THE RESPONSIBLE BUSINESS MODEL CANVAS

Pepin, Tremblay & Audebrand (2021)

**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?

**Key Activities**
What main tasks (e.g., R&D, production, platform management) does your business model require? In what order of priority must they be executed?
How are the product’s/service’s life cycle stages (i.e., extraction, manufacturing, distribution, use, disposal) taken into account in your activities?

**Value Propositions**
What are your products or services?
Which characteristics of your products/services generate value?
> - How do they meet customer expectations and needs (gain creators)?
> - How do they diminish customer frustrations and pains (pain relievers)?
How do your products/services stand out compared to what is currently on the market?

**Customer Relationships**
Which key strategies are used to get, keep, and grow your customers?

**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?

**Channels**
Through which channels are products or services distributed?
Through which communication channels are the customer segments reached?

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

**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?

**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)?

**Cost Structure**
What budget items (expenses) of your business model are most costly?
What are your approximate annual expenses?

**Negative impacts**
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, poor working conditions, repercussions on the community)?
> - from an ecological perspective (e.g., use of non-renewable energy, airborne emissions, waste)?

**Positive impacts**
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)?