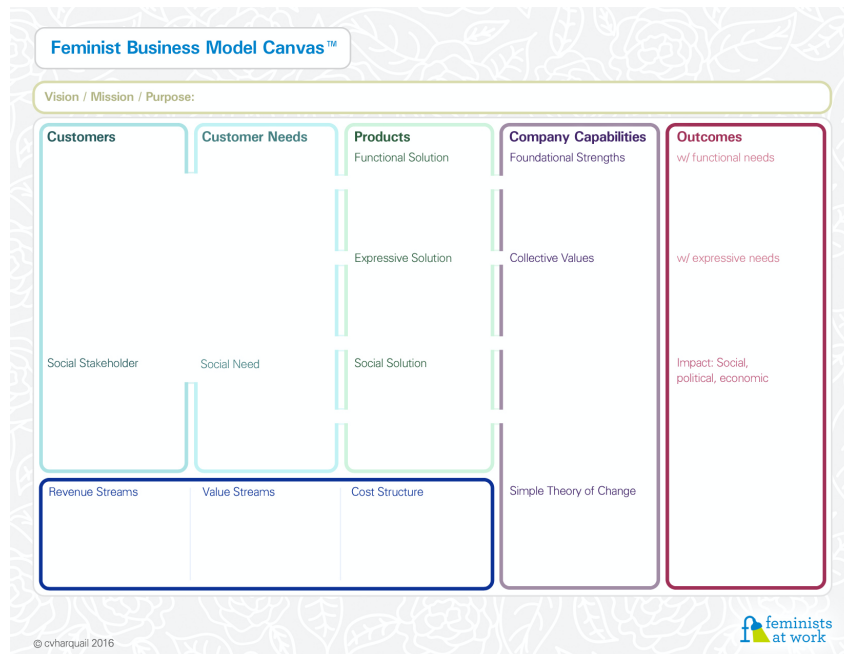


# Feminist Business Model Canvas™

## Introductory Tour\*

CV Harquail  
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### *Blending Lean Startup and Feminist Practice*

#### Introduction

#### Touring the FBMC

- Vision-Mission-Purpose
- Company Capabilities: Values & Foundational Strengths
- Direct Customers & Social Stakeholders
- Customer Needs & Social Stakeholder Needs
- Products
- Cost Structure
- Revenue Streams & Value Streams
- Outcomes
- Simple Theory of Change

#### Next Steps, Considerations

- FBMC Template with Definitions
- Blank FBMC

## Touring the Feminist Business Model Canvas™

This Introductory Tour is a lightweight overview of the Feminist Business Model Canvas, drawn from the full-sized FBMC Workbook and process. It's designed to help you get to know the FBMC in a short amount of time, rather than to support you in developing a full business model. *\*Just be aware in advance: This tour will not be enough information or guidance to enable you to create an actual, functional, full feminist business model. You need the full FBMC Workbook for that.*

This tour assumes that users already know the basics of business modelling and canvases, as well as conventional business concepts such as cost structures, revenue streams, customer needs, and product benefits.

## What is the Feminist Business Model Canvas™?

The Feminist Business Model Canvas™ (FBMC) is a tool designed by CV Harquail in 2016 to bring Lean Startup practices to the challenges of building a values-driven, feminist business. The FBMC helps values-driven businesspeople build their social change agenda directly into their products and revenue models (rather than doing this as a side gig through philanthropic, CSR, or DIEB initiatives).

The FBMC has seven units that organize the 16 specific sections, listed below. The italicized, purple sections are unique to Feminist Business Modelling, while the sections that are simply bolded are concepts you'll see in conventional canvases and which have been redefined here to reflect feminist perspectives. (See the sections and their definitions on the Canvas at the end of this document.)

