



# BINOVATIVE CANVAS



# The New Reality

- ▣ Carbon emissions are now treated as a concrete financial metric in today's global markets.
- ▣ Major investment funds and banks increasingly prioritize companies with strong ESG (environmental, social, governance) scores.
- ▣ The carbon credits that companies must purchase are having a growing impact on their ROI.
- ▣ In regulated carbon markets, prices that were around €19 before Covid have climbed to nearly €100 and continue to rise.
- ▣ By 2040, the global carbon market is expected to reach twice the size of today's oil market.

## The Business Model Canvas

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<b>Key Partners</b> Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? <b>CHANNELS AND RELATIONSHIPS</b> Measurement of fit and compatibility Allocation of particular resources and activities	<b>Key Activities</b> What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? <b>RESOURCES</b> Personnel Intellectual Property Physical Assets	<b>Value Propositions</b> What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel Channels to the Channel	<b>Customer Relationships</b> What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they categorized with the rest of our business model? How easily are they? <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel	<b>Customer Segments</b> For whom are we creating value? Who are our most important customers? <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel
	<b>Key Resources</b> What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? <b>RESOURCES</b> Personnel Intellectual Property Physical Assets		<b>Channels</b> Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel	
<b>Cost Structure</b> What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? <b>IN YOUR BUSINESS MODEL</b> Cost Structure: Fixed and variable costs, fixed and variable costs, fixed and variable costs Value Driver: Fixed and variable costs, fixed and variable costs, fixed and variable costs <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel		<b>Revenue Streams</b> For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? <b>CHANNELS</b> Channels Distribution Partners Intermediaries Channels to the End User Channels to the Customer Channels to the Supplier Channels to the Channel Channels to the Channel Channels to the Channel		

DESIGNED BY: Business Model Foundry AG  
 The makers of Business Model Generation and Strategyzer



# Business Model Canvases



Today, the most widely used canvases for developing new business models—both by startups and the corporate world—are:

- Business Model Canvas — Alexander Osterwalder
- Lean Canvas — Ash Maurya



However, the 2020s have significantly reshaped global competition due to:

- Global warming and climate change,
- Investors' rising expectations around sustainability,
- Increasing consumer awareness.



As a result, traditional canvases that ignore sustainability impacts are now considered risky for creating 21st-century business models.

## The Lean Canvas

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

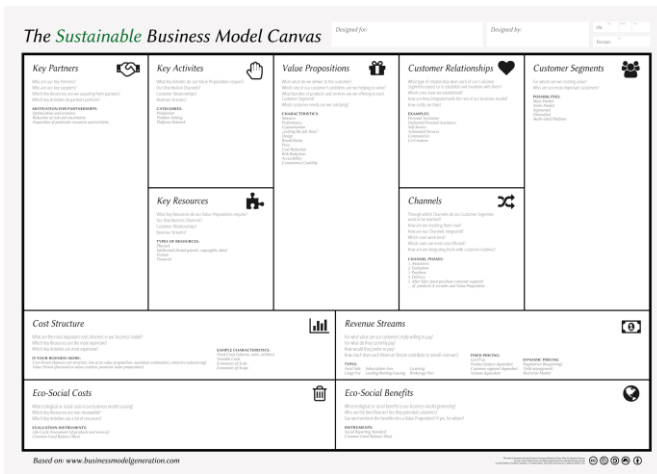
Startup Name: \_\_\_\_\_ Name1, Name2, ...: \_\_\_\_\_ DD/MM/YYYY: \_\_\_\_\_ X.Y: \_\_\_\_\_

<b>Problem</b> Top 3 problems	<b>Solution</b> Top 3 features	<b>Unique Value Prop.</b> Single, clear and compelling message that states why you are different and worth buying	<b>Unfair Advantage</b> Can't be easily copied or bought	<b>Customer Segments</b> Target Customers
<b>Existing Alternatives</b> List how these problems are solved today.	<b>Key Metrics</b> Key activities you measure	<b>High-Level Concept</b> List your X for Y analogy (e.g. YouTube = Flickr for videos)	<b>Channels</b> Path to customers	<b>Early Adopters</b> List the characteristics of your ideal customers.
<b>Cost Structure</b> List your fixed and variable costs. Customer acquisition costs Distribution costs Hosting People Etc.		<b>Revenue Streams</b> List your sources of revenue. Revenue Model Life Time Value Revenue Gross Margin		

