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6.1. A Study of Innovative Approaches to the Implementation of the Business Model Canvas Planning Tool for Social Business

The overall aim of this article is to justify and conceptualize the Social Business Canvas with reference to a structured definition and conceptualization as a business-level strategic planning framework for social entrepreneurship and for public sector based on canvas. The article provides the concept of an adaptation in the context of social mission, social value creation and the multi-stakeholder structure in social enterprises that the concepts incorporated with the Business Model Canvas and Lean Canvas can be used to bring the new model to life in practice. Particular value is placed upon reorganizing conventional business instruments in line with mission-driven organizational logics, where the primary goal of enterprise (social enterprises) activity is contributing to social good and profit is an operational tool for achieving sustainable social impact. Keywords: Social Business Canvas, Business Model Canvas, Lean Canvas, strategic planning, social enterprises, public sector, canvas-based tools, social impact, value proposition.

Modern social enterprises and public sector organizations operate under conditions of limited resources, high uncertainty, dependence on donor funding, and complex stakeholder interactions. Nowadays modern studies demonstrate the importance of strategic planning approaches and future modelling, that focused on social business peculiarities [1-2]. Unlike commercial methods, which are built to maximize profits, classical business models do not include social mission of organizational operations as an integral element. While conventional non-profit models do not support lasting financial viability. In this regard, there is no integrated visual framework that can help organizations to account for the economic and the social aspects that go hand in hand throughout an organization, enabling them to:

• simulate the business logic of a social enterprise;
• consider the requirements of different stakeholder groups (e.g., customers, beneficiaries, donors, communities, and public authorities);
• link economic efficiency with measurable social impact;
• test hypotheses and scale tested solutions .

Thus, the relevance of the Social Business Canvas development and application as a blended tool suited to social entrepreneurship needs to be examined. The Business Model Canvas (BMC), as the most widely recognized form of a canvasing tool, is employed as a principal strategic management tool for the visualization, analysis and organization of firm business models. This instrument has been looked at as an independent analytical device by many authors [3-5]. This method composes the essence of entrepreneurial activity into a single page, allowing for easy visualization showing how any organization values its customer, resources, partners, value proposition and cost structure.

Such tools for canvasing as the Business Model Canvas (BMC) and Lean Canvas are recognized in modern literature as tools for developing an overall business model and conceptualizing future business, visualize business models and for testing hypotheses for a product or project idea [3-6]. Both tools share the same attribute, which is to visualize a business logic in detail and display the full reasoning process for an organization’s activities all on one page within a restricted period of time.

The Business Model Canvas invented by Alexander Osterwalder in 2007 is an attempt to get a view of the business's full picture and for strategic project management and development, applicable for both early-stage and big companies [7]. Ash Maurya (2011) created the Lean Canvas as a roadmap tool used by startups, aims to describe a business idea succinctly and focus on customer needs to identify solutions to be tested [8, 9]. The Lean Canvas is more client-oriented, focusing on customers' problems and associated risks, and it is a general tool commonly applied at a preliminary stage when the feasibility of an idea is still unknown. This contrasts with the Business Model Canvas, which focuses on operational models and scaling.

Generally, the Lean approach is a business philosophy that seeks to generate the most positive value for the customer under a low burden of resources, time and effort. At its essence, Lean is building a permanent and scalable competitive advantage by investing the least. Fundamentally, the Lean strategy is all about creating valuable opportunities for each customer, using limited resources time, and energy for the delivery of these potential competitive moats, all of them the product of long term growth strategies.

In this article the authors perform the similarities and differences between the Business Model Canvas and the Lean Canvas, explored at the delivered comparative analysis (Table 1).

Table 1

Comparative Analysis of the Key Characteristics of the Business Planning Tools:
Business Model Canvas and Lean Canvas

<table>
<tr><th>Key Characteristics</th><th>Business Canvas</th><th>Lean Canvas</th></tr>
<tr><td>1. Common Features:</td><td colspan="2">Business modeling tool for prospective ventures
Visualization of the business model
Hypothesis testing regarding a product or project idea
Comparable short time required for development</td></tr>
<tr><td colspan="3">2. Distinctive Features:</td></tr>
<tr><td>2.1. Approach</td><td>tool for visualizing the overall business picture within a strategic planning framework</td><td>tool for developing a roadmap within both tactical and strategic planning frameworks for startups</td></tr>
<tr><td>2.2. Purpose</td><td>Applicable to both startups and large enterprises</td><td>Specifically designed for startups</td></tr>
<tr><td>2.3. Goal / Outcome</td><td>To obtain a strategic vision for the development paths of an existing company</td><td>To validate the entrepreneurial idea and test the viability of a project or concept</td></tr>
<tr><td>2.4. Author</td><td>Alexander Osterwalder</td><td>Ash Maurya</td></tr>
<tr><td>2.5. Year of designing</td><td>2007</td><td>2011</td></tr>
</table>

