

MODEL STEWARD *Canvas* WORKBOOK

STARTING A CHRISTIAN BUSINESS
WITH A KINGDOM PURPOSE



A WORKBOOK DESIGNED TO HELP YOU UNDERSTAND YOUR BUSINESS,
THE MARKET, YOUR COMPETITORS AND HOW IT ALL FITS TOGETHER.

DR. KEN LONG & YANNIS MARIE

MODEL STEWARD *Canvas* WORKBOOK

**STARTING A CHRISTIAN BUSINESS
WITH A KINGDOM PURPOSE**

A WORKBOOK DESIGNED TO HELP YOU UNDERSTAND YOUR BUSINESS,
THE MARKET, YOUR COMPETITORS AND HOW IT ALL FITS TOGETHER.

DR. KEN LONG & YANNIS MARIE

Model Steward Canvas Workbook

Copyright ©2023 Stewardship Ministries Department of the General Conference of Seventh-day Adventists. All rights reserved.

Published by the Stewardship Ministries Department of the General Conference of Seventh-day Adventists, 12501 Old Columbia Pike, Silver Spring, MD 20904-6600 USA. All rights reserved.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of the publisher or in accordance with the provisions of the Copyright, Designs and Patents Act 1988 or under the terms of any license permitting limited copying issued by the Copyright Licensing Agency.

Available from the Stewardship Ministries Department:
<https://stewardship.adventist.org/model-steward-canvas-workbook.pdf>

ISBN: 978-1-7331817-5-4

Edited by Megan Mason

Proofread by Johnetta B. Flomo

Cover by Synesthezia Marketing LLC

Layout and Design by Johnetta B. Flomo

Images by GettyImages

Contents

PREFACE	9
INTRODUCTION	11
Learning Objectives	12
Business as Mission	13
The Model Steward Canvas	19
A. THE BUSINESS AND BUSINESS GOALS	23
Learning Objective	24
Selecting Your Business	25
Initial Business Summary	33
Smart Goals	34
The Business and Business Goals	35
B. PURPOSE AND VALUES	41
Learning Objectives	42
Developing Your Business Purpose	43
Selecting Your Business Values	50
Resources	53
C. SPIRITUAL IMPERATIVE	55
Learning Objectives	56
Defining Your Scriptural Imperatives	57
Using Scriptural Imperative in Your Business	58
Model Steward Canvas	59
Resources	60
D. CUSTOMER SEGMENTS AND RELATIONSHIPS	63
Learning Objectives	64
Customer Segmentation	65
Defining Your Customer Segments	67
Business As Mission	68
Targeting Your Customers	69

Positioning—Products, Services.....	73
Resources.....	80
Customer Relationships.....	81
Resources.....	84
E. CUSTOMER VALUE PROPOSITION.....	87
Learning Objectives	88
Introduction.....	89
Defining Your Value Proposition for Each Segment.....	90
Create Your Own Proposition.....	93
Resources	95
F. KEY ACTIVITIES AND RESOURCES	97
Learning Objectives	98
Identify Your Key Activities.....	99
Identify Your Key Resources.....	103
Resources	106
G. KEY PARTNERS	109
Learning Objectives	110
Key Partners.....	111
Resources.....	115
H. STAKEHOLDERS	117
Learning Objectives	118
Stakeholders	119
Ultimate Stakeholder Commitment.....	120
Three Key Questions.....	122
I. CHRISTIAN LEADERSHIP	125
Learning Objectives	126
Leadership Philosophy.....	127
Staff Management.....	129
Staff Management Approach	131

J. CHANNELS	135
Learning Objectives	136
Direct and Indirect Channels	137
Resources.....	141
K. COST STRUCTURES	143
Learning Objectives	144
The Costs of Running Your Business.....	145
Resources.....	147
L. PROFIT AND DIVIDEND STRATEGIES	149
Learning Objectives	150
Define Your Pricing Approach.....	151
Calculating Your Sales Revenue.....	153
Profit Distribution.....	155
Resources	158
M. MEASURING BUSINESS SUCCESS	161
Learning Objectives	162
Understanding Quadruple Bottom Line	163
Business Profitability.....	164
APPENDIX	167
Your Model Steward Canvas.....	168
Capital Set-Up Cost.....	171
Simple Budget/Profit & Loss.....	172
Insurance	173
Registration	174
Advanced Budget/Profit & Loss	175
Partner Selection Template.....	177

Preface

The *Model Steward Canvas Workbook* is designed to help aspiring entrepreneurs to use the knowledge they gain from the *Model Steward Canvas* to develop their business knowledge and skills and to develop a business model. The business model will be the intentional combination or integration of two concepts: business and mission.

The workbook adopts a discovery-based learning approach that focuses on helping participants discover key insights for themselves. This approach leads to deeper learning and the embedding of that learning in the student's mind as they have discovered these insights rather than simply being told about them. The aim of the workbook is to teach a man or woman how to establish a business with a focus on using that business to bring glory to God.

Introduction

This section is based on the chapters “Getting Started with Your Model Steward Business” and “The Model Steward Canvas” on pages 17–44 of *Model Steward Canvas*.

Introduction

LEARNING OBJECTIVES

- Gain a deep understanding of the concept of Business as Mission
- Reinforce the Bible as a source of business wisdom and principles
- Understand the Model Steward Philosophy, including how a model steward acts
- Understand what a business model is
- Introduction to The Model Steward Canvas

Introduction

BUSINESS AS MISSION

1

What is Business as a Mission?

2

What examples of Business as Mission can you identify in your community or globally? What characteristics of Business as Mission do these businesses exhibit?

Introduction

BUSINESS AS MISSION

3

Describe your feelings about starting a business with a Business as Mission approach.

4

What is God's Accelerated Training Program?

Introduction

BUSINESS AS MISSION

5

Read Exodus 31:1–6 and reflect on this story and how God transformed a slave, probably a brick maker, into an expert craftsman with skills in many areas. Put yourself in Bezalel's place and reflect on how he felt when he was given so many skills. How does God's Accelerated Training Program relate to you and give you confidence?

6

What is the Model Steward Philosophy?

Introduction

BUSINESS AS MISSION

7

List the four fundamental principles that underpin the Model Steward Canvas.

8

How does the model steward act?

Introduction

BUSINESS AS MISSION

9

List the spiritual, personal and physical, relational, and financial blessings that God has given you.

SPIRITUAL:

PERSONAL AND PHYSICAL:

RELATIONAL:

FINANCIAL:

10

Which of the blessings that you have identified will help you in your Business as Mission venture?

Introduction

BUSINESS AS MISSION

11

Name the six ways Jesus demonstrated how a model steward should act and follow God's way.

12

How will your business reflect the four fundamental principles (Question 7), the six ways Jesus demonstrated how a model steward should act and use God's blessings, God's way, for God's glory?

Introduction

THE MODEL STEWARD CANVAS

1

What is a business model?

2

Identify five major companies, such as Apple and Uber, and describe their business models. What do you like about each business model?

Introduction

THE MODEL STEWARD CANVAS

3

What is the aim of the Model Steward Canvas?

4

Describe each element of the Model Steward Canvas in your own words.

	Element	Description
01		
02		
03		

Introduction

THE MODEL STEWARD CANVAS

	Element	Description
04		
05		
06		
07		
08		
09		
10		
11		
12		

A

The Business and Business Goals

This section is based on the Chapter A: “The Business and Business Goals” on pages 45–56 of *Model Steward Canvas*.

Your Business and Business Goals

LEARNING OBJECTIVES

- Understand the steps to selecting your business and the products or services you will sell
- Understand the steps to setting your business goals
- Understand the importance of SMART goals

Your Business and Business Goals

SELECTING YOUR BUSINESS

Here are questions to help you decide on the type of business that is right for you. Please answer all questions below:

1

What is your current occupation? In what industry do you have experience or expertise?

2

Do you have any specific skills and capabilities, talents, or interests which could be the basis for your business?

Your Business and Business Goals

SELECTING YOUR BUSINESS

3

What is your personal life purpose?

4

What are you passionate about?

Your Business and Business Goals

SELECTING YOUR BUSINESS

5

What business opportunities do you see in your day-to-day life?

6

Does your proposed business have a niche, a unique market segment, where you will have an advantage over the competition?

Your Business and Business Goals

SELECTING YOUR BUSINESS

7

What product or service will your business sell?

8

Have your prayers about your future revealed any opportunities for your business?

Your Business and Business Goals

SELECTING YOUR BUSINESS

9

How can your business advance God's kingdom?

10

How can you use your business to reveal God to your employees, staff, and suppliers, as well as your customers and your community?

Your Business and Business Goals

SELECTING YOUR BUSINESS

11

Which of the seven characteristics of a Tentmaker could you utilise in designing your business?

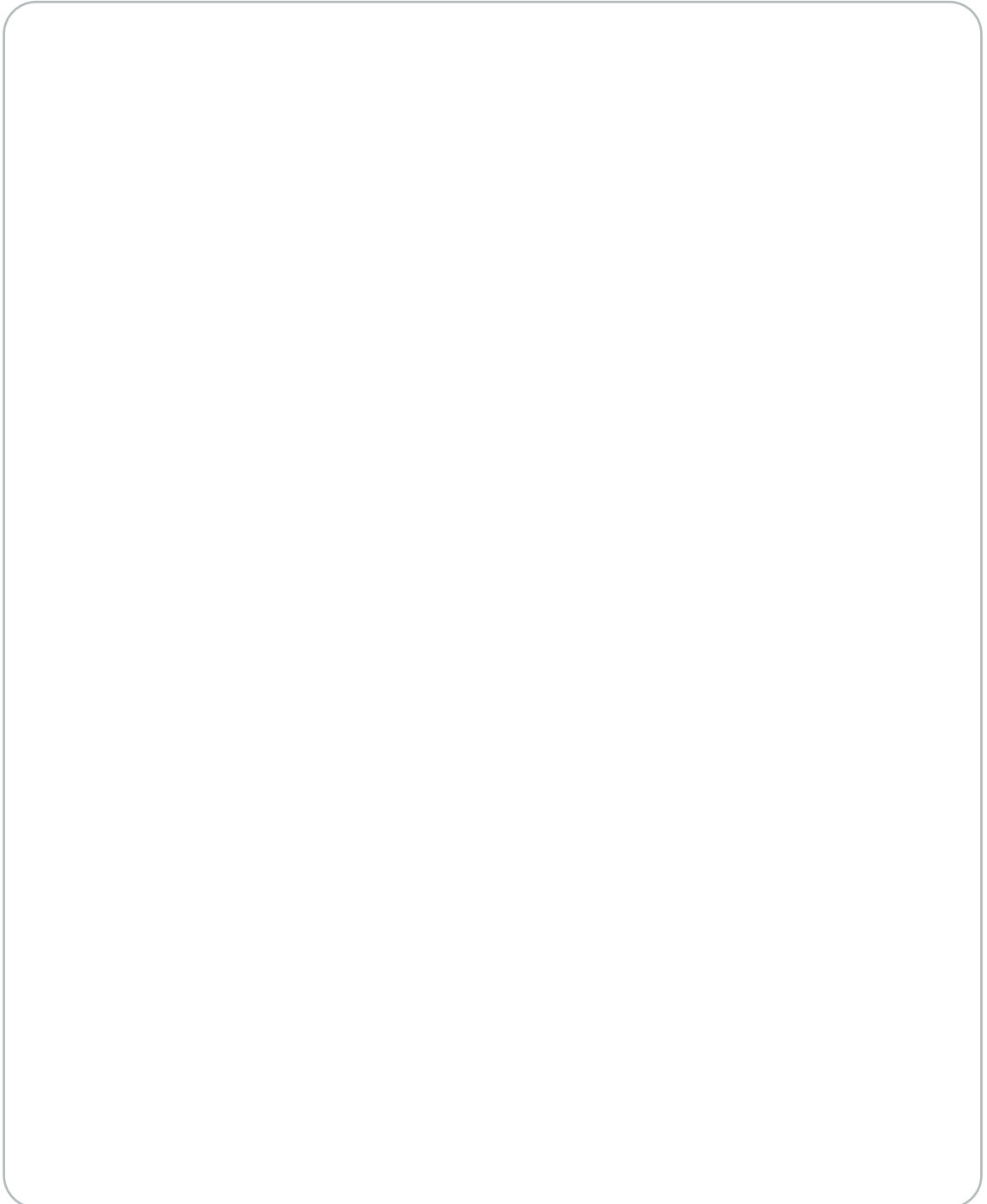
Additional Notes

Your Business and Business Goals

SELECTING YOUR BUSINESS

A

Review your answers to these eleven questions and highlight points that provide guidance for selecting your business. Please describe your business including the type of business, where it will be located, and what products you will sell. This will provide a high-level guide to assist you in completing the Model Steward Canvas.



