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The Role of Social Entrepreneurship in Advancing Social Inclusion: An Examination of Social Enterprises in Germany's Hospitality Sector.

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Mestrado em International Studies

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SOCIOLOGIA
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Resumo

Esta tese investiga o papel do empreendedorismo social na promoção da inclusão social para comunidades vulneráveis na Alemanha, com um foco particular em empresas sociais que operam no setor de hospitalidade. A pesquisa examina os mecanismos utilizados por essas empresas para enfrentar os desafios enfrentados por grupos marginalizados, como idosos, pessoas com deficiência e indivíduos que vivem em situação de pobreza. Através de uma análise qualitativa de empresas sociais selecionadas, o estudo explora as estratégias que estas utilizam para integrar indivíduos vulneráveis na sociedade, criar oportunidades de emprego significativas e promover a coesão social. A pesquisa também identifica os principais desafios enfrentados por essas empresas, incluindo limitações financeiras, barreiras regulatórias e a tensão entre a missão social e a sustentabilidade financeira. Além disso, a tese destaca as oportunidades disponíveis para empresas sociais, como o apoio da sociedade, modelos inovadores de financiamento e redes de colaboração, que lhes permitem ampliar o seu impacto. Ao examinar as interseções entre empreendedorismo social e inclusão social, este estudo fornece insights para formuladores de políticas, empreendedores sociais e profissionais interessados em aproveitar o potencial das empresas sociais para promover comunidades inclusivas e sustentáveis na Alemanha.

Palavras-chave: Empreendedorismo Social, Inclusão Social, Comunidades Vulneráveis, Setor de Hospitalidade, Alemanha

Abstract

This thesis investigates the role of social entrepreneurship in fostering social inclusion for vulnerable communities in Germany, with a particular focus on social enterprises operating within the hospitality sector. The research examines the mechanisms employed by these enterprises to address the challenges faced by marginalized groups, such as the elderly, people with disabilities, and individuals living in poverty. Through a qualitative analysis of selected social enterprises, the study explores the strategies they use to integrate vulnerable individuals into society, create meaningful employment opportunities, and promote social cohesion. The research also identifies the key challenges these enterprises face, including financial limitations, regulatory hurdles, and the tension between social mission and financial sustainability. Furthermore, the thesis highlights the opportunities available to social enterprises, such as societal support, innovative funding models, and collaborative networks, that enable them to scale their impact. By examining the intersections of social entrepreneurship and social inclusion, this study provides insights for policymakers, social entrepreneurs, and practitioners interested in harnessing the potential of social enterprises to promote inclusive and sustainable communities in Germany.

Keywords: Social Entrepreneurship, Social Inclusion, Vulnerable Communities, Hospitality Sector, Germany

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1. Introduction

Title: The Role of Social Entrepreneurship in Advancing Social Inclusion: An Examination of Social Enterprises in Germany's Hospitality Sector.

Recent crises, such as the refugee crisis and the global COVID-19 pandemic, have highlighted the urgent need for innovative and sustainable solutions to address the challenges faced by vulnerable communities in Germany. Traditional approaches, such as state intervention and social work, often lack the flexibility to adapt to rapidly changing societal conditions. Additionally, the rise of neoliberal policies over recent decades has placed significant pressure on public support systems, leading to reduced funding and a shift towards market-driven operations. These challenges have created a gap in addressing social inclusion effectively, necessitating alternative strategies.

Social Entrepreneurship (SE) has emerged as a promising response to these societal issues, gaining momentum over the past two decades as an innovative approach to problem-solving. Unlike traditional businesses, social enterprises combine profit-driven strategies with a mission to create positive social impact. Their dual focus on financial sustainability and social inclusion positions them uniquely to address complex challenges faced by vulnerable populations. In particular, the hospitality sector offers a distinctive platform for integrating people into society. Its relatively open structures often reduce barriers related to age, education, or ability, enabling broader participation and fostering inclusion.

This thesis examines the role of social enterprises in facilitating and promoting social inclusion for vulnerable groups in Germany, with a specific focus on the hospitality sector. The hospitality industry has a significant capacity to provide employment, skill development, and community-building opportunities for marginalized individuals. These enterprises often create spaces where social and economic participation intersect, providing pathways for inclusion that might not otherwise exist.

It will be answering the following research questions:

- 1. How do these social enterprises foster social inclusion for vulnerable communities?**
- 2. What mechanisms do social enterprises in the hospitality sector use to solve the issues of vulnerable communities in Germany?**

3. What challenges and opportunities do these social enterprises encounter in their pursuit of social inclusion for vulnerable communities in Germany?

This thesis on aims to provide valuable insights into how social entrepreneurship can facilitate and foster social inclusion for vulnerable communities in Germany. By focusing on the hospitality sector, this study explores how its unique characteristics and presumably inclusive nature can contribute to fostering greater societal participation. The hospitality sector offers different ways of integrating people into society, relatively open to otherwise often limiting factors such as age, ability or education. Understanding the mechanisms, challenges, and opportunities within this context can help refine strategies for social enterprises and inform policies that support their growth and impact. Its findings may be significant for policymakers, social entrepreneurs, and organizations working with vulnerable communities. This thesis seeks to contribute to a growing body of research on the role of SE in addressing societal challenges, offering a specific focus on the hospitality sector as a key avenue for promoting social inclusion in Germany.

1.1. Background

SE has become an influential approach for tackling the growing social issues faced by vulnerable populations worldwide. In Germany, social enterprises are increasingly viewed as effective solutions to challenges that traditional social welfare systems struggle to address (Tagesschau, 2024). While the state continues to play a vital role in supporting marginalized groups, its capacity to respond to new and complex societal problems has been constrained by reduced funding, austerity measures, and the implementation of market-oriented reforms (ibid.). In response, social entrepreneurship has emerged to bridge this gap, offering innovative approaches to societal challenges through business models that prioritize social impact alongside financial sustainability (Doherty et al., 2014).

The hospitality sector, with its intrinsic ability to bring people together, provides a particularly conducive environment for social enterprises to operate. Hospitality businesses inherently encourage interaction, cultural exchange, and community engagement, making them well-suited for fostering inclusion. These qualities position the sector as an effective platform for addressing the needs of vulnerable groups, including the elderly, individuals with disabilities, and refugees. By offering not only employment opportunities but also a sense of

belonging and connection, the hospitality sector plays a critical role in integrating marginalized individuals into broader societal frameworks.

1.2. Statement of the Problem

The increasing complexity of societal challenges in recent years has highlighted the need for innovative and sustainable approaches to address needs of vulnerable populations. From the mentioned refugee crisis in 2015 to the economic disruptions caused by the COVID-19 pandemic, and most recently, the war in Ukraine, which has brought over a million refugees to Germany, these crises have tested the resilience of traditional support systems. Public welfare mechanisms, while they are essential, have struggled to adapt effectively to such rapidly evolving circumstances. These difficulties have been further compounded by austerity measures and policies, which have led to significant reductions in funding for social programs and a shift toward market-oriented frameworks (Tagesschau, 2024). As a result, the ability of these systems to meet the needs of marginalized groups has been increasingly limited.

This situation has paved the way for alternative approaches to fill the gaps left by government services. Among these, social enterprises have emerged as an important response, offering innovative and market-based strategies to tackle social issues (see 2.2.1). Combining financial sustainability with a focus on social impact, social enterprises are uniquely positioned to address challenges that traditional systems often cannot. However, their role remains underexplored. While SE has grown significantly in Germany, there is limited understanding of how these enterprises achieve their social goals and promote inclusivity for society as a whole. This lack of knowledge also extends to the strategies they use and the external factors that shape their operations.

The rise of SE in Germany reflects a growing recognition of the limitations of traditional state-driven approaches in addressing complex societal issues. Social enterprises in the hospitality sector, in particular, demonstrate how innovative models can bridge these gaps by combining economic and social goals. However, their efforts also expose some structural challenges, that need further exploration to eventually combat those challenges. Understanding these dynamics is essential, not only for improving the effectiveness of social enterprises but also for rethinking how society supports vulnerable populations. This thesis seeks to contribute to these discussions by offering insights that can help shape more inclusive policies, foster collaborative solutions, and encourage the continued growth of social entrepreneurship as a force for systemic change.

1.1. Research Questions

Coming from the statement of the problem, the research will focus on three key questions. The research questions in this thesis aim to address key gaps in understanding how social enterprises contribute to social inclusion, especially in Germany's hospitality sector. Each question focuses on a different part of this connection, helping to explore both what these organizations do and how they deal with challenges. Together, the questions give a broad picture of how social enterprises work, what makes them effective and what hinders them. By looking at the strategies these organizations use and the obstacles they face, the research can provide practical insights into how social enterprises might work better or even support traditional welfare systems.

1. **How do these social enterprises foster social inclusion for vulnerable communities?**

This question delves into the actual day to day issues the target groups of the enterprises face. The focus will be on the issues and barriers the target groups face to first understand their problems better and then make informed decisions on what mechanisms help tackle those issues (see question 2). It seeks to understand for what issues social enterprises create environments where marginalized groups can not only participate in society but also tackle their issues and ideally improve their position.

2. **What mechanisms do social enterprises in the hospitality sector use to solve the issues of vulnerable communities in Germany?**

This question focuses on identifying the specific methods and strategies employed by social enterprises to tackle the challenges faced by vulnerable groups. It examines how these organizations integrate individuals into the workforce, deliver services that improve quality of life, or create environments that encourage meaningful social connections. The used mechanisms are the key factor in understanding how the enterprises work.

3. **What challenges and opportunities do these social enterprises encounter in their pursuit of social inclusion for vulnerable communities in Germany?**

The final question is split into two sub questions and examines the external and internal factors that influence the success of social enterprises. It will look at the financial, regulatory, and social challenges these organizations face, as well as the opportunities they can leverage to enhance their impact, potentially even better than established institutions. This question also investigates how social enterprises balance their social mission with the financial pressures they encounter.

1.2. Scope and Limitations

The scope of the research is geographically limited to Germany, where the growth of SE has been increasingly recognized as a means of tackling social issues in the face of diminished public sector funding and support. While the study primarily targets the hospitality sector, it will also draw on enterprises from other sectors as social enterprises are not a very homogenic group but instead by nature of their novelty rather diverse.

Another significant limitation of this study is its focus on a small sample of social enterprises, which will limit the generalizability of the findings. The enterprises selected for this study are based on their willingness to participate and their relevance to the research questions. As a result, the insights drawn from this research will not fully represent the diversity of social enterprises operating overall. While the diversity provides useful insights into it might impact comparableness.

Furthermore, the scope of this thesis does not allow for an in-depth longitudinal study of the enterprises' long-term impact or the measurement of their social inclusion outcomes over time. Despite these limitations, the research aims to provide valuable insights into the mechanisms, challenges, and opportunities of social enterprises, contributing to a broader understanding of how these organizations can contribute to social inclusion for affected communities.

2. Literature Review

For this review, publications from roughly the last two decades were used. The Scopus database and Google Scholar helped to find articles published between 2000 and 2024. The advanced search option in Scopus was particularly helpful to find search strings and terms related to SE and literature reviews. The goal was to gather all publications with relevant articles connected to SE. After discussing the definition of SE, the next sections will take a closer look at the current opportunities, challenges, and key topics, before moving on to an analysis of specific business models and how they are positioned in Germany by looking at the DSEM (German Social Entrepreneurship Monitor). The chapter 2 then finishes with a review of the concept of social inclusion.

2.1. Conceptual Framework: Social Entrepreneurship

The focus for the conceptional framework was specifically on reviews because they tend to summarize a lot of research that had been done up to or around the year of publication. This approach provides not only specific insights, like SE in hospitality, but also a broader overview of the different sub-categories of research that fall under the wider concept of SE. To ensure quality and avoid any imbalances, only peer-reviewed journal articles that had gone through a formal review process were included. This step helps to identify a solid share of high-impact, scientifically accurate articles of similar quality. The authors of these articles are all well-regarded in the research community.

2.1.1. Defining Social Entrepreneurship

Looking at the number of publications in the last two decades, it becomes evident that SE is a growing academic interest with varying interpretations. Most groundwork about what social entrepreneurship generally is stems from around 2005-2010.

Bornstein researched the nature of social entrepreneurs, the operational mechanisms of their organizations, and the hurdles they encounter. His two books “How to Change the World: Social Entrepreneurs and the Power of New Ideas” (2007) and “Social Entrepreneurship: What Everyone Needs To Know” (2010) are considered important groundwork in the field.

He identified the distinct characteristics that set SE apart from conventional business enterprises and differentiate it from traditional non-profit work (NGOs). Agreeing, Certo and Miller (2008) provide a comprehensive introduction to the subject, explaining that entrepreneurship in a traditional sense revolves around the identification and exploitation of opportunities for profit.

In contrast, SE focuses on the generation of social value. The scholars underline the delicate balance that social entrepreneurs must strike between commercial and social objectives, situating SE at a critical point in tackling societal challenges and promoting social change.

Austin et al. (2006) echo these sentiments, emphasizing the need to distinguish between commercial entrepreneurship, driven by the pursuit of profits, and social entrepreneurship, characterized by the generation of social value. James Austin is a renowned scholar and professor who has made significant contributions to the field of social entrepreneurship. His work reinforces the foundational premise of social entrepreneurship as being at the confluence of business strategy and social impact. On the same lines, Mair (2006), who has published extensively on the topic and is very well recognized for her research, presents it as a process that instigates social transformation and addresses critical societal needs, with the primary focus not being on the direct financial gain for the entrepreneurs.

There is a consensus, that the distinctive feature of SE, as compared to other entrepreneurial forms, is its comparatively higher emphasis on fostering social value and development over realizing economic value: A social enterprise's business model and strategy are focused toward socially minded aims. Despite their desire for profit, they prioritize aims that benefit the community. As a result, they behave entrepreneurially while being impact-oriented at their core, distinguishing them from most conventional enterprises.

In an extensive review, Saebi et al. state that “the majority of definitions that we reviewed converged on the primacy of social value creation as the main objective of the venture, while creating economic value (i.e., generating earned income from commercial activity) is considered a necessary but not sufficient condition” (Saebi et al., 2019, p. 73).

Many scholars (e.g., Certo and Miller, 2008) found that juggling these two aspects can lead to conflicts and ethical dilemmas. Smith et al. (2013) tried to explore how different organizational theories provide insight into these tensions and outline a future research agenda. Over time, many collections and analyses of social enterprises were made, investigating different methods e.g., through the well-renowned Doherty and Thompson (2006), who highlight the diverse world of SE and how differently the core ideas can be executed.

One resource that shapes the recent understanding of SE is the work of Gupta et al. (2020), specifically their review on social entrepreneurship. In this piece, the authors emphasized the significance of dissecting objectives, analytical tools, study periods, and study scopes in review articles on SE. Gupta et al.'s publication can serve as a reference point for what has been researched and published on the topic because it well summarizes the objectives of recent reviews on SE. Their work helps understand the conceptual underpinnings and

phenomena within the field and aid in identifying research gaps to look for. Their summary shows that SE has gotten a more “well-rounded” reputation with much more clearance and frameworks on its constitution now compared to the early research in the 2000s and the number of studies is continuously increasing.

Challenges

Initially, the challenges faced by SE were rooted in the lack of support from governmental and institutional entities, coupled with a shortage of financial resources. As articulated by Austin et al., "Unlike a commercial entrepreneur who often has the financial resources or incentives to recruit and retain talent, social entrepreneurs are rarely able to pay market rates for key hires" (2006, p. 377). The reliance on volunteers to sustain operations further underscored the financial constraints faced by SE, preventing the establishment of a permanent and well-compensated team.

However, the skepticism surrounding SE's viability has notably diminished over time. Statements highlighting the view that societal problems are too diverse for one model or asserting that without broader societal changes like new political systems, SE couldn't be successful have disappeared. In their place, a contemporary challenge has emerged: the call for increased research to identify specific niches and address research gaps. An illustrative example is the growing emphasis on developing models to measure the actual impact of SE, a topic that was not initially prominent but has gained significance as SE has recently matured into an established research field and practical business model.

With SE now recognized and accepted as a practice to address social issues, scholars are actively engaged in evaluating its impact and developing methodologies. Influential publications by experts in the field, such as Santos (2012) and Rawhouser et al. (2019), emphasize the need for methods to identify and measure impacts, enabling the effective allocation of resources to high-impact areas in social entrepreneurship. Despite the passage of seven years, Rawhouser et al. still confirm a lack of established standards for measuring organizational social impact. Other scholars, like Boons and Lüdeke-Freund (2013), advocate for the use of normative business models to enhance sustainable innovations.

The overall trajectory of SE challenges has demonstrated resilience and adaptability. The focus has shifted from mere survival to a strategic approach that involves the identification and proactive mitigation of challenges. This evolution highlights the maturation of SE as a dynamic and responsive field in addressing complex social issues.

Chances

The research reveals a prevalent emphasis on empowerment and the utilization of internal resources. One of the earlier texts emphasizes the noteworthy observation how much they focus “explicitly on mobilizing existing assets of marginalized groups to improve their lives, rather than delivering outside resources and services” (Alvord et al., 2004, p. 270). Another illustration comes from Gupta et al., who assert that “SE empowers women and contributes to altering the social order in which they are embedded” (2020, p. 216). This observation aligns well with the earlier discussed evolution of SE research, transitioning from initial skepticism and term definition to more and more nuanced explorations of specific areas. Gupta et al. (ibid.) refer to studies that highlight the integral role of local communities in pioneering innovative tourism entrepreneurship and development strategies.

Consistent with these findings, other researchers, exemplified in the work of Klarin & Suseno, summarize that it has been found that “hybrid harvesting strategies (social partnerships, social networking, local cluster development, customer empowerment, and inclusive employment) help overcome resource constraints” (2023, p. 20). The recurring theme of empowerment and the mobilization of resources emerges as a key facet of SE's potential. Across all publications, there is a general recognition of how SE empowers marginalized groups and contributes to reshaping social structures. The specific focus on local communities and the adoption of hybrid strategies further accentuates the efficiency of social entrepreneurship in overcoming resource limitations.

In contrast to conventional entrepreneurship, SE also holds a distinct advantage in its openness to networking, idea-sharing, and mutual support. This collaborative approach underscores the unique attributes of SE, positioning it as a dynamic force capable of fostering positive change and overcoming challenges through collective efforts.

Current Topics

When it comes to current topics in the field, two significant themes emerge. The first revolves around the heightened scholarly focus on SE, which has evolved into an established discipline. A recurring discourse centers on the inadequacies of traditional models such as NGOs, social work, and government-supported assistance systems in effectively addressing the needs of impoverished populations. As articulated by Klarin and Suseno, “the emergence of SE has coincided with the increasing inability of governments and the public sector to meet increasingly complex social welfare needs and challenges” (2023, p. 2). Additionally, scholars like Austin (2006, p. 431) have underscored the impact of economic downturns and a shift

towards neoliberal policies, deviating from the traditional social welfare state paradigm. These dynamics serve as catalysts for the rise of SE, presenting a business model that steps in where governmental initiatives often fail, leveraging the capitalist world order rather than condemning it.

