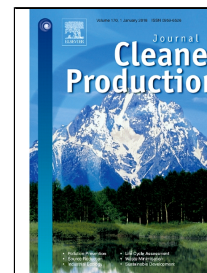


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Highlights

- Business model innovation driven by sustainability issues at a social enterprise is explored.
- Over time, the focus of business model innovation shifts from novelty to efficiency via lock-in.
- Lock-in of customers' business model focus is vital for market penetration and development.
- Changing the focus of the business model is a useful strategy when scaling up a social business.
- Social enterprises with new business models can influence the dominant industry business model.

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