



# Business Canvas

*Sustainable Growth - Optimizing Business Operations*





# Introductions



**Tess Reynolds**  
*Facilitator*  
[tessreynolds.com](http://tessreynolds.com)



**Mark Cole**  
*Co-Facilitator*  
[markcoleconsulting.com](http://markcoleconsulting.com)

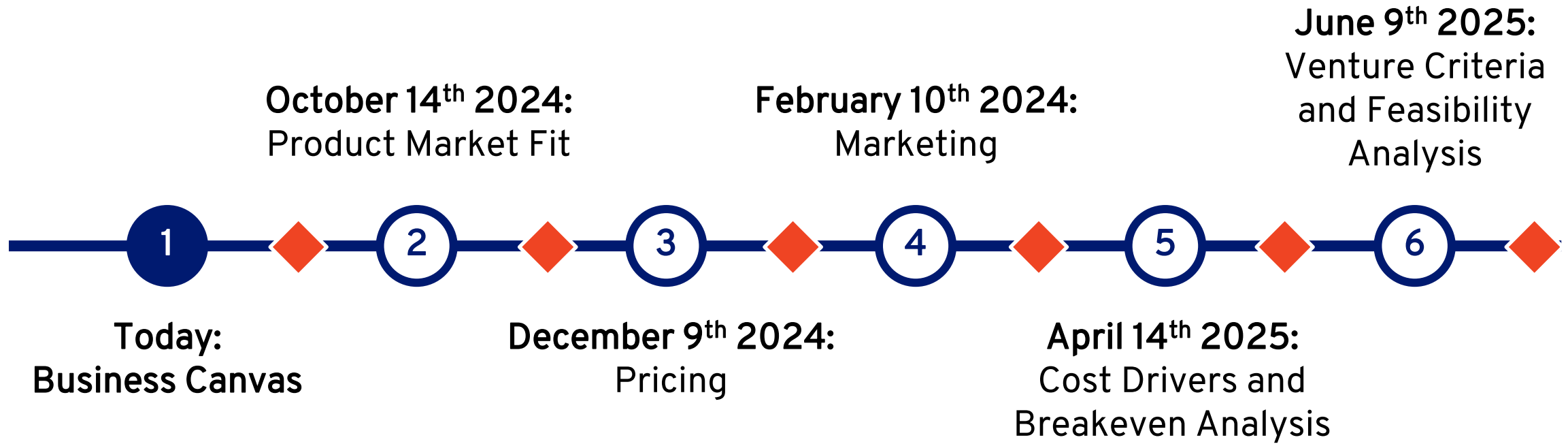


**Will Portnof**  
*Manager*  
*Relationship Manager*



**Justin Van Zerber**  
*Manager*  
*Government*  
*Partnerships & Policy*

# Sustainable Growth Optimizing Business Operations



◆ Optional Coaching Sessions

# Session Objectives

A large blue outline of a clipboard with a circular clip at the top. Inside the clipboard frame, the word 'OBJECTIVES:' is written in blue, followed by a list of four objectives, each preceded by a small square checkbox.

## OBJECTIVES:

- ☐ Learn the Business Canvas framework for business modeling.
- ☐ Begin to create a Business Canvas for one of your ESEs.
- ☐ Refine your Business Canvas through peer learning groups.
- ☐ Learn how to complete and refine your Business Canvas “back home” and apply it to your business strategies

# How are we Going to Accomplish These Objectives?

1. Introductions of you all!
2. Community Standards Development
3. Overview of Business Canvas
4. Individual Work on your ESE's Business Canvas
5. Peer Learning and Discussion on Business Canvas
6. Next Steps and Close

# Your Optimizing Business Operations Cohort!



STREET COMPANY



auticon



MERISTEM





# Ice Breaker:

Share at your tables – one minute per person

*Who or what inspired you to join  
(or start) a social enterprise?*



# Community Standards

**Below is a starting point, let's take a few minutes to discuss, adapt, and remove, and add as needed!**

- **Stay engaged:** We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.
- **Listen to understand:** As opposed to listening to respond, where we wait for someone to stop speaking so that we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.
- **Take space, make space:** If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.
- **Nobody knows everything, but together we know a lot:** Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.
- **Challenge assumptions:** We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?
- **Expect and accept non-closure:** During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.
- **Center Participant Workers:** Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things
- **Embrace Diversity in All of its Forms:** Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.
- **Create a Safer Space for Sharing / Refrain from Attribution:** We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.





**Let's get into it!**

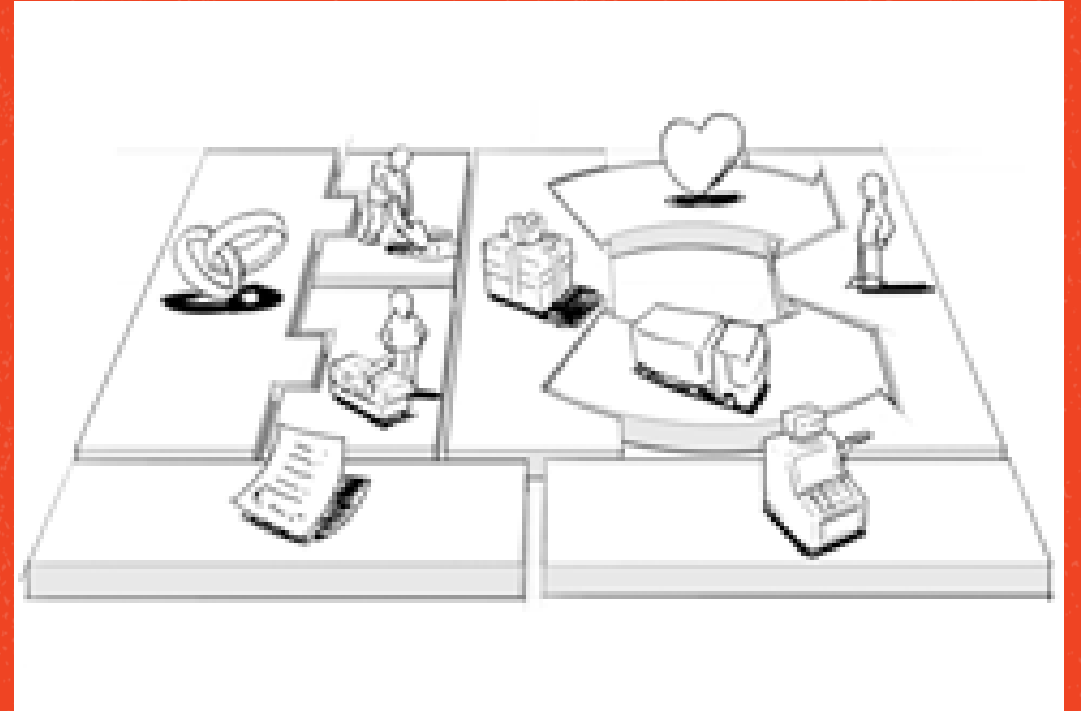
*Who is familiar with the Business Canvas model?*

*Who has created one?*



# The Business Canvas

WHAT IT IS  
WHY USE IT  
HOW TO USE IT



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The Impact Canvas from Impact Strategy Advisors, 2014

