

**Which business model for subsidized organizations has the highest social return on subsidy?**

by

Ilse Schreurs

University of *Twente*  
School of Management & Governance

MScBA Service management

September, 2012-Februari, 2013  
February 28<sup>th</sup>

Wieldraaijerlaan 106  
7577 NR Oldenzaal  
0633780083  
i.schreurs@utwente.nl  
1260146

First supervisor: Dr. M.L. Ehrenhard  
Second supervisor: Ir. B. Kijl

## Managerial summary.

In this paper business model theory is used to measure the cost-effectiveness of subsidies to social enterprises. Since cost-cuttings are a fact these days, the cost-effectiveness of subsidies is interesting to measure. This study is done in the municipality Oldenzaal. The municipality Oldenzaal needs to know how cost-effective their subsidies are in order to see which subsidies are spent well and which could be spent better.

This study researches three different social enterprises. One in the area of welfare, the other in the educational sector and the third one in the culture sector. These organizations are social enterprises since they do not exist only because of the subsidies. When this is the case, these organizations are non-profits. Social enterprises differ from real non-profits since social enterprises also can be profit organizations with a social aspect. Since the organizations used in this research use other revenues, like membership fees, entrance money etc. and have a social intention, these organizations are social enterprises. Costs in these organizations are kept as low as possible, since they want to be accessible for all citizens and therefore, the term social enterprise is applicable for these organizations.

Business model theory is used to measure cost-effectiveness. Since it is hard to measure effectiveness in the non-profit sector, because there are no profits to measure effectiveness, other sources need to be used to measure the effectiveness. Meeting the goals is one way to measure effectiveness and another way is to measure social impact.

In this study two different analyses are used to answer the research question, which is, *Which business model for subsidized organizations has the highest social return on subsidy?*

The first analysis is a qualitative analysis, based on the business model theory. The business model includes four main items. The value chain, supply chain, customer interface and financial model. Based on these items, questions are made in order to interview the CEOs of the organizations about their organization, to fill in the business model of their organization. These answers are complemented with other information, gathered through databases of the municipality Oldenzaal. These outcomes are used to compare with each other, to compare with the study of Foster, Kim and Christiansen (2009). And to make a conclusion about which business model is being the most cost-effective and what could the other organizations learn from each other.

The second analysis is a quantitative analysis. For this, surveys are made, based on the term social impact. Social impact is divided in several items, which are learning effects, relational effects and well-being effects. These items are used to measure the adoption of the organization, in other words, how often or how soon people will make use of the organizations, based on the social impact it has on them. These surveys are given to the customers of the organizations. After collecting this data, a factor analysis is done to be more valid and a regression analysis to measure the connection between the social impact factors and the adoption. Based on these outcomes, an indication of the social impact of the organizations could be given.

After these analyses, the two studies are compared and a conclusion about the outcomes can be given. Several propositions are made about which business model has the most social return on investment. Furthermore, recommendations about how the organizations could be more cost-effective is given and what the municipality could do to have a better subsidy policy.

In the end, this study contributes to business model theories about non-profits. This is a relatively new area and I think this study makes a good start to measure effectiveness of non-profits.

Keywords: business models, social enterprises, cost-effectiveness, impact

## **Abstract.**

In this study, the business models of social enterprises is researched to compare cost-effectiveness among them.

For this, different analysis are used. Quantitative to measure the social impact to the customers and qualitative research to analyze the business models of the organizations.

After doing this, these two analysis are compared and complemented to each other to state several propositions about which business model would have the best return on subsidy.

The research is done in different social enterprises, within different areas. This makes the comparison interesting. Questionnaires are given to the customers of the organizations and interviews are done with the CEOs of the organizations. Furthermore, the business models are completed with information from different databases.

This research will contribute to business model theories about non-profits. Since this concept is not studied that much, this will be an interesting research. Furthermore, this research will give several suggestions to the organizations to be more cost-effective. Therefore, this study will be interesting and helpful for the organizations as well.

This study is done in the municipality Oldenzaal, in which I was supervised by the manager of the team I was working in, Derk van Wolde and head manager of the subsidies Gabriella Franceschina.

My supervision on the UT was done by Michel Ehrenhard. He helped me deciding how to deal best with this subject. And the business model theory was interesting and new to do this research.

Ilse Schreurs.

## Table of contents.

Managerial summary.....	2
Abstract.....	3
Table of contents.....	4
1.Introduction.....	5
2.Theories.....	9
2.1 Business models.....	9
2.2 The social enterprise.....	12
2.3Effectiveness.....	15
3.Methodology.....	19
3.1 Research design.....	19
3.2 Selection and sample.....	20
3.3 Measurement.....	20
3.4 Data collection.....	20
4. Results.....	22
4.1 Case study of organizations (qualitative part).....	22
Case study of Bibliotheek Oldenzaal.....	23
Case study of Stadstheater de Bond.....	30
Case study of SWO.....	36
4.2 Analysis of questionnaire (quantitative part).....	41
4.3 General indication.....	44
4.4 Cross-case analysis.....	45
5.Conclusion and discussion.....	50
Bibliography.....	57
Appendix 1: Subsidy policy of Oldenzaal.....	60
Appendix 2: Questionnaire to the CEO of the organizations.....	62
Appendix 3: Factor analysis.....	64
Appendix 4: Regression analysis.....	66
Appendix 5: Questionnaire visitors Bibiotheek Oldenzaal.....	70
Appendix 6: Questionnaire visitors Stadstheater de Bond.....	73
Appendix 7: Questionnaire SWO.....	76

## 1.Introduction.

Nowadays, businesses and governments take social responsibility and social welfare as an important issue to improve. Social welfare of people results in more satisfied people and a better well-being. Governments and municipalities are, because of their authority, able to enhance this social welfare of their citizens and to measure how this is done, the social impact can be measured. In this paper the business model approach will be used to study how effective the subsidy given to an organization is. Different authors found it hard to find an effective measurement tool to measure the effectiveness of nonprofit organizations.

Quantifying effectiveness is hard, but the research of the cost-effectiveness of business models, is a first step in studying the field of non-profit sector effectiveness. Therefore, in this study different approaches will be used to get a complete as possible outcome.

The government can structure the economic field and can force the market to do something for the society. The rules, laws and policies can guide and shape the private sector (Gonzalez-Padron and Nason, 2009). Municipalities give several subsidies to social enterprises to enhance this social welfare, but the question is whether or not this money is spent well enough in order to be cost effective. The social enterprise consists of organizations that make diverse contributions to the community and the society and adopt business models to offer solutions to complex and persistent social problems (Zahra et al., 2009). Social enterprises must spend the money efficient and effective in order to retain the subsidies. Furthermore, people that are helped by social entrepreneurs must see the effect and the benefit of using them. This is important too when deciding to subsidize social enterprises. Besides that, another important issue to mention is whether or not the organizations really need the subsidies or if they can be independently with only the help from private investors. Therefore, the main goal of this study is to investigate different social enterprises and their business model and to research which business model is creating the best outcome, which is related to the subsidy, in terms of social impact and cost-effectiveness. The social impact can be stated in terms of social welfare and satisfaction among citizens. The cost effectiveness will measure which subsidy has achieved the goals of the organization the best.

There are different issues that make this research important and useful. The first one is that the government of the Netherlands is forcing municipalities to save money. Because of this, the municipalities have less money to spend for subsidies. Therefore, it is important to find out whether or not the subsidies the municipality is giving to the organizations are spent well and have the right outcome in terms of satisfied people, social welfare and other social aspects. This is what the focus of this research should be. The second issue is that the municipality cannot do everything by themselves; therefore the municipality will outsource some tasks to organizations. And these organizations need to take the social aspect, to serve the citizens, into account. Furthermore, the municipality also wants to stimulate people to contribute to the society and therefore, this can be rewarded and supported by giving them a subsidy in order to enhance them to do their job.

The importance of the social enterprise is assumed, but the impact and the cost-effectiveness of the social enterprise is not studied that much. The concept of social entrepreneurship is not defined that much and the boundaries are vague. Innovation is a dominant topic in the literature of business models and it is seen as an important aspect of creating competitive advantage and renewing organizations (about 50 articles deal with business model innovation and more than 20 with business models and innovation) (Boons and Lüdeke-Freund, 2012). The entrepreneurial aspect is more and more studied and the social working area is getting more interest. The study of Mair and Martí (2006) started clarifying the concept and the

components of social entrepreneurship. Therefore, this study will clarify the social enterprise and especially their social impact that is related to the offering of subsidies to nonprofit organizations. The cost effectiveness of the subsidy will be researched according to the business models the organizations use. This study will research the outcome of the social actions and the social welfare of people after visiting and using a nonprofit, subsidized organization. Therefore, this study will contribute to theories about business models in nonprofit organizations and their cost-effectiveness in terms of the creation of social impact, for which they receive the subsidy for, and if the subsidy is specifically used in order to enhance this social impact and therefore is cost effective. In current business model theories the determinant of non-profit organizations is underestimated and researched too little. The influence of governments on several social enterprises is studied, but the real performance and the outcome is not studied that much. To contribute to the theories written on the non-profit sector, this research will deliver new insights about business models and their outcomes in the non-profit sector. The use of business models give a holistic overview of the company and is therefore a good tool to use. In addition, social performance and impact is hard to measure since the quantification is a challenge (Mair and Martí, 2006). There is more research needed to establish the social impact and therefore, this paper tries to figure out how the social impact can be measured in a useful way. The use of the business model perspective to explore and explain sustainable innovation is rarely been studied (e.g., Charter et al., 2008; Wells, 2008, retrieved from Boons and Lüdeke-Freund, 2012). Boons and Lüdeke-Freund (2012) use this business model perspective in their study to explain and explore different types of sustainable innovations. This perspective can become a new view in sustainable innovation research and thus it is important to research and applicable to use in this paper.

The term social responsibility is important in this case, since municipalities want to do good for the society. It is their job to take care of their citizens and help them to live as good as possible. Citizens have certain rights and serving these rights is the task of the municipality (Mintzberg, 1996). Social welfare is one of the possibilities to serve people and to give back to society and keep people satisfied and take care of their well-being. This can be done by authorities that help people reintegrate, but also by authorities that takes care for the well-being of people, so that they feel part of the society and support their dignity. In this paper, the municipality Oldenzaal will be used to study different nonprofit organizations and their business models. The municipality Oldenzaal is a small city with approximately 32.000 citizens. Oldenzaal is been called the smile of Twente and a city of pleasure. But whether or not the citizens of Oldenzaal are happy and satisfied is questionable. The question is what welfare and cultural organizations exactly contribute to this satisfaction. The value of this study for the municipality is to gain insight on how their money is spent and if this is done well and whether or not it can be spent differently and more cost effective.

The study of Gonzalez-Padron and Nason (2009) found that “collaborative initiatives between businesses and governments leverage the firm’s resources and capabilities to benefit society” (p.396). Furthermore “a symbiotic relationship develops when collaborative social projects relate to a firm’s core competencies, creating stronger businesses and stronger communities” (Porter and Kramer, 2006 cited by Gonzalez-Padron and Nason (2009:396). Gonzalez-Padron and Nason (2009) found in a survey of the UN Global Compact and Dalberg Global Development Advisors (2007) that two thirds of the respondents had a partnership with a NGO or governments to create CSR actions and outcomes and the majority also wanted to engage in a relevant CSR program. This will say that CSR becomes important in companies and also the work with the governments in which the municipalities will state what they like to see from the organizations. And if the organization will engage in such a program, they

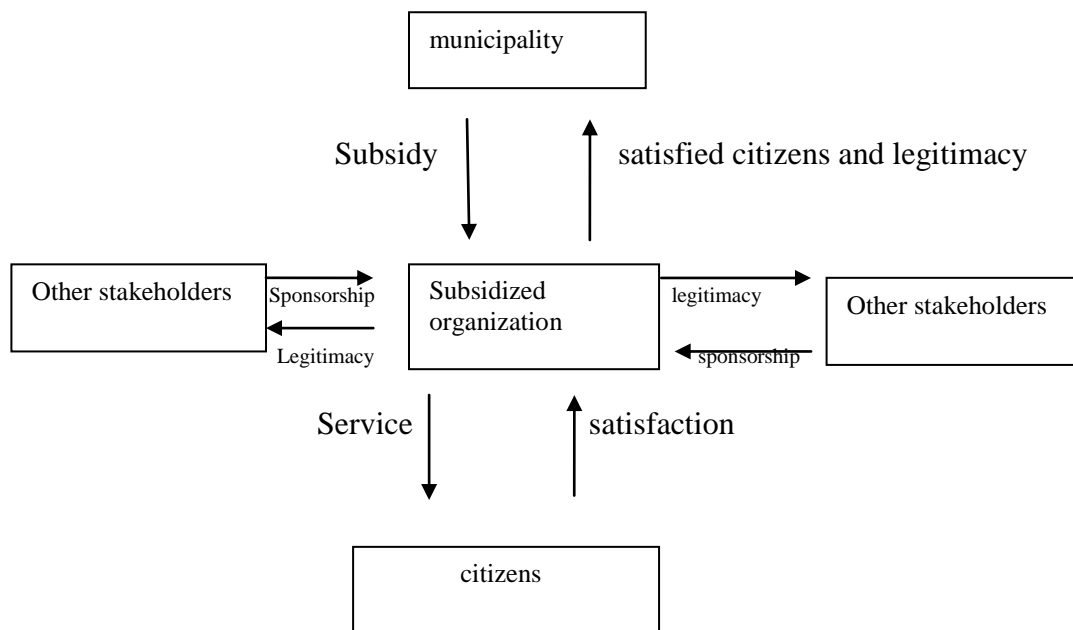
might get a subsidy for it, since they have a collaboration agreement with the government. By doing this, the government takes care of his job of serving the citizens and creating satisfaction among them by engaging in CSR activities.

A central question in order to do this research is what the impact of the subsidies is on the business models of the organizations and what the effect is to the municipality, the organization and the customers. The subsidies can be used to pay the loans, to pay the activities or just to be a buffer. What creates the most social value and thus is spent the most effectively will be researched. This is combined with the goals the organization has for their customers. Are the customers satisfied, provides the organization with their offer more opportunities to the customers in terms of work etc. and do customers feel less isolated by visiting the organizations. All these outcomes are of social value.

The municipality on the other hand creates, by giving the subsidy, more satisfied people and a better place to live in with all kinds of services. At least, this is the intention of giving the subsidy.

Also other stakeholders can be part of the business model to be a supplier of goods or just act as a sponsor.

Therefore, this model makes it clearer in order to research the business models of the organizations and what the effect is.



**Figure 1: interaction between organizations of social enterprise**

The main question of this study is:

*Which business model for subsidized organizations has the highest social return on subsidy?*

To study this research question, theories of social enterprise and effectiveness are used. Furthermore, to enhance this study the business model theories are helpful to make the study more complete.

The main question can be divided in separated items. Firstly, the business models of the organizations are investigated. Secondly, there is a need to measure the adoption of the organizations when people are aware of the social impact caused by the organization. Adoption in this study is based on the theory of Davis (1989). The adoption of a new product can be explained by the perceived characteristics of the product. Rogers (2003) proposed five perceived innovation characteristics as being important to adoption of the new product, including relative advantage, compatibility, complexity, trialability and observability. Applied for this study, adoption would be the degree to which a person believes that using a particular organization would enhance his social wellbeing. And thirdly, when people chose to engage in the organization, what business model causes the most use because of the satisfaction and well being felt by making use of the organizations.

This study will be a diagnostic research. There is a question of the municipality to find out whether the subsidies of the organizations are spent well and have the effect they want it to have. And since this is not studied that much, the cost-effectiveness of nonprofit organizations, this will fill the gap in the theories about nonprofit organizations and their business models.

To conclude, the research question of this study is:

*Which business model for subsidized organizations has the highest social return on subsidy?*

To research this, the outline of this study will be that first there will be an outset of the theories used in this study. These are theories about business models, the social enterprise and effectiveness. These theories are applicable to have a broad overview about how the organizations work. After the theory, the methodology will explain how this research is done. Firstly, there will be an analysis of how the current situation of each organization is and with this, the business model approach will be used. This information will be gathered by the internet, sources available by the municipality and could be gathered by questioning the employees of the organizations. The outcomes of this business model will be complemented by doing research in the social field of the citizens and questionnaires will be used for this. Adoption and awareness of social impact is measured. The different business models and their outcome in terms of social impact will be compared and a recommendation of a possible gap will be given. The best suitable business model will also be highlighted after doing this research.



## 2.Theoretical framework.

When researching the effectiveness of social business models, several theories are applicable to understand the research question and to understand what already is been researched in this field. Therefore, theories about social entrepreneurship, what it is and why it is related to non-profits are been highlighted. This is necessary to understand the difference between non-profits and profit organizations with a social character, since the business models of these organizations can differ. Next to that, business model theory is explained and how the use of it can give this study relevant information to make a distinction between the organizations researched. Furthermore, an overview of different revenue models is given to make the outcomes comparable and to answer the research question. And lastly, the measuring of effectiveness and impact according to different authors is highlighted and which tool is used in this research. This makes the possibility to answer the research question complete.

### 2.1 Business models.

The use of business models in organizations is important. It gives a better understanding of your company and you can analyze it and find out which strategy suits best for your business model. You can easily see who your stakeholders are and how the financial model looks like. Therefore, the business model approach is an applicable tool to use when looking at the outcomes and performance of organizations (Osterwalder et al. 2005 retrieved from Al-Debei and Avison, 2010, p.359). A business model shows how a business creates and delivers value for customers. According to Teece (2010) the notion of a business model refers in the first instance to a conceptual, rather than a financial, model of a business. It makes implicit assumptions about customers, the behavior of revenues and costs, the changing nature of user needs, and likely competitor responses. A business model reflects management's hypothesis about what customers want, how they want it and what they will pay, and how an enterprise can organize to best meet customer needs. Therefore, this is an applicable tool to use to answer the research question of this paper.

The business model theory of Osterwalder (2005) is used in this research as a basis to explain business models, since this theory describes the aspects of a business model clearly. The business model consists of nine aspects that are all related to each other. The nine aspects are *Value proposition*, *Core capabilities*, *Value configuration*, *Customer relationship*, *Partner network*, *Target customer*, *Distribution channel*, *Cost structure*, *Revenue streams*. Another theory for business models is the theory of Faber et al (2003). This theory is called STOF, which includes four domains, namely the Service domain, the Technology domain, the Organizational domain and the Financial domain. Since the business model theory of Osterwalder (2005) explains the aspects the business model includes more precise, this would be a more applicable theory to use. Also the study of Boons and Lüdeke-Freund (2012) has created a measurement tool to identify the value created by business models for sustainable businesses, which include the main aspects of the business model defined by Osterwalder (2005). To research the value created by the business models in social enterprises, the focus will be on four elements of the business model. These are the value proposition, supply chain, customer interface and the financial model. These aspects are interrelated to each other. The study of Boons and Lüdeke-Freund (2012) found normative requirements for the four main areas of the business model. The requirements need to be met to be successfully as a sustainable innovation. For the *value proposition* there is a need for balance of economic, ecological and social needs. And the value proposition provides social value together with the economic value. The *supply chain* includes suppliers that take responsibility for themselves but also for the stakeholders of the company. Sustainable supply chain management is

important. The *customer interface* includes the way customers are motivated to take responsibility for their consumption as well as for the stakeholders. Customer relations are important to create sustainability of their actions. And lastly, the *financial model* includes distribution of costs and benefits. But these are very general assumptions, which would be refined and more detailed in the methodology in which questionnaires and case studies are present.

According to Boons and Lüdeke-Freund (2012) there are three streams that are important in researching sustainable business models. These are technological, organizational and social innovations. For this article the social innovation will be researched, which can be called product and process innovations that have a social purpose. Social entrepreneurs want to decrease social problems by means of non-profits but self-sustaining businesses. Social innovation is seen as a key to create and transform markets towards sustainable development. And for this, business models can help to develop a sustainable business. The difference between technological and organizational innovation is that technological innovations are more about a job that needs to be done, organizational innovations about corporate self-reflection, but the social innovations are more providing solutions to problems of others and help social groups that do not have the resources or capabilities to help themselves. Boons and Lüdeke-Freund (2012) found that “changing the focus of value creation is the primary purpose of business model management and innovation” (p. 7). Not earning money is the main goal, but creating social benefits are. The goal is to become a self-sustaining business instead of a profit maximizing business with a focus on social issues and to be innovative and entrepreneurial as possible in it to create the most social value. Overall social businesses need business models that take into account the importance of recovering their full costs and pass profits on to customers who shall benefit from low prices, adequate services and better access to maximize the social profit equation (Boons and Lüdeke-Freund, 2012). Boons and Lüdeke-Freund (2012) conclude their research with: “To conclude, sustainable business models enable social entrepreneurs to create social value and maximize social profit; of significance is the business models’ ability to act as market device that helps in creating and further developing markets for innovations with a social purpose” (p. 8). Therefore, taking business models theories to research social enterprises is an applicable way to find out how social enterprises sustain.

The role of business models for social enterprises is to create sustainability through income-generation so that they can fill in the gaps in society that they embrace to achieve (Jönsson, 2011). By becoming self-sustaining, social entrepreneurs are able to continue to have their focus on filling the social gaps. Therefore, business model theory is a necessary tool to use when having a sustainability point of view.

