

# Regenerative Business Model Canvas

LOCAL LEARNING LAB  
Lab Activities

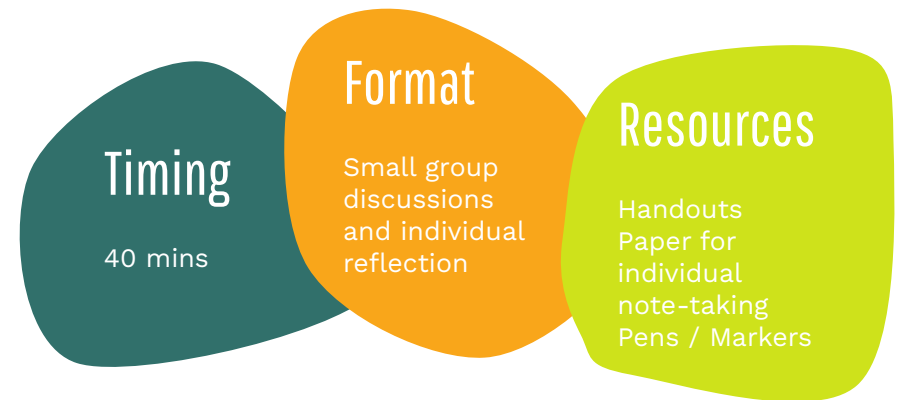
## Purpose

How is a regenerative business different from other types of businesses? This activity presents a 'regenerative business model canvas', which has been adapted from the original business model canvas to reflect regenerative business choices.

## Goals and Outcomes

- Tangibly define how businesses contribute to regeneration
- Identify how regenerative businesses can work differently from other businesses
- Introduce the business model canvas as a tool

# REGENERATIVE BUSINESS MODEL CANVAS



## Instructions

### Assumptions

This activity assumes that participants are involved in or may wish to be involved in a business, project, initiative, or enterprise.

### Step 1: Explaining the model [15 min]

Check for familiarity with business model canvases. Introduce the business model canvas concept and history. Explain how to read a business model canvas (right to left, top to bottom), and why focusing on value for the end beneficiary or “customer” is so important. Step through each context box. Ask for questions.

### Step 2: Unpack one person’s project [15 min]

In groups at tables. Allow the groups time to read the material. Ask one person in each group to volunteer to share their own project. Have each group identify relevant information for the sections of that person’s business model canvas.

### Step 3: Debrief [10 min]

Ask each group to share a little about their discussion.

## Go Further

- **Individual reflection [15-30 min]** - Give participants more time to make notes about their own canvas.
- **Pair share [15 mins]** - Get individuals into pairs to share their canvas and spark ideas to be regenerative, using the Regenerative Business Questions as prompts.
- **Link - Include the Regenerative Business Questions (B9)** activity before the Regenerative Business Model Canvas activity.

# REGENERATIVE BUSINESS MODEL CANVAS

## Your own explanation

Whether the business model canvas is new to you or not, develop your own way of telling the story and introducing the model.

Check the Strategyzer website for information: <https://www.strategyzer.com>

## A new version

The social/regenerative business model canvas in this activity was developed by TACSI and WWF-Australia for the Local Learning Labs.

It combines team learning with other Business Model Canvas versions, such as the Circular Canvas: <https://circulab.com/toolbox-circular-economy/circular-canvas-regenerative-business-models/>

## Test for familiarity

How businesses fit together and the concept of business model canvases may be new for some.

More people, however, understand and have had experience putting together business plans. Although a business model canvas is not a business plan, it can be helpful comparing the two.

A business model canvas can also be described as a business on a page

## Models take time

This activity is set up to introduce the concept of business model canvas.

It can be helpful to manage expectations about how much will be done, e.g. “Just like business plans, business model canvases take time and iteration.”

