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# CSX in Practice: Tales of Challenge, Tales of Success

## Introduction

*Hi, my name is Joice. I am 24 years old and my family lives in beautiful Bangkok, Thailand. For my master's program I moved to Germany for two years. During my studies I came across the concept of community supported economy and got super excited about that. An idea sparked: When I come back to Bangkok, I want to initiate a community supported venture. Over the month the idea grew and as I love reading, I used every free minute to read everything I could find about CSX. Unfortunately, the literature was quite limited and one unanswered question remained extremely persistent. How can I ensure my community supported repair shop will run successfully and change the world for the better? I wanted to learn about typical challenges as well as factors promoting success when starting and running a community supported initiative. To collect knowledge about barriers and drivers of CSX initiatives I started speaking to people, researching the concept of community supported economy or pioneering it with CSX projects up and running. In the following two chapters I want to take you on a journey and share what I found out during the last month.*

This chapter is structured into two sub chapters, studied and written by two research-groups, titled: (1) Tales of Challenge (2) Tales of Success. The chapter concludes with a common summary of all findings. In both sub chapters the same approach was applied. Semi-structured interviews were conducted and analyzed according to Mayring (2000) to collect perspectives from practice and research. Some interviews were conducted by each research group separately and some together. Also, a method inspired by Photovoice was used to gain a deeper understanding of specific challenges and drivers in the respective projects. Inspired by the Photovoice method (Wang and Burris, 1997), interviewees were asked to share a picture and short description answering a question posed by the researchers to gain a deeper understanding of specific challenges and drivers in the respective projects. Our shared main character, Joice, will keep popping up during this chapter to share her experience.

**TALES OF CHALLENGE**

*By Lauren Anderson, Jennifer Wulfes, Aliagha Rahimov, Afer Huseynov*

"If you never know failure you will never know success" (Sugar Ray Leonard)

**PART I: What we have learned from practice**

Our aim is to report the barriers and challenges of CSX projects within a book chapter for further CSX projects now and in the future. Throughout our chapter, we show what barriers and challenges exist, and how these can be overcome by highlighting and giving voice to the lived experience and lessons learned of practitioners within the CSX community. Our goal is to help current and upcoming CSX projects change the world.

First, in clarification of our research perspective, we understand that failure is not an end, not a reason for giving up, not a thing to be afraid of or a reason to become demotivated; it is an opportunity to learn and develop (Sengupta, 2021). Failure as we define it, and as we have learned throughout our studies, is an essential part of learning.

To identify the barriers currently experienced within the CSX community, we created a post on the Slack channel of the CSX Network, asking for volunteers to speak with us. To our fortune, we were contacted by two members of the community who are directly involved in various CSX projects. Additionally, we had the opportunity to arrange a third interview with a current academic researcher who has conducted and continues to conduct research on the field of CSX in a more broad perspective. We conducted all three interviews online through the platform Zoom, in a relaxed bilingualism manner using both German and English. All interviewees are actively invested in the idea of a broader and deeper Community Supported Economy and gave us many valuable insights regarding the various barriers and challenges that can be encountered.

As a group, we decided to use interviews as our primary research method as they would help us to understand the lived experience of the interviewees. Fitting to the roles of the volunteers who agreed to speak with us, we were able to craft our questions specifically for the case study and meta-perspective interviews. Our shared understanding is that 'case study' refers to interviews which focus on

a specific project, and 'meta-perspective' refers to an interview focused on the broader view of CSX in general.

Our belief is that when CSX practitioners are notified of potential barriers in advance, they are more capable of navigating those barriers in the future and their projects can be more successful.



Figure 1: Word cloud based on interviews. Source: Interviews, own figure

## PART II: What are barriers and challenges for community supported projects in practice?

Joice recently finished her Masters program and now wants to get a group together and start a CSX project in her home town of Bangkok, Thailand. She was introduced to the idea of community-supported economy during several points throughout her studies in Germany. From classes to workshops and the weekly vegetable box her WG received, she knew the value of community projects and wanted to take part in growing the movement.