In order to do a complete research, the business models of non-profit organizations or social enterprises can be divided in several main items, mentioned in the study of Boons and Lüdeke-Freund (2012). The financial model is one important and mainly different aspect compared with profit organizations. Therefore, this will be interesting to research how the financial models of the organizations look like. Where do the organizations receive their money from in order to do their business and how is this spent and what activities are made accessible by these revenues. Furthermore, to decide whether or not the subsidy is effective, the financial model needs to be researched to see how the money is spent and if this leads to meet the stated goals.

Foster, Kim and Christiansen (2009) researched the nonprofit sector and how they fund money. They only use the term funding model instead of business model, since they mainly

want to focus on the way nonprofit organizations are funding money. But other aspects of the business model will be highlighted. Therefore, this article is applicable to use and to compare the business models of the organizations used in this research. In the end, there were ten models found. The first three models (Heartfelt Connector, Beneficiary Builder, and Member Motivator) are funded largely by many individual donations. The next model (Big Bettor) is funded largely by a single person or by a few individuals or foundations. The next three models (Public Provider, Policy Innovator, and Beneficiary Broker) are funded largely by the government. The next model (Resource Recycler) is supported largely by corporate funding. And the last two models (Market Maker and Local Nationalizer) have a mix of funders.

<b>Type of model</b>	<b>Funded by</b>	<b>Working area</b>	<b>Funding collected by</b>	<b>Goal</b>
Heartfelt Connector	many individual donations	the environmental, international, and medical research	Volunteers, fundraising events	a cause that concerns a lot of people of all income groups
Beneficiary Builder	many individual donations	universities and hospitals	beneficiaries that pay for the services, complemented with the support given by people who in the past had make use of this service	Long-term relations, because of earlier users benefited from the service and want to make it applicable for others
Member Motivator	many individual donations	the issue is integral to the everyday life and collective benefit	connect with members (and donors) by offering or supporting the activities	Provide service that has collective benefit
Big Bettor	single person or by a few individuals or foundations	medical research or on environmental issues	People who experienced the success of this organization and want it to continue	With the donation the problem being addressed can potentially be solved with a huge influx of money
Public Provider	the government	essential social services	seek other funding sources by individual donations and volunteers	To tap into existing government programs to provide funds for the services they offer
Policy Innovator	the government	social issues that are not clearly	convince government	Provide novel methods to solve

		compatible with existing government funding programs	fundors to support these alternate methods	social issues
Beneficiary Broker	the government	housing, employment services, health care, and student loans	Competition between government-funded services	beneficiaries are free to choose the nonprofit from which they will get the service
Resource Recycler	corporate funding	food, agriculture, medical, and nutrition programs, internationally focused	in-kind donations from corporations and individuals and donate goods to needy recipients	Decrease waste of businesses and make effective use of these goods
Market Maker	mix of funders	health industry, environmental protection area	fees or donations that are directly linked to their activities	provide a service that straddles an altruistic donor and a pay or motivated by market forces
Local Nationalizer	mix of funders	Issues important to local communities where government alone can't solve the problem	Local programs, individual and corporate donations, special events	creating a national network of locally based operations

**Tabel 1 Revenue models by Foster, Kim and Christiansen (2009)**

Based on this theory, several propositions about which business model is best can be made after doing the case study.

## *2.2 The social enterprise*

To understand the difference between a real non-profit and profit organizations with a social character, theories about the social enterprise is explained.

### *2.2.1 Definition*

The study of Zhara et al. (2012) found 20 definitions, which all contained elements of social and economic considerations. They found the broader term 'total wealth' as a standard to evaluate the opportunities and organizational processes related to social entrepreneurship. Total wealth includes the tangible and intangible outcomes. Tangible outcomes are products, clients served etc. And intangible outcomes are wealth, happiness and general well-being. These definitions can be used in order to measure the outcomes of the business models.

According to Zahra et al.(2009) social enterprises are doing activities to discover opportunities to enhance social wealth. This is done by managing existing organizations in an innovative manner. Social entrepreneurs want to fulfill social needs while creating economic value by offering products or services: ‘social entrepreneurs discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner’ (Zahra et al., 2009).

Another study also researched social entrepreneurship. Mair and Martí (2006) found that there were different approaches to define the concept of social entrepreneurship. Mair and Martí (2006, p. 37) found different groups of researchers who define social entrepreneurship: “One group of researchers refers to social entrepreneurship as not-for-profit initiatives in search of alternative funding strategies, or management schemes to create social value (Austin, Stevenson, & Wei-Skiller, 2003; Boschee, 1998). A second group of researchers understands it as the socially responsible practice of commercial businesses engaged in crosssector partnerships (Sagawa & Segal, 2000; Waddock, 1988). And a third group views social entrepreneurship as a means to alleviate social problems and catalyze social transformation (Alvord et al., 2004)”. Next to that, Mair and Martí (2006) define social entrepreneurship different from entrepreneurship in business, since businesses deal with profits and social entrepreneurship with the profit for the society and what is good for the society overall. It is more about being ethical and moral and taking the responsibility to do good and give back to society. It is about the expression of altruism. But business entrepreneurship can also include a social aspect. Venkataraman (1997, p. 133) puts it, ‘entrepreneurship is particularly productive from a social welfare perspective when, in the process of pursuing selfish ends, entrepreneurs also enhance social wealth by creating new markets, new industries, new technology, new institutional forms, new jobs, and net increases in real productivity’” cited by Mair and Martí (2006, p. 38). Because of this, it is harder to define what the real social aspect of social entrepreneurship is. But in the end they define the social aspect as the social transformation by meeting social needs. Value is created by both social and economical aspects, but the focus is on the social value, while the economic value is just necessary for the financial viability (p. 38). The entrepreneurial aspect in the term social entrepreneurship is more focusing on creating new opportunities and initiatives in the social field. An entrepreneur in this social field needs to have strong ethic feelings and special leadership skills, different than when working in the field of business entrepreneurship. Mair and Martí (2006) also found that social entrepreneurship is not only applicable for the nonprofit sector, but also for the profit sector. But mostly in the profit sector, the focus is more on making economic wealth and less on making social wealth. But since CSR is becoming a more and more important theme, businesses are more focusing on also creating more social wealth. But in this research, the focus is on the nonprofit sector.

The article of Tan et al. (2005) defines social entrepreneurship as “a legal person is a social entrepreneur from  $t_1$  to  $t_2$  just in case that person attempts from  $t_1$  to  $t_2$ , to make profits for society or a segment of it by innovation in the face of risk, in a way that involves that society or segment of it” (p358). This definition has some relation with altruism and being social and the degree of altruism is increased if not only the direct effect, like cash, but also the indirect effects are taken into account, like improved health, employment etc. Social entrepreneurship can be in, by, for and involving society. Figure 1 in the article of Tan et al. (2005) describes the four definitions of how social entrepreneurship can establish itself. Tan et al. (2005) found four different types of social enterprises. The four types of organization found are:

- (1) Community-based enterprises
- (2) Socially responsible enterprises
- (3) Social Service Industry Professionals

#### (4) Socio-economic or dualistic enterprises.

This study makes use of a combination of the definitions given. Organizations in this study are social enterprises in a way that they are non-profit, creating social wealth, collaborate with other social enterprises and to fulfill needs of social groups (sometimes minorities). Also, they are non-profit and not profit with a social intention, which is applicable too according to Mair and Martí (2006). Altruism is an important construct to mention, since two of three organizations make much use of volunteers and the organizations want to keep their costs low to be accessible to all people. Therefore, a combination of all definitions is applicable for this study.

##### *2.2.2 Success of social enterprise*

The concept of social entrepreneurship is rather new, but entrepreneurship that solves social problems is not. Governments have tried to solve social problems, but too often, the results of these initiatives have been disappointing in terms of both effectiveness and sustainability (Alvord et al., 2004). There is some study in the development literature, in the organizational and institutional development and the social movement literature. But the focus is now on the new concept social entrepreneurship and its sustainability. Alvord et al. (2004) found different approaches to the concept of social entrepreneurship and the success factors of those organizations. One is the view that “not-for-profit organizations may create commercial subsidiaries and use them to generate employment or revenue that serves their social purposes; for-profit organizations may donate some of their profits or organize their activities to social goals” (Emerson & Twerksy, 1996 cited by Alvord et al, 2004). Another view is that social entrepreneurship is seen as innovating for social impact. And still others see social entrepreneurship as a way to catalyze social transformations well beyond solutions to the initial problems. In this view, not only the short term problems needs to be seen, but also the long term problems. The study of Alvord et al. (2004) researched what characteristics are needed to be successful as a social enterprise. They found that when building local capacity there is a need to work with the populations who need the help to identify what capacities are needed to solve their social problems. This is effective since when there is an increase in local capacities, local actors solve their own problems. Thus there is a need to cooperate with the people who make use of the organizations. Another way of innovating is that a service is made easier to access and participate for a larger distribution scale. An example is that not all people have the ability to have a loan to start up a business. To make this easier and create an innovative way that these people also can get a loan, people in lower classes are more stimulated to start up their own business and thus come out their social isolation when they normally receive social support of the government. When doing this, people are not dependent anymore to their alimony when they started their own business and municipalities have to give less social support. And a third approach of social enterprise is that people of marginalized groups are heard more by the politics to solve their problems. But overall, the innovations are focused on the improvement of the lives of the poor. This is mostly done in cooperation with the groups and their capabilities that might be explored and mobilized. People can be scaled up by participating these initiatives and their welfare is improved. These explanations can be used to see if the organizations are meeting the success factors and this can be taken into account when measuring the cost-effectiveness.

A benefit of social enterprises is that they act as business, which is a good thing to do since they can produce or offer products that are market-competitive and that give financial benefits, but also empower them. When organizations are only dependent on subsidies, the

self-empowerment is lower. With the use of other revenues and funds, organization can act more independently.

The volunteer work in social enterprises can have a large impact. Especially in the nonprofit sector which is studied in this research. Since the nonprofit organizations are dependent on the subsidies given by the municipalities, there is a need for other services that help the organization to exist. This can be fulfilled by volunteer work, since payments of employees is mostly a big part of the costs.

### *2.3 Effectiveness.*

To measure the effectiveness of the social enterprises and thus to research whether or not the subsidy given by the municipality is spent well, different approaches can be used.

#### *2.3.1 Measuring effectiveness*

Since the effectiveness of nonprofit organizations is harder to measure than profit organizations, other approaches need to be discovered. Since the organizations can make use of volunteer work and are dependent on fundraising and subsidies, these all are different revenue streams compared to those of profit organizations. Therefore, other measurement tools are needed. The main aim of identifying the effectiveness is how well the goals are met and are in line with what the clients, in this case the citizens of Oldenzaal want. Important is to study the business model of the organizations, because this gives an overall view of how the organization is working. To measure the effectiveness of the social enterprises, Herman and Renz (1997) found a tool to measure this effectiveness. Their research was based on the social constructionist perspective and the multiple constituency model. The approach of Herman and Renz (1997) is related to the business model approach and is based on a 360 degrees feedback. They looked at the objective characteristics and their effectiveness, the board effectiveness judgments the organizational effectiveness judgments and other organizational characteristics like age, strategies and financial data. In table 1 of the study of Herman and Renz (1997: 189), the methods of how the information is collected can be found. This method is also used in this research. In the research in of Herman and Renz (1997) the information and how it is collected is more broaden explained.

In the study of Moore (2000) there is a little outline of how profit and nonprofit organizations and their basic strategic concepts are. In this table (Moore, 2000: p189) nonprofit organizations have the normative goal of achieving social mission. The principle source of revenue is charitable contributions or tax appropriations. For measuring the performance, Moore (2000) suggests to measure the efficiency and effectiveness in achieving the mission. Thus this study also says the best way to measure the performance of nonprofit, subsidized organizations is to measure how effective and efficient an organization is in achieving its goals. Cost-effectiveness is the focus, which is achieving goals with the lowest costs or waste. This is in line with what other studies say, like the study of Herman and Renz (1997).

#### *2.3.2 Measuring social impact*

Another way to define cost-effectiveness of a non-profit organization, is the social impact the organization has. Social enterprises are seen as a source of innovation in the delivery of public services and as creators of new service opportunities. These new approaches let the interest in the field of social enterprises grow. But when researching social enterprises, little is known about the impact of social enterprises. There is a need to measure social and community benefit to know whether or not the social enterprises perform well.

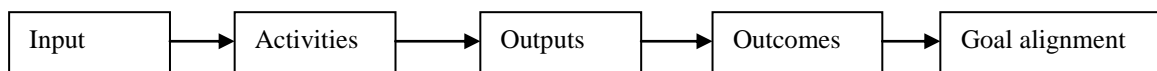
Social impact is any influence on individual feelings, thoughts or behavior that is exerted by the real, implied or imagined presence or actions of others Latané (1981).

Impact can be divided in several aspects. These are service provision (social and environmental), purchases by social enterprises, spending by employees, innovation, wider social benefits and employment (Lyon, n.d).

Also the study of Maas (n.d.) found several definitions to explain social impact. Social impact sometimes is replaced by social value creation and social return. Table 1 in the study of Maas (n.d.) state the different definitions found by different authors. As called, Latané (1981) calls it social impact and social impact is explained as “any of the great variety of changes in psychological states and subjective feelings, motives and emotions, cognitions and beliefs, values and behavior, that occur in an individual, human or animal, as a result of real, implied, or imagined presence or actions of other individuals”.

Other definitions are impact, stated by Clark et al. (2004) and is explained as ‘the portion of the total outcome that happened as a result of the activity of the venture, above and beyond what would happened anyway’. And Emerson (2001) calls it social value which is explained as “that it is created when resources, inputs and processes or policies are combined to generate improvements in the lives of individuals or society as a whole”.

The definition of social impact stated by Clark et al. (2004) is based on the impact value chain and explains the differences between output, outcomes and impact.



Impact value chain (Clark et al. (2004)

This definition has somewhat the same elements as the business model approach research to measure the social impact, but since the business model approach is more specific and makes it easier to compare the revenue models, the business model approach will be used in this research.

The study of Maas (n.d.) mentions twenty different impact measurement methods, which all have different characteristics to measure the impact, like the difference in users, focus, orientation, perspective, approach and purposes.

Impact can be enlarged by actively using the procurement and employment spend to achieve local impacts. Examples of wider social benefits are providing jobs to disadvantaged groups, building community cohesion, strengthening links within and between communities, and the added value of voluntary activity. Social enterprises have social multiplier effect as they encourage those involved to become involved in other activities with social and community benefits. This because when people engage in one activity, people will benefit from it in another activity. The impact of a social enterprise is felt widely.

The performance of a social enterprise can be measured in several items. Economic and financial items can be measured, but also performance in terms of social effectiveness and legitimacy can be used. (Bagnoli and Megali, 2009).

In this study the focus will be on social effectiveness. Effectiveness can be seen as the ability to achieve goals and implement strategies while using resources in a socially responsible way (Bagnoli and Megali, 2009, p.156). Financial performance is important for a social enterprise, but to keep their mission alive, the achievement of meeting the social needs is even more important. Although this is hard to measure and intangible, the measuring of social



effectiveness can be divided in several key items which are based on the items of the impact value chain mentioned above.

This study will focus mainly on the outcomes and impact of the social enterprise. Outcomes can be measured internally (meeting the mission and objectives) and externally (client/user satisfaction). In the study of Bagnoli and Megali (2009:158) several examples are given to measure these outcomes, stated in table 3.

The authors also mention the impacts for the governments. When a social enterprise is helping municipalities with disabled people, the saving of the social security can be stated as avoided expenditures.

In the study of Ho and Chan (2010), Work-integrating social enterprises (WISEs) are researched. According to their research, people who participated to a program like WISE were more able to learn new job skills, enhance employability and move out of poverty. Also this program reduces social exclusion and enables people to integrate into society. Also some opinions of the members will enhance these results. 40% who followed a program at WISE do not need social security anymore and felt more dignity. They learned from participating at WISE and feel they contribute to society and do not harm society. They also say that by participating to WISE their life is more fulfilled and reintegrate back to society. Furthermore, human capital and communication skills were developed.

#### 2.4 Hypotheses

As a hypothesis the assumption of when people are more satisfied because of actions organizations take and feel the impact of it, they would adopt more or earlier a service of the organization. Because people feel more comfortable and satisfied caused by the organization, compared to when people did not make use of the organization, the subsidy has the wanted and meant effect. Thus when the business models of the organizations are developed in such a way that the social impact is felt most, this would be the best business model in order to satisfy the most people and be the most cost-effective. Besides that the business model that in itself is the most effective, according to the aspects of the business model, can cause more satisfied people and an earlier adoption of the organization, since social impact is felt because of the effective business model.

The main question of this research is: *The more impact of the social organizations felt caused by an effective business model, the more/earlier the adoption is caused by satisfaction*

In order to answer the main question, the social impact item is divided in several themes, which all explain social impact. These themes are learning effects, social relations effects and welfare effects. Mair and Martí (2006) state social entrepreneurship as meeting the social needs. Mair and Martí, (2006) (retrieved from Austin, Stevenson, & Wei-Skiller, (2003); Boschee, (1998)) see it as creating social value. MacBeath (1957) stated that social policies are concerned with the right ordering of the network of relationships between men and women who live together in societies or with the principles which should govern the activities of individuals and groups so far as they affect the lives and interests of other people (Titmuss, 1974). This can be stated as the fulfillment of social needs. Furthermore, in theories about measuring the SROI the social aspect is measured in terms of learning abilities, unemployment rates, relative poverty, violent crimes etc. These all are aspects of the well-being and welfare of people. Initiatives that generate socio-economic value commonly provide employment for recipients of public support and divert people away from public systems towards the market. Job training programs and supported employment programs are examples (Emerson, 2001). The guide for calculating the SROI also mentions outcomes like

these (p. 35). And in the theories about CSR the social dimension is about serving the society and fulfilling the needs of the society (McWilliams and Siegel, 2000).

Therefore, the first hypothesis is: *The more learning effects caused by the organizations, the more/earlier the adoption is (caused by satisfaction)*

The relational dimension of social capital focuses on the quality of relationships, such as trust, respect and friendliness (Mair and Martí, 2006). The quality of the relationship contributes to the welfare of people. When trust is built up between parties, they are more eager to engage in cooperative activity, through which further trust may be generated (Mair and Martí, 2006 retrieved from Fukuyama, 1997).

Therefore, the second hypothesis is: *The more social relations effects caused by the organizations, the more/earlier the adoption is (caused by satisfaction)*

The study of Vanclay (2003: 8) developed international principles to measure social impact. The items and dimensions stated in this research were based on the change of the people's way of life, their culture, their community, their political systems, the environment, their health and well-being, their personal and property rights and their fears and aspirations.

Therefore, the third hypothesis is: *The more welfare effects caused by the organizations, the more/earlier the adoption is (caused by satisfaction)*

The study of Bagnoli and Megali (2009) stated interesting items to measure social impact and the outcomes of a social enterprise. Furthermore, according to Dees (1998) social value is about inclusion and access. It is about respect and the openness of institutions. It is about history, knowledge, a sense of heritage and cultural identity and its value is not reducible to economic or socio-economic terms. Taken these dimensions into account, the questionnaire can be developed more precise.

And lastly, the items are based on the goals the organizations have to measure effectiveness of the organization and if the meant goals are felt by the visitors of the organizations.

### **3.Methodology.**

This study will be conducted in two stages, since triangulation is causing more validity for this research. The first stage is to discover the business models of the organizations through a case study. This can be compared with the ten business models researched by Foster, Kim and Christiansen (2009). Furthermore, there will be an advice of how things can be differently and how effective the subsidies are according to which goals are met by using that money. Then secondly, the customers of the organization will be asked if they are satisfied and how they like to see things differently. This will be done by questionnaires that randomly will be executed.

Therefore, this study will use qualitative and quantitative methods in order to be valid enough to state the outcomes.

#### *3.1 Research design*

The four main areas of the business model and their normative requirements mentioned in the research of Boons and Lüdeke-Freund (2012) will be used for this research. The business models of the organizations will be investigated in order to be compared afterwards. To measure the social impact and adoption of the organizations, questionnaires are an applicable tool to use. To enhance the validity of this study, a factor analysis will be used to leave the best items that measure the social impact and the adoption of the organization.

The research is done in cultural, educational and welfare organizations. These are the Bibliotheek Oldenzaal (library of Oldenzaal), Stadstheater de Bond (city theater de Bond) and SWO what is a welfare organization for elderly people. These organizations are social enterprises since they not only depend on subsidies, but also on other revenues. Furthermore, they have the intention of contribution to the social life of people and to offer services for little money. Stakeholders can differ, but all the organizations are quite the same and can be compared. When the outcomes of satisfaction are different, this can be the cause of the different people that engage in the organizations and who are the stakeholders of the organizations. But on the other hand, the satisfaction can be same, despite the fact that the business models differ. This because different people, have different opinions and preferences.

