Business model and value proposition

Session 2

April 2026

RES-MAB
Empowering Change/Embracing Resilience

PRIMA
PARTNERSHIP FOR RESEARCH AND INNOVATION IN THE MEDITERRANEAN AREA

This project is part of the PRIMA programme supported by the European Union

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OBJECTIVES AND AGENDA

What should we expect from today's session?

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Objectives

1	Understand the importance of **CANVAS business model** and how to build it
2	**Incorporate social impact** in a business model
3	How do I make a **user-centered design?**

Agenda

16:00 - 16:15 h	Welcome
16:15 - 17:30 h	Social business model in the WEFE nexus
17:30 - 17:45 h	Pause
17:45 - 18:45 h	Excercise
18:45 - 19:00 h	Closure

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01

Social business model in the WEFE nexus

Business model Definition

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"A business model describes the logic of how a company creates, delivers, and captures value."

Alexander Osterwalder

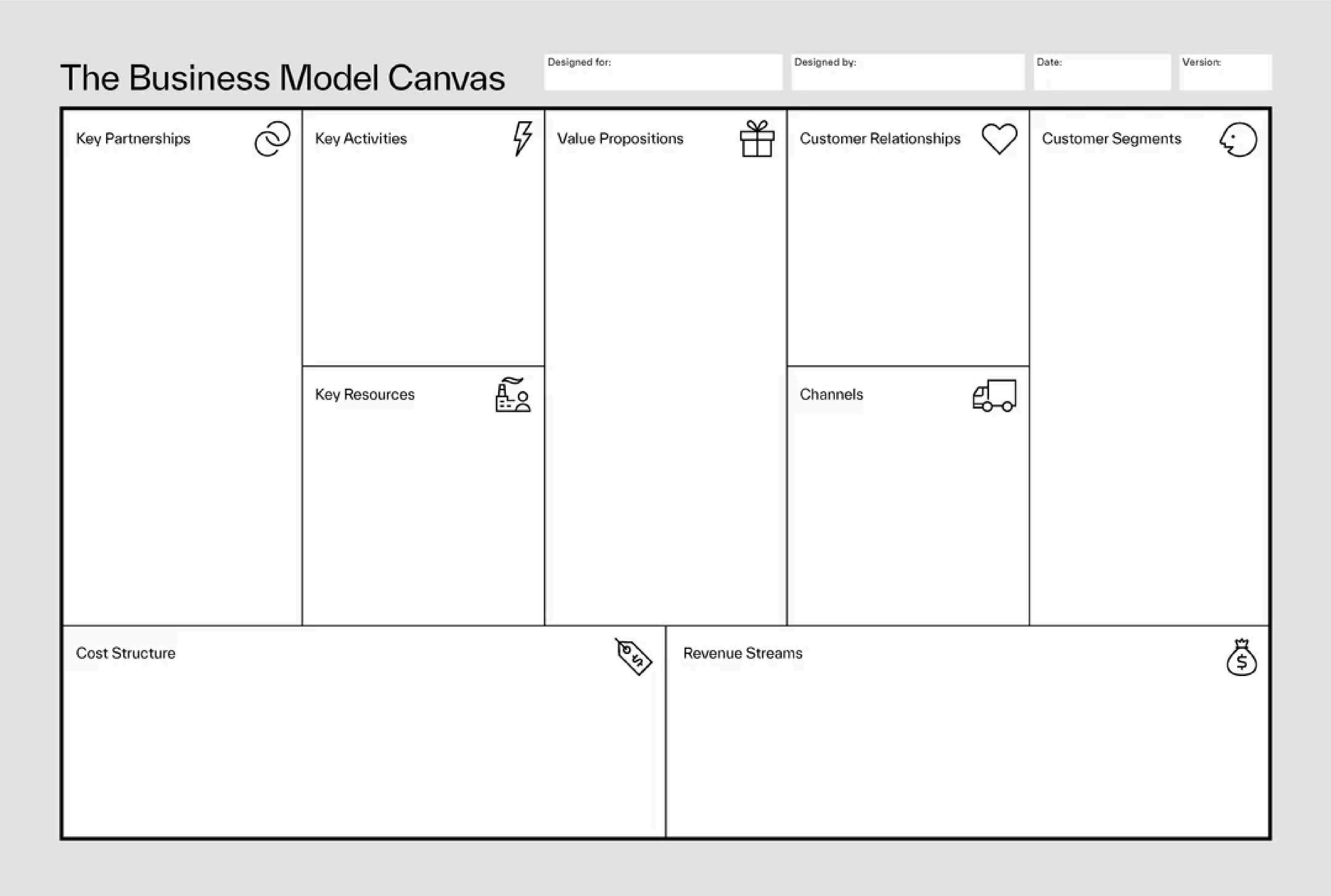
Business model Key factors

WHAT challenge?	Currently existing societal challenge
WHO is receiving value?	Who are my target audience or customers
WHICH value?	Which needs am I covering?
HOW do I offer a product or service	Characteristics and channels of my product or service
How do I make it profitable	Profit and loss to make the organisation sustainable