### 1. Purpose:

Vision-*Mission*- Purpose statement

### 2. **Company Capabilities:**

*Collective Values*

*Foundational Strengths*

*Simple Theory of Change*

### 3. Customers:

Direct Customers & *Social Stakeholders*

### 4. Customer Needs:

Customer Needs — Functional, *expressive*

*Social Stakeholder Needs*

### 5. Products:

Functional Solution for direct customer

*Expressive Solution for direct customer*  
*Expressive Solution for social stakeholders*

## 6. Structure:

Cost Structure: operational, *human-community costs*  
Revenue Stream  
*Values Stream*

## 7. Outcomes:

Success w/ functional needs  
*Success w/ expressive needs*  
*Impact & Influence: Social, political, economic*

## The Feminist Business Modelling Process

The full process for using the FBMC takes business designers through a dozen focused conversations, using a list of questions to guide them towards revealing their ideas for each section of the model. The full process moves teams around the entire Canvas five different times, with each step going deeper into the sections and the relationships between them, until teams have developed a fully imagined model. These steps would include:

### **Step One: Sketch the Overall Current Picture**

Jot down initial answers to the list of questions for organizing the Canvas.

### **Step Two: Deep Dive into Each Section**

Work through a comprehensive definition and set of questions for each concept in each section, for a more complete 'big picture'.

### **Step Three: Check Fit Across Sections.**

Assess the correspondence between ideas in different sections.

### **Step Four: "Read the Story" of a complete and current mini-version of your Feminist Business Model**

Use the filled-out canvas as a reference sheet or story board to help you tell the story of your business idea and why it will work as you intend.

### **Step Five: Embed Values Even Deeper**

Embed the Feminist Business Values (or your own values) into your business model by considering how elements might demonstrate each specific value.

## How to Tour the Feminist Business Model Canvas

In this Introductory Tour, you and your team will take a single trip around the Feminist Business Model Canvas, stopping once at each section to note how the concept is defined and to answer a question or two. Work through these sections in the order offered below. There's a reason for starting where we start and ending where we end.

Talk among your team or reflect on your own: How would your business define each of these elements?

Jot down your initial answers on paper underneath the questions themselves. Then, sharpen these ideas and translate them into bullet points. Write these directly into the blank canvas at the end of this document. Or use post-its to make the ideas easier to adjust as you go.

**For feminists, how we get there is just as important as where we go.** Following the process and having thoughtful conversations with each other helps us learn more about our business model than simply filling in all the blanks on the template.

### 1. VISION ~ MISSION ~ PURPOSE

Given who we are as a company, what we have available to offer, what we care about, and what we want to do to make a difference:

- What change/s to we want to make, socially politically and/or economically, through our business activities?

### 2. COMPANY CAPABILITIES

Company capabilities form the heart of the feminist business model. They are strengths our business can employ and the gifts we can contribute.

**Collective, Identity-Based Values:** values define who we are and articulate what we stand for.

- What values do we hold dear as a community?
- What values define us and set us apart from other businesses?



**Foundational Strengths:** innate abilities and unique capacities.

- What qualities define our organization and people?
- What collective qualities and capabilities make us as a company especially relevant, capable, insightful, etc. regarding our customers and their needs? Regarding the products we want to create and messages we want to demonstrate through them?

### 3. CUSTOMERS

For every feminist (or values-driven, social impact) business model, there are two groups of customers: **direct customers** and **social stakeholders**.

**Direct customers** are interested all the values that our products have to offer. They are the folks who buy our product.

- Who are the customers of our material product who will *also* be receptive to the social values we want our product to express?
- Can we demonstrate our company/collective values by the choice of customers to serve?

**Social stakeholders** are indirect customers, who might affirm, validate, and share the meaning-related elements of our products.

- Who might appreciate the social value and changes we want our products to promote?
- Who cares about the people who are our direct customers, and wants to help them succeed?

*Note: In the FBMC, customer needs and product-based solutions get broken into two dimensions: functional and expressive. The functional dimension captures the material needs that customers want products to solve, and the functional job that the product gets done. The expressive dimension captures the feelings, meanings and statements that customers want to make, and that the product helps them feel, say, or demonstrate.*

## 4. CUSTOMER NEEDS

**Customer needs are not only the problems customers want to solve, but also the opportunities they want to pursue, and the possibilities they want to explore.**

- Functionally, what do our customers need, to support them towards their individual (and maybe group) goals?
- Expressively, how might customers want to feel as they use our products? To communicate to themselves and others about who they are and what they care about?
- What social problems could be resolved if our individual customers' needs were met? How would changes for that one customer or group positively impact the people/ social stakeholders around them?