But as a recent graduate, her experience has been limited, so she decided that the best way to start a community was to first do a bit of research. She put an announcement in the weekly university newsletter and hoped that someone from the community would respond.

To her surprise, Dan reached out and agreed to meet with her the very next day. So, with a mix of questions in mind and on paper, Joice met Dan for lunch to hear

about his involvement with the local CSA. Dan is a local community-supported legend. He started his community-supported journey with a bakery, then worked with a health center and then helped start a community-supported brewery in his village. Most recently, in addition to the brewery, he has been devoting his spare time to launch a second area CSA, because the original has simply grown too big. Having experienced a range of different projects, he has learned a lot and has a lot to share.

The café they meet at is packed, so they sit in the back, hopeful it will be quieter and provide a better location for their discussion. After a few minutes of pleasantries, Joice is reminded of the running time and begins.

She asks him to start from the beginning. Dan thinks for a minute and then shares that to him, it is difficult to know success and to share success, without first sharing the challenges that occurred along the way, so that is how he would like to begin. Joice agrees wholeheartedly after which Dan jumps right into his first community supported experience, the bakery.

"So, I think that initially, since we were all relatively new to the idea, and our members were as well, we all struggled with the idea that we could ask existing projects for help. Instead, we, myself included, often fell back into the mindset that we were in competition with one another, even with other community-supported projects. It is silly to think of now, and partially why I was excited to speak with you, but our biggest challenge at the beginning, was that while we were acting in a different way, we weren't thinking differently. We often found it difficult to change our mindset and this resulted in many missed opportunities to learn from others with similar experiences. We had the feeling that we had to reinvent everything. For a while this resulted in a severe loss of desire to continue with the project, though luckily, we eventually realized that perhaps the answers to our community supported project could be found within the community. We were very fortunate to come to that realization, but unfortunately, it wasn't our only challenge."

"Oh? Can you share what other challenges you experienced at the bakery?" Joice inquired.

"Yes, of course, so our second biggest challenge was, as this was most of our first experiences in a community supported project, that we found it incredibly

difficult to find balance in our finances. To be frank, for the first few months we were simply too scared and worried about charging the amount we needed to sustain the bakery. We thought that if we charged an amount too high, then we would lose members and that if we charged too low then we would be forced to shut down. We were not honest with ourselves or our members and struggled to communicate the value of our initiative. Luckily our eyes were opened when we sought help from the 'competition' and met with a community supported bakery in another city. We saw how they structured their finances and realized there was a way to both provide and sustain."

Joice jumped in, "You know, in my studies we often refer to Donella Meadows and how real change must also involve a change in mindset, that while it is often quite difficult, it is a powerful leverage point of change."

"Yes, indeed, only we preferred to learn that the hard way, perhaps others will pick that up faster" Dan added while laughing.

"Totally, I imagine that happens sometimes. So, is the bakery still operating? Are you still involved?"

"Yes, it is still running and actually now the core group is offering a month-long training course for other groups planning to start their own CS bakery. A sort of 'pay it forward' initiative. For me though, I now have a more relaxed role in the community. I am still a member and help out when needed, but I mostly do my part to receive my weekly loaf of pumpernickel bread. After leaving my core position with the bakery, I joined a community supported health center focused on providing access to community-supported preventative health care."

"Oh right, yes, can you tell me about the sort of challenges you experienced there?"

"Well, I had a more administrative position, but the other core members included a massage therapist, a nail technician, counselor, meditation specialist/visualization coach, and an athletic trainer."

"Seems like quite a group."

"Indeed, it was a nice mix of specialties. But one of our biggest challenges, sort of the root of our demise, was our inability to say 'no' to a healthy number of new members. I think this was due to, as I previously shared, my experience with

difficult finances. So, to avoid that experience, I thought we should let the group grow as big as we could get it. But our membership became so big that our team of specialists simply could not support the number of members we had, to our desired level of quality. Not surprisingly, this resulted in our health specialists falling into the trap of self-exploitation and burn out. They just wanted to fulfill this dream and provide the best care they could even if it ended up being disastrous to their own health in the end. Over time, many of us were just so exhausted that we lost the 'big picture' of our purpose and constantly neglected our own health care, to provide a service to others."

