

SIMPACT PROJECT REPORT

Report # **D4.1 (Part I)**

Existing Forms of SI **SI Processes and Business Models**

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SIMPACT

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1 EXECUTIVE SUMMARY

The Deliverable 4.1 Report on Existing Forms of SI synthesizes the research activities conducted in Task 4.1: Differentiating SI from other Innovation of SIMPACT's WP4.

Task 4.1 ran from MM18 to MM 24 and was developed along three lines of activities:

- the analysis of “the specificity of social innovation in comparison to other forms of innovation, and particularly with technological innovation, to define differences and similarities, which will be useful in the adoption or adaptation of already established support practices as well as identifying criticalities, gaps and opportunities” (T4.1. Simpect DoW);
- the analysis of “the case studies collect in WP3, Task 3.3 in the form of «reverse-engineering», to identify their economic principles, objectives and components (key resources, underlying processes, enabling/supporting technologies etc.) with the aim to optimise business and organisational models for scaling and diffusion” (T4.1. Simpect DoW);
- the “in-depth understanding of the dynamics of how specific and contextualised solutions work, underpinning the proposition that social innovation has the potential to emerge as a driver of the future economy” (T4.1. Simpect DoW).

Deliverable 4.1 is organised in 2 main parts that reflect and partially correspond to the structure of T4.1. In particular Part I analyses the differences between SI and other forms of innovation, and in particular technological innovation. Part II is a collection of different contributions provided by the SIMPACT's partners that offer detailed views and discussions on the dynamics that affect SI development processes and business models.

Part I is composed of two sections:

1. Framing the differences between Social and Technological Innovation;
2. SI business models and their differences with “for profit” innovation business models;

Section 1 of Part I compares the differences and the similarities between technological and social innovation. The comparison was conducted on the basis of the literature on technological and social innovation.

The results show that the two typologies differ along 4 main dimensions:

- The pursued aims;
- The segmentation of the targets;
- The innovation paradigm;
- The expected impacts.

Then the results of the comparison were analysed against the results of SIMPACT's empirical findings (Terstriep et al., 2015). What emerges is a significant contradiction between the literature review and the empirical findings about the processes of SI development. Moreover, if the literature review showed that almost any difference exists between technological and social innovation development processes, SIMPACT's case study indicated the opposite. The section discusses this contradiction and draws a series of specific differences between social and technological innovation in terms of their respective development processes.

Section 2 of Part I reports on the results of the reverse engineering. This research activity aimed at elucidating SI's underpinned business models from SIMPACT's business cases studies. The section first introduces the notion of business models in the domain of "for profit" innovation, then it presents the methodology applied to analyse SIMPACT's business case: each SIMPACT business case has been discussed with respect to its business model. The section outlines interesting aspects about the differences between social and economic innovation business models and introduces a tentative typology of SI business models based on clusters of SI characteristics. A full description of all business model cases including their canvases is found in Appendix I.

Part II of D4.1 presents an in-depth view of the characteristics of SI that relate with the two previously discussed issues: the differences that exist between Social and technological innovation processes, and the differences that exist between social and economic (for profit) innovation's underpinned business models. This section is organised as a collection of essays: each of them discussing a specific characteristic of SI.

2 DELIVERABLE STRUCTURE & RATIONALE

If the notion of innovation can be interpreted in a multitude of ways there is today a general agreement about the fact that all forms of innovation are dealing with the creation and diffusion of a new value that is produced by an organisation and recognised as valuable by a group of individuals or a community.

It is impossible to make a clear distinction between different forms of innovations since all kinds of innovations (product, processes, marketing, and organization) are interdependent. For example, it is hardly possible to create product innovation without having had process or cost reduction innovation; at the same time, the introduction of cost reduction innovation can, indeed, be influenced by the extent and nature of product innovation. Realization of product and process innovation without the restructuring of organizational form or introduction of new organizational systems would be really difficult, if not impossible. While the notion of innovation has a long history in the studies on competitiveness as well as in business research, that of SI is relatively new. Studies on SI can be dated during the '70s (Drucker, 1974) but today a large amount of literature exists that provides definitions of SI. Numerous European projects have already produced comprehensive reports and reviews on SI. Among them the Deliverable 1.1 Defining Social innovation, produced by European Social Innovation Research (2012) is one of the most complete on the SI concept and definition.

The aim of this Deliverable is not to explore the entire landscape of SI literature but to provide a contribution to the discussion on two different issues that emerged in D 3.2:

- the characteristics that make SI different from technological innovation;
- the differences between SI business models and economic innovation business models.

SIMPACT's Deliverable 3.2 (Terstriep et al., 2015) has showed many important findings on how SI works in the real context. The construction and discussion of 25 SI business cases have underlined two unexpected peculiarities of SI: the first one is about the ideal model of development of SI as it has been represented in SI literature and the fact that it seems do not be at work in the real context; the second is about the complex nature of SI business models that often develop in a contingency manner as the result of the construction of those commercial activities instrumental to the sustainability of SIs.

Many authors have conceptualised SI as the development and implementation of new ideas, products, services and programmes to meet social needs (Mulgan et al., 2007). Following this assumption, only a few models (Murray, Caulier-Grice and Mulgan, 2010; Bates, 2012; Brown and Wyatt, 2010) explaining the SI process in literature have until recently represented the process of SI development as a general process of product or technological innovation conducted to meet market opportunities. These models introduce the idea that the process of SI initiates with a large and systematic analysis of the problem to be solved and the analysis of the needs of the users who are facing it. The problem is always wicked and the needs of the users are always unmet.

These models show a strong influence from literature on open innovation, user-led innovation and user/producer co-created innovation, where concepts like user participation in the solution and innovation driven by user needs have been largely described. For example, Von Hippel (1994) explains that innovation-generating, collaborative activities between the producer and the users are competitive. The same author (Von Hippel, 2005) furthermore points out that the user's ability and the environments in which to generate innovation are not developed by the producers, who are the providers of products and services in various areas. Similarly, Prahalad and Ramaswamy (2004) focus on the process of value creation by consumer-company interactions.

Contrary to these predictive models, the observations made in our empirical research (Terstriep et al., 2015) suggest that the process of SI rarely follows the steps described. Moreover, these models describe ideal conditions that are at work when innovation is developed within an organisation that already exists and when it relies on an already-established culture of innovation (Deserti and Rizzo, 2014).

This last consideration brings our attention to the second main difference we individualised in SIMPACT's cases study between social and business innovation. Although some characteristics of SI are similar to business innovation, others are rather different. While it is true that some of the concepts and frameworks found in studies on business innovation are adaptable to SI, SI displays many unique characteristics, primarily because when a SI takes the forms of a social enterprise it has a mission with a double bottom line: to achieve social performance as well as economic performance, in which the former often overarches the latter. This characteristic quite often impairs SI to develop and improve sustainable business models.

Here a second contradiction emerges between SI and open innovation. Quite often SI is discussed as a form of open innovation. Open innovation is the opposed paradigm to closed innovation and assumes firms can and should use external ideas as well as internal ideas, and internal and external paths to the market, as the firms

look to advance their technology. Both external and internal ideas are used to create value, and internal mechanisms are defined to claim some portion of that value. Open Innovation assumes that internal ideas can also be taken to market through external channels, outside the current businesses of the firm, to generate additional value. Ideas can also start outside the firm's own labs and can move inside. Open Innovation allows the recovery of overlooked innovations, which increases the chance that projects will find value in a new market or be combined with other projects (Chesbrough, 2003).

The focus of open innovation is moving beyond the confines of the central R&D laboratories of the largest companies to start-ups, universities and other outsiders. In so doing, the companies can renew their current business model and generate new business models. One of the main differences between open and closed innovation is that the first considers that "Building a better business model is better than getting to market first" (Chesbrough, 2006). Contrary to this notion, SIM-PACT's empirical findings have shown the difficulty for SIs to build their sustainability on better business models.

Given the above-mentioned frame, Deliverable 4.1 is organised in two different parts.

- **Part I** discusses the differences between Social and Technological Innovation with respect to the process of development; and it discusses SI business models.
- **Part II** offers an in-depth view of the dynamics of SI that mainly affect the SI development process and the SI business models.

The 2 parts are divided into two different documents in order to make easier for the reader to access the different contents they provide.

3 TECHNOLOGICAL & SOCIAL INNOVATION

3.1 The Notion of Innovation

Innovation is interpreted in a multitude of ways. It is the competence of organizing and implementing research and development and bringing forth new technology and products to meet the demands of customers (Plessis, 2007). It involves a new product, new technology, new market, new materials or new combinations. Indeed, innovation can be seen as a process that encompasses technical and physical activities that are central in forming product innovations and development routines (Cardinal, Alessandri, and Turner, 2001). Innovation is also understood as a process of *knowledge accumulation*. This notion argues that a society with a good stock of knowledge is likely to embark on innovation activities better than a society with less Human Capital. Furthermore, Nonaka and Tacheuci (1995) explained innovation as a knowledge process to create new knowledge for the development of new commercial and sustainable solutions. As a process, innovation is about the adoption of an idea or a behavior that is new to an organization. Schumpeter in 1934 defined innovation as “the setting up of a new production function.” His interpretation can be applied both to new commodities as well as to new forms of organizations (such as a merger) and opening up of new markets. The Schumpeter’s notion of innovation has been interpreted in many ways. Edquist, Hommen, and McKelvey (2001) have defined it as “new commodities”, new technologies or product innovations, clarifying that under the notion of “the setting up of a new production function,” new organizational and technological processes happen which further boost innovation. In fact, Schumpeter (1934) observed that *innovation* can also refer to a new use or “the doing of new things or the doing of things that are already done, in a new way” of existing factors; that is, the use of existing technologies or knowledge in a way that they have not been used before. This latter observation is well supported by Nelson and Winter (1993), who argued that most often, invention is successfully commercialized by someone other than the inventor, and it may happen a long time after the invention occurred. Thus, the successful diffusion of a new product or process is required for it to be characterized as innovation.

Still an authoritative (and the most standard) interpretation of innovation is from *Oslo Manual* (OECD, 2005). The manual defines innovation as the implementation of a new or significantly improved product (good or service) or process or a new marketing or a new organizational method in business practice, workplace organization or external relations. The minimum requirement for an innovation is that the product, process, marketing method, or organizational method must be new or

significantly new to a firm or market. Indeed, the manual identifies four types of innovation: product, process, marketing, and organizational innovation.

The first two—product and process innovations—are the most popular and are closely related to the concept of technological product innovation and technological process innovation. They both are about the extent to which technology involved in a new product is different from prior technologies. The other two innovations—which are not popularly recognized due to measurement problems—are marketing and organizational innovations and they refer to the extent to which the new product fulfils key customer needs better than existing products.

To synthesise the different notions of innovation here described, they all underline:

- The new nature of the solution with respect to the technologies, the product, and the market implied by the previous solution;
- The idea of making an organisation more efficient and more competitive;
- The idea that the customers are the beneficiaries of the solutions.

The Oslo manual basically individualises two driving forces of innovation: the market and technology. The following section analyses and compares social and technological innovation.

3.2 Technological Innovation

Technological innovation can be defined as the introduction of a new product, good or service that is new or significantly improved with respect to its characteristics or intended use. This includes significant improvements in technological specifications, components and materials, incorporated software, user friendliness, or other functional characteristics. In the service sector, product innovations include significant improvements in how services are being provided (for instance, in terms of their efficiency or speed), the introduction of new functions or characteristics to existing services, or the production of entirely new services. For example, design is an integral part of the development and implementation of product innovation. Nevertheless, design changes that do not involve noteworthy alteration to the product's functional characteristics or intended uses are not product innovations. In this context, the distinction between invention and innovation is important: while invention describes the first technical realisation of a new problem solution developed as a result of research activities and leads to a legal basis for the utilisation of the results (for example in the form of patents). The term innovation implies also the utilisation, integration and marketing of new solutions in usable products and services, going beyond the actual invention. R&D is the basis for the development

of innovations. It covers a set of specific processes that are created to gain knowledge and to discover new technical solutions to a problem.

Intellectual property plays a major role in a technology-driven business environments like the automotive industry because it fulfils three main functions (Simmer, 2001):

- Protection of price and market share by excluding others from a specific marketplace;
- Insurance against legal action by other patent holders to mitigate risk of infringement and
- Financial asset in strategic alliances, in which technology is licensed, swapped, assigned, mortgaged, or held as a blocking strategy.

Most approaches to technological innovation have the criteria “new” and “change” in common that are reflected in the definition of Everett M. Rogers: “Innovation is an idea, practice, or object that is perceived as new by an individual or other unit of adoption” (Rogers, 2003) This definition from Rogers implies that an innovation is more than an idea (Riel, 2010): “Innovation is concerned with the process of commercialising or extracting value from ideas”. This definition agrees with the general opinion in NPD research (Koen et al., 2001; 2002). Koen et al. see in an idea “the most embryonic form of a new product or service. It often consists in a high-level view of the solution envisioned for the problem identified” (Koen et al., 2002). This can finally be manifested as “an explicit description of an invention or problem solution with the intention of implementation” (Riedl, 2009). Following Hauschildt and Salomo (2011), the objects of development and innovation activities are primarily products and processes.

Product innovation refers to the new or improved product, equipment or service that is successful on the market [European Commission, 1995]. The main aim of a product innovation is to implement its function in a more effective way than before. A new combination of factors to make the manufacturing of a product more competitive or increase the quality and safety levels or reduce time to market etc. are characteristic of process innovations, the increase of efficiency being the main intention (Hauschildt and Salomo, 2011). Due to the ambiguous meaning of innovation, which can denote both a process and its results, it is difficult to distinguish between product and process innovations very strictly. Products and processes are mutually dependent and partly complement each other.

Product innovation reflects a change in the end-product or service of a firm (Carayannis et al., 2003). They can be incremental or radical in nature, which depends on their degree of newness. While incremental product innovation improves the existing functional capabilities by means of small-scale improvements in value-adding attributes like performance, safety, quality and cost, radical product innovation contains concepts that differ significantly from further products.

This explanation makes the position clear that innovation is not to be confused with the term invention. Koen et al. (2001, 2002) have proven the fact that a common language and vocabulary in the field of NPD research, especially in the front-end of the NPD process, is a vital prerequisite to define the front-end of the innovation process and to bring clarity and rationality in the management of this front-end (Koen, 2001).

To this aim, we want to define the important term “opportunity”, according to Koen et al. (2002) as “a business or technology gap, that a company or individual realises, that exists between the current situation and an envisioned future in order to capture competitive advantage, respond to a threat, solve a problem or ameliorate a difficulty”. Technological innovation is generally no end in itself but always connected with economic goals and ways of attaining them. The normative dimension describes the evaluation of the economic success of an innovation. Companies develop innovation activities assuming that the results of their R&D positively affect the entrepreneurial success (Cooper, 2011).

3.3 Social Innovation

The conceptualisation of SI often refers to a group of different actors sharing the same visions, interests and ideas who then collectively generate, select and implement an innovation that resolves a societal challenge (Murray et al., 2010; Dawson and Daniel, 2010; Mumford, 2002; Oliveira and Breda-Vásquez, 2012). Furthermore, SI focuses on developing new concepts, strategies and tools that improve social, economic or environmental well-being by addressing needs not previously provided by the market (Pol and Ville, 2009; European Social Innovation Research, 2012; Dawson and Daniel, 2010; Howaldt and Schwarz, 2010). It may take many various forms depending on its breath and impact, such as a new idea, programme, product, process, service, platform, institution, market, regulatory framework, organisational form, business model, relationship, pattern of interaction or a combination of these (Preskill and Beer, 2012; Mumford, 2002; European Social Innovation Research, 2012). It may not necessarily be tied to a fixed entity but instead appears as an open and social phenomenon with shared ownership, thereby encouraging input from all stakeholders, including the beneficiaries and experts at all levels, as well as establishing platforms for actors to share knowledge, experiences and resources (Murray et al., 2010; Mulgan et al., 2007).

By gathering various views, SI could be characterised by its aim to meet social and/or environmental needs (Mulgan et al., 2007; Dawson and Daniel, 2010) and the ability to enhance society’s capacity to act (empowering beneficiaries through new or better use of assets and capabilities, creating new relationships and roles) (European Social Innovation Research, 2012); individual and collective well-being

is obtained by mutual dependence, addressing the whole society and not only individuals (Preskill and Beer, 2012) and replication (ability to inspire and replicate the idea).

Some argue that SI is an effective way to bring about change as it seeks to influence regulative systems (regulations, institutions and systems), normative systems (social values and norms) or cultural systems (mental paradigms and cognitive behaviour) (Pol and Ville, 2009).

The development of a SI is highly influenced by the surrounding external environmental context (such as institutions, markets, networks and embeddedness), which explains its path-dependency and consequently often determines the innovation's emergence and ability to thrive (Oliveira and Breda-Vázquez, 2012).

The innovative ability and success of SI is moreover highly dependent on its collective ability: collaboration can provide the necessary support otherwise lacking from present or non-existing institutions, thereby filling institutional gaps by connecting actors and assets, as well as by spreading information and resources (Murray et al., 2010).

3.4 Comparing Technological and Social Innovation

3.4.1 The Results of the literature comparison

To compare the two forms of innovation, we elaborated Table 1 that explains the main commonalities and differences that exist between the notion of technological innovation and that of SI. The table compares the two forms of innovation along 8 dimensions:

- *Aims*: the overall scope the innovation pursues;
- *Trigger*: the fundamental cause that produces the innovation;
- *Target*: the beneficiaries of the innovation;
- *Processes*: the steps through which the innovation develops;
- *Paradigm*: the philosophy that leads and informs the innovation process;
- *Results*: the real products the innovation delivers;
- *Impacts*: the overall effectiveness of innovation to affect the solution to a specific problem.

	Technological Innovation	Social Innovation
Aims	To make profit	To solve societal challenges in sustainable ways
Trigger	New and unmet needs	New and unmet needs
Targets	Customers are the beneficiaries	Customers may overlap with beneficiaries but most of the time customers differ from beneficiaries
Results	New product, processes, business models	New product, processes, business models
Paradigm	Closed: Protection of the knowledge and the results	Open: Knowledge and results are open to everyone that wants/needs to exploit them
Processes	From idea generation to prototyping, implementation and exploitation	From idea generation to prototyping, implementation and exploitation
Impacts	Addressing individuals	Addressing all of society

Table 1. Main Differences/Commonalities between Technological & Social Innovation

Table 1 indicates that SI and technological innovation differ from each other along four dimensions:

- The pursued aims;
- The segmentation of the targets;
- The innovation paradigm;
- The expected impacts.

In SIMPACT's Deliverable 3.2 (Terstriep et al., 2015) we have widely discussed these four dimensions and we collected many evidences in favour of them. In section 3.3.1 we discussed the duality between the social and the economic value of SI; in section 3.4.1 we described the mechanisms of openness and collaboration that are at work in SI; in section 3.4.3 we introduced the notion of beneficiaries as the target of SI that quite often differ from the SI customers; finally, in sections 3.3.2 and 3.3.3 we discussed impacts of SI as a transformation in order to solve a societal problem.

At the same time, we noticed a strong divergence of our empirical results from Table 1 where it refers to the process that leads to innovation development. If Table 1 individualises innovation process in a general model of value chain innovation that proceeds from the idea generation to its exploitation, the analysis of SIMPACT's cases (Terstriep et al., 2015, Chapter 4.1 SI trajectories) showed that the process of SI development follows complex and constrained paths that are affected by: the

scarcity of resources in R&D investments that characterises SI with respect to technological innovation; the lack, in SI culture, of the culture of prototyping and trial and error; the little importance that SI allots to the economic value that, in turn, explains the little importance devoted to SI business models.

In the following we analyse the differences between technological and SI development processes.

3.4.2 The Specificity of SI Development Processes: Comparing SIMPACT's Empirical Results with the Literature

An innovation does not occur at a determined moment, but is the result of a more or less extensive sequence of content wise connected activities. These process steps can run partly in parallel and can be repeated if necessary (Hauschildt and Salomo 2011). Depending on its design and definition, this development process includes activities from the idea identification up to the market launch and the usage of the new products. In literature as well as often in practice, the innovation process has been considered as a multi-phase linear and/or iterative process. No consensus exists about the number and the definition of the individual phases (Brem and Voigt, 2007).

A very recent and comprehensive framework, and one of the most cited papers in the context of modern innovation management (Riel, 2011), was developed by Hansen and Birkinshaw (2007), which carries previously released innovation approaches beyond idea realisation to its capitalisation (or diffusion) and is thus investigating the entire so-called Innovation Value Chain.

Hansen and Birkinshaw (2007) recommend viewing innovation as a value chain comprising three phases:

- Idea generation;
- Idea conversion;
- Idea diffusion.

Idea generation comprises generating ideas in-house, getting different divisions and units to collaborate to combine knowledge and insight by cross-pollination, and external sourcing to get ideas from outside the organisation. *Idea conversion* is composed of selection and development. Selection covers screening and analysing ideas, as well as initiating the funding of ideas. Development is transforming an idea or concept into the required final form. Finally, *idea diffusion* involves spreading the idea around the organisation so that the crucial shareholders involved in the market launch and operational activities commit to the idea. To measure these linked tasks, the authors define key indicators. As “a company’s capacity to innovate is only as good as the weakest link in its innovation value chain” (Hansen and

Birkinshaw, 2007), it is necessary to focus on the right links and avoid weaknesses. Any weak link can break the company's innovation efforts, so the focus has to be set on pinpointing and strengthening the company's deficiencies.

Regarding the development process of social innovations, several suggestions have been proposed as to how these innovation stages might take shape, though they tend to follow more or less the same phases. In general, it is recognised that most social innovations initially stem from an understanding of the context and the identification of an unmet need which then leads to the idea formulation and creation of a potential solution (Mulgan et al., 2007; Murray et al., 2010; Lettice and Perekh, 2010; Bacon et al., 2008 in Oliveira and Breda-Vázquez, 2012). Resources are then mobilised in order to turn the idea into a prototype or a pilot from which the innovation can be tested and later assessed (Murray et al., 2010; Mulgan et al., 2007; Bacon et al., 2008 in Oliveira and Breda-Vázquez, 2012). In doing so, it is possible to evaluate its survivability along the way and whether improvement is needed. Once those steps have occurred, sustaining the innovation should be ensured by sharpening and streamlining it as well as considering its long-term survivability (Murray et al., 2010; Bacon, 2008). Then, the innovation can eventually be scaled up, replicated and diffused across sectors and into new contexts (Mulgan et al., 2007; Murray et al., 2010; Preskill and Beer, 2012; Bacon, 2008 in Oliveira and Breda-Vázquez, 2012). The scaling up and expansion of a social innovation may involve more non-conforming ways, such as through: inspiration and emulation, the spread and adaptation of social ideas, or sharing experiences and know-how that support others in replicating and growing the innovation (Murray et al., 2010).

It should be noted, however, that although the steps of SI processes might appear rather straightforward, previous scholars and authors have emphasised that these processes are often non-linear and unpredictable (Preskill and Beer, 2012). As any social innovation aims to generate systemic change (Murray et al., 2010), the impact evaluation of the initiative is deemed high importance. In fact, some view social innovation as a pre-requisite or a crucial component for social change (Howaldt and Schwarz, 2010). Some contend that the social impact is an important distinction of SI; while others argue that it can still be a social innovation even if it does not bring about social change (Mulgan et al., 2007; Murray et al., 2010; European Social Innovation Research, 2012). Moreover, some may even be socially innovative without even knowing it or referring to it as a social innovation. The difference between social innovation and social change, however, is that the first one is often planned, intended and coordinated (to a certain extent), whereas the latter is the outcome of societal processes and changing structures (Howaldt and Schwarz, 2010).

Some of the main findings from the SIMPACT cases contrast the model proposed by Murray, Caulier-Grice and Mulgan (2010), and contradict the general value chain

model described by Hansen and Birkinshaw (2007) under which the Murray et al.'s model can be positioned and classified. Murray, Caulier-Grice and Mulgan's model describes the development of SI as the sequence of Prompts, Proposals, Prototyping and Sustaining.

In reality, **SI emerges in constrained contexts and develops as a frugal answer to a social problem.** In our empirical research, the phase of user need exploration that prompts the need for the SI is not evident. On the contrary, the initiators of the SI are quite often profound experts of the problems and the needs they are willing to solve. Problems and needs are chronic and often urgent, as other actors currently in charge of them are incapable of producing an effective solution¹. The profound knowledge of the problems and needs, combined with the level of urgency, often push a unique idea to become the solution instead of triggering a real phase of idea generation and screening. The original idea of the initiators becomes the boundary object around which a small-scale community of stakeholders aligns itself to produce the solution. This is in line with the condition of resource scarcity, as already discussed before in this document, in which SI typically begins and develops.

Rarely SI can spend resources to support a phase of idea generation.

Resource scarcity ²pushes the process of SI generation into convergent mode from the beginning. SI clings to its initial idea also because of its strong dependency on the context in which it is conceived: the characteristics of the context constrain SI. These initial conditions in which SI ideation takes place are in contradiction with the typical process of idea generation described in innovation studies. Idea generation is usually described as calling for a divergent attitude, where the exploration of ideas is conducted without constraints and by forcing the process of ideation to develop “out of the box” solutions in a system in which everything can be possible.

Rarely can SI spend resources to support a phase of prototyping.

The same argument used to discuss the substantial absence of the phase of idea generation can also be applied for the phase of prototyping. This is a step, in the process of innovation development, that usually requires high levels of iteration and experimentation: both activities are cost and time demanding. Phases like

¹ *Specialisterne* developed a solution that comes from the profound knowledge of the problems of people with Asperger syndrome to be integrated in the job market. *Catering Solidario* is a solution that comes from the profound and personal knowledge of the problem of domestic violence and of the ineffective approach of the Spanish welfare system. *Discovering Hands* is a solution that comes from a profound knowledge of breast cancer detection techniques and of the current welfare condition in which mammography is offered to German women.

² “*Jek, Duj, Trin... Ánde Škola!!!*” project was made possible thanks to public funds assigned to realise a specific initiative, which was designed by a group of volunteers that had for years worked with the community of Roma people living in the city of Lecce. They had a clear idea of the problems of the kids, of the Roma community with respect to its integration in the wider citizens' community and a clear idea of how to realise it. *Beat Bullying* charity started with the idea of supporting children victims of bullying at school by developing a service of coaching. The charity operated with this service model for more than 20 years.

these, usually described in R&D processes, are the most expensive in the process of innovation. The shift from product to service design makes prototyping even more difficult: solutions to be experimented must exist and be working, and sometimes realising them as models is not possible, since support processes and infrastructures would be the same that would be needed to run the real service. As Brown and Wyatt (2010, p. 35) put it: “*The prototypes at this point may be expensive, complex, and even indistinguishable from the real thing.*”

On the contrary, the resource scarcity in SI usually results in the transformation of the initial idea into a frugal solution, made possible thanks to the collaboration of a small network of actors that share in the SI motivation. The concept of frugality in relation to SI has already been discussed in this report to describe a process in which social innovators exploit only the human resources, infrastructures, personal relations, and small subsidies available.

Contrary to the normal use of prototypes and proofs-of-concept, these frugal solutions³ are not meant to test and understand if the initial ideas work and are sustainable in the market; **rather, frugal solutions are expected to immediately demonstrate their ability to produce outcomes and social impact.**

Moving from frugal solutions to sustainability, **SI manifests a *bricolage* mode through which initiators typically overcome the problem of resource scarcity and make the solution stable in a market.**

Even though *bricolage* implies the most efficient use of the available resources (see the discussion about SI Efficiency in this chapter) here we must underline how this “virtuous” cause-effect relationship can be easily inverted. *Bricolage* is actually opposite to the idea of resource planning.

SI rarely shows scaling up mechanisms, such as the diffusion of its products/services to the largest number of possible customers or internationalization through the opening of subsidiaries or other companies in different countries. More often in fact it is possible to observe scaling out mechanisms, i.e. those mechanisms of dissemination, learning, adaptation, and influencing that support the core idea of the SI to be scaled and diffused rather than the solution per se.

Here we underline that SIMPACT’s empirical findings show much less linear trajectories than the ones described in literature on scaling. On the contrary, cases show

³ In *Catering Solidario*, most of the resources were spent to pay the salary to the employed women: this allowed the small company to immediately show its capability to generate outcomes and a social impact; but the choice prevented investments in the underlying infrastructure (a kitchen, a professional team) of the social enterprise supporting its sustainability. In *Place the Bleu* the public resources used to support project realisation are spent primarily on the salary of the women employed and not on the development of the social enterprise.

how **SI scales through a complex, open and participatory process**. In particular, transformation of the proposed solutions may be sometimes quite radical. Westley et al. (2006) assert that the idea of complexity explains the process of how SI is created within the interactions of various movements and how it changes society. They suggest that:

“relationship is a key to understanding and engaging with the complex dynamics of social innovation” and that “for social innovation to succeed, everyone involved plays a role. As such, everyone – funders, policy makers, social innovators, volunteers, and evaluators – is affected. It is what happens between people, organisations, communities and parts of systems that matters, [the] ‘in the between’ of Relationships”. (p. 34)

Deserti and Rizzo (2014) introduce the concept of complex participatory processes as those strategies that are at work in contexts where SI is provided by a main actor trying to establish it by promoting a series of alignments and alliances around strategic or tactical objectives. Actors and stakeholders involved may have different objectives but they tactically can collaborate in the foundation or delivery of a SI since it is coherent with their overall strategic objectives.

The idea behind complex participatory processes is to consider SI scaling up and out as being in a dynamic relationship with stakeholders⁴ within or outside the SI context. Stakeholders may thus act as co-producers, amplifiers, adopters and agents of diffusion.

However, as mentioned in the recently published SI-DRIVE report on theoretical approaches to SI (Howaldt et al., 2014) regarding the Murray, Caulier-Grice and Mulgan model (2010):

“if we acknowledge that this model is intended as a helpful framework rather than a representation of reality, it raises other significant questions. For example, should we think of scaling as a ‘stage’ within the social innovation process? After all, so long as an innovation goes beyond an idea to become a practice, it is still an innovation regardless of whether it becomes widespread or remains localised.” (p. 63).

Finally, regarding the last step of the model, “systemic change”, we did not verify

⁴ In *Dialogue in the Dark*, the worldwide diffusion of the solution took place thanks to a series of strategic alliances with different international and national museums and cultural institutions that host and reproduced the exhibitions. *Siel Bleu* initially scaled up in France thanks to the alliances with the end users. The communities of elderly people, living in the retirement homes where the founders of *Siel Bleu* had conducted small-scale experiments of their training programs, became the first amplifiers of the *Siel Bleu* programs.

its occurrence for any of the SIMPACT cases. In line with what has been described in the SI-DRIVE report (Howaldt et al., 2014), our empirical research confirms that the effects of a singular SI in creating systemic change in society has never been demonstrated in the SIMPACT cases.

The model elaborated by Murray et al. originated from previous literature on innovation development, particularly literature on new product development, and literature on Open Innovation and Design Thinking.

The paradigm of Open Innovation introduced the idea that innovation may come from the collaboration among users, among users and a company and among companies in an open innovation ecosystem. This view on innovation relies on the premise that new and unmet needs exist in the market and lead the development of innovation.

As a consequence, first steps in developing new products are the analysis of the customers' needs and the exploration of diverse ideas that can satisfy them. Understanding the customers' unmet needs and working with them to find the most desired solution is the methodological approach of Design Thinking, which has become one of the mantras of recent literature on SI. Its simplified three-steps model prescribes the recipe of innovation through exploring; designing and evaluating, independently from the context of destination, the context of production and the domain of application of the innovation.

Quite often, SI arises as a solution to a problem that welfare systems, as well as other institutional actors, cannot solve or cannot face anymore. Problems solved by SIs are thus well known, are structural and touch fundamental needs of people's lives. In addition, while problems faced by SI innovation are transversal, solutions tend to be highly context dependent: they cannot be replicated through "as is" mechanisms. Finally, SI suffers from a structural lack of resources that makes profound phases of analysis of the customers and of their needs, idea generation and prototyping almost impossible.

In the practice of SI, the predictive model of Murray et al. as well as the practice of Design Thinking do not occur for two main reasons: SI is not an innovation triggered by new (primarily hedonistic) needs that have to be discovered in the market; and SI does not rely upon enough resources to be invested in a complex iteration process of prototyping. On the contrary, what we observe is that prototyping in SI often takes the forms of a frugal solution with the aim to immediately demonstrate its social impact, more than to understand which is the best production configuration for the envisioned solution. Frugality may become the regular condition in which SI is produced: frugality in production however renders SI economic sustainability fragile. Also, we should notice that the process of innovation described

in the analysed models is a typically iterative process, primarily meant to support continuous innovation in organisations that have the problem of releasing new products/services and of managing (sometimes wide) portfolios of products/services. On the contrary, the cases that we met are primarily made of organisations that do not have a large portfolio of products or services. In the majority of the cases they operate in a limited local environment, and are based on a specific and focused solution as their only “product”. The expansion of the offering seems to be a relevant question only for some of the organizations that we met (in particular of those that have a commercial side), while for the others continuous innovation takes the form of the refinement of the existing solutions rather than that of their substitution.

Murray et al. add scaling up as one of the steps of their model once sustainability is achieved. With respect to this specific aspect, we agree with what has been already observed by many researchers about whether scaling up would represent a part of a lifecycle process of innovation or if scaling is a phenomenon related to a mature product or service.

In addition, the model fails to explain all mechanisms of scaling out already discussed in SIMPACT’s Deliverable 3.2. In Chapter 3 of D3.2, many findings from the cases were presented that suggested how SI scales through networking and complex, open and participatory process through which stakeholders and actors are at work to adopt, learn, amplify, adapt, disseminate, and influence SI. The result of this process is the diffusion and the strengthening of the core idea behind the SI more than the replication of the initial solution as it works in a specific context.

3.5 Conclusion

In this chapter we discussed the main differences and similarities between technological and social innovation.

We started from the assumption that it is quite impracticable to draw clear distinction between technological innovation and social innovation when they both are considered from the point of view of the results they deliver: new products and/or services as solutions that satisfy unmet or new needs. From this side, both forms of innovation are strongly interlinked: the first can be the enabling infrastructure of the second and vice versa.

Many studies (e.g. Nesta’s Report on Socio-digital innovation) and cases can be mentioned to support this thesis. Consider the case of all of the technological platforms that allow the implementation of different forms of mutual help; sharing; ser-

vices co-designing and co-producing in the field of knowledge production and community building. In the meantime, SI does trigger technological innovation: the movement of the makers and of open source technology in the field of computer science have stimulated the development of technologies such as Arduino, Linux and 3D printing.

Nonetheless differences exist when we start to consider the overall objectives of the two forms of innovation, their expected impacts and the targets they are willing to address (see Table 1 in this Deliverable). In this sense, many scholars have proposed complex definitions of SI that take into account: the societal scope, the beneficiaries and the challenges of SI. And also many of SIMPACT's empirical findings confirmed these differences.

At the same time an important contradiction emerged between the results of SIMPACT's cases study and the comparison between the two forms of innovation (Table 1).

The SI development process as it emerges from SIMPACT's cases differs consistently from the general process of SI development (Murray et al., 2010) as well as from the general process of innovation development (Hansen and Birkinshaw, 2007). Even though it can be recognized that this model can be a powerful tool to lead the process of designing SI, the evidences from SIMPACT's cases have shown that it fails in predicting what happened for most of them.

In the practice of SI, neither the predictive Spiral Model nor Design Thinking occur for two main reasons: SI is not an innovation triggered by new (primarily hedonistic) needs that have to be discovered in the market; and SI does not rely upon enough resources to be invested in a complex iteration process of prototyping. On the contrary, what we observe is that prototyping in SI often takes the form of a frugal solution with the aim to immediately demonstrate its social impact, more than to understand which is the best production configuration for the envisioned solution. Frugality may become the regular condition in which SI is produced yet frugality in production renders SI economic sustainability fragile. Also, we should notice that the process of innovation described in the analysed models is a typically iterative process, primarily meant to support continuous innovation in organisations that have the problem of releasing new products/services and of managing (sometimes wide) portfolios of products/services. On the contrary, the cases that we met are primarily made of organisations that do not have a large portfolio of products or services. In the majority of the cases they operate in a limited local environment, and are based on a specific and focused solution as their only "product". The expansion of the offering seems to be a relevant question only for some of the organizations that we met (in particular of those that have a commercial side),

while for the others continuous innovation takes the form of the refinement of the existing solutions rather than that of their substitution.

In light of the above discussion, we suggest to distinguish between lifecycle (or process) models that are meant to analyse the process of SI and those that are meant to support the generation of new SIs. In both cases, one has to take into account the highly resource-constraint environment in which SIs occur, as well as the fact that many organisations are not interested in extending their portfolio of services, but to create and refine only a singular functional solution (which also configures a great difference between social and economic innovation and business models). Moreover, in due consideration of our evidence that the target groups' needs are well-established rather than latent as with other forms of innovation, we propose to replace the exploration of needs by the exploration of constraints. That is, creativity in SI usually takes the form of convergent thinking rather than the common divergent one found in other forms of innovation.

