



Edible Cities Network – Integrating Edible City Solutions for social, resilient and sustainably productive Cities

## Report on Triple Bottom Line Business Models

Deliverable D6.5



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# 1. Executive Summary

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This document is an introduction to the concept of the triple bottom line business model (3BM) for Edible City Solutions (ECS). It explains where the concept comes from and how ECS can use it to identify, analyse, and improve their own business models. Our target audience are people actively involved in an ECS, such as ECS project managers, ECS initiators, ECS team members, or ECS volunteers.

While this report focuses on the scientific approach towards the concept of the 3BM and summarises insights from scientific literature, the empirical (practical) application of the concept will take place in the work of the Business Consulting Team. The scientific perspective and the empirical outcome of ECS business model analyses conducted by the Business Consulting Team will be merged and made publicly accessible at a later stage, elevating the 3BM for ECS to Technical Readiness Levels 6 to 9.

## 2. The concept of the triple bottom line business model

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Every organisation has a business model (Osterwalder & Pigneur, 2010), including all types of Edible City Solutions (ECS). A business model is the logic according to which an organisation enacts specific values and builds an activity system that ensures its continuity (Amit & Zott, 2015; Laasch, 2019; also cf. Gehman et al., 2013). There are many types of ECS, differentiated by their ownership structure, their objectives and missions, ranging from commercial vegetable producers to bottom-up community gardens. With this report, we would like to invite you to explore the so-called triple bottom line business model concept as a way of understanding the underlying logic that enables your ECS's continuity and growth. In other words: We look at the business model as a "valuation device" (Doganova & Muniesa, 2015) or an "organisational value logic" (Laasch, 2019) that helps ECS enact the values they seek to create. But how exactly? Let's first understand where the concept of the business model originates and then see how it can contribute to identifying, analysing and improving the business models of ECS.

### 2.1. Origin and definition of the business model concept

The term "business model" originated in the 1970s with the rise of information management and computers. In that context, the business model was used as an analytical concept that described all the tasks, processes, and information flows within an organisation. This thorough description was needed to create matching IT systems to support those tasks, processes and flows. Fast-forward forty years and the business model concept has come to describe more generally what an organisation does to fulfil its purpose, including relationships with partner organisations and users or customers. The business model thus is the logic according to which an organisation functions. Ideally, this logic ensures that the organisation keeps running smoothly, survives, or even grows. However, it can also lead in a downward spiral to its demise. In that case, it is better to know what's going on and find solutions to ensure continuity. This first conceptualisation of the business model was very much focused on the financial dimension of a business. However, this perspective is increasingly perceived as too narrow: Environmental and social dimensions of an organisation's activities have come to matter in the societal perception of what is of value.

### 2.2. People, Planet, Profit: Origin and definition of the triple bottom line

The concept of the triple bottom line business model (3BM) embraces this wider value perspective. Instead of looking only at one bottom line, the financial one, the triple bottom line makes more explicit what types of values an organisation creates. Conventionally, a business's focus lies on one bottom line: financial value creation or the net *profit*, i.e., the income that a business generates after deduction of all sorts of costs. The triple bottom line adds two further dimensions: *planet* and *people*. *Planet* describes the environmental dimension of an organisation's impact, e.g., energy needed or waste produced by the organisation. *People* describes the social dimension of an organisation's activities, such as job creation or impacts on the local community. In order to integrate the social and the environmental dimension of sustainability into business models or "business thinking", the concept of the triple bottom line highlights not only the economic, but also the environmental and social values that organisations create (or reduce) in society (Elkington, 2004).

The term "triple bottom line" was coined by John Elkington in 1994 (Elkington, 2004). Born out of a reaction to the need of integrating sustainability thinking in business practice, the term integrates the social and the environmental

dimension of sustainability with the economic one. In 1987, he and Julia Hailes founded the think tank SustainAbility (SustainAbility, 2020) – the year the Brundtland Report first-time defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Keeble, 1988). The idea was to find a more holistic language to talk about sustainability in a business context, encompassing the environmental and social dimension of sustainability – *people, planet, profit*.