Anchor Purpose

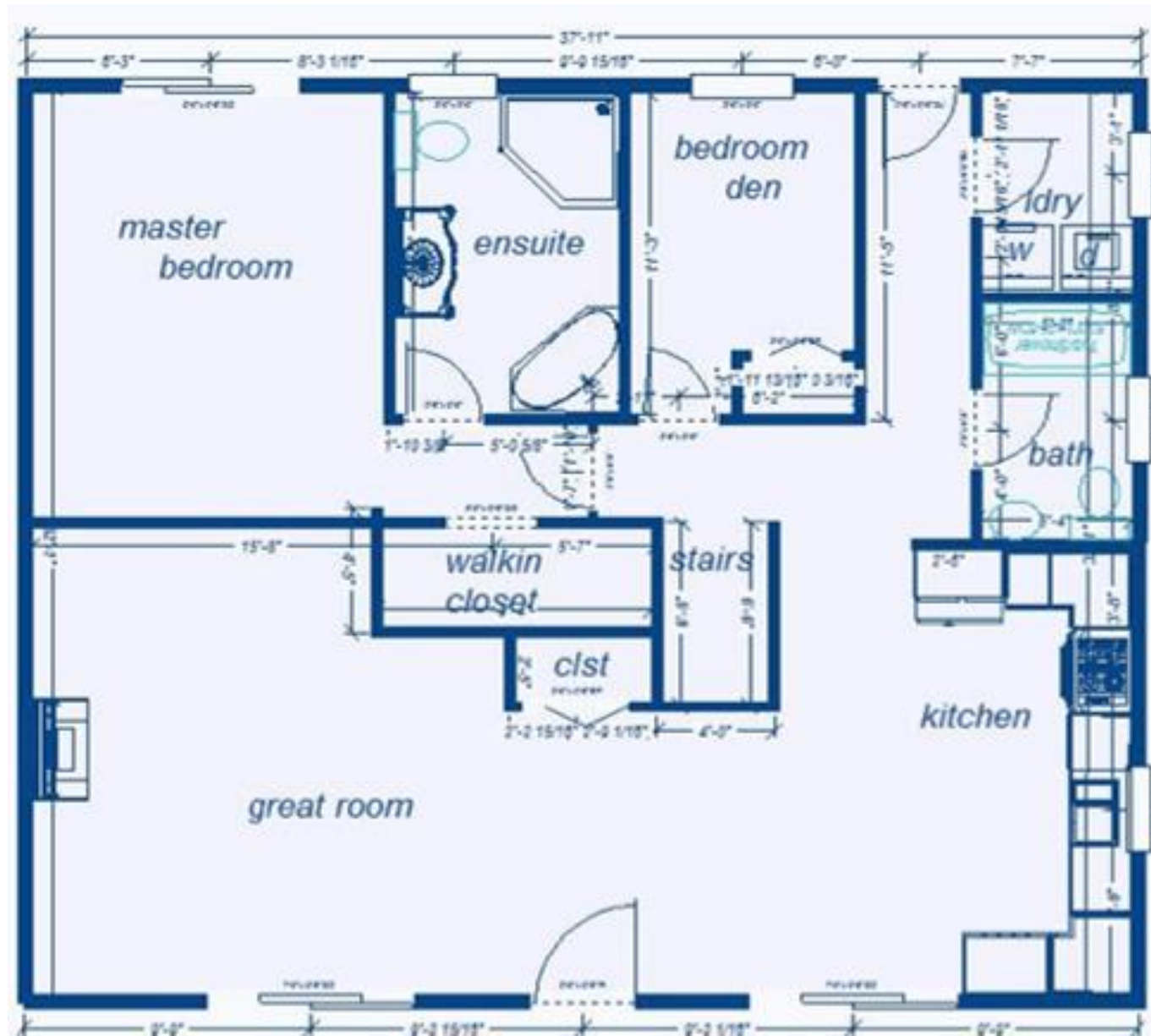
Your answer goes here...

|                          |  |                          |  |                          |                          |                          |  |                          |  |
|--------------------------|--|--------------------------|--|--------------------------|--------------------------|--------------------------|--|--------------------------|--|
| Key Partners             |  | Key Activities           |  | Value Proposition        |                          | Customer Relationships   |  | Key Customers            |  |
| Your answer goes here... |  | Your answer goes here... |  | Your answer goes here... |                          | Your answer goes here... |  | Your answer goes here... |  |
|                          |  | Key Resources            |  |                          |                          | Customer Channels        |  |                          |  |
|                          |  | Your answer goes here... |  |                          |                          | Your answer goes here... |  |                          |  |
| Costs                    |  |                          |  |                          | Revenue                  |                          |  |                          |  |
| Your answer goes here... |  |                          |  |                          | Your answer goes here... |                          |  |                          |  |
| Key Differentiator       |  |                          |  |                          | Magnitude                |                          |  |                          |  |
| Your answer goes here... |  |                          |  |                          | Your answer goes here... |                          |  |                          |  |

# Why use an Impact Canvas

- Helps organizations move **beyond product-centric thinking towards business-model thinking.**
- **One page** - less intimidating and less intricate than a traditional business plan.
- **Collaborative and Illustrative** - similar to a blueprint for a house remodel.
  - Aligns people from different parts of the organization on the same page.
- **Iterative** – especially given rapid changes in business environment or customer behavior
- **Responsive** – foundational to Lean Startup thinking.
  - Increases internal experimentation capacity. Test what is not yet validated.
  - Promotes rapid cycles of innovation and learning

## An Impact Canvas is like a “blueprint” for your house





# **How to use the Impact Canvas**

# The Impact Canvas

## 1. Anchor Purpose

What are you on a mission to achieve, and for whom? You can also define this as your north star, or the underlying reason for your business to exist in the first place. The anchor purpose rarely changes and should be well defined.

| 9. Key Partners   | 7. Key Activities   | 3. Value Proposition  | 5. Customer Relationships  | 2. Key Customers   |
|---|---|---|--|--|
| <p>Which partners will increase your ability to reach, convert and deliver value to your key customers?</p> <p>Which partners will allow/ help you to operate your business?</p> <p>Example key partners may be regulators, suppliers, and partner nonprofits.</p> <p>Typically, you should not consider your employees or customers as partners.</p> | <p>What key activities and tasks do you need to complete on a consistent basis to deliver value to customers and operate your business?</p>   | <p>For each of your customer segments, what problem do you solve? What additional benefits and value do you offer them that they could not achieve without you?</p> | <p>How do you attract, convert, retain and develop your customers? What type of a relationship do you you to establish and maintain with your customers? How frequently do you interact with your customers and how much support do you provide?</p>                           | <p>Who are the specific groups of people or entities your enterprise aims to reach and create value for? How would you define their profile or shared qualities? What are their needs and wants? Describe each customer segment individually and be as descriptive and specific as you can be.</p> |
|   | 8. Key Resources  |   | 4. Customer Channels   |  |
|   | <p>What resources, tangible and intangible, are critical for you to deliver value to your customers and operate your business? Consider what resources your distribution channel and revenue streams may require to function as well as which are needed to maintain customer relationships</p> |   | <p>How do you find and reach to each of your customer segments to deliver the value proposition? Are they well-integrated? Which of the channels work the best? Which of them is the most cost-efficient?</p>  |  |
| 10. Costs   |   |   | 6. Revenue   |  |
| <p>What are your key cost drivers? Which of these are variable vs. fixed costs? How do your key resources and key activities contribute to the cost structure? How do your costs relate to your revenue streams?</p>  |   |   | <p>Describe your revenue model. How and how much do you generate revenue in exchange for the value you create? Are your revenue streams based on recurring sales (e.g., subscription) or one-time sales? How much does each revenue stream contribute to overall revenues?</p> |  |
| Key Differentiator  |   |   | Magnitude  |  |
| <p>How is your business competitive relative to others in your market? What advantage do you have over existing and potential players? This should be different from your value proposition.</p>  |   |   | <p>How big is the social problem you are trying to address (impact market)? What size of your impact market do you believe you can capture?</p>  |  |

| The Impact Canvas        |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Anchor Purpose           |                          |                          |                          |                          |
| Your answer goes here... |                          |                          |                          |                          |
| Key Partners             | Key Activities           | Value Proposition        | Customer Relationships   | Key Customers            |
| Your answer goes here... | Your answer goes here... | Your answer goes here... | Your answer goes here... | Your answer goes here... |
| How                      |                          | Why                      | For Whom                 |                          |
| Costs                    |                          | Revenue                  |                          |                          |
| Your answer goes here... |                          | How much                 |                          |                          |
| Key Differentiator       |                          | Magnitude                |                          |                          |
| Your answer goes here... |                          | Your answer goes here... |                          |                          |



## The Impact Canvas

### Anchor Purpose

1. Why do you exist? What are you on a mission to achieve, and for whom?

## Right side:

- “Front of the house”
- Represents market “proof”  
– re customer, their need, where/how they buy, etc.
- Directly informed by customer behavior

### Key Partners

9. Which partners will increase your ability to create, deliver and capture value to your target customers?

Which partners will allow you to operate your business?

### Key Activities

7. What key business activities and tasks must your and your team complete on a consistent basis to deliver value to customers and operate your business?

### Value Proposition

3. What problem do you solve for your key customers? What additional value do you offer them that they could not achieve without you?

### Customer Relationships

5. How do you convert, retain, and grow your key customers?

### Key Customers

2. What is the profile of your target customers? Be descriptive and specific. What shared qualities do they have?

### Key Resources

8. What resources, tangible and intangible, are necessary for your business to deliver value to your customers and operate your business?