Option: explain a human-centered design process for learning what “customers” need and experimenting with value propositions

## Handouts

On the next pages you will find the following handout:

- **Social/Regenerative Business Model Canvas** - This handout explains business model canvases and presents a version that is appropriate for social and regenerative businesses

## A0 Poster version

For ease of presenting to a large group, in addition to the handouts, consider an A0 poster of the social/regenerative business model canvas



INNOVATE TO  
REGENERATE

THE  
AUSTRALIAN  
CENTRE FOR  
SOCIAL  
INNOVATION



HANDOUTS



INNOVATE TO  
REGENERATE



# *Social/Regenerative* Business Model Canvas

# Key entrepreneur / innovation tool



INNOVATE TO REGENERATE



## Business Model Canvas:










### Canvas:


A business on a page

Original created by Alexander Osterwalder and Yves Pigneur @ Strategyzer

### The Business Model Canvas

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

|  |  |  |  |   |
|--|--|--|--|---|
| Key Partners        | Key Activities  | Value Propositions  | Customer Relationships  | Customer Segments  |
|  | Key Resources   |  | Channels                |   |
| Cost Structure  |  |  | Revenue Streams       |   |

 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/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

**DESIGNED BY: Strategyzer AG**  
The makers of Business Model Generation and Strategyzer

**Strategyzer**  
strategyzer.com

Reference: <https://www.strategyzer.com>

# Experimenting with canvases



INNOVATE TO REGENERATE



| BUSINESS MODEL CANVAS  |   |  |  |  |
|--|---|--|--|--|
| <b>KEY PARTNERS</b><br>Who are your key partners?  | <b>KEY ACTIVITIES</b><br>What are the activities you perform every day to deliver your value proposition? | <b>VALUE PROPOSITION</b><br>What is the value you deliver to your customer? What in the customer expects your value proposition addresses? | <b>CUSTOMER RELATIONSHIPS</b><br>What relationships does each customer segment expect you to establish and maintain? | <b>CUSTOMER SEGMENTS</b><br>Who are your customers?                  |
|  | <b>KEY RESOURCES</b><br>What are the resources you need to deliver your value proposition?                |  |  | <b>CHANNELS</b><br>How do your customer segments want to be reached? |
| <b>COST STRUCTURE</b><br>What are the important costs you make to deliver the value proposition? |   | <b>REVENUE STREAMS</b><br>How do customers reward you for the value you provide to them?   |  |  |

© 2010 Strategyzer. DESIGN BY BUSINESS MODEL PARTNER AU. Strategyzer

|   |  |  |  |   |
|---|--|--|--|---|
| <b>PROBLEM</b><br>What are the 3-5 problems?                              | <b>SOLUTION</b><br>Define a solution suitable for each problem.                      | <b>UNIQUE VALUE PROPOSITION</b><br>Single, unique, credible statement that explains why your offering is better than others. | <b>UNFAIR ADVANTAGE</b><br>Customer benefit and cost/price disadvantage.   | <b>CUSTOMER SEGMENTS</b><br>List your target customer segments. |
|   | <b>KEY METRICS</b><br>List the key numbers that tell you how your business is doing. | <b>CHANNELS</b><br>List your path to customers (online/offline).   | <b>EARLY ADOPTERS</b><br>List the characteristics of your ideal customers. |   |
| <b>EXISTING ALTERNATIVES</b><br>List how their problems are solved today. |  | <b>HIGH-LEVEL CONCEPT</b><br>List your 3-5 key messages. Make them sticky.   |  |   |
| <b>COST STRUCTURE</b><br>List your main cost sources.                     |  | <b>REVENUE STREAMS</b><br>List your revenue sources.   |  |   |

| Social Business Model Canvas   |   |  |                             |   |
|--|---|--|-----------------------------|---|
| <b>Key Resources</b><br>What resources will you need to run your activities? People, financial, assets?  | <b>Key Activities</b><br>What is the format of your intervention? Is it a workshop? A seminar? A product? | <b>Type of Intervention</b><br>Beneficiary             | <b>Segments</b><br>Customer | <b>Value Proposition</b><br>Social Value Proposition<br>Impact Measures   |
| <b>Partners + Key Stakeholders</b><br>Who are the essential groups you will need to involve to deliver your program? Do you need specific expertise or competencies? | <b>Channels</b><br>How are you reaching your beneficiaries and customers?                                 | <b>Beneficiary</b>                                     |                             | How will you show that you are creating social impact?<br>Customer Value Proposition  |
| <b>Cost Structure</b><br>What are your biggest expenditure areas? How do they change as you scale up?  | <b>Surplus</b><br>Where do you plan to invest your profits?   | <b>Revenue</b><br>Break down your revenue sources by % |                             | Who are the people or organisations who will you be addressing the issue?<br>What do your customers want to get out of this initiative? |

