## Finding Sustainable Economic Models in

## **Urban Agriculture**

# WORKSHOP 1: Identifying and communicating your value



Laura Martinez Izquierdo - Nabolagshager AS Adam Curtis - Nabolagshager AS Stephanie Degenhardt - Agency for Urban Environment (City of Oslo)





## **AGENDA WORKSHOP 1: 30th of September 2021**

- 16.30 16.45 Registration of participants
- 16.45 17.00 Greetings from the organizers
- **17.00 17.20** The One Page Personal Plan How writing down our goals can turn them into reality
- **17.20 17.30** Coffee break
- **17.30 18.40** Business Model Diamond to identify and communicate the value of your organization
- **18.40 19.00** Evaluation and wrap-up by the organizers

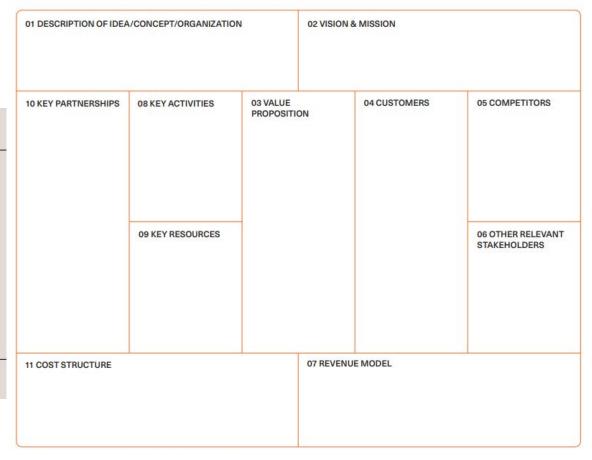


## **Round of Introductions**

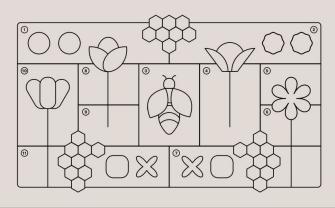
- Name of your Edible City initiative, organization or business
- What do you sell? Products and/or services
- To whom?
- Why is your product or service valuable?



#### **EDIBLE CITY SOLUTIONS CANVAS**



#### GROWING JOBS IN URBAN AGRICULTURE



**PLAYBOOK** 

## **Download here**

Authors ECS Canvas: Reddy, S. Schabel, A. (2020), Borderstep Institute, Humboldt University Berlin Based on: Fichter, K. Tiemann, I. (2015), University of Oldenburg and Osterwalder, A. and Pigneur, N. (2011)



# Finding Sustainable Economic Models in Urban Agriculture

Workshop 1: Identifying and communicating your value. Date: 30th of September (from 16:30 to 19.00). Location: Linderud gård in Oslo.

Workshop 2 - Enhancing customer relations and strategic partnerships. Date: 21st of October (from 16:30 to 19.00). Location: Linderud gård in Oslo.

Workshop 3 - Focusing activities and resources for financial sustainability. Date: 11th of November (from 16:30 to 19.00). Location: Linderud gård in Oslo.



## Workshop 1: Identifying and communicating your value

Urban food production is essential in the transition to more sustainable cities. However, a huge obstacle for producers is convincing customers of the value of their work and products. This workshop will focus on identifying and communicating that value. Specifically, we will look at how your work fits into the larger progress happening within the food system in Oslo, how you can align your own personal values and goals with those of your project, and how to communicate this value to the external world. The concept of value is the most important starting point in developing a strong case for economic sustainability, as value can be transferred into other resources you need, both financial and social.



### EDIBLE CITY SOLUTIONS CANVAS

01 DESCRIPTION OF IDEA/CONCEPT/ORGANIZATION 02 VISION & MISSION

## **WORKSHOP 1**

## **Identifying and communicating your value**

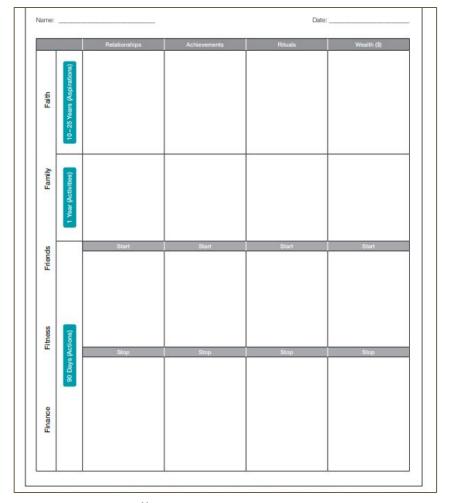
- Description of idea/concept/organization segment
- Vision and mission segment
- Value proposition segment





## **ONE PAGE PERSONAL PLAN**

The One-Page Personal Plan is a simple tool for structuring aspirations, activities and actions for your successful future.



