

The PPPCanvas

Important questions

Business Ecosystem

- What are the potential barriers to the PPP in the business ecosystem?
- What are the potential opportunities in the business ecosystem that the PPP can benefit from?
- What strategies can be used to influence the ecosystem?
- What are the PPP's main competitors?

Key Partners

- What types of partner are needed for the partnership to deliver the value proposition? • Which partners are crucial for the partnership? And for what part? • Do you have agreements, contracts, or MoUs in place that confirm the partnership with clear demarcations of role, responsibility, risk (taking), and position in the governance structure? • What is the main motivation for choosing partners • Which key functions do the partners play for the partnership?
- Which Key Activities do they perform?
- Which Key Resources do they bring?

Key Activities

- What key activities are needed to:
 - produce or provide the value proposition?
 - operate the distribution channels?
 - maintain customer relationships?
 - manage revenue streams?
 - What activities are outsourced to whom?
 - How are these activities governed and monitored?

Value Proposition

- What value is delivered to customers?
- What is the functional and emotional benefit for the targeted customers and for the extended beneficiaries? What's in it for them?
- What problem of the customers' are you solving?
- Do you have proven track record or convincing arguments to gain the trust and confidence of the customer?
- How do you distinguish yourself with your value proposition, compared to your (potential) competitors? What makes you unique?
- What do you want the customer to remember (if possible in a quote, tagline, slogan)?

Customer Relationships

- What type of relationship has already been established with your Customer Segments?
- How effective are these?
- What type of relationships do your Customer Segments expect you to establish and maintain with them?

Customers

- For whom is value created (directly and indirectly)?
- Who are your paying customers, the direct market segment you focus on?
- What are the specific characteristics of your customers (in terms of demographic, lifestyle, behavioral aspects, and so on)?

Extended Beneficiaries

- For whom is the value created (directly and indirectly)?
- Who else benefits from the product or service delivered? (Be as precise as possible).
- Who else beyond your customer base do you want to reach?
- How inclusive is the value proposition? How does the intervention reach out to (the most) vulnerable target groups?

Governance

- How is the partnership structured? Who is the main/lead partner? What are roles contributions of each partner? How to deal with power (im)balance? What kind of partnership agreement is signed? • How will decision-making take place? What are grievances mechanisms? What are the consequences if a partner fails to deliver?
- How will the PPP communicate both internally and externally? • How are the risks allocated within the partnership? How do partners deal with unforeseen circumstances? • Is there a process for monitoring the quality of the processes followed?

Key Resources

- What key resources are required to:
- produce or provide the value proposition?
 - operate distribution channels?
 - maintain customer relationships?
 - manage revenue streams?

Channels

- Through what channel are customers reached at present?
- Which of these channels works best?
- How are these channels integrated with customers' routines?
- Are there different channels through which customers would like to be reached?

Cost Structures

- What are the key cost components of the PPP (capital expenditure, operational expenditures, maintenance costs, taxes, levies, ...)?
- How much are these costs (in absolute figures and proportionately)?
- For which Key Resources are most costs incurred?
- For which Key Activities are most costs incurred?
- Are the costs forecasts in line with the budget estimations?

Impact

- What positive (social, public and/or environmental) impact is generated beyond customer value?
- How do you mitigate potential negative outcomes, consequences, and risks?
- What is the long-term impact beyond the PPP? What is the desired change the PPP is aiming for?
- How is the intended impact valued in the outer (investors') world? How can you frame the PPP in that broader context?

Revenue Streams

- What are the different revenue streams?
- How much does each revenue stream contribute to the overall revenues?
- What are the pricing mechanisms for the products and services (e.g., fixed, market dependent, volume dependent)?
- If there is a deficit in revenues, what option do you have to cover these costs? For how long? Was this foreseen in the financing strategy?
- How good (or bad) is your revenue pipeline portfolio?