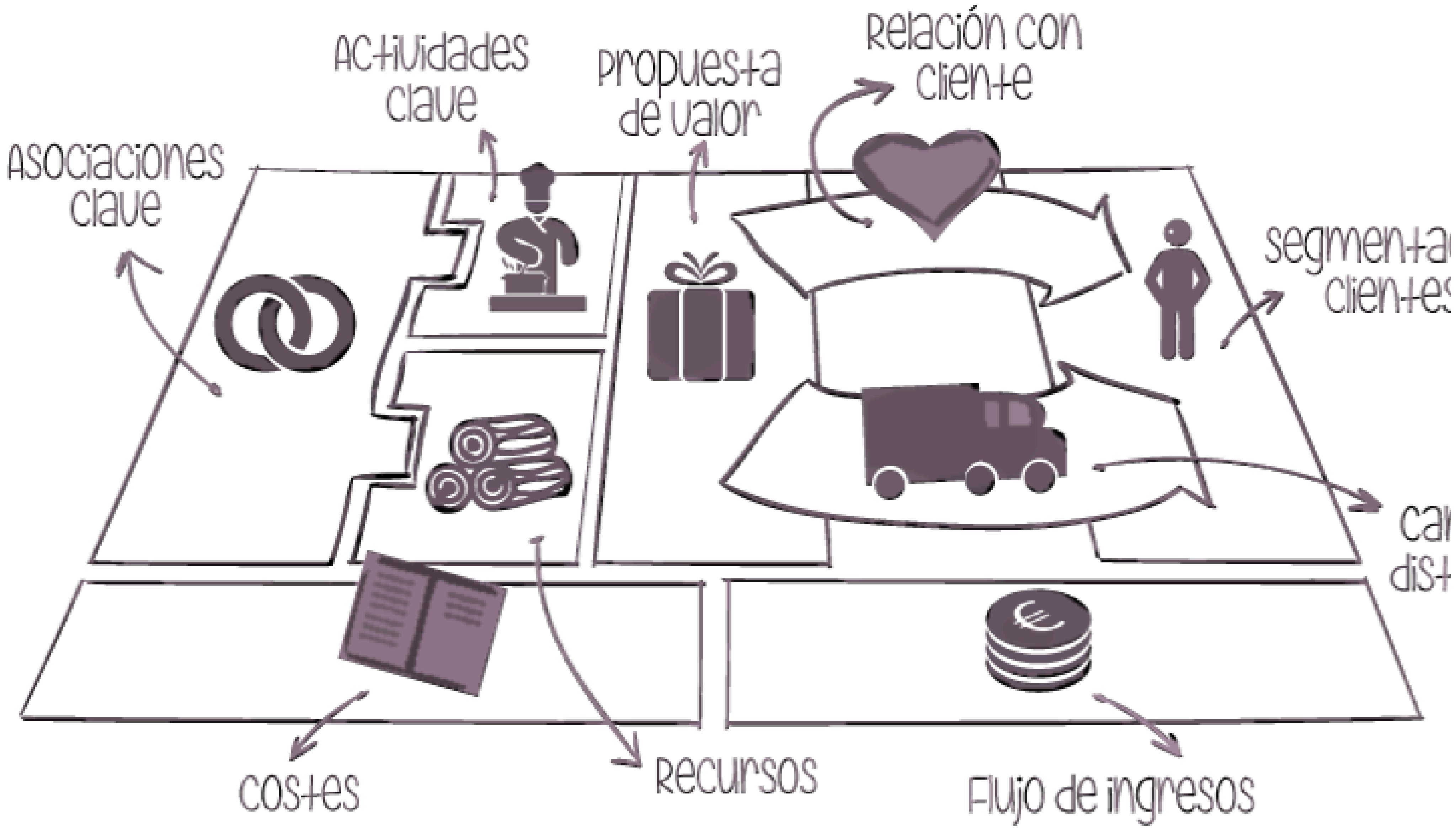
These factors must be <u>coherents</u> for the model to function

Business model
What is the Canvas

- It's the step before the Business Plan.
- It serves to define and explain our project using structured dimensions.
- It’s a dynamic tool that we must iterate and update.
- We will use an adaptation of the Canvas model, also incorporating social impact.



Business model
9 key components



- The Canvas method helps identify the key elements of our model as a step towards creating a business plan.
- Social enterprises' business models are more complex because they include social and environmental impact.
- The business model will evolve as the market reality becomes clearer.

Business model Template

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Alliances	Activities	Value proposition	Customer relationship	Customer segment
	Resources		Channels	

Cost structure	Revenues

Business model
Where do we find the social impact?

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What is the identified social, environmental, or cultural challenge?

Is it applicable to the action area? What is the current context and the specific challenges in the political and cultural context? How does it relate to the WEFE Nexus?

Customer segments

Which groups have identified social needs? Which segment can afford the cost of the services?

Value proposition

What need do we cover, what benefits do we provide, and what is our differentiating value?

Channels

Do we use ethical and accessible channels to reach the public or our customers? Do we use inclusive and understandable language?

Revenue

Do we implement an accessible pricing policy? Do we have solidarity mechanisms? Who sponsors us? Are they aligned with our values?