**Source:** Gazellesc



# Diamond Model User Guide

The Diamond Model works similar to the Business Model Canvas in supporting business model innovation and strategising. However, it is not restricted to commercial organisations. You can use it to analyse and strategise any type of organisation and initiative – neighbourhood groups, social enterprises, charities, to name a few examples.

Download the user guide here





# DIAMOND MODEL

How can you keep doing what you love?



Alice Bischof AIO/PhD Researcher Edible City Solutions alice.bischof@wur.nl





This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 776665



## Introduction

- Who am I and why am I here?
- What we will do today

## Phase I: Values and Stakeholders

- 1. Who are your organisation's stakeholders?
- 2. Which values do the stakeholders see in the organisation?
- 3. Through which channels do the stakeholders first experience the values?
- 4. What do the stakeholders give to the organisation?

# Phase II: Sustainability and Continuity

- 5. What are your organisation's key social and physical resources?
- 6. How can the resources the organisation gets from the stakeholders flow back into key social and physical resources?
- 7. Which barriers block the value flow?
- 8. Which solutions make value flow?



1. Who are your organisation's stakeholders?

Stakeholder 1: Pick- your- own people

Organisation	FLOWER GARDEN
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Resources

#### Social

participation, volunteering, going to events, ...

#### Physical

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

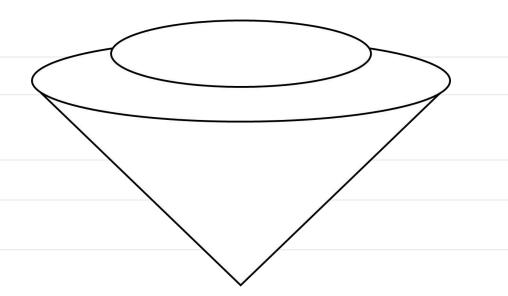
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

## Informal Representation word-of-mouth, stories, private

pictures, ...



## Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders,

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

## Strategic Alignment through collaborations,

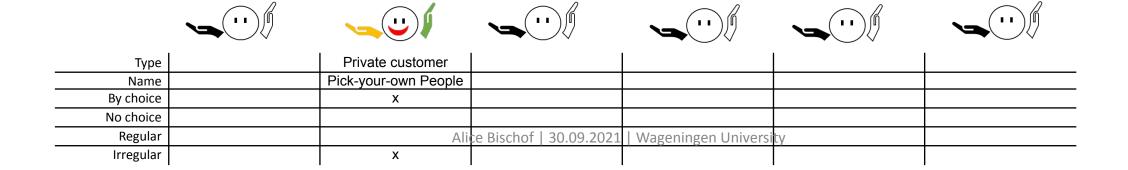
networking, etc.

#### **Formal Representation**

Seeing/hearing/reading about the organisation via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations



## Stakeholder Resources

## Social

participation, volunteering, going to events, ...

## **Physical**

material, space, electricity, water, tools, seeds,...

Sosiale ressurser (deltakelse, frivillighet, deltakelse på arrangamenter...), training, knowledge, etc.

Fysiske ressurser (material, areal, strøm, vann, verktøy, frø...)

### **Financial**

Money, (earmarked) funds, shares, rents,...

Finansielle ressurser (penger, tilskudd, aksje...)

## Strategic Alignment

common goals, collaborations, partnerships, ...

Strategisk samkjøring (felles mål, samarbeid...)

## **Formal Representation**

media, research reports, internet, conference presentations, ...

Formel presentasjon (media, forskningsrapporter, internett, presentasjon pa konferanser...)

## Informal Representation

word-of-mouth, stories, private pictures, ...

Uformel presentasjon (jungletelegraf, historier og private bilder...)

Alice Bischof | 30.09.2021 | Wageningen University

## Stakeholder Channels

## **Contracted Work**

employees, freelancers, managers, founders, ...

Kontrakter (arbeidstaker, frilanser, grunder...)

## **Occasional Visit**

workshops, events, passers-by, customers,...

Sporadiske besøk (workshop, arrangementer, forbipasserende, kunder)

## **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ... Visuelle framstilling (kjøp på stedet/via tredje parter, vindushopping, salgsbod, gatesalg...)

## Strategic Alignment

through collaborations, networking, etc.

Strategisk samkjøring (gjennom samarbeid eller nettverk)

## **Formal Representation**

Seeing/hearing/reading about the organisation via formal representations Formell presentasjon (å se, høre, lese om organisasjonen gjennom formelle presentasjon)

## **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations Uformell presentasjon (å se, høre, lese om organisasjonen gjennom uformelle presentasjon)

Alice Bischof | 30.09.2021 | Wageningen University

## Stakeholder Resources

Sosiale ressurser (deltakelse, frivillighet, deltakelse på arrangamenter...)