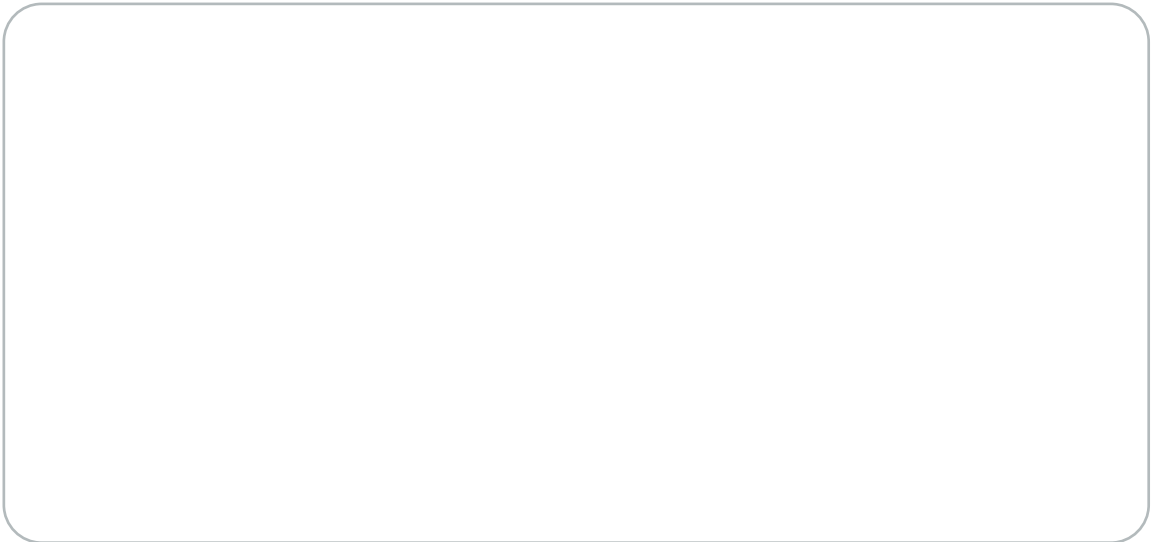
Your Business and Business Goals

SELECTING YOUR BUSINESS

B

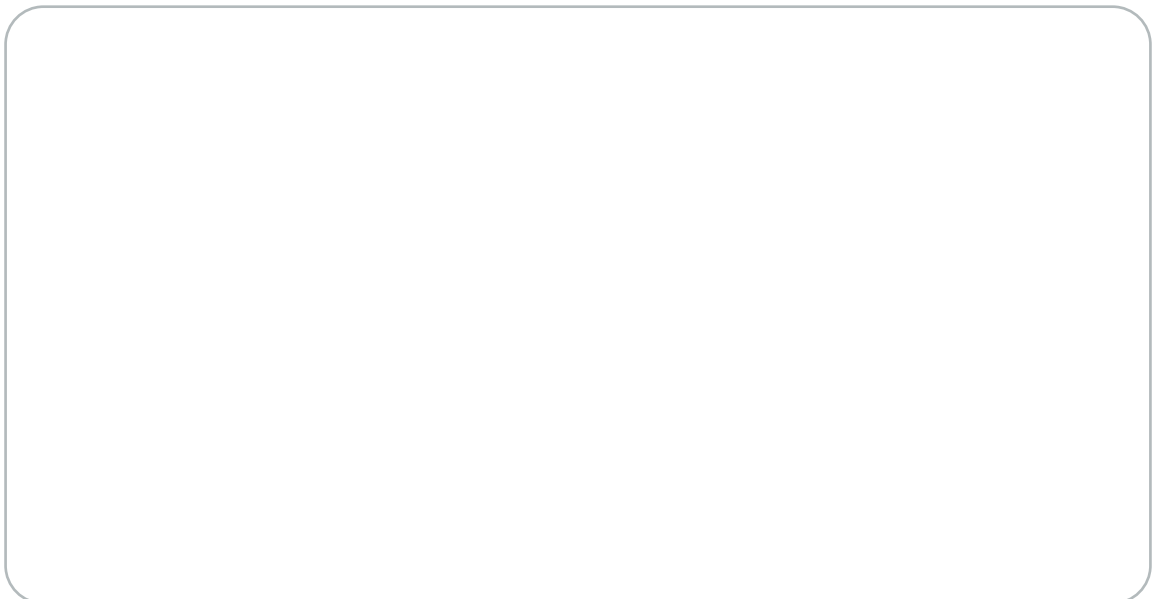
Review the business you have described above and ask these three questions:

- 1. Does the business you have selected align with your personal life purpose, God-given gifts, your life experience, and God's plan for your life?*
- 2. Have you asked God for guidance with your business idea?*
- 3. Have you tested and refined your business idea?*



C

Now that you have reviewed your business based on the three questions above, what changes do you need to make to your business design?



Your Business and Business Goals

INITIAL BUSINESS SUMMARY






Now, utilize this framework to provide some structure to your business concept.



Smart Goals

YOUR BUSINESS AND BUSINESS GOALS

How are SMART goals defined?

The Business and Business Goals

YOUR BUSINESS AND BUSINESS GOALS

Select between three and five business goals from the list below and identify your goals. These are the key business goals which will determine if your business is on track and is a success.

Goals	Example	Your Business Goals
Sales \$	Dollar value of sales per month, quarter, annum, or any other time-specific period, e.g., achieve revenue of \$10,000 by 30 June 2023, or achieve sales of \$2,000 in June 2023.	
Sales Volume	Volume of products sold, or services delivered per month, quarter, annum, or any other time-specific period, e.g., sell 400 bags of potatoes or repair 60 washing machines.	
Sales Volume and \$	Volume of products sold or services delivered per month, quarter, annum, or any other time-specific period, multiplied by the sales price, e.g., sell 400 bags of potatoes per month at an average price of \$25, achieving revenue of \$1,000.	
Customer Numbers	Increase customer numbers by 200 in the next quarter.	

The Business and Business Goals

YOUR BUSINESS AND BUSINESS GOALS

Goals	Example	Your Business Goals
Customer Percentage	Increase the number of customers by 10% in the next quarter.	
Increase Web Traffic	Increase the number of hits to the website (either by percentage or number) over a defined period.	
Conversion	Convert 5% of hits to the website in the next month	
Gross Profit	Gross profit percentage for the six months commencing 1 January 2023, of 40%.	
Net profit \$	Net profit for a specified quarter, six months, or year, e.g., achieve a net profit of \$4,000 for the six months commencing 1 January 2023.	
Net profit %	Net profit divided by sales, expressed as a percentage, e.g., achieve net profit of 10% per annum, (for example, net profit of \$10,000 on \$100,000) sales.	

The Business and Business Goals

YOUR BUSINESS AND BUSINESS GOALS

Goals	Example	Your Business Goals
Operating costs	Reducing operating costs by 5% for a specified quarter, six months or year e.g., reduce operating costs by 5% from \$30,000 per year to \$28,500	
Donations	Donate \$1,000 to a community charity each year	

In addition to these goals, ensure that you have at least one or two Business as Mission goals. Here are some examples to illustrate these goals but you may identify others which are relevant to your objectives.

Goals	Example	Your Business Goals
New Relationships	The number of new relationships in a month that you have built with customers, suppliers, and employees beyond your business-as-usual activities to demonstrate God's love/compassion.	
Bible Studies	Bible studies conducted in a month.	
Support for the Needy	The amount contributed to bless others in a quarter (excluding normal offerings).	

The Business and Business Goals

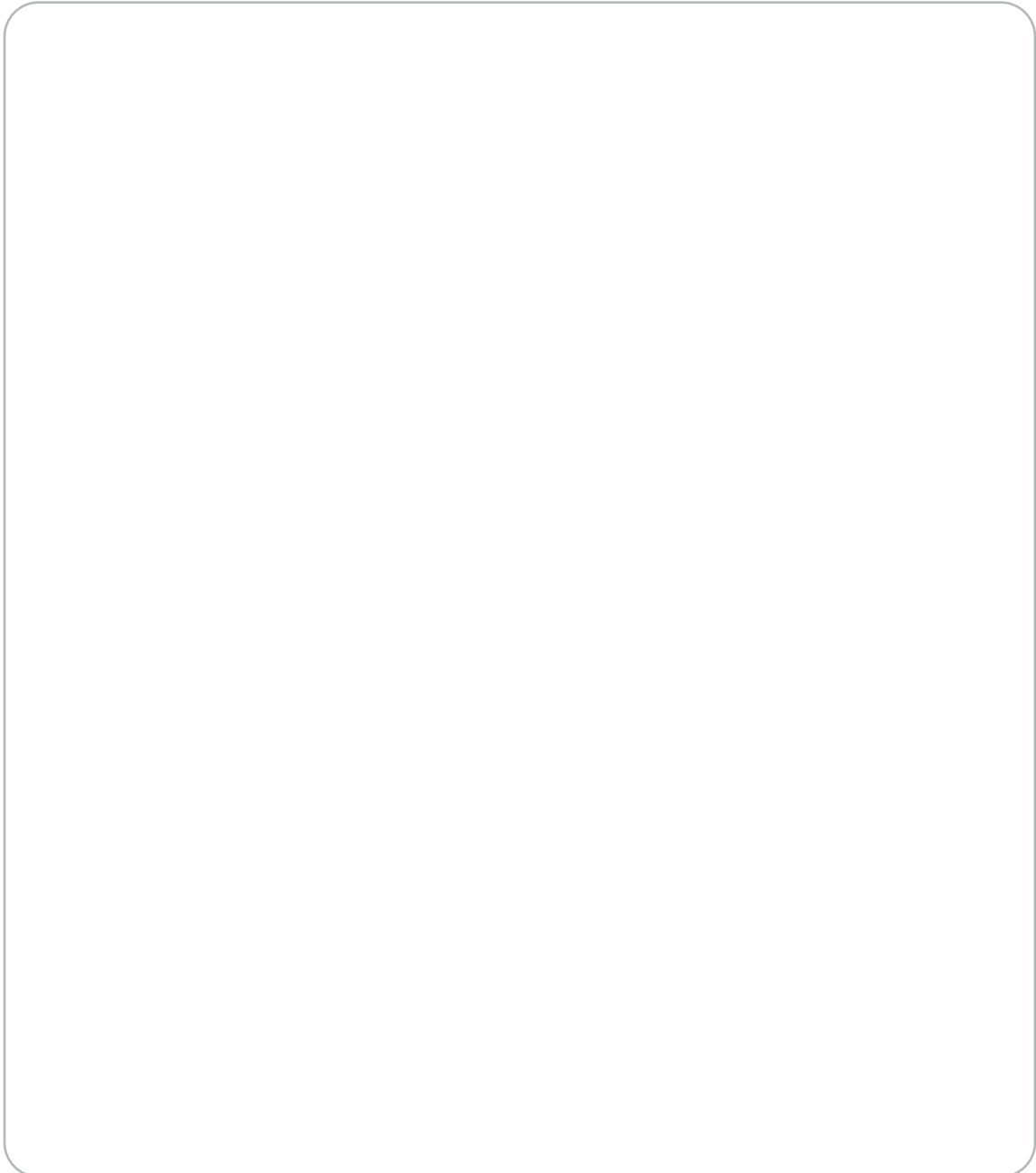
YOUR BUSINESS AND BUSINESS GOALS

A

Review your business goals and targets by asking these questions:

- 1. Have you identified suitable short- and long-term goals (mix of profit, revenue, cost, and customer goals) to provide focus for you and your business?*
- 2. Have you used SMART Goals to set your business goals?*
- 3. Have you specified a date to compare your achievements to your goals and to review your future goals?*

Make adjustments to your business goals and targets as appropriate.



B

Purpose and Values

This section is based on the Chapter B: “Purpose and Values” on pages 59 –70 of *Model Steward Canvas*.

Purpose and Values

LEARNING OBJECTIVES

- Understand your personal life purpose
- Understand the process for defining your business purpose
- Understand the process for defining your business values

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

Answer these questions to define your personal life purpose.

1

What are the spiritual gifts and abilities that God has given you?

2

What are your life passions?