Costs

Do we implement an ethical and fair salary and contractual policy? Do we include the structure and preparation hours in our prices?

Customer relationship

Do we take into account the community dimension of our impact? Do we prioritize local purchasing over the globalization of services?

Alliances

Do we collaborate with entities from the social and solidarity economy (ESS)? Do we have non-competitive and mutual help dynamics?

Resources

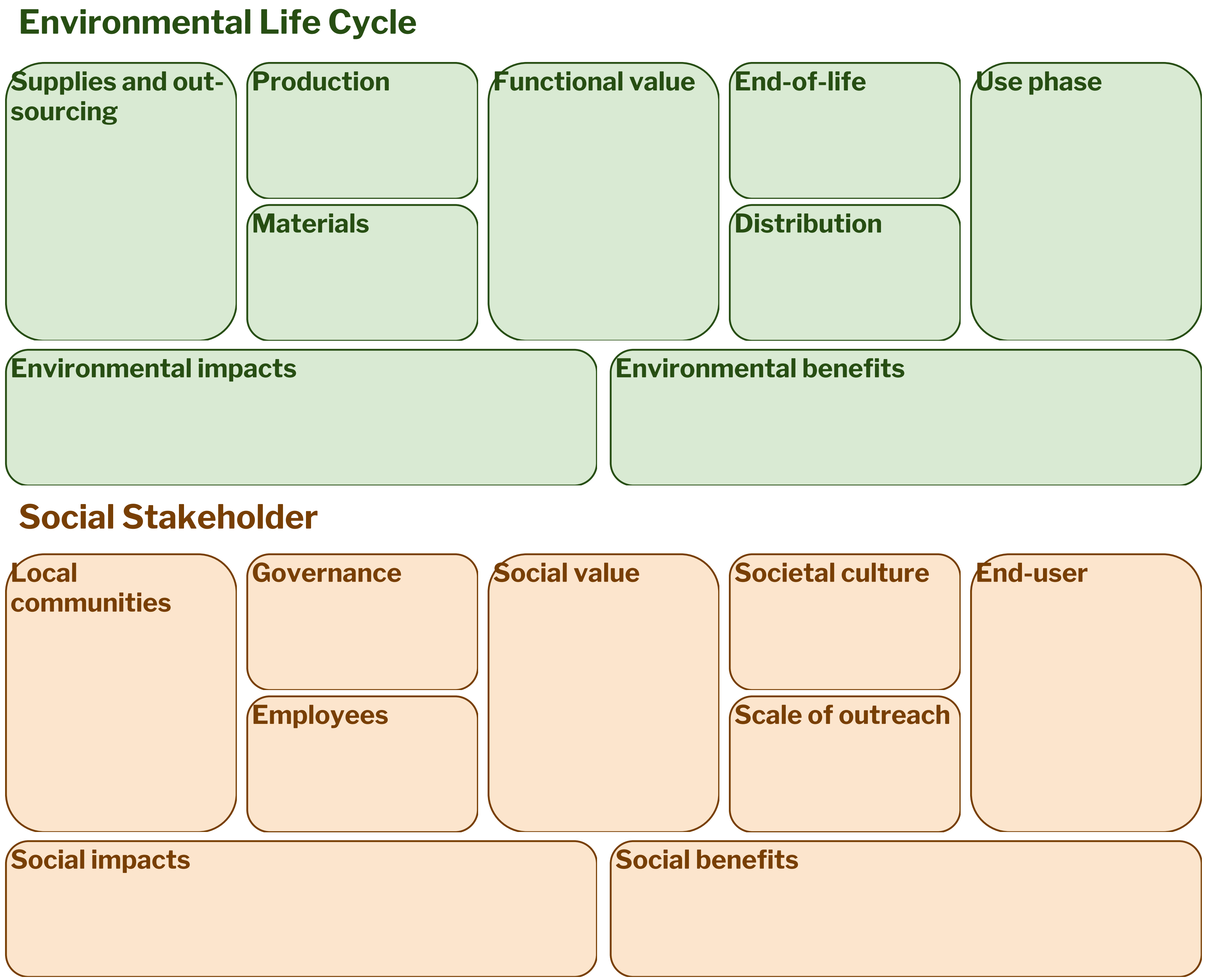
fair? Are we training our workers? Do we value ethical

Activities

Is our production local and environmentally respectful? Do we provide support and assistance to the user for potential issues?

