










# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	



Turn ideas into revenue with  
Strategyzer's innovation programs

Copyright Strategyzer AG  
The makers of *Business Model Generation* and *Strategyzer*



This work is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License.  
To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/3.0/>

 Strategyzer

## Environment

This business is part of the economy, which is created by our society, which in turn is ultimately, utterly and immediately dependent on the environment. There are the vital context for any business – all risks and all opportunities – including yours.

This business is also part of a value constellation of other businesses, organizations, communities, individuals, animals, plants and the environment.

When answering the questions posed by the canvas for your business consider how your answers need to reflect these vital contexts and the other Actors in your value constellation.

## Society

## Economy

### BIOPHYSICAL STOCKS

What ultimate stocks provide the tangible key Resources that are moved, flow, and / or transformed by this business's critical Activities to achieve its Goals?

What biophysical materials – living and nonliving – are required in order to create value with your Stakeholders?  
Guidance: As per laws of conservation of matter, all materials remain biophysical Stocks somewhere on our single shared planet, irrespective of this business's Activities (past, present and anticipated future).



### ECOSYSTEM SERVICES

Ecosystem services are processes powered by the sun that use Biophysical Stocks to create flows of benefits humans need: clean water, fresh air, vibrant soil, plant and animal growth etc. Which flows of these benefits are required by, harmed or improved by this business's Activities?

Example: See World Business Council for Sustainable Development (WBCSD)'s Corporate Ecosystem Services Review v3.0



### RESOURCES

What are the key tangible and intangible Resources required in order to execute this business's critical Activities and to achieve its Goals?



### ACTIVITIES

What critical Activities does this business perform to strive to achieve its Goals?

What critical Activities enable each value co-creation or value co-destruction?

What critical Activities create and deliver each product/service?



### PROCESS

How, where and with what does this business co-create its value to achieve its Goals?

#### PARTNERSHIPS

What formal partnership agreements/contracts are required by this business?

To which key businesses do these partnership agreements enable this business to gain preferred access? e.g. an agreement to supply raw materials  
Which critical Activities do these partnership agreements ensure are undertaken for this business? e.g. an agreement to deliver the product/service



#### GOVERNANCE

Which Stakeholders get to make decisions about which Actors are legitimate Stakeholders, the Goals of this business, its Value Co-creations and its Processes?

What are the Governance arrangements for this business? i.e. which Stakeholders have the power to make decisions about what topics?



### VALUE

What value is co-created and co-destroyed now and / or in the future between this business and all the Stakeholders involved?

#### VALUE CO-CREATIONS

What value is co-created with each stakeholder, satisfying the Needs of the associated actor, from their perspective (worldview), now and/or in the future?

Which value co-creations are associated with which Products/Services?



#### VALUE CO-DESTRUCTIONS

What value is co-destroyed with each stakeholder, hindering the satisfaction of the Needs of the associated actor, from their perspective (worldview), now and/or in the future?



#### PRODUCTS / SERVICES

What does this business offer and provide to its customer, client or user Stakeholders that co-creates value with the associated Actors to better meet their Needs?

Which offers do customer, client or user Stakeholders pay the business for, realizing (at least financial) benefits?



### PEOPLE

Who are all the people involved in this business: the people this business does it to, for and with?

#### RELATIONSHIPS

What type of Relationships with each stakeholder must be established, cultivated and maintained by this business via its Channels in order for value to be co-created (or co-destroyed)?

Example: Become aware, build trust/interest, decision making, co-create value, experience, collaborate/support, co-evolve



#### CHANNELS

What Channels will be used by this business to communicate, interact, and to develop the required types of relationship with each stakeholder (and vice versa)?

Examples: Retail, Face-to-face, Internet, Phone, Mail, Transport



#### STAKEHOLDERS

How is each actor involved in this business? What stakeholder roles does each actor take?

Examples: customer, employee, investor, supplier, community, regulator, financier



### ACTORS

Who and what may have an interest in the fact that this business exists?

