

# **Social Innovation & Social Entrepreneurship**

Social Business Model Canvas

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Prof. Dr. Dirk Funck

Nürtingen, 28.04.2026

# Assignments

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Nr	Assignment	presented on	Submission	Working Mode	Assessment
1	Community Map and Theory of Change	Online team presentation and submission of PDF version	presentation during workshops and/or tutored session, submission 19.05.2026	Team product	pass/not pass
2.1	Community Innovation Field Research	Online in the plenary on 14.04.2026	14.04.2026	Team Product	Pass/not Pass
2.2	Community Innovation Field Research		19.05.2026	individual report and case study template	Grade 40%
3	Pitching your Innovation Idea	During workshop or during online exercises		Team product	Pass/not pass
4	Business Model Canvas	Online in the plenary on 19.05.2026	19.05.2026	Team or individual product	Grade 60%

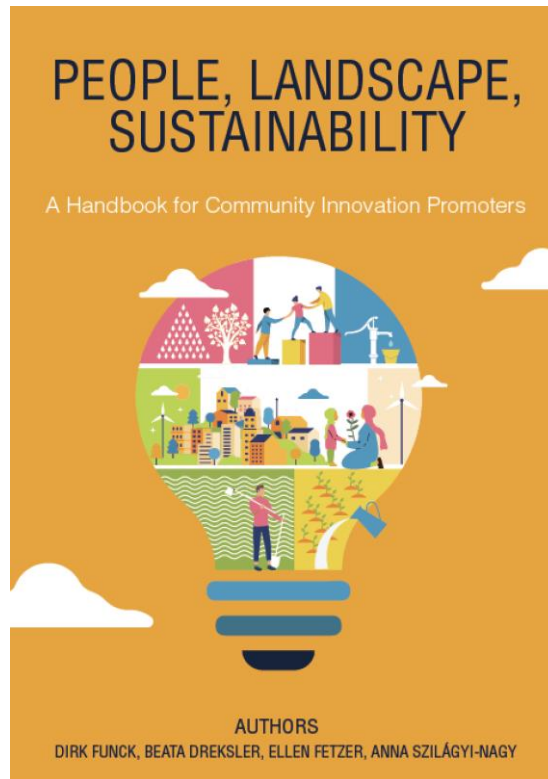
# Textbook

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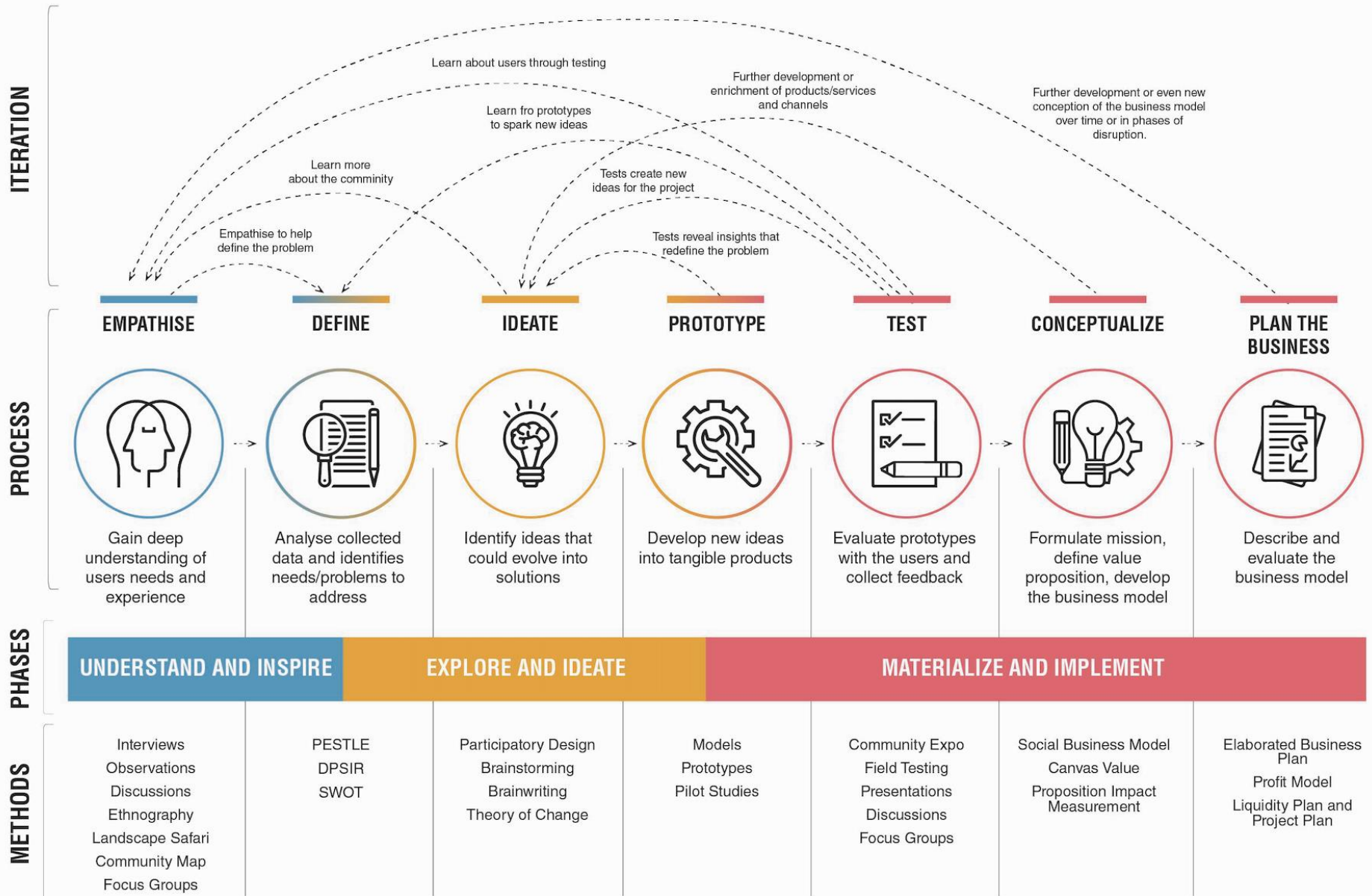
- Funck, D., Dreksler, B., Fetzer, E. (2023): People, Landscape, Sustainability: A Handbook for Community Innovation Promoters, Göttingen.

