



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

DIAMOND MODEL USER GUIDE

What is EdiCitNet?

Edible Cities Network (EdiCitNet) – *Integrating Edible City Solutions for socially resilient and sustainably productive cities* is a project funded by the European Commission (Grant Agreement No. 776665).

The systemic use of urban landscapes for food production is a major step towards more sustainable, liveable and healthier cities. A multitude of initiatives around the world, however fragmented, are prospering, forming a global movement of Edible Cities. The products, activities and services of Edible City Solutions (ECS) empower local communities to overcome social distances by their inclusive and participatory dynamics and to create new green businesses and jobs, thereby generating local economic growth and fostering social cohesion.

EdiCitNet wants to make cities around the world better places to live through the real-life implementation and institutional integration of Edible City Solutions (ECS). EdiCitNet will leverage the substantial benefits that arise from ECS at a local level and catalyse their replication in Europe and world-wide by launching a fully open and participatory network of cities.

Our Front-Runner Cities (FRC), supported by a highly interdisciplinary consortium of city authorities, SMEs, NGOs and academia, will demonstrate innovative but different forms of ECS within individual co-created Living Labs and transfer the knowledge generated to dedicated Follower Cities (FC), determined to replicate ECS for the benefit of their inhabitants.



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AUTHOR

Alice Bischof – Wageningen University & Research

CONTRIBUTORS

Laura Martinez Izquierdo – Nabolagshager AS

Adam Curtis – Nabolagshager AS

Alexander Schabel – Borderstep Institute

Palak Gupta – Humboldt Universität zu Berlin

Emiel Wubben – Wageningen University & Research

Geoffrey Hagelaar – Wageningen University & Research



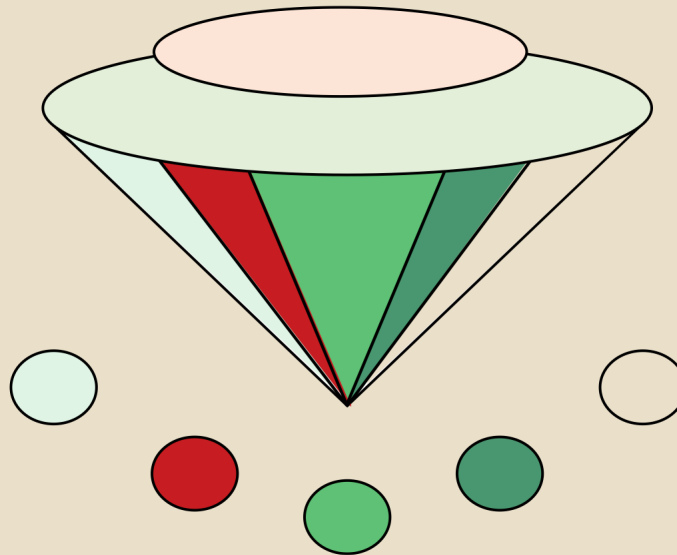
Borderstep Institute for
Innovation and Sustainability

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INTRODUCTION

This is a practical guide showing you how to apply the Diamond Model. The Diamond Model is a concept and a tool that helps you understand, analyse and strategise the value system of your urban food initiative.



The Diamond Model is applicable to any type of organisation, initiative or project. It is not restricted to commercial organisations. Thus, it is not restricted to commercial value streams of offering products and services and selling them to customers at a price, but to any type of value streams, including social value streams such as joy and motivation, or material and ecological value streams such as soil nutrients, water and greenhouse gas emissions.

How is this possible? The Diamond Model maps the reality of an organisation in its entirety without ignoring any important type of value it creates. If you want to dive more into this topic, please have a look at our [detailed report!](#) Here, we want to keep it short and guide you straight to the practical application of the model.

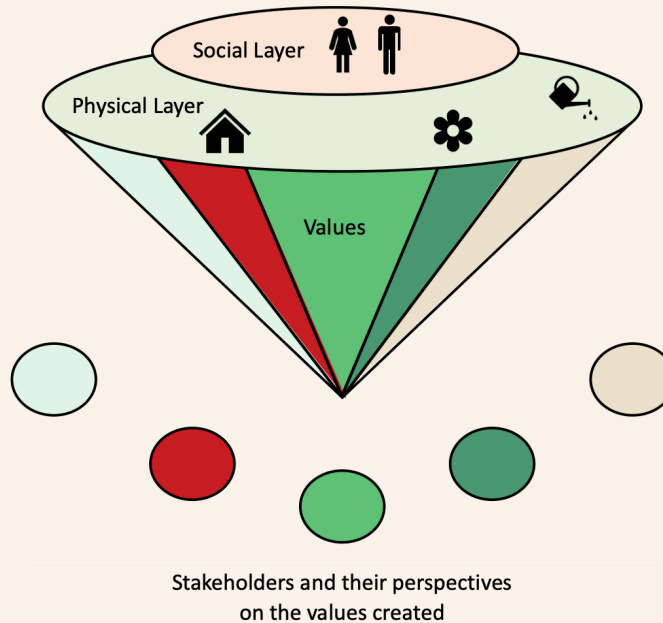
Value Creation and Value Capture: The Diamond Model can be applied to your whole organisation or to a particular initiative or project you are running. The reason is that any organisation, initiative or project follows a basic pattern of value creation and value capture. Any organisation or initiative consists of physical components necessary to create the values you seek to create. These physical components are, for example, a garden space, seeds, water, or technical infrastructure. The social components are you, your employees, volunteers, the knowledge you all have, and the social dynamics present in your initiative. The interplay of social and physical components creates values.

Analysis & Strategising: Use this model to ...

- ... understand and monitor over time the current state of your initiative, its challenges and opportunities;
- ... envision the future of your initiative and identify strategic routes to achieve your desired vision.
- ... understand the perspective of stakeholders on your organisation, project or initiative.

HOW IT WORKS

The Diamond Model functions as a visual metaphor for the value system of your organisation or initiative. The head of the Diamond has the shape of an O: It stands for "Organisation". The organisation (and any project or initiative) consists of social and physical components interacting with the goal of creating values. Those values created are represented by the sides of the Diamond in the shape of V's, standing for "Values".



Each side of the Diamond – each value – is visible to one or more stakeholder(s), depending on their perspective on your organisation. Values created only “exist” if they are perceived by at least one stakeholder. The value literally lies in the eyes of the stakeholder!

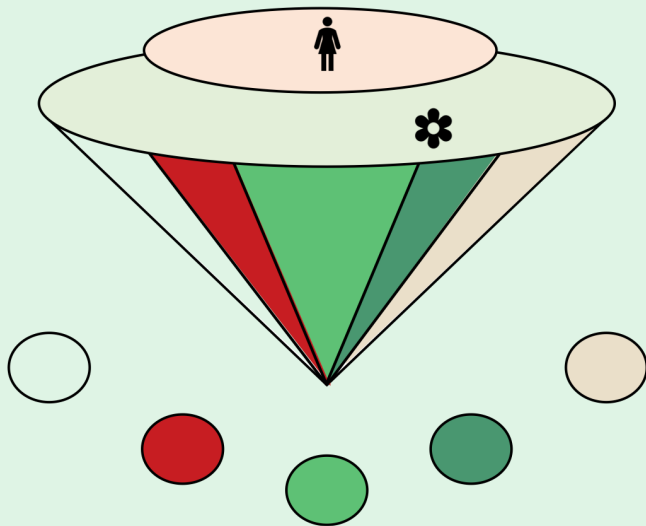
What is the value system of your organisation or initiative? The Diamond Model maps and represents your organisation or initiative visually. It analyses how the organisation (or initiative or project) creates value for, and captures values from, its stakeholders.

This mechanism of value creation and capture is commonly referred to as the “business model” of an organisation. Many urban food initiatives, however, would not say they have a typical business model, meaning a purely commercial one. This is why the Diamond Model is applicable to any type of organisation, no matter whether it is an NGO, a neighbourhood initiative, an activist organisation, a charity, a school, or a commercial business. In other words, the Diamond Model analyses any type of value logic (How is value exchanged and captured?) and value content (What is of value?) – financial, social, ecological, material, informational, etc.

We will explain certain terms like “stakeholder” more in depth later during the practical part of this guide to keep the introduction short!

ANALYSIS & STRATEGISING IN FOUR STEPS

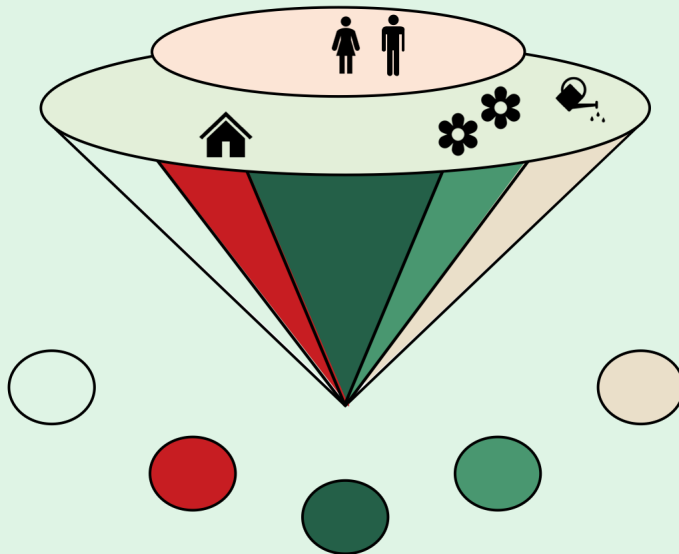
The Diamond Model analysis is conducted in four steps. Each step follows a clear and systematic substructure, so you don't get lost in a sea of information. You can decide for yourself how much detail you can or want to provide. And don't worry if you feel like something is still missing – the analysis is an iterative process, and it will make sure not to miss out on important points.



In **Step 1**, you take a “snapshot” of your initiative. You map the core elements of your organisation on a sheet of paper in the shape of a Diamond.

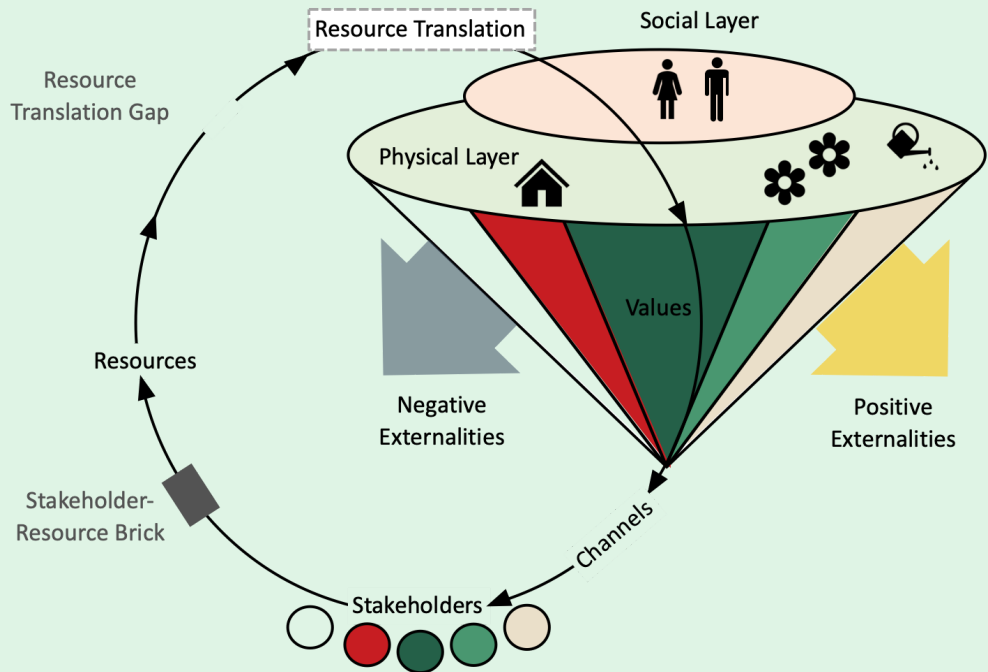
Step 1: A “Snapshot” of Your Initiative. You map the core elements of your organisation.