The operationalisation of business models is often accomplished via so-called business model canvasses (Henike et al., 2019). A business model canvas is a visualisation of the elements an organisation’s activity system comprises to create, deliver, and capture value. The one bottom line business model concept has been operationalised by Osterwalder & Pigneur (2010) with their business model canvas, and has become very popular among practitioners (Henike et al., 2019). Joyce & Paquin (2016) have developed it further by integrating two additional layers: a social and an environmental one. This triple bottom line business model canvas (3BMC) can be used to identify, analyse, and get ideas on how to creatively improve the business model of an organisation seeking to operate in a sustainable manner.

## 2.3 Triple bottom line business models of Edible City Solutions

Most Edible City Solutions create significant positive environmental, social, and economic impacts, such as enhanced biodiversity, improved microclimate, space for social interaction and a feeling of community, green jobs creation, or sustainable food production. Integrating those positive impacts can be a challenge, though. You might be dependent on irregular donations or earmarked funds, or the market for your products is still in its infancy. Maybe you are financially well off – but community involvement is lacking, thus restricting the potential for the positive social impact you seek to create with the ECS. You might also want to optimise your organisation’s environmental impact, because the seedlings you get come in plastic pots, or your energy is sourced from fossil fuels. Whatever challenge you are facing: A business model analysis enables you to get an integrated overview of the social, environmental, and financial dimensions of your organisation’s activities and spot areas for improvement and growth. A triple bottom line analysis takes into account financial, social, and environmental values associated with an organisation’s operations. This holistic analysis can shed light on how well these three areas of value generation are integrated, and where there are opportunities for improvement.

## 3. How to identify, analyse, and improve your triple bottom line business model

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The 3BM pictures your organisation as a system connecting people and resources in a certain way to create specific functions in society (e.g., environmental education, food production, mental health, etc.). Your ECS is also connected to other organisations, maybe as partners for specific tasks, or to get resources such as seeds. You do not only reach out to your target group, but you also have an impact on the local community. All in all, your organisation creates costs and benefits through its activities. These costs and benefits can be financial, but they might also not be monetised/monetizable (yet) and have environmental and social dimensions. In the following sections, we show how the 3BMC can be used to identify an ECS business model, which questions you can ask to start analysing it, and provide general strategies on how ECS can improve their business model.

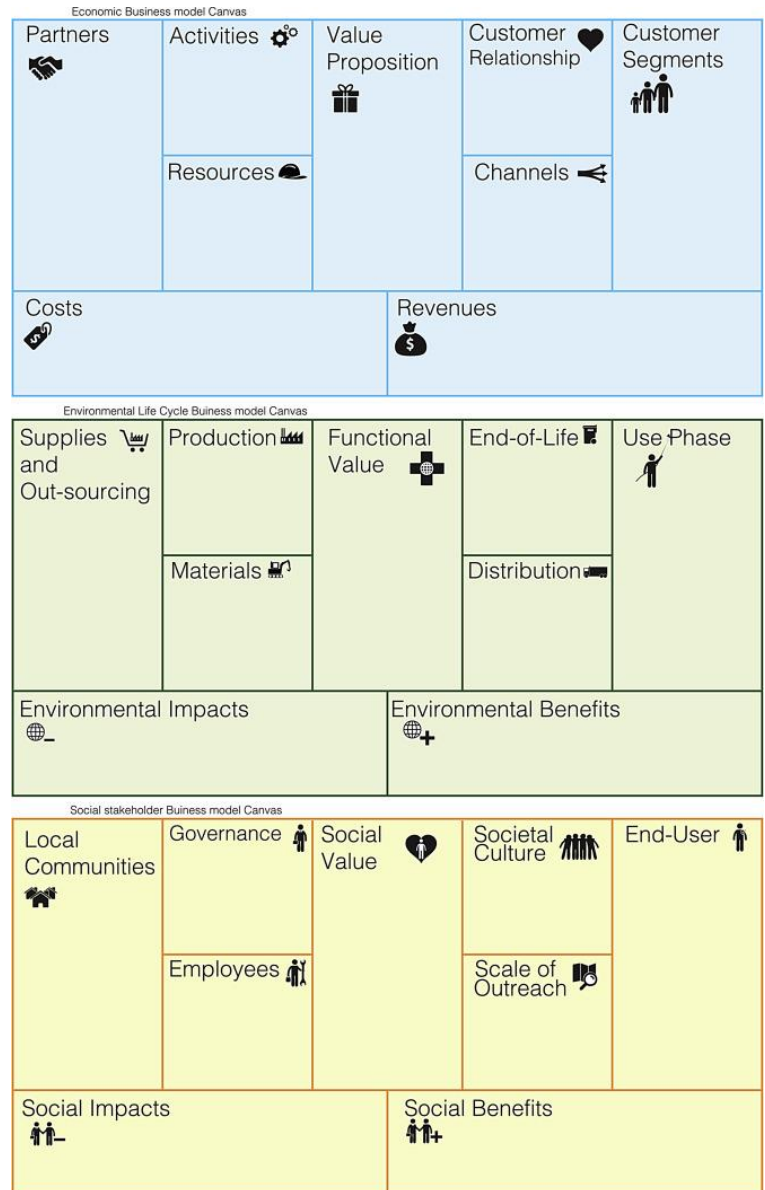
### 3.1. Identify your triple bottom line business model with a canvas