Free Download:

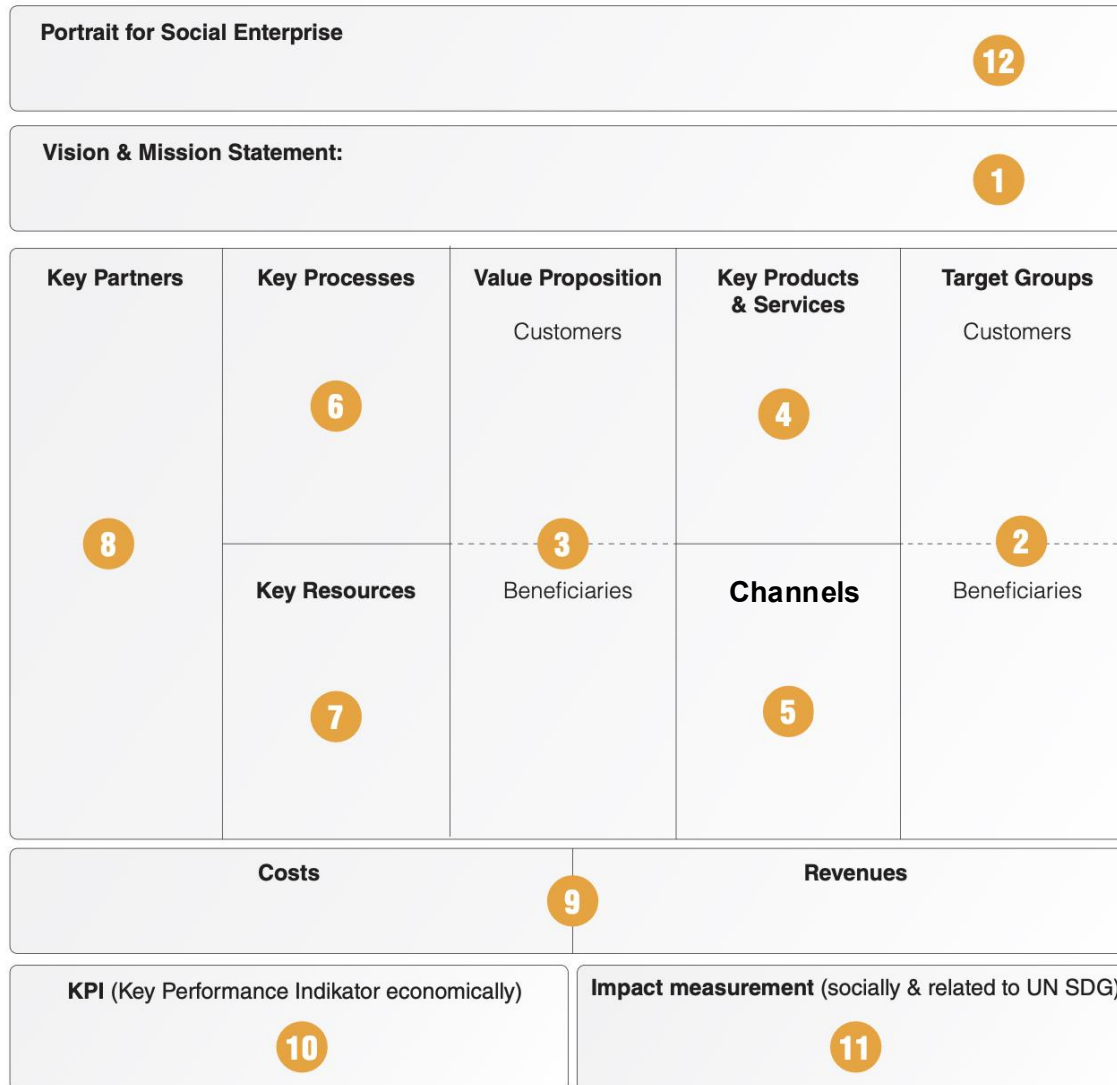
<https://cuvillier.de/de/shop/publications/8827-people-landscape-sustainability>