Fysiske ressurser (material, areal, strøm, vann, verktøy, frø...)

Finansielle ressurser (penger, tilskudd, aksje...)

Strategisk samkjøring (felles mål, samarbeid...)

Formel presentasjon (media, forskningsrapporter, internett, presentasjon pa konferanser...)

Uformel presentasjon (jungletelegraf, historier og private bilder...)

## Stakeholder Channels

Kontrakter (arbeidstaker, frilanser, grunder...)

employees, freelancers,

Sporadiske besøk (workshop, arrangementer, forbipasserende, kunder)

Visuelle framstilling (kjøp på stedet/via tredje parter, vindushopping, salgsbod, gatesalg...)

market, street sale, retail, ...

Strategisk samkjøring (gjennom samarbeid eller nettverk)

meemorking, etc.

Formell presentasjon (å se, høre, lese om organisasjonen gjennom formelle presentasjon)

Uformell presentasjon (å se, høre, lese om organisasjonen gjennom uformelle

Alice Bischof | 30.09.2021 | Wageningen University presentasjon)

# 2. Which values do the stakeholders see in the organisation?

Organisation	FLOWER GARDEN
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### Physical

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

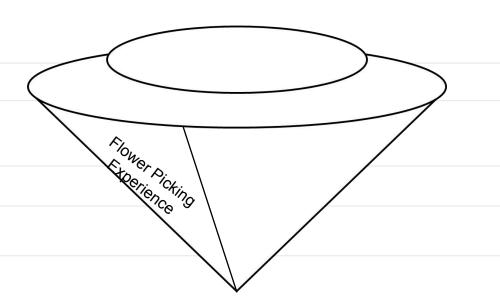
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

#### **Informal Representation**

word-of-mouth, stories, private pictures, ...



### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders,

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

## Strategic Alignment through collaborations,

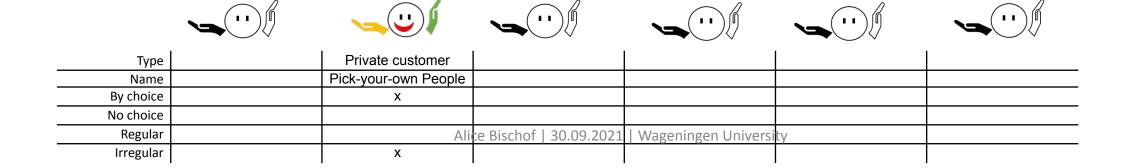
networking, etc.

#### **Formal Representation**

Seeing/hearing/reading about the organisation via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations



# 3. Through which channels do the stakeholders first experience the values?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### **Physical**

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

Strategic Alignment common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

## Informal Representation word-of-mouth, stories, private

pictures, ...

### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













Туре	Private customer					
Name	Pick-your-own People					
By choice	Х					
No choice						
Regular	Alie	ce Bischof   30.09	.2021	Wageningen Universi	ty	
Irregular	Х					

# 4. What do your stakeholders give to your organisation?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

Irregular

#### Stakeholder Ressources Stakeholder Channels Social **Contracted Work** participation, volunteering, employees, freelancers, going to events, ... managers, founders, Physical **Occasional Visit** material, space, electricity, water, workshops, events, tools, seeds,... passers-by, customers,. **Exhibition Financial** purchases on-site/via a third party, Money, (earmarked) funds, shares, window shopping, rents,... trade fair stand, market, street sale, retail, ... Strategic Alignment Strategic Alignment through collaborations, common goals, collaborations, partnerships, ... networking, etc. **Formal Representation Formal Representation** Seeing/hearing/reading media, research reports, internet, about the organisation conference presentations, ... via formal representations **Informal Representation** Informal Representation word-of-mouth, stories, private Seeing/hearing/reading about the organisation pictures, ... via informal representations Private customer Type Pick-your-own People Name By choice Χ No choice Alice Bischof | 30.09.2021 | Wageningen University Regular

Χ

# 5. What are your organisation's key social and physical resources?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

