



Business models

Lia van Wesenbeeck

Associate Professor Economics, Vrije University
Director, Amsterdam Centre for World Food Studies
Vice-dean for education, School of Business and Economics

INNOVATION AND GOVERNANCE IN FOOD SYSTEMS



Living labs



Multiple goals

All our living labs have multiple goals:

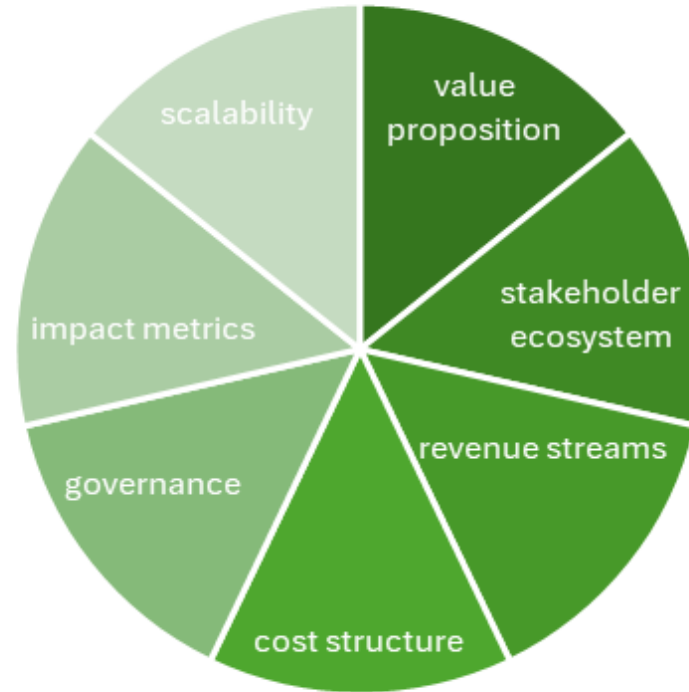
- **Social inclusion**
 - **Environmental sustainability**
 - **Circularity, no waste**
 - **Reviving use of indigenous plants**
 - **Providing healthy food to poor urban consumers**
 -
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- **Business models must reflect these multiple goals, while also showing how the LLs can sustain themselves**

Business models



Elements of a good business model

- Value proposition
- Stakeholder ecosystem
- Revenue streams
- Cost structure
- Governance
- Impact metrics
- Scalability



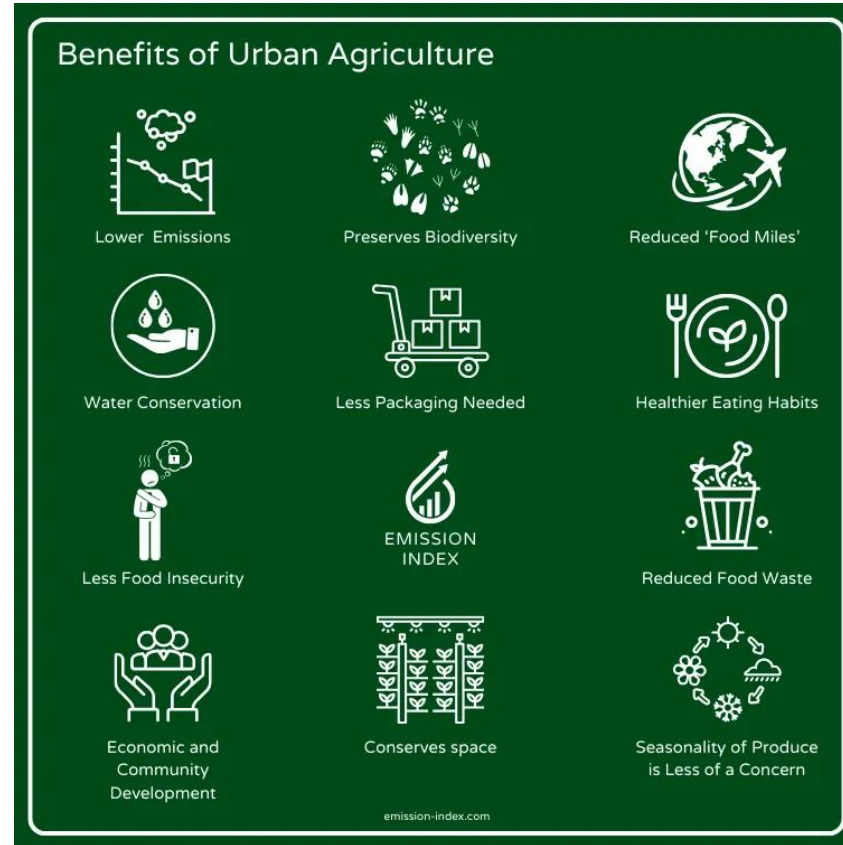
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Value proposition

The first elements is the *value proposition*

What is it that we want to achieve/offer/sell?