"Oh wow, that must have been difficult."

"Indeed. Additionally, as the membership became increasingly large, it became nearly impossible to collectively come to a decision. It seemed that everyone had a different vision for our future and meetings became difficult to hold. In many of our meetings we would become so overly focused on the small parts that we would completely neglect or forget to discuss the more pressing stuff. In the end, the project stopped because many of us were burnt-out, and we simply could not come to a general consensus for a path out of it."

"Oh, I see, that sounds like quite the experience. I didn't realize the importance of knowing the appropriate level of membership. But it makes sense that when you ensure the size remains manageable, you not only make it easier to make decisions, but you also protect the health of those providing the service and reduce their risk of burn-out. However, I can also see the challenge in this, especially when you feel strongly about a project."

"Absolutely. After we stopped the project, we all took some needed time to recover. But it was rather short-lived. Soon after, some of the members wanted to start something new. So, we got together and as a community we brainstormed ideas for a new project. We thought that creating a product might be easier than providing a service, and as we had read stories of community-supported breweries in other countries, we decided to start our own. From the beginning we knew we wanted to ensure all members would have an equal stake and apart from the more technical aspects, all members would be able to help out with production. Initially we shared a common vision but with time members started pushing for their own additions. We were developing and constructing

the idea as we were going but we forgot to develop a strategy for group communication and conflict resolution."

"Uh oh…"

"Yes… we discovered early on that strategies for these were necessary. It became a bit like a 'perfect storm' as we had many opposing ideas and no real way through. Luckily though we had the resources and time to reach out to other groups and to figure out a strategy to move forward. In hindsight, I think it would have been easier had we focused on an idea prior to developing the community. If we had been working all along towards a settled vision, it would have saved a lot of valuable community supported brewery time."

"Yes, I bet" Joice said agreeingly. "So now, in addition to the brewery you are helping launch another CSA project? How has that been?"

 "Well, you know, each day is different and with each experience, I know that we are forever learning. In general things are going quite well, and the CSA is coming together nicely. This is the area's second CSA because the first one was starting to suffer from too much demand and not enough time. So, I think it will be good for the community to have another option."

"Oh absolutely, it seems like a good solution, especially after our talk!"

"Absolutely right, hopefully in doing so, we avoid some of those known challenges" Dan agrees. "It has been really interesting to share my experiences with you. I think that in reflecting on them, I have decided that even if I could, I wouldn't change these experiences because I think that through them, I have learned how to best support the community with community supported initiatives. I really hope my experiences can help YOU navigate your way, and your project in the future."

"This talk has been incredibly helpful! Thank you so much!"

The food arrives.

"Well, I guess we can eat now…"

"Bon Appetit!"

After finishing their meal, both Joice and Dan leave the meeting hopeful; Dan understands the immense value of sharing his experience, while Joice begins to understand that challenges are an essential part of success. She can't wait to begin!

**PART III: Getting explicit**

Out of our interviews we identified and categorized different challenges and barriers for CSX projects, from which we will suggest solutions. We especially identified two main challenges, which were mentioned and discussed in all three interviews as well as four additional challenges which we believe are also important to highlight.

First, through our interviews we could identify **social tensions** within the team as one of the main challenges CSX projects face. Founding a CSX project or working in a CSX project means working with people and whenever humans are involved it can come to social tensions. However, due to the community-based approach of CSX projects, dealing with people is even more of a challenge because it is even more present. For example, when developing a community before a CSX idea, there is the risk that members will have different motivations regarding the idea, which could lead to conflicts later on. Therefore, different motivations are an important trigger for social tensions. Within our interviews we discussed how social tensions can be prevented and here communication is key. To support communication, guidance, supervision, coaching or mediations can be helpful. Besides that, setting clear boundaries between personal and business life is especially important when the team consists of friends and/or family.

