

Questions for sustainable business model 1/2

Customer segments & stakeholders

- Who are our most important customers? **Key stakeholders?**
- To who are we creating value?
- **Do we destroy value? (negative sustainability impacts)**

Value propositions

- What value do we deliver for the customer? **To stakeholders?**
- Which problem of the customer are we helping to solve? **Does our value proposition create problems to others?**
- What bundles of products and services?
- **Can we turn destroyed value into a solution? Are there instances of missed value (e.g. waste)?**

Customer relationships and channels

- Through which channels do we reach our customers?
- What type of relationship does our customer expect from us?

Revenue streams

- What are our customers willing to pay for? **Are we overcharging customers in vulnerable position?**
- What other funding sources are there?

Questions 2/2

Key resources

- What resources do our value propositions require?
- Are there sustainability risks regarding our key resources?

Key activities

- What activities do our value propositions require?

Key partnerships

- Who are the key partners needed to provide our products and services?
- Are we transparent about and toward our partners? Do we know who our partners' partners?

Cost structure

- What are the most important costs inherent in our business model?
- Are there externalities, where costs accrue to someone else (societal stakeholder or nature)?
- Do we pay a fair price to our partners, including workers? Suppliers workers?

Impact

- Are there negative environmental or social impacts from our business model?