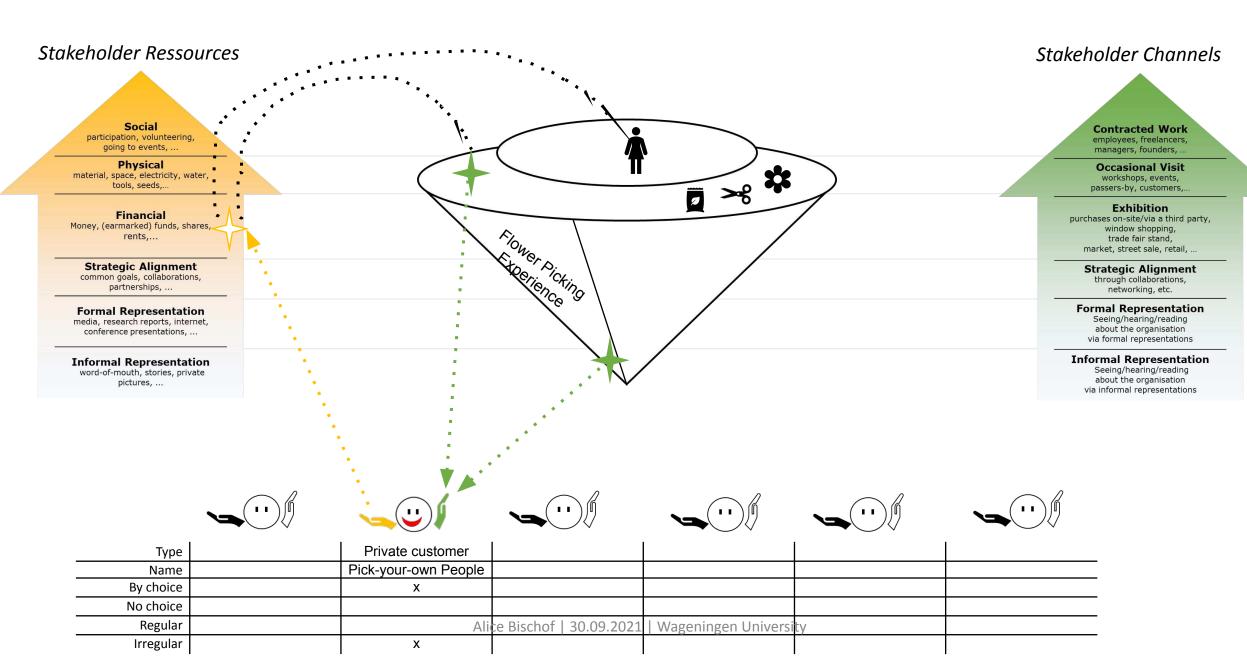
Irregular

Χ

#### Stakeholder Ressources Stakeholder Channels social Social **Contracted Work** physical participation, volunteering, employees, freelancers, going to events, ... managers, founders, <u>□</u> >8 \* **Physical Occasional Visit** material, space, electricity, water, workshops, events, tools, seeds,. passers-by, customers,. **Exhibition Financial** purchases on-site/via a third party, Money, (earmarked) funds, shares, window shopping, rents,... trade fair stand, market, street sale, retail, ... Strategic Alignment Strategic Alignment through collaborations, common goals, collaborations, partnerships, ... networking, etc. **Formal Representation Formal Representation** Seeing/hearing/reading media, research reports, internet, about the organisation conference presentations, ... via formal representations **Informal Representation Informal Representation** Seeing/hearing/reading word-of-mouth, stories, private about the organisation pictures, ... via informal representations Private customer Type Pick-your-own People Name By choice Χ No choice Alice Bischof | 30.09.2021 | Wageningen University Regular

6. How can the resources the organisation gets from the stakeholders *flow back* into key social and physical resources?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020



# **Another Example**

1. Who are your organisation's stakeholders?

Stakeholder 2: Bouquet buyers

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### Physical

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

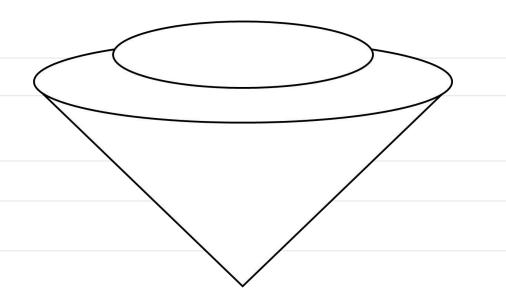
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

## Informal Representation word-of-mouth, stories, private

pictures, ...



### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













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Туре	Private customer	Private customer			
Name	Pick-your-own People	Bouquet Buyers			
By choice	Х	Х			
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Irregular	X	X X	wageningen oniversi	L'y	

# 2. Which values do the stakeholders see in the organisation?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### **Physical**

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

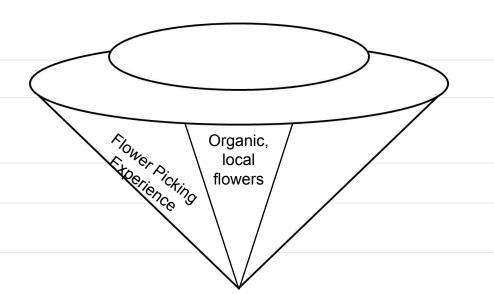
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

## Informal Representation word-of-mouth, stories, private

pictures, ...



### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













Туре	Private customer	Private customer			
Name	Pick-your-own People	Bouquet Buyers			
By choice	Х	Х			
No choice					
Regular	A I;	ce Bischof   30.09.2021	l Waganingan Universi	des e	
Irregular	X	X X	T wagemingen omversi	cy	

# 3. Through which channels do the stakeholders first experience the values?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

## Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### **Physical**

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

## Informal Representation word-of-mouth, stories, private

pictures, ...

## Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













Туре	Private customer	Private customer			
Name	Pick-your-own People	Bouquet Buyers			
By choice	Х	Х			
No choice					
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Irregular	x	X	T wageningen Oniversi	c y	

Organic,

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# 4. What do your stakeholders give to your organisation?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

Regular Irregular

#### Stakeholder Ressources Stakeholder Channels Social **Contracted Work** participation, volunteering, employees, freelancers, going to events, ... managers, founders, **Physical Occasional Visit** material, space, electricity, water, workshops, events, tools, seeds,... passers-by, customers,. **Exhibition Financial** purchases on-site/via a third party, Money, (earmarked) funds, shares, window shopping, Organic, rents,... trade fair stand, market, street sale, retail, ... local Strategic Alignment Strategic Alignment through collaborations, flowers common goals, collaborations, partnerships, ... networking, etc. **Formal Representation Formal Representation** Seeing/hearing/reading media, research reports, internet, about the organisation conference presentations, ... via formal representations **Informal Representation** Informal Representation word-of-mouth, stories, private Seeing/hearing/reading about the organisation pictures, ... via informal representations Private customer Private customer Type Pick-your-own People **Bouquet Buyers** Name By choice Χ Х No choice

# 5. What are your organisation's key social and physical resources?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

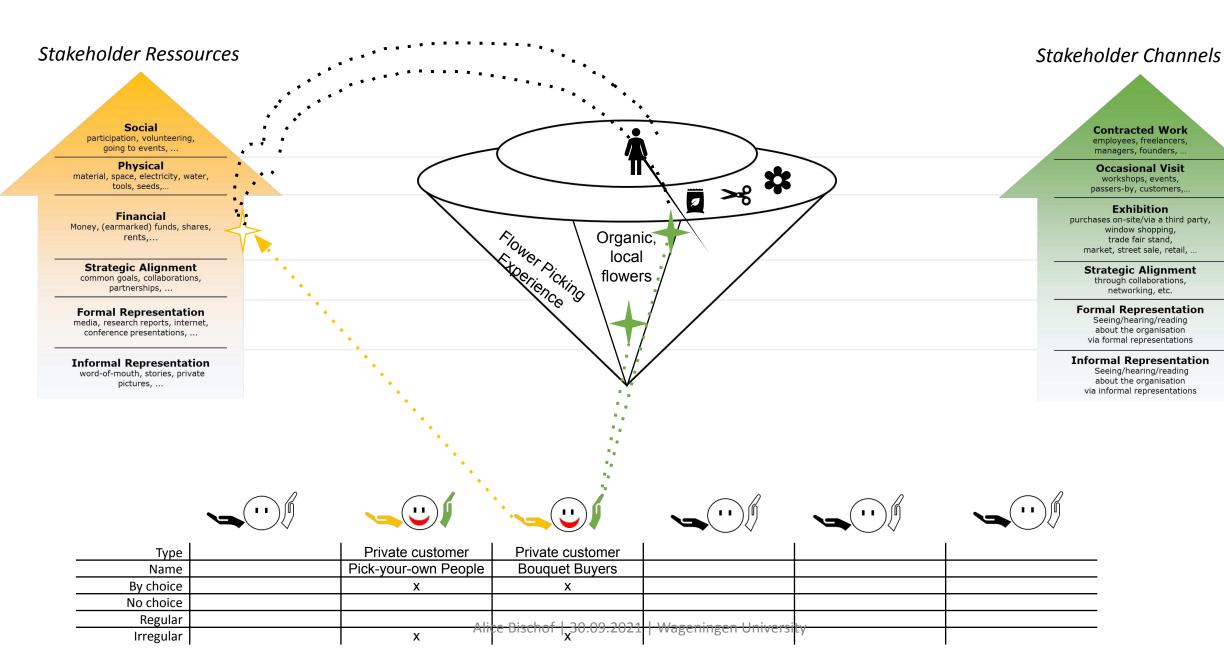
Regular Irregular

#### Stakeholder Ressources Stakeholder Channels Social **Contracted Work** participation, volunteering, employees, freelancers, going to events, ... managers, founders, Physical **Occasional Visit** \* material, space, electricity, water, workshops, events, **2** >% tools, seeds,... passers-by, customers,. **Financial** purchases on-site/via a third party, Money, (earmarked) funds, shares, window shopping, Organic, rents,... trade fair stand, market, street sale, retail, ... local Strategic Alignment Strategic Alignment through collaborations, flowers common goals, collaborations, partnerships, ... networking, etc. **Formal Representation Formal Representation** Seeing/hearing/reading media, research reports, internet, about the organisation conference presentations, ... via formal representations **Informal Representation Informal Representation** Seeing/hearing/reading word-of-mouth, stories, private about the organisation pictures, ... via informal representations Private customer Private customer Type Pick-your-own People **Bouquet Buyers** Name By choice Χ Х No choice