Second, **self-exploitation** has been identified as another important barrier for CSX projects. Our interviewees reported that due to the belief to work for a greater goal than themselves, people tend to put their own individual needs aside. This altruism brings the danger of over working and burning out. As one interviewee stated:

*Finding the balance between the fire inside you and not burning yourself out.*

For example, underpayment is one example of a symptom of self-exploitation by putting yourself back and not taking and demanding what you need. To

overcome self-exploitation, self-confidence is essential. Being confident, stating your own needs and boundaries is necessary to take care of yourself.

Besides these two main identified challenges, there are other challenges that result from the fact that a community supported economy is a new economic narrative in an old system. First, people working in CSX projects **lack experience** with this new economic narrative. Due to the fact that the principles are rather new to people nowadays, founders are pioneers and do not exactly know what they are doing. People are unfamiliar with this new form of economic practices and a shift in mindset towards the current economic narrative is needed. People need to learn a new economic culture and a new way of interaction. Besides that, in the current economic narrative other companies are seen as competition. However, in the CSX context, projects should support one another and learn from each other. People need to overcome the barrier of doing everything by themselves. Seeking external help is valid and necessary in such a new field. To overcome these challenges there needs to come a mindset shift from a market-oriented mindset to a community-oriented mindset.
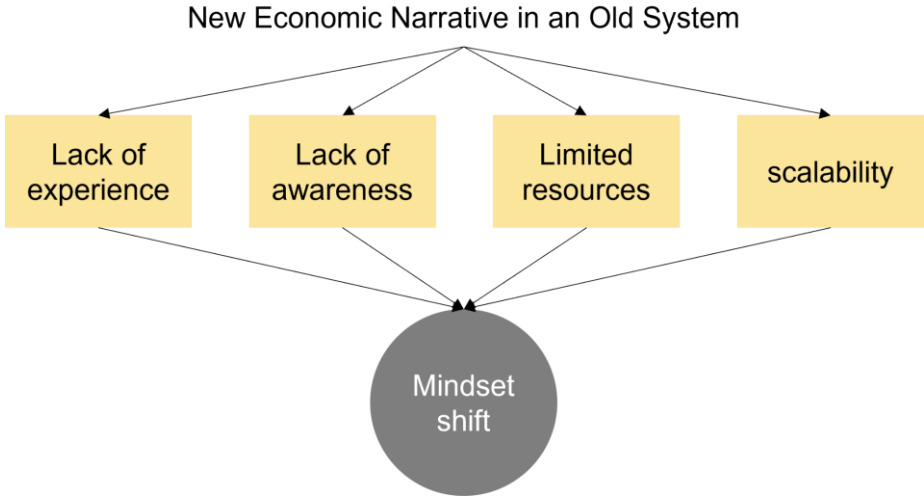


Figure 2: Diagram based on distilled interview responses. Source: Interviews, own figure

Second, there is a **lack of awareness** regarding the benefits of CSX. The interviewees reported that it is hard to engage people to work in CSX projects and to become members. One interviewee experienced leaving members especially during the pandemic because people did not see the benefit of self-sustaining administrative structures in times of crisis, canceled their membership to save money and were then not willing to pay. Raising awareness is necessary to overcome this "old" economic narrative, to create a deeper understanding of

CSX principles and ideas and to encourage the mindshift. In this context, the importance of seeing the bigger picture gets clear too. This is also linked to the challenge of self-exploitation. It is easier to be self-confident in terms of demanding payment when people see the benefits of CSX.

Third, CSX projects have **limited resources** especially in terms of time and money. Often the focus lies on the operative tasks and there is a lack of strategic focus. There is too little time to focus on more broader and strategic topics. For example, one interviewee reported that one person objected and the whole project failed as a result. However, there was no time to think about a stakeholder analysis beforehand, as the operational business was taking up all capacities. Besides lacking time, there is a high economic pressure for CSX projects due to too few financial resources. Thus, it is hard to professionalize the administration, communication, and salaries sufficiently quickly. Therefore, CSX projects need professional voluntary workers and a community within the team which can handle the pressure. Here, a mindset shift is needed as well to support CSX projects with resources.

Fourth, **scalability** and finding the optimal size of a CSX project is challenging. To survive the project needs to scale up. However, bigger projects lose the community feeling and the product becomes just *a better consumption offer* which supports the current economic narrative. This challenge requires a mindset shift towards the concept of scalability. However, to deeper understand this challenge, more research is needed.