## 5. PRODUCTS

“Products” includes both things and services, tangibles and intangibles, and functional tools as well as expressive ones.

- What kinds of physical things or services could meet the *functional* needs of our customers?
- What physical and service elements of these product ideas could meet the *emotional* needs of our customers?
- What would we like our customers to convey to others as they use or purchase this product?

## 6. STRUCTURE

**Cost Structure: The cost structure brings together all costs incurred to make the business model work.** The FMBC invites you to *consider what human beings spend and invest individually, collectively, and as a community to create products and to pursue purpose.*

- **Material Costs:** What are the fundamental material and process costs critical to our business model?

- **Human Costs:** What does producing our product with this business model while pursuing our collective purpose cost us emotionally, physically, and/or cognitively?

**Revenue Streams:** different ways that your business generates real money.

- Considering the primary products and services that we offer, what are the different possible ways we might package these and sell them?

**Value Streams:** unique to the Feminist Business Model Canvas, value streams are the flows of positive resources that your business model generates — *beyond the cash* — that help to sustain you as an organization.

- Think about the social, human value that we create that goes directly to our customers. Consider all the other values, behaviors, emotions, conversations, or other elements that we experience as we pursue our business model. What are these? Which of these are important to us as a company?
- What are some of the positive things we feel or do, individually or collectively, as part of creating our product? Which of these renew us collectively and individually, give us hope, satisfy us, excite us, help us learn, and more?

## **7. OUTCOMES: specific results that we can concretely track.**

Outcomes need to be tuned specifically to the customers, products, and purpose of each unique company. Thus, we offer just a few suggestions to start you off:

- How might we measure success at meeting Customers' functional needs? (E.g., Customer satisfaction specifically about the needs identified)
- How might we measure the company's success in meeting Customers' symbolic needs? (E.g., Positive behavior or attitude change for customers)
- How might we measure success with having a positive impact on the larger issue or purpose we are pursuing? (E.g., Increase use of terms and phrases your messaging has promoted, changes in the amount and ways allies are reinforcing your message)
- For evaluating Social Impact, consider measures like: Shifts in social norms, increased strength of support; Strengthened alliances with stakeholders

## Simple Theory of Change

A “theory of change” is an argument for how an enterprise will help its constituents and turn its resources and relationships into larger social change. It helps your business articulate the steps by which you hope to achieve your purpose and connect to your bigger goal. By outlining the cause and effect relationships within a business model, a theory of change helps us clarify what we hope to influence, and how.

Here’s a quick way to sketch out your company’s **simple theory of change**. Refer to the no-longer blank Canvas where you’ve drafted out your business model using bullet points. Use your bullet point ideas from each FBMC section to fill in the blanks, “mad libs”-style, below. This will generate rough statements of cause and effect relationships across your business model. Once you fill in the blanks, polish the statements to make them more succinct and compelling.

### Theory of Change – “Fill in the blanks with your uniqueness”

Because we emphasize \_\_\_\_\_ (*core values*), and we are able to \_\_\_\_\_ (*foundational strength*), we’ll build a product that meets \_\_\_\_\_ (*direct customer*)’s \_\_\_\_\_ (*functional need*) as well as their \_\_\_\_\_ (*expressive need*), helping customers to \_\_\_\_\_ (*customers’ goals*).

With these needs met, customers will be able to \_\_\_\_\_ in ways that also help \_\_\_\_\_ (*social need*).

At the same time, (our product) will help \_\_\_\_\_ (*social stakeholders*) to \_\_\_\_\_ (*stakeholders’ need*).

Our company will be able to sustain itself because we can generate more revenue through \_\_\_\_\_ (*revenue streams*) than we spend in \_\_\_\_\_ (*material costs*). And we will be able to sustain our purpose of \_\_\_\_\_ (*mission*), despite the human costs of this work, because we will generate the \_\_\_\_\_ (*human values stream*) to replenish us.

