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# Flourishing Business Canvas

## Basic Walk-Through

Why, How, What & What's Next

Feb 9, 2016

Lots of speaker notes, inc. references

Builds on many slides; download & view in slide show mode for improved comprehension

*Antony Upward*

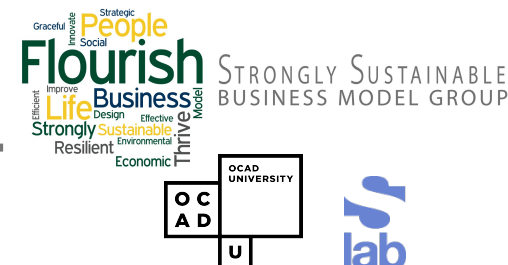
*antony@EdwardJames.biz*

*@aupward*



**Flourishing Business<sup>SM</sup>**

*a project by members of*



 [www.FlourishingBusiness.org](http://www.FlourishingBusiness.org)  
 [@FlourishingBiz](https://twitter.com/FlourishingBiz)

 [www.SSBMG.com](http://www.SSBMG.com)  
 [@StronglySustain](https://twitter.com/StronglySustain) #SSBMG

# Objective

- Provide an introduction to the Flourishing Business Canvas v2
- Make an invitation to accept our gift and make it your own – in your own hero's journey\*
  - Gift: Flourishing Business Canvas **and**
  - The opportunity to engage, contribute, to contribute to your own flourishing (See Project Update Presentation in SlideShare for more on this)
- Question for You:
  - Will you accept our invitation?
  - How will you use our gift on your own journey?
  - Who will you pollinate?

\* The new story of business – mentors to their stakeholders – the provider of knowledge and resources for their hero's journey. Sachs, J. (2012). *Winning the story wars: Why those who tell (and live) the best stories will rule the future* Harvard Business Review Press. (Hero's Journey Video: <https://vimeo.com/50791810>)

# If You Wish to Use Our Canvas...

- Canvas will be made available under a Creative Commons License
  - Free to use commercially & non-commercially
  - **Current development version must be licensed before use – at no cost**
- Current version of canvas ready for use
  - Other elements of the Flourishing Business Innovation Toolkit at earlier stages, pending funding
- Project seeking relationships with people willing to use the canvas now and / or fund the project
  - Improve canvas
  - Input to develop rest of toolkit

Current version of canvas can be licensed for **free** – doing so establishes the relationship you need to get support and we need to get feedback  
 contact us: [inquiry@flourishingbusiness.org](mailto:inquiry@flourishingbusiness.org)

Why is flourishing the goal?



# Flourishing as a Goal

Strive to sustain  
“the *possibility* that  
human and other life will  
flourish on this planet  
forever” – John Ehrenfeld, MIT



- Audacious
- Inspirational
- Attractive
- Universal
- Practical
- Values Based
- Continuous

You, Me, Us,  
Everyone, Everything

# Our Vision for the Future of Enterprise

- We imagine a world where human enterprises
  - No longer *merely* attempts to do less harm
  - Sets as their goal the flourishing of human and other life
  - Creates tri-impact by being tri-profitable:
    - Financially viable
    - Socially beneficial
    - Environmentally regenerative



\* Increasingly shared: see recent Flourishing & Prosperous Business Conference ([www.globalforumbawb.com](http://www.globalforumbawb.com)), the book “The Flourishing Enterprise” by Laszlo, Brown, Ehrenfeld et. al. and the Future Fit Business Benchmark ([www.FutureFitBusiness.org](http://www.FutureFitBusiness.org))

# Our Understanding: Requirements for Flourishing...Big Picture

- ❶ Clean air & water
- ❷ Vibrant soil for food
- ❸ Healthy eco-systems creating materials for us & rendering our wastes harmless

Macro: Natural Sciences

Trusting relationships focused on well-being with all our fellow citizens (neighbours, communities, cities, regions & countries)

Macro: Social Sciences

Businesses choose to co-operate, collaborate and compete to best meet our needs today & in the future, whilst creating the wealth to meet shared needs  
(education, infrastructure, etc.)

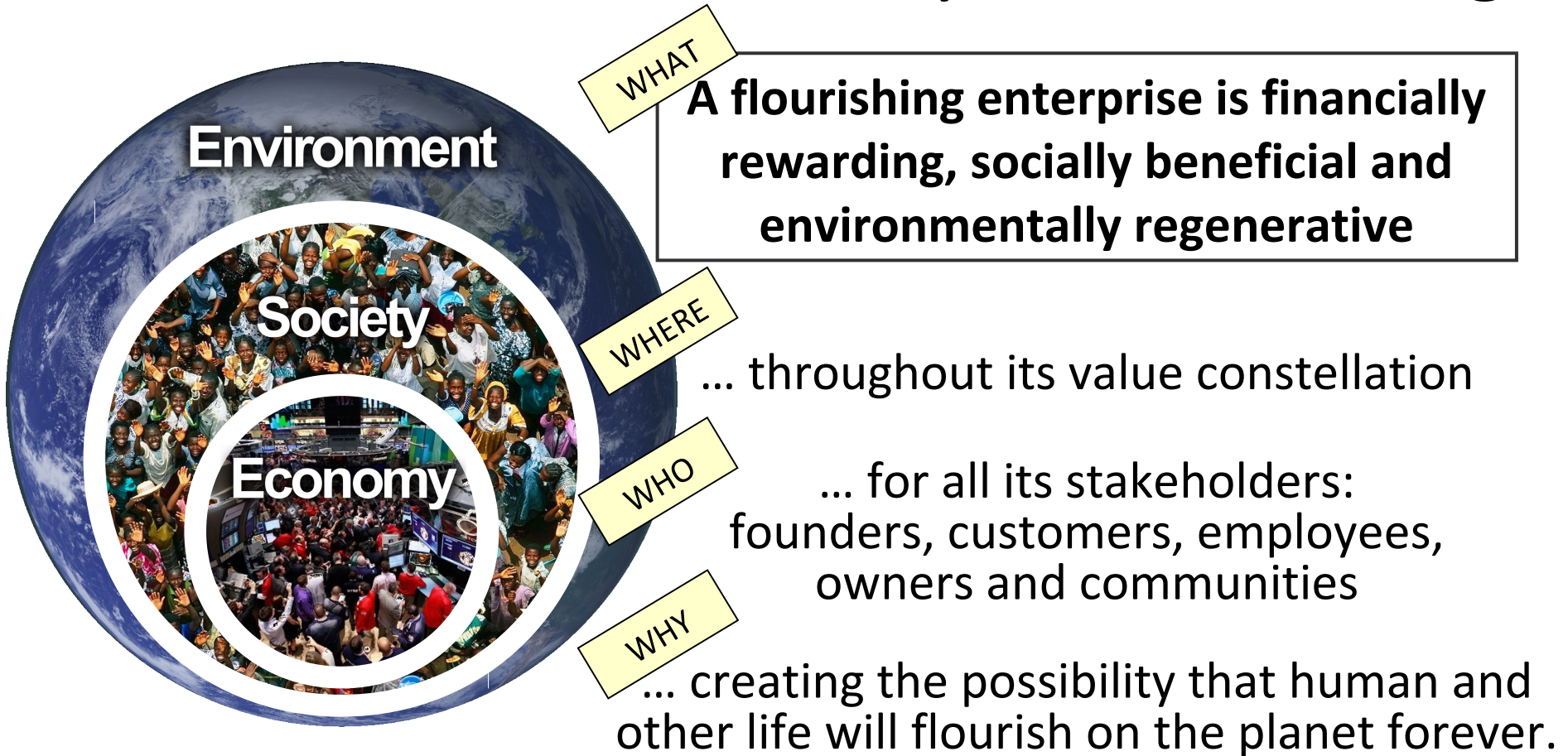
Meso: Business, Organization, etc.

Individuals choosing to strive to flourish: emotionally, spiritually, physically, practically, artistically & economically

Micro: Physiology, Psychology, etc.



# Implications for Enterprise Vision & Mission for the Possibility for Flourishing\*



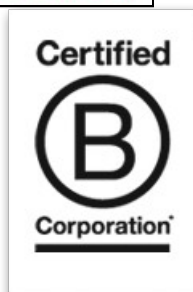
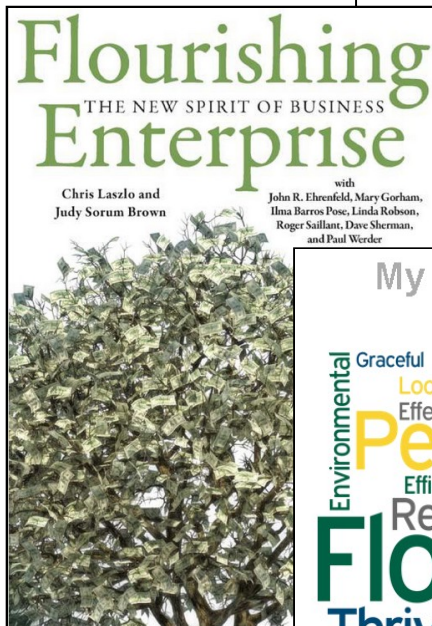
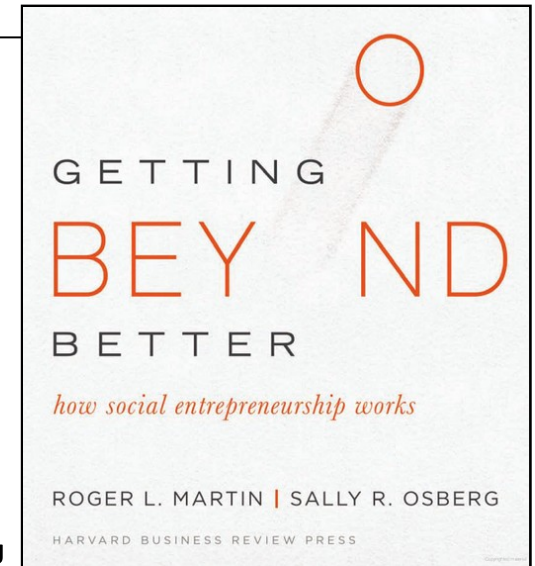
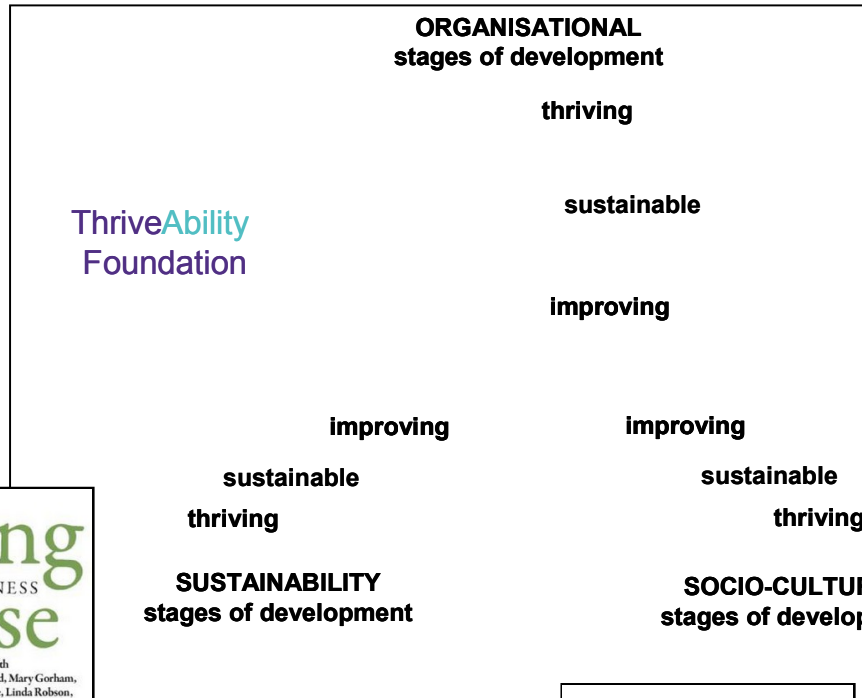
Future fit businesses, operating forever,  
would not only do no harm, but do well by only doing good