In order to do this research, a case study at the three organizations is done. This case study will outline how the subsidies are used, what activities are paid with the subsidy, and what is the effect to other persons or organizations. Eisenhardt (1989) mentions the use of case studies can have different aims. It can provide description (Kidler, 1982, retrieved from Eisenhardt, 1989), to test theory (Pinfield, 1986; Anderson, 1983, retrieved from Eisenhardt, 1989) or to generate theory (e.g., Gersick, 1988; Harris & Sutton, 1986, retrieved from Eisenhardt, 1989). In the study of Eisenhard (1989) the aim is on theory generation. In this study about the business models of nonprofit organizations, the aim is more descriptive. The use of a case study has a strength of being empirically valid. The outcomes are intimately tied with evidence that the outcomes will be consistent with empirical observation (Eisenhardt, 1989).

Furthermore, after researching how the subsidies are spent, questions about the satisfaction and meeting the goals of the organization and the customers of the organizations are researched in order to decide whether or not the subsidy has the meant effect for what it is given for.

This study provides a comparative analysis of cases of social enterprises. The way they finance their business is studied and what they do with the revenue streams. Also what the goals and the mission and vision of the organization are and whether or not this is supported by the use of the subsidy or other revenue.

The use of the money and the funding of money is researched to see whether or not the subsidy of the municipality is effective or not and if the amount of the subsidy is well enough in order to let the organizations do their business.

After doing this research the revenue models of the organizations are compared to the ten funding models researched by Foster, Kim and Christiansen (2009). Furthermore the effectiveness of meeting the goals and satisfy the citizens are taken into account to see whether or not the subsidy is useful.

### *3.2 Selection and sample*

The selection of the people is random, but the selection includes people that make use of the organizations. The questionnaire is given to people of all ages, men and women, different cultures etc. It is important that they engage in one of the organizations. The sample size is 35 people for the Bond, 32 people for SWO and 33 people for the Bibliotheek.

The visitors are questioned during their visit to the organization. The surveys are given on several days, different times, to have as much as representative population. The organization is informed that there will be a survey for the visitors and this is approved.

### *3.3 Measurement*

The questionnaires developed are based on the literature written about social impact. The theories were a basis to develop the questions. Since there were no clear questions already developed, this study provides questions in order to measure social impact. The questions about the social impact were based on dimensions that contribute to social impact, which are learning effects, social relation effects and welfare effects. Other questions are not used to test, but to get an overview about how people think about the organization, questions about the organization in general and demographic items.

The questions asked to the CEOs of the organizations, were based on the business model theory, which includes the four items of value chain, supply chain, customer interface and financial model. The interview includes questions that provide information about the organization to fill in the business model of the organization. Before interviewing the CEOs of the organization, an introduction letter is sent to the CEOs to inform them about the research and an indication is given about how the questions of the interview look like. After this introduction, an appointment is scheduled for the interview and during the interview, ambiguities are explained. The themes of the business model are explained and the reason why the business model of the organization is researched is clarified more. The questionnaires for the customers are shown and the CEOs are asked permission to do this survey. After the interview, the CEOs are informed about the progress of the research.

### *3.4 Data collection*

First what needs to be researched is how the municipality decides to give a certain amount of money to the organization. This can be taken into account when researching the organizations' use of the subsidies and other revenues. This can be found in appendix 1.

The case study is done in the three organizations mentioned above. Data is collected by the use of internet resources, internal information of the organizations received from the municipality and surveys to and small interviews with the employees of the organizations. The information gathered through the interviews, is complemented with data from the

database Decos of the municipality Oldenzaal. Surveys will be used in this research since surveys are known from their versatility (Cooper and Schindler, 2006). Abstract information of all types can be gathered by this type of questioning.

There will be use of the model of Boons and Lüdeke-Freund (2012) in order to include all aspects of the business model. In the case study the effect of the subsidies is researched and how and to what activities the subsidy is spent. Furthermore, other revenues will be researched and what the goal of that money is. The case study is done in three organizations, despite the fact Eisenhardt (1989) states for theory development based on a case study, needs to include four to ten cases. But since the aim of this article is not theory development, but a descriptive study, three cases are enough to be valid.

In order to be effective, it is needed to discover whether the goals of the nonprofit organizations are achieved. In order to be efficient, the revenues and their destination will be researched and the way of spending the money will be studied. The business model of the organization will help to find out what these goals are and how the money is spent.

After having collected the data about the business models, the customers of the organizations can be asked whether or not they feel the impact of the organizations to their social life. The questionnaire contains two parts. One part is about the social impact that is divided in three items: the learning effects, social relations and welfare effects. And to measure this impact, adoption of the organization is measured. The second part is about general questions and remarks in order to get an overview about how people think about the organization and to make assumptions about how effective the organization is. For this research, there will be a questionnaire in which a 7- point Likert scale is used that stands for totally not agree-totally agree. This questionnaire is given to the citizens who make use of the organizations and another questionnaire is given to the employees of the organizations. This questionnaire will measure the social impact to the citizens and the satisfaction about the organizations.

Furthermore, there are some control questions in order to decrease the bias and there will be some general questions that can be used to state how people think about the organization. This can be used in order to make recommendations and improvements.

As control variable gender, education and age were used. Gender was measured by a dummy variable (0=man, 1= woman) and age was measured by a scale from 1-7, where 1 stands for 0-15, 2 stands for 16-25, 3 stands for 26-35, 4 stands for 36-45, 5 stands for 46-55, 6 stands for 56-65 and 7 stands for older than 65.

## 4.Results.

### 4.1 Case study of the organizations (qualitative part)

As already mentioned, the case study is based on the items of the model of Boons and Lüdeke-Freund (2012). This will include all the aspects needed to fill in the business model and to make it possible to compare it with the ten business revenue models of the Stanford University researched by Foster, Kim and Christiansen (2009). The main data is as recent as possible, but the financial data is from the year 2010, since the tax service is about two years back, but for changes and comparisons of the financial data, earlier years are also used. The model of Boons and Lüdeke-Freund (2012) includes four aspects of the business model and for these aspects, different questions are made for the CEO of the companies to complete the information already gathered through internal information of the municipality Oldenzaal. These questions are based on the four items to complete the items more detailed. The questions can be found in the appendix.

The business models of the organizations researched can be compared to the article of Foster, Kim and Christiansen (2009), and the business models of the organizations can be categorized. By doing this, an easier description and comparison of the researched business models can be made, in order to decide for what kind of organization what business model would be the most cost-effective. To discover effectiveness, there is a need to look whether or not the goals of the organization are met. Furthermore, there will be a closer look to what business model would be more applicable for the organization and what is needed to change its business model in order to be more effective. For instance, to gather money elsewhere makes the organization get a different business model. Also the work with more volunteers instead of paid employees makes it different too and maybe more effective. This is taken into account as well.

When the effectiveness of the business models is discovered, these results can be used to compare it with the outcomes of the adoption and satisfaction among citizens gathered in the quantitative part. When taken this all together, a conclusion can be made about what business model is best in terms of social impact. And a recommendation can be made about what might be improved to serve the citizens even more.

	<b>Bibliotheek Oldenzaal</b>	<b>Stadstheater de Bond</b>	<b>SWO</b>
<b>Value proposition</b>	-to stimulate the public library service and to maintain this -to contribute to areas of knowledge and information, development and education, art, culture and exhibitions, reading and literature and meeting and debate	- to be an open and accessible stage for amateurs and professional arts -to create a home and a meeting place for culture creating and culture loving Oldenzaal - a broad offer of arts education and be innovative and spread professionalism	- to provide help to elderly people that focuses on a good as possible and as long as possible functioning independently
<b>Supply chain</b>	-strong collaboration with province	- reinforcement by cooperation	-collaboration with other welfare

	-little collaboration with schools and welfare organizations	- four areas: local, regional, provincial and national -volunteers	organizations with the same goals
<b>Customer interface</b>	-segment: all sorts of people of all ages -reaching customer by papers, schools, website, newsletter, twitter	-segment: people in the region of Oldenzaal and North-East Twente who like to go out to enjoy cultural entertainment -reaching customer by papers, website, newsletter, schools, facebook, twitter	-segment: people older than 55 years and want to live independently and also want to participate to activities so they do not feel lonely and feel vivid, but main group people of 75 years and older - reaching customers by papers, website, driespan, collaborating organizations
<b>Financial model</b>	-main costs: employees -main revenue: subsidy municipality Oldenzaal	-main costs: building -main revenue: subsidy municipality Oldenzaal	-main costs: employees and building -main revenue: subsidy municipality Oldenzaal
<b>Main area</b>	Education	Culture	Welfare
<b>Strength</b>	Support of customers	Volunteers	Volunteers

**Tabel 2: Summary of cases**

### *Biblotheek Oldenzaal (culture and education)*

#### **Value proposition:**

The Bibliotheek Oldenzaal is a certified library. This will say that there is a minimum guarantee of a constant level of the products and service for the clients. On the other hand a certification is a condition to function in the network of public libraries and offers a minimum guarantee for the national quality of the network.

The goal of the Bibliotheek is to stimulate the public library service and to maintain this.

There are different areas where the library wants to contribute to. These are *knowledge and information, development and education, art, culture and exhibitions, reading and literature and meeting and debate*. All these areas are been served by the library and their goal is to give citizens the opportunity to engage in all these areas. But the main three areas are the spread of knowledge and information, development and education and reading and literature. Also because of the cost cutting there is a need to prioritize the goals and therefore, this division is made.

These goals are nationally stated for all libraries and these goals are met by all the activities the library engages in. Furthermore, the communication with and to the customers, both individual and schools, are important in order to maintain the activities.

In order to receive the subsidy the library needs to meet several agreements stated in the execution agreement. Furthermore, the library needs to show its estimate of budget and the activities of the library need to be in line with the policy the municipality has about culture and education.

To do the activities collaboration with organizations, schools and certainly the network of the province Overijssel is important. Since the library of Oldenzaal is too small to do everything by itself and to have all capabilities internally, many activities are outsourced to the network of Overijssel.

The library makes less use of volunteers, since this is not agreed in the CAO of libraries. The rare use of volunteers is only deployed for reading the children, the service of delivering books at home for elderly people and sometimes technical problems are solved by volunteers.

The tasks of the employees include administrative work, the work of a librarian and clean up and put in place of books etc. For other activities, where a special capability is needed, like PR, the network of Overijssel is deployed, since they have more specialists working.

### **Supply chain:**

In 2010 there was a merger with the association of public libraries and employers association of public libraries. Now there is one national sector organization, the VOB. Furthermore, there is a provincial development, where 18 libraries introduced a winkelformule and norms where they are working on. Next to that, they achieved national demands for the digital library.

And most importantly, there is a network for the provincial libraries, in this case Overijssel. The collaboration with Overijssel makes the work of the Bibliotheek Oldenzaal much easier and more complete. The Bibliotheek Oldenzaal is a relatively small library that impossible could do everything by itself. Therefore, the network of Overijssel offers several services and capabilities in order to let the Bibliotheek Oldenzaal sustain. The network of Overijssel also offers money to the libraries. This is needed, since the cutting of the costs by the municipality Oldenzaal is causing financial trouble. In order to serve the citizens best, there is a need for other suppliers and funds. Therefore, collaboration with others is important. The CEO of the Bibliotheek Oldenzaal mentions that there is an optimal use of this network of Overijssel.

What an option can be, is a network with the region of Twente. He thinks this collaboration is necessary and effective, since almost all libraries face the problem of cost cutting.

To maintain this relationship with the network of Overijssel, there are much visits and communication with this network. The network is also the legal employer of the employees of the library Oldenzaal and therefore, the relationship with this network is important.

Other relations include the cooperation with schools (education) and organizations that offer courses. Organizations that serve these activities are SWO and Impuls. Sometimes courses are given by individual organizations and these organizations rent a room in the library. By doing this, the library is serving people who want to take part in these courses, mostly culturally intended, and the library is receiving money for the rent of the room. The computer courses are organized by the library, and are mostly meant for elderly people. These people are informed by the SWO to follow this course. The course is given by a volunteer and therefore, the library has no costs and only revenues by giving these courses.

There is an option to give language courses, mainly for low literate people, but this is still organized by the ROC (Regionaal Opleidingscentrum).

The library of Oldenzaal offers different facilities. Besides the regular lending of books, cds, dvds and listeningbooks, the library offers courses, books for e-readers, apps, there is a historic information point that has exhibitions. There is also the possibility to lend magazines, games, sheet music etc. The stadsdichter (city poet) is offering poems to make the citizens of Oldenzaal think about their city.



**Customer interface:**

The segment of the Bibliotheek includes all people of all ages who want to engage in the activities offered by the library.

Every month there is a newsletter. The Bibliotheek has an account on Twitter. You do not have to become a member to make use of the facilities. Only if you want to take something home, you need to be a member. During a visit to the library books, you can read magazines etc. and you can make use of the computer. You have to pay for the internet though. When you are a member, you can log in to your account to take several actions, like reservations, extending material etc.

The amount of members is 9.315. The amount of citizens is about 32.000, thus as a percentage 29% of the citizens is a member of the Bibliotheek.

312.607 books, magazines etc. are lent and 124.088 times the Bibliotheek is visited. 19.840 times information is asked and 47.395 times the website of the Bibliotheek is visited. Overall this will state that the Bibliotheek is of impact to the life of the citizens and people make much use of the Bibliotheek. Therefore, the impact is aware and probably, without having the Bibliotheek, people would miss something in their life. But this will be researched during the questionnaire.

Other communication channels are the use of the network of Overijssel that takes care of the PR and communication. The library also has connections with papers, small weekly papers, schools and the SWO to inform elderly people.

What can be an option to have more communication channels is a better use of the VVV-office to inform people.

The CEO of the library says that the library is taking care of good citizenship. People are feeling comfortable going to the library to read the paper, talk to each other, etc. People are less in a social isolation and people see the benefit of having a library. The CEO mentions some reactions of people about the cost cuttings. He says that the people think it is unbelievable and that the library is part of the society. It is a basic need of a city to have a library. Therefore, the need of a library contributes to the satisfaction of citizens and the vividness and quality of life of a city.

Once in four years there is a satisfaction research among users. The last research was in 2010 and the library of Oldenzaal had a high score. Of course there are always some weaknesses, but the library is trying to serve the people as good as possible. Since the library Oldenzaal cannot have everything internally, there is an option to lend books, cds etc. from other libraries in the province Overijssel. This collaboration with Overijssel makes the serving of people more complete.

**Financial model:**

The municipality of Oldenzaal needs to cut costs. In the sector of culture, €630.000 needs to be cut. The Bibliotheek Oldenzaal receives by this cutting €250.000 less subsidy.

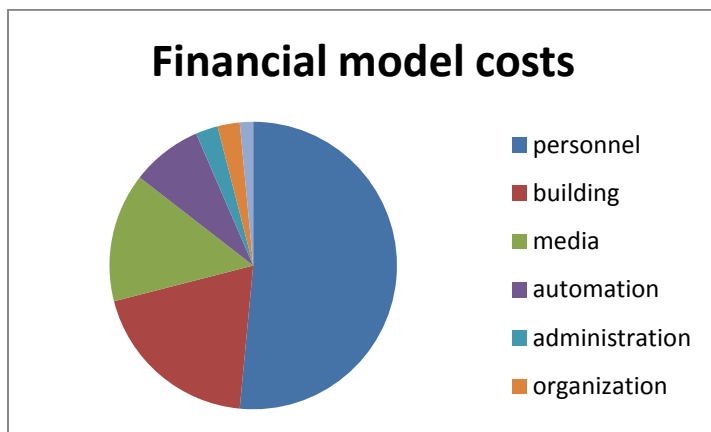
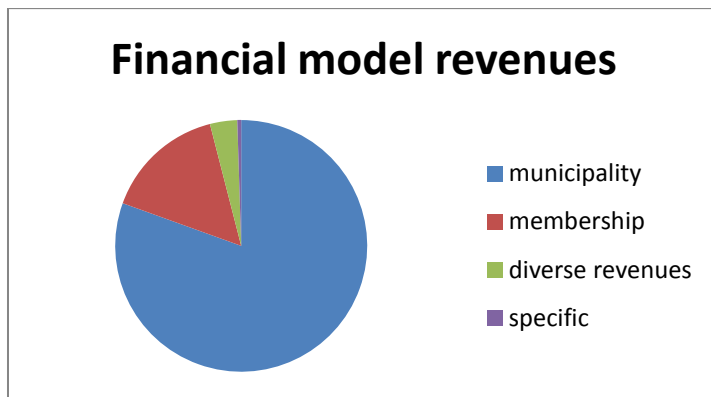
In 2010 the total of the active of the Bibliotheek Oldenzaal is €197.001. Compared with 2009, this was €203.217, thus this decreased a bit.

There were enough benefits to pay the costs and there was no profit. This also will state that the Bibliotheek is a nonprofit organization. Though the calculated budget for the benefits was not enough to pay the costs, but the overall balance was €0.

The main revenues come from the subsidy of the municipality and a small part from the users like the membership fee etc. And there is a small amount of money that comes from diverse

revenues. The amounts are respectively €835.309,- (80,5%), €161.056,- (15,5%), €38.056, (3,5%)-. And there is a specific revenue of €646, (0,5%)-.

The main costs are personnel costs. Other costs are respectively for the building, media, automation, administration and lastly the board and organization. These are respectively for the personnel €539.682,- (51,5%), for the building €203.601,- (19,5%), for the media €152.055,- (14,5%), automation €82.970,- (8%), administration €24.932,- (2,5%), board and organization €26.897 (2,5%). Furthermore, specific costs were in 2010 €12.322,- (1,5%). Most of the money comes from the subsidy and this money mostly goes to the loans of the employees and the building.



To get a subsidy of the municipality Oldenzaal, the Bibliotheek Oldenzaal needs to present the year account and the municipality will decide, based on the algemene subsidie verordening Oldenzaal 2005, what the subsidy might be.

In 2008 the subsidy was €772.693,- But the overall subsidy was €828.343,-. The rest of the subsidy came from an incidental project subsidy of an amount of €55.650,-.

In 2009 the subsidy was €820.709,-

What can be concluded is that the subsidy to the library was decreased along the years, but only minimally, but it will decrease even more because of the cost cuttings. The other decreases were only structural, but now there will be a serious cost cutting. Therefore, in the earlier years, the Bibliotheek approximately could spend the same during the years and therefore, cost-effectiveness is doubtful, because the Bibliotheek was used to the large

amount of subsidy and therefore was not thinking of being more cost-effective that much. But since the collaboration with the province Overijssel, the Bibliotheek is becoming more aware of the costs and cost savings by outsourcing several activities to the province.

In order to meet the goals, there is a need for more money, cutting costs or more effective work. The CEO of the library mentions that cost cuttings are done by creating less employee costs. Therefore, the CEO only works part-time in Oldenzaal. Other cuttings are employees with a temporary contract. Furthermore, cuttings of the building costs are an option. There already is a closer look for other buildings, like the Vijfhoek or to cut room in the current building.

An option to receive more money is to ask more membership money. But the CEO mentions that this will be hard in order to maintain the current amount of members. People do not like an increase in costs, therefore, this option and the consequences needs to be researched more detailed. But, what is decided, is that in 2013, the membership fee will increase with €16,-. By doing this, the library would gain more revenue, but the question is what effect this would have on the customers. Would they be loyal to the library, or would this increase causes less customers?

Since the subsidy mostly is meant to pay the employees and the building, it would be fairer to cut costs there, since the subsidy is meant for this. And when receiving fewer subsidies, the costs where the subsidy is meant for, needs to be cut as well. Therefore, an other building can be an option, but mainly the personnel costs need to be cut. This can be solved by having volunteers, but since the CAO do not allow this, disabled people, people that are hard to place and people receiving social welfare can be an option to do this work. To maintain the quality, these people can follow a course to do this job as good as possible.

To conclude the municipality agreed to some performances in order to pay the subsidy. These agreements are the impact the Bibliotheek has to the municipality.

The impact the Bibliotheek has to the citizens of Oldenzaal are much the same, since the goals are in line with what is agreed. The goals are contribute to the areas of *knowledge and information, development and education, art, culture and expositions, reading and literature and meeting and debate*. All these areas are been served by the library and their goal is to give citizens the opportunity to engage in all these areas. The impact to the citizens should be that when contributing to these areas, this also will contribute to the well-being of citizens because of these opportunities. But this will be studied in the second part of this study.

The effectiveness of the Bibliotheek could and should be better, since too much costs are for the building. The CEO already mentions the building is too big and thus too expensive. Furthermore, the personnel could be more effective, since these costs are too much as well. When observing the Bibliotheek, I think too much employees are there. The work could be done with less employees I think or to have volunteers to do the job, after having followed a course to run a library.