Drawing insights from Klarin and Suseno's comprehensive literature review, which examined the literature from the inception of SE in 1991 until the close of 2020, it is evident that SE has progressively gained prominence over time. Their research included an analysis of the volume of publications on SE throughout these years, showing a notable surge in interest. Notably, most publications occurred between 2015 and 2020, revealing a concentrated period of scholarly attention (Klarin & Suseno, 2023, p. 5). This trend is also made visible by Gupta et al. (2020), who observed a consistent growth in both the number of SE researchers and publications over the past two decades (p. 210):

Table 2
Distribution of SE Studies Across Years.

Year	Frequency	Percentage (%)
2007	9	5
2008	5	3
2009	9	5
2010	14	7
2011	8	4
2012	10	5
2013	9	5
2014	17	9
2015	16	9
2016	27	14
2017	16	9
2018	48	26
Total	188	100

Figure 1. Gupta et al, 2020, p. 212. Distribution of Studies on SE across the years.

In summary, the literature provides a comprehensive overview of SE and its potential. The field started off with general definitions, of which many are still somewhat unclear. Especially in the last couple of years, many case studies of social enterprises and their effects were conducted.

Concluding, SE has rapidly developed from a new and curious way of doing business for social value-creating to an established concept. The focus has shifted from identifying and discussing what it is in the first place to research methods on impact evaluation or evaluation of entire social enterprises and projects. Doherty et al. (2014) summarize that academic curiosity in SE has evolved from an initial emphasis on definitions and context to an investigation of their management and performance (as can be seen with Doherty's own research going from "collecting stories" (2006) to reviewing the big existing body of literature

(2014) less than ten years later). However, there are still many different definitions and approaches circulating. Research on SE is still a very young and evolving discipline.

Despite the differences among the definitions, the creation of social value is the most reoccurring part. The degree of market-orientation, use of funding, etc. is in turn acted out differently in differently set up social enterprises.

To sum up and settle on a definition that includes most conditions but allows for some flexibility due to the highly diverse social enterprises out there, the definition from well-known scholars Peredo and McLean is appropriate for this thesis:

“Social entrepreneurship is exercised where some person or persons

(1) aim either exclusively or in some prominent way to create social value of some kind, and pursue that goal through some combination of

(2) recognizing and exploiting opportunities to create this value,

(3) employing innovation,

(4) tolerating risk and

(5) declining to accept limitations in available resources.”

(ibid, 2006, p. 3)

2.1.2. Social Entrepreneurship in Germany - DSEM

In the following part, the findings of the German Social Entrepreneurship Monitor (“Deutscher Social Entrepreneurship Monitor”, DSEM) will be introduced. The DSEM is an annual study on SE in Germany, so far four reports have been published. At the point of writing, the most current version is the DSEM from 2022. It presents the most comprehensive and up-to-date data available on actual, working social enterprises in Germany. The aim is to provide a deeper insight into the social entrepreneurship ecosystem. By this, a deep understanding on where SE in Germany is currently at can be achieved.

According to the report, social enterprises are represented nationwide in Germany. In the 2022 edition, 359 social enterprises are analyzed. Although this is not representative of all social enterprises in Germany (reports are based on the voluntary participation of willing enterprises), other studies, just as the literature review has also shown, demonstrate that SE is no longer a niche topic. The growing number of participants and the growth of social enterprises in Germany are emphasized as an argument to still be able to draw to general conclusions.

Definition

As seen in the general review of the term in the previous chapter, there is still no state-adapted definition of SE in Germany either. However, the DSEM has developed its own definition, which is divided into three dimensions: the societal, entrepreneurial, and governance dimension (ibid., p. 18). In accordance with current-day research, the main objective is to solve social challenges through entrepreneurial means.

1. Societal Dimension

SE aims to solve societal challenges, including social and environmental aspects. It is operationalized through a positive social impact, measured against at least one of the 17 UN Sustainable Development Goals. This should ideally be quantified and evaluated by regularly established impact measurement.

2. Entrepreneurial Dimension

SE uses entrepreneurial means to create innovative solutions. Financing can be provided through the sale of products or services, but also through secured access to various sources of funding. For the operationalization, the decisive factor is the establishment of a sustainable and consistent structure (rather than the source of the main income stream, e.g. government funding, donations, and capital earned from the free market can be counted as equally valid sources of income).

3. Governance Dimension

To maintain a positive social impact, SE makes use of steering and controlling mechanisms, based on participation, transparency, and fairness. This includes the reinvestment of profits to secure social goals over distribution to possible shareholders. Through this, enterprises prioritize the goal of achieving the highest possible social impact.

Origin & Regions

Generally, DSEM participants are diverse in terms of region and focus. The DSEM shows that federal states with suitable support and advisory services are particularly attractive for social enterprises. Berlin, North Rhine-Westphalia, Bavaria, Hamburg and Hesse lead the way, with metropolitan areas offering optimal conditions for start-up activities. Social enterprises in Hesse, which otherwise isn't a particularly progressive state, profit from a support program targeted at their specific struggles. Berlin stands out, not only because of its size but also

because of many special and diverse funding programs that make the capital a nucleus for socio-ecological business.

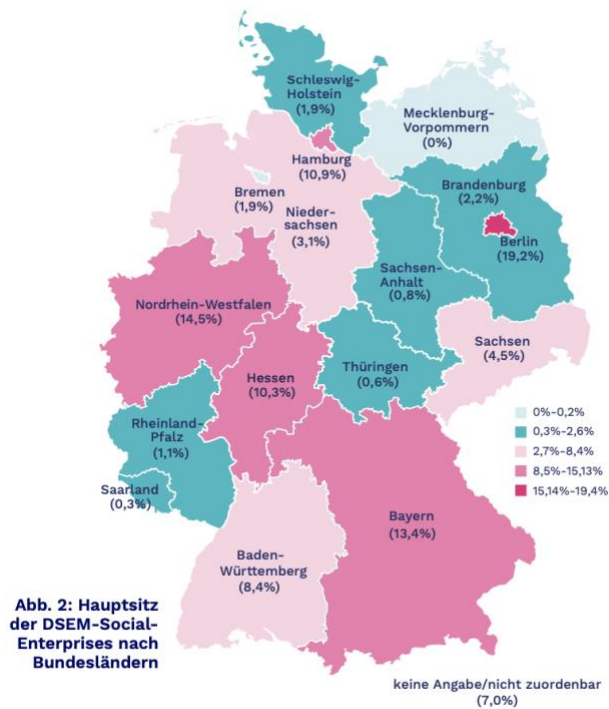


Figure 2. Headquarters of DSEM Social Enterprises by federal state, DSEM, p. 9

Age and Development Phases

Social enterprises in Germany are primarily young companies. Although they are not a new phenomenon, they are now gaining increased attention in current times, characterized by social and ecological challenges. German consumers are attaching increasing importance to ethical and ecological criteria when it comes to consumption. Young people in transition to working life in particular are striving to play an active role in solving social challenges, looking for a purpose rather than just a job that pays the bills. This is also reflected in the DSEM figures, which confirm a "renaissance" of socially impactful entrepreneurship in recent years.

The median age of DSEM social enterprises is 3 years (founded in 2018). The companies go through various stages of development:

- With 40.7% the majority are in the early implementation and growth phase.
- 23.1% are in the start-up phase, from foundation to market launch.
- 22% are in the late implementation and growth phase.
- 7.8% are in the pre-seed phase (seed phase), with a focus on developing economically viable concepts.
- 6.4% are in the steady phase. (DSEM, p. 23)

In the latter phases, the focus is on increasing the social and/or environmental impact, complicated by the tensions between investors' return expectations and the goal of social impact. (DSEM, p. 22)

Sectors

Social enterprises in Germany are represented in all sectors, but most often in the areas of "education", "health and social work" and "information and communication technology". The variety of challenges that social enterprises tackle ranges from climate change to educational equity. The classification by economic sector shows that almost 40% belong to the social-economy sector. The information and communication technology sector are strongly represented with 19.2% and shows that technology is used as a means to an end for social tasks (DSEM, p. 19).

Covering SDGs

The DSEM social enterprises play an important role in the implementation of the SDGs, in particular SDG 3, SDG 4, SDG 10 and SDG 12.

The DSEM social enterprises overall cover all 17 SDGs, with "Quality education" (SDG 4) being the most frequently addressed at 51.8% (DSEM, p. 31). The focus is also on "Reduced inequality" (SDG 10), "Good health and well-being" (SDG 3) and "Sustainable consumption and production" (SDG 12). Interestingly, 88.9% of companies implement several SDGs in their business and impact model (ibid.). For example, 66.7% of companies fighting poverty (SDG 1) are simultaneously committed to gender equality (SDG 5) and quality education (SDG 4) (ibid.).

Legal forms

The choice of legal form is a challenge for many social entrepreneurs, as they have to guarantee both social added value and financial sustainability. Around half of the surveyed social enterprises have non-profit status. In contrast to other countries, German legislation does not yet offer an ideal solution to the conflict between non-profit and commercial status. All legal forms are represented, with 22.8% GmbH (Ltd.) and 18.4% registered association as the most common purely commercial or non-profit forms (DSEM, p. 25). 19.5% prefer the gGmbH (non-profit Ltd.) as a mixed form (ibid.). The heterogeneity of legal forms reflects the diversity in the sector.

2.1.3. Business Models in Social Entrepreneurship in Germany

The impact areas of the DSEM social enterprises extend over various ranges (DSEM, p. 32). Most companies operate locally, either in their immediate neighborhood (29.7%) or in a city or municipality (39.8%) (ibid.). This makes sense because urban areas offer better conditions for social enterprises, including easy access to business contacts, networks and support services.

Profits

DSEM social enterprises are represented in roughly equal proportions in both the B2B market (37%) and the B2C market (34%) (DSEM, p. 43). Compared to conventional startups, a significant number of enterprises have business relationships with the public sector (20.9% in the B2G market), while this is only the case for 4.7% in the German Startup Monitor 2021 for commercially operating enterprises (ibid.).

Additional sources of income outside of commercial profits are often essential for social enterprises to survive. This results, for example, from the fact that socially oriented companies often address impact recipients who are socially disadvantaged and therefore financially less potent, they couldn't pay normal market prices for goods or services. Additionally, many social enterprises work in areas of social work, where there is no good to buy at all. Ecologically oriented companies, on the other hand, usually achieve their positive impact on the environment and climate not in monetary terms, but rather in the form of environmental benefits. Overall, 63% of the DSEM social enterprises are financed through a so-called hybrid model, in which revenue is generated from various sources (DSEM, p. 44). Some companies (15.6%) successfully rely on crowdfunding as an additional source of income (ibid.). Non-monetary contributions such as pro bono work and volunteering are also important resources (and a challenge as seen in 2.1.1.) for more than 46.8% of the DSEM social enterprises surveyed.

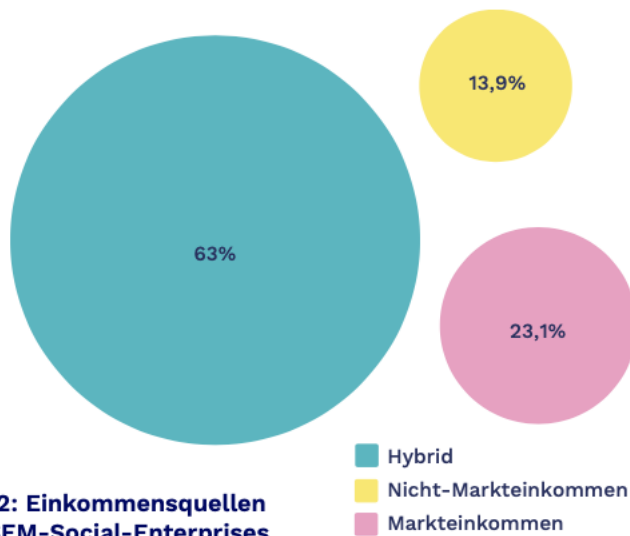


Abb. 22: Einkommensquellen der DSEM-Social-Enterprises

Figure 3. Sources of Income: 63% Hybrid, 23,1% Market Income, 13,9% Non-Market. DSEM, p. 44.

In terms of turnover, more than a third (34.3%) generate turnover of between € 0 and € 50,000, while almost one in four (24.8%) generate turnover of between € 50,000 and € 250,000 (DSEM, p. 52). Some (16.1%) even record turnover in the millions (ibid.). Despite the economic uncertainties caused by the COVID-19 pandemic, almost half of the surveyed social enterprises (44.3%) were able to increase their turnover in the last 12 months (DSEM, p. 52). Only 13.1% recorded a decline. Here, it is important to note that many of these companies are very young (24% state that they are too young to make a statement about sales development) and do not primarily aim to make a profit (ibid.). Rather, many of them aim to cover costs at most in order to fulfill their social or environmental impact.

In terms of profits, less than a quarter of the enterprises surveyed (22.3%) stated that they had made a profit in the last year, while 24.5% broke even and 29.5% recorded losses (ibid.). The majority of enterprises (43.45%) have at least one non-profit legal form in which making a profit is limited (ibid.). The profits that are made go mainly or exclusively to the organization's purpose, reflecting the primary focus on social or environmental goals.

Capital

To better understand the prevalent forms of financing used by DSEM social enterprises, they were asked to specify the types of financing utilized in the past 12 months. Notably, over 55.7% of social entrepreneurs rely on their own savings for company investments (DSEM, p. 54). DSEM social entrepreneurs often depend on their private networks and personal assets (see 2.1.1.). This tendency may stem from the challenges social startups face in securing venture capital, as their expected returns are often lower than those of conventional startups, and their

profit distribution may be restricted, making them less attractive to traditional investors. Many also avoid equity capital to preserve their social mission and prevent a forced sale of the company. This inclination explains why DSEM social enterprises tend to utilize traditional financing options, such as business angels, venture capital, or venture debt, less frequently.

The significant representation of women among DSEM social enterprises may also influence this trend. Female founders are less likely to use venture capital or business angels compared to men. Moreover, they often face disadvantages in financing rounds due to gender biases, where men are over five times more likely to secure large financing amounts (over €1 million) than women (DSEM, p. 55).

Public funding emerges as a potential remedy for the capital-raising challenges faced by social startups. Government funding is already a popular source of financing for 47.9% of DSEM social enterprises (DSEM, p. 56). However, the bureaucratic hurdles associated with public funding are frequently criticized. Additionally, 45.4% of DSEM social enterprises utilized donations and foundation funds, particularly suitable for non-profit legal forms as a form of financing (DSEM, p. 55).

2.2. Theoretical Foundation: Social Inclusion

For the next part, the focus shifts towards scientific publications on the term social inclusion. The objective is to comprehensively find a definition of the term. To ensure the credibility of the selected articles, the review remains focused on peer-reviewed journal articles with authors that are recognized in the scientific community. However, like the DSEM for SE, different definitions by leaders and respected organization in social politics such as the European Commission and the UN will also be used.

Following an exploration of the definition of social inclusion, the subsequent sections will delve into prevailing topics and their relevance within the context of social enterprises in Germany.

2.2.1. Defining Social Inclusion

Stated simply,

“inclusion is the principle that we are all entitled to participate fully in all aspects of society; that we all have the same rights and responsibilities; that we all have something to contribute. It is the principle which demands valued recognition of all people and the entitlement of all to

meaningful interaction, involvement and engagement in every part of the complex, multifaceted societies in which we live.” (Jones, 2010, p. 57)

The author of the quote is a renowned researcher on inclusion with a focus on disability. She states that effectuating the inclusion of all individuals into society hinges on the operationalization of three key dimensions of inclusion. These dimensions are: cultivating a non-discriminatory mindset toward individuals, ensuring unfettered access to engagement in all facets of life, and facilitating mechanisms for people to mitigate the impact of their hurdles (Jones, 2010, p. 58). While the core of her definition still holds true, after reviewing more definitions it becomes clear that the concept of social inclusion has become much more sophisticated and theorized over time.

Originating in Europe during the 1970s amid economic restructuring, the concept of social inclusion now encapsulates poverty, capability, and deprivation, portraying a cumulative social disadvantage concerning material resources, economic participation, and personal growth. Unlike traditional poverty measures, social in- or exclusion centers on the processes leading individuals to a state where a general participation in economic, social, political, and cultural activities becomes unattainable.

Labonté et al. (2011) delve into the concept of social inclusion in their literature review, stating that individuals experiencing social exclusion lack access to crucial elements such as material resources, sufficient income, formal labor markets, affordable housing, education, health care, freedom from discrimination, social networks, and the power to influence policy choices.

Generally, social inclusion is a policy framework designed to enable universal society involvement, regardless of individual origins or distinguishing characteristics, including ethnicity, language, culture, gender, handicap, socioeconomic position, and age, among other criteria. In most societies, demographic groups with certain particular features are more likely to experience challenges such as restricted educational prospects, unemployment, and homelessness, which contribute to poverty and social marginalization.

According to the UN social inclusion is today defined as

„the process of improving the terms of participation in society for people who are disadvantaged on the basis of age, sex, disability, race, ethnicity, origin, religion, or economic or other status, through enhanced opportunities, access to resources, voice and respect for rights. Thus, social inclusion is both a process and a goal.” (2016, p. 20)

The definition highlights that social exclusion is a complex, multidimensional phenomenon, extending beyond material deprivation. The UN definition also explores three sets of indicators: access to opportunity (education, health services, and infrastructure), access to employment and income, and participation in political, civic, and cultural life.

This is represented in the UN 2030 SDG Agenda which emphasizes social inclusion as a core aspiration, aligning with the SDGs to promote inclusive decision-making, equal justice access, and the rule of law. The 17 SDGs adopted by UN in 2015 mention explicitly inclusion under various points, such as 4: "Ensure inclusive and quality education for all and promote lifelong learning", SDG 11 to "make cities inclusive, safe, resilient and sustainable" or SDG 16: "Promote just, peaceful and inclusive societies." Social inclusion factors there include age, sex, disability, race, ethnicity, religion, migration status, socioeconomic status, residence, and sexual orientation.

Thus, social inclusion generally doesn't focus on individual responsibilities but involves addressing discriminatory attitudes, policies, and institutions that contribute to exclusion. The UN (2016) stress the importance of actively facilitating inclusion and recognizing the role of norms, policies, and institutions in shaping social interactions and power distribution.

Giving another definition, according to the World Summit for Social Development in Copenhagen 1995 an inclusive society is defined as "a society for all", in which every individual, each with rights and responsibilities, has an active role to play (United Nations, 1995, p. 65). Hence, a truly inclusive society possesses mechanisms designed to embrace diversity and empower individuals to actively engage in their political, economic, and social spheres. It transcends distinctions (of race, gender, class, generation, and geography) so that every person in a society can realize their full potential. In such a society, the promotion of well-being for each person becomes both a catalyst and a product, fostering mutual trust, a sense of belonging, and interconnectedness among its members.

Circling back, Labonté et al., identify nine similar principal domains encapsulating social exclusion and inclusion processes, spanning employment, income, material resources, education, health, housing, social resources, community resources, and personal safety.