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

3

What experiences in life are fulfilling to you?

4

What are your nonnegotiable core values?

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

5

What do you do that causes you to forget what time it is because it brings you great joy and satisfaction?

6

What would you do with your life if you had all the money you needed?

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

7

What were some challenges, difficulties, and hardships you have overcome or are in the process of overcoming? How did you or how are you overcoming them?

8

What legacy do you want to leave?

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

9

What do your closest friends say your life purpose is?

10

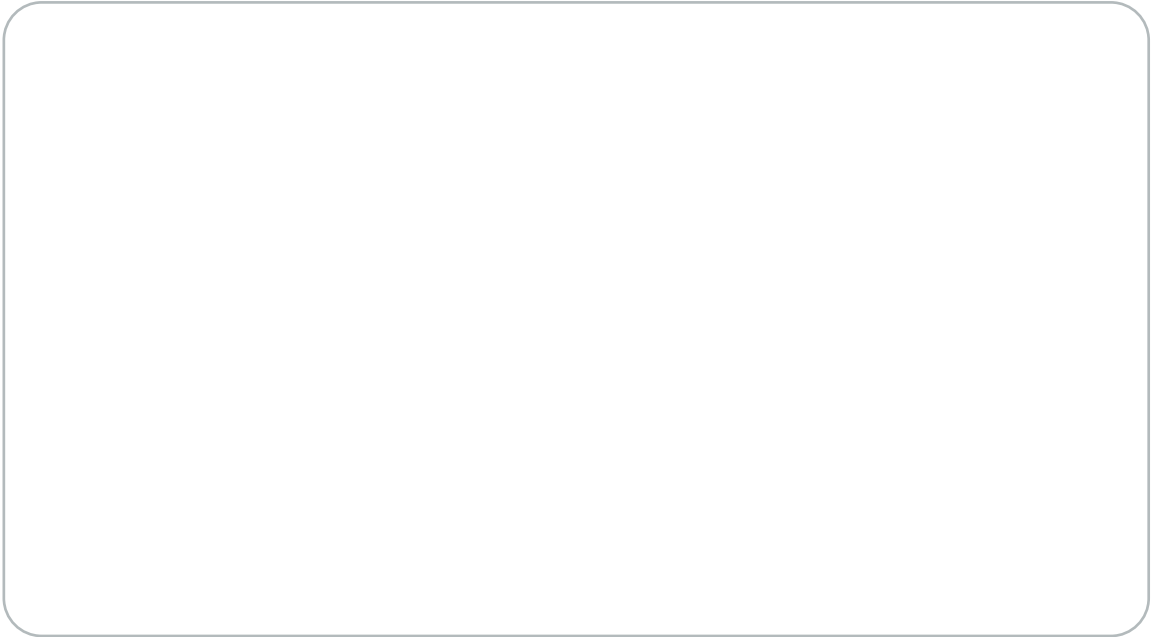
How can you bring glory to God?

Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

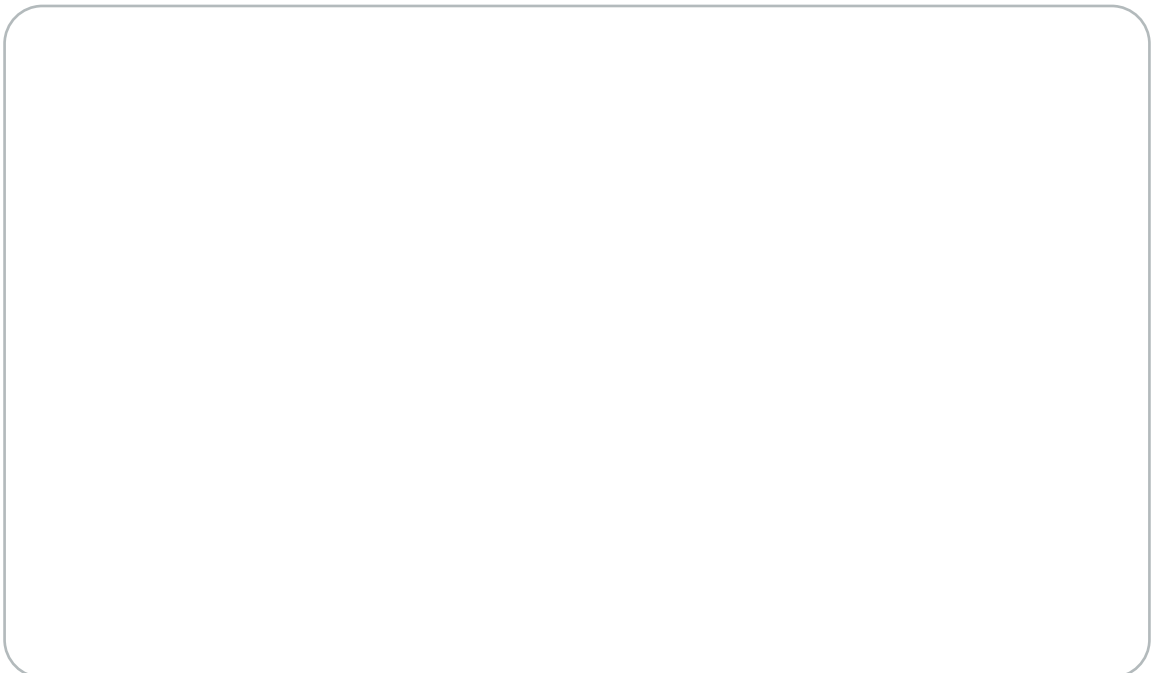
1

Identify three points from your answers to the above questions that will influence the purpose of your business.



2

Write your business purpose statement based on the three points above.



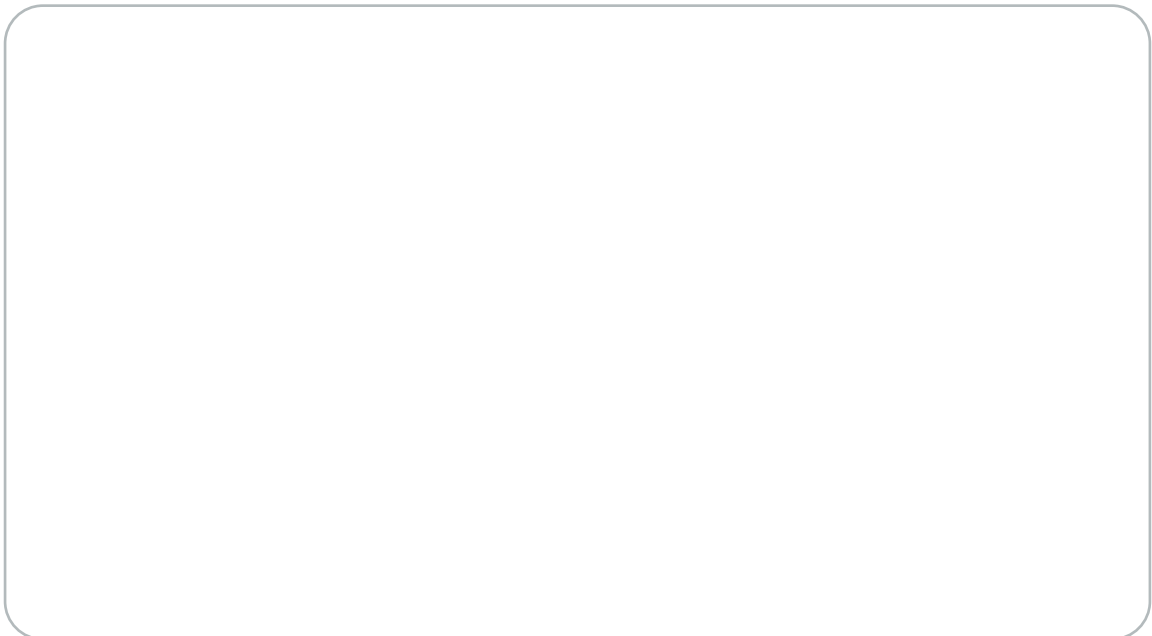
Purpose and Values

DEVELOPING YOUR BUSINESS PURPOSE

3

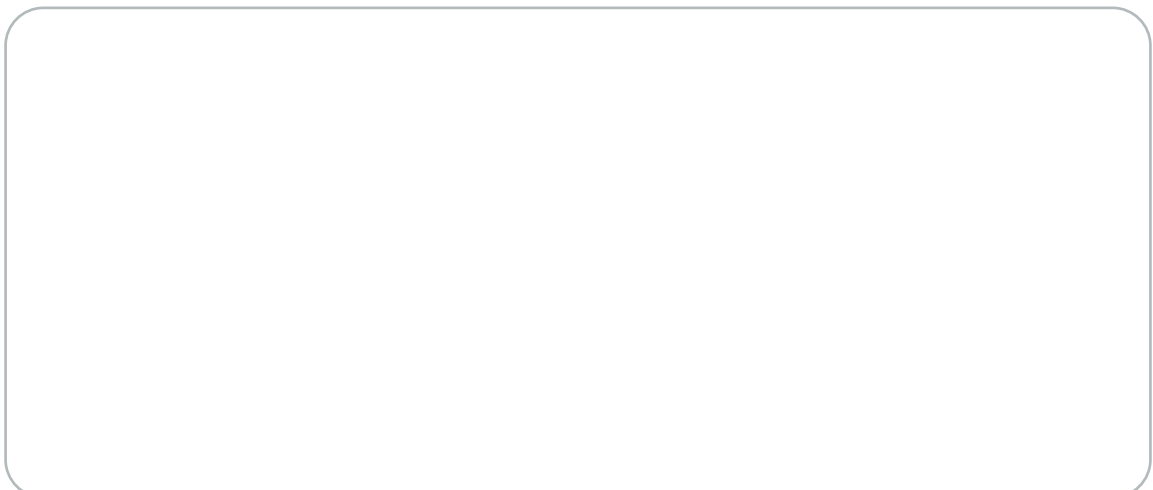
Now that you have developed your business purpose, ask yourself these three questions:

- 1. Does my business purpose enable me to wake up inspired and end the day fulfilled by the work I do? Is it aligned to my God-given personal life purpose?*
- 2. Does my business purpose provide the focus for decision-making in my business?*
- 3. Does my business purpose provide a way to differentiate my business from my competitors?*



4

Rewrite your business purpose if you have gained any additional insights from your answers to the three key questions above.



Purpose and Values

SELECTING YOUR BUSINESS VALUES

Pray to God to guide you in selecting appropriate values for your business:

1

Make a list of key values from Scripture that you find important in your life. It may be a single verse, group of verses, or a biblical theme.

2

Look for common themes and reduce the number of values.

Purpose and Values

SELECTING YOUR BUSINESS VALUES

3

Reduce the list of values to no more than five by identifying the most important values to you and to your business.

4

Now that you have identified the values for your business, define how you will implement each value in your business. For instance, see how Buy on Purpose describes its values on page 69 of Model Steward Canvas.

Purpose and Values

SELECTING YOUR BUSINESS PURPOSE

5

Now that you have identified and defined your values ask yourself these three questions:

- 1. Have you selected biblical values which reflect your personal life values, and which will underpin your business?*
- 2. Are your values easy to understand and apply consistently?*
- 3. Will the values you have selected guide all your business decisions and underpin your Business as Mission objective?*

6

Rewrite your values and value definitions if you have gained any additional insights from your answers to the three key questions above.

Resources

Sinek, Simon. "How Great Leaders Inspire Action." TED Talks. 2009.
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/transcript?language=en.

"What on Earth Am I Here For?" *The Purpose Driven Life*. Accessed January 11, 2023. <https://www.purposedriven.com>.

C

Scriptural Imperative

This section is based on the Chapter C: “Scriptural Imperative” on pages 73–76 of *Model Steward Canvas*.

Scriptural Imperative

LEARNING OBJECTIVES

- Understand the importance of having a Scriptural Imperative
- Understand the process of selecting the verse or passage of Scripture which will be your Scriptural Imperative.
- Understand how you will utilize your Scriptural Imperative within your business as you interact with employees, customers, and suppliers and implement your Business as Mission approach
- Understand how you will communicate your Scriptural Imperative to your employees, customers, and suppliers

Scriptural Imperative

DEFINING YOUR SCRIPTURAL IMPERATIVE

1

Identify three to five texts which could be your Scriptural Imperative. Reflect on each of these texts/passages and how they align with your Business Purpose. Seek guidance from your family, friends, and colleagues about these options. Pray and seek God's guidance.