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4 SOCIAL INNOVATION BUSINESS MODELS

4.1 Introduction to Social Innovation Business Models

The study of business models as a form of business innovation has been gaining attention over the past years in scholarly research. As the costs and risks of innovation have risen, business models have also become an important asset for companies. Contrary from the past, innovation through technology and R&D investment alone is no longer feasible and business models are becoming more and more pivotal to the equation (Chesbrough, 2007). In consequence to changes in the global economy – including the introduction of new technologies and more open global trade – customers are able to find more and more ways to satisfy their variegated needs, forcing companies to re-evaluate and find more customer-centric value propositions (Teece, 2010).

A business model can be defined as “a coherent framework that takes technological characteristics and potentials as inputs and converts them through customers and markets into economic outputs. The business model is conceived as a focusing device that mediates between technology development and economic value creation” (Chesbrough & Rosenbloom, 2002). The core function of a business model is hence threefold: to create, deliver and capture value. It does so by converting choices about value propositions, markets and customers into value and accompanying those choices with an organizational structure that can then capture/monetize the value created (Smith et al., 2010). According to Teece (2010), “a good business model: yields value propositions that are compelling to customers; achieves advantageous cost and risk structures and enables significant value capture by the business that generates and delivers [the] products and services”.

Business models and their use as a source of innovation rose to importance at the advent of technological advances as the economy changed from being solely based on tangible products rooted in the assumption that if value is delivered, customers will pay for it (Teece 2010) to allowing for the hypothesis that intangible products can be real outputs. In fact, as Teece (2010) continues, one-sided markets and perfect competition aren't pictures of what actually happens today: intangible products are in fact [everywhere], two-sided markets are common and customers don't just want products; they want solutions to their perceived needs.

Likewise, in the public service sector, new needs are emerging along with growing societal challenges, like the ageing population, migration, youth unemployment, rising levels of NEETs and climate changes. The former “one-size-fits-all” approach

is no longer appropriate, nor adequate for the public sector, as a profound understanding of end users calls for a re-design of services capable of responding to variegated needs through complex and varied service delivery. Third sector organizations are hence called upon even further to fill in the gap between market and state failure. Finding the right business model, able to generate economic value and maintain and increase social value is crucial for the long-term success and impact of these ventures; an exercise that defines when, how and where to add value to the organization's chain of activities (Chesbrough, 2006; Zott & Amit, 2009)

Based on our research, we posit that as social innovations address simultaneously economic and social value and mediate between the production of both tangible and intangible products/services, they require complex business structures and models, able to address multiple bottom lines and accommodate for a vast activity system and actor network.

4.2 The Complexity of Social Innovation Business Models

4.2.1 In Search for Complementarity:

Antagonistic Logics & Antagonistic Assets

Faced with fiscal austerity, third sector organisations whose primary source of revenue had depended on public funding whether through grants and commissioned services, private funding or a combination of both, are re-evaluating their business models to in fact make them more business-like by integrating earned-income strategies. Organisations who had previously focused only on their core social mission are now confronted with the challenge of adding a new objective into their core activities: generating economic value. Where previously, hybridity and the associated risks (mission drift) were commonly found in organisations that had to balance commissioner's objectives and their own social mission, more and more hybridity is emerging as a consequence of a need for new sources of revenue (Smith et al., 2010; Skelcher et al., 2015). This is widely confirmed by the results of our empirical research, where we discovered that business hybridity is a transversal characteristic of the majority of the SIs that we analysed. Their business models are hence created in a backdrop of paradoxical strategies that emanate from tensions resulting from their social mission and their need to remain financially stable; as a result, the models are complex (Smith et al., 2010) as they try to manage these tensions and create a system in which the transactions for economic and social value are complementary.

The creative way in which social innovations source, employ and combine resources to manage the tension created by the dual objective to create social and economic value is perhaps their most interesting feature and is the cornerstone of

their strategic development: a process which is characterized by finding strategies and interventions that allow them to transform antagonistic elements (assets and logics) into complementarities.

An important aspect of strategic management literature is based on Wernerfelt's (1984) resource-based view of the firm in which competitive advantage is derived from the differing value and non-substitutability of resources and on the effective bundling and leveraging of complementary assets (Hockerts, 2015). Hockerts (2015) defines antagonistic assets as "resource combinations that *a priori* make the commercialization or marketing of a product or service more difficult". Hence, the challenge as observed in our cases is finding a way to generate profit from given assets rather than to acquire the right resources to generate the most profit. The business model is thus constructed on the social mission, which is based on the beneficiary. As for-profit companies view these assets (in our case vulnerables) as elements that hinder them from achieving their primary goal of profit maximization, social innovators are handed the challenge of discovering what variation of multiple combinations can unlock the value stored in these untapped resources. In fact, the successful combination or rather strategy becomes the value proposition with which to carry out the desired social mission.

For example, the social cooperative, Progetto QUID, a social and eco-friendly fashion label, employs abused women to make clothes from leftover material donated by major fashion brands, which otherwise would have been discarded. The main beneficiaries are the abused women who thanks to the economic activities are able to find employment and start a new life. In this case, the social innovation combined two antagonistic assets, the marginalized women and the scrap material, to create a solution based on a value proposition that created a demand for the assets themselves, i.e. creating a value proposition for ethical customers who either support the social mission (the empowerment of abused women) or the ecological mission (zero waste and re-use) or both.

Hockerts (2015) defined five different strategies that can be employed by hybrid organisations to manage antagonistic assets: (1) to identify hidden complementarities; (2) develop new complementarities; (3) eliminate the need for complementarities; (4) create a demand for antagonistic assets; and (5) use partnerships to achieve distribution complementarities. In our research, we observed that the majority of our cases employed several of these strategies to carry out their solution. Moreover, we observed in our cases that this process of finding the right strategy of combining resources led many social innovators to adopt a bricoleur attitude in their development, fluttering from one avenue to the next based on the network of resources at hand and the opportunities they discovered along the way. As introduced in SIMPACTS's Deliverable 3.2, bricolage is used by social innovators as a

way to cope with resource limitations. In fact, mission-driven organisations primarily “*utilize their governance and stakeholder networks to access and construct resources, and they deploy persuasive tactics to build legitimacy and financial sustainability.*” (Sunley & Pinch, 2012). SI business models are thus constructed to accommodate for strategic governance models and stakeholder networks in order to cope with resource scarcity. Another way social innovations cope with these tensions is to carry out frugal solutions making use of in-kind and community based resources that reduce costs (e.g. the discarded material used by Progetto QUID, the laboratory given on a loan-for-use contract and the volunteer seamstresses that train the women).

Moreover, consequently and contrary to other forms of innovation, social innovations are characterized by a divergence in allocation of costs, use and benefit. Where typically the subject who pays for the innovation, uses it and benefits from it, in social innovations, this is often not the case as those who pay for it (welfare systems, donors, customers) may not use it and may not benefit from it (or at least not directly). At times, the customer and beneficiary may align into a single figure who both pays and benefits from the solution – even if at a below-market price often compensated by government subsidies or other forms of grants or donations; while at other times, they don’t align and the organisation targets two or three distinct segments: a non-paying beneficiary, a paying customer and/or donor/funder. Value propositions in social innovations thus target each in the aim of producing and capturing value to reach their intended social impact: for beneficiaries (to produce social value and at times capture economic value), for customers (to provide social value and capture economic value) and for donors/funders (to provide/produce social value and gain financial support). As we’ll see later, this leads social innovations to adopt multi-actor business models.

4.2.2 What Shoe fits best? Finding the right Legal Form

As a result of these tensions and paradoxical strategies, social innovations have a difficult time finding a proper legal structure as they cross the for-profit/non-profit divide. As legal forms vary from country to country, social innovations in different countries face different problems; however, the majority of cases, regardless of origin, faced problems in finding a legal form suitable to their needs. We have observed that this has led to two strands of social hybrid organisations: (a) those who pursue a social mission and create revenue in a single, integrated legal form (formalized) and (b) those who pursue a social mission and create revenue in multiple, non-integrated legal forms (de facto).

Formalized hybrid organisations “produce social and commercial revenue through a single, unified strategy” (Battilana et al., 2012) and represent what Battilana et al. (2012) describe as the hybrid ideal, in which managers no longer have to choose

between mission and profit, dismissing old notions of trade-offs between social and economic systems (Haigh & Hoffman, 2012). Moreover, the integrated strategy of social and commercial value creation enables a virtuous cycle of profit and reinvestment in the social mission, which allows for further impact. Formalized hybrid organisations are able to do so in a single transaction in which social value is produced at the moment of consumption. The business model is hence unified as value is captured from a single, integrated value proposition. In de facto hybrid organisations however (and in some formalized hybrids), it may not be possible to create social value and commercial revenue in a single transaction as the distinction between customer and beneficiary remains and variegated value propositions must be pursued. In these cases, even when the products or services may produce future financial value for the beneficiary/customer, capturing it by the organisation may prove nearly impossible as the time span might be too long (Battilana et al., 2012).

De facto hybrids, unlike formalized ones, pursue a multiple-entity approach in which two separate legal forms are created in order to exploit the benefits of both. This approach is more complex and can furthermore become a resource drain as the separation of activities can cause significant administrative burdens, as well as produce higher risk of mission drift and internal competition between differing organisational logics. Good business modelling is even more pertinent in these cases to avoid the associated risks, as is finding more appropriate options for social innovations in terms of legal forms.

Regardless of whether the hybrid organisation is formalized or de facto, the principles behind the business model or models are the same and work to sustain social impact by finding financing supporters aligned with the generated social value. The social value proposition is the social mission through which the organisation differentiates itself from traditional organisations: an objective that has been characterized by Magretta (2002) as “the value creating insight on which the firm turns”. Social hybrids are able to generate social value through three fundamental activities that foster relational capital key to their success (especially as ecosystems do not currently exist to support them): (a) driving positive social change as an organisational objective; (b) creating mutually beneficial relationships with stakeholders; and (c) interacting progressively with the market, competitors and industry institutions (Haigh & Hoffman, 2012). In other words, social hybrid organisations rethink the relationships instilled on all sides of the business model: value delivery (left side), value creation (centre) and value capture (right side) by the creation of mutually beneficial relationships that embed the organisation in its ecosystem. In fact, the manner in which managers and innovators in the social economy purposefully weave together interdependent activities based on their social mission and ethical code within and across the organisation’s boundaries is the essence of the architecture of their business models, which is shaped by their choice of activities,

how they are linked, and who performs them – be they suppliers, partners and/or customers (Zott & Amit, 2009).

4.3 Social Innovations as Complex Business Models

Social innovations, according to the SIMPACT definition, are novel combinations of ideas and distinct forms of collaboration that transcend established institutional contexts with the effect of empowering and (re-)engaging vulnerable groups either in the process of the innovation or as a result of it. Under this definition, we produced 25 Social Innovation Business Cases under the previous deliverable (See D3.2: *Comparative Report on Social Innovation across Europe*), of which we analysed 25 using a modified version of the business model canvas. The Business Model Canvas (Osterwalder & Pigneur, 2009) was conceived as a tool to help innovate businesses by visualizing the company's business model. We adapted the model, as discussed in the Methodology, to make it more fitting of social innovations. As you'll see later, following our analysis, we conclude by presenting an even further adapted canvas. As a result of this analysis, we've observed that social innovation business models are built on seemingly antagonistic assets (Hockerts, 2015) and traditionally antagonistic logics and are thus constructed in reaction to the tensions created between: assets, logics and the institutional setting. As a result, they are often led to adopt one or more hybrid strategies to construct their business model.

In fact, of the 25 cases analysed, only five were non-hybrid, while the remaining 20 had taken on hybrid forms to enact their solution.

4.4 Methodology

The current research was performed according to SIMPACT's overall design, creating synergies between the production of theory, strategy and methodologies. Hence, in our research to uncover typologies of Social Innovation Business Models, we adopted a reverse engineering process.

Reverse engineering is the application of a tool and a process of analysis normally used for the generation of new businesses. We used it to interpret existing cases to gain further insight into their characteristics and demystify the mechanisms that reside behind the generation of social value. The evidence coming from the cases are clustered into identifying features that lead to typologies. The business models are hence extracted from the analysis of existing social innovations.

The first step was to find the right tool. We chose to analyse the cases with a slightly adapted Business Model Canvas, with an added surplus section, to make it more

suitable for social innovations. As social innovations typically re-invest eventual surplus back into the social mission, it is useful to understand in what activities. This was done after having collected and considered all of the existing, modified versions of the tool, particularly those regarding non-profits and social innovation. We analysed 25 SI Business Cases from D3.2 (Terstriep et al., 2015) through an iterative process that was conducted within our research group and the SIMPACT Partners. It should be noted that the tool was conceived to be used by non-experts and in group sessions.

We provided each researcher with a detailed set of guidelines and a couple coaching sessions in order to obtain homogenous and comparable results. Furthermore, although work was distributed, we provided constant support and performed centralized editing and revisions of all the cases.

4.5 Toward a Typology of Social Innovation Business Models

Our research sample included a broad range of social innovations in different phases, the vast majority of which faced the dual need to create social impact and revenue, while only the minority was fully grant-funded.⁵ Thus, for the lion share, a subtle but significant change was introduced to the standard non-profit model: the focus or rather the need to generate social value and commercial value, either through a single transaction or multiple. As a result (and as mentioned above), social innovations often have various targets and thus multiple value propositions, quite similar to what you would find in multi-sided business models – e.g. Skype, Facebook, matchmaking sites, etc. Similar to multi-sided business models, social innovations deal with multiple customer segments as they are dealing with multiple actors, meaning that value may be monetized from different customers. This consequently leads to tailored value propositions for each customer segment: users and customers, or as more commonly defined in mission-driven organisations, beneficiaries and customers.

Multi-sided businesses are able to capture value through a derivative currency, which in cases like Facebook and Google, is user attention: the core value proposition to its paying customers, the advertisers. In social innovations, the social value is created not only from satisfying beneficiaries but also in the process and delivery of the value (e.g. what kind of resources are used, how they deliver their services, etc.). Take for example, Progetto QUID introduced above: the social value is generated not through the final output, the clothes, but in the process through the employment of abused women. Another example is Place de Bleu, where the women too are trained to make products to sell on the market. The instrumental nature of

⁵ For detailed case descriptions including the business model canvas see Appendix I.

the final output to arrive at the underlying purpose, to serve the social mission, may however at times prove detrimental to the organisation. Mission-driven organisations should search to create win-win business models in which both the generation of social value and commercial value are relevant in order to be successful (as found in Progetto QUID, Libera Terra and De Kringwinkel Antwerpen).

Social value thus becomes the derivative asset that generates value for the financing supporters (paying customers, donors, investors) and in-kind supporters (partners, volunteers, etc.) of the social innovation. In other words, the social value (the derivative asset) is what allows the social innovation to create a unique offer and differentiate itself from its competitors. Social innovation models are thus examples of multi-actor business models in which value is generated both in the process and in the output. Furthermore, the dual way in which it generates value, both in the process and through the output generates a typology of SI Business models, i.e. social innovations that empower beneficiaries through action and engagement.

To better visualize this, we have adapted, following our analysis, the business model canvas and the lean canvas to create a social innovation business model canvas (See Figure 1).

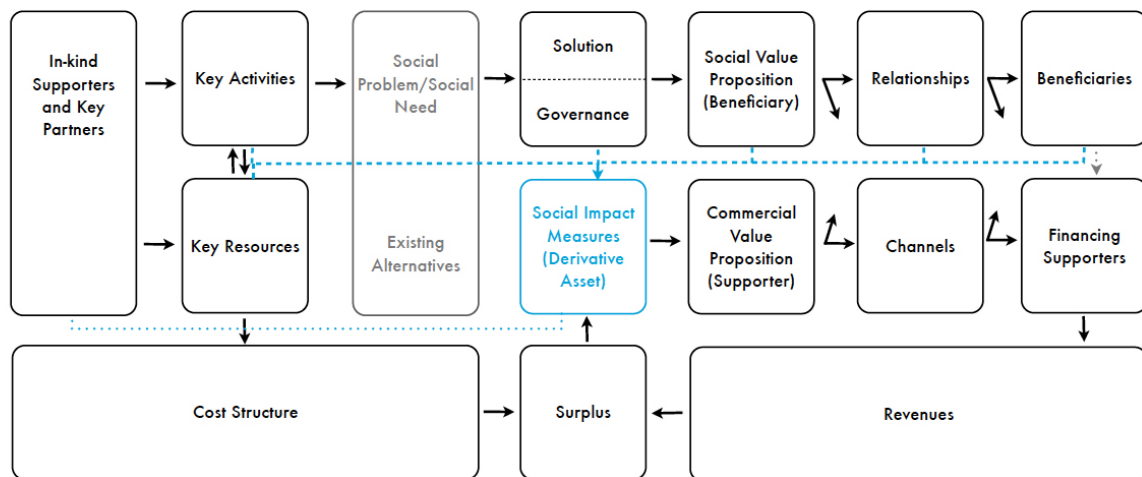


Figure 1. Adapted Social Innovation Business Model Canvas

The key to sustainability in social innovation business models is therefore being able to find the right mix between acquiring financing supporters and reducing costs through in-kind supporters; both of whom are acquired through the “sale” of the social value generated. In other words, the supporters may gain intangible goods (e.g. linking their brand to the social values of the organisation) or tangible goods (e.g. the products or services offered by the organisation) or a mixture of

both by supporting the organisation through donations or payments. On the one hand, the financing supporters pay for the innovation, which allows the social innovation to capture value through direct monetization: fees, sales, grants, donations or investments. The state can also be a customer of social innovation in exchange for more effective and efficient services for unsolved, and often pressing, social needs (i.e. public commissioning). In these SIs, state subsidies for commissioned services may form the entire revenue base of the organisation. In-kind supporters, on the other hand, work on the other side of the canvas, or rather on the delivery of the created value through in-kind donations: resources, labour, know-how, etc. which allows for cost reduction and more efficient and effective social value delivery. In-kind supporters are key to social innovations, as most employ frugal solutions that allow them to cut down on costs and leverage their inputs to maximize social value. In-kind supporters also embed the solution in the local community, creating an enlarged activity, actor and resource network that goes beyond the borders of the organisation itself, accruing relational value that in turn allows them to better serve their mission.

In our research, we observed that most social innovations excelled in creating networks of in-kind supporters but did not in creating a customer base and a suitable value proposition. Thus, the current challenge for mission-driven organisations is to understand how to monetize social value: a question that is framing the innovation need in social innovation business models today. It was also observed that as most social innovations are able to find sustainability thanks to heavy in-kind support, replicating and scaling these innovations could prove more tricky as the sustainability is based on the social capital, know-how and resources found in the local context.

In conclusion to our analysis, we have observed clusters of characteristics that could lead towards typologies of SI business models:

- Employing or engaging the beneficiary in the production of commercial value;
- Selling at (often highly) subsidized prices goods/services to the beneficiary;
- Providing a service for beneficiaries that is completely financed by third parties;
- Engaging the community in the creation of the solution.

However, as mentioned above, social innovators often adopt a bricoleur attitude and hence most social innovations will include bits and pieces of other typologies. The below are meant to serve as initial observations for further study.

As producing social value is the key driver of SI Business Models, the beneficiary becomes the focal point upon which to identify what kind of business model we are facing: Is the beneficiary an active part of the solution? Is the beneficiary a paying customer? Is the beneficiary a user? Or is the beneficiary the community? In response to these questions we have outlined models that highlight the key features of each.

4.5.1 Beneficiary as Actor Social Innovation Business Model

Social innovations that seek to empower the beneficiary often adopt what we have termed the Beneficiary as Actor SI Business Model.

As can be seen in Figure 2, in these social innovations the beneficiary is a part of the solution itself, taking part in the governance of the organisation and as key resources. These types of social innovations focus on providing beneficiaries with concrete tools that empower them to be more autonomous and independent. Prime examples of these types of SIs are WISEs (work integration social enterprises) and social cooperatives. In the latter, specific normative frameworks usually support the inclusion of disadvantaged people as part of the workforce. An example from our SI Business Model Cases Collection can be seen (among others) in: Discovery Hands, Place de Bleu and Progetto QUID; all of whom serve the needs of their beneficiaries through employment, giving them an active role in the delivery of the commercial value proposition. These models hence reach their social mission thanks to a successful identification of market demand, to which they add their social value.

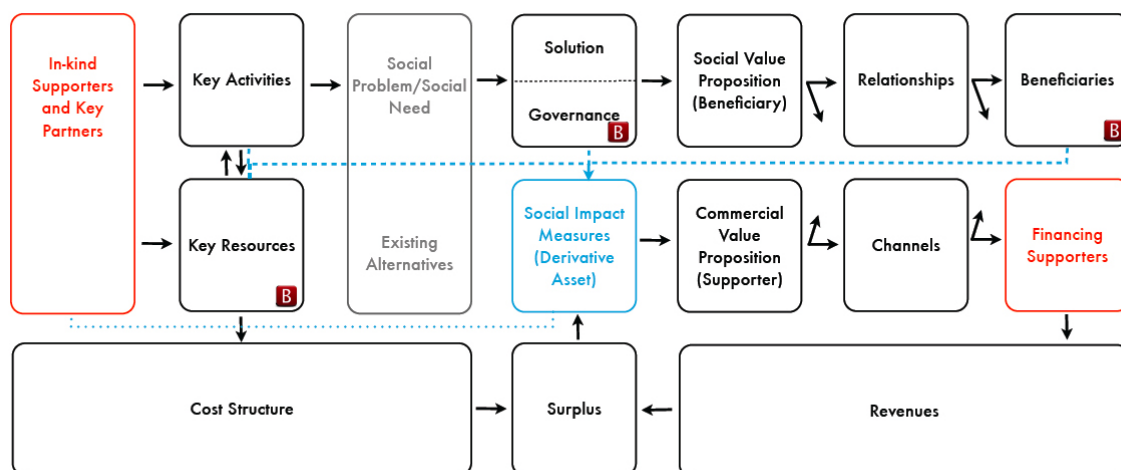


Figure 2. Beneficiary as Actor Social Innovation Business Model

4.5.2 Beneficiary as Customer Social Innovation Business Model

Social innovations that instead of including beneficiaries in the solution target them as paying customers adopt the Beneficiary as Customer SI Business Model.

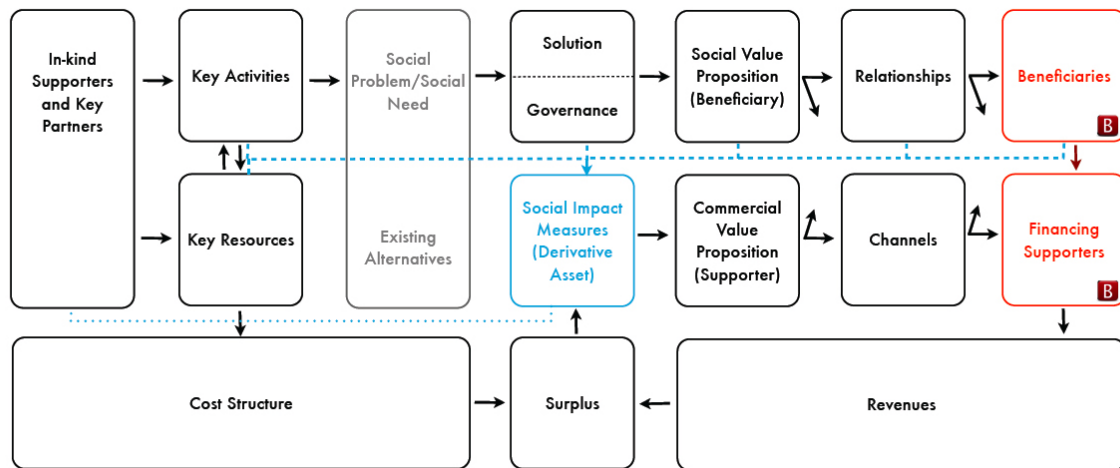


Figure 3. Beneficiary as Customer Social Innovation Business Model

In these social innovations, the beneficiary is the financing supporter of their own solution, even if in the majority of the cases services are sold at a below-market price. This can happen in various forms: for example, a mutual aid association, like Broodfondsen or SMart, in which the beneficiaries pool together their resources to pay for the solution. Another form is when beneficiaries are offered services or goods at subsidized prices allowing them access. Locality, for example, thanks to the input of donations, grants and public funding is able to offer its members consulting services at subsidized prices. Thus in these models the beneficiaries contribute as financing supporters, even if further support is often needed from third parties.

4.5.3 Beneficiary as User Social Innovation Business Model

Contrary to the previous two models, when the beneficiary is neither an actor in the solution nor a customer, they are users who purely benefit from the solution that is paid for by others.

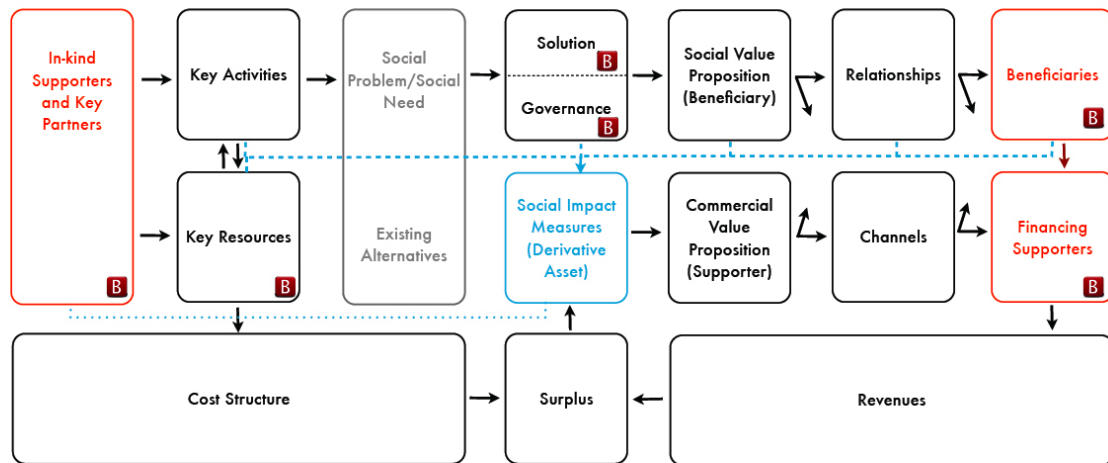


Figure 4. Beneficiary as User Social Innovation Business Model

These models, which in our research have proven to be the most fragile, depend entirely on the financing of supporters. Examples of these models in our collection, can be found in Siel Bleu, Vielfalter, Crossics and BeatBullying. In the first, the SI was able to find a market for the product: the insurance companies and the retirement homes; Vielfalter however is entirely dependent on the financing of one of its founding members; Crossics, for now, has been financed largely by the entrepreneur; and BeatBullying, which, while effective, failed due to overwhelming costs, relied primarily on grants and donations. These models can be very effective for beneficiaries, however, unless they are able to find stable financial support, be it through a value proposition for paying customers or through guaranteed financial support, they will prove to be less economically viable. Unlike the Beneficiary as Actor Model, this model doesn't satisfy beneficiaries by working to address a market demand but are rather trying to wield the market to support the marginalized: hence the solution remains more vulnerable to risks.

Another example of note of this typology are social innovations that substitute or complement public actors in providing services that, due to many reasons, they are unable to provide themselves. Financial support is normally granted in exchange for services that solve social problems that would be difficult to solve else ways. As these mission-driven organisations are supported through public funds, the problem of establishing clear cost-benefit evaluations is more relevant than in other situations. These solutions must prove that public expenditure goes in the right direction, and their funding should take into account the costs and benefits of alternative solutions, included the cost of doing nothing. However, due to fiscal austerity and consequent budget cuts, public resources are shrinking, which threatens the stability of these BMs. This too has fostered a progressive shift from fully grant-dependent models to partially self-sustained models. The economic downturn and the shrinking state are not only reducing public support to these kinds of businesses,

but also creating unprecedented competition among non-profits for the same limited amount of available financial resources. This has in fact led to growing competition among non-profits (quotation), which has led others to adopt more entrepreneurial practices.

4.5.4 Community Asset Based Social Innovation Business Model

The ultimate inclusion of beneficiaries lies in the Community Asset Based SI Business Model. As these models are based on regenerating a community, the beneficiary is the community at large; hence its citizens can play many roles and contribute in different ways as can other forms of assets belonging to it: empty lots, vacant or abandoned buildings, green spaces, etc.

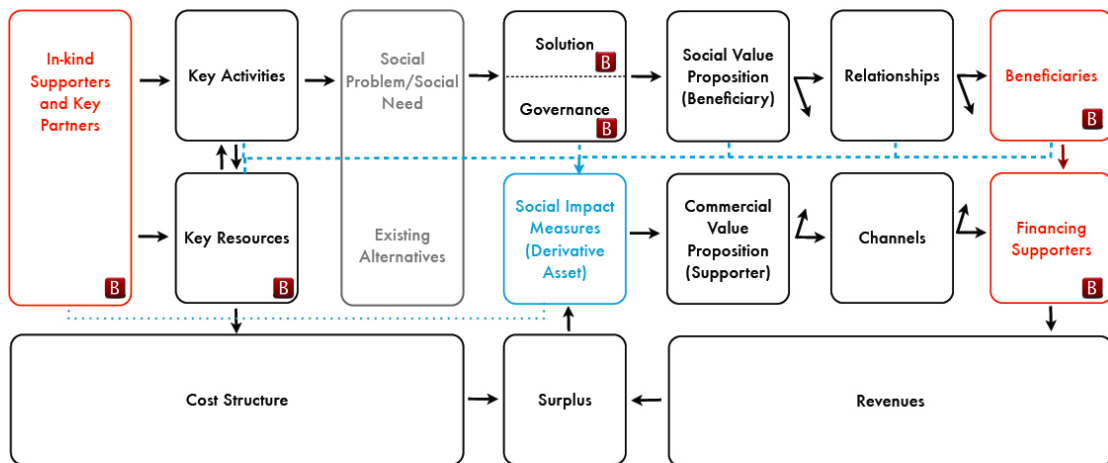


Figure 5. Community Asset Based Social Innovation Business Model

Community Asset Based SI Business Models are perhaps the most complex form that we observed, as they combine aspects of the previous model into one distinct form. In these SIs, the beneficiaries, being the community and its members, can take on various roles. Some may be actors in the solution as (co-)organizers or co-creators or as key resources, others may contribute through in-kind donations (e.g. office space, real estate, consultancy, etc.), while others could be users or paying customers. The municipality and other public entities often play a key role in these models as both financing and in-kind supporters. Examples from our collection include: Libera Terra, Urban Media Space Aarhus-Dokk1 and Dorv Zentrum. Community Asset Based SI Business Models, as reflected in the name, rely heavily on in-kind support to reach mutual goals of growth.

Table 2. Social Innovation Business Models

SI Business Model	Description	Examples*
Beneficiary as Actor	Social value is generated through the active use of beneficiaries in the production of a commercial value proposition.	Broodfondsen; Catering Solidario; Aspire; Cooks without Homes; Dialogue Social Enterprise; Discovering Hands GuG; Coopaname; De Kringwinkel Antwerpen; Specialisterne; Place de Bleu; SMart
Beneficiary as Customer	Social value is generated through goods or services that are sold to beneficiaries at below market rates subsidized by financing supporters.	Locality; RODA; Action Acton; Snailday
Beneficiary as User	Social value is generated through goods or services that are delivered to beneficiaries through the support of financing supporters.	ROMA Kids; Beat Bullying; Crossics; Konnekttid; Vielfalter; Seniornett; SIEL Bleu
Community Asset	Social value is generated through the active use of all assets in the community to create mutual benefit supported by the actors themselves.	Libera Terra; DORV Zentrum; Urban Mediaspace Aarhus – Dokk1

* For a detailed description of the cases see Appendix I

The aforementioned SI Business Models are interesting starting points for further reflection on how to model varying forms of Social Innovation. As stated before, social innovations can also use more than one model to carry out their solution. In fact, in many of our cases, the innovators adopted de facto hybrid forms with multiple entities, in which each entity had its own model. For example, many de facto hybrids in our collection were composed of an advocacy association and an entrepreneurial entity: in these cases, the association used the Beneficiary as a User model and the company a Beneficiary as Actor or Customer Model.

In conclusion, social innovations require a, or a combination of, complex business models to ease the tensions that arise between their pursuit of creating social value and remaining financially autonomous. However complex, social hybrid organisations have the potential of representing a corrective measure to the current failures in capitalism and the welfare state and hence represent an interesting focus of further study.

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Appendix I

SI Business Model Cases

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CASE 1 ACTION ACTON

1.1 SI Business Case ID

Acton Action Liberal - Anglo-Saxon for Demographics issues	
Problem being addressed (150-200 characters)	Acton is a district in West London where poverty and unemployment reach an extremely high level. There is a real social and economic exclusion of those people. In this district, there are lots of immigrants who are illiterate, and they are not offered any training nor educative opportunities. Violence is also common in Acton, since lots of youngsters are left to themselves with no revenue and no life's goal.
Solution (150-200 characters)	Acton Action is an Expanding West London charity which aims at promoting social integration and economic regeneration for disadvantaged communities through employment, education and training. The solution it offers is to develop an entrepreneurial approach to social innovation through linking with extensive networks and forming partnerships with infrastructure groups, key players and funders. The charity also gave birth to some social enterprises such as Acton Street Market (a project which provides 80 trading opportunities each week). To sum up, the charity fights against inequalities helping disadvantaged and unemployed people in an active way. It helps them to train and to be able to work and also encourages initiatives.
Context (500-600 characters)	<p>The program is present in boroughs of London where poverty is really high and lots of people are in need. There are lots of inequalities: the biggest social housing estate in West London adjoins private houses that are valued at over 1 million. In the south of the district, 37% of the inhabitants experience unemployment and 35 % of the children depend on workless benefits. The government offers help for unemployed people but the process to gain them (seeking for a job and be registered as workless) is not always accessible for everyone, especially in those districts where some people (especially immigrants) have no possibility to learn English. Illiteracy is more developed than people tend to believe in big cities.</p> <p>Those people (of all age) are left to themselves with no opportunity for the future and this leads to a violent context. Those people are totally excluded from society.</p>
Main actors	<p>20 staff and 5 volunteers, plus other charities which participate to some of the programs for instance offering conferences or lessons to people in need.</p> <p>There are many types of teachers to provide all the different courses: computer teachers, English Teachers</p>
Partners	<p>All of the following partners are funders except when the particular role is written between brackets</p> <ul style="list-style-type: none">- Public sector: Big lottery fund (non-departmental public body), Department for Work and pensions (ministry department), EU European Social Fund, European Fund for the integration of Third Country Nationals, European Regional Development Fund, European Social Fund- Private authorities: Catalyst Housing Group, Microsoft, Skills Funding Agency, jobcenterplus (an executive eAgency of the Department for Work and pensions of the Government).- Third sector: Cabinet Office, Community Development Foundation, Go on (help provide digital skills to disadvantaged people), Learning and Skills Improvement Service (provide training conferences and lessons)
Addressing gender issues	No
What kind of vulnerable population is the solution	The charity provides services to help disadvantaged people. All of the residents of Acton who need support to find a job and gain revenue and who are in a difficult situation (social and/or financial exclusion) can benefit from Acton Action programs.

Acton Action Liberal - Anglo-Saxon for Demographics issues

addressing? Directly/indirectly?

Solution addressing directly:

- Disadvantaged people: help them to improve literacy, numeracy and basic skills.
- Unemployed people: help them to find secure job and encourage entrepreneurship. The charity is really linked to the need of the market and adapted to the digital area we are in. For instance the "UK Online" project help digitally excluded individuals to learn basic IT and internet skills.
- Ex prisoners: assist them to secure training and employment. This aims directly at reducing criminality and recidivism. Young delinquents are also targeted through the program "job not knives change life".
- Young people of disadvantaged families: Through the program "Right Futures", 16 to 19 years old can access support into employment, education and training. There is a two weeks compulsory program which aims at conveying them knowledge which can directly help the student entering the job market. For instance, the lessons include Realistic Career Goals, CV & Cover Letter development, Interview Techniques.

Solution addressing indirectly:

The indirect target is the whole population of Acton. Through the project Acton Town Center Task group, Acton Action supports local businesses. This aims at regenerating Acton Town centre. They also provide a business incubator unit for start up business.

Development stage

Implementing

The charity is in an exciting period of transformation. It is now experiencing a transformation period since it changes to the public sector agenda and to funding. It is still developing new income streams, extend its range of services, pilot new business ideas... The mission is not yet achieved.

It is a well-known charity with a big reputation and notoriety. For instance, as we can see in Acton Action website, David Cameron expressed a highly positive opinion about the projects: "they are a fantastic example of an organisation that really is part of the Big Society, running a number of projects to meet the needs of the whole community". In January 2013, the efforts of Action Acton's staff has been recognised through the Big Society Award.

Place/geographical dimension

Acton Action is present in Acton (where it was born), Ealing and adjoining West London Boroughs including Hammersmith, Fulham and Brent.