# We Believe Flourishing Enterprises are Simply *Better*...



# Setting a Goal of Flourishing for Enterprises is a Growing Movement...





Open Working Group proposal for


# Sustainable Development Goals



**THE GLOBAL GOALS**  
For Sustainable Development

APPROVE  
D

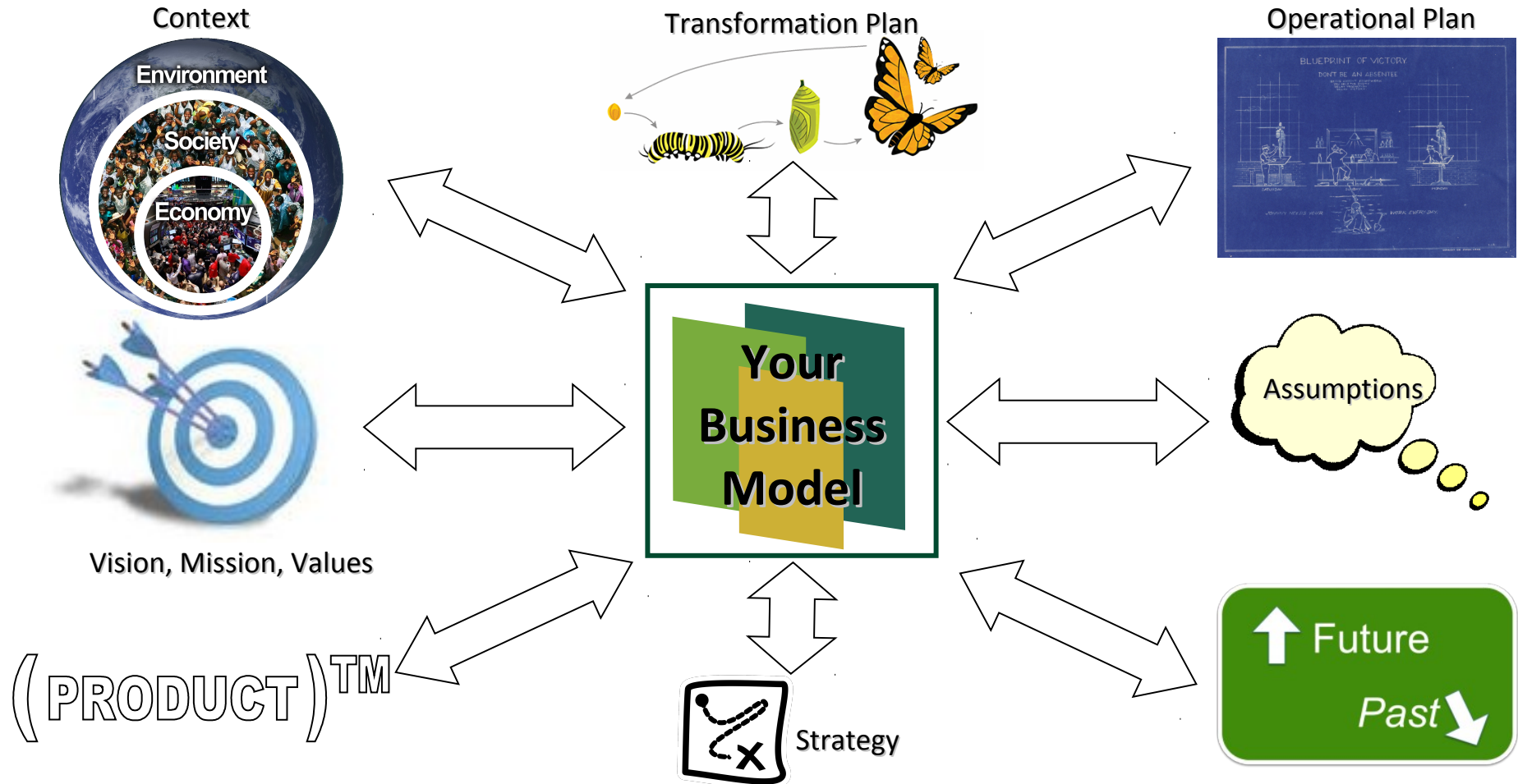
# But How?



How can we  
enable flourishing  
in real operating  
businesses?



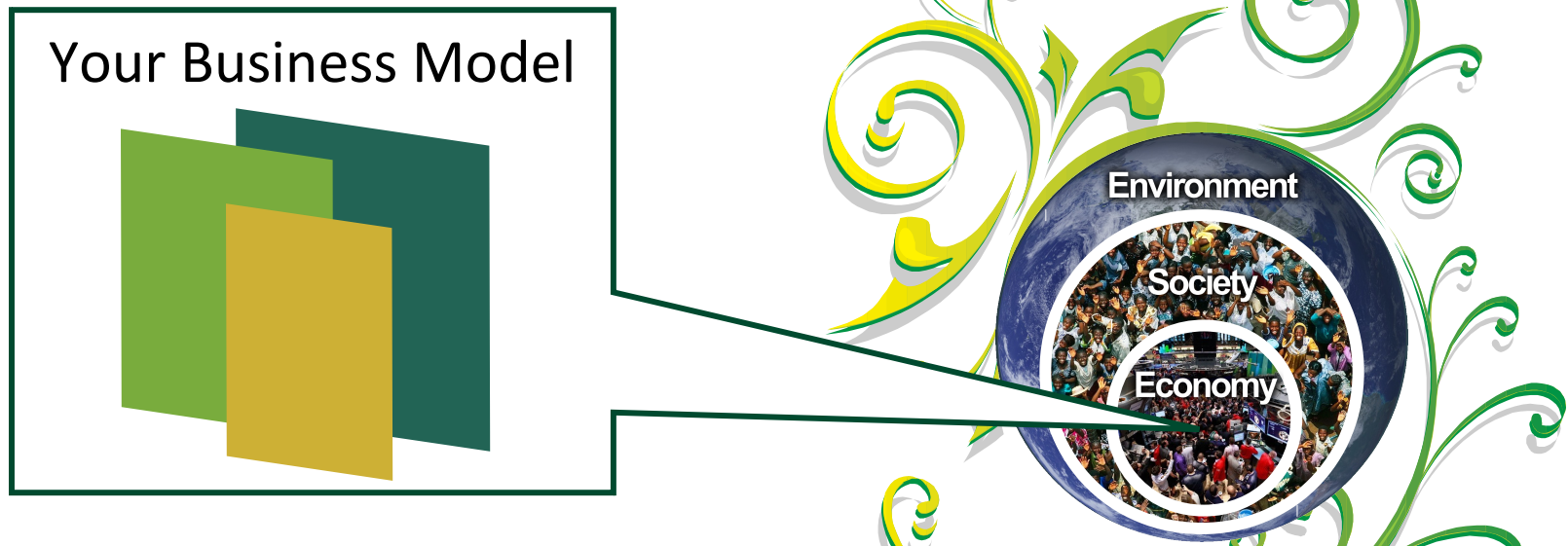
# But Why Business Models? Because they Integrate Many Views of an Enterprise



Business modeling efforts integrate all the aspects of an enterprise – enabling you to learn more effectively to create the most compelling story of your endeavour

# Tri-Impact Enterprises Need More

*Design your Business Model* so it creates the possibility for *flourishing*:  
financially, socially and environmentally



**“A business model is a description of how an enterprise defines and achieves success over time.”\***

\* Upward, A., & Jones, P. H. (2016). An ontology for strongly sustainable business models: Defining an enterprise framework compatible with natural and social science. *Organization & Environment*, Special Issue: Business Models for Sustainability: Entrepreneurship, Innovation, and Transformation 29(1), 1-27. doi:10.1177/1086026615592933 & download manuscript: [www.academia.edu/14461116](http://www.academia.edu/14461116)

# Introducing ...



## Flourishing Business Canvas<sup>SM</sup>

A tool that provides a common language in a *useful* visual framework to enable you to collaboratively sketch, prototype, design, improve, communicate, understand, measure, diagnose and tell stories about your flourishing business model