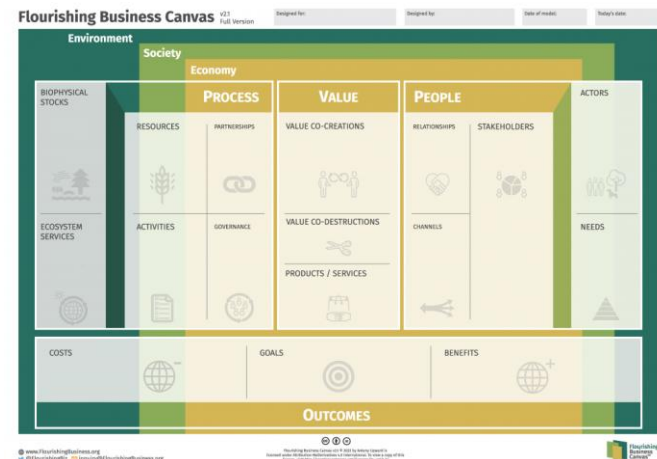
Lean Canvas is adapted from The Business Model Canvas ([www.businessmodelgeneration.com/canvas](http://www.businessmodelgeneration.com/canvas)). PowerPoint implementation by: Neos Chronos Limited (<https://neoschronos.com>). License: CC BY-SA 3.0



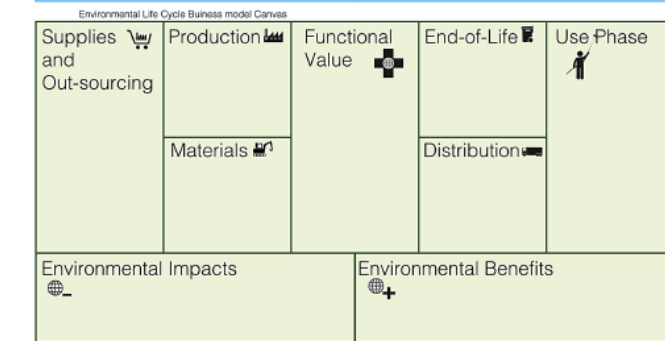
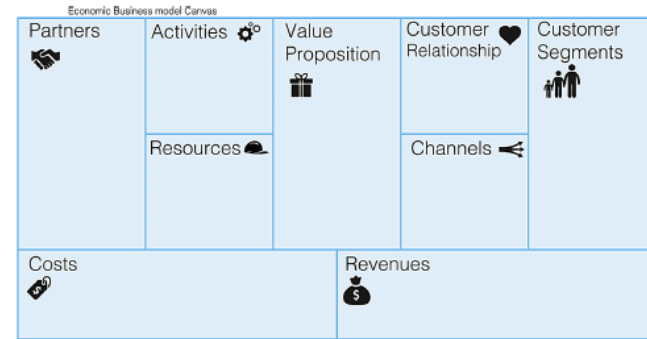
# Canvases Created Specifically for Sustainability