Registered by The Business Model Canvas

NOTE! You may see several variations on the original Business Model Canvas: Business, social, lean...CANVAS. People have been experimenting with different versions of the Business Model Canvas for different purposes

We are experimenting with a custom Social/Regenerative Business Model Canvas for this Local Learning Lab.



INNOVATE TO  
REGENERATE

THE  
AUSTRALIAN  
CENTRE FOR  
SOCIAL  
INNOVATION



# Why this [social/regenerative] Business Model Canvas?

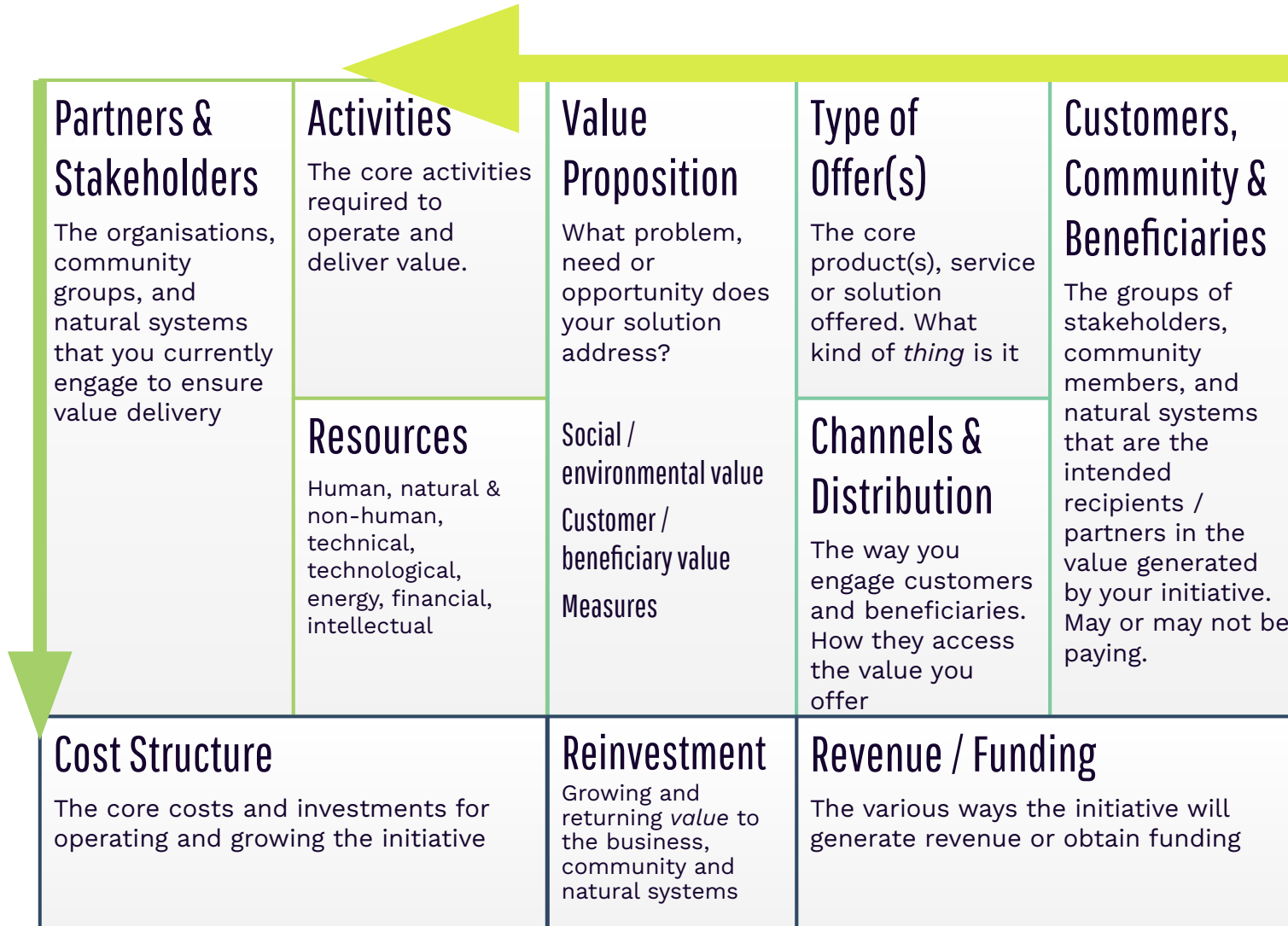
- Like other canvases, helps you explore how initiatives **create, deliver, and sustain value**
- Works for **non-profit, social enterprise, and government funded initiatives** (etc) *as well as for-profit businesses*
- **Includes questions to prompt ideas about how your initiative can (further) contribute to regeneration**—the social, environmental and economic conditions for life's flourishing