**Exhibition** 

6. How can the resources the organisation gets from the stakeholders be translated into key social and physical resources?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020



7. Which barriers block the value flow?

8. Which solutions are there to making the values flow back to the social and physical key resources?

## **Another Example**

1. Who are your organisation's stakeholders?

Stakeholder 3: Wedding warrior

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

#### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### Physical

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

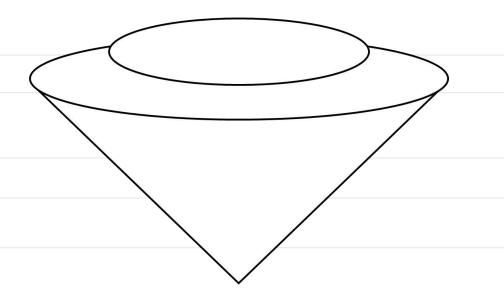
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

### Informal Representation word-of-mouth, stories, private

pictures, ...



#### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













Туре	Private customer	Private customer	Private customer		
Name	Pick-your-own People	Bouquet Buyers	Wedding Warrior		
By choice	Х	Х	Х		
No choice					
Regular	X AL:	te Bischof   30.09.2021	l Maganingan Hairaksi	des a	
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# 2. Which values do the stakeholders see in the organisation?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

#### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### **Physical**

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

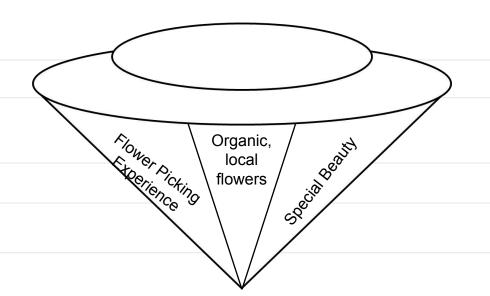
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

### Informal Representation word-of-mouth, stories, private

pictures, ...



#### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

#### **Formal Representation**

Seeing/hearing/reading about the organisation via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations













Туре	Private customer	Private customer	Private customer		
Name	Pick-your-own People	Bouquet Buyers	Wedding Warrior		
By choice	x	X	X		
No choice					
Regular	X AL	ce Bischof   30.09.2021	l Waganingan Universi	les e	
Irregular	X Aut	X X	T vvagerningen omversi	СŸ	

# 3. Through which channels do the stakeholders first experience the values?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020

### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### **Physical**

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

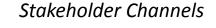
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

### Informal Representation word-of-mouth, stories, private

pictures, ...



#### **Contracted Work**

employees, freelancers, managers, founders, .

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations







Flower Picking \



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Organic,

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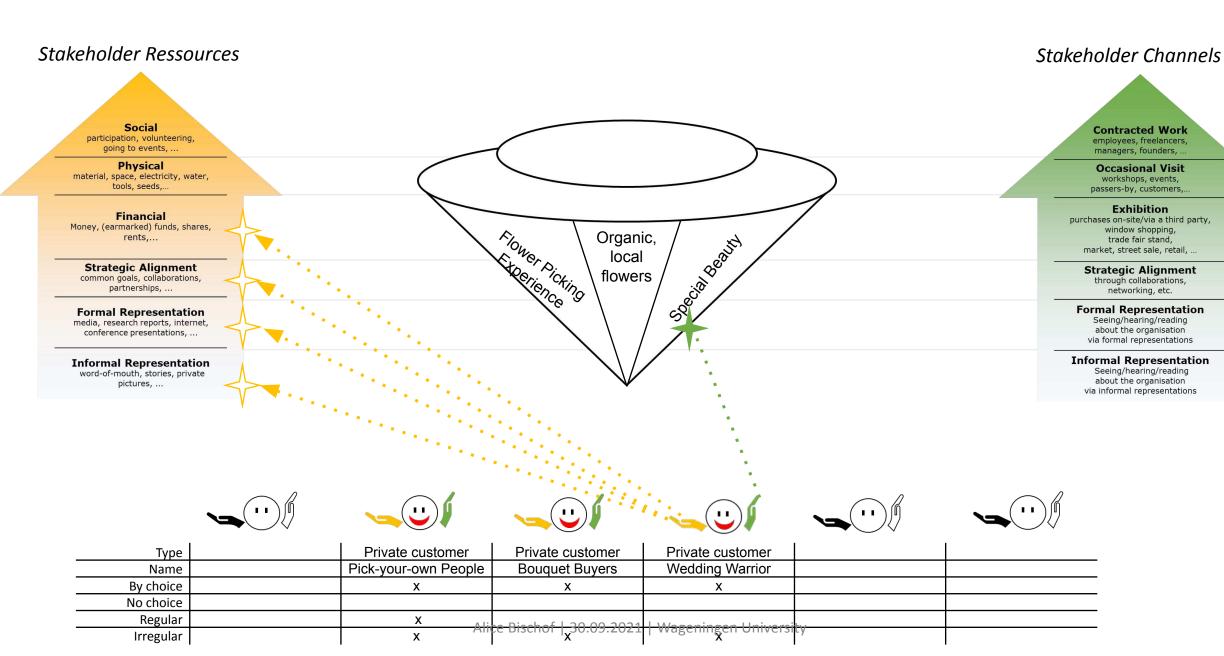




