



ТЕПЛИЦА  
СОЦИАЛЬНЫХ ТЕХНОЛОГИЙ  
te-st.ru

**HSE{Inc}**  
БИЗНЕС-ИНКУБАТОР НИУ ВШЭ

# Разбираемся вместе: бизнес-модели с социальным эффектом

Вебинар | 22.02.2017



НАЙТИ  
ИДЕИ

СОБРАТЬ  
МОДЕЛЬ

НАГЛЯДНО  
ОПИСАТЬ



НАЙТИ  
ИДЕИ

СОБРАТЬ  
МОДЕЛЬ

НАГЛЯДНО  
ОПИСАТЬ



• блокнот проблем



A close-up photograph of a clenched fist, viewed from the back. The hand is light-skinned and set against a solid black background. On the back of the hand, the word "РАТ" is written in bold, black, capital letters. The letters are slightly smudged, giving them a gritty, hand-drawn appearance. The fist is tightly clenched, with the knuckles prominent.

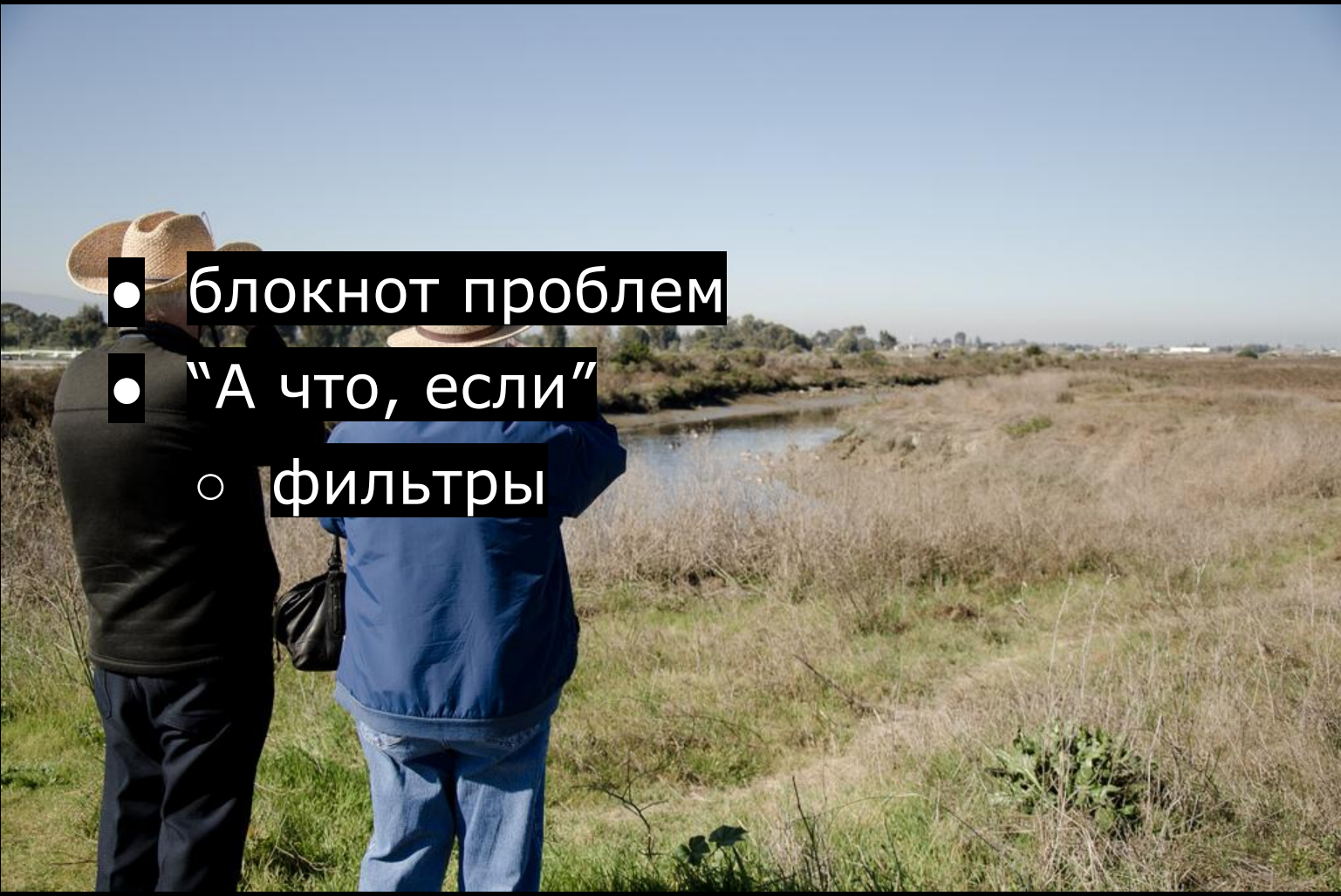
мне не все равно, что ...

