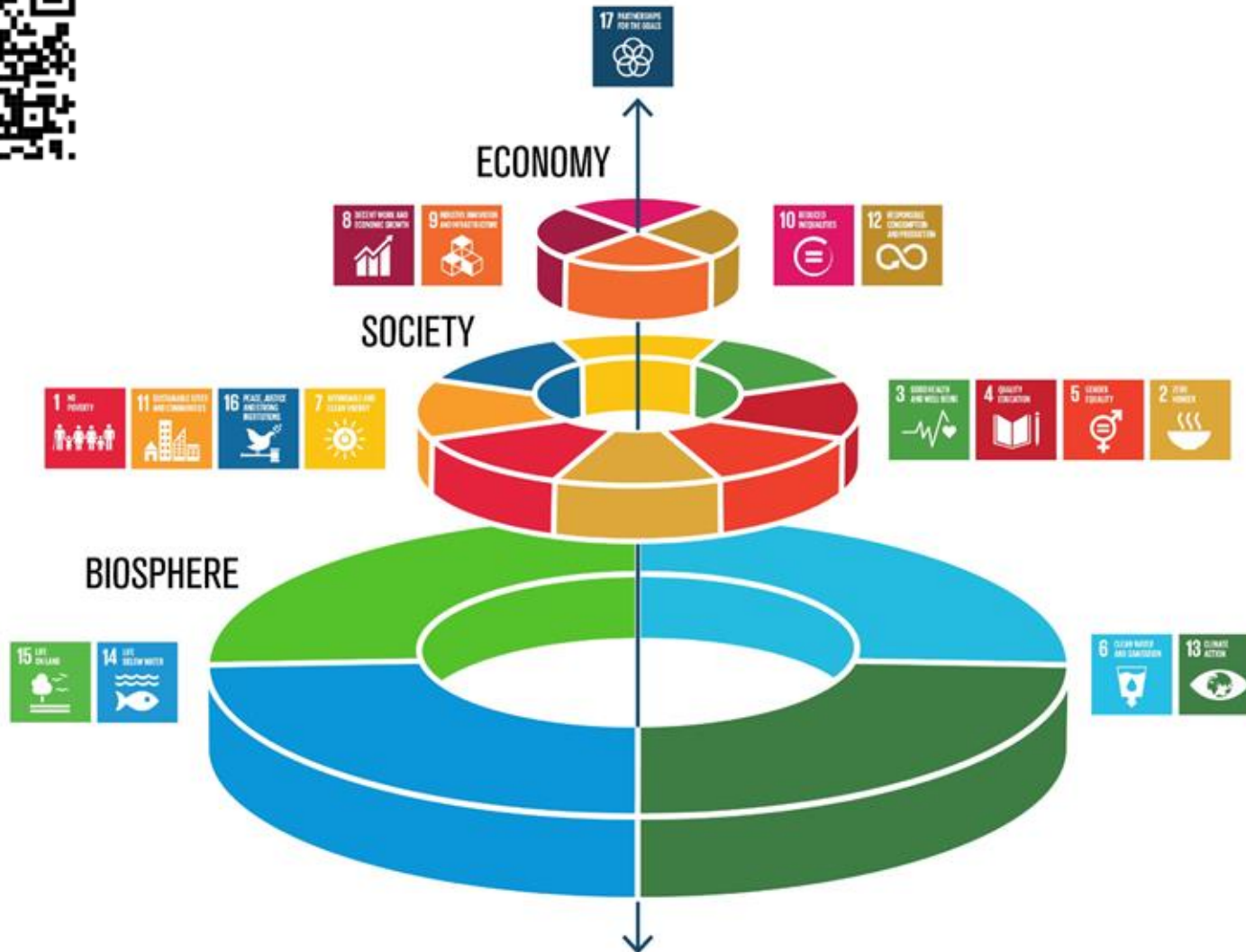


<https://fit-fuer-sozialunternehmen.de/social-entrepreneurship-gruendungsberatung/>

Key Performance 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 Jenker Lohrer

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<p>KPI</p> <p>no. of women trained, no. of meals sold, no. of jobs created, % of locally grown food, cust.-satisfaction</p>		<p>Impact Measurement</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div data-bbox="987 1143 1116 1265">  </div> <div data-bbox="1141 1143 1271 1265">  </div> <div data-bbox="1696 1143 1806 1265">  </div> </div>		

Guideline for the Social Business Model Canvas **with examples**

Vision Statement: One or max. two sentences that describes a long-term goal, ideal future state, or desired impact. It serves as a long-term guiding principle that sets the direction for strategic planning and provides guidance. **Example: Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge."**

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 ...**

<p>Key-Partners</p> <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? Explain, which resources you hope to get from the partner • Examples: central suppliers, advertising online platform, municipality, donators, politicians, ... 	<p>Key Processes</p> <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, 	<p>Value Proposition</p> <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>	<p>Key-Prod. & -services</p> <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 	<p>Customers</p> <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 <p>Beneficiaries</p> <ul style="list-style-type: none"> • e.g.: women, pupils, unemployed, refugees • What are their needs, why are they in need
<p>Key Resources</p> <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 	<p>Channels (sales!)</p> <ul style="list-style-type: none"> • Which ways to sell do you use and combine? • Examples: Shop, online-shop, social media, platforms, weekly markets 			