### Customer Channels

4. How do you reach your target customers?

### Costs

10. What resources do you consume? Which are most costly to you?

### Revenue (per cohort)

6. Describe your revenue model - how does your company make money, and with what margin?

### Key Differentiator

\* How is your business competitive relative to others in your market? What advantage do you have over existing/potential new players (this is different from value proposition).

### Magnitude

\* How big is the social problem you are trying to address (impact market)? What size of the your impact market do you believe you can capture?

| The Impact Canvas  |   |  |   |  |
|--|---|--|---|--|
| Anchor Purpose   |   |  |   |  |
| 1. Why do you exist? What are you on a mission to achieve, and for whom?   |   |  |   |  |
| Key Partners   | Key Activities  | Value Proposition  | Customer Relationships                                      | Key Customers  |
| 9. Which partners will increase your ability to reach, convert, and deliver value to your key customers?<br><br>Which partners will allow you to operate your business?          | 7. What key business activities and tasks must your and your team complete on a consistent basis to deliver value to customers and operate your business? | 3. What problem do you solve for your key customers? What additional value do you offer them that they could not achieve without you?          | 5. How do you convert, retain, and grow your key customers? | 2. What is the profile of your target customers? What is their pain and need? What do they have? |
|  | Key Resources   |  | Customer Channels   |  |
|  | 8. What resources, tangible and intangible, are critical for your deliver value to your customers and operate your business?                              |  | 4. How do you reach your target customers?                  |  |
| Costs  |   | Revenue (per cohort)   |   |  |
| 10. What are your key cost drivers? Which costs are variable? Fixed?   |   | 6. Describe your revenue model - how does your business make money, and with what margin?  |   |  |
| Key Differentiator   |   | Magnitude  |   |  |
| * How is your business competitive relative to others in your market? What advantage do you have over existing/potential new players (this is different from value proposition). |   | * How big is the social problem you are trying to address (impact market)? What size of the your impact market do you believe you can capture? |   |  |

## Left side:

- “Back of the house” – what’s required to **deliver** value to customers
- Responsive to market “proof” from the right side
- Develop *Key Activities* or *Resources* **ONLY** if/when you know who your customer is + why they buy

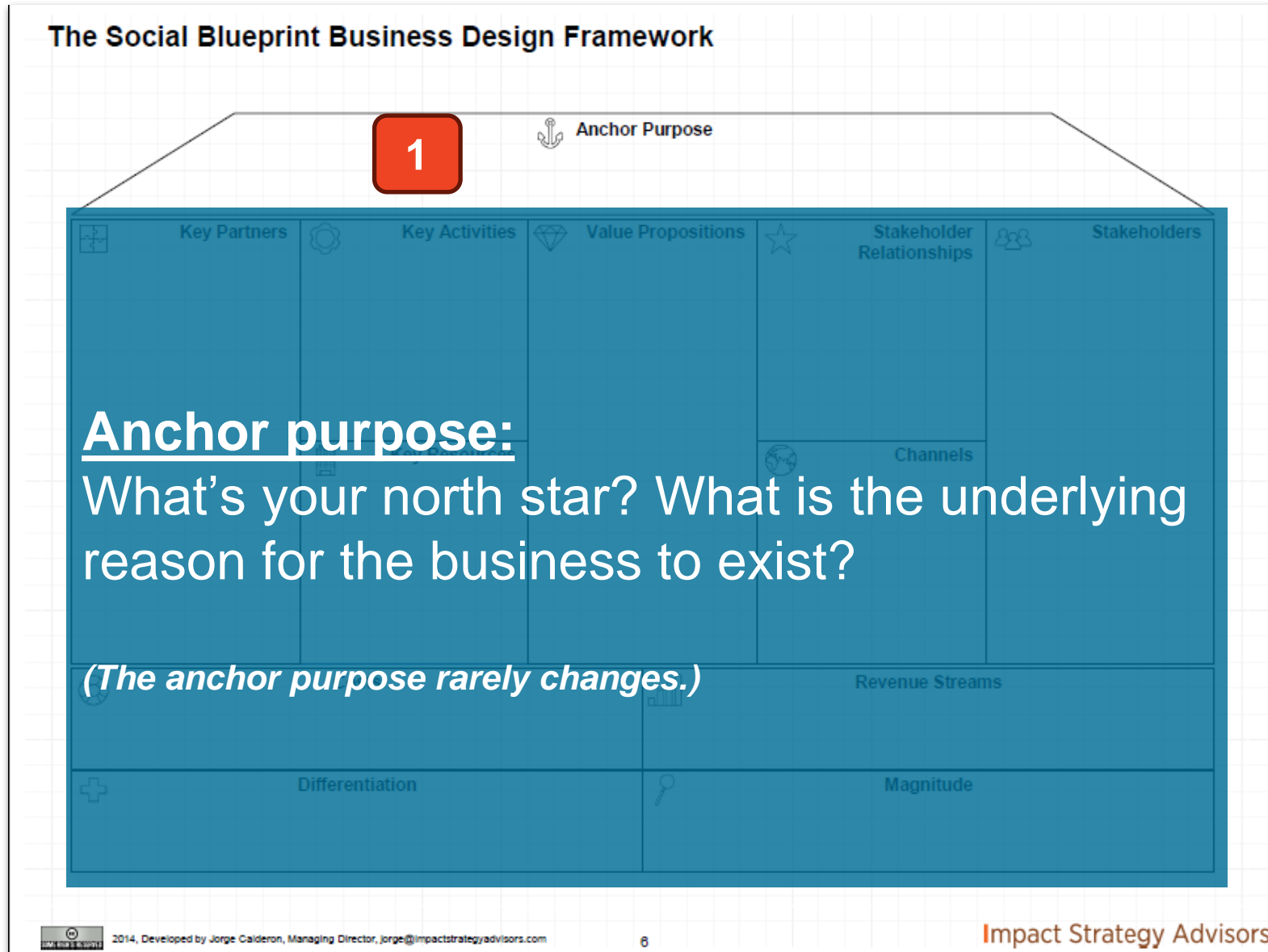
# How to complete the Impact Canvas for your ESE

- Read the detailed prompts for each of the sections provided on the next slide.
- Place your answers in the corresponding sections following the given order of the sections. *Starting from the right side of the canvas and moving to the left is more important than the precise order!*
- Be as specific in your responses as possible.
- Focus on the business model for paying customers (earned revenue).



| The Impact Canvas                                |                                     |                                     |                                     |                                     |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Anchor Purpose                                   |                                     |                                     |                                     |                                     |
| <div>Your answer goes here...</div> <div>1</div> |                                     |                                     |                                     |                                     |
| Key Partners                                     | Key Activities                      | Value Proposition                   | Customer Relationships              | Key Customers                       |
| <div>Your answer goes here...</div>              | <div>Your answer goes here...</div> | <div>Your answer goes here...</div> | <div>Your answer goes here...</div> | <div>Your answer goes here...</div> |
|  | <div>Key Resources</div>            | <div>3</div>                        | <div>5</div>                        | <div>2</div>                        |
|  | <div>Your answer goes here...</div> |                                     | <div>4</div>                        |                                     |
| Costs  |                                     | Revenue                             |                                     |                                     |
| <div>Your answer goes here...</div>              |                                     | <div>Your answer goes here...</div> |                                     |                                     |
| <div>6</div>                                     |                                     |                                     |                                     |                                     |
| Key Differentiator                               |                                     | Magnitude                           |                                     |                                     |
| <div>Your answer goes here...</div>              |                                     | <div>Your answer goes here...</div> |                                     |                                     |