# Social/Regenerative Business Model Canvas



INNOVATE TO REGENERATE



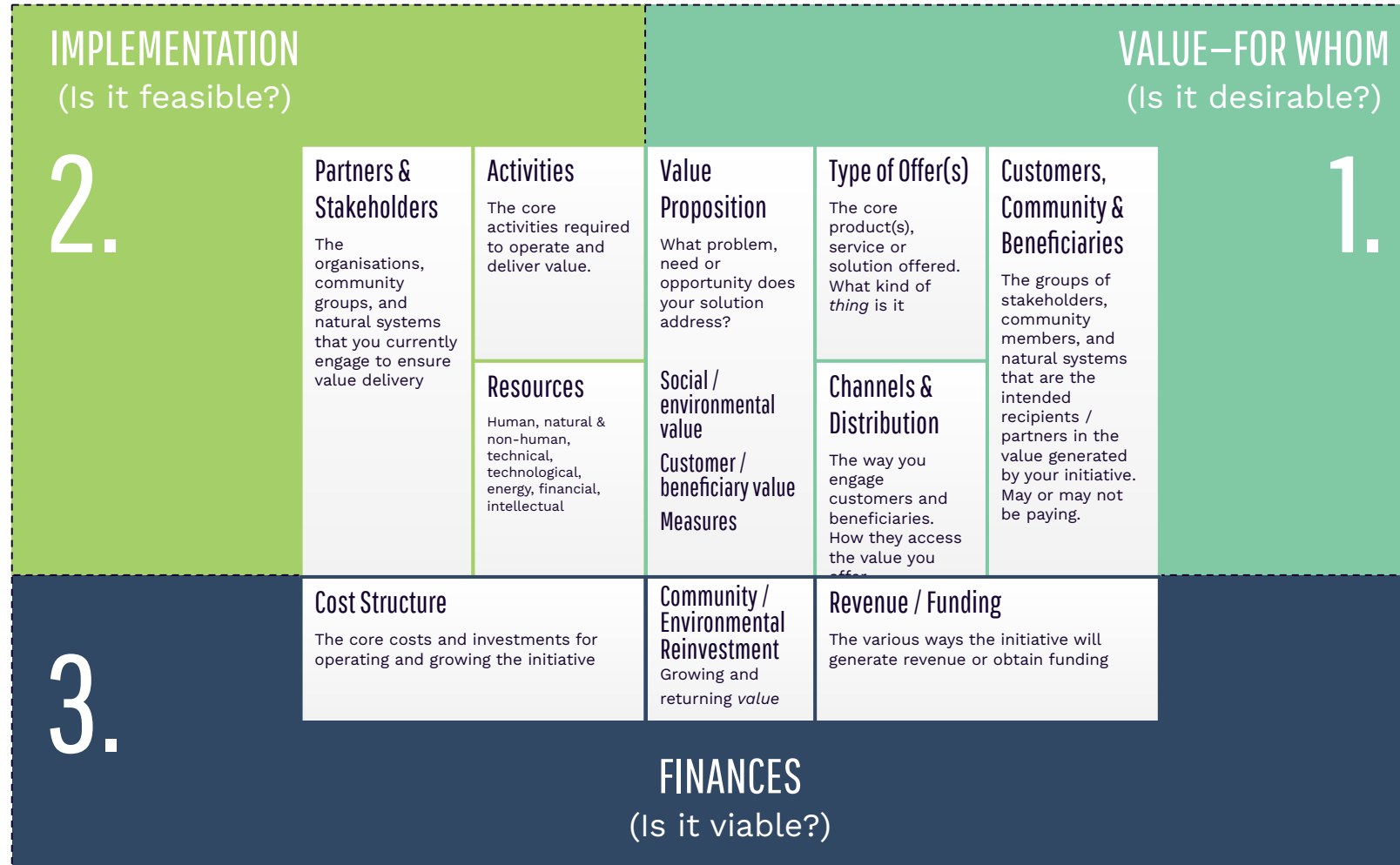
Reads (roughly) **right to left**

...and top to bottom

# Three sections



INNOVATE TO REGENERATE



# Social/Regenerative Business Model Canvas



INNOVATE TO REGENERATE



|   |   |  |   |  |
|---|---|--|---|--|
| <b>Partners &amp; Stakeholders</b><br>The organisations, community groups, and natural systems that you currently engage to ensure value delivery | <b>Activities</b><br>The core activities required to operate and deliver value.                           | <b>Value Proposition</b><br>What problem, need or opportunity does your solution address?<br><br><b>Social / environmental value</b><br><br><b>Customer / beneficiary value</b><br><br><b>Measures</b> | <b>Type of Offer(s)</b><br>The core product(s), service or solution offered. What kind of <i>thing</i> is it              | <b>Customers, Community &amp; Beneficiaries</b><br>The groups of stakeholders, community members, and natural systems that are the intended recipients / partners in the value generated by your initiative. May or may not be paying. |
|   | <b>Resources</b><br>Human, natural & non-human, technical, technological, energy, financial, intellectual |  | <b>Channels &amp; Distribution</b><br>The way you engage customers and beneficiaries. How they access the value you offer |  |
| <b>Cost Structure</b><br>The core costs and investments for operating and growing the initiative  |   | <b>Reinvestment</b><br>Growing and returning <i>value</i> to the business, community and natural systems   | <b>Revenue / Funding</b><br>The various ways the initiative will generate revenue or obtain funding                       |  |



INNOVATE TO  
REGENERATE