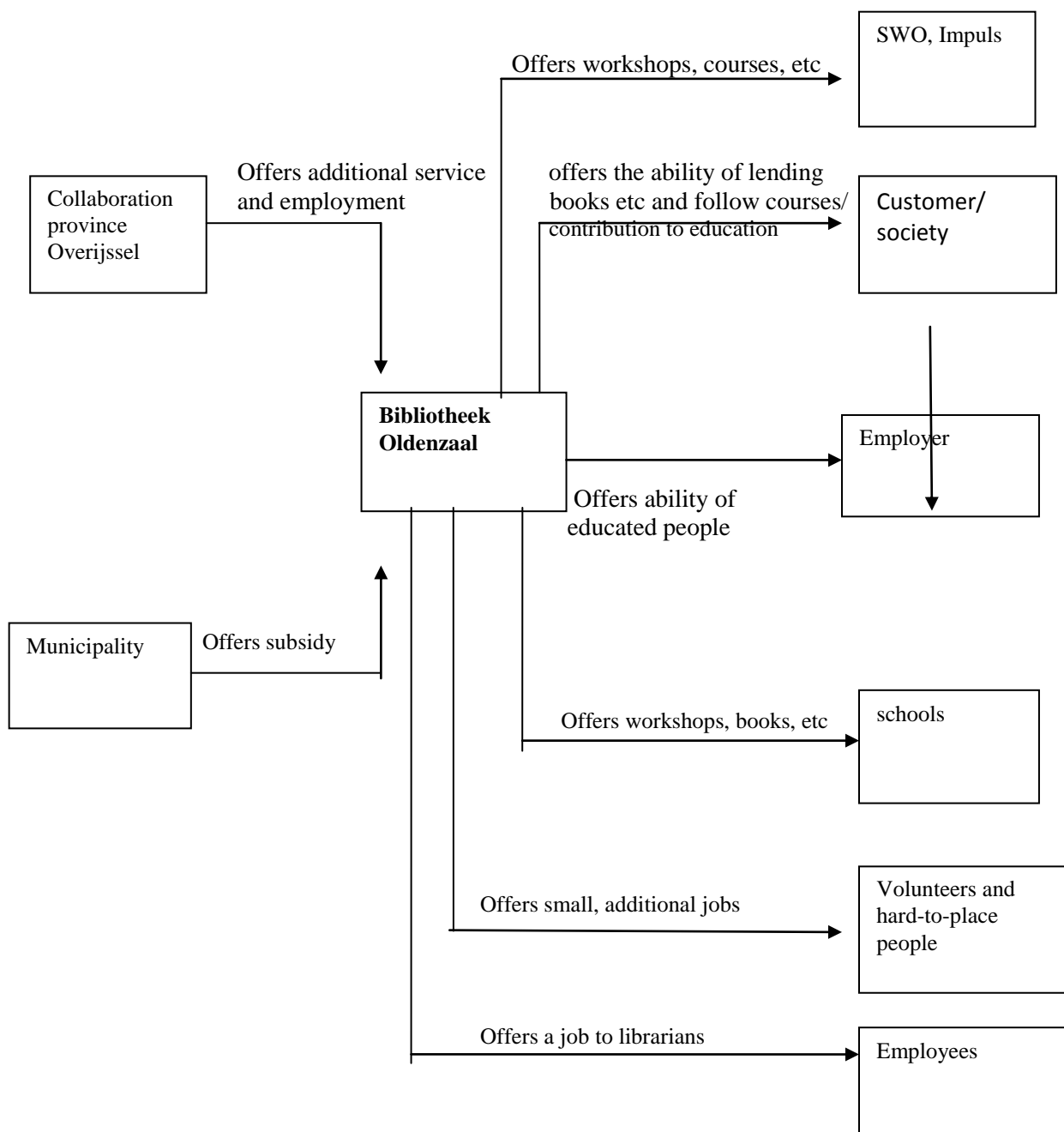
The goals of the library are met, but it will be hard next year because of the cost cuttings. Therefore, other arrangements need to be made in order to meet the goals. Alternatives will be mentioned in the discussion chapter.

<b>Roles</b>	<b>Actors</b>	<b>Activities</b>
Provider of knowledge and information	Organization	Offers books, magazines, etc
Provider of development and education	Organization/schools/elderly people organizations	Offers workshops, books, courses etc.
Provider of reading and literature	Organization	Offers books, magazines etc.
Being a certified library	Province Overijssel	Offers additional services and provides a quality standard
Employer	Organization/province overijssel	Employs employees
Social working place	Organization	Cleaning and putting books in place
Voluntary working place	Organization	Small technical jobs
Provide cultural and library polity	Municipality	Offering subsidy and additional subsidies

**Table 3 Value network roles, actors and activities**

<b>Goals/contri bution</b>	<b>Collaboration</b>	<b>Serving customer</b>	<b>Main revenue stream</b>	<b>Main cost stream</b>	<b>Volunteers</b>	<b>Meeting goals</b>
Providing education, development, knowledge and information	Mainly province Overijssel, rarely schools and elderly people organizations	Papers, schools, website, newsletter, twitter	Subsidy of municipality Oldenzaal	Employees	Rarely	Yes

**Table 4: Value network**



**Figure 3: Value network**

## *Stadstheater de Bond (culture)*

### **Value proposition:**

Stadstheater de Bond is more than a low level culture stage for and by the citizens of Oldenzaal. It has many possibilities for local amateur art societies to establish themselves. Besides that the programming of national professional shows is an important task. The goals of the Bond are to be an open and accessible stage for amateurs and professional arts. It is an exhibition place for amateurs. It wants to create a home and a meeting place for culture creating and culture loving Oldenzaal. It wants to have a broad offer of arts education and it wants to be innovative and spread professionalism. All these goals are stated in the business plan of de Bond.

The activities of the Bond done by the employees mainly consist of the development and maintenance of the theater. The aim is to contribute to different areas. To contribute to the area of education there is cooperation with high schools. There is cooperation with primary schools through the shows performed by the children. Furthermore, there is a course offer. Another area is the art area. To contribute to this area there is visual art. And there are always new projects developing because of the innovative character the Bond has.

The vision of the Bond is: To enrich Oldenzaal and its environment by organizing and catalyzing an appropriate culture program, both for amateurs and professionals with a personal service that has the focus on its customers.

The main goal of the Bond, according to the CEO, is to be accessible for all people. This is achieved through the cooperation with different people and the volunteers, the diversity of activities, and by just being accessible and hospitable. But a difficulty is that the main visitors are elderly people. Therefore, there is a need to attract younger people. This can be done by social media.

In order to receive the subsidy the goals of the Bond need to be met. Furthermore, these goals need to be in line with the policy of culture that is stated by the municipality. But the goals of the Bond are inherent to the policy and to the municipality, thus there is no worry that the Bond does not receive the subsidy. The policy of culture contains cultural heritage, stage art, tourism, art of amateurs, communication, education and visual arts. All these aspects are included in the Bond.

The use of volunteers helps to meet the goals. Without the volunteers, the Bond could not exist. Next to that, the use of volunteers causes a low level entry and accessibility. And because of the volunteers and the relations of the volunteers with family and friends, this causes more visitors to the Bond since the volunteers talk about what is happening in the Bond to their relations.

### **Supply chain:**

The main strength of the Bond is reinforcement by cooperation. The relations can be seen in four areas: local, regional, provincial and national.

Furthermore it is an organization with professional powers and has a structure with three organizations. This contains of cooperation with schools, with Bondgenoten and businesses. The organization is based on 90 volunteers and only 7 employees. Furthermore, there are some interns for the technique and hospitality. The restaurant and café are exploited. But this foundation has the responsibility to the Bond.

Locally the Bond is cooperating with the municipality and the politics, sponsors and Bondgenoten. Furthermore, there are some users who want to practice in the Bond and amateurs who want to perform here. Other renters of the Bond are businesses to have meetings and seminars. There is also cooperation with a project business: the Geldermanstichting that offers a fund for schools and societies to have a discount on the rent of a hall in the Bond. Sometimes there is cooperation with colleague-organizations like the Hofkerk and het Koetshuis which offers more classical performances. And next to that, there are connections to all other organizations that take care of a cultural Oldenzaal.

There are four main sponsors. The sponsors are individual businesses who feel a connection with the Bond and a cultural heritage. It was their aim to have a theater in Oldenzaal and thus they claimed to set up a theater in which they spent a lot of money. To please these sponsors and to keep the relation awake, once a year there is a sponsor night in which the sponsors are pampered. During the year, sponsors can make use of the Bond for meetings etc. and in the sponsor contract there are some deals, like brand awareness. And furthermore, just being nice and visiting each other sometimes, keeps the relation sustainable. With other relations they have a cooperation contract in which agreements are made.

The regional cooperation includes the ability to place posters etc. in surrounding cities and to inform the schools there about shows. There is also an association which is the OKTO (Overleg Kleine Theaters Overijssel, deliberation small theaters Overijssel). They promote the same values and stimulate and develop the cultural life. This association consist of colleague theaters in the region.

The provincial cooperation includes the KCO (Kunst en Cultuur Overijssel, Art and Culture Overijssel). This society stimulates art and culture.

The national cooperation consist of connection with artists managements for the booking of artists and the VSCD, this is a national society. The Bond is not a member because it is too expensive, but there are some connections.

Without these relations, the Bond is not able to sustain. Therefore, the use of the relations is an important issue for the Bond to keep up their activities.

### **Customer interface:**

The reach of the customers is mainly facilitated by free publicity. The Tubantia offers much free publicity. Many customers of the Bond read the Tubantia, thus this is a good medium. Furthermore there are some printed media like the season brochure, flyers, agendas and posters. Besides that, there is much digital advertisement. The Bond has much email addresses of the customers. They can receive weekly newsletters. Furthermore, Facebook and Twitter are social media that contribute to the publicity of the Bond. Loyal visitors and Bondgenoten receive special offers and the marketing is mainly focused on Oldenzaal and North-East Twente. The segments of the Bond are all people in the region of Oldenzaal and North-East Twente who like to go out to enjoy cultural entertainment. The segments are divided for all ages, all types of entertainment.

The amount of visitors of the last year is 33.000. This is a proper amount, since Oldenzaal contains 32.000 citizens. Of course some people go more often, but overall it is a respectable amount. Since the Bondgenoten are more loyal to the Bond, they go more often. The Bondgenoten includes 1350 people. Taken this into account, the Bond has an appropriate

impact to people, otherwise people are not willing to become a Bondgenoot. Therefore, the Bond as an organization is satisfying people, since they are willing to become a small sponsor in order to let the Bond sustain.

But the Bond cannot satisfy to all the needs since they are too small for that. But overall, the CEO thinks that the offer is satisfying enough and for other needs, people will go elsewhere, like Enschede of Hengelo.

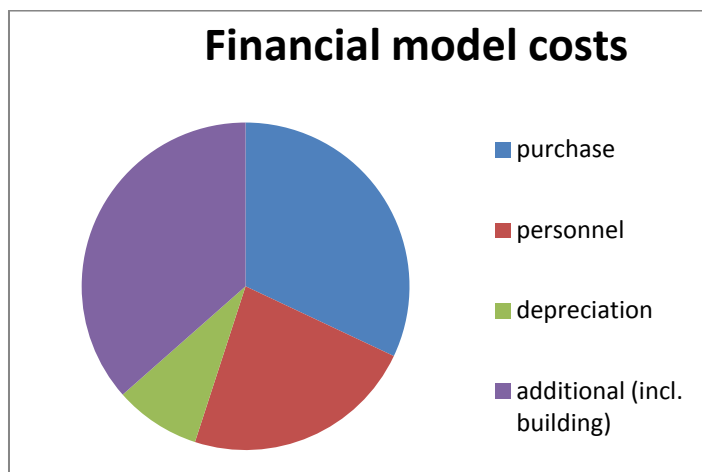
The CEO also mentions the impact of the Bond, since culture is important for people. Culture is part of the education and helps to serve the society. She thinks people feel better after visiting a show and engage more to the social life. The Bond is not only helpful for the visitors, but also for the volunteers. They also are out of their social isolation and feel that they contribute to the society and that they are important.

### **Financial model:**

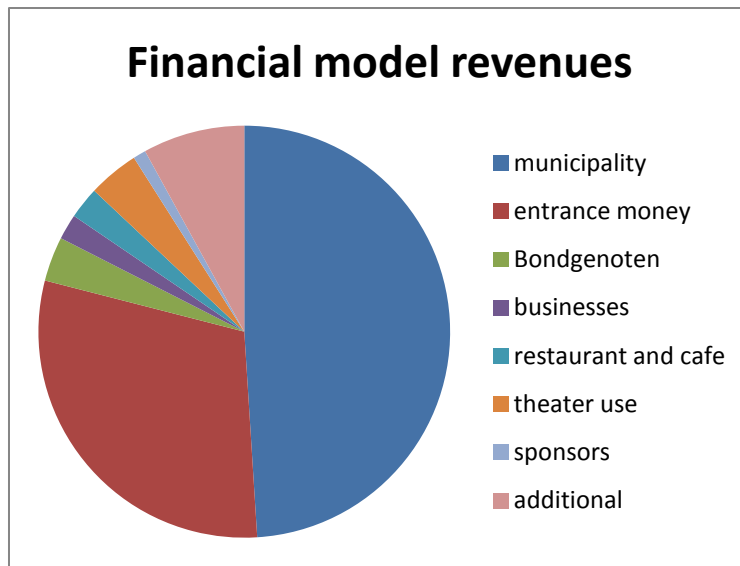
The subsidy for 2010 will be €458.757 (49%). This is meant for the exploitation of the theater and the execution of the activities as meant in the business plan of the Bond. This is the main revenue of the Bond. This because the goal of the municipality is to offer a policy for culture. Besides the subsidy, the municipality bought the building of the Bond and now rents it to the Bond. Other revenues come respectively from entrance money, the Bondgenoten, businesses, rent of restaurant and café (this is exploited), theater use by others, sponsors and additional revenues. The amounts are respectively €285.106,- (30%), €33.728,- (3,5%), €19.250,- (2%), €24.135,- (2,5%), €35.097,- (4%), €11.131,- (1%), €74.101,- (8%).

Therefore, the main revenue comes from the subsidy and the entrance money.

The costs are purchase costs, €311.995,- (32%), personnel €218.237,- (23%), depreciation €84.263,- (8,5%), additional costs (in which the building costs are included) €351.943,- (36,5%). The building specifically is €200.415,-







The main costs are for the building, the personnel and the purchase of the artists. The purchase of the artists is hard to decrease, since this is the main activity the Bond offers and artists have their own price, therefore, when money needs to be cut, the building and the personnel are the main costs to cut money from. Or on the other hand, when this is hard (and it is, since the Bond is mainly based on volunteers), the increase of the revenues should be an option.

The costs mainly exist of the rent of the building. Roughly one third of the costs is for the rent. Therefore, much subsidy money goes back to the municipality, in order to pay the rent. But building costs are part of the business and therefore, not possible to decrease. The building itself is creating the theater experience. Other costs are mainly for the electricity, maintenance, accountant, employees, program, pr and cleaning. There is also an amount of money to pay the employees, but since the Bond is mainly dependent on volunteers this is not that high as it otherwise would be. There is much destination reserve, in order to repair the building etc. and one third of the passive are short term loans. Other costs are the acquisition of the shows, depreciation, rent costs, study costs, cafeteria costs, travel costs, sickness absence and some maintenance costs for the building, like cleaning, electricity etc. Furthermore, there are selling costs, general costs for administration, insurance and accountants, etc.

In 2008 the subsidy was €466.305,-

In 2009 the subsidy was €453.433,-

Thus the subsidy firstly was decreased a bit, but now increased a bit. This is because the municipality will give organizations sometimes an incidental subsidy when necessary. But for next years, cost cuttings are there and therefore, the amount of subsidy will decrease despite the fact that in former years the subsidy increased. Since the subsidy was approximately the same during the years and the costs of the Bond as well, this will say that the Bond is being cost-effective for years and that the cost cutting will be hard.

But the CEO mentions the difficulty to meet all the goals with the money they have. She thinks the goals will be met this year, but there is a need for more money. Therefore, the search of new sponsors is key, although this is not their main goal they want to achieve, but unfortunately necessary to sustain. There is also no possibility to cut costs, since all the costs

are kept minimal. And probably the people are not willing to pay more for the tickets, because of the economic crisis. The search for a sponsor is key to be sure to meet the goals.

To conclude the municipality give the Bond a subsidy to contribute to the cultural areas. Oldenzaal has a policy for culture and therefore, there is a subsidy given to the Bond, because the Bond contributes to the cultural area. The agreements made between the municipality and the Bond are that they meet the agreements made in the policy of culture and that they contribute to this. According to the CEO, the goals of the Bond are in line with all the aspects of the policy and thus subsidy is guaranteed and the Bond has an impact to the society because of their cultural contribution.

The impact to the citizens is that they have the opportunity to engage in the cultural scene. This can lead to satisfied people, because without the subsidy it might be too expensive to engage in culture and theater. Also the city is vivid and people are able to engage in the society. But this impact will be researched in the second part of this study.

For the municipality, they get back from the subsidy more satisfied citizens, a social society in which much volunteers act together in order to keep Oldenzaal vivid and keep the culture in Oldenzaal high and Oldenzaal has more charisma and attractiveness.

Since one third is already debt, the aim of the Bond is to break-even and not to have more debt than there already is. Therefore, other sponsors need to be searched for.

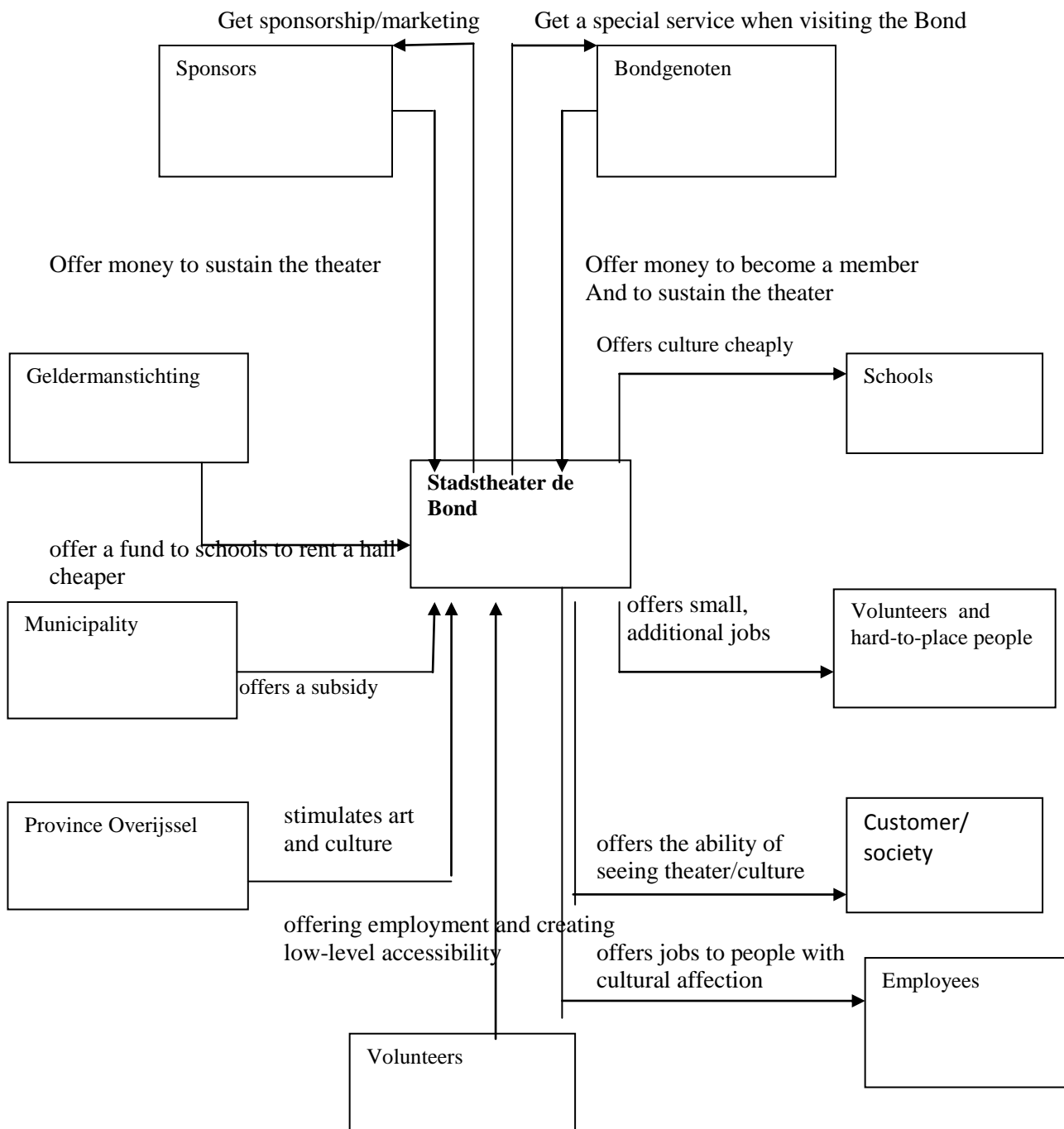
The goals are probably met, but it will be difficult. This is not the cause of the Bond, since all costs are kept minimal. There is just a need for more money and therefore, the municipality certainly must not cut costs, otherwise the goals are certainly not met and this will not satisfy the citizens then. To conclude, the cost-effectiveness of the Bond is therefore good, since all the money is spent well and only to the necessary activities to let the Bond sustain and therefore the costs are kept minimal and thus the revenues are effectively spent in order to sustain.