The three layers of the 3BMC represent the three dimensions of sustainability, i.e., the triple bottom line. Each layer consists of nine elements - we will come back to these nine elements and explain them further in the following paragraphs (Fig. 1). The 3BMC is a tool that can facilitate systems thinking (Joyce & Paquin, 2016). The analytical depth is not predetermined: It depends on the information you have about your organisation and about how deep you want to go in your analysis. This is of advantage insofar as you can highlight and analyse those elements of your ECS that matter most to you or that you face problems with. The 3BMC acts as a guide highlighting key elements of your organisation's value logic, but it does not prescribe the way these elements should be combined. The disadvantage is that there are no ready-made solutions as every organisation is different. Hence, in the last section, we will give you an overview of *general* strategies to improve ECS business model to give you an idea of possible directions to take.

Joyce & Paquin (2016) developed the widely used triple bottom line business model canvas which comprises three layers based on the economic layer created by Osterwalder & Pigneur (2010). Conducting an analysis of your own business model with this tool can be challenging due to the fact that indicators are not agreed upon (Henike et al., 2019; Joyce & Paquin, 2016), or information is not readily available. With this document, we want to show how vertical and horizontal coherence can be translated into nine questions covering the multi-dimensional elements of the triple bottom line business model. In the following, we summarise the descriptions of the layers' elements in such a way that their interrelations become clear for the case of ECS.

## Profit: Economic layer

The economic layer focuses on the core **value proposition** you provide to people (conventionally those who are willing to pay for it). A value proposition could be the provision of fresh produce to a cafeteria, or it could be providing environmental education to children. The economic business model canvas talks about customers, but for ECS, it makes sense to understand this element a bit wider as stakeholders in general, especially if you explicitly aim at making a positive social impact with the ECS. That way, the connection to the social layer becomes also more obvious: Not only customers are affected by your ECS, but also people from the local community, your employees, volunteers, and other people who get involved in your ECS like neighbours or passersby. Looking at customers and stakeholders can also be done by identifying different groups of stakeholders (in the economic layer referred to as **customer segments**, in the social layer as **end-users**). This can help you understand which customer or stakeholder segment you create what types of value for, which of these segments have a willingness or ability to pay for specific services or products you provide and for who you create value 'for free'. Your ECS also establishes **relationships** with customers and stakeholders. These relationships have a social and an environmental dimension. Socially, they have an effect on the societal culture; environmentally, they can also have effects. An example: The relationship you establish with a specific stakeholder group to provide your core value proposition is the experience of harvesting salad from your ECS's rooftop. The relationship to the stakeholders who show up for this activity involves them getting there by bike, public transport, or by car. This has environmental effects. You also influence **societal culture** by offering a community experience in a special place. The **channels** are the touchpoints via which you establish contact with your stakeholders in order to deliver value. This might for example be a newsletter, or simply an open door to your garden. In order for your ECS to create and deliver value, you need some **key infrastructures** that are indispensable in your business model, e.g., you need a van to transport seedlings, IT infrastructure, water access, and fertile soil. Your **key activities** describe what you need to do to create value: In the case of the previous example - salad



**Fig. 1** The three layers of the triple bottom line business model canvas. Source: Joyce & Paquin (2016), p. 1483.



harvest on the rooftop - this is reaching out to potential participants/sending invitations, showing participants how to harvest, and growing salad. The **partners** element comprises all those other organisations and individuals you need to be able to perform your key activities, get access to resources, and deliver value to your stakeholders. Examples: A compost soil provider, or the municipality providing urban land for your ECS. The **cost structure** on the economic layer summarises all financial costs you carry, and juxtaposes them to your **revenue streams** which help you capture financial value to enable the continuity of your activities.

