



Ecological Business Teachers Training Workshop  
WU Vienna, May 15<sup>th</sup> – 17<sup>th</sup>, 2019

# Sustainable Business Model Canvas

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# Teaching – Learnings



## Course Setting:

Learning environment should allow students to focus.

→ Good practice “start-up camp”: outside university, 2-3 days

## Methods:

- Facilitation
- Sustainable Business Model Canvas
- Reflection tools
- Personal development
  - entrepreneur versus intrapreneur



## Participants:

- Gender-balanced, female entrepreneurs

# Business Model Canvas



## The Sustainable Business Model Canvas

Designed for:

Designed by:

On:

Version:

<b>Key Partners</b>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>MOTIVATION FOR PARTNERSHIPS:</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<b>Key Activities</b>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>CATEGORIES:</b> Production Problem Solving Platform/Network</p>	<b>Value Propositions</b>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS:</b> Newness Performance Customization "Getting the Job Done" Design Brand Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<b>Customer Relationships</b>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>EXAMPLES:</b> Personal Assistance Dedicated Personal Assistance Self Service Automated Services Communities Co-Creation</p>	<b>Customer Segments</b>  <p>For whom are we creating value? Who are our most important customers?</p> <p><b>POSSIBILITIES:</b> Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>
<b>Key Resources</b>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES:</b> Physical Intellectual (brand patents, copyrights, data) Human Financial</p>		<b>Channels</b>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL PHASES:</b> 1. Awareness 2. Evaluation 3. Purchase 4. Delivery 5. After Sales (post-purchase customer support) ... of products &amp; services and Value Proposition</p>		
<b>Cost Structure</b>  <p>What are the most important costs inherent in our business model? Which Key Resources are the most expensive? Which Key Activities are most expensive?</p> <p><b>IS YOUR BUSINESS MORE:</b> Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p><b>SAMPLE CHARACTERISTICS:</b> Fixed Costs (salaries, rents, utilities) Variable Costs Economies of Scale Economies of Scope</p>		<b>Revenue Streams</b>  <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>TYPES:</b> Asset Sale Subscription Fees Usage Fee Lending/Renting/Leasing Licensing Brokerage Fees</p> <p><b>FIXED PRICING:</b> List Price Product feature dependent Customer segment dependent Volume dependent</p> <p><b>DYNAMIC PRICING:</b> Negotiation (bargaining) Yield management Real time Market</p>		
<b>Eco-Social Costs</b>  <p>What ecological or social costs is our business model causing? Which Key Resources are non-renewable? Which Key Activities use a lot of resources?</p> <p><b>EVALUATION INSTRUMENTS:</b> Life-Cycle Assessment (of products and services) Common Good Balance Sheet</p>		<b>Eco-Social Benefits</b>  <p>What ecological or social benefits is our business model generating? Who are the beneficiaries? Are they potential customers? Can we transform the benefits into a Value Proposition? If yes, for whom?</p> <p><b>INSTRUMENTS:</b> Social Reporting Standard Common Good Balance Sheet</p>		

