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## Report

# Business models for rural social enterprises

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Rural areas often face interconnected challenges such as population decline, ageing populations, remoteness, and limited access to services, jobs, and economic opportunities. Traditional businesses struggle to operate in these contexts, while reductions in public services further widen gaps in service provision and employment. Social entrepreneurship is increasingly seen as a way to address these issues. By combining economic activities with social goals, social enterprises can create jobs, provide essential services, and strengthen local communities. Their strong local embeddedness enables them to respond effectively to rural needs. However, social enterprises also face barriers, including limited access to financing, markets, and long-term sustainability. Adapted business models that balance social impact with financial viability remain a key challenge.

MERSE has developed a business model framework tailored to social enterprises in rural areas, with the aim of helping small social enterprises better identify key components in their business modelling. This report presents the background to the framework and explains how it was developed, based on the experiences of social enterprises in Finland, Iceland, Ireland, Norway, and Sweden. It also outlines the conditions (frames) that both shape and constrain rural social enterprises, as well as strategies for addressing these challenges.

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## 1. Background

Rural areas face persistent socio-economic challenges, including population decline, ageing populations, and limited access to services (OECD, 2025a). These conditions contribute to weaker labour markets and fewer employment opportunities, particularly for groups at risk of social exclusion (Olmedo et al., 2023). Conventional businesses often struggle in such contexts due to small markets and long distances, while public services have been reduced as a result of budget constraints and centralisation. This creates gaps in both service provision and employment, weakening local resilience and development (OECD, 2025b).

Social entrepreneurship has emerged as a potential response, as social enterprises combine social objectives with economic activity (Mair & Marti, 2006; OECD, 2025b). They can create jobs, provide services, and reinvest in local communities, while their local embeddedness enables them to address needs that neither markets nor the public sector fully meets (Steiner and Teasdale, 2019).

However, rural social enterprises face significant challenges related to financing, capacity, and long-term sustainability. In particular, developing business models that balance social and economic goals within these structural conditions remains a key issue, not least because conventional business model frameworks are primarily designed for profit-oriented firms and are therefore not fully adapted to the realities of rural social enterprises (Galardi et al., 2022).

The purpose of this report is to explore the market conditions for social enterprises in rural areas, and to propose a new business model framework that is adapted to these prerequisites.

## 2. Business models

A business model explains how a company is intended to operate in theory (Magretta, 2002; Mason and Mouzas, 2012). More specifically, it describes how an organisation creates, delivers, and captures value by explaining how it operates, who its customers are, what it offers them, and how it generates revenue or sustains its activities (Teece, 2010). Value creation involves offering something distinct from what is already available on the market, often achieved through novel ways of combining resources so that a firm's offering differs from that of its competitors (Schumpeter, 1934). At the same time, organisations must be able to appropriate a portion of the value they create, that is, to capture value (Mizik and Jacobson, 2003).

The primary user of a business model is the entrepreneur, who employs it as a conceptual tool comprising interrelated components intended to articulate the logic of the business (Foss and Saebi, 2017; Shafer et al., 2005). In this sense, business

models are frequently regarded as fundamental to business performance when applied in a rational manner (Magretta, 2002). However, this assumption rests on the premise that such models are appropriately aligned with the specific conditions under which organisations operate (Foss & Saebi (2017)). Previous research indicates a lack of well-developed business model designs that serve as effective and relevant tools for social entrepreneurs (Grassl, 2012).

### **3. The need for business models adapted to rural social enterprises**

Most existing business model frameworks have been developed with firms in mind whose primary objective is the maximisation of financial profit (Magretta, 2002). However, in social enterprises, commercial objectives are often subordinate to social goals (Austin et al., 2006). Social entrepreneurs place primary emphasis on value creation, understood as generating social good and acting with compassion, rather than initially focusing on strategic planning or economic sustainability (Mair and Marti, 2006; Miller et al., 2012). In order to achieve financial sustainability, they therefore need adapted business models that help them balance their social goals with financial value (Acs et al., 2013).