# The Impact Canvas



The Impact Canvas

Anchor Purpose

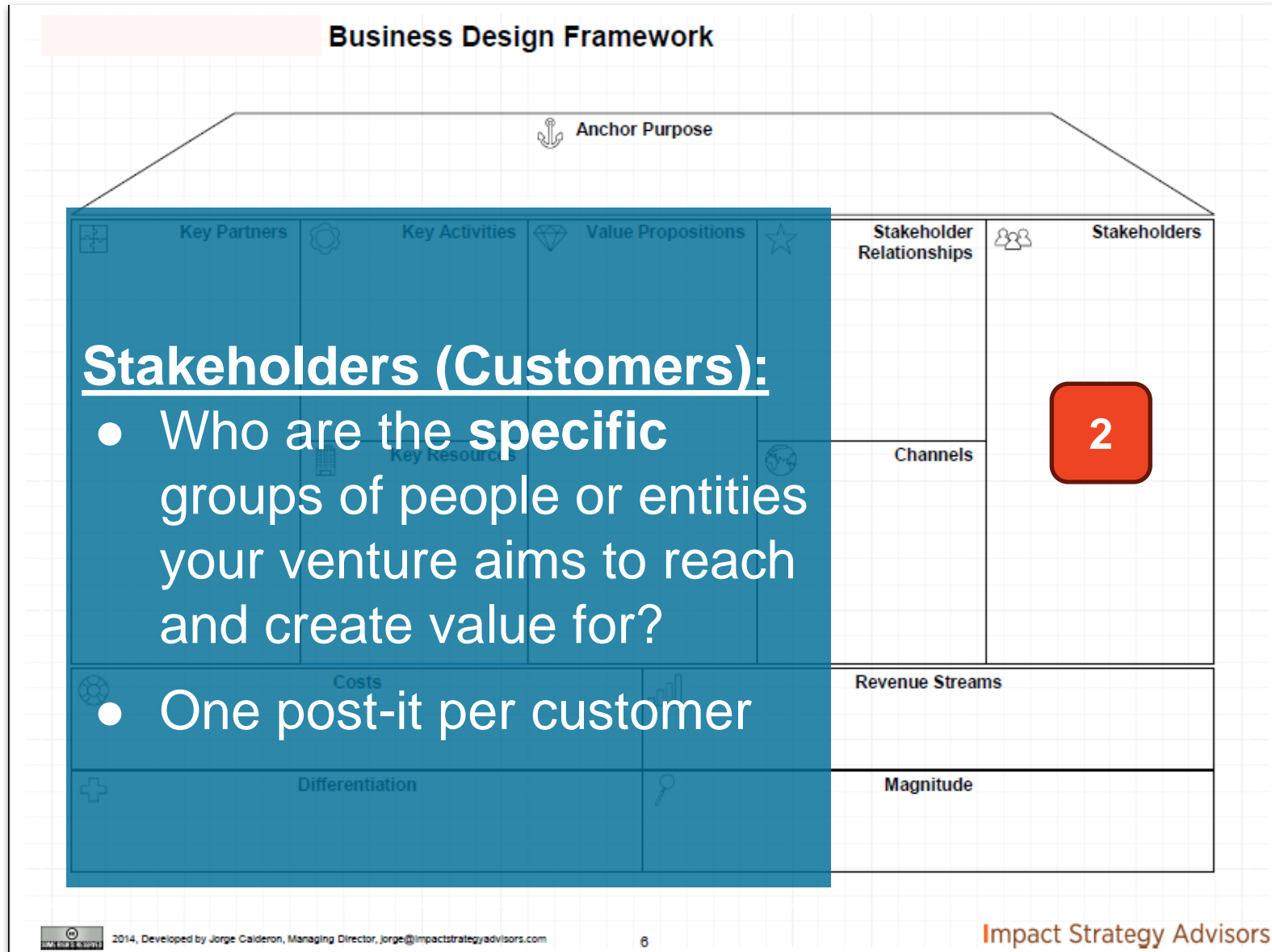
Your answer goes here...

1

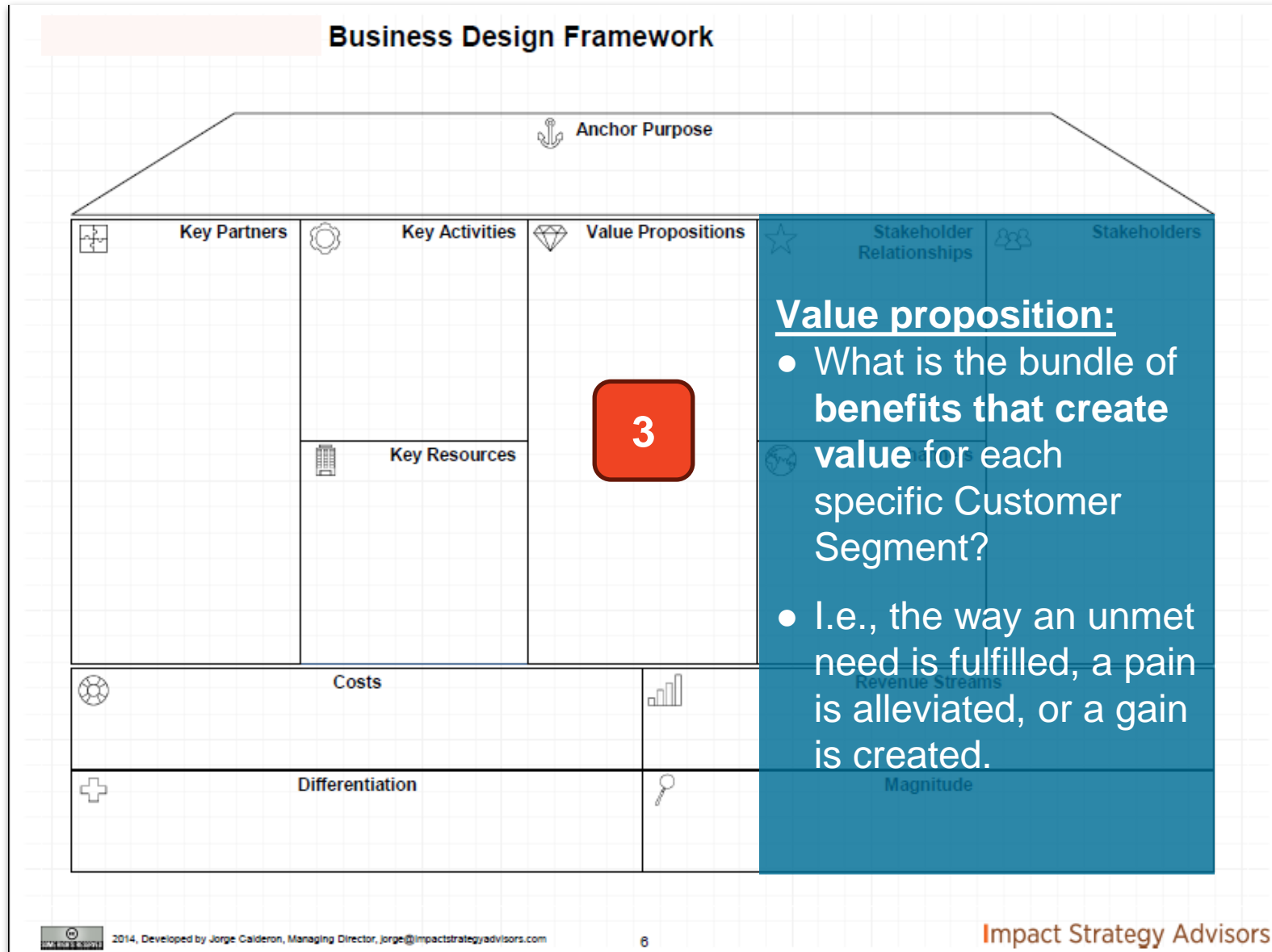
Provide justice-impacted youth a chance to learn skills and build work experience, so they can get regular employment that supports an independent life.

|                          |                          |                          |                          |               |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|---------------|--------------------------|
| Key Partners             | Key Activities           | Value Proposition        | Customer Relationships   | Key Customers |                          |
| Your answer goes here... | Your answer goes here... |                          | Your answer goes here... |               | Your answer goes here... |
|                          | Key Resources            |                          | Customer Channels        |               |                          |
|                          | Your answer goes here... |                          | Your answer goes here... |               |                          |
| Costs                    |                          | Revenue                  |                          |               |                          |
| Your answer goes here... |                          | Your answer goes here... |                          |               |                          |
| Key Differentiator       |                          | Magnitude                |                          |               |                          |
| Your answer goes here... |                          | Your answer goes here... |                          |               |                          |