## Planet: Environmental layer

The environmental layer shifts the analytical perspective toward the environmental impacts and benefits an organisation's activities produce from a life cycle approach. There are different indicators that can be used to do so, such as greenhouse gas emissions, waste type and quantities recycled, or biodiversity indicators. The nine elements are described in the following, and they do overlap with the elements described in the economic layer as any activity of your ECS can have environmental effects. The **functional value** is the environmental dimension of your core value proposition. In the case of the rooftop garden, this is for example the provision of a cooling effect for the urban microclimate. When stakeholders use the value proposition you make (**use phase**), environmental effects can be expected. What does it imply, for example, for them to get to your ECS? Do they take the car or use public transport? Another possibility might be maintenance of green walls with energy and material inputs. The **end-of-life** element is about the question of what happens to the core value proposition once it is "consumed". Consider for example packaging waste or composting processes. The environmental effects of **distribution** can comprise packaging, energy used for transport or cooling of fresh produce, or even communicating with the public via printed flyers or the internet. Highlighting the **materials** needed for your ECS is another way of looking at your key resources. The same goes for **production**, as it focuses your attention to the environmental effects of your key activities. **Supplies and outsourcing** is an umbrella term for materials (resources) and production (activities) that are not part of your core value proposition but still needed and relevant for a holistic analysis of the sustainability of your business model. **Environmental impacts** summarise the environmental costs of your organisations actions and juxtaposes them to the **environmental benefits** your ECS creates.

## People: Social layer

The social layer puts the relationship between an organisation and its stakeholders centre-stage. It also emphasises the social impacts that result from these relationships. Stakeholders are any groups or individuals who affect or are affected by your organisation (Freeman & Reed, 1983; Freeman et al., 2004; also see Wubben et al., 2019). The **social value** you create can usefully be summarised as your ECS's mission. We touched upon the element of the **societal culture** in the description of the economic layer - what kind of societal culture does your ECS foster? Is it, for example, a culture of sharing, or a culture of food appreciation? The **end-user** can be, but not necessarily is, different from customers and other stakeholder groups. (For ECS, we would like to open up the notion of the end-user a bit further and suggest that the end-user does not need to be human - insects like bees could be the end-users if your core value proposition is the creation of urban biodiversity.) The **scale of outreach** describes the type and intensity of relations your ECS establishes with stakeholders over time. It is this element that can show how wide your impact is. **Employees** are core stakeholders of your ECS. Although they are called employees in the original 3BM, we would like to suggest that this element comprises people who help make the ECS work and support it in a reliable and plannable manner, including volunteers or regular participants. To analyse this component can shed light on the demographics of supporters and raise topics around remuneration and satisfaction with the ECS. **Governance** concerns everything that has to do with how decisions

are made in your ECS and how it is structurally organised. Do you have a board, are you all volunteers organised in task-groups? What is the form of ownership of the ECS: a cooperative, an NGO, privately owned for-profit? Governance has implications for the type of stakeholders your ECS engages with and in which ways (Mitchell et al., 1997 in Joyce & Paquin, 2016). **Local communities** are highlighted as stakeholder groups that are not connected to your ECS via purely economic relations. A coherent way of integrating local communities horizontally and vertically in your business model is to create mutually beneficial relationships of support. For example, your ECS embellishes the neighbourhood and people like to come around to water the plants and help in the garden. **Social benefits** can be congruent with your ECS's mission, but can also differ from it if they are 'positive side effects'. An example is an ECS that has the mission to provide healthy and fresh produce to people from the neighbourhood, and as a 'side effect' creates jobs or helps people (re-)enter the job market by providing opportunities to gain working experience. Other social benefits can be creating a sense of community, or reducing crime in the neighbourhood through the presence of an urban garden. Although many ECS are dedicated to creating social benefits, **social impacts** can also result. This element of the social layer invites you to critically assess the societal impacts your ECS might have. To give an example: An ECS that wishes to reclaim the urban commons squats a currently abandoned inner city area. Over five years, the ECS attracts more and more people and contributes to turning a previously unpopular neighbourhood into a hotspot for cultural events, creating a green, beautiful place for everyone. As a result, real estate prices go up. Gentrification starts - a phenomenon the ECS explicitly sought to break by building an inclusive space.