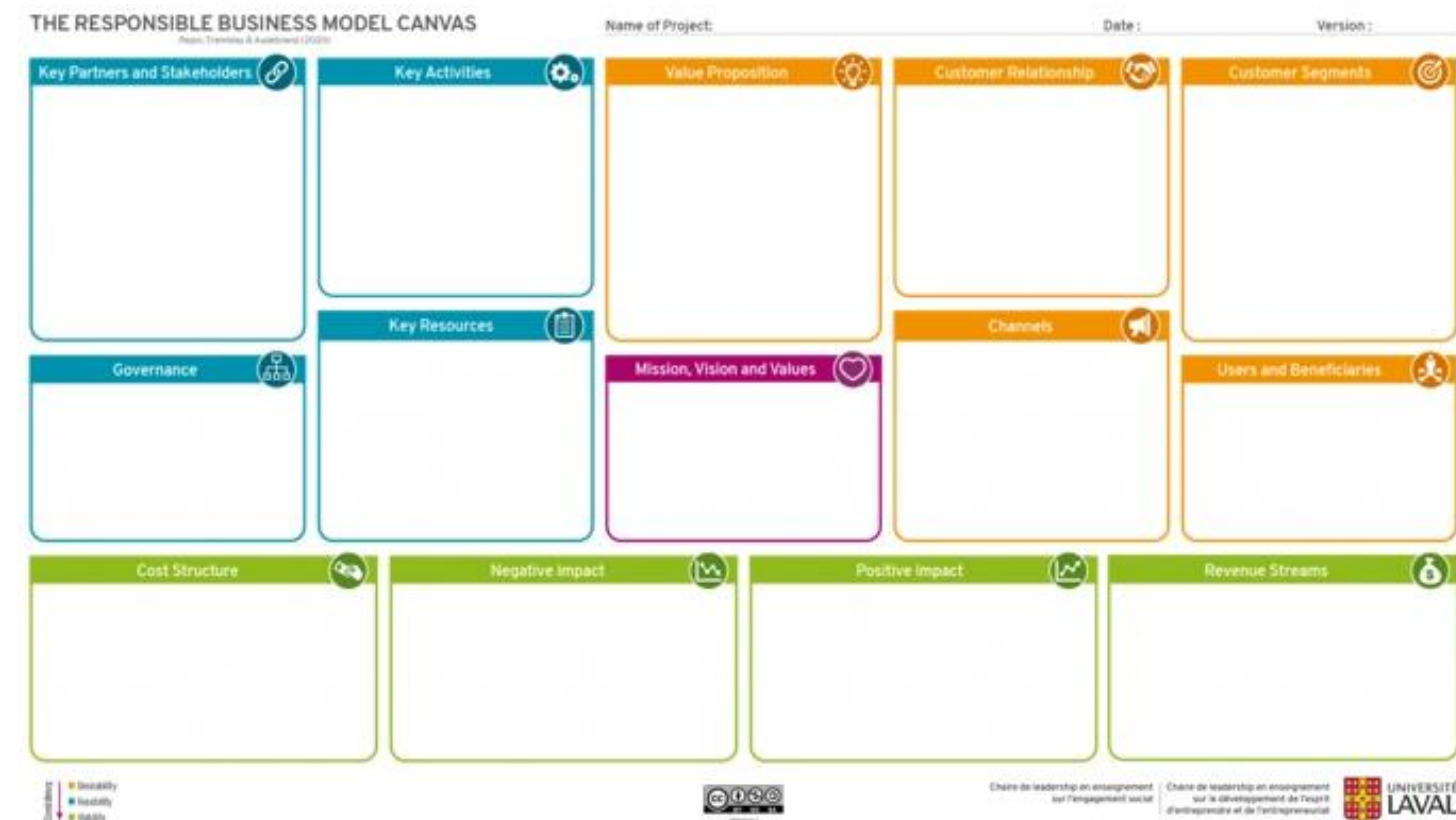
Sustainable Business Model Canvas



Flourishing Business Canvas



Triple Layered Business Model Canvas



The Responsible Business Model Canvas

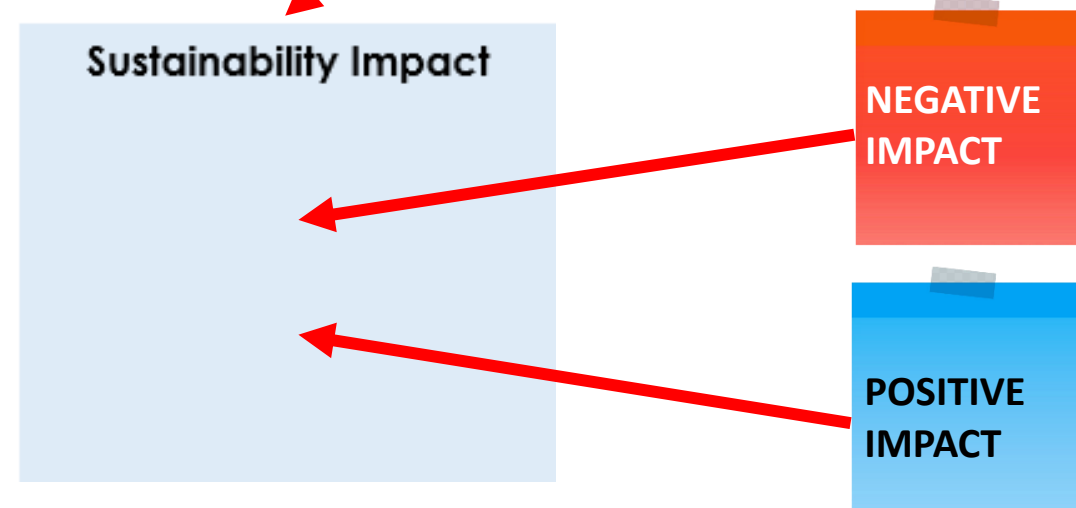
Many new canvases have been developed to address the sustainability gap in traditional business model canvases.

However, these canvases have not become widespread because they:

- Differ from well-known models,
- Use complex structures with 14–27 boxes, reducing ease of use,
- Follow varying sustainability approaches.

Despite their limitations on sustainability, traditional canvases are still widely used.