Overall, the concept of inclusion underscores the individual's entitlement and society's collective obligation. Achieving inclusion calls for the dismantling of hindering barriers and social frameworks that obstruct participation. It needs proactive policy formulation, innovative thinking, and sustained dedication (Jones, 2010, p. 57).

2.2.2. Social Inclusion and its Dimensions in Social Entrepreneurship

Switching the lens to SE with marginalized groups or as a means of promoting inclusion, Ager and Strang (2008) propose key domains that include employment, housing, education, and health. They argue that these domains play a crucial role in promoting social connections within and between community groups, reinforcing the sense of belonging and contributing to the integration process. Unlike other scholars, their research is not from an economic background but comes from mental health and social support, focused on forced migration contexts, and psychosocial well-being. Similarly, Adam et al. (2023) identify factors such as formal education, duration of stay and work, and contribution to creative solutions as key elements of workplace inclusion, particularly in the hospitality and tourism industry.

Mauksch and Dey (2023) have also explored SE for inclusion in depth. Their research on an enterprise employing blind individuals illuminates the paradoxical dynamics at play in social enterprises that aim to empower but may unintentionally reinforce exclusion. Their findings shed light on the nuanced nature of SE when dealing with marginalized populations (such as disabled people). There are many case studies around this topic being conducted in the last years, especially after the spike of refugees in Western Europe.

With this turning more to refugee entrepreneurship, Alrawadieh et al. (2019) critically challenge conventional perceptions of refugees as burdens to their host countries. Instead, they highlight that refugee entrepreneurship (however, in this case not necessarily SE), particularly within the tourism and hospitality sector, can meaningfully contribute to local economies. Their in-depth exploration of refugee entrepreneurs in Istanbul, Turkey, offers valuable insights into the complexities and challenges they face. The study also brings to light the potential of refugee entrepreneurship as a pathway towards socio-economic integration in host communities.

Shneikat and Alrawadieh establish that entrepreneurship plays a vital role in refugees' integration into the socio-economic fabric of the host country.

Another significant angle here comes from the work of Cetin et al. (2020). Their research delves into the relationship between refugee entrepreneurship, perceived success, and life satisfaction. By focusing on refugees in the tourism and hospitality sectors, they demonstrate the significant positive outcomes of entrepreneurship on refugees' well-being and life satisfaction. They call for a change in the perception of refugees as temporary dependents and advocate for policies that support their entrepreneurial activities. Their findings provide insights for policymakers to enhance refugees' well-being through entrepreneurship.

2.2.3. Social Inclusion through SE in Germany

Turning the focus to Germany, Mushaben (2006) provides a fascinating look at the process of self-driven integration by migrant communities, particularly in the context of the Turkish ethnic economy in Germany. While it is also focused on entrepreneurship in general, her work illuminates the critical role of businesses and community involvement in connecting cultures despite formal citizenship rights' absence. Examining the literature that is available on SE carried out in Germany, the work of Engelke et al. (2015) was part of turning SE research from a theoretical to a more practical approach. Their survey presents social enterprises as innovative and efficient solutions for pressing social challenges in Germany. They stress that social enterprises can offer sustainable solutions, particularly in industrialized countries facing complex problems like education deficiencies, old-age poverty, and unemployment.

Adding to the discourse of SE in industrialized countries, the work of Lehmann et al. (2022) is also noteworthy for its insights into the challenges faced by refugee entrepreneurs in this context. Their research on refugee entrepreneurship in Germany, just like the DSEM, brings to light the existence of institutional gaps, especially during times of crisis and capacity overload such as the influx through Syrian refugees or the Covid-19 pandemic. Like Adams et al., they show the role of social capital in navigating these challenges, contributing to the growing understanding of refugee entrepreneurship in so-called developed countries.

This growing body of research shows the diverse potential of entrepreneurship, particularly that with a focus on social effects, as a tool for fostering inclusion and empowering marginalized groups.

Target groups

While there isn't much research from the scientific community, going back to the DSEM shows that there are various approaches to how a social business model can improve the lives of a specific target group. For example, the beneficiaries themselves can be actively involved in the provision of services. This can be done by using the special skills of disadvantaged groups for innovative products and services. It is also possible to employ disadvantaged people through simple products or services, which is known as an "inclusion enterprise". Another model is to use the profits generated from conventional products or services to solve social problems. In addition, products or services tailored specifically to the group concerned can also be offered, as is often practiced in the education sector. These models are often combined.

Among the social enterprises surveyed that focus on addressing socially disadvantaged groups with their business model, 62.2% integrate their target group directly into the provision

of services (DSEM, p. 32). In this way, they create jobs for people who are severely disadvantaged on the labor market. In addition, 89.9% of DSEM social enterprises offer products or services directly to their beneficiaries (DSEM, p. 36). And interestingly, there are more enterprises serving their beneficiaries than including them in their processes.

Combined, this can lead to an overlap between beneficiaries and clients. Since the beneficiaries are usually (socially) disadvantaged people with little financial strength, DSEM social enterprises are often dependent on additional sources of funding such as grants. This illustrates the difference to conventional start-ups, where the choice of market segment depends more on the financial strength of the market and customers, while social enterprises focus on social impact.

SE Employees

A vast majority of DSEM social enterprises (97.8%) fall within the micro, small, and medium-sized enterprise (SME) category (DSEM, p. 65). About 56% are labeled as microenterprises, having less than 10 employees, while nearly a quarter (24.3%) have workforces exceeding 10, including 7% classified as medium-sized companies with staff ranging from 50 to 250 employees (ibid.). Interestingly, this breakdown mirrors the broader German corporate landscape, where 96.8% of companies are categorized as micro and small enterprises, employing 39.7% of the working population. It's important to bear in mind the relatively young age of the surveyed companies when interpreting these figures.

Employer Inclusivity and Gender Representation

Regarding gender representation in the German startup scene, a significant gap persists: The Female Founders Monitor reveals that merely one in ten startups in Germany is founded by women, and only 20.1% exhibit a gender-mixed composition at the founding and management level (DSEM, p. 66). This gender disparity is attributed to the dominance of male founders in tech and software innovations. On the flip side, women in the startup scene often focus on addressing social problems, leading to a higher presence in the green economy and social entrepreneurship. This trend is evident among DSEM social enterprises, where 77.6% boast a female or mixed-gender founding team, and 25.2% were exclusively founded by women. At the management level, female or mixed-gender teams hold the majority (75.7%). Notably, 48.7% of social enterprises adopting a non-profit association legal form have boards of directors with a majority of women (DSEM, p. 66).

In terms of inclusivity, only 4.1% of general companies in Germany employed individuals with disabilities in 2019, highlighting the need for improvement in fostering diversity in the labor market (DSEM, p. 67). Social enterprises take a distinctive approach, with 28.7% of DSEM social enterprises employing people with disabilities. Some are even explicitly established as inclusive companies. Employee involvement in decision-making is a pivotal characteristic of social enterprises, reflected in DSEM social enterprises, where 77.4% strongly to very strongly involve employees in the decision-making process (ibid.).

Generally, and also in Germany, there seems to be a particular focus on refugees (as beneficiaries of SE or as entrepreneurs themselves). While there is some research on people with disabilities, there doesn't appear to be much research on other marginalized groups or communities (e.g., homeless people, single parents, drug users etc.) in relation to SE.

3. Methodology

3.1. Research Design

The research design for this study adopted a qualitative approach, which was chosen for its suitability in exploring the multifaceted dynamics of SE. This approach enabled a deep and nuanced understanding of participants' perspectives, experiences, and behaviors within SE, aligning with the exploratory style of the thesis questions. Through this methodology, the aim was to uncover the underlying mechanisms and the presumably diverse and individual processes driving SE initiatives, which might not have been revealed through a quantitative approach.

SE and social inclusion are multifaceted phenomena influenced by various contextual factors and individual experiences. The justification for the qualitative approach is in its capacity to capture the complexity of the research topic. This method allowed for a holistic exploration of these complexities, providing insights into the realities of the interviewed participants.

3.2. Participants

The selection of participants for this study was guided by the aim of capturing diverse perspectives and experiences related to SE and social inclusion in the German sector. All the interviewees were founders or employees of social enterprises within the broader horizon of hospitality.

3.2.1. Selection Criteria

The selection criteria included individuals actively engaged in initiatives within the hospitality sector, with a focus on those with firsthand experience and expertise in the field. Participants were chosen based on their active engagement in initiatives.

Specifically, individuals who had at least one year of hands-on experience in managing or operating social enterprises in hospitality, such as cafés, event locations or tourism services that employed inclusive practices were prioritized. For example, a potential participant could have been a founder of a hotel that hired and trained marginalized groups, such as refugees or people with disabilities. Moreover, diversity was sought within the participant pool to capture a wide range of experiences and viewpoints. For instance, the research includes both urban and rural social entrepreneurs and those of different ages to explore how different contexts influenced the challenges and opportunities they faced.

3.2.2. Recruitment Process

The recruiting approach was to reach out to potential participants via my own (professional) networks, search through social media platforms like Instagram, LinkedIn, Facebook, etc., and the websites of relevant organizations. LinkedIn helped to identify and directly contact professionals who were actively involved in SE within the hospitality sector. Social media platforms such as Instagram and Facebook were also used to contact people and to post calls for participation in relevant groups and communities. Furthermore, I collaborated with relevant organizations in the field, such as the Impact Hub Hamburg, to encourage participation. Already interviewed people also gave hints on others who might be willing to participate. Overall, however, most participants were reached by direct contact.

3.2.3. Participant Profiles

The participants reflect a diverse range of individuals. In total interviews were conducted with six professionals (three men, three women) performing in five cases as (Co-)founders, and in one case as an employee in a leadership position (*Zukunft Pflegebauernhof*, Philipp Diehl) in a social enterprise.

1. *Bio24*, <http://bio24.de>, with Co-founder Maximilian Voß, engages seniors in culinary activities that preserve culinary traditions while promoting intergenerational connections and offering a range of engagement activities.
2. *Bauernhof statt Altenheim*, <https://bauernhofstattaltenheim.de>, led by Anja Kopp, aims to create a nature-based community for seniors, encouraging active living and connections with younger generations.
3. *Café Besterkuchen*, <http://www.besterkuchen.de/>, led by Angelika Eger, serves as a community café that actively engages older adults by creating job opportunities for baking.
4. *Gut Feismann*, <https://gutfeismann.de>, represented by Carolin Feismann, focuses on providing hospice care for children with life-shortening illnesses, emphasizing emotional support for families through animal-assisted therapy.
5. *vJourney*, <https://vjourney.io/>, represented by co-founder Stefan Thomsen, utilizes virtual reality technology to provide immersive travel experiences for seniors, addressing feelings of loneliness and health issues.

6. *Zukunft Pflegebauernhof*, <https://www.zukunft-pflegebauernhof.de/>, with employee Philipp Diehl (founded by Guido Pusch), seeks to provide purposeful living in a farm community to seniors.

Together, these participants illustrate a commitment to innovative approaches in the hospitality sector, each contributing uniquely to the broader goal of social inclusion for vulnerable populations, mostly older people.

3.3. Data Collection

The primary data gathering method for this project was semi-structured interviews with single individuals (not in groups). Semi-structured interviews provide greater flexibility in investigating participants' experiences, attitudes, and insights on the topics of interest. In addition, document analysis such as the DSEM was used to provide context and depth to the data obtained during my interviews.

Detailed notes were taken (by AiCompanion Zoom Pro) during the interviews to supplement the audio recordings. Following each interview, the recordings were transcribed with a software (turboscribe) and analyzed with MaxQda.

3.3.1. Semi-Structured Interview Questions

In order to achieve the research objectives, suitable data collection methods had to be selected. The interview guidelines were drawn up on the basis of the research questions, with the aim of finding answers to each of the three questions. The guidelines for the exploratory interview (see appendix) aimed to identify and understand the mechanisms (question 1), working methods (question 2), and opportunities and challenges (question 3) of the companies. The interview questions were designed to gain detailed responses from the participants on SE's key themes and to gather information for the research objectives. Therefore, the strategy was semi-structured interviews, "in which the researcher asks informants a series of predetermined but open-ended questions" (Julien, 2008, p. 810).

Some questions were phrased to elicit short answers (e.g., listing challenges), but most were open-ended and exploratory, allowing participants to share their experiences, challenges, and perspectives freely. For example, the question "Can you share a story of a particularly successful project or initiative that had a significant impact on your community?" encouraged participants to highlight their achievements and the positive outcomes of their work.

Conversely, the question, “What are some of the biggest obstacles you have faced in reaching your goals, and how have you navigated these challenges?” helped identify common barriers and strategies for overcoming them. Leading questions were deliberately avoided (Julien, 2008, p. 811).

Generally, the interview was structured in three parts: more informal questions to open the dialogue and create a comfortable environment, followed by the main questions, and concluding with an outlook on the future and an opportunity for participants to add any information they considered important but had not yet been covered.

3.3.2. Ethical Considerations

Informed consent was obtained from all participants. Information about the research objectives, procedures, and benefits was provided, enabling participants to make an informed decision regarding their involvement. Participants were informed of their right to withdraw from the study at any time without consequences. Anonymity and confidentiality were ensured for those who wished to remain anonymous, though no participants requested anonymity. Access to the raw data was restricted to the researcher, and the data has been securely stored to prevent unauthorized access.

3.3.3. Data Analysis

Following the exploratory interviews and their transcription, the data underwent content analysis, in which the collected information was systematically processed. This approach enables an objective description of the interview content while also incorporating printed texts and interview data. Content analysis serves as an adaptable method "that is independent of theoretical perspective or framework (e.g., grounded theory, phenomenology) but has its beginnings as a quantitative method" (Given, 2008, p. 120). Qualitative content analysis involves a careful and interpretive reading of text to uncover both explicit and implicit meanings, recognizing that text is shaped by its context and can support multiple interpretations. Themes or categories are identified through an iterative process of coding, reviewing, and refining, which may emerge inductively from the data or align with predefined structures (Given, 2008, p. 121). Faithfulness to participants' original wording is maintained, with their language used to label themes to ensure accuracy and alignment.

This method reveals both explicit messages and deeper, unconscious meanings within the text. Analysis can focus on surface-level patterns, such as frequently mentioned ideas, or

delve into underlying, latent elements like emotional undertones or symbolic representations (Given, 2008, p. 121).

The analysis of the collected data involved coding and thematic analysis to identify patterns, themes, and relationships within the qualitative data. The entire content analysis process was conducted using MaxQDA software, which facilitates data exploration, pattern identification, and thematic development to address the research objectives. To simplify result evaluation, inference, and interpretation, codes were systematically organized, enabling faster and more precise analysis. The identified codes were grouped into overarching themes and sub-themes to achieve a comprehensive understanding of the data.

Additionally, thematic analysis served as the primary method for analyzing the qualitative data collected from the interviews. This approach uncovered underlying meanings and interpretations embedded within the data, allowing comparisons with existing literature and findings, such as the DSEM. It provided broad insights into the social enterprises' focal topics, challenges, and successes related to social inclusion. The categorization process followed an open and exploratory approach, as no pre-existing categorization structure was applied.

4. Findings

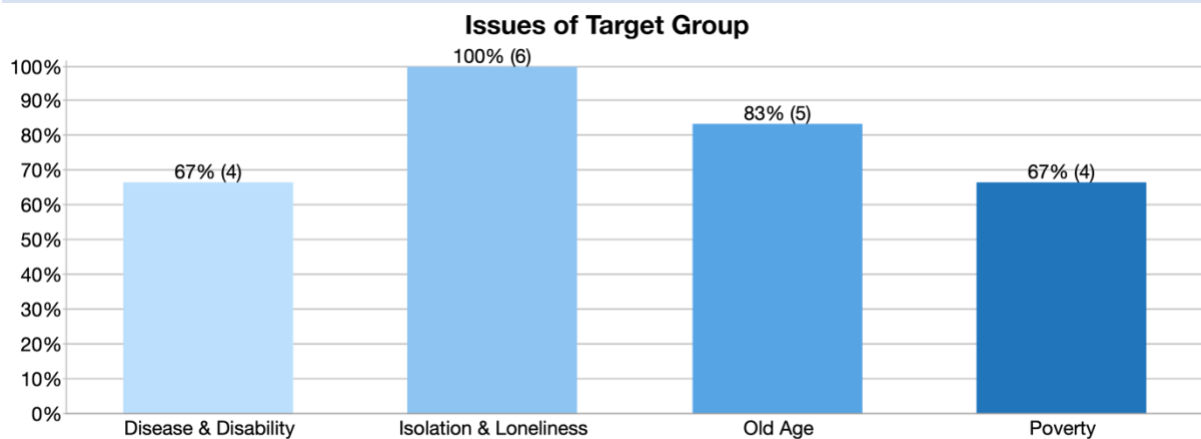
Using MaxQDA, codes related to social entrepreneurship and fostering social inclusion were outlined. For the analysis of each interview, relevant themes or codes were extracted and summarized based on the identified issues, correlating specific themes from the interviews with these codes. This process facilitated the identification of relevant topics, the structuring of the data, and the determination of topics that were more or less common across interviews. Certain topics or issues, such as isolation and loneliness, emerged frequently, while others, like VR with technology, were more unique and individualized.

Frequency values were utilized to indicate how often these codes appeared across the dataset, to help the prioritization of key themes. Subsequently, relevant themes or points were identified for each research question.

4.1. Fostering Social Inclusion

How do these social enterprises foster social inclusion for vulnerable communities?

Code	Subcode	Details
Issues of Target Group		
	Disease & Disability	Instances where social enterprises focus on targeting the issues caused by disabilities or diseases.
	Isolation & Loneliness	Instances where social enterprises focus on reducing loneliness.
	Old Age	Instances where social enterprises focus on reducing the issues that come with age.
	Poverty	Instances where social enterprises focus on combatting issues caused by poverty.



The interviewed enterprises are not just providing regular social services but are trying to create environments where the marginalized target groups can work on their issues in an empowered way, themselves. With the interviewed enterprises four issues that hinder inclusion were found: disease and disability, isolation and loneliness, old age and poverty. It is noteworthy that the issues of the target groups often seem intertwined and correlated, e.g. when Stefan Thomsen from *vJourney* mentions that “restrictions are money, also the political situation, but especially mobility and loneliness. Accordingly, we want to give them a bit of participation in social and cultural life.” Or poor families become even more isolated with no financial access to help according to Carolin Feismann (*Gut Feismann*): “And the problem is that these families in particular are often under huge financial pressure, because often only one parent works, or they are single-parented because the relationship has already broken over this problem. Or they don't have a lot of money. [...] So that's the problem. And that no friends and relatives are on their side because they just don't know how to deal with it”.

The key aspect of this issues is addressing **Isolation & Loneliness**, a significant issue for many vulnerable groups, particularly elderly individuals. It isn't only mentioned by all interviewees, but also mentioned the most (14 times) across interviews.

The social enterprises focus on breaking down the social isolation that often comes with aging or other life circumstances. For example, *Café Besterkuchen* (Angelika Eger) fosters social interaction through communal cooking and baking sessions, where seniors can engage in shared activities that not only help combat loneliness but also create opportunities for meaningful connections. *bio24.de* (Maximilian Voß) offers similar opportunities, bringing seniors together to cook and bake, giving them a chance to bond over shared tasks and feel part of a community. Through these actions, social enterprises tackle isolation and create spaces where vulnerable individuals can feel connected to others and regain their social networks. (see 4.2 on Mechanisms).