хочу, чтобы ...



- блокнот проблем
- “А что, если”



- 
- A photograph of two people from behind, wearing straw hats, looking out over a vast, flat landscape with a river or wetland area. The person on the left is wearing a black jacket and dark pants. The person on the right is wearing a blue jacket and jeans, with a black bag slung over their shoulder. The landscape is covered in dry, yellowish-brown grass and some green patches. In the distance, a city skyline is visible under a clear blue sky.
- блокнот проблем
  - “А что, если”
    - фильтры




A photograph of two people from behind, wearing straw hats and dark clothing, standing in a field of tall grass and looking towards a body of water under a clear blue sky. The image is used as a background for a presentation slide.

- блокнот проблем

- “А что, если”

- фильтры

- методы творческого мышления



НАЙТИ  
ИДЕИ

СОБРАТЬ  
МОДЕЛЬ

НАГЛЯДНО  
ОПИСАТЬ

$\Phi M$  vs  $\mathcal{B}M$  vs  $MM$

нужно ли брать  
кредит?

как работает бизнес?  
кому и что предлагаем?  
что делаем?

как получить  
доход?

откуда взять  
денег завтра на  
зп сотрудникам?

ФМ vs БМ vs ММ

в каком виде  
продать?

от чего зависит  
цена  
продукции?

кто партнеры?  
какие расходы?  
где прибыль?

по какой цене и  
на каких  
условиях?



ModelsOfImpact.co  
fb.com/imattmanos





ПРОБЛЕМА

ИЗМЕНЕНИЕ

ДОХОДЫ



КОМУ ПОМОГАЕМ  
КАКУЮ ПРОБЛЕМУ РЕШИТЬ  
КАК, ЗА СЧЕТ ЧЕГО  
ИЗЮМИНКА СОУС

[A LETTERED LIST SERIES]

## a list of L

1. FAVORITE BLOGS
2. favorite Books / Reading List
3. favorite restaurants
4. FAVORITE FONTS
5. favorite vacation spots
6. favorite dishes
7. goals for 2013
8. favorite quotes
9. FAVORITE MOVIES
10. ten things you're grateful for

[A LETTERED LIST SERIES]

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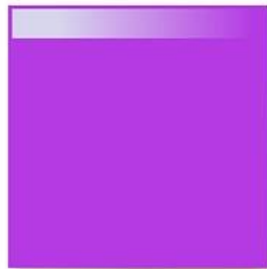
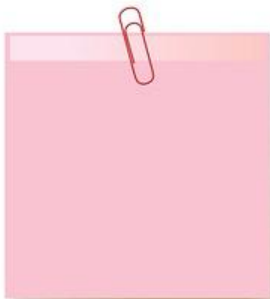
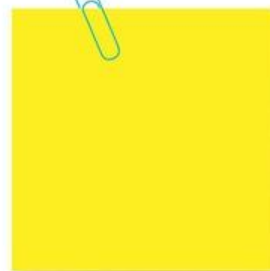
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LISTS

The method  
a business or  
organization  
uses to earn  
revenue from the  
target market.

list

pots

ful for



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# 12 Impact Models

## МОДЕЛИ СОЦИАЛЬНЫХ ИЗМЕНЕНИЙ

Product for Service/ Access

One for One

Percentage Inventory Donated

Jobs for low income/transitional communities

Employee engagement program

Recycle/Upcycle

Percentage of Profit/Share

Social Awareness

Micro-Lending

Sharing Economy

Marathons (pro-bono)