### 3.2. Analyse your triple bottom line business model

To understand how the three layers are currently integrated in your ECS, you can answer the following questions with your team (Tab. 1). This is a useful exercise to start identifying your valuation logic<sup>1</sup>. Instead of asking a single question for each element of each layer, we summarised them to multi-dimensional business model elements under one to two questions for each. These questions are meant to facilitate the practical understanding of the 3BM.

**Tab. 1** Questions for the identification and preliminary analysis of ECS 3BM. Source: Author's depiction based on Joyce & Paquin (2016).

3BM Dimensions			Questions
Profit	Planet	People	
Value proposition	Functional value	Social value	What are the key values and functions (i.e., activities, services, or products) that you provide?

<sup>1</sup> Note that for this report focuses on the scientific approach towards the concept of the 3BM and summarises insights from scientific literature, and that the empirical (practical) application of the concept is facilitated by a dedicated EdiCitNet Business Consulting Team. The scientific perspective and the empirical outcome of ECS business model analyses conducted by the Business Consulting Team will be merged and made publicly accessible at a later stage.

Customer relationships	End of life	Societal culture	What types of human and material relation does your ECS establish to deliver these values and functions?
Customer segments	Use phase	End-user	Who is your target group for these key values and functions? Who are other stakeholders?
Channels	Distribution	Scale of outreach	How do you reach your target group?
Key resources	Materials	Employees	Which key human and material resources do you need?
Key activities	Production	Governance	What are the key processes that enable and produce your value proposition?
Partners	Suppliers and outsourcing	Local communities	How do you get key materials and human resources?
Costs	Environmental impacts	Social impacts	What are your sources of income? Which benefits do you create for the environment and for society?
Revenues	Environmental benefits	Social benefits	Which costs do you need to cover? Which negative impacts do you have on the environment and on society?

### 3.3. Improve the triple bottom line business model of your Edible City Solution

#### 3.3.1. The base of a viable 3BM: Vertical and horizontal coherence

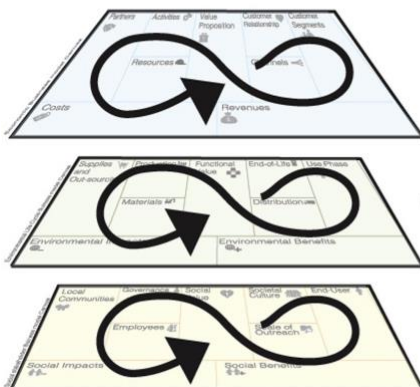
To improve your 3BM means to ensure the long-term continuity of your ECS and, if you wish, to widen your impact. In order to ensure your organisation's continuity, the activities of your organisation need to be aligned in such a way that the overall organisational system is kept in balance. In order to even grow, i.e., scale up and make an even greater impact, the overall system needs to follow an upward spiral enabling value appropriation for growth. The underlying logic of a viable 3BM is thus one of vertical and horizontal coherence (Fig. 2).

Horizontal coherence means that the nine elements fit together and reliably and smoothly connect to each other. Analysing the horizontal coherence of the nine elements within each layer helps you detect social, economic, or environmental inefficiencies (Joyce & Paquin, 2016). For example, the horizontal coherence of the social layer is disturbed if neighbours do not engage anymore in the maintenance of your ECS's community garden, resulting in the demise of the social value proposition of creating a local sense of community and a place for social integration.

