



New Business Canvas

Sustainable Growth - Business Scaling and Expansion



Help Develop New Loan Opportunities: Join the RIIF Focus Group!

November 5th at 11:30AM PDT

REDF Impact Investing Fund (RIIF) is thrilled to introduce its upcoming **Growth & Mobility Fund** — **an initiative that will offer new, flexible loan opportunities just for CA RISE participants.**

Join us for an interactive virtual working session hosted by the RIIF team. We will use the time to learn about your capital needs and how these new loan opportunities can support your growth.

Your feedback will help shape the future of this initiative!



Register here:



Community Agreements

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.

Sustainable Growth: Business Scaling and Expansion Roadmap

August 8th, 2024
Venture Criteria

December 10th, 2024
Feasibility Overview

April 15, 2025
Operational and
Organizational Analysis

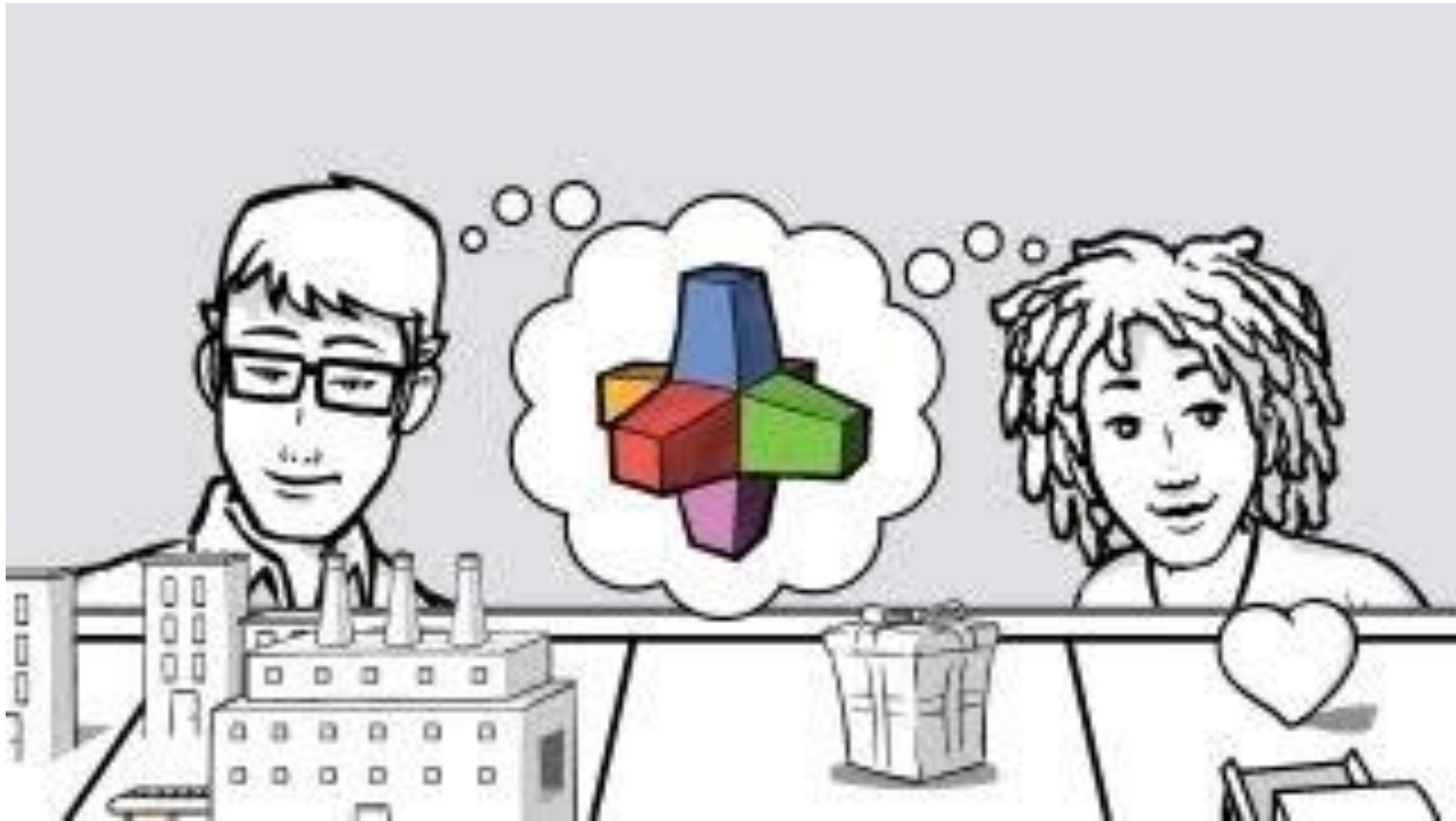


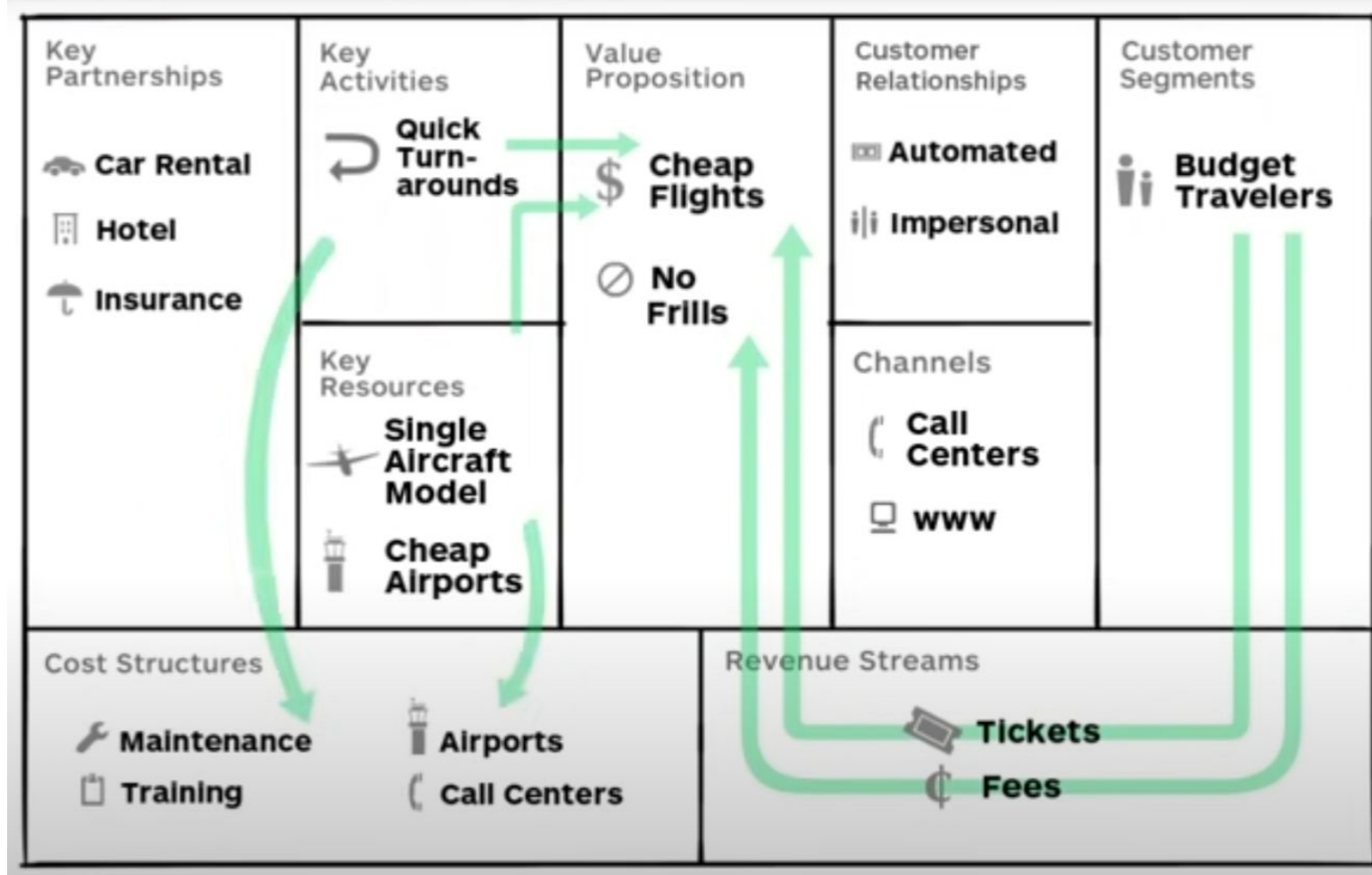
Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
8. What partners do you need to create value for your key customers?	6. What key business activities and tasks must occur on a consistent basis to create value for your key customers?	2. What products/services do you offer to deliver unique value to your key customers?	4. How do you get, keep, and grow your customers?	1. Who are your target customers? What are their shared qualities (demographic, geographic, psychographic, and behavioral)?
	Key Resources		Channels	
	7. What resources and intangible assets do you need to create value for your key customers?		How do you deliver value to your key customers?	
Cost Structure		Revenue Streams		
9. What are the key cost drivers of your business?		10. How do you generate revenue?		