# DEVELOPING SOCIAL INNOVATIONS / SOCIAL ENTERPRISES: AN ITERATIVE PROCESS



# Social Business Model Canvas (SBMC) – the order



# Case Study Women on Wheels (WoW)

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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.*



**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.

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<b>Key-Partners</b>	<b>Key Processes</b> <b>management:</b> financing / funding <b>core:</b> marketing, buy ingredients, prepare & sell food, conducting cooking classes <b>support:</b> recruitment, education, operation & maintenance truck	<b>Value Proposition</b> <b>Customers:</b> 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.  <b>Beneficiaries:</b> 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.	<b>Products / Services</b> <ul style="list-style-type: none"> <li>• Sixteen authentic ethnic dishes of high quality</li> <li>• Assortment of preserved products</li> <li>• Cooking classes</li> <li>• Catering services</li> </ul>	<b>Customers</b> <ul style="list-style-type: none"> <li>• residents / workers of Beirut</li> <li>• tourists</li> <li>• people looking for authentic ethnic food</li> </ul> <b>Beneficiaries</b> <ul style="list-style-type: none"> <li>• Women in Karantina</li> <li>• Community of Karantina; others</li> </ul>
	<b>Key Resources</b> <b>human:</b> entrepreneurs, educated employees <b>tangible:</b> food truck store, kitchen <b>intangible:</b> cooking know-how, recipes, creativity, intercultural mindset, rights to use stands		<b>Channels</b> <b>communication:</b> Web-Site, Online-Marketing, Social Media, Flyer, Poster <b>sales:</b> Food Truck, WOW-Shop, Farmers Market, Community Kitchen	
<b>Cost-Driver</b>		<b>Income-Driver</b>		
<b>KPI (Key Performance Indikator)</b>		<b>Impact Measurement &gt; relate to SDG</b>		



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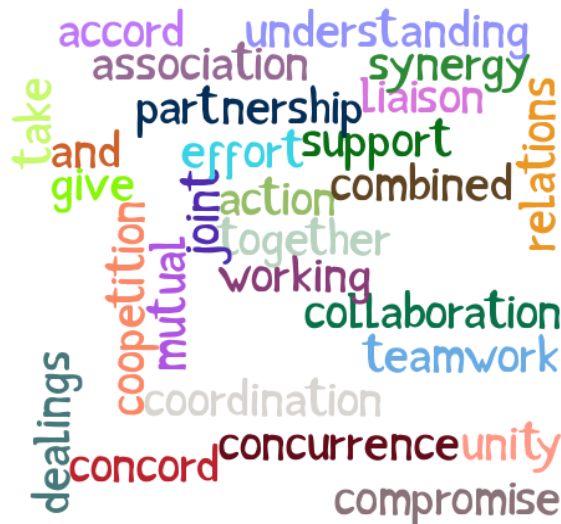
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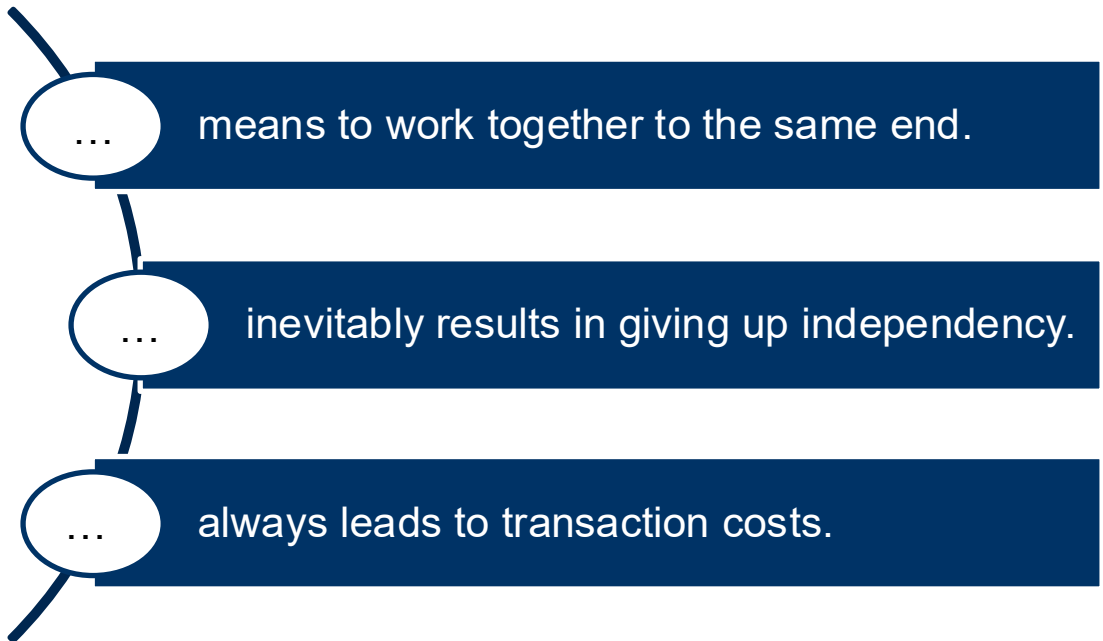
# Cooperation as a main instrument of Social Change