Regional

Time

2006

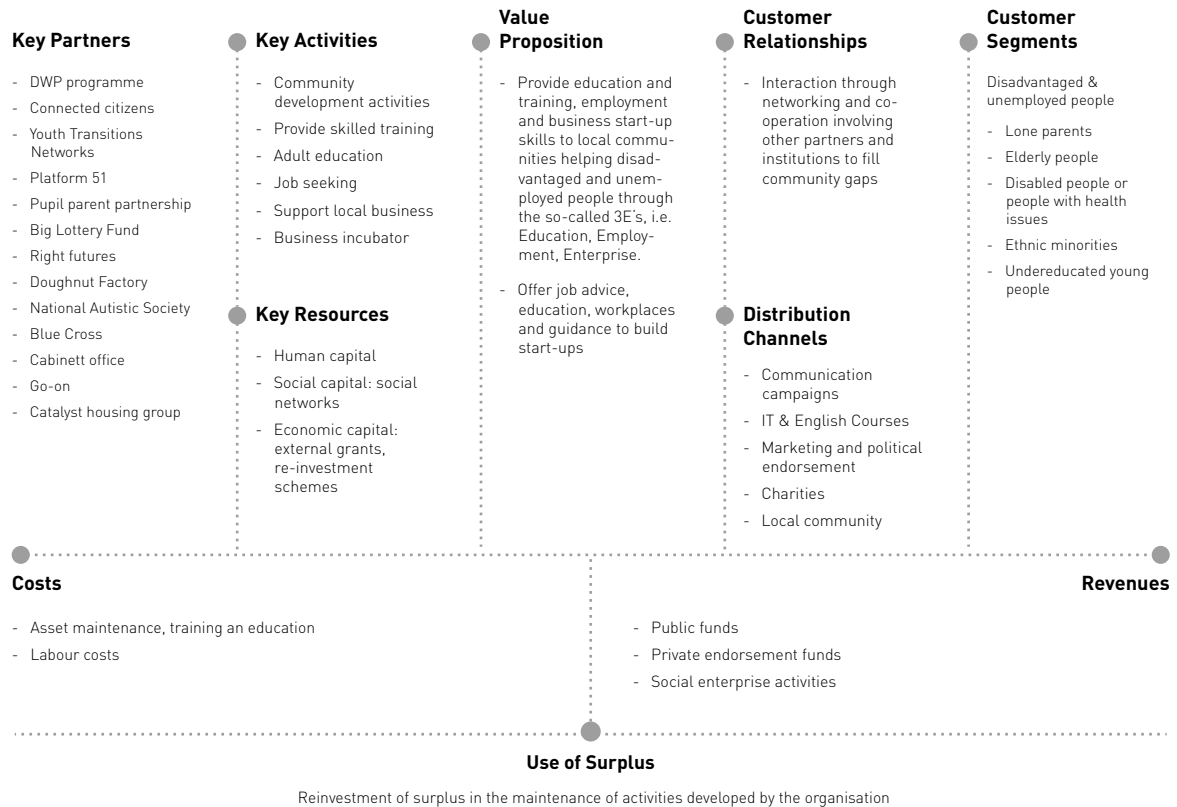
Are data on the impacts available?

Yes

Type of organisation

ACTION ACTON is a formalized hybrid organisation because they use a community and entrepreneurial focused approach while linking with extensive networks and forming partnerships with infrastructure groups, key players and funders. The idea behind the projects is the involvement of various partners to form different institutions to overcome the gap in the community.

1.2 SI Business Model Canvas



1.3 Action Acton Report

A. Value Propositions

What is their value proposition?

Provides education and training, employment and business start-up skills to local communities. They help disadvantaged, unemployed people through education and employment opportunities.

What value do they deliver to:

- Customers: They support businesses, and business incubators in the creative media industry through adult education, employability and social enterprises. An example of this is the Adult education program "Go on beginners IT course"
 - Beneficiaries: Employability, training, education, community development
 - Donors/Funders? Reduce crime, adult education, help disadvantaged and unemployed individuals, support local business, and undertake community development.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They provide a range of services such as training, education, community development, and local business support to achieve deprivation regeneration.
 - Commercial Value Proposition? Supporting businesses, training and education programs, provide business incubator to start ups in the creative and media industry via the various institutions Action Acton has created, i.e. Market Centre and Doughnut Factory.
 - Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship. All of them from the employability strategies, to the training and education of young and adult people education or the social enterprise activities, which provide jobs require the participation of the partners either to organize, undertake or finance the activities.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Human capital: teachers, administrators, young trainees; economic capital such as grants, public and private funding, etc.; and social capital in the form of networks of cooperation, volunteers
 - What resources are provided for by partners? Private and public funds, private endorsement and cooperation networks.
 - *Which resources are essential to the running of the solution?* No information
-

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Trustees and funders such as DWP, the Cabinet Office, the European Fund, the EU social Fund. They bring their knowledge and expertise into the activities of the organisation and provide grants and bursaries in order to ensure economic sustainability.
- Charities such as Blue Cross and the National Autistic Society: They run stalls in the Action Acton market centre providing income.

- Political actors and the media: They raise public and political awareness of the project. In 2012 Action Acton won the Big Society award.

E. Cost Structure

What are the costs?

- Asset maintenance, marketing, human resources, management and organisation of training activities and education, etc.

What "lack of costs" would there be in absence of partners and donations? No information available.

F. Customer Segments

Who do they help?

They mainly help disadvantaged and unemployed people such as lone parents, elderly people, ethnic minorities, refugees, people with mental health issues or young and un-educated people

Is there any overlapping? No

G. Customer Relationships

How do they interact?

They interact through different networks of cooperation and volunteering building up social capital

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

They reach their customers through communication campaigns, charities, local communities, marketing and political endorsement, and IT and English training programs.

Are any channels facilitated by partners?

Yes, most of them since Action Acton builds its activities and mission through the involvement of various partners to form different institutions that can overcome the gap in the community.

I. Revenues

Where will revenue come from?

The revenue comes from public and private funds that support the organisation and their social enterprise activities, which are carried out through institutions aligned with different projects (i.e. Market Centre for trading job purposes and the Doughnut Factory for Workplace.) These institutions provide income through physical services that in combination with the obtainment of grants by the supporting organisations, guarantees the sustainability of Action Acton.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? Not specified.

J. Use of Surplus

Is there any surplus?

- Yes

In which areas is eventual surplus reinvested?

- The surplus is used to sustain and maintain all the activities of the mentioned activities of the organisation.

CASE 2 ASPIRE

2.1 SI Business Case ID

Aspire - Liberal Anglo-Saxon for Employment issues

Problem being addressed (150-200 characters) - Homeless people are excluded by the society. They cannot find a job.

Solution (150-200 characters) - A long time approach is preferred by providing a full-time employment
- System of distribution of a not-for-profit fair trade catalogue at home (i.e Kleeneze, Betterware, Café Direct, wood products)
- The door-to-door is useful for affecting customers' empathy
- The wage is based on worked hour.
- Formation (CV writing, budget, addiction, etc.)

Context (500-600 characters) - Developed in 1999 with around £5,000
- Thirteen months after it was launched, Aspire had attracted 4,000 regular customers, had a turnover of about £150,000, and employed 15 staff.
- It was agreed that franchising was the quickest and most cost-effective way to do so. In July 2000, an ambitious franchise strategy was drawn up to create 30 outlets by the end of 2003.
- Easy to secure the £400,000 needed to fund the expansion.
- In 2002, a further investment of £250,000 came from a group of individual investors, banks, and social venture capitalists with the condition that the year-round catalogue business be reduced to two four-month seasons surrounding Easter and Christmas.
- Since 2002, the headquarter and the franchises lost profits
- In July 2003, Aspire Group faced a cash flow crisis and put payments to creditors on hold.

Issues:

- The diffusion of this innovation is out of control for the head quarter regarding franchises experienced problems.
- From profit goals to charitable organisations (weak business model with ambitious social objectives)
- The range of products and the type of customers
- Sales are highly seasonal, especially during Christmas
- The founders often overplayed the feasibility of the business
- Some homeless people was difficult to manage because of addiction (alcohol, drugs, etc.)
- Aspire managers could not punish or fire employees in the same way.
- Lacks in terms of an effective central warehousing and distribution system
- The model lacked clear boundaries
- Building a workable system of financial control across the franchises.
- If activities are unprofitable, then franchises develop to fast while providing diversification of service (bicycle repairs, window cleaning and furniture manufacturing). In other words, the relationship between franchises and headquarter are more and more fuzzy.
- Take on short-term loan finance from groups
- Aspire Group's priorities shifted to financial survival, while the franchisees remained committed to their social objectives

Aspire - Liberal Anglo-Saxon for Employment issues

Main actors

- Founders: Mark Richardson and Paul Harrod, both recent Oxford University graduates
- Prescribers and beneficiaries: Consumers, homeless people

Partners

- Public: Prince Charles gives £5,000 ; Prime Minister, Tony Blair
- Third sector: The Big Issue Foundation
- Private: Donations from local businesses and residents to start Aspire
- Prescribers: Consumers, individual investors, banks, and social venture capitalists, Kleeneze Betterware

Addressing gender issues No

What kind of vulnerable population is the solution addressing?

Homeless people in UK

- Directly: No information available
- Indirectly: No information available

Development stage Scaled/Closed

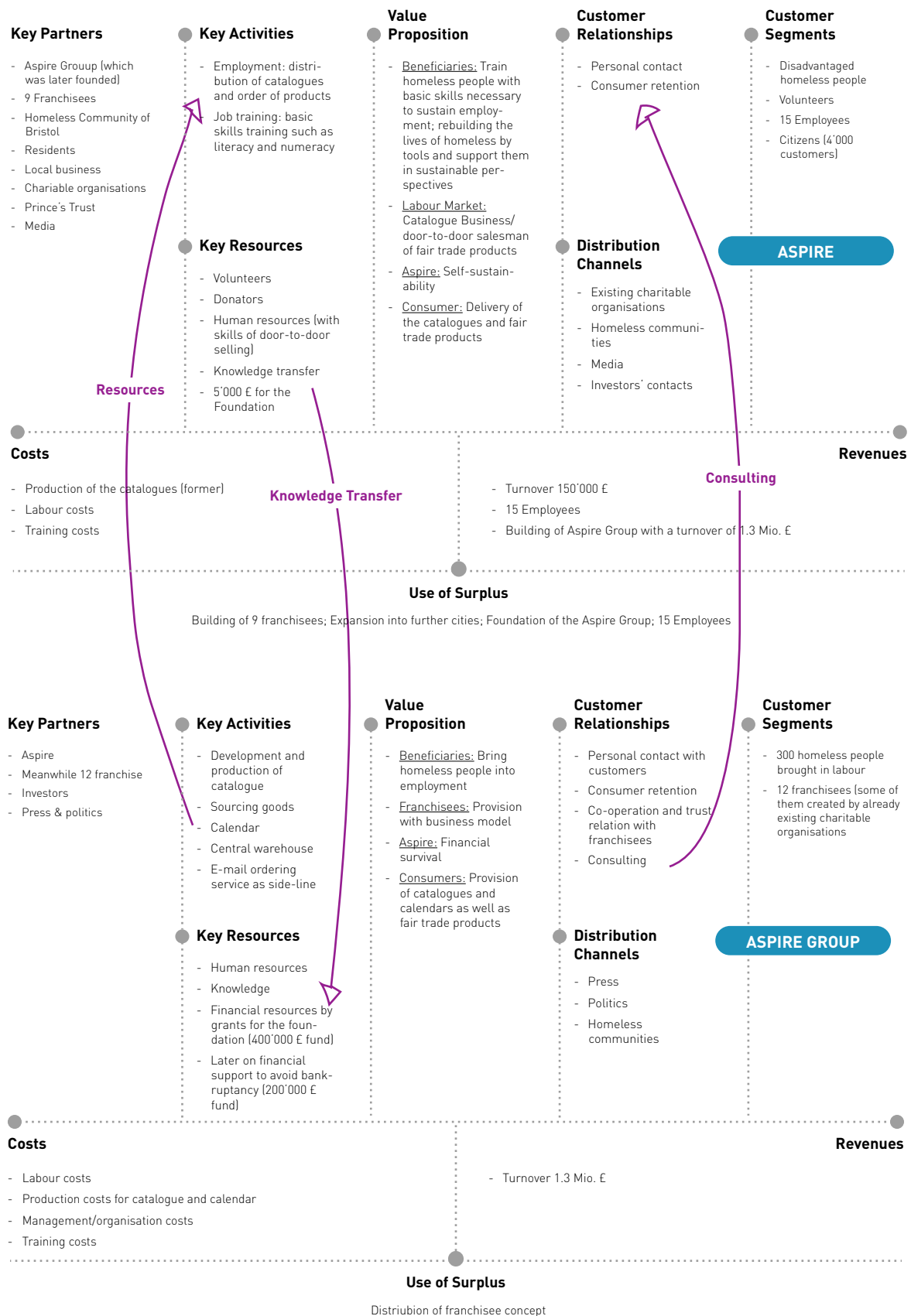
Place/geographical dimension Brighton, Bristol, Birmingham (UK), National

Time Launched in 1999, closed around 2004

Are data on the impacts available? Yes

Type of organisation De facto hybrid organisation, because two legal structures are necessary to effectively carry out the solution. Aspire and its franchisees are profit-generating and self-sustaining private company. Aspire Group provides coordination and consultancy support, knowledge and resources of the origin idea of Aspire to new groups.

2.2 SI Business Model Canvas



2.3 Aspire Report

A. Value Propositions

What is their value proposition?

- Development and production of catalogues, as well as their distribution, in order to (re)-integrate homeless people into labour.

What value do they deliver to:

- Customers: They deliver catalogues to consumers (which mainly are fair trade products). Moreover, they take the order from the consumers and deliver the products homeward.
 - Beneficiaries: They offer employment for homeless people by giving them a perspective on the labour market. In addition, to the employment possibility, which is the distribution of catalogues, Aspire offers basic skills' trainings on literacy and numeracy.
 - Donors/Funders: They offer already existing charitable organisations the possibility to support their mission.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition. They recruit employees from the homeless communities. They provide support to employees in form of trainings of basic skills such as literacy and numeracy. They also show them by these activities a perspective to re-enter the labour market and create a regular life, which is sustainable. The (re)-integration to the society plays an important role in these undertaking.
 - Commercial Value Proposition. They distribute the catalogues and collect the orders from around the city. They deliver the fair trade products homeward. By the transfer of the business idea to franchisees they further develop the business model.
 - Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.
 - The later founded umbrella organisation named Aspire Group is an essential partner, because they provide the printed sales catalogues for the operative work of Aspire. Also the role of financiers was important at the initial stage, in order to proceed the idea. In addition, the homeless communities, which brought Aspire in touch with homeless people, are considered as important.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Firstly, the knowledge transferred by one of the founders, who in his past job, was working for a British for-profit household catalogue delivery firm, was profound for the idea. He was familiar with the catalogue business as well as with the skills required as a door-to-door salesman.
- Secondly, the funding of residents, local businesses was important to start the business and later to expand it. The franchisees were in charge of building a brighter awareness in the public. Media contributed also to rise awareness of the business and the social idea behind.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The knowledge producing, distributing and selling catalogues and products. The knowledge about the needs and barriers of homeless people. The knowledge of developing a set of basic skills to be thought to the target groups.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)? The main partners are:

- Aspire Group: The Aspire Group was founded by one of the founders of Aspire, being its CEO. The Aspire Group is the umbrella organisation of Aspire and the Aspire franchisees. The Aspire Group overtook the charge of the development and production of the catalogues and sourcing the goods.
- Franchisees: They operated locally, distributing the catalogues and delivering the orders to the local customers. They also supervise and train the homeless people.
- Local businesses: They offer donations for the operative work of Aspire.
- Residents: They sell the products offered by Aspire

E. Cost Structure

What are the costs?

- The main costs are represented by labour, production and training.

What "lack of costs" would there be in absence of partners and donations?

- As Aspire is self-sustainable they are not that much dependent from donators and partners

F. Customer Segments

Whom do they help?

- They help homeless people to get a social and economic perspective by the entrance to the labour market. In addition, this has positive effects on the customers, who are provided with fair trade products.

Is there any overlapping? No

G. Customer Relationships

How do they interact?

They interact directly with the customers and the beneficiaries. There is also a personal connection to the franchisees and the communities of homeless people.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries by getting regularly in touch with the homeless community. There is communication with the customers by the order services. Donators are probably found by media awareness.

Are any channels facilitated by partners? No information available.

I. Revenues

Where will revenue come from?

- Revenues come from product sales, later also by the product sales by the franchisees.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The revenue streams are mainly steered by the beneficiaries, who deliver the catalogue to the customers.
-

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

Production of catalogues and later a calendar. The building of the franchisees and later the umbrella organisation called.

2.4 Aspire Group Report

A. Value Propositions

What is their value proposition?

- Indirect social value, as the idea of the Aspire is placed in further cities by the set up of further franchisees. The commercial value comes from the production of the key instrument, namely the catalogue. This core business was expanded by the production of the calendar.

What value do they deliver to:

- - Customers: Indirectly they have influence on the customers, as they produce the catalogue and the calendar. In the case of Aspire Group which is a umbrella organisation of Aspire and the 12 franchisees, these can be regarded and defined here as customers also. In such a regard, the Aspire Group influences the way the franchisees proceed their work and implement the overall business idea into the local. They offer already existing charitable organisations the possibility to become a franchiser and to be part and work under a bigger umbrella organisation. This goes hand in hand with the transition of knowledge and the business model to the franchisees.
 - Beneficiaries: Indirectly, as the umbrella organisation, the Aspire Group has a value for the beneficiaries which are the homeless people. The value comes more direct from the work of the franchisees, less from the Aspire Group itself. The case is not explicitly describing any direct connection.
 - Donors/Funders: They offer the opportunity to support homeless people by tools which aim at the rebuilding of their lives (see the (re)-inclusion into the labour market).
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition. They are primarily involved in lobbying of their activities.
- Commercial Value Proposition. There is commercial value proposition by the production of the key instruments such as the calendar and the catalogue which are provided to Aspire and the franchisees. In addition, they generate turnover by selling the products. It is not clear from the

study, if the turnover made by the Aspire and the franchisees is transmitted to the Aspire Group (it is assumed to be that way)

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- Yes. The local franchisees act operatively and hold the beneficiary and customer contact. They also perform the day-to-day work/activities.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The association relies on donations from firms and investors and the revenue of provided catalogues and calendar as well as of the product purchase, which is done by the franchisees. Human resources play out an important role to accomplish the daily activities. In that case, the human resources are the beneficiaries at the same time. Intellectual assets come also from the CEO of the Aspire Group, which before was one of the founders of the Aspire.

What resources are provided by partners?

- Human Resource and financial revenue.

Which resources are essential to the running of the solution?

- Human resource.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Aspire: see the description above
- Franchisees: see the description above

E. Cost Structure

What are the costs?

- The main costs are represented by labour, but also by the production of the calendar and the catalogue.

What "lack of costs" would there be in absence of partners and donations? None

F. Customer Segments

Who do they help?

- They work mainly with the 12 franchise partners who are located in several cities in UK. This franchise partners are mostly welfare-organisations or charities. With the support of the franchise partners by delivering the business concept, the catalogues and the products about 300 homeless people are reached.

Is there any overlapping? No.

G. Customer Relationship

How do they interact?

- They act as adviser for the franchisees. They probably, even if there is less info, interact with the donators

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- No information.

Are any channels facilitated by partners?

- Yes, by the franchisees, who are the one being in touch with the beneficiaries.
-

I. Revenues

Where will revenue come from?

- Possibly from the franchisees and the donators.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Product sell and the business concept (probably).
-

J. Use of Surplus

- *Is there any surplus?* Yes.
- *In which areas is eventual surplus reinvested?* Expansion.

CASE 3 BEAT BULLYING

3.1 SI Business Case ID

Beat Bullying - Liberal Anglo-Saxon for Demographics issues

Problem being addressed (150-200 characters) - Bullying at school. A lot of British pupils suffer from bullying and the main consequence is that they miss school and therefore become more likely to have several issues later (unemployment, criminality...).

Solution (150-200 characters)

- Beat Bullying, a charity, empowers young people to lead anti bullying campaigns in their schools and local communities and sustain their work.
- The charity trains groups of young people so that they will be able to help some classmates suffering from bullying. They also have a website where the pupils can talk to each other and find some help.
- Moreover, the idea is to get involved parents, Government, students and schools to work on bullying and find solutions to stop it. The articles enhance the fact that people in schools should be trained and available to help pupils in need regarding bullying issues.)

Context (500-600 characters)

In Britain 1/3 of children missing school are doing so because they are afraid of bullying; it represents 170,000 pupils who are playing truant every day. This figure represents 36% of the total absences every day. Furthermore, these absences enhance the risk of academic failure for the children.

In 2006 a research showed that almost 2/3 of pupils were bullied.

A questionnaire has been given to pupils who suffered at least once from bullying, here are the results:

- 43% of female / 54% of male / 3% undetermined
- 68% of white British people

A third of these children miss school 40 times a year because of bullying.

Some of these bullied pupils think about suicide because they can't think about an other way out.

Sometimes there can be consequences also for the parents, they eventually go to jail if their children did not attend school for a very long time. Usually the main problem is that even when the problem is explained to school's members nothing happens, this explains why children prefer to stay home because they feel much safer than at school.

On the other hand, truancy appears to be costly for society, indeed children who truant frequently are more likely to commit offences; a third of prisoners has been truanting school.

BeatBullying has several recommendations for Government, Local Authorities and schools to help reducing bullying and truancy:

- anti bullying prevention programmes should be held in schools
- a significant proportion of the 500 million should be allocated to sustain anti bullying campaigns
- Central Government and Local Authorities should work together to prevent from bullying in schools

The key is to truly understand the link between bullying and truancy in order to decrease truancy. Schools should report truancy weekly to prevent long term bullying, intervene when some bullying is reported.

Central government should train every person who will work with children to prevent bullying ; moreover, governmental agencies (police, social services...) should be involved in the anti bullying program.

- By the way Beatbullying worked with 500,000 people over the last 4 years.

Beat Bullying - Liberal Anglo-Saxon for Demographics issues

Main actors

- Founder: Emma-Jane Cross
- Beneficiaries: Bullied pupils

Partners

- Public: - Schools: partnership
- Principals: partnership/training/support for students
- Government: financial support
- Local authorities: financial support
- Goldsmiths University and University of Sussex: sources of information for Beatbullying
- Parents : "partnership" - they have to get involved to stop bullying

Addressing gender issues No

What kind of vulnerable population is the solution addressing?

- Young people suffering from bullying at school
- Directly: Bullied pupils are directly helped with the website of the charity where they can find some support
- Indirectly: Bullied pupils are indirectly helped (with trainings of classmates who will be able to help bullied pupils)

Development stage Scaled; the project has been implemented but is now suffering from financial issues

Place/geographical dimension UK, national

Time 1999

Are data on the impacts available? Yes

Type of organisation Single legal form: Association

3.2 SI Business Model Canvas



3.3 Beat Bullying Report

A. Value Propositions

What is their value proposition?

- Producing and offering training / mentorship and online tools in order to counter bullying at school. The beneficiaries receive these offerings for free, costs are covered by public and private funders and other charities.

What value do they deliver to:

- Customers: They don't have customers in the sense of people or organisations who pay for their services.
- Beneficiaries: Beneficiaries are primarily young people being bullied or otherwise suffering from exclusion at school and young people who have an interest in helping peers being bullied. BeatBullying (BB) empowers these groups, eases access to help via institutions (schools, youth organisations) or the online platform and tools. These groups are also benefiting from cost reduction provided by BeatBullying (BB) because traditional therapies, mentoring and training would be costly whereas these services are provided for free by BeatBullying (BB). Overall, BeatBullying (BB) contributes significantly to enhancing the quality of life by delivering young people from being bullied. Finally, BeatBullying (BB) offers the beneficiaries convenience and usability because their services are offered in a protected environment and suit diverse needs for help. A secondary group of beneficiaries is provided by schools, parents, youth organisations and governments. This group benefits from the pacifying effects of BeatBullying's (BB) services. In addition, young people being delivered from being bullied are better able to focus on their education, thus reducing the risk that they drop out. A third group of beneficiaries are professionals, such as psychologists or mentors. It is not clear whether this group has been paid if involved in a BeatBullying measure. If so, this group benefited from better access to vulnerable groups and increased sales.
- Donors/Funders? They offer the opportunity to support young people who are suffering from being bullied or otherwise excluded at a critical point in their life.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They provide empowerment to vulnerable young people experiencing bullying and exclusion, thus enhancing their quality and opportunities of life.
- Commercial Value Proposition: There is no commercial value proposition in the sense that there are goods or services for which customers pay.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- BeatBullying (BB) depends strongly on public grants, funding through other charities and sponsorship by private sector companies in order to finance its services and operational costs. In addition – and closely related to the former -, media (newspapers, social networks, broadcasting companies) are of outstanding importance for BeatBullying's (BB) capacity to raise funding.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- BeatBullying (BB) depends to a great extent on the expertise and network of its founder. This asset has significantly contributed in the starting phase of the SI and played an important role to raise funds for the digitization and extension of the scope of its services. Other important human resources are the mentors and trainers (young people and professionals) and the technical team that has developed the website and the software tools.
- The website and the related IT infrastructure provide the key physical resource of BeatBullying (BB). Provided that BeatBullying (BB) holds the property rights of the software tools that have been developed for the purposes of this SI, these software tools provide the key intellectual resource, complemented by the mentoring experience of the organisation.
- The key financial resource of BeatBullying (BB) is the huge array of various public and private grants and donations. This resource is definitely the most essential resource of the whole organisation. When it disappeared / decreased significantly, the organisation was no longer able to exist.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- As it turned out, the financial resources.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: public grants (UK, EU), sponsors, charities, financial institutions (for loans)
- For production of the value propositions: professionals, mentors/trainers, charities, schools, government, software developers, academic institutions assuring quality and compliance of services and processes
- For distributing services: schools, government, charities, youth organisations, media, telecommunication companies, marketing experts
- All key partnerships can be considered as strategic alliances between non-competitors. By these alliances, BeatBullying (BB) strived to acquire particular resources and activities from the partners, in particular funding and promotion activities. The use of the donations by BeatBullying (BB) has therefore caused disappointment on the side of the financial partners, which has resulted in a cancellation of these strategic alliances and financial reclaims.

E. Cost Structure

What are the costs?

- Costs mainly arose from fundraising activities and from development of the software tools. The cost structure is value-driven. Variable costs are prevailing, though the amount or shares of variable and fixed costs cannot be determined. Given the absence of commercial customers and the dependence of BeatBullying (BB) on grants there is no opportunity to yield either economies of scale or economies of scope.

What "lack of costs" would there be in absence of partners and donations?

- If financing partners were absent BeatBullying (BB) would not have been able to cover any costs out of their own resources.

- In addition, it is not clear whether and to what extent the mentoring services have been provided voluntarily. If there is a substantial share of voluntary mentors, the insolvency might have happened earlier if BeatBullying (BB) had to pay for them.

F. Customer Segments

Who do they help?

- Young people, parents, guardians, schools/teachers, professionals (e.g. psychologists, mentors), governments, youth organisations. Except for the segment made up by schools, teachers and professionals the SI targets niche markets.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- Basically through the website (owned by BeatBullying (BB)) and partner organisations (training and mentoring at partners' sites, on-site development of solutions for bullying issues)

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Customers are reached through personal contact, the website and media.

Are any channels facilitated by partners?

- Media partners significantly helped to raise awareness of the subject of bullying and of Beatbullying (BB) as an organisation fighting these issues.

I. Revenues

Where will revenue come from?

- Public grants, sponsorship and donations account for all revenues. No revenues from the beneficiaries/customers have been foreseen or achieved. Conclusively, there is no pricing mechanism in place.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus

Is there any surplus?

- As long as there was surplus it was used for the diversification of services, the development of software tools, and the geographical expansion of BeatBullying (BB).

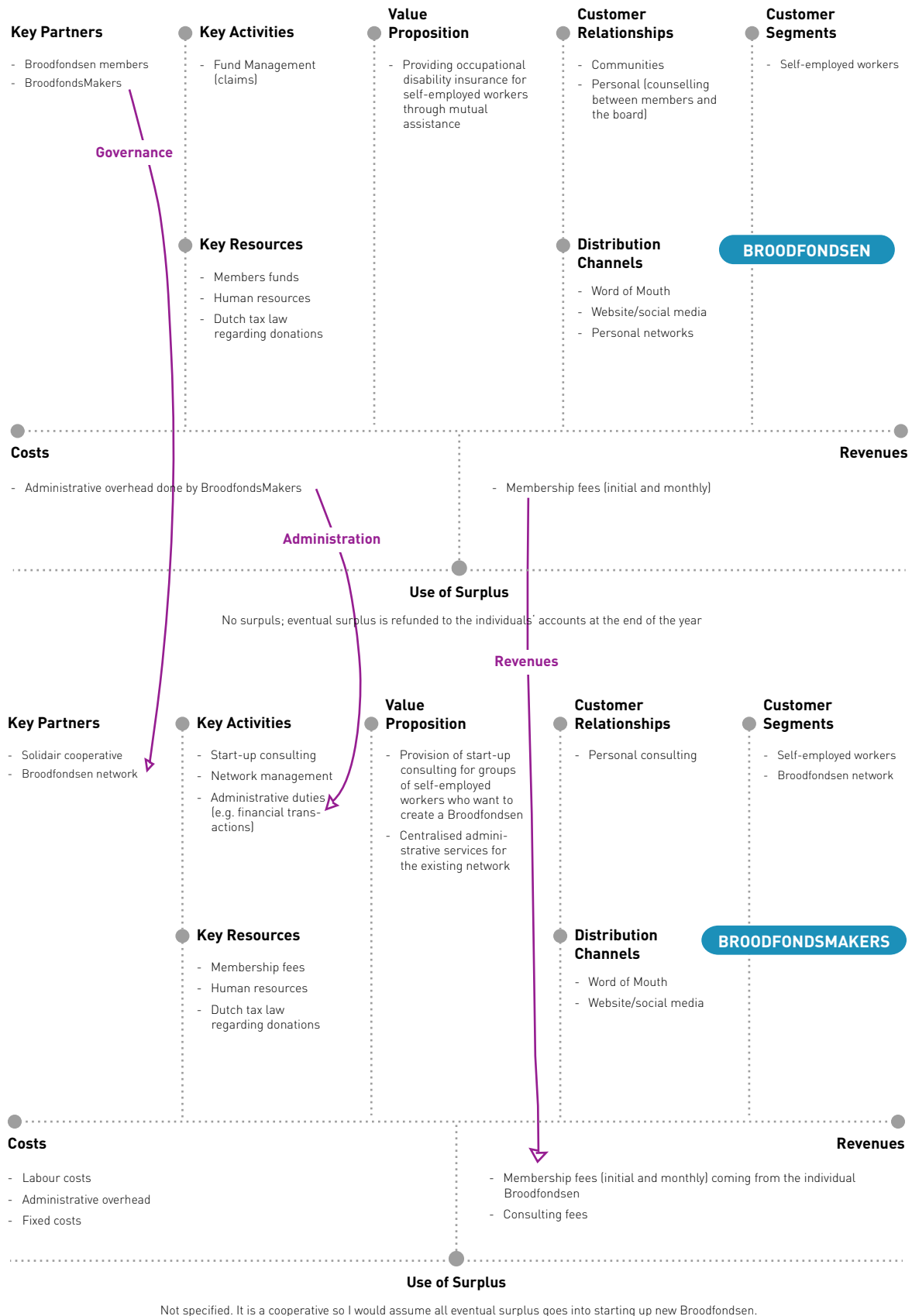
In which areas is eventual surplus reinvested? See above.

CASE 4 BROODFONDSEN

4.1 SI Business Case ID

Broodfondsen - Continental for Employment issues	
Problem being addressed (150-200 characters)	- The problem addressed is the income insecurity of self-employed (free-lancers, in Dutch: zzp'ers) in the Netherlands. In case of sickness, self-employed have no income. Insurance for loss of income due to sickness is expensive.
Solution (150-200 characters)	- Self-employed support each other financially in case of loss of income due to sickness. In groups of 20 to 50 self-employed money is saved which is transferred to the sick person.
Context (500-600 characters)	<ul style="list-style-type: none"> - In the Netherlands the amount of self-employed without personnel has grown significantly (in 1996: 330.000 and in 2014: 800.000 according to the Statistics Netherlands [CBS]). This group often has no insurance for long term sickness, because they are considered too expensive. - With the "Broodfondsen" they can transfer money to each other (tax free) in case of long term sickness. The cooperation is based on trust. - The maximum period in which a self-employed receives financial support is 2 years and the 1st month of sickness leave is for own account. Decision-making is on a democratic base. In January 2015, there are 123 "Broodfondsen" with 4500 participants.
Main actors	Self-employed, in groups of 20 to 50 persons
Partners	There are no other partners involved
Addressing gender issues	No
What kind of vulnerable population is the solution addressing?	Self-employed workers
Development stage	Scaled
Place/geographical dimension	All over the Netherlands
Time	2006
Are data on the impacts available?	No
Type of organisation	De facto hybrid. The SI is composed of single Broodfondsens which are independent, incorporated associations which are self-run and managed by a Board. The administrative aspects, including all financial transactions, are managed centrally by the cooperative BroodfondsMakers which also helps to start up new Broodfondsens.

4.2 SI Business Model Canvas



4.3 Broodfondsen Report

A. Value Propositions

What is their value proposition?

- Providing occupational disability insurance for self-employed workers through mutual assistance.

What value do they deliver to:

- Customers: They offer occupational disability insurance coverage to the self-employed through mutual assistance based on mechanisms of trust.
 - Beneficiaries: Same as above.
 - Donors/Funders: None.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They offer mutually benefitting insurance coverage to the self-employed in absence of public social security schemes and unfit private initiatives.
- Commercial Value Proposition: None.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of BroodfondsMakers is key to the operative running of the association managing all financial transactions and administrative duties. They are furthermore important to the start up of new Broodfondsen.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The solution benefits greatly from the Dutch tax law which allows that the income received under claim is in the form of a donation which is tax free for a year.
- The association requires the members' fees and to reach a sustainable number of members (minimum of 20) to sustain its activities and also relies on the human resources provided by BroodfondsMakers.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The members and their monthly contributions.
-

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)? The main partners are:

- Broodfondsen Members: The members of the association are key to the development of the solution. Not only are they beneficiaries but they are also co-managers and owners of the fund with centralized assistance.
- BroodfondsMakers: is the centralized cooperative which supports them in the administrative duties and in the start-up phase.

E. Cost Structure

What are the costs:

- The main costs are represented by the administrative overhead of managing the fund.

What "lack of costs" would there be in absence of partners and donations?

- Without the specific Dutch tax law allowing them to provide pay outs as donation, the association would also have to include taxes in their cost structure.
-

F. Customer Segments

Who do they help?

- They help self-employed workers find fair and just insurance coverage for occupational disability.

Is there any overlapping?

- Yes. They are both beneficiaries, customers and owners.
-

G. Customer Relationships

How do they interact?

- The members interact within their community personally. When claims are made this is also done personally through the Board and the member in need.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- The members self-create their group through their personal networks of friends, colleagues, etc. The associations also have a website which explains how they work and social media channels to divulge all pertinent information.

Are any channels facilitated by partners?

- BroodfondsMakers also promotes their ideals.
-

I. Revenues

Where will revenue come from?

- Revenues come from member fees that they pay initially (€350) to cover administrative and supervision costs and then monthly (€10) at a flat fee.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- All revenue is produced by member fees.
-

J. Use of Surplus

Is there any surplus?

- No. The contributions aren't put in a communal pot. All residual buffer savings are refunded to the individual's account.

In which areas is eventual surplus reinvested? Not applicable.

CASE 5 CATERING SOLIDARIO

5.1 SI Business Case ID

Catering Solidario - Mediterranean for Gender issues	
Problem being addressed (150-200 characters)	<ul style="list-style-type: none"> - Spanish women suffering from domestic violence. - Challenges on reporting to authorities. - From tragedies to death.
Solution (150-200 characters)	<ul style="list-style-type: none"> - Provision of vocational training and job opportunities to women survivors of domestic violence. - Empowerment of survivors as positive agents of change for the sustainable development of companies.
Context (500-600 characters)	<ul style="list-style-type: none"> - Two million women (or 10% of female population) in Spain have experienced gender violence. In ten years, 706 of these tragedies resulted in the death of a woman. - Formally reporting an abusive relationship to the authorities can save a victim of domestic violence. However, this is a painful process. It is a step that 80% of abused women do not take. Instead, they endure in silence. - Media's focus on the immediate negative consequences of violence leads to a societal perception of abused women as weak, marginalized, and dependent. This unleashes a spectrum of problems: the women lose self-confidence and assume a mentality of victimization, family members and acquaintances shy away from the "fragile" situation, and employers are discouraged from hiring an abused woman. - On top of it, frustration is a common feeling when it comes to resources available for women abused. Only 20% of abused women report their aggressor. Women find it difficult and unrewarding to navigate the available resources. - Catering Solidario Ana Bella (or simply Catering Solidario) was founded by Ana Bella Estévez. After being abused for 11 years, she attended an award ceremony for social work entities, won a prize for €25,000 and in 2006 started the Ana Bella Foundation. Soon after in 2007, Catering Solidario emerged from the foundation after a casual request for caterers. - The foundation launched this initiative after identifying unemployment as the biggest barrier between abused women and a police report. Catering not just provides a source of vocational training and employment (empowering) but a supportive community among abused women offering organic and fair-trade products in their caterings. - In 2010, Ashoka's: Innovators for the Public attention was caught and Ana Bella was named an Ashoka Fellow that year, joining the ranks of 3,000 of the world's most impactful social entrepreneurs. In March 2012, she even received a nomination for the Avon Storytelling Award at the World Conference of Women's Shelters in Washington, D.C. - Extract from "Stories of Scale" study for the 2013 Momentum Project.
Main actors	<ul style="list-style-type: none"> - Founder: Ana Bella Estévez - Prescribers and beneficiaries: Spanish abused women (1.200-woman network – 120 beneficiaries) - Enterprises (organic and fair-trade catering contracted)
Partners	<ul style="list-style-type: none"> - Supporter: Ministerio de Sanidad, Servicios Sociales e Igualdad, Diputacion de Sevilla, Ayuntamiento de Malaga, Junta de Andalucia, Ayuntamiento Mairena de Aljarafe, Ayuntamiento de Sevilla - Third sector: None.