# The Impact Canvas

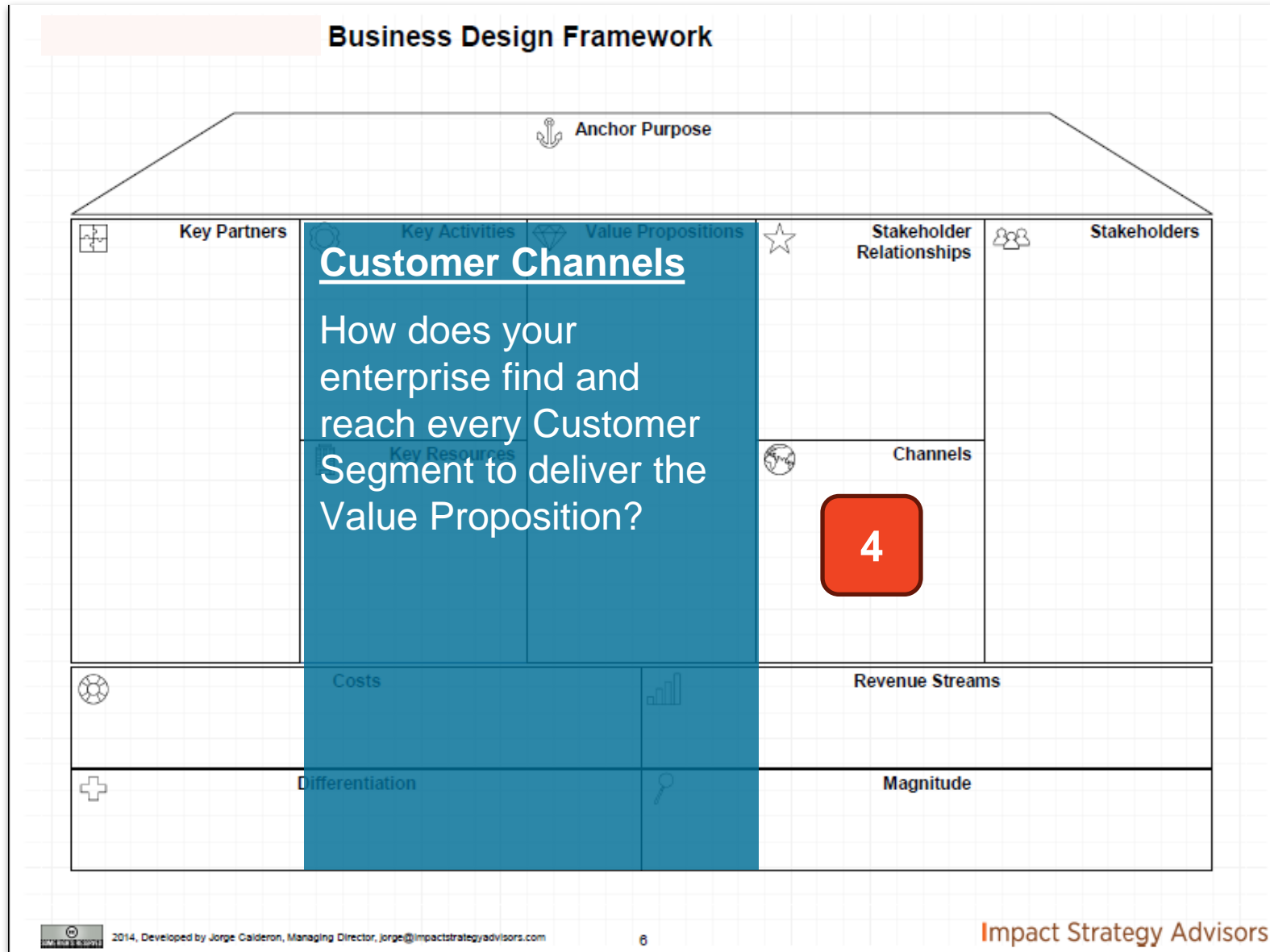


# The Impact Canvas

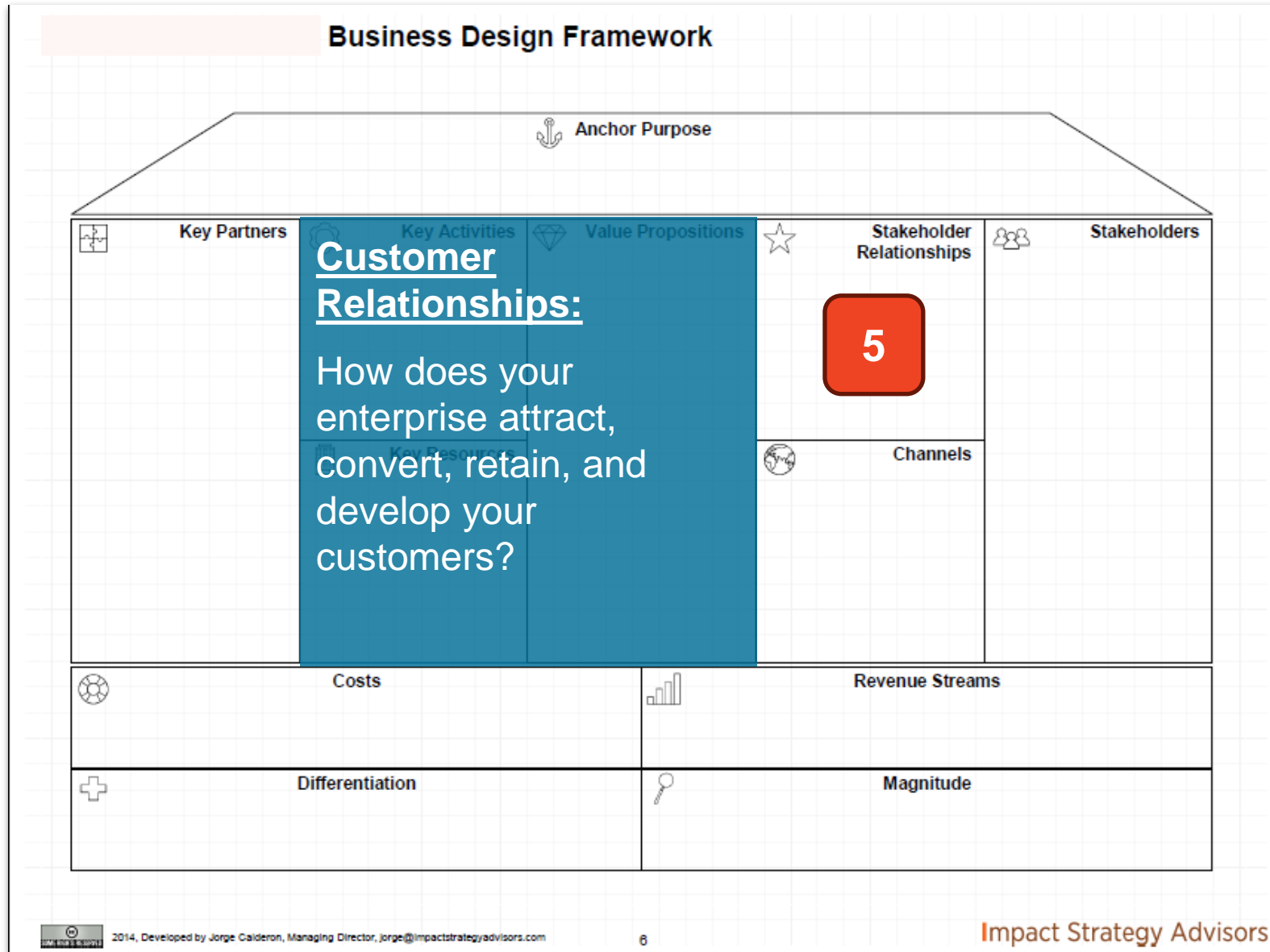




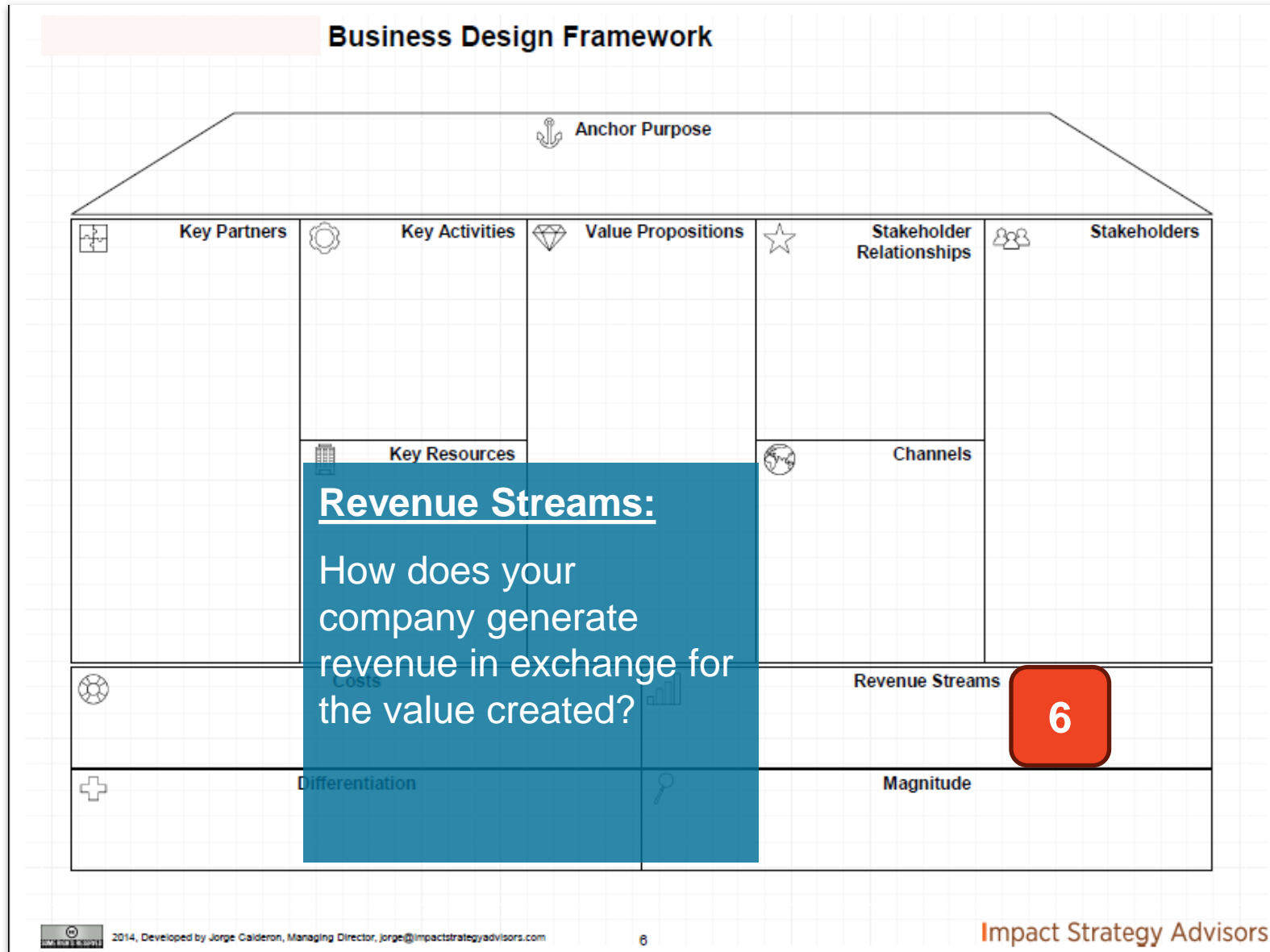
# The Impact Canvas



# The Impact Canvas



# The Impact Canvas



# The Impact Canvas

## Anchor Purpose

1. Why do you exist? What are you on a mission to achieve, and for whom?

Ensure all justice impacted parents in Chicago have the skills, access, agency, and connections to lead and nurture their families

Venture Name:  
**RENEW LANDSCAPING INC**  
Date:

## Key Partners

9. Which partners will increase your ability to reach, convert, and deliver value to your key customers?

Which partners will allow you to operate your business?

Botanic Garden + Conservatory (training + internships)

social service agencies / parole office

Youth center (childcare)

## Key Activities

7. What key business activities and tasks must your and your team complete on a consistent basis to deliver value to your customers and operate your business?

training, product dev, sales, seasonal inventory

greenhouse, design tech, transpo

## Value Proposition

3. What problem do you solve for your key customers? What additional value do you offer them that they could not achieve without you?

Consistent Landscaping / lawn maintenance and design

On-trend design consultations for all Chicago seasons

## Customer Relationships

5. How do you convert, retain, and grow your key customers?

consult + regular service reporting via online platform

Word of mouth

referral program

local fb groups

## Key Customers

2. What is the profile of your target customers? Be descriptive and specific. What shared qualities do they have?

Homeowners in Chicago with a front and back lawn

Chicago businesses with

Design-conscious homeowners in Chicago

## Resources

8. What resources, tangible and intangible, are critical for your business to deliver value to your customers and operate your business?

## Customer Channels

4. How do you reach your target customers?

## Costs

10. What are your key cost drivers?

staff (wages) + inventory / raw materials (COGS) + overhead

## Revenue Model (per cohort)

6. Describe your revenue model - how does your company make money, and with what margin?

\$150/month seasonal maintenance

\$1k - \$5k / custom consult

\$20 - \$150/retail product

## Key Differentiator

\* How is your business competitive relative to others in your market? What advantage do you have over existing/potential new players (this is different from value proposition)?

focus on urban conservation / biodiversity  
one stop shop access  
year - round service provider

## Magnitude

\* How big is the social problem you are trying to address (impact market)? What size of the market do you believe you can capture?

Increase family income 2x within 6 months

# Questions ?





# Individual Work Time:

**10 minutes**



1. Start creating an Impact Canvas for one of your ESEs. Use the blank canvases and Post-its provided.
2. Answer the right side: “front of the house.” If there’s time, answer the left side: “back of the house.”
3. Bring your draft Impact Canvas to your table group for Peer Learning time.



# The Impact Canvas

## 1. Anchor Purpose

What are you on a mission to achieve, and for whom? You can also define this as your north star, or the underlying reason for your business to exist in the first place. The anchor purpose rarely changes and should be well defined.