# Different types of business models

There are many different types of business models. Your business model may vary based on:

- Primary customers
- Secondary customers (for instance, funders or paying customers who are not beneficiaries)
- Business / enterprise (eg sole trader, LLC, etc)
- Social enterprise
- Co-operative
- Etc

Read the book to learn more:

<https://www.strategyzer.com/books/business-model-generation>



INNOVATE TO  
REGENERATE



# Not a business? A canvas is still useful

A business model canvas (any version) helps you identify:

## **Value Exchange**

What you can offer people/planet for a desired benefit—in a way that is feasible (operationally doable) and viable (financially) for you

- Is the goal to deliver a benefit for others, including the environment?
- Does your idea or initiative require funds and resources for activities you undertake and costs you incur?
- Is your idea a social enterprise, a project, or a program? Are you trying to get something going in government, etc? Still relevant (with some tweaks)

INSTRUCTIONS: Use this page to note regenerative opportunities for your business, idea, project, or work



INNOVATE TO REGENERATE



|                                    |                   |                          |                                    |   |
|------------------------------------|-------------------|--------------------------|------------------------------------|---|
| <b>Partners &amp; Stakeholders</b> | <b>Activities</b> | <b>Value Proposition</b> | <b>Type of Offer(s)</b>            | <b>Customers, Community &amp; Beneficiaries</b> |
|                                    | <b>Resources</b>  |                          | <b>Channels &amp; Distribution</b> |   |
| <b>Cost Structure</b>              |                   | <b>Reinvestment</b>      | <b>Revenue / Funding</b>           |   |