Туре	Private customer	Private customer	Private customer		
Name	Pick-your-own People	Bouquet Buyers	Wedding Warrior		
By choice	x	x	X		
No choice					
Regular	X AL	ce Bischof   30.09.2021	L Maganingan Haiyarsi	des e	
Irregular	X	X	X wageningen oniversi	c y	

# 4. What do your stakeholders give to your organisation?

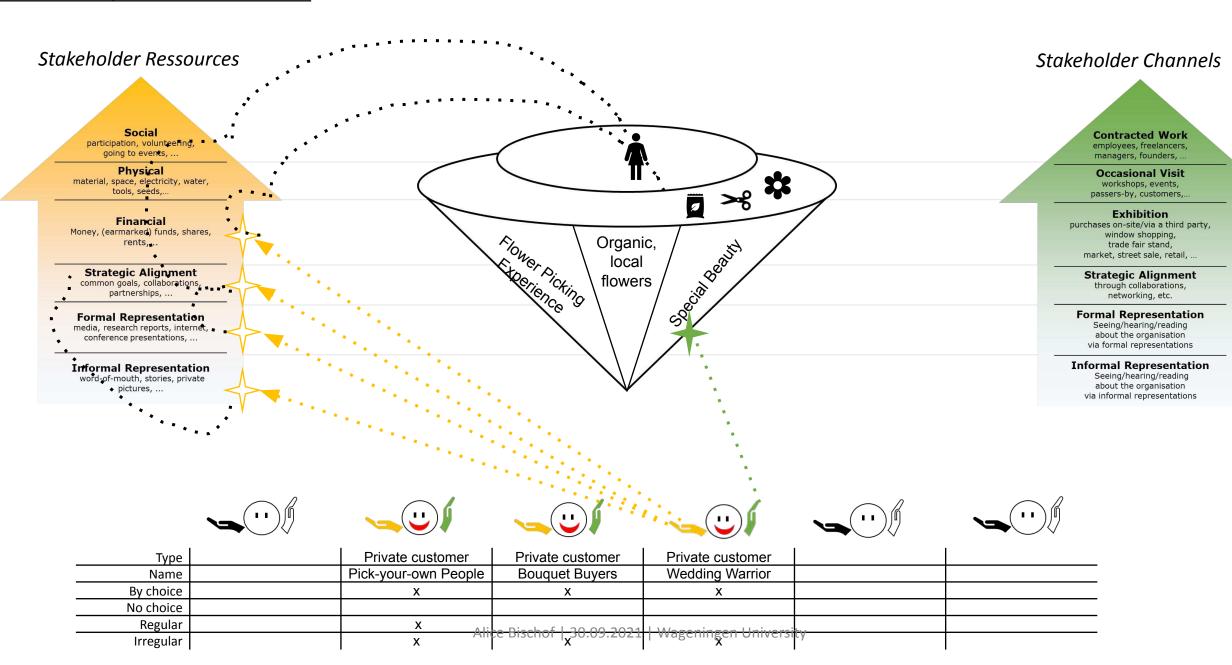
Organisation	Flower Garden
Legal Form	Sole Proprietorship
Founded in	2020



# 5. What are your organisation's key social and physical resources?

6. How can the resources the organisation gets from the stakeholders be translated into key social and physical resources?

Organisation	Flower Garden
Legal Form	Sole Proprietorship
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## 7. Which barriers that block the value flow?

 Seasonal business: Flowers grow only during a specific time of the year

# 8. Which solutions are there to making the values flow back to the social and physical key resources?

Dried flowers to sell throughout the year?