Compiled by the author based on [7-9]

Before introducing the classical Business Model Canvas (BMC) and Lean Canvas, allow us to analyze more of the features of the models. The two models have a common logic and are composed of different building blocks. In the Business Model Canvas, there are nine blocks which are arranged in a clear order (Fig. 1):

1. Customer Segments; 2. Value Proposition; 3. Customer Relationships; 4. Channels; 5. Key Activities; 6. Key Resources; 7.Key Partners; 8. Cost Structure; 9. Revenue Streams (Monetization model).

<table>
<tr><td rowspan="2">7.Key Partners</td><td>5. Key Activities</td><td rowspan="2" colspan="2">2.Value Proposition</td><td>3.Customer Relationships</td><td rowspan="2">1. Customer Segments</td></tr>
<tr><td>6. Key Resources</td><td>4. Channels</td></tr>
<tr><td colspan="3">8.Cost Structure</td><td colspan="3">9. Revenue Streams (Monetization model)</td></tr>
</table>

Fig. 1. The Business Model Canvas with classical forms

On the other hand, it also has nine elements the structure of the Lean Canvas, but the content differs from what is there from Business Canvas. Thus Lean Canvas includes blocks: 1. Problem Statement; 2.Customer Segments; 3. Solution; 4. Value Proposition; 5. Unfair Advantage (or Unique Value Proposition); 6. Channels; 7. Key Metrics; 8. Cost Structure; 9. Revenue Streams (Monetization model).

As shown in Figure 2 the blocks above have been modified. Overall, the customer and their issue is the center of any model. From the problem you can produce a solution and generate value.

<table>
<tr><td rowspan="2">1. Problem statement</td><td>3. Solution</td><td rowspan="2">4. Value Proposition</td><td>5. Unfair Advantage</td><td rowspan="2">2. Customer Segment</td></tr>
<tr><td>7. Key Metrics</td><td>6. Channels</td></tr>
<tr><td colspan="3">9. Cost Structure</td><td colspan="2">10. Revenue Streams (Monetization model)</td></tr>
</table>

Fig. 2. Classical structure of the Lean Canvas

One of the distinct components of the Lean Canvas is the “Unfair Advantage” block in its structure where specific intangible components contribute to a project’s competitiveness but are added to ensure their inclusion. Such factors could (for instance) be exclusive access to highly specialized experts, preexisting partnership networks, niche customer relations, or established customer communities.

The fundamental difference between Lean Canvas and the Business Model Canvas for businesses is the absence of key activities and key resources. This is in accordance with the model’s focus on a hypothesis-oriented approach and minimizing initial costs. The Business Model Canvas is applied for the systematic application of an existing product in some way, while for the first-stage, data-driven empirical hypothesis-testing, you have the Lean Canvas [7-9].

Thus, back to the goals of this article we illustrate the core components of what we call a Social Business Canvas, an instrument that facilitates the prediction of the future situation of a social enterprise or project. The purpose of the Social Business Canvas is therefore to combine the two modes of analysis and to add in a sense of social value that is not a side-effect or an ancillary element to the model, but is kind of “fundamental to its DNA”. The primary intention of this tool is to outline a strategic goal and future for social business enterprises.

The need for social enterprises and public sector organizations to reconcile financial viability with a social mission in an environment with scarce resources and multiple competing stakeholder agendas, and where the objectives are measurable social impact, is particularly demanding [10-13]. While traditional non-profit models fail to guarantee financial sustainability, unadapted classical business tools do not accommodate the social value that is one of the key purposes in business. That creates an urge for a structured instrument that can cover the targeted question of Customer Segment, Problem Statement, Solution, Value Proposition, Social impact, Channels, Resources, Partners, Costs Structure, Revenue Streams (Monetization Model) and success.

Social entrepreneurship refers to a type of business for which success is not only derived from the profits but is also about creating social value. Under such a model, social impact is a direct result of organizational behavior and objective and profit is fully or partially reinvested through growth operations or reaching social goals.