# What Is the Binovative Canvas?



- The Binovative Canvas is a business model canvas that:
  - Integrates sustainability,
  - Stays close to familiar models (with a single additional box),
  - Preserves the logic of traditional canvases without adding complexity,
  - Allows you to assess both positive and negative sustainability impacts on your revenue model.
- It helps you consider sustainability effects from the very first stage of designing your business model.
- It enables you to build balanced and long-lasting business models that meet customer and investor expectations

# How the Binovative Canvas Works



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..





# Sample Project:

- ▣ A membership program that allows high-income, mobile professionals and entrepreneurs to use global flights as a “workspace.”
- ▣ Users can travel while working whenever they wish, enjoying the comfort of an “in-flight office.”
- ▣ Premium membership offers unlimited flights, high-speed internet onboard, and office-style services during the flight (*assistant support, presentation area, mini meeting cabins, etc.*).

# SkyDesk

# Customers



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation

- Who are we creating value for?
- Who is our target customer?
- Do we have different customer segments?

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

**Strategic Partners**

**Key Activities**

**Value Propositions**

**Customer Relationships**

**Customer Segments**

**Senior executives and investors**

**Global remote consultants**

**Famous influencers and content creators**

**High-income freelancers**

**Key Resources**

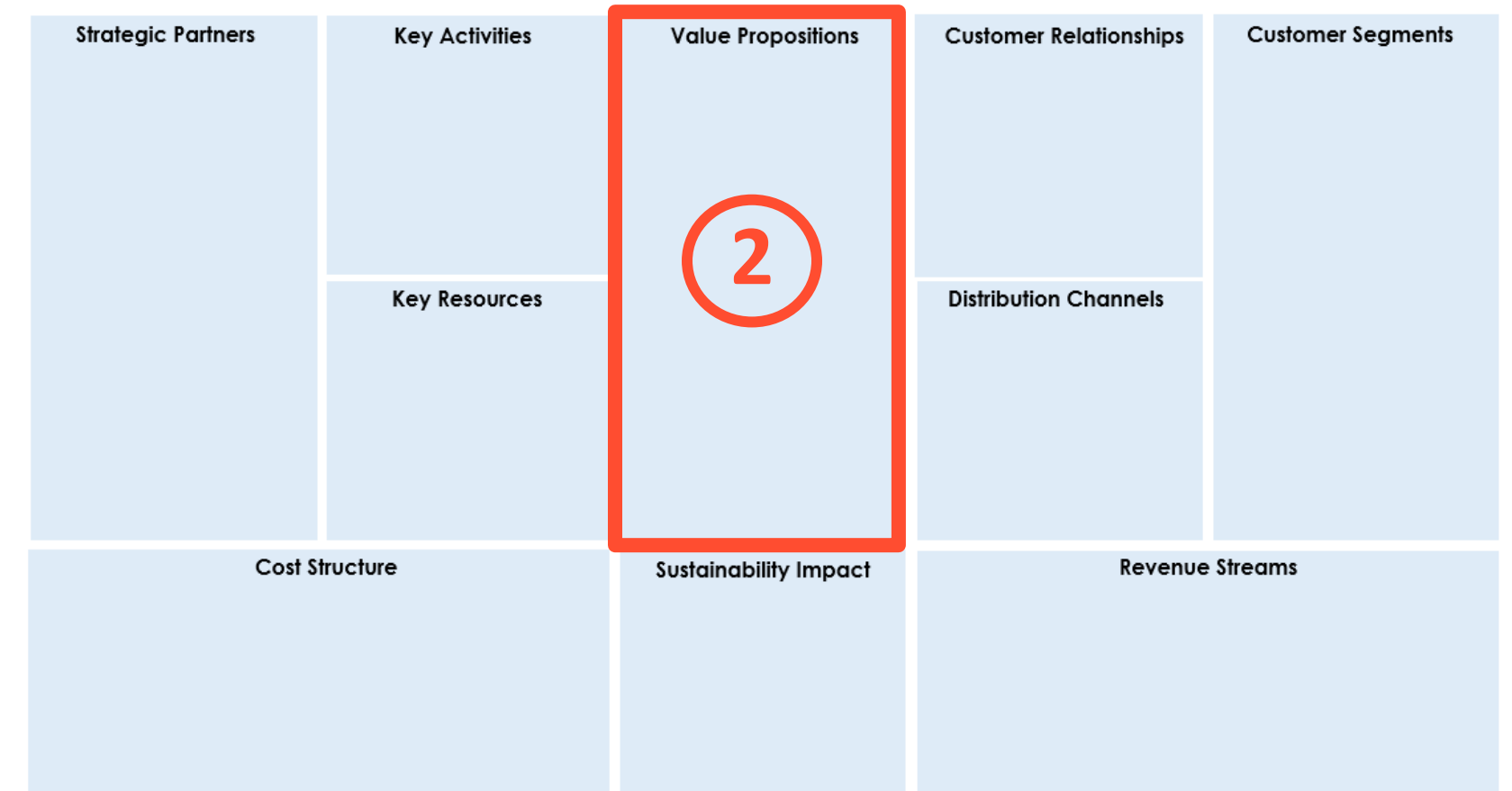
**Distribution Channels**

**Cost Structure**

**Sustainability Impact**

**Revenue Streams**

# Value Proposition



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation

- How are we creating value for our customers?
- What will they gain when they buy this product or service?