In **Step 2**, you are invited to envision the future state of your initiative. What should it ideally look like in a few months or a year? We offer a list of guiding questions; but you can also brainstorm freely about your vision. You then take a “snapshot” of this future state. Again, this is mapped on a sheet of paper in the shape of a Diamond.



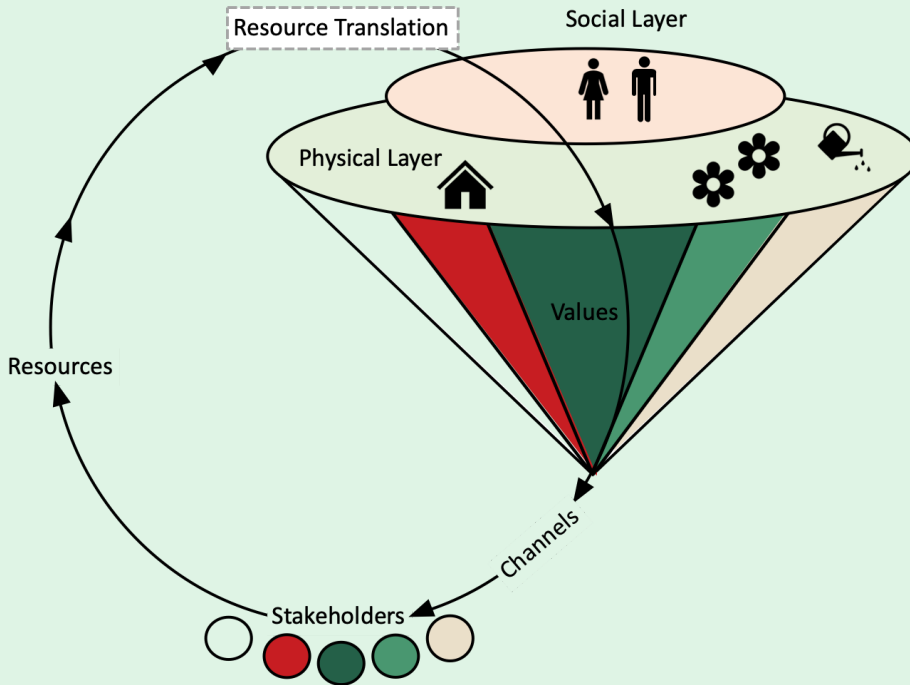
Step 2: Future Vision of Your Initiative. You map the desired state of your organisation.

In **Step 3**, you put the two Diamonds from Step 1 and Step 2 next to each other to compare them. You choose three aspects of your organisation that you want to work on. Basically, it is all about identifying stakeholders, values created, and resources necessary to create that future state. Once you have picked the three aspects, you conduct so-called value loop analyses for each of them. This will show you potential obstacles to achieving the vision.



Step 3: Value Loop Analysis. You identify potential obstacles to achieving the vision.

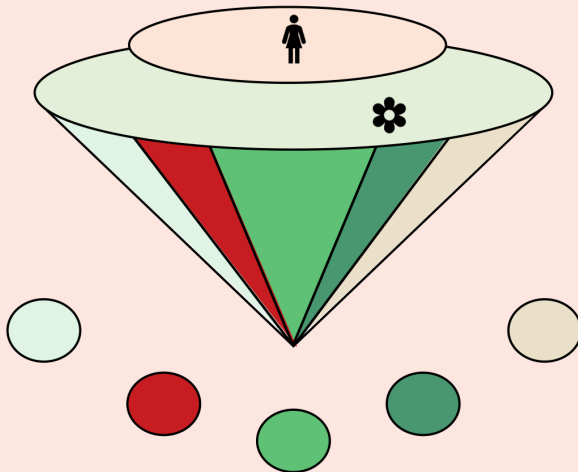
Lastly, in **Step 4**, you go through a list of strategic routes to overcome those obstacles. Since every organisation has its unique set-up and framework conditions, those routes guide your thoughts in a systematic manner. **Let's get started!**



Step 4: Strategies. You identify strategies to achieving the vision.

STEP 1: SNAPSHOT

First, you take a “snapshot” of your initiative. What does it look like at the moment? Answer a few simple questions. They help you cover all essential elements of your initiative without getting lost in details. The resulting snapshot is your organisation’s value system, visualised as a Diamond. In the following, we go through the questions one by one with a (fictive) example. You find the full table for this step in the Annex.



Basic Information

The first question block covers basic information on your organisation or initiative. If you differentiate organisation and initiative, use the initiative under analysis for the basic information. For the start year, you can use the year you started your operations on the ground and/or the year you registered the legal form of your initiative.

Date of filling in this form:	<i>11.03.2022</i>
Initiative (Name):	<i>Flower Garden</i>
Legal form of organisation running the initiative:	<i>Registered Association (e.V.)</i>
City:	<i>Berlin</i>
Country:	<i>Germany</i>
Start year of the initiative:	<i>2019</i>

Social Resources

The second question block concerns the social resources – in other words, the people who run your organisation. Here, we distinguish employees (contract, paid), and volunteers (usually not paid, or occasional helpers). You first check the box that says whether you have employees/volunteers (binary), then you can indicate their number (quantitative), and then you can give an optional description (qualitative). You can add the details you think are relevant.

	x	No.	Description
Employees	x	3	<i>Me (founder and manager), my best friend (UX Designer), Hans (experienced gardener, 54 years old)</i>
Volunteers	x	10	<i>3 neighbours (retired, 1 woman, 2 men), 5 teenagers (social programme), 2 friends. Help in the garden and friends give DIY workshops</i>

Physical Resources

The third question block functions similarly regarding the level of detail as the third block (binary, quantitative, qualitative) for physical components of the organisation.

We know that it is sometimes hard to know the exact quantities of water, electricity, materials, etc. Please feel free to provide whatever level of detail you have at the moment. You can always double-check and measure if it becomes relevant.

	x	Quantity (if applicable, per year)	Description
Space	x	500 m ²	<i>our garden space is located on a plot of land just between two residential buildings, bordering a big street</i>
Building Infrastructure	x	2	<i>garden shack and a small greenhouse for for seedling production and tomatoes</i>
Water	x	<i>we use about 30 rain barrels /year</i>	<i>it has become so dry in summer...</i>
Vehicles			<i>not yet! Does the wheelbarrow count? ;)</i>
Electricity			
Tools	x	<i>enough</i>	<i>all gardening tools that we need, plant blades etc, too small/many to count here</i>
Materials	x	<i>1kg seeds/year, 4 tons of compost from city/year</i>	<i>we get compost from the municipal waste station and seeds from a Demeter farm in Brandenburg</i>

Stakeholders

The fourth question block is about stakeholders. We want to know which five to six most important stakeholders (or stakeholder groups) your initiative reaches at the moment.

What are stakeholders? Stakeholders are defined as any human or non-human actor or entity that is actively or passively involved in the organisation (affected by or impacting an organisation, intentionally or unintentionally).

We distinguish three things.

One, the type of stakeholder:

- public institution
- private individual
- commercial organisation
- manager
- employee
- non-commercial organisation
- non-human
- other: ...

Name	<i>Municipality</i>	<i>Volunteers</i>	<i>Urbanites</i>	<i>Primary School</i>	<i>Core Team (me, UX designer, Hans)</i>
Type	<i>public institution</i>	<i>private individuals</i>	<i>private individuals</i>	<i>public institution</i>	<i>employees</i>
By choice / no choice	<i>by choice</i>	<i>by choice</i>	<i>by choice</i>	<i>by choice</i>	<i>by choice</i>
Regular / irregular	<i>regular</i>	<i>regular</i>	<i>irregular</i>	<i>regular</i>	<i>regular</i>

A non-human stakeholder would be, for example, a groundwater body that can be affected by an initiative's fertilisation activities, or a piece of peat soil that is affected by and affecting the initiatives's possibilities of growing different plant species. Or it can be insects and other animals.

Two, whether the stakeholder chooses to be a stakeholder, or whether the stakeholder "has no choice" (unintentional stakeholder). An example: Neighbours who chose to live in a certain area become unintentional stakeholders. Most non-human stakeholders are no-choice stakeholders, too.

Three, we distinguish whether the stakeholder is involved in the organisation on a regular basis or only irregularly. Inanimate, non-human stakeholders like water bodies tend to be regular stakeholders. Volunteers – if reliable! – are also regular stakeholders. Passers-by or workshop participants can be irregular stakeholders, etc.

Values

In the fifth block, step into your stakeholders' shoes and think about the values they are likely to see in your organisation. You can indicate one (most important) value per stakeholder. If you want, you can repeat this step and indicate a second (second most important) value per stakeholder.

A working definition of value is basically *what the stakeholders see in/like about/don't like about your initiative*. Note that the value a stakeholder perceives to be created by an organisation or initiative can also have a negative quality, for example, "noise", or "pollution". This is because not everybody has the same perspective on the organisation, and that is totally fine. With the Diamond Model, you can understand better how stakeholders perceive of your organisation to be able to support the continuity and growth of the organisation.

Stakeholder (Group)	Municipality	Volunteers	Urbanites	Primary School	Core Team (me, UX designer, Hans)
Most important value	<i>circular economy contribution (compost use)</i>	<i>sense of purpose</i>	<i>idyllic beauty of the garden</i>	<i>educational space</i>	<i>contribution to city ecology</i>
They perceive this as a positive (+) or negative (-) value:	+	+	+	+	+

Second most important value	<i>ecological value (environmental policy)</i>	<i>community</i>	<i>questionable "aesthetic" of garden made from recycled materials</i>	<i>fun</i>	<i>administrative hassle</i>
They perceive this as a positive (+) or negative (-) value:	+	+	-	+	-

Channels

The sixth question block concerns the channels that transport this value towards the stakeholders. How can the stakeholders perceive of this value? Read the explanation of the different channels in the table below and check the matching box per stakeholder (group). Instead of checking the box, you can also directly specify the type of channel with a short description, e.g., "they participate in our gardening workshops", or "they follow us on Instagram".

Stakeholder (Group)	Municipality	Volunteers	Urbanites	Primary School	Core Team (me, UX designer, Hans)
Most important value	circular economy contribution (compost use)	sense of purpose	idyllic beauty of the garden	educational space	contribution to city ecology
Work in/for the initiative as employees, freelancers, consultants, managers, founders, volunteers, pro bono workers, ...		work on site			work in the organisation :)
On-site visits of the initiative during events, workshops, passing by, purchases on-site, ...	(workers coming by to drop compost)		workshop participation and passing by	school gardening lessons in the garden	
Off-site exhibitions of our products or services, push as at trade fair stands, markets, street sales, retail, etc.					
Contact to a third party that is formally connected to our initiative, e.g., through collaborations, networks, working groups, affiliates, ...			?		
Formal representation of the value through social media, media, research papers/reports, internet/website, conference presentations, etc.	yearly reports about use of public funding			school reports on ecology education	we have some research reports measuring impact on microclimate & ecology
Informal representation of the value through word-of-mouth, reviews, likes, stories, private pictures, etc.			our Instagram account and Facebook events		

Stakeholder Resources

Lastly, the seventh question block asks about the resources your initiative receives from its stakeholders. Be aware that this is not necessarily a neat trade exchange in the sense that the initiative creates a value for the stakeholder and the stakeholder gives something in exchange. While this can be the case – e.g., your initiative produces honey and the stakeholder pays a price for a pot of honey – it is also often that the stakeholder will more or less randomly give back to your initiative, like telling a friend about it who will then pass by, or promote your initiative on their social media, for example. Non-human stakeholders usually give without receiving, or give and receive through biological/ecological cycles. Think about bees that provide pollination, or earthworms that provide fertile soil.