Another issue for social enterprises is that they do not only benefit the people who directly use their services (Rangan et al., 2006). Their activities often generate positive effects for a wider range of societal actors, such as public authorities, taxpayers, and local communities. This means that their work creates benefits that extend beyond the immediate transaction and therefore need to be taken into account in the business model (Lüdeke-Freund, 2009).

A third mismatch in the use of traditional business models in social enterprises is related to context. Social enterprises often operate in rural areas and seek to address the various challenges associated with these contexts, as outlined above (OECD, 2025ab; Ricket et al., 2023).

Collectively, these issues point to the need for a different approach to business modelling, where traditional frameworks are reconsidered in favour of models that better reflect contextual conditions and support the development of business concepts grounded in social value.

## 4. The development of MERSE Business Model Framework for Social Enterprises in Rural Areas

The work with the new business model framework for social enterprises in rural areas started at the beginning of January 2026 and ended half a year later, at the end of June. Table 1 shows an overview of the process.

Table 1. Overview of the process

Schedule	Activity	Aim and result
<b>January – June 2026</b>	<b>Business models for SE 1 publication/section of a report</b>	<b>A business model framework adapted to social enterprises in rural areas</b>
January-February 2026	Literature review	Previous research on business models
March 2026	Data analysis of previous mapping of social enterprises. Appendix 1	Explore how sustainable social enterprises run their companies.
26 March	Webinar: <b>Let's talk about business models for rural social enterprises"</b> . Appendix 2	Presentation of the background, previous business models and highlighting the need for adapted business models for social enterprises in rural areas
16 April 2026	Workshop with project partners. Appendix 3	Re-finining the suggested business model framework for social enterprises in rural areas.
Mai-June 2026	Report writing	Publication with the aim of facilitating the business modeling in rural social enterprises.

The work began with a theoretical review of previous research on business models. This was carried out in January and February 2026. Data analysis was then conducted based on previous mapping with 15 social enterprises, classified as best practice (See Appendix 1; MERSE, 2024). At an online webinar, the 26<sup>th</sup> of March, the preliminary suggestion for the business model framework was presented for various audiences, such as social enterprises, support organisations and representatives from municipalities (Appendix 2). The webinar attracted close to 80 registered participants from 8 countries across Northern Europe. Finally, an internal workshop was held the 16<sup>th</sup> April where MERSE project partners from Finland, Iceland, Ireland, Norway and Sweden were able to give their views on the developed concept (Appendix 3). In May and June, the work with the report progressed and the final report on the suggested business model framework for social enterprises in rural areas was published on the 25<sup>th</sup> June.

## 4. The framework

There is a general consensus that a business model consists of a set of components or building blocks (Osterwalder et al., 2005). However, there is less agreement regarding which components should be included and how many are necessary (Zott et al., 2011). Although business model frameworks differ in their specific components, many are organised around the fundamental dimensions of value creation, value delivery, and value capture (Teece, 2010). A widely used model is the Business Model Canvas developed by Osterwalder and Pigneur (2010). Building mainly on this foundation, we have further adapted the model to better suit rural social enterprises. Insights from social entrepreneurs operating in rural contexts indicate that existing business models require additional structure and support. In particular, they do not fully capture the specific conditions, constraints, and social priorities that characterise social enterprises. This highlights the need to complement traditional business model approaches with additional framing elements and components (building blocks) that reflect the realities of rural social entrepreneurship. Based on these insights, MERSE has developed a framework designed to support the development of sustainable, transparent, and socially driven rural businesses (see Figure 1)