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.

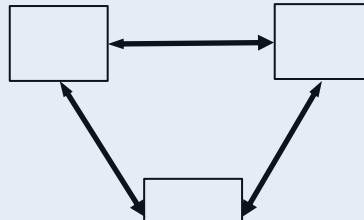


# complexity of cooperations & transaction costs

bilateral cooperation



trilateral cooperation

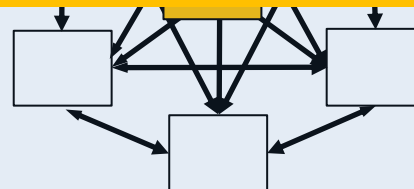
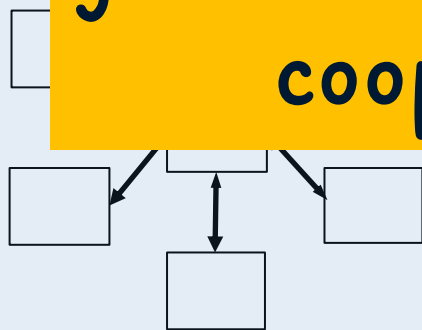


Three levels of transactions



communication

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



financial transactions

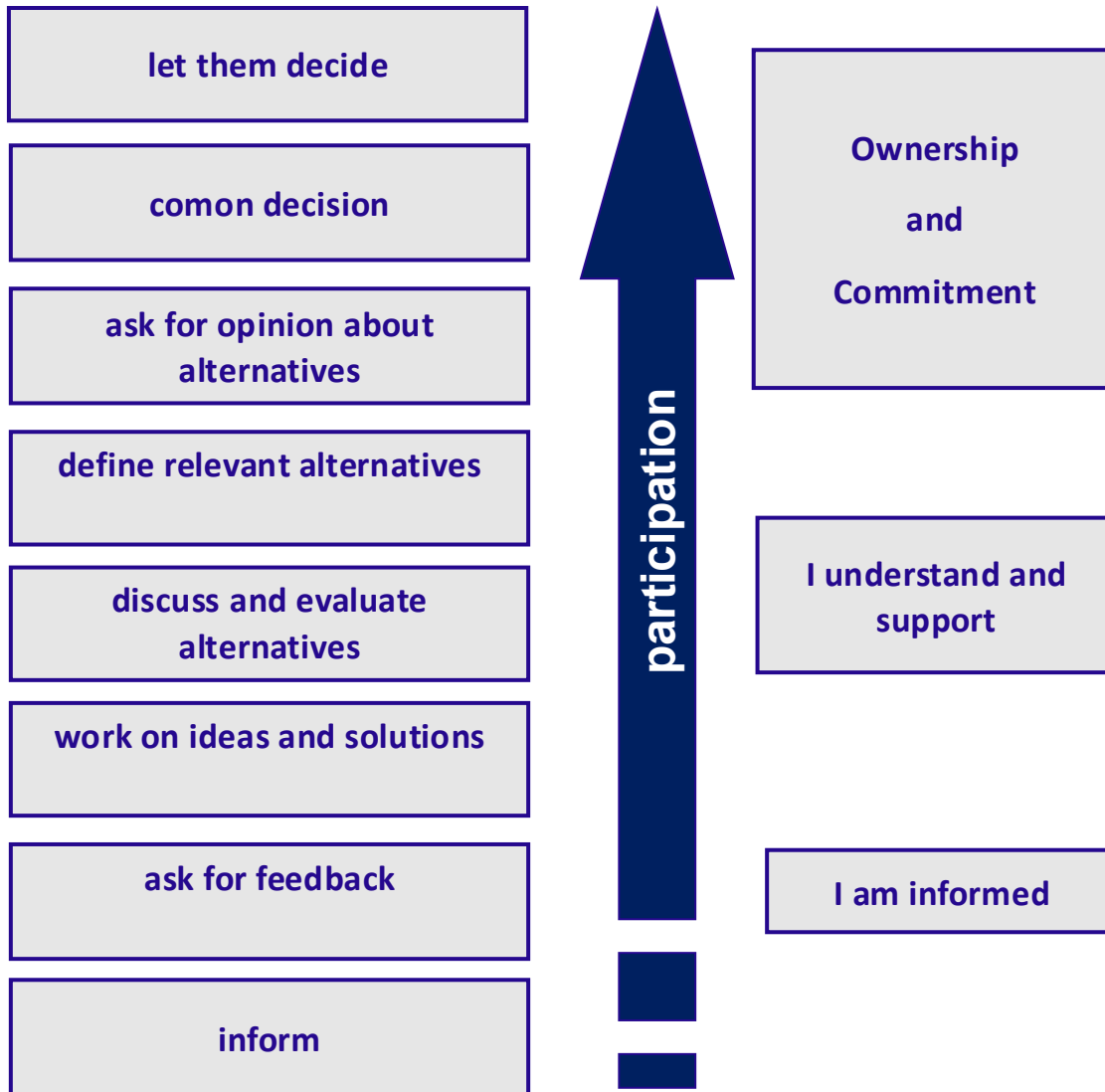
Cooperation leads to „transaction costs“: collecting information, communication, controlling, settling disputes, ...