From which groups or pools of Actors do the people come from who play the role of Stakeholders in this business?

Which individuals, groups or organizations does this business aim to reach and co-creates value with to better meet these Actors Needs?

Examples: Humans, NGOs, Government, Media, other life and nature (usually represented by an NGO) etc.



### NEEDS

What fundamental Needs of the Actors is this business intending to satisfy or may hinder?

Guidance: For inspiration on possible Needs review Maslow's hierarchy of Needs or Rawls' Fundamental Human Needs (preferred)



### COSTS

How does this business choose to measure the Costs incurred by its business model (Environmentally, Socially, Economically)?



### GOALS

What is this business's definition of success: environmentally, socially and economically?

What are the Goals that the Stakeholders have agreed along with the why/purpose/ vision they have chosen for this business (measured in appropriate units)?



### BENEFITS

How does this business choose to measure the Benefits that result from its business model (Environmentally, Socially, Economically)?



## OUTCOMES

What outcomes demonstrate whether this business has achieved its Goals, achieving its Stakeholders definition of success over time?

How does this business measure the Benefits and Costs to determine whether or not these outcomes are achieved (in applicable environmental, social and monetary units)?

# BIOPHYSICAL STOCKS

- Biophysical Stocks are all materials beneath, on, or above the Earth's crust (to the edge of the atmosphere), and can be inanimate or living.
- Biophysical Stocks include all raw materials, all partly or finished goods (at any stage of their life-cycle from new to end-of-life), all chemicals, all waste, all animals (including humans) and all plants.

# BIOPHYSICAL STOCKS

- Which biophysical materials – living and non-living – does your enterprise require in order to co-create value with your Stakeholders and reach your enterprise goals?
- All Biophysical stocks are limited in a given place, for example, fresh water, is not universally available in all places, how will you determine what is your enterprise's "fair share"? What Actors will need to be involved in this determination?

# VALUE CO-DESTRUCTIONS

- All value (positive and negative) arises in relationship. Value is co-destroyed (negative value is created) when an enterprise makes it harder for an actor to meet one or more of their Needs.

# VALUE CO-DESTRUCTIONS

- What value is co-destroyed for each stakeholder, hindering the satisfaction of the Needs of the associated Actor, from their perspective (world-view), now and/or in the future?
- What value co-destruction are the result of some aspect of your Products/Services?

## Environment

This business is part of the economy, which is created by our society, which in turn is ultimately, utterly and immediately dependent on the environment. There are the vital context for any business – all risks and all opportunities – including yours.

This business is also part of a value constellation of other businesses, organizations, communities, individuals, animals, plants and the environment.

When answering the questions posed by the canvas for your business consider how your answers need to reflect these vital contexts and the other Actors in your value constellation.

## Society

## Economy

### BIOPHYSICAL STOCKS

What ultimate stocks provide the tangible key Resources that are moved, flow, and / or transformed by this business's critical Activities to achieve its Goals?

What biophysical materials – living and nonliving – are required in order to create value with your Stakeholders?  
Guidance: As per laws of conservation of matter, all materials remain biophysical Stocks somewhere on our single shared planet, irrespective of this business's Activities (past, present and anticipated future).



### ECOSYSTEM SERVICES

Ecosystem services are processes powered by the sun that use Biophysical Stocks to create flows of benefits humans need: clean water, fresh air, vibrant soil, plant and animal growth etc. Which flows of these benefits are required by, harmed or improved by this business's Activities?

Example: See World Business Council for Sustainable Development (WBCSD)'s Corporate Ecosystem Services Review v3.0



### RESOURCES

What are the key tangible and intangible Resources required in order to execute this business's critical Activities and to achieve its Goals?



### ACTIVITIES

What critical Activities does this business perform to strive to achieve its Goals?

What critical Activities enable each value co-creation or value co-destruction?

What critical Activities create and deliver each product/service?



### PROCESS

How, where and with what does this business co-create its value to achieve its Goals?

