

← OPERATIONS

ENGAGEMENT →

KEY PARTNERS



Who are our Key Partners and Key Suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do our partners perform?
Who will fund us?

Example Partnerships

- Strategic alliances between non-competitors
- Joint ventures to create new "X"
- Cause Marketing Alliances
- Advocacy Alliances
- Buyer-Supplier relationships to assure reliable supplies
- Low-end donors
- High-end donors
- Philanthropists

KEY ACTIVITIES



Which Key Activities do our Social Value Propositions require?
What activities are needed to sustain operations?

Categories

- Marketing
- Campaigns
- Events
- Production
- Development
- Training
- Networking
- Research
- Service Delivery

KEY RESOURCES



What Key Resources do our Social Value Propositions Require?
What other Key Resources are needed at the engagement level and the operations level?

Examples

- Physical
- Intellectual (brand patents, copyrights, data)
- Human
- Financial

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 Stakeholders?
What's in it for our Stakeholders?

RELATIONS



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

Examples

- Community
- Co-creation
- Accountability
- Self-Service
- Direct Action
- Automated

CHANNELS



How do we reach Stakeholders? How do they want to be reached regarding the delivery of our Social Value Proposition? How do we provide ongoing communications, support, and awareness?

Examples

- Brick and mortar
- Online
- Mobile
- Purchase Touchpoints

STAKEHOLDERS



Who are our Stakeholders? For whom are we creating value? Who helps us create Outcomes or our Social Value Propositions?

Category 1

- Clients
- Constituencies
- Recipients

Category 2

- Volunteers
- Participants
- Collaborative Partnerships
- Advocacy

Category 3

- Customers
- Members

Category 4

- High-End Donors
- Low-End Donors
- Philanthropists

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

- Operational Expenditures
- Administrative Costs
- Overhead
- Capital Expenditures
- Fixed Costs
- Variable Costs
- Economies of Scale/Scope

VALUE CAPTURE



What value are Stakeholders truly willing to return or contribute? What routines and processes do they prefer? Mission-related milestones?

Financial Measures:

- Donations
- Grants
- Sales Proceeds
- One-time Transactions
- Recurring Transactions
- Other Revenue

Non-Financial Measures:

- Behavior Change
- Social Impact
- Mission-related Milestones/outcomes
- Membership Sign-ups
- Other metrics and KPIs
- Traffic
- Visitors