- Fresh local food
- Education and training
- Green public spaces
- Climate resilience
- Social inclusion and cohesion
- ...



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Stakeholder ecosystem

Who are our stakeholders? Who can help making the Living Lab economically sustainable in the long run?

- Municipalities
- Universities
- NGOs
- Businesses
- Citizens
- Farmers
- Food entrepreneurs

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Revenue streams

How can we generate income from the benefits we provide?

- Sale of produce
- Workshops and trainings
- Research partnerships
- Technology and cooking demonstrations
- Grants and public funding
- Membership models
- Events
- Ecoservices (composting)
- ...

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Cost structure

What are the main costs? Both initial and recurrent

- Infrastructure
- Land access
- Inputs (seeds, nutrients, energy, water)
- Overall management, planning
- Organisation of events
- Monitoring and evaluation
- ..

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Governance

What would be a good governance model for our Living Labs?

- Cooperatives
- Community associations
- Public-private partnerships
- University-anchored labs
- Hybrid models
- ..

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Impact metrics and scalability

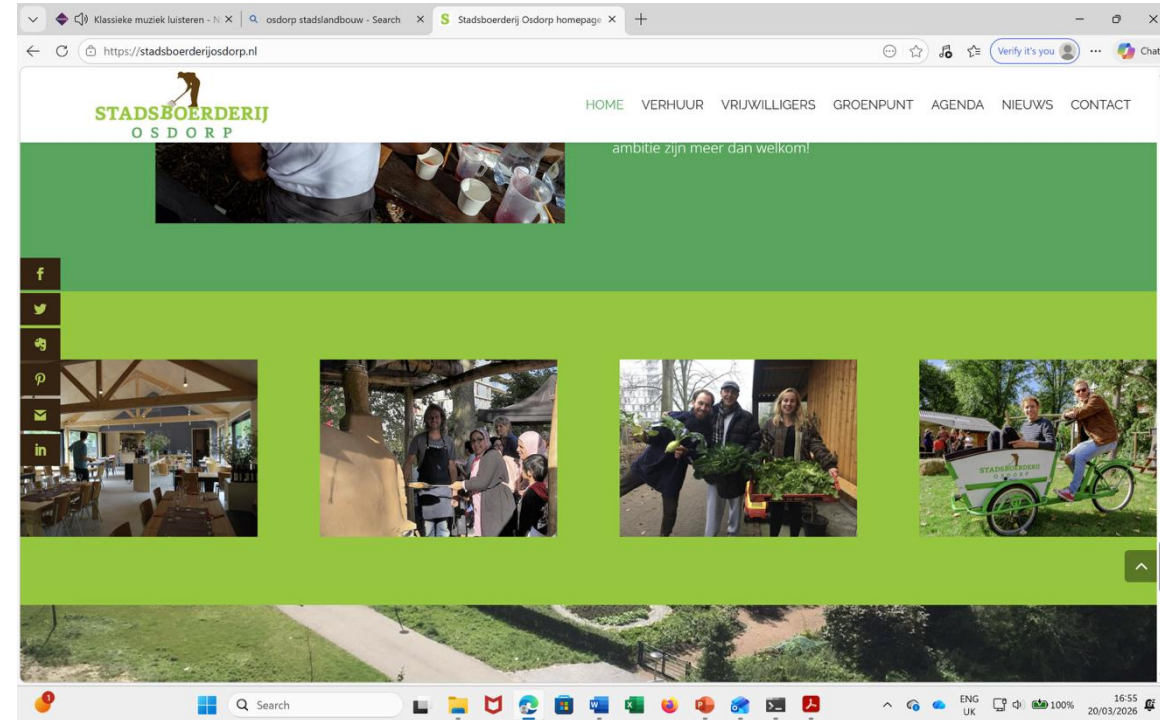
- **How will we measure if we are still reaching our goals?**
 - **Process of KPI determination completed earlier**
 - Including appropriate metrics
-
- **How can we scale**
 - Dashboard is also designed to learn from successes here

Some case studies



Urban garden Osdorp Amsterdam

- Located in the middle of a poor neighbourhood in Amsterdam
- “Business model”:
 - Meals for neighbourhood
 - Sale of fruit and vegetables and compost
 - Volunteers can take vegetables and fruits
 - Possibility to rent place for festivities
 - Workshops
 - Educational activities for children
 - Daycare activities for elderly with dementia
 - Possibility to rent place for own production (honey, seedlings)

