FREE TOOLKIT

Impact Business Model canvas

How your enterprise creates value for the people it serves, and earns the money to keep going.

Enterprise or idea: _____ Team: _____ Date: _____

1 The problem

What problem do you solve, and why does it matter?

2 People you serve

Whose life should get better? Where are they?

3 Paying customers

Who pays? It may be the same people, or a buyer, a donor or the government.

4 Your solution

The product or service, in one or two sentences.

5 Why customers pay

What do paying customers get that they value enough to pay for?

6 Change you make

What changes for the people you serve? How will you show it?

7 Reaching people

How people hear about you, buy and receive it: shop, WhatsApp, agents, online.

8 Key activities

What you must do well, every week, for it to work.

9 Resources and partners

People, skills, equipment, suppliers and partners you rely on.

10 Costs

Your main costs each month, fixed and per sale.

11 Income

Where money comes from: sales, fees, contracts, grants. How much?

12 Any surplus

If you make a profit, how much goes back into the mission?

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How to use it

A social enterprise has two jobs: change something for the people it serves, and earn enough to keep doing it. Often the people you serve and the people who pay are different. This canvas keeps both in view on one page, so you can see whether the model holds together.

Step by step

1. Fill the first column (boxes 1 to 3): the problem, the people you serve, and who pays. If the payer is not the person you serve, say so clearly.
2. Describe your solution (box 4), then answer two different questions: why customers pay (box 5) and what changes for the people you serve (box 6).
3. Fill the third column (boxes 7 to 9): how you reach people, what you must do every week, and who you depend on.
4. Finish with the money (boxes 10 to 12). Use real numbers where you have them, and best guesses marked "?" where you do not.
5. Read across each row. Does the solution match the problem? Can your activities deliver it? Does the income cover the costs?

Check your work

- [ ] Have you spoken to at least five paying customers about box 5?
- [ ] Would the model still work if your largest source of income stopped?
- [ ] Does growing sales also grow the change in box 6, or could the two pull apart?
- [ ] Which number on the page are you least sure of? How will you check it?

Tips

- Make one canvas for today and one for where you want to be in two years.
- Grants can start an enterprise. Write down which income will replace them.
- Pair this canvas with the Theory of Change canvas: box 6 here is boxes 4 and 5 there.

Learn with a team behind you: SIA teaches these tools in its programmes. See socinacademy.org