2

What is your Scriptural Imperative? Why did you select it?

Scriptural Imperative

USING SCRIPTURAL IMPERATIVE IN YOUR BUSINESS

3

How will you use this Scriptural Imperative within your business as you interact with employees, customers, and suppliers and implement your Business as Mission approach?

4

How will you communicate your Scriptural Imperative to your employees, customers, and suppliers?

Scriptural Imperative

MODEL STEWARD CANVAS

In the last three sections you have completed three elements of your Model Steward Canvas. Insert the following into the Canvas:

- Your Business
- Business Goal
- Purpose
- Values
- Scriptural Imperative

It is suggested that you either (a) photocopy *The Model Steward Canvas*, ideally to A3, and insert the above information in pencil, as you may change information from time to time; or (b) use the Word document in the Downloads section. You may need to have either a separate Word document or notebook where you record more details for each element, as the Canvas is only intended to be a high-level summary of the business model you develop.

The Model Steward Canvas				BUSINESS NAME
The Business Business Goals	Purpose/Vision Values	Scriptural Imperative	Customer Segments and Relationships	Customer Value Proposition
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels
Cost Structure © Ken Long			Profit and Dividend Strategies	

Resources

Shearer, Darren. "Rich People in God's Kingdom (Interview w/ Raymond Harris)." Produced by Archie W. Dunham College of Business and Houston Christian University. Christianity in Business. June 8, 2022. Podcast, 28:52. <https://podcasts.apple.com/au/podcast/christianity-in-business/id11-6-81631?i=1000565640781>.

D

Customer Segments & Relationships

This section is based on the Chapter D “Customer Segments & Relationships” on pages 79–96 of *Model Steward Canvas*.

Customer Segments & Relationships

LEARNING OBJECTIVES

- Understand the STP Model—Segmentation, Target, and Position
- Understand the importance of segmenting your customers
- Understand how to segment your customers
- Understand kingdom segmentation
- Understand how to target each customer segment and provide a relevant marketing message
- Understand the types of customer relationships
- Identifying the nature of your customer relationships for customer segments

Customer Segments & Relationships

CUSTOMER SEGMENTATION

1

Explain the STP Model and why customer segmentation is important?

2

List the various types of customers you could potentially sell your products or services to. Provide as much detail about these potential customers as you can. Remember that with targeting you will be reducing this list to those customer segments which will be the most commercially viable.

Customer Segments & Relationships

CUSTOMER SEGMENTATION

3

Using the customer types you identified in Question 2, complete the geographic and demographic customer segments in the Table below. This should be sufficient to get you started. Once you have completed this exercise, review your customer segmentation and add any other customer segments that need to be included”.

	<i>Geographic</i>	<i>Demographic</i>
Summary	Where	Who
What is it?	<i>Divides customers into groups based on their location</i>	<i>Divides customers into groups based on demographic factors</i>
Examples	<i>Urban, suburban, rural, country</i>	<i>Age/Age range, marital status, gender, education, home ownership, ethnicity, income, profession</i>
Questions to Ask	<i>Where do the customers live? Where are their businesses located?</i>	<i>What are the common demographic characteristics of the customers?</i>
Customer Segment 1		
Customer Segment 2		
Customer Segment 3		
Customer Segment 4		
Customer Segment 5		

Customer Segments & Relationships

DEFINING YOUR CUSTOMER SEGMENTS

This table is included only if you feel that you have a strong understanding of customer segmentation. However, you can use the information to provide more insight into your geographic or demographic segmentation.

	<i>Psychographics</i>	<i>Behavioral</i>	<i>Persona</i>
Summary	Why	What	Who, what, why, where
What Is It?	<i>Divides customers into groups based on personal interests and motivations</i>	<i>Divides customers into groups based on customer behavior patterns</i>	<i>Divides customers into groups based on different user types</i>
Examples	<i>Interests, personality, lifestyle, social status, attitudes</i>	<i>Purchase behavior, benefits sought, occasion-based purchases, usage rate, buyer readiness, customer loyalty</i>	<i>Jobs to be done, pains/gains, demographic data, psychographic data, behavioral data</i>
Questions to Ask	<i>What are personal interests, motivations, personality, lifestyle, social status, attitudes, etc., of the customers?</i>	<i>How many times do they visit your online store before purchasing? Which promotional message—a discount code or a free shipping guarantee—is more likely to encourage them towards a higher-value purchase?</i>	<i>What customer types do we have? What are the major needs and expectations of the customer type? What are the characteristics for each customer type?</i>
Customer Segment 1			
Customer Segment 2			
Customer Segment 3			
Customer Segment 4			
Customer Segment 5			

Customer Segments & Relationships

BUSINESS AS MISSION

The purpose of the questions on pages 68-72 is to help you refine the customer segments you have selected.

Are you targeting a particular religious group, ethnic group, or demographic (Millennials, Gen X, Baby Boomers, etc.)?

Are you aware of the needs of your target groups?

What connections do you already have, or can acquire to connect with these target groups?

What resources do you have or can access to support your Business as Mission objectives with these target groups?

Customer Segments & Relationships

TARGETING YOUR CUSTOMERS

In the customer segmentation exercise, you identified potential customer segments that you could sell your products or services to. The purpose of targeting is to help you decide which segments to target. Targeting means looking at the customer segments you identified and selecting those segments which are the most commercially attractive.

<i>How large is the segment? Is the segment large enough to be worth focusing on?</i>	<i>Number of potential customers and size of the geographic region?</i>

<i>Does the segment have potential to grow steadily or rapidly? In number of customers? In revenue?</i>	<i>How does the segment compare with the other segments?</i>

Make sure that the segments you are targeting are not too small.

Customer Segments & Relationships

TARGETING YOUR CUSTOMERS

Profitability

<i>Which segments are prepared to pay the most for your product or service?</i>	<i>Which segments are willing to spend the most money on your product or service?</i>

<i>What is the lifetime value of your customer (LTV)?</i>

LTV means the amount of revenue you might receive from the customer over the time they purchase from you. For instance, compare the situation where a tourist buys your product once to the situation where you have a regular customer who will buy from your every day or week.

Customer Segments & Relationships

TARGETING YOUR CUSTOMERS

Ease of Reach

<i>How easy or difficult it is for you to reach the market segment with your marketing?</i>	<i>Can your distribution networks easily reach this segment?</i>

<i>What is the cost of acquisition of a customer for this segment (CAC)?</i>	<i>Do I have contacts within this segment?</i>

CAC refers to expenses you incur in securing a new customer. It can be calculated by dividing all the costs spent on acquiring more customers (marketing expenses—advertising, business development, etc.) by the number of customers acquired in the period the money was spent. For example, if a company spent \$500 on marketing in a year and acquired 50 new customers in the same period, then the CAC is \$10 per customer. Higher CAC generally often means lower profitability.

Customer Segments & Relationships

TARGETING YOUR CUSTOMERS

From the customer segments you initially identified and then analysed based on the perspective of your Business as Mission approach, the potential market size, profitability, and ease of reach, enter the segments you will target below and also into the Model Steward Canvas. Keep updating the Canvas as you complete each section.

<i>Customer Segment</i>	<i>Customer Segment Name</i>	<i>Customer Segment Description</i>
1		
2		
3		
4		
5		

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

The following exercises are to help you to identify your Marketing Mix for your product and/or service. The first four P's—Product or Service, Price, Place and Promotion — apply primarily to the sale of products, whereas all seven P's apply to the sale of services.

Product or Service

What good or service are you going to sell to your customers?

What does the customer want from the product/service? What needs does it satisfy? How and where will the customer use your product or service?

What does it look like? How will customers experience it?

How is your product or service different from your competitor's product or service?

Remember that many products also include elements of service as well.

Price

What is the perceived value of your product or service to the buyer? Are there established price points for your products or services?

Is the customer price sensitive? Will a small decrease in price gain you extra market share?

Or will a small increase be indiscernible, and so gain you extra profit margin? Or will a small increase reduce your sales?

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

Price, continued

What discounts should be offered to trade customers, or to other specific segments of your market?

How will your price compare with your competitor's price? For services, how do you set your price to reflect the intangible nature of a service?

Price is the cost consumers are prepared to pay for a product or service. The price should reflect the product or service's real and perceived value to the customer as well as the cost of producing the product or service.

Where you set your price will impact profit margins, supply, demand, and marketing strategy.

Effective customer segmentation enables you to determine a price for your product, which is more likely to benefit both your business and your customer.

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

Place

Where do buyers look for your product or service, e.g., in a retail store, online, magazines, social media (Facebook, Instagram), price-comparison sites?

Do you need to use a sales force? Or attend trade fairs? Or make online offers?

Where do buyers look for your competitor's product or service?

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

Promotion

How will you promote the good or service to the market?

Where and when can you get your marketing messages across to your target market?

Will you reach your audience by advertising online, in the press, on TV, on radio, or on billboards? By using direct mail? Through public relations? Social media (Facebook, Instagram)?

When is the best time to promote your products or services? Is there seasonality in the market?

Are there any wider environmental issues that suggest or dictate the timing of your market launch or subsequent promotions?

How/where do your competitors promote their products or services? And how does that influence your choice of promotional activity? You will promote your product or services to the potential customers through your marketing strategies. Promotional activities include advertising, public relations, sales promotions, or special offers.

As promotion is the communication aspect of your marketing efforts, the aim is to reveal to consumers why they should purchase your products and services. In other words, it's how effectively you communicate your value proposition (page 87).

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

People

How do you ensure that your employees understand your purpose, culture, and values? Your Business as Mission objectives?

Are you aware of the “moments of truth” when employees have the opportunity to make a favorable impression on customers?

How do you identify and address skills gaps in your staff? Does your culture attract and retain the right people?

People are often the defining factor in the delivery of your products or services, since a service is inseparable from the person providing it. So, whether they are customer service employees or behind the scenes, recruiting the right people is imperative for the short- and long-term success of your business.

Training of your staff is critical, as they have one of the biggest impacts on customers' buying decisions, so you need to be sure that each customer touchpoint is a positive one to make your business successful. In addition, staff selection and training are critical for you to effectively communicate God's love through your business activities. Jan Carlzon, president of Scandinavian Airlines, called these customer touchpoints “moments of truth.” He defined a moment of truth as “any time a customer comes into contact with a business, however remote, they have an opportunity to form an impression.”

As a Christian business, the term “moments of truth” has a dual meaning, as it is a touchpoint for the customer to observe your Christian values, behaviors, and purpose in action.

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

Process

Do your business processes and systems ensure that your customers receive outstanding service and are ambassadors for your business?

How do we gain insight into how our customers perceive our customer service?

How do you ensure that your processes also include your Business as Mission activities?

Processes are the mechanisms, planning, and decision-making that ensure a smooth delivery of a product or service, particularly customer service. Service delivery is critical to your business, as it ensures that a consistent standard of service is delivered to your customers. The more your processes focus on the customer, the better your reputation for service will be. On the other hand, poor processes can lead to poor customer service, and this impacts the reputation of your business. Customer processes shape customer experience, and customer experience shapes customer satisfaction.

Customer Segments & Relationships

POSITIONING—PRODUCTS, SERVICES ...

Physical Evidence

What physical evidence will you use to enhance the customer experience before and during the service delivery?

What physical evidence do your competitors use to enhance their customer's experience? Are you aware how your customers "see" your service?

What physical evidence can you provide to enable your customers to see God through your business activities?

Potential customers of service providers are unable to judge the quality of your service until they experience it, so there is a significant risk for the customer because they are buying something they have never tried before.

Resources

"How Do I Use the Customer Segments Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/customer-segments>.

"Customer Segments." Business Model Canvas Elements Explained. May 31, 2014. Video, 11:31. <https://www.youtube.com/watch?v=VJdaCvviktk>.

Customer Segments & Relationships

CUSTOMER RELATIONSHIPS

On page 72 you finalized your customer segments. You now need to identify the type of relationship you want with each segment. Remember your business has limited time and resources, so your time and resources need to be allocated in the best way to achieve your business goals. Insert the name of each customer segment in Column 2 against the type of relationship you have selected for that segment.

