

# 4 Returns Landscape Business Model Canvas

## 4 losses to 4 returns

### Inspiration

How will our business model make an inspirational impact in the landscape, ultimately contributing to turning a loss of inspiration to a return of common vision and purpose?

- Options:**
- From a loss of hope to a return of purpose
  - From a loss of trust to a common vision
  - From a loss of confidence to empowerment
  - From conflict to a return of security
  - From a loss of belonging and pride to a return of local identity & art

### Social capital

How will our business model make a social impact, ultimately contributing to a thriving community in the landscape?

- Options:**
- From a loss of jobs to meaningful work
  - From a loss of income to secure livelihoods
  - From a loss of relations to network & exchange
  - From a loss of autonomy to knowledge and skills
  - From a loss of health to a return of wellness
  - From a loss of integrity to social cohesion / community

### Natural capital

How will our business model contribute to a resilient ecosystem with returned ecological functions in the landscape?

- Options:**
- From unsustainable resource use to a return of ecosystem functions
  - From land & water degradation to a return of soil & water quality & quantity
  - From pollution & waste emissions to circular streams
  - From a loss to a return of biodiversity & habitat
  - From climate change aggravation to climate adaptation and/or mitigation
  - From natural disaster vulnerability to ecosystem resilience

### Financial capital

How will our business model contribute to creating new financial value in the landscape?

- Options:**
- From a loss of local economy to increased profits, ROI, and tax revenues;
  - From a lack of access to capital to grants, donations, subsidies, and loan guarantees;
  - From emergency / disaster costs to a prevention/reduction of those costs.

### Value proposition(s)

The 4 returns value proposition, in essence, should deliver 4 returns while being financially viable and sustainable. As such consider the above social values, natural values, financial values and inspiration values that were just defined.

How do our products and services contribute (directly or indirectly) to providing these values?

### Customer segments

For whom is our business creating value? Think about which groups give our business a reason to exist.

- Options:**
- Farmers
  - Other businesses
  - Consumers
  - Governments
  - Communities

### Customer relationships

What types of relationships do we want to have with our customers and how?

- Options to foster relations:**
- Participation & input
  - Direct engagement
  - Community/ identity
  - Trust through transparency, accountability & commitments
  - Feedback & customer satisfaction mechanisms

### Business channels

Through which channels will we reach our customers?

- Examples:**
- Marketing, promotion / sponsorship, & media
  - Wholesale & retail supply chains
  - Direct engagement / outreach (events, farmers' markets, etc.)
  - B2B and B2C channels

### Business activities

Which activities are required to deliver our products and services?

- Categories:**
- Mobilizing investments
  - Strategizing & piloting

- Production, processing & (regenerative) marketing
- Connecting & partnering
- Knowledge sharing & innovating

### Activities for building resilient systems

Which activities should we undertake to help build resilient systems in the landscape that lower costs and de-risk activities for our business and stakeholders?

- Examples:**
- Restoration/regeneration
  - Community work
  - Outreach & education
  - Cultural / inspirational
  - Disaster risk reduction
  - Payment for ecosystem services

### Costs

Which are the costs inherent to our business model?

- Types:**
- Financial costs: fixed, variable direct, indirect & sunk costs.
  - Externalities caused by our business: social, natural, and inspirational.

### Revenue

Which are the revenue streams we currently have or wish to develop for our business model? Is our cost-to-income ratio sustainable and future-proof?

### Risks

Which external factors threaten our business from delivering its returns? How will we mitigate these risks?

- Types:**
- Operational risks
  - Environmental risks
  - Community / cultural risks
  - Market / economic risks
  - Political risks
  - Unintended consequences

### Key resources

Which resources are required to both maintain a healthy business and build resilient systems?

- Types of capital:**
- Natural
  - Human
  - Social and relational
  - Intellectual
  - Manufactured
  - Financial

### Key partners

Who are our strategic partners? Which key resources do we acquire from our partners? Which responsibilities do they take on?

- Possible partners:**
- Farmers
  - Local communities
  - NGOs/ nonprofits
  - Governments
  - Other companies
  - Donors and investors

### Landscape governance

How do we take part in the greater restorative business ecosystem and landscape restoration partnership?

- Consider:**
- Cross-sectoral planning
  - Coordination
  - Collaboration
  - Consultation
  - Decision-making

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