



SOCIAL BUSINESS MODEL

Preparation & Instructions

Description

Visualizing the business model of your idea in a canvas is an effective step towards advancing the concept. It provides the big picture on the processes that ensure that value is created, delivered and captured. The tool is a precursor to drawing up a complete business plan and is useful for formulating in a more rapid and cost-efficient manner the business model behind the idea for the initial phases.

The tool addresses in a single canvas the different parts of feasibility plan. It is a great way to explore how value will/can be created, by whom, for whom and through which channels. In doing so, different issues of how to implement the solution are addressed and resolved, including: how to finance the solution, how to maintain relevancy and support, how to maintain collaboration between actors, and how to scale impact (scaling up or out).

The tool aims to catalyse thought on the different aspects involved in implementing a solution and organizes processes in a visual way that shows linkages and flows. The visualization not only helps as planning tool but also as a communication tool to garner support and feedback.

The activity is best done in a small group composed of main representatives of the different stakeholders and value creation areas. It can also be done by project leaders and with other actors and stakeholders in consultation. In subsequent iterations, different actor groups can be informed, consulted or engaged in refining specific parts. The activity has the potential to create new relationships and connections (of mental models) between actors while working on the model.



How to conduct

Duration: 90-180 min

Resources:

- Concept for a social innovation initiative to detail the business model

Material: Pens, post-its

Participants per team: 3-15

Instructions:

1. The social innovation business model canvas is made up of 15 blocks. Unlike similar business model canvases, this one has been modified to better suit social innovations, including among others, the following changes: a specific social value proposition, a separation between beneficiaries and financing supporters and boxes dedicated to surplus designation and social impact measurement. The canvas can be completed in any order; the following is merely a suggested path.
2. Social Problem/Social Need and Existing Alternatives: identify and analyze the social problem at hand and benchmark existing solutions to find out what is and what is not working.
3. Beneficiaries and Financing Supporters: identify, segment and understand your beneficiaries, customers and financing supporters (donors, investors and funders).
4. Solution/Governance: ideate or describe the solution to the social problem/need and the governance model.
5. Social/Commercial Value Proposition: formulate the social (i.e. the value created for beneficiaries) and commercial value proposition (i.e. the value created for paying customers/investors).
6. Relationship and Channels: describe how you reach your target beneficiaries, customers and/or investors.
7. Social Impact Measures: what indicators can be used to measure the impact of the solution.
8. Key Activities/Key Resources: define what key activities and resources are needed to support the innovation.
9. In-kind Supporters and Key Partners: list key partners who provide support, resources and services that foster the growth of the solution.
10. Cost Structure & Revenue Streams: list what costs are created and how revenues will be generated (i.e. memberships fees, freemium/premium, product sales, etc.).
11. Surplus: indicate where surplus will be invested if generated.



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Template

Based on the Social Business Model Canvas
in the SI Learning Toolkit

IN-KIND SUPPORTERS AND KEY PARTNERS What key resources are supporters providing to your SI?	KEY ACTIVITIES What are the key activities for the development & operation of your SI?	SOCIAL PROBLEM/ NEED What social needs are you addressing?	SOLUTION Describe your solution GOVERNANCE Describe your governance structure	SOCIAL VALUE PROPOSITION What value are you delivering to your stakeholders & users?	RELATIONSHIPS What kind of relationship do you have with the different stakeholder groups?	BENEFICIARIES Who benefits from your initiative?
	KEY RESOURCES What are your key resources?	EXISTING ALTERNATIVES Are there any similar solutions already existing? How is your solution different?	SOCIAL IMPACT MEASURES (DERIVATIVE ASSET) How are you measuring your social impact?	COMMERCIAL VALUE PROPOSITION What value are creating for your financing supporters?	CHANNELS How do you reach your beneficiaries / supporters?	FINANCING SUPPORTERS Who are your financial supporters?
COST STRUCTURE What costs do you have and how are they covered (e.g. by key supporters, partners, volunteers,...)?			SURPLUS Where do you invest any eventual surplus?	REVENUES Where do your revenues come from?		