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

# Levels of Stakeholder-/Community-Participation

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# 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.

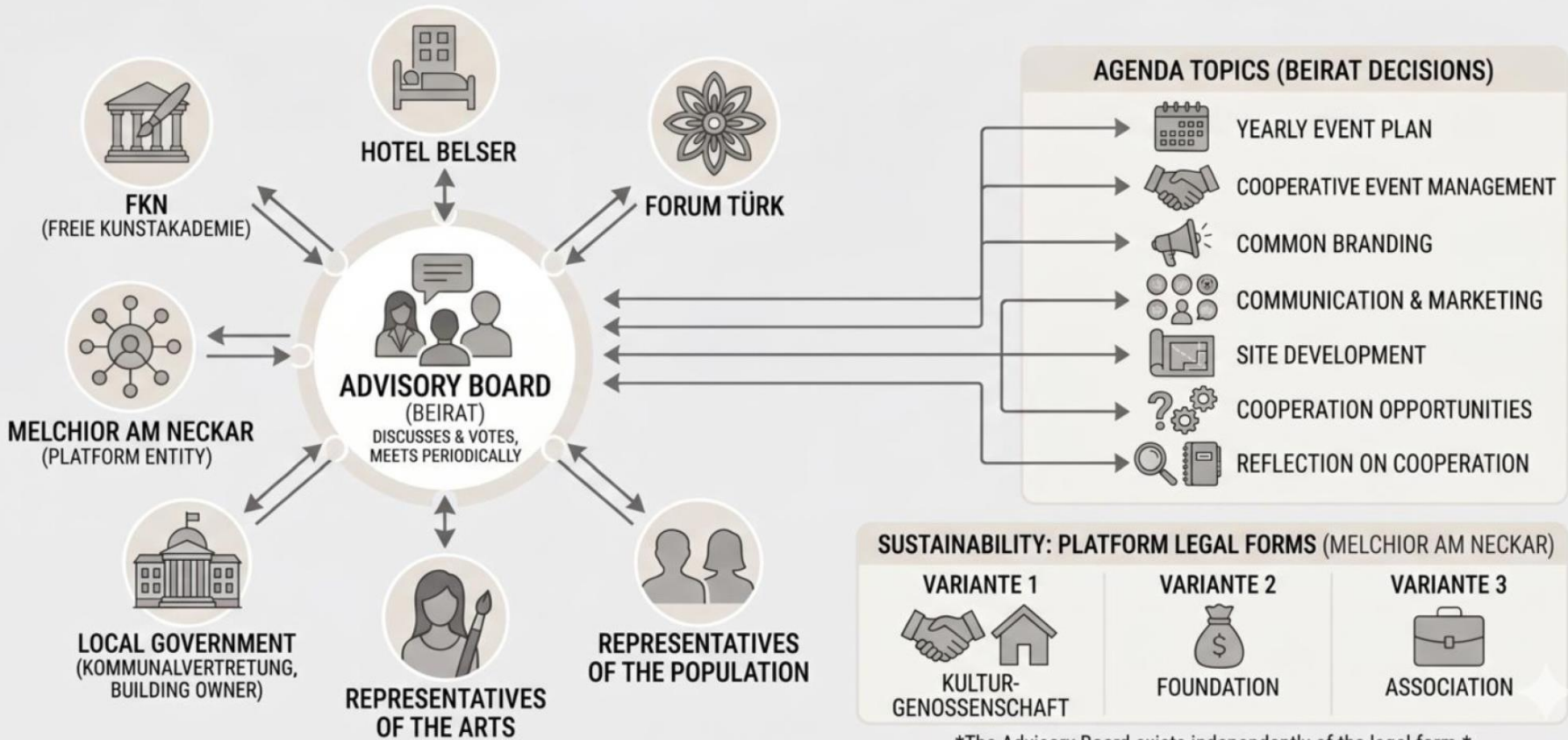
## Important questions:

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

**Legal Form???**

**Mission:** With “Melchior am Neckar,” we are creating a vibrant hub that brings people together and celebrates art and culture. Through a diverse range of programs, we connect people and local stakeholders, fostering an open space where community thrives, creativity flourishes, and everyone can participate.

## MELCHIOR AM NECKAR: PLATFORM GOVERNANCE



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# PROFIT & LOSS STATEMENT

## ART & CULTURAL CENTER – MONTHLY OVERVIEW

 <b>REVENUE</b>			
	ITEM	CALCULATION	VALUE €/MONTH
1	Forum Türk Exhibition (14910€ + 100€)	14910€ + 100€	1,010
2	Atelier rooms (3 rooms)	3 × 130€	390
3	Workshop room	2 × 130€	260
4	Co-working	10 × 4€ × 30 days	1,200
5	Temporary exhibitions	2 × 150€	300
6	Garden – weddings	4 × 250€	1,000
7	Garden – exhibitions	10 × 50€	500
8	Garden – events	8 × 150€	1,200
9	Festivals / concerts	2 × 300€	600
10	Stage	5 × 100€	500
11	Light & sound	8 × 80€	640
12	Chairs	100 × 2€ × 10 events	2,000
<b>TOTAL REVENUE</b>			<b>9,600</b>
<b>PROFIT</b>			<b>3,680</b>

 <b>EXPENSES</b>		
	ITEM	VALUE €/MONTH
1	Heating	275
2	Electricity	135
3	Water	65
4	Property tax	30
5	Utilities total	505
6	Trash	20
7	Insurance	55
8	Communication	50
9	Maintenance	20
10	Fixed villa costs	1,400
11	Cultural Manager	4,000
12	Facility Manager	520
	Staff total	4,520
	Depreciation	500
<b>TOTAL EXPENSES</b>		<b>5,920</b>

## cost- and revenue driver (examples from wow)

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- **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
  - ...