Stakeholder (Group)	Municipality	Volunteers	Urbanites	Primary School	Core Team (me, UX designer, Hans)
Social Resources such as knowledge, training, participation, joy, volunteering, workforce, organising/managing, ...		knowledge, participation, workshops	sometimes participate in workshops	participation in gardening course	All of this!
Physical Resources such as material, space, electricity, water, computers, seeds, plants, soil, tools, vehicles, ...	garden space, compost	Anna brings seeds from the Demeter farm			
Financial Resources such as money, (earmarked) funds, shares, rents, bitcoins, donations, ...	earmarked fund for ecological impact		sometimes give small donations	subsidies for gardening course	
Strategic Alignment as a resource meaning they are on your side regarding vision and mission – common goals, being part of the same network, collaborations, partnerships, legitimacy, certifications, ...	same goal as us: enhance city ecology	collaboration on our beautiful garden space	sometimes congratulate us on the beautiful space	we believe the children have strategic alignment with us :) future generation of ecologists!	also
Formal Representation in the media, research reports, internet, conferences, etc.	official city website shows our garden			newspaper article	we do what we can
Information representations as word-of-mouth, reviews, likes, stories, private pictures, ...		follow us on Instagram & tell friends about us	take pictures with their cell phones	children tell their parents	always!

OVER TO YOU:

Now it's your turn. You find the material in the annex!



Table for Step 1



Diamond for Step 1



Coloured pens

HURRAY!

Well done!

Now you have a table that is filled in with all relevant information.

We will now translate this table visually onto a sheet of paper to see it as the Diamond.

The template for the Diamond is in the annex.

Today is the 11.03.2022.
 We are Flower Garden,
 a registered association (e.V.)
 in Berlin, Germany.
 We started in 2019.

Basic Information

Fill in the basic information here.

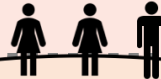
Social and physical components

The head of the Diamond represents your organisation with its social and physical components. Represent them with symbols or write them down in words.

Stakeholder resources

Write down the resources the respective stakeholder gives to your initiative or organisation. You can use the stakeholder's specific colour for that. Circle the resource in a line if it is given regularly, and with dashes or dots if it is given irregularly.

Social Resources



workshop participation

Physical Resources



Financial Resources

garden space
compost

earmarked fund for ecological impact

Strategic Alignment

enhance city ecology

Formal Representation

official website shows our garden

Informal Representation

phone pictures

Values

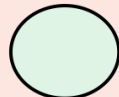
The sides of the Diamond represent the values a specific stakeholder sees in the initiative. Colour stakeholders and values accordingly. If two stakeholder see the same value, they get the same colour. If there are two values per stakeholder, divide the circle in two colours.

CIRCULAR ECONOMY

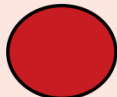
small donations
IDYLIC BEAUTY
congratulate on beautiful space

Stakeholders

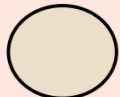
The small circles are the stakeholders. Below you write their name, the type, whether they are by choice, no choice, and regular / irregular stakeholders.



Municipality
public institution
by choice
regular

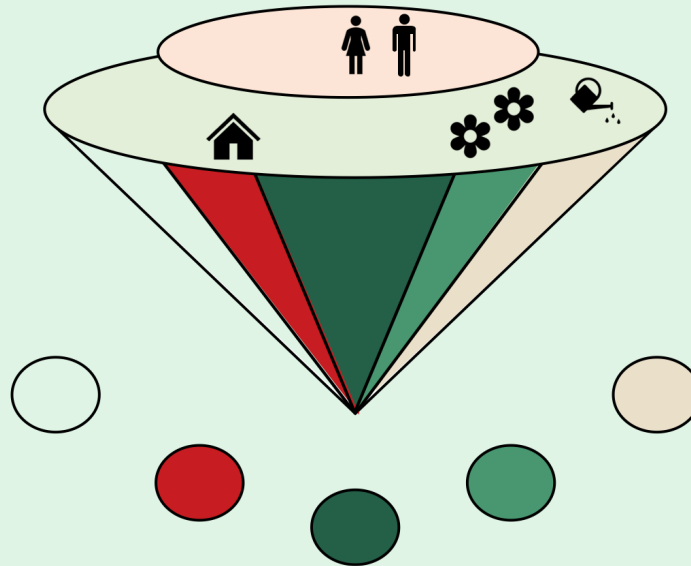


Urbanites
private individuals
by choice
irregular



STEP 2: VISION

Now, you take a look into the future. What do you want your initiative to look like? Set a point in time – six months or a year ahead, for example. Brainstorm the future vision of your initiative, and concretise the vision by answering the same set of questions as in Step 1 but this time for the future. The resulting vision is again visualised as a Diamond so that you will have two Diamonds in front of you.



Brainstorming Questions

To help you brainstorm, you can use the following list.

This list is also explained more in detail in [this report](#).

1. Scaling Deep

- Do you plan to improve your initiative e.g., technical, marketing wise?
- What do you want to change?
- What is your timeframe?

2. Scaling Up

- Do you plan to involve larger/other groups in your initiative?
- Which stakeholders?
- What is your timeframe?

3. Scaling Wide

- Do you plan to replicate your initiative to a new geographic area (somewhere else)?
- Where?
- What is your timeframe?

4. Scaling Across

- Do you plan to start a completely new initiative?
- What should it look like?
- What is your timeframe?

5. Scaling Soft

- Do you plan to spread the idea or to provide knowledge?
- Do you plan to grow the network, to build alliances, lobbying?
- What exactly do you want to do?
- What is your timeframe?

Structuring the ideas and presenting the vision

To help you structure your brainstorming, fill in the gathered information in the same way you filled in Step 1. Be as bold or as incremental in your vision as you want to be – the next step will help you understand potential ways forward and potential obstacles.

You can always come back to this step and adapt your vision!

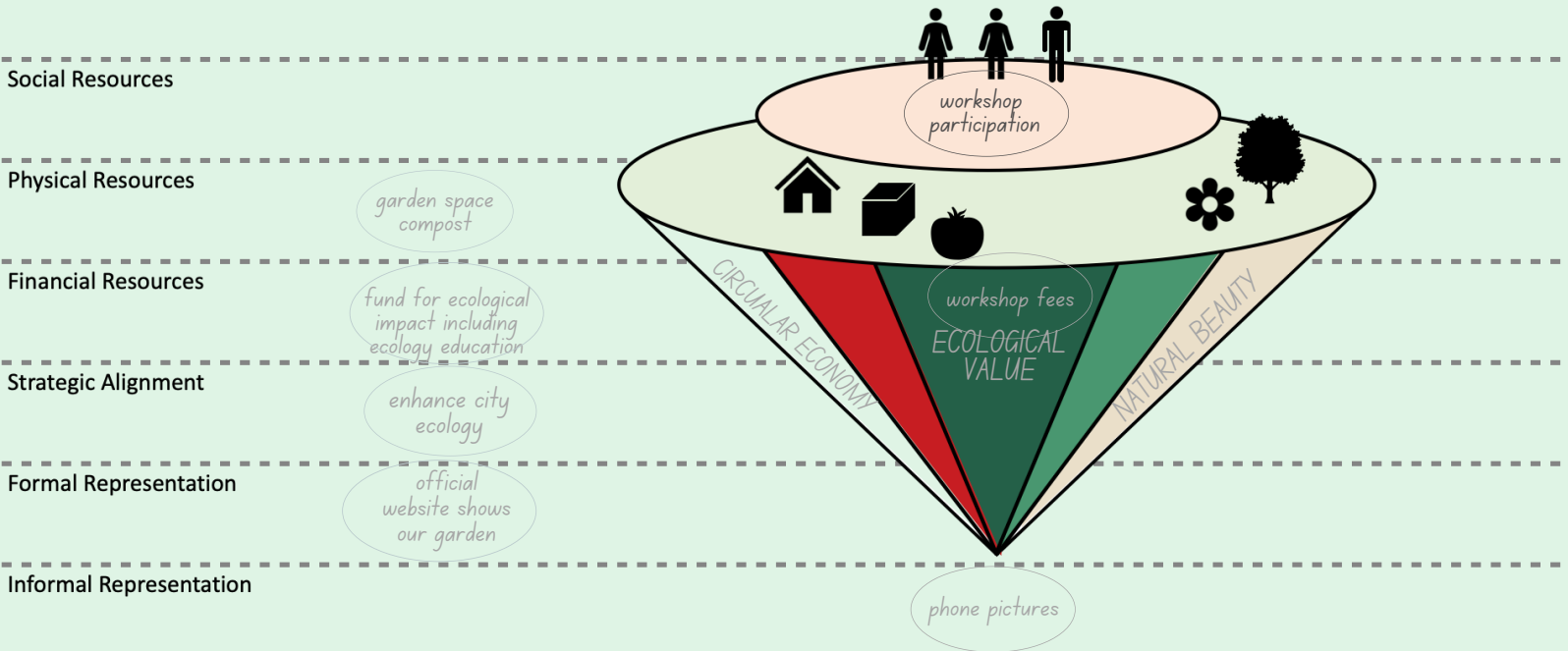
Ecological value and natural beauty

Flower Garden envisions more workshops because they want urbanites to gain ecological sensitivity and see the ecological value the Flower Garden creates – just like the municipality already does. Those workshops will also yield regular workshop fees from the participants instead of irregular small donations. They want to enhance the habit of urbanites of taking pictures to contribute to the representation of ecology on social media. Of course, it is good that the urbanites find the space beautiful. Some of them don't, however, because they find it "messy". This messiness is natural beauty to the core team. For them, it just shows how nature works. Through the ecological education programme, Flower Garden hopes to proliferate their idea of natural urban beauty.

Funding for ecological impact and for ecology education

Flower Garden want the municipality to loosen the restriction on the earmarked fund to provide means for ecology education more broadly to the urban population. That way, Flower Garden envisions to finance part of the planned workshop programme for adults in ecological sensitivity.

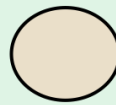
Today is the 11.03.2022.
 We are Flower Garden,
 a registered association (e.V.)
 in Berlin, Germany.
 We started in 2019. This is our vision for 2023.



Municipality
 public institution
 by choice
 regular



Urbanites
 private individuals
 by choice
 irregular



OVER TO YOU:

Now it's your turn. You find the material in the annex!



Brainstorming Questions
for Step 2



Table for Step 2



Diamond for Step 2

... yep, and still your coloured pens!

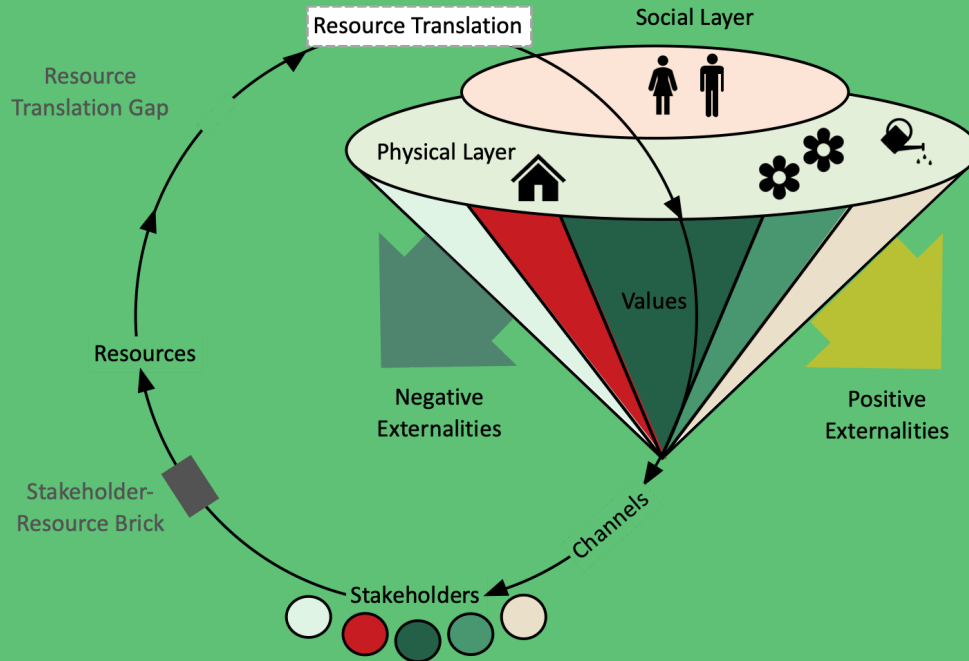


WELL DONE!