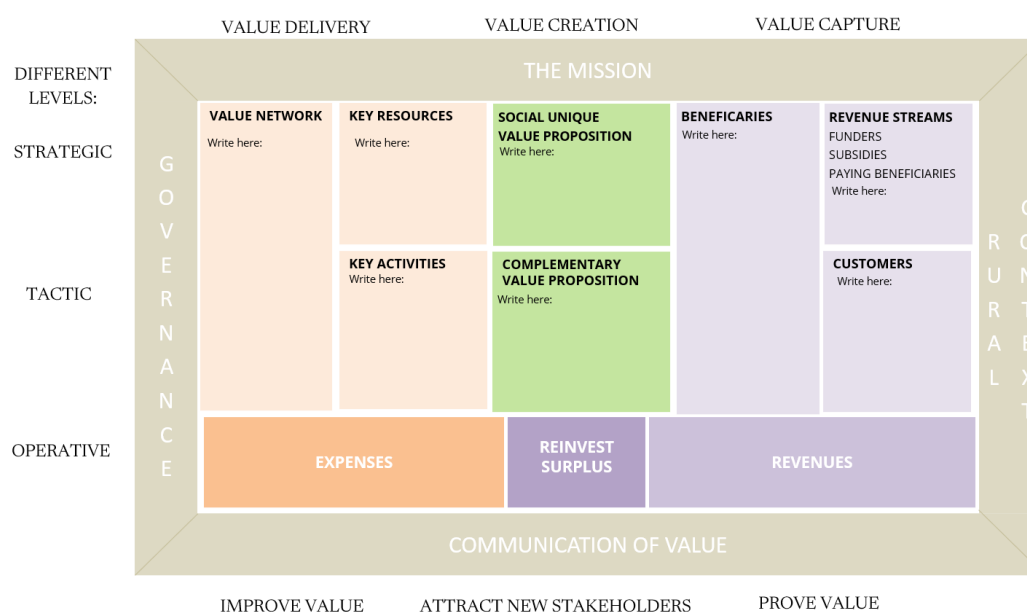


Figure 1. MERSE Business model for rural social enterprises  
Source: Developed by Dalborg (2026)

## 1. Frames

The *frames* define the fundamental conditions and constraints within which social enterprises operate. These must be considered from the outset:

### *a) The Social Mission*

The social mission constitutes the core of all social entrepreneurship. It represents the primary and overarching objective that guides all decisions and activities.

### *b) The Rural Context*

The rural context must be considered at an early stage. Long distances, low population density, and dispersed structures create challenges for achieving financial sustainability.

### *c) Governance*

Governance in social enterprises differs from that in traditional businesses. The business model must therefore include:

- Transparency and openness
- Clear communication that any surplus is reinvested in the organisation

### *d) Communication of Social Value*

Communicating the social value created is essential. This is important for:

- Continuous internal improvement
- Demonstrating value to funders and stakeholders
- Attracting new stakeholders.

## 2. Structure of the MERSE Business Model

The MERSE business model is divided into three levels:

- *Strategic level*
- *Tactical level*
- *Operational level*

Each level contains specific components (building blocks) that together form a coherent business model.

## 3. Components by level

### *Strategic level*

At the strategic level, the enterprise defines its long-term direction through the following components:

- **Social Unique Value Proposition**  
The core social value the enterprise delivers.
- **Beneficiaries**  
The individuals or groups who benefit from the social impact.
- **Key Resources**  
The critical assets required to deliver the value proposition.

- **Value Network**  
The partners and relationships necessary to create and deliver value.
- **Overall Revenue Streams**  
The main sources of income that finance the mission.

### *Tactical level*

At the tactical level, the enterprise translates strategy into practical planning by identifying:

- **Key Activities**  
The essential actions required to deliver the value proposition.
- **Complementary Value Propositions**  
Additional offerings that strengthen or support the core value.
- **Customers to complementary value propositions**  
Customers are the paying stakeholders connected to the complementary value propositions, generating complementary revenue streams, primarily market-based income.

### *Operational level*

At the operational level, the focus is on financial viability:

- **Revenue Calculations**  
Estimating expected income streams, including both mission-related and complementary revenue streams.
- **Cost Structure**  
Identifying and calculating all costs associated with the activities and operations.
- **Reinvestment of Surplus**  
Any financial surplus is systematically reinvested into the organisation to further develop its social mission and long-term impact, ensuring alignment with the principles of transparency and non-profit distribution. This principle distinguishes social enterprises from traditional profit-distributing businesses.

## **4. Key Issues**

A central cross-cutting issue in the MERSE framework is transparency towards the external environment.