- Which problems or needs will be solved?

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Key Resources

## Distribution Channels

## Cost Structure

## Sustainability Impact

## Revenue Streams

# Sustainability Impact



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation



What is the sustainability impact of our business model?



Let's identify the **positive/blue** and especially the **negative/red** sustainability effects using color-coded labels.

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

## Key Resources

## Distribution Channels

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Cost Structure

## Sustainability Impact

## Revenue Streams

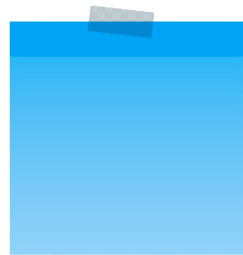
Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

# Rules for Using the Sustainability Impact Box



**Blue Labels:** Positive environmental sustainability impacts of your business model (e.g., use of renewable energy, carbon-neutral processes, waste reduction).



**Red Labels:** Negative environmental impacts of your business model (e.g., high carbon emissions, excessive water consumption, hazardous waste generation).



The Binovative Canvas allows a **maximum of 5 red labels**.



# Distribution Channels



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution.. **BINOVATIVE**

- How do you deliver your products and services to customers?
- How do customers prefer you to reach them?
- Do you have different solutions for different customer segment

## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

## Distribution Channels

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Key Resources

## Cost Structure

## Sustainability Impact

## Revenue Streams

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages



# Customer Relationships



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation

- ❏ Does your relationship with customers continue after the sale?
- ❏ What solutions have you designed to maintain customer engagement?