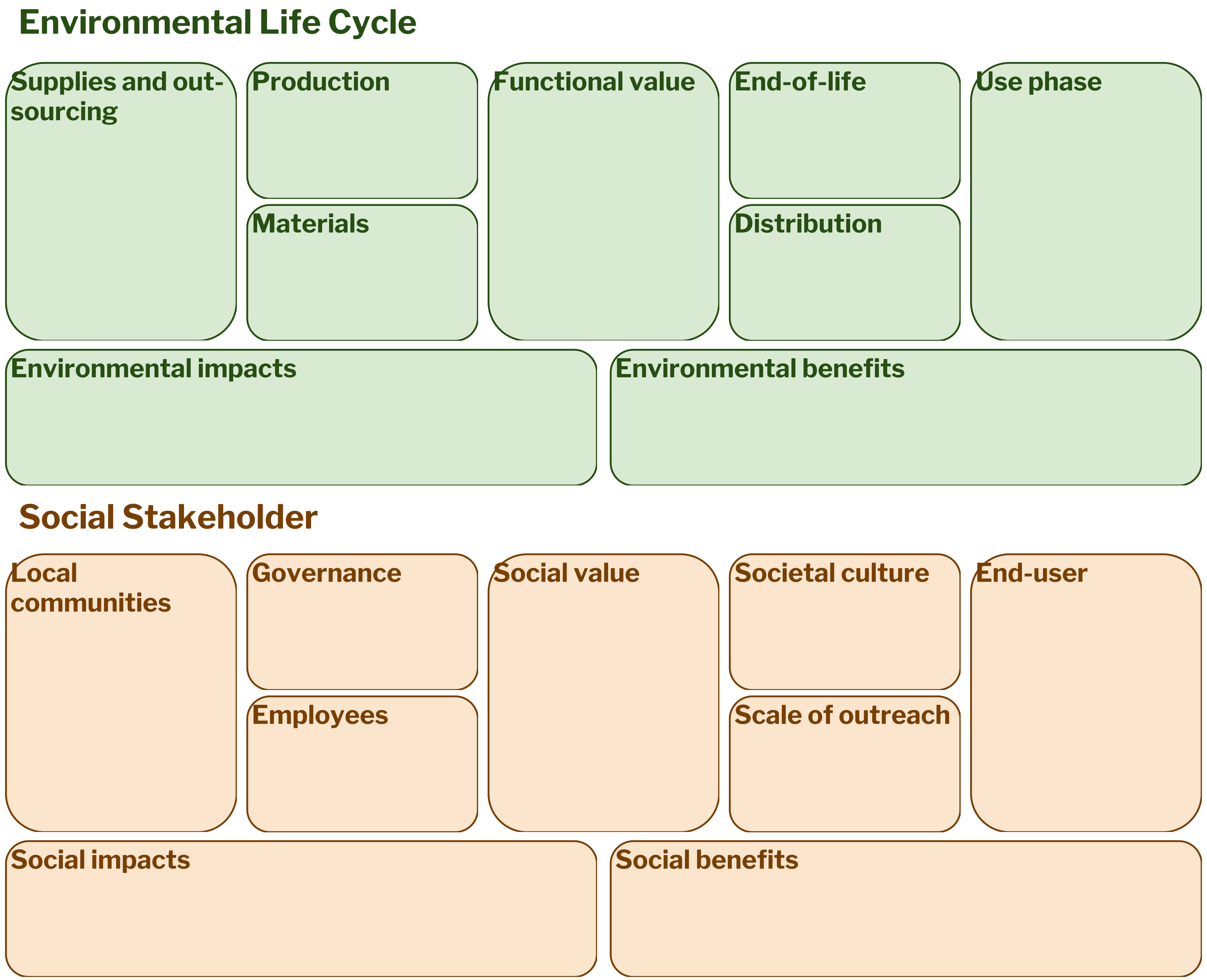
Business model
Where do we find the social impact?

- The use of the **Triple Layered Business Model Canvas (TLBMC)** is highly recommended as a tool for co-design.
- This canvas expands the traditional economic model to incorporate environmental and social dimensions.



Business model
Where do we find the social impact?

- The objective is to **identify a locally grounded problem and map the actors concerned, to ensure the business model addresses real needs** and engages the right stakeholders from the start
- The emphasis is on **integrating economic viability with environmental responsibility and social equity** from the earliest stages of design.