A **Business Model** describes how an organization creates, delivers and captures value.

The **Business Model Canvas** helps us see the key elements of a Business Model on one page.





Business Model Canvas

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Cost Structures			Revenue Streams	
9. What are the key cost drivers of your business model?			5. How does your business make money?	

Business Model Canvas

RIGHT SIDE:

Describes how your ESE **delivers** unique value to your customers and **captures** value for your ESE

Position	Customer Relationships	Key Customers
2. What value propositions do you offer to your key customers?	4. How do you get, keep, and grow your customers?	1. Who are your target customers? What are their shared qualities (demographic, geographic, psychographic, and behavioral)?
	Customer Channels	
	3. How do you reach your key customers? How do you deliver products/services to them?	
Revenue Streams		
5. How does your business make money?		

Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	1. Key Customers: Who are your target customers? What are their shared qualities (demographic, geographic, psychographic, and behavioral)?
8. What partners do you need to create value for your key customers?	6. What key business activities and tasks must occur on a consistent basis to create value for your key customers?	2. What products/services do you offer to deliver unique value to your key customers?	4. How do you get, keep, and grow your customers?	
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Cost Structures		Revenue Streams		
9. What are the key cost drivers of your business model?		5. How does your business make money?		

Business Model Canvas

Key Partners	Key Activities	<p>2. Value Proposition: What products/services do you offer to deliver unique value to your key customers?</p>	Customer Relationships	Key Customers
8. What partners do you need to create value for your key customers?	6. What key business activities and tasks must occur on a consistent basis to create value for your key customers?		4. How do you get, keep, and grow your customers?	1. Who are your target customers? What are their shared qualities (demographic, geographic, psychographic, and behavioral)?
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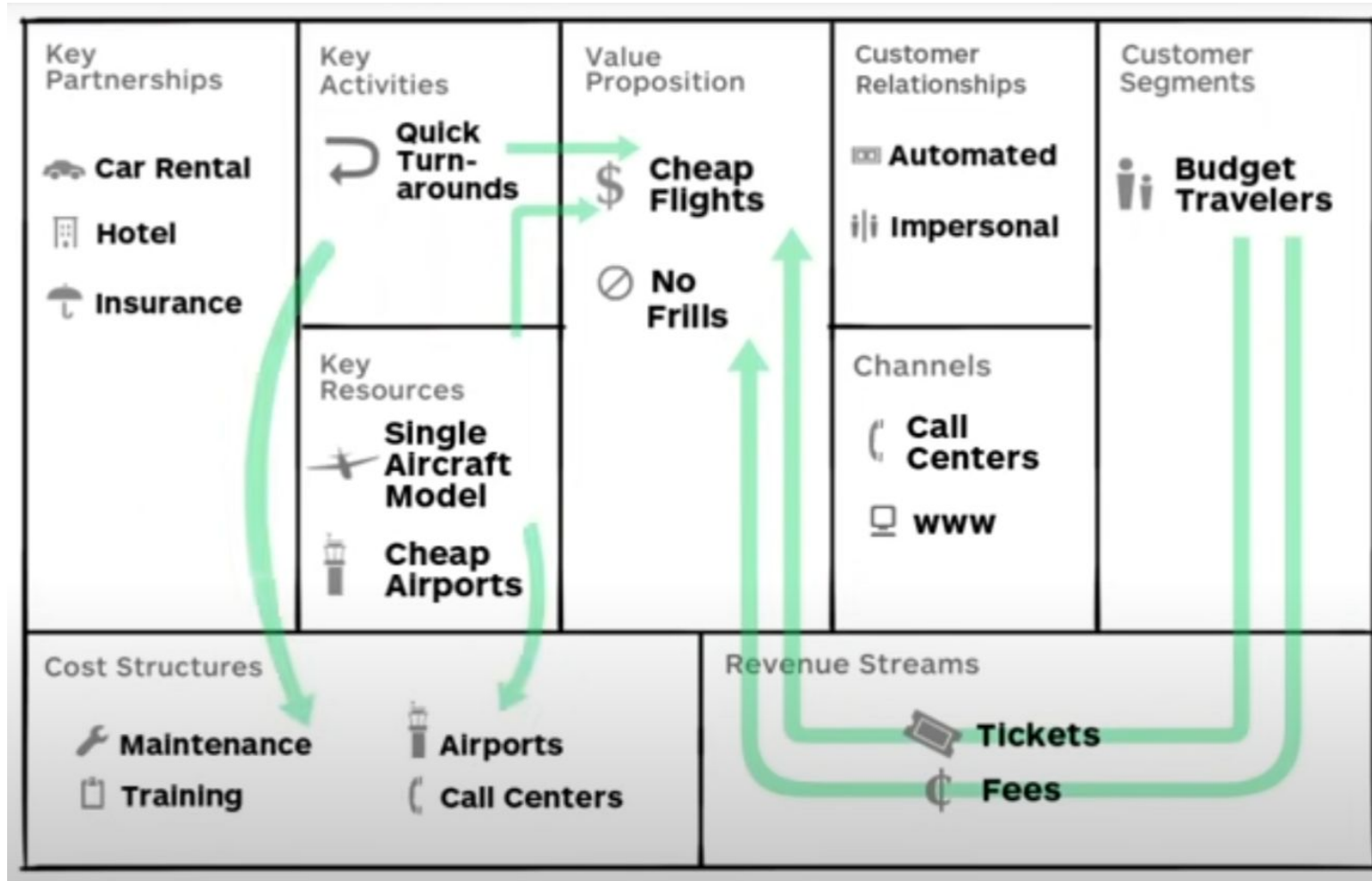
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LEFT SIDE:

Describes how your ESE **creates** unique value for your customers

Business Model Canvas

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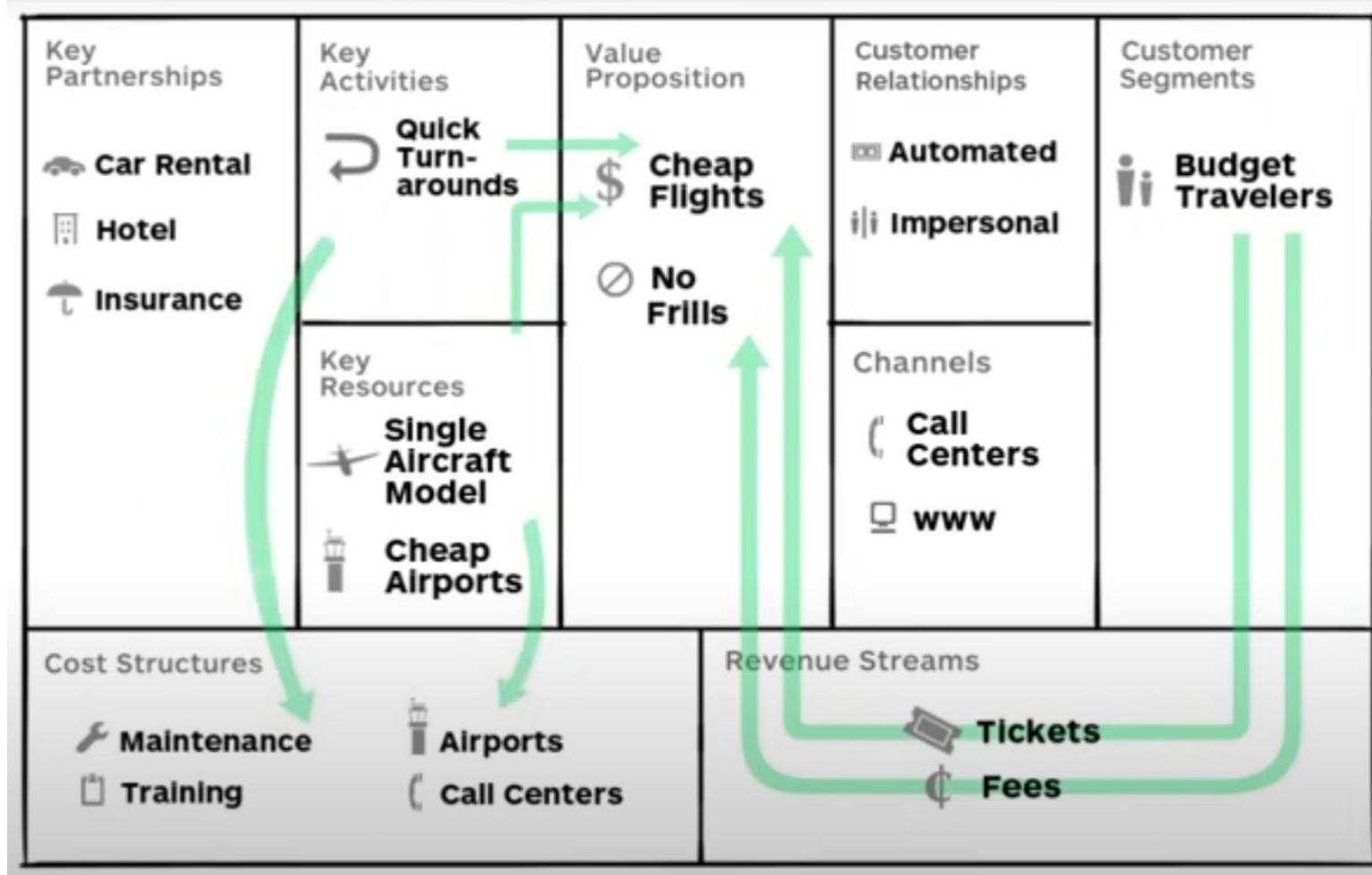
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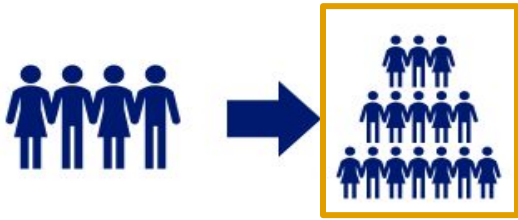
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Independent Reflection

- Open your New Business Canvas Tool.
- Start mapping out your current BMC.

Use the BMC as a Scaling and Expansion Design Tool



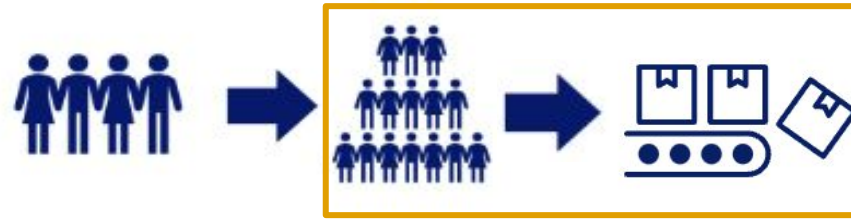
Market Expansion

Definition:

Increasing the number of customers while retaining existing ones.

Examples:

- Increasing your customer base by launching an online, user-centric store
- Grow customer base by launching a third thrift shop



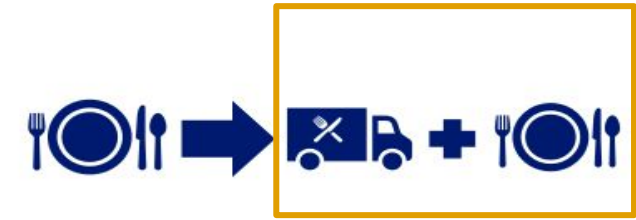
Expanding Operational Capacity

Definition:

Increasing your ESE's internal operational capacity to bring more of your existing products and services to market.

Examples:

- Building a larger training center to create more production capacity and double the number of individuals served
- Expanding your employee training services to hire more staff



Create New Business Line

Definition:

Creating new product/ service offerings.