Social enterprises must clearly demonstrate that they:

- Reinvest their surplus into the organisation
- Continuously communicate the value they create

It is recommended to support this work through the **MERSE Social Value Measurement and Communication Tool** ([link to the tool](#)), which enables systematic assessment and communication of social impact.

## 5. Summary

Social enterprises play a crucial role in addressing societal challenges and generating social value, and they are often particularly important in rural areas where public and private service provision may be limited. However, social enterprises operating in rural contexts face a unique combination of challenges that are not sufficiently addressed by traditional business model frameworks. These challenges include balancing a strong social mission with the need for financial sustainability, operating in geographically dispersed markets, and managing complex stakeholder relationships. Traditional business models tend to focus primarily on profit generation and clearly defined customer segments. In contrast, social enterprises must simultaneously create social value for beneficiaries while generating income, often from different actors. This dual logic requires a more nuanced and integrated approach to business modelling. In rural contexts, these challenges are further intensified due to long distances, low population density, limited market access, and constrained resource availability. As a result, achieving economic viability often depends on combining mission-driven activities with complementary, market-based revenue streams. Additionally, social enterprises are expected to operate with a high degree of transparency, particularly regarding governance and the reinvestment of surplus. They must also be able to clearly articulate and demonstrate the social value they create to a wide range of stakeholders, including funders, partners, and communities.

The MERSE business model framework addresses these needs by:

- Integrating social and economic logics into a single coherent structure
- Explicitly distinguishing between beneficiaries and customers
- Emphasising complementary value propositions and revenue streams
- Adapting the model to the specific conditions of rural contexts
- Incorporating transparency, governance, and reinvestment as core principles

By doing so, the framework provides social enterprises with a practical and context-sensitive tool for business modeling that aligns with their mission and operating environment.

A key issue concerns the lack of effective social value communication. For many stakeholders, it is often unclear what value social enterprises actually create. Like traditional businesses, social enterprises identify societal challenges as opportunities for innovation and action. However, unlike conventional firms, their primary goal is not profit maximisation, but the creation of value for others. As a result, social enterprises often cannot rely solely on payments from their main target

groups. Instead, they depend on support from external actors such as public authorities, funders, and donors. This is both reasonable and necessary, since their activities frequently generate value for society at large. However, if social enterprises are unable to clearly demonstrate and communicate this value, it becomes difficult to gain legitimacy and secure the support they need. This makes the measurement and communication of social value a critical capability. Strengthening this capacity is essential not only for improving effectiveness, but also for ensuring long-term sustainability.

At the same time, social enterprises require advisory and support systems that are adapted to their specific conditions. However, research shows that many organisations providing business support still lack sufficient knowledge of social enterprises and their distinctive needs. Without improved understanding among advisors and support actors, there is a risk that social entrepreneurship will remain unevenly supported and only thrive in certain contexts. Developing advisor competence in social enterprise business models, social value creation, and hybrid revenue structures is therefore essential for enabling the broader development and impact of the sector.

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## Appendix 1



### Template for collation of Best Practice Examples of successful Social Enterprises in rural regions of the NPA

#### Introduction

This document provides a template for partner organisations in the MERSE project to document good practice examples from their own regions.

These best practice examples will be collated and compiled by the project and will be disseminated widely in the project regions (Deliverable 1.2). The compendium of best practices aims to give a broad overview of exemplar Social Enterprises in a range of different sectors operating in the NPA area.

Each partner is requested to identify and document 3-5 best practice examples of successful Social Enterprises operating in their region based on a common definition of a successful social enterprise in a rural area as outlined below. The aim is to ensure comparability between countries to allow learning between social enterprises. However, the definition should also allow for adequate flexibility to allow for contextual differences between social enterprises.

Each partner should try to provide at least one good practice example from each of the four categories below. The information provided should focus on the SE's social mission, general background, target audiences, business model, critical success factors.

Each best practice report should ideally provide 3 good photos, a website link and, if available, a Youtube/video link about the SE. If no video is available, consider producing a 2-3 minute video with a representative of the SE.