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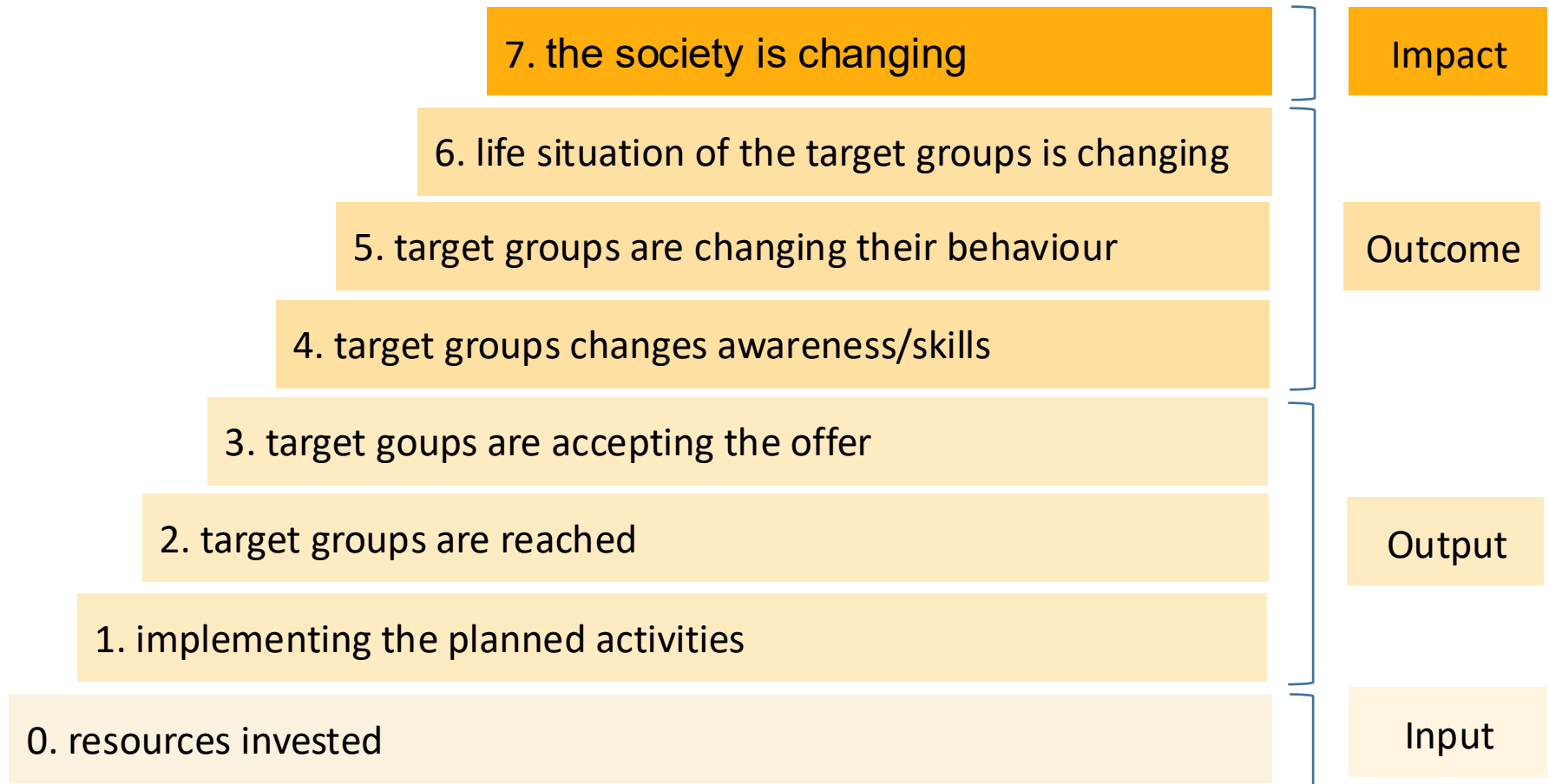
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# The chain of effects