Catering Solidario - Mediterranean for Gender issues

- Supporters: Talento Solidario Fundacion Botin, Ashoka Emprededores Sociales, Women's World Wide Web, Fundacion Mahou San Miguel, Momentum Project, Sostre Civic, STIG Grupo, Natacion Mairena del Aljarafe, Cruz Roja, Orbayu, Fundacion Rose, Fundacio Catalunya, Universidad de Cordoba, Universidad de Cadiz, Universidad de Granada, Univeristat Jaume, Universidad de Sevilla, Universidad Politecnica de Valencia, Universitat de Barcelona, Universidad de Alicante, TEDx BarcelonaWomen, Fundacion Surt, Sumando Capacidades, MUM Asociacion de Mujeres Unidas contra el Maltrato, Universidad Pablo de Olavide
- Private: None.
- Partners: Dos Hermanas City Hall, Danone Foundation, Obra Social Fundacion 'la Caixa', Mango, Ford, Cortefiel, Muebles Boom, Havaianas, Women's Secret, Momentum Task Force, IREA Asesores Financieros, y Estrategicos, Firmerich, Doc Deporte y OcioSyF Consultoria, Gotari Asociados, Clece, Panaria, Ligeresa, Bonduelle, Subela Web, Wind Inertia

Addressing gender issues Yes, directly

What kind of vulnerable population is the solution addressing?

- All female population in Spain
- Solution addressing directly: Domestic violence
- Solution addressing indirectly: No data available

Development stage Scaled; Launched in 2007 in Seville, Spain; now called "Servicios Integrales Solidarios"

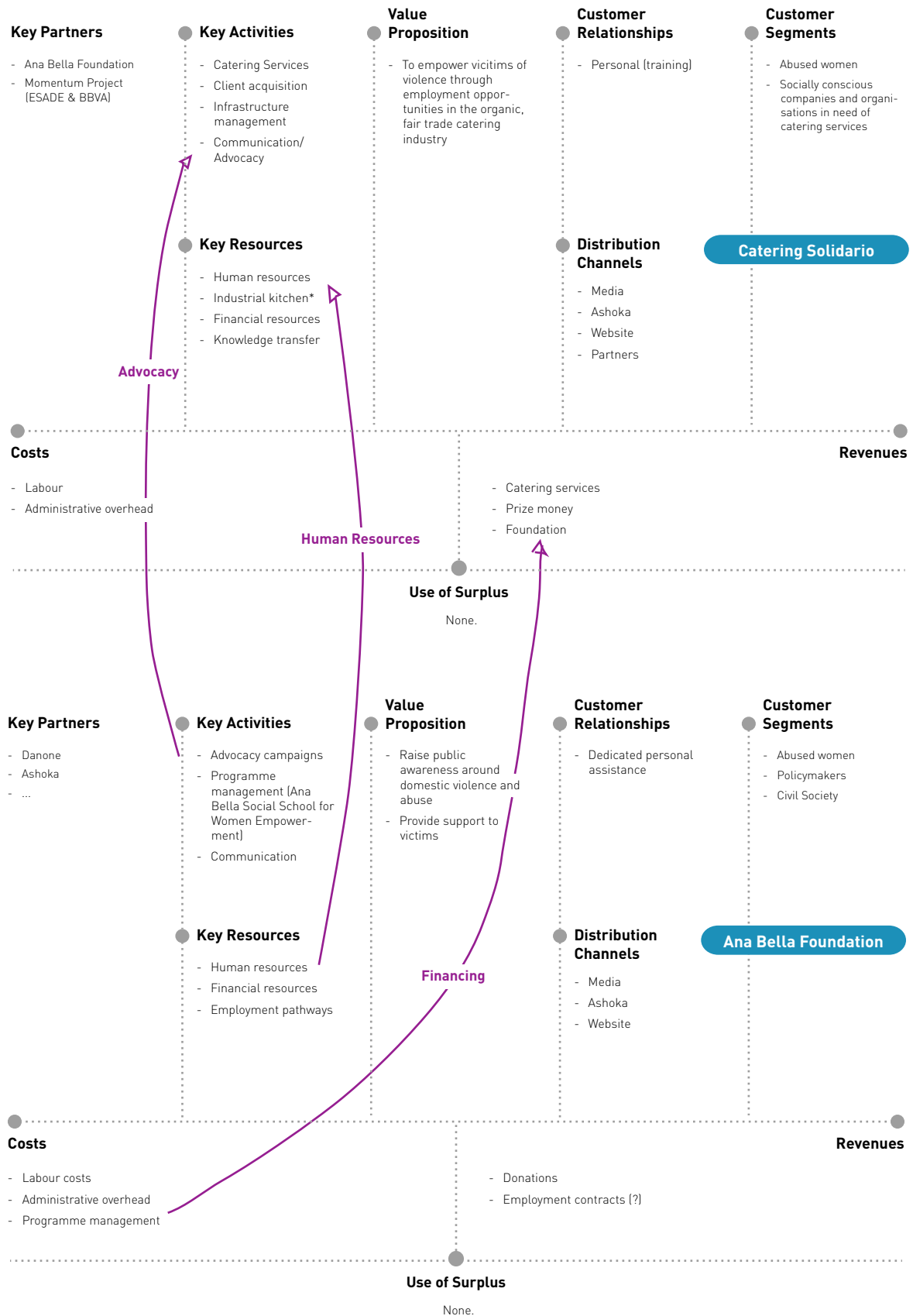
Place/geographical dimension Seville-based catering company, functioning on the Spanish provinces of Seville, Malaga, Huelva, Cadiz, Badajoz, Madrid, etc.; national

Time 2007

Are data on the impacts available? Yes

Type of organisation De facto hybrid. The SI has failed. The SI was composed of a limited liability company, Catering Solidario, which employed women coming from domestic violence in catering services, offering breakfast and lunch snacks based on fair trade and organic products. It was founded and supported by the Ana Bella Foundation.

5.2 SI Business Model Canvas



5.3 Catering Solidario Report

A. Value Propositions

What is their value proposition?

- To empower victims of domestic violence through employment opportunities in the organic, fair trade catering industry.

What value do they deliver to:

- Customers: They offer clients organic, fair trade coffee breaks, catered by women victims of domestic abuse.
 - Beneficiaries: Women coming from domestic violence are given the means to find employment and empower themselves.
 - Donors/Funders: The opportunity to support an initiative that is making a difference in empowering women to step away from domestic violence and providing a concrete pathway to recovery.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They work to empower women victims of domestic abuse through employment and support.
- Commercial Value Proposition: They cater high quality coffee breaks made with organic, fair trade products.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of the Ana Bella Foundation, the founder in particular, is essential to the functioning of the project being its primary leader. Also the Momentum Project provided a lot of necessary know-how and strategic planning.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The solution required the strong dedication of the founder and the financial resources of the foundation for the startup phase. However, in the long run, the founder wasn't able to provide enough attention to the project which contributed to its failure.
- Catering Solidario also strongly required the incubation services provided for by the Momentum Project as well as the media coverage that came with the winning of several prizes and being included in the Ashoka Changemaker project.
- The lack of specific catering skills led to the failure of the innovation.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The Foundation and the founder: to reach the target beneficiaries and to fund the solution. As noted, the lack in specialized skills in the catering service as well as more human resources were sources of its failure.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Ana Bella Foundation: see above.
 - Momentum Project: a project of ESADE and BBVA which gave Catering Solidario the possibility of participating in a peculiar program of business support; within its frame, a prevision model for the business was developed, which fixed the goal of having 270 catering jobs per year and around 750 employed women in 2014.
-

E. Cost Structure

What are the costs?

- The main costs are represented by labour costs and administrative overhead.

What "lack of costs" would there be in absence of partners and donations?

- The kitchen was once a cost until a public kitchen was donated by a nearby town.
-

F. Customer Segments

Who do they help?

- They help women victims of violence recover through self-empowerment and employment opportunities.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- Catering Solidario interacts with their beneficiaries and customers personally.
 - The beneficiaries are first trained and then managed in a direct manner.
 - The company first worked with companies in a case by case fashion creating ad hoc solutions for clients. In time, the company decided to adopt pre-configured catering services to streamline the process.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their customers through their website and media coverage, as well as via their partners, especially Ashoka.

Are any channels facilitated by partners?

- Ashoka facilitates their presence beyond Spain.
-

I. Revenues

Where will revenue come from?

- Revenues come from the catering services, prize money and the Foundation.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- A portion comes from the clients of the catering services and the rest is given by donors.

J. Use of Surplus

Is there any surplus? No.

In which areas is eventual surplus reinvested? Not applicable.

5.4 Ana Bella Foundation Report

A. Value Propositions

What is their value proposition?

- To raise public awareness around domestic violence and abuse and provide support to its victims.

What value do they deliver to:

- Customers: None.
- Beneficiaries: They raise awareness around domestic violence and offer pathways of recovery.
- Donors/Funders: The opportunity to support an initiative that is making a difference in empowering women to step away from domestic violence and providing a concrete pathway to recovery.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They campaign for awareness around domestic violence and search for employment possibilities for its victims.
- Commercial Value Proposition: None.
- Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.
- The employment contract made with Danone is essential in providing employment for their beneficiaries through the School. The support of Ashoka is important in creating credibility and recognition of their work.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The founder is important to the running of the organisation, without whom it wouldn't exist and perhaps without whom the organisation would cease to exist (marking a level of fragility).
- Furthermore, the financial resources donated are important to the development and growth of the organisation along with the important partnership with Danone and perhaps other companies who hire their beneficiaries as part of their CSR programs.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The employment pathways and the donations.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Danone: The company contacted the Ana Bella Foundation with the aim of employing women at risk of social exclusion to be nutrition ambassadors at points of sale. After several meetings with the Ana Bella Foundation, Danone accepted to hire a dozen women as a trial. Danone's key motivation in creating a partnership was to implement the vision behind its CSR strategy.
- Ashoka: Ashoka, by recognizing Ana Bella as a changemaker, improved Ana Bella Foundation's reputation and impacted its legitimacy to act as a stakeholder in a public and policy debate on female victims of domestic violence.

E. Cost Structure

What are the costs?

- The main costs are represented by labor, program management and administrative overhead.

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help?

- They help women victims of violence to find new pathways and civil society and policymakers to be aware of the issue of domestic violence.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact with beneficiaries individually based on their needs.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries through their awareness campaigns and reputation built up by the founder. As well as through Ashoka and their website.

Are any channels facilitated by partners?

- Yes, Ashoka.

I. Revenues

Where will revenue come from?

- Revenues come from donations and possibly contracts made with companies.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus

Is there any surplus? Not specified.

In which areas is eventual surplus reinvested? Not applicable.

CASE 6 COOKS WITHOUT HOMES

6.1 SI Business Case ID

Jako doma (Cooks without Homes) – Anglo-Saxon Gender issues/homeless

Problem being addressed (150-200 characters) Women are victim of violence by their husband and suffering of discrimination as homeless person..

Solution (150-200 characters) This social innovation is based on creative activities for raising motivation, self-confident with therapeutic theatre workshop, creativity and communication skills.

Context (500-600 characters) The evolution of the society of Czech Republic increases the discrimination and violence. It is due to the “poor system settings”. The growth of the poverty and the precarity of households make gender violence. Women who have a violent partner are more likely to fall into homelessness. Women who are already homeless, living in shelters or hostels are often exposed to violence. Some of them can be treated like cattle in being hired by sex industry. In others words, Women are confronting to social exclusion or find themselves in a difficult social situation, are more likely to become victims of violence, whether by partners or strangers. Both of these situations are mutually reinforcing.

Main actors

- Statutory authority: Alexandra Dolezelova
- Board of Directors: Zuzana Brodilová , Christina Ciprová, Markéta Štěpánová
- Supervisory Board: Martina Doležalová, Rad Hetmánková, Magdalena Hornová

Partners

- Home draws funds primarily from grants
- Financial Partner: Rodina Orlických
- Supporters: Freshbedynky (<https://freshbedynky.cz>), Farmer Market (<http://www.farmarsketrziste.cz/en/>)
- International organisations: St Mungo, Kirkens Korshærnsn, VAILLY Vakinaista Asuntoa Ry, Icelandic organisation Samtok um kvennaathvarf, Norwegian organisation KUN (Center for gender equality)
- National: Caritas Prague, the Association of shelters, CSSP (Social Services Centre Prague), Společnost sociálních pracovníků

Addressing gender issues Yes.

What kind of vulnerable population is the solution addressing?

- The solutions are based on a systemic and interactive approach, since partnership is in the core of this social innovation.
- The integration of women begins by the making of vegan catering service. Homeless women cook for customers while being encouraged : Pancakes homeless dog, juicy pieces, Salty entertainment, Sweet treats, Soups, Main dishes and Menu.
- Women make also a "cookbooks" for customers thanks to Arts (photo exhibition), creativity and current inspiration. Self-confidence and prevention are also developed by a variety of media and artistic works, such as comics. This initiative aims to change the social perception of homelessness by new methods of communication.
- Monthly, the “Ladies Film Club” is proposed for homeless women for keeping regular meetings, discussions and relationships.
- The prevention is also organized for young people in order to avoid violence and discrimination.
- Extensive project based on qualitative research is developed with a manual that emphasizes gender-sensitive recommendations for equipment and workers faced in practice.

Jako doma (Cooks without Homes) – Anglo-Saxon Gender issues/homeless

Development stage Scaled (already exist in others countries)

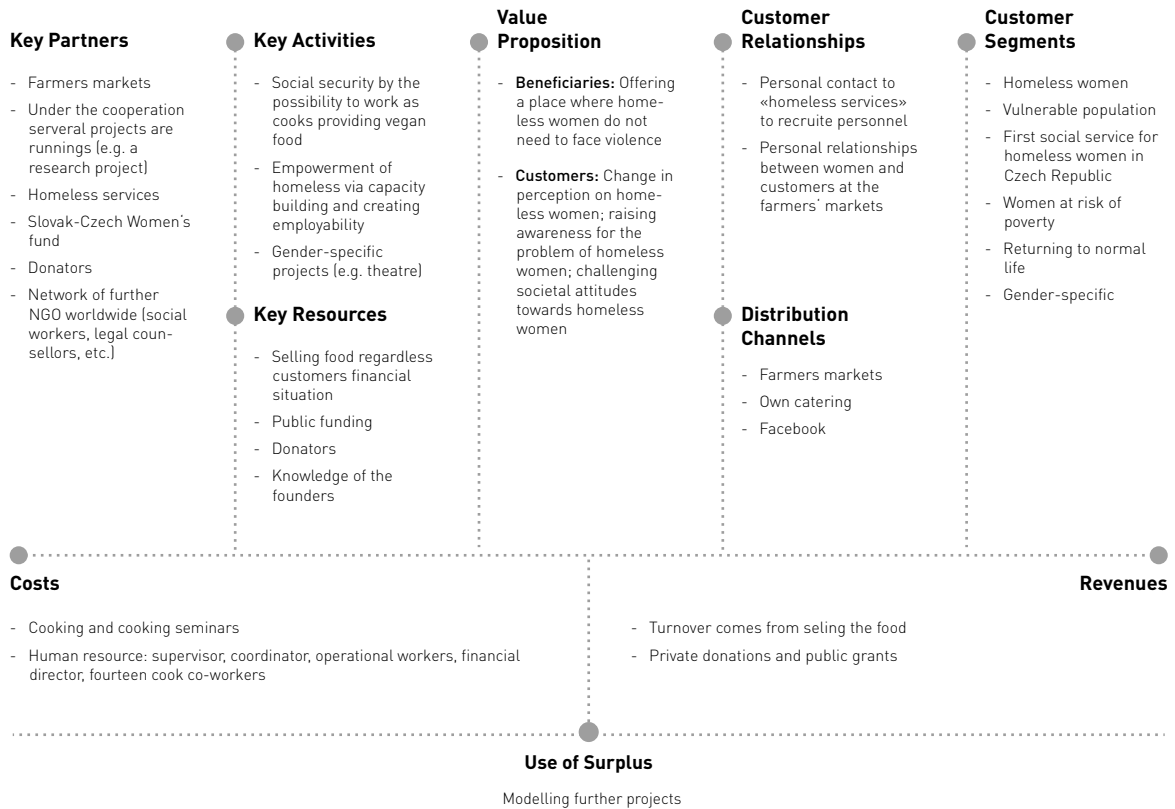
Place/geographical dimension Prague and Ostrava

Time 2012

Are data on the impacts available? Yes

Type of organisation Formalized hybrid. Profit generation is bound to the social mission. Cooks without Homes is a project, which could be described as a NGO. It was founded by two women in the Czech Republic, who abroad studied gender studies and wanted to develop a project/concept for homeless women. Currently, the project tries to be implemented in further cities within the country.

6.2 SI Business Model Canvas



6.3 Cooks without Homes Report

A. Value Propositions

What is their value proposition?

- Social inclusion of homeless women by cooking vegan food, which later sold on farmer's markets.
- Moreover, cooking courses and further courses like theatre groups, media workshops, conferences and campaigns shall help the target group to start a new life. Raising awareness for marginalised group of homeless women, to overcome the lack of misunderstandings and the lack of understanding gender-related needs.

What value do they deliver to:

- Customers: Change in perception on homeless women and being aware of their problem. Helping them to face their problems and including them back into society.
 - Beneficiaries: Offering a place where homeless women do not need to be confronted with violence and where they can get back into the labour market. The organisation by starting the project empowers homeless women employability.
 - Donors/Funders: Get the possibility to share the idea and raise awareness for vulnerable and marginalised groups.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Social inclusion of homeless women by cooking and selling the vegan food at markets. Empowerment of employability of homeless women by cooking jobs and cooking courses. Making the society aware of the situation of women being faced with poverty, traumatic experience etc. Aiming at a shift in social perception of vulnerable and marginalised groups. The mission strongly relates to the national context.
 - Commercial Value Proposition: Transfer of idea into further cities, which gives more women the possibility to earn own money.
 - Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.
 - The partners support is of financial manner and in the spreading of awareness for marginalised groups in that case homeless women.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The financial resources are given by donators and human resources. There is also a public fund for women supporting the project. On the other hand, the knowledge of the two founders (two women), who studied gender studies abroad is one of the key resource. Knowledge and international examples of similar projects are essential for the concept.

What resources are provided for by partners?

- Financial support, human resources and knowledge transfer. There is institutional contribution given to the project by the Slovak-Czech Women's fund. Also campaigns running as Christmas fundraising are a helping instrument to contribute to the project.

Which resources are essential to the running of the solution?

- The knowledge of the founders is basic to the project. It provides the project with concepts and ideas how to support homeless women and makes the society aware of the problem. It also shows that homeless women are willing to be part of the Czech Republic society and can contribute to the economic power of the country.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- **Cooks without Homes:** It is a project founded by two women, who abroad studied gender studies and drive the project. The project still is motivated by a running research project, which could deliver new insights on homeless women and further develop the concept.
- **Donators/Volunteers and Customers:** Private people who buy the food and financially contribute to the project. Also a public fund is supporting the idea. Homeless services provide the project with human resource. Volunteers' work is mentioned but not fully described, as it could give solid information on their contribution into the project.
- **Partners:** A strong network of partners which are further NGOs helping to further develop and implement the idea and enrich it with their experience. The network is including international workers, who work on the issue of women's sexual abuse, social workers, counsellors etc.

E. Cost Structure

What are the costs?

- The main costs are represented by cooking activities and the human resource involved in the project by homeless women, but also by cooks, the management structure and coordinators of the project.

What "lack of costs" would there be in absence of partners and donations?

- Volunteer work might be a crucial factor as financial resources are limited and lacking.

F. Customer Segments

Whom do they help?

- The NGO helps homeless women by discovering a gap in the provision of social services for these women in the Czech Republic.
- By the knowledge of the founders and their international academic education and own research the problem could be started and empower the employability of the marginalised target group.

Is there any overlapping? No information

G. Customer Relationships

How do they interact?

- They interact directly with the customers and the beneficiaries as well as with the network of further experts.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- There is less information on that, but the project uses social media such as Facebook to reach the public.

Are any channels facilitated by partners?

- A strong network of experts on this gender specific topic.
-

I. Revenues

Where will revenue come from?

- Revenues come from the selling the vegan food at farmers' markets. Public grants and Private Donations.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? No information.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- Modelling of further projects all over the country. Development of the network which is of an international nature. Self-enabling and more trainings are at the list of planned achievements.

CASE 7 COOPANAME

7.1 SI Business Case ID

Coopaname – Mediterranean Employment issues	
Problem being addressed (150-200 characters)	Unemployment and entrepreneurship. Labour is deeply changing. The high rate of unemployment encourages people to become entrepreneur. However, set up a business is a hard task. Lot of enterprises are dying during their first years, at the same time profoundly hurting the creators.
Solution (150-200 characters)	The Business and Employment Cooperatives (BEC) offer support to people who wish to set up a business, so as to avoid the pitfalls of individual entrepreneurship. First, the people sign a mentoring contract, which allows them to keep their former status and rights and at the same time develop their project by attending meetings and workshops. Each entrepreneur proposes his own expertise and canvasses his clients with his own brand. When the first product sale or service delivery is made a work contract is signed. The turnover generated is then transformed into a salary by the cooperative's shared departments (accounting, management etc.), staffed by what are known as "permanent employees." In a third phase, the salaried entrepreneurs (like the permanent employees) can become co-operators (shareholders) and become involved in the cooperative's governance. Thus, BECs bring together entrepreneurs with various skills who work in independently but within an enterprise with shared tax, administrative and accounting departments, and where they can develop working groups and become decision makers. The BEC business model relies on sharing resources. The entrepreneurs are accountable for their own activities; they finance their salaries and social contributions with their turnover. A share of the turnover (on average around 10%) is used to finance the shared support functions. Finally, the cooperative is a public interest service, giving advice and help to all those with an entrepreneurial project who contact it; and this activity is financed by public funding (European funds, local administration funds etc.).
Context (500-600 characters)	<p>In 2013, the unemployment rate in France was about 9.8% of the active population (according to the BIT definition). Moreover, the "halo around the unemployment" comprising the people who would like to work but are not actively searching work or not available over two weeks represent 4.3% of the active population.</p> <p>To face this challenge, the State is promoting the micro-entrepreneurship through specific legal form such as "auto-entrepreneur". It is also supporting the insertion sectors offering work and training at the same time, through subsidises and specific contracts. However, these two approaches show pitfalls: on the one hand, the survival rate of the micro-businesses and the income generated are low. On the other hand, the opportunistic use of the subsidised contracts narrowly give birth to a "classic" contract increasing.</p>
Main actors	Cooperators (salaried entrepreneurs)
Partners	<ul style="list-style-type: none">- Public: Mairie de paris, Conseil général d'Ile de, Fond Social Européen, Plaine Commune (Communauté de commune), Ville de Chevilly Larue, Chaire d'ESS de Marne la Vallée, Caisse des dépôts, Ministère de l'économie et des finances, Mairie de Nanterre- Third sector: La Nef, Minga (association pour une économie équitable), Fondation Groupe Chèque Déjeuner, Garrigue, Equi'sol, -Crédit Coopératif, France Active, Coopérer pour entreprendre (coopérative d'activité et d'emploi), Réunica, Piments
Addressing gender issues	Yes, indirectly..

Coopaname – Mediterranean Employment issues

What kind of vulnerable population is the solution addressing?

- All people who want to work differently (comparing to salaried work and "classic entrepreneurship"). More specifically, unemployed people and women.
- Solution addressing directly: All people who want to work differently (comparing to salaried work and "classic entrepreneurship") are concerned. The Business and employment cooperative offer the opportunity to work in a collective without classic subordination link.
- Solution addressing indirectly: The women are indirectly concerned because they are facing higher rate of unemployment and under-employment. Coopaname try to offer equal opportunities for women and men. The vocabulary is feminised and there is internal reflexion group about gender issues

Development stage Scaled

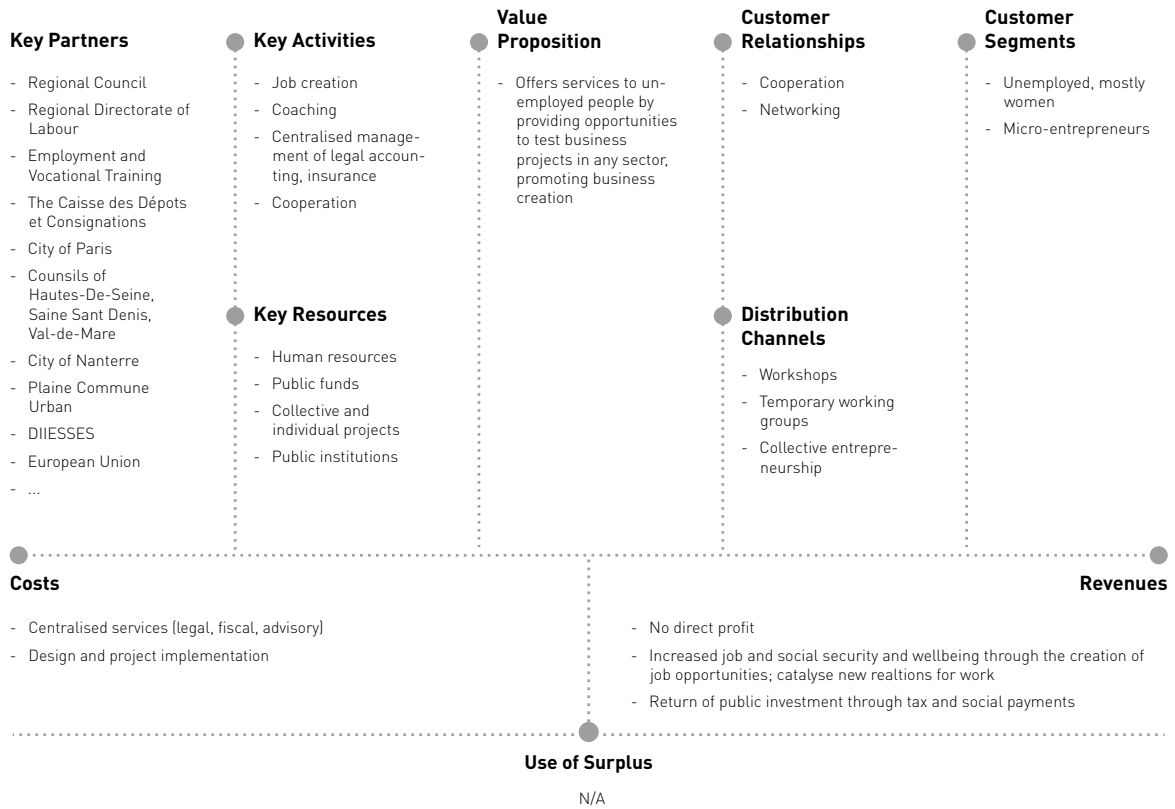
Place/geographical dimension Region Ile-de-France with partnership in all France; national

Time 1995

Are data on the impacts available? Yes

Type of organisation Coopaname is a formalized hybrid organisation, it depends on the self entrepreneurial activities of the members of the cooperative to develop and acquire its resources

7.2 SI Business Model Canvas



7.3 Coopaname Report

A. Value Propositions

What is their value proposition?

- Offers services to unemployed people, many who are women. It provides participants with opportunities to test and realize business projects, allowing people to engage in business creation, while maintaining their social security.

What value do they deliver to:

- Customers: New form of governance and opportunities for networking developing citizenship and wellbeing
 - Beneficiaries: Promotes micro-entrepreneurship through specific legal forms such as the auto-entrepreneurs, which include coaching activities on their business, centralization and management of legal accounting, administrative, and insurances; offers them to become partners of the collective cooperative enterprise.
 - Donors/Funders: Bridges urgent social needs that cannot be covered by the State such as unemployment to institutional resources with the aim of promoting micro-entrepreneurs to be autonomous and have a salary.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Relationships extend beyond working relationships providing shared responsibility, sense of community, friendly relationships, a place to interact and put in common personal interests. The work training that is provided to the unemployed gives them the necessary tools to build their own business and become economically self-sufficient.
- Commercial Value Proposition: Coaching on how to start developing a business without a big investment; centralization of management of legal, accounting, administrative, cash activities; and cooperation. Social value is produced at the moment of consumption, in a single transaction, being the social value and the commercial value propositions strongly linked.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship. No information.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Human resources, public funds, territorial institutions.

What resources are provided for by partners?

- COOPANAME is supported by institutions and local authorities. The Regional Council and the Regional Directorate of Labour provide funds, along with the City of Paris and the Councils of Hautes The Seine.
- The partners that belong to the cooperative through their own entrepreneurial activities bring a lot of the financial support.

Which resources are essential to the running of the solution?

- Government subsidies as well as the revenues that are obtained through the entrepreneurial activities of the partners of the cooperative are crucial for the running of COOPANAME

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Regional Council/Regional Directorate of Labour, Employment and Vocational Training: Provides public funding so that Coopaname can promote an alternative method of business creation, where the sole trader is not left isolated, attending the unemployed.
- DIIESES (Interministerial Delegation for Innovation in Social and Social Economy Experimentation): Provides funds via the European Social Fund.

E. Cost Structure

What are the costs?

- Not specified clearly, but basically centralization services (legal, fiscal, advisory), design and project implementation, human resources, etc.

What "lack of costs" would there be in absence of partners and donations?

- If the Directorate of L'Abour and Employment could cover the wages of the unemployed through un-employment subsidies during a certain amount of time, these would be costs that COOPANAME would no have to cover.

F. Customer Segments

Who do they help?

- Basically unemployed segments of society, many of them women.

Is there any overlapping?

- The unemployed are both beneficiaries and customers of COOPANAME because they have to pay part of the money they earn once they have received the training to build their own businesses to COOPANAME

G. Customer Relationships

How do they interact?

- They interact through different workshops, practices, and collective learning networks. There is a strong role played by the community itself where there is a mutual recognition of participants as peers.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Not clear, but mainly the workshops and the collective entrepreneurial activities that are developed with the unemployed for their training.

Are any channels facilitated by partners? Not specified.

I. Revenues

Where will revenue come from?

- Being a cooperative, each activity that is carried out by its members brings a certain amount of sales that are kept by the institution. These would be the main revenues, which come from the self-entrepreneurial activities of the partners inside the cooperative

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- In this sense there would be two main revenue streams, the one that is provided with the financial support of the institutions and local authorities and the ones that are generated by the activities that the partners belonging to the cooperative provide for its sustainability.

J. Use of Surplus

Is there any surplus?

- The Increased job security, social security and wellbeing through the creation of job opportunities, the implementation of new work relations, and the return of public investment through tax and social payments, could be considered as a major surplus.

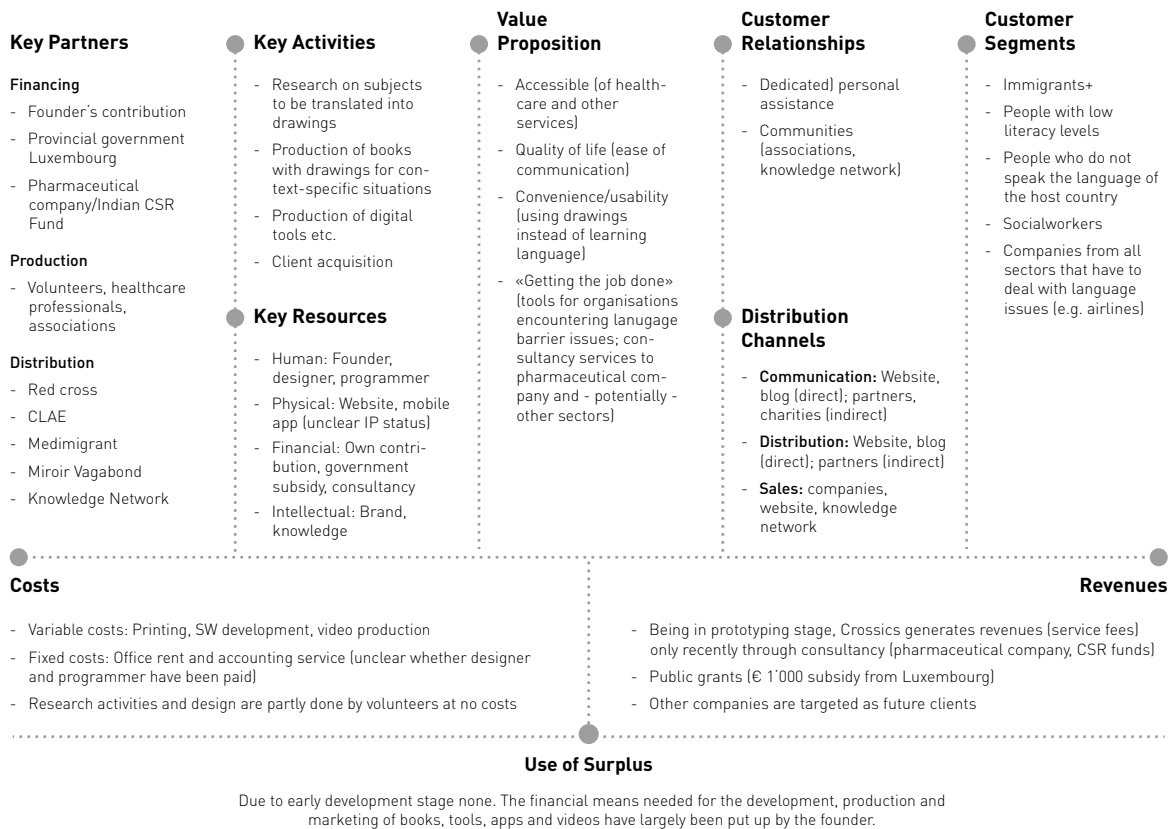
In which areas is eventual surplus reinvested? Not clear.

CASE 8 CROSSICS

8.1 SI Business Case ID

Coopaname (former Bookics) – Continental Migration issues	
Problem being addressed (150-200 characters)	Problems in conversations when the conventional channels are broken, e.g, when they don't speak the same language. We believe that every now and then we find ourselves in situations where a language barrier prevents us from communicating effectively. E.g. in communicating with migrants.
Solution (150-200 characters)	<ul style="list-style-type: none"> - Develop customized books, posters, applications, webpages which contain no words but only drawings to help people to dialogue together when they don't speak the same language. - Bookics' vision: Create a new language where sentences can be replaced by a sequence of drawings. Proposes innovative solutions to improve the understanding of the immigrants' working experience when arriving in a country to increase their chance to find an adequate job in the hosting country.
Context (500-600 characters)	<ul style="list-style-type: none"> - By providing sets of drawings designed to describe specific situations we remove this barrier and make it easy for our beneficiaries to tell what they want to anyone, no matter what language they speak. - Bookics accomplishments: We have already created and published a book and a travel sized booklet which help doctors and patients communicate when they don't speak the same language. This book is, among others, used by the Red Cross.
Main actors	See http://www.crossics.com/
Partners	Clients
Addressing gender issues	Not directly, but it can be applied to gender issues.
What kind of vulnerable population is the solution addressing?	Immigrants, e.g. when they just arrived in a country, and there are no translation solutions for the language of the immigrant; but this is only one possible application.
Development stage	Implementation stage
Place/geographical dimension	International
Time	2014 the name changed to Crossics
Are data on the impacts available?	No
Type of organisation	Single legal form: company

8.2 SI Business Model Canvas



8.3 Crossics Report

A. Value Propositions

What is their value proposition?

- Producing and offering books, digital booklets and mobile apps that context-specific communication for immigrants, illiterate people and people who do not speak the language of their host country.

What value do they deliver to:

- Customers: Customers are companies and organisations that serve clients who do not speak the host country's language. The Crossics tools help them to get the job done.
 - Beneficiaries: The value propositions of Crossics consist, thus, of accessibility (as the language barriers for beneficiaries to access healthcare and other services are lowered), improved quality of life (as Crossics helps to ease communication for beneficiaries), convenience / usability (as beneficiaries can use the drawings before they learn the host country's language or improve their literacy).
 - Donors/Funders? They offer the opportunity to support people who are excluded from certain services by language barriers.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition? Crossics identifies relevant subjects to be symbolized through drawings in certain communication contexts (e.g. symptoms of diseases in order to communicate these to a healthcare professional). The SE also "translates" these subjects into drawings and distributes them in form of books, digital booklets or a mobile app among beneficiaries and customers.
- Commercial Value Proposition? Crossics provides consultancy services to companies and organisations that have a need for drawings in order to master language challenges when communicating with clients.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- After designers and programmers have left the team it is unclear how the tasks of these groups (in particular drawings and app development) are performed. It is also unclear whether these experts have been paid for their services in the starting phase of Crossics.
 - If initial design and programming jobs have been delivered voluntarily it appears questionable whether Crossics is able to adapt the idea to specific requirements of companies in other sectors without challenging the firm's financial means.
 - Apparently, it is most critical for the founder to attract more clients to pay for the tools and to allow for adaptation and expansion into other sectors and countries.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Crossics is highly dependent on the founder's financial means. There is also some funding from the provincial government of Luxemburg and from two consultancy contracts with a pharmaceutical firm.