There is a need to differentiate between social entrepreneurship and the three other alike business forms 1) the corporate social responsibility (CSR), where the primary goal of the enterprise remains profit generation; 2) social-sector businesses, such as private kindergartens or hospitals, where the social component serves as a means to generate profit; and paid services within public social services, which primarily cover costs and do not establish a sustainable entrepreneurial model [10-13].

Social entrepreneurship differs from these forms in that it contains a democratic form of governance, a clear social mission, and sustainable means to reinvest profits. Therefore social impact is the direct and deliberate outcome of activity rather than the product of an activity and all or a part of profits are repurposed to grow the enterprises and/or fulfil societal goals. Social entrepreneurship includes the participation of democratic leadership, explicit social objectives, and structured impact orientation.

Based on the analysis of theoretical approaches and practitioner recommendations, the Social Business Canvas can be formulated by monography authors. For this instrument, the following elements are considered essential:

1. Target Audience (Stakeholders + Problem Statement)
2. Solution
3. Value Proposition
4. Social Value
5. Channels
6. Stakeholder Relationships
7. Key Activities and Resources
8. Key Partners
9. Cost Structure
10. Revenue Streams (Monetization Model)
11. Key Metrics

<table>
<tr><td rowspan="2">8. Key Partners</td><td>2.Solution</td><td>3. Value Proposition</td><td>6. Stakeholders Relationships</td><td rowspan="2">1.Target group (Stakeholders+ Problem)</td></tr>
<tr><td>7. Key Activities and Key Resources</td><td>4. Social Impact</td><td>5. Channels</td></tr>
<tr><td colspan="3">9. Cost Structure</td><td colspan="2">10. Revenue Streams (Monetization model)</td></tr>
<tr><td colspan="5">11. Key Metrics</td></tr>
</table>

Fig. 3. Proposed structure of the Social Business Canvas
Compiled by the author based on [3-9]

Let us further examine each block, looking for what are its principal elements and for the formulation that could apply to Social Enterprises [7-9, 13-16].

1. Target group and the stakeholders. The first part of the canvas is to explore: who the audience is and who interests them? This entails not just the consumer, but the recipient, contributors, citizens, and government officials alike. Emphasis is placed on what constitutes a "client," "customer," and "beneficiary" because not all consumers are "buyers" and not all buyers are its beneficiaries. In social entrepreneurship terms, such project is more relevant to "stakeholders" or "target audience" and are used instead of the "customers" as the value is created for a much wider audience. Stakeholders must be clearly identified: identify for whom the activities of the organization are useful for social or economic reasons. On a methodological level, it is advised to distinguish two or three stakeholder groups who have different needs, to a better extent to reflect (with more accuracy) a multidimensional description of the social problem.

The next step is to analyze the problems which are relevant to those groups, problems which they face daily in their practice. In the social business sector (or public sector), the "target audience" and "stakeholders" are directly connected to a particular social problem that underlies the project.

Empirical verification of the problem's reality and relevance is vital to avoid scenarios in which a product or service is adapted to a poorly-constructed problem. It is well known that "a problem well identified - is a problem half solved. One unique characteristic of social entrepreneurship is - the difference between those who 1- accept value from others and those who 2- pay them to do so.

In these models, the social benefits recipients do not always coincide with the payers (bayers). For instance, in projects that seek to assist lonely older people socially integrating through participation in the production of knitted products, the direct beneficiaries are program participants, who gain income and gain social employment, while the financial resources are collected by the online store buyers of the products (payers). Thus, the elderly participants are the ultimate recipients of social impact and the purchasers are the contributors to income (Revenue Streams). Main questions which should be answered in this section are:

1.Who are we creating value for? (generalized)
2.Who are our most important customers? 2-3 groups?
3.What do they need? What do they want to get?
4.What are their goals?
5.What are their pain points? (What are they afraid of, what are they suffering from)?
6.How do our customers differ from each other?

2. Solution. The second block is concerned with designing solutions that can qualitatively differ from existing alternatives. The new solutions should be faster, more cost-efficient, more convenient, and address the identified Problem Statement of the target audience in the process.

3. Value Proposition [13-16]**.** The Value Proposition is also a fundamental component of any canvasing device. This is the core element of a business model as it drives the why of offering a particular product or service to a specific market segment. Developing that Social Business Canvas' block must be based on the identification of truly meaningful and desired values that customers or other stakeholders require and expect, desire. It's best to quickly present the central features of the product or service, viewed as part of a problem-solving framework and to emphasize its benefits, from the user's perspective, and to explain why this offering is more appealing than others.