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# Orientation



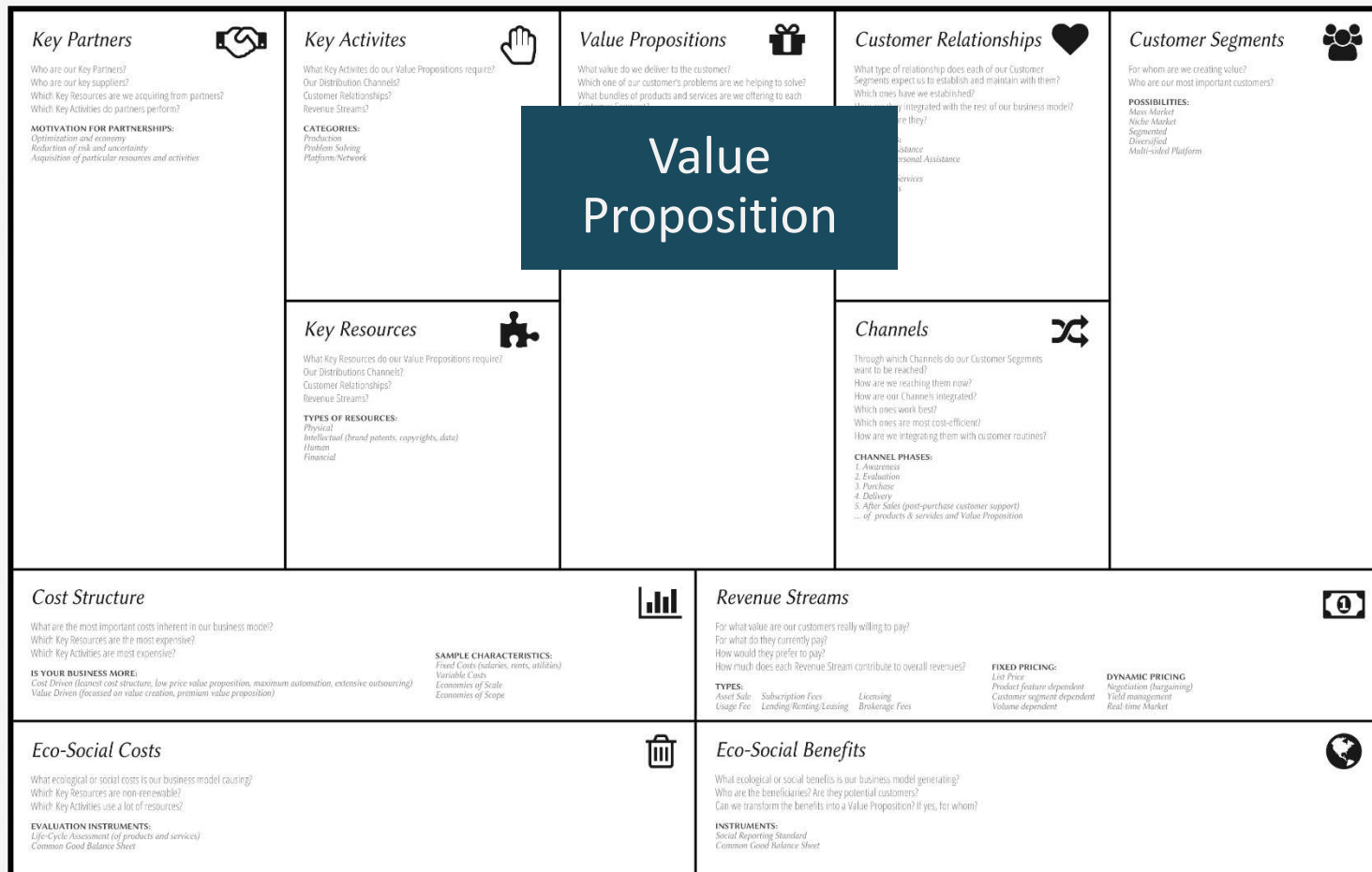
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# Stakeholder Integration