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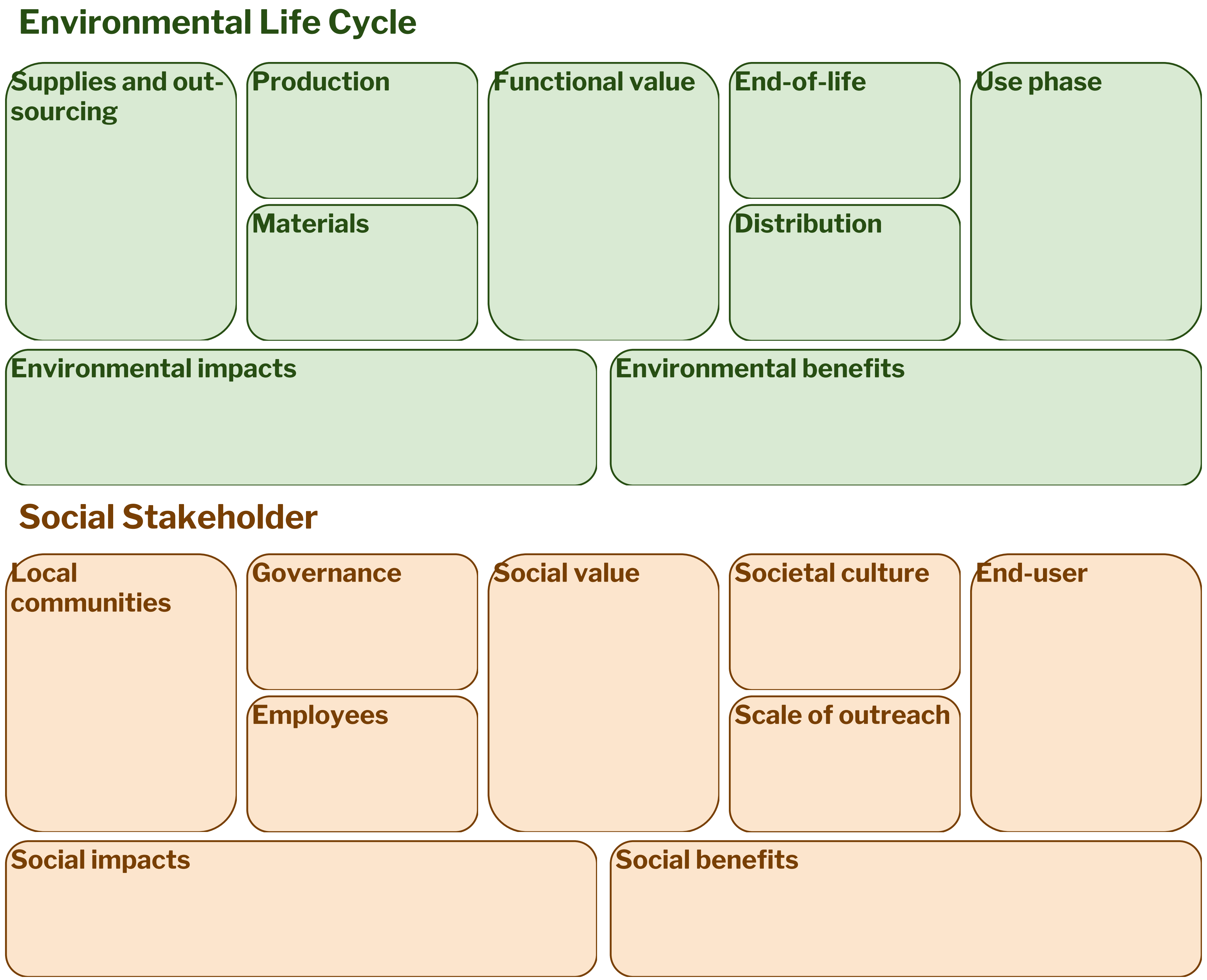
Business model
Where do we find the social impact?

- This canvas **expands the traditional economic model** to incorporate environmental and social dimensions.
- While not mandatory, **it provides a valuable structure for aligning** business models with sustainability priorities in biosphere reserves.
- At least, **it is relevant to set of guiding questions that teams can use to explore** each component of the business model in depth.



Business model
Let's work on it

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Alliances

Activities

Resources

Value proposition

Customer relationship

Channels

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Cost structure

Revenues

Business model
Customer segment

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Name	
How are they?	*Revenue, location, legal figure, sector*
Need: why do they buy?	

Characteristics

¿Are theys satisfying this need in a different way at the moment?

Happiness:	***Pains:***

Characteristics of the product or service

What:

Value proposition:

Business model
Let's work on it

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Alliances

Activities

Resources

Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.

Customer relationship

Channels

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Cost structure

Revenues

Business model
Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique. The value proposition explains what the project offers and why it's relevant. It highlights functional, emotional, and social benefits and emphasizes what differentiates the initiative from other alternatives. It's the "reason why customers choose us".

Key Questions:

- What problem does our project solve?
- What solution do we offer, and how does it improve the customer's life?
- What specific benefits do we generate (savings, security, well-being, social impact, etc.)?
- What makes us different from other existing solutions?
- Why should the customer choose us?

Business model
Value proposition

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Value proposition

What need do we cover, what benefits do we provide, and what is our differential value?

1. The value proposition does not consist of the product or service we offer, but rather the value it provides to the customer segments. To understand this value, we must put ourselves in their shoes (they are interested in their problems, not our solutions).

2. It reflects the need we cover that no one else covers in the same way (our difference compared to the competition).

Business model
Value proposition

Value proposition

What need do we cover, what benefits do we provide, and what is our differential value?

Social impact can be part of our value proposition, but **it is not usually the main reason for purchase**. The most important thing is not what I want to sell, but what the customer is willing to buy. **Customers care about THEIR problems and how you solve them**, not the technical characteristics of your products or services. The value proposition can be an innovative product, customer service, the channel through which you deliver the product or service, speed, personalization, specialization... etc.

Business model Channels

Alliances

Activities

Resources

Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.

Customer relationship

Channels

Identify the means through which the project communicates, distributes, and delivers its value proposition to the customer.

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Cost structure

Revenues

Business model
Channels

Channels are the means through which the project communicates, sells, and delivers its value proposition. These can be digital or in-person channels, covering all stages: awareness, trial, purchase, and delivery.

Key Questions:

- How do customers know about us?
- How do they contact or access our service?
- Which channels do we use to sell?
- How do we deliver the product or service?
- Which channels do our segments prefer?
- Which channels are economically sustainable for the project?

Business model Channels

1 We must define the sales, communication, and distribution channels.

2 The channels must be consistent with the customer segments and the value proposition (for example, online channels usually generate less of a sense of personal touch, although this does not mean that a personal touch cannot be conveyed through a website).

