### Key Partners and Stakeholders

Which partners most contribute to your business model’s success (e.g., suppliers, distributors, business networks, investors)?

- How do they help perform key activities?
- Which resources do they provide?
- What do you offer in return?
- Which stakeholders, other than key partners, influence the business (e.g., governments, interest groups, citizen associations)?
  - What are their motivations?
  - How is their point of view taken into account and managed in the business’ activities?

### Customer Segments

Which customer segments are targeted?

Which customer segments are most important?

- What is their profile?
- What are their needs/expectations?
- What are their problems/frustrations?

### Key Resources

What resources (e.g., natural, intellectual, human, physical, economic) are needed to execute key activities?

Do your activities require forms of financing (e.g., loans, subsidies, crowdfunding)?

### Value Proposition

What are your products or services?

Which characteristics of your products/services generate value?

- How do they meet client expectations and needs (gain creators)?
- How do they diminish client frustrations and pains (pain relievers)?
- How do your products/services stand out compared to what is currently on the market?

### Customer Relationship

Which key strategies are used to Get, Keep and Grow your customers?

- What is their profile?
- What are their needs/expectations?
- What are their problems/frustrations?

### Channels

Through which channels are products or services distributed?

Through which communication channels are the customer segments reached?

### Users and Beneficiaries

Does anyone, other than your customers, use your products/services (e.g., a parent buys a toy, but the child uses it)? How does this impact your business model?

Does anyone else benefit from your business’ activities? (e.g., socioprofessional integration, integration of persons with disabilities).

### Governance

What is the business’ legal status and which persons or groups effectively control the business?

How is power distributed within the business? (e.g., vertical vs. horizontal, inclusiveness, diversity, parity)

How are business surpluses/profits used and shared?

### Feasibility

Desirability

Viability

Consistency

### Mission, Vision and Values

What mission (purpose), vision (aspiration) and values (principles) guide the business’ actions?

### Negative Impact

What known or potential negative effects does your business cause:

- from an economic perspective (e.g., industry decline, price increase, reduced accessibility)?
- from a social perspective (e.g., job outsourcing, degrading working conditions, repercussions on the community)?
- from an ecological perspective (e.g., use of non-renewable energy, airborne emissions, produced waste)?

### Positive Impact

What known or potential benefits does your business create:

- from an economic perspective (e.g., quality job creation, fair profit sharing, “win-win” relationships with key partners)?
- from a social perspective (e.g., inclusiveness, diversity, benefits for local communities)?
- from an ecological perspective (e.g., use of renewable energy, reduction of airborne emissions, pollution reduction, biodiversity regeneration)?

### Revenue Streams

How are business revenues generated?

What are your approximate annual revenues?

Do you have access to recurring financing sources (e.g., governmental salary subsidies)?