Element	Customer Segments
<p>Transactional <i>No real relationship between your business and the customer. Your business interacts with the customer on a transactional basis, usually closing one transaction without expecting repeat business.</i></p>	
<p>Long-Term Relationship <i>Deeper relationship established between your business and the customer.</i></p>	
<p>Dedicated Personal Assistance <i>You have a dedicating customer representative or key account manager for a customer who contributes a high level of revenue and profitability for your business. It represents the deepest and most intimate type of relationship and normally develops over a long period of time.</i></p>	
<p>Self-Service <i>Your business may have a limited direct relationship with a customer. Some businesses, like supermarkets, offer clients the ability to serve themselves or to utilize a checkout.</i></p>	
<p>Automated Services <i>Automation of all or part of the customer interaction. This relationship mixes a more sophisticated form of customer self-service with automated processes based on tools you provide.</i></p>	

Customer Segments & Relationships

CUSTOMER RELATIONSHIPS

Now that you have identified the type of customer relationships you want to have with each customer segment ask yourself these three questions:

1

Do you understand the customer relationship categories and how they relate to your business?

2

Are the customer relationships for each of your Customer Segments appropriate to meet customer expectations, reflect the nature of the relationship you have with customers, and the needs of your business?

Customer Segments & Relationships

CUSTOMER RELATIONSHIPS

3

Are your customer relationship strategies aligned to your business model and strategy and your desire to engage with customers, suppliers, and employees on a spiritual level?

Resources

"How Do I Use the Customer Relationships Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/customer-relationships>.

E

Customer Value Proposition

This section is based on the Chapter E “Customer Value Proposition” in pages 99–106 of *Model Steward Canvas*.

Customer Value Proposition

LEARNING OBJECTIVES

- Understand the importance of your customer value propositions
- Understand the need for a value proposition for each customer segment
- Understand how to create an effective value proposition
- Understand the importance of communicating your value proposition effectively

Customer Value Proposition

INTRODUCTION

Understanding customers' needs and designing your product is a very complex task.

1

Define value proposition.

2

Identify three companies and describe their value propositions. Do not choose companies referred to in the Model Steward Canvas.

Customer Value Proposition

DEFINING YOUR VALUE PROPOSITION FOR EACH SEGMENT

You have identified the customer segments that you want to target. You now have to define your value proposition for each segment. The value propositions may be similar but not the same because different customer segments value different things. The first step is to identify the key customer problems your product/service solves for the customer, as well as the benefits you offer to the customer. You need to complete the table below for each customer segment.

Questions	Comments	Your Answers
Which one of our customer's problems are we helping to solve?	<i>Understand the problem you are solving for your customer. You can do this by talking to them, observing how they use your product or service, or conduct a survey.</i>	
What value does your product/service deliver to the customer? Which customer needs are you satisfying?	<i>How does your product or service increase pleasure or decrease pain for the customer? How do the product or service features make the customer's life better? How does using your product or service make a customer feel?</i>	
Describe what makes these benefits valuable to the customer and connect this value to the buyer's problem.	<i>Connect this value to the customer's problems.</i>	
What relative price will provide acceptable value for customers and acceptable profitability for the business?	<i>Your price is always relative to the price of your competitors. This means that you need to understand your competitor's value propositions as well as their pricing. Set a win-win price for each customer segment where customers will buy your products or services and you maximize your revenue and profitability.</i>	

Customer Value Proposition

DEFINING YOUR VALUE PROPOSITION FOR EACH SEGMENT

Now that you have identified the problems that you will solve for your customer and the benefits and value you deliver, you need to write your value proposition in a concise statement to help you communicate it succinctly and effectively. Steve Blank* suggests that a good format is to use these words:

We help (X) do (Y) by doing (Z).

A value proposition for the Model Steward Canvas could be “We help people who want to start a Kingdom business by providing a template to develop their business model easily and quickly.”

Remember the Health Mission Restaurant (page 165 of the Model Steward Canvas). The key customer segments were health-conscious diners, health-conscious tourist diners, and takeaway customers—time-poor people looking for convenient and tasty food. So, here are the three value propositions for each segment:

Customer Segment	Problem	Value Proposition
Health-Conscious Diners	<p><i>Finding healthy and tasty locally grown food.</i></p> <p><i>Looking to meet fellow diners with similar culinary needs.</i></p>	<i>We help health-conscious diners satisfy their appetite for locally grown and cooked food in a community-focused space.</i>
Health-Conscious Tourist Diners	<i>Finding healthy and tasty locally grown food which reflects the local culture.</i>	<p><i>We help health-conscious tourists satisfy their appetite for locally grown and cooked food that reflects the local culture.</i></p> <p><i>We help health-conscious tourists meet fellow diners with similar culinary needs.</i></p>
Takeaway Customers	<i>Time-poor customers looking for convenient and tasty locally grown and cooked food.</i>	<i>We help Time-poor health-conscious customers satisfy their appetite for convenient and locally grown and cooked food.</i>

* Blank, Steve. "How to Build a Web Startup—Lean LaunchPad Edition." [steveblank.com](https://steveblank.com/2011/09/22/how-to-build-a-web-startup-lean-launchpad-edition/). September 22, 2011. <https://steveblank.com/2011/09/22/how-to-build-a-web-startup-lean-launchpad-edition/>

Customer Value Proposition

DEFINING YOUR VALUE PROPOSITION FOR EACH SEGMENT

Note that while there are similarities between each value proposition, they each reflect the individual needs of each customer segment. So, use this simple formula to create value propositions for each of your customer segments.

Customer Segment	Problem Addressed	Value Proposition

Customer Value Proposition

CREATE YOUR OWN PROPOSITION

Once you have developed your value proposition, test it by asking yourself these questions:

1

Do your value propositions and answer this question: “Why should your customer do business with you and what value do you offer them?”

2

Is your value proposition different from your competitor’s value proposition? Is it significantly different so that your prospect will purchase your product or service, rather than your competitors?

Customer Value Proposition

DEFINING YOUR VALUE PROPOSITION FOR EACH SEGMENT

3

In crafting your value proposition, have you strongly considered the customer's point of view and focused on what the customer wants as well as their problems/pain point and how your product/service benefits/solves the customer's problem?

Resources

"How Do I Use the Value Propositions Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/value-propositions>.

Wellington, Elizabeth. "How to Write a Value Proposition (+6 Modern Examples)." HelpScout. November 20, 2022. <https://www.helpscout.com/blog/value-proposition-examples/>.

Almquist, Eric, John Senior, and Nicolas Bloch. "The Elements of Value." Harvard Business Review. September 2016. <https://hbr.org/2016/09/the-elements-of-value>.

F

Key Activities and Resources

This section is based on the Chapter F “Activities and Resources” on pages 109–114 of *Model Steward Canvas*.

Key Activities and Resources

LEARNING OBJECTIVES

- Understand what Key Activities and Resources are
- Understand the Key Activities you need for your business
- Understand the Key Resources you need for your business

Key Activities and Resources

IDENTIFY YOUR KEY ACTIVITIES

Identify your Key Activities for delivering your value proposition, managing your distribution channels, developing your customer relationships, and optimizing your revenue streams. Don't include all activities. Key Activities are the most important activities your business must perform to operate successfully. One way to work out your what your Key Activities are is to talk to someone in the same industry or to someone, like an accountant or consultant, who has knowledge of the type of business you want to start. Their Key Activities will not be the same as your Key Activities, but it will give you a guide as to what's important.

Key Activities	Description	Your Comments
Operations/ Production	<i>Activities relate to designing, manufacturing, and delivering a product in substantial quantities and/or of superior quality. Production activity dominates the business models of manufacturing firms. Production management includes selection of product and design, selection of production process, selecting right production capacity, production planning, production control, quality and cost control, inventory control and maintenance, and replacement of machines. Other activities include logistics, management of IT systems, processes, and procedures, including cybersecurity.</i>	
Finance and Accounting	<i>Key financial activities include financial management and planning, budgeting, cash flow management, investing, and raising money. Risk management also comes under this activity.</i>	
Sales	<i>Sales activities primarily relate to securing new customers or sales, often called business development. Other activities include conducting market research, sales support activities such as maintaining a list of your customers, and handling customer complaints.</i>	
Customer Service and Experience	<i>Activities relating to your end-to-end customer experience. Customer service plays a key role in the purchase and post-purchase behavior and experience of your customer. The aim is to build strong customer relationships so that customers become your advocates in the market and drive more business in through word of mouth.</i>	

Key Activities and Resources

IDENTIFY YOUR KEY ACTIVITIES

Key Activities	Description	Your Comments
Marketing	<p>Marketing activities promote your business and its products or services. Key marketing activities include developing marketing and branding strategy, conducting market research (knowledge of the market your business is operating in, potential competitors, etc.), product development, communications, sales support, and event management.</p> <p>Another key marketing activity is managing the business website and digital marketing activities, such as social media marketing, content marketing, and search engine optimization.</p>	
Human Resource Management	<p>Key human resource management activities include employing and paying employees, safety and health, training employees and labor relations.</p>	
Problem Solving	<p>Identifying new solutions to solve individual customer problems, pain points, and challenges. The operations of consultancies, hospitals, and other service organizations are typically dominated by problem-solving activities. Their business models call for activities such as knowledge management and continuous training.</p>	
Research and Development	<p>Research and development is critical for businesses reliant on consistent new product development. Key actions include new product research, new product development, updating existing products, product quality checking, and innovation.</p>	
Network Management	<p>A business model where the platform is a key resource usually has platform or network-related key activities. Networks, brands, and software can all be a part of a platform or network-related business.</p>	
Other		

Key Activities and Resources

IDENTIFY YOUR KEY ACTIVITIES

Once you have identified your Key Activities, ask yourself these questions and update your Key Activities, if required:

1

Are the Key Activities you selected critical to your Business as Mission activities, value proposition/business purpose, to managing your distribution channels, developing, and managing your customer relationships, and generating and optimizing your revenue streams?

2

Have you removed from your Key Activities the activities which are not critical for your business?

Key Activities and Resources

IDENTIFY YOUR KEY ACTIVITIES

3

Should any of the activities you identified as Key Activities be provided by a partner?

Key Activities and Resources

IDENTIFY YOUR KEY RESOURCES

Identify the Key Resources that your business requires to create and sell its products or deliver its services. Don't include all resources. Key Resources are the most important resources your business must perform to operate successfully.

Key Resources	Description	Your Comments
Human Resources	<i>Key human resources include leadership and skills required by the business. Employees are often the most important and yet the most easily overlooked assets of a business, especially for service industries, as your staff represents your business.</i>	
Financial	<i>Financial resources required to execute your business plan. This is typically an estimate of the financial capital required to make the business profitable and self-sustaining.</i>	
Physical	<i>Physical capital includes offices, specialized equipment, inventory, buildings, manufacturing plants, transport, or distribution networks.</i>	
Relational	<i>Relational capital includes relationships with key partners, suppliers, and business networks.</i>	
Knowledge and Intellectual Property	<i>Knowledge that you need to run your business, such as manufacturing know-how. These are nonphysical, intangible resources such as brand, patents, IP, copyrights, and even partnerships. Customer lists, customer knowledge, and even your own people, represent a form of intellectual resource.</i>	
Digital	<i>Digital assets are digital in nature, uniquely identifiable, and provide value to your business. These assets could include images, photos, videos, files containing text, spreadsheets, or slide decks. For businesses which have a design element, such as architects and graphic designers, digital assets could include design files, drawings, or artwork.</i>	
Business as mission	<i>Spiritual gifts, staff members with spiritual leadership and discipling skills, access to Biblical resources (Bible studies, training resources, podcasts, etc.)</i>	
Other Resources		

Key Activities and Resources

IDENTIFY YOUR KEY RESOURCES

Once you have identified your Key Resources, ask yourself these questions and update your Key Resources, if required:

1

Are the Key Resources you selected critical to your Business as Mission objectives, your value proposition/business purpose, managing your distribution channels, developing, and managing your customer relationships, and generating and optimizing your revenue streams?

2

Do you have a plan for defending or retaining your Key Resources?

Key Activities and Resources

IDENTIFY YOUR KEY RESOURCES

3

Is there a Key Resource you need but do not have, which you could acquire through a new hire, by purchase, or obtain through a partnership?

Resources

"How Do I Use the Key Activities Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/key-activities>.

"How Do I Use the Key Resources Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/key-resources>.

G

Key Partners

This section is based on the Chapter G: “Key Partners” on pages 117–122 of *Model Steward Canvas*.

Key Partners

LEARNING OBJECTIVES

- Understand what Key Partners are
- Understand the value and pitfalls of partnerships
- Identify the Key Partners you need for your business

Key Partners

This first exercise is to identify the reasons why you need Key Partners. The type of partners you need will depend on your business model. For instance, if you want to start a shop selling fruits and vegetables, then you could either grow the fruits and vegetables yourself, purchase them from farmers, or purchase them from a wholesaler. You would need Key Partners for the last two ways to acquire fruits and vegetables.