3 We must consider the objective we pursue with each of the channels we use in order to focus our efforts (for example, asking whether having an online sales website requires the same dedication to service and sales as a physical store).

Channels

Do we use ethical and accessible channels to reach the public or our clientele? Do we use inclusive and easy-to-understand language?

l'ortiga
Agricultura ecològica a Collserola

Business model Channels

Channels

Do we use ethical and accessible channels to reach the public or our clientele? Do we use inclusive and easy-to-understand language?

1. To the extent possible, using channels that respect the environment and generate a positive social impact (for example, by hiring other social enterprises as suppliers).

2. There are social enterprises that base their impact on this specific dimension of the business model.

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VUÉLVETE LOCAL

Business model
Channels

The relationship with the customer is relevant beyond the distribution channel:

Category	Objective	Examples
Communication channels	Inform and create awareness about the value proposition.	Social media (Facebook, Instagram), local fairs, community newsletters, WhatsApp.
Distribution channels	Deliver the product or service to the end customer.	Local stores, e-commerce platforms, rural collection points.
Sales channels	Facilitate the transaction and acquisition of products or services.	Farmers' markets, online sales, subscriptions, direct sales at local events.
Customer service channels	Provide support and strengthen the relationship with the clientele.	WhatsApp for support, rural telephone lines, community meetings, digital forums.
Educational or awareness channels	Educate on social or environmental impact and generate commitment.	Community workshops, school talks, educational videos, social media posts.

Business model
Customer relationship

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Alliances

Activities

Resources

Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.

Customer relationship

Specifies the type of bond the project establishes with customers, including how to attract them, build loyalty, and offer them support.

Channels

Identify the means through which the project communicates, distributes, and delivers its value proposition to the customer.

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Cost structure

Revenues

Business model
Customer relationship

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Defines the type of relationship the project establishes with its customers, including how to attract, retain, and support them.

Key Questions:

- How do we want the relationship with our customers to be?
- Do they need personalized support or autonomy?
- How do we retain customers?
- What post-sale support will we offer?
- How do we collect customer feedback and turn it into improvements?

Business model Revenues

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Alliances	**Activities**	**Value proposition** *The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.*	**Customer relationship** *Specifies the type of bond the project establishes with customers, including how to attract them, build loyalty, and offer them support.*	**Customer segment** *Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.*
	Resources		**Channels** *Identify the means through which the project communicates, distributes, and delivers its value proposition to the customer.*	

Cost structure	**Revenues** *Details how and why the project generates revenue, defining the monetization models and the associated economic flows.*

Business model
Revenues

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Specifies how the project generates revenue, defining monetization models and associated economic flows.

Key Questions:

- How does money come into the project?
- Do we have one revenue stream or several?
- What business lines exist?
- What price is the customer willing to pay?
- Are there recurring or one-time revenues?
- What alternative mechanisms can we activate (subsidies, partnerships, collaborations)?

Business model Revenues

Revenue

Do we implement an accessible pricing policy? Do we have solidarity mechanisms in place? Who sponsors us? Are they aligned with our values?

1. We must define the main revenue streams and an estimate of the percentage they represent of the total.

2. Creativity (going beyond traditional revenue streams) can help us make the model more sustainable:
   - One-time transactions
   - Subscription fees
   - Income from advertising, collaborations, sponsors, community-based funding
   - Variable income based on profits
   - Grants/Subsidies

3. Recurrence is a very important factor. Defining the revenue streams can be key to the success or failure of the model.

Business model Resources

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Alliances

Activities

Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.

Customer relationship

Specifies the type of bond the project establishes with customers, including how to attract them, build loyalty, and offer them support.

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Resources

Means necessary to offer and deliver the elements described

Channels

Identify the means through which the project communicates, distributes, and delivers its value proposition to the customer.

Cost structure

Revenues

Details how and why the project generates revenue, defining the monetization models and the associated economic flows.

Business model
Resources

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Key resources are the essential elements for creating and delivering the value proposition. They can include human resources, specialized knowledge, technology, infrastructure, materials, brand, or collaboration networks.

Key questions

- What resources do we need for the project to function?
- Which are critical and which are secondary?
- What internal capacities do we have, and what do we need to incorporate?
- Do we depend on scarce or expensive resources?
- How can we obtain these resources sustainably?

Business model Activities

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Alliances

Activities

Defines the strategic and operational actions that the project must perform to create value, reach the customer, and sustain the business model.

Resources

Means necessary to offer and deliver the elements described

Value proposition

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Cost structure

Revenues

Details how and why the project generates revenue, defining the monetization models and the associated economic flows.

Business model
Activities

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Includes the essential actions the project needs to carry out to create value, reach customers, and stay operational. These are the activities that cannot be fully outsourced or define the core of the model.

Key questions

- What activities are essential for delivering our value proposition?
- What activities differentiate us and cannot fail?
- What activities generate the greatest impact on the customer?
- What activities require the most time or specialization?
- Are there activities we can simplify or automate**?**

Business model Alliances

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Alliances

Includes the organisations, people, or entities with which the project collaborates to optimise resources, reduce risks, or expand capabilities.