Now you have two Diamonds in front of you:
Your vision, and your snapshot!

STEP 3: VALUE LOOP ANALYSIS

Now we proceed to the value loop analysis. This helps you see clearly which barriers there are towards reaching your vision. In a systematic manner, you analyse how your initiative creates value for, and captures value from its stakeholders. Whenever you find an obstacle, you note it. We think about ways to overcome those barriers in Step 4.



The Value Loop

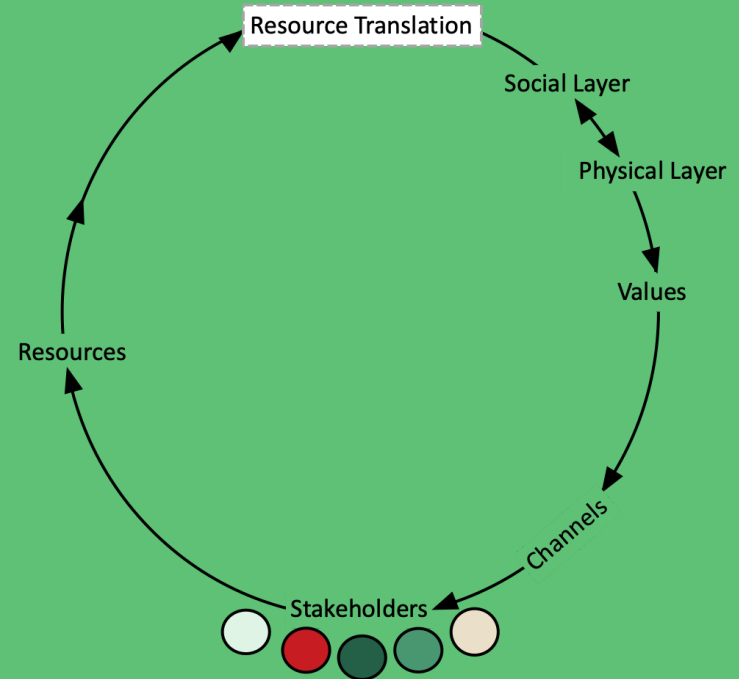
The value loop describes the value creation and capture mechanism of an initiative or organisation for a specific value perceived by a specific stakeholder.

It ties the individual components of the organisational value system together: The value loop consists of all components of the initiative that are needed to create a specific value.

The interaction of the social and the physical components create a value that one or more stakeholder(s) / stakeholder group(s) perceive through a specific channel.

The stakeholder(s) give stakeholder resources that are translated into the socio-physical set-up of the organisation, and the whole loop starts again.

Value loops should always be closed because only then a continuous value creation through the socio-physical set-up of your initiative is granted.



Resource Translation

Stakeholder resources are variegated: They can be money, voluntary work, in-kind donations, word-of-mouth, networking, etc. What do we do with all of these different resources?

Stakeholder resources can be *translated* into other resources. Ultimately, any resource the initiative acquires needs to be translated back into social and physical resources because this is what the initiative consists of.

There are many ways to translate one resource into the other, and entrepreneurial spirit and creativity are certainly helpful in exploring those translation pathways. In the following, we show the basic resource translation mechanisms (but there are more!). *Have a look at the graphic on page 28.*

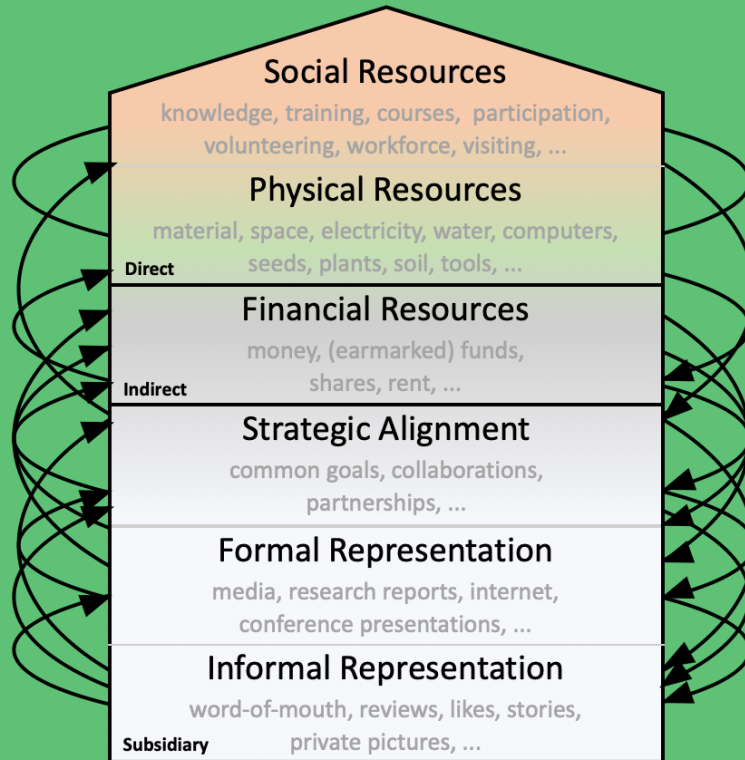
Social and physical resources cannot be translated in one another. Rather, they are mutually dependent. Social and physical resources are thus referred to as Direct Resources.

Financial resources can be translated into social and physical resources. For example, an earmarked fund for a new mowing machine is translated into that mowing machine. The revenue from selling urban bee honey is translated into the income of the urban beekeeper. Financial resources are thus referred to as Indirect Resources.

Strategic alignment, formal and informal representations all widen the visibility of the initiative and can thus attract stakeholders, who, in turn, might contribute financial, social, or physical resources. It is specifically the translation of strategic alignment, formal and informal representations that requires more thinking and creativity as their translation is not as straight-forward as the translation of financial resources into social and physical resources. A useful question to ask when tracing potential translation is:

“How can [strategic alignment / formal representation / informal representation] help access [social / physical / financial] resources?”.

Strategic alignment, formal representation and informal representation are thus referred to as Subsidiary Resources.



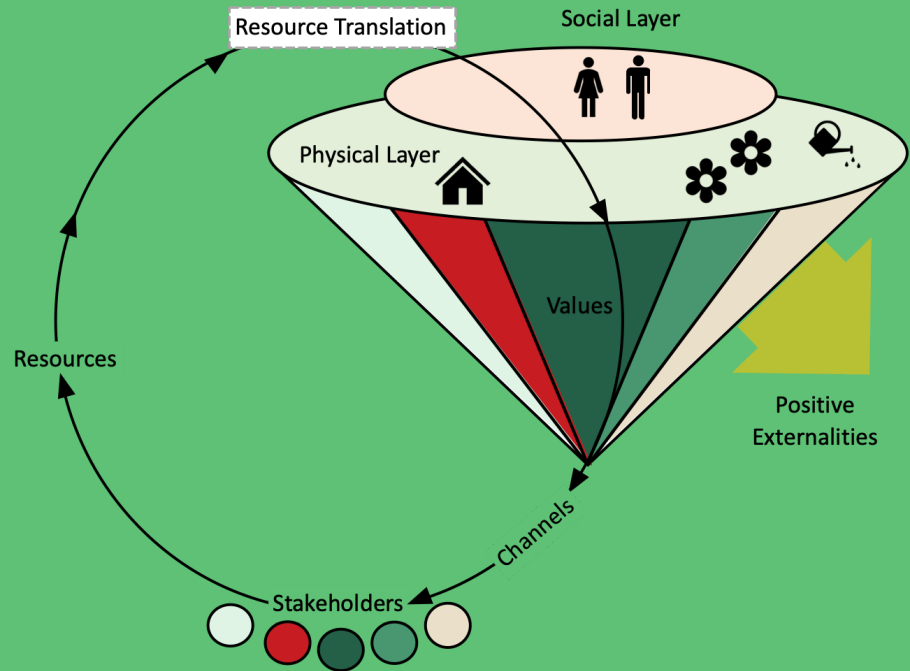
Externalities

Externalities are any positive or negative values (we could call them “side-effects”) your organisation or initiative creates without getting resources in return for it. There are positive and negative externalities:

Positive Externalities

A positive externality is a desirable (positive) value that the initiative creates without getting resources in return for it.

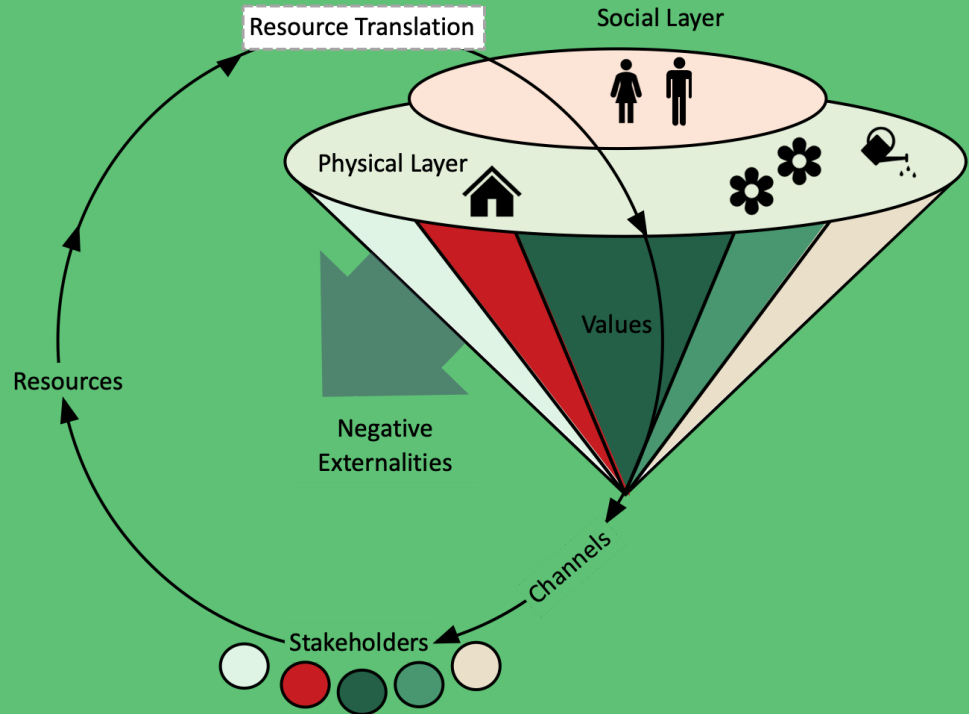
For example, Flower Garden creates passive ecology learning experiences for people walking through the garden. The resulting ecology sensitisation may result in a heightened appreciation for plants in the city, but Flower Garden does not receive resources yet for this contribution.