Examples:

- Expanding cafe operations into catering services
- Expanding offerings to include cooking classes

Business Model Canvas Example: Second Chance Cafe, Los Angeles

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
<ul style="list-style-type: none"> - Fair-Trade Coffee Farms and Cooperatives - Local Farms and Food Producers - Eco-Friendly Packaging Suppliers - Local city council officials 	<ul style="list-style-type: none"> - Training and employment programs - Coffee Roasting - Marketing - Community engagement and outreach 	<ul style="list-style-type: none"> - Providing ethically sourced specialty coffee and healthy food, while employing and supporting formerly incarcerated individuals through barista training programs 	<ul style="list-style-type: none"> - Friendly - Personalized - Loyal 	<ul style="list-style-type: none"> - Professionals aged 25-45, who value sustainability, ethical practices, and community impact, who seek out healthy food options and enjoy specialty coffee.
	Key Resources		Customer Channels	
	<ul style="list-style-type: none"> - Coffee Roaster - Storage facility - Ethical coffee bean supply chain 		<ul style="list-style-type: none"> - Word-of-mouth referrals - Collaborations with local vendors - Social Media - Pop-ups and Local Markets 	
Cost Structures		Revenue Streams		
<ul style="list-style-type: none"> - Labor costs - Sourcing and supply chain costs - Rent and utilities - Marketing - Technology and POS System - Legal and Compliance 		<ul style="list-style-type: none"> - Cash/ Card payments at point-of- service transactions from food, coffee and merchandise - Event rental fees from cafe space rentals 		

New Business Model Market Expansion Canvas Example: Second Chance Cafe, San Diego

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
<ul style="list-style-type: none"> - Fair-Trade Coffee Farms and Cooperatives - San Diego-based Local Farms and Food Producers - Eco-Friendly Packaging Suppliers - San Diego City Council 	<ul style="list-style-type: none"> - Training and employment programs - Coffee Roasting <i>will continue to take place in Los Angeles</i> - Marketing - Community engagement and outreach - Strategic Partnerships 	<ul style="list-style-type: none"> - Providing ethically sourced specialty coffee and healthy food, while employing and supporting formerly incarcerated individuals through barista training programs 	<ul style="list-style-type: none"> - Friendly - Personalized - Loyal (<i>will need to establish how to gain loyal relationships with San Diego customers</i>) 	<ul style="list-style-type: none"> - Professionals aged 23-45, who value sustainability, the Ocean, ethical practices, and community impact, who seek out healthy vegan food options and enjoy specialty coffee in the Ocean Beach neighborhood of San Diego.
	Key Resources		Customer Channels	
	<ul style="list-style-type: none"> - Los Angeles-based Coffee Roaster - Los Angeles-based Storage facility - Freight logistics team to transport coffee to San Diego - Ethical coffee bean supply chain 		<ul style="list-style-type: none"> - San Diego-based influencers - San Diego local vendors - Social Media - Pop-ups and Local Farmers Markets in San Diego (and Ocean Beach) 	
Cost Structures		Revenue Streams		
<ul style="list-style-type: none"> - Labor costs - Sourcing and supply chain costs - Transportation of coffee beans from Los Angeles to San Diego - San Diego Rent and utilities - Marketing - Technology and POS System - Legal and Compliance 		<ul style="list-style-type: none"> - Cash/ Card payments at point-of- service transactions from food, coffee and merchandise - Event rental fees from cafe space rentals (<i>will need to test whether or not cafe space rentals are viable in San Diego market</i>) 		

Breakout

- How will your scaling and expansion goal impact your BMC?
- What key considerations do you need to account for in your new BMC?

Impact Model 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
	8. Key Resources		4. Customer Channels	
10. Cost Structures		6. Revenue Streams		

Key Differentiator

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.

Magnitude

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?

Based on everything you learned today make 1 to 2 commitments. For example:

- Complete the future-state business canvas for my scaling or expansion goal.
- Share my future-state business canvas with X number of internal and external stakeholders for feedback and iteration.
- Identify the assumptions I've made on my future-state business canvas.
- (If you are currently evaluating multiple growth opportunities) Develop different business canvas for multiple scaling or expansion goals.

What's Next?

After this session:

- Additional resources will be posted on REDWorkshop
- Make progress on commitments from last slide!
- Schedule an optional 1-1 coaching session with Nearby! Email team@nearby.consulting
- **Our next *optional* cohort track coaching session will be virtual and is on Tuesday, November 12th from 11:00 AM–12:30 PM PST**



Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/SGTScaleAll>

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

Thank you!



Citations

This workshop was inspired by, and references:

Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons, 2010.