Activities

Defines the strategic and operational actions that the project must perform to create value, reach the customer, and sustain the business model.

Resources

Means necessary to offer and deliver the elements described

Value proposition

The combination of solutions, benefits, and differential elements that solve the customer's problem and make the project relevant and unique.

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Customer segment

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Cost structure

Revenues

Details how and why the project generates revenue, defining the monetization models and the associated economic flows.

Business model Alliances

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Includes the strategic partners, collaborating entities, suppliers, and ecosystem agents who help strengthen the project, reduce risks, expand reach, or complement resources and skills.

Key questions

- Who should we collaborate with to strengthen the project?
- Which entities or actors provide resources, knowledge, or access to clients?
- Which alliances would reduce costs or risks?
- Are there ESS agents with whom we could inter-cooperate?
- What conditions must an alliance meet to be sustainable?

Business model
Alliances

1. Alliances or partnerships are links we establish with other people or organizations that go beyond a one-off collaboration and can help us obtain key resources for our model.

2. Building alliances with other social enterprises allows us to exponentially increase our social impact.

3. We must also reflect on whether or not we build alliances with other types of companies and what our red lines are in this regard.

Alliances

What partnerships will we need, what will we provide to each other (resources, people, time, knowledge...), and what do we expect from them?

Business model
Cost structure

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Alliances

Includes the organisations, people, or entities with which the project collaborates to optimise resources, reduce risks, or expand capabilities.

Activities

Defines the strategic and operational actions that the project must perform to create value, reach the customer, and sustain the business model.

Resources

Means necessary to offer and deliver the elements described

Value proposition

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Customer relationship

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Channels

Identify the means through which the project communicates, distributes, and delivers its value proposition to the customer.

Customer segment

Define the specific groups of people or organisations to which the project brings value and that constitute its primary target audience.

Cost structure

Collects the essential assets—human, material, technological, or intellectual—necessary to develop and deliver the value proposition.

Revenues

Details how and why the project generates revenue, defining the monetization models and the associated economic flows.

Business model
Cost structure

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Includes all the costs required to set up and maintain the project: fixed, variable, operational, personnel, technology, materials, licenses, spaces, communication, and structure.

Key questions

- What are the main costs of our project?
- Which costs are essential and which are optional?
- Are the costs fixed, variable, or mixed?
- Which costs increase with the scale of the project?
- How can we optimize costs without losing quality or coherence with our values?

Business model
Cost structure

1. We must indicate the main costs derived from everything we have specified in the other dimensions.
2. The definition and forecasting of costs can be key to the success or failure of the model.

Costs

What are the main costs we will incur?

Initial investment

What investment do we need and what will we allocate it to?

1. We must differentiate between expenses and investments.
2. We can incorporate impact by using alternative financing tools.

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Pause for 15 minutes

02

Activity: Think all together about a potential business model: fertilizer production

Social impact business model

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Activity

Think altogether of how to develop a fertilizer business in a biosphere reserve

1. a way to visualise how **environmental conservation can align with socio-economic development**.

2. a way to see the **territory as a value ecosystem**, but where value is socioecologic, not necessarily monetary.

3. **good practice for you to develop social business models later on**.

Social impact business model

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Activity

The objective of this activity is that you...

1. Think for 5 minutes about each segment of the business model (starting by value proposition and customer segment)

2. Nominate a **spokesperson** for your group or share it yourself in the chat

3. **Share your thoughts** about the business model. We will fill in the template collaboratively!

Business model

Alliances	Activities / Resources	Value proposition	Customer relationship / Channels	Customer segment

Alliances

Activities

Value proposition

Customer relationship

Customer segment

Resources

Channels

Cost structure

Revenues

We will work collaboratively in a Mural app...

following the guiding questions of the Three-Layer Business Model!

Business model

Fertilizer business in a biosphere reserve

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Alliances

- Local municipalities (waste supply)
- Farmers / cooperatives
- Environmental organizations
- Research centers / universities
- Biosphere reserve management body

Activities

- Collect organic waste
- Process it into fertilizer (composting, etc.)
- Quality control
- Distribution
- Farmer support / education

Resources

- Organic waste supply (agricultural, food, etc.)
- Production facility (composting, processing)
- Technical knowledge (soil, agronomy)
- Permits and certifications
- Logistics (transport)

Value proposition

- Organic, eco-friendly fertilizer produced locally
- Supports soil regeneration and biodiversity
- Reduces chemical pollution in protected environments
- Circular solution: transforms organic waste → valuable input
- Helps farmers comply with environmental regulations

Core message: "We turn local organic waste into sustainable fertilizer that protects ecosystems and improves soil health."