Old Age is another key area the social enterprises are working on. Though *bio24.de* is the only enterprise that doesn't particularly mention the elderly, they do include them in their target audience, making it in fact a 100% of interviewed enterprises that consider old age as an issue of their target group. The common answer is that elderly face many challenges that can lead to exclusion from social life, from physical decline to loss of independence and the erosion of social networks (e.g., “Many old people can't do that well if they are torn out of their small village [...] Then the withdrawal spiral begins. Then they stop taking part”, Anja Kopp, *Bauernhof statt Altenheim*)). The elderly are often not seen as contributors to society, social exclusion often accompanies old age. Angelika Eger (*Café Besterkuchen*) has watched this

happen with an older gentleman she employed in her own bakery who struggled in a conventional business: “And I noticed that [Anonymized], who was from the industry, a former baker at the age of 82, [...] was never allowed to bake because he started a mess. They didn't allow him to bake, and he went completely crazy”). *Zukunft Pflegebauernhof* (Philipp Diehl) also is an example of this, providing elderly individuals with the opportunity to engage in farm-based activities, interact with younger generations, and take part in community life.

Addressing **Disease & Disability** is another significant focus for these social enterprises, though it seems to be coming along with issues of age rather than being a focus point just in itself. 67% or 4 out of the 6 initiatives (also) target individuals facing physical or cognitive disabilities. For instance, *vJourney* (Stefan Thomsen) allows really takes physical and other diseases like Alzheimer's or dementia into account to still let their customers explore the world in a way that would be impossible through traditional means, by actual travel.

Finally, **Poverty** is an issue that social enterprises in the hospitality sector are working to address. Many vulnerable individuals are excluded from mainstream society due to financial hardship, and without access to economic opportunities, their ability to participate in social, cultural, and community life is severely limited (see quote by Carolin Feismann above). *Gut Feismann* (Carolin Feismann) operates a model where individuals facing financial hardship can find employment while engaging in meaningful, socially responsible work. Through various projects, including farming and care initiatives, the enterprise not only offers financial stability but also gives individuals a sense of purpose and connection to others.

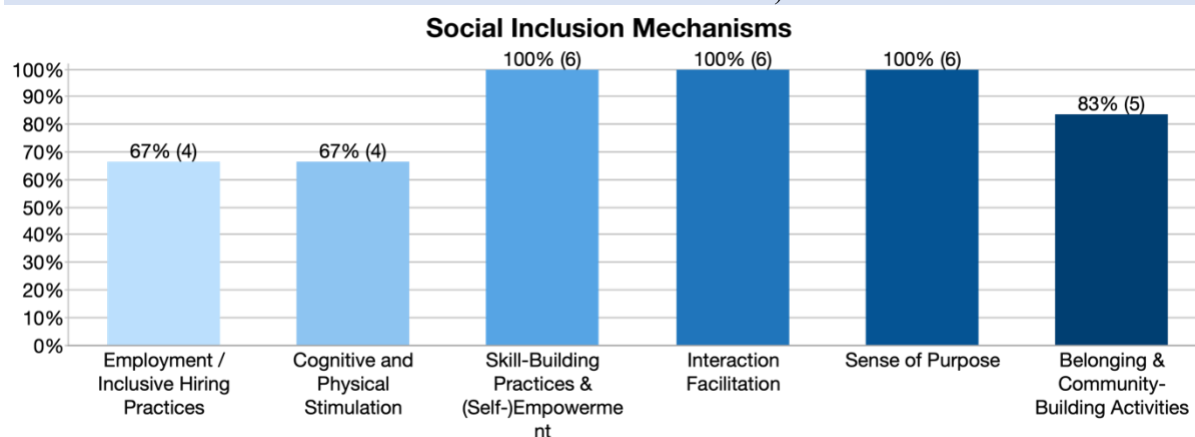
Through these efforts, social enterprises in the hospitality sector are helping to create a more inclusive society by addressing the specific needs of vulnerable groups. Rather than focusing solely on addressing specific challenges all of the six enterprises mentioned working on more than one issue alone. By identifying **Isolation & Loneliness**, **Disease & Disability**, **Old Age** and **Poverty**, they can circle closer to what is lacking in the lives of their target groups, also noting that many issues don't occur just once, but are interconnected and correlated, calling for holistic mechanisms to tackle them.

4.2. Mechanisms Employed by Social Enterprises

What mechanisms do social enterprises in the hospitality sector use to solve the issues of vulnerable communities in Germany?

Code	Subcode	Explanation
Social Inclusion Mechanisms		

Employment / Inclusive Hiring Practices	Examples of recruiting staff from vulnerable or marginalized groups.
Cognitive and Physical Stimulation	Activities designed to engage cognitive abilities (e.g., memory-based VR tours, petting animals, using logic thinking or imagination)
Skill-Building Practices & (Self-)Empowerment	Traineeships, Workshops, tours, or interactive sessions focused on skill-building or knowledge sharing.
Interaction Facilitation	Opportunities for community members to engage with each other.
Sense of Purpose	Environments where the target group can take part in something that creates a feeling of purpose, of value and needed.
Belonging & Community-Building Activities	Creating events or experiences to foster connections (e.g., shared VR experiences for isolated seniors).



The issues of the target groups as seen in the previous chapter are tackled with different mechanisms that were identified in the analysis. Overall, 6 different mechanisms were found, three of which are used by all the initiatives (Skill-Building, Interaction Facilitation, Sense of Purpose). The mechanisms employed by the enterprises align closely with the theoretical dimensions of social inclusion discussed in the thesis (sections 2.2.1, 2.2.2, and 2.2.3).

The emphasis on **Skill-Building Practices & (Self-) Empowerment** echoes Labonté et al.'s emphasis on overcoming barriers to participation. The enterprises offer various opportunities for their target groups to acquire new skills, which can increase their independence and self-worth. For example, *bio24.de* (Maximilian Voß) provides seniors with the chance to learn how to cook and bake, which serves as both a social outlet and a valuable skill. These activities have a dual purpose: they provide a social outlet while also giving participants a sense of value and engagement that is often missing in their lives.

Likewise, *Gut Feismann* (Carolin Feismann), *Bauernhof statt Altenheim* (Anja Kopp)

and *Zukunft Pflegebauernhof* (Philipp Diehl) offer a space for skill-sharing, where individuals on the farm contribute to various activities, fostering both a sense of community and personal empowerment. By focusing on self-development, they give individuals the confidence to re-enter the workforce or become more active in their communities, directly counteracting feelings of inadequacy or social exclusion.

Interaction Facilitation is another central mechanism that all the enterprises. Many of the initiatives create opportunities for people to engage with one another in shared activities. For instance, *Café Besterkuchen* (Angelika Eger) organizes communal cooking and baking events, where seniors can collaborate, share skills, and build relationships. This not only promotes social bonding but also creates a warm, welcoming environment where people of all backgrounds can interact. Similarly, *bio24.de* (Maximilian Voß) uses group cooking sessions to encourage socialization among seniors, offering them a platform to share their experiences while working together on a common task (“Cooking and baking has come out as very low threshold. Like many migrant projects, where you cook first. Because everyone has to eat, and everyone has to cook something. And it's about cultures. And it also works without language. You can also point at the knife and say, this has to go in here. It's all a bit complicated, but it works.”). The act of cooking and baking in groups seems to be a very common mechanism for half of the interviewees as it helps break down barriers, fostering a sense of unity and connection within the community. Anja Kopp (*Bauernhof statt Altenheim*) summarizes this mechanism or strategy well, balancing individual needs with the necessary “push” from the outside: “These apartment buildings don't have a kitchen. That makes some people a bit angry. But of course they will have a kitchenette. Everyone can make coffee. Or tea, have a small fridge. That's clear. But a core point of our concept is to prepare meals for the community. And eat them in community.”

Providing a **Sense of Purpose** is another essential part of fostering social inclusion. For example, *Zukunft Pflegebauernhof* (Philipp Diehl) involves seniors in necessary farm-related activities, such as tending to animals and plants. This gives them a role in the farm’s daily operations, fostering a strong sense of ownership and purpose and is different to participating in tasks that are for entertainment only like sports courses in senior homes etc. The same goes for *Bauernhof statt Altenheim*, Anja Kopp says “All these things offer a wide range for old people to say: I'm still worth something. I can still contribute. Yes, I'm slower. But the infrastructure is right. I can move freely here. It's all made so that I can do it well. [...] But I still have a value. And I can still contribute something.” These activities resonate with Jones’ idea that inclusion involves recognizing each individual’s value and potential contributions.

Activities that allow participants to feel needed and valued help rebuild their confidence and strengthen their ties to society.

Employment/Inclusive Hiring Practices reflect the theoretical focus on access to opportunities, a key part of inclusion theories by the UN and Jones (2010). By hiring struggling individuals, the enterprises tackle economic, offering people employment opportunities they might otherwise struggle to access. For example, *bio24.de* (Maximilian Voß) actively recruits seniors to engage in cooking and baking, not only to provide them with financial stability but also to help reduce the isolation many seniors experience. Similarly, *Café Besterkuchen* (Angelika Eger) integrates seniors into the café's activities, allowing them to contribute meaningfully and feel valued within the community. However, interestingly none of the enterprises have a strategic approach to hiring. For four out of six, inclusive hiring practices are part of their entrepreneurial base idea, but they seem to go more by gut feeling than applying a strategic and well-informed human resources approach.

Cognitive and Physical Stimulation is another important mechanism used by these enterprises, though in comparison it's mentioned less than the previous mechanisms. By organizing activities that engage both the mind and body, they address the specific needs of elderly individuals or those with cognitive impairments, such as dementia. The most prominent one for the is *vJourney* (Stefan Thomsen) using Virtual Reality to promote cognitive engagement while also providing emotional and psychological benefits. Additionally, the enterprises *Zukunft Pflegebauernhof* (Philipp Diehl) and *Gut Feismann* (Carolyn Feismann) incorporate animal-assisted therapy, which has been shown to improve both physical health and emotional well-being. Feismann states "And there is nothing like that at all without animals. [...] And we also have children who are registered to die here, who don't die. So who then develop so much courage to live again because they have never experienced it like that before. Because they feel this peace, because they feel this desire to live, because they want to be at eye level with the animals and then suddenly develop these strengths that all the doctors in the clinical institutions have said are gone." This mechanism of stimulating activities helps to keep individuals physically and mentally active.

Finally, **Belonging & Community-Building Activities** play a critical role in ensuring that vulnerable individuals feel connected to others. Though not mentioned by all interviewees, it is mentioned the most (coded 14 times). The enterprises often organize events that promote social bonding and community engagement. For instance, *vJourney* (Stefan Thomsen) uses the shared VR travel experiences to help seniors connect with one another, reducing social isolation and helping them form new relationships. Similarly, all the communal enterprises like *Gut*

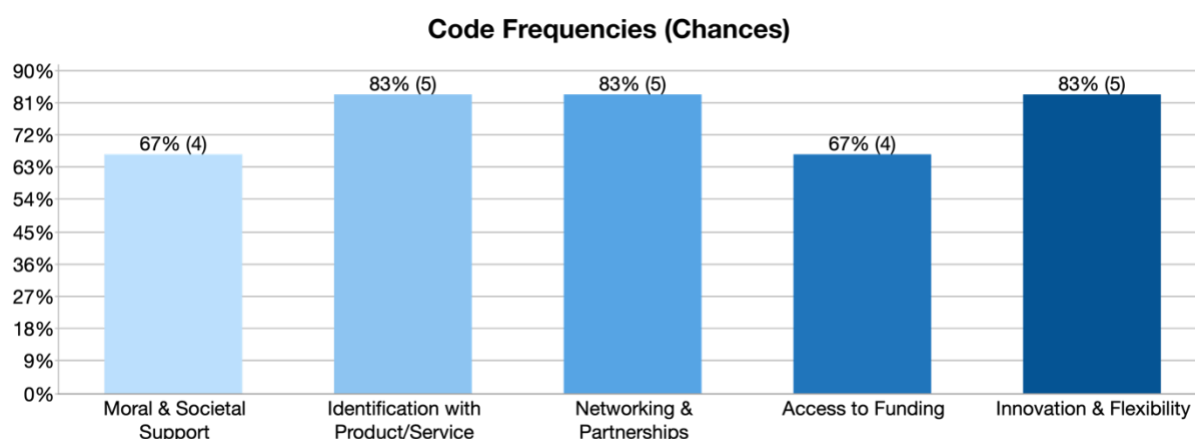
Feismann, *Bio.24.de* and *Bauernhof statt Altenheim* all involve both local residents and participants in their activities, such as communal meals or collaborative farming projects. These events seem to help break down social and generational barriers, fostering a sense of community and mutual support, ideally leading to a sense of belonging.

In conclusion, the interviewed enterprises use a wide range of mechanisms. They try to create environments where their target groups can actively participate or find a way back in society. By offering economic opportunities, social engagement, and a sense of belonging they look to help building more inclusive, resilient communities.

4.3. Challenges and Opportunities

What challenges and opportunities do these social enterprises encounter in their pursuit of social inclusion for vulnerable communities in Germany?

Code	Subcode	Explanation
Chances		
	Moral & Societal Support	Moments reflecting the support received from or given to the community, affecting morale and resilience.
	Identification with Product/Service	Reflections on self-realization, personal growth, motivation or life purpose derived from the project.
	Networking & Partnerships	Examples of collaborations with other organizations, municipalities, or social programs.
	Access to Funding	Financial support from external sources, such as grants, donations or government funding.
	Innovation & Flexibility	Mentions of unique, creative, or flexible strategies the enterprise adopts to address social issues.



Opportunities for Social Enterprises

The interviewees working toward social inclusion mention various opportunities that drive their success and growth, often specifically because they define themselves as “social” instead of as a conventional business.

One of the key opportunities is the **Identification with Product/Service**. For these enterprises, the products or services they provide are not just goods: They represent deeper values of social inclusion and empowerment. *vJourney* (Stefan Thomsen) offers a tool for increasing the participants’ engagement with the outside world. This connection between the product and the social mission is a key opportunity for these enterprises, as it deepens the impact and personalizes the experience for users, but also employees. Thomsen says “You build it up and you want to stand behind it and be proud. If you don't stand behind it, it's difficult to sell it.”

Networking & Partnerships also present significant opportunities for the social enterprises. Four of the interviewed organizations said they collaborate with local authorities, social programs, and other community-based enterprises to strengthen their reach and impact. For instance, *Zukunft Pflegebauernhof* (Philipp Diehl) has partnered with local health institutions and care facilities to integrate farm activities into their care models, benefiting both the elderly residents and the community. By collaborating with such organizations, he increases the visibility, accessing additional resources and support. These partnerships also help in developing new ways of addressing issues of the target groups, extending the scope of the original initiative, finding creative, unexpected solutions, e.g. Gut Feismann now bringing a pediatricist on the premises (“And we have now put a children's doctor's office on the property. That was a milestone. So now this village with 2,000 inhabitants has a great children's doctor's office here. And everyone was so totally: how did you do that? [...] So, we just create things that you can't believe.”)

Innovation & Flexibility are also key opportunities for social enterprises, allowing them to use unique and creative strategies. Many of the interviewees emphasized how their ability to adapt quickly and innovate in response to changing circumstances has been a crucial factor in their success. For instance, *bio24.de* (Maximilian Voß) developed beforementioned flexible cooking programs tailored to the specific needs of seniors, incorporating their feedback to make the activities more inclusive and engaging. This adaptability enabled the enterprise to refine its offerings and remain relevant to the community. Similarly, *vJourney* (Stefan Thomsen) exemplifies innovation through its use of technology to create immersive travel experiences for vulnerable groups. *vJourney* is however the only example in this thesis that uses cutting-edge technology.

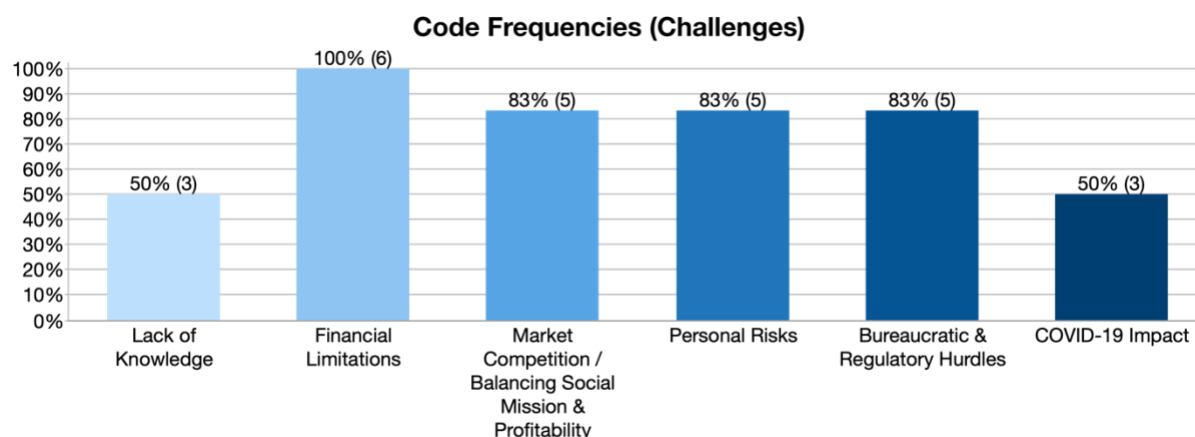
Another opportunity lies in the in **Moral & Societal Support**, as apparently the enterprises receive strong backing from the community. This can be seen in the way organizations like *Gut Feismann* (Carolyn Feismann) engage with their local environment. Similarly, *Café Besterkuchen* (Angelika Eger) benefits from societal support, where the local community sees value in the intergenerational work and communal activities they offer, helping them attract more participants and volunteers, or even receiving massive donations, support for free or at reduced cost (“And the funny thing was, I really set up the furniture, i.e. the coffee, it didn't cost me more than 1,000 euros [...] and by donations or in exchange for cake. That's how I furnished the shop.” Angelika Eger, *Café Besterkuchen*).

Finally, **Access to Funding** remains a vital opportunity for most enterprises. The integration of social objectives into the business models of these hospitality-focused enterprises often attracts funding from government sources, foundations, and other funding bodies. For example, *Gut Feismann* (Carolyn Feismann) successfully tapped into various funding streams now being able to raise 30.000€/month alone saying “Financially, it's hard to believe what's going on here. We are really well supported. We get so much money.” This wider access to funding compared to conventional businesses allows the enterprises to extend their services, and reach more vulnerable individuals on a more secure basis.

Challenges Faced by Social Enterprises

Code	Subcode	Explanation
Challenges		
	Lack of Knowledge	Instances where the enterprise is challenged by lacking knowledge, e.g., about particular business practices.
	Financial Limitations	References to funding issues, reliance on self-financing, or lack of external subsidies.
	Market Competition / Balancing Social Mission & Profitability	References to balancing capitalist market pressure and the need or willingness to provide a social service benefitting the greater good.
	Personal Risks	Passages where the personal life is impacted or at risk because of the involvement with the social enterprise.
	Bureaucratic & Regulatory Hurdles	Experiences with regulatory challenges, licensing issues, or extensive administrative processes.