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)**

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).**

Impact Measurement: Which effects does the companies work have on the Sustainable Development according to UN SDG and with regard to the beneficiaries needs **(payment, education, health, quality of live, participation, ...)**

Corporate Governance



<https://www.linkedin.com/pulse/why-corporate-governance-important-klcca-co->

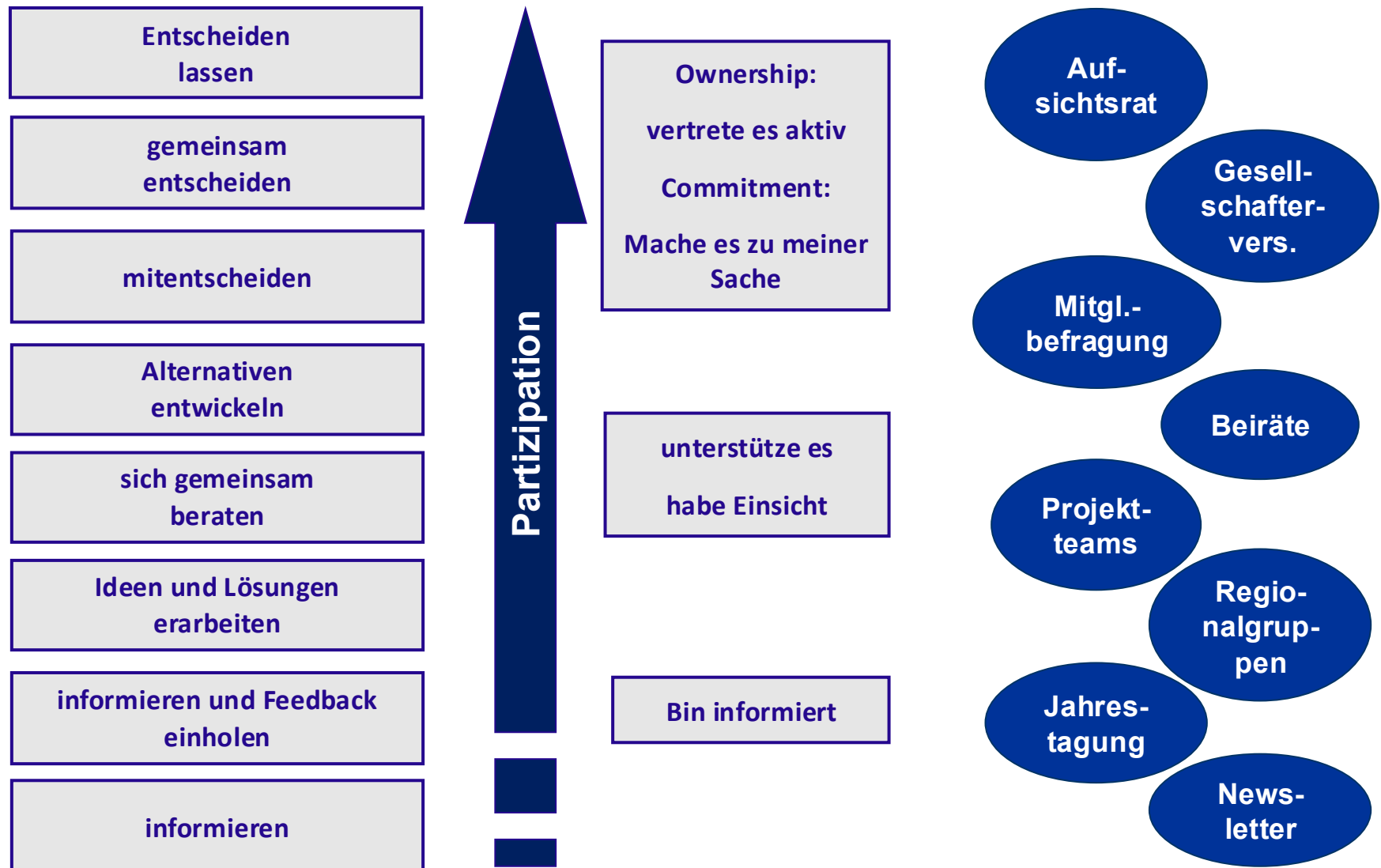
Corporate governance is the system of rules, practices, and processes by which a company is guided and controlled. Corporate governance essentially involves balancing the interests of stakeholders, which may include shareholders, officers, employees, customers, suppliers, lenders, the government, and the community.

Important questions:

- Who is liable?
- Who leads?
- How are stakeholders/beneficiaries involved (in decision-making)?
- What precautions are taken to resolve conflicts?

Legal Form???

Stufen der Stakeholder-/Community-Partizipation



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.