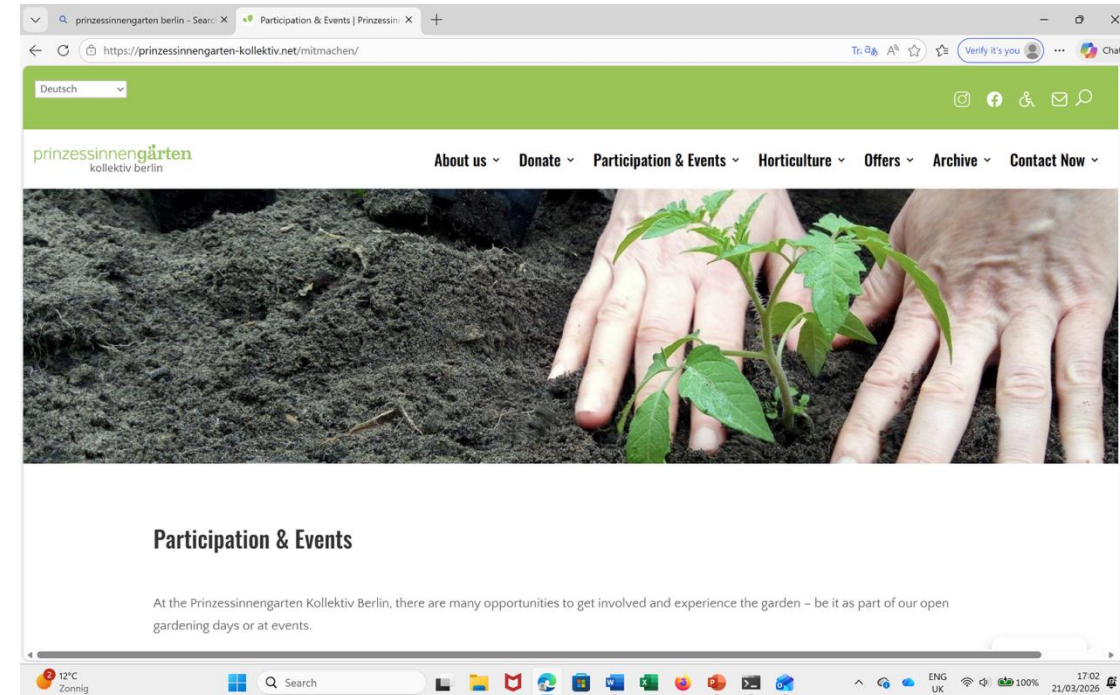


Some case studies



Prinzessinegarten, Berlin

- Located on former site of cemetery
- “Business model”:
- Eating with language courses
- Workshops (also not gardening related)
- Educational activities
- Café-restaurant and option to rent the location with catering service
- Large group of volunteers
- Gardening open days



Some case studies



Growing Power Milwaukee

- **Example of failed initiative**
- **“Business model”:**
- **Workshops and demonstrations**
- Aquaculture, aquaponics, vermiculture, horticulture, composting, soil reclamation, food distribution, beekeeping, and marketing.
- **Collaborative projects and training projects**
- train city youth in gardening
- Hosting interns year-round.
- **Growing a wide variety of fruit and vegetables**
- **Farming tilapia and perch through the use of aquaponics**



Business models: success factors



Some general lessons

- Start with community needs
- Involve community from young to old, create safe space for diverse populations
- Multi-stakeholder governance (issue in Milwaukee example)
- Diversified revenue generation

- Keep track!
- Monitoring of KPIs
- Scalability
- Transparency

Business model canvas



Checklist

Section	Content
Value proposition	Local food, education, climate resilience, community empowerment...
Stakeholders	Residents, vulnerable populations, schools, restaurants, researchers, NGO's..
Channels	On-site sales, CSA subscriptions, workshops, digital platforms...
Relationships with stakeholders	Community co-creation, membership, volunteers, ...
Revenue streams	Produce sales, workshops, grants, events, consulting...
Key activities	Farming, training, co-creation, monitoring, events,..
Key resources	Land, infrastructure, staff, volunteers, technology,..
Key partners	Municipality, universities, NGOs, businesses,..
Cost structure	Infrastructure, staff, inputs, energy, programming

Move from here



Progress so far

- **Cyprus has collected ideas for business models**
- **Intern (Laure) is starting with literature review**
- Systematically trying to answer how other similar organizations cope
- **Then: developing tool based on business case canvas**
- That can be populated with numbers to assess profitability

- **In addition:**
- Resilience analysis is done for every revenue stream
- Which shocks would destroy the business model profitability?
- Can action be undertaken?

- **This will also be part of the business model tool**



Thank you!

Questions?



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Promoting Sustainable, Inclusive, and Healthy City Food Systems.