# Introducing ...

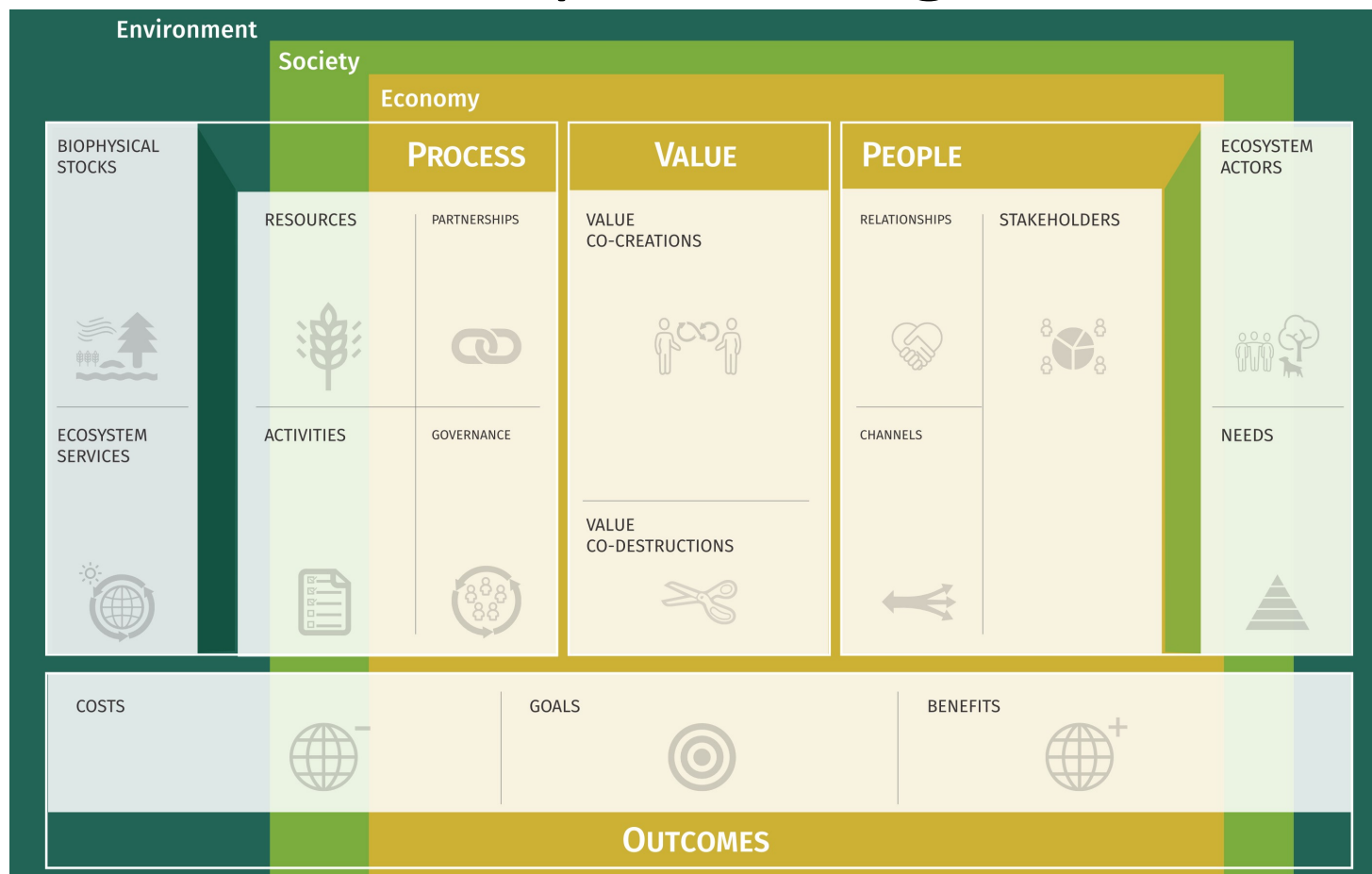


# Flourishing Business Canvas<sup>SM</sup>

Based on 3+ years of peer reviewed research\*;  
Built on Alex Osterwalder's 2004 PhD – the basis of the very  
practical and successful profit-first Business Model Canvas

\* Upward, A., & Jones, P. H. (2016). An ontology for strongly sustainable business models: Defining an enterprise framework compatible with natural and social science. *Organization & Environment*, Special Issue: Business Models for Sustainability: Entrepreneurship, Innovation, and Transformation 29(1), 1-27. doi:10.1177/1086026615592933 & download manuscript: [www.academia.edu/14461116](http://www.academia.edu/14461116)

# A Business Model Tool for Tri-Profitable Enterprise Design



Flourishing Business Canvas – the language of tri-impactful enterprise: 16 necessary *and* sufficient questions to describe a flourishing business model: financially, socially, environmentally

# 16 Necessary and Sufficient Questions

- Outcomes
  1. Goals
  2. Benefits\*
  3. Costs\*
- People
  4. Ecosystem Actors
  5. Needs
  6. Stakeholders\*
  7. Relationships\*
  8. Channels\*
- Value
  9. Value Co-Creations\*
  10. Value Co-Destructions
- Process
  11. Partnerships\*
  12. Governance
  13. Resources\*
  14. Biophysical Stocks
  15. Activities\*
  16. Ecosystem Services

16 Questions to create the possibility for flourishing.  
 \*The 9 questions from the Business Model Canvas  
 (profitability *is* part of flourishing)



16 necessary and sufficient questions to create the possibility for flourishing – grouped by Perspective, related to **Contexts**

**How & Where  
PROCESS**
**What  
VALUE**
**Who  
PEOPLE**
BIOPHYSICAL  
STOCKSECOSYSTEM  
ACTORSECOSYSTEM  
SERVICES

RESOURCES



PARTNERSHIPS

VALUE  
CO-CREATIONS

RELATIONSHIPS



STAKEHOLDERS



ACTIVITIES



GOVERNANCE

VALUE  
CO-DESTRUCTIONS

CHANNELS



NEEDS



COSTS



GOALS

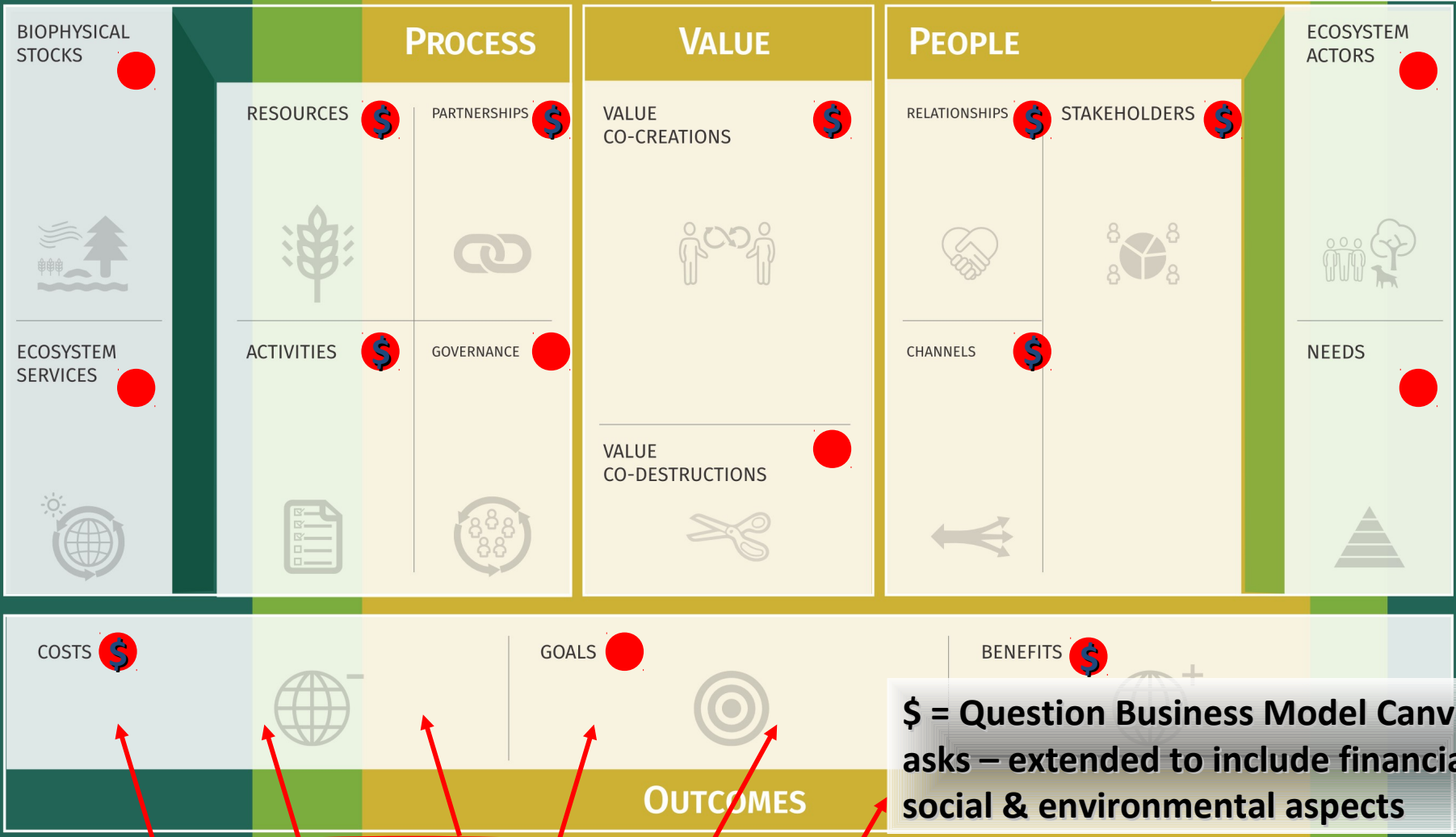


BENEFITS


**Why  
OUTCOMES**

16 necessary and sufficient questions to create the possibility for flourishing – grouped by perspective, related to contexts





**16 necessary and sufficient questions** to create the possibility for flourishing – grouped by perspective, related to contexts

# Key Points About Flourishing Business Canvas – 1 / 2

- Didn't delete concepts compared to BMC
- All 9 questions still there – you can move stickies that describe the profit making elements of a business model from the BMC to the FBC ***without*** any changes
- ***AND*** then you'll start to see, through the additional and expanded questions, new opportunities and new risks – that come from the integrated view of the economic, social and environment

# Key Points About Flourishing Business Canvas – 2 / 2 \*

- A common language for describing and designing flourishing organizations
- Builds understanding of interconnections of the organization with the world: Economically, Socially, Environmentally
- Enables broader, deeper and richer conversations about all aspect of value co-creation (and destruction)
- Provides context to enable collaboration – enabling teams to align on key strategic decisions

The Flourishing Business Canvas: A key component of a comprehensive innovation toolkit to collaboratively think through *all* the aspects of an enterprise to create the possibility for flourishing – sketch, prototype, design, improve, communicate, understand, measure, diagnose and tell stories

# Going Deeper

- The following pages provide
  - An introduction to a key concept and the overall structure of the Flourishing Business Canvas
    - The definition of value
    - The three real contexts for business:  
Environment, Society, Economy
    - Four perspectives on any business:  
Outcomes, People, Value, Process
  - Walk through of the relationship between the contexts, perspectives and the 16 questions

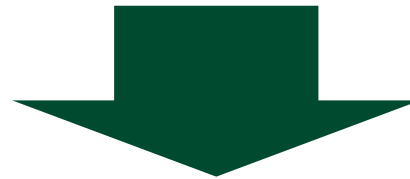
When you become a First Explorer you also get ~12 pages of help on each of the questions – including hints and tips

# Re-thinking Value

From

“A Business Model describes the rationale of how an organization creates, delivers and captures value [in monetary terms]”\*