**TALES OF SUCCESS**

*By Farahim Mammadli, Shariful Islam, Lea-Carlotta Krafft*

**PART I: What we have learned from practice**

**Aim:** A contribution to the rather unexplored field of community supported initiatives is made by identifying drivers and success factors for CSX projects. Furthermore, these findings can serve new CSX initiatives as a guiding literature.

**Approach:** A set of successfully running CSX projects is studied regarding their drivers and success-factors. Semi-structured interviews were carried out via Zoom. To include practical experience, two practitioners operating in CSX were interviewed. Additionally, Marius Rommel, who is an expert in the CSX field, was interviewed to add an academic meta-perspective to this study. Interviews were conducted in English and German, while direct quotations in this study have been translated literally. The findings were then analyzed according to Mayring (2000). Also, Photovoice (Wang and Burris, 1997) was used to gain a deeper understanding of specific challenges and drivers in the respective projects. Interviewees were asked to share a picture and a short description answering the questions: "What does a community supported project need to succeed?".

**Key Takeaways:**

- For answering the research question, success in the scope of CSX needed to be defined. It was found that **success in CSX is defined by the individual goal of a person or project**.
- Characteristics of founders and the core team, which can be summarized as a strong **intrapersonal competency,** including aspects like commitment, passion, self-reflection, self-confidence or solution orientation are essential for CSX success.
- In line with the community-thought of CSX, a strong **interpersonal competency** fostering direct relationships and transparency with the community are essential. Here also peer-learning and networking with like-minded people are mentioned as underestimated drivers.

Figure 1 displays a brief summary of the identified key drivers and success factors further explained in Part III. The larger the word to be seen, the more often this

category was identified as an important factor in the interviews. Smaller words form categories that were mentioned less frequently, nevertheless some importance can obviously be attributed to them. Specific examples and findings presented in Part II of this subchapter are based on the findings of the empirical work (semi-structured interviews) unless indicated otherwise.



Figure 1: Word Cloud of identified success factors and drivers for CSX, Source: Interviews, own figure

**PART II: What are the drivers and success-factors for CSX projects?**

When Joice further researched, she got to know Tina via LinkedIn, who has worked at several CSXs and started her own CSX in her hometown just last year. After some chatting, Joice decides to visit Tina and requests her to do a short internship in Tina's community-supported initiative. She asked for an appointment to meet with Tina to learn about her success journey. Within a few days, Joice receives a positive response from Tina. She invites Joice to visit her CS food cooperation. After receiving this Mail, Joice became excited. She arranges some questions, which she will ask Tina. Joice went to Tina's office according to the time. At first, Tina showed Joice their office and introduced her to the people who work there. After that, they went to their garden and drank coffee.

Joice tells Tina what she researched over the last few months: "I wanted to find out what makes a community-supported initiative successful and what drives them. However, the topic seems to be quite new. I could only find some experiences from community supported agriculture. Over the last twenty years, CSA has become one of the most widely used direct marketing strategies to satisfy the increased demand for sustainable production and consumption. Some CSA project farms collaborate in marketing and distribution strategies to decrease the seasonality and limited product variety barriers, which attract more people to become a part of their project (Lamers, 2017). They also found out that it is vital to have a close consumer-farmer-relationship and to ensure to market your produce over different market-channels (Woods, 2017). Also, a good expertise and know-how about agriculture in general and strong networks were mentioned as important drivers for success in CSA (Center for integrated Agricultural Systems, 1998). And then I was wondering which strategy helps you to make your project successful?" Joice asked Tina. She replied willingly: "Definitely **self-confidence** and **dedication** are important. If you want to change something and start something new, you need to **take challenges**. In our society you will see many people who want to do something new but are afraid to take challenges CSX *is not for them*.[1] Besides this, **teamwork** plays a vital role in our project. We always aim at giving equal value to all our team members. When we face challenges, we solve every kind of problem by having discussions with the team members. And we don't pressurize anyone to do any work. We always distribute all responsibility among the group members and *do not put all the duties on one person*[2]. In addition, we always try to give the responsibility of the work to the person who is already well skilled on that part."