#### PARTNERSHIPS

What formal partnership agreements/contracts are required by this business?

To which key businesses do these partnership agreements enable this business to gain preferred access? e.g. an agreement to supply raw materials  
Which critical Activities do these partnership agreements ensure are undertaken for this business? e.g. an agreement to deliver the product/service



#### GOVERNANCE

Which Stakeholders get to make decisions about which Actors are legitimate Stakeholders, the Goals of this business, its Value Co-creations and its Processes?

What are the Governance arrangements for this business? i.e. which Stakeholders have the power to make decisions about what topics?



### VALUE

What value is co-created and co-destroyed now and / or in the future between this business and all the Stakeholders involved?

#### VALUE CO-CREATIONS

What value is co-created with each stakeholder, satisfying the Needs of the associated actor, from their perspective (worldview), now and/or in the future?

Which value co-creations are associated with which Products/Services?



#### VALUE CO-DESTRUCTIONS

What value is co-destroyed with each stakeholder, hindering the satisfaction of the Needs of the associated actor, from their perspective (worldview), now and/or in the future?



#### PRODUCTS / SERVICES

What does this business offer and provide to its customer, client or user Stakeholders that co-creates value with the associated Actors to better meet their Needs?

Which offers do customer, client or user Stakeholders pay the business for, realizing (at least financial) benefits?



### PEOPLE

Who are all the people involved in this business: the people this business does it to, for and with?

#### RELATIONSHIPS

What type of Relationships with each stakeholder must be established, cultivated and maintained by this business via its Channels in order for value to be co-created (or co-destroyed)?

Example: Become aware, build trust/interest, decision making, co-create value, experience, collaborate/support, co-evolve



#### CHANNELS

What Channels will be used by this business to communicate, interact, and to develop the required types of relationship with each stakeholder (and vice versa)?

Examples: Retail, Face-to-face, Internet, Phone, Mail, Transport



#### STAKEHOLDERS

How is each actor involved in this business? What stakeholder roles does each actor take?

Examples: customer, employee, investor, supplier, community, regulator, financier



### ACTORS

Who and what may have an interest in the fact that this business exists?

From which groups or pools of Actors do the people come from who play the role of Stakeholders in this business?

Which individuals, groups or organizations does this business aim to reach and co-creates value with to better meet these Actors Needs?

Examples: Humans, NGOs, Government, Media, other life and nature (usually represented by an NGO) etc.



### NEEDS

What fundamental Needs of the Actors is this business intending to satisfy or may hinder?

Guidance: For inspiration on possible Needs review Maslow's hierarchy of Needs or Rawls' Fundamental Human Needs (preferred)



### COSTS

How does this business choose to measure the Costs incurred by its business model (Environmentally, Socially, Economically)?



### GOALS

What is this business's definition of success: environmentally, socially and economically?

What are the Goals that the Stakeholders have agreed along with the why/purpose/ vision they have chosen for this business (measured in appropriate units)?



### BENEFITS

How does this business choose to measure the Benefits that result from its business model (Environmentally, Socially, Economically)?



## OUTCOMES

What outcomes demonstrate whether this business has achieved its Goals, achieving its Stakeholders definition of success over time?

How does this business measure the Benefits and Costs to determine whether or not these outcomes are achieved (in applicable environmental, social and monetary units)?

# COSTS

- Costs are driven by other drivers in your canvas. For example , the number of employees you need is determined by the number of Actors you need to convert into customer stakeholders to meet your financial goals in a given time period.



# COSTS

- How does your enterprise choose to measure the Costs incurred by operationalising its business model?
- How does this business account for Social and Environmental costs that may not be monetized? How are non-monetized costs measured?

# BENEFITS

- Benefits are driven by other drivers in your canvas. For example, to determine your revenue, you will need to know how many customer stakeholders will have to purchase your offering in a given time period.

# BENEFITS

- How does this business chose to measure the Benefits that result from its business model?
- How does this business account for Social and Environmental benefits that may not be monetized? How are non-monetized benefits measured?