Necessary, but not Sufficient



To

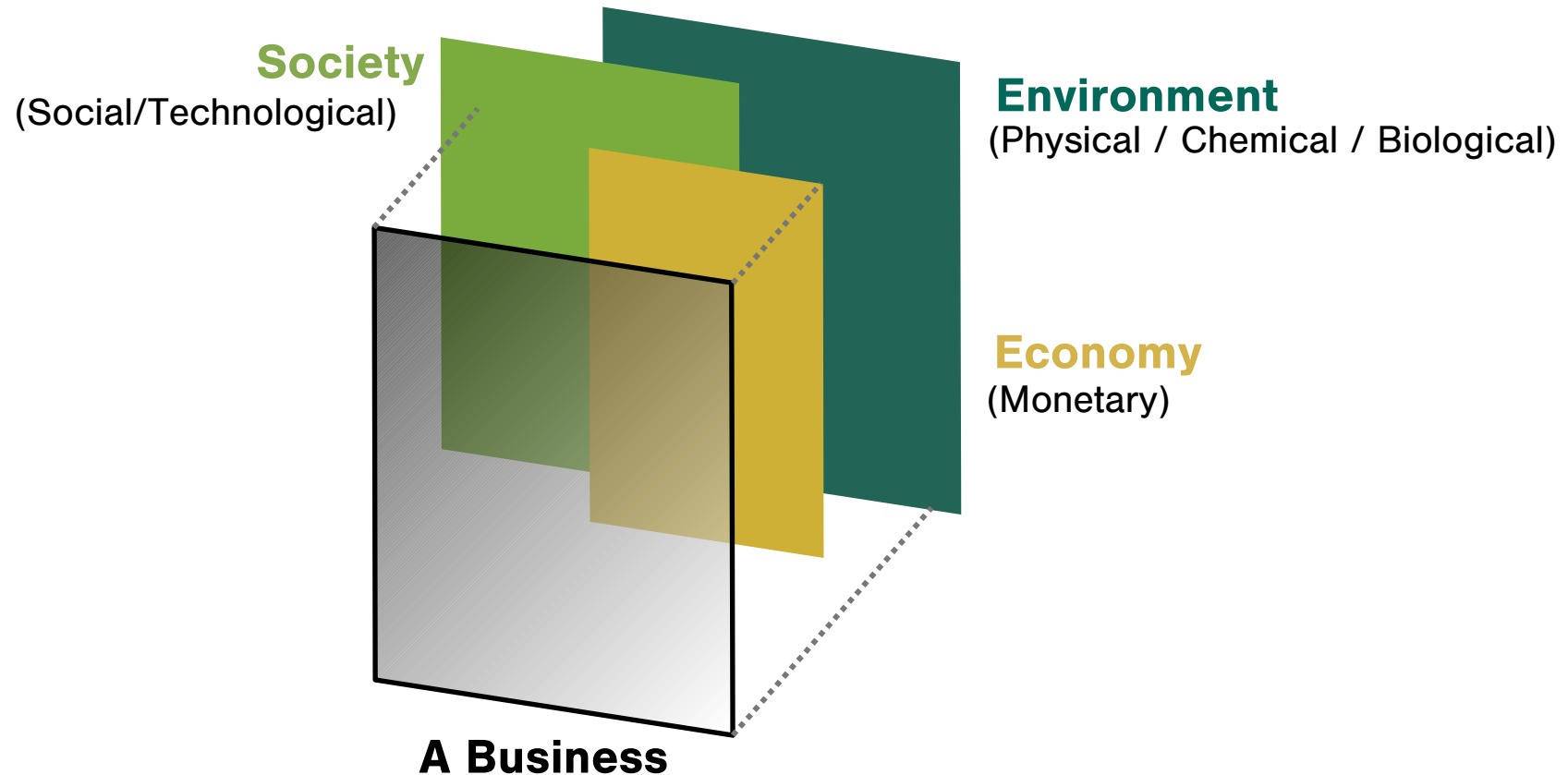
***Value is*** the perception by a human or non-human actor of a need being met; measured in aesthetic, psychological, physiological, utilitarian and / or monetary terms<sup>†</sup>

***Value is created*** when needs are met via satisfiers that align with the recipients world-view, and destroyed when they don't

\* p. 14 Osterwalder, A., & Pigneur, Y. (2009). Business Model Generation

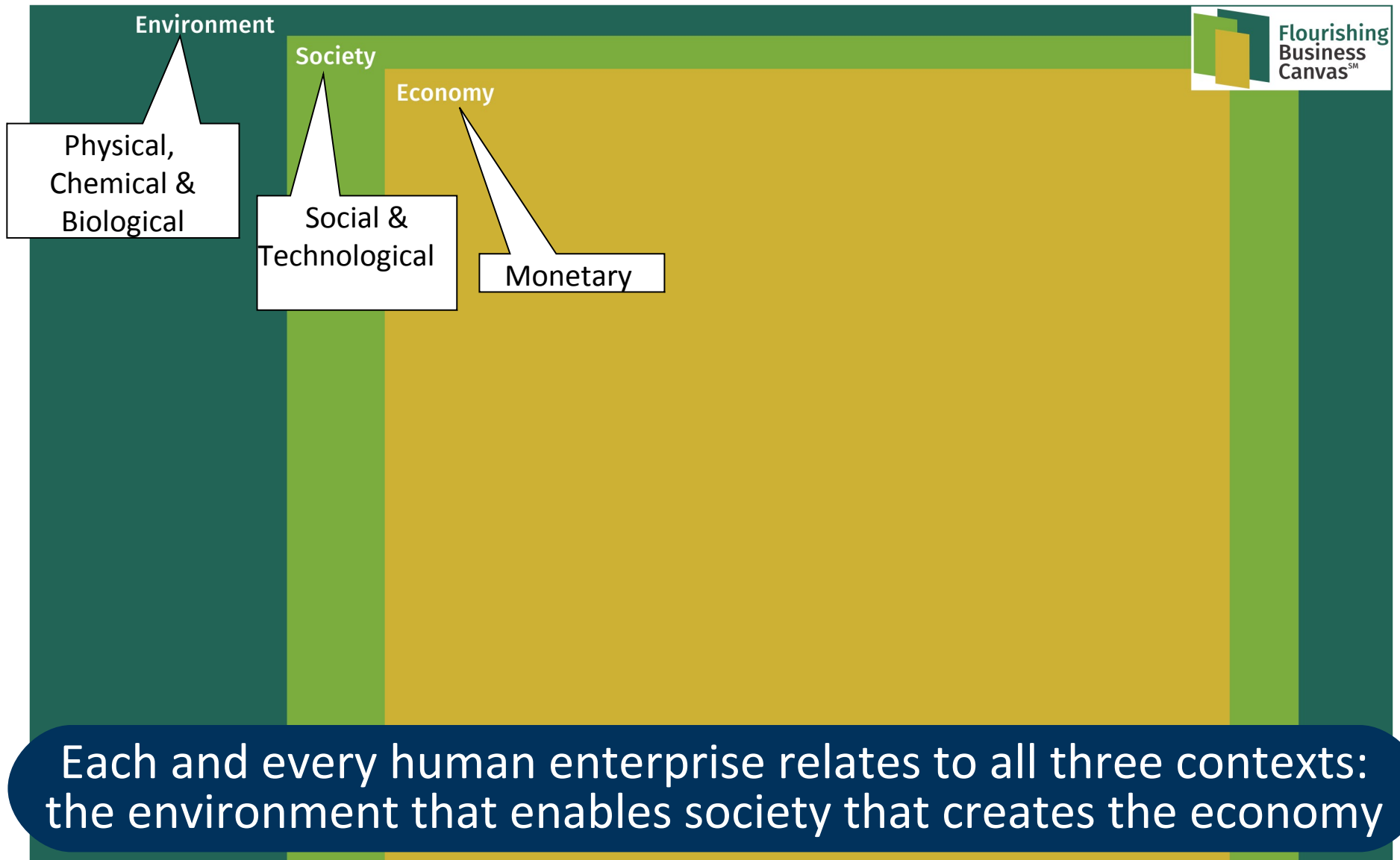
† Derived from Max-Neef – Fundamental Human Needs (1991)

# Real Context for Business

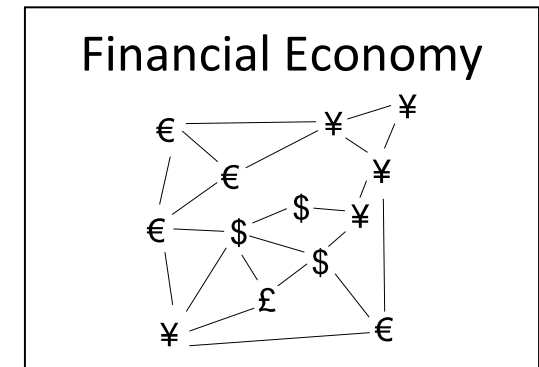
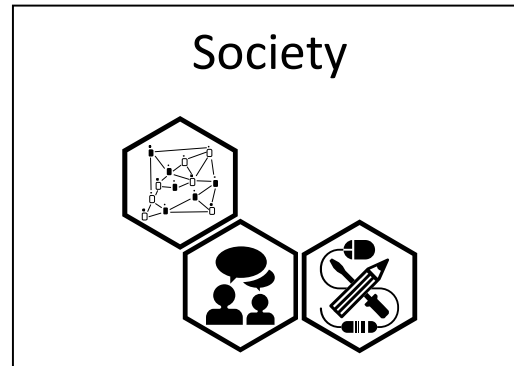
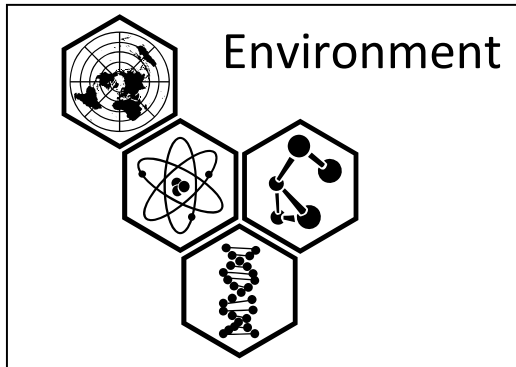


Each and every business relates to all three contexts: the environment that enables society that creates the economy

# The Contexts for all Enterprises



# The Contexts for Business



Each and every human enterprise relates to all three contexts: the environment that enables society that creates the economy

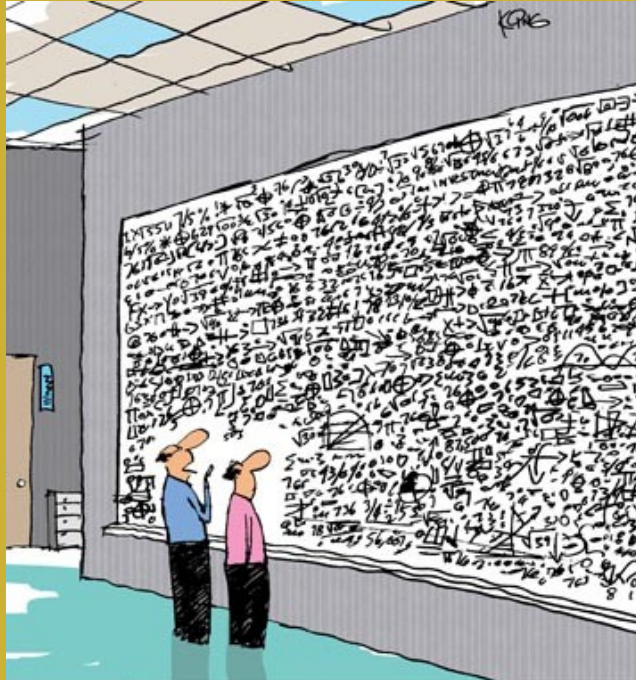


# Flourishing Business is More Complex

Environment

Society

Economy

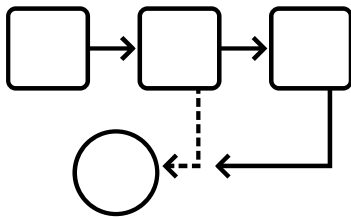


*“And that, in simple terms, is how  
you start a profitable small business”*

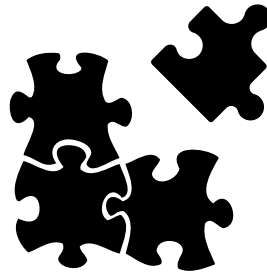
The inconvenient truth is that flourishing enterprises, to avoid unintended consequences, have more considerations

# Perspectives on a Business Model

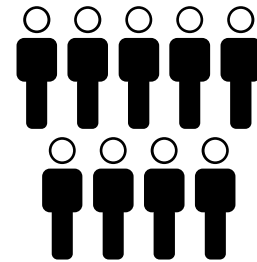
Process



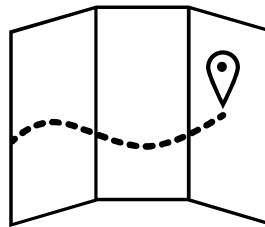
Value



People



Outcomes



There are four perspectives that group the concepts on the flourishing business canvas, making it more manageable:  
Why, Who, What and How

# Perspectives on a Business Model



*What* does an enterprise  
do now and in the future?