COVID-19 Impact	Passages where the impact of the pandemic on the business or community dynamics is discussed.
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Despite some advantages as described in the previous chapter, the interviewees also face significant challenges that hinder their growth and long-term success.

Herein, **Financial Limitations** pose their most significant challenge with 100% of the interviewed people mentioning them. Operating in the hospitality sector, especially with a focus on social inclusion, often requires significant upfront investment. Many of the social enterprises rely on donations, subsidies, or limited government funding, which often is inconsistent and difficult to secure. Anja Kopp (*Bauernhof statt Altenheim*) says “The financial Damocles sword is very difficult. We are struggling a lot right now.” The same sentiment is picked up by *bio24.de*, Maximilian Voß who states that “there are difficulties, I would say, especially in the financial area. So that's what matters most, what I'm worried about. And actually everyone else.” Similarly, *Café Besterkuchen* (Angelika Eger) encountered financial difficulties when it had to relocate its business, which impacted its ability to continue supporting their social mission in the same way. *Zukunft Pflegebauernhof* (Philipp Diehl) faces this challenge in adhering to current bureaucratic rules for care homes that ensure sufficient government support they are legally entitled to. He also pays close attention that their farm-based agriculture model remains financially sustainable to secure consistent income outside of external sources. Financial limitations often force these enterprises to operate with less flexibility, which can restrict their ability to scale or respond to emerging needs in the community.

A challenge that most of these social enterprises face at the same time is **Market Competition and Balancing Social Mission & Profitability**. The interviewed enterprises have to balance their social goals with the need to remain financially viable in a competitive market.

For example, *Café Besterkuchen* (Angelika Eger) highlighted how difficult it was to maintain a profitable business model while also prioritizing their social. The pressure to compete with other businesses in the sector, while still focusing on the social impact of their work often creates tension between the enterprise's economic sustainability and its ability to fulfill its social purpose. Similarly, *vJourney* (Stefan Thomsen) faces challenges in maintaining financial viability while ensuring that the services they provide remain affordable and accessible for the individuals using them. *Bio24.de* (Maximilian Voß) states “we always have to be very efficient. Exploitative too. So the people who are paid. We have to exploit them somehow. That's not quite true, of course. But we really have to work hard so that we can manage it all.”

Alongside this, **Bureaucratic & Regulatory Hurdles** present significant barriers to their smooth operation. The administrative burden required to comply with local regulations, secure licenses, and manage taxes can be overwhelming for small organizations. *Zukunft Pflegebauernhof* (Philipp Diehl) mentioned the difficulties they encountered when trying to meet the legal requirements for running a farm-based care initiative. The complex regulations and the need for continuous documentation often take time and resources away from the core social mission, slowing down progress and diminishing the potential impact. There was not one interviewee, except for Carolin Feismann (*Gut Feismann*), that didn't mention how hard

Personal Risks are another challenge faced by social entrepreneurs, as their involvement in these enterprises often demands considerable personal sacrifices. For instance, *vJourney* (Stefan Thomsen) shared how the financial uncertainties of running a social enterprise often placed immense strain on his personal finances and overall well-being. Balancing the demands of managing the enterprise while maintaining personal responsibilities frequently led to burnout and feelings of isolation. Similarly, the founders of *Café Besterkuchen* and *Bauernhof statt Altenheim* alike noted the personal risk of stepping away from more stable employment opportunities to dedicate themselves fully to their social mission (“You see, the papers were on the desk for half a year and no one cared about it. It was about my financial existence.”; “Unfortunately, I am now unemployed. That is a personal topic. I notice in the application rounds that it is not easy with increasing age. [...] And at the same time I notice that I would rather continue to work in my project. But there's no way around making money. The financial part is a very difficult issue.”) This level of personal investment, while inspiring, underscores the emotional and financial toll that social entrepreneurs bear to pursue their goals of creating positive social change.

Stepping over to the slightly less mentioned challenges, half of the enterprise mentioned a **Lack of Knowledge** in areas such as business operations, financial management, and

navigating complex regulatory environments. Three talked about their struggles with gaining the necessary expertise in these areas. Stefan Thomsen (vJourney) states he finds it „very difficult and we can go back to school politics. You just have no idea. I mean, I didn't learn it in school or in college. How do you even start? [...] That's something that's lacking in the system. The motivation, to found your own thing. Hey, do something.” This knowledge gap often leads to difficulties in operating these enterprises in a sustainable way, which can impede their ability to reach a broader audience or expand their services.

Lastly, the **COVID-19 Impact** still posed unprecedented challenges to the operations of many social enterprises, disrupting their ability to serve communities effectively. For example, *Zukunft Pflegebauernhof* (Philipp Diehl) reported that the pandemic severely limited their ability to provide hands-on care and social interaction for vulnerable individuals, leading to a temporary reduction in services and an increased sense of isolation among beneficiaries. Similarly, *bio24.de* (Maximilian Voß) faced significant challenges in continuing their inclusive cooking programs, as health regulations and lockdowns curtailed their ability to host group activities. The sudden shift to remote or socially distanced models required rapid adaptation, often without sufficient resources or digital infrastructure. These disruptions highlighted their fragility in times of crisis.

In summary, the challenges show how difficult it can be to balance their social mission with the practical needs of running a business. Financial problems, market competition, and complicated regulations are big obstacles, while personal risks and missing knowledge show the human and organizational struggles of these projects.

4.4. Discussion and Interpretation of Findings

The answers to the research questions highlight both, potential and inherent challenges faced by the interviewees. Many of the enterprises, such as *bio24.de* (Maximilian Voß), *Café Besterkuchen* (Angelika Eger), and *Zukunft Pflegebauernhof* (Philipp Diehl), demonstrate that SE can offer solutions to social inclusion by directly addressing the needs of vulnerable communities, including seniors, individuals with disabilities, or those struggling with poverty. Through mechanisms like Employment / Inclusive Hiring Practices, Cognitive and Physical Stimulation, and Skill-Building Practices, these enterprises create environments where marginalized individuals can thrive.

However, while they show results in enhancing social inclusion, their success is often and mostly hindered by Financial Limitations and Bureaucratic & Regulatory Hurdles. These challenges seem to be common among the enterprises and were also indicated by the DSEM report. The enterprises' struggles to secure sufficient and consistent funding, and the complex legal landscape they navigate, reflect broader systemic issues that are prevalent across the social entrepreneurship sector. These findings align with the DSEM findings on the challenges of Market Competition / Balancing Social Mission & Profitability, where social enterprises often find themselves torn between fulfilling social goals and maintaining financial sustainability.

4.5. Consequences for Social Enterprises

The findings from this research demonstrate several implications and recommendations for social enterprises and their stakeholders, including policymakers, funders, and community partners. Social enterprises face persistent challenges in accessing organized funding and building strong networks, which are critical for reaching their social impact. Developing partnerships with local governments, businesses, and other social organizations, as seen in *Gut Feismann*, can help address resource limitations, enhance operational resilience, and create opportunities for scaling their efforts. Empowering communities and fostering collaboration among local actors is also essential for creating sustainable, community-driven solutions to complex social issues. Social enterprises should continue focusing on innovation and adaptability, as demonstrated by *vJourney* and *bio24.de*, to respond effectively to evolving societal needs. However, such innovations often require targeted financial and structural support to ensure they can be implemented and scaled successfully. Hybrid financing models, such as those adopted by *bio24.de* and *Bauernhof statt Altenheim*, underline the importance of diversifying revenue streams to balance financial sustainability with social goals.

Additionally, policymakers play a pivotal role in supporting these enterprises by simplifying bureaucratic processes, which many enterprises cited as a major barrier. Streamlining licensing, registration, and compliance steps could reduce administrative burdens. Offering more accessible funding options, such as subsidies or low-interest loans, would lighten financial pressures and create room for growth and innovation. Collaborative funding systems involving governments, private companies, and philanthropic organizations could establish stable, diverse financial resources that would significantly improve the long-term sustainability and impact of social enterprises. Together, these measures could empower social enterprises to thrive and expand their reach, ultimately becoming a promising solution to societal challenges that so far couldn't be solved by conventional legal structures.

5. Conclusion

Analyzing all the interviews, a detailed reflection on how they interviewees promote social inclusion for vulnerable groups in Germany follows, summarizing the key findings and their implications. The interviews reveal the strategies the organizations use to tackle their challenges and what they're already good at, offering practical solutions. At the same time, it also highlights the persistent obstacles social enterprises face, from financial limitations to balancing their dual missions of social impact and profitability. By analyzing these dynamics, the conclusion connects the findings to broader discussions about the industry of social enterprises.

5.1. Summary of Key Findings

This study used MAXQDA and systematic coding to analyze interview content and link it to key themes and mechanisms that social enterprises in the hospitality sector use to promote social inclusion. The findings show that the most common strategies involve including vulnerable groups in community-based activities, offering meaningful work opportunities, and creating spaces for intergenerational interaction. Some organizations use innovative methods to address specific barriers, such as mobility restrictions, which shows the creativity and diversity in how these enterprises improve inclusion and the well-being of vulnerable communities.

The research focused on how social enterprises in the German hospitality sector support social inclusion for vulnerable groups, such as the elderly, individuals with disabilities, and people living in poverty. The enterprises apply many different strategies, and show how these approaches can reduce isolation and give individuals more independence and empowerment and ultimately help them (re-)claim a spot in society.

Despite facing numerous obstacles, there are many opportunities available which help these enterprises grow and increase their impact. This research highlights the need for ongoing support from both public and private sectors to make sure these social enterprises remain sustainable and can scale up their activities in the future.

5.2. Contributions to the Field

This work contributes to the growing body of research on SE by focusing on the role of social enterprises in promoting social inclusion within the hospitality sector in Germany. By examining how these enterprises address the needs of vulnerable communities, it adds depth to the understanding of how social enterprises can drive positive change. The findings align with

and expand upon the insights from the DSEM, which highlights the ability of social enterprises to address pressing social issues, reflecting the DSEM's emphasis on community-building and improved well-being (DSEM, 2022, p. 19).

The research also confirms the importance of hybrid financing models and community-based empowerment as critical drivers of success in the sector, as highlighted in the DSEM. However, similar to the DSEM's findings, this study also reflects the heavy challenges social enterprises face, particularly in navigating financial limitations and balancing social missions with profitability. Many social enterprises rely on mixed revenue sources, such as grants, donations, and product or service income, which creates ongoing financial uncertainty (DSEM, 2022, p. 44). These insights contribute to broader discussions on how social enterprises can sustain their activities.

Additionally, this research sheds light on the intersection of social and financial goals in the operations of these enterprises, providing a clearer understanding of how they navigate the tension between generating profit and fulfilling their social missions. This exploration of opportunities and challenges offers valuable lessons for both practitioners and policymakers aiming to strengthen the SE ecosystem in Germany. Ultimately, this study reinforces the significant role social enterprises play in fostering inclusion and highlights the need for continued support from both public and private sectors to ensure their long-term impact and sustainability.

5.3. Findings in Context: Social and Economic Developments

The findings of this research can be understood within the broader context of social and economic developments in Germany, particularly regarding the increasing demand for innovative approaches to address social tensions between groups (migrants, political elite, impoverished people, east/west dynamic etc.). Over the past decade, Germany has faced significant societal challenges, including the integration of refugees from the 2015 migration wave and the social and economic disruptions caused by the COVID-19 pandemic. These events have not only put pressure on traditional welfare systems as discussed, but also between societal groups. The rise of social enterprises in the hospitality sector reflects an attempt to bridge these gaps by combining social goals with entrepreneurial solutions.

Germany's socio-economic environment, shaped by neoliberal policies and labor market reforms in the 2000s, also provide a backdrop for understanding these findings. Neoliberal reforms such as the Hartz IV legislation have increased employment pressures but have not necessarily succeeded in addressing structural inequalities. Social enterprises, as seen

in this study, step into this space by providing opportunities for meaningful employment and empowerment, particularly in sectors like hospitality that naturally lend themselves to inclusion and community-building. This reflects the conceptual framework, which emphasizes enhancing individuals' capabilities to participate better in society. The mechanisms identified in the findings as skill-building, facilitated intergenerational interaction, among others resonate with broader efforts to address social inequalities and promote inclusion within the entire socio-economic landscape.

Furthermore, the findings highlight how social enterprises navigate Germany's regulatory environment, which is often complex and bureaucratic. The reliance on hybrid financing models, identified in the study, also mirrors broader trends in the German social economy, where organizations increasingly depend on mixed revenue streams due to limited public funding.

5.4. Limitations and Areas for Future Research

While this study provides valuable insights, there are limitations that need to be considered. First, the research primarily focuses on a small sample of only six social enterprises in the hospitality sector, which limits the generalizability of the findings. Future research could benefit from expanding the sample size and including social enterprises from a broader range of sectors to provide a more comprehensive understanding of the mechanisms used to foster social inclusion across different industries.

Additionally, the study did not delve deeply into the long-term sustainability of the enterprises or their impact measurement methods. Future research could explore how social enterprises track and evaluate their social impact over time, particularly in relation to the UN SDGs, as outlined in the DSEM report. This would provide a clearer picture of the outcomes they achieve and help refine impact measurement tools within the sector.

Another important area for future research is examining the influence of broader economic and political trends on the development of social enterprises. For example, inflation, economic recessions, and the rise of populist movements with more neo-liberal worldviews could pose significant risks to the growth and stability of social enterprises. The increasing dominance of neo-liberal policies tends to prioritize market-based solutions over social welfare, which may reduce government support and funding opportunities for social enterprises. Additionally, the economic uncertainty caused by inflation and recessions can make it more difficult for social enterprises to secure consistent funding and manage their operations

sustainably. Exploring how these external factors affect the viability and scaling potential of social enterprises would offer more insights into the challenges they face in a rapid-changing socio-political landscape. Research in this area could help identify strategies to conquer these risks and ensure that social enterprises continue to thrive challenging economic and political times.

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7. Appendices

7.1. Interview Questionnaire

Opening Questions

1. Thank you for your willingness to participate. What motivates you to give your time for this interview?

Main Part

Research Question	Interview Question
What mechanisms do social enterprises in the hospitality sector use to solve the issues of vulnerable communities in Germany?	1. Please describe your social enterprise & the idea behind it. 2. What led to you working (consulting / teaching / researching etc.) in the field of social entrepreneurship? How long have you been working in it? 3. How does the enterprise help vulnerable groups with the work it's doing?
How do these social enterprises foster social inclusion for vulnerable communities?	4. What do you see as the main pain points for your target group? Where can society do better to help socially include people? 5. How do you think your enterprise helps people in terms of their social inclusion? In what ways is it hard?
What challenges and opportunities do these social enterprises encounter in their pursuit for social inclusion for vulnerable communities in Germany?	6. What are the challenges your social enterprise faces? How have you navigated these challenges? 7. On the other hand, what opportunities are you seeing (that maybe other actors like NGOs or conventional companies can't take on)? 8. Can you share a story of a particularly successful project or initiative that had a significant impact on your community?

Closing

9. Thank you very much. Is there anything else you would like to mention in this context?

7.2. MaxQDA Codes

CODE SYSTEM	MEMO	FREQUENCY
Code System		190

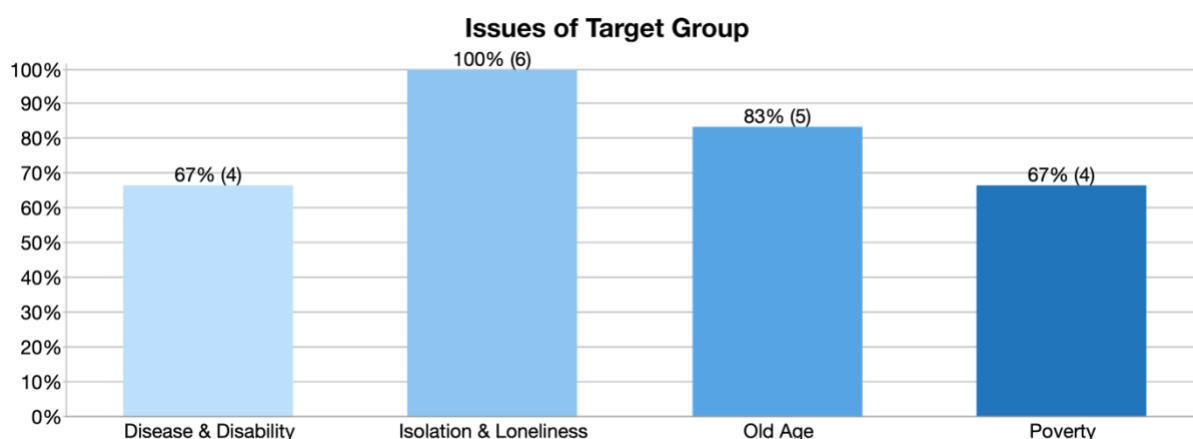
Fostering Social Inclusion			
Issues of Target Group			
Disease & Disability	Instances where social enterprises focus on targeting the issues caused by disabilities or diseases.	5	
Isolation & Loneliness	Instances where social enterprises focus on reducing loneliness.	14	
Old Age	Instances where social enterprises focus on reducing the issues that come with age.	6	
Poverty	Instances where social enterprises focus on combatting issues caused by poverty.	4	
Social Integration Mechanisms			
Employment / Inclusive Hiring Practices	Examples of recruiting staff from vulnerable or marginalized groups.	8	
Cognitive and Physical Stimulation	Activities designed to engage cognitive abilities (e.g., memory-based VR tours, petting animals, using logic thinking or imagination)	7	
Skill-Building Practices & (Self-)Empowerment	Traineeships, Workshops, tours, or interactive sessions focused on skill-building or knowledge sharing.	7	
Interaction Facilitation	Opportunities for community members to engage with each other.	10	
Sense of Purpose	Environments where the target group can take part in something that creates a feeling of purpose, of value and needed.	7	
Belonging & Community-Building Activities	Creating events or experiences to foster connections (e.g., shared VR experiences for isolated seniors).	14	
Chances			
Moral & Societal Support	Moments reflecting the support received from or given to the community, affecting morale and resilience.	7	
Identification with Product/Service	Reflections on self-realization, personal growth, motivation or life purpose derived from the project.	7	
Networking & Partnerships	Examples of collaborations with other organizations, municipalities, or social programs.	9	

Access to Funding	References to financial resources obtained or pursued (grants, donations etc.)	8
Innovation & Flexibility	Mentions of unique, creative, or flexible strategies the enterprise adopts to address social issues.	10
Challenges		
Lack of Knowledge	Instances where the enterprise is challenged by lacking knowledge, e.g., about particular business practices.	6
Financial Limitations	References to funding issues, reliance on self-financing, or lack of external subsidies.	16
Market Competition / Balancing Social Mission & Profitability	References to balancing capitalist market pressure and the need or willingness to provide a social service benefitting the greater good.	13
Personal Risks	Passages where the personal life is impacted or at risk because of the involvement with the social enterprise.	6
Bureaucratic & Regulatory Hurdles	Experiences with regulatory challenges, licensing issues, or extensive administrative processes.	16
COVID-19 Impact	Passages where the impact of the pandemic on the business or community dynamics is discussed.	5
Anecdotes / Success Stories		5

7.3. Content Analysis of the Interviews - Tables

7.3.1. Question 1

How do these social enterprises foster social inclusion for vulnerable communities?