<b>Roles</b>	<b>Actor</b>	<b>Activities</b>
Provider of theater, art, exhibition etc,	Organization	Offers all sorts of shows and performances
Provider of education	Organization in collaboration with schools and Geldermanstichting	Offers shows and special fund to rent cheaper a hall to perform shows
Provider of sponsorship	Organization	Provide being a Bondgenoot and marketing for sponsors, offering money to the Bond
Provider of a small theater	Organization in collaboration with province Overijssel	Provide shows for less-known entertainers
Provide accessible culture program	Organization in collaboration with volunteers	Provide low-level access by creating a nice ambiance and lower prices
Social working area	Organization	Provide jobs
Employer	Organization	Provide jobs
Voluntary working area	Organization	Technical problems, activities during the show, etc.
Cultural policy provider	Municipality Oldenzaal	Provide subsidy

**Table 5: Value network, roles, actors and activities**

Goals/contribution	Collaboration	Serving customer	Main revenue stream	Main cost stream	Volunteers	Meeting goals
Culture	Bondgenoten, schools, Geldermanstichting, sponsorship	Papers, website, newsletter, schools, facebook, twitter	Subsidy	Building	Much use of volunteers	Yes

**Table 6: Value network**



**Figure 4: Value network**

## *Stichting welzijn ouderen (welfare)*

### **Value proposition**

The goal of this organization is to provide help to elderly people that focuses on a good as possible and as long as possible independently functioning. And to stimulate and keeping their mental and physical health and prevent loneliness. These goals are achieved by several activities. Activities and initiatives provided that are based on this mission are Huisvestingsbureau Ouderen, het Informatie Bureau Ouderen with a connection to a elderly people advisor, alarm, tafelje-dek-je (this provides a warm meal), Meer Bewegen voor Ouderen and social-cultural activities.

In order to meet the goals activities that come along to meet the goals are based on these organizations and their goals. Activities can be found in the guide of the SWO.

The strength of SWO is that the organization knows their target group. They know what they want and what their needs are and how the personal situation of everyone is. Some people only have AOW and therefore, not too much costs can be asked in order to receive several services or to engage in different activities.

Furthermore, the personal treatment of the people and the willingness of meeting the needs of the people is a strength. Volunteers have a large impact to this organization and without them, the organization cannot sustain.

### **Supply chain**

The organization has eight employees and 110 volunteers.

There is a collaboration with Stichting Leendert Vriel, Stichting Informele Thuiszorg, Humanitas, FNV, Carint, Ango, Zorgfederatie Oldenzaal, Twentse Zorgcentra and the Stichting Belangenbehartiging Mantelzorg.

The organization Huisvestingsbureau is set up by the collaborative initiative of the Stichting Huisvesting Ouderen, the Stichting Woon- en Zorgfederatie Oldenzaal and the Michgoriushuis-Stichting Welzijn Ouderen Oldenzaal.

All these organizations are situated in the Michgoriushuis. This is a good thing to do, since people have one central place to go to when they have questions about several things. It makes the organization clear. Furthermore, because of the organizations located in the same building, the organizations can learn from each other how they work and to gather new people for their organization.

Volunteers are an important key to sustain this organization. The volunteers deliver the meals, do the project of alarm, daycare and manage the service center. Thanks to them, the prices could be kept low. But as a thanks there will be organized something several times a year and this is organized in the volunteers policy.

Furthermore, activities are organized by the use of different organizations. ROC (Regionaal Opleidingscentrum) is taking care of several courses, like computer courses, but also English. Impuls is also taking care of several activities like dinners, but also walk-in meetings, choirs, dancing, bridge and cooking. Furthermore, bonds for seniors cooperate as Centraal Orgaan Seniorenbonden Oldenzaal (COSBO). This organizations also takes care of the activities. The Katholieke Ouderen Bond is also taking care of the wishes of elderly people.

Organizations as the Bibliotheek Oldenzaal and the Muziekschool are offering courses and services as well. The Abdij and other care institutions have daily activities and the welfare group Sint Maarten is offering on several locations daily activities as well as the Zorgfederatie Oldenzaal. There are also sport activities organized in different organizations where there are

agreements with, like the swimming pool, tennis clubs etc. And lastly, the Zonnebloem and het Rode Kruis also serve the elderly people.

There are also several hours in which people can get information about their brain, about disabled people and a trade union.

Besides the activities there are also services that are provided to the houses of the people, like tafeltje-dek-je, alarm and administration. There is also an information desk and an elderly advisor.

All this information of the activities can be found in the Wegwijzer Activiteiten 2012, which is distributed to several organizations and on the internet. But what is remarkable is that SWO has many agreements and collaborations with different organizations in order to meet their goals. This relationship and collaboration is maintained, since the organizations in general have the same intentions and goals to serve the people.

An option of other collaborations can be a collaboration with Impuls. Since Impuls also takes care of elderly people and organize several activities, this would be an option. And maybe it would be even necessary in order to sustain because of the cost cuttings.

### **Customer interface**

The target group of the SWO contains of people older than 55 years and want to live independently and also want to participate to activities so they do not feel lonely and feel vivid. But according to the CEO of the SWO, the main group includes people of 75 and older. This because the younger people mostly still have several activities, grandchildren were they can take care of and children who can help them with things. Also the independency of the younger people is growing and people are more vivid. But the main target group is not that prosperous as the new generation elderly people would be. Therefore, the costs need to be kept low in order to fulfill the needs of these people.

The customers are informed by the other organizations that all collaborate with each other, mentioned in the supply section.

There are some meetings organized to talk about issues elderly people have to deal with. The Alzheimer café is a café where also meetings are organized by the elderly advisor and there is a guest speaker. All these extra activities are stated in the guide the people receive or are present in the organizations. There is also a guide about living and welfare in which all services are mentioned and what to do when you want to make use of these services.

The people are informed by articles in the newspaper and the small local papers. Furthermore, once a month there is a magazine the “Driespan”, which is an initiative of the Zorgfederatie Oldenzaal. In this magazine, activities are mentioned and this magazine is distributed to all members. Furthermore sometimes people are informed by email, and there are brochures. These are distributed to the library and other organizations, but also can be found on the website. This website is also used to inform people, but this medium is mostly used by the children and grandchildren of the people. And when necessary, people will be informed at their home.

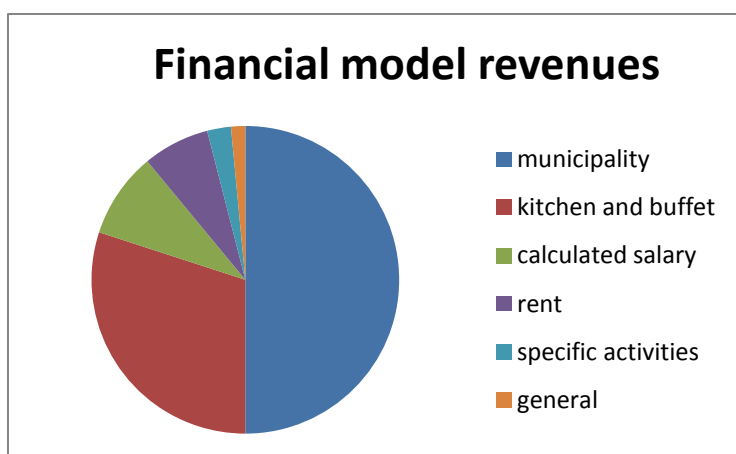
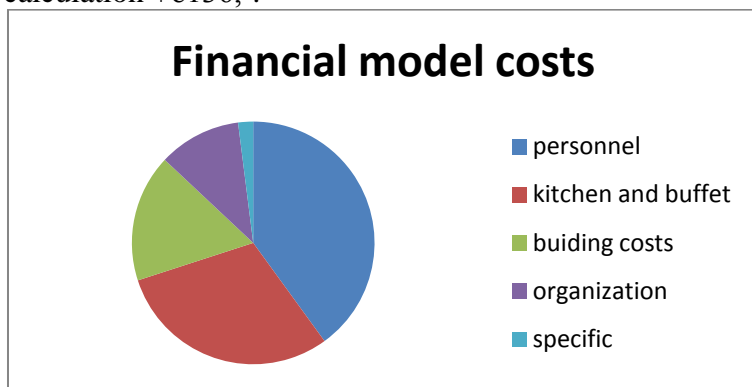
The people are satisfied because of the accessibility, the acquaintance of the organization and the personal character the organizations has. People see the benefits of the organization and without it, life would be different and more difficult.

## Financial model

The Informatie Bureau Ouderen has an elderly persons advisor. This advisor is paid with the money of the subsidy. There is a lot of demand to have such an organizations. Much people make use of it. 3000 people visited the advisory hours, 900 people had questions about finance, 23 people got help with the administration and 400 people visited the belangenbehartiging (advocacy) hours. Furthermore, 500 guidebooks were handed out and 230 people asked information about meal delivery and alarms.

The costs are divided in personnel costs, building costs, organization costs, specific activities and buffet and kitchen. The highest costs were for the personnel (40%) and the buffet and kitchen (30%). Then the building costs (17%), organization costs (11%) and 2% for specific activities.

The revenues are based on the subsidy of the gemeente Oldenzaal (50%), revenues for buffet and kitchen (30%), calculated salary costs (9%), rent revenues (7%), specific activities (2,5%) and general revenues (1,5%). The subsidy was €342.670,- There was a short after the calculation of the costs and revenues, but there was a late extra revenue, that makes the calculation +€136,-.



The revenues for the buffet and kitchen come from the payment for drinks and meals. The revenues for the rent come from the other organizations like Leendert Vriel, Bridge, ANIB, SHO, alarm, Steunpunt informele zorg.

The costs and revenues for the buffet and kitchen are equal, so this is good. No profit, but also no loss. The specific activities are also as good as equal. This will say that the subsidy is mainly used to pay the employees, although there are a lot of volunteers, and for the rent of the building.

The SWO has some reserves, own equity, but also a long-term debt. In order to not get more debt, other sources of revenue are necessary.

Former years, in 2008 the Stichting Welzijn Ouderen received a subsidy of €327.571,-. Therefore, it can be stated that the subsidy is increased. But this subsidy is spent well and the costs are kept minimal. A cost cutting of almost 50%, that will happen in two years, would harm the organization and the organization is no longer able to meet the goals then. Options to overcome this problem are stated in the discussion section.

But because of the cost cuttings, there is a need for more money, or cuttings. The CEO of the SWO thinks that people are willing to pay more, but are not able to. Since the main group includes people of 75 year and older and only have an AOW, not too much money can be spend to this organization. But the need and demand is there, therefore, the costs need to be kept low, otherwise people no longer make use of the SWO only because it is too expensive.

For this year the goals are probably met, and next year as well. Also despite the cost cuttings. But the SWO needs to make some arrangements in order to meet the goals. For 2014, more cost cuttings will be an issue and therefore, other options of revenue streams need to be searched for.

In order to receive the subsidy, SWO needs to meet several agreements. These agreements are making clear the goals of the organization and how they think the organization will meet the goals. Furthermore, contributing to social welfare is an important issue. Furthermore, the target group of the organization needs to be stated and how the organization thinks they can serve this target group. Since Oldenzaal has much elderly people, this organization is important for the citizens of Oldenzaal. According to the CBS 22,5% of the men is 60 years or older and approximately 30% of the women is 60 years or older.

Overall, the SWO is cost-effective and the costs are hard to cut. There is much use of volunteers and therefore, the costs are already at a minimum. Therefore, in order to sustain, other revenues need to be searched for when the subsidy cutting is a fact. But the effectiveness of the costs is good. Much costs are equal with the revenues, like the kitchen. And the personnel is already at a minimum level, because of the volunteers. The building has a special meaning, since in the past, this was a kindergarten and the old people who are real citizens of Oldenzaal, have a special connection with this building. Also the fact that this building includes every service the SWO has, is a pro for the cost-effectiveness and the ease of use of the organization. This because elderly people now have one central place to go to with all their questions and activities.

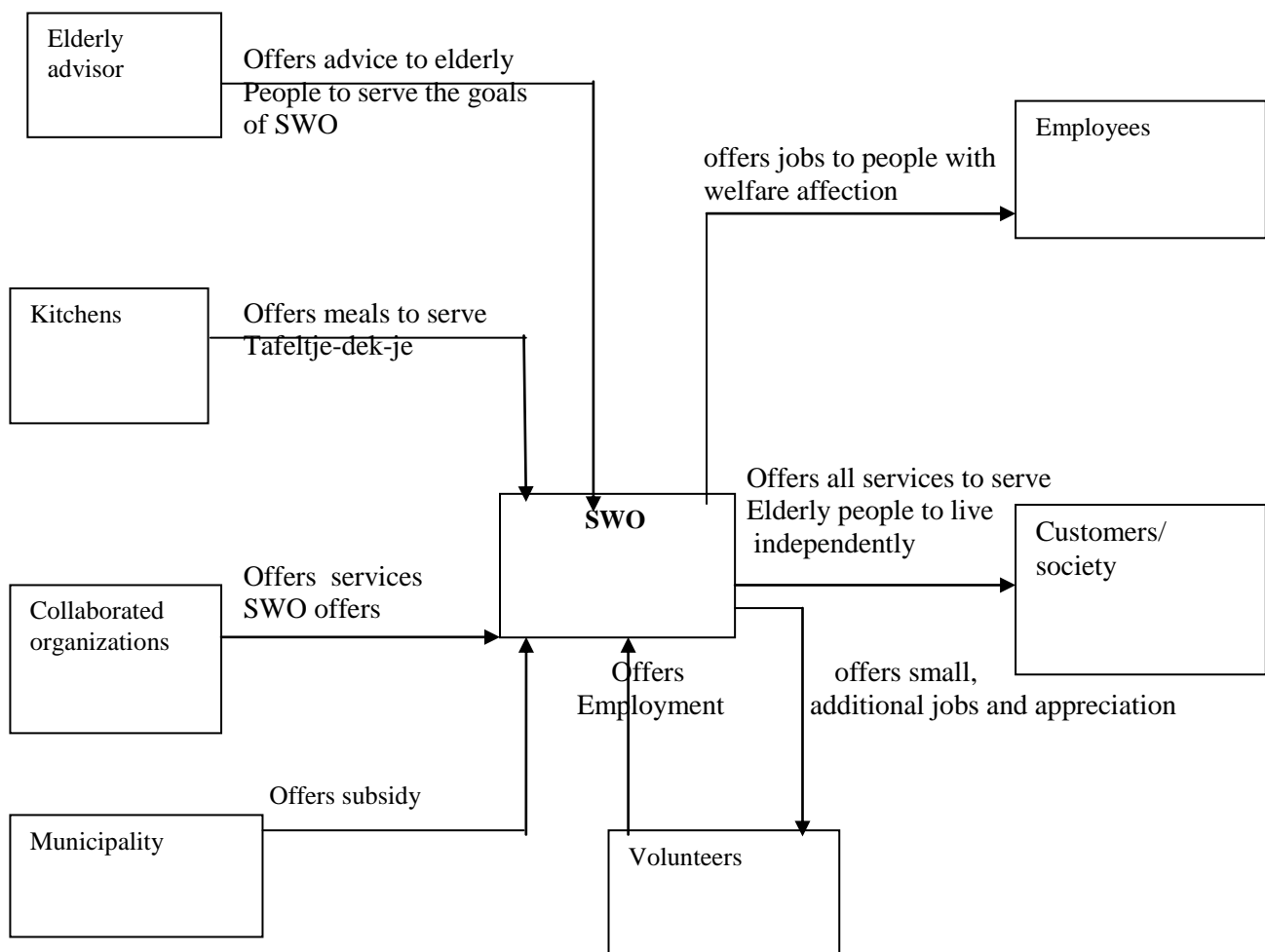
<b>Roles</b>	<b>Actor</b>	<b>Activities</b>
Provider of homes for elderly people	Organization in collaboration with other specialized organizations	Provide special adjusted homes
Provider of information for elderly people	Organization in collaboration with advisor	Offering an elderly advisor
Provider of alarm for elderly people	Organization in collaboration with volunteers	Providing alarm
Provider of meals for elderly people	Organization in collaboration with volunteers and kitchens	Delivering meals
Provider of gymnastics for elderly people	Organization	Gymnastic lessons
Provider of social-cultural activities for elderly people	Organization and volunteers	Special activities and ability of a room for meeting
Employer	Organization	Provide jobs for specific people
Voluntary working area	Organization	Delivering meals, help elderly people with activities, etc.
Motivator and helper of elderly people to keep independent	Organization in collaboration with the other organizations with the same goals	All services provides in SWO
Providing of WMO policy	Municipality Oldenzaal	Provide subsidy
Providing meals etc.	Kitchen of collaborated organizations	Provide meals, a nice time and revenues

**Table 7: Value network, roles, actors and activities**

<b>Goals/contribution</b>	<b>Collaboration</b>	<b>Serving customer</b>	<b>Main revenue stream</b>	<b>Main cost stream</b>	<b>Volunteers</b>	<b>Meeting goals</b>
Welfare of elderly people	Stichting Leendert Vriel, Stichting Informele Thuiszorg, Humanitas, FNV, Carint, Ango, Zorgfederatie Oldenzaal, Twentse Zorgcentra and the Stichting Belangenbehartiging Mantelzorg	Papers, website, driespan, collaborating organizations	Subsidy	Employees and building	Much use of volunteers	Yes

**Table 8: Value network**





**Figure 5: Value network**

#### *4.2 Analysis of questionnaire (quantitative part)*

The data collected by the questionnaires will be analyzed with the use of SPSS. The sample size is 35 people for the Bond, 32 people for SWO and 33 people for the Bibliotheek. Firstly, there will be a factor analysis, to look what items are valid enough to measure social impact. When the factor analysis is done, the regression between the impact and adoption will be measured. When this is measured, the business models can be compared to what organization has the most satisfied people and the most adopting people. And then a conclusion can be made whether or not the money is spent well enough to meet the goals of satisfying the citizens.

To test the hypothesis the adoption variable will be used as a dependent variable. Then a linear regression can be used to test the hypothesis and to discover the impact of the organizations on the customers.

After doing the factor analysis, several items remained. The questions can be found in appendix 3.

**Rotated Component Matrix(a)**

	Component			
	1	2	3	4
Welzijn2	,848			
Welzijn4	,805		,446	
Welzijn5	,763			
Welzijn1	,696		,446	
Soc5	,650			
Soc4	,647			
Adop6		,939		
Adop4		,915		
Adop5		,875		
Adop3		,842		
Welzijn3			,895	
WelBo2			,868	
WelBo1			,868	
Leer2				,858
Leer1				,833

The alphas for these items were for the wellbeingBond .927, for the wellbeing .898, for the learning .803 and for the adoption .932.

The regression analysis have only concluded significance (.098) on the wellBo item. Therefore, hypothesis 3 is met. But only 8,4% of the adoption can be explained by this wellbeing impact.

When having a regression analysis with only the WellbeingBond item, the significance is just not met. But when taking all items together, the WellbeingBond is significant. This will say there is a correlation between the items, which is interesting to know, since all items are part of the broader construct social impact.

For the Bibliotheek, the factor analysis remained the following items. Questions can be found in appendix 3.

**Rotated Component Matrix(a)**

	Component			
	1	2	3	4
WelBB3	,885			
WelBB2	,869			
Welzijn4	,718			
WelBB1	,673			
Welzijn3	,622			,525
Adop6		,943		
Adop5		,942		

Adop4		,922		
Leer3			,807	
Leer2			,788	
Soc5			,627	,483
Soc3				,817

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The alphas for these items were for the social .559, for the wellbeing .768, for the learning .511 and for the adoption .948.

For the Bibliotheek, only the social item is significant (.078), which states that the hypothesis 2 (*The more social relations effects caused by the organizations, the more/earlier the adoption is (caused by satisfaction)*), is met. But according to the R Square, only 21,7% of the adoption can be explained by this social impact.

But when taking the items together, the social item is just not significant (.105). Therefore, these items are correlated too.

For SWO:

A factor analysis was impossible to do for the data of SWO. Therefore a reliability analysis is done. The alphas for the remaining items were for the learning effects .449, for social effects .841, for well-being effects .849 and for adoption .839. Questions of the remaining items can be found in appendix 3.

The learning effect was significant (.022). The ages were in the same group (older than 65), therefore, it was not a dependable factor. Gender was not significant. To conclude, learning effects have a significant effect on the adoption of SWO. But according to the R square only 17,8% of the adoption can be explained by this social impact.

The social effect factor is significant (.004). Therefore this hypothesis is met. Age was not dependent, since the ages were in the same group. 25,7% of the adoption is determined by the social effect.

Wellbeing is significant (.000). Age was deleted, because it was the same group. According to the R square, 43,3% of the adoption can be explained by this social impact. Therefore, this is an important item and of significant effect on the adoption.

Therefore, for SWO all hypotheses are met and can be concluded as being the organization with the most social impact.

### *4.3 General indication*

Also general questions were created in the survey, to get an approximate view about how people think about the organization. This is underlined in the next part.

#### *Bibliotheek Oldenzaal*

The conclusion about the general questions is that in general, people tell friends and family about their experiences and would recommend the library to them. Also people think that Oldenzaal gets more attitude and appearance by having a library. The goals are not totally met, about half of the answers is neutral and the other half positive. The amount of money that is asked for the service is fair according to almost all people.

In general people are satisfied about the facilities the municipality offers, but sometimes it could be better since some people miss some offer.