**PROCESS** **VALUE** **PEOPLE**

*How*, where &  
with what does  
the enterprise  
do it?

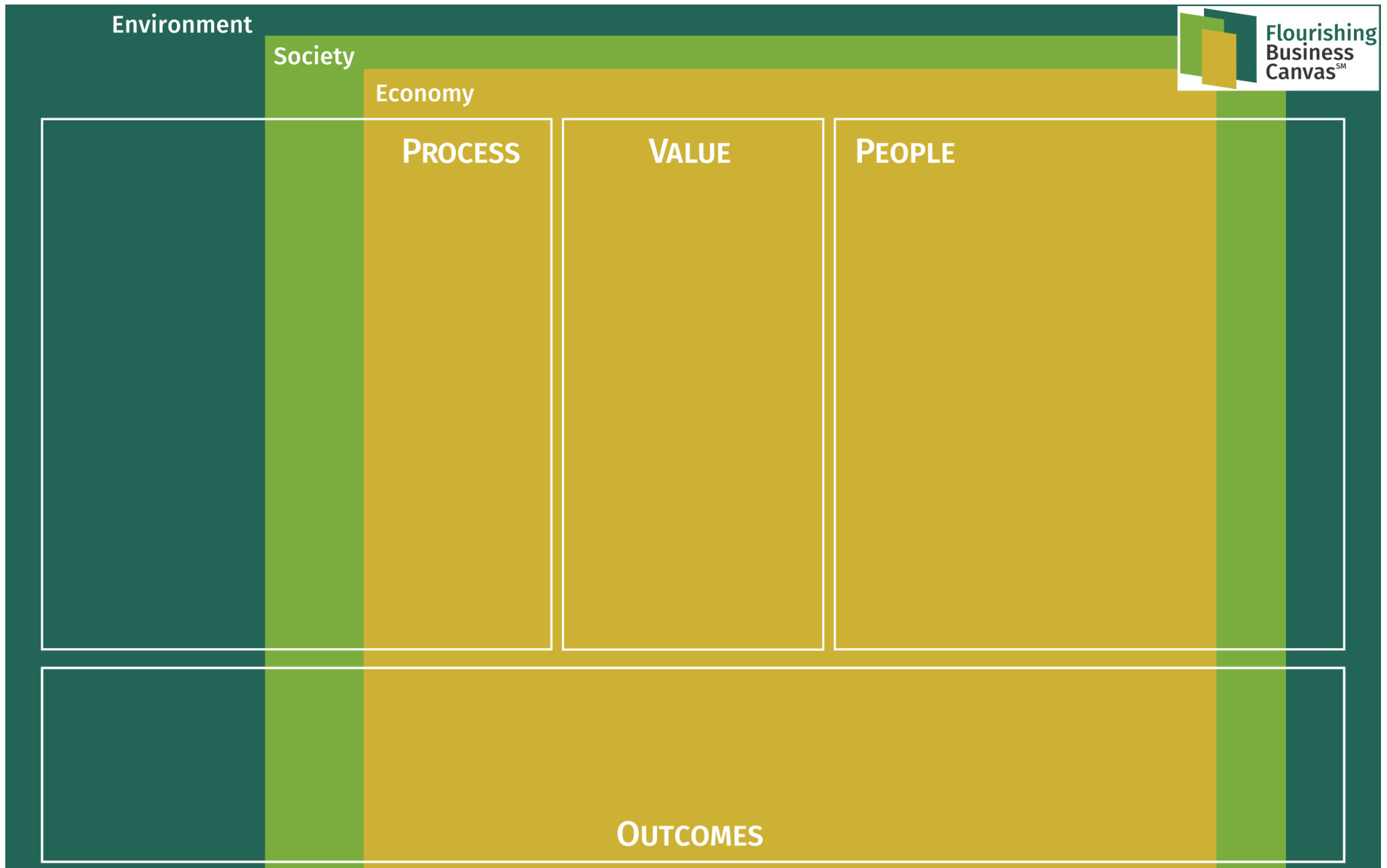
*Who* does an  
enterprise do it  
to, for and  
with?

**OUTCOMES**

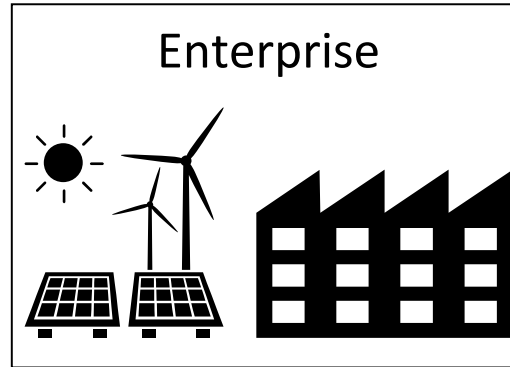
*Why*: How does an  
enterprise define &  
measure success?  
(in Environmental, Social  
& Monetary units)

There are four perspectives that group the concepts on the flourishing business canvas, making it more manageable:  
Why, Who, What and How

# Relating Contexts to Perspectives

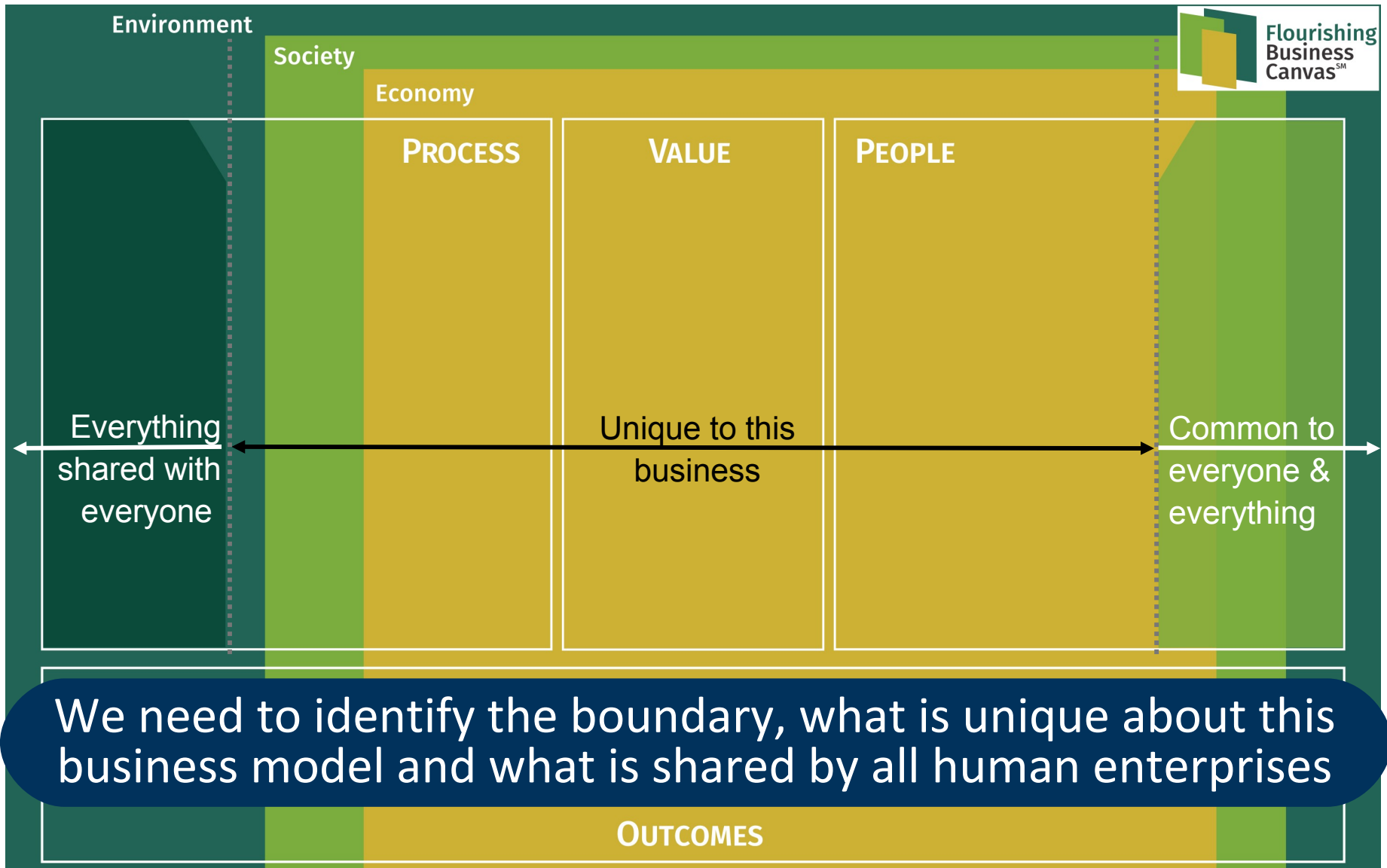


# Understand What's Unique



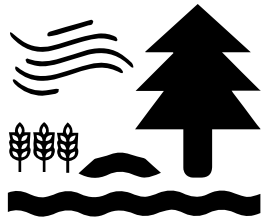
We need to identify the boundary, what is unique about this business model and what is shared by each enterprise