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# Peer Learning Time – 45 minutes

## Written Instructions at your tables

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## PEER LEARNING:

Table groups, 45 minutes total

1. Each person shares their draft answers on the right-side of their Impact Canvas. (4 min. each)
2. Group asks clarifying questions and gives feedback. “Sharer” responds to questions and receives the feedback. (4 minutes)
3. “Sharer” recaps what they learned from the group’s feedback. (1 minute)
4. Move to the next “sharer” till everyone has had a chance for peer consultation.

*Pick a Time-Keeper and a Spokesperson to represent your small group when large group reconvenes.*

Tess<sup>34</sup> and Mark will be circulating to answer questions.





**Use the instructions at your table to ask and answer probing questions about your business canvas in your small groups**

# PEER LEARNING SESSION:

(Small groups, 45 minutes total)

*Pick a Spokesperson to represent your small group when large group reconvenes. Examples of what to recap:*

- *What came easily to your group?*
- *What was hard?*
- *What did you learn from each other, that you can apply as you refine your Impact Canvas with your team?*

Tess and Mark will be circulating to guide and answer questions.



# Peer Learning RECAP – 10 minutes

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# Debrief:

1-2 minutes per group

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What was  
**EASY?**

What was  
**HARD?**

What did you  
**LEARN** that you  
can **APPLY**  
back at work?





# Session in Review

## OBJECTIVES:

- ✓ Learn the Business Canvas framework for business modeling.
- ✓ Begin to create a Business Canvas for one of your ESEs
- ✓ Refine your Business Canvas through peer learning groups.
- ✓ Learn how to complete and refine your Business Canvas “back home” and apply it to your business strategies.

# SMART Goal & Commitments



**Please develop a SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goal for the efforts you are putting into these sessions. For example:**

- Use content shared and coaching sessions over the next 11 months to improve our business's sales and profit margin

**Based on everything you learned today what is 1 to 2 commitments you can make? For example:**

- Share the business canvas with at least two others at my ESE
- Fill out the left side of the business canvas
- Work through an unclear area of the business canvas with a peer

# What's next?

- Additional resources will be posted on REDFWorkshop
- Coaching hours will be hosted on Monday, September 16<sup>th</sup> from 11am-12:30pm PST
- Continue working on your business canvas and make progress on commitments!
- Next session will be virtual and is on Monday October 14<sup>th</sup> from 11am-12:30pm PST



# Feedback Survey

Please take a few minutes to fill out our Survey on this session. We will also be collecting the SMART goal you developed in this survey.

<https://bit.ly/4fpiu7X>

([https://redf.qualtrics.com/jfe/form/SV\\_cAUtgnyC47yVxH0](https://redf.qualtrics.com/jfe/form/SV_cAUtgnyC47yVxH0))

This feedback helps us improve your experience and plan adjustments to make moving forward.





An investment that works.