In a project, formulatized value propositions have been considered to be equal to the number of stakeholder groups identified or the number of key problems the project has successfully addressed. Unique value proposition is an understanding of all relevant customer needs, the company's internal strengths, and differentiation from competitors. When talking about it in the context of an enterprise, the question you answer requires a strong, well-grounded, and well-established rationale one that goes far beyond your average marketing slogan. Multiple value propositions can sit in the same project, modified for various target groups, as shown by the experiences of big companies. Starbucks, for instance, creates segmented value propositions that are tailored for each segment; for students, a place to learn, for professionals, internet access and comfortable office environment; and for coffee drinkers, a special taste experience.

To derive the value proposition of an organization, you should critically examine what sets the product or service apart. And because consumers are not just choosing products because of social mission, they are choosing these products to satisfy personal needs. Thus an appealing value proposition needs to have economic worth, social resonance, and emotion. To build it, it is better to answer several analytical questions, such as the kinds and manner of need satisfaction, the activities the product aids to address, the aspects of uniqueness, problem resolution, reason for choosing this product item, merging of financial and social value, and the feeling of symbolic value created by the business. Description of this section requires from entrepreneur to clarify following questions:

1. What customer needs do we satisfy and how?
2. What tasks do we help to accomplish and how?
3. What is unique about our product/service?
4. How does our product solve the customer's problem?
5. Why will people choose us?
6. Do we combine economic benefits with social benefits?
7. What emotions or feelings do we create?

4. Social value is the system-formation layer of the Social Business Canvas, representing 'the substantive essence' of the social enterprise. In social value of this model, it details the community-level problem that the organization will solve, its nature and its degree of influence over its beneficiaries and the wider community, and how the organization shall measure its impact [3-6]. Another important methodological prerequisite that we discuss is that we ought to achieve a social value and embed it into the product or the service as a feature of the organisation, and not as an accessory or a sideshow in business processes. Furthermore, the social impact should be presented to external stakeholders, including partners, investors, and the public, and it should be publicly accessible and reliable.

At the same time, in a social entrepreneurship setting social value is not peripheral or one of the other dimensions associated with corporate social responsibility like business model is. Rather they're encoded in the core of the business model that guides management's decision making. Actually, it is in fact this block on which the division of the social entrepreneurship from the conventional commercial business practice which is mainly the one that extracts most value from profits is made.

Social value is the skeleton of the mission and becomes the primary driver of the organization. To build it up, though, a systematic review of a few problems is needed in order to make the system. In detail: Where economic viability and social benefit become part of the business model, the social problems it seeks to ameliorate and who in particular is one of the larger beneficiaries circle, and impact on the quality of life; this is defined as whether performance from such an entity is profound or impactful. If there exists explicit measurements of the social impact, any measurable social impact becomes perhaps even more important, as it gives you a tool for assessing organisational performance and accountability.

Emphasis should be given to the way social value is integrated in the product or service and on the route and channels through which social impact was communicated to the external environment. Filling this block of Social Business Canvas requires answering few key questions:

1.Do we combine economic benefits with social ones?
2.What social problem are we solving?
3.Who are our beneficiaries in the broadest sense?
4.What impact do we have on their lives?
5.Can we measure this impact?
6.How is social value embedded in the product/service?
7.How do we communicate this effect to the outside world?

The subsequent blocks are generic to all types of canvasing tools and, thus, we consider them in less detail in the social entrepreneurship content to explore their unique qualities.

5. Channels. The channels include all contact points between consumers pre-buy, during and after a purchase. These need to complement online and offline formats whilst keeping accessibility and adding an emotional tone with inspiring anecdotes. This block showcases the right tools which can be utilized to convert potential customers, keep current users, and regain and re-engage users who have used the value proposition in the past. To this section description a recommendation may be suggested with the list of following questions:

1.How will our consumers learn about our product ("touchpoints")?
2.How will we organize product sales/delivery?
3.Through which channels will sales take place?
4.Which channels are most effective for us? Are our access points convenient for customers?
5.Through which channels would our consumers like us to reach them?
6.Are these channels available to us?

6. Stakeholder Relationships. Fostering trust, maintaining long-term relationships, and creating a community around the social mission are at the heart of this block. The customer is not only a buyer but also an actor of social change. Indeed, this block is a logical extension of the Channels block and the content is influenced by the communication tools selected in the previous stage to interact with stakeholders.