#### What is a successful social enterprise?

We measure the success of social enterprises by their sustainability. To discuss this phenomenon in more detail we use the three pillars of sustainability – economic, social, and environmental - which are commonly used, when observing different aspects of sustainability (Purvis et al., 2019). With economic sustainability, we mean organisations' capability to survive in the long term. With social sustainability, we mean organisations' impact on people be they internal stakeholder (owners and employees) or external stakeholders (e.g., customers, suppliers, or local communities). With environmental sustainability, we refer to organisations' impact on the biosphere, i.e., plants and animals.

In the MERSE project, we emphasise the economic and social pillar of sustainability. Economic sustainability is important because, an organisation

cannot be considered successful if it's business cannot be run in the longer term. Positive impact on local community cannot be achieved if a social enterprise burns out its seed money and disappears. Social impact is important because a company can be considered a rural social enterprise only if it has a positive impact on the local community. While environmental sustainability is also important, it should not be considered a focal sampling criterion because MERSE focuses on rural areas and not all environmentally sustainable organisations clearly benefit local communities. For example, a wind power cooperative that is financed primarily by people outside of rural communities might be both economically and environmentally sustainable but is not a suitable best practice example for the MERSE project.

Below, there are more specific instructions on how to evaluate whether an organisation is a suitable best practice candidate for MERSE. These instructions should not be taken as all-encompassing boundary conditions, but rather as guidelines. Thus, it is fine if some examples do not fulfill all the criteria.

### ***Economic sustainability***

- The social enterprise should be at least two years old. Many companies perish in the first years of operations. Thus, if a company has survived for a couple of years, it is a good proxy of the fact that its business model is economically sustainable. Furthermore, it is also good if one or two of the best practice examples are much older (e.g., more than ten years). Long operations show that an organisation is resilient when conditions change and even in the face of crisis.
- The company should ideally have more than one permanent employee and preferably more than one owner. If the organisation is highly contingent on one person, it's economic sustainability is severely hampered if this person moves or falls ill.
- The organisation should be active and alive. There might be interesting social enterprises that have been active for decades but that are dormant at the moment or that have totally perished. While these are very interesting organisations for our research, they are not good examples for best practice social enterprises because they cannot function well as inspirations.

### ***Social sustainability***

- The social enterprise should ideally have positive social sustainability impacts locally both regarding its inputs and outputs. Inputs can include, for example, employing local people or local ethical procurement. Outputs can include important services provided for the local community or economic surplus being paid to local communities or citizens.
- It is not important to aim for maximum scale in social sustainability. In fact, often social enterprises remain at a rather small scale because they seldom deliver products and services that create substantial profits, which in turn would allow scaling up the operations.

### Other sampling criteria

- The social enterprises should get part of their money by selling products or services. If they get all their money through the government or through charity, it is hard to imitate their business model, which makes them a suboptimal candidate for a best practice example.

### Creating diversity among best practices

Ideally, we should give a diverse picture of how rural social enterprises can be successful. The diversity can stem from the market, in which the enterprises operate. However, optimally there should be also diversity regarding mechanisms that can lead to success. For example, you can look for rural social enterprises that:

- provide innovative solutions to local (rural) challenges,
- provide innovative, effective methods for collaboration/co-production,
- provide examples how to engage the community in the entrepreneurship,
- provide potential for scalability and replicability,
- provide examples on how to measure their social impact,
- provide examples on sustainable and resilient funding,
- provide examples how to contribute to/accomplish the chosen social mission,
- provide examples of how to overcome the contextual (rural) barriers.

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<https://doi.org/10.1007/s11625-018-0627-5>

## Best Practice Examples of successful Social Enterprises

**Name of Social Enterprise (and approximate translation in English):**

**Address:**

**Contact Details:**

**Website:**

**Youtube/video link (if available):**

**Photos** (up to 3 good quality photos, if possible, which would provide the audience with a flavour of the work that the SE is engaged in)

**Social Mission/key social objectives (50 words max)**

**Main Activity: (please tick, relevant category)**

- Trading (cooperatives, collectives, employer -owned)
- Financial (Credit unions, cooperative banks)
- Community (Membership organisations that exist for a particular purpose and trade commercially with the goal of operating to reinvest profits into the community - community enterprises, community centres, housing cooperatives, community interest organisations, certain smaller shops, and sports clubs)
- NGO/Charity (NGOs and charities operate on both a large and small scales and are usually established to support a specific social, environmental, or political goal.)