In the past there were some protests against the closing of the library. This action had much attention. This will say that the library is important for a lot of people to exist and therefore, the impact of the library could be said is large.

Thus the amount of money is good and therefore, it will be harder to satisfy people when the library would increase the contribution money. Therefore, cost cuttings would be a better option for the library to be more cost-effective and to be sustainable.

#### *De Bond*

The conclusion that can be made according to the general questions is that in general people tell positive things (only sometimes negative things) and experiences about the Bond. The payment is proportional and people would recommend the Bond to others. But sometimes people say they miss some offer and the question about the Bond meeting the goals has mixed answers. Some people think the Bond meets its goals, but others think more neutral and that it could be better. But the facilities Oldenzaal offers is satisfying for the older people, but the younger people sometimes miss some offer. And the Bond causes more attitude and appearance for the city of Oldenzaal.

Furthermore, overall people say that the use of volunteers let people engage earlier to the organization. Therefore, the use of volunteers is a good thing to do. This is what the CEO of the Bond mentioned as well. The volunteers have several relations and they will tell their relations about the Bond and what show is coming. Therefore, much people visiting the Bond are relations of the volunteers.

Results of this questionnaire are that overall the people are satisfied and positive about the Bond. But for the younger people there is sometimes not enough satisfying offer. To keep the citizens of Oldenzaal here and not pushed to Enschede or Hengelo since they have a broader offer, Oldenzaal should offer more shows for younger people. Also a cinema is missing, despite the Filmhuis the Bond has. But people say that they not really mind to go to Enschede or Hengelo for other shows. The Bond is too small to have everything in-house.

And lastly, people are asked whether or not they miss something in the present offer of cultural services of the municipality Oldenzaal. For the younger people the offer of shows could be more adjusted and a cinema is missing, although, people do not mind to go to Enschede or Hengelo to see a movie. But the offer for the children of the high school is good, since they have to see different cultural offerings, like shows, expositions etc.

## *SWO*

The conclusion of the general questions asked to the users of the organization, is that people are strongly positive about the organization. People tell about their experiences and only positive things. The payment is proportional, but some people say that they are also not able to pay more than this amount of money and when it would increase, they cannot participate anymore. Furthermore, the people would recommend the organization to others. No facilities are missed, but the facilities offered by the municipality are sometimes not that positive. The goals of the organization are met, but some people say they cannot argue about that since they only make use of one service the organization offers. They are independent and self-supported enough and therefore, they not make use of the organization that much. Also because of this, the satisfaction is good, but would be better when these people make more use of the organization when they become older and more dependent on this organization. People do not miss any offer from the SWO, but they do miss the offer of a free or cheaper card for public transport, since they are dependent on this.

What was remarkable was that people of 80 years and older were more satisfied and pleased by the organization than younger people. Elderly people are more socially isolated and it is more assumable that they become or are a widow. Therefore, SWO is a good alternative to go to, to spend your day. Of course all people are different and have their own reason to visit SWO, but the overall goal is that the people have a place to go to, to meet other people, to do some activities they enjoy etc. Almost all the people say it is a nice place to spend your time, but for others it is more a supplement. It is a good organization to meet other people, but family is the most important. An example is when someone's wife is in the hospital, this is more important than going to go to SWO to play a game. But of course, all people enjoy going to SWO and would really miss something if SWO was not there.

## *4.4 Cross-case analysis.*

In order to make conclusions about the effectiveness of the organizations, the two parts of this study can be taken into account in order to make the results complete. The business models are compared with the article of Foster, Kim and Christiansen (2009) and the goals of the organizations are mentioned and whether or not these goals are met. Furthermore the overall impact to the citizens is taken into account to decide whether or not the subsidy is cost-effective and how satisfied the citizens are about the organizations.

The results of the case study are summarized in table 2 at the beginning of the analysis.

## *Bibliotheek Oldenzaal*

The comparison with the article of Foster, Kim and Christiansen (2009) about the different business models will state that the Bibliotheek Oldenzaal is a Public Provider since the Bibliotheek Oldenzaal provides essential social services that are stated in the policy of Oldenzaal. Also the membership fee is a revenue, but the main revenue comes from the municipality.

The business model effectiveness is okay, but could be better. The subsidy money is spent mostly to pay the employees and the building. In order to be more effective, less employees are an option or the replacement of employees for volunteers or disabled people or people who are in social security. By doing this, the money would be spent more on real important things and the amount of money could decrease therefore. A combination of paid employees and persons of the earlier called groups is an option. Since there is a need for professionalism, not all work can be done by other persons. Furthermore, specific jobs are already outsourced to the province and therefore, this can be an option to be more cost-effective. Relations are explored well, since the collaboration with the province Overijssel is strong. But collaboration

with organizations that provide computers are an option in order to have an agreement that serves both organizations. Goals of the organization are met, but there are cost cuttings needed in order to meet the goals next year. Since effectiveness of nonprofit organizations can be measured on the question whether or not the goals are met (Herman & Renz, 1997) this is important to mention. The visitors think that the goals are met or people think neutral about this question. So based on this, people think that the Bibliotheek is cost-effective, but could be better.

According to the users of the company, the social impact of the organization is aware and it is necessary to have a library for the overall effect on people, that everyone have the ability to lend books, etc. cheaply.

The main costs are the employee costs. Since there is a cutting of costs, there is a need to change the business model. The Bibliotheek needs to think about having partly volunteers, partly paid employees in order to spend less money and keep the costs minimal and thus be cost effective.

Other models can be applicable for the Bibliotheek Oldenzaal, especially when there are cost cuttings. For the Bibliotheek Oldenzaal, the better use of the current business model can be applicable. The search of individual donations and volunteers can be an option. Also the Member Motivator can be an option, since people see the library as important to their everyday life and that it provides collective benefit. When people engage the users and connect with the users, the activities can be supported in a different way.

#### *De Bond*

The comparison with the article of Foster, Kim and Christiansen (2009) will state that the Bond is a combination of a Member Motivator, a Big Bettor, a Heartfelt Connector and a Public Provider. Of course the organization also receives money from the payment of the shows, but this will cover the costs of the show. The Bond is a Big Bettor because individual businesses found it important to have a theater in order to have a vivid everyday life. The Bond is also a Public Provider, since the organization provides social services, like the offering of a cultural heritage and cultural education. Since the municipality has a cultural policy, money is saved in order to spend this on subsidies to organizations that contributes to the cultural life. Also because of the search of other funding sources, like individual donations and volunteers. A Member Motivator also suits the Bond, since people can be a Bondgenoot with which they support the Bond and donate money to the Bond in order to sustain. And also a Heartfelt Connector, because of the volunteers the Bond uses and the focus on causes that are important to people all income levels, the ability to engage in cultural areas. But the main revenue comes from the municipality and the most work is done by volunteers and the goal is to be applicable for all income levels, therefore, the Public Provider and the Heartfelt Connector are the main revenue models of the Bond.

The business model effectiveness is good. The subsidy money is spent well, since the subsidy is used to maintain the organization and the further costs are kept minimal. Relations are explored well, since without the relations, the Bond is not able to exist. Goals of the organization are met, but it will be difficult, since there is a need for more money. Since effectiveness of nonprofit organizations can be measured based on the question whether or not the goals are met (Herman and Renz, 1997) this is important to mention. The visitors think that the goals are met but sometimes could be better. But this is maybe the cause of the small theater that does not have the ability to show all sorts of acts.

So based on this, the Bond is cost-effective for how it is acting know. It wants to be accessible for all people and small and therefore, the goals are met, with the use of the volunteers and how they perform their business. Also the Bond meets the success factor

according to Alvord (2004). Cooperation with the users and easier to access. The use of volunteers creates knowledge and familiarity and accessibility. Also accessibility is created because the Bond is cheaper than other theaters, smaller and low-level.

According to the users of the company, the social impact of the organization is aware. It is important to have a city theater and that you have the ability to see shows.

No other model for the Bond will be applicable, since this will only costs more money and there is no money. Also the search for sponsors is hard and the willingness to pay more for the tickets will probably not be there, thus the business model de Bond now has, is sufficient for the Bond. The only remark can be, that there is a need for another big sponsor, next to the four main sponsors there already are.

### *SWO*

The comparison with the article of Foster, Kim and Christiansen (2009) will state that the SWO is sort of a Policy Innovator. This because the SWO is a new initiative to serve elderly people. There are already existing organizations that serve the elderly people, but the strength of SWO is that they have all services elderly persons need are in house or the SWO has a relation with organizations that help serving the people. Furthermore, people are familiar with SWO and SWO knows their clients and is personal. Therefore, this new way of serving elderly people, makes the organization more effective and therefore, the SWO is a Policy Innovator.

The collaboration with other nonprofit organizations is making the SWO a strong organization and a necessary one because not all people know where to go to when they have a question and SWO has a connection with all sorts of organizations with the same motivation nonprofit organizations has, to serve people and to keep the costs as low as possible.

The business model effectiveness is good. The costs are kept minimal and the costs of the activities are break-even with the revenues for the activities. The costs of the activities are also kept minimal in order to serve as much people as possible. The subsidy money is spent well, because of the large amount of people that is served with the money and the costs are kept minimal. Relations are explored as good as possible. There is much collaboration with many different organizations that all have their own expertise. Goals of the organization are met, but will be hard next year. Cost cuttings are needed or new sorts of revenues in order to meet the goals. The visitors think that the goals are met. So based on this, the SWO is doing good. People are very satisfied about the organization and really see it as a basic need to have for the city. The social impact is therefore aware and people really feel better participating to this organization.

Since cost cuttings will be hard, because the costs already kept minimal, other sources of revenues are optionally. The CEO of SWO mentions to collaborate with Impuls in order to decrease administration and management costs, but the strength of SWO is that they know their people, the people know them, know where to find SWO and who to ask for. People have a connection with SWO, especially people that are raised and came old in Oldenzaal. When merging with Impuls, SWO becomes too big and not that cozy and personal as people are used to. Therefore, the SWO needs to sustain the way they are, but has to find new sorts of revenues. Options are found in the discussion chapter.

To compare the three organizations and to decide which business model has the highest social return on subsidy, the conclusion can be made that SWO and Stadstheater de Bond are acting in the most effective way. Since both organizations work much with volunteers and the costs are kept minimal, the subsidy is spent well. Furthermore, the amount of people that make use of the organizations are aware of the benefits of the organization and without it, the life of the people will change. In this case, the SWO would have the most social return on

investment, since a theater is about fun and meant for your leisure time. But SWO is meant to create a better life for elderly people and help them to live their lives easier. Without the help of the SWO, people are not able to live how they live now. They are much more dependent on others and these others are too expensive. The accessibility of the SWO is high and therefore, the SWO is a good organization that contributes to the social welfare people. It is also an unique organization, since this is really focused on the citizens of Oldenzaal. Hengelo for example also has a SWO, but this organization is focused on the citizens of Hengelo. The Bond focuses also on the citizens of Oldenzaal, but also in the surroundings of Oldenzaal. Furthermore, citizens of Oldenzaal also can make use of theaters in Enschede or Hengelo, but it would not really be an option when elderly people of Oldenzaal make use of the SWO of Hengelo, since the services the SWO offers are focused on their own city.

In the discussion chapter there will be alternatives for the organization to perform more effectively.

The results of the questionnaire state that for the Bond hypothesis 3 is met. For the Bibliotheek hypothesis 2 is met. And for the SWO all hypotheses are met. Therefore, the organization with the most social impact according to the visitors is SWO. These results have influence on the return on subsidy, since these results include social impact of the subsidized organizations. Since for each organization at least one hypothesis is met, a conclusion can be made that the organizations do have social impact on the citizens and return on subsidy is aware. The more hypotheses are met, the higher the social impact and the higher the return on subsidy. Therefore, to make a conclusion based on the quantitative part, SWO has the highest return on subsidy.

	<b>De Bond</b>	<b>Bibliotheek</b>	<b>SWO</b>
<b>Revenue model</b>	Combination of Member Motivator, a Big Bettor, a Heartfelt Connector and a Public Provider	Public Provider	Policy Innovator
<b>Optional revenue model</b>	No	Member Motivator	No
<b>Main revenue from</b>	Municipality (49%)	Municipality (80,5%)	Municipality (50%)
<b>Contribution of customer (membership fee, entrance money etc.)</b>	Yes much (Entrance money, Bondgenoten)	Yes	Yes
<b>Use of food and beverage service</b>	Yes	No	Yes
<b>Use of volunteers</b>	Yes much	Rarely	Yes much
<b>Use of rent revenues or sort of rent revenues</b>	Yes	Yes	Yes
<b>Use of sponsorship</b>	Yes	No	No
<b>Use of extra activities</b>	Yes	Yes	Yes
<b>Social impact score</b>	1 out of 3	1 out of 3	3 out of 3

**Tabel 9** Cross case analysis



Based on this several propositions can be made, about the most cost-effective business model. These propositions can be used by the organizations, in order to learn from each other to be more cost-effective. Although the organizations are in different areas, the revenue streams could be the same.

The propositions for a cost-effective business model for social enterprises are:

- 1. Not more than 50% of your revenue streams, must come from the municipality (you are self-sustaining)*
- 2. The use of a contribution of the customer is good (this also creates impact, since people would like to pay to visit the organization although the amount of money should be proportional, since otherwise people will not pay for it)*
- 3. Use of food and beverage service creates more cost-effectiveness*
- 4. The use of volunteers creates more cost-effectiveness (and a connection with the organization and accessibility, but only when there is a good policy for volunteers)*
- 5. Use of revenues from rent creates more cost-effectiveness*
- 6. Use of sponsorship creates more cost-effectiveness (and impact)*
- 7. Use of extra activities creates more cost-effectiveness (and impact)*
- 8. Creating commitment with your customers and create more impact and benefit for the customer would create a more cost-effective business model*

## 5. Conclusion and discussion.

Since this study had the aim to contribute to a relatively new field, by the use of business model theory to measure the effectiveness of subsidized organizations, this created several new insights about the social enterprise and their effectiveness. Though it was hard to find theory about how effectiveness is measured in social enterprises, this gave me the opportunity to do this research.

### 5.1 Key findings

Key findings are that overall, the organizations have a good and effective business model, but improvements are always possible. Alternatives necessary in order to sustain after subsidy cuttings will be needed, thus there is a need for a change in the business models in order to sustain effective. But since the organizations have a business model that already is effective, this would be hard. Therefore, cost cuttings would not be an option, in the case of the Bond and SWO, and other revenues need to be searched for. The impact of the organizations is felt and aware and therefore, the existence of the organizations is good to keep citizens satisfied. For the citizens of Oldenzaal, it is important to have an own theater. It gives the city awareness and charisma. Furthermore, the low-level accessibility is important for the Bond and SWO. It contributes to the well-being of people to have the ability to visit these organizations. Impact of these organizations is therefore big. It would be hard to sustain the way the organizations are acting now and to keep the people satisfied, when subsidy cuttings are a fact. This should be taken into consideration, since in my opinion the main task of a municipality is to serve their citizens and to keep them satisfied.

Although, municipalities have to encounter difficulties too when budgeting their money, the municipality must anticipate on the things that are priority and things that are important to be a satisfying city to live in. Also cooperations and other alternatives need to be taken into account in order to maintain the city as it is.

The Bibliotheek has the most impact, since they have more customers and members, but the business model is not that efficient as it could be. Subsidy money is not spent cost-effective, since the costs are too high and not efficient. SWO has fewer customers, but a more efficient business model and a large impact on the customers according to the questionnaire. The impact score of people was high and people see SWO as part of their life. People who visit the Bibliotheek think it is important to have a library, also because of the educational effect it has and people just need to have the ability to read books cheaply. It is part of the education.

When the Bibliotheek has a more efficient business model, the Bibliotheek would have the most social return on subsidy. When taking the perspective of Boons and Lüdeke-Freund (2012) into account, which is that overall social businesses needs business models that takes into account the importance of recovering their full costs and pass profits on to customers who shall benefit from low prices, adequate services and better access to maximize the social profit equation, the organization that has the best business model according to these criteria, SWO would be the best. Costs are covered fully, customers benefit from it, low prices are key and the customers are committed to this organization since they see it as part of their life.

Furthermore, the stated propositions are almost all met and the quantitative analysis had an outcome of 3 out of 3 on the social impact score. Therefore, when taking this into account, SWO would have the most effective business model, especially because the customers are satisfied the most and would miss something in their life when SWO would not exist.

To conclude, there are theoretical options to cut costs and to have other revenues, but the practice of this needs to be researched by the organizations, since they have to deal with the subsidy cuttings. The organizations are willing to change their revenue stream and this is

necessary because of the subsidy cutting. The options given are appropriate options and realistic to effectuate. Overall, the organizations are doing well and are important to have for the municipality Oldenzaal. Nevertheless, subsidy cuttings are needed because of cost cuttings, no matter how the politics of Oldenzaal look like. Therefore, the citizens have no influence on the sustainability of the organizations by choosing other politic parties or demonstrating against subsidy cuttings. The organizations are forced to look for other revenue streams. The cost-effectiveness, especially from the SWO and the Bond, is good since the costs where they have influence on are kept minimal. But improvements are always an option. Therefore, when the municipality is cutting costs, the organizations need to find other revenue streams. But you can reverse it. The organizations are already cost-effective, but is the municipality Oldenzaal cost-effective? This will be interesting for future research, since having spoken with the citizens, they mention the waste of money of the municipality Oldenzaal to certain projects.

Furthermore, the subsidy policy could be better. Speaking to managers of this policy, they mention that deciding how much money goes to what organization, is just guessing and little calculation after screening the calculations of the organization and the financial statements. If the policy is more based on what is really paid with it and what other revenues the organization has, the subsidy would be more fair.

To answer the main question, which business model for subsidized organizations has the highest social return on subsidy, concluded can be that a combination of revenue models will be best. To receive money from different resources makes organizations committed to these sponsors and at the same time, create legitimacy for the sponsors. Furthermore, the more sponsors an organizations has, the more relations and the more possible visitors. The Bond makes use of many volunteers and these volunteers have relatives and family and these relatives are stimulated to see a show when their relative is volunteering there. Also the volunteers know what is happening in the Bond and the volunteers can inform their relatives about the shows.

Overall, it is good to receive money from the municipality, but it is even better to have revenue streams elsewhere. Especially when unsuspected cost cuttings are happening, you still have you other revenue streams. The collaboration with other nonprofit organizations is also good in order to have a cost-effective business model, since all organizations have the same intention, to serve people and with the lowest possible costs. Also the organizations that offer these additional revenue streams, also see the benefit of doing this and the benefit of having that organization. Therefore, it would be a win-win situation. Taking cost-effectiveness of the subsidies into consideration, municipalities can force the organizations to cooperate with other organization or to receive revenues from other organizations in order to receive the subsidy of the municipality. The conditions of the municipality could be stricter in order to be more cost-effective and the organizations to be more independently. Thus a combination of different revenue streams, the use of volunteers and commitment of your customers would create the most cost-efficient business model and the most social return of investment, since commitment of your customers is key. They must see the benefit of having a certain organization and feel unsatisfied when the organization would not exist. Impact should be big, by being part of someone's daily life. Also focusing on different segments is good, although the focus on one specific segment that feels much impact of the organization, like SWO, would be an option too, since these customers support the organization fully since the impact on their lives is big.

Looking at the revenue streams of the organizations, the subsidy is about half of the revenues, except the one of de Bibliotheek. Other revenues come from membership fees, etc., rent of the building, food and beverage, sponsorship and activities organized. Therefore, an option is to organize more complementary activities, besides the basic service the organization offers. Furthermore, the search of sponsorship is a good revenue stream, especially when the donation comes from organizations that have the same goal as the sponsored organization or that have optional customers for your organization, since they like the initiative the donating organization is doing. Rent is also a good revenue option, since mostly the space of your building is not used all the time. When it can be rented for several activities, the organization creates a new revenue stream. This is what the researched organizations already do, but it could be expanded.

By the use of volunteers, the organization not only create more accessibility, but also cut personnel costs. But a good policy is necessary to keep the volunteers satisfied. Furthermore, the offering of food and beverage would create an extra service to the customers and makes it more attractive to visit your organization. Besides that, it creates a new revenue stream.

And the use of a contribution of the customer is good; this creates impact, since people then would like to pay for the service, since they like the service. Although, the amount of money should not be that high, but proportionately since otherwise people will not pay for it, because they think it is too expensive. The service should be accessible for all people. That is what a social enterprise is all about.

Therefore, propositions based on these outcomes are:

1. *A combination of different revenue streams of organizations/businesses, that have the same goal as the subsidized organization, would create a more cost-effective business model*
2. *The use of volunteers would create a more cost-effective business model, because of the social impact and accessibility, but only when there is a good policy for volunteers*
3. *Commitment and support of your customers would create a more cost-effective business model, since impact would be increased*
4. *Not more than 50% of your revenue streams, must come from the municipality (you are self-sustaining and more a social enterprise than a non-profit)*
5. *The use of a contribution of the customer is good (this also creates impact, since people would like to pay to visit the organization, although the amount of money should be proportional, since otherwise people will not pay for it)*
6. *Use of food and beverage service creates more cost-effectiveness (since it is an extra amount of revenue and people like this service)*
7. *Use of revenues from rent creates more cost-effectiveness (since rent is a big amount of the costs, you receive something back)*
8. *Use of sponsorship creates more cost-effectiveness (and impact, since people may be connected with the organization that donates money)*
9. *Use of extra activities creates more cost-effectiveness (and impact, because of the complementary character it has)*

## *5.2 Suggested improvements.*

After doing this research, several alternatives and advices can be given in order to spend the money differently or to collect more money. Of course the organizations could take the propositions stated into account and make their own interpretation, but taking these propositions into account is a good start to be more cost-effective. For the interpretation of it, the organizations could look in each other's business model, how they deal with the revenues and costs.