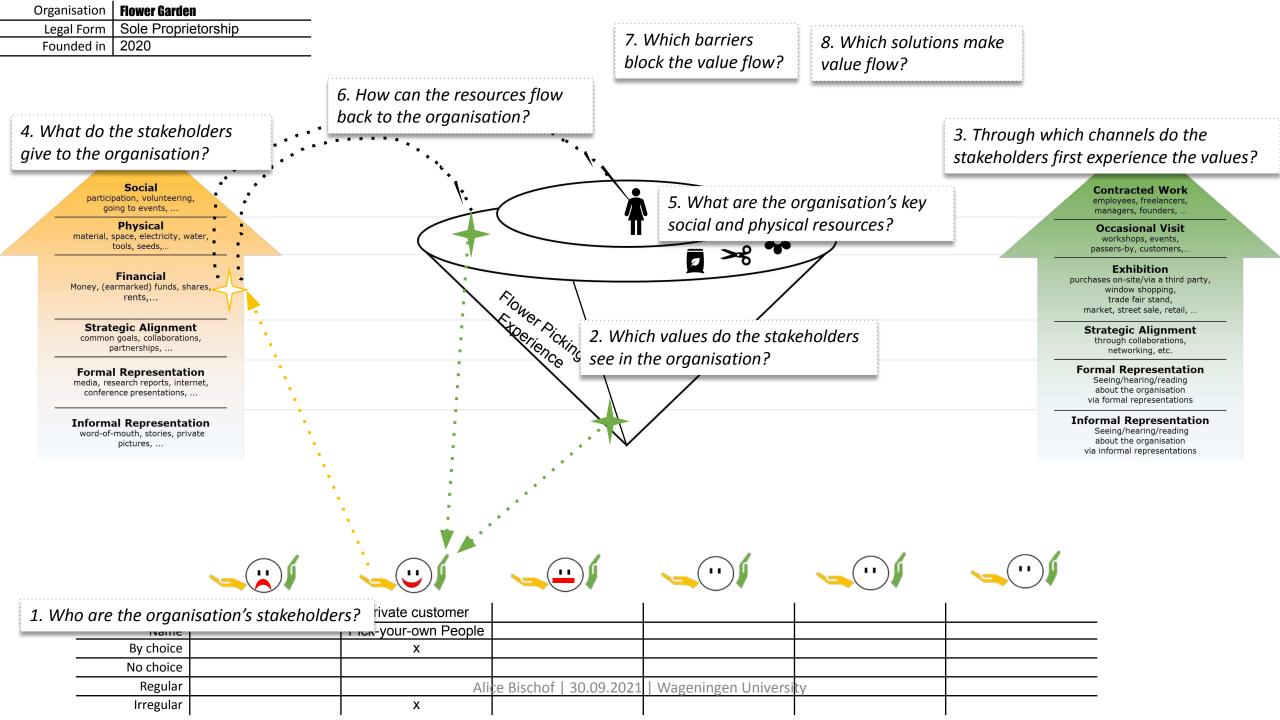
### **BUT**:

- Dried flowers have a different kind of beauty would Wedding Warriors still see that value?
- Dried flowers require a lot of work and thinking ahead; different work than fresh flowers

## Strategies

What would your ideal stakeholder look like?

- In terms of resources they give are they in line with your organisation?
- In terms of values they see are they in line with your organisation?



Organisation	
Legal Form	
Founded in	

### Stakeholder Ressources

#### Social

participation, volunteering, going to events, ...

#### Physical

material, space, electricity, water, tools, seeds,...

#### **Financial**

Money, (earmarked) funds, shares, rents,...

#### Strategic Alignment

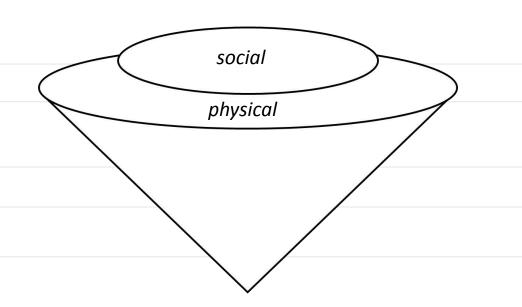
common goals, collaborations, partnerships, ...

#### **Formal Representation**

media, research reports, internet, conference presentations, ...

### Informal Representation word-of-mouth, stories, private

pictures, ...



#### Stakeholder Channels

#### **Contracted Work**

employees, freelancers, managers, founders,

#### **Occasional Visit**

workshops, events, passers-by, customers,...

#### **Exhibition**

purchases on-site/via a third party, window shopping, trade fair stand, market, street sale, retail, ...

Strategic Alignment through collaborations, networking, etc.

Formal Representation
Seeing/hearing/reading
about the organisation
via formal representations

#### **Informal Representation**

Seeing/hearing/reading about the organisation via informal representations

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