Negative Externalities

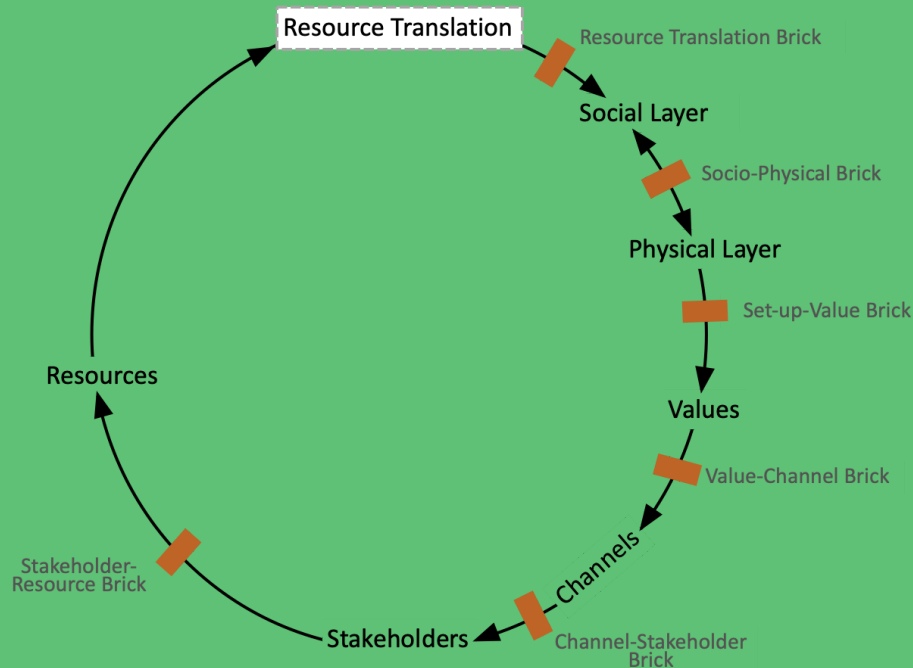
A negative externality is an undesired (negative) value that an initiative creates, threatening the continuity and stability of its socio-physical set-up and continuous value capture from stakeholders.

For example, if Flower Garden was located in a calm neighbourhood with an elderly population and hosted nosy garden parties, this could be perceived as a negative externality by the neighbours, and undermine the long-term continuity of the initiative.



Bricks and Gaps

Bricks are obstacles that prevent the value loop from flowing. Gaps are missing links or interruptions between the main components of the value loop. Whether you call it "brick" or "gap" is more of an intuitive decision; it does not affect the results of your analysis. Just call it the way that seems more appropriate. You find a detailed description of all six types of bricks and gaps on the next pages.

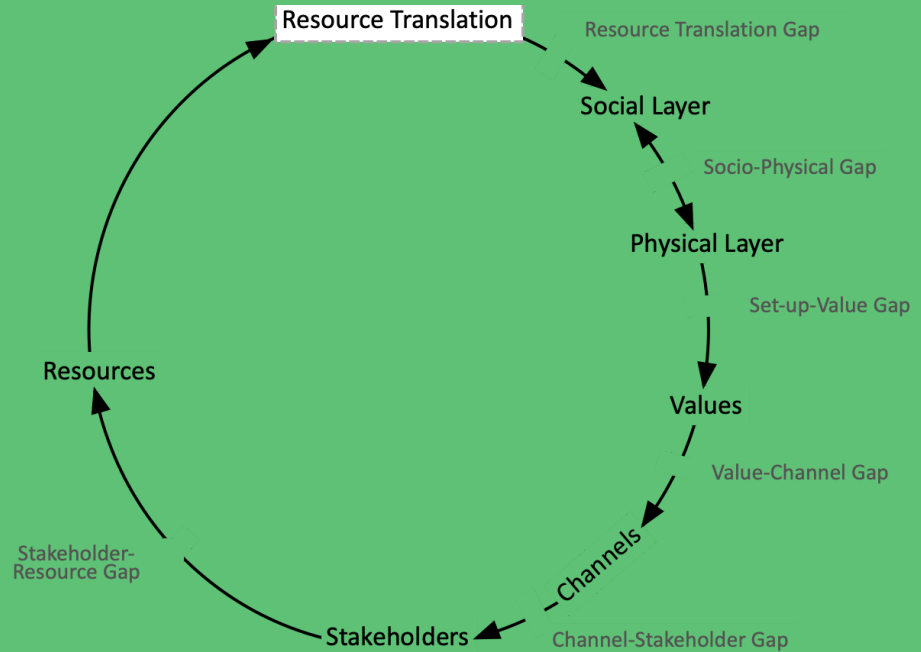


1) Resource Translation Brick or Gap

They prevent the translation of a stakeholder resource into the socio-physical set-up of the initiative.

A municipality provides 50,000 EUR to an initiative earmarked for the construction of a barbecue station. The initiative had applied for the funding a year ago. Now, however, the initiative's stakeholders' needs have changed; instead, they want to build a garden shack. But the funds are earmarked – this is a brick in the translation of financial resources into physical components of the initiative.

An initiative is located near a tourist attraction in a big city. A lot of tourists pass by, take pictures, and tell their friends about how beautiful this place is (informal representation). However, this subsidiary resource is not leveraged by the initiative to attract social or physical resources. This is a gap in the Value Loop.



2) Socio-Physical Brick or Gap

This means that the social and physical components of the organisation or initiative do not interact in a useful manner.

An initiative just started a new group of volunteer gardeners. The volunteers don't know yet how to take care of the permaculture beds. Thus, there is a knowledge and skills gap between the social and the physical layer.

3) Set-Up-Value Brick or Gap

They indicate a difficulty of the initiative to create the value(s) it seeks to create with its current socio-physical set-up.

For example, an initiative has the vision of creating a beautiful and socially inclusive space for everybody – all age groups, all socioeconomic backgrounds – in the neighbourhood. However, the design language of the initiative attracts a particular target group only: an educated university student population with a liberal mindset who all talk English on site. Elderly and people who did not go to university refrain from entering the space, although it is free of charge and physically open. The socio-physical set-up thus does not create the value of social inclusion it seeks to create – there is a gap between the socio-physical set-up and the actual value created.

4) Value-Channel Brick or Gap

This means that, although a certain value is created, the channel is not effectively transporting the value to the targeted stakeholder. As a result, the stakeholder does not perceive that value.

An initiative cools down the microclimate effectively. In summer, a lot of people hang out under the trees and at the pond on site. The initiative wants to get funding from the municipality to support the climate-mitigating value it creates. However, the initiative cannot put numbers on the effect it creates and thus lacks legitimacy towards potential funding providers. The initiative cannot produce a convincing application through the formal representation channel.

An initiative creates organic, hand-picked berries under fair working conditions. This is their unique selling point in comparison to most berries available in supermarkets and street stands. People interested in sustainable berries get frustrated when they fail to find them in supermarket shelves and street stands. This is the channel that those people use to access berries. The initiative, however, sells the berries on-site and posts pictures of the harvest on Instagram. Although lauded by followers and visitors for their aesthetics and fair working conditions, the 'ideal customer' actively looking for sustainable berries is not reached through those channels but would need to be met through a supermarket.

5) Stakeholder-Resource Brick or Gap

They block certain useful resources to be given from stakeholders.

An initiative accepts only cash money. Most people passing by, though, are young people used to electronic payment. They are also the ones who see the value of sustainability in the hand-made organic herb cosmetics this initiative offers and are ready to pay a premium price. The initiative, however, cannot capture value from this stakeholder group because they do not have an electronic check-out device.

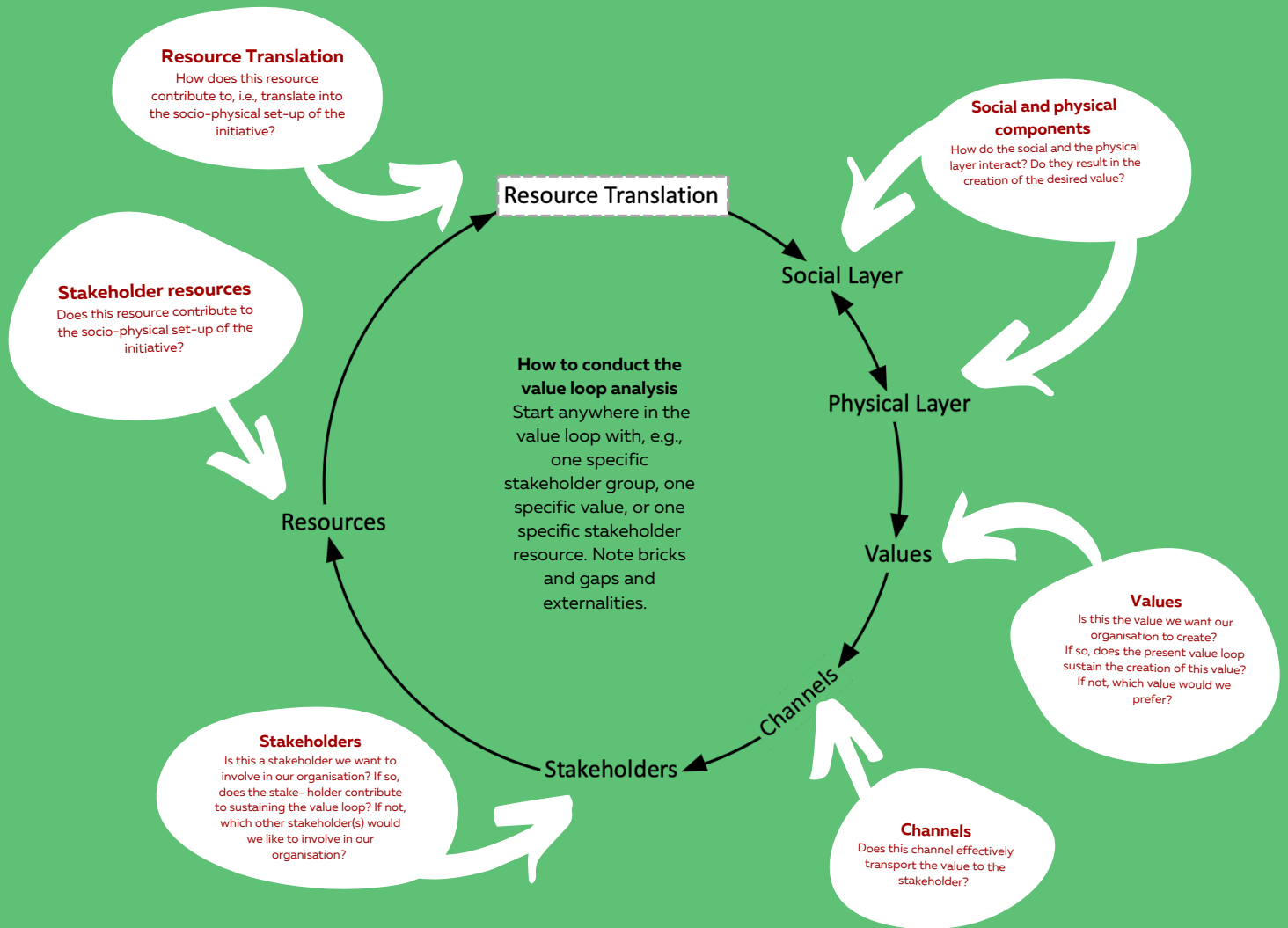
A peri-urban farm has horse dung to spare, and an inner-city initiative can need this to improve the soil quality of the poor urban sand soil it is built on. The initiative is invited to come to the farm and pick up the dung, but the initiative does not have neither the financial means nor the physical access to an appropriate means of transportation. Thus, there is a gap preventing the resource (dung) reaching the initiative.

6) Channel-Stakeholder Brick or Gap

They quite literally clog or interrupt a channel that is supposed to reach a certain stakeholder.