7. Key Activities and Resources. Key activities and resources are defined as critical actions that must be taken and methods that need to be used to implement the conceptual notion of a project and bring value proposition through selected channels to our customers to solve their problems. They respond to basic questions about the type of activities and the resources required to do these activities.

At this block, attention will be devoted to such activities without which the effective implementation of a social initiative is impossible. Key activities and resources are closely linked. In other words, they shape the value proposition and also demonstrate how modes of communication or services of organizations are provided. Organizations should focus on activities that have the greatest impact in order to make the best use of limited resources and deliver value proposition to our customer. Its crucially important to prioritize clearly these activities.

8. Key Partners. Partners are an important part of social business providing a support mechanism, pool of skills, resources, support and the like. For that reason, donors usually act more as partners than stakeholders. In addition to the above partners, available volunteers can perform operational processes. It is essential to find strategic partners for a certain project and assign them specific tasks or resources. Such prospective - partners become active co-creators of value, and the prospect of successful project delivery, along with sustainable practices, is enhanced. Connections across companies form a cornerstone for social business sustainability creating a facilitatory system of companies, municipalities, and local communities.

Strategic partnerships provide the resource constraints with the ability to offset with external actors and thus it is important to identify what resources there are and what resources can be provided internally and by external institutions. It's about having clear roles and responsibilities for projects, which leads to improved project stickiness in the long run and fewer operational risks.

Partnership forms are a vital prerequisite for survival in social business, where people, resources, techniques, skills, and audiences need to work with one another.

9. Cost Structure. With the social business cost structure it reflects a holistic perspective on how we allocate (through accounting, reporting or similar) what financial resources we are spending. The difference can be fixed costs (like rent or salaries) or variable costs (like materials or services) and what the organization actually pays for donor funding or the organization's own resources. Core costs are related to: establishment of value proposition, contact methods, and key resources; and, determine the type of the activities – whether, production, service operation. Costs need to fall into the following Functional categories:

• pre-production costs – pre-production, market research, promotion and capital;
• costs of the production itself – operational, communication, administrative and marketing expenses;
• post-production expenses – customer service, distribution and trust-building work. Particular consideration should be given to related costs for social impact – and those that may be funded with grants or other sources of external funding. That organized methodical process allows for the assessment of resources, identification of resource utilization in a holistic way, making priority assessment of resources and strategic priorities and how much money you'll have and also an effective financial management. To avoid diluting the scope and excessive data detailштп in this section, it is necessary to answer a number of key important questions:

1. What do we spend money on regularly?
2. Which expenses are fixed and which are variable?
3. What is the most expensive?
4. How can we optimize our expenses?
5. Which costs could be covered by partners?

10. Revenue Streams (Monetization Model). Admittance of the same. In the context of social entrepreneurship, this block outlines the monetization model and funding sources, be it commercial and non-commercial. Potential revenue sources include marketable products and services, donations, grants, subscription, or support initiatives. dentifying who pays (customers or partners) for which products or services and what parts of the value proposition derive return must happen upfront and clearly. Revenue streams, after all, should show at least some degree of predictability and stability, as well as flexibility and responsiveness to change. There key questions of this section are following:

1. What is our monetization model?
2. Which exact element of value proposition will bring in money?
3. Do we have free and paid formats at the same time?
4. Is there a possibility of subscription or recurring payments?
5. What is the consumer willing to pay for?
6. How are they willing to pay (one-time, split payments)?

11. Key Metrics. This final block has a summarizing and integrative function. Key metrics include business and social indicators. Business metrics measure the success of commercial efforts and may encompass growth in new customers, repeat purchases, sales volumes, digital traffic engagement, and customer feedback. Social metrics measure impact on the target audience, such as number of people supported, degree of inclusion, qualitative benefits in the lives of beneficiaries and customer satisfaction. Customer satisfaction can be determined by the repeated purchase or joining loyalty programs as well, as this helps to keep users engaged not just to explore the services, but to have a relationship to the company long-term.

This study has established the feasibility of implementing the Social Business Canvas as an effective strategic planning tool for social business of different forms. The suggested Social Business Canvas combines an organic link between economic viability and social mission, considers and respects the interests of various stakeholders, and facilitates organization financial and social sustainability. The practical value of this idea, this particular tool is that it has universality, and demonstrates visual clarity and adaptability to various types of social initiatives.

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