Joice became more curious after hearing this. She asked Tina: "According to your experience, what are the main factors of success in a CSX project?" She replied: *"It is important to focus on the balancing triangle.*[3] The first part of the triangle is to ensure economic viability and stability. A project is economically feasible when the economic advantages outweigh the economic costs when analyzed for society as a whole. The project's economic costs are not equivalent to its

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[1] Based on interview 2.

[2] Based on interview 1.

[3] Based on interview 3.

financial costs; externalities and environmental implications must be taken into account (World Bank, 2022). The second one is to be socially viable and stable, to avoid difficulties of societal collapse. The success of an ethical initiative is thus determined by its social viability. This viability is a condition of society and hence of the world we live in, rather than a component of ethical life in which we work to ensure this condition for society (Milton Fisk, 2012) and the third one is to meet transformative goals. Your transformative goal is the goal with which you intended to start your CSX. Also, you have to be willing to learn the culture of *how to work in a community enterprise*.[4] "

Then Tina opened her bag and pulled out a file. She hands Joice a collection of photos showing different situations at the food cooperation and befriended CSX initiatives. "These photographs show some situations, which picture what my friends from other community-supported initiatives and I perceive as most important for a successful CSX. As you can see, it is a lot about the engaged people." Tina added.
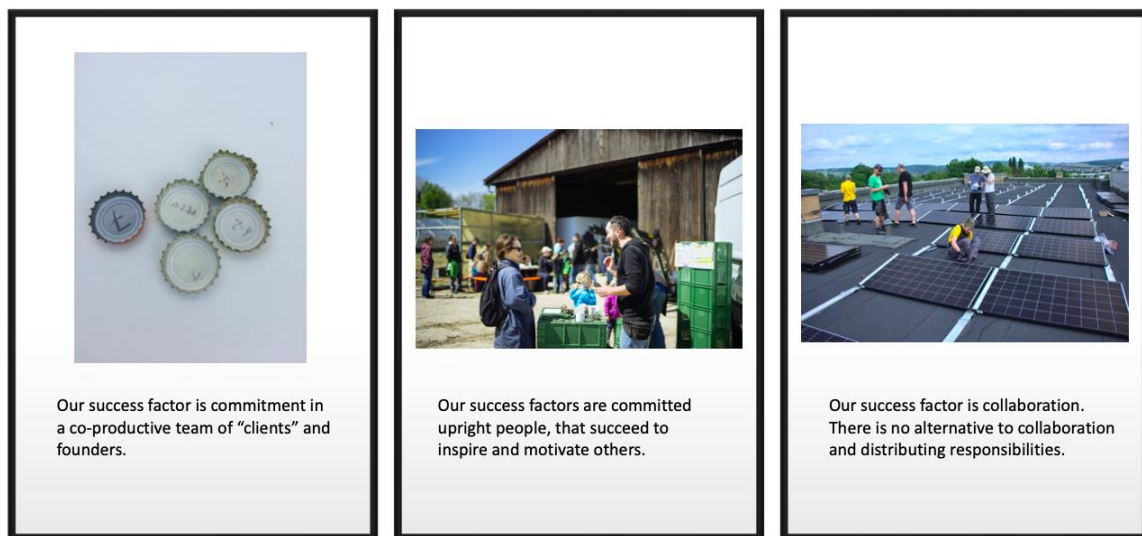


Figure 2: Photos and descriptions of interviews on most important success factors in CSX, Source: from left to right, anonymous; Simon Scholl; anonymous.

After looking at the pictures Joice nodded. She now gets a sense of what Tina means. Then she asked: "What is your advice for those people, who want to start a new project? Do you have any guidelines for them?" Tina replied: "Before

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[4] Based on interview 1.

starting any CSX project, you can also learn from other people working in the CSX field. You have to be cooperative with everyone in the society. It will help you *to make a good communication network in the society*[5]. You must maintain proper communication with your community support group members. Also, with those people by whom you will get support. And also, with experts who are already working on similar projects. As they can give you proper solutions for any problem in your CSX project, they can show you the path to success."

