

CSE CANVAS (July 2021)

BUILDING A CSE BUSINESS MODEL						
What is the mission?						
→ Feasibility Can you deliver it?	Key stakeholders Who would you want to work with to generate shared value?	Key activities What are the main activities to be developed to generate shared value?	Value proposition for stakeholders What internal and external stakeholder needs do you try to address?	Stakeholder relationships What kind of relationships do you hope to establish with your stakeholders? How do you want to involve stakeholders in your strategy? How do you want to maintain these relationships?	Stakeholder groups Which stakeholders (customers, community, ecosystem) do you want to reach? Who are the beneficiaries of your shared value mission?	← Desirability Do stakeholders want this?
	Key resources What resources do you need to implement those activities?		What does your organisation do to deliver the generated shared value to stakeholders?	Stakeholder channels How do you want to communicate with your stakeholders internally and externally? How can stakeholders communicate with you?		
	Governance Who will ensure you do not lose track of your social and environmental mission while being profitable at the same time? Will it be a work team or just one person?		Social, environmental and economic impact goals How can you improve people's lives and society's overall well-being while improving your core business mission? How do you operationalise this?			
Cost Structure What are the direct costs generated by your internal activities? What are the costs generated through outsourcing, licensing agreements and the like? What are the costs associated with your social and environmental impact missions?			Surplus streams Does your business generate specific surpluses to support your social and environmental impact missions?	Revenue streams How does your business generate primary and secondary sources of revenue?		
↑ Viability What is it worth?				Adapted from Autio (2018) and Osterwalder & Pigneur (2010).		

Source: Couto, A. I., Parente, C., Cruz, S., Alegre, T. C., Castro, F. & Campos, S. (2022). *Corporate Social Entrepreneurship: Practices, Tools and Knowledge for Action*. EMBRACE Consortium. eISBN 978-989-746-336-5. <https://repositorio-aberto.up.pt/bitstream/10216/145311/2/591204.pdf>

 **CANVAS – LET’S TRY IT?**

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	Key resources	Social, environmental and economic impact goals	Stakeholder channels	
	Governance			
Cost Structure		Surplus streams	Revenue streams	

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