An initiative is located in a very hidden spot. They are also not marked in Google Maps, and they do not have any web presence. Only insiders know where it is, but the initiative's specialty is wild herb honey that they sell at a premium price to customers who come on-site. The channel to attracting more customers at scale is blocked.

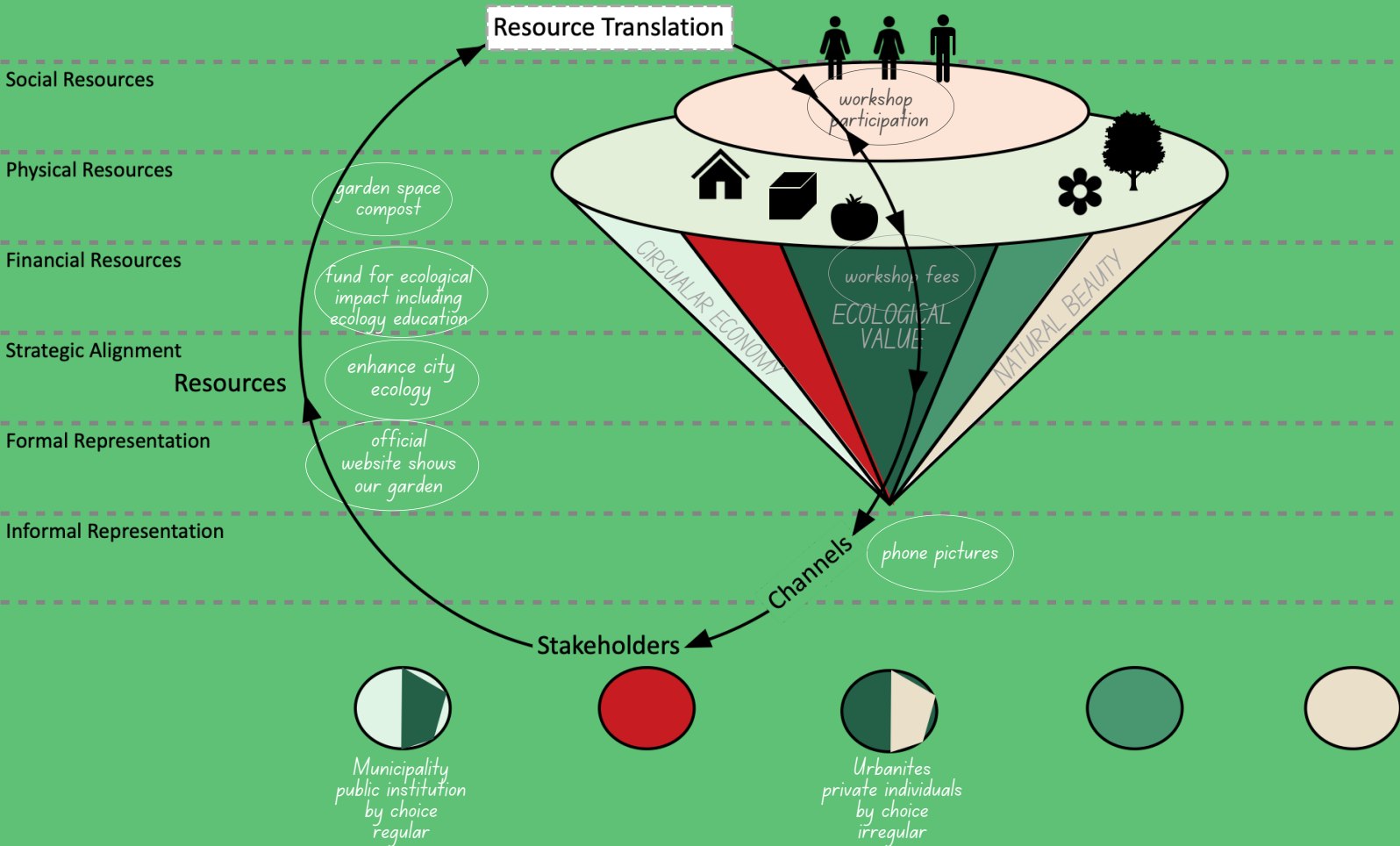
An initiative seeks to attract dedicated volunteers via a post on social media. However, the post does not effectuate any volunteers showing up. The initiative asks a marketing specialist for potential reasons, and the specialist suggests that dedicated volunteers with enough time to engage in gardening activities might not be present among the age group accessing the initiative's social media presence. The channel thus misses the mark.

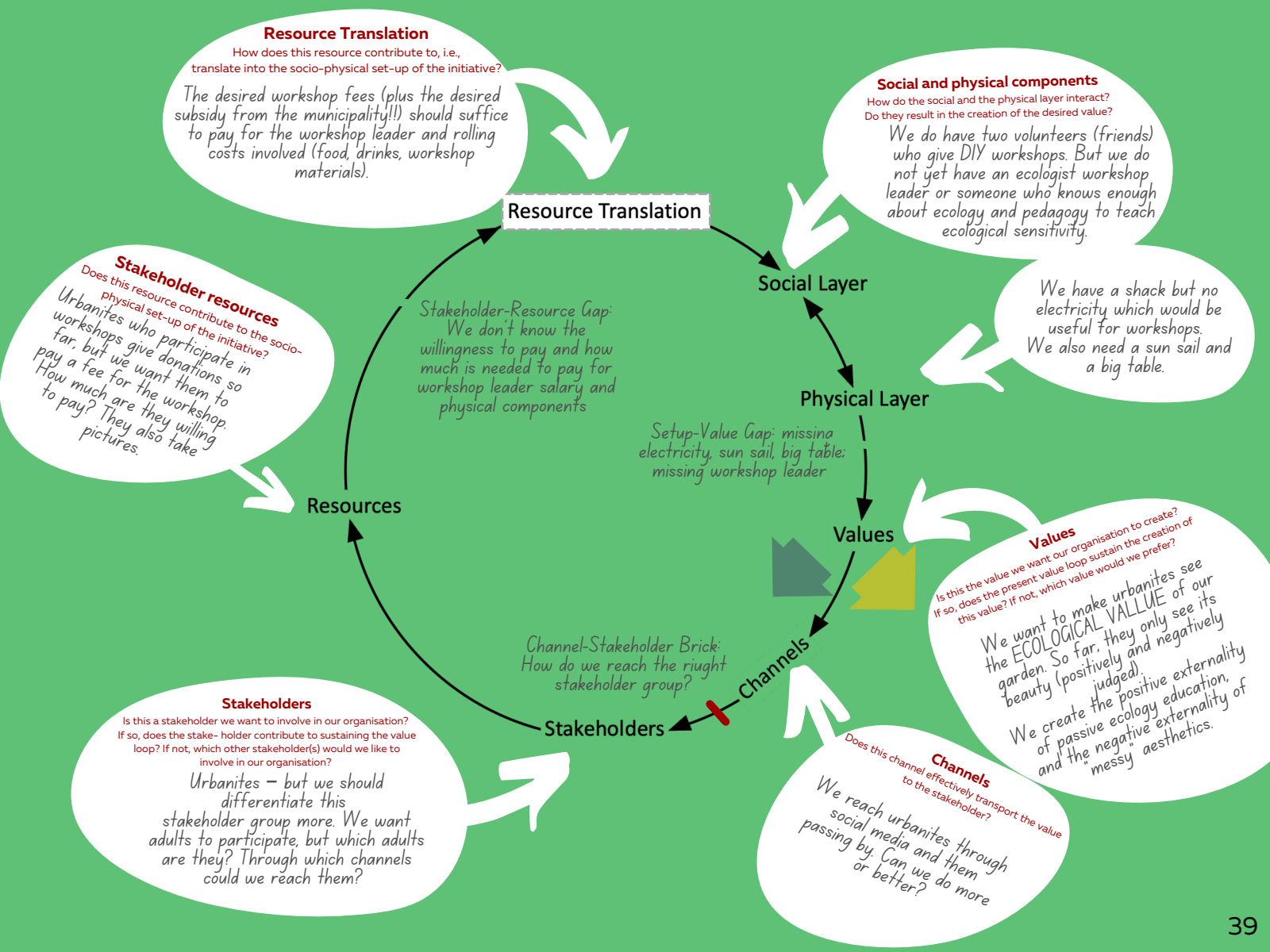


Have a look at the example of Flower Garden.

We present the example of the value loop pertaining to the value "ecological value" perceived by the stakeholder group "urbanites".

Today is the 11.03.2022.
 We are Flower Garden,
 a registered association (e.V.)
 in Berlin, Germany.
 We started in 2019. This is our vision for 2023.





OVER TO YOU:

Now it's your turn. You find the material in the annex!



Value Loop Template



Your Diamonds and Tables 1
and 2 for reference



Pens, of course!

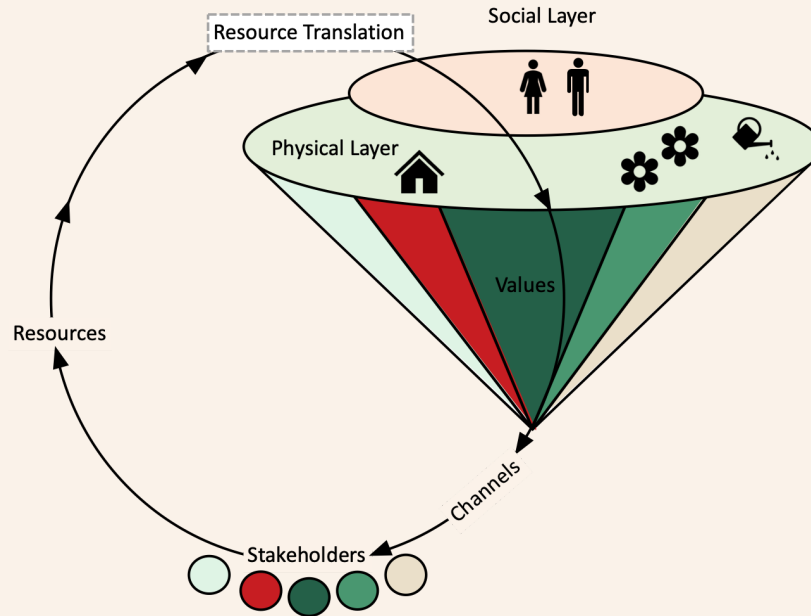
YOU DID A GREAT JOB!

Now you know exactly what works (and what doesn't!)
Time to strategise...



STEP 4: STRATEGIES

In the last step, you develop strategies for achieving your vision. Again, this is done systematically along the points of the value loop by removing the identified barriers. The strategies for continuity and growth are all based on the value loop analysis. Each type of value loop brings its own challenges and there is no 'one size fits all' strategic approach to be suggested. We thus offer meta-level strategies that each initiative can follow, and a methodology that clearly shows which parts of the initiative need to change in order to close value loops.



Strategies help your organisation or initiative move from its current state to the state envisioned in Step 2. To do so, bricks in the value loop need to be removed, and gaps need to be closed. Externalities need to be internalised.

We distinguish two main strategies:

- 1) Internalising externalities and
- 2) removing bricks/closing gaps.