"And where will I find them?", asked Joice.

"There are some valuable websites[6], where you can easily find like-minded people and check their activities. Next week in our city center a program will be arranged where some CSX-experienced people will participate and some people who are studying CSX. I will also participate there. If you want, then you can also come. Many people who want to start a new CSX project like you will participate there." "Interesting! I would love to join", said Joice. She asked again, "Which factor influences people to participate in a CSX project?" Tina replied: "You have to be open and transparent about what you are doing in your project. Then you will achieve Trust from the people." Tina emphasized: "Trust is one key element! It is the currency that everyone shares in CSX. People need transparency to trust CSX and invest in your project."

"Ok I understand. I have just one last question for you. According to your experience, what is the proper meaning of success in a CSX project?" asked Joice.

Tina replied: "It totally depends on your personal goal. As there are diverse forms of CSX projects with diverse goals, there is no one right definition. For me it is when people become interested in working on our project and gain interest in CSX in general. Then I can say our project is now successful."

"Thanks for your valuable information. This talk has been incredibly helpful and today I learned many new things about CSX!" thanked Joice, smiling.

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[5]  Based on interview 1.

[6] Further information on operating community supported projects around the world can be found on www.socioeco.org. For events, seminars, and further projects in Germany you can visit www.gemeinschaftsgetragen.de.

During their conversation, they finish their coffee. After that, Tina gave an appointment letter to Joice to do an Internship in her CSX. After achieving this offer, Joice became so happy. She thanked Tina again for giving her this opportunity to bring her one step closer to her own CSX initiative and happily left to catch the train home.

## PART III: Getting explicit

In the following the question of what makes a community supported initiative successful will be answered. First, it has to be stated that the concept of **success used as the basis for this work, is described as the achieving of an individual goal**. It does not equate to other concepts like financial success or fame. By conducting literature research on success factors for CSA and concluding the findings from our interviews with practitioners and researchers in the field of community supported economy, several main drivers for success in CSX were identified, which can roughly be categorized in two main blocks. These two blocks identified can be assorted to two of the **key competencies in sustainability**, first synthesized by Wiek et al. (2011) and further developed and expanded by Brundiers et al. (2020). The key competencies in sustainability are argued as essential characteristics for problem solving and sustainability research (Wiek et al. 2011).

The first block is formed by findings assigned to the **interpersonal competency**. The domain of interpersonal competency focuses on people's capacity to connect with others and the larger society. Competency in this domain involves the ability to develop and sustain good, mutually beneficial relationships with others, as well as the ability to rely on others and collaborate (Crofton, 2000). From the empirical work of this study, **three main characteristics within the interpersonal competency block** were identified as vital. These three characteristics align with the **six principles of CSX**, communicated by the network *Gemeinschaftsgetragen*. The six principles (direct relationships, transparency, contributions instead of prices, cost coverage, pre-financing, sharing responsibility and risk) are known as important traits for each CSX (Gemeinschaftsgetragen, 2022). In the following the three identified characteristics will be examined in further detail.

One of the principles identified in the empirical work of this study is **direct relationships**. Within the core team as well as with the wider society and peers of the field direct relationships were mentioned as a key ingredient. About the core team, it is important to get to know each other from the beginning on and grow the project together. Apart from that, a good consumer-producer-relationship is the backbone of each CSA (Woods, 2017), even though in CSX the traditional consumer-producer-relationship is to be broken up and rather framed as a community relationship (Gemeinschaftsgetragen, 2022). This relationship is based on personal contact, as personal contact within this empirical work was found as essential to grow trust. It was furthermore advised to study your neighborhood or local communities to get in personal contact with potential consumers, interested people or peers on the small scale and give relationships **time** to evolve. Also, mouth-to-mouth- propaganda was mentioned as a personal and trustful communication channel to get in contact with potential community members. Especially when starting a new CSX or when challenges occur the contact to peers and strong networks was mentioned to be helpful. Networks with peers and like-minded people can be used for consultation and prevent repeating the same mistakes and learn from practitioners who already gained experience in the field. **Openness** for new opinions as well as advice from others can bring new ideas, solutions, and goals.