	Code Frequency	Percentage
Issues of Target Group		
Disease & Disability	4	66,67
Isolation & Loneliness	6	100,00
Old Age	5	83,33
Poverty	4	66,67
Analyzed Documents	6	100,00

Issues targeted to foster social inclusion.

Fostering Social Inclusion > Issues of Target Group > Disease & Disability

Interview	Segment
Gut Feismann - Carolyn Feismann	And then we thought it would be nice if children who can't grow up, because they die before, could experience that again. To be able to take this peace with them again.
	To be able to enjoy this pony farm idyll again. And then we came to the definition of life-shortening diseases. And that brings us to child hospice.
	Child hospice work is defined as work with life-shortening diseases. And our farm deals with three areas within this work. Namely the accompaniment, simply the end-of-life care. So, the accompaniment of the whole family on the last way with the child. But then also before, i.e. from the diagnosis, life-shortening diseased children can come here with their families. Just to go on vacation.
	Then they can still come here.
Bauernhof statt Altenheim - Anja Kopp	And then these are heavy, often with little body tension, people who are extremely needy, often severely disabled several times. And that's just consuming a lot of strength on all levels. And they really need a break.
	Yes, I'm slower. But the infrastructure is right.
	I can move freely here. It's all made so that I can do it well. And there are helpers who support me.

Café Besterkuchen - Angelika Eger	And I noticed that [Anonymized], who was from the industry, a former baker at the age of 82, also noticed that he lived in a flat or still lives in a flat and he was never allowed to bake because he started a mess. They didn't allow him to bake and he went completely crazy. He still made a mess.
vJourney - Stefan Thomsen	And then there is the other story, barrier-free travel for wheelchair users is unfortunately not how it should be. As an example, we also cooperate with three different universities, final works are now also being written on the topic of inclusion and participation. Some are also about barrier-free tourism. And these are the two things that are very, very meaningful to us, why there is VR travel.

Fostering Social Inclusion > Issues of Target Group > Isolation & Loneliness

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	We are getting much older. We are much more active.
	Much, much more active. And this image or the possibilities of not doing anything in a nursing home or a residence, that is no longer an alternative. Not at all.
	And that's exactly where this loneliness arises.
	So our target group has so far been pushed to the rim in society. And that are old people.
bio24.de - Maximilian Voß	One thing was very important from the start, that we want to create a community of shared values, to counteract loneliness in aging.
	So on the one hand we want to do something against loneliness. So we want to create activity in our village. We are in Poppendorf near Rostock. That's one thing.
	MV is the black dot on the map, so to speak. There is a lot of loneliness. Statistically, it seems to be much more frequent.
	Probably because of this area. Everything is far apart. The Mecklenburg-Vorpommern people are also considered to be a bit cool and reserved. And maybe that's why it's not that easy. Exactly. And we're a bit off the beaten track. That can also be the reason.
Café Besterkuchen - Angelika Eger	You can see the incredible loneliness of older people when they are excluded from society. You notice when they retire, what do I start with? There is a void.
	I am not needed anymore. And when they don't have a family or the family members are scattered, you feel lonely. Lonely, lonely.
	Not alone, but lonely. And this is the first step to hell. There is nothing worse than loneliness.
	When you feel incredibly lonely, all the diseases follow.
	But in villages like Allensbach or Gottmarding, life dies out.
	After Corona, society is simply different. A lot has changed. I would even say it got worse.
	The social life is also missing. Due to this digitization that we have experienced for three years. With homeschooling, home office.
	You see the people. The eye contact is simply missing. Everyone is staring at their cell phones.
	Everyone is sitting in front of their iPads. And the exchange is missing. And as it used to be.

Interview	Segment
Gut Feismann - Carolin Feismann	So that's the problem. And that no friends and relatives are on their side because they just don't know how to deal with it.
vJourney - Stefan Thomsen	Restrictions are money, also the political situation, but especially mobility and loneliness. Accordingly, we want to give them a bit of participation in social and cultural life.
	In the older generation, it is simply the case that older grandmothers without the man, of course it can also be different, but if they don't have a family that the grandmother takes with them, then due to fear she also doesn't travel anymore. And that's just a real shame, because a trip is not only there to have a good time, but also to have memories and you can go through them again and again.
	I'm not going to nail the statistics now, I have to look that up again. In any case, a very, very high number of people who come to old or nursing homes suffer from depressive moods upon arrival. I mean, it was just under 50 percent, not a depression, but depressive mood, and you can understand that. I would get it at least.
	And accordingly, to conclude, at the beginning I said depressive mood. What does depressive mood do? They become more aggressive, are absolutely apathetic, have no desire to go out anymore. Accordingly, they become cognitively worse, longer bedridden, no longer go out to eat, have to be brought food. This is such a cycle, which is unfortunately the case in medical care, that the worse the mood is, the faster, we in fact know it ourselves, many people go into retirement and then it goes downhill because they have nothing to do anymore.
Zukunft Pflegebauernhof - Philipp Diehl	We have just noticed over Corona that then this isolation of people in the stationary care or generally at home, who were put on their own, was a huge problem.

Fostering Social Inclusion > Issues of Target Group > Old Age

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	Many old people can't do that well if they are torn out of their small village and then come into a big home. Then the withdrawal spiral begins. Then they stop taking part.
Café Besterkuchen - Angelika Eger	And I noticed that [Anonymized], who was from the industry, a former baker at the age of 82, also noticed that he lived in a flat or still lives in a flat and he was never allowed to bake because he started a mess. They didn't allow him to bake and he went completely crazy. He still made a mess.
Gut Feismann - Carolin Feismann	So we have, for example, youth care, old age care, family care, home care, memorial care, cemeteries and international understanding in our statute. So we can do all these things within the framework of the non-profit gGmbH Gut Feismann.
vJourney - Stefan Thomsen	In Corona times, the idea came up that many people who are older couldn't travel anymore due to the restrictions of Corona. They said, I can't travel anymore. In two years, when we can travel again, I'll be too old for that, but I want a last trip. He thought about how to bring the trips home for someone.
	It is quite clear, especially the mobility restriction I would now divide up due to the age. That means they are simply due to the age. It can simply happen that you are no longer so fit to go on any trips.
Zukunft Pflegebauernhof - Philipp Diehl	Later in the conversion or in the active operation of the care farm, I have the target group to give people in need of care a meaningful home.

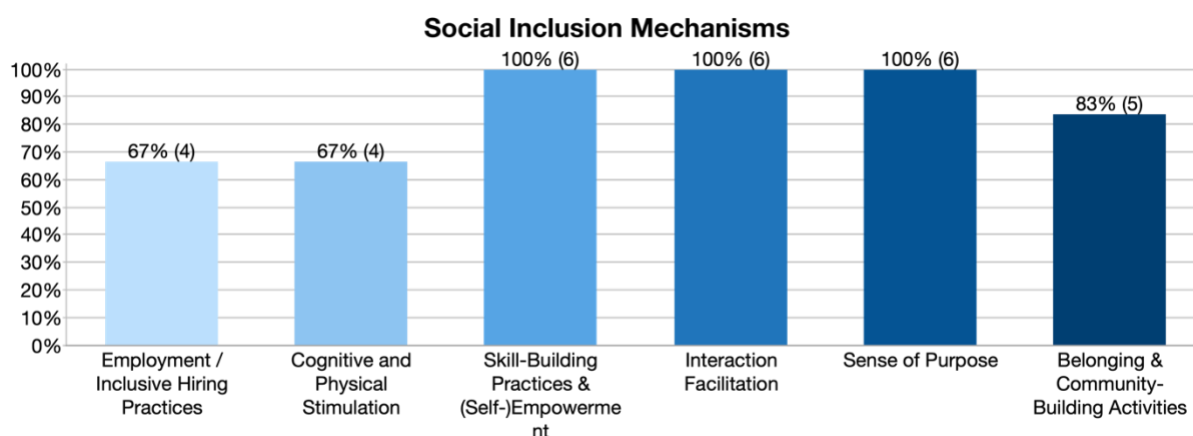
Fostering Social Inclusion > Issues of Target Group > Poverty

Interview	Segment
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Gut Feismann - Carolyn Feismann	And the problem is that these families in particular are often under huge financial pressure, because often only one parent works or they are single-parented because the relationship has already broken over this problem. Or they don't have a lot of money.
Bauernhof statt Altenheim - Anja Kopp	One thing was very important from the start, that we want to create a community of shared values, to counteract loneliness in aging. And that shouldn't depend on money. That shouldn't depend on the wallet. The first idea was to say, okay, people will buy into it. But then it was clear very quickly, that's exactly what we don't want. So that shouldn't be the criterion when someone has a lot of money, that he can live there. Money is needed, of course. Of course, we also have to manage it well, and that's exactly what we want.
bio24.de - Maximilian Voß	They can somehow move away. Wherever there is more money or so. So that the older ones stay there.
vJourney - Stefan Thomsen	These restrictions are money, also the political situation, but especially mobility and loneliness. Accordingly, we want to give them a bit of participation in social and cultural life.

7.3.2. Question 2

What mechanisms do social enterprises in the hospitality sector use to solve the issues of vulnerable communities in Germany?



	Code Frequency	Percentage
Social Integration Mechanisms		
Employment / Inclusive Hiring Practices	4	66,67
Cognitive and Physical Stimulation	4	66,67
Skill-Building Practices & (Self-) Empowerment	6	100,00
Interaction Facilitation	6	100,00
Sense of Purpose	6	100,00
Belonging & Community-Building Activities	5	83,33

Analyzed Documents	6	100,00
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Different Mechanisms used by the social enterprises.

Fostering Social Inclusion > Social Integration Mechanisms > Employment / Inclusive Hiring Practices

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	So whether it is housework, that you like to cook in the kitchen to prepare meals. Whether it is that you like to live with animals and raise them. Whether it is that you like to do something by hand.
	Then you can get involved everywhere. Whether it is that you like to be active in the garden. So there are many possibilities.
	And also in the cultural area. So this learning center is not just a place where we pass on something. But it is also a place in a cultural context with small art events of all kinds.
	So it's very open. At the same time, such a place combines a lot of knowledge. And we want to pass that on too.
	We have to make a lot of the building barrier-free. We have to create a support structure that is optimal for many cases.
bio24.de - Maximilian Voß	We have taken on the task of wanting to cook and bake together with seniors.
	Exactly. So, the target group is actually seniors. At least according to our estimation.
	Yes, we do a lot there. So we have the whole topic of cooking and baking. We also have a pastry chef who also bakes with the team.
Café Besterkuchen - Angelika Eger	In this area, I just talked to every older man and woman through the market stand and asked if they would like to bake with us. That was one source.
	The second source was word of mouth. The guests who came to the cafe asked, my mother is alone at home and she used to love baking. Then some who just passed by asked, I would like to.
Zukunft Pflegebauernhof - Philipp Diehl	This means that care can have positive effects and then also offer an attractive workplace in the overall context, because I not only care, I am happy, I can interact with the animals if I want to and then I don't have this issue of staff shortage.

Fostering Social Inclusion > Social Integration Mechanisms > Cognitive & Physical Stimulation

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	And that's the main thing we just want to solve with "Bauernhof statt Altenheim". There are simply tasks. There are things you can do. Almost all skills are needed.
	So whether it is housework, that you like to cook in the kitchen to prepare meals. Whether it is that you like to live with animals and raise them. Whether it is that you like to do something by hand.
	Then you can get involved everywhere. Whether it is that you like to be active in the garden. So there are many possibilities.

	Then, of course, a big part of the concept is living in nature, living with animals. Many elderly people who really live in loneliness also give up. Here, animals provide a completely normal day structure. If they are not fed, if they are not taken care of, if no one takes care of them, there is chaos somewhere.
Café Besterkuchen - Angelika Eger	I set up the shop and the people who came in, it was like oh, that's like at grandma's. That's how it was.
	And you have to imagine that there were really three ladies from Bern who saw our documentary, i.e. the TV show and they came from Bern to have a look at this coffee. There was a grandma there, she was already 93, she was standing on her shaky legs in front of the counter that had this miniature world. It was really a small village with little houses and we decorated it with artificial snow. She was standing there and she burst into tears because it was like a little memory of her childhood. I've experienced that all the time. It was like a journey into the past. It was like home. Just like back then when there was only a stove missing in the café. It must have been a blast. You see, people are not completely dull now. They still have their emotions.
Gut Feismann - Carolin Feismann	And there is nothing like that at all without animals. This is thanks to the animals. And you just need these employees for it. So the animals. And we also have children who are registered to die here, who don't die. So who then develop so much courage to live again because they have never experienced it like that before. Because they feel this peace, because they feel this desire to live, because they want to be at eye level with the animals and then suddenly develop these strengths that all the doctors in the clinical institutions have said are gone.
	We create a real miracle in children's health. So this growth spiral is with every child. Children who cramp, cramp less here and then they have less pain and then they need less painkillers. Then the nausea subsides, the appetite increases, then they eat more, then they are more vital, then they find new forces that were no longer on the record. So we do real miracles on after the other, and all children show themselves here much, much more vital than in all other environments.
vJourney - Stefan Thomsen	If we put on a VR headset, then they have fun, that's one thing, but the interaction with the nursing staff or also with the family is still present for two weeks afterwards.

Fostering Social Inclusion > Social Integration Mechanisms > Skill-Building Practices & (Self-) Empowerment

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp (eng)	What I haven't mentioned before is that we want to found a learning center to pass on everything we've learned. To create a network of agricultural or nature-related communities. Either under our roof or under people's own. Simply to accompany people and teams. To work on it. And to create other ways of life, other possibilities.
bio24.de - Maximilian Voß	Then we would like this whole craft of cooking, baking, fermenting, so everything that exists there, that it somehow remains preserved. So that young people somehow like it and get into it. Don't just buy everything in the supermarket.
Café Besterkuchen - Angelika Eger	No professional knowledge. They were more like hobby bakers. The housewives, the grandma or the mother who liked to bake. I like to bake so much. There was no approval for it. The only thing was to bring a health certificate that there were no infectious diseases brought in. But otherwise that was the easiest way.

Interview	Segment
	That was not so problematic.
Gut Feismann - Carolin Feismann	We basically fix the families. We can make a difference between the family breaking up on the subject that the child is dying or has died. That can also be a very connecting experience. But that has to be accompanied. Otherwise, it's not.
vJourney - Stefan Thomsen	And it's just such a feeling of "we". You're sitting next to the bus driver, he's talking to you, a lot is possible through AI. You're in a group, you're driving with this group all the time on the bus, you have the VIP seat on the right, but you also get off with them, you're looked at directly, they look at you, you're waved at, you can toast with them, these are interactive things. Of course you're not there on site, that's clear, but you just think you're on site with other people and that's really not to be underestimated. It's always hard to believe, but that's really the case.
	An aunt or grandpa says, I definitely want to do that again next week. That was great, I'm looking forward to the day and tell my family when they come back. That's the goal.
Zukunft Pflegebauernhof - Philipp Diehl	We are also on the subject of this inclusive thinking, through the visitor groups, school classes that we have on the farm, which then also do something with the seniors, whether that's the baking waffles and talking about the subject of the farm, things automatically come together again, which used to be there always, when we were in the farms.

Fostering Social Inclusion > Social Integration Mechanisms > Interaction Facilitation

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	The concept is clear. These apartment buildings don't have a kitchen. That makes some people a bit angry. But of course they will have a kitchenette. Everyone can make coffee. Or tea, have a small fridge. That's clear. But a core point of our concept is to prepare meals for the community. And eat them in community.
bio24.de - Maximilian Voß	Cooking and baking has come out as very low-threshold. Like many migrant projects, where you cook first. Because everyone has to eat and everyone has to cook something. And it's about cultures. And it also works without language. You can also point at the knife and say, this has to go in here. It's all a bit complicated, but it works. And yes, I think that's the way we chose.
	For inclusion. So there is such a very low-threshold cooking. There is always a three-course menu every Wednesday. And then often the children and the adults cook and bake together. So the children come out of kindergarten. The seniors then.
Café Besterkuchen - Angelika Eger	We were eight people in the bakery and there were four outside in the café. So we were a small, sweet team. I also think the idea of small children and older people, that's what you can do incredibly well, you get so much input from the older ones, they also have a life experience.

Gut Feismann - Carolin Feismann	For example, our family trauma counselor also calls on the parents to deal with people they are now encountering, when those, for example, change the road. She teaches them what they can say to get in touch again. She teaches them how they can process the very different, experienced grief of the spouse.
	We have this little patient, her name was Dina, covered with dogs and cats this year. We took her out with it until the last minute, to the ponies in the stable, to the fresh air. We got her a rehab buggy and so on. And she didn't have any pain until the end, that we couldn't get under control with paracetamol. And until the end, when we thought she had already lost consciousness, she still crawled her hand into the dog. She couldn't swallow anymore and hadn't talked for a long time. And she didn't move at all, but her hand still crawled into the dog. That was really, wow. And she slept very peacefully.
vJourney - Stefan Thomsen	The interaction with the nursing staff or also with the family is still present for two weeks afterwards.
	We plan, because you also meant that with social inclusion, we are also planning a tool that is something like FaceTime, that Grandma Hildegard in Bavaria is at home and looks at it, and together with the nephew who lives in London, they look at it together and virtually sit next to each other in the bus and do this tour together. Then on the one hand they can experience it, listen to it, but on the other hand also talk to each other. The nephew can listen to some stories from Grandma like he used to.
Zukunft Pflegebauernhof - Philipp Diehl (eng)	For the institutions in the villages, whether that's the primary school in Marienrachdorf or the kindergarten in Marienrachdorf, they are actually an active part of the farm because they also come.

Fostering Social Inclusion > Social Integration Mechanisms > Sense of Purpose

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	You can also transport a lot of knowledge. All these things offer a wide range for old people to say: I'm still worth something. I can still contribute. Yes, I'm slower. But the infrastructure is right. I can move freely here. It's all made so that I can do it well. And there are helpers who support me. But I still have a value. And I can still contribute something. We define ourselves very strongly in our society on the topic of work.
	You already have a completely normal structure that is there. Animals are often door openers. If someone is a rather closed person, an animal often opens the way again. Of course, this is not for everyone. This is not suitable for every target group. This is really for people who say very consciously that they have spent their lives with animals and that they don't want to give up on it in old age. This is also part of the concept that everyone is allowed to bring their pet here.
bio24.de - Maximilian Voß	Then there are pubs every Friday. That's organized by the village, though. So we're just providing the drinks and the room. And they do that themselves.
Café Besterkuchen - Angelika Eger	You can also see as soon as they,... I have seen it more and more or I observe it, as soon as the elderly no longer have a task, they die internally.
Gut Feismann - Carolin Feismann	So our company is the Gut Feismann gGmbH and it was founded for the purpose of supporting children's hospice work. Yes, period. We started with various other corporate purposes. So we have, for example, youth care, old age care, family care, home care, memorial care, cemeteries and international understanding in our statute.