# Understand What's Unique

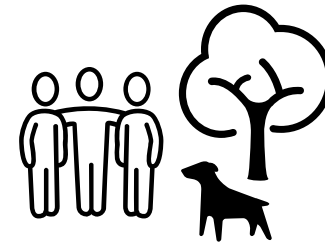


# Understand What's Shared

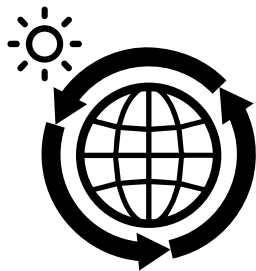
## Biophysical Stocks



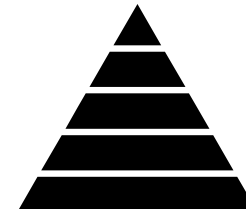
## Ecosystem Actors



## Ecosystem Services

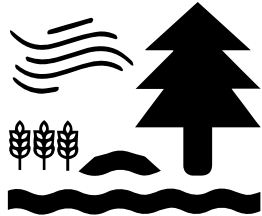


## Needs

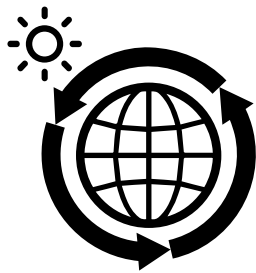


# Understand What's Shared

## Biophysical Stocks

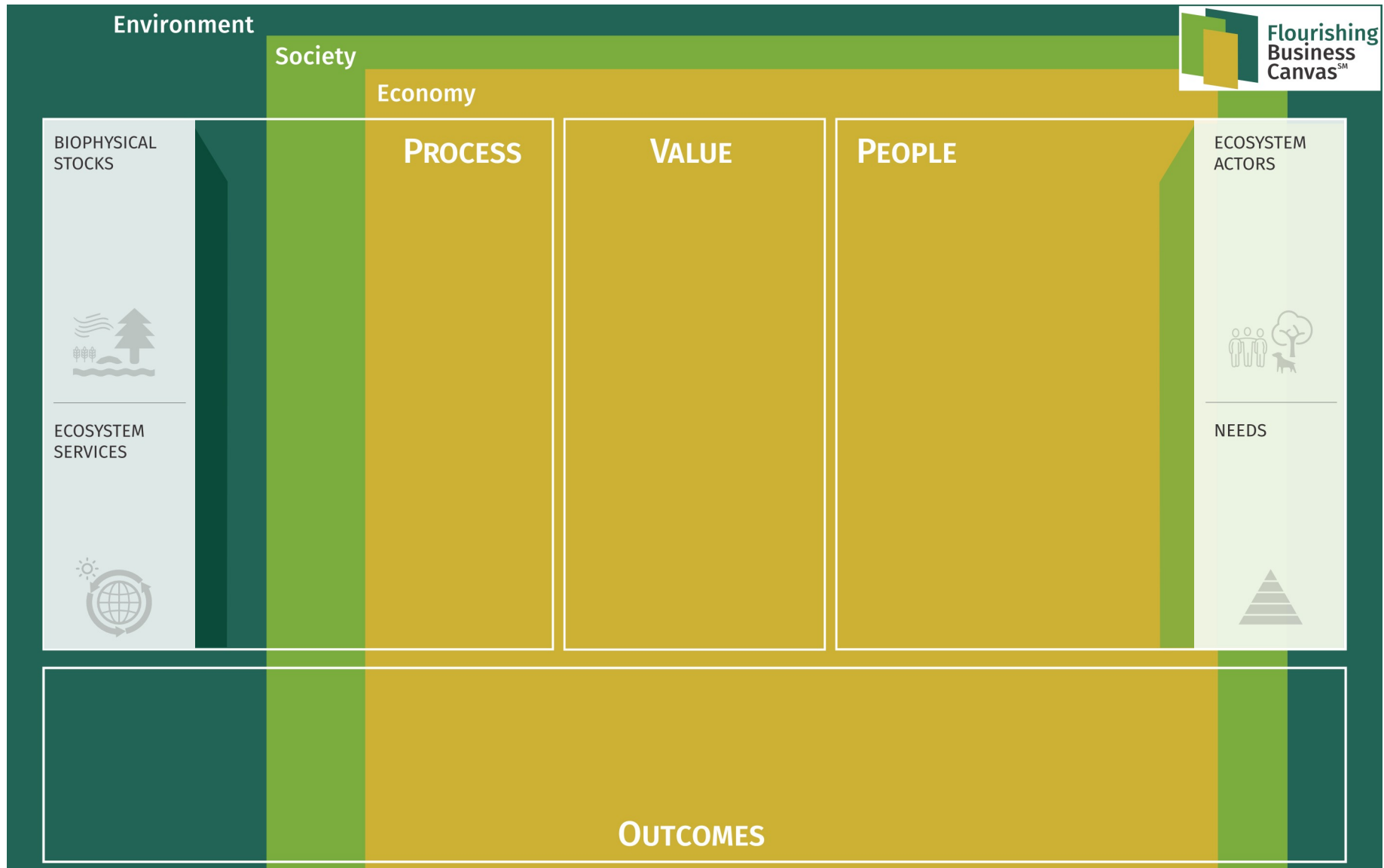


## Ecosystem Services

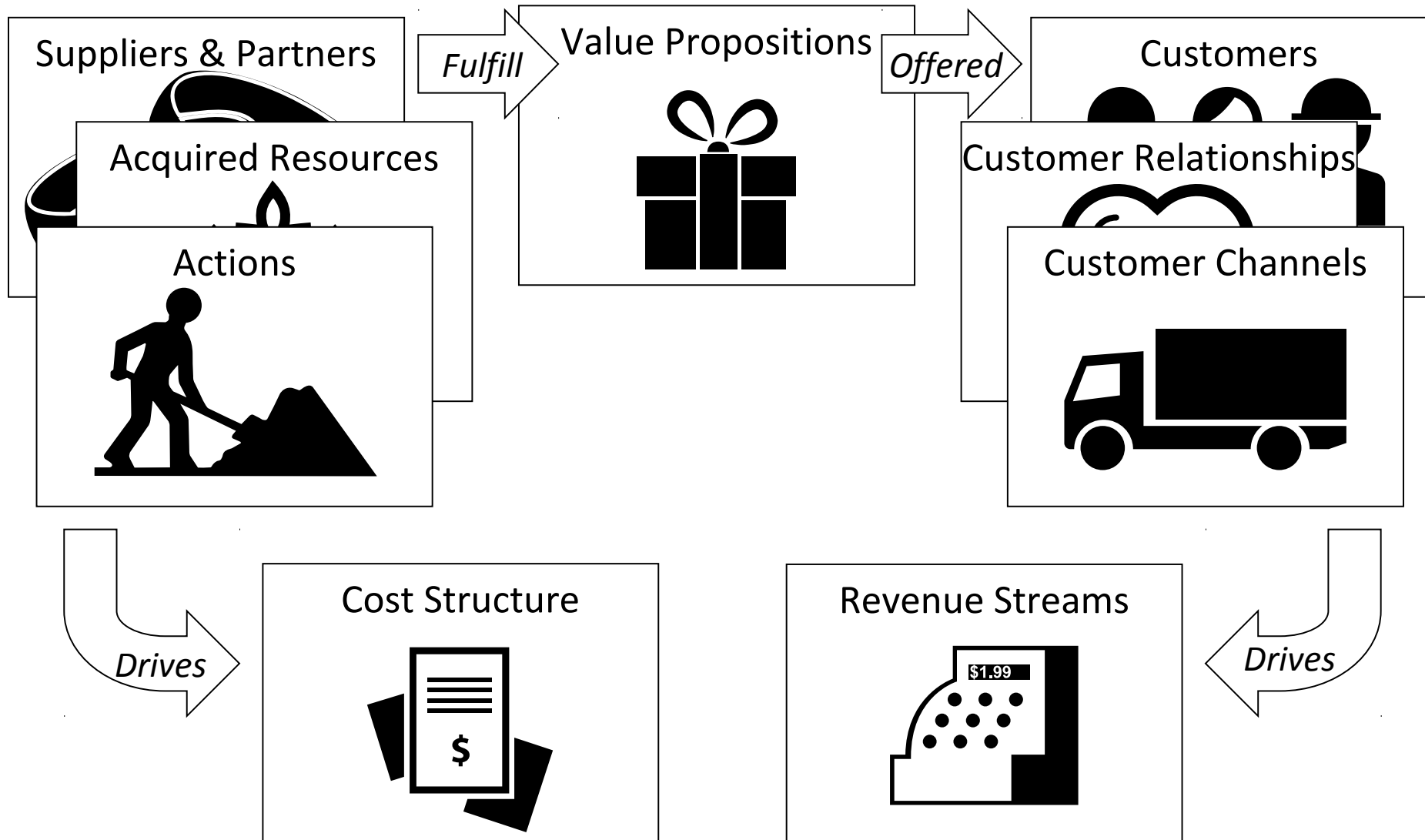




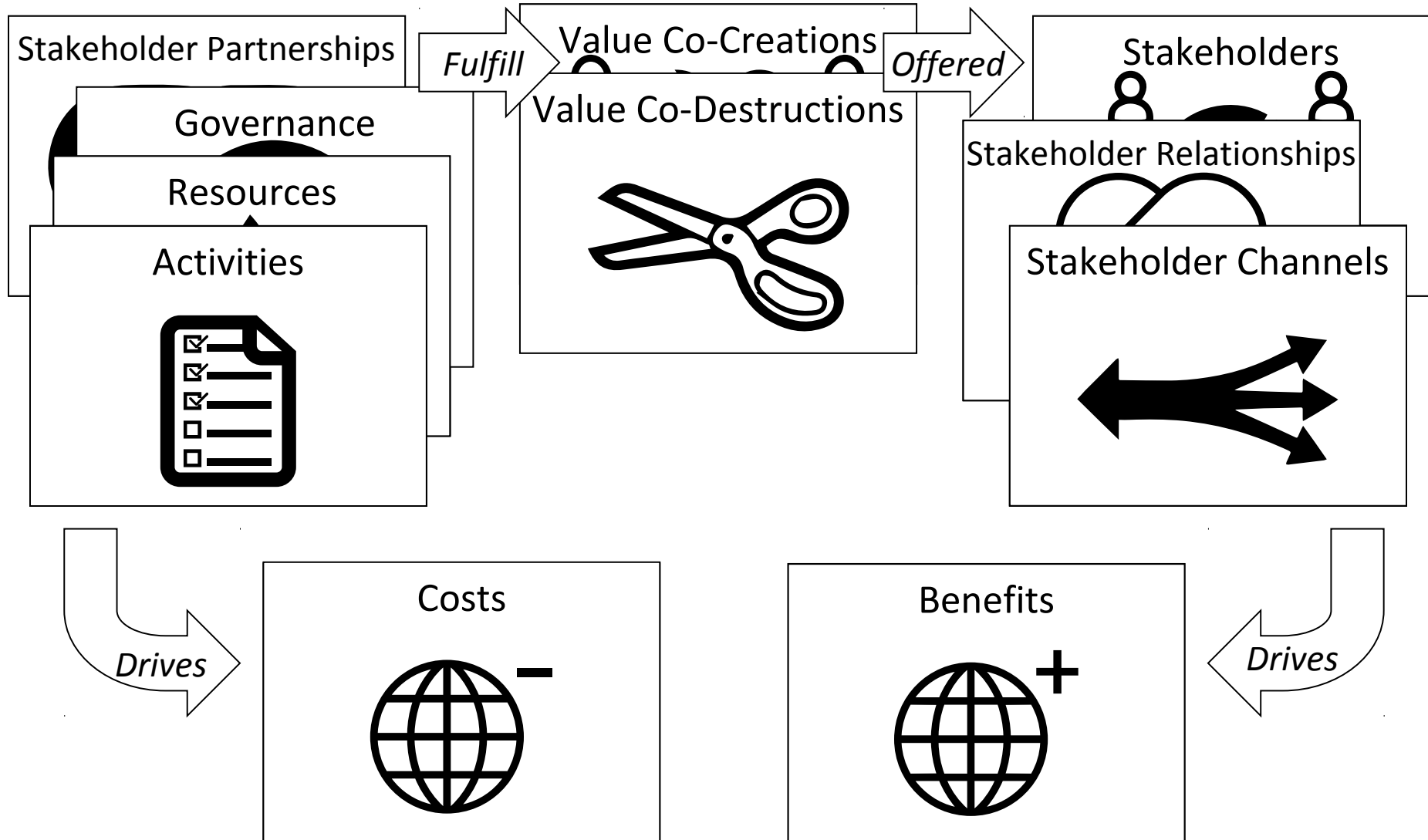