Customer relationship

- Personal and long-term relationships (trust is key)
- Technical support (how to use fertilizer)
- Workshops / training sessions
- Community-based approach (v

Channels

- Direct sales (farm visits, local networks)
- Partnerships with agricultural cooperatives
- Local markets / sustainability fairs
- Digital: website, email, WhatsApp
- Public tenders (for municipalities)

Customer segment

- Local farmers (especially organic / regenerative agriculture)
- Cooperatives
- Municipalities (waste management + public green areas)
- Environmental projects within the biosphere reserve
- NGOs / foundations working in sustainability

2 types of customers:

Users → farmers
Buyers → municipalities, institutions

Cost structure

- Collection and transport
- Production process
- Staff
- Equipment and infrastructure
- Certification and compliance

Revenues

- Sale of fertilizer (main revenue)
- Subscription model (regular supply to farmers)
- Waste management service (municipalities pay you)
- Grants / public funding (common in biosphere reserves)

03

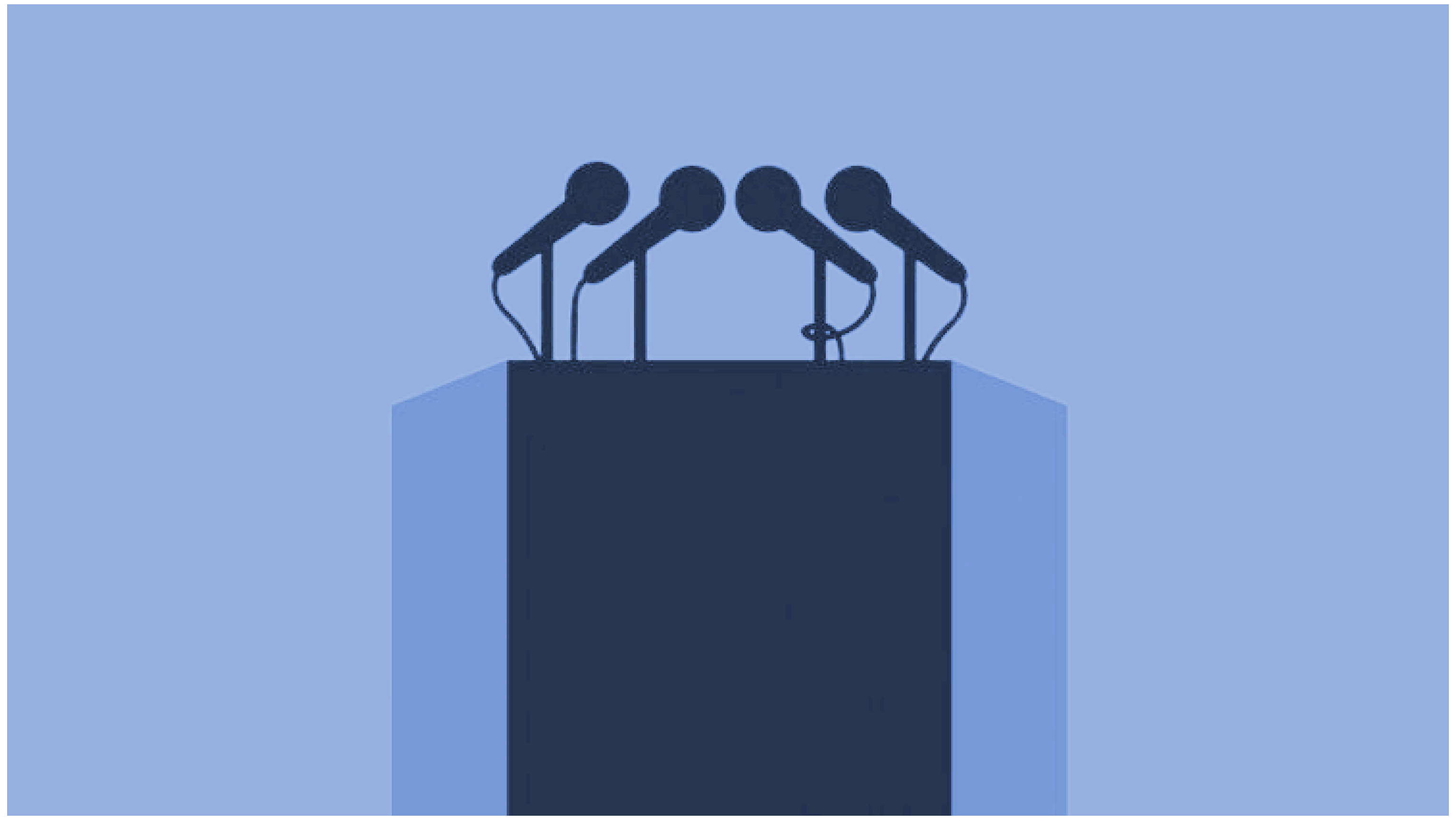
Conclusions

Closure

2 key ideas you keep from this sessions

Any **doubt** you would like to discuss with the group?

Thanks for your **attention and participation**!



We strongly encourage you to work **on the practical exercises** before next session ☺

Closure

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Next session

From prototyping to feasibility analysis

Date*: Tuesday 5th May*

Link*:*

04

Tools

Business model Template

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Alliances	Activities	Value proposition	Customer relationship	Customer segment
	Resources		Channels	

Cost structure	Revenues

Business model Template

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Supplies and out-sourcing	Production	Functional value	End-of-life	Use phase
	Materials		Distribution	

Environmental impacts	Environmental benefits

Business model Template

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Local communities	Governance	Social value	Societal culture	End-user
	Employees		Scale of outreach	

Social impacts	Social benefits