## Input – Output – Outcome – Impact

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

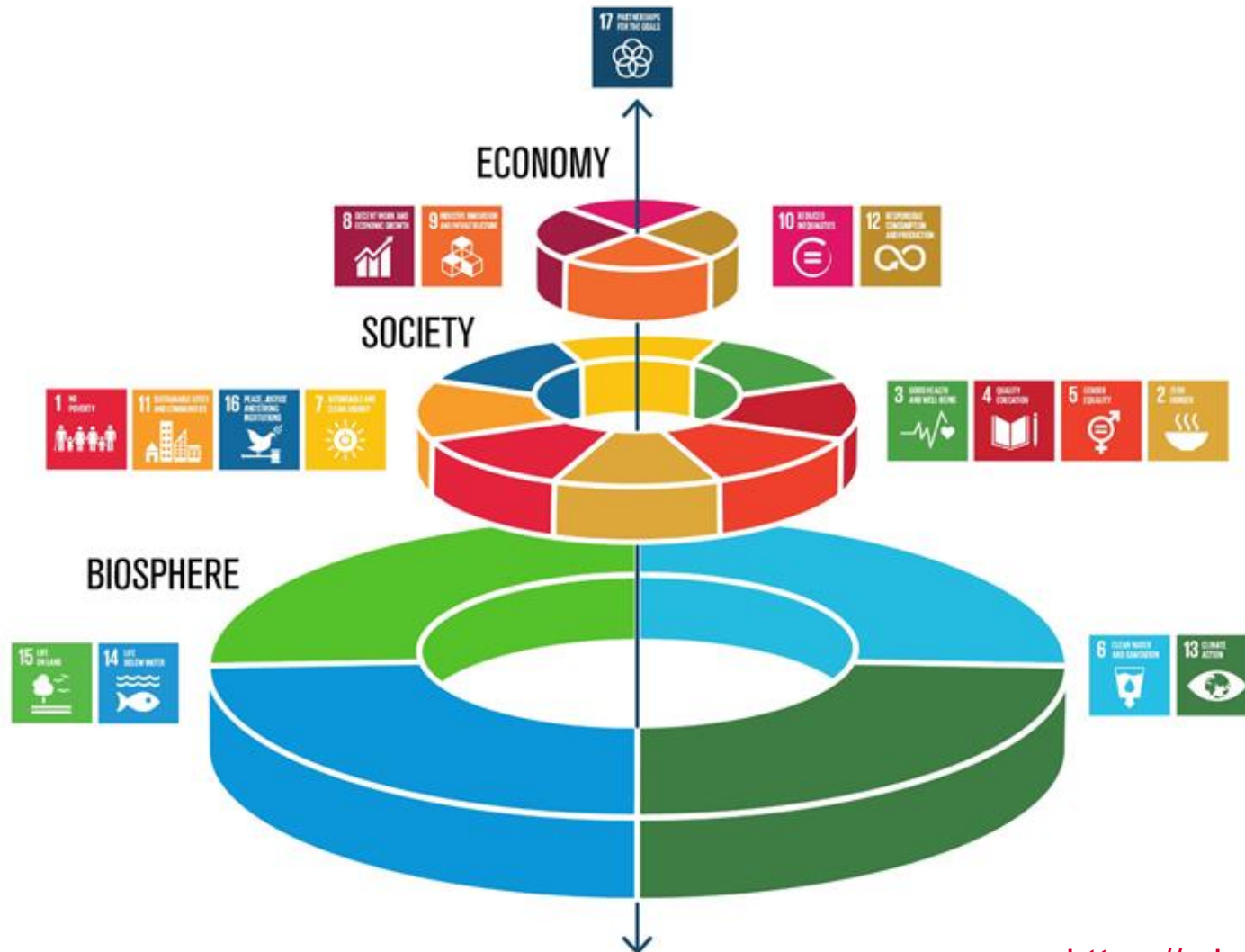


<https://fit-fuer-sozialunternehmen.de/social-entrepreneurship-gruendungsberatung/>

# Key Performance Indicators (KPI) & Impact Measurement

No.	step	example	paradise garden
0	resources	number of volunteers generated funding	access to space
1	Implementing	number of products produced number of trainings organized	landscaped flower beds
2	target group reached	awareness of women in society participants in lectures / events	refugees are informed
3	target group accepted offer	participants in trainings turnover	charge of a garden bed
4	target groups changes awareness/skills	attitude towards gender equality knowledge about climate change	attitude to socialising
5	target groups changing behaviour	more jobs for women people use car-sharing	active socialising
6	life situation of target group has changed	greater life satisfaction mobility behaviour has changed	more integrated; happier personally
7	society is changing	less women unemployment CO2-reduction	fewer prejudices; refugees as part of local society




# Impact: link to Sustainable Development Goals (SDG)



<https://sdgs.un.org/goals>

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<p><b>KPI</b></p> <p>no. of women trained, no. of meals sold, no. of jobs created, % of locally grown food, cust.-satisfaction</p>		<p><b>Impact Measurement</b></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><b>Key-Partners</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• <b>Examples: central suppliers, advertising online platform, municipality, donators, politicians, ...</b></li> </ul>	<p><b>Key Processes</b></p> <ul style="list-style-type: none"> <li>• Which processes are of central importance for the value creation of the company?</li> <li>• <b>Examples: recruiting, training &amp; education, crowd funding,</b></li> </ul>	<p><b>Value Proposition</b></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><b>Example: "Fair Collection"</b>  <b>We create and sell attractive genuine and costume jewellery.</b></p>	<p><b>Key-Prod. &amp; -services</b></p> <ul style="list-style-type: none"> <li>• Which activities &amp; services inspire the customers and help to win/retain them?</li> <li>• <b>E.g. sustainability-standards, levels of creativity&amp;innovation</b></li> </ul>	<p><b>Customers</b></p> <ul style="list-style-type: none"> <li>• Who do you address?</li> <li>• <b>e.g. consumer, tourists (be specific: what kind of consumer / tourists)</b></li> <li>• Criteria: demographic, socio-economic psychographic, market behaviour</li> <li>• Personas help to explain the target group more comprehensibly</li> </ul> <p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• <b>e.g.: women, pupils, unemployed, refugees</b></li> <li>• What are their needs, why are they in need</li> </ul>
<p><b>Cost-Driver:</b> What are the most important cost items? Which ones have a strong dynamic? Which ones can be decisively influenced?  <b>(raw material, rent, online marketing, personnel, interests, ...)</b></p>		<p><b>Income-Driver:</b> What are the most important sales drivers? Which ones have a strong dynamic? Which ones can be decisively influenced?  <b>(products, services, online shop, events, donations)</b></p>		
<p><b>KPI (Key Performance Indikator):</b> 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  <b>(e.g. finance, customers, development, processes, resources).</b></p>		<p><b>Impact Measurement:</b> Which effects does the companies work have on the Sustainable Development according to UN SDG and with regard to the beneficiaries needs  <b>(payment, education, health, quality of live, participation, ...)</b></p>		

# Literature

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- Burkett, I., 2020. Using the Business Model Canvas for Social Enterprise Design, 2nd ed. Queensland.
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