**Thank you!**





# Resources -

1. Relationship Manager Advisory Meetings
2. Group Coaching Session – Monday, Sept. 16, 11:00am – 12:30pm PST
3. REDFWorkshop Resources
  - **Business Canvas:** <https://redfworkshop.org/resource/business-model-impact-canvas/> and business canvas examples: <https://redfworkshop.org/wp-content/uploads/2023/10/Impact-Canvas-examples.pptx.pdf>
  - **Value Proposition:** <https://redfworkshop.org/resource/value-proposition-overview/> and examples of Value Proposition statements: <https://redfworkshop.org/resource/examples-of-value-proposition-statements/>



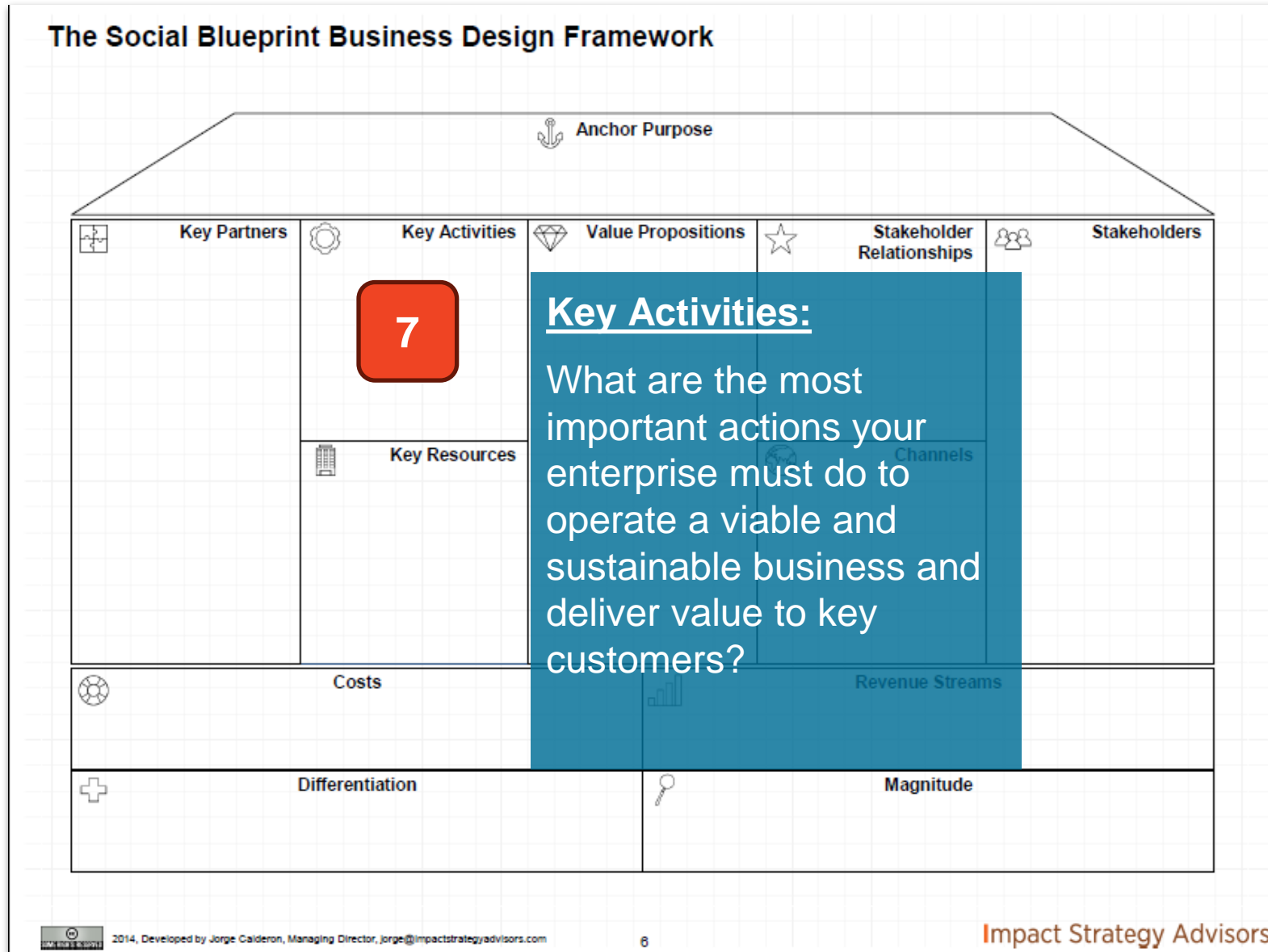
# **EXTRA SLIDES:**

- “Left of the House”**
- Differentiation and Magnitude**

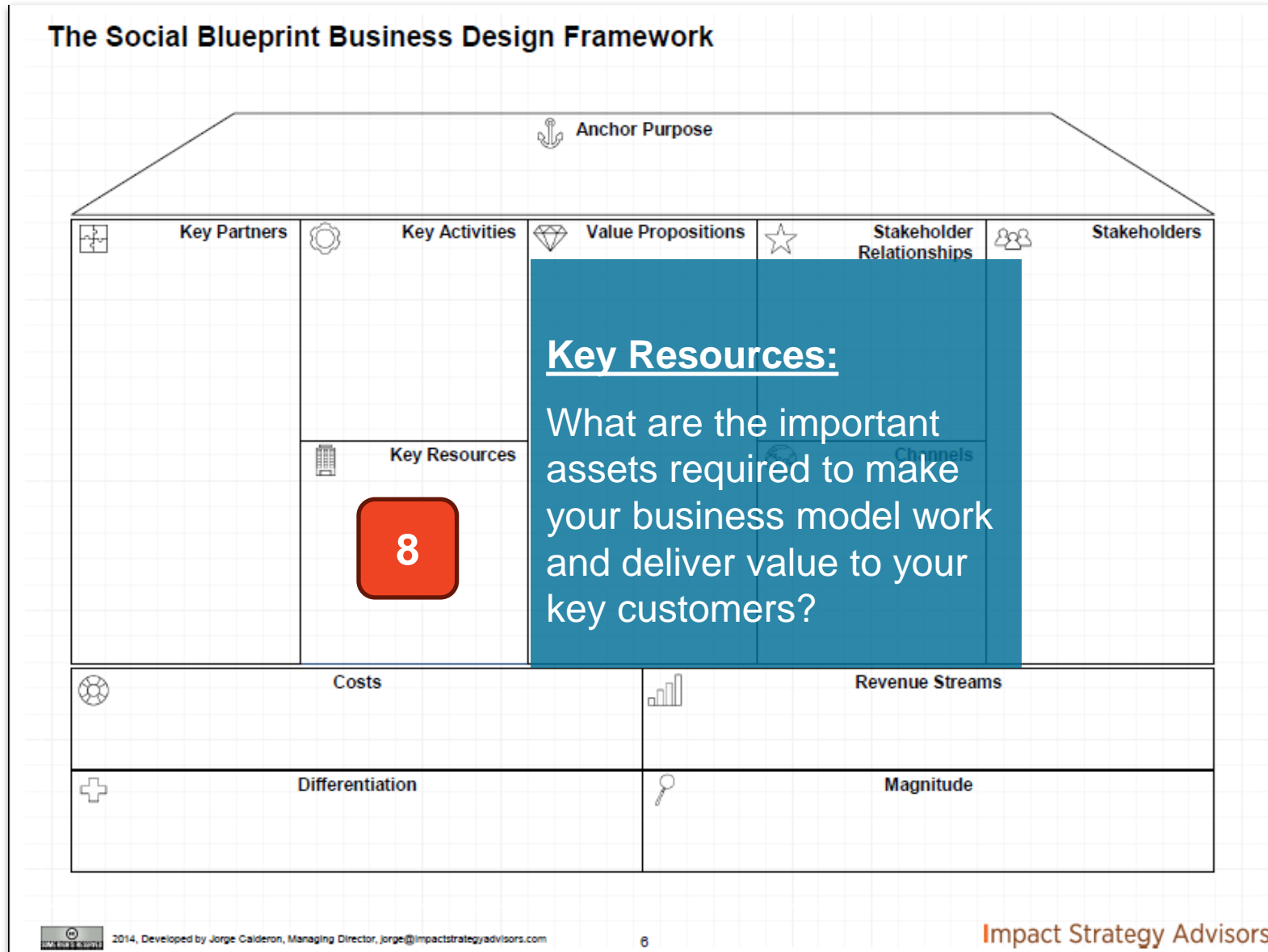


| The Impact Canvas                            |  |                          |                          |                          |
|--|--|--------------------------|--------------------------|--------------------------|
| Anchor Purpose                               |  |                          |                          |                          |
| Your answer goes here...                     |  |                          |                          |                          |
| Key Partners                                 | Key Activities                           | Value Proposition        | Customer Relationships   | Key Customers            |
| Your answer goes here...<br><br><div>9</div> | Your answer goes here...<br><div>7</div> | Your answer goes here... | Your answer goes here... | Your answer goes here... |
|  | Key Resources                            |                          | Customer Channels        |                          |
|  | Your answer goes here...<br><div>8</div> |                          | Your answer goes here... |                          |
| Costs  |  | Revenue                  |                          |                          |
| Your answer goes here...<br><div>10</div>    |  | Your answer goes here... |                          |                          |
| Key Differentiator                           |  | Magnitude                |                          |                          |
| Your answer goes here...                     |  | Your answer goes here... |                          |                          |