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

VIP customer representative

24/7 personal assistant

Senior executives and investors

Global remote consultants

Ability to work while traveling

Global prestige and exclusivity

Private lounge access

SkyDesk Community

Famous influencers and content creators

High-income freelancers

## Key Resources

Feeling productive even during flights

Networking with SkyDesk members

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Cost Structure

## Sustainability Impact

Excessive carbon emissions

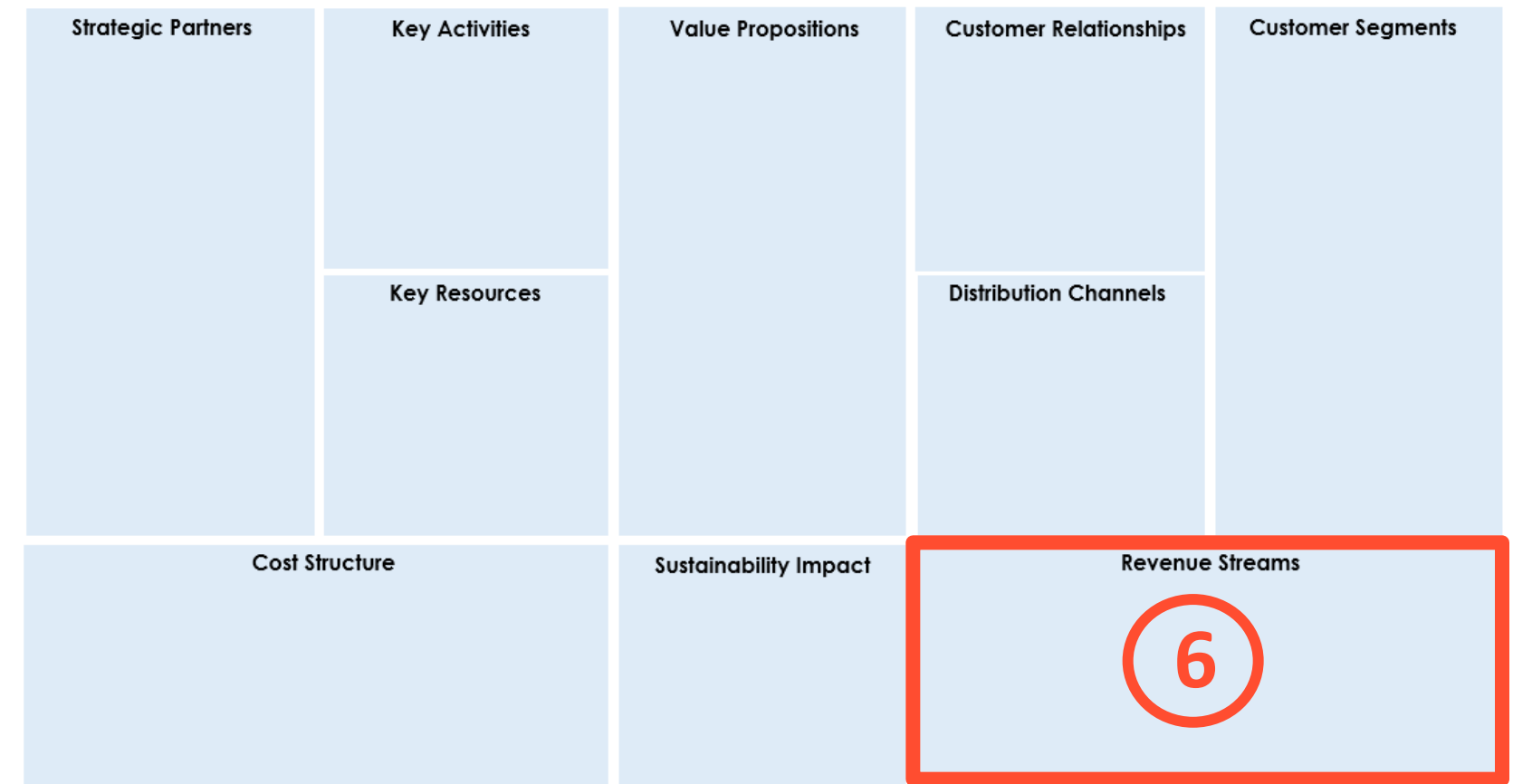
Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

## Revenue Streams

# Revenue Streams



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation..



Where and how will you generate revenue?



Are these revenues one-off, or do they renew over time?

**BINOVATIVE**  
Empowering Innovation..

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..



## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

VIP customer representative

24/7 personal assistant

Senior executives and investors

Global remote consultants

Ability to work while traveling

Global prestige and exclusivity

Private lounge access

SkyDesk Community

Famous influencers and content creators

High-income freelancers

## Key Resources

Feeling productive even during flights

Networking with SkyDesk members

## Distribution Channels

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Cost Structure

## Sustainability Impact

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

## Revenue Streams

Annual or monthly membership packages

Premium services (assistant, catering, private cabin)