- Key human resource is the founder. Designers and programmers are essential for Crossics, too, and they played an important role in the starting phase of the enterprise. However, meanwhile these persons have left the team.
- Physical resources are the website (including a blog) and the mobile app. However, it is unclear whether the founder holds IP of these assets, as he says that a legal analysis has revealed that he cannot protect his idea from being copied by others.
- Intellectual key resources are the brand name and the expertise of the founder.

What resources are provided for by partners?

- Obviously, some friends of the founder have contributed ideas and contacts for Crossics tools and their dissemination. The pharmacy company is important for generating revenues.

Which resources are essential to the running of the solution?

- Financial resources and clients that generate revenues. Apparently designers and programmers are also essential but currently not available to the company.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: own contribution of the founder, public subsidies (1,000 Euro from provincial government of Luxemburg, used to co-finance the development of prototype tools), and a pharmaceutical company that provides Crossics with consultancy contracts. The latter are used to adapt the tools to other communication contexts in other sectors and countries than the ones targeted by the prototypes. This adaptation would allow Crossics to expand its markets.
- For production of the value propositions: healthcare professionals and a number of associations providing services to immigrants and other groups that are affected by language or literacy barriers.
- For distributing services: The associations mentioned above and a recently established knowledge network in which the Crossics founder collaborates with similar companies in the field.

E. Cost Structure

What are the costs?

- There are relatively little fixed costs, particularly for office rent and legal and accounting services. These costs add up to 600 Euro per month.
- Variable costs accrue from software and website development, printing, video production and fundraising. These costs amount to several tens of thousands of Euros, largely put up by the founder's own contribution.

What "lack of costs" would there be in absence of partners and donations?

- If there were no volunteers (friends of the founder) who helped to identify subjects to be drawn this sort of research would have to be paid for.

F. Customer Segments

Who do they help?

- Immigrants, people with low literacy levels, people who do not speak the language of their host country, social workers, doctors and other healthcare professionals, companies from all sectors that have to deal with language issues (e.g. airlines)

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- Dedicated personal assistance (e.g. in consultancy jobs) and through a community (associations and knowledge network).
 - The blog plays also a role.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Customers are reached through the associations, friends' networks and, as a future activity, through the knowledge network.
- Beneficiaries are reached through the associations and customers of Crossics.
- Donors and funders are reached through personal networks of the founder and his friends and through fundraising activities, such as participating in the social innovation tournament of the European Investment Bank (EIB).

Are any channels facilitated by partners?

- Personal networks of friends of the founder and associations providing services to the targeted beneficiaries play an important role.
-

I. Revenues

Where will revenue come from?

- Public subsidies (to a small extent) and consultancy services. Crossics started only recently to generate revenues from consultancy.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Only companies that employ Crossics for consultancy services provide revenues from customers. Public subsidies play a minor role. Key donations are put up by the founder.
-

J. Use of Surplus

Is there any surplus? Not yet.

In which areas is eventual surplus reinvested?

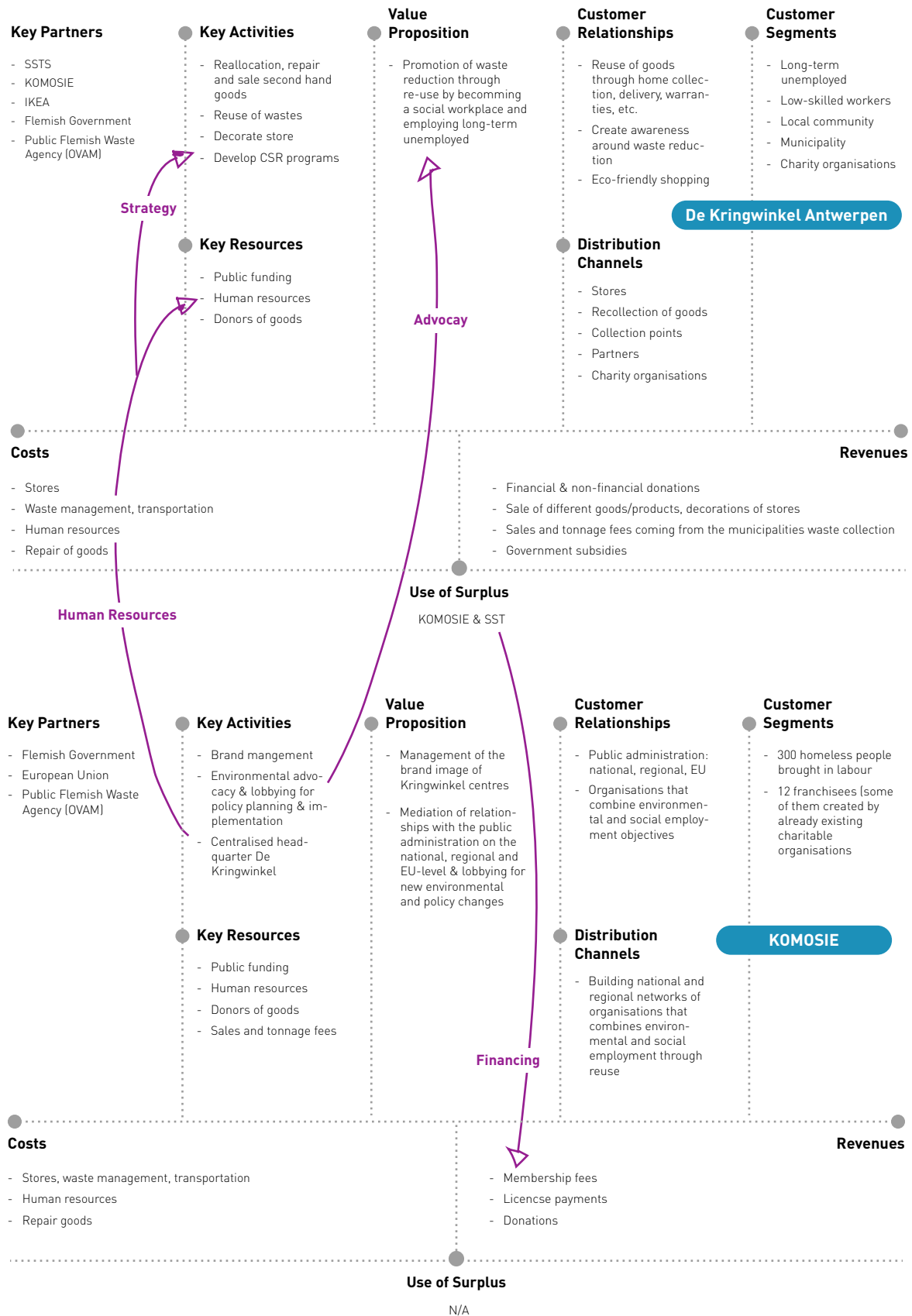
- Not applicable. It is obvious, though, that most of the money that is available to Crossics is spent on design and software development in order to acquire new clients and to tap new markets.

CASE 9 DE KRINGWINKEL ANTWERPEN

9.1 SI Business Case ID

De Kringwinkel Antwerpen – Continental Employment Issues	
Problem being addressed (150-200 characters)	Problems with rising long-term unemployment and high levels of waste.
Solution (150-200 characters)	<ul style="list-style-type: none"> - De Kringwinkel Antwerpen is one of the largest of the Kringwinkel centers in Flanders. The centres collect, repair and sell used goods in 118 stores around Belgium. The centres are all Non-Profit Organisations under the Special Workplace status, employing the long-term unemployed. - The Kringwinkel model, hence address three community needs: (1) the need for stable employment and real labour market integration via supportive work environments; (2) the need for quality goods at an affordable price; and (3) the need for a more environmentally sustainable consumption pattern in society.
Context (500-600 characters)	<p>It has three objectives: (1) to provide gainful employment; (2) to promote waste reduction through re-use; and (3) to offer quality products at affordable prices, by collecting, repairing and selling second-hand goods.</p> <p>As a “social workplaces”, they hire the long-term unemployed, paid by the local OCMW (if they are on the Article 60§7 trajectories) or by Special Workplace subsidies by ministries like GESCO and the Sine statutes. These relations are managed by one of DKA’s umbrella organisations, SST (Samenwerkingsverband Sociale Tewerkstelling – Social Employment Partnership), established in 1988 to support all Special Workplaces.</p>
Main actors	The long-term unemployed, public authorities, citizens, waste collection, KOMOSIE and SST
Partners	KOMOSIE, SST, IKEA, OVAM, SST, other public bodies
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Long term unemployed.
Development stage	Scaled
Place/geographical dimension	Belgium
Time	2012
Are data on the impacts available?	Not clear.
Type of organisation	De Facto hybrid organisation due to the activities that the umbrella organisations KOMOSIE and SST develop.

9.2 SI Business Model Canvas



9.3 De Kringwinkel Antwerpen Report

A. Value Propositions

What is their value proposition?

- Promote waste reduction through re-use by becoming a social workplace and employing the long term un-employed

What value do they deliver to:

- Customers: They sell, repair and collect reused goods, and furniture. They occasionally decorate stores.
- Beneficiaries: They provide labour for the long term un-employed and they train them in new skills.
- Donors/Funders? They promote waste reduction and are a social workplace which provides work for the long-term unemployed

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition? Social value is created as a by-product of the environmental mission to reduce waste. They help the long-term un-employed by providing them with new jobs and skills
- Commercial Value Proposition? They collect, repair, and sell used goods. They decorate stores. They therefore respond to gaps in public and private services, programs and schemes, by changing the perspective of customers from viewing used goods as “second hand” to seeing them as “second-life” goods. They are changing the culture of waste, and are helping the users through home collection, home delivery, warranties, etc.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of KOMOSIE is essential because it handles the brand management, it advocates and lobbies for policy planning and implementation with the public administrations at different levels, and behaves as a centralized headquarter of the Kingwinkel centres, activating the transfer of knowledge between the centres to promote learning and innovation strategies.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- They rely on public funds, donors, human resources, trucks, and stores to develop their activities. Also, in May 26, 2002, the law on social integration passed, which pushed welfare centres to work towards labour market integration. Thanks to this change OCMW and Social Workplaces allowed DKA to be sustainable and have access to free labour and hence pursue a social mission

What resources are provided for by partners?

- The local communities and the donors provide old furniture and goods, which the organisation collects. Also part of the finance comes of the organisation comes from government subsidies and the other major part from sales and tonnage fees coming from the municipality waste recollection. OCMW and Social Workplaces provide access through free labour.

Which resources are essential to the running of the solution?

- At present DKA is no longer sustainable only with the government subsidies, so they rely on their customers and the free labour provided by OCMW and Social Workplaces. The donation of goods from companies and individuals are also key resources.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- IKEA: The offer collection points in their parking lots to collect old furniture
- Flemish Government: Provides public funds, which are used to finance the organisation
- KOSMOSIE serves DKA's environmental objectives by advocating and lobbying for policy changes. It also serves as a centralized headquarter of the Kringwinkel centers sharing their best practices and knowledge between them.

E. Cost Structure

What are the costs?

- Waste management, transportation, stores, human resources

What "lack of costs" would there be in absence of partners and donations?

- In absence of partners and donations DKA would need to cover wages of their human resources and also sustain the activities of their umbrella organisation KOMOSIE.

F. Customer Segments

Who do they help?

- They help the long-term unemployed, the local communities, the Flemish government, and similar organisations that combine their environmental and social employment objectives. They also help DKA with branding, communication and marketing activities, coordinating the Kringwinkel centers

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact through home collection and home delivery creating awareness around waste reduction.
- The promotion of friendly shopping is also key for the organisations' interaction with their customers.
- Moreover, the national and regional networks that are built with other organisations, which combine environmental and social employment is important.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach them through the collection points, home collection, the shopping centres and other charity organisations.

- They also use networking strategies and policy planning to connect with similar organisations and the public administration.

Are any channels facilitated by partners?

- Yes, Reuse helps them build regional and national networks with similar organisations.

I. Revenues

Where will revenue come from?

- They come from the sale of reused goods such as furniture, the decoration of stores, financial and non-financial donations.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The revenue streams come from the sales and tonnage fees coming from the municipalities waste collection.
- Another important part of the revenues comes from government subsidies and non-financial resources such as the donation of objects that are later repaired and sold.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested? KOMOSIE and SST.

9.4 KOMOSIE Report

A. Value Propositions

What is their value proposition?

- Their value proposition is to advocate and lobby for policy planning and implementation through the mediation of relationships with the public administration on the national, regional, and EU-Level.

What value do they deliver to:

- Customers: They build national and regional networks of organisations that combine environmental and social employability objectives. They manage the brand's image and they centralize they also centralize the management of the Kringwinkel centres, by activating knowledge transfer between centres to promote learning and innovation strategies.
- Beneficiaries: They provide policy planning and implementation
- Donors/Funders? The opportunity to support a major stakeholder in environmental and reuse policies.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Social value is created through the advocacy of policy planning and implementation with the public administrations.

- **Commercial Value Proposition:** They manage the image of the Kringwinkel brand and also serve as the central headquarter of its centres promoting the transfer of knowledge, learning and innovation strategies.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of Rreuse, which is an umbrella organisation founded by KOMOSIE is central because encourages the development of national and regional networks with other organisations that combine environmental and social employment activities.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- They rely on government subsidies, donors of goods, human resources, and the networks that are built to connect with similar organisations is also important

What resources are provided for by partners?

- The public administrations (Flemish Government) provides government subsidies and their umbrella organisation Rreuse provides the networks and connections with similar organisations that combine environment and social employment objectives.

Which resources are essential to the running of the solution?

- Human resources and revenues obtained by the Kringwinkel centres and government subsidies are essential resources that sustain KOMOSIE.
- Being an umbrella organisation of DKA, they also rely on their customers and the free labour provided by OCMW and Social Workplaces.
- The donation of goods from companies and individuals are also key resources.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- **Flemish Government:** Provides public funds and KOMOSIE advocates for policy planning and implementation working with its administrations at different levels, being the Public Flemish Waste Agency another important partner.
- **Rreuse:** Built networks with similar organisations that combine environmental and social employment objectives.

E. Cost Structure

What are the costs?

- Waste management, transportation, human resources, stores, marketing, communication, wages, etc.

What "lack of costs" would there be in absence of partners and donations?

- In absence of partners and donations would need to find a new way of financing itself because they are dependent of Government subsidies and the revenues that the Kringwinkel centres provide.

F. Customer Segments

Who do they help?

- They help the long-term unemployed, the local communities, and the Flemish government.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact personally through workshops, meetings, policy tables and events/conferences.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach them through events, communication campaigns and policy measures.

Are any channels facilitated by partners?

- Yes, KOMOSIE helps build networks with other organisations which combine environmental and social employment activities.
-

I. Revenues

Where will revenue come from?

- They come from member fees, financial and non-financial donations and license payments.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The revenue streams from their beneficiaries are the member fees and non-financial resources as well as license payments for the brand and donations from public and private grants.
-

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- The surplus is reinvested in core activities.

CASE 10 DISCOVERING HANDS

10.1 SI Business Case ID

Discovering Hands – Continental Gender issues

- Problem being addressed (150-200 characters)**
- German women suffering from breast cancer and unemployment of disabled people.
 - Breast cancer is the most frequent cause of death for women between 40 and 44 and one of ten women will suffer from breast cancer within their lifetime.
 - Moreover, the insurance cover just the costs for short breast examinations because the detection of breast cancer has a huge cost. Thus, the exams last either a few minutes, or a long time with mammography. To conclude, there are no standard and human-oriented examinations.

- Solution (150-200 characters)**
- Low cost breast examination method by training blind people and available to all women.
 - The superior sensitive touch of blind people enables them to detect more and smaller tumours than doctors. Those examinations cost less, therefore they last a long time and they are more human-oriented.
 - This method opens a new professional path and turns blindness, often considered as a disability, into a professional skill.

- Context (500-600 characters)**
- Nowadays, the breast cancer is more and more understood thanks to an awakening of people to the danger of this particularly common disease.
 - Moreover, the mortality rate from breast cancer depends largely on early detection.
 - Those facts could lead to halve the time between the appearance of the cancer and its detection and thus, it could enable to cure more people of breast cancer.
 - However, the mammography are expensive and in Germany, the conditions for early examinations have deteriorated in past years after a new legislation in 2005. This legislation stipulated that only women over 50 could be reimbursed for a mammography. Thus, the women under 50 have to satisfy themselves with a brief manual breast exam or they have to pay for an in-depth examination.
 - Moreover, those brief manual exams last just few minutes and are not standardized. They are impersonal and they don't reassure the patients.
 - That's why, those facts show a huge need for a new treatment which must be more human-oriented and less expensive.
 - Furthermore, blind people have many difficulties to be hired because their blindness is still considered as a disability and this discrimination is very painful.

- Main actors**
- Founders: Frank Hoffmann
 - Prescribers and beneficiaries: German women suffering from breast cancer

- Partners**
- Ashoka which selected it to become part of the Ashoka Globalizer Program as well as the Making More Health Initiative
 - World Wide Awareness
 - Ruderman Family Foundation
 - Supporters: Ministerium für Gesundheit, Emanzipation, Pflege und Alter des Landes Nordrhein-Westfalen, Vodafone, Social Entrepreneurship Akademie, Essl Foundation, Prescribers
 - Awarded by "der Apirin Sozialpreis", Social Entrepreneurship Initiative and foundation, "the Sustainable Entrepreneurship Award".

- Addressing gender issues** Yes, directly.

Discovering Hands – Continental Gender issues

What kind of vulnerable population is the solution addressing? Female population in Germany, directly.

Development stage

- Scaled
- Ready to be exported to other countries in Europe, several countries have already shown a concrete interest in launching this system (Austria, Ireland, France, Denmark, the U.K., ...)

Place/geographical dimension

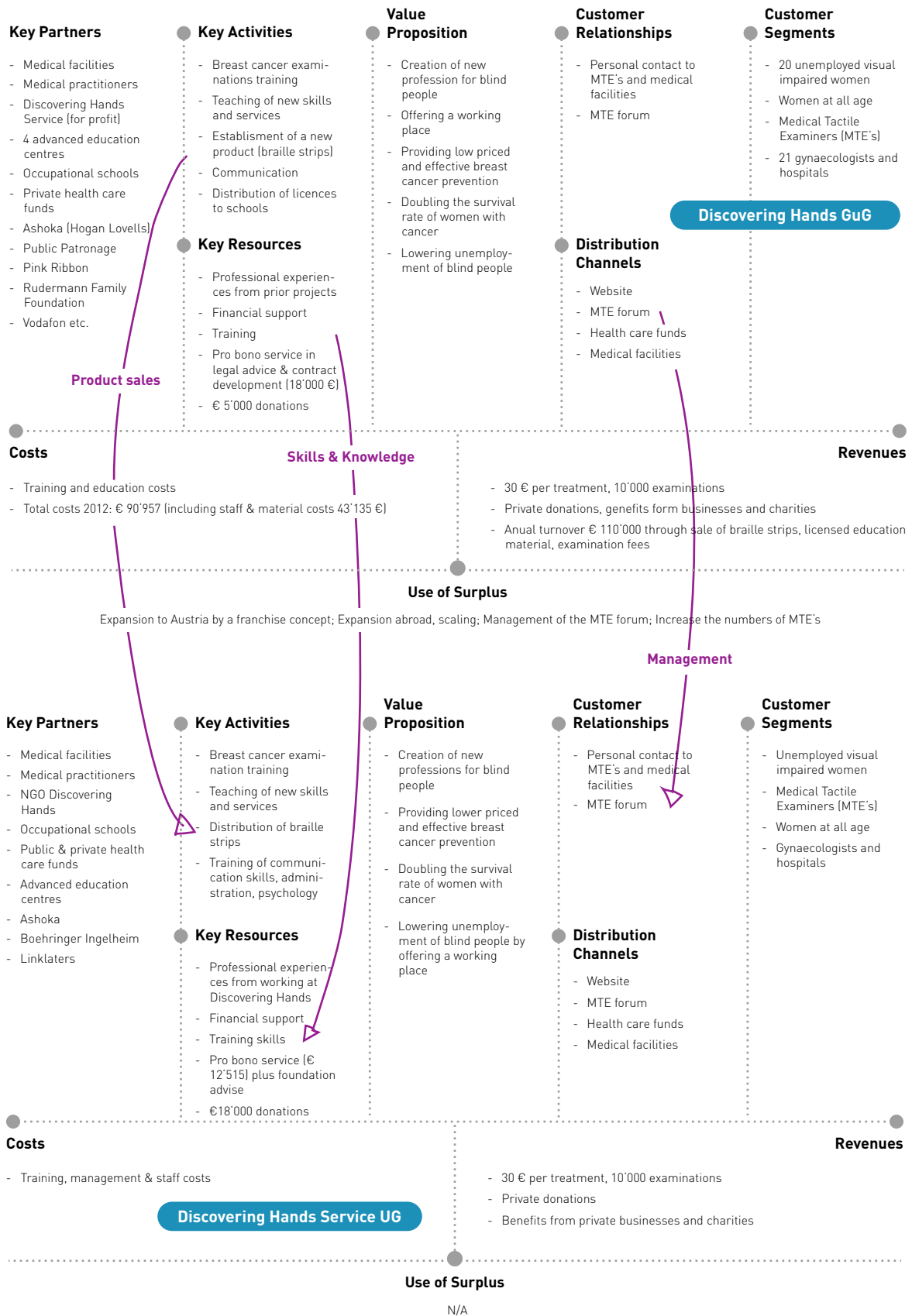
- Headquarter: Mülheim an der Ruhr
- Present on German constituent states of Bayern, Berlin, Hamburg, Nordrhein-Westfalen, Niedersachsen, Sachsen
- Internationalisation envisaged

Time Frank Hoffmann has developed the discovering hands method since 2004 but the organisation is launched in 2011 in Germany

Are data on the impacts available? Yes.

Type of organisation De facto and formalized hybrid, as two legal entities are needed to effectively carry out the solution. Discovering Hands GuG is a non-profit organisation, which established the method and manages the social franchise system. In addition, a for-profit entity is later on embedded in the organisational structure, which is called Discovering Hands Service UG, in order to manage the operative business in Germany. Discovering Hands Service UG was changed into a Limited Liability Company

10.2 SI Business Model Canvas



10.3 Discovering Hands GuG Report

A. Value Propositions

What is their value proposition?

- Educating blind or visually impaired women to preform breast examinations in order to lower the death rate of women and to offer employment to blind women.

What value do they deliver to:

- Customers: They offer women all age groups a great opportunity to get a quick detection of a tumour that is essential for halving the time between the emergence and its detection and doubling the survival rate. The women who use this offer could also be seen as beneficiaries. The MTEs are employed by gynaecologists' practices and hospitals, which also belongs to the group of customers.
 - Beneficiaries: They create a new profession for blind women and teaching them in new skills and new services. They also provide women all age a low-priced and effective cancer alternative examination.
 - Donors/Funders: They offer a social return determined by a quick detection of cancer and therefore lower the death rate of women.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They conduct trainings for MTEs and educate them in performing breast examinations in order to find tissue alternations in the breasts. The MTEs are also trained in administrative tasks usually done by doctors' assistants, communication skills and breast-specific psychology. Discovering Hands deliver a standardised system for blind women getting employed by medical facility. In addition, they establish a new specific product, named braille strip, for the operative work in medical facilities.
- Commercial Value Proposition: They manage the production of the medical facilities and the distribution to medical facilities; managing the MTE forum where MTEs could exchange experiences and get in touch with medical facilities. They also aim to expand the concept abroad by a franchise concept operating in Austria, which deliver a complete education programme which can be implemented into a running and self- prosecuted business model. They catalogue and actualize the existing business and develop new concepts like the international train-the-trainer for the Discovering Hands franchise handbook.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of the Discovering Hands service UG is necessary to support women in their operative work.
 - The UG is responsible for the operative business in Germany.
 - They also depend on the collaborations with medical facilities.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The main physical resource of Discovering Hands is the specific braille strips, which are established as a new product on the market to support the breast cancer examination.

- The organisation uses the superior tactile sense of blind or visually impaired women for pursuing the goal of lowering the cancer death rate of women and increasing the employment rate of blind women.
- The Founder and CEO of Discovering Hands' business model is a non-medical practitioner, who has 19 years experiences in the field of gynaecology.
- The financial resources are mixture of own capital, revenue, debt capital, donations and pro bono support.

What resources are provided for by partners?

- The main resources provided by partners are fundraising by several entities and trainings by occupational schools.
- The examination is covered by all private health care funds and a few public ones, named under key partners.

Which resources are essential to the running of the solution?

- In order to distribute Discovering Hands' examination method a well personal contact with medical facilities is necessary.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Fundraising: Start-up Fundraising: Landschaftsverband Reihnland (public body)
- Vodafone is listed as sponsor
- Supporter: Social Entrepreneurship Akademy, Essl Foundation supports Discovering Hands in Austria; The training took place in 4 advanced education centres and some occupational schools
- 7 public health care funds: Siemens, Betriebskrankenkasse, BKK Mobil Oil, BKK ALP, Bergische Krankenkasse, BKK RWE, BKKVBU, that pay the examination fees.
- All private health care funds, that pay for the examination fees
- Medical facilities, hospitals; doctors employ the blind women who are a priori trained in the advanced education centres
- The patronage is provided by the German ministry for health, emancipation, care and seniority (NRW)
- Strategic partners: Ashoka offers fellowships as well as networking activities with other entrepreneurs and actors from economy, politics and civil society; Pink Ribbon is a communication campaign to raise awareness for breast cancer; Ruderman Family Foundation focuses on inclusion of people with disability in Jewish Community.

E. Cost Structure

What are the costs?

- The main costs are related to the training costs, staff costs and the production/ distribution costs of the braille strips. The annual expenses are 90,957€. The "rehab provider" covers education costs.

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help?

- The beneficiaries are the blind women who are educated in detection of breast cancer and simultaneously benefit in getting a job. Only 30 percent of blind women are employed in Germany.
- Moreover, the women who are examined in medical facilities also benefit from Discovering Hands' cancer prevention method.

Is there any overlapping?

- The women who buy the braille strips and charging the examination fees are both customers and beneficiaries.

G. Customer Relationships

How do they interact?

- They conduct a MTE forum for the blind women who work in medical facilities in order to get in touch with each other and the medical facilities and to exchange experiences. They organise personal contacts between MTEs and medical facilities. The MTEs are directly in contact with the patients.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach the medical facilities through their website and personal contacts or networking by the supporter of Discovering Hands.

Are any channels facilitated by partners?

- Yes, the networking activities are provided by some partners, e.g. Ashoka.
- The doctors offer the examination in their clinics.
- The health care funds inform their clients about the examination possibility.

I. Revenues

Where will revenue come from?

- Revenue is produced through product sales and examinations in medical facilities.
- The total budget is 170,000 € per year.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Revenue streams are produced mainly by the customers of the braille strips (10€/piece.). More profit will be created by the sale of licensed education materials and charging of an examination fee (36.50€/examination). The costs are covered by the patients or the health care fund.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- Surplus is partially reinvested in its core activities and the expansion to Austria and abroad the expansion to Austria is done by franchise concept. The franchise concept includes an education programme, which indicates a running and self-prosecuted business model. Doing so, a new concept of train-the-trainer is necessary to distribute Discovering Hands franchise handbook.

They also invest in the MTE forum in order to secure the exchange between blind women and the contact to medical facilities.

10.4 Discovering Hands Service UG

A. Value Propositions

What is their value proposition?

- Due to the fact, that Discovering Hands Service UG was later on established by Discovering Hands GuG in order to take over the operative business in Germany, the value propositions are the same as described for Discovering Hands.

What value do they deliver to:

- Customers: They offer women all age groups a great opportunity to get a quick detection of a tumour, that is essential for halving the time between the emergence and its detection and doubling the survival rate. The women who use this offer could also be seen as beneficiary. The MTEs are employed by gynaecologists' practices and hospitals, which also belongs to the group of customers.
- Beneficiaries: They create a new profession for blind women and teaching them in new skills and new services. They also provide women all age a low-priced and effective cancer alternative examination.
- Donors/Funders: They offer a social return determined by a quick detection of cancer and therefore lower the death rate of women.

B. Key Activities

What are the main activities performed to deliver their:

- The same as for Discovering Hands GuG.
- Social Value Proposition: They conduct trainings for MTEs and educate them in performing breast examinations in order to find tissue alternations in the breasts. The MTEs are also trained in administrative tasks usually done by doctors' assistants, communication skills and breast-specific psychology. Discovering Hands Service UG supports blind women getting in touch with and later on employed by medical facility.
- Commercial Value Proposition: They manage the distribution of the braille strips to medical facilities. The braille strips are established and delivered by the umbrella organisation Discovering Hands GuG. They provide access to the MTE forum, which is organised by Discovering Hand GuG. The forum is beneficial for MTEs to exchange experiences and get in touch with medical facilities. Tasks of this branch are contract management, cooperation management, costumer acquisition (medial facilities), quality management (evaluation), public relations, administration and scheduling

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- Discovering Hands Service UG is solely founded in order to relieve Discovering Hands GuG from daily work, because Discovering Hands' GuG new task is to expand abroad and sell the franchise concept. They also depend strongly on the collaborations with medical facilities.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The main physical resource of Discovering Hands Service UG is the superior tactile sense of blind or visually impaired women, which is used to lower the cancer death rate of women and increase the employment rate of blind women. The Founder of Discovering Hands Service UG has experiences with the method Discovering Hands GuG developed. He was 6 month employed by them and responsible for the implementation of the contracts with the medical facilities. At the time he also prepaid the foundation of Discovering Hands Service UG.

What resources are provided for by partners?

- Discovering Hands UG handed over the business concept to Discovering Hands Service UG as a franchise concept and delivers the braille strips. Discovering Hands Service UG sells these strips to medical facilities and therefore both organisation entities could generate revenue.
- The UG is in close cooperation with education entities, which implement the training for MTEs. In order to do so, the education entities get a license from the UG.
- Furthermore, financial support through pro bono support, donations and prize money, was very important in the beginning, but UG force to be self-sustainable.

Which resources are essential to the running of the solution?

- The most essential resource relationship to the medical faculties and the blind women.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Discovering Hands GuG delivers the braille strips and the business concept.
- Medical facilities, medical practitioners purchase the braille strips and employ the blind women. They also be treated as customer.
- Private and public health care funds bear the costs incurred for the examination and braille strips at the medical facilities.
- Occupational schools and advanced education centres get license to train the blind women in detection of breast cancer.
- Ashoka, Boehringer Ingelheim (pharmacy business) sent Michael Döll as an executive. He founds the UG.
- Linklaters is a law firm and provided pro bono service

E. Cost Structure

What are the costs?

- The main costs are represented by the training activities in occupational schools and advanced education centres. In addition, the management and staff costs are a major cost item.

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help? See Discovering Hands GuG

Is there any overlapping? See Discovering Hands GuG

G. Customer Relationships

How do they interact?

- The relationship between partners, costumers and beneficiaries is mostly personal.
 - The blind women could also interact via the MTE forum with Discovering Hands UG, even so with other MTEs in order to exchange experiences and with the medical facilities.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries through the website and the MTE forum. The examination is offered in the medical facilities; hence the doctors indirectly promote the examinations.

Are any channels facilitated by partners?

- In order to get in personal contact with supporters, the partners provide their networks.
-

I. Revenues

Where will revenue come from?

- Revenue comes from the examination fee and the sold braille strips as well as from donations by private businesses and charities.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The revenue streams are produced by fees, ergo the beneficiaries who are patients of the medical centres, but also by donators and funders.
-

J. Use of Surplus

Is there any surplus?

- They aim to increase the number of MTEs

In which areas is eventual surplus reinvested?

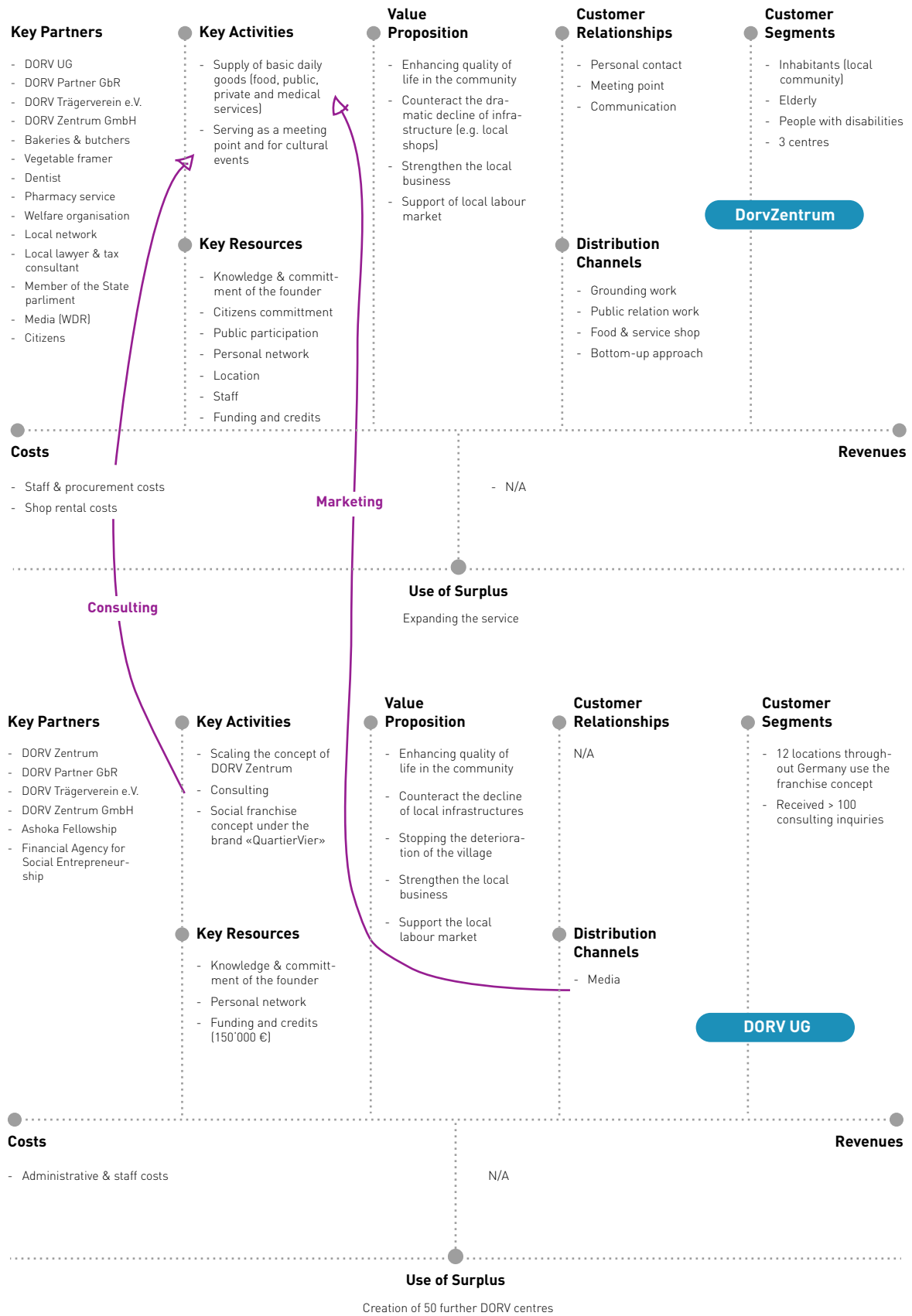
- Employment

CASE 11 DORVZENTRUM

11.1 SI Business Case ID

DorvZentrum – Continental	
Problem being addressed (150-200 characters)	Rural depopulation is a steadily growing phenomenon in Germany: Between 2003 and 2008, rural communities were facing a population decline of around two per cent in West Germany and seven per cent in East Germany. As a consequence, villages and rural communities are facing not only an erosion of population but also an erosion of infrastructure, e.g. when shops, bakeries and butcheries leave and the supply with essential goods is not covered anymore for the remaining population.
Solution (150-200 characters)	The erosion of shops and services is a common phenomenon in Germany's rural areas. The DORV centre aims at meeting the challenge of demographic change by offering the most important essential goods and services consolidated in one location. This includes food, public and private services as well as social and medical services. The centre serves also as meeting point for the community and as location for cultural events. Furthermore, the concept is characterized by the high degree of public participation.
Context (500-600 characters)	The reason for this development on the one hand can be found in the demographic change of an ageing society with a declining birth-rate. Another important reason is the upward tendency for urbanisation: As agriculture loses importance and society is more and more based on knowledge and information, work and life are shifted into urban spaces. This development leads to a vicious circle when more residents are moving away as a consequence of a deteriorating quality of life in the community. Mostly elderly people with limited mobility are affected by this development.
Main actors	<ul style="list-style-type: none"> - Community Members - Founder Heinz Frey - Ashoka
Partners	Local shops; local practitioners and professionals; public authorities; community members
Addressing gender issues	Yes, indirectly.
What kind of vulnerable population is the solution addressing?	Community members
Development stage	Implemented
Place/geographical dimension	Jülich-Barmen, Germany
Time	2004
Are data on the impacts available?	No
Type of organisation	Formalized hybrid: DORV Zentrum is a project developed by three internal entities (DORV Zentrum GmbH, DORV Partner GbR, DORV Trägerverein e.V.). In addition, the concept is distributed by DORV UG, a for-profit company, which manages a franchising concept.