# Understand What's Shared



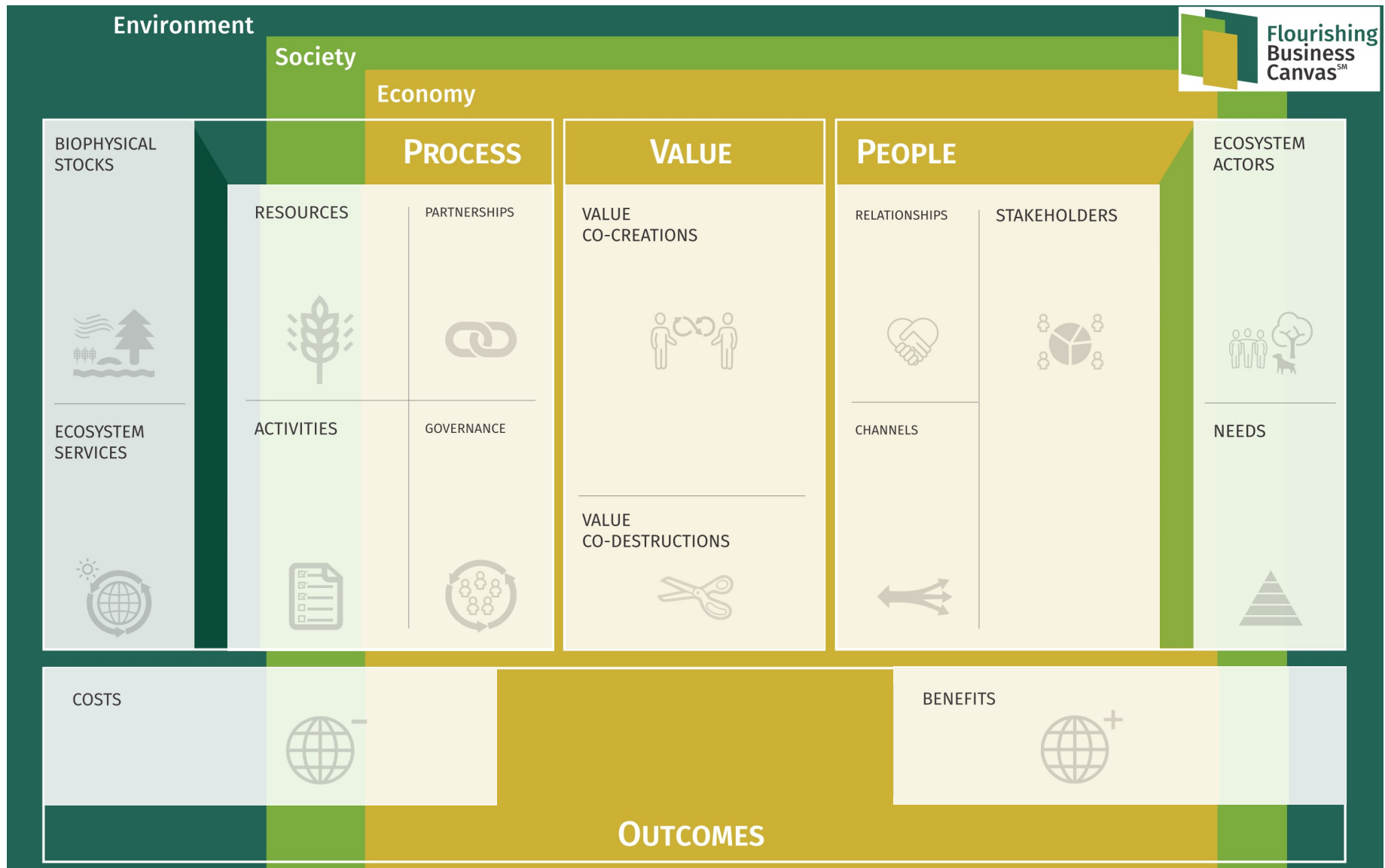
# Understand Creating, Delivering and Capturing Value – Financially\*



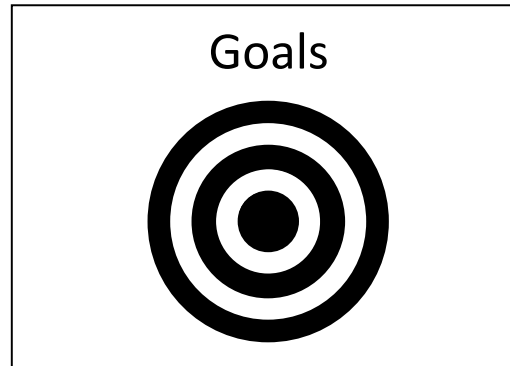
# Understand Creating, Delivering and Capturing **All** Value



# Understand *All* Value

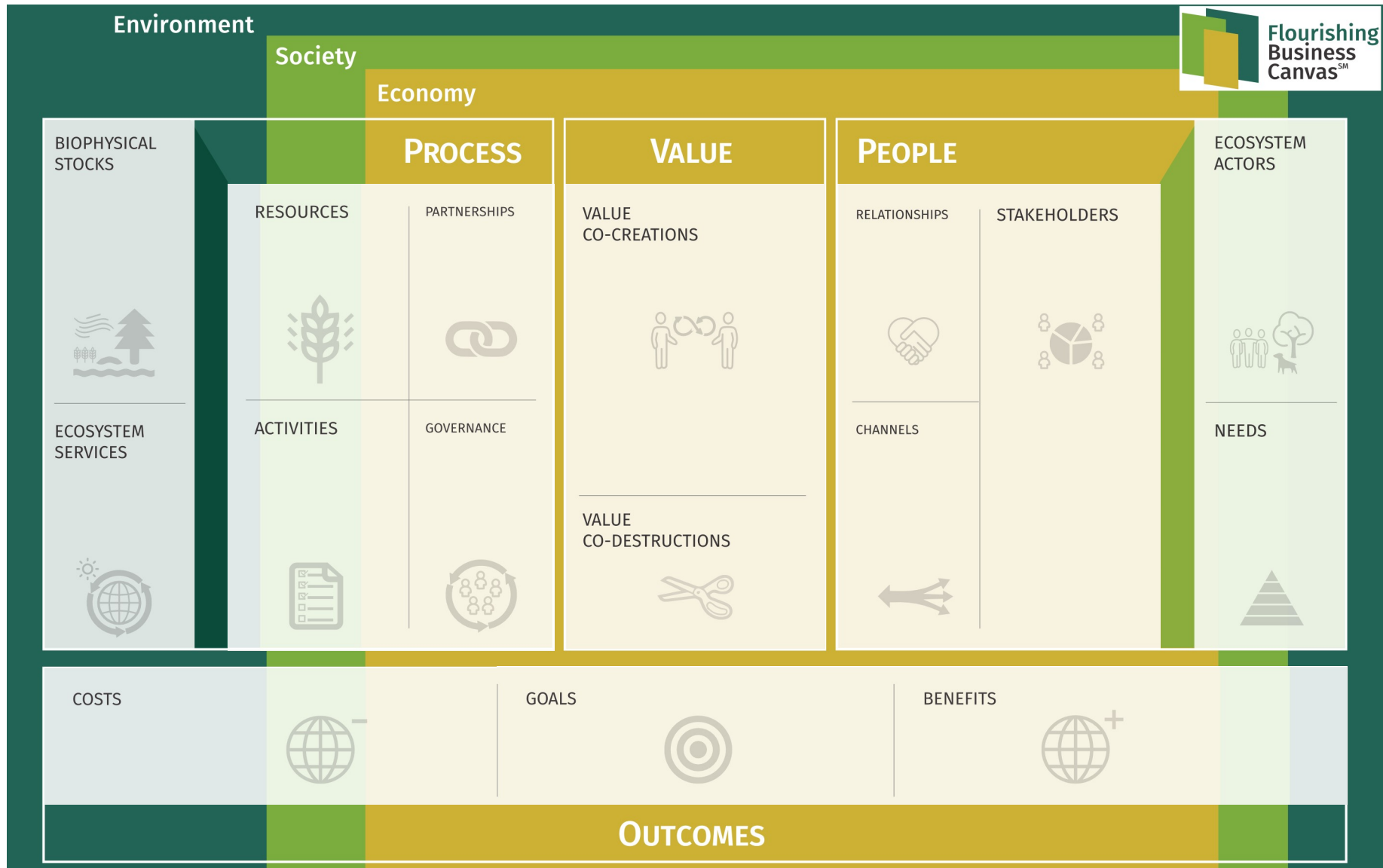


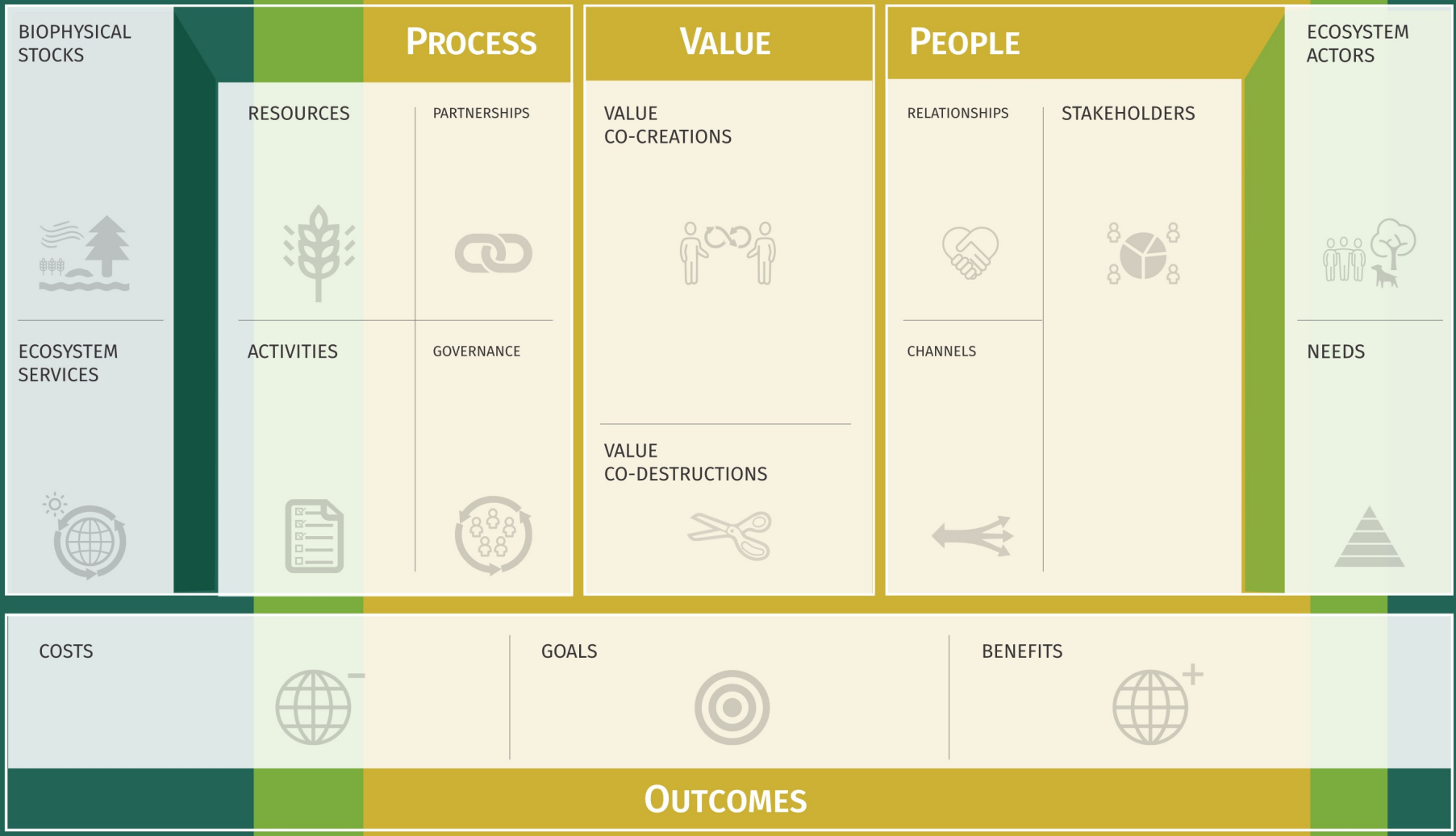
# Understanding Goals



We need to identify the goals of the enterprise – as defined by the stakeholders with governance rights to do so.  
Goals are based the *values* of those stakeholders.