### Bibliotheek

The Bibliotheek can use volunteers instead of paying the employees a salary since the salaries are a big part of the overall revenue. For the CAO interpretation, maybe the Bibliotheek could inform SWO or de Bond. Another option to save money could be to cooperate with business that delivers computers etc. Since the Bibliotheek offers courses to work with computers, a computer company can deliver computers for a fair price (sponsorship) in the hope the people get used to working with that computer and make a good deal in the end with the people who took the course. Also the use of disabled people and people who receive social support, can have a job at the Bibliotheek. To the people that already receive social support, the library does not have to pay salaries. And the library can possibly receive a subsidy for employing disabled people. Furthermore, the rent of several rooms or space of the building to so called zzp'ers (private persons with their small business), the rent of the top floor for catering activities etc. would bring extra revenue. But these alternatives need to be researched furthermore, whether they are achievable or not.

### De Bond

An option for the Bond could be to ask a fee to amateurs who want to play a show at the Bond. By doing this, people get familiar with the band/group and afterwards people would pay for a next concert.

Furthermore, the Bond wants more professional people. When people who receive social support have working experience in theater, marketing or other fields de Bond needs people in. People can work there in order to receive their social support. But this needs to be collaborated with the social service. By doing this, people who receive social support do something they like and do not feel pushed into a certain project that they do not like and the Bond has professional people where they do not have to pay for, since they receive their social support. Other options are to have a musician teach there, maybe also a person that receives social support and prefers to do something with music or theater. Schools pay the Bond to make use of this service, like teaching drama, music, theater etc. Then schools also do not need to hire music or drama teachers. De Bond can make more use of the praktijkschool for the technical problems. They already have interns, but more use of this can be an option. Cooperation with schools for advertisement etc. to make notice of the activities in the Bond is also an option.

Another option can be to have parties in the Bond. How fun would it be to rent a hall for yourself in which you show your favorite movie? When the halls are not booked, this could be an option.

And to save money, the rent of the building can be changed. Since the municipality Oldenzaal is the owner of the building, Oldenzaal can decide to ask less rent in order to let the Bond sustain easier, since it is difficult to search for another partner. By doing this the municipality Oldenzaal does not have to give more subsidy but gives the Bond indirectly a benefit.

In the end, this will be better since when the Bond fails to sustain, the revenue of the building is totally gone. And real estate is hard these days. Therefore, it is better to let the Bond sustain and to let the Bond break-even. Overall, all these options are just suggestions. The

achievement of this needs to be researched furthermore, although the options are realistic enough to consider.

### SWO

Since Oldenzaal has much elderly people and this amount would only grow in the next years, it is important to keep this group satisfied, since in my opinion, the main goal of a municipality is to keep your citizens satisfied. Therefore, cutting the costs of the SWO would harm the older citizens and their quality of life. But since the democratic system results in a municipality the majority has chosen, people know to what they vote for and therefore are probably satisfied with the decisions the municipalities make. If the cutting of the costs are such, SWO can think of a collaboration with other municipalities. But, according to the CEO, this would be an option in theory, but for real, this will not work since the municipalities will not go along with each other. Another option would be to ask the insurance companies for a contribution. When people live independently for a longer time and without the need of other, more expensive organizations, this can be rewarded by having an agreement with insurance companies. The 'eigen risico' can be taken for this.

Furthermore, since the building of the Michgoriushuis is a historical building, maybe the organization for cultural heritage and monuments can make a contribution in order to sustain the Michgoriushuis. Since the Michgoriushuis has much space, a room can be decorated with the history of the building. For this, visitors can leave a small donation. This is already done in other cities in historic buildings; therefore, this would be a realistic option.

And another thing that might be changed is the meal plan. Now the meals are delivered from kitchens where SWO has a connection with. A meal costs €4,50. But the meals can also be made by volunteers, schools etc. and then only the costs of the meal need to be paid. This is probably less than €4,50. But when implementing this, hygiene protocols need to be checked first.

For SWO it is possible to have people from the business life to work there 1 day a week, on a voluntary base, to do the administration etc. Furthermore, the ouderenadviseur could also be a volunteer with experience.

And lastly, fundraising is an option. At the Boeskool, before Christmas, people can donate some money to the organization. The groups of the SWO can perform in order to receive some money. The choir can perform, dancing classes etc. Also fundraising by organizations like the Lions club can be an option, since their aim is to serve the society as well.

### Municipality Oldenzaal

The municipality Oldenzaal recently published articles about the balance of their financials. Despite the economic crisis, Oldenzaal was able to stay ahead. This was mainly realized by the citizens. The mayor of Oldenzaal mentioned that Oldenzaal has a strong social field and that the citizens are enthusiastic and creative to deal with the cost cuttings. Therefore, the citizens do something to make Oldenzaal sustain, but the municipality also needs to keep their citizens satisfied by their offerings. Therefore, the municipality Oldenzaal needs to keep in mind what keeps the citizens satisfied and maybe this research will help with that. Without the subsidized organizations, people are less satisfied. Therefore, the organizations need to sustain, maybe need a change, but the organizations that already acting cost-effective, do not deserve a cost cutting. It is hard to find other revenue streams these days and the costs where the organizations have influence on, are minimal. According to both the CEO of the Bond and SWO, cost cuttings are hard. The Bibliotheek mentions cost cuttings are an option, but for the Bond and SWO it would be hard to cut costs, at least, if you want to be realistic (salaries

could not be lower, electricity bills could not be lower, at least if you want to do your business like the way it is now, etc.). The organizations only want to do good and serve the citizens, but when they are counteracted by the cuttings of the subsidy, the organizations has trouble to sustain and to fulfill the needs of the citizens. Although the municipality could increase the taxes to maintain the subsidies for the organizations, but this would not satisfy the citizens as well.

### *5.3 Limitations*

Though the use of a survey can be biased, because people already like the organization because they already make use of it, the information is complemented with secondary data from the internal data from the municipality Oldenzaal. Therefore, the total case study makes this research complete.

The generalizability of this research is there, since the business model approach for all organizations is an applicable option to use. Although municipalities differ from each other, the basic principle of the organizations is the same. The willingness of the relations of the organizations can differ too, but the options for the kind of organizations are the same. And also the policy of the subsidies can be stated as quite the same. Thus the generalizability for other municipalities is there. Every municipality provides subsidies to the same sort of organizations, like cultural, welfare, sport, education etc. Therefore, this is an applicable tool to use.

### *5.4 Future research*

Future research can focus on a more longitudinal approach, about when the cutting of the costs are done, how the organization then sustain. Also studies in other municipalities or cultures are an option for further research.

Besides that, the propositions can be tested by making the recommendations real.

Furthermore, the questionnaire about the social impact score could be tested more and be more detailed about the social impact, in order to measure the social impact even better.

### *5.5 Research implications and practical implications*

The validity of this research is strengthened by the use of triangulation. Although there are biases, this is decreased by the different methods used and for the questionnaire the factor analysis used. Furthermore, the use of triangulation causes no common method bias.

Although the use of more cases would have made this study more comparable, the use of three cases gives a good overview about how the subsidized organizations are working and what agreements there are in order to receive the subsidy. Also because of the use of the organizations that receive the most subsidy and because the organizations differ from each other in the area they are working in, makes this study still applicable and comparable, despite the low amount of cases.

The practicality of this study is good, since the use of a case study makes a study practical. The reliability is based on the Cronbach alpha and since it is based on literature and studies from others, it can be stated to be reliable. Furthermore, the use of a factor analysis makes the items more valid and reliable and the items have an applicable Cronbach Alpha.

Implications of doing a case study are that the data you collect is too broad and complex and too detailed, so there can be a lack of overall perspective (Eisenhardt, 1989). Also, using case studies is a bottom up approach in which the specifics of the data produce the generalizations

of the theory. The outcome can describe a idiosyncratic phenomenon or generality of the outcome is missing (Eisenhardt, 1989). But in this study the aim was not theory building, but more descriptive and compared to other business models and therefore, the case study in this research would be applicable and clear enough to understand the differences between the business models.

The use of a case study provides a combination of data collection in which the outcomes can be qualitative and quantitative. This makes the validation more complete, especially since this research is completed by the surveys for the customers.

In the end, to make a final answer on the research question, which business model has the highest return on subsidy, the organizations all have strengths and weaknesses, but a business model that has a combination of revenues from the municipality and other revenue streams, like rent, membership fees etc., would be the best business model. Furthermore, the support of the customer is key and impact of the organization needs to be felt by the customers. By having this, the organization would have the highest return on subsidy, since people see the benefit of having the organization.

But there is still need for more research and therefore, the research question could not be answered completely. Alternatives should be researched and what impact this change would have on the customers and the return on subsidy.



## Bibliography.

- Alvord, S.H., Brown, L.D., Letts, C.W. (2004). Social Entrepreneurship and Societal Transformation : An Exploratory Study. *Journal of Applied Behavioral Science* 40 (3), 260-282
- Bagnoli, L., Megali, C. (2009) Measuring performance in social enterprises. *Nonprofit and Voluntary Sector Quarterly*, 40 (1), 149-165
- Bhattacharya, C.B., Sen, S. (2003), Consumer-company identification: A framework for understanding consumers relationships with companies, *Journal of Marketing*, 67 (4), 76-88
- Boons, F., Lüdeke-Freund, F. (2012) Business models for sustainable innovation: state-of-the-art and steps towards a research agenda. *Journal of Cleaner Production*, 1-11
- CBS [http://commons.wikimedia.org/w/index.php?title=File:Bevolkingspiramide\\_2008\\_-CBS\\_gemeentecode\\_0173.svg&page=1](http://commons.wikimedia.org/w/index.php?title=File:Bevolkingspiramide_2008_-_CBS_gemeentecode_0173.svg&page=1)
- Cooper, D.R. & Schindler, P.S. (2006). *Business Research Methods*. Ninth Edition, McGraw-Hill/Irwin
- Davis, F. D. (1989), Perceived usefulness, perceived ease of use, and user acceptance of information technology, *MIS Quarterly* 13(3), 319–340
- Davis, F. D., Bagozzi, R. P., Warshaw, P. R. (1989), User acceptance of computer technology: A comparison of two theoretical models, *Management Science* 35, 982–1003
- Decos Database gemeente Oldenzaal
- Dees, J.G., (1998) The Meaning of Social Entrepreneurship, *unpublished paper*, Kansas City, MO: Ewing Marion Kauffman Foundation
- Eisenhardt, K.M. (1989) Building theories from Case Study Research. *The Academy of Management Review*, 14 (4), 532-550
- Emerson, J. (2001) Enterprising nonprofits: a toolkit for social entrepreneurs (boek)
- Herman, R.D., Renz, D.O. (1997). Multiple constituencies and the social construction of nonprofit organization effectiveness. *Nonprofit and Voluntary Sector Quarterly* 26 (2), 185-206
- Ho, A.P., Chan, K (2010) The social impact of work-integration social enterprise in Hong Kong. *International Social Work*, 53(1), 33-45
- Gonzalez-Padron, T.L., Nason, R.W. (2009) Market Responsiveness to Societal Interests. *Journal of Macromarketing*, 29 (4), 392-405
- Faber, E., Ballon, P., Bouwman, H., Haaker, T., Rietkerk, O., Steen, M.(2003) Designing business models for mobile ICT services, exploring the connections between customer value and value networks, *3rd International Conference on Electronic Business, Business*

*Paradigms: Strategic Transformation and Partnerships. ICEB 2003*, Singapore, 10-12 December.

Foster, Kim and Christiansen (2009) in the Stanford social innovation review

Jönsson, J. (2011) Exploring the Role of Business Model for Social Entrepreneurship, in the Philippine context,

Lafferty, B.A., Goldsmith, R.E. (1999) Corporate Credibility's role in consumers attitudes and purchase intentions when a high versus a low credibility endorser is used in the ad, *Journal of Business Research*, 44(2), 109-116

Lochner, K., Kawachi, I., Kennedy, B.P. (1999) Social capital: a guide to its measurement. *Health & Place*, 5, 259-270

Lyon, F., (n.d). Measuring the value of social and community impact. In P. Hunter (2009), Social enterprise for public service: how does the third sector deliver? (pp. 29-36). London: Smith Institute

Maas, K. (n.d.) *Social impact measurement: towards a guideline for managers*. Erasmus University Rotterdam.

Mair, J., Martí, I. (2006) Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41, 36-44

Mintzberg, H. (1996) Managing Governments, Governing Management. *Harvard Business Review*. May-June, reprint nr: 96306

Moore, M.H. (2000) Managing for Value: Organizational Strategy in For-Profit, Nonprofit, and Governmental Organizations. *Nonprofit and Voluntary Sector Quarterly*, 29 (1), 183-204

Nowak, A. & Szamrej, J. and Latané, B. (1990) From Private Attitude to Public Opinion: A Dynamic Theory of Social Impact. *Psychological Review*. 97(3), 362-376

Osterwalder et al. 2005 retrieved from Al-Debei, M.M., Avison, D. (2010). Developing a unified framework of the BM concept, *European Journal of Information Systems*, 19, 359-376

Rogers, E.M. (2003). *Diffusion of Innovations* (5th ed.). New York: Free Press.

Tan, W. (2005) Defining the 'Social' in 'Social Entrepreneurship': Altruism and Entrepreneurship. *International Entrepreneurship and Management Journal*, 1, 353-365

Teece, D.J. (2010) Business Models, Business Strategy and Innovation. *Long Range Planning*, 43, 172-194

Titmuss, R.M., (1974) *Welfare States: Construction, Deconstruction, Reconstruction: chapter 5 What is social policy*. London: Allen and Unwin

Vanclay, F., (2003) International Principles For Social Impact Assessment, *Impact Assessment and Project Appraisal*, 21(1), 5-12

Zahra S.A, Gedajlovic, E., Neubaum, D.O., Shulman, J.M. (2009) A typology of social entrepreneurs: motives, search processes and ethical challenges. *Journal of Business Venturing* 24(5), 519–532

## Appendix 1.

### The subsidy policy of Oldenzaal.

Subsidies will be given to organizations that are situated in the municipality Oldenzaal. There is an exception to organizations that are situated elsewhere but have the activities focused on the municipality Oldenzaal or the activities will do good for the citizens of Oldenzaal.

In order to receive a subsidy organizations can fill in a request form. This is a standard form. Sometimes, with subsidies higher than €5000,- there is a need of additional information, like the cost and revenues. The subsidies will be handled individually and thus the amount of money can differ. When organizations show how their prospects and calculations are, the municipality can take this into account for deciding what amount of subsidy they will give and what they want to see that the organization achieve with it.

Organizations with a subsidy higher than €50.000 must give a report during the year about how the organization is doing. With this, the municipality has control over how the subsidy is spent and if there is a need for more. By this, the municipality sometimes decide to give an extra subsidy during the year. Organizations with small subsidies do not have any duties or obligations. There are of course standard procedures and obligations when receiving a subsidy. These are according article 4:37 Awb.

The payments of the subsidies are 100% when the subsidy is lower than €5000,-. When the subsidy is between €5000,- and €50.000,- 50% is paid every half year. And subsidies more than €500.000 are paid every quarter with 25% of the subsidy.

Furthermore, when the organization cannot fulfill the activities, based on where the subsidy is meant for, this has to be reported. By having this report, the municipality can decide to cut the subsidy. Subsidies lower than €5000,- do not have to give a report about costs and revenues. For subsidies higher than €5000,- there is a need for this in order to decide whether or not to give the subsidy.

Subsidies also take into account the loan and price rates. Therefore, the subsidies will be adjusted every year.

The cost-effectiveness of the subsidies is controlled by the municipality in different ways.

Subsidy	Control cost-effectiveness
Yearly subsidy	<ul style="list-style-type: none"><li>- Subsidies lower than €5000: random sampling to decide whether or not the money is used for the goal it is meant for</li><li>- Subsidies between €5000 and €50.000: when setting the subsidy it will be tested to whether or not the money is used for the goal it is meant for</li><li>- Subsidies more than €50.000: when setting the subsidy the results will be tested in relation to the goals</li></ul>
One time subsidy	<ul style="list-style-type: none"><li>- Subsidies lower than €5000: random sampling to decide whether or not the money is used for the goal it is meant for</li><li>- Subsidies between €5000 and</li></ul>

	<p>€50.000: after the activity/in the end of the activity it will decide whether or not the money is used for the goal it is meant for</p> <ul style="list-style-type: none"> <li>- Subsidies more than €50.000: when setting the subsidy the results will be tested in relation to the goals</li> </ul>
--	--

**Tabel 2 Subsidy policy municipality Oldenzaal**

There are different plans for the different subsidies, since there are different areas, like sport, culture, WMO (law social responsibility), recreation and tourism and museums. These areas can be divided in the plans:

- Beleids- en actieplan Toerisme en Recreatie
- Sportbeleidsplan
- Toekomstvisie musea
- Cultuurnota
- Beleidsvisie Bibliotheekwerk
- WMO Visie
- Beleidsagenda WMO

The Bibliotheek Oldenzaal needs to report the accomplished results. The qualitative and quantitative performances will be stated and compared to the former period. This will be based on different areas: knowledge and information, development and education, art, culture and exhibitions, reading and literature and meetings and debates.

The way the subsidy is handled is request → conferment → setting → payment.

## **Appendix 2.**

### *Questionnaire to the CEO of the organizations.*

#### *Over value chain.*

1. Wat zijn de doelen van de organisatie?
2. Waarmee probeert de organisatie deze doelen te bereiken?
3. Welke middelen gebruikt de organisatie om deze doelen te bereiken?
4. Hoe zouden de doelen beter of eerder bereikt worden?
5. Wat zijn de afspraken met de gemeente? Welke prestaties moet u leveren om uw subsidie te krijgen?
6. Vindt u het gebruik van vrijwilligers bijdragen aan het goed doen voor de maatschappij? Zo ja, hoe?
7. Denkt u dat het werk de vrijwilligers voldoening geeft? En zijn vrijwilligers meer verbonden met de organisatie dan betaalde werknemers?

#### *Over supply chain*

1. Met welke bedrijven heeft u een relatie? Bent u verbonden, heeft u contacten mee, hetzij leveranciers, donaties, marketing-gerelateerd, etc?
2. Wat doet u eraan om deze contacten te onderhouden?
3. Wat zouden uw relaties meer voor u kunnen betekenen eventueel?
4. Wat is de meerwaarde van het hebben van deze relatie?

#### *Over customer interface*

1. Wat is uw doelgroep?
2. Hoe bereikt u uw klant? Hoe bereikt u de burgers?
3. Hoe houdt u contact met de klanten?
4. Hoe kunnen klanten zorgen dat ze meer met het bedrijf te maken kunnen krijgen/meer info kunnen krijgen?
5. Denkt u dat u door middel van uw organisatie de burgers van Oldenzaal tevreden stelt?
6. Denkt u dat de burgers van Oldenzaal een bepaald aanbod missen? Hoe zou u dat eventueel willen of kunnen oplossen?
7. Denkt u dat u dmv uw organisatie bijdraagt aan een betere maatschappij? Zo ja, hoe? Zo nee, waarom niet?
8. Denkt u dat dmv uw organisatie mensen zich beter voelen/ lekkerder in hun vel zitten/ meer zelfvertrouwen hebben?
9. Denkt u dat mensen dmv uw organisatie meer uit een sociaal isolement zijn/kunnen zijn?

#### *Over financial model*

1. Waar krijgt u uw geld van? Welke organisaties, instellingen, donaties etc.
2. Waar gaat dit geld naartoe? Welke activiteiten zijn er met welk geld betaald? Welke middelen zijn er met welk geld betaald?
3. Wat gebeurt er met het subsidiegeld?
4. Wat zijn de grootste kostenposten?
5. Wie bepaald waar het geld naartoe gaat?

6. Zijn uw doelen bereikt met de inkomsten die u krijgt? Zo niet, waar ligt dat aan? En welke doelen zijn niet behaald?
7. Waar zou u zelf nog meer geld vandaan willen en/of kunnen halen?
8. Waar zou geld op bespaard kunnen worden?
9. Denkt u dat u het geld efficiënt gebruikt? Hoe kan het eventueel beter?
9. Vindt u de vraagprijs rechtvaardig voor wat mensen ervoor krijgen? Zo ja, waarom?

*Algemeen.*

1. Wat ziet de gemeente terug voor het geven van de subsidie? Meer tevreden burgers, minder criminaliteit, minder mensen in de bijstand etc.?
2. Wat zien de burgers van de inzet van uw organisatie? Wat biedt u mensen als indirect effect?

### Appendix 3.

Factor analysis remained the following questions.