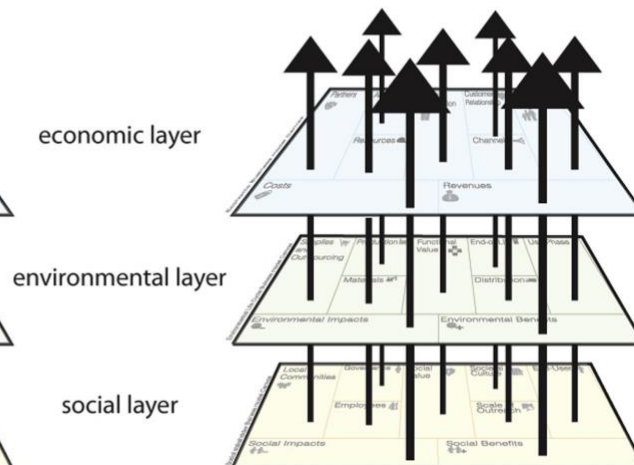
The analysis of the vertical coherence makes explicit how the individual elements of your (social, environmental, and economic) value creation logics hang together to provide the multi-dimensional value proposition your ECS creates

(Joyce & Paquin, 2016). Achieving and maintaining vertical coherence can be challenging for two major reasons: mission drift and impact measurement. Whereas the former describes the difficulty of striking a balance between the three dimensions of sustainability, the latter refers to the challenge of expressing these three dimensions at a comparable level. Mission drift occurs when an organisation that pursues a social mission neglects that mission to pursue profit to the detriment of the initial social mission (Ebrahim et al., 2014; Ometto et al., 2019). Mission drift is not necessarily born out of the deliberate intention to neglect the social mission – it can be the result of a sheer struggle for survival (Ebrahim et al., 2014). However, the pursuit of financial profit can undermine the function the organisation seeks to fulfil. Mission drift is a challenge because in order to survive, organisations need to be able to cover their costs. The focus of the organisation’s activities thus might shift from activities targeted at fulfilling their social mission to profit generating activities (Ebrahim et al., 2014). Internalising positive social impacts via monetisation is often not desired because financialization seems to undermine the very impact that is sought by an organisation with a social mission (Witkamp et al., 2011). For example, paying an entry fee to an urban garden undermines its function as a space for everybody (independent of their willingness or ability to pay). A lack of financial resources, though, can lead to the demise of ECS. Unpaid volunteers often support ECS, but they are not necessarily always available, or lose commitment - a question also related to horizontal coherence. Translating positive environmental impacts into market terms or in adequate and widely agreed-upon environmental and social indicators proves to be difficult. Not only is it unclear what should be measured, it is also unclear how it should be measured: The valuation of the positive and negative impacts an organisation makes are subjective (Chandra, 2019). Whose value is it that is created? Who decides which values count? This is why it is important to include ECS stakeholders in impact measurement through participatory approaches. In many cities, there is not sufficient legal and policy support for urban agriculture activities, such as including urban agriculture in urban land use plans. The current Common Agricultural Policy of the European Union with its subsidies, for example, does not apply to urban agriculture and its multifunctionality (Piorr et al., 2018).

## Horizontal coherence



## Vertical coherence



**Fig. 2** The triple layered business model canvas creates two new dynamics: horizontal and vertical coherence. Source: Joyce & Paquin (2016), p. 1482.

### 3.3.2. General strategies to improve Edible City Solution triple bottom line business models

Research on ECS business models is scarce (Säumel et al., 2019). The present EdiCitNet project aims at supporting ECS by identifying, analysing, and improving their business models. A useful starting point for 3BM improvement are the five strategies of urban agriculture business models identified by van der Schans (2015): Differentiation, diversification, low cost, reclaiming the commons, experience, and combinations of these strategies. Furthermore, we provide a list of ideas generated in an international EdiCitNet workshop with about 50 project partners comprising ECS, researchers, and city government representatives in Girona, Spain, in 2019 (Annex).