# Understanding Goals





The necessary and sufficient building blocks to create the possibility for flourishing – contexts, perspectives, question boxes

# Summary

- A common language for describing and designing flourishing organizations
- Builds understanding of interconnections of the organization with world: Economy, Society & Environment
- Enables broader, deeper and richer conversations about all aspect of value co-creation (and destruction)
- Provides context to enable collaboration – enabling teams to align on key strategic decisions

**The Flourishing Business Canvas:**  
A tool to think through all the aspects of a business  
to create the possibility for flourishing –  
financially, socially and environmentally



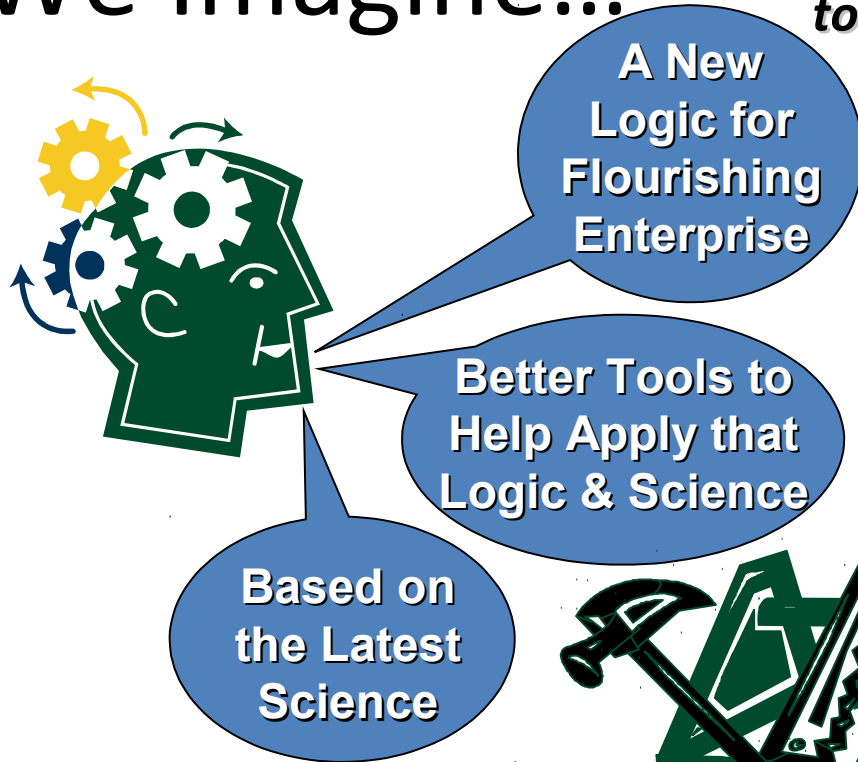


What's Next?

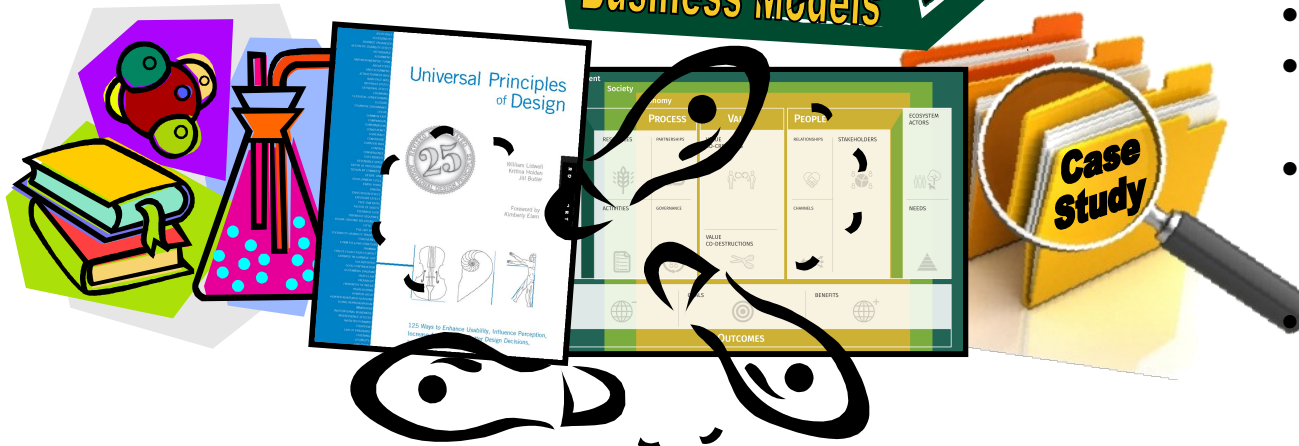
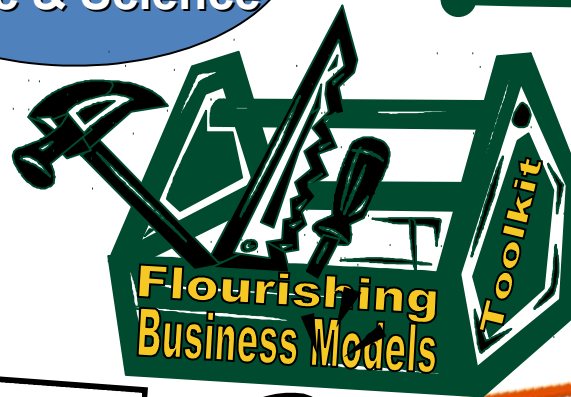
Can I Use It Now?

How Can We Help You?

# We Imagine...



Doing Good  
to Do Well



## Toolkit Contents

- Tool (canvas)
- Design Principles for Flourishing Business
- Methods for effective use of the tool while applying the principles
- Patterns and case studies

# Destination

- Canvas will be made available under a Creative Commons License
  - Free to use commercially & non-commercially
  - Current version must be licensed before use – at no cost
- “How to” book describing the toolkit for flourishing business will be published
- Global team of 12 assembled; some aspects of book development planned to be crowd-funded
  - [www.FlourishingBusiness.org](http://www.FlourishingBusiness.org)
  - See Project Update Presentation in SlideShare for more

# Status / Next Steps

- Current development version of canvas ready for use
- Other elements of the Toolkit at earlier stages, pending funding
- Project seeking relationships with people willing to use the canvas now and / or fund the project
  - Improve canvas
  - Input to develop rest of toolkit

Development version of canvas can be licensed for *free* – doing so establishes the relationship you need to get support and we need to get feedback

# Invitation

We would love to help you go deeper:

**1.Experience** the Flourishing Business Canvas

- Tailored workshops in your location

**2.Use** the canvas in your organization

- Become a “First Explorer” – **free** license!

**3.Contribute** to its further development

- Financially or in-kind – join our “Marquee Supporters”

**4.Undertake** research using it

- Collaborate with our community of researchers

To explore how these possibilities can help you reach your goals please  
contact us: [inquiry@flourishingbusiness.org](mailto:inquiry@flourishingbusiness.org)

# How Can We Help?

- We help enterprises to improve their tri-profitability – at all stages of their development

A	Start-up	From concept to proven business model
B	Find Funding to Scale	Ensuring capability to grow and readiness for funding
C	Enterprise Succession	From decision to sell through new owner control
D	Enterprise Innovation	New product / service design and associated business model development and testing
E	Value Network Innovation	Multi-stakeholder collaborations to resolve systemic barriers to tri-impact creation
F	Tri-Impact Performance Assessment	Financial, social and environmental reporting, risk analysis and opportunity identification

We bring integrated Coaching, Assessment, Diagnosis, Design, Value Discovery, Learning services to enable your sustainable innovation journey

Please contact us to explore how we can help you create your flourishing enterprise: [inquiry@flourishingbusiness.org](mailto:inquiry@flourishingbusiness.org)

# Appendix / Back-up



**Flourishing  
Business<sup>SM</sup>**

*a project by  
members of*





# Help bring Flourishing Business Innovation to the World!

- ✓ **Become** a “First Explorer”
  - Enables commercial use of the new Canvas now  
40 organizations & individuals around the globe have joined so far
- ✓ **Join** the quest
  - Crowd-funded collaborative book project  
Working Title: Flourishing Business Innovation
  - 12 International co-authors identified
  - Crowd-funding in 2016-17  
Individuals **and** Organizations  
Backers also get immediate commercial rights to use new Canvas  
Everyone else will have to wait for the book
  - Self Publish 2016-17  
Canvas released under a Creative Commons License free for commercial use
- ✓ **Connect** to like-minded colleagues
  - LinkedIn and Facebook  
540+ Members from around the globe



**Flourishing  
Business<sup>SM</sup>**



[inquiry@FlourishingBusiness.org](mailto:inquiry@FlourishingBusiness.org)



[www.FlourishingBusiness.org](http://www.FlourishingBusiness.org)



[@FlourishingBiz](https://twitter.com/FlourishingBiz) #  
FlourishingBiz

# Strongly Sustainable Business Model Resources

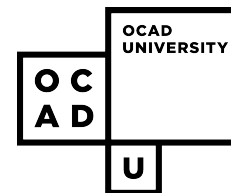
 Join 550+ colleagues: <http://forum.SSBMG.com>  
Monthly presentations – virtual & F2F

## Learn More

- ~3 minute Audio/Visual Overview  
about.SSBMG.com
- Focus Areas
  - [wiki.ssbmg.com/home/streams](http://wiki.ssbmg.com/home/streams)
- Videos
  - [youtube.com/ssBusinessModelTV](http://youtube.com/ssBusinessModelTV)
- Learning Map
  - [wiki.SSBMG.com/home/learning-map](http://wiki.SSBMG.com/home/learning-map)
  - Includes case studies
- Blogs
  - [blog.SSBMG.com](http://blog.SSBMG.com)



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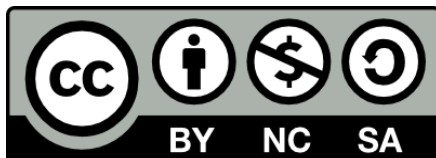
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# antony

*sustainability  
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