Luxury brand sponsorships

Corporate membership packages

# Binovative Canvas

**Left Side:**  
**Efficiency**



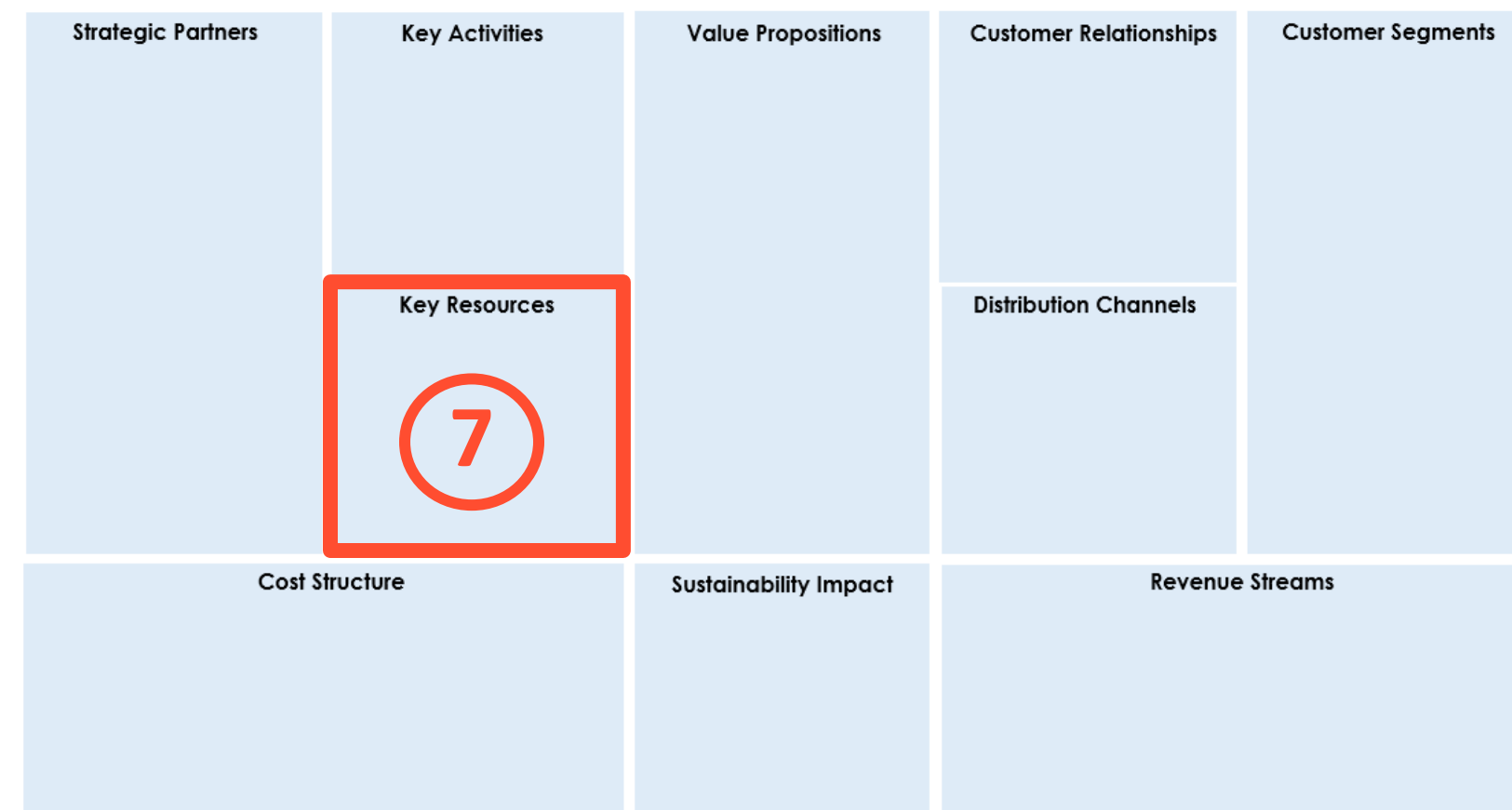
**Right Side:**  
**Value**

Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..





# Key Resources



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation..

- ▣
 What are the most critical resources you need to deliver your business?
  
- ▣
 Think of these resources across different dimensions—financial, technical, know-how, and more.