Finally, to demonstrate and keep track our positive contributions, we will measure \_\_\_\_\_ (*metrics, ‘biz’ outcomes*) to

show \_\_\_\_\_(needs) have been met.

We will also gather social proof of \_\_\_\_\_(*expressive outcomes*) to show \_\_\_\_\_( expressive needs) have been met. To demonstrate our social impact, we will keep track of \_\_\_\_\_(*social*), \_\_\_\_\_(*political*), and \_\_\_\_\_(*economic influence*) to assess how we're doing on our \_\_\_\_\_( vision, mission and purpose).

### **Reflecting on the Tour**

- Experiment with your Simple Theory of Change. How does this help you tell the story of your business model?
- Reflect on your experience and consider: What did the process invite you to think about, that you hadn't put into your previous ideas about your business model? What insights did you discover?
- How/ did this process help you understand what you really hope to do with your business, and how you might make that happen?

### **Next Steps**

The Feminist Business Model Canvas is a work-in-progress. Thank you in advance for applying a growth mindset as you use these tools. To keep up with the FBMC's evolution and access to latest versions, please connect with me at [cvharquail.com](http://cvharquail.com).

Sign up for my newsletter on Feminism & Business at <http://cvharquail.com>. Follow me on Twitter and Instagram: @cvharquail

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### **Please note that this Introductory Tour:**

- Is *not* the whole FBMC and does not demonstrate the full value of the FBMC
- Is *not* a 'free' tool. Use is restricted to the person who shared their email address to download it. This tool is not to be reproduced, nor can it be distributed, sold, or used in a teaching or consulting program without permission.

### **Please check out the FBMC pages at [cvharquail.com](http://cvharquail.com). There, please find:**

- A list of Feminist Business Model Canvas Contributors and Inspirations
- Information about FBMC workshops, Workbooks, and facilitator training
- Ideas on using the FBMC in a larger 'lean startup' business model process.



# Feminist Business Model Canvas™

For:

By:

\_\_\_ / \_\_\_ / \_\_\_

Version:

Vision / Mission / Purpose:

**Customers**

**Customer Needs**

**Products**

**Company Capabilities**

**Outcomes**

**Revenue Streams**

**Cost Structure**



# Feminist Business Model Canvas™

For:

By:

\_\_\_/\_\_\_/\_\_\_

Version:

**Vision / Mission / Purpose:** Big picture goals that motivate and direct the work you do as a company.

## Customers

People being served

### Direct Customers:

Those who need the functional value, expressive value, and social value company's products make possible.

### Social Stakeholder

Indirect customers who are served by the social, emotional, political, or other influence of company's products

## Customer Needs

Customers problems to solve, opportunities to pursue, and possibilities to explore.

### Functional Needs

What the customer needs to get done.

### Expressive Needs

Emotional, symbolic, social, and meaning-related statements customers might want to convey as they use products.

### Social Needs

More expansive goals fed by customers' functional and expressive needs, and by social stakeholders' concern

## Products

Goods & services sold to earn revenue, that customers buy to meet needs.

### Functional Solution

What the product helps the customer do.

### Expressive Solution

What the product helps customer feel, say, and promote.

### Social Solution

What the product says and does to make a difference for society.

## Company Capabilities

What the company has to offer.

### Foundational Strengths

The cause and effect relationships that link capabilities, customer needs, products and outcomes to explain how company will succeed.

### Collective Values

Principles around which company comes together, that define who they are as a collective and articulate what they stand for.

### Simple Theory of Change

The cause and effect relationships that link capabilities, customer needs, products and outcomes to explain how company will succeed.

## Outcomes

Specific results that reflect how well products are doing for/ with customers.

w/ functional needs

w/ expressive needs

### Impact:

Measures of positive influence

Social

Political

Economic

## Revenue Streams

Products, in various versions, that generate cash, in specific formats (e.g., purchase subscription, sponsorship).

## Value Streams

Positive resources that sustain the organization. Whatever renews, excites, teaches, motivates individuals & collective.

## Cost Structure

Key costs incurred serving customers, making products, sustaining company

### Operational

(e.g., equipment, materials)

### Human-Community

(e.g., emotions, relationships, effort)