

# 4 Returns Landscape Business Model Canvas

## Landscape view

### 1. 4 losses

#### Loss of inspiration

What inspiration is lost in the current situation?

For example:

- Loss of hope & purpose
- Loss of trust & a common vision
- Loss of confidence
- Loss of security
- Loss of belonging and pride

#### Loss of social capital

What social capital is lost in the current situation?

For example:

- Loss of jobs
- Loss of income
- Loss of knowledge and skills
- Loss of health
- Loss of social cohesion / community

#### Loss of natural capital

What natural capital is lost in the current situation?

For example:

- Loss of ecosystem functions
- Soil & water degradation
- Pollution & waste emissions
- Loss of biodiversity & habitat
- Climate change aggravation
- Natural disaster vulnerability

#### Loss of financial capital

What financial capital is lost in the current situation?

For example:

- Loss of profits, ROI, and tax revenues;
- Lack of access to capital to grants, donations, subsidies, and loan guarantees;
- Emergency / disaster costs

### 2. to 4 returns

#### Return of inspiration

What inspiration should be returned to the landscape in your vision?

For example:

- A common vision
- Return of purpose
- Return of trust
- Return of pride, a local identity & art
- Empowerment and a return of confidence

#### Return of social capital

What social capital should be returned to the landscape in your vision?

For example:

- More meaningful jobs
- Secure livelihoods
- Network & exchange
- Knowledge and skills
- Return of health and well-being
- Social cohesion / community

#### Return of natural capital

What natural capital should be returned to the landscape in your vision?

For example:

- Return of ecosystem functions & resilience
- Soil and water quantity & quality
- Circular streams
- Return of biodiversity & habitat
- Climate adaptation / mitigation

#### Return of financial capital

What financial capital should be returned to the landscape in your vision?

For example:

- Increased profits, ROI, and tax revenues
- More grants, donations, subsidies and loan guarantees
- A prevention/reduction of disaster costs

### 3. Key inhibitors

Inhibitors are factors that prevent the social-ecological system working as you would like it to work. Think about:

- Harsh climate
- Economic crisis
- Lack of work force

### 4. Key enablers

Enablers are factors that support the social-ecological system working as you would like it to work. Think about:

- Social/political awareness
- Subsidies for sustainable agriculture
- Existing farmer's network
- Existing supply chains

### 5. Key stakeholders

A stakeholder is defined here as any entity that is affected by, or who can affect, the landscape. This is a broad definition which includes people, groups, and non-human living beings. Stakeholders of the landscape are also stakeholders of your business, since your business is operating in the landscape.

### 17. Negative impacts of business on the landscape

What negative impacts does your business have on the landscape? Think about any additional pressure which we are imposing on the landscape and system on which we rely.

### 18. Landscape (restoration) partnership governance

Think about the returns that you cannot deliver on. Find a partner that can complement you to deliver those returns in the landscape. How do you take part in the greater restorative business ecosystem and landscape restoration partnership? Consider a.o. cross-sectoral planning, coordination, collaboration, consultation and decision-making.

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3. Key inhibitors

4. Key enablers

5. Key stakeholders

17. Negative impacts of business on the landscape

18. Landscape partnership governance

# 4 Returns Landscape Business Model Canvas

## Business view

### 11. Activities for business

Which activities are required to deliver your products and services? Think about:

- Production, processing & (regenerative) marketing
- Mobilizing investments
- Strategizing & piloting
- Connecting & partnering
- Knowledge sharing

### 13. Risks (from landscape on business)

Which external factors threaten your business from delivering returns? Think about:

- Operational risks
- Environmental risks
- Community / cultural risks
- Market / economic risks
- Political risks

### 14. Risk management strategies

Which activities should we undertake to help build resilient systems in the landscape that de-risk activities for your business and stakeholders? See examples in guidelines.

### 12. Key resources

Which resources are required to both maintain a healthy business and build resilient systems? Think about ecosystem services:

- Provisioning services
- Regulating services
- Cultural services
- Supporting services

### 15. Key partners

Who are our strategic partners?

Which key resources do we acquire from our partners?

Which responsibilities do they take on? Think about:

- Farmers
- Local communities
- NGOs/ nonprofits
- Governments
- Other companies
- Donors and investors

### 6. 4 Returns value propositions

What value is created with your business model and for whom? You might not be able to (initially) deliver the 4 returns by yourself. It can be enough to focus on one or two returns and find partners that help to deliver the others (see box 18).

Return of inspiration:

How will your business contribute to a return of common vision and purpose?

Return of social capital:

How will your business contribute to a thriving community in the landscape?

Return of natural capital:

How will your business contribute to a resilient and functioning ecosystem?

Return of financial capital:

How will your business help create new financial value in the landscape?

### 7. Customer segments

For whom is your business creating value? Think about which groups give your business a reason to exist (look at the stakeholders in the landscape layer). Think about:

- Farmers
- Other businesses
- Consumers
- Governments

### 8. Channels

Through which channels will we reach your customers? Think about:

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

### 9. Customer relationships

What types of relationships do we want to have with your customers and how? Think about:

- Participation & input
- Direct engagement
- Community/ identity
- Trust through transparency, accountability & commitments
- Feedback & customer satisfaction mechanisms

### 16. Cost structure

Which are the costs inherent to your business model?

Types:

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

### 10. Revenue streams

Which are the revenue streams we currently have or wish to develop for your business model? Think of:

- Sales
- Subsidies
- Donors
- Payment for Ecosystem Services

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12. Key resources

6. 4 Returns value propositions

7. Customer segments

8. Channels

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15. Key partners

9. Customer relationships

14. Risk management strategies

16. Cost structure

10. Revenue streams