**BINOVATIVE**  
Empowering Innovation..

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

## Key Activities

## Value Propositions

## Customer Relationships

## Customer Segments

Freedom to work from anywhere

Aircraft as a second office experience

VIP customer representative

24/7 personal assistant

Senior executives and investors

Global remote consultants

Ability to work while traveling

Global prestige and exclusivity

Private lounge access

SkyDesk Community

Famous influencers and content creators

High-income freelancers

Feeling productive even during flights

Networking with SkyDesk members

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Key Resources

Contracts with airline companies

Custom software reservation infrastructure

Cabin interior technology investment

VIP customer service infrastructure

## Cost Structure

## Sustainability Impact

## Revenue Streams

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

Annual or monthly membership packages

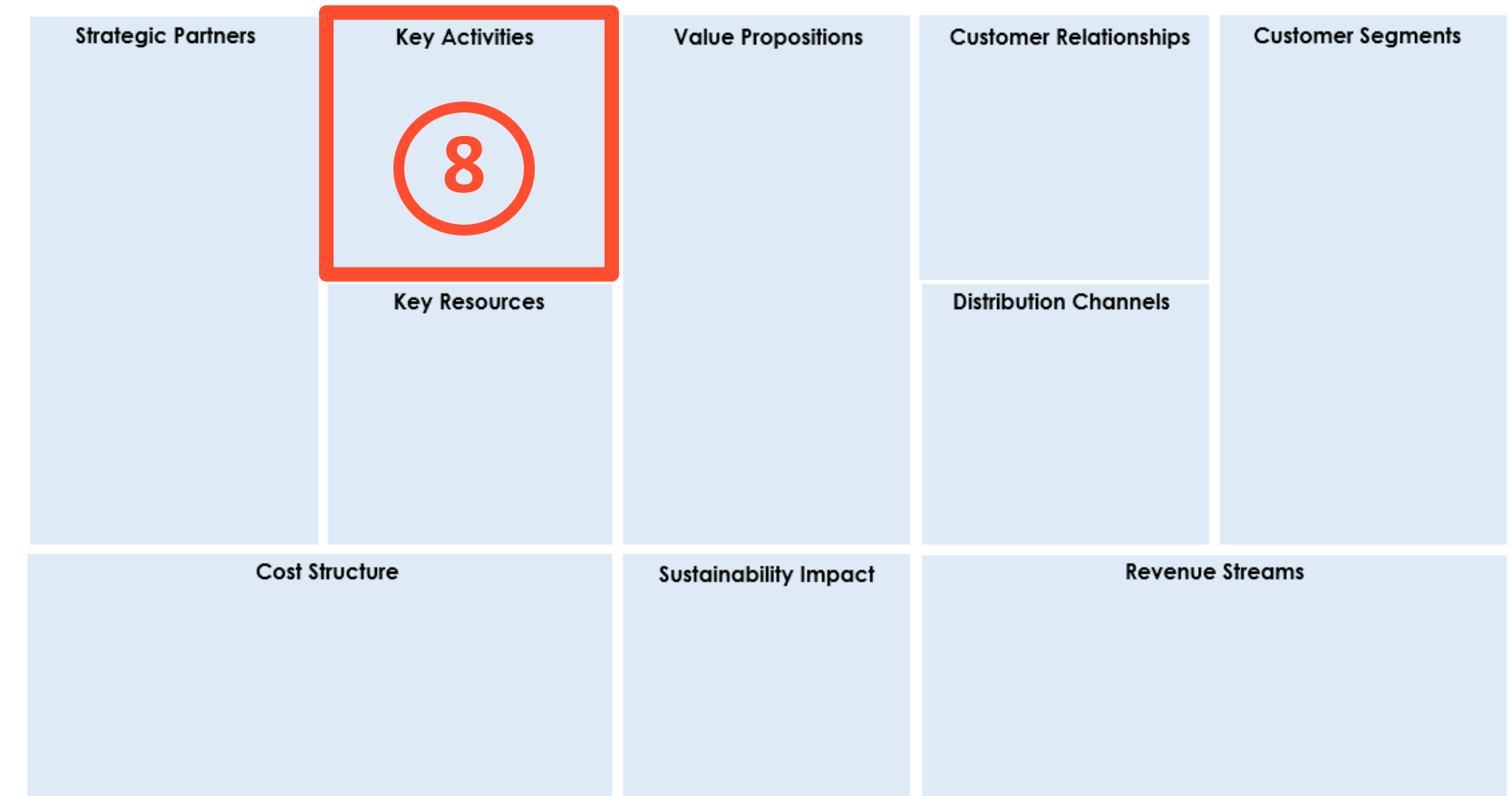
Premium services (assistant, catering, private cabin)

Luxury brand sponsorships

Corporate membership packages



# Key Activities



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation



Which key activities must be performed exceptionally well for this business to succeed?



Try visualizing the tasks where poor performance would lead to failure for the company.

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

## Key Activities

Membership and reservation system management

Coordination with airlines

Design of exclusive and loyalty programs

Brand and community management

## Key Resources

Contracts with airline companies

Custom software reservation infrastructure

Cabin interior technology investment

VIP customer service infrastructure

## Value Propositions

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

## Customer Relationships

VIP customer representative

24/7 personal assistant

Private lounge access

SkyDesk Community

## Distribution Channels

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Customer Segments

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Cost Structure

## Sustainability Impact

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

## Revenue Streams

Annual or monthly membership packages

Premium services (assistant, catering, private cabin)

Luxury brand sponsorships

Corporate membership packages



# Key Partners and Collaborations



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation

- Which partners will you collaborate with while bringing your business to life? You are not expected to do everything alone.
- For any activity that doesn't need to be carried out directly by you, you can collaborate with external stakeholders.

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

Airline companies

Lounge service providers

Luxury food & beverage brands

Technology partners (Wi-Fi, etc.)

Carbon offset partner

## Key Activities

Membership and reservation system management

Coordination with airlines

Design of exclusive and loyalty programs

Brand and community management

## Key Resources

Contracts with airline companies

Custom software reservation infrastructure

Cabin interior technology investment

VIP customer service infrastructure

## Value Propositions

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

## Customer Relationships

VIP customer representative

24/7 personal assistant

Private lounge access

SkyDesk Community

## Distribution Channels

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Customer Segments

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Cost Structure

## Sustainability Impact

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

## Revenue Streams

