

Adaptation of Business Model Canvas



Questions to consider

1. Beneficiaries:

- Who are the direct beneficiaries of your project? Provide as much relevant detail as you can (e.g. are they of a certain age group, academic ability, geography, gender, background? Do they share a particular need or characteristic(s)?
- How will you select them? Will there be a criteria that you will use? If yes, what is it?
- How many beneficiaries do you plan to conduct your first test project with? • How will you access them? i.e., teacher referral, self-selection etc?
- How will you engage them i.e. how will you get them to take part in your intervention?
- Who are the ultimate, long-term, beneficiaries of your project? Is it the same group as your direct beneficiaries? Or is it a different group(s)?

2a. Impact:

- What is the long-term, big impact that you hope your project will help to achieve?
- Why is making this impact important?

2b. Outcomes:

- What changes will you see in your direct beneficiaries (e.g. new knowledge, skills, behaviours, attitudes, culture, mind-sets etc) that will come about as a result of your activities?
- Can you separate these outcomes into:
 - i. Short term outcomes (i.e. the changes which you think will happen first),
 - ii. Medium term outcomes (i.e. the changes that will happen next)
 - iii. Long term outcomes (i.e. the changes which will take a while to achieve).
- Is there a clear, logical connection between achieving these outcomes, leading to the Impact you want to see in 2a?

3. Stakeholder Relationships:

- Which individuals/ groups do you need to work with to test this idea out? (e.g. your beneficiaries, Head teachers/Principals, community leaders, parents, teachers, government etc.)

4. Access & Engage:

- How will you reach each of these different stakeholder groups (what channels will you go through to access them?) Are there existing channels/networks you can leverage? Or will you need to create new ways to access them?
- How will you engage with them, to excite them and persuade them to get “on board”?

5. Key Activities:

- What will be delivered? When, where, how often will it taken place (what is the dosage?), and how long will each intervention last? How long will the whole

intervention be?

- Is there a clear and logical link between the activities you are delivering, achieving the outcomes you want to see in 2b? i.e. does the content of your solution logically link with your outcomes?

6. Key Resources:

- What resources do you need to gather to deliver your activities?
- Who are your key suppliers? Who will provide you with the resources you need to deliver your intervention?
- How will you gather these resources?
- What can you get for free / cheap just to test your idea out in the simplest, easiest, 'leanest' way?

7. Key Partners

- Who are your key delivery partners? Who do you need to work with to deliver your intervention?
- Do you need support from any experts to deliver your activities? Are they listed in your stakeholders in Section 3?
- Are there other solutions out there which are similar to yours? What can you learn from them? Is there an opportunity to work together with them? What makes your solution different and/or better?

8. Costs

- What are the big costs for your test i.e. list out all the things you will need to pay for.
- Are there any costs you have identified which you could get for free/cheaper in your test/pilot?
- Have you tried to be as resourceful and 'entrepreneurial' as possible when listing these costs?

9. Revenue Streams & Customers

- Who do you think will pay for your solution? (e.g. schools, grant funders, your beneficiaries, businesses, government, teachers, parents, etc.) A mixture?

Remember, social innovations can have various funding models. You can rely on grants like a charity. You can sell your product or service, or charge customers for them, and invest the revenue you earn back into the business. Or you can sell your product or service and distribute the profit between shareholders. The charity and revenue model are most inline with being 'social'. Making and sharing a profit with shareholders may raise questions about how 'social' your innovation is.

- How do you know these groups (e.g. schools, grant funders, businesses etc) will pay for your solution? What evidence do you have this is an accurate assumption? Have you tested your hypothesis here?
- Are there different ways your solution could bring in money? Is there just one customer or are there multiple revenue streams you could explore? Roughly what percentage of your costs will each contribute to?
- How will the different customers be reached? What channels will you use to access them? Are there existing connections/ networks you can leverage to reach them? • Are there any competitions/grants/awards you can apply for to help you to test your idea?