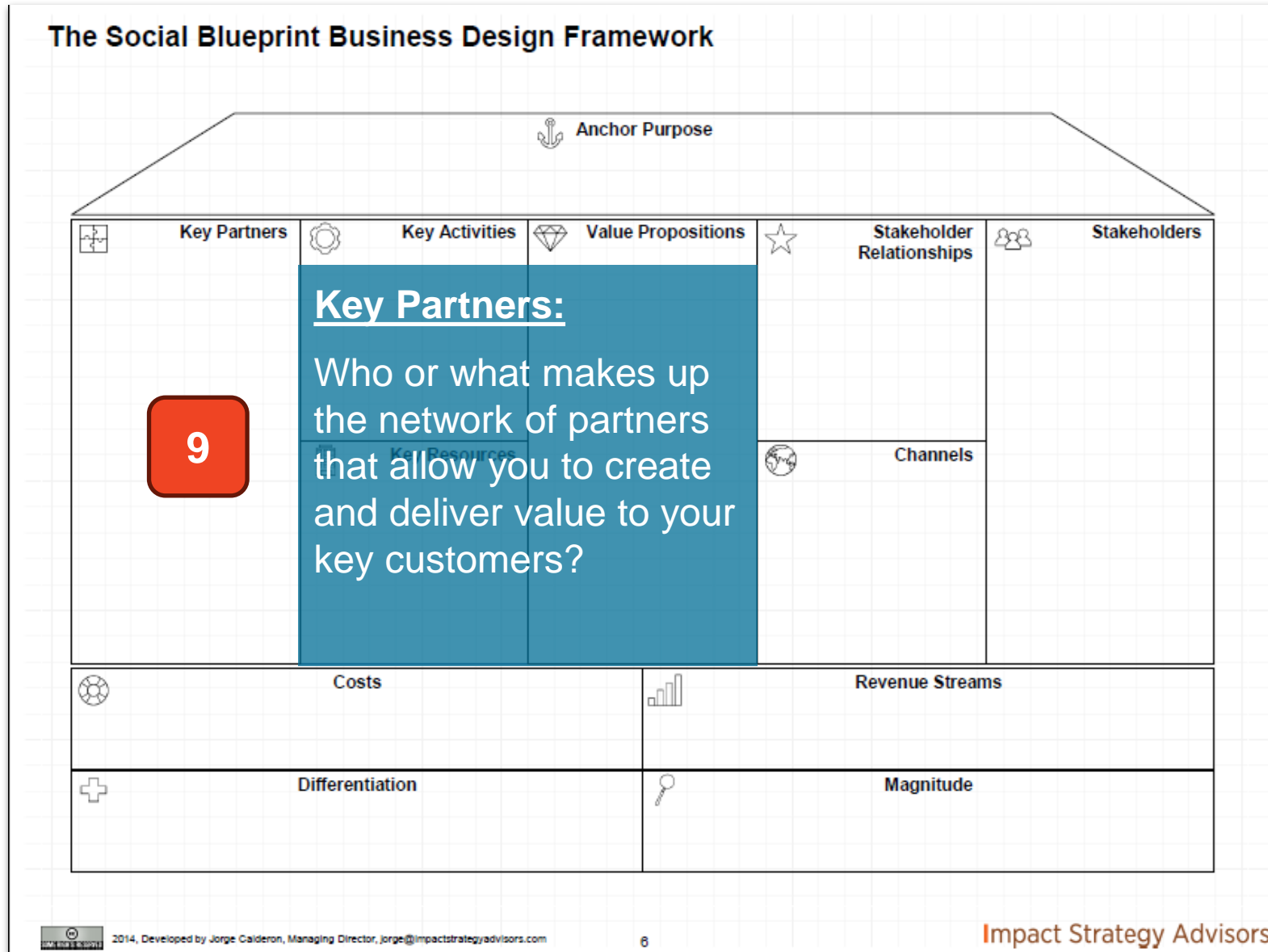
# The Impact Canvas



# The Impact Canvas

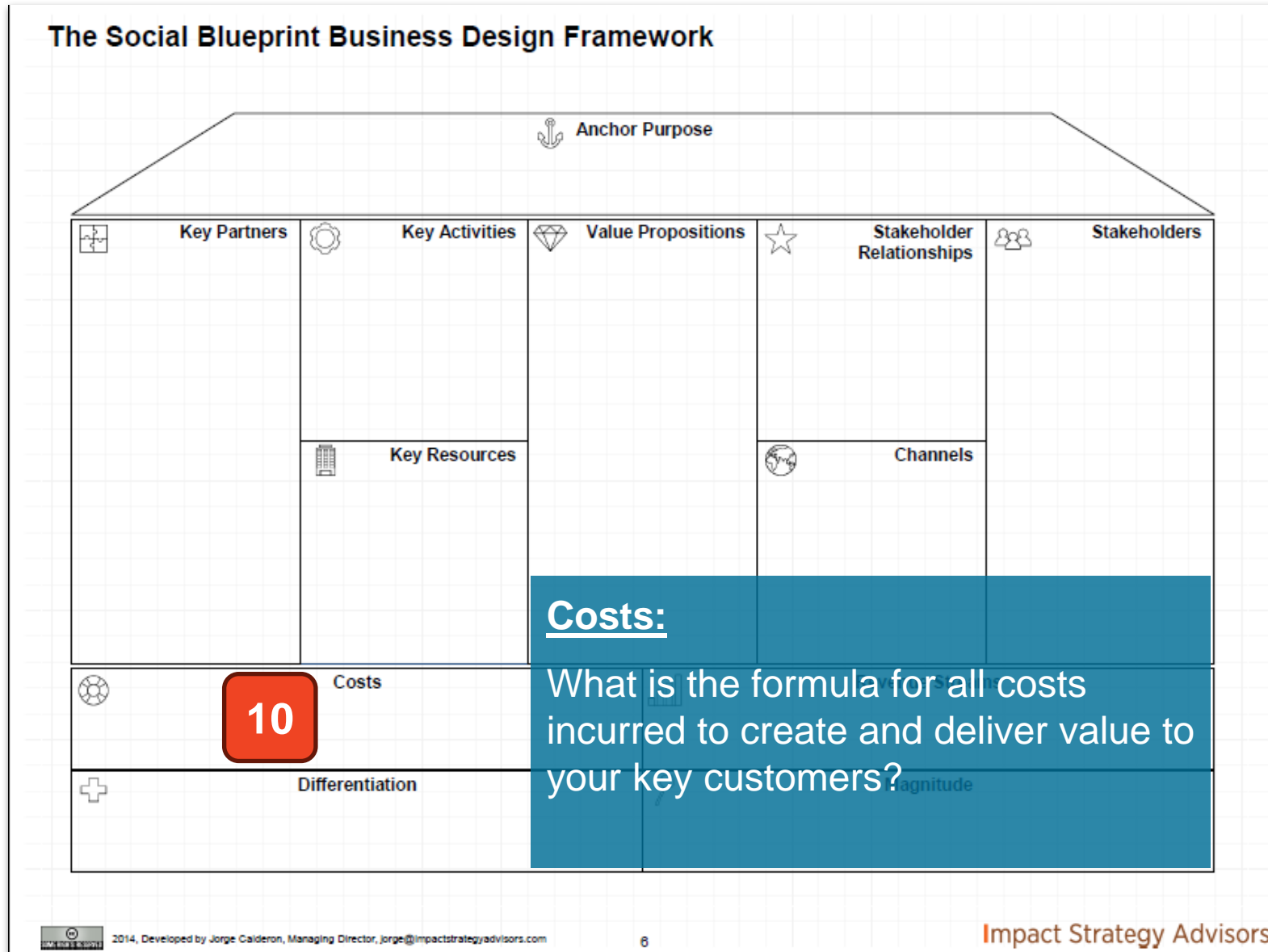


# The Impact Canvas





# The Impact Canvas



# The Impact Canvas