Key Partners are often product suppliers and service providers. Product suppliers provide a continuous supply of goods (fruits and vegetables, stationery, phones . . . whatever your business sells or needs to deliver its services). Service providers are generally suppliers of Key Activities. For example, a business may not want to maintain a fleet of vehicles to deliver goods to their customers. In this case, they can partner with a reliable logistics company to handle deliveries or use an Uber-style delivery service.

Review your Key Activities and Key Resources. In the first table, identify the Key Activities which you can't supply and the potential partners who could supply those Key Activities. Then in the second table, identify the Key Resources which you can't supply and the potential partners who could supply those Key Resources.

Remember, not all suppliers will be Key Partners. Some may only supply you products or services occasionally.

Key Activities

<i>What are the Key Activities that partners will provide for you?</i>	<i>Identify Potential Partners who could provide the Key Activities.</i>

Key Partners

Key Resources

<i>What are the Key Resources that partners will provide for you?</i>	<i>Identify Potential Partners who could provide the Key Resources.</i>

In the above exercise you identified potential partners who could supply Key Activities and Key Resources to your business. You need to select your Key Partners from your lists of potential partners. Remember, not all suppliers will be Key Partners. Some may only supply you products or services occasionally. Here's how to select your Key Partners. After you have done your assessment, you are likely to eliminate some of the potential partners/suppliers as Key Partners although they still may be partners or suppliers to your business.

Selecting the right partners is critical for your business. You need to do two things when you select a partner. Firstly, determine the criteria for evaluating your potential partners. Criteria could include acquiring a new capability (be specific), acquiring access to a resource (be specific), access to goods or services, and having the same values. You would then score the partner out of 10 for how well they meet each criterion. But while all of the things on your list may seem important, some may be more important than others. So, the second thing to do is to identify the weightings for each criterion. The weightings reflect the relative importance of each criterion. An example is provided below. Here you are evaluating two partners. The selection criteria is in the left hand column. For instance, it's critical that your Key Partner has a similar vision and similar values to you so, in this case, the weighting is 30% as Key Partners although they still may be partners or suppliers to your business..

Key Partners

	Weighting	Partner 1	Total	Partner 2	Total
<i>Similar Vision/Values</i>	30	7	210	5	150
<i>Business Experience</i>	10	6	60	6	60
<i>Financial Stability/Strength</i>	20	8	160	7	140
<i>Access to Business Networks</i>	10	6	60	7	70
<i>Access to Key Capabilities</i>	20	4	80	6	120
<i>Access to Unique Resources</i>	10	7	70	6	60
	100		640		600

In this example, Partner 1 scores the highest so it's likely you will select this partner. Use this approach as a guide to your selection. After you've completed the process, it's worth reviewing your criteria, weightings and scores to make sure you achieve the objective that you're wanting to achieve.

A Partner Selection Template (Excel spreadsheet) is included in the Downloads section which helps automate the selection process for you. As you go about the Key Partner selection process remember these things:

- You should complete the process for Key Partners, Key Activities, and Key Resources separately.*
- Develop your own list of selection criteria.*
- Your criteria should take into account your Business as Mission activities*
- Pray about this process as being in a partnership is critical to your business, and a bad choice may have a very negative impact on Key Partners, although they still may be partners or suppliers to your business.*

Key Partners

1

List your Key Partners for your Key Resources.

2

List your Key Partners for your Key Activities.

Enter your Key Partners into your Business Model Canvas.

Resources

"How Do I Use the Key Partnerships Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/key-partnerships>.

"Business Model Canvas Block #8: Key Partnerships." Allianse. Accessed January 11, 2023. <https://www.allianse.com/key-partnerships-business-model-canvas-block/>.

H

Stakeholders

This section is based on the Chapter H: “Stakeholders” on pages 125–130 of *Model Steward Canvas*.

Stakeholders

LEARNING OBJECTIVES

- Understand the various stakeholders in your business
- Understand the role of God, the Ultimate Stakeholder
- Balance stakeholder interests

Stakeholders

In the table below, identify the stakeholders for your business. You can name your stakeholders if you know who they are.

External Stakeholder	<i>External stakeholders are outside a business.</i>	Your Comments
Customers	<i>Customers, and our relationship with our customers, is of primary significance for any business. Success depends on our ability to satisfy ever-changing customer needs.</i>	
Suppliers and Vendors	<i>Suppliers will provide a range of services to your business, as well as raw materials and finished goods. Your aim is that each supplier provides high-quality and reliable products and services at an acceptable price.</i>	
Communities	<i>The local community may have expectations about your business regarding the availability of jobs, the level of pollution and congestion, and contributions to local economic development.</i>	
Lenders	<i>If you have borrowed money from a bank, friend, or family member, then their interest is to see that your business is profitable and that you can make the agreed loan repayments and interest.</i>	
Governments	<i>The government has an interest in your business because it receives taxes from business profits, employee incomes, and customer purchases, and your business may provide employment for the community.</i>	

Stakeholders

ULTIMATE STAKEHOLDER COMMITMENT

1

What does it mean for you to be a steward of God?

2

How are you going to fulfil your God-given purpose as a steward in your business?

Stakeholders

ULTIMATE STAKEHOLDER COMMITMENT

3

Describe how you will use your God-given blessings to bring glory to God.

4

What does it mean to have God as the Ultimate Stakeholder in your business?

Stakeholders

THREE KEY QUESTIONS

1

Who are the Key Stakeholders for my business?

2

How do I manage the competing interests of all the stakeholders?

Stakeholders

THREE KEY QUESTIONS

3

Where is God in the list of stakeholders? Top of the list or somewhere down the list? Do I act as an effective steward and honor God as the Ultimate Stakeholder?

Keep updating your Model Steward Canvas.



Christian Leadership

This section is based on the Chapter I: “Christian Leadership” on pages 133–141 of *Model Steward Canvas*.

Christian Leadership

LEARNING OBJECTIVES

- Understand biblically based business leadership
- Developing an employee plan
- Understand Christian staff management

Christian Leadership

LEADERSHIP PHILOSOPHY

Explain how each biblically based business leadership principle will apply to you and your business.

1. The Leadership Principle

I will demonstrate servant leadership by...

2. Christian Leaders Bring Glory to God

I will bring glory to God by...

3. Christian Leaders Choose God's Way

I will choose God's way by...

4. Christian Leaders Venture in Faith with God

I will venture in faith with God by...

Christian Leadership

LEADERSHIP PHILOSOPHY

5. Christian Leaders Rely on God's Guidance

I will rely on God's guidance through...

6. Christian Leaders Have God-given Resilience

I will demonstrate God-given resilience by...

Christian Leadership

STAFF MANAGEMENT

Assess Your Business Needs

Before you start your business, you need to assess your business needs so you can hire the right staff for your business. If you're just running the business yourself, then you may not need any staff until the business grows and can afford to pay wages.

Think about:

1. *the tasks you need the employee to do,*
2. *any skills and qualifications they'll require,*
3. *how busy the job will be,*
4. *how long you think you'll need someone for (full-time, part-time, casual).*

The example on the next page will give you a start to planning your workforce.

Example: The Health Mission Restaurant

Remember our Health Mission Restaurant (page 165, Model Steward Canvas). It's a health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct. The number of staff you require will depend on the hours and number of days per week that the restaurant is open. As this restaurant is open from breakfast through to dinner (perhaps with some breaks during the day) then we will assume that there are two shifts.

Christian Leadership

STAFF MANAGEMENT

Staff Required	Number	Wages	Job Description
Restaurant Manager	1		<ul style="list-style-type: none"> • People management • Strong organizational skills • Responsible for the day-to-day business • Should be formally trained in business or hospitality
Host/Hostess	2		<ul style="list-style-type: none"> • General “meeter-greeter-seater” • Friendly and courteous • Strong customer focus with outgoing personality
Chef	2		<ul style="list-style-type: none"> • Orders supplies • Creates specials and other menus • Hires, fires, manages, and schedules kitchen staff • Needs several years of experience as a cook and manager
Sous-Chef (will depend on size and customer throughput of the restaurant)	2		<ul style="list-style-type: none"> • Head chef’s assistant and second-in-command • Kitchen generalist • Fills in for the head chef if busy • Needs to be an organized and experienced cook • Needs to work well with the head chef
Waiters	4		<ul style="list-style-type: none"> • Your “customer service representative” • Multitasking and organizational abilities • Responsible for keeping the customers happy • Supporting the operations of the front of house • Option to hire less-experienced servers
General Kitchen Hands	4		<ul style="list-style-type: none"> • Washes dishes • Washes floors • Cleans the restrooms • Performs small maintenance tasks • Entry-level position*

*“How to Begin Restaurant Staffing.” RestoHub. Accessed January 11, 2023. <https://www.restohub.org/operations/staffing/how-to-begin-restaurant-staffing/>.

Christian Leadership

STAFF MANAGEMENT APPROACH

WORKFORCE PLANNING

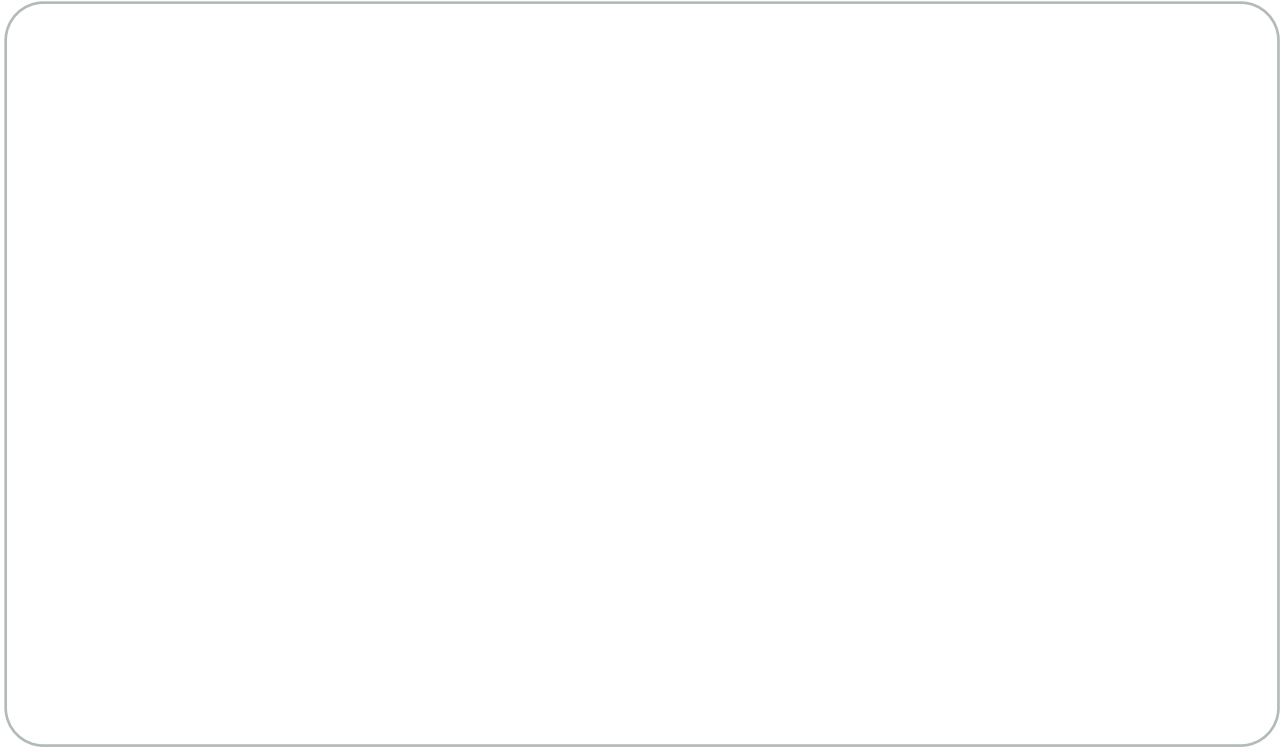
Now you have the opportunity to complete your own Workforce Plan. You may want to prepare two or three of these plans, when you begin the business you may not be able to afford all the staff you need. It's important to give your workforce plan a lot of thought, because staff costs are one of the most significant overheads.