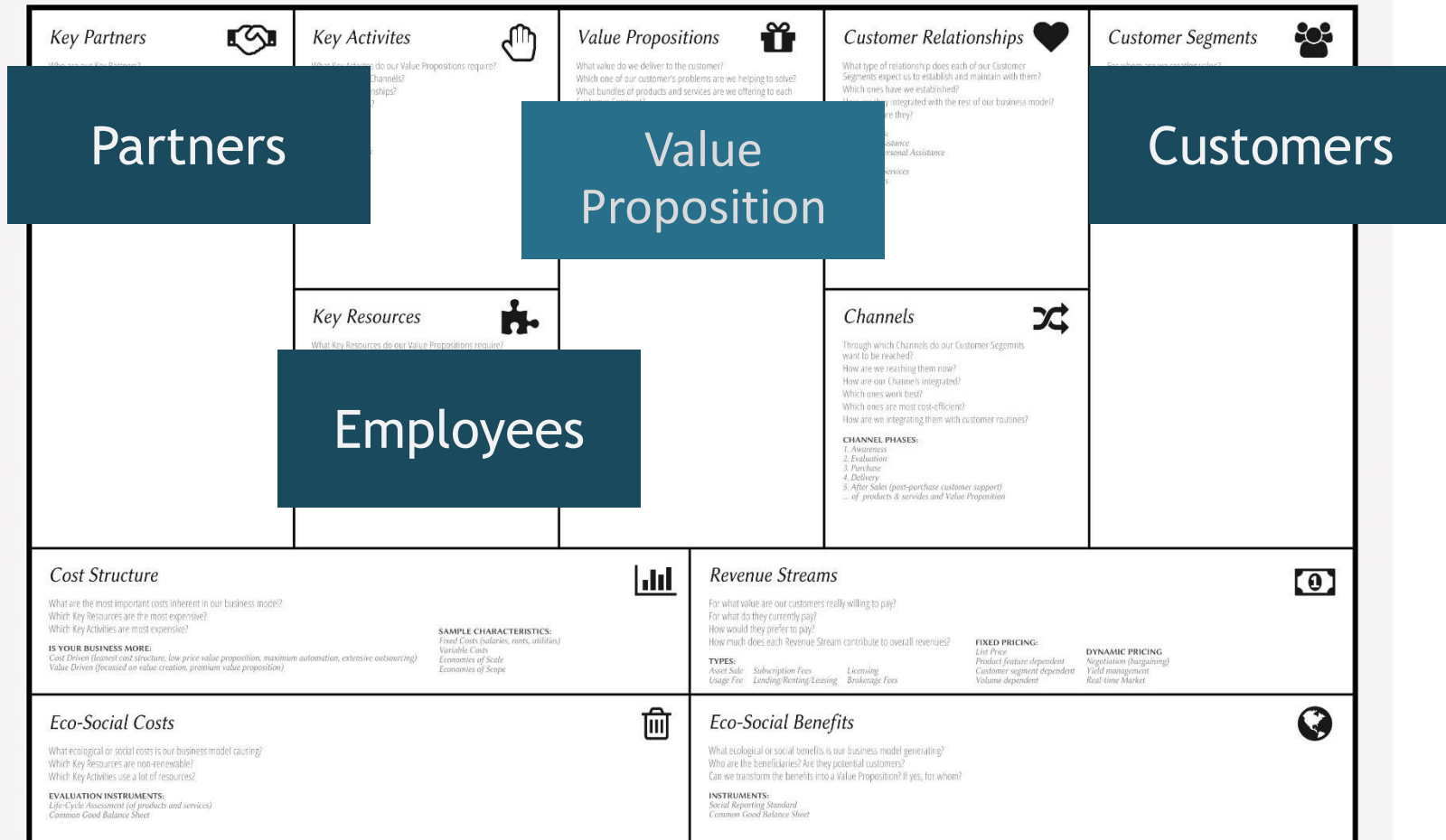
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# Internal & External Effects



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# Eco-Social Costs



## Guiding Questions:

What ecological or social costs is our business model causing?

Which **Key Resources** are non-renewable?

Which **Key Activities** use a lot of resources?

## Evaluation Instruments:

Life-Cycle Assessment (of products and services)

Common Good Balance Sheet ([www.ecogood.org](http://www.ecogood.org))

CASE Performance Tool ([www.case-ka.eu](http://www.case-ka.eu))





# Common Good Matrix



VALUE STAKEHOLDER	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
<b>A: SUPPLIERS</b>	<b>A1</b> Human dignity in the supply chain	<b>A2</b> Solidarity and social justice the supply chain	<b>A3</b> Environmental sustainability the supply chain	<b>A4</b> Transparency and participation in the supply chain
<b>B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS</b>	<b>B1</b> Ethical position in relation to financial resources	<b>B2</b> Social position in relation to financial resources	<b>B3</b> Use of funds in relation to the environment	<b>B4</b> Ownership and co-determination
<b>C: EMPLOYEES</b>	<b>C1</b> Human dignity in the workplace and working environment	<b>C2</b> Self-determined working arrangements	<b>C3</b> Environmentally friendly behaviour of staff	<b>C4</b> Co-decision making and transparency within the organisation
<b>D: CUSTOMERS AND BUSINESS PARTNERS</b>	<b>D1</b> Ethical customer relations	<b>D2</b> Cooperation and solidarity with business partners	<b>D3</b> Impact on the environment of the use and disposal of products and services	<b>D4</b> Customer participation and product transparency
<b>E: SOCIAL ENVIRONMENT</b>	<b>E1</b> Purpose of products and services and their effects on society	<b>E2</b> Contribution to the community	<b>E3</b> Reduction of environmental impact	<b>E4</b> Social co-determination and transparency