11.2 SI Business Model Canvas



11.3 Dorv Zentrum Report

A. Value Propositions

What is their value proposition?

- Offering the most important essential goods and services consolidated in one location to stop the deterioration of the village and to increase citizens' quality of life and meet the challenges of demographic change.

What value do they deliver to:

- Customers: none
 - Beneficiaries: They offer elderly with limited mobility, families, people with disability basic food, goods and services supply in one location to raise the quality of life in community. They bring people together in a meeting point through cultural events. Beneficiaries could also be seen as customers, which buy the products offered in the shop.
 - Donors/Funders: They deliver social return on investment
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They offer essential goods like food, public and private services as well as social and medical services. Public Services are for instance automobile registration, driving licence applications. Semi-public services are banking services by self-service terminals and change applications for the water and energy supplier. Private services are dry cleaner's receiving office, a parcel service and a photo printer. The social service station offers agency service regarding elderly care and mobility services, social pension counselling and meals on wheels. The location of DORV Zentrum also serves as meeting point and for cultural events in order to bring citizens together and to invite local initiatives.
- Commercial Value Proposition: They employ two people full-time and six people part-time in the DORV centre and consequently support the local labour market. This means, they bring people into work and give them a longer term perspective. Doing so, by earning their own money they are able to live an independent life and have financial security.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The most important resource is the commitment of residents and the public participation.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The concept of DORV Zentrum is characterized by the high degree of public participation. The founder recognized the dramatic decline of infrastructure as the local shops and local branch bank were closed. The founder has an established personal network in the village and the district and educated himself in local supply, hurdles, chances and ways to create a sustainable concept. He and other committed residents developed the concept of DORV Zentrum.
- They all bring in their specific knowledge. In that sense, active participation of local citizens is necessary. The strong commitment and the highly developed social cohesion among the population is a driver for DORV Zentrum.

- In addition, the treasurer of DORV Zentrum was working for a local bank and bringing in the financial expertise necessary for gaining the investment. For the purpose to sell goods, the existing structures in the area is used by involving bakeries, butcheries and vegetable farmers as suppliers.

What resources are provided for by partners?

- They establish the project with village's own resources. They emitted shares of 250€ per person, in sum 25,000€. The investors did not get financial profit, but social return in form of the improvement of quality of life.
- Further 25,000€ were given by seven citizens as credit. The missing capital was raised by the initiators own resources and a further credit by a German government-owned development bank "Kreditanstalt für Wiederaufbau".

Which resources are essential to the running of the solution? All of them.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Local bakeries, butchers and vegetable farmers were involved as suppliers to strengthen regional businesses.
- General practitioner operates in an office branch for consultation hours
- Dentists, pharmacy service and welfare organisations are key partners of DORV Zentrum
- Local lawyer, local tax consultant
- A member of the State Parliament is a founding member and was mobilised to gain the citizens' trust and encourage them to participate.
- They build up a group of association members, which quickly went up to 150 people
- A wholesaler supplies the DORV centre with small amounts of products, which are not be obtained by local providers.
- DORV Zentrum GmbH is the operative company
- DORV Partner GbR is responsible for financial administration and acts as sole shareholder of the DORV Zentrum GmbH
- DORV Trägerverein e.V. forms the umbrella association
- DORV UG is a for-profit company, which sells the DORV Zentrum franchising concept under brand "QuartVier".

E. Cost Structure

What are the costs?

- The main costs are related to administrative cost, personnel costs for shop staff, rental costs and product purchase costs

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help?

- They help the residents of Barmen in establishing a forum for production of products needed for a good quality of life to make it possible for the residents to stay life-long.

Is there any overlapping?

- In this case, the beneficiaries are also the 6 people who are employed by the DORV Zentrum. These of course purchase the goods and services. But the real beneficiaries are the inhabitants, which are the customers. Thus, there is a small overlapping.

G. Customer Relationships

How do they interact?

- They interact directly with their customers. It is a direct customer relationship.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their customers through their store and personal contact.
- The founder did a lot of grounding work. He visited several initiatives in Germany and look for allies' insides and outside his village.
- He also mobilised the residents and did public relational work. It is a bottom-up approach based on public participation.
- Also media awareness plays a pivotal role, WDR supports them in the initial stages.

Are any channels facilitated by partners? None.

I. Revenues

Where will revenue come from?

- Revenue is produced through product sales.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Revenue streams are produced solely by the customers.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- Surplus is partially reinvested in its core activities and primarily to expand the product range as well as to add more services.

11.4 Dorv UG Report

A. Value Propositions

What is their value proposition?

- Scaling the concept of DORV Zentrum

What value do they deliver to:

- Customers: They offer small villages throughout Germany the concept of DORV Zentrum as a franchising concept under the brand "QuartVier".

- Beneficiaries: The beneficiaries are the same as of DORV Zentrum described above
 - Donors/Funders: no information
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: In order to reach more disadvantaged people in Germany with the concept, a franchise model is elaborated.
 - Commercial Value Proposition: They offer consulting and a franchising concept to communities interested in applying the DORV concept in their village.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The most important resources of DORV UG are experiences with the DORV concept and financing. With the support of Financing Agency for Social Entrepreneurship, the founder and the co-founder growth capital of 150,000€ were obtained.

What resources are provided for by partners? None.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- DORV Zentrum, DORV Zentrum GmbH, DORV Trägerverein e.V., DORV Partner GbR: Those partner manage the operative work of the first DORV centre.
 - Ashoka fellowship allows for working on the first ideas of the scaling concept
 - Financing Agency for Social Entrepreneurship, launched by Ashoka, supports the DORV UG. It allows co-investments by impact investors and philanthropists, through an open pipeline of investment-ready social entrepreneurs. They also develop financing models.
-

E. Cost Structure

What are the costs? Personnel costs, administrative costs.

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help?

- The beneficiaries of the whole concept of DORV are the people who live in villages affected by demographic change and erosion of shops and services. In this purpose, they get in touch with people who are interested in the concept and aim to establish a DORV Zentrum in their village.
- The concept had been implemented in 12 locations in Germany. They received more than 100 consulting inquiries and supported in sum 40 of them.

Is there any overlapping? No.

G. Customer Relationships

How do they interact? No information.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Media awareness and network of the supporters of DORV Zentrum
 - Are any channels facilitated by partners? Supporters of DORV Zentrum
-

I. Revenues

Where will revenue come from?

- Purchase of franchising concept and consulting activities.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? n/a.

J. Use of Surplus (Fill out only if you know the information.)

Is there any surplus? Unknown.

In which areas is eventual surplus reinvested? n/a.

CASE 12 KONNEKTID

12.1 SI Business Case ID

Konnektid – Continental Employment Issues	
Problem being addressed (150-200 characters)	<ul style="list-style-type: none"> - Due to decreasing social capital neighbours do not use each others skills any more; - People do not have access to each others skills; do not know what they have to offer, what they like to share, and where to look for knowledge that others are willing to share with you, for free.
Solution (150-200 characters)	<ul style="list-style-type: none"> - “We believe the potential to learn anything is right in your own neighbourhood, all you need is help discovering it. That’s where Konnektid comes in. We have realized that by connecting with neighbours, the opportunities for learning new skills are endless. Plus, getting to know those around you are good for you and your neighbourhood! - Amsterdam based start-up Konnektid has launched a website which helps people gain access to all sorts of knowledge and skills around them. This initiates peer-to-peer learning within neighbourhoods. Konnektid is the first demand-based education platform in the Netherlands.
Context (500-600 characters)	<ul style="list-style-type: none"> - It all started a few years ago when founder Michel Visser (a former actor) was sitting in a tram following rehearsals. He happened to be behind two guys who had just had their job application rejected due to poor presentation skills. Michel knew that he could have helped them. If only they were able to connect before, Michel would have taught them something about presenting using his skills as an actor. They could have been equipped with the skills to get the job. - How come it was so difficult for them to access the right knowledge? The knowledge Michel possessed? It’s because we are all locked up in our own “knowledge bubbles”. We all share online so much about ourselves: what we have studied, what skills we have, our passions and jobs. This is all valuable information, but is mainly available to those in our main circles. There is nothing connecting that information to those who need it. That is, until now. It is time to open up the social capital and enable everyone to connect to and learn from skilled people all around them.
Main actors	Kennektid
Partners	<ul style="list-style-type: none"> - Crowdsourcing partners - Subsidy from EU pioneers; also collaborate sometimes in events with the other Dutch free models in peer-to-peer sharing such as peer-by and thuis afgehaald
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	<ul style="list-style-type: none"> - People that can benefit from free access to skills and knowledge in their own neighbourhood, and that like to socialize. - It helps unemployed, lonely elderly, poor people with no money to pay for training/courses/workshops/lessons
Development stage	<ul style="list-style-type: none"> - Development stage - The prototype started in 2014 and in order to roll-out to European scale some fundraising campaigns have contributed, including a subsidy and crowdsourcing. - http://startupjuncture.com/2014/10/31/social-capital-startup-konnektid-launches-crowdfunding-campaign/
Place/geographical dimension	Amsterdam, Netherlands, and some international linkages

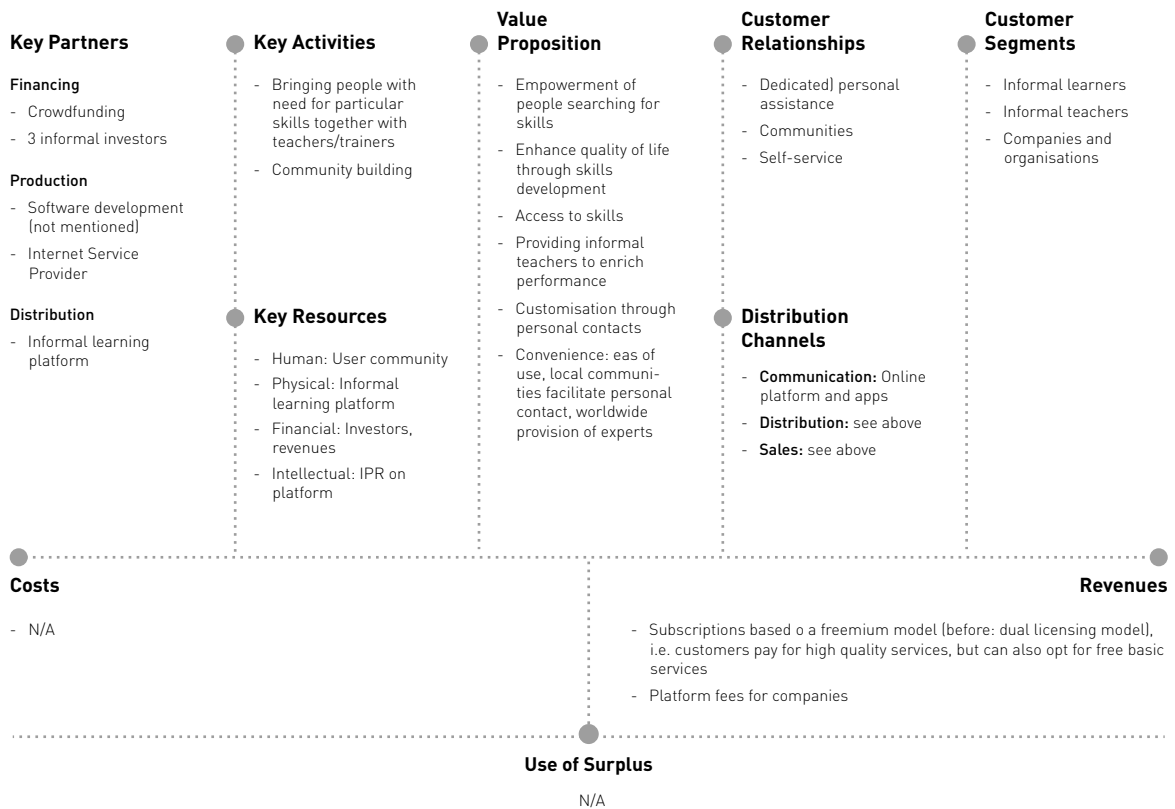
Konnektid – Continental Employment Issues

Time 2014

Are data on the impacts available? Yes, qualitative testimonials

Type of organisation Single legal form: enterprise

12.2 SI Business Model Canvas



12.3 Konnektid Report

A. Value Propositions

What is their value proposition?

- Providing an online platform for informal learners and teachers to build self-organised communities.
- Value propositions are empowerment of people searching for particular skills, quality of life (improvement through enhanced skills profile), accessibility (to skills that are otherwise not or only with difficulties obtainable), performance (through the provision of informal teachers), cost reduction (as formal courses are usually more expensive), customization (through enabling personal teacher-learner-relations) and convenience (through ease of use).

What value do they deliver to:

- Customers: See above
 - Beneficiaries: Customers and beneficiaries are the same
 - Donors/Funders? They offer the opportunity to support informal lifelong learning and to earn revenues from their investments
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition? Skills attainment and community building coupled with stronger personal interaction.
- Commercial Value Proposition? The scope and scale of the premium service is considerable larger than the basic services provided for free. Companies and organisations can benefit from the informal learning platform.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The user community is the key asset of Konnektid.
 - Investors (crowdfunders, commercial investors, public sector) enabled the establishment of the SI and the development of the technical infrastructure.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The most important human resource is the user community.
- Key physical resource is the platform, to which the IPR over the platform as the key intellectual resource is strongly related.
- Key financial resources are the funding from investors and the revenues from commercial users and premium service users.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The platform and the community.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: investors
- For production of the value propositions: there must be software developers and an ISP in order to establish and maintain the platform, apps and the underlying ICT infrastructure, though they are not mentioned in the case study
- For distributing services: the platform.

E. Cost Structure

What are the costs? N/A

What “lack of costs” would there be in absence of partners and donations?

- If the community would not voluntarily exchange knowledge the SI had to provide for the “content” on which its business model is based.

F. Customer Segments

Who do they help?

- All kinds of informal learners and teachers, individuals and corporate users. Each of these segments represents a mass market.

Is there any overlapping?

- Yes, beneficiaries and customers are the same, they only differ by the demand of the quality of the services provided by the SI and by their willingness to pay for better services.

G. Customer Relationships

How do they interact?

- Basically through the platform, which is owned by the SI.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Through the informal learning platform.

Are any channels facilitated by partners?

- Yes, in terms of bringing up the money needed to develop and set them up.

I. Revenues

Where will revenue come from?

- Premium service users and corporate users have to pay subscription fees for using the platform.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus (Fill out only if you know the information.)

Is there any surplus? N/A

In which areas is eventual surplus reinvested? N/A

CASE 13 LIBERA TERRA

13.1 SI Business Case ID

Libera Terra – Mediterranean Employment Issues	
Problem being addressed (150-200 characters)	Organized crime organisations, the mafias, in Italy, have created a wide range of economic, social and cultural problems for the country. While most think of violence as the biggest consequence of the mafias, the principle consequences are economic and cultural, such as: the infiltration of the mafias into the legal economy, the economic drain of illicit wealth production, and the spread of a “mafioso” mindset.
Solution (150-200 characters)	Libera Terra is a network of nine Type B social cooperatives working on confiscated lands from the mafias primarily in the agro-food industry. Its social cooperatives currently manage 1,400 hectares of confiscated lands and give work to about 140 people. They produce ethical, organic products and sell them under the brand Libera Terra. It is the entrepreneurial branch of the anti-mafia association Libera. Libera Terra’s mission is to create social and economic value for the community by re-using the confiscated assets re-allocated to them under the law 109/96. Their cooperatives are located in Sicily, Campania, Calabria, and Apulia. Type B social cooperatives (l. 381/91) are the only profit-making organisational form allowed by the law 109/96.
Context (500-600 characters)	In response to years of Mafioso violence and terrorism, in 1996, Don Luigi Ciotti, a priest from Turin, collected over a million signatures to pass the law 109/96 written by Ex-Magistrate, Giuseppe Di Lello, of the Anti-Mafia Pool. The law called for the social re-use of all assets confiscated from the mafias and the designation of these assets to those subjects—associations, cooperatives, municipalities, provinces, and regions—who were able to give them back to the citizens through services, activities of social promotion, and work. Libera: Associazioni, Nomi e Numeri contro le mafie was established on March 25, 1995, by founder and President Don Ciotti, with the intent to solicit civil society in the fight against the mafias. Its mission was and is to create a network of horizontal collaboration composed of a plurality of actors who work cooperatively in the fight against the mafias and the subsequent fight toward an alternative socio-economic reality.
Main actors	<ul style="list-style-type: none"> - Founders and members of each cooperative - Local authorities - Libera, Libera Terra Mediterraneo, Agenzia Cooperare con Libera Terra - COOP
Partners	<ul style="list-style-type: none"> - Libera - Libera Terra Mediterraneo - Agenzia Cooperare con Libera Terra - COOP
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Disadvantaged individuals, the young and unemployed, the local community
Development stage	Scaled throughout Italy

Libera Terra – Mediterranean Employment Issues

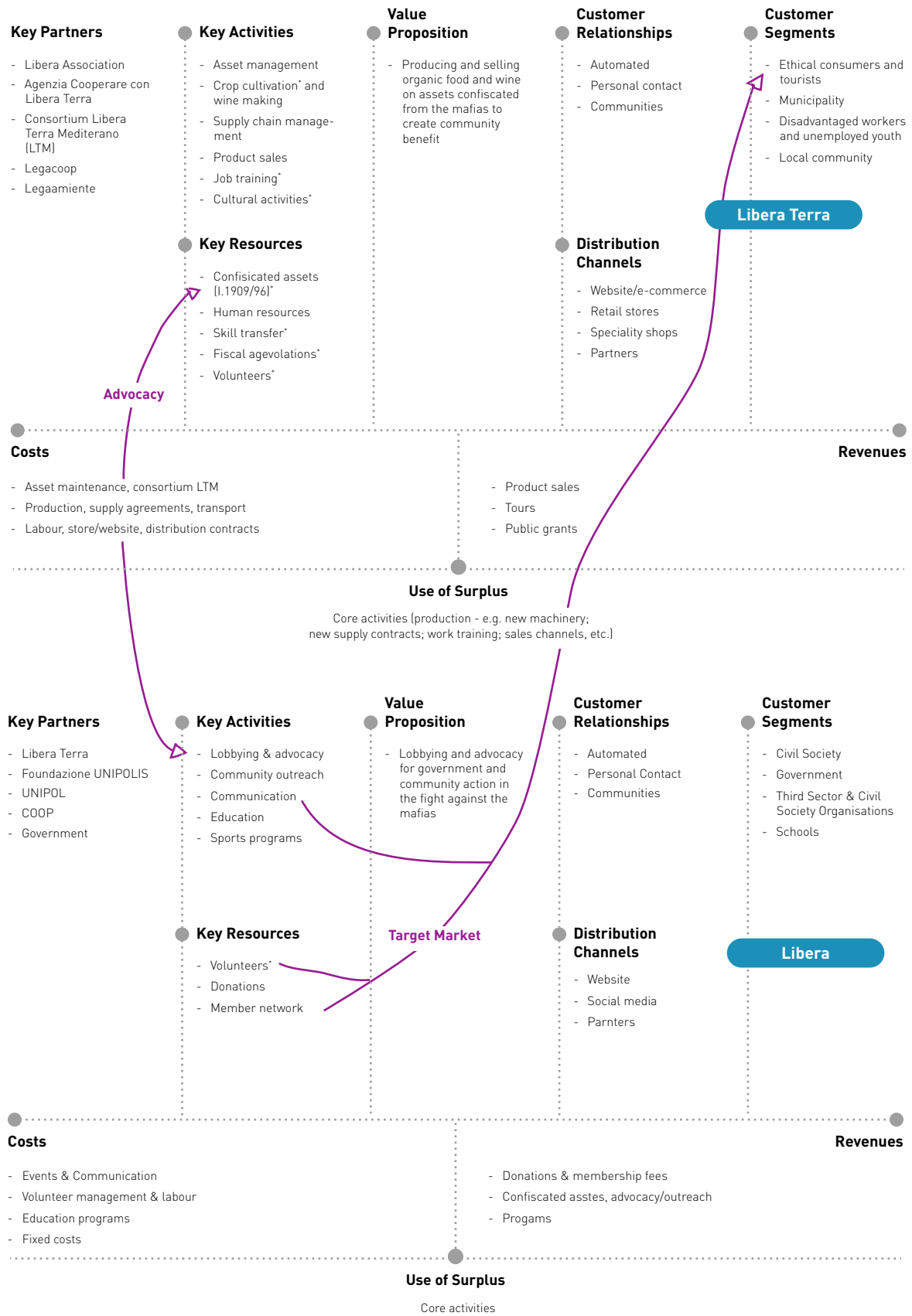
Place/geographical dimension National

Time 2001

Are data on the impacts available? Yes

Type of organisation De facto and formalized hybrid. Libera Terra is a profit-generating social cooperative (Type B Social Cooperative according to Italian law) and hence a formalized hybrid. It however relies on the support of its parent association, Libera, for key resources and activities, making it also a de facto hybrid with Libera.

13.2 SI Business Model Canvas



13.3 Libera Terra Report

A. Value Propositions

What is their value proposition?

- Producing and selling organic food and wine on assets confiscated from the mafias to create community benefit.

What value do they deliver to:

- Customers: They sell organic food and wine to ethical consumers. They also organize tours of the properties for ethical tourists. They create economic activity, restore and maintain assets owned by the municipality. They employ disadvantaged workers, which otherwise might be part of public programs.
 - Beneficiaries: They offer employment to disadvantaged workers and unemployed youth. They host awareness activities and volunteer programs for the local community and beyond.
 - Donors/Funders: They offer the opportunity to support the anti-mafia movement and the development of a positive, legal and sustainable economic and social alternative.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They produce economic activity that repurposes the confiscated asset to community benefit. They provide employment for disadvantaged workers. They also partner with local actors working for legality and sustainability and host outreach events in collaboration with Libera (e.g. Estate Liberi, wine tastings, seminars, Libera's summer school, etc.)
- Commercial Value Proposition: They produce and sell organic food and wine. They work with the Consortium Libera Terra Mediterraneo who coordinates the cultivation patterns and brand management.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The awareness provided by the association Libera is essential to creating a market for Libera Terra's products, especially at the initial stages. The distribution channels are provided for by Legacoop in all of the COOP stores.
 - Key skills and competencies needed during the cultivation, certification processes, marketing and wine making are provided for by the network of the Agency Cooperare con Libera Terra. Legambiente is a key partner in facilitating the volunteer camps (insurance for volunteers, etc.).
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The cooperative relies on the free use of the confiscated asset, human resources to run the cooperative, the skills transferred from the Agency Cooperare con Libera Terra's network and Legacoop's distribution channels. It also benefits from fiscal agevolations and numerous volunteers.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution?

- The confiscated asset, the human resources and the network of partners who transfer them necessary skills and connections.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Libera: Libera is an association working to fight the mafias. They help Libera Terra by lobbying for more effective policy measures on their behalf. They also advertise their products and work. Libera also promote their volunteer camps. As their parent association, the history of Libera Terra is intertwined with that of Libera, even though Libera Terra's social cooperatives aim to be autonomous and do not receive any economic capital from the association. And nor does Libera Terra contribute to Libera economically speaking.
- Agenzia Cooperare con Libera Terra: is an association created to help provide key skills and support to Libera Terra's cooperatives. It is mostly made up of cooperatives from Legacoop.
- Consortium Libera Terra Mediterraneo: is a consortium of Libera Terra's cooperatives, which is funded by the membership fees from each cooperative. It coordinates cultivation patterns, market entry strategies and brand management.
- Legacoop: is a macro-association of cooperatives, which supports Libera Terra in its distribution channels and product sales.
- Legambiente: is an association to safeguard the environment, which helps Libera Terra organize its volunteer camps, covering the insurance fees and bureaucratic measures.

E. Cost Structure

What are the costs?

- The main costs are represented by labor, asset maintenance, production, supply agreements, and transport.

What "lack of costs" would there be in absence of partners and donations?

- Libera Terra doesn't have to pay for the confiscated asset nor training costs for new skill acquisition.
- It also benefits from the centralization of strategy and brand management by the Consortium.
- Volunteers also represent a useful asset, while less important than they are for Libera's business model.

F. Customer Segments

Who do they help?

- They offer their products to ethical consumers and tourists and their services to the municipality. Disadvantaged workers and the local community benefit from their activities.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact with members through localized events, volunteer camps and online communities.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries online (website, e-commerce), retail stores, specialty stores and through their partners.

Are any channels facilitated by partners?

- As stated above, Legacoop is pivotal to Libera Terra's distribution channels.
-

I. Revenues

Where will revenue come from?

- Revenues come from product sales, tour sales and public funding.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The product and tour sales are made by the customers. Public funding can come in the form of citizen tax redistribution preferences (5x1000) or development funding.
-

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested? Core Activities.

13.4 Libera Report

A. Value Propositions

What is their value proposition?

- Lobbying and advocacy for government and community action in the fight against the mafias.

What value do they deliver to:

- Customers: They offer schools and other organisations educational programs on legality and the anti-mafia movement.
 - Beneficiaries: They lobby on behalf of civil society for better and more effective laws and regulations concerning the mafias. They advocate for legality and actions of co-responsibility to civil society, third sector organisations and government in the fight against the mafias.
 - Donors/Funders: They offer the opportunity to support the anti-mafia movement and the development of a positive, legal and sustainable economic and social alternative.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They are primarily involved in lobbying and advocating activities along with organizing events and outreach programs.
- Commercial Value Proposition: There is no commercial value proposition. The association supports the commercial activities of its entrepreneurial spin-off, Libera Terra.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The government inviting Libera to key policy tables is important to their development. It is however the merit of the association for becoming such an important stakeholder.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The association relies on donations from private and public sources, membership fees and contributions for outreach projects.

What resources are provided for by partners?

- Funding is provided for by the Fondazione UNIPOLIS.

Which resources are essential to the running of the solution?

- The member network and volunteers.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Libera Terra: Libera's entrepreneurial spin off, a network of social cooperatives selling and producing food and wine on assets confiscated from the mafias. Libera Terra helps Libera attract and come in contact with beneficiaries. At the moment Libera Terra does not support the economic sustainability of Libera.
- Fondazione UNIPOLIS and UNIPOL: Foundation of the UNIPOL group through which it enacts its CSR activities, which is part of its overall sustainability strategy. The Foundation donates €70,000 per year to Libera and along with UNIPOL group communicates its activities.
- COOP: is a consumer cooperative of food retail stores. They help primarily Libera Terra in its distribution channels.

E. Cost Structure

What are the costs?

- The main costs are represented by labor, fixed costs and event organisation.

What "lack of costs" would there be in absence of partners and donations?

- Without the presence of volunteers, the association would have to hire more staff.

F. Customer Segments

Who do they help?

- They work on behalf of civil society to mobilize government and third sector organisations to fight against the mafias. They deliver educational programs to schools.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact with members through localized events, annual larger events (e.g. La giornata della memoria, Contromafie, etc.), volunteer camps and online communities.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries online (website, social media) and through their partners.

Are any channels facilitated by partners?

- As stated above, the partners spread news about Libera's activities.

I. Revenues

Where will revenue come from?

- Revenues come from membership fees, donations, confiscated assets and their advocacy/outreach programs.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The membership fees are received from the Third Sector Organisations
- donations come from civil society and private entities
- Program proceeds come from schools and other Third Sector Organisations.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested? Core Activities.

CASE 14 LOCALITY

14.1 SI Business Case ID

LOCALITY – Liberal Anglo-Saxon for Employment Issues

Problem being addressed (150-200 characters) Nowadays, big businesses of private sector and big governments are no longer suited to tackle social issues and to face challenges as overconsumption, environmental degradation and inequality. These organisations are no longer able to listen to the citizen' needs and fears.

Solution (150-200 characters) Creation of a movement for change based on a network of development trust, settlements, social action centres and community enterprise practitioners, itself based on social justice and community self determination.
Support members either in difficulty or not to understand that every community is a “place of opportunity”, to make them achieve their professional goals within this network, to be more aware of the necessity to own assets and the value of social work.

Context (500-600 characters) In a globalised world, the lack of flexibility of big businesses of private sector and big governments make them no longer suited to tackle social issues, as well as overconsumption, environmental degradation and inequality as they are far away for human-scaled problems.
The Economic crisis of 2008 has furthermore generated poverty, unemployment, benefit cuts and a lot of social injustices. Add to this a feeling of insecurity, uncertainty and pessimism.
In this context, Locality’s ambition was to come with a innovative way of thinking, a new sense of purpose enabling communities to believe in their power to face the most challenging social issues.
Then, Locality builds a community, a key priority for them was to listen to thousands people to be able to inform as well as support them to develop neighbourhood plans. a National Community Rights advice has been established to help people develop local projects.
Furthermore, Locality established a consultancy service as well as a knowledge and Skills exchange service, enhancing the peer-to-peer learning. Thus, community organisations have been able to take on new assets and develop new businesses.
Besides, Locality approach is full of optimism and hope. this way, the organisation is always looking for innovative bottom-up solutions that face the communities.
Finally, to tackle with the lack of flexibility of big organisations and raise the voice of its actions and, Locality worked at the same time with government, various social finance agencies, took part to external conferences and seminars. This enabled the organisation to realise that the relationship between state and citizen in nowadays seriously addressed.

Main actors

- Chair Locality: Joanna Holmes
- Locality staff: 132 Community organisers
- Trustees: Joanna Holmes, Barton Hill Settlement (Chair), Barbara Harbinson, Halifax Opportunities Trust (Vice Chair); Maria Gardiner, Manchester Settlement (Treasurer); Lord Victor Adebowale, Turning Point; Chris Beety, Community Ventures (Middlesbrough) Ltd; Karen Butigan, St Peter’s Partnerships; Clare Gilhooly, Cambridge House; Martin Holcombe, Birmingham Settlement; Andrew Robinson, CCLA; Alison Seabrooke, Community Development Foundation (CDF); Helen Quigley, Inner City Trust; Scott Rice, Coin Street; Priya Thamootheram, Highfields Centre
- Sponsors: Endsleigh Insurance Ltd, Davis Langdon, Triodos Bank N.V, Anthony Collins Solicitors, CCLA Investments, RBS.
- Funders: Cabinet Office (via Office for the Civil Society), Department for Communities and Local government, Big Lottery Fund, London Councils, Ministry of Justice, Calderdale Council, The Rayne Foundation.

LOCALITY – Liberal Anglo-Saxon for Employment Issues

- Beneficiaries (in 2012-2013): 25 groups have been given an intensive neighbourhood planning support; 266 persons took part in Community Organisers Training; A network of Over 400 community libraries has been supported; 100 locality members have been helped to review, revise and restructure their business plans; (figures found in Locality official website)

Partners

Public:

- The Community Development Foundation – CDF – is the leading national organisation in community development and engagement. Locality works closely with CDF to deliver funding on several of its programmes including Neighbourhood Planning and Our Place.
- Co-operatives UK is the national trade body that campaigns for co-operation and works to promote, develop and unite co-operative enterprises. Co-operatives UK and Locality work together on a wide range of projects; one of our key ventures is the Community Shares project.

Private:

- The Key Fund provides investment to social enterprises working in the North and North Midlands. Locality and the Key Fund have worked together on many programmes, including the Community Shares project.
- The Social Investment Business (SIB) is one of the UK's largest social investors and makes and manages investments in civil society organisations. SIB and Locality work together in partnership on the Community Rights programme
- UnLtd is the leading provider of support to social entrepreneurs in the UK and offers the largest such network in the world. Locality and UnLtd are working together on the Power to Change project.

Third sector:

- ACEVO is the Association of Chief Executives of Voluntary Organisations and is the leading voice for chief executives in the third sector. ACEVO is currently working with us on the Community Rights programme.
- CoCo is the legacy body for the Community Organisers. CoCo is intrinsically linked with Locality, as the organisation which began the Community Organisers programme.
- The Eden Project is a visitor attraction in Cornwall and also a charity and social enterprise. Locality and the Eden Project work together on our neighbourhood planning programme.
- Meanwhile Space is a community interest company working to activate empty spaces while they wait to fulfill their longer term purpose. Meanwhile Space has strong links with Locality as it began life as a Locality (as the DTA) run project.
- The Plunkett Foundation promotes and supports co-operatives and social enterprises in rural communities worldwide. Locality and Plunkett regularly work together, including as delivery partners on the Community Rights programme and Power to Change.

(information found in the official website)

Addressing gender issues No.

What kind of vulnerable population is the solution addressing? The members of the community who need support and training to launch their projects, directly.

Development stage Scaled; Locality is now a network of over 700 community-led organisations; this community enterprise even extends beyond the UK, at the international scale.

Place/geographical dimension The solution was born in 1 April 2011 in London.
 England: East midlands, east of England, London, North East, North West, South East, South West, West Midlands, Yorkshire and Humber
 "But Locality's movement extends beyond England and even beyond the UK."

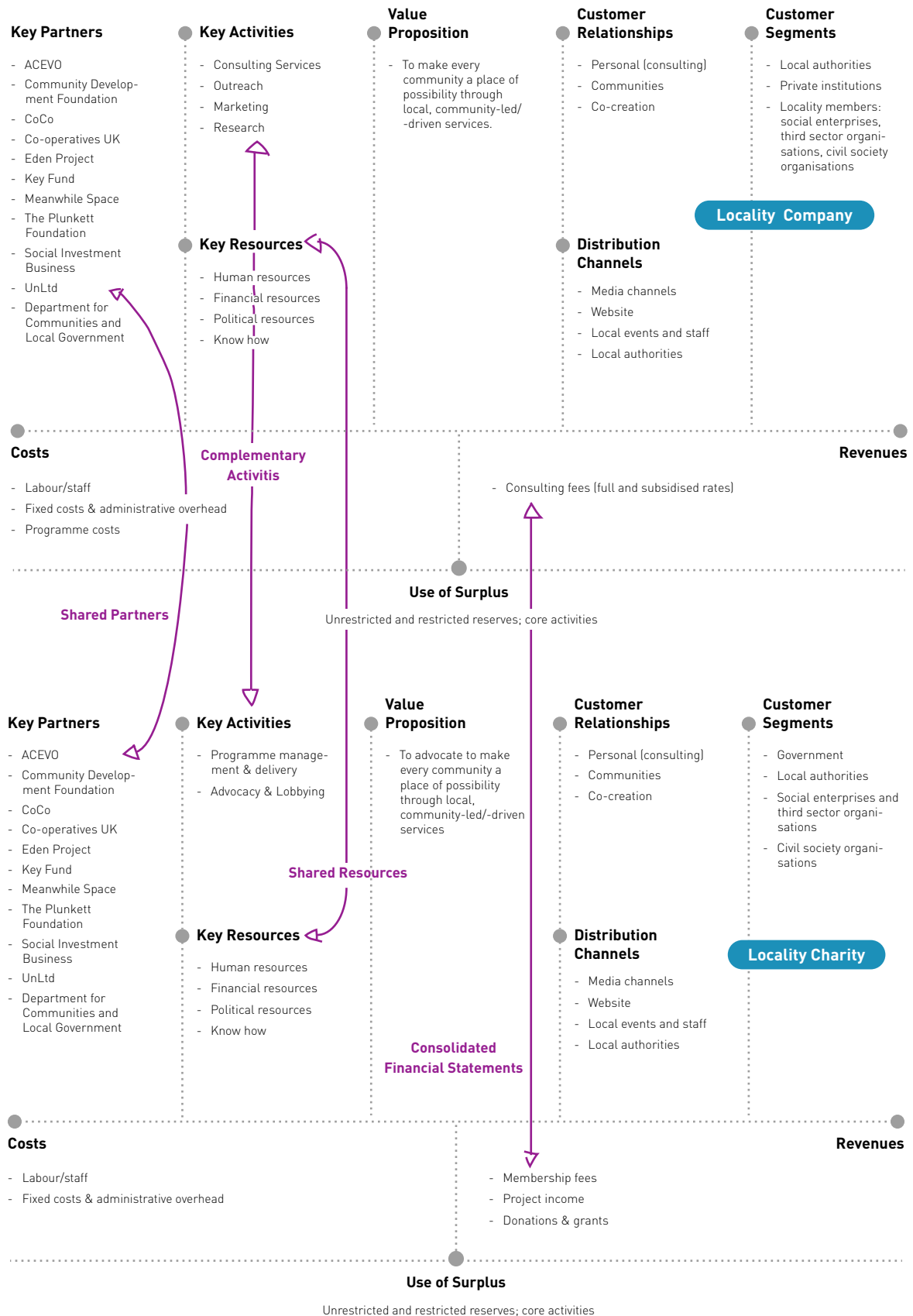
LOCALITY – Liberal Anglo-Saxon for Employment Issues

Time 2011

Are data on the impacts available? Yes

Type of organisation Locality is the trading name of Locality (UK) a company limited by guarantee (LBG)

14.2 SI Business Model Canvas



14.3 Locality Company Report

A. Value Propositions

What is their value proposition?