For the Bond:

#### *Wellbeing of the Bond*

Question 3: Ik voel geen negatieve effecten door het gebruik van de organisatie

Question 1Bo: Ik voel me beter wanneer ik naar een show bent geweest

Question 2Bo: Het is belangrijk voor mij om naar voorstellingen te kunnen gaan

#### *Wellbeing general*

Question 1: Ik zit lekkerder in mijn vel door het gebruik van de organisatie

Question 2: Ik voel me zekerder door het gebruik van de organisatie

Question 4: Ik voel me minder verveel door het gebruik van de organisatie

Question 5: Ik voel me veranderd wanneer ik heb deelgenomen aan de organisatie

#### *Learning effects*

Question 1: Ik heb het idee dat ik iets leer door het gebruik van de organisatie

Question 2: Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest

#### *Adoption*

Question 3: Wanneer ik weet dat de organisatie zorgt voor banen voor mensen die moeilijk te plaatsen zijn, zou ik vaker gebruik maken van de organisatie

Question 4: Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie

Question 5: Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie

Question 6: Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie

For the Bibliotheek:

#### *Social:*

Question 3: Ik voel me minder in sociaal isolement door het gebruik van de organisatie

Question 5: Ik kom nu eerder in contact met mensen waar ik anders nooit mee in contact zou komen door het gebruik van de organisatie

#### *Wellbeing*

Question 3: Ik voel geen negatieve effecten door het gebruik van de organisatie

Question 4: Ik voel me minder verveeld door de organisatie

Question 1BB: Ik voel me beter wanneer ik boeken/dvds etc. leen

Question 2BB: Het is belangrijk voor mij dat ik de kans heb om boeken/tijdschriften te lezen, dvds te kijken etc.

Question 3BB: Het is belangrijk voor mij dat ik de kans heb om boeken/tijdschriften te lezen, dvds te kijken etc. zonder dat het teveel kost

#### *Learning effects*

Question 2: Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest

Question 3: Door gebruik te maken van de organisatie voel ik dat ik meer in het 'nu' leef en bij blijf met wat er heden ten dage speelt op het gebied van bijvoorbeeld nieuwe technieken, het nieuws, etc.

#### *Adoption*



Question 4: Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie

Question 5: Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie

Question 6: Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie

For SWO:

*Learning effects*

Question 1: Ik heb het idee dat ik iets leer door het gebruik van de organisatie

Question 2: Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest

Question 3: Door gebruik te maken van de organisatie voel ik dat ik meer in het 'nu' leef en bij blijf met wat er heden ten dage speelt op het gebied van bijvoorbeeld nieuwe technieken, het nieuws, etc.

*Social:*

Question 1: Ik voel me meer deelgenomen aan de maatschappij door het gebruik van de organisatie

Question 2: Door middel van het gebruik van de organisatie, voel ik me meer verbonden met vrienden/familie/naasten

Question 5: Ik kom nu eerder in contact met mensen waar ik anders nooit mee in contact zou komen door het gebruik van de organisatie

*Wellbeing*

Question 1: Ik zit lekkerder in mijn vel door het gebruik van de organisatie

Question 2: Ik voel me zekerder door het gebruik van de organisatie

Question 3: Ik voel geen negatieve effecten door het gebruik van de organisatie

Question 4: Ik voel me minder vervel door het gebruik van de organisatie

Question 5: Ik voel me veranderd wanneer ik heb deelgenomen aan de organisatie

Question 1SWO: Ik voel me zelfstandiger door de organisatie

Question 2SWO: Ik voel me minder bezwaard nu ik weet dat ik op de organisatie kan terugvallen

Question 3SWO: Ik zorg nu beter voor mezelf dan wanneer de organisatie er niet was geweest

*Adoption*

Question 1: Hoe groot is de kans dat u binnenkort gebruik maakt van de organisatie

Question 2: Wanneer ik weet dat de organisatie alleen gebaseerd is op subsidies en vrijwilligers zou ik vaker gebruik maken van de organisatie

Question 3: Wanneer ik weet dat de organisatie zorgt voor banen voor mensen die moeilijk te plaatsen zijn, zou ik vaker gebruik maken van de organisatie

Question 4: Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie

Question 5: Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie

Question 6: Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie

## Appendix 4.

SPSS data after regression analysis.

For the Bond:

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,290(a)	,084	-,005	1,59903

**ANOVA(b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,272	3	2,424	,948	,429(a)
	Residual	79,263	31	2,557		
	Total	86,536	34			

a Predictors: (Constant), WelBo, Geslacht, Leeftijd

b Dependent Variable: Adop

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,002	2,658		2,258	,031
	Geslacht	,093	,562	,029	,166	,870
	Leeftijd	,284	,337	,148	,843	,406
	WelBo	-,547	,341	-,283	-1,603	,119

a Dependent Variable: Adop

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,262	2,927		1,797	,083
	Geslacht	-,024	,592	-,007	-,040	,968
	Leeftijd	,214	,355	,112	,603	,551
	WelBo	-,625	,365	-,323	-1,709	<b>,098</b>
	Welzijn	,145	,309	,111	,470	,642
	Leereffect	,180	,296	,126	,608	,548

a Dependent Variable: Adop

For the Bibliotheek:

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,466(a)	,217	,136	1,03684

a Predictors: (Constant), Soc, Leeftijd, Geslacht

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,663	3	2,888	2,686	,065(a)
	Residual	31,176	29	1,075		
	Total	39,838	32			

a Predictors: (Constant), Soc, Leeftijd, Geslacht

b Dependent Variable: Adop

#### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,970	1,189		5,021	,000
	Leeftijd	-,280	,173	-,314	-1,617	,117
	Geslacht	-,617	,457	-,265	-1,350	,188
	Soc	,325	,178	,368	1,824	<b>,078</b>

a Dependent Variable: Adop

#### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,416	2,178		2,946	,007
	Leeftijd	-,265	,190	-,297	-1,396	,174
	Geslacht	-,562	,523	-,241	-1,074	,292
	Welzijn	-,074	,342	-,041	-,215	,831
	Soc	,337	,201	,381	1,677	<b>,105</b>
	Leereffect	-,028	,263	-,021	-,106	,917

For SWO:

*Learning effects:*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,422 <sup>a</sup>	,178	,117	,48813

a. Predictors: (Constant), Leereffect, Geslacht

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1,396	2	,698	2,930	,071 <sup>b</sup>
Residual	6,433	27	,238		
Total	7,830	29			

a. Dependent Variable: Adop

b. Predictors: (Constant), Leereffect, Geslacht

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,080	3,070		-,352	,728
Geslacht	-,211	,198	-,206	-1,062	,298
Leereffect	1,103	,456	,469	2,421	,022

a. Dependent Variable: Adop

*Social effect*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,507(a)	,257	,205	,44870

a Predictors: (Constant), Geslacht, Soceffect

**ANOVA(b)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2,015	2	1,007	5,004	,014(a)
Residual	5,839	29	,201		
Total	7,853	31			

a Predictors: (Constant), Geslacht, Soceffect

b Dependent Variable: Adop

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,769	1,136		2,436	,021
	Soceffect	,533	,168	,509	3,163	,004
	Geslacht	-,041	,160	-,041	-,256	,799

a. Dependent Variable: Adop

*Well-being effect:*

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Welzijn, Geslacht <sup>b</sup>	.	Enter

a. Dependent Variable: Adop

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,658 <sup>a</sup>	,433	,390	,40566

a. Predictors: (Constant), Welzijn, Geslacht

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,386	2	1,693	10,289	,000 <sup>b</sup>
	Residual	4,443	27	,165		
	Total	7,830	29			

a. Dependent Variable: Adop

b. Predictors: (Constant), Welzijn, Geslacht

## Appendix 5.

### *Questionnaire visitors Bibiotheek Oldenzaal*

Geachte heer/mevrouw,

Ik dank u hartelijk voor uw deelname aan mijn onderzoek. Ik ben Ilse Schreurs en zit in het laatste jaar van mijn studie Bedrijfskunde aan de UT. Ik ben bezig met afstuderen en ik doe daarbij onderzoek naar de doelmatigheid van de subsidies geleverd door de gemeente Oldenzaal. Ik kijk naar verschillende aspecten, zoals het plan van aanpak van de organisatie zelf, maar ook of de burgers tevreden zijn en of de subsidie dus daadwerkelijk het gewenste effect is. Dit is namelijk de burgers tevreden stellen en het goed doen voor de maatschappij. Daarom wil ik de social impact bij u meten door middel van deze vragen. De vragen gaan over de organisatie en wanneer u gebruik maakt van de bibliotheek. Dus welk effect de organisatie op u heeft. De vragenlijst duurt ongeveer 10 minuten en zal vanzelfsprekend vertrouwelijk worden behandeld.

U zult me er enorm bij helpen als u het volledig in wilt vullen.

Bij voorbaat dank.

Met vriendelijke groet,

Ilse Schreurs  
Student Bedrijfskunde UT

Uitleg 7 puntsschaal

1 > zeer mee oneens

2 > mee oneens

3 > enigszins mee oneens (of een klein beetje mee oneens)

4 > neutraal

5 > enigszins mee eens (of een klein beetje mee eens)

6 > mee eens

7 > zeer mee eens

<i>Leereffecten</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik heb het idee dat ik iets leer door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik heb meer kans op een baan na het volgen van een cursus (indien van toepassing invullen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Door gebruik te maken van de organisatie voel ik dat ik meer in het 'nu' leef en bij blijf met wat er heden ten dage speelt op het gebied van bijvoorbeeld nieuwe technieken, het nieuws etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Door de organisatie worden mijn sociale vaardigheden meer ontwikkeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Sociale relaties</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik voel me meer deelgenomen aan de maatschappij door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2	Door middel van het gebruik van de organisatie, voel ik me meer verbonden met vrienden/familie/naasten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel me minder in sociaal isolement door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik maak gebruik van openbaar vervoer om deel te nemen aan activiteiten van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik kom nu eerder in contact met mensen waar ik anders nooit mee in contact zou komen door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten</i>		Helemaal mee oneens			Neutraal			Helemaal mee eens
1	Ik zit lekkerder in mijn vel door het gebruik van de organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel me zekerder door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel geen negatieve effecten door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik voel me minder verveeld door de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik voel me veranderd wanneer ik heb deelgenomen aan de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten Bibliotheek specifiek</i>		Helemaal mee oneens			Neutraal			Helemaal mee eens
1	Ik voel me beter wanneer ik boeken/dvds etc. leen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het is belangrijk voor mij dat ik de kans heb om boeken/tijdschriften te lezen, dvds te kijken etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Het is belangrijk voor mij dat ik de kans heb om boeken/tijdschriften te lezen, dvds te kijken etc. zonder dat het teveel kost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Het is belangrijk voor mij dat ik nieuwe inzichten en vaardigheden kan leren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Adoptie</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Hoe groot is de kans dat u binnenkort gebruik maakt van de organisatie	0%	20%	40%	60%	80%	100%	
2	Wanneer ik weet dat de organisatie alleen gebaseerd is op subsidies en vrijwilligers zou ik vaker gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Wanneer ik weet dat de organisatie zorgt voor banen voor mensen die moeilijk te plaatsen zijn, zou ik vaker gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De doelen van de Bibliotheek zijn het bijdragen aan het leveren van kennis en informatie, ontwikkeling en educatie, kunst, cultuur en exposities, lezen en literatuur en ontmoeten en discussie.

<i>Algemene vragen bevindingen</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik vertel mijn vrienden/familie over mijn ervaringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het bedrag voor de activiteiten zijn evenredig voor wat je ervoor krijgt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik vertel mijn vrienden/familie alleen maar positieve dingen over de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik zou de organisatie aanbevelen bij vrienden/familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik mis geen bepaalde diensten of aanbod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Ik voel me tevreden over de faciliteiten die de gemeente Oldenzaal biedt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	De doelen van de organisatie zijn bereikt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Door de organisatie krijgt Oldenzaal meer aanzien en uitstraling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### *Controle vragen*

Geslacht

man/vrouw

Leeftijd

0-15    16-25    26-35    36-45    46-55    56-65    ouder dan 65

Opleidingsniveau

middelbare school    LBO    MBO    HBO    Universitair

Opmerkingen



## Appendix 6.

### Questionnaire Stadstheater de Bond

Geachte heer/mevrouw,

Ik dank u hartelijk voor uw deelname aan mijn onderzoek. Ik ben Ilse Schreurs en zit in het laatste jaar van mijn studie Bedrijfskunde aan de UT. Ik ben bezig met afstuderen en ik doe daarbij onderzoek naar de doelmatigheid van de subsidies geleverd door de gemeente Oldenzaal. Ik kijk naar verschillende aspecten, zoals het plan van aanpak van de organisatie zelf, maar ook of de burgers tevreden zijn en of de subsidie dus daadwerkelijk het gewenste effect is. Dit is namelijk de burgers tevreden stellen en het goed doen voor de maatschappij. Daarom wil ik de social impact bij u meten door middel van deze vragen. De vragen gaan over de organisatie de Bond en wanneer u gebruik maakt de Bond. Dus welk effect de organisatie op u heeft. De vragenlijst duurt ongeveer 10 minuten en zal vanzelfsprekend vertrouwelijk worden behandeld.

U zult me er enorm bij helpen als u het volledig in wilt vullen.

Bij voorbaat dank.

Met vriendelijke groet,

Ilse Schreurs  
Student Bedrijfskunde UT

Uitleg 7 puntsschaal

1 > zeer mee oneens

2 > mee oneens

3 > enigszins mee oneens (of een klein beetje mee oneens)

4 > neutraal

5 > enigszins mee eens (of een klein beetje mee eens)

6 > mee eens

7 > zeer mee eens

<i>Leereffecten</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik heb het idee dat ik iets leer door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Door gebruik te maken van de organisatie voel ik dat ik meer in het 'nu' leef en bij blijf met wat er heden ten dage speelt bijvoorbeeld op het gebied van nieuwe technieken, het nieuws (cabaret) etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Door de organisatie worden mijn sociale vaardigheden meer ontwikkeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Sociale relaties</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik voel me meer deelgenomen aan de maatschappij door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Door middel van het gebruik van de organisatie, voel ik me meer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	verbonden met vrienden/familie/naasten							
3	Ik voel me minder in sociaal isolement door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik maak gebruik van openbaar vervoer om deel te nemen aan activiteiten van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik kom nu eerder in contact met mensen waar ik anders nooit mee in contact zou komen door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik zit lekkerder in mijn vel door het gebruik van de organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel me zekerder door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel geen negatieve effecten door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik voel me minder verveeld door de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik voel me veranderd wanneer ik heb deelgenomen aan de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten Bond specifiek</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik voel me beter wanneer ik naar een show ben geweest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het is belangrijk voor mij om naar voorstellingen te kunnen gaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Adoptie</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Hoe groot is de kans dat u binnenkort gebruik maakt van de organisatie	<input type="radio"/> 0%	<input type="radio"/> 20%	<input type="radio"/> 40%	<input type="radio"/> 60%	<input type="radio"/> 80%	<input type="radio"/> 100%	<input type="radio"/>
2	Wanneer ik weet dat de organisatie alleen gebaseerd is op subsidies en vrijwilligers zou ik vaker gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Wanneer ik weet dat de organisatie zorgt voor banen voor mensen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	die moeilijk te plaatsen zijn, zou ik vaker gebruik maken van de organisatie							
4	Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De doelen van de Bond zijn om een open toegankelijk podium voor zowel amateurkunsten als professionele kunsten te zijn. Verder een oefenplek voor amateurkunstbeoefenaars en een thuis en ontmoetingsplek voor cultuurscheppend en cultuurminnend Oldenzaal en de regio. Ook willen ze bereiken dat ze een groot aanbod hebben op het gebied van kunsteducatie en een bruggenbouwer, professioneel en innovatief zijn. Over deze doelen gaat de laatste vraag.

Algemene vragen bevindingen		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik vertel mijn vrienden/familie over mijn ervaringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het bedrag voor de activiteiten zijn evenredig voor wat je ervoor krijgt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik vertel mijn vrienden/familie alleen maar positieve dingen over de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik zou de organisatie aanbevelen bij vrienden/familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik mis geen bepaalde diensten of aanbod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Ik voel me tevreden over de faciliteiten die de gemeente Oldenzaal biedt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	De doelen van de organisatie zijn bereikt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Controle vragen

Geslacht

man/vrouw

Leeftijd

0-15

16-25

26-35

36-45

46-55

56-65

ouder dan 65

Opleidingsniveau

middelbare school

LBO

MBO

HBO

Universitair

Opmerkingen

## Appendix 7.

### Questionnaire SWO

Geachte heer/mevrouw,

Ik dank u hartelijk voor uw deelname aan mijn onderzoek. Ik ben Ilse Schreurs en zit in het laatste jaar van mijn studie Bedrijfskunde aan de UT. Ik ben bezig met afstuderen en ik doe daarbij onderzoek naar de doelmatigheid van de subsidies geleverd door de gemeente Oldenzaal. Ik kijk naar verschillende aspecten, zoals het plan van aanpak van de organisatie zelf, maar ook of de burgers tevreden zijn en of de subsidie dus daadwerkelijk het gewenste effect is. Dit is namelijk de burgers tevreden stellen en het goed doen voor de maatschappij. Daarom wil ik de social impact bij u meten door middel van deze vragen. De vragen gaan over de organisatie en wanneer u deel neemt aan de organisatie. Dus welk effect de organisatie op u heeft. De vragenlijst duurt ongeveer 10 minuten en zal vanzelfsprekend vertrouwelijk worden behandeld.

U zult me er enorm bij helpen als u het volledig in wilt vullen.

Bij voorbaat dank.

Met vriendelijke groet,

Ilse Schreurs  
Student Bedrijfskunde UT

Uitleg 7 puntsschaal

1 > zeer mee oneens

2 > mee oneens

3 > enigszins mee oneens (of een klein beetje mee oneens)

4 > neutraal

5 > enigszins mee eens (of een klein beetje mee eens)

6 > mee eens

7 > zeer mee eens

<i>Leereffecten</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik heb het idee dat ik iets leer door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel dat ik mezelf ontwikkel/heb ontwikkeld nadat ik bij de organisatie ben geweest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Door gebruik te maken van de organisatie voel ik dat ik meer in het 'nu' leef en bij blijf met wat er heden ten dage speelt op het gebied van bijvoorbeeld nieuwe technieken, het nieuws etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Door de organisatie worden mijn sociale vaardigheden meer ontwikkeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Sociale relaties</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik voel me meer deelgenomen aan de maatschappij door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2	Door middel van het gebruik van de organisatie, voel ik me meer verbonden met vrienden/familie/naasten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel me minder in sociaal isolement door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik maak gebruik van openbaar vervoer om deel te nemen aan activiteiten van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik kom nu eerder in contact met mensen waar ik anders nooit mee in contact zou komen door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik zit lekkerder in mijn vel door het gebruik van de organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel me zekerder door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik voel geen negatieve effecten door het gebruik van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik voel me minder verveeld door de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik voel me veranderd wanneer ik heb deelgenomen aan de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Welzijnseffecten SWO specifiek</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Ik voel me zelfstandiger door de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Ik voel me minder bezwaard nu ik weet dat ik op de organisatie kan terugvallen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik zorg nu beter voor mezelf dan wanneer de organisatie er niet was geweest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>Adoptie</i>		Helemaal mee oneens		Neutraal			Helemaal mee eens	
1	Hoe groot is de kans dat u binnenkort gebruik maakt van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2	Wanneer ik weet dat de organisatie alleen gebaseerd is op subsidies en vrijwilligers zou ik vaker gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Wanneer ik weet dat de organisatie zorgt voor banen voor mensen die moeilijk te plaatsen zijn, zou ik vaker gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Wanneer de organisatie mij meer voldoening geeft, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Wanneer de organisatie ervoor zorgt dat ik meer relaties/contacten krijg, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Wanneer de organisatie ervoor zorgt dat ik iets leer, zou ik eerder gebruik maken van de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Het doel van SWO is hulpverlening aan de senioren in de gemeente Oldenzaal, gericht op een zo goed en zo lang mogelijk zelfstandig functioneren tot behoud en bevordering van hun geestelijk en lichamelijk welzijn en ter voorkoming van vereenzaming.

Algemene vragen bevindingen		Helemaal mee oneens			Neutraal			Helemaal mee eens	
1	Ik vertel mijn vrienden/familie over mijn ervaringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het bedrag voor de activiteiten zijn evenredig voor wat je ervoor krijgt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Ik vertel mijn vrienden/familie alleen maar positieve dingen over de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Ik zou de organisatie aanbevelen bij vrienden/familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Ik mis geen bepaalde diensten of aanbod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Ik voel me tevreden over de faciliteiten die de gemeente Oldenzaal biedt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	De doelen van de organisatie zijn bereikt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Door de organisatie krijgt Oldenzaal meer aanzien en uitstraling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Controle vragen

Geslacht

man/vrouw

Leeftijd

0-15

16-25

26-35

36-45

46-55

56-65

ouder dan 65

Opleidingsniveau

middelbare school

LBO

MBO

HBO

Universitair

Opmerkingen