Interview	Segment
vJourney - Stefan Thomsen	through social inclusion, it also has a little to do with respect, that you not only care for them, but that they also continue to participate in social life.
Zukunft Pflegebauernhof - Philipp Diehl	And that's just this feeling for the people in need of care, we can still do something and we are needed. And that is not artificially introduced, but it is simply the structure of the farm, whether it is the animals, whether it is where the honey glass is filled. And that gives this feeling of being needed in no artificial atmosphere. That is very important.

Fostering Social Inclusion > Social Integration Mechanisms > Belonging and Community-Building Activities

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	And I think this point jumped over how important the topic of community is to us.
	And that's where we started to work on this topic. In the community. And that is still in focus.
	Everything that we connect with agriculture or with the farm is actually a bit of a side project. It's about the community. That's what it's about.
	The idea could develop that residents offer children help with homework. In any case, we want to offer trips for kindergartens and schools to visit us. Where children come and go out on the field together with the seniors. Or take care of the animals.
bio24.de - Maximilian Voß	I think it is also very important that we create small units, manageable units of 20 inhabitants.
	We will build 14 houses. The 14th is only for a cohabitant. If someone is interested and says, I could imagine that, then he has to live with us for at least 4 weeks to test himself. So that everyone involved can test it. How does it work if he lives with us? How will it be?
	We create a small unit. That is why we have very consciously left the legal framework of care. The nursing home law, it is called different now, but you can't do their way with such a small unit. But it is much more manageable for people if it is small. 20 people still offer the possibility that you don't have to get along with everyone 100% super super well. You still have the option to choose, but it is manageable enough.
	And thirdly, we want to have a lot of fun. So we do a lot of parties that we think are cool ourselves. And we do some parties that we think are nice.
	So also to give ourselves a little something back from it.
	And actually we say that everyone who wants to be in a community or wants to go back to the community.
	We want to have those people with us. And whether they are young or old, we don't really care. And their problem is that they have somehow lost the connection for various reasons. Many, I believe, lost it on the transition from work into retirement. Maybe a husband or wife have died. Or animals.
	Cooking and baking has come out as very low-threshold.
	Like many migrant projects, where you cook first. Because everyone has to eat and everyone has to cook something. And it's about cultures.

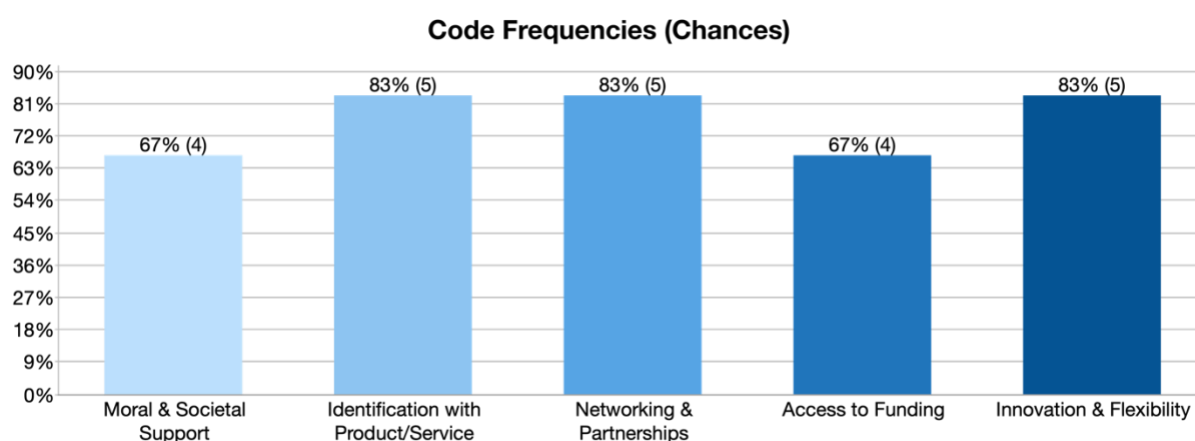
Interview	Segment
	We have a café. It's like a community café. So a lot of people can come there.
	And there's live music every first Friday of the month. That's always taken very seriously. So, it's really pub-like. [...] Exactly. So, these are the festivals that we do. Christmas market, Easter market, now Erntedankfest. That was our two-year anniversary. We're actually still doing a summer festival. That's what developed into the Erntedankfest this year. Because at the summer festival there was another event. And then we also have the Volkshochschule with us, which offers ceramics courses three times a week. Then there are Patex courses and painting courses. And sometimes something new comes along. Sometimes something isn't offered for long. We also have a Qigong course, which also runs regularly.
Café Besterkuchen - Angelika Eger	One or the other has opened up through it. Connected again. I think that's damn important in our society. Whether young or old, we just have to take people with us. We can't just let them walk by.
	And people come in here and say, hey, keep going. Keep going, because we don't get a better cake than yours. Don't stop. And that's enough for me. I think I have a, I wouldn't talk about a big brand yet, because in Allensbach, we probably haven't even made it out to Konstanz, which is four kilometers away. But people come and say to you, just keep going, don't stop. And yes, it's, so I think to myself, if I've already managed to improve my own life or my own world, that's enough for me. And who knows what I can achieve with it.
Gut Feismann - Carolin Feismann	My mother lives here, my children live here. Our adoptive son Sammy, who is now 23 years old, works full-time here. It's a wonderful construct where no one looks at someone with sad puppy eyes because their child has died.
	We eat lunch together, no matter if they have the horror of their life behind them or not. We make the offer, it's not mandatory, but they often like to accept it, because they want to be able to laugh again and want to be allowed to. They just want to live on somehow. They want to go back to a normal life and don't know how. And of course that makes it extremely easy when the environment in which they are right now supports them so that they don't have to cook, clean, do laundry and go shopping, and that everything is already done for the moment. But also, this normal life with each other. Neighbors and friends, they all come and help each other.
Zukunft Pflegebauernhof - Philipp Diehl	this concept of a farm, if you just look back a few decades or a few generations, it is actually a way of life that has been practiced, which has actually been around for centuries. It's actually a multi-generational living if you will. First, let's say, new age, baby boomer generation was the generation that also said through the broad society that prosperity has enabled houses to be built, to move out, to go their own way of life. And then it's like the last generation in the buildings and on the farms, grandma and grandpa or the older generation, who used to have their relatives, people in need of care, on the farm. So, it was a generation contract. And that has actually only been dissolving in recent decades. And this care farm concept is actually a return to it, because suddenly a lot of people come together again on the farm. Various generations, not just the farm itself, but even if it legally falls under senior care somewhere, there are places, especially in the rural structure, where all of a sudden, the grandchildren, the children like to come back because there are animals, there is technology, something is happening.

Interview	Segment
	We have just noticed over Corona that then this isolation of people in the stationary care or generally at home, who were put on their own, was a huge problem. This problem did not show up on the farm in the two years.

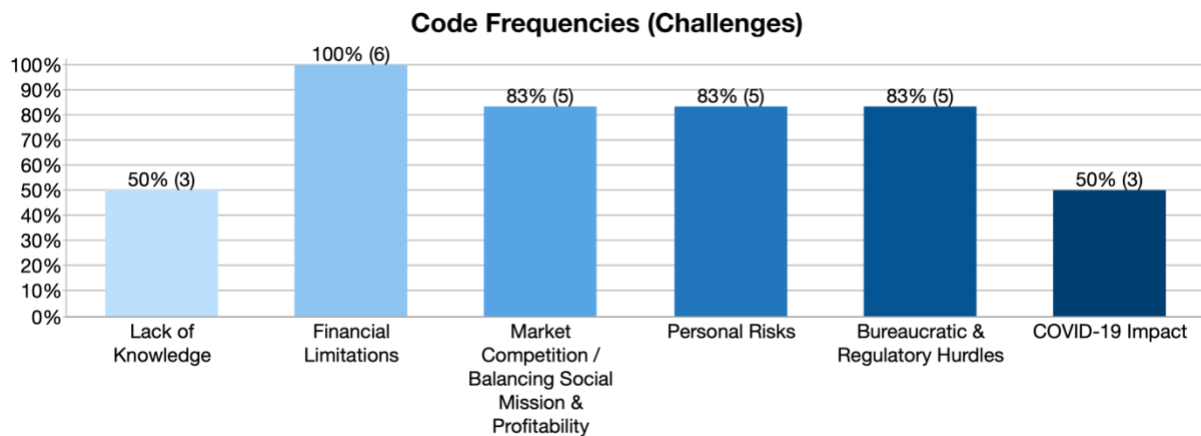
7.3.3. Question 3

What challenges and opportunities do these social enterprises encounter in their pursuit of social inclusion for vulnerable communities in Germany?

	Code Frequency	Percentage
Chances		
Moral & Societal Support	4	66,67
Identification with Product/Service	5	83,33
Networking & Partnerships	5	83,33
Access to Funding	4	66,67
Innovation & Flexibility	5	83,33
Analyzed Documents	6	100,00



	Code Frequency	Percentage
Challenges		
Lack of Knowledge	3	50,00
Financial Limitations	6	100,00
Market Competition / Balancing Social Mission & Profitability	5	83,33
Personal Risks	5	83,33
Bureaucratic & Regulatory Hurdles	5	83,33
COVID-19 Impact	3	50,00
Analyzed Documents	6	100,00



Chances & Challenges > Chances > Moral & Societal Support

Interview	Segment
bio24.de - Maximilian Voß	So of course we can generate a lot of attention with our idea. And excite. That's definitely the case. We also try to use that. Then the family minister comes. Or now we just won a huge prize. Of which I am not allowed to talk yet. So that's just the way it is on the federal level. Then you are really present. NDR comes and talks about you. That works very well for them, of course. Because if you are non-profit.
Café Besterkuchen - Angelika Eger	And the funny thing was, I really set up the furniture, i.e. the coffee, it didn't cost me more than 1,000 euros. [Marie Möller] You got it from eBay Kleinanzeigen [a german 2nd hand website]? [Angelika Eger] Exactly, eBay Kleinanzeigen and by donations or in exchange for cake. That's how I furnished the shop.
Gut Feismann - Carolin Feismann (eng)	Financially, it's hard to believe what's going on here. We are really well supported. We get so much money.
Gut Feismann - Carolin Feismann (eng)	We need about 30,000 euros a month and we get them. It's really great work.
Zukunft Pflegebauernhof - Philipp Diehl (eng)	The payment was never a problem with us before. I could have gone on to a place where I would not have earned twice as much, but a whole lot more. But we have had job interviews where people say, I earn this now, but I will also do it for 2 euros less an hour to work here. So there is not always everything. This is a very big chance for such a farm and for the companies it offers an additional base.
Zukunft Pflegebauernhof - Philipp Diehl (eng)	We don't have to talk about the impact on society at all, there is nothing negative.
Zukunft Pflegebauernhof - Philipp Diehl (eng)	And that there is so much demand for the concept and that we are on various stages and can present it and that expert juries also evaluate it. That's why we also won one or the other prize. That of course also confirms and of course also gives additional motivation to continue with the whole thing.

Chances & Challenges > Chances > Identification with Product/ Services

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	And at the end there was a sentence in the direction, I want to do something for the good of all. With humans, animals and nature. And that was allowed to stand there. And in the week after that, I watched an episode of "37 Grad". And it was called "Bauernhof statt Altenheim". And that was so initiating. That was so electrifying. I thought, yes, that's it. That's where I want to go. That's how I want to live.
Café Besterkuchen - Angelika Eger	I actually got to know about the concept through Café Vollpension in Vienna. Do you know it? [...] That's how I got involved. I was also at Katharina's. I did an internship there for a week to watch everything. When I came back to Munich at the Bodensee, it was clear that I would do it.
	I'm still going on. And it still motivates me every day. It's not like I get up in the morning and say, oh God, I have to go down to the bakery. For God's sake, definitely not. And what I'm experiencing here in Allensbach, is that we are Bester Kuchen. Not only the company logo, but we are Bester Kuchen. And people come in here and say, hey, keep going. Keep going, because we don't get a better cake than yours. Don't stop. And that's enough for me.
Gut Feismann - Carolin Feismann	And my thing, my one thing, my source of peace, is basically summarized with a word, namely pony farm. And that's actually the core of this thing, which I have created to bring myself to peace.
vJourney - Stefan Thomsen	You build it up and you want to stand behind it and be proud. If you don't stand behind it, it's difficult to sell it.
Zukunft Pflegebauernhof - Philipp Diehl	And, in other words, to give care workers a meaningful job, to inspire people for care and also to bring people out of care back into care. At the same time, we have this issue of nursing staff, staff shortage, which we do not have it here in the classical sense, because there is also such a structure where you like to work, where the work you do is still impactful. You don't care to death, to put it bluntly, but the care and the work I do here is successful.

Chances & Challenges > Chances > Networking & Partnerships

Interview	Segment
bio24.de - Maximilian Voß	So, some really cool things happen every day. What I think is really blatant. What I would never have expected. Is that we are speakers everywhere. We are invited by universities. Yesterday I was at the University of Applied Sciences again. Before that at the North Church. Before that at the University of Greifswald, University of Rostock and so on. They all want to know something about social entrepreneurship. And that makes me totally proud. Because you can tell the idea. But you can also encourage young people to think about it.
Café Besterkuchen - Angelika Eger	In Gottmaringen, well, I had to take the certificate exam as a beginner. You were at the Handwerkskammer [chamber of commerce] and I had to do some preparations for the exam through the Handwerkskammer and it was a pretty big

Interview	Segment
	procedure but you were also supported a lot by the Handwerkskammer. When you had questions about how to set up the bakery so that it is fireproof, that all escape routes are there, etc., health measures, you could turn to the Handwerkskammer. Then there is the health office in the foreground. You can actually cooperate quite well in advance with the authorities. I always say better before than after and it is a great miracle. Before I did anything, I called Mr. [anonymized], my supervisor, and asked him what he thought about it. They were quite cooperative in that aspect And on the other hand, to say, yes, you see it. And I see it more and more that such small stores, also the Laura, where I was in Regensburg, the pastry course, you know, these are companies that simply make the world more beautiful. And also make the villages more beautiful. They also revive it.
Gut Feismann - Carolin Feismann	And so I know a lot about company founding in general. Somehow yes, the tax law behind it, the personnel and building management, everything you need for that, we just have it. Somehow I know how it works because I tried it myself. Learning stays learning. And we also did a lot of things that you could have done differently. And now I know that and like to pass it on. And that's also a super nice feeling for me. It's not just about us, but we can pass on a lot of little fires. We inspire other villages. We inspire people who have farms, like you maybe soon, to use them somehow socially. I like to advise start-ups, where I say, hey, think about whether it doesn't make sense, because it's simply also totally attractive in terms of tax.
vJourney - Stefan Thomsen	It's a lot of networking and networking is not paid either. I feel the need to say that too.
Zukunft Pflegebauernhof - Philipp Diehl	I have been accompanying the projects and I have been participating in public work at international conferences, etc., which is all part of it. Exactly, we have the structure so that we have an online workshop, in quotation marks, where we just briefly break down the concept in one and a half, two hours. What alternatives do we offer or what advantages does this concept not only have for the farm, but also for people who want to work like that and for people who want to live like that, especially people with a need for care. And in the presence event, where we are on a workshop here on the farm all day, where we then go into a little more detail about the construction of such a care farm, what legal framework conditions do I have, what hurdles do I have to take, and what can an accompaniment look like through us afterwards, or what does it look like in principle.

Chances & Challenges > Chances > Access to Funding

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	But of course, until then, it needs a high level of financing. And we want to generate it through funding, through subsidies, through donations, through foundations. For this, we have more or less the association as a charitable agent. But, for example, to get investment funding, you can't use legal structures meant for charitable action. And that's why it is also necessary to found a GmbH here. So that we can really access all possible funding.
bio24.de - Maximilian Voß	And do you finance all of this via the sale of your various products online? [Maximilian Voß] (8:51 - 9:19) Not quite. So we still have an ESF funding, which is relatively large. And of course our Bundesfreiwilligendienstler [federal-funded volunteers] are also supported. But they are also more in the community area.

Interview	Segment
	We can collect donations. We can generate donation receipts. We can of course do cooperation. And have volunteers. That's definitely really cool. And are of course still a company in the end. So we have the chance to be active in the company. But maybe with a good background. And that makes the thing pretty smart, I think. Because I'm actually such a fan of it.
Gut Feismann - Carolin Feismann	And all other family members are also financed from donations, i.e. the stay for these other family members. And there are no costs at all for care.
	Financially, it's hard to believe what's going on here. We are really well supported. We get so much money. We have now employed three children's nurses and a midwife and a family trauma consultant. Two curative education nurses, one of them a specialist for animal support interventions. The other is still a physiotherapist. Then we have riding therapists. We have ponies, we have sheep, we have a lot of animals. And the buildings, it all costs a lot of money. We need about 30,000 euros a month and we get them. It's really great work.
vJourney - Stefan Thomsen	Sometimes I would also wish that we were a gGmbH, because the funding is not quite so difficult
	But compared to GmbH you also have better chances for a little more promotion because it is social. But I also think it's good.
	On the other hand, you have a claim to donations and so on, which of course we don't have.

Chances & Challenges > Chances > Innovation & Flexibility

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	But a construct has developed, that we first of all founded an association, a non-profit association, because we have developed a business model, that will be self-sustaining the exact moment we open the doors and invite people. That means cost-effective, with a "black", or a "green" zero, I would say. Of course, where there is real estate, there's the need for financial reserves, that is clear. But we will manage money in a healthy way. And we also noticed that it is very, very important to us to say, there is no outflow of capital. So we want to let those who are in this organization benefit from what we are doing.
Bauernhof statt Altenheim - Anja Kopp	First of all, just factually, there is nothing else offered where you have a tiny house or an apartment for yourself and at the same time a community to live with around. That doesn't exist for seniors yet. What we will create will simply offer the perfect infrastructure for seniors.
Café Besterkuchen - Angelika Eger	And I quickly organized a market stand. 3 by 3 meters. I had it quickly labeled. Everything quickly. I also went to weekly markets with the cakes. And for the first time in two years, I ran a market. I sold cakes at weekly markets.
Café Besterkuchen - Angelika Eger	Maybe I'm being a little bit illegal, but I just did it. I just did it and I thought yes, if they come, they come, then we close the shop. But at the moment I work like this. I think to myself, I bring the experience with me, I know what I am allowed, what I am not allowed.