- 1) Differentiation: ECS might provide similar functions as other organisations, but in a different way. Examples are the provision of fresh produce different from a supermarket, or of space and time for relaxation different from a park or yoga classes. ECS can exploit this difference in providing similar products or service as other organisations and highlight the value they add by their specific way of providing these products and services.
- 2) Diversification: ECS can diversify their business models. This means expanding the palette of products and services people pay for, such as offering gardening workshops aside from providing a space for the neighbourhood in a community garden or sell seeds. The idea is to use the resources and knowledge you already have and offer it as an explicit value proposition.
- 3) Low cost: Maybe there are resources that you can use more efficiently or get access to for free. This includes enhancing the rain water collection system, or using permaculture principles in plant production. It could also mean attracting more volunteers to your ECS to support your activities.
- 4) Reclaiming the commons: Getting access to urban land can be a challenge, especially in times of increasing real estate prices. However, as urban agriculture receives increasing attention by policymakers and the general public, reclaiming urban common grounds can prove a battle worth fighting. At the same time, this brings together the local community and generates support. An example of this strategy is Prinzessinnengarten in Berlin, Germany.
- 5) Experience: The experience of gardening is something that specific customer segments are willing to pay for. This falls partly in the category of diversification. Two ideas: Think of offering premium-priced away-days for company employees, or guided garden tours for families against a donation.

Lastly, we also suggest creatively tackling the challenge of impact measurement. Since indicators are subjective, your ECS can visualise what matters most to it. What counts for you? Is it the number of meals provided to a local school, is it the feedback from people who attended your workshop, or is it the temperature difference between the street and your garden? Please also get in touch with us and provide feedback on the ways you show your impact.

## 4. Key Takeaways

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- A triple bottom line business model comprises social, environmental, and economic value creation.
- Vertical and horizontal coherence of the three conceptual layers ensures that your organisation keeps running smoothly, survives, or can even grow its impact.
- Profits do matter in the triple bottom line business model, but not at the expense of social and environmental concerns (beware of mission drift!).
- Triple bottom line business models can help ECS initiatives to get an integrated overview of the social, environmental, and financial dimensions of their organisation's activities and spot areas for improvement and growth.

## Annex

### Ideas for products and services to improve Edible City Solutions 3BM

During the EdiCitNet annual meeting in Girona, October 22-25 2019, WP6 conducted a co-creation workshop with all project partners comprising ECS, researchers, and city government representatives to collect business ideas for ECS. The participants were asked to provide ideas for three different plausible ECS types and settings: 1) a large piece of land on a farm on the outskirts of the city, suitable for varied crops; 2) a rooftop garden on an office building in the middle of the city; and 3) a herbal garden at a community centre in a low income residential area, with access to a good kitchen. For each of the settings, they should think about products and services for seven different occasions: a) a product that the best restaurant in town would pay a lot of money for; b) a unique experience that a tourist would pay 30 - 50 Euros to participate in; c) a small product you can easily produce 1000 units of for sale; d) a service that a senior citizen would subscribe to on a monthly basis; e) a product directed at the largest immigrant group in your area; f) a luxury product you can make that can be a corporate employee Christmas gift - and to think about the question: "How can your products/services be personalised so customers come back?". The results are presented below in Tab. 2.

**Tab. 2** Ideas for products and services to improve Edible City Solutions 3BM

	<b>Setting 1</b> <b>A large piece of land on a farm on the outskirts of the city, suitable for varied crops</b>	<b>Setting 2</b> <b>A rooftop garden on an office building in the middle of the city</b>	<b>Setting 3</b> <b>A herbal garden at a community centre in a low income residential area, with access to a good kitchen</b>
<b>A</b> <b>A product that the best restaurant in town would pay a lot of money for</b>	turn it into a food hub different types of animals fresh herbs fish from aquaponics all sorts of berries maggot farming snails	fresh salad chicken herbs flowers eggplants truffles	selling fresh herbs directly from the field connecting the garden to a school educational courses or children and adults herbs processed in kitchen for the restaurant compost production edible flowers for use by the restaurant need to sell the story of the social good so that it is more than just a product herbal oils herbal teas
<b>B</b> <b>A unique experience that a tourist would pay 30 - 50 Euros to participate in</b>	making a corn circle experiential food centre (day pass with lunch/dinner) paragliding over fields cutting a tree and chopping it up eating at the home of a local calves feeding harvest with children (family day) visiting an animal stable barbecue	good views of the city and a drink harvest your dinner music concert cooking vegetable soup lessons in beekeeping distilling schnaps concert with dinner special photos cooking show with products harvested from the roof	cook traditional meals fresh from the spot make tea/spices/oil/liquor out of herbs on-site day out making own herbal remedies & beauty products fermentation or pickling workshop survival camp harvesting and cooking courses volunteer farming DIY medicine