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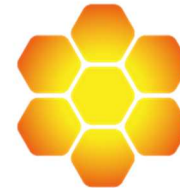
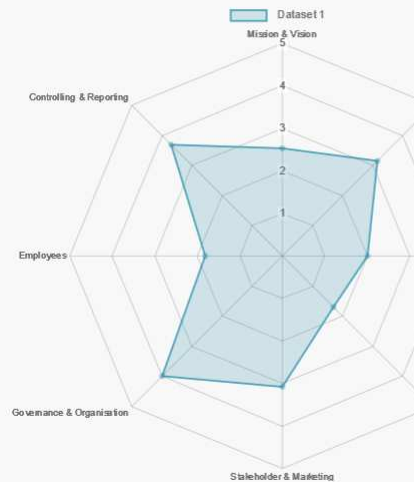
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# Sustainability Performance Tool



## Sustainability Performance

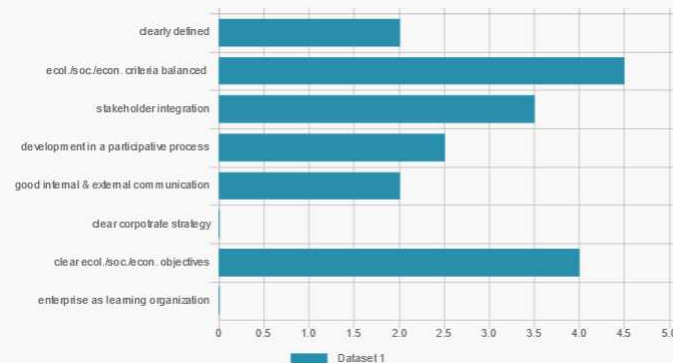


**CASE**

Competencies for a sustainable socio-economic development

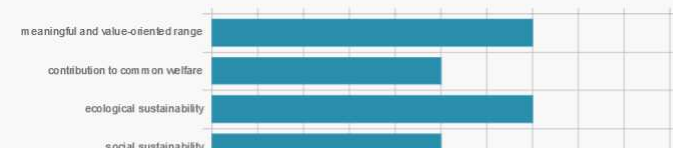
## Data by indicators

### Mission & Vision



Indicator	Dataset 1
clearly defined	2.00
ecol./soc./econ. criteria balanced	4.50
stakeholder integration	3.50
development in a participative process	2.50
good internal & external communication	2.00
clear corporate strategy	0.00
clear ecol./soc./econ. objectives	4.00
enterprise as learning organization	0.00

### Products & Services



Indicator	Dataset 1
meaningful and value-oriented range	3.50
contribution to common welfare	2.50
ecological sustainability	3.50
social sustainability	2.50



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Source: [www.case-ka.eu](http://www.case-ka.eu)

# Eco-Social Benefits



## Guiding Questions:

What ecological or social benefits is our business model generating?

Who are the beneficiaries? Are they potential **Customers**?

Can we transform the benefits into a **Value Proposition**?

If yes, for whom?