**Type of SE (Business Structure): (please tick, relevant)**

- Cooperative
  - Community Development Company
  - Other (specify)
-

**Brief Description (max 300-500 words to include the**

- ✓ SE Background
- ✓ Year established
- ✓ Numbers employed
- ✓ Range of activities
- ✓ Target groups/clients
- ✓ Business Model (how is the SE financially sustainable, what is innovative about the SE's approach)
- ✓ Lessons learnt/Tips for success
- ✓ Quotation from contact: *“The reason(s) for my SE organisation's success to date is ... (30-50 words)”*

**Funding for SE: (please tick, relevant category)**

- State/Regional Funding Assistance
  - Fund Raising
  - Income from Activities
  - Other (Specify)
- 

**Main challenges and obstacles in progressing/developing**

Brief outline

**What supports have been most useful to the development of**

Brief outline

## Appendix 2

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### Northern Periphery and Arctic

## Viable Business Models for Rural Social Enterprises

On 26 March 2026, the MERSE project organised the webinar "Let's talk about business models for rural social enterprises". Social entrepreneurs, support organisations and researchers came together to share knowledge and experiences on how business models can be adapted to rural contexts. A combination of theory and real-world examples offered inspiration and concrete learning.



The webinar attracted close to 80 registered participants from 8 countries across Northern Europe. Participants represented a wide range of professional backgrounds, including social entrepreneurs, business advisors, regional and municipal civil servants, researchers, and organisations working with advisory services and investment in the social economy and rural development.

The webinar was hosted by Steinunn Ása Sigurðardóttir from Vestfjarðastofa, Iceland. She framed the session by highlighting the importance of international knowledge exchange on social entrepreneurship in sparsely populated and peripheral regions – areas where entrepreneurs, policymakers and support organisations can otherwise easily feel isolated in their work.

Yvonne von Friedrichs and Cecilia Dalborg from Mid Sweden University introduced the work within the MERSE project to strengthen social enterprises in the Northern Periphery and Arctic region. The project combines mapping of rural conditions with capacity building and a leadership programme in which social entrepreneurs are trained as facilitators for others.

Cecilia Dalborg introduced the concept of social business models and pointed to common rural challenges such as depopulation and limited labour markets, as well as the potential of social enterprises to address these challenges. She also showcased MERSE's ongoing work on a new business model framework specifically designed for rural social enterprises.

The webinar then moved on to perspectives and stories from rural Northern Europe, offering several key insights for participants:

- **Business models are shaped by place.** Social enterprises in rural areas need business models that build on local resources, relationships and small-scale markets, rather than relying on standardised solutions.
- **Policy and regulations shapes what is possible.** Arnar Sigurðsson from East of Moon showed how social innovations can fill important gaps in local communities, but often only become economically viable when supported by appropriate policies and regulatory frameworks.
- **There is no single business model.** Jarmo Hänninen from the Finnish Centre of Expertise of Social Entrepreneurship emphasised the need for tailored support. Business advice and models must be adapted to each enterprise's purpose, maturity and context.
- **Unconventional business logics require clear explanations.** Hildur Dagbjört Arnardóttir from Gróandi Community Supported Agriculture described how communityfunded models can create strong local engagement, but also require clear communication to build understanding and trust around alternative business logics.

Representatives from the Norwegian social enterprise Jobloop demonstrated how close cooperation with the public sector has been crucial for scaling their operations, reaching more young people, and maintaining their social mission.

The webinar was aimed at anyone working with, or interested in, social entrepreneurship and rural development. Participants particularly appreciated the combination of current research, reflections on policy, and practical examples, which offered a broader understanding of how sustainable business models for social enterprises can be shaped in rural environments.

In closing, the discussions were linked back to MERSE's continued work and resources – and to the shared insight that viable rural social enterprises emerge through interaction between entrepreneurs, local communities, support structures and political decision making.