- To make every community a place of possibility through local, community-led and driven services.

What value do they deliver to:

- Customers: Their main customers are local authorities and private institutions who seek their expertise in community development initiatives. This enables them to support social enterprises, third sector orgs, civil society orgs and local authorities at a subsidized rate to foster local development through community-driven initiatives, particularly through the use of community assets. Their member services include start-up support, training in fundraising techniques, asset management, capacity building workshops and marketing advice. They mediate the relationships between these groups and the local authorities who benefit from their input and work to create more user-centered services.
 - Beneficiaries: The beneficiaries are: the organisations who benefit from the subsidized consulting, the citizens, the community at large, the local authorities and the government.
 - Donors/Funders: None.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They work to empower local organisations to take control of the welfare and wellbeing of their local neighbourhoods to “[make] every community a place of possibility”.
- Commercial Value Proposition: They help other organisations, offices and institutions frame community projects related to their mission so as to increase their efficiency and effectiveness.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The work of the charity is key. Their expertise is based on their knowledge of their member network and their input: maintaining an active and fruitful relationship with the network is key to fostering this resource.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- The solution benefits from shared pooling of intellectual, physical, human and financial resources. This includes the office space which was already paid for at the time of establishment (merger of assets and know-how of the previous organisations), the know-how and expertise built up by the organisation throughout the years (and once again before merging) and the network of partners and beneficiaries at hand: community organisations, private institutions, third sector and civil society organisations and local authorities.
- It also benefits from the political pull that the charity has accumulated along with the advocacy efforts that it puts forth.
- Sustainability is maintained through consolidated financial reports of the company and the charity.
- Financial resources coming from project grants and donations is key to the success of the company and vice versa.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution? All of the above.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- ACEVO is the Association of Chief Executives of Voluntary Organisations and is the leading voice for chief executives in the third sector. ACEVO is currently working with us on the Community Rights programme.
- The Community Development Foundation – CDF – is the leading national organisation in community development and engagement. We work closely with CDF to deliver funding on several of our programmes including Neighbourhood Planning and Our Place.
- CoCo is the legacy body for the Community Organisers. CoCo is intrinsically linked with Locality, as the organisation which began the Community Organisers programme.
- Co-operatives UK is the national trade body that campaigns for co-operation and works to promote, develop and unite co-operative enterprises. Co-operatives UK and Locality work together on a wide range of projects; one of our key ventures is the Community Shares project.
- The Eden Project is a visitor attraction in Cornwall and also a charity and social enterprise. Locality and the Eden Project work together on our neighbourhood planning programme.
- The Key Fund provides investment to social enterprises working in the North and North Midlands. Locality and the Key Fund have worked together on many programmes, including the Community Shares project.
- Meanwhile Space is a community interest company working to activate empty spaces while they wait to fulfill their longer term purpose. Meanwhile Space has strong links with Locality as it began life as a Locality (as the DTA) run project.
- The Plunkett Foundation promotes and supports co-operatives and social enterprises in rural communities worldwide. Locality and Plunkett regularly work together, including as delivery partners on the Community Rights programme and Power to Change.
- The Social Investment Business (SIB) is one of the UK's largest social investors and makes and manages investments in civil society organisations. SIB and Locality work together in partnership on the Community Rights programme.
- UnLtd is the leading provider of support to social entrepreneurs in the UK and offers the largest such network in the world. Locality and UnLtd are working together on the Power to Change project.

E. Cost Structure

What are the costs?

- The main costs are represented by labour costs and administrative overhead.

What "lack of costs" would there be in absence of partners and donations?

- Without the resources shared with the charity the company would not be self-standing.

F. Customer Segments

Who do they help?

- They help neighbourhoods become places of possibility by engaging key actors (third sector orgs, local authorities, etc.) and empowering them to create community-led solutions to local problems.
- They help other actors better frame and support the same beneficiaries.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They engage with their customers and beneficiaries personally with dedicated assistance.
 - They also engage with their beneficiaries through communities created and co-create solutions with them.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their customers and beneficiaries through their website and media coverage, as well as through local events and local authorities.

Are any channels facilitated by partners? Local authorities.

I. Revenues

Where will revenue come from?

- Revenues come from the consulting fees (both full and subsidized).

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Full rates are paid by the customers and subsidized by the beneficiaries (i.e. the members).
-

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- To the restricted and non-restricted reserves: core activities.

14.4 Locality Charity Report

A. Value Propositions

What is their value proposition?

- To advocate to make every community a place of possibility through local, community-led and driven services.

What value do they deliver to:

- Customers: Government programs and private calls/bids.
 - Beneficiaries: They advocate on behalf of neighbourhood communities to fight for better local services that respond to real needs and against large-scale commissioning that leads to diseconomies of scale. The government benefits from having a stakeholder who represents the community voice in policymaking.
 - Donors/Funders: The opportunity to support an initiative that is making a difference in revitalizing neighbourhoods and creating localized and community-driven welfare systems.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They campaign for act local measures which promote community-driven initiatives that favour neighbourhood development.
- Commercial Value Proposition: They offer their services in public and private programs.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The research and consulting work done by the company is key to giving them key insight for advocacy campaigns and policymaking advice as well as key skills for their project work.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used? Same as above.

What resources are provided for by partners? See above.

Which resources are essential to the running of the solution? Same as above.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)? Same as above.

E. Cost Structure

What are the costs?

- The main costs are represented by labor, program costs and administrative overhead.

What "lack of costs" would there be in absence of partners and donations?

- Without the resources shared with the company it would not be self-standing.

F. Customer Segments

Who do they help?

- They help neighbourhoods become places of possibility by engaging key actors (third sector orgs, local authorities, etc.) and empowering them to create community-led solutions to local problems.
- They help policymakers be aware of local problems to make informed decisions.
- They carry out national programs for community development as well as projects commissioned from private institutions.

Is there any overlapping?

- Yes, the government both benefits and pays for the solution.
-

G. Customer Relationships

How do they interact?

- They engage with their customers and beneficiaries personally with dedicated assistance.
 - They also engage with their beneficiaries through communities created and co-create solutions with them.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries through their awareness campaigns and the reputation built up over the years.
- They also reach their beneficiaries through their website and media coverage, as well as through local events and the local authorities.

Are any channels facilitated by partners? Yes, the company.

I. Revenues

Where will revenue come from?

- Revenues come from member fees, project payment, and donations/grants.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Beneficiaries who become members pay fees, the project commissioners pay for program delivery and private and public entities distribute grants/donations.
-

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- To the restricted and non-restricted reserves: core activities.

CASE 15 PLACE DE BLEU

15.1 SI Business Case ID

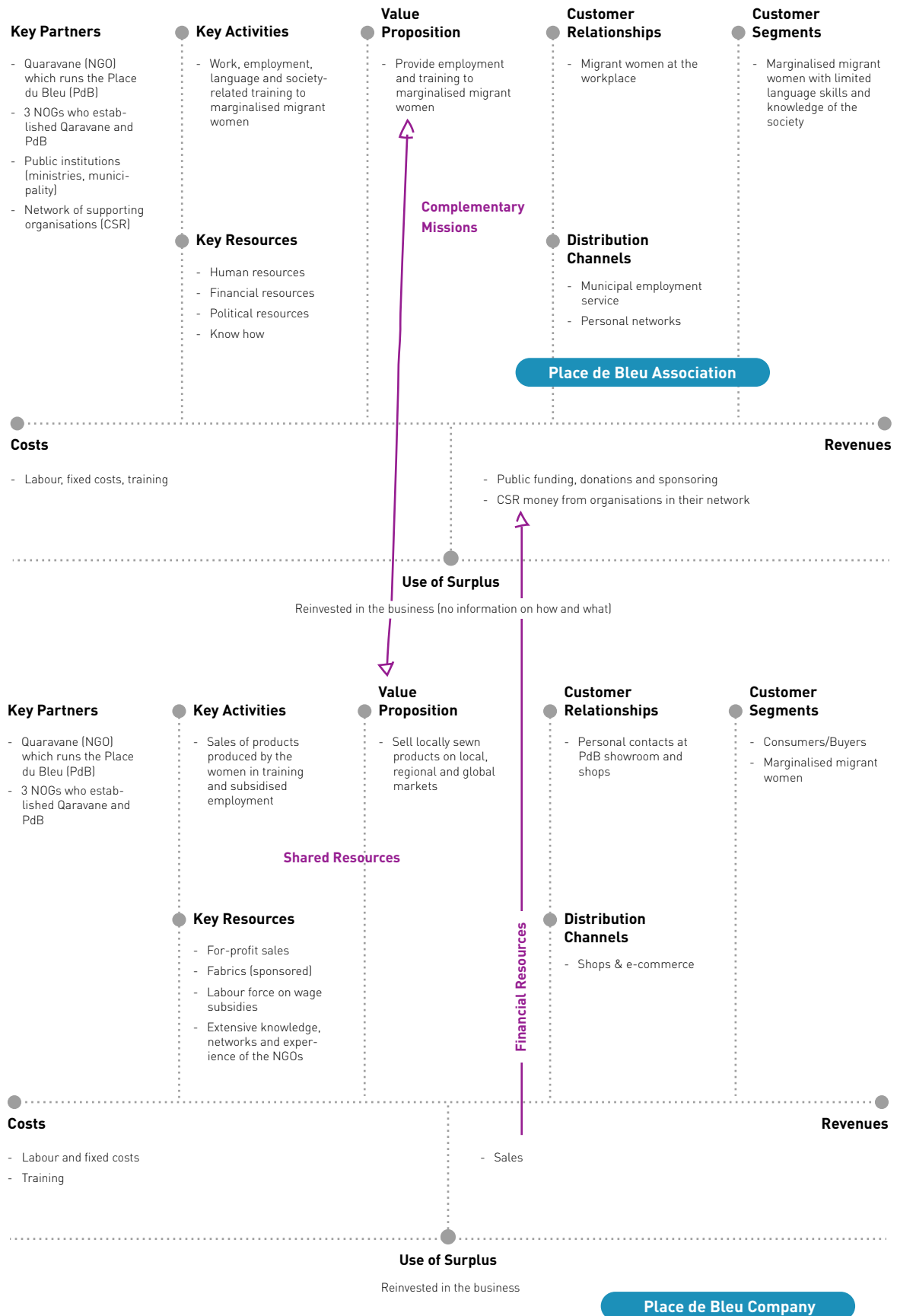
Place de Bleu – Mediterranean for Migration Issues	
Problem being addressed (150-200 characters)	There is a lack of labour integration among migrants from non-western countries, especially for female migrants. Only 43% of female migrants from non-western countries are employed (54% of female descendants of migrants from non-western countries) – compared to the employment rate of 76% for the total population and 72% for women in general. The law on active social policy (2007-2011) aggravated the situation. In this context Place de Bleu was founded in 2010. The organisation aims to offer a job to the marginalised women and educate them to succeed in the labour market.
Solution (150-200 characters)	Place de Bleu aims to create a safe and supportive environment for marginalised ethnic women to upgrade their skills and work according to their capabilities. The women are employed to create home interior design products where their ethnic inspiration is transformed into Scandinavian design. The SI offers a personalized in-service-training which focuses on language skills and the Danish society. Over time the women can increase their amount of working hours while the training continues. The goal is to qualify the women for a regular job at Place de Bleu or elsewhere. They sell the created products globally. Place de Bleu is a hybrid organisation consisting of a for-profit and non-profit entity. However, all profit gets re-invested in the business and there is no profit for any shareholders.
Context (500-600 characters)	The main factors in the Danish unemployment policy are insurance membership, work hours, family and residence. Persons who are members of an unemployment-insurance and worked recently full-time for at least a year are getting up to 90% of the previous income. If it is not the case the benefits are most notably calculated from the needs of the family. In both cases the recipient has to be resident in Denmark for a certain amount of time. If applicants are not able to fulfil these requirements they have access to the lighter starting allowance. The Danish Flexicurity model contributes to the low level of unemployment in the Scandinavian country. However, according to critics, the system is less suitable for persons who are outside of the labour market for a longer period and disadvantaged groups due to health problems, social problems and low education.
Main actors	<ul style="list-style-type: none"> - Marginalized migrant women - Founding NGOs - Public authorities
Partners	<ul style="list-style-type: none"> - Founding partners (3 NGOs) - Public authorities - Network of supporters
Addressing gender issues	Yes, directly.
What kind of vulnerable population is the solution addressing?	Marginalized migrant women
Development stage	Implemented
Place/geographical dimension	Denmark; National
Time	2010

Place de Bleu – Mediterranean for Migration Issues

Are data on the impacts available? No

Type of organisation Hybrid organisation with “a for-profit” and “non-profit entity” (association).

15.2 SI Business Model Canvas



15.3 Place de Bleu Association Report

A. Value Proposition

What is their value proposition? N/A

What value do they deliver to:

- Customers: Not applicable.
 - Beneficiaries: (marginalized migrant women), it provides possibility for employment and training (related to language and the Danish society). It also ensures that the women can stay within the Danish flexicurity social insurance system where social insurance is based on employment.
 - Donors: It creates value for its public funders by providing employment and training service addressing the marginalized women
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Key activities are providing employment in sewing room to migrant women, providing in-service training and training on language and society
- Commercial Value Proposition: See the section about the for-profit part of the company

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The extensive networks and knowledge of the NGOs that established the company have been found essential to be able to establish a complicated business structure consisting of both for-profit and non-profit part. Financial support from the public sector in form of e.g. wage subsidies is also essential in order to be able to provide the employment and training.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Public funding, labour force that is flexible and can receive wage subsidies, extensive knowledge and networks of the NGOs
-

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- The NGOs that are running the company, Public institutions (for funding)
-

E. Cost Structure

What are the costs? Labour, fixed costs, training.

What "lack of costs" would there be in absence of partners and donations?

- The costs for the labour force would be higher if there was a lack of public subsidies and the PdB would have to stand for costs of fabrics if there was not sponsoring.

F. Customer Segments

Whom do they help?

- They help marginalized immigrant women who are outside the Danish labour market.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact directly with the employed and in-training immigrant women at the workplace.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Beneficiaries (immigrant women) are reached through municipal employment agencies or through the personal contacts of those women.

Are any channels facilitated by partners?

- Yes, municipal employment agency.
-

I. Revenues

Where will revenue come from?

- For the non-profit entity, revenues come from public funding (incl. wage subsidies), donations and sponsoring, meaning that PdB has a variety of cash flows.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Wage subsidies from public funding, donations from private sector, sponsoring from private sector
-

J. Use of Surplus

Is there any surplus? Not specified in the case study.

In which areas is eventual surplus reinvested?

- All possible surplus needs to be re-invested in the company (not specified how).

15.4 Place de Bleu Company Report

A. Value Propositions

What value do they deliver to:

- Customers: they provides sewn products (home decoration, accessories etc.)
-

B. Key Activities

What are the main activities performed to deliver their:

- Commercial Value Proposition: Selling the products sewn locally by the employees both locally and internationally

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The extensive networks and knowledge of the NGOs that established the company have been found essential to be able to establish a complicated business structure consisting of both for-profit and non-profit part.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Profit from sales, labour force that is flexible and can receive wage subsidies, extensive knowledge and networks of the NGOs
-

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- The NGOs running the company
-

E. Cost Structure

What are the costs? Labour, fixed costs, training.

What "lack of costs" would there be in absence of partners and donations?

- Not specified, but costs for labour force would be higher if there was a lack of public subsidies, and the PdB would have to stand for costs of fabrics if there was not sponsoring
-

F. Customer Segments

Who do they help?

- Immigrant women (non-profit part), customers buying the products sewn by the immigrant women in training and employment

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- For the for-profit-part: by selling their products face-to-face in their shop, through other shop and online.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their end-customers in their local shop, web shop and through other shops they distribute to.

Are any channels facilitated by partners?

- Maybe the shops selling their products can be defined as partners facilitating.
-

I. Revenues

Where will revenue come from?

- For the for-profit part: from selling the products

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Unclear which kinds of revenues can be counted to be associated with the non-profit and which with the for-profit part, but for the for-profit, revenues mainly from sales?
-

J. Use of Surplus

Is there any surplus? Unclear

In which areas is eventual surplus reinvested?

- All surplus must be re-invested in the company

CASE 16 RODA

16.1 SI Business Case ID

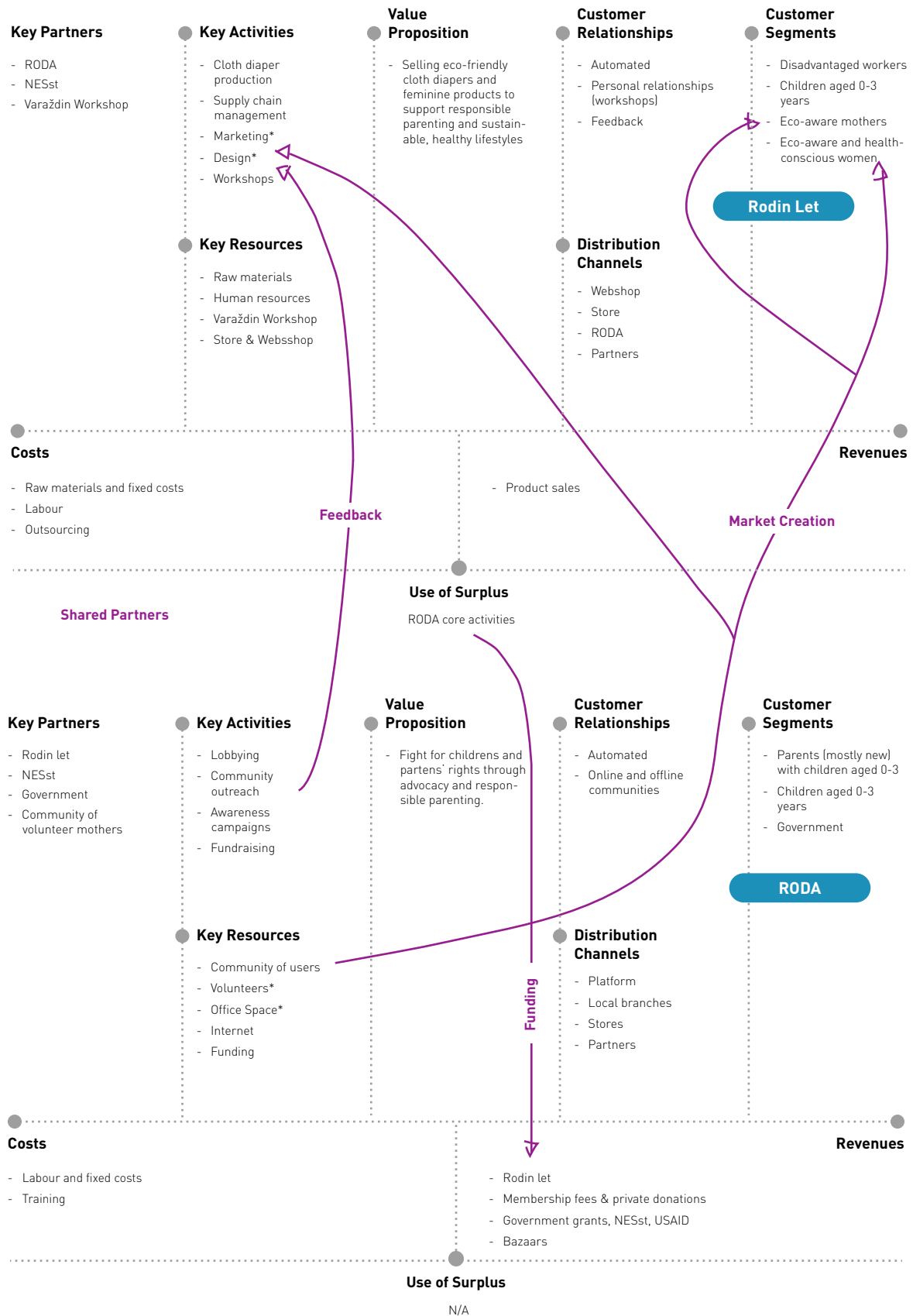
RODA : Parents in Action – Mediterranean for Demographic Issues	
Problem being addressed (150-200 characters)	Croatia has never boasted efficient childcare systems, having depended heavily on more traditional methods relying on family support. In response, parents coming from smaller towns moving into larger cities, like Zagreb, are having a harder and harder time reconciling their professional and private lives, without the practical support from their families and the lack of the necessary preschools and kindergartens.
Solution (150-200 characters)	Rodin let is the social enterprise and income generating activity of its parent association, RODA – Parents in Action. The company manufactures ecological, cloth diapers and baby and women accessories through the employment of disadvantaged subjects. RODA advocates for children and parental rights through lobbying and educational programs. It also creates unity and support between mothers through its online platform, which has over 40,000 monthly visits. Through its various activities, RODA has become a sort of “parent’s union”, promoting attachment parenting, based on the idea that children need their parents and their greater affection.
Context (500-600 characters)	<p>Instead of centring public debate on childcare systems, the discourse on family policy has focused on parental leave and benefits. This is because, as in other former communist countries, Croatia chose compensatory policies via cash returns and tax reliefs. Hence issues regarding parental leave (also in terms of maternal and paternal leave) and the rights to paid and unpaid leave were hot topics of debate.</p> <p>In 2001, the parliament passed several legislative regulations concerning parental leave, abolishing the right to part-time work for mothers birthing twins or their third and every other child until the child was three to one and the right to unpaid, parental leave from three years to two years. Moreover, the parental compensations from the government were also reduced from around €320 to €200.</p>
Main actors	<ul style="list-style-type: none"> - Mothers - Founding members - Public authorities
Partners	<ul style="list-style-type: none"> - Rodin let - NESst - Varazdin Workshop - Public authorities
Addressing gender issues	Yes, directly.
What kind of vulnerable population is the solution addressing?	Mothers with children 0-3 years old
Development stage	Scaled nationally
Place/geographical dimension	Croatia, National
Time	2001

RODA : Parents in Action – Mediterranean for Demographic Issues

Are data on the impacts available? No

Type of organisation De facto hybrid: Rodin let, the LLC, allows the association RODA to be more economically sustainable and autonomous.

16.2 SI Business Model Canvas



16.3 Rodin let Report

A. Value Propositions

What is their value proposition?

- Selling eco-friendly, cloth diapers and feminine products to support responsible parenting and sustainable, healthy lifestyles.

What value do they deliver to:

- Customers: They offer quality eco-friendly cloth diapers and feminine products that are good for the health of children, women and the environment.
 - Beneficiaries: They offer employment to the disadvantaged workers at the Varaždin workshop and they offer quality cloth diapers to children that are better for their health.
 - Donors/Funders: They offer a social return determined by the number of new customers attracted; hence a larger number of women and mothers who contribute to the health of their children and pursue an eco-friendlier lifestyle.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition? They conduct workshops for their customers on how to use and maintain the products and on the benefits of using cloth diapers and pads.
- Commercial Value Proposition? They manage the production of the diapers and pads, sourcing the raw materials (non-chemically treated, natural cloth), creating fashionable designs and marketing their products.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of RODA is essential to the marketing and design of the products as the user base of RODA facilitates the feedback process and product testing, on top of representing a vast customer base.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Rodin let relies on eco-friendly raw material to make their diapers and pads with skilled workers through the Varaždin Workshop and the store and webshop for purchasing points and customer feedback.

What resources are provided for by partners?

- The skilled workers are provided by the Varaždin Workshop.

Which resources are essential to the running of the solution? All of them.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- RODA – parent association of Rodin let and sole shareholder; offers marketing and design support, along with a vast potential customer base, in exchange for a share of profits.

- NESst - an international non-profit organisation developing sustainable social enterprises working on critical social problems in emerging market economies and one of the first support organisations to start a social enterprise consulting service in Croatia in 2005. They offer consulting and incubation services, along with funding, to support business growth and development in exchange for ecological and social results.
- Varaždin Workshop – special laboratory employing disadvantaged workers. Rodin let offers employment opportunities for the workshop and the workshop offers Rodin let skilled workers.

E. Cost Structure

What are the costs? The main costs are related to the production.

What “lack of costs” would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help?

- They target mothers and women who are aware of the ecological and health benefits of using cloth diapers and/or pads.
- Their work also benefits disadvantaged workers who find employment in the production and children and women who enjoy health benefits from the products.

Is there any overlapping?

- The women who buy the pads both pay for and benefit from the solution.

G. Customer Relationships

How do they interact?

- They conduct workshops at their store to help their users get more familiar with the products and to receive feedback.
- They also relate with them through their web shop and website.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors&funders?

- They reach their customers through their web shop, store and their parent association, RODA.

Are any channels facilitated by partners?

- RODA helps them create their market by running awareness campaigns on the benefits of cloth diapers.
- They also provide them free communication and promotion channels to their vast community.

I. Revenues

Where will revenue come from?

- Revenue is produced through product sales.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Revenue streams are produced solely by the customers.

J. Use of Surplus

Is there any surplus? Yes.

In which areas is eventual surplus reinvested?

- Surplus is partially reinvested in its core activities and primarily used to support RODA's mission.

16.4 RODA Report

A. Value Propositions

What is their value proposition?

- Fighting for children and parents' rights through advocacy and responsible parenting.

What value do they deliver to:

- Customers: They offer parenting support and a voice for primarily mothers of kids 0-3. They represent a key stakeholder for government in policymaking.
 - Beneficiaries: Children and mothers benefit from their advocacy efforts and services.
 - Donors/Funders: RODA offers a means to support families.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They lobby and advocate for parental and child rights on behalf of the same. They also put on campaigns to spread awareness on topics of responsible parenting, child health and essential parental rights.
- Commercial Value Proposition: They support their commercial enterprise, Rodin let, in its activities through marketing, communication and design support.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of the community of volunteer mothers provide an essential resource to the operative functioning of the association in all of its activities.
 - The support of the government through the allocation of a free-of-use office space is also necessary.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- RODA relies heavily and primarily on its volunteers, without whom they wouldn't be able to survive. The internet is their key resource through which they are able to connect with their users.
- Another key resource is the office space which allows them to have personal contact with their users on top of the events they put on.

What resources are provided for by partners?

- The office space is provided for by the government.
- The labor is provided by the community of volunteer mothers.

Which resources are essential to the running of the solution?

- The most essential resource is the community of volunteer mothers.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Rodin let from whom they are able to reach economic sustainability in exchange for resource sharing.
 - NESst during the launch of Rodin let while it was still a pilot program.
 - Government for the use of the office space and presence in policy tables.
-

E. Cost Structure

What are the costs?

- The main costs are represented by the advocacy events and communication activities. Other costs like office space and website maintenance are other important costs.

What "lack of costs" would there be in absence of partners and donations?

- Should the government not assign them the office space for free, RODA would have to pay for a space.
-

F. Customer Segments

Who do they help?

- RODA targets parents (mostly new) with children 0-3 years of age. They are trying to expand their service by remaining relevant beyond this age bracket.
- Government is another target for RODA's advocacy efforts. Children and parents benefit from their advocacy work.

Is there any overlapping?

- No. The parents and children are beneficiaries and the government is a customer, while at the moment more of a potential customer.
-

G. Customer Relationships

How do they interact?

- They interact via their platform and offline advocacy events throughout the country at their local branches.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries through the platform and their store.

Are any channels facilitated by partners? No.

I. Revenues

Where will revenue come from?

- Revenue comes from Rodin let, membership fees, clothing and good bazaars run by the volunteers, government grants, USAID grants and some private donations.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- The government provides some public funding. The users may buy some of the products in the bazaar but the majority of income is generated by Rodin let.

J. Use of Surplus. Unkown

Is there any surplus? Unclear

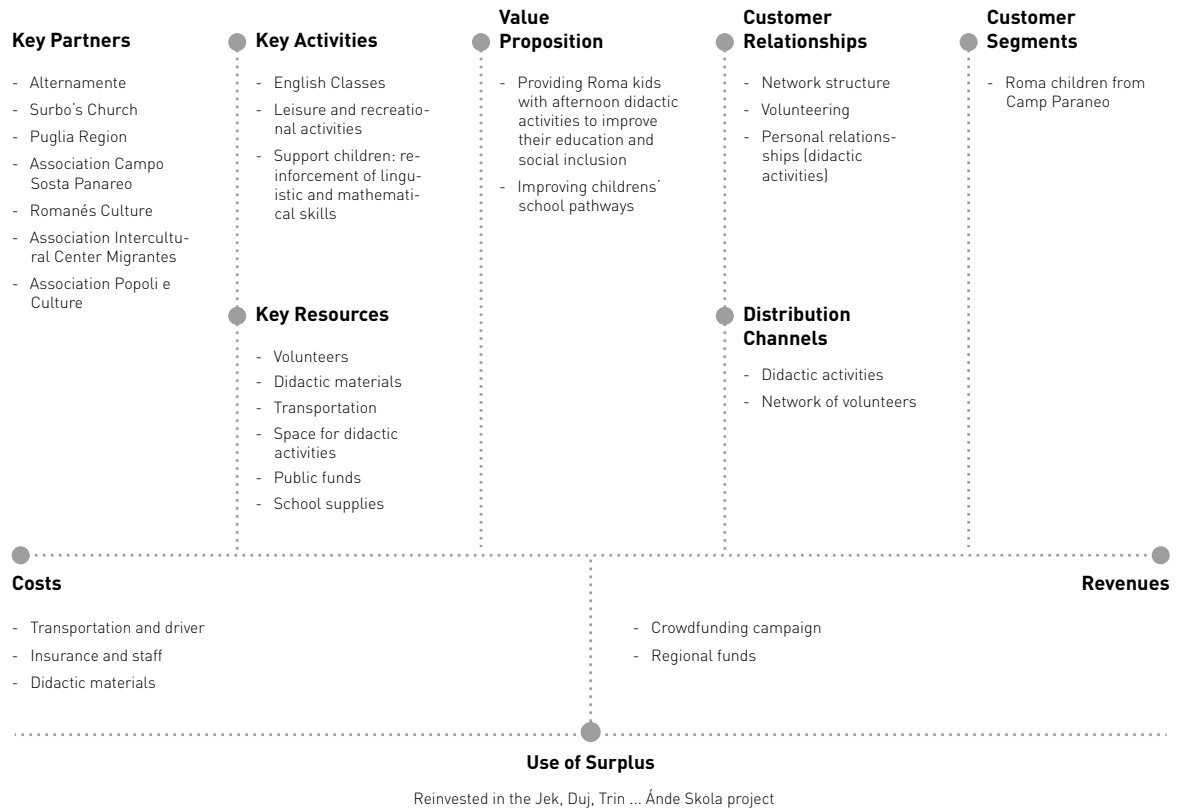
In which areas is eventual surplus reinvested? Not applicable.

CASE 17 ROMA KIDS

17.1 SI Business Case ID

ROMA Kids – Mediterranean for Migration Issues	
Problem being addressed (150-200 characters)	Roma are not recognized as a historical, cultural and linguistic minority by Italian legislation, which prevents inclusion in civil society. These premises cause in many cases social and governance issues in regions hosting Roma settlements.
Solution (150-200 characters)	The project “Jek, Duj, Trin... Ánde Škola!!!” aims at helping Roma children (specifi cally for those living in the Camp Panareo, near Lecce in the Italian region of Apulia) integrate into society and find educational pathways.
Context (500-600 characters)	In Italy, the Regions are the main institutions responsible for social policies, having exclusive legislative competence; some of them have recognized Roma as a minority. Municipalities, on the other hand, are relatively autonomous in implementing social measures. This caused a fragmentation in the development of social policies and a diversification in the service provision. The lack of a national strategy and local public interventions is partially compensated by the third sector, volunteers and EU funds.
Main actors	<ul style="list-style-type: none"> - Association Alternamente - Panareo Camp - the Region of Apulia
Partners	Panareo Camp, Surbo’s Church, Region of Apulia, Romanés Culture; Associatio, Intercultural Center Migrantes, Association Popoli e Culture
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Roma children
Development stage	Implemented
Place/geographical dimension	Apulia Region, Italy
Time	2013
Are data on the impacts available?	No
Type of organisation	Roma Kids is a single legal form which relies on other partners to develop its activities. SI Business Model Canvas and Report

17.2 SI Business Model Canvas



17.3 Roma Kids Report

A. Value Propositions

What is their value proposition?

- Providing Roma Kids with afternoon didactic activities to improve their education and social inclusion.

What value do they deliver to:

- Customers: There are no direct customers because the it is a non-profit organisation which looks after the integration of Roma Kids, there aren't other business oriented actions, other than a crowdfunding campaign.
 - Beneficiaries: They acquire linguistic and mathematical skills, English classes, are provided with cultural, leisure and recreational, activities, didactic materials, etc.
 - Donors/Funders? Social inclusion, integration, and active participation in the active life of the Roma Kids and the Roma community.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Didactic activities such as English classes, linguistic and mathematical skills, cultural and recreational activities.
- Commercial Value Proposition?

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The support of the Associations Intercultural Migrants and Popoli e Culture al crucial to organize the transportations and provide didactic materials.
 - The collaboration of the Catholic Priest in Surbo, provides some rooms and volunteers to help in the activities and find agreements with social cooperative to pay the driver.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Roma Kids relies on active volunteering, public funds and a active network of associations that helps organize the different activities.

What resources are provided for by partners?

- Teachers, didactic materials, transportation, space to teach, driver, etc.

Which resources are essential to the running of the solution? All of them.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Puglia Region: Provides the funds through a public competition.
- Associations Intercultural Center Migrants/Popoli e Culture: Provide didactic materials, and organize activities.
- Surbo Church: Provides space for teaching, transportation, and volunteers.

- Public primary school: Provides the teachers in Lecce
-

E. Cost Structure

What are the costs?

- Main costs are related to the funding of the activities

What "lack of costs" would there be in absence of partners and donations?

- If it wasn't for the help of the Surbo church which provided the space for teaching and volunteers, and the Migrants and Popoli Associations which provided books and school supplies, the organisations would have to pay directly for these costs.
-

F. Customer Segments

Who do they help?

- They target socially excluded and uneducated Roma Kids, helping them with their school pathways through didactic and other supporting activities.

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact through an Active Network of Collaboration very broad and complex, that provides resources and helps with the organisation of the different activities.
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- They reach their beneficiaries through the Association Campo Sosta Paraneo which is internal to the camp Panareo where the Roma Kids come from.

Are any channels facilitated by partners?

- Networks of association which help with the provision of the mentioned resources.
-

I. Revenues

Where will revenue come from?

- Government subsidies and a crowdfunding campaign.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? None.

J. Use of Surplus

Is there any surplus?

- The social value of their activities would be in some way their surplus.

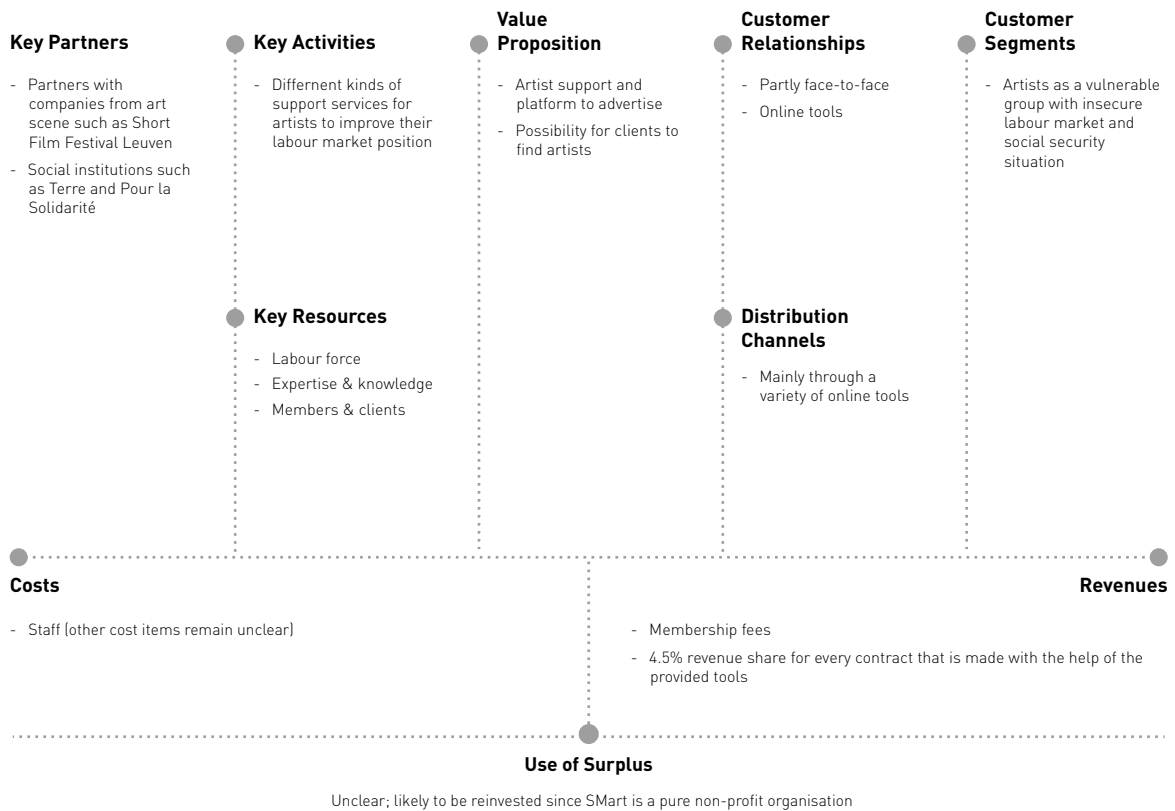
In which areas is eventual surplus reinvested? N/A.