## Evaluation Instruments:

Social Reporting Standard ([www.social-reporting-standard.de/en](http://www.social-reporting-standard.de/en))

Common Good Balance Sheet ([www.ecogood.org](http://www.ecogood.org))

CASE Performance Tool ([www.case-ka.eu](http://www.case-ka.eu))



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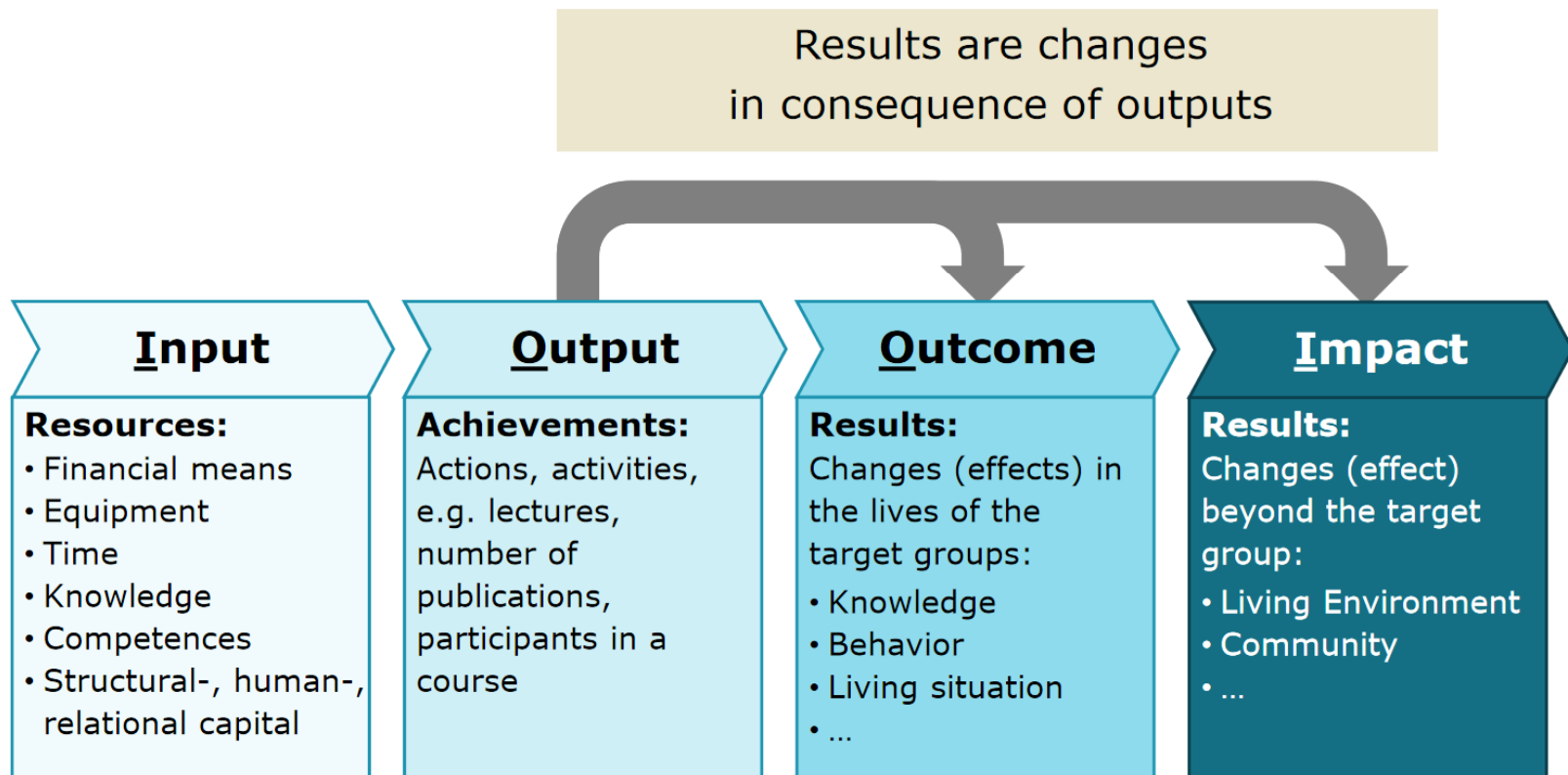
# Impact: Social Reporting Standard



SRS SOCIAL  
REPORTING  
STANDARD

The Social Reporting Standard (SRS)

## The I-O-O-I Typology



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Source: [www.social-reporting-standard.de/en](http://www.social-reporting-standard.de/en)

# Thank you



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