**Did you miss the webinar? [Listen to our webinars here.](#)**

## Appendix 3

Workshop 16th April 2026

### Social enterprises in Rural areas and their need for adapted business models

#### What is a Business model?



#### Various definitions in practice and research:

“Stories that explain how enterprises work. [...] “How do we make money in this business?” (Magretta, 2002)

“A representation of a firm’s underlying core logic and strategic choices for creating and capturing value within a value network.” (Shafer, Smith & Linder, 2005, p. 202).

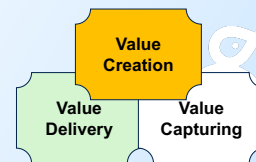
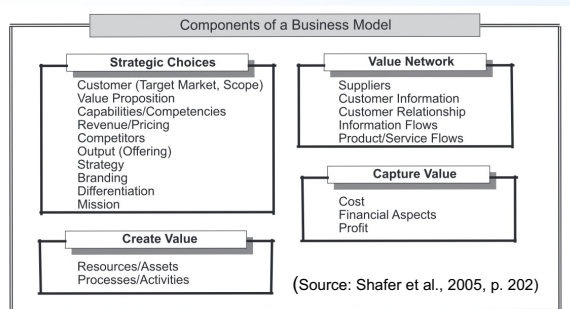
“The rationale of how an organization **creates, delivers, and captures value**”. (Osterwalder & Pigneur, 2010)

### At a general level:

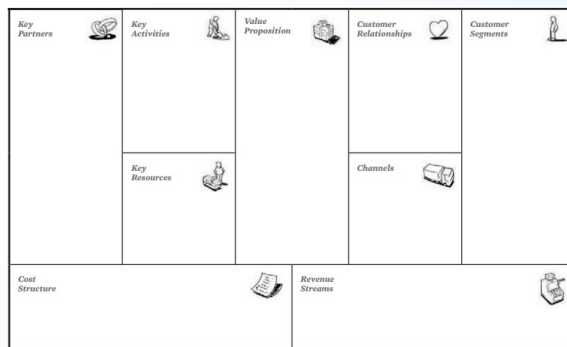
“A description of an organization and how that organization functions in achieving its goals .... (Massa, Tucci & Afuah, 2017)

### Components or Building blocks

The relationship between different components or building blocks in order “to produce a proposition that can generate value for consumers and thus for the organization”. (Demil & Lecocq, 2010)



### The Business model canvas (Osterwalder & Pigneur, 2013)



“The rationale of how an organization creates, delivers, and captures value”. (Osterwalder & Pigneur, 2010)

## Critique of BM

### Generally:

“seems to refer to a loose conception of how a company does business and generates revenue”, [. . .] serving as “an invitation for faulty thinking and self delusion” (Porter, 2001, p.73)

### Specifically regarding social enterprises, in rural areas:

Market-oriented, not suitable for social enterprises. (Bocken et al., 2015)

Need for a more holistic view of value. (Marti, 2016)

Lacks adaptation to rural conditions. (van Twuijver et al., 2020)

## Challenges in rural areas

- Depopulation
- Ageing demographics
- Geographical remoteness

- Reduced economic diversification
- Weaker labour markets and fewer employment opportunities
- Decreased tax base
- Limited access to public and commercial services