Access to Education

1. дать работу
2. микро-бизнес
3. доступ для всех
4. все в дело
5. плюс 1
6. прибыль на благо

# 12 Revenue Models

## моделі доходу / монетизації

1. гроші за продукт/услугу
2. плати скільки хочеш
3. реклама
4. комісія
5. зверху по нитці
6. гроші за час

# раунд

штурм

10

история

2



OTE

ERMODY  
©2004



# 1. дать работу



1. дать работу

ED  
TE  
*for Fighting*  
**GLOBAL  
POVERTY?**

Англия, Гана

ONE FOR O

S  
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ture."  
Mycoskie





1. дать работу



1. дать работу

США

Лос-Анджелес

HomeBoyIndustries.org





КЕНИЯ

## 2. микро-бизнес





### 3. доступ для всех

Москва



3. доступ для всех

Гонконг





# Recidar

*comparte lo que no usas*

*Diego*





Англия

FoodCycle



Julian



**FoodCycle**  
@foodcycle

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## Products

# Англия



### London Piccalilli

specialy commissioned by  
Jamie Oliver!



### Hot Banana Chutney

hot and fruity with a touch of  
ginger - a fun play on chutney  
and delicious with a curry!



### Spicy Tomato Chutney

with cheddar, meats, in your  
burger, bacon butty or  
scrambled eggs!



### Apple & Ginger Chutney

my ham and cheese samie!



### Red Onion and Chilli Chutney

the classic all rounder with a  
sausage, crumbly cheese or  
Sunday roast.



Англия



# RETALHAR

## COSTURANDO IDEIAS



### Бразилия



#### 1) Reciclagem

Após a manufatura reversa, realizada por mão de obra inclusiva, destinamos o tecido resultante à reciclagem, que envolve as seguintes etapas: trituração, desfibrimento e reinserção no setor industrial para diversas finalidades, tais como construção civil, mantas acústicas e indústria automobilística.



#### 2) Descaracterização para reúso

Após o descarte de peças em plenas condições de uso, ainda novas, retiramos cada logo presente no tecido e transformamos por um retalho. As peças são então encaminhadas para reutilização.



#### 3) Cobertores populares

Descaracterizamos os uniformes e realizamos o posterior aproveitamento da produção de cobertores populares para o agasalho da empresa com o intuito de reduzir custos.



#### 4) Transformação e

Tendo os uniformes em boas condições de uso, desenvolvemos projetos de transformação para reutilização.



# США - Аргентина

## Tom's



# РОССИЯ

## ТиБож



### Быстрота!

Фабрика "ТиБож" обладает  
возможностью выпускать до 650  
пар обуви ежедневно!



### Качество!

Обувная фабрика "ТиБож"  
предлагает качественную обувь,  
изготовленную по технологии  
прямого литья!



### Рабочие места!

На фабрике работают люди с  
ограничениями  
жизнедеятельности, которые  
получили равные возможности



### Благотворительность!

Каждая вторая пара обуви  
бесплатно передается  
нуждающимся людям!

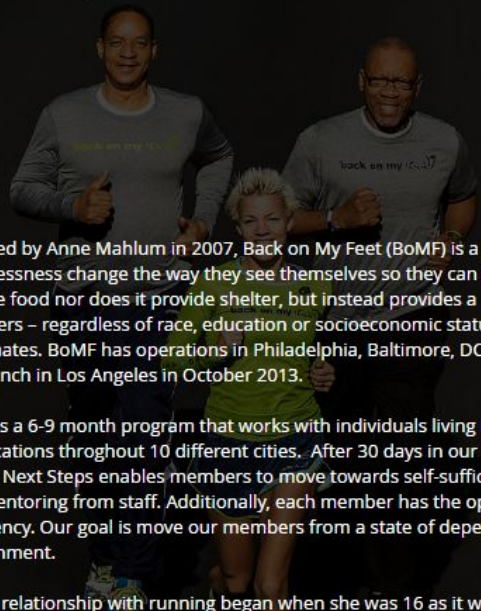
## О Фабрике

Фабрика «ТиБож» - это современная обувная фабрика с большим потенциалом и возможностями!