Staff Required	Number	Wages	Job Description

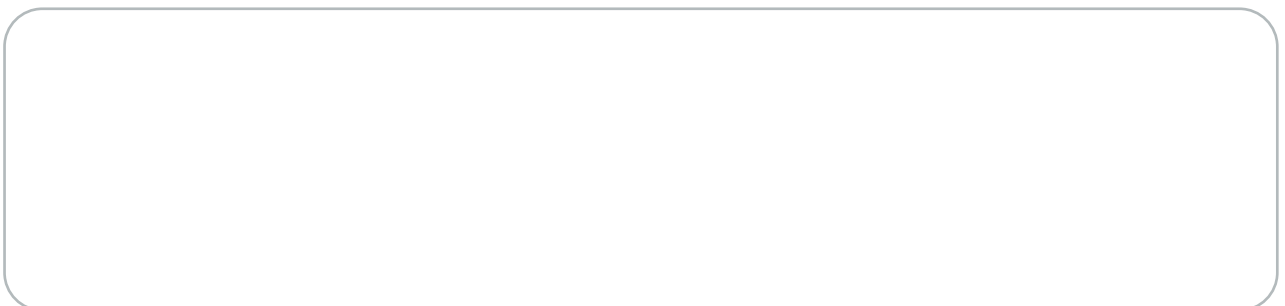
Christian Leadership

STAFF MANAGEMENT APPROACH

Utilizing the four Christian Staff Management Principles and other Biblical principles, write a paragraph or two about your approach to managing your staff.



Once you have written your Staff Management Approach, summarize your approach in four or five words. This will go into the Model Steward Canvas.



J

Channels

This section is based on the Chapter J: “Channels” on pages 143–151 of *Model Steward Canvas*. The diagram is from page 147 of *Model Steward Canvas*.

Channels

LEARNING OBJECTIVES

- Understand the importance of channels
- Understand the Channel Phases
- Understand the Channel Types
- How to select your distribution channels

Channels

DIRECT AND INDIRECT CHANNELS

1

Explain the difference between a direct and an indirect channel.

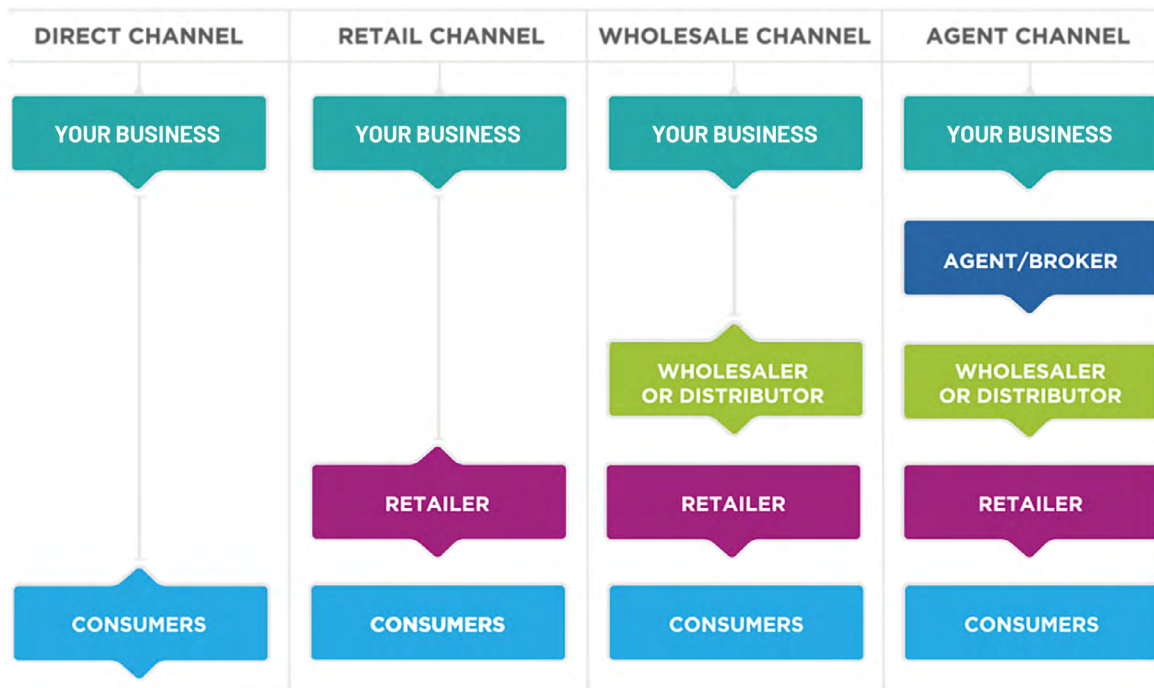
2

What are the benefits of a direct channel? What are the disadvantages of a direct channel?

Channels

DIRECT AND INDIRECT CHANNELS

What is your route to market? Are you going to use a direct or an indirect channel type, or adopt a multichannel approach to sell your products or services to your customer? Tick the channels that you will use to reach your customers. You can select more than one channel.



Source: Patel, N., Distribution Channels: What They Are, Types, & Examples, <https://neilpatel.com/blog/distribution-channels/>

Explain your choice of channel(s) and why you think your selected channel(s) will be successful.

Channels

DIRECT AND INDIRECT CHANNELS

Explain your choice of channel(s) and why you think your selected channel(s) will be successful (cont'd).

Now that you have chosen your channels, ask yourself these three questions:

1

Are we reaching our Customer Segments in the way they want to be reached?

Channels

DIRECT AND INDIRECT CHANNELS

2

How will our channels be integrated or work together?

3

Which channels will provide the best mix of costs, profitability, margins, reach and control for your business?

Resources

"How Do I Use the Channels Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/channels>.

Luenendonk, Martin. "Selecting and Managing Channels in Business Model Canvas." Cleverism. September 16, 2020. <https://www.cleverism.com/selecting-managing-channels-business-model-canvas/>.

K

Cost Structure

This section is based on Chapter K: “Cost Structure” on pages 153, 154 of *Model Steward Canvas*.

Cost Structure

LEARNING OBJECTIVES

- Understand the important costs of running your business/business model
- Understand the difference between fixed and variable costs
- Understand the costs of your Key Resources and Activities

Cost Structure

THE COSTS OF RUNNING YOUR BUSINESS

You need to calculate the start-up costs of your business, including the capital costs to establish your business.

Your business start-up costs are expenses before your business generates any income. There are many costs that come with setting up a business and different businesses have different setup costs. Understanding start-up costs can help you to plan ahead, seek finance and increase your chances of business success.

Capital Setup Costs

Capital Setup Costs are the costs to set up your business.

Costs include:

- *One-off costs—cost of purchasing your business if you purchased an established business*
- *Working capital—the funds you'll need to cover your running costs during the initial setup stage of your business (until you generate sufficient revenue and start to make a profit). Running costs include wages, rent, and buying stock.*
- *Asset purchases—all plant and equipment to be used in the business over the next few years (for example, assets such as computers, machinery, equipment, tools, etc.)*

The table below is a guide to calculating your Capital Setup Costs.

Capital Setup Costs	Cost (\$)
<i>Business Purchase Price</i>	
<i>Start-Up Capital</i>	
<i>Plant and Equipment</i>	
<i>Vehicles</i>	
<i>Computer Equipment</i>	
<i>Computer Software</i>	
<i>Phones</i>	
<i>Security System</i>	

Cost Structure

THE COSTS OF RUNNING YOUR BUSINESS

Capital Setup Costs	Cost (\$)
Office Equipment	
Furniture	
Shop Fit Out	
Other	
Total Equipment/Capital Costs	

An Excel spreadsheet to calculate your Capital Setup Costs is included in the Downloads section (Start-Up Templates), and the above table is also included in the Appendix.

Now, you need to identify the costs required to start and run your business for one year from the date you commence your business. Two budgets are included in the Appendix as well as in an Excel spreadsheet in the Downloads section (Start-Up Templates). There's a Simple Budget for smaller businesses and a More Advanced Budget if your business is more complex.

The expenses included in these two budgets are a guide. Some suggested costs are included, but these will vary depending on the type of business that you are running as well as the business model. You will need to ensure that you capture all of your expenses, particularly those for your Key Activities and Key Resources. You may need advice from an accountant or financial adviser if your business is more complex. Look at page 187 in the Model Steward Canvas as an example.

You will calculate the revenue for the budgets in the next chapter, Chapter L: "Profit and Dividend Strategies."

Resources

"How Do I Use the Cost Structure Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/cost-structure>.

"Calculate the Start-Up Costs of Your Business." Australian Government. July 14, 2021. <https://business.gov.au/planning/%20new-businesses/calculate-the-start-up-costs-of-your-business>.

"Calculate Your Startup Costs." U.S. Small Business Administration. Accessed January 11, 2023. <https://www.sba.gov/business-guide/plan-your-business/calculate-your-startup-costs>.

Boushy, Brandon. "Business Startup Costs: The Ultimate Guide (2023)." Upflip. Accessed 11 January, 2023. <https://www.upflip.com/blog/business-startup-costs>.

L

Profit and Dividend Strategies

This section is based on the Chapter L :“Profit and Dividend Strategies”
on pages 157–164 of *Model Steward Canvas*.

Profit and Dividend Strategies

LEARNING OBJECTIVES

- Understanding types of revenues
- Understanding how to price your goods or services
- How to apply your profits with a kingdom purpose

Profit and Dividend Strategies

DEFINE YOUR PRICING APPROACH

Choose the pricing approach from the table below and provide an estimate of the price of your goods and services.

If you have a mix of different products or services then you may have a different pricing approach, but it's best to keep your pricing approach simple. For the sale of goods, cost-plus is usually the pricing approach adopted by most businesses.

Pricing Approach	Description
Cost-Plus Pricing or Markup Pricing <i>With cost-plus pricing, you calculate the cost to manufacture, produce, or deliver a single unit of your product or service as well as your business overheads. After you have determined your unit cost, you then mark it up (a fixed percentage) to cover the costs of producing and distributing the product or service and the cost plus the markup is your price. This pricing strategy does not consider consumer demand and competitor pricing, as the pricing is based on your production costs. You can access a simple markup calculator at this website: https://www.omnicalculator.com/finance/markup</i>	
Value-Based Pricing <i>The starting point for value-based pricing is the perceived value to the customer; the amount customers are willing to pay for a product or service. The value-based pricing strategy is used to increase revenue because it is not based on the cost of production, but on what the customer considers to be good value.</i>	
Market-Based Pricing <i>Market-based pricing considers the price being charged by your competitors as the basis to set your price.</i>	

Profit and Dividend Strategies

DEFINE YOUR PRICING APPROACH

Pricing Approach	Description
<i>Combined Pricing Approach</i>	

Profit and Dividend Strategies

CALCULATING YOUR SALES REVENUE

If you look in the budget you selected in the last chapter, Chapter K Cost Structure (either Simple Budget or More Advanced Budget) you will notice that to complete the budget you need to insert your sales revenue.

Sales revenue (also known as sales or revenue) is income from the total sales of your goods or services by your business. If you only have one product, then you multiply the price you determined on pages 151 and 152 by the number of units that you think you will sell in a year. If your price was \$20 and you forecast that you will sell 20,000 units in the first year, then your revenue will be $\$20 \times 20,000 = \$400,000$. You would then enter this amount in cell E7 in the Simple Budget or cell D8 in the More Advanced Budget.

You can also do this calculation in the Startup Templates Excel spreadsheet. In the Calculating Revenue worksheet enter your sale price in cell D8 and the forecasted number of units you expect to sell in cell E8. The total revenue appears in cell F8.

If you have a single product, then complete the table below and insert your revenue into the budget you selected.

SALE PRICE	FORECASTED SALES	SALES REVENUE

Profit and Dividend Strategies

PROFIT DISTRIBUTION

As God is your Ultimate Stakeholder, you need to consider what your commitment to God and His kingdom will be and how you will distribute the business profits. It's likely that you will have already paid yourself a wage (this comes out before you calculate your net profit). From the profit, you may also need to reward other stakeholders, such as investors, who have helped you establish the business. Pray to God about what your commitment should be. Some of the stakeholder options you might consider include things you must do, like being a steward and returning a tithe, whereas others, such as transferring a percentage of your business to God, maybe something for the future. When you record your commitment, explain how you intend to implement your commitment.