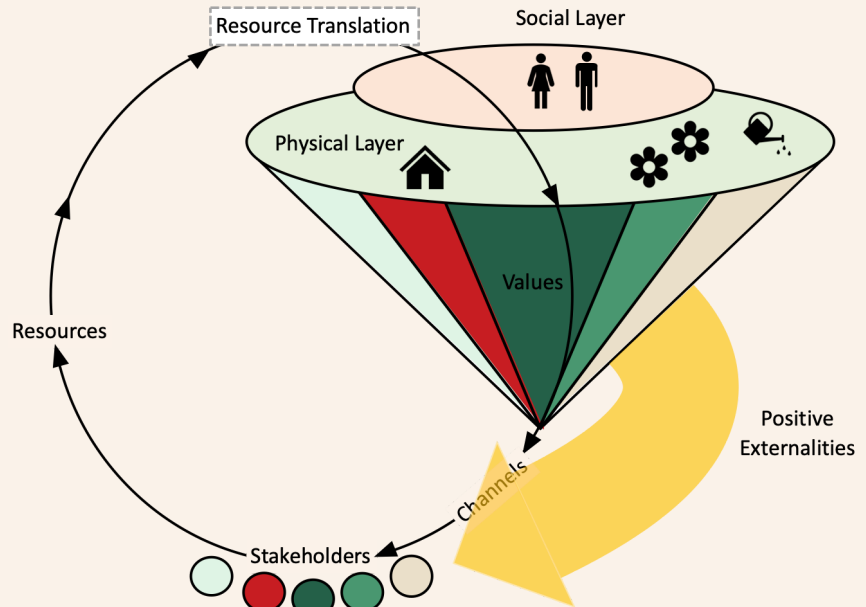
Internalising Externalities

The first strategy to achieving your vision is to internalise externalities.

Positive Externalities

Positive externalities are internalised by channelling them to a specific stakeholder group who *perceive* those positive values and *give an appropriate resource* to the initiative.

For example, Flower Garden creates passive ecology learning experiences for people walking through the garden as a positive externality. The resulting ecology sensitisation may result in a heightened appreciation for plants in the city, but Flower Garden does not receive resources yet for this contribution. Internalising this externality means that the passive learning experience is perceived by a stakeholder who sees the value in it; e.g., the municipality or a dedicated foundation could provide funds supporting the maintenance of an ecological public space.

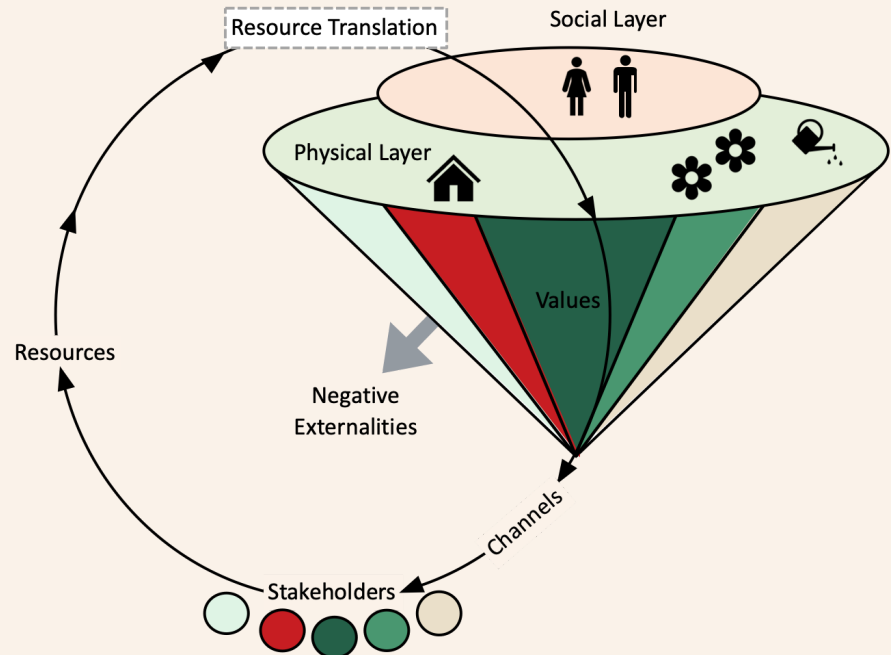


Negative Externalities

Negative externalities are internalised by preventing or stopping them. Sometimes, however, this is easier said than done. In this case, one can try and mitigate or minimise negative externalities. Going back to the example of the initiative located in a calm neighbourhood with an elderly population: Garden parties could be shifted to a different hour of the day where noise is more acceptable, or the initiative could go and talk with the neighbours to establish a personal relationship and gain sympathy for their activities to reduce the negative impression, or invite them to join!

Another example for a negative externality is the over-application of nitrogen fertilizer leaking into the groundwater.

This negative externality could be prevented by applying organic compost fertilizer and mulching instead.



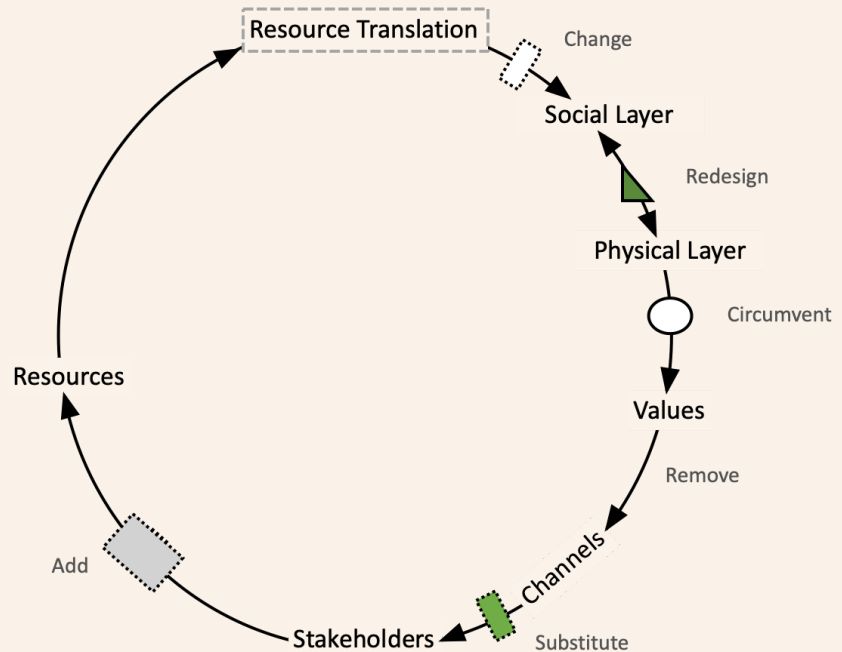
Removing Bricks and Closing Gaps

The second strategy to ensure continuity and enable growth is to remove bricks and close gaps.

For each brick or gap, strategies at a meta-level are listed here:

- Bridge
- Circumvent
- Remove
- Redesign
- Substitute
- Add to

Apply this list to every brick and gap identified and ask: "How could we bridge/circumvent/remove/substitute/add to this brick or gap?".



Strategies for the Resource Translation Brick or Gap

Every initiative is unique and there are uncountable specific strategies. The Resource Translation Brick or Gap, however, deserves some special attention here:

A general strategy for initiatives of all types is to turn subsidiary resources into secondary or primary resources. For example, stakeholders who pass by and talk positively about the initiative could be asked to contribute a financial donation or volunteer for the initiative. Here, the right channels need to be chosen. A specific stakeholder group might be reached well on-site through direct contact, others might be drawn to the initiative via a poster in a supermarket, and others will be accessed through social media.

A common, and easily overlooked, resource translation gap is a lack of common objectives between key stakeholders: Stakeholders can give the negative resource of lacking strategic alignment to the initiative. Here, it makes sense to create a meta-objective to close this gap and work together on a goal that all stakeholders can identify with. For example, the initiative could partner up with the city administration to become an “Edible City”, or highlight commonalities in and contributions to environmental or social policies.

Resource Translation

How does this resource contribute to, i.e., translate into the socio-physical set-up of the initiative?

The desired workshop fees (plus the desired subsidy from the municipality!!) should suffice to pay for the workshop instructor and rolling costs involved (food, drinks, workshop materials).

Resource Translation

Social and physical components

How do the social and the physical layer interact? Do they result in the creation of the desired value?

We do have two volunteers (friends) who give DIY workshops. But we do not yet have an ecologist workshop instructor or someone who knows enough about ecology and pedagogy to teach ecological sensitivity.

Social Layer

We have a shack but no electricity which would be useful for workshops. We also need a sun sail and a big table.

Physical Layer

Setup-Value Gap: missing electricity, sun sail, big table; missing workshop leader

Values

Is this the value we want our organisation to create? If so, does the present value loop sustain the creation of this value? If not, which value would we prefer?

We want to make urbanites see the ECOLOGICAL VALUE of our garden. So far, they only see its beauty (positively and negatively judged). We create the positive externality of passive ecology education, and the negative externality of "messy" aesthetics.

Channels

Does this channel effectively transport the value to the stakeholder?

We reach urbanites through social media and them passing by. Can we do more or better?

Stakeholders

Stakeholders

Is this a stakeholder we want to involve in our organisation? If so, does the stakeholder contribute to sustaining the value loop? If not, which other stakeholder(s) would we like to involve in our organisation?

Urbanites - but we should differentiate this stakeholder group more. We want adults to participate, but which adults are they? Through which channels could we reach them?

Resources

Stakeholder resources

Does this resource contribute to the socio-physical set-up of the initiative?

Urbanites who participate in workshops give donations so far, but we want them to pay a fee for the workshop. How much are they willing to pay? They also take pictures.

Stakeholder-Resource Gap: We don't know the willingness to pay and how much is needed to pay for workshop leader salary and physical components

Channel-Stakeholder Brick: How do we reach the right stakeholder group?

How could we

- Bridge
- Circumvent
- Remove
- Redesign
- Substitute
- Add to

the setup-value gap of missing electricity, sun sail, table, and workshop instructor?

We can install solar energy, we can also start the workshops without electricity. Is it really necessary? We think it's possible to start without and see how it is going.

How about making a table in a DIY workshop?! That would be great! It could be a round table and we can all paint it together... that would also really strengthen our community. And everybody who joins now can also paint like a little flower on the table or something like that! Hans is a gifted craftsman and could take the lead. Or we have a look at the local small ads to find a cheap table. We should not pay more than 150 Euros at the moment.

Sun sail: 50 Euros. We can manage.

The workshop instructor – we're thinking of putting a call at the University for Sustainable Development in Eberswalde, it would be great to have ecology and nature pedagogy students on board. We can afford their salary and they will gain working experience.

How could we

- Bridge
- Circumvent
- Remove
- Redesign
- Substitute
- Add to

the stakeholder-resource gap?

Talking about prices, we just did a quick web search and reviewed our budget. Sometimes it's easy :) Regarding the willingness to pay for a workshop, we do some market research of comparable offers – adult education centres, freelance gardening instructors, etc.

We also take into consideration the type of person we want to attract. As we start with students as instructors, we think we cannot charge more than 20 Euros per person.

How could we

- Bridge
- Circumvent
- Remove
- Redesign
- Substitute
- Add to

the channel-stakeholder brick of reaching the right stakeholder group?

Time to think about the ideal workshop participant. We want ecological sensitivity in a group of people who are more remote to that. Adults between 30 and 50 years who are working in the creative business and in IT, maybe?

We want people who are not in our sustainability bubble. We could put some flyers in cool clubs and restaurants and sustainable clothing shops, or example... let's do a bit of trial and error. The design language of our offering will matter loads to attract the right target group. Thanks God we have our UX designer!!

How can we internalise the positive externality of passive ecology education?



How about putting a poster thanking the bees for their service and a small donation box right next to it? People can say thank you that way!

We should also start talking with the municipality about ecological education funds. Maybe there is something like that. And we should also have a look at foundations, there might be funds to support "ecology in the city", etc. We got some numbers from a research report on the ecological impact of our garden from 2020, so maybe that helps...

How can we internalise the negative externality of "messy" aesthetics?



Again, how about a poster clarifying the difference between "a mess" and "natural beauty"? We can also make it funny, humorous.

And, of course, we want our ecology workshops to deliver a new understanding of nature and natural aesthetics so people change their perception through a deeper understanding of our garden ecosystem.

We think we have an opportunity to work on the aesthetically/marketing side of our initiative a lot. We need to give it a chic touch to attract that target group. Graphic contextualisation is everything!