## Back on My Feet



2012-10-18-Ma

Founded by Anne Mahlum in 2007, Back on My Feet (BoMF) is a national for-purpose 501c3 organization that uses running to help those experiencing homelessness change the way they see themselves so they can make real change that results in employment and independent living. BoMF does not provide food nor does it provide shelter, but instead provides a community that embraces equality, respect, discipline, teamwork and leadership. All members – regardless of race, education or socioeconomic status – join together to move their own lives forward as well as the lives of their teammates. BoMF has operations in Philadelphia, Baltimore, DC, Baltimore, DC, Boston, Chicago, Dallas, Indianapolis, Atlanta, New York, Austin and will launch in Los Angeles in October 2013.

BoMF is a 6-9 month program that works with individuals living in homeless facilities. Members run three days a week at 5:30 in the morning from 50+ locations throughout 10 different cities. After 30 days in our program, each member who maintains 90% attendance moves to the Next Steps phase. Next Steps enables members to move towards self-sufficiency through educational and job training opportunities and one-on-one coaching and mentoring from staff. Additionally, each member has the opportunity to earn \$2,500 in financial aid to assist in their efforts toward self-sufficiency. Our goal is move our members from a state of dependency into a state of independence, which includes a job and a stable living environment.

Anne's relationship with running began when she was 16 as it was her way of dealing with the unexpected situation of her dad's struggle with a gambling addiction, which tore apart her family. While Anne could never find a way to help her dad, she found her own answers in the life lessons that surround running, such as taking things one step at a time and learning the value of being on difficult roads. 10 years later, Anne's running had led her past a homeless shelter on 12th and Vine in Philadelphia where she began to develop a friendly, sarcastic rapport with some of the individuals staying there, who reminded her of her dad. During one morning run she realized that running could benefit them in the same way that it helped her and she felt in some way she could vicariously help her father by helping them. The organization had its first official run on July 3rd, 2007 and in six years has grown to a \$6.5 million nonprofit with 48 full-time staff that has helped thousands of people and has a 46 percent success rate.

Anne is not only the founder of BoMF, but she is also the former CEO. She is responsible for the vision, strategy and national fundraising efforts for Back on My Feet as it continues to expand across the country. In spring of 2013, Anne announced PIVOT, BoMF's first social enterprise initiative that is helping individuals experiencing homelessness repurpose their lives by repurposing furniture.












## The Business Model Canvas

<i>Key Partners</i> 	<i>Key Activities</i> 	<i>Value Proposition</i> 	<i>Customer Relationships</i> 	<i>Customer Segments</i> 
	<i>Key Resources</i> 		<i>Channels</i> 	
<i>Cost Structure</i> 			<i>Revenue Streams</i> 	

# Lean Canvas

Designed for:

Designed by:

On: Day Month Year  
Iteration: No.



## Problem

Top 3 problems

## Solution

Top 3 features

## Unique Value Proposition

Single, clear, compelling messages that states why you are different and worth buying

## Unfair Advantage

Can't be easily copied or bought

## Customer Segments

Target customers

Existing Alternatives

## Key metrics

Key activities you measure

High-Level Concept

## Channels

Path to customers

Early Adopters

## Cost Structure

Customer acquisition costs,  
Distribution costs,  
Hosting,  
People, etc

## Revenue Streams

Revenue model,  
Life time value,  
Revenue,  
Gross margin

# БМ с социальным эффектом

## Impact Model

How does [social, environmental, personal] impact fit into your organization? How do you measure this impact?

## Value Proposition

What makes your organization and offer unique? How are you really making impact?

## Partners

Who do you work with to make this impact? Who won't you work with? Who are your clients, funders, and networks?

## Products/Services

What are you creating? How can you ensure your offering aligns with your impact model, and solves the problem?

## Talent/Operational Model

Who does the work to make the impact? How do you engage them? Draw your organization chart and show your cost structure.

## Revenue Model

How is your work funded? How can it be creatively financed?

