


OPERATIONS LEVEL

ENGAGEMENT LEVEL

**KEY PARTNERSHIPS**

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 value propositions require? What other Key Activities are needed at the engagement level? The operations level?

Examples:

marketing, campaigns, events, production, development, platform / network building, research, training

**KEY RESOURCES**

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

Categories:

physical, intellectual, human, financial

**VALUE PROPOSITIONS**

What value will we deliver to co-creators? What problem are we solving? What needs are we satisfying?

**RELATIONS**

What type of relationship or bond do our co-creators expect us to establish and maintain with them?

Examples:

direct action, self-service, automated services, communities, co-creation

**CO-CREATORS**

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

Categories:

1. Donors
2. Clients
3. Advocacy

**CHANNELS**

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

Examples:

online, in-person, mobile / phone

**COST STRUCTURE**

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: OpEx, overhead, and administrative costs.

Sample characteristics: 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?

Examples of financial outcomes: donations, grants, sales proceeds

Examples of non-financial outcomes: membership sign-ups, volunteers, behavior change, media coverage, social impact