OVER TO YOU:

Now it's your turn. You find the material in the annex!



Strategies Checklist



Your Diamonds and Tables 1
and 2 for reference



Pens, of course!

CONGRATS!

You made your own Diamond Model analysis! That is an amazing achievement.

Let us know about your experience with the model at

edicitnet-marketplace-answer@eurtd.com.

Now it's time to celebrate!

WHICH STRATEGIES WORK FOR YOUR INITIATIVE?

Share them with our community of urban food initiatives!

How?

Send an email to edicitnet-marketplace-answer@eurtd.com and tell us what you did.

INDIVIDUAL SUPPORT FOR YOUR INITIATIVE!

We offer individual support, in-person or online.

If you would like to be assisted in conducting this analysis or have questions, please get in touch!

Book your personal workshop or expert consulting session here:

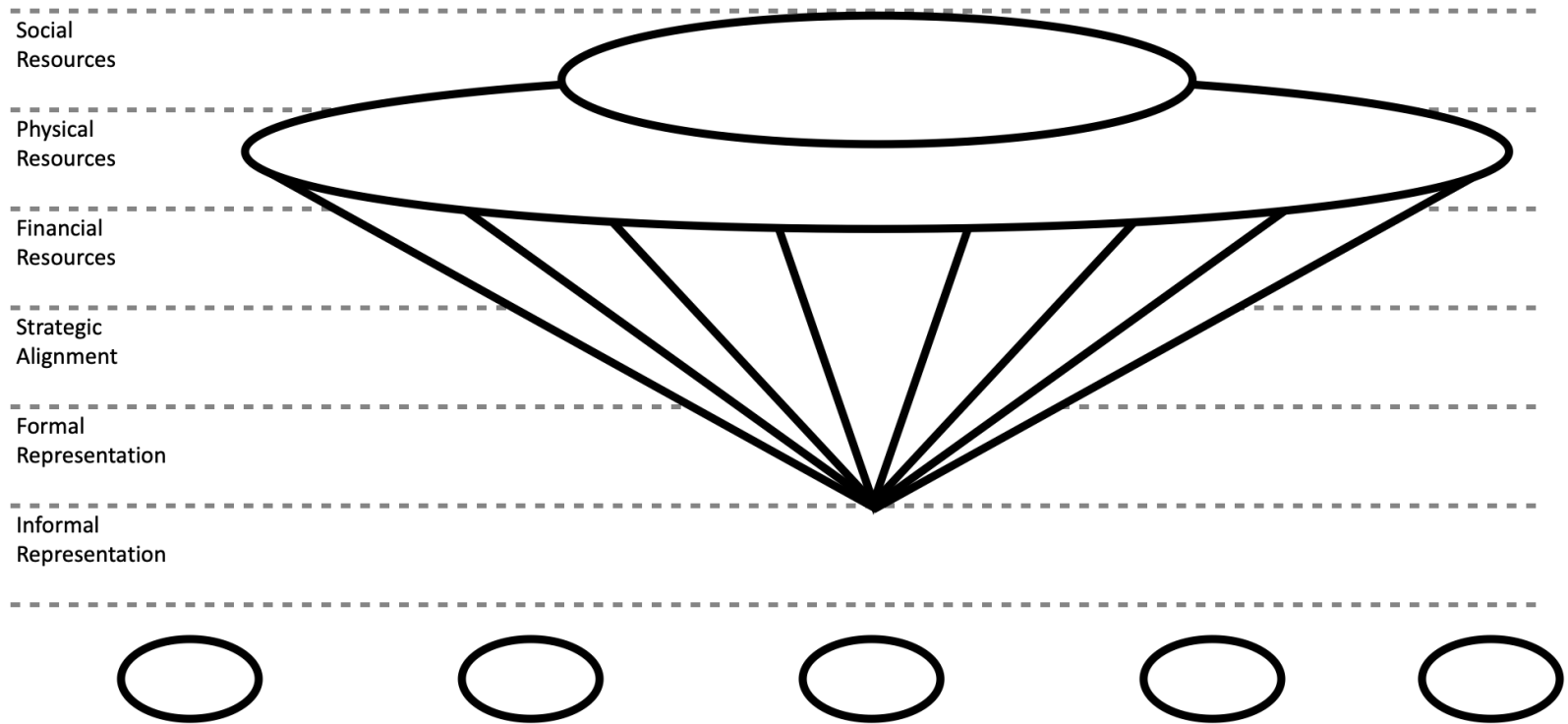
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ANNEX

STEP 1: SNAPSHOT TABLE

[Download the table here.](#)

STEP 1: SNAPSHOT DIAMOND



STEP 2: BRAINSTORMING QUESTIONS

1. Scaling Deep

- Do you plan to improve your initiative e.g., technical, marketing wise)?
- What do you want to change?
- What is your timeframe?

2. Scaling Up

- Do you plan to involve larger/other groups in your initiative?
- Which stakeholders?
- What is your timeframe?

3. Scaling Wide

- Do you plan to replicate your initiative to a new geographic area (somewhere else)?
- Where?
- What is your timeframe?

4. Scaling Across

- Do you plan to start a completely new initiative?
- What should it look like?
- What is your timeframe?

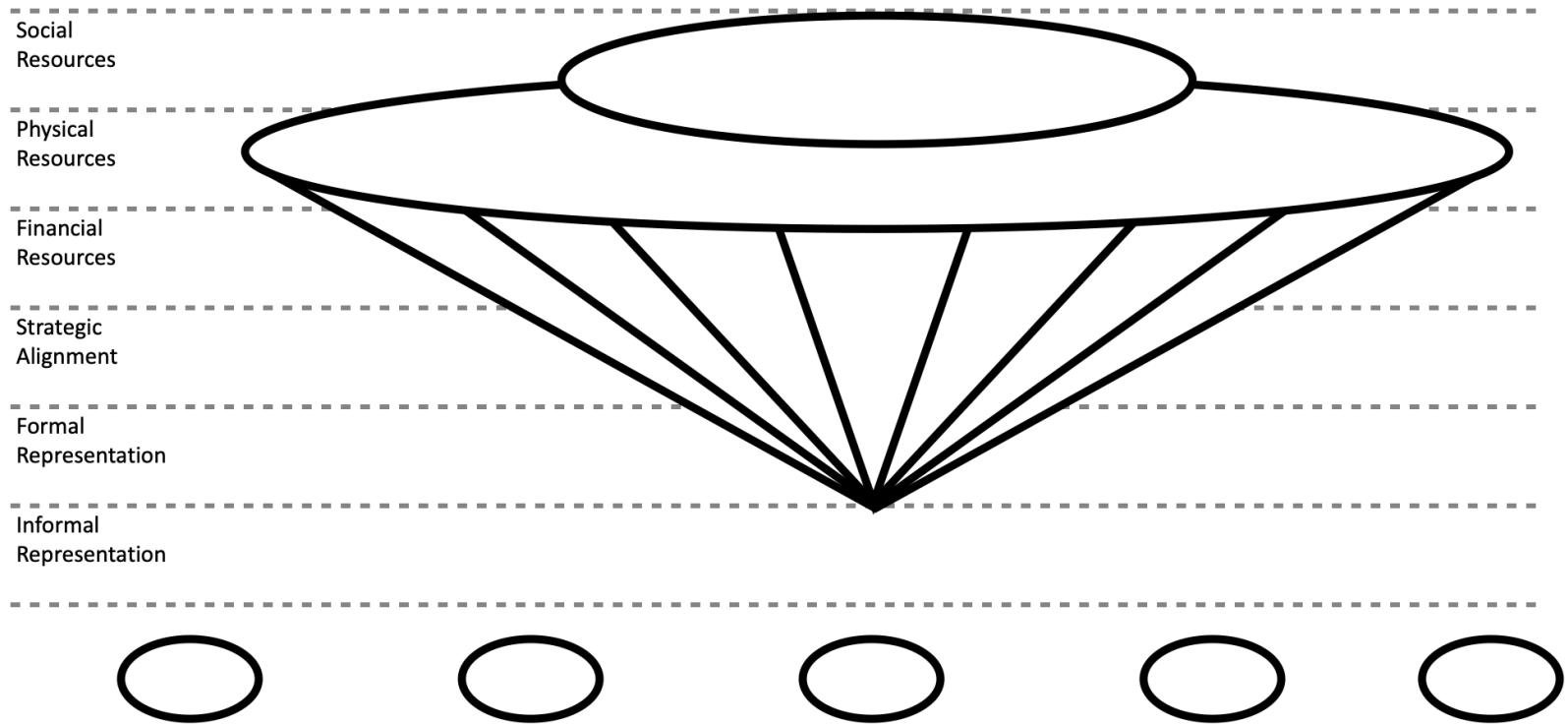
5. Scaling Soft

- Do you plan to spread the idea or to provide knowledge?
- Do you plan to grow the network, to build alliances, lobbying?
- What exactly do you want to do?
- What is your timeframe?

STEP 2: VISION TABLE

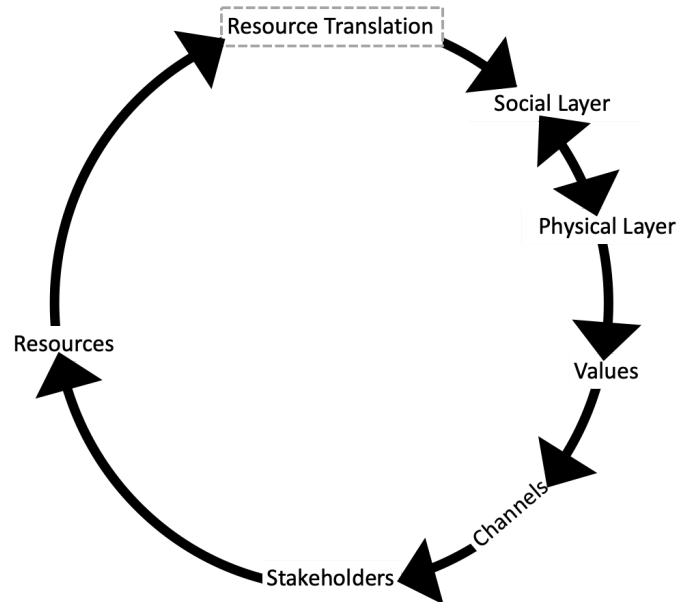
[Download the table here.](#)

STEP 2: VISION DIAMOND

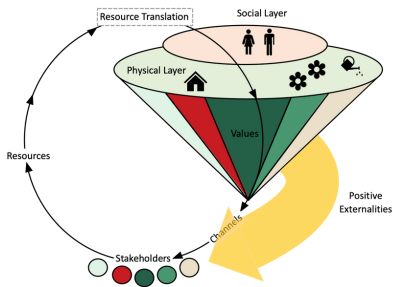


STEP 3: VALUE LOOP

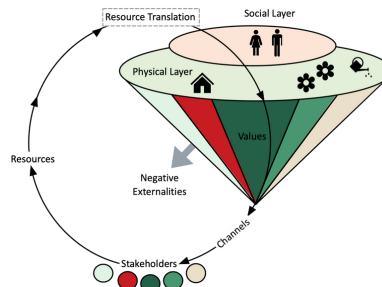
Print per value.



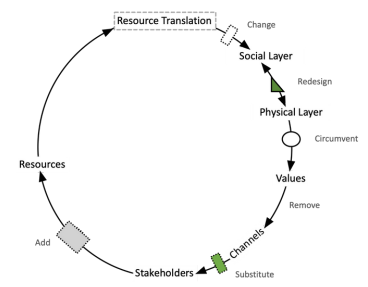
STEP 4: STRATEGIES CHECKLIST



How could we internalise this positive externality?



How could we minimise / eliminate this negative externality?



How could we

- bridge
- circumvent
- remove
- substitute
- add to

this brick or gap?