CASE 18 SMART

18.1 SI Business Case ID

SMart – Continental for Employment Issues	
Problem being addressed (150-200 characters)	In many European countries artists are working in difficult employment relationships or as freelancers and are therefore frequently struggling with their financial situation. Therefore, they can be seen as a vulnerable group regarding their employment situation.
Solution (150-200 characters)	SMart is a non-profit organisation which aims to help artists through financial support and guidance. They offer personal sessions, supported by virtual tools. They are expanding throughout Europe and are considering opening a non-profit bank for artists.
Context (500-600 characters)	In 1969, the royal government gave all stage performers the possibility to be classified as employees so they can get access to the Belgian social insurance. In 2002 the finance law gave artists the possibility to be classified as employee or self-employed if a verification of socio-economic independence is submitted (European Parliament, 2006). The third form is social security for employees in the public sector (ministries, regions, communities, municipalities, etc.). The work of artists is usually characterized by uncertain work conditions, multiple jobs at a time, several sponsors and employers as well as irregular money influx. So the artists are in hybrid situation which can result in problems in the administration due to the struggle to fit into one of these categories.
Main actors	- Artist members, the founder, partners
Partners	- Short Film Festival Leuven, Terre, Pour la Solidarité
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Artistis
Development stage	Scaled
Place/geographical dimension	Belgium/Europe
Time	1998
Are data on the impacts available?	No
Type of organisation	Formalized hybrid (non-profit association with close to 200 employees in Belgium), currently scaling up across Europe

18.2 SI Business Model Canvas



18.3 SMart Report

A. Value Propositions

What is their value proposition?

- Providing the vulnerable group of artists' financial support and guidance. Artists are found to be a vulnerable group because of their weak position in the labour market and the social security system and because of the complicated legislation.

What value do they deliver to:

- Customers: It provides clients the possibility of finding artists to work on commission (online platform)
- Beneficiaries: It provides knowledge and assistance to address the labour market issues of artists and help artist as they have a weak position in the labour market.
- Donors/Funders: The non-profit organisation does not receive external funding.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They provide different kinds of support services for artists to improve their labour market position. They provides services related to management (virtual tool providing the artist possibility to manage budgets issues combined with support from the Smart employees with administrative aspects and collecting debt from the artist's clients), support (financial support in terms of leasing, microcredits and advances on subsidies and other funding), guidance (on e.g. legal matters) and career (mainly in form of an internet community to offer listings for clients, provide the artist with chance to find partners, spread job opportunities etc.). All services are mainly based on online tools to e.g. administer projects or interact with other artists or advertise for potential clients, but also face-to-face interaction and support is taking place.
- Commercial Value Proposition: They improve the artists' financial situation by helping them with budget issues, contracts etc. and thereby making it easier for artists to support themselves. They also make it easier for the artists' clients to find artists to employ through the website.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- No specific activities, but it is stated that networks such as National Platform of Artists might have been helpful in raising awareness of the SI among artists.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- SMart builds on a network of artists (who are both beneficiaries and contribute to the development of the SI, and pay membership fees), employees (full-time), experts with knowledge on e.g. legal and labour market issues, and clients.

What resources are provided for by partners?

- Not clear from the case study but networks such as National Platform of Artists might have been useful

Which resources are essential to the running of the solution?

- Knowledge of the experts on legal and labour market issues, human resources in terms of employees, financial resources from membership fees and revenue shares for every contract that is made with the help of provided tools.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- National Platform of Artists
- Companies like Short Film Festival Leuven, OffOff ArtCamera
- Partnerships with social institutions such as Terra and Pour la Solidarité.

E. Cost Structure

What are the costs? Salaries

What "lack of costs" would there be in absence of partners and donations? None.

F. Customer Segments

Who do they help? Professional artists.

Is there any overlapping? No.

G. Customer Relationships

How do they interact? Both face-to-face but mainly through their online tools

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Unclear from the case study, but it is mentioned that the National Platform of Artists might have been helpful in raising awareness of the SI among artists.

Are any channels facilitated by partners? Unclear.

I. Revenues

Where will revenue come from?

- Membership fees and revenue shares for every contract (between an artist and a client) that is made with the help of provided tools.

What are the revenue streams produced by the customers, beneficiaries, donors and funders?

- Revenue streams from beneficiaries: membership fees; from clients (of the artist and thereby clients of SMart through the online platform): 4.5% revenue share for every contract that is made with the help of provided tools.

J. Use of Surplus

Is there any surplus? Unclear in the case study.

In which areas is eventual surplus reinvested? N/A

CASE 19 SPECIALISTERNE

19.1 SI Business Case ID

Specialist People Foundation – Scandinavian for Employment Issues

- Problem being addressed (150-200 characters)**
- Unemployment among people with diseases such as autism and similar challenges, such as ADHD, ADD, OCD and Tourette’s Syndrome
 - Unawareness of these people’s expertise and inability to use this expertise on the labour market.
 - The goal is to create one million jobs globally for people with such diseases (“expert people”).

- Solution (150-200 characters)**
- Collects and shares knowledge that will help people with autism and similar challenges thrive and excel in the labour market.
 - Evaluates potential employees through an assessment and training
 - Supports labour market stakeholders in the integration of people
 - Provides a supportive work environment, and the skills required in the labour market.
 - Creates respect and awareness of the skills and rights of people with autism.

Context (500-600 characters)

At the time of the creation of the foundation in Denmark, unemployment was at its highest (6%) point for the last 1N years. Unemployment rate for people with ASD is around 85%. From 2004 to 2008, unemployment rate in Denmark and in many industrialized countries has steadily decreased. Since 2008-09, it has increased again as economies of these countries became sluggish and political turmoil was noticed in many countries and the EU. The rights of people with autistic spectrum disorder (ASD) to access a job are based on the UN Convention, The Rights of Persons with Disabilities. It does not prevent that just 15% of people with ASD are estimated to be in full-time employment.

Cultural unawareness and bias: People tend to see and describe people with ASD only with the skills they lack, not with the exceptional abilities (eye for detail, high tolerance to repetitive tasks) they have compared to “normal” people

Among the corporate sector, and thanks to the work of Specialist People Foundation, some IT consulting firms have started to change their views on the skills of people with ASD

Main actors

Founders:

Thorkil Sonne (his son has autism), a technical director in an IT company. He founded Specialisterne Denmark, a company owned 100% by the Specialist People Foundation. The company actively works to hire employees with autism, to assess and train them, and to secure their employment in the corporate sector

Prescribers and beneficiaries:

- Businesses which hire people with ASD and benefit from their expert skills and extraordinary abilities to focus on details and commit to repetitive tasks that other employees resent to carry out
- People with ASD themselves
- The families and all people who previously had to take care of these people with ASD (it releases part of their financial burden, and allows them with more free time)

Supporters:

- Municipal authorities: fund assessment and training Programme

Partners

Partners:

Danish Autism Association (“Austism Denmark”), The Bikuben Foundation: turned the knowledge and know-how accrued over time by the Specialist People Foundation into an education toolkit for employers and managers of ASD people

Specialist People Foundation – Scandinavian for Employment Issues

Supporters:

- 1/ The Lemvigh-Müller Foundation: In 2010 the foundation granted 750,000 DKK to the Specialist People Foundation
- 2/ THE VELUX FOUNDATIONS donated just under 5,400,000DKK
- 3/ The European Union has donated numerous grants (Leonardo da Vinci – Transfer of Innovation, Year 2010 – 2012, Progress – Year 2012 – 2013, European Social Fund – Year 2012 – 2013, Leonardo da Vinci Transfer of Innovation – Year 2012 – 2014)

Private:

- The Corporate Sector, IT consulting firms
- Specialisterne Denmark (owned 100% by the foundation): a market-driven IT consulting company providing job opportunities that capitalize on the unique characteristics of Autism Spectrum Disorder.

Addressing gender issues No.

What kind of vulnerable population is the solution addressing? People with rare diseases Autistic Spectrum Disorder (ASD)

Development stage Scaled

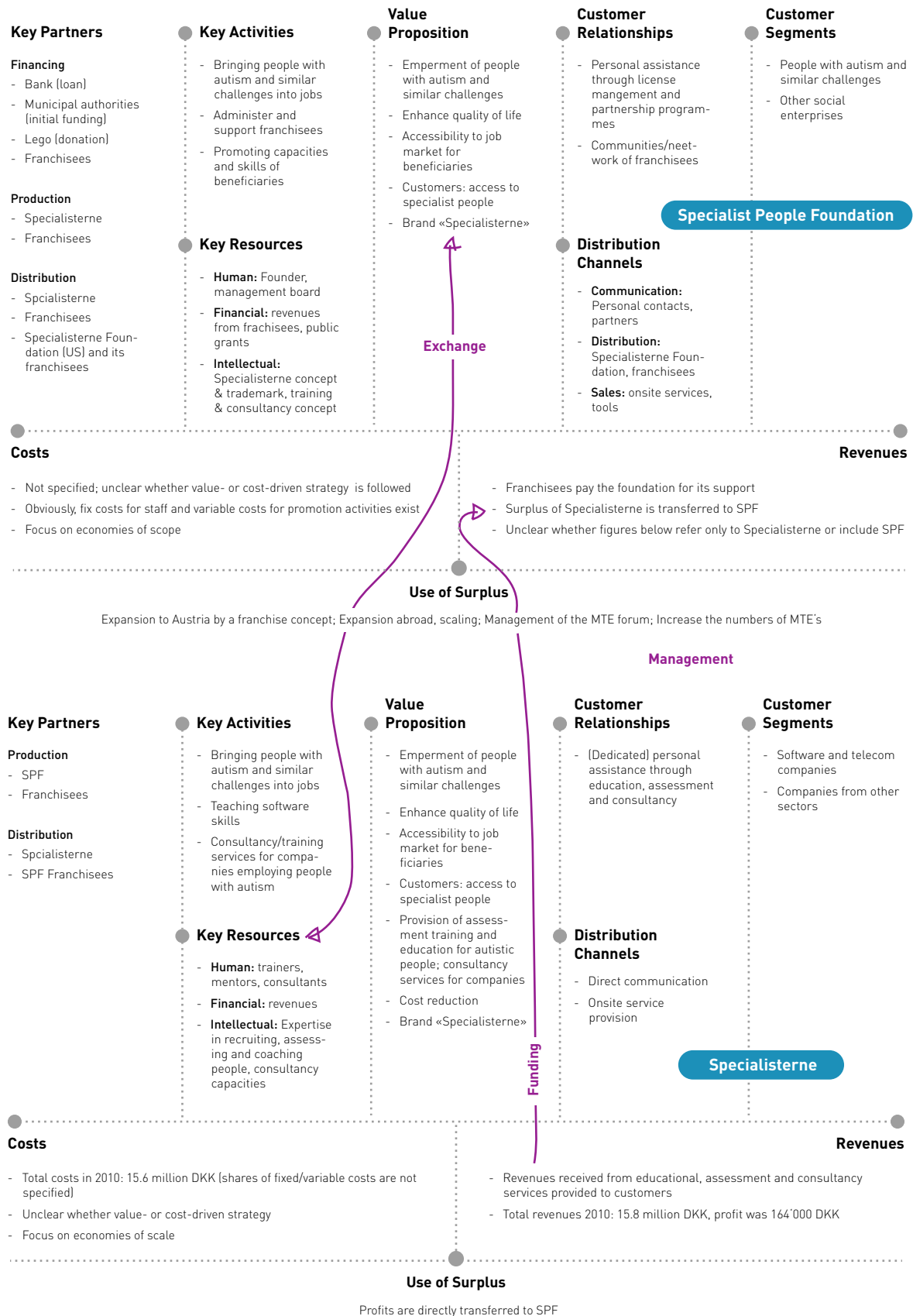
Place/geographical dimension Born in Denmark, expanded internationally to Scotland, Iceland, Switzerland, Poland, Ireland, USA (Minnesota and Delaware)

Time 2004

Are data on the impacts available? Yes

Type of organisation Hybrid Not-for-profit. The Specialist People Foundation owns 100% of Specialisterne, a market-driven IT consulting company providing job opportunities that capitalize on the unique characteristics of Autism Spectrum.

19.2 SI Business Model Canvas



19.3 Specialist People Foundation Report

A. Value Propositions

What is their value proposition?

- Specialist People Foundation (SPF) has been founded in order to improve job opportunities for people with autism and similar challenges. It thus empowers this group of beneficiaries, provides them with improved access to the job market and improves their quality of life.
- SPF is a non-profit organisation that owns a commercial company, called Specialisterne, which provides educational, training and assessment, and business consultancy services to companies of all sectors where the specific capacities of people with autism and similar challenges can be employed. In this role, SPF provides companies access to skilled employees with autism and similar challenges. In this regard, the brand name of “Specialisterne” is also a value proposition of SPF. This value proposition is even more important for other social entrepreneurs who want to become a partner, which is made possible through a franchise system

What value do they deliver to:

- Customers: Access to specifically skilled employees, brand (see above)
- Beneficiaries: Empowerment, quality of life and access to the job market (see above)
- Donors/Funders: They offer the opportunity to support people with autism and similar challenges.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: SPF helps to enhance the job opportunities of people with autism and similar challenges.
- Commercial Value Proposition? Providing other social entrepreneurs with similar goals to operate under the “Specialisterne” label.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The expertise to recognize employees with the skills needed and how to integrate them into their company and its processes is mediated by Specialisterne.
- The reputation and brand of Specialisterne is thus essential for SPF to attract, on the one hand, funding for its activities and, on the other hand, social entrepreneurs to take a franchise license.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Key financial resources are the revenues received from the franchising model and various public grants for specific projects that help to extend the geographic and operational scope of SPF and Specialisterne.
- Key human resources are the expertise and personal network of the founder and the management capacities represented in the board of SPF
- Key intellectual resource is the IPR over the brand name of Specialisterne.

What resources are provided for by partners?

- Funding is provided by various public grants and by franchise takers.

Which resources are essential to the running of the solution? See above.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: Franchise takers and public grants
 - For production of the value propositions: Specialisterne and the franchise-takers.
 - For distributing services: Specialisterne, franchise takers and (for the U.S. market) Specialisterne Foundation and its local franchise-takers.
-

E. Cost Structure

What are the costs?

- Costs are not specified, although obviously fixed costs occur from staff salaries and variable costs from diverse promotion activities.
- The share of fixed and variable costs cannot be specified. It can either not be decided whether SPF follows a cost-driven, a value driven or a combined strategy.

What "lack of costs" would there be in absence of partners and donations? N/A

F. Customer Segments

Who do they help?

- The beneficiaries are people with autism and similar challenges. Customers are other social entrepreneurs who aim at the same goal as SPF.

Is there any overlapping? No.

G. Customer Relationships

How do they interact? (Dedicated) personal assistance to customers.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Mainly through personal contacts, the Specialisterne company, the Specialisterne Foundation (in the U.S.) and the franchise takers.

Are any channels facilitated by partners?

- The reputation of the brand name, basically built up and maintained by Specialisterne and the franchise takers, improves the efficiency of the distribution and sales channels.
-

I. Revenues

Where will revenue come from?

- Revenues derive from the franchising model and from public grants. It's not fully clear to which degree SPF depends on public grants but it seems the license fees from franchise-takers suffice to run the business.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus

Is there any surplus?

- Yes (though unclear whether the figures reported in the case study refer to SPF, too, or only to Specialisterne)

In which areas is eventual surplus reinvested?

- In promotion activities and the extension of the geographical and operational scope of SPF.

19.4 Specialisterne Report

A. Value Propositions

What is their value proposition?

- Specialisterne can be considered as the commercial branch of Specialist People Foundation, responsible for the provision of educational, training and assessment, and business consultancy services to companies of all sectors where the specific capacities of people with autism and similar challenges can be employed.
- The value propositions of Specialisterne cover a range of benefits for both, beneficiaries (i.e. persons with autism and similar challenges) and customers (companies). A detailed overview of the range of these value propositions is given below.

What value do they deliver to:

- Customers: Basically, Specialisterne provides companies with access to specifically skilled employees, performance in a difficult task that hardly any recruiting company could provide, cost reduction and brand name/reputation. Performance appears in two forms: On the one hand, performance is provided in terms of capacities to assess, train and educate people with autism and similar challenges so that they meet employers' expectations. On the other hand, performance is provided in terms of preparing employers and their staff (through consultancy and training services) for the efficient employment of people with autism and similar challenges. Cost reduction is achieved because companies to benefit from the outstanding software testing (and similar) skills of people with autism and similar challenges. If these persons with their specialist skills were not available the customers would have to spend more effort and money in these tasks. Finally, brand name and reputation play a role as any provider of Specialisterne services has to undergo and pass a detailed and demanding curriculum in order to become eligible to trade under the name "Specialisterne". This curriculum serves as a means of quality assurance to the customers.
- Beneficiaries: Beneficiaries receive empowerment because through the services of Specialisterne they experience that they are needed and valued. This experience translates directly into an improvement of the quality of life of people with autism and similar challenges, as they become more self-sustained and develop a stronger self-esteem. Closely related to this is the value of access to the job market, which is eased considerably through the Specialisterne activities.
- Donors/Funders? Specialisterne contributes significantly to the social and economic inclusion of people with autism and similar challenges, which helps donors and funders to sharpen their social profile. Depending on their purposes and activities, a visible and highly valued social profile may help donors and funders to either increase the number of sponsors or of customers.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Specialisterne helps to enhance the job opportunities and opportunities of life of people with autism and similar challenges.
- Commercial Value Proposition: Specialisterne enables companies to benefit socially and economically from the specific skills of people with autism and similar challenges, which opens opportunities to better qualified and more (cost-)efficient staff.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- The activities and network of the umbrella organisation "Specialist People Foundation" helps significantly to gain new customers.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Key financial resources are the revenues received from customers.
- Key human resources are the trainers, mentors and consultants that provide the assessment and training services to beneficiaries and customers.
- The key intellectual resource is the expertise of the trainers, mentors and consultants.

What resources are provided for by partners?

- Part of the materials supply for the training and assessment activities is provided by the Lego company, distribution is supported by SPF and the franchise-takers of SPF.

Which resources are essential to the running of the solution?

- The human resources and their expertise mentioned above.
-

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: no partners
 - For production of the value propositions: SPF and the franchise-takers, Lego company.
 - For distributing services: SPF and franchise takers and (for the U.S. market) Specialisterne Foundation and its local franchise-takers.
-

E. Cost Structure

What are the costs?

- Fixed costs are mainly incurred from salaries, variable costs mainly from marketing and materials, though the latter is sponsored by Lego company. The share of fixed and variable costs cannot be specified. Specialisterne seems to pursue mainly a value-driven strategy but this point cannot be fully clarified from the case study.
- Overall, it is apparent that Specialisterne focuses on economies of scale.

What "lack of costs" would there be in absence of partners and donations?

- A part of the materials supply is sponsored by Lego, a considerable proportion of marketing activities is performed by SPF.
-

F. Customer Segments

Who do they help?

- The beneficiaries are people with autism and similar challenges. Customers are companies that have a need for recruiting people with extraordinary testing (and similar) skills.

Is there any overlapping? No.

G. Customer Relationships

How do they interact? (Dedicated) personal assistance to customers and beneficiaries.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Mainly through personal contacts, the Specialisterne Foundation (in the U.S.) and the franchise takers. Services are provided directly on the sites of the customers.

Are any channels facilitated by partners?

- The reputation and network of SPF facilitates the efficiency of the distribution and sales channels.
-

I. Revenues

Where will revenue come from?

- Revenues are generated through the services provided to customers.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus

Is there any surplus?

- Yes (though unclear whether the figures reported in the case study refer to SPF, too, or only to Specialisterne)

In which areas is eventual surplus reinvested?

- Revenues are transferred directly to SPF in order to support the umbrella organisation's activities.
- The legal construction of this hybrid organisation is designed in a way that secures SPF's independence from the economic success of Specialisterne.
- If Specialisterne should go bankrupt the financial means of SPF will not be affected.

CASE 20 URBAN MEDIA SPACE DOKK-1

20.1 SI Business Case ID

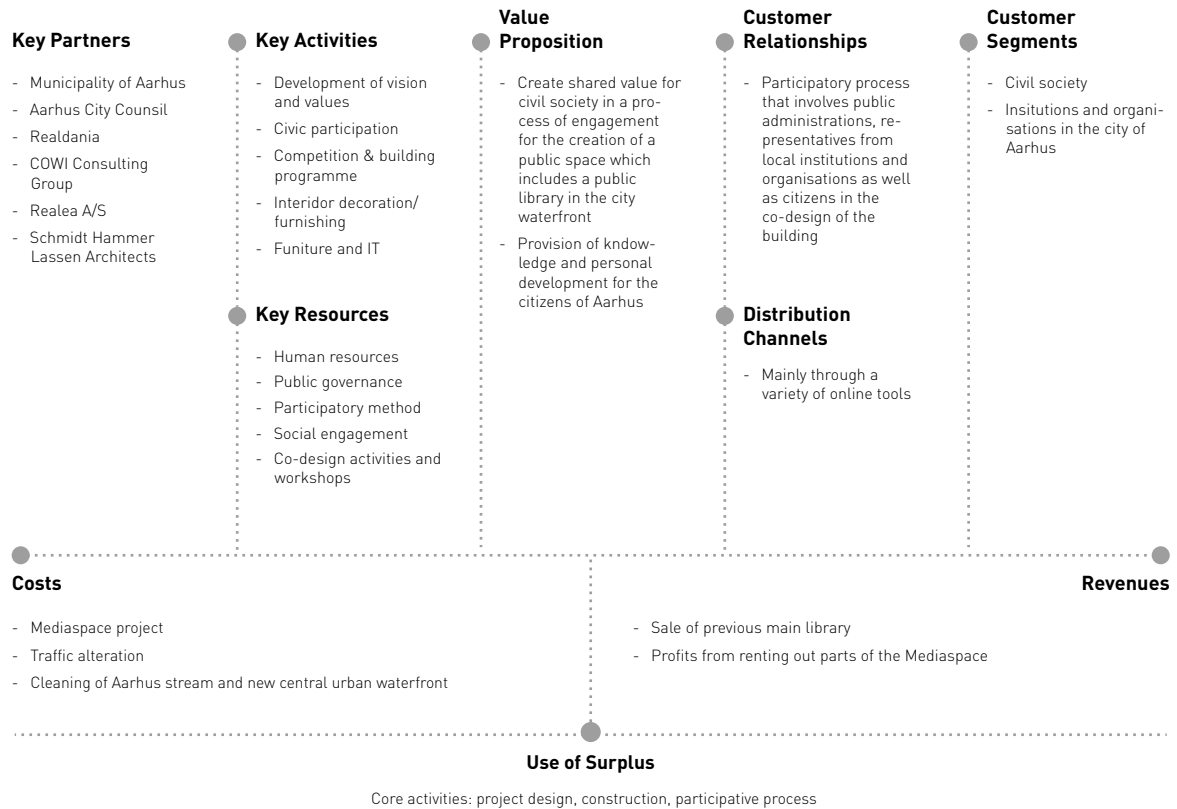
Urban Media Space Dokk-1 – Scandinavian (for Poverty Issues)	
Problem being addressed (150-200 characters)	Municipalities are struggling to give new functions to the public libraries systems in a context where the access to online resources is more and more diffused and physical space loses its original function.
Solution (150-200 characters)	Dokk1 is the Aarhus City Council's new building project where the main library and the citizens' services will be located by the end of 2015. The project is part of a wider urban renewal intervention called Urban Media Space that is promoted by the City Council jointly with a private association in Denmark that supports philanthropic projects, Realdania. It aims at transforming Aarhus Inner Harbour from an industrial harbour to a lively urban space and to transform the central library into a multi-purpose place that combines citizen services and cultural and recreational activities. The innovation of the case lies in the participatory method adopted to develop the project that involves citizens, employees, the services' main users and local stakeholders over the years, applying a new form of governance in public services and spaces by social engagement.
Context (500-600 characters)	In recent years, the public library has been a strategic element in urban development. Both internationally and in Denmark, new public library buildings form part of the city's endeavours to improve visibility, image and identity. The ambition is that the iconic library will contribute to reinforcing the city's brand as an attractive future- and experience-oriented city. Whereas classical city libraries were often placed in city centres, where people already go to for other reasons, many new public libraries are instead located strategically in run-down urban districts, old industrial areas and similar locations with a view to create vibrant new urban and meeting spaces. Libraries hence are following the trend of reorienting their activities in order to attract a new public and become lively places where people stay and use resources and services. With the recent process of digitalization of knowledge resources, the libraries' spaces have in fact become progressively less popular and have had to reinvent their role in the urban fabric.
Main actors	Citizens, Municipality of Aarhus, Realdania, Aarhus City Council, COWI Consulting Group, Realea A/S, Schmidt Hammer Lassen Architects
Partners	Citizens, Municipality of Aarhus, Realdania, Aarhus City Council, COWI Consulting Group, Realea A/S, Schmidt Hammer Lassen Architects
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Community members in run-down areas
Development stage	Implemented
Place/geographical dimension	Aarhus, Denmark
Time	2005
Are data on the impacts available?	No

Urban Media Space Dokk-1 – Scandinavian (for Poverty Issues)

Type of organisation

URBAN MEADIASPACE is a formalized hybrid organisation because through the design and the implementation of the project, they have also built joint partnerships with other organisations which are involved in its' development. Being the project lead by the Aarhus city council they rely on private organisations and the civil society to design and build the URBAN mediaspace

20.2 SI Business Model Canvas



20.3 Urban Media Space Aarhus – DOKK1 Report

A. Value Propositions

What is their value proposition?

- Citizen participation in the urban-development of a public local library through the co-design of the project activities. The value is created both with the project and the process itself.

What value do they deliver to:

- Customers: Users and stakeholder participation in the definition of the vision, physical spaces, and services offered by Mediaspace.
 - Beneficiaries: Civic engagement. Access and use of the renewed area and the services it offers
 - Donors/Funders: Creates economic and social value being the promoter, financier, and owner of the buildings, coordinating at the same time the activities, through cultural and recreational integration. Large scale urban reinvention as a catalyst for economic, social, and environmental change inside the city.
-

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: They promote civic-participation, involving diverse institutions and organisations through the co-design of the project design building process, and its management.
- Commercial Value Proposition? Promotion, financing, coordination and participative activities.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- Realdania supports the large scale-urban intervention aimed at changing the shape of Aarhus city, acting as a catalyst for change by providing part of the funds that sustain the project, specially the construction of a parking area.
 - Aarhus City Council is the main financier of the waterfront requalification, intervention, and supportive of the Mediaspace Project, through traffic alteration, cleaning of the Aarhus Stream and the New Central Urban Waterfront.
-

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Funding, human capital, civic engagement through participatory methods.

What resources are provided for by partners? N/A

Which resources are essential to the running of the solution? All mentioned

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- Realdania supports the large scale-urban intervention aimed at changing the shape of Aarhus city, acting as a catalyst for change by providing part of the funds that sustain the project, specially the construction of a parking area.

- Aarhus City Council is the main financier of the waterfront requalification, intervention, and supportive of the Mediaspace Project, through traffic alteration, cleaning of the Aarhus Stream and the New Central Urban Waterfront.
- Both partners obtain their revenues from the economic requalification of the old urban space, the sale of the previous main library and profits from renting out parts of the Mediaspace.

E. Cost Structure

What are the costs?

- Project design, building programme, project proposal, etc.

What "lack of costs" would there be in absence of partners and donations? N/A

F. Customer Segments

Who do they help? The citizens of Aarhus

Is there any overlapping? No.

G. Customer Relationships

How do they interact?

- They interact using face-to-face meetings, paper based and digital tools such as "Filker Tag", Dialogue Meetings, Interviews, public events and creative workshops such as "Exploratorium".
-

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Through face-to-face meetings, creative workshops, interviews, digital tools, etc.

Are any channels facilitated by partners? N/A

I. Revenues

Where will revenue come from?

- The revenue comes from urban space requalification, sale of the previous library, renting of the parts of the Mediaspace, new socioeconomic invigoration of the city.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? N/A

J. Use of Surplus

Is there any surplus?

- Core activities employed in the design and development of the project.

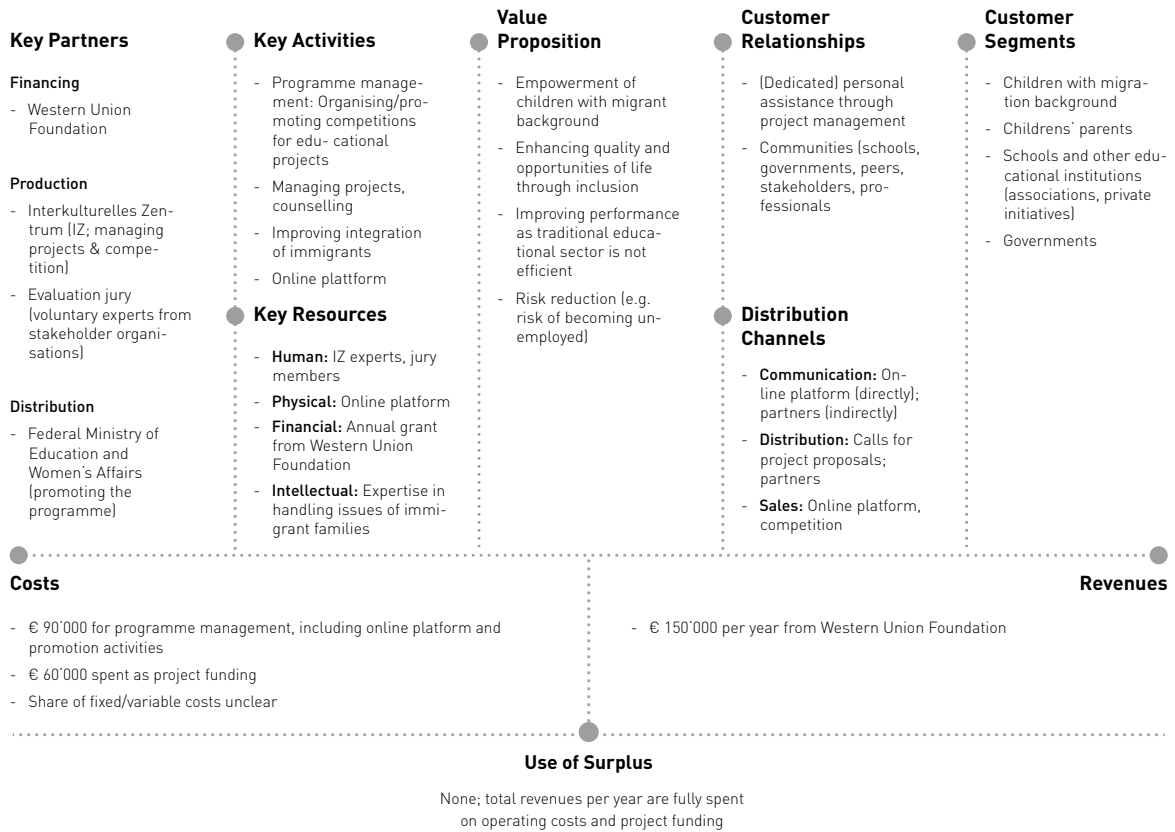
In which areas is eventual surplus reinvested? N/A

CASE 21 VIelfALTER

21.1 SI Business Case ID

Vielfalter – Continental for Migration Issues	
Problem being addressed (150-200 characters)	In Austria, immigrant integration in the school system is a big problem as there are significant differences in their performances compared to native children, highlighting a gap in the national educational services provision.
Solution (150-200 characters)	Vielfalter is a consortium that puts on an annual competition for educational projects which focus on diversity as an asset with the aim to influence the discourse and public opinion on education in Austria.
Context (500-600 characters)	The need concerning immigrant integration in the Austrian school system is quite pressing. In the 2010/11 academic school year, a quarter of Austrian primary schoolchildren had a native language other than German, the most frequent of which were Turkish and Serbo-Croatian. The OECD's 2012 PISA (Programme for International Student Assessment) results have shown that native Austrian children perform much higher in educational achievements than children of foreign descent. Overall, however, even the strongest performing students cannot compare with the international average, hence opening a larger question as to whether the Austrian school system not only fails to support children coming from low educational levels but also those coming from a more advantageous background to fully reach their potential. This situation has also direct negative consequences on the youth unemployment rate of Austrians of foreign-descent.
Main actors	Founders: Hikmet Ersek, Rüdiger Teutsch, Mari Steindl
Partners	Consortium members: Western Union, Intercultural Centre (Interkulturelles Zentrum), Federal Ministry of Education and Women's Affairs
Addressing gender issues	No.
What kind of vulnerable population is the solution addressing?	Immigrants
Development stage	Implmented
Place/geographical dimension	Austria/National
Time	2009
Are data on the impacts available?	No
Type of organisation	Consortium

21.2 SI Business Model Canvas



21.3 Vielfalter Report

A. Value Propositions

What is their value proposition?

- Organizing a yearly competition for educational projects that aim at empowering children of immigrant populations and enhance their integration in society and economy. Emphasis is laid rather on improving confidence and self-esteem than skills development.
- Value for beneficiaries is empowerment of both, immigrant children and their parents, improved quality of life through enhanced integration and better opportunities in life, and risk reduction (in terms of reducing the risks of failing in the educational system, which is often aligned with bad job opportunities).
- The value for customers (in terms of the educational system and its actors that participate in the calls for project proposals) is performance, as the supported projects are geared towards overcoming institutional shortcomings of the traditional educational system towards integrating immigrants.

What value do they deliver to:

- Customers: Performance (see above)
- Beneficiaries: Empowerment, quality of life and risk reduction (see above)
- Donors/Funders? They offer the opportunity to support people who are not well integrated in the educational system because they are immigrants.

B. Key Activities

What are the main activities performed to deliver their:

- Social Value Proposition: Vielfalter encourages educational institutions of all kinds to develop and carry out projects that improve the integration of immigrants into the educational system, society and economy.
- Commercial Value Proposition: There is no commercial strategy in terms of a commercial good or service for which customers pay a price. Funds are raised from one of the key partners (Western Union Foundation) and spent completely for operational costs and project funding.

Are there any activities in which the support of a partner is essential? If so, please describe the operative relationship.

- Vielfalter completely relies on the funding stream it receives from Western Union Foundation.
- This funding is used to pay for operational costs and to finance the financial support of projects that are elected from the competition.

C. Key Resources

Which physical, financial, intellectual or human assets are used?

- Financially, Vielfalter is completely dependent on the funding stream from Western Union Foundation.
- Key human resources are the experts of Interkulturelles Zentrum (IZ) who bring in expertise in handling issues of immigrant populations and who provide counselling to projects, and the stakeholder organisations that provide the members of the jury to elect the projects to which funding is awarded.

- The only physical resource mentioned is an online platform through which the program and the competitions are promoted and project results are disseminated.
- Key intellectual resource is the knowledge and experience of the IZ experts.
- What resources are provided for by partners? Funding is provided by Western Union Foundation, promotion of the program is mainly carried out by the Federal Ministry of Education and Women's Affairs and the Vielfalter online platform. The competition and the management of the program as well as management support to the funded projects is provided by IZ.

Which resources are essential to the running of the solution?

- Financial resources to pay for the operational costs and to fund projects.

D. Key Partners

Who are their main partners? What do they offer and for what returns (if any)?

- For financing: Western Union Foundation
- For production of the value propositions: the Vielfalter consortium consists of IZ, Western Union Foundation, and the Federal Ministry for Education and Women's Affairs. IZ is responsible for the key operational tasks, i.e. organizing and execution of the competition and managing the funded projects (if help is requested). The selection of projects to be funded is carried out by a jury consisting of representatives of various stakeholder organisations.
- For distributing services: All partners. Promotion is the key activity of the Federal Ministry of Education and Women's Affairs, though.

E. Cost Structure

What are the costs?

- Costs arise from operational tasks and project funding.
- Operational costs sum up to a total of 90,000 EUR per year.
- Additional 60,000 EUR per year are spent on project funding. The share of fixed and variable costs is not clear.

What "lack of costs" would there be in absence of partners and donations?

- Without the funding from Western Union Foundation the whole initiative would be unable to exist.

F. Customer Segments

Who do they help?

- Immigrant families as beneficiaries, schools, kindergartens and other educational institutions of all kind and governments and civil society.

Is there any overlapping? No

G. Customer Relationships

How do they interact?

- (Dedicated) personal assistance to applicants and projects and through a community consisting of governments, educational institutions, and stakeholder organisations.

H. Distribution Channels

How do they reach their customers/beneficiaries/donors & funders?

- Key instrument for interacting with beneficiaries and “customers” is the Vielfalter online platform.

Are any channels facilitated by partners?

- The online platform seems to be established through all partners and mainly operated by IZ.
-

I. Revenues

Where will revenue come from?

- The only revenue comes from Western Union Foundation, which is used to pay all operational costs and the project funding.

What are the revenue streams produced by the customers, beneficiaries, donors and funders? See above.

J. Use of Surplus

Is there any surplus? No.

In which areas is eventual surplus reinvested? Not applicable.