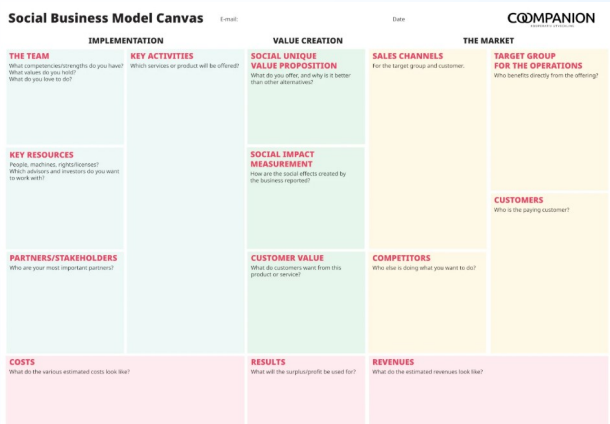


## Attempts to create a Social business model canvas

Social Business Model Canvas				
<b>Key Resources</b>  <small>What resources will you need to run your activities? People, finance, access?</small>	<b>Key Activities</b>  <small>What programme and non-programme activities will your organisation be carrying out?</small>	<b>Type of Intervention</b>  <small>What is the format of your intervention? Is it a workshop? A service? A product?</small>	<b>Segments</b>  <small>Who are the people or organisations who will pay to address this issue?</small>	<b>Value Proposition</b>  <small>Social Value Proposition Impact Measures</small>
<b>Partners + Key Stakeholders</b>  <small>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permission?</small>		<b>Channels</b>  <small>How are you reaching your beneficiaries and customers?</small>	<small>Beneficiary Customer</small>	<small>How will you show that you are creating social impact? Customer Value Proposition</small>
<b>Cost Structure</b>  <small>What are your biggest expenditure areas? How do they change as you scale up?</small>		<b>Surplus</b>  <small>Where do you plan to invest your profits?</small>	<b>Revenue</b>  <small>Break down your revenue sources by %</small>	<small>What do your customers want to get out of this initiative?</small>

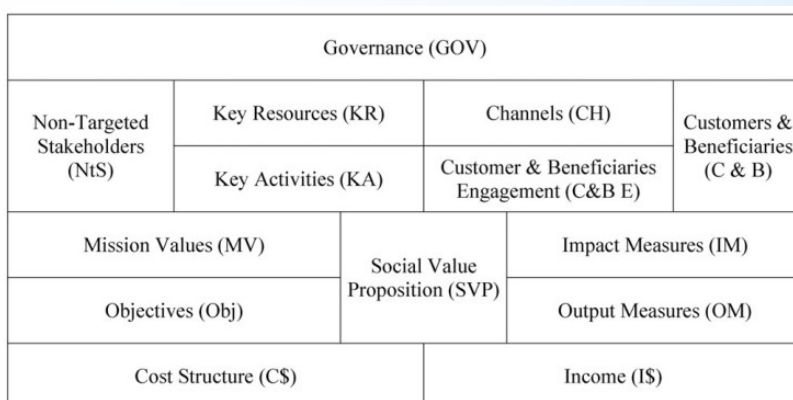
<https://bmttoolbox.net/tools/social-business-model-canvas/>

## Attempts to create a Social business model canvas



<https://www.ruralse.eu/posts/social-business-canvas-2/>

## Attempts to create a Social business model canvas



The Social Enterprise Model Canvas. Source: Sparviero, 2019, p. 246.

## Still a mismatch on suggested building blocks & adoptions to rural areas

### Frames

- The mission/Solution ( Why)
- Conditions in rural areas (Where)
- Governance & Transparency (How)
- Communication of value (What)

### Different levels:

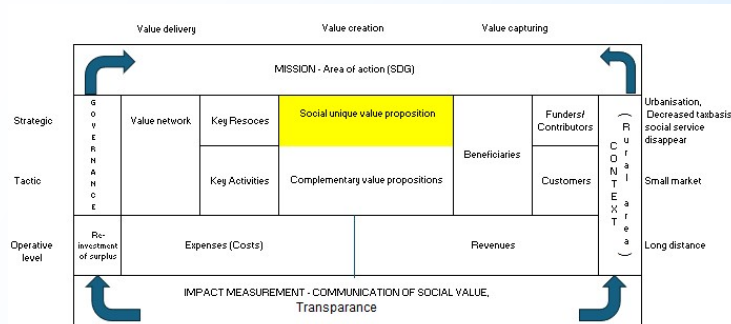
- Strategic
- Tactic, and
- Operative

### Building blocks

- Social unique value proposition vers
- Complementary value proposition
- Beneficiaries vers Customers
- Value network
- Key Resources
- Key Activities
- Cost structures
- Revenue streams
- Re-investment surplus

## Suggestion: BM framework for SEs in Rural areas

Work in progress



## Discuss

- How should a business model, adapted for social businesses in rural areas look like?
- Building blocks/ components, frames?