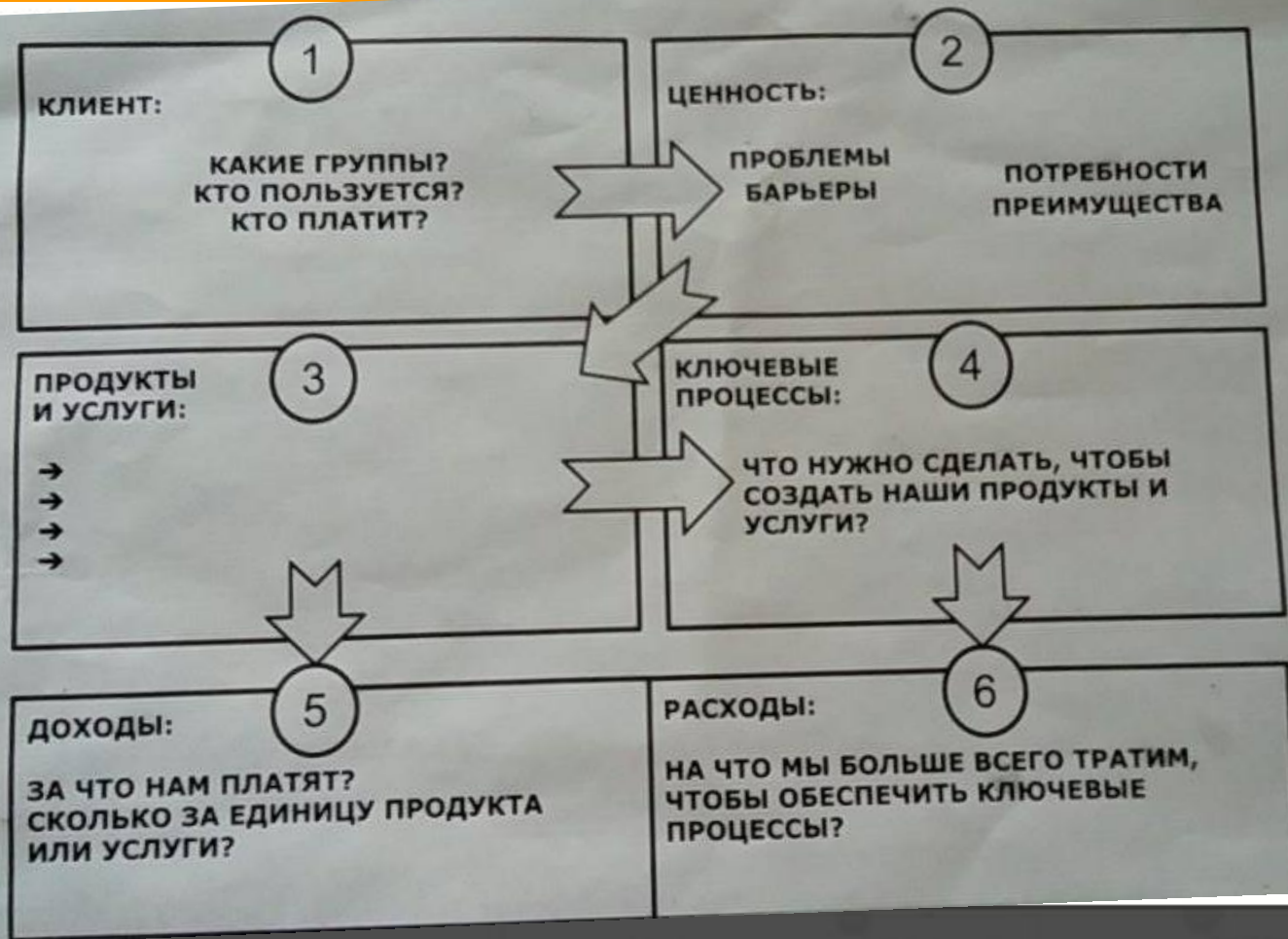
# БМ с социальным эффектом

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# УЗНАТЬ БОЛЬШЕ

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@hseinc



**Все события:** [inc.hse.ru/plansobitiy](https://inc.hse.ru/plansobitiy)

- 27.02 Стартовые презентации резидентов программы [Добрый Бизнес](#)
- 15.03 премия Стартап года
- Онлайн Курс - этой весной

С КЕМ  
ОБСУДИТЬ  
ПОДРОБНОСТИ?

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