Another key characteristic for a successful CSX, which is also strongly interwoven with the aspect of trust, is **transparency**. As already noted, trust is the key element; it is the currency that everyone shares in CSX. Next to personal contact, transparency is another essential element to gaining trust of the community. It is important to show the potential community members what the core of your initiative is and what transformational will it is led by. You must be transparent with your community about your project's financial resources, such as providing adequate information about reserving your project fund and the purpose for which you are spending the money from your fund[7].

Lastly, **shared responsibility and risk** were identified as a driver which is aligned with the six principles of CSX. However, with the empirical work a clear focus on shared responsibility and risk within the core team, rather than among the whole community was present. Regarding the core team, it was highlighted that

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[7] Based on interview 1, 2 & 3.

responsibilities must be distributed evenly but according to existing skills and decisions must be made together.

The second main block can be summarized as the *intra*-**personal competency**. This competency includes the awareness of one-self's emotions, behaviors, self-regulation and the role in the community (Brundiers et al, 2020). This competency is especially relevant in the founder and the core team. Here characteristics like continuous **self-reflection** and reflection of the project about the question "Is this still the intended purpose of the project?" are mentioned as important[8]. Like every founder in every sector, CSX founders must **be passionate** about the work. Also, willingness to commit a lot of time and energy as well as being capable of having a high workload and long working hours per day were mentioned as important characteristics for founders and core team. Apart from **commitment** and passion, *self-expertization*[9] is mentioned as important. Which means someone commits their time to knowing everything there is to know about oneself. They are completely committed to self-improvement and are prepared to examine oneself openly and honestly to make changes that will improve their quality of life (The Dream Dean, 2016). **Continuous learning** and gaining of expertise in the field were mentioned here. The interviewees described developing relationships, connections and trust as processes which developed over time. **Patience** was mentioned as an important aspect on the road to a successful CSX.

**PART IV: Short Summary**

Concluding, a strong focus on social characteristics of community, core team and founders of CSX and their interaction, namely the intra- and interpersonal competency, were identified as some underlying success factors for community supported initiatives. However, this study does not provide a complete overview of all drivers and success factors, as the number of literature and interviewees was limited. Other factors, like financial, structural, or ecological drivers could be of strong importance as well and remain to be discovered. This study can lay the

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[8] Based on interview 1 & 3.

[9] Based on interview 2 & 3.

base for further research on drivers of CSX as well as give guidance to CSX founders.

**Common Summary**

*By Lauren Anderson, Jennifer Wulfes, Aliagha Rahimov, Afer Huseynov, Farahim Mammadli, Shariful Islam, Lea-Carlotta Krafft*

To conclude, within two book chapters we shared our findings about drivers and success factors as well as challenges and barriers of CSX projects. To do so, we used different methods such as Photovoice, case interviews, meta perspective interviews and literature research that helped us to come up with precious results for further CSX projects.

A number of factors affect the success of CSX projects. Meanwhile, there are lots of factors creating barriers and challenges for them. These chapters covered some to inform and increase the success of upcoming projects. We think success and failure go hand in hand and both are needed to change the world.

**Literature Sources**

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**Empirical Sources**

Interview 1:

    Name of Interviewee:  Anonymous Interviewee

    Qualification: Employee in a CSX

    Length of interview: ca. 30 minutes

    Date of Interview: June 7th, 2022

Interview 2:

    Name of the Interviewee: Marius Rommel

    Qualification: Sustainability Economist and CSX-researcher

    Length of interview: ca. 42 minutes

    Date of Interview: July 6th, 2022

Interview 3:

    Name of the Interviewee: Anonymous Interviewee

    Qualification: Founder of a CSX

    Length of interview: ca. 32 minutes

    Date of Interview: July 12th, 2022

Interview 4:

    Name of the Interviewee: Simon Scholl

    Qualification: Founder of a CSX

    Length of interview: ca. 30 minutes

    Date of Interview: June 28th, 2022