### Key Partners
- **Key Activities:** Who do you work with to deliver your social impact mission?
- **Key Resources:** Who do you work with to deliver your social impact mission?

### Key Activities
- **Customer Value Proposition:** What do you do yourself to deliver your customer value proposition?
- **Key Resources:** What resources do you use to deliver your customer value proposition?

### Customer Value Proposition
- **Customer Relationships:** Who do you maintain with your different customers?
- **Customer Channels:** How do you reach your customers?

### Customer Channels
- **Customer Groups:** Which customer groups do you serve?
- **Customer Relationships:** What kind of relationship do you maintain with your different customers?

### Customer Relationships
- **Community Relationships:** What relationships do you maintain with the local communities where you are present?
- **Social Impact Mission:** What do you do to create a positive impact on your social impact mission?

### Social Impact Mission
- **Ecosystem Beneficiaries:** Who are your ecosystem beneficiaries?
- **Ecosystem Channels:** What are the specific channels and mechanisms through which you deliver your impact on the natural ecosystem?

### Ecosystem Channels
- **Ecosystem Services:** Here list the natural ecosystem services your operation uses: biomass, minerals, water, air, soil, forests, renewable energy.
- **Governance:** How do you ensure you do not lose sight on your social and environmental missions?

### Governance
- **Cost Structure:** What is the cost structure of your business? Indicate both direct costs generated by your internal activities as well as costs generated through outsourcing, license agreements, and similar.
- **Economic Impact:** How are you going to deliver a positive impact on your natural environment? E.g., how do you minimise your ecosystem footprint, deliver a specific ecosystem impact beyond your business mission (e.g., reforestation projects), or, for example, eliminate resource-consuming activities from your business model?

### Economic Impact
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### Ecosystem Channels
why this canvas?

Today, managers are increasingly aware that making money at any cost is not the sole purpose of business. Yes, you have to make a profit to ensure long-term financial viability, but you have to make that profit responsibly, without causing undue harm to the natural environment or society. Far too many businesses today generate profit at the expense of the natural environment or society, for example, by over-exploiting natural resources, by not cleaning up their waste, or by employing business practices that undermine local communities. Although such businesses may make money for their owners, the overall balance will be negative if you factor in the harm caused to the environment and society. That kind of ‘profit’ is not cool nor honorable.

Although managers increasingly recognise the need for triple bottom line thinking when managing their businesses, far too often the social and ecological missions are treated as a profit drag – as something that is accomplished at the expense of the primary business mission. This is reflected in, e.g., the widespread budgeting of Corporate Social Responsibility activities as marketing expenditure. We still lack frameworks to think through the social and ecological missions of the business as a core, integral element of the mainstream operations and not as an afterthought, an add-on distraction that is primarily undertaken for PR purposes.

I designed the Triple Bottom Line Business Canvas to address this gap. Business model design provides the most effective way to achieve triple bottom line sustainability because it builds those missions into the business’ activity system, customer and community relationships, and its value and revenue logics. Triple bottom line business model design is the art of translating the three value missions of your business into a coherent, logical sequence of organisational design decisions: it is the art of designing the organisational vehicle that actualises and delivers the three missions.

The key purpose of the Triple Bottom Line Business Canvas is to support the definition and operationalisation of the social and ecological impact missions of your business right at the beginning, thus ensuring that these missions are built straight into the activity system of your business. By building the social and ecological impact missions into your business model from the outset, you will be better able to build synergies with your primary business mission, such that the three become mutually reinforcing. There is no law of nature stating that your social and ecological missions will always have to act as profit drags. Used correctly, the Triple Bottom Line Business Canvas should also help you discover how you can harness your social and ecological missions to drive your profits.

You do not have to become an environmental crusader or a social campaigner in order to advance a social or ecological mission. The goals can be more modest: simply defining a clear objective and actions to minimise your CO2 footprint will do, as will the articulation of good citizenship principles that the business will adhere to, combined with governance mechanisms that ensure their consistent application. The key is building these principles into the business model from the outset for seamless integration and maximal synergies.

Much of your ecological impact mission is likely to be operationalised in the way you configure your physical activities, such as manufacturing, logistics, energy use, and so on. These may involve, e.g., the application of closed-loop principles in your supply chain design and the adoption of ‘R’ principles: Renewable use, Recycling, Regeneration, Reuse, Repair, Refurbish, and Rematerialisation. You can also incorporate ecological missions into your revenue and cost models by, e.g., committing 1% of your profits for donations to environmental causes.

Much of your social impact mission is likely to operate in the social communities where your business is present. Possible models could include, e.g., ‘buy one, give one’ models, inclusive sourcing of labour and materials, and other constructive forms of participation in the local communities.

The Triple Bottom Line Business Canvas builds on Strategyzer AG's business model canvas template and extends it to support the systematic incorporation of social and environmental impact missions into the firm’s business model. Also Anthony Upward’s academic work and his Flourishing Business Canvas provided inspiration.

For those boxes that are compatible with Strategyzer’s canvas, links are provided back to Strategyzer’s support page for helpful elaborations and explanations. For the boxes I have added, explanations have been inserted straight into the box.