Stakeholders Options	Description	Your Commitment
Steward	<i>The business owner recognizes God as the owner and acts as an effective steward. This involves managing God's blessings, God's way, for God's glory.</i>	
Tithe	<i>The business owner commits to returning a tithe, i.e., 10% of increase.</i>	
Tithe+	<i>By definition, tithe is 10% of your increase, but some have chosen to give an amount which they call tithe+, which is greater than 10%.</i>	
Profit Percentage	<i>Allocate a percentage of net profit for kingdom purposes.</i>	
Ownership	<i>Transfer of all or part of the shares of the company to God. This could be to a charity or trust who distributes the profits for kingdom purposes.</i>	

See page 128 of Model Steward Canvas for more details on the above table.

Profit and Dividend Strategies

PROFIT DISTRIBUTION

Now that you have defined your pricing approach and profit distribution commitment, review your answers by asking these three questions:

1

Have you created a pricing approach which reflects your understanding of your customers and what they are willing to pay for your products and services?

2

Does the way you priced your products and services enable your business to achieve an appropriate net profit and return on your investment?

Profit and Dividend Strategies

PROFIT DISTRIBUTION

3

Do you apply a significant part of your profits to the purpose of advancing God's kingdom?

Resources

"How Do I Use the Revenue Streams Building Block of the Business Model Canvas?" Strategyzer. Accessed January 11, 2023. <https://www.strategyzer.com/business-model-canvas/revenue-streams>.

Belyh, Anastasia. "Revenue Streams in Business Model Canvas." Cleverism. September 16, 2020. <https://www.cleverism.com/revenue-streams-in-business-model-canvas/>.

M

Measuring Business Success

This section is based on the Chapter M: “Measuring Business Success” on pages 167–174 of *Model Steward Canvas*.

Measuring Business Success

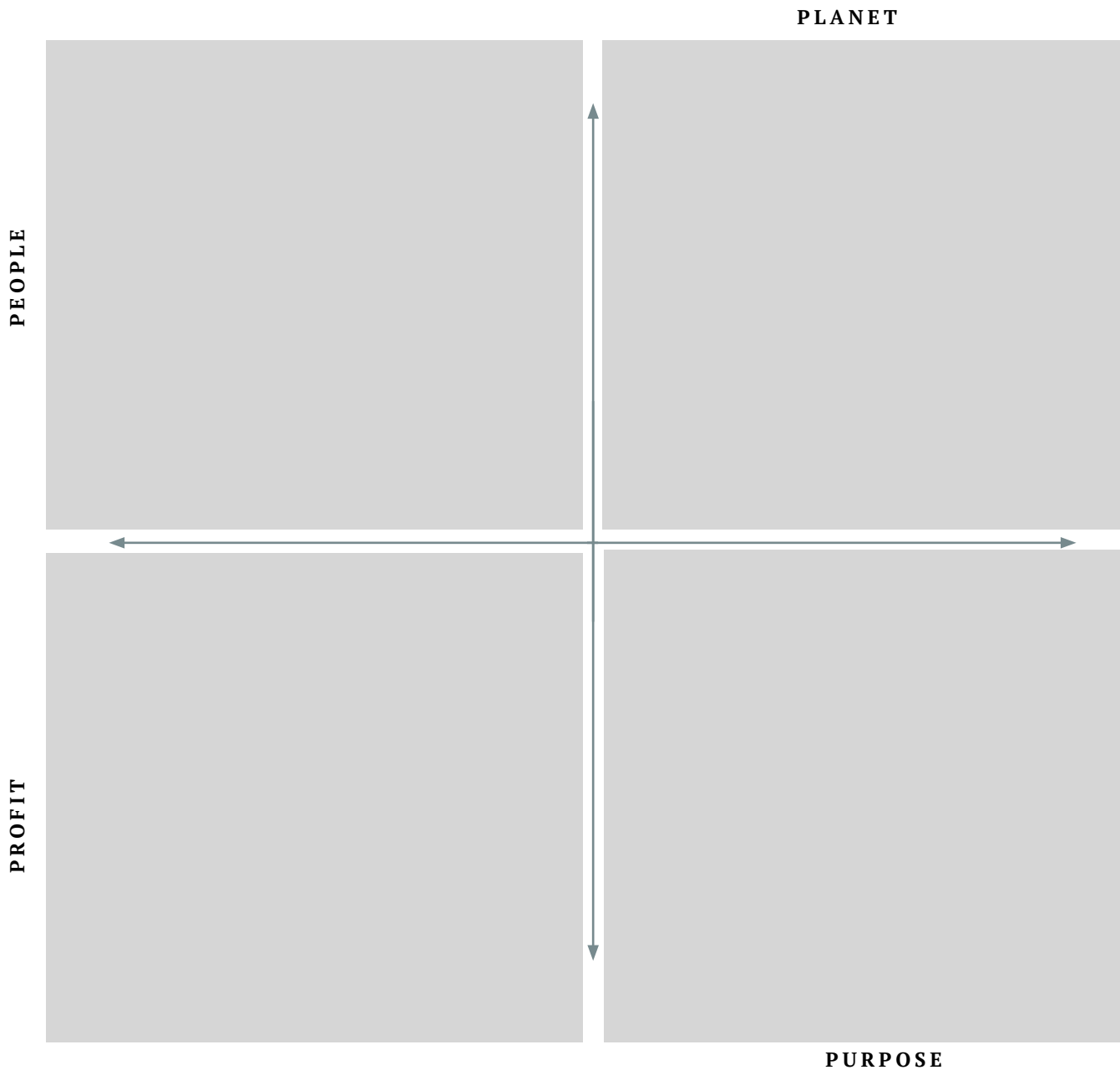
LEARNING OBJECTIVES

- Understand how to measure the success of your business
- Understand the Quadruple Bottom Line
- Understand business profitability
- Understand a profit & loss statement

Measuring Business Success

UNDERSTANDING QUADRUPLE BOTTOM LINE

Measuring your business success means understanding the Quadruple Bottom Line—a balanced approach to measuring success. Understanding your business profitability is critical to your business sustainability, survival and success. It's also important to understand how you will measure your kingdom impact. Explain your business objectives for each element of the Quadruple Bottom Line.



Measuring Business Success

BUSINESS PROFITABILITY

Understanding the profitability of your business is important.

1. In Chapters K: "Cost Structure" and L: "Profit and Dividend Strategies," you completed an initial budget, calculated your business costs, and anticipated revenue and the resulting profit.
2. After you have run your business for at least three months you should prepare a Profit & Loss Statement to check on the profitability of your business.

Profit & Loss Statements are generally conducted for each financial year—from July 1 to June 30. If, for instance, you started your business on January 1, then your first Profit & Loss Statement would be from January 1 to March 31, and the second from April 1 to June 30.

You should complete a Profit & Loss Statement at least quarterly (first quarter of the financial year—July 1 to September 30; second quarter—October 1 to December 31; third quarter—January 1 to March 31; fourth quarter—April 1 to June 30). After you have completed the Profit & Loss Statement for the second quarter, you can then combine them for the period from July 1 to December 31, and this would show your profit or loss for your first six months' trading in that financial year. Repeat this process at the end of the third and fourth quarters.

3. Choose accounting ratios/key performance indicators (KPIs) to assess your business profitability and list them in the table below:

<i>Accounting Ratios/KPIs</i>	<i>Formula</i>	<i>Figures for Your Business</i>

4. To prepare your first Profit & Loss Statement copy, the Simple Budget/Profit & Loss or the Advanced Budget/Profit & Loss in the Appendix, or utilize the Startup Templates in the Downloads section.

Appendix

APPENDIX

YOUR MODEL STEWARD CANVAS

Review your answers and comments provided in section A to L. Enter your answers identified with *** in the Model Steward Canvas:

The Model Steward Canvas		BUSINESS NAME
The Business	Purpose/Vision Values	Customer Value Proposition
Business Goals		Customer Segments and Relationships
Key Activities and Resources	Key Partners	Channels
	Stakeholders	Leadership and Staff Management Approach
		Profit and Dividend Strategies
Cost Structure		
© Ken Long		

BUSINESS NAME

The Model Steward Canvas

The Business	Purpose/Vision	Scriptural Imperative	Customer Segments and Relationships	Customer Value Proposition
Business Goals	Values			
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels
Cost Structure	Profit and Dividend Strategies			
© Ken Long				

BUSINESS NAME

The Model Steward Canvas

The Business	Purpose/Vision	Scriptural Imperative	Customer Segments and Relationships	Customer Value Proposition
Business Goals	Values			
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels
Cost Structure	Profit and Dividend Strategies			
© Ken Long				

APPENDIX

CAPITAL SETUP COSTS

CAPITAL SETUP COST	COST (\$)
Business Purchase Price	
<i>Startup Capital</i>	\$
Plant and Equipment	
<i>Vehicles</i>	\$
<i>Computer Equipment</i>	\$
<i>Computer Software</i>	\$
<i>Phones</i>	\$
<i>Security System</i>	\$
Office Equipment	
<i>Furniture</i>	\$
<i>Shop Fit Out</i>	\$
Other	
	\$
	\$
	\$
Total Equipment/Capital Cost	\$

APPENDIX

SIMPLE BUDGET/PROFIT & LOSS

SALES		\$
EXPENSES:		
<i>Accounting fees</i>	\$	
<i>Advertising and Marketing</i>	\$	
<i>Business Registrations (see details below)</i>		0
<i>Depreciation and Amortization</i>	\$	
<i>Energy</i>	\$	
<i>Insurance (see details below)</i>		0
<i>Phone and Communication</i>	\$	
<i>Printing</i>	\$	
<i>Raw Materials</i>	\$	
<i>Rent</i>	\$	
<i>Stationery and Office Supplies</i>	\$	
<i>Water and Utilities</i>	\$	
<i>Waste</i>	\$	
	\$	
	\$	
TOTAL EXPENSES		\$
NET PROFIT		\$

APPENDIX

INSURANCE

INSURANCE	
<i>Building and Contents</i>	
<i>Vehicle</i>	
<i>Public Liability</i>	
<i>Professional Indemnity</i>	
<i>Product Liability</i>	
<i>Workers Compensation</i>	
<i>Business Assets</i>	
<i>Business Revenue</i>	
TOTAL	

APPENDIX

REGISTRATION

REGISTRATION	
<i>Business Name</i>	
<i>Licenses/Vehicle Permits</i>	
<i>Domain Names</i>	
<i>Trademarks/Designs/Patents</i>	
<i>Vehicle Registration</i>	
TOTAL	

APPENDIX

ADVANCED BUDGET/PROFIT & LOSS

SALES		
	\$	
	\$	
	\$	
<u>TOTAL SALES REVENUE:</u>		\$
<u>COST OF GOODS SOLD:</u>		
<i>Opening Stock</i>	\$	
<i>Materials Purchased</i>	\$	
<i>Closing Stock (deduct)</i>	\$	
<i>Other Purchases</i>	\$	
<i>Freight</i>	\$	
<i>Direct Labor</i>		
<i>Subcontractors</i>	\$	
<i>Production Overheads</i>	\$	
	\$	
TOTAL COST OF GOODS SOLD		
COSTS OF GOODS SOLD AS % OF REVENUE Cost of Goods Sold/Revenue	%	
GROSS PROFIT Total Sales Revenue Less Cost of Goods Sold		
GROSS PROFIT AS % OF SALES Gross Profit/Sales	%	
	\$	

APPENDIX

ADVANCED BUDGET/PROFIT & LOSS

<u>OPERATING EXPENSES</u>		
<i>Accounting Fees</i>	\$	
<i>Advertising and Marketing</i>	\$	
<i>Business Registrations (see details below)</i>	\$	
<i>Depreciation and Amortization</i>	\$	
<i>Energy</i>	\$	
<i>Insurance (see details below)</i>	\$	
<i>Phone and Communications</i>	\$	
<i>Printing</i>	\$	
<i>Rent</i>	\$	
<i>Raw Materials</i>	\$	
<i>Stationery and Office Supplies</i>	\$	
<i>Water and Utilities</i>	\$	
<i>Waste</i>	\$	
	\$	
	\$	
<u>TOTAL OPERATING EXPENSES</u>		\$
OPERATING EXPENSES AS % OF SALES Operating Expenses/Revenue	%	
NET PROFIT Gross Profit Less Total Operating Expenses		\$
NET PROFIT AS % OF SALES Net Profit/Sales	%	

APPENDIX

PARTNER SELECTION TEMPLATE

	Weighting	Partner 1	Total	Partner 2	Total
TOTAL	100				

”

*Your calm
mind is the
ultimate weapon
against your
challenges.*

BRYANT MCGILL



GOD FIRST
ADVENTIST STEWARDSHIP MINISTRIES

ISBN 978-1-7331817-5-4



90000>

9 781733 181754