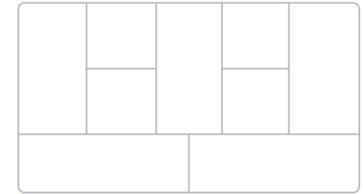


NONPROFIT BUSINESS MODEL CANVAS

VERSION 2.0



OPERATIONS LEVEL

ENGAGEMENT LEVEL

KEY PARTNERS

Who are our key partners and suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Example partnerships:

1. Strategic alliances between non-competitors
2. Coopetition: strategic partnerships between competitors,
3. Joint ventures to create new "x"
4. Cause Marketing alliances
5. Advocacy alliances
6. Buyer-supplier relationships to assure reliable supplies.

KEY ACTIVITIES

Which key activities do our social value propositions require? What activities are needed to sustain operations? Examples:

- | | |
|----------------|---------------------|
| 1. marketing | 6. training |
| 2. campaigns | 7. networking |
| 3. events | 8. research |
| 4. production | 9. service delivery |
| 5. development | |

KEY RESOURCES

Which Key Resources do our Value Propositions require? What other key resources are needed at the engagement level? The operations level? Examples:

- | | |
|-----------------|--------------|
| 1. physical, | 3. human |
| 2. intellectual | 4. financial |

SVP (social value proposition)

What programs and services do we deliver? What problems or challenges are we trying to solve? What value do we deliver to co-creators? What's in it for our co-creators?

RELATIONS

What kind of relationships do co-creators want from us? What bonds do we establish and maintain with them? Examples:

- | | |
|-------------------|-----------------------|
| 1. community | 5. direct action |
| 2. co-creation | 6. automated services |
| 3. accountability | |
| 4. self-service | |

CHANNELS

How do we reach co-creators? How do they want to be reached re: the delivery of our Value Propositions? How do we provide ongoing communications, support, and awareness? Examples:

- | | |
|-------------------|-------------------------|
| 1. brick + mortar | 4. purchase touchpoints |
| 2. online | |
| 3. mobile | |

CO-CREATORS

Who are our stakeholders? For whom are we creating value? Who helps us create Outcomes or our Value Propositions? Examples:

- | | |
|--------------------|-------------------|
| CATEGORY 1 | CATEGORY 2 |
| 1. investors | 1. clients |
| 2. philanthropists | 2. constituencies |
| 3. high donors | 3. recipients |
| 4. low donors | |

- | | |
|-------------------------------|--------------|
| CATEGORY 3 | CATEGORY 4 |
| 1. volunteers | 1. customers |
| 2. participants | 2. members |
| 3. collaborative partnerships | |
| 4. advocacy | |

COST STRUCTURE

What does it really cost to run our nonprofit operations? What costs are inherent in our business model? Which Key Resources and Activities are the most expensive? What does it cost to run and maintain the Operations Level?

Examples:

1. OpEx, overhead, and administrative costs.
2. fixed costs, variable costs, economies of scale / scope.

OUTCOME STREAMS

What value is the co-creator truly willing to return or contribute? What routines and processes do they prefer? Mission related milestones?

1. FINANCIAL OUTCOMES: donations, grants, sales proceeds, x revenue, membership sign-ups, one-time transactions, recurring transactions
2. NON-FINANCIAL OUTCOMES: behavior change, x social impact, mission-related milestones and outcomes, membership sign-ups