STAKEHOLDERS

How is each Eco-System Actor involved in

Examples: customer, employee, investor,

supplier, community, regulator, financier

this business? What roles does each

eco-system actor take?

Environment

This business is part of the economy, which is created by our society, which in turn is ultimately, utterly and immediately dependent on the environment. These are the vital context for any business – all risks and all opportunities – including yours.

This business is also part of a value constellation of other businesses, organizations, communities, individuals, animals, plants and the environment. When answering the questions posed by the canvas for your business consider how your answers need to reflect these vital contexts and the other

Society

Economy

BIOPHYSICAL STOCKS

eco-system actors in your value constellation.

What tangible materials are moved, flow, and / or transformed during the Activities that achieve this business's Goals? Guidance: All materials remain biophysical stocks somewhere on our

single shared planet irrespective of this

business's Activities.



ECOSYSTEM SERVICES

Eco-system services are processes powered by the sun that use Biophysical Stocks to create flows of benefits humans need: clean water, fresh air, vibrant soil, plant and animal growth etc. Which flows of these benefits are required

Example: See World Business Council for Sustainable Development (WBCSD)'s

Corporate Eco-System Service Review v2.0.

by, harmed or improved by this business's



PROCESS How, where and with what does this business co-create its value to achieve its Goals?

RESOURCES

What tangible and intangible resources are required in order to execute this business's Activities and so achieve its Goals?



ACTIVITIES

What value adding work, organized into business processes, is required to achieve this business's Goals?



Which Stakeholders are formal partners

PARTNERSHIPS

of this business? To which Resources do these partners enable this business to gain preferred

Which Activities do these partners undertake for this business?



GOVERNANCE

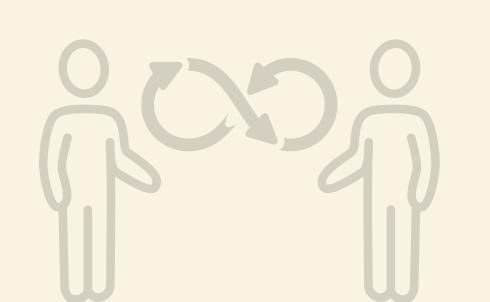
Which Stakeholders get to make decisions about: who is a legitimate Stakeholder, the Goals of this business, its value propositions and its Processes? What are the Governance arrangements for this business?



What value is co-created and co-destroyed now and / or in the future between this business and all the Stakeholders involved?

VALUE CO-CREATIONS

What are the (positive) value propositions of this business? What value is co-created with each Stakeholder, satisfying the Needs of the associated Eco-System Actor, from their perspective (world-view), now and / or in the future?



PEOPLE

Who are all the people involved in this business the people this business does it to, for and with?

RELATIONSHIPS

What Relationships with each Stakeholder must be established, cultivated and maintained by this business via its Channels?

What is the function of each Relationship in each Value co-Creation or Value Co-destruction relevant for each Stakeholder?



CHANNELS

What Channels will be used by this firm to communicate and develop Relationships with each Stakeholder (and vice versa)? Examples: Retail, Face-to-Face, Internet, Phone, Mail, Transport

ECOSYSTEM ACTORS

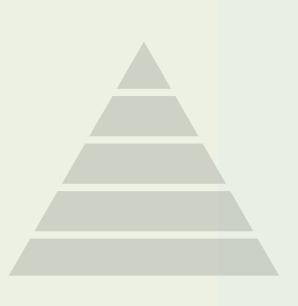
Who and what may have an interest in the fact that this business exists? Examples: Humans, NGOs, Government, Media, other life (usually represented by an NGO) etc.



NEEDS

What fundamental Needs of the Eco-System Actors is this business intending to satisfy or may hinder? Guidance: For inspiration on possible Needs review Maslow's Hierarchy of

Needs or Max-Neef's Fundamental Human Needs (preferred).



COSTS

How does this business choose to measure the Costs incurred by its business model (Environmentally, Socially, Economically)?



GOALS

What are the Goals of this business that its Stakeholders have agreed? What is this business's definition of success: environmentally, socially and economically?

VALUE

CO-DESTRUCTIONS

(world-view), now and / or in the future?

What are the (negative) value propositions of this business?

What value is co-destroyed for each Stakeholder, hindering the satisfaction

of the Needs of the associated Eco-System Actor, from their perspective



BENEFITS

How does this business choose to measure the Benefits that result from its business model (Environmentally, Socially, Economically)?



OUTCOMES

What outcomes demonstrate whether this business has achieved its Goals, achieving its Stakeholder's definition of success over time? How does this business measure the benefits and costs to determine (in applicable environmental, social and monetary units)?

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