	slaughtering a pig		herbal therapy (herbal tea, herbal wellness, ...)
<b>C</b> <b>A small product you can easily produce 1000 units of for sale</b>	truffles eggs manure honey mushrooms insects strawberries	aromatic small bags of lavender mushrooms small potatoes herbs flowers honey and honeycomb pieces eggs tea edible flowers truffles rocket salad cress micro greens cilantro eggplants cherry tomatoes aromatic herbs lettuce carrots	beans basil mint rucola berries in general, e.g., blueberries chillies peppers fish/aquaponics hydrosols for baking or chocolate making flavoured oils soaps from herbs earth worms insects compost soil edible flowers plant-based tints hydroponic-produced herbs
<b>D</b> <b>A service that a senior citizen would subscribe to on a monthly basis</b>	vegetable box home delivery casserole club go for a walk in & around the farm pruning of backyard fruit trees shared backyards in youth to grow garden (? readability) animal walk/ride	good views of the city and a drink senior single date talks talk to somebody listening to music concert with dinner gathering events with getting products home delivery of fresh vegetables and fruits senior meetings playing games	rheum therapy afternoon tea and activities (card playing, boule, chess, back-friendly gardening on raised beds ...) vegetable delivery for home young volunteers prepare food fresh from the garden and deliver it by bike to elderly people at home daily supply of vegetables/herbs



<b>E</b> <b>A product directed at the largest immigrant group in your area</b>	ethnic foods food justice trucks specific herbs and spices	green jobs harvest and cook your dinner products you cannot find in the supermarket like oriental mint	non-local vegetable/herbs (pepper, chillies, cilantro, pumpkin varieties, ...) joint dinners providing supermarkets with produce summer jobs good parties (festivities) exchange language lessons alongside cooking
<b>G</b> <b>A luxury product you can make that can be a corporate employee Christmas gift</b>	a tree to be planted organic lametta Catalunian Christmas log alcohol from fruits bee wax candles	herbs lavender (bags) herbs collection nicely packaged snails Christmas calendar product subscription herbal mix perfume „mix“ organic basket team building overnight in winter different language skills tea box	oils essential oils Safran perfumes soaps cremes tea organic tints organic beauty products in general Schnaps
<b>How can your products/services be personalised so customers come back?</b>	friendly service high quality providing a recipe voucher code organic personal service/exchange locally produced veggie box with meals/recipes linking the garden with a hotel	lessons in beekeeping smelling of flowers seeds just the beautiful view atmosphere lamps attractive logo/labels home delivery zip line from the roof adopt vegetables: name it, harvest it	cute animals on site, e.g., cat, dog, sheep planting orchids for newborn babies pick-yourself harvest friendly people you can have a good time with

## Glossary

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Abbreviation	Description
BCT	A team of Business Consultant that foster the innovative ECS to enhance and support market uptake as well as upscaling and replication world-wide
EdiCitNet	Edible City Network
3BM	Triple Bottom Line Business Model
3BMC	Triple Bottom Line Business Model Canvas
ECS	Edible City Solutions (excerpt from grant agreement): the systemic use of urban landscapes for food production is a major step towards more sustainable, livable and healthier cities. A multitude of initiatives around the world, however fragmented, are prospering, forming a global movement of Edible Cities. Their products, activities and services – the Edible City Solutions (ECS) – empower local communities to overcome social problems by their inclusive and participatory dynamics and to create new green businesses and jobs, and thereby generating local economic growth and fostering social cohesion. <i>(this definition is under revision by the consortium and the EdiCitNet project – July 2019)</i>

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## About the EdiCitNet project

EdiCitNet is demonstrating innovative nature-based solutions (NBS). Edible City Solutions (ECS) are going one step further: We include the whole chain of urban food production, distribution and utilisation for inclusive urban regeneration and address societal challenges such as mass urbanisation, social inequality and climate change and resource protection in cities.





Thank you!



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