Interview	Segment
	And the funny thing was, I really set up the furniture, i.e. the coffee, it didn't cost me more than 1,000 euros. [...] eBay Kleinanzeigen and by donations or in exchange for cake. That's how I furnished the shop.
Gut Feismann - Carolin Feismann	And then we want to put the real estate in the GmbH, so that it remains in common use for all times. And it's under heritage protection anyway. So, then it's not changeable anymore, even if I die.
vJourney - Stefan Thomsen	But then, if the studies are there, then there is actually a chance that the health insurance companies will also offer this in nursing and retirement homes. There is also funding.
	this intrinsic motivation, it's there. Above all, but that's no difference to gGmbH, to be able to pay the employees before you can do it yourself. You don't get anything for free as a gGmbH either. And I think you have a little more freedom as a GmbH. You don't have to document everything, which I already said I find pretty strict.
	Finn and I did everything ourselves and we're still everything. We have a team of 8 people and there are a few things, but in the end, we do everything. We have to check everything.
Zukunft Pflegebauernhof - Philipp Diehl	And I have the farm itself, which is not under this pressure: either grow or go out of business. Do I have to add more areas? Do I have to farm more effectively, i.e. process the areas more effectively? Maybe also more in animal husbandry, in mass animal husbandry, if you want to call it that, to invest.
	But it also has the chance to reduce its operation, maybe to be able to go into this biodiversity more. Save on species protection, CO2, etc. Biodiversity, smaller animal husbandry, smaller area management and can also be obtained there.

Chances & Challenges > Challenges > Lack of Knowledge

Interview	Segment
Café Besterkuchen - Angelika Eger	It's not like I say I'm a control junkie and I want to control everything, but I see what serious mistakes happen when I give something out of the house. Unbelievable.
	I think maybe I would have taken more care of it, maybe that you get some subsidies or state subsidies. Maybe it would have been a little different. But if you are in this routine, in this daily routine, where you are really in it, you have no chance to take care of something like that.
	And I did it all by myself. I didn't have someone who said, I'll take care of the marketing, I'll do this or that, I'll take over the bureaucratic part. I was just hustling.
vJourney - Stefan Thomsen	Since our product is such a new topic and has no direct connection to medicine, like we don't make tablets or anything like that, you need your own studies, which is also completely understandable. Studies are just super, super expensive. Accordingly, this is a very, very big challenge.
	It's very difficult and we can go back to school politics. You just have no idea. I mean, I didn't learn it in school or in college.
	How do you even start? There was a project day where you learned something like that. That's something that's lacking in the system. The motivation, to found your own thing. Hey, do something. In Germany, it's the best thing when you're an employee or a teacher, that you have a safe life.
Zukunft Pflegebauernhof - Philipp Diehl	I don't want to be responsible for a farm 24-7 under various considerations, various aspects such as vacation, family. I also want to go on vacation, I want to take care of the family, I also want to have a certain leisure time. And there it is simply the case that the agricultural company opens its doors and looks at what alternative concepts. First of all, this is the target group actually from the care farm.
	Because they basically have to issue a permit or deal with a concept, which exists once or twice nationwide. And in the way we do it, with care until the end of life, for agricultural operation, for the seniors, is guaranteed to be relatively unique.

Chances & Challenges > Challenges > Financial Limitations

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	And then the financial aspect.
	It is massive. We were lucky that I was able to accompany it as a project manager until the end of September. Because we received funding from the social lottery.
	But that has now expired. What we notice very strongly this year and it does not just apply to us. It applies to many social entrepreneurs.
bio24.de - Maximilian Voß	The willingness to donate goes down. Of course there are other big donations. And crises.
	Ukraine still, Israel. Many humanitarian donations are needed. And there is a huge insecurity in the population.
	Many do not know where to orient themselves. And where it goes. And where it goes with their money.
	These are all factors where people start to donate much less. And to keep the money together.
bio24.de - Maximilian Voß	Exactly. So, for the Erntedankmarkt we reached almost 100,000 people. And in the end there were about 1,000, maybe.
	500 to 1,000, I'd say. That means you can already see how much you have to reach out. Especially in the village, until something happens.
	So there are difficulties, I would say, especially in the financial area. So that's what matters most, what I'm worried about.
	And actually everyone else. Because of course I also project that on the team. Because we always have to be very efficient.
	Exploitative too. So the people who are paid. We have to exploit them somehow.
	That's not quite true, of course. But we really have to work hard so that we can manage it all.
Café Besterkuchen - Angelika Eger	But in this personnel area. That you really don't have so much personnel costs, for example. That would be really good.
	Okay, so that sounds like cost pressure is the biggest factor.
	[Maximilian Voß] (12:05 - 12:27) Yes, yes, it definitely causes you the most stomach aches. It doesn't make you so flexible. And not so that you can just say, hey, we're doing a creative course here for free.
	And the whole week everything runs for free. That just doesn't work. You are always in a capitalist system, even if you are a community.
Gut Feismann - Carolin Feismann	I underestimated that too. So I thought that would be less so.
	I think we just have to... It's really up to us to change this way of thinking. To find money or opportunities to support such institutions or such projects in a different way and the money so that the pressure is taken away. Because you can't, no matter in which area, whether it's older people or disabled people, it has to run differently.
Gut Feismann - Carolin Feismann	But in a company like me, where you finance everything yourself, I have completely financed the whole project from my own pocket. I didn't get any subsidies, I didn't get any funding. It looks completely different there.
	Yes, that's true. Finances are a big issue. In normal children's hospitals, the hospital child is financed by the health insurance company.

Interview	Segment
	They do that from 8 places. We don't have that many, we don't want to go there either.
	We have ponies, we have sheep, we have a lot of animals.
	And the buildings, it all costs a lot of money.
vJourney - Stefan Thomsen	Yes, above all, it is, I have to be careful not to get too socially critical, but in Germany it's not coincidental that many people who have a super cool idea go somewhere else first. So, to America, directly, there you get money with any reasonably good idea. You get funding easily for two years.
	Then there is this risk affinity, which I miss a bit, especially in Germany. But there are other countries, Portugal, they just want to get talent. You know it yourself well from living in Portugal. Yes, they have the ten years, I mean, that's the last year now, but no taxes because they just want to attract talent. And sometimes I have the feeling that it comes a little short here.
	In Germany, it's strict anyway. I think it's very, very good that money-related things are very strict. But as gGmbH, still a lot more. And you can earn money, yes. You can make a profit, but that always has to flow back into social projects.
	I'm not 100% sure, but at GmbH, we could say, let's put that aside and maybe buy something that we think is useful for our project later, but not directly social.
Zukunft Pflegebauernhof - Philipp Diehl	we have the main target group, first of all for Zukunft Pflegebauernhof, because it is actually the main target group, as I have just said, the small, family farm, which has enormous problems to be able to continue its farm in a future-oriented way.
	Until a few years ago, this payment was still such a thing that there was no tariff-based regulation, but the companies, the church carriers paid better than the private carriers. There is still a shortage, but it is regulated uniformly. You have to adhere to a tariff or apply to a tariff, so that the payment is not a problem either.
	Animal Sanctuaries, as beautiful as hay are, but they only cost. And somewhere the costs have to be covered. If I only have a few seniors and have no other income, then I pay as a farmer or initiatives that do that, the animals have to be paid somehow. Either from my own money, but that stops with an investment that goes into such a farm.
	First I pay the bank. Then the costs that arise have to be covered by the seniors. These are the obstacles, the difficulties.

Chances & Challenges > Challenges > Market Competition / Balancing Social Mission & Profitability

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	Because we solve social issues and are not financially supported. The financial Damocles sword is very difficult. We are struggling a lot right now.
	We need additional funding. Otherwise we will not make it. There has to be a push.
bio24.de - Maximilian Voß	And at the end of the day, it's always a bit of a marketing game. So if everyone knows about it, then the chance is much greater.
bio24.de - Maximilian Voß	I also do it voluntarily. That means I also don't cost anything. My brother Philipp and another colleague are full-time employees.
	There are two part-time jobs, several mini jobs and many voluntary ones.

bio24.de - Maximilian Voß	We don't want to be the most expensive brand either. And we do a lot of events that are also booked. So weddings and birthdays and so on. And especially in the village without proper public transport connection. Then you can't call up the most blatant prices. We rather want to get through with our good idea. Rather than that we are always the most expensive. We have to change that next year. That will not be avoided at all. Because we also pay the minimum wage.
bio24.de - Maximilian Voß	But now, for example, a friend. Or a friend. Colleague Anna, who is now with us. She is of course also a friend. She has now started a creative course. And now the question is, well, what do we take for it now? We actually want to be charitable and as open as possible for everyone. But it costs us staff costs, room costs, heating, material and so on. And actually you would have to take a lot of money for it. In order not to be unfair to the Volkshochschule and so on. And at the end of the day, we want to make it possible for many. And that's totally tricky
Café Besterkuchen - Angelika Eger	Or people from other cities who wanted to visit you but couldn't get in. If you are a local, you don't have to go through half the village. Looking for an entrance. It's also something of the local community. They don't care about that.
Café Besterkuchen - Angelika Eger	When I was in Munich, I had the opportunity to talk to Grandma [Anonymized] and Grandpa [Anonymized] about the cheese cake. They also said that when we work here, it's really timed. You have to hurry up and get things done. But when the press comes, we have time and are allowed to smile.
Café Besterkuchen - Angelika Eger	If you have to make money with it, you have your bills, you have your fixed costs, you really have to rush and work it work.
vJourney - Stefan Thomsen	Sometimes you have to risk a little and you can't do that because you have to justify it and then it's against the rulebook of gGmbHs. And I think you definitely have more of this freedom in a GmbH and that's pretty important.
vJourney - Stefan Thomsen	And really good leading companies, like all the tech companies, wouldn't just be there. I don't think we would be as innovative if this incentive for economic efficiency wasn't there.
Zukunft Pflegebauernhof - Philipp Diehl	And I have the farm itself, which is not under this pressure: either grow or go out of business. Do I have to add more areas? Do I have to farm more effectively, i.e. process the areas more effectively? Maybe also more in animal husbandry, in mass animal husbandry, if you want to call it that, to invest.
Zukunft Pflegebauernhof - Philipp Diehl	And I have to have a concept behind it, that not only socially, we are in the social area, but we also have to take into account a bit of this economic aspect. That you say, this concept, socially capable anyway, but it also has to be economically capable. And that will only be possible when there is a certain size.
Zukunft Pflegebauernhof - Philipp Diehl	But then people said, or this picture came up. Yes, the seniors paid for the tractor. You know what I mean? But that's not the case. Because agriculture is still an independent business. Wait a minute, I have to click on something here for a second. Agriculture is still an independent business. And it also generates something. Whether it's the cattle, which are a bit more special to us, the offspring, the offsets that we can sell.

Or it's meat. Whether it's the chicken that lays an egg and then becomes a soup chicken again. Or the geese that are slaughtered tomorrow or the day after tomorrow for Christmas.

That's all stuff, hay or whatever. It's all about agriculture. That's why projects or initiatives that come to us say we want to make an animal shelter with a little animals and a some seniors. That can't work. Or it can work, of course. But at what costs? Those of the seniors.

Chances & Challenges > Challenges > Personal Risks

Interview	Segment
Bauernhof statt Altenheim - Anja Kopp	Unfortunately, I am now unemployed. That is a personal topic. I notice in the application rounds that it is not easy with increasing age. And I notice that there are still many employers who think that I have left the system. I am not eligible for a employer 24-7. But there are still many who want that. That doesn't make it easy to find a job. And at the same time I notice that I would rather continue to work in my project. But there's no way around making money. The financial part is a very difficult issue.
Café Besterkuchen - Angelika Eger	You see, the papers were on the desk for half a year and no one cared about it. It was about my financial existence.
Gut Feismann - Carolin Feismann	The work doesn't stop. The challenge is to keep a balance. Live in private with your family and take care of yourself. I'm very happy that I can do that. It's a challenge to find the right balance. It's so nice to get involved. Also emotionally. We cry a lot with the families. and why not. But we also need, and we now have that, a supervisor who just accompanies us and conducts relief talks and so on.
vJourney - Stefan Thomsen	Actually, you have to decide to go for it either completely or not at all. By the way, next to your main job, where you still get pay, it is very difficult to run a company, especially because we are also a bit of a tech company.
Zukunft Pflegebauernhof - Philipp Diehl	At the same time, as I said, I did the care service, carried out care on the farm in practice, plus the other projects. Then it all became a bit much, so that I said in these years, I need a break.
Zukunft Pflegebauernhof - Philipp Diehl	That is also such a hurdle, to mentally adjust to having more than four people on the farm, so that it is also economically attractive.

Chances & Challenges > Challenges > Bureaucratic & Regulatory Hurdles

Interview	Segment
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Bauernhof statt Altenheim - Anja Kopp	That means, on the one hand, of course, the residents and on the other hand, the employees who work there. That means, we want to create something, create an organization that has no capital outflow, no shareholder value, no silent participation, no revenue outflows. And there is not yet a very suitable legal construct for this in Germany. That would be the so called steward-ownership. That doesn't exist in Germany yet.
Bauernhof statt Altenheim - Anja Kopp	We have a members' meeting where we have decided that we are now founding the GmbH. Of course, this is also a formal effort. An amendment to the articles of association is required. That has to go to the association court, because we are now also changing the address. Then we can found the GmbH. So it's a bit of a procedure.
Bauernhof statt Altenheim - Anja Kopp	Yes. There are very big challenges. One is administrative. What we have experienced. How difficult it is. It is a concept that we have validated. It really puts people in the center. But it does not fit into an administrative system. For example, we do not get housing support. Because we attribute too many square meters to each person. According to German law. We are not allowed to build outside. Because the Chamber of Agriculture does not want to see the whole concept. They say only agriculture. It does not need a tiny house next to it. If you would see it as a whole: We are doing a project for old people. So that they can still contribute. Then it needs the short ways. Then it can't be located in any other place further away. These are all things that we encountered in the construction request.
Bauernhof statt Altenheim - Anja Kopp	At the beginning of the year I had a conversation with the then social minister in Rhineland-Pfalz. He took a lot of time. Two hours. I thought that was great. But he had to come to the conclusion that there is not a single donation in the social sector that could support us. Then he dragged me to the Minister of Economy. He really tried to make it all possible. And also he had to say that there is nothing. We do not have anything that fits in here. And that is extremely bad.
bio24.de - Maximilian Voß	With the subsidies, this whole bureaucratic thing is really still an issue. Or above all, the documentation of it. Whereby, of course, you have to say, they have to know what happens to the money. And I can understand that to a certain extent. And yes, what I think would be nice would be really ... Or I think that would be totally easy. You don't need so much tax and other incentives. At least we don't.
Café Besterkuchen - Angelika Eger	We're in Germany. We're in the complete ... I don't know if it will continue like this for small companies. You have no chance. You have almost no chance now. With the prices and the constantly rising prices we're experiencing right now. Take bureaucracy. That's almost impossible. Really almost impossible.
Café Besterkuchen - Angelika Eger	Our mayor didn't care about the small business, to help them out and ask them how to solve the problem. The main street is closed for one and a half years. How can we make it more lucrative for you so that you get visitors again? [Marie Möller] (10:11 - 10:17) It would also be attractive for the city if it was revived. They would benefit from it.

	[Angelika Eger] (10:17 - 10:47) No interest, only in their own pockets. You see the bureaucracy as well as the corruption. I call it corruption because money was taken from the state. Projects like street modernization are supported. But the little man doesn't see anything of it. It's also as an entrepreneur you get your eyes opened.
Café Besterkuchen - Angelika Eger	As I said, as a small entrepreneur it's not easy because you constantly have the bureaucracy in the background. Whether it's accounting, wages, offices, you're always being poured with paper. Hello!
Café Besterkuchen - Angelika Eger	Don't I have anything else to do? now everyone is so overwhelmed and I think it is no different for them in the office that they also have a lot to do and if you want to ask someone, nothing happens. I know about the approval for the opening of my café. I waited over half a year from the construction office in Konstanz until,... I wanted to open on the first of June and on May 30th I still had no approval from the construction office in Konstanz until I called them and said that if I do not receive the approval at least by telephone or verbally by midday, I will close the shop, dismiss all employees and report unemployed. That was the only pressure. The chief of the construction office Konstanz even came and verbally assured me and three days later the written approval came. You see, the papers were on the desk for half a year and no one cared about it. It was about my financial existence.
Café Besterkuchen - Angelika Eger	And there are also points where I say hey, you have to get the approval of the approval for the approval of the approval in Germany. And there are charges that you get where you think hey, basically you would have to wrap the whole bakery in foil and do nothing.
vJourney - Stefan Thomsen	We need, for every time you also need a notary for something, you have legal fees. First of all, all these costs you have, before you have actually founded a GmbH are also massive. That's really crazy. And the whole administrative part is already big. You really need a lot of time.
vJourney - Stefan Thomsen	It's all much more bureaucratic and you couldn't just decide that.
Zukunft Pflegebauernhof - Philipp Diehl	The basic problems or the hurdles to overcome, they actually start before. The things that start before are things like that I have to look, where is the farm? What kind of building rights do I have on it? How many apartments can I build? What do the buildings look like? There are always such things, because depending on the substance of the farm, I have a financial investment, which in turn also makes it difficult with construction costs, etc. In financing, how is it classified by the bank?
Zukunft Pflegebauernhof - Philipp Diehl	Funding options are dependent on the federal state, which totally vary. There are attractive federal states, and there are also federal states that are not attractive at all. How does the municipality stand by such a concept?
Zukunft Pflegebauernhof - Philipp Diehl	Then the various authorities, whether it is the construction office or whether it is the home administration, who do not know this concept of a nursing home, which has to be classified legally, and then are totally careful. Because they basically have to issue a permit or deal with a concept, which exists

	once or twice nationwide. And in the way we do it, with care until the end of life, for agricultural operation, for the seniors, is guaranteed to be relatively unique. I already know about farms, there are really great projects, you will have dealt with it, the farm in Brilon by the Müller family, which we are in good contact with, also a great concept. But on the whole, they do it differently than we do. But these are the hurdles to be taken before I even have an active business.
Zukunft Pflegebauernhof - Philipp Diehl	You can't, that has a legal order again, say, I'm just going to set up a nursing service now. That's just difficult. And this story with this animal care that we have, where we say as a nursing service, we use the infrastructure of the farm.

Chances & Challenges > Challenges > Covid-19 Impact

Interview	Segment
bio24.de - Maximilian Voß	And then to fill it up again, also after this whole Corona topic, where everything was very distanced anyway. That's a problem. And we try to approach it as low-threshold as possible
Café Besterkuchen - Angelika Eger	After Corona, society is simply different. A lot has changed. I would even say it got worse. The social life is also missing. Due to this digitization that we have experienced for three years. With homeschooling, home office. You see the people. The eye contact is simply missing. Everyone is staring at their cell phones.
Café Besterkuchen - Angelika Eger	People don't go for coffee anymore. You know, coffee and food used to be a culture. It was always a part that belonged to society and culture. It's getting less and less. Also because of the rising prices. But also because of Corona. Because of the Corona time, it just got extreme. You experience that. I don't really know now.
Café Besterkuchen - Angelika Eger	When Corona broke out and everything was closed, coffees were closed, lockdown, that was the challenge for me, because at that point I was in self-employment. Exactly. I had my first exam on March 13th. And on March 16th came the first lockdown. I stood there and thought, great, what are you going to do now?
Zukunft Pflegebauernhof - Philipp Diehl	Before Corona, we had a lot of farmers and other initiatives around us who we informed about the concept of Pflegebauernhof and would like to do something of their own. Or had problems in agriculture to set up their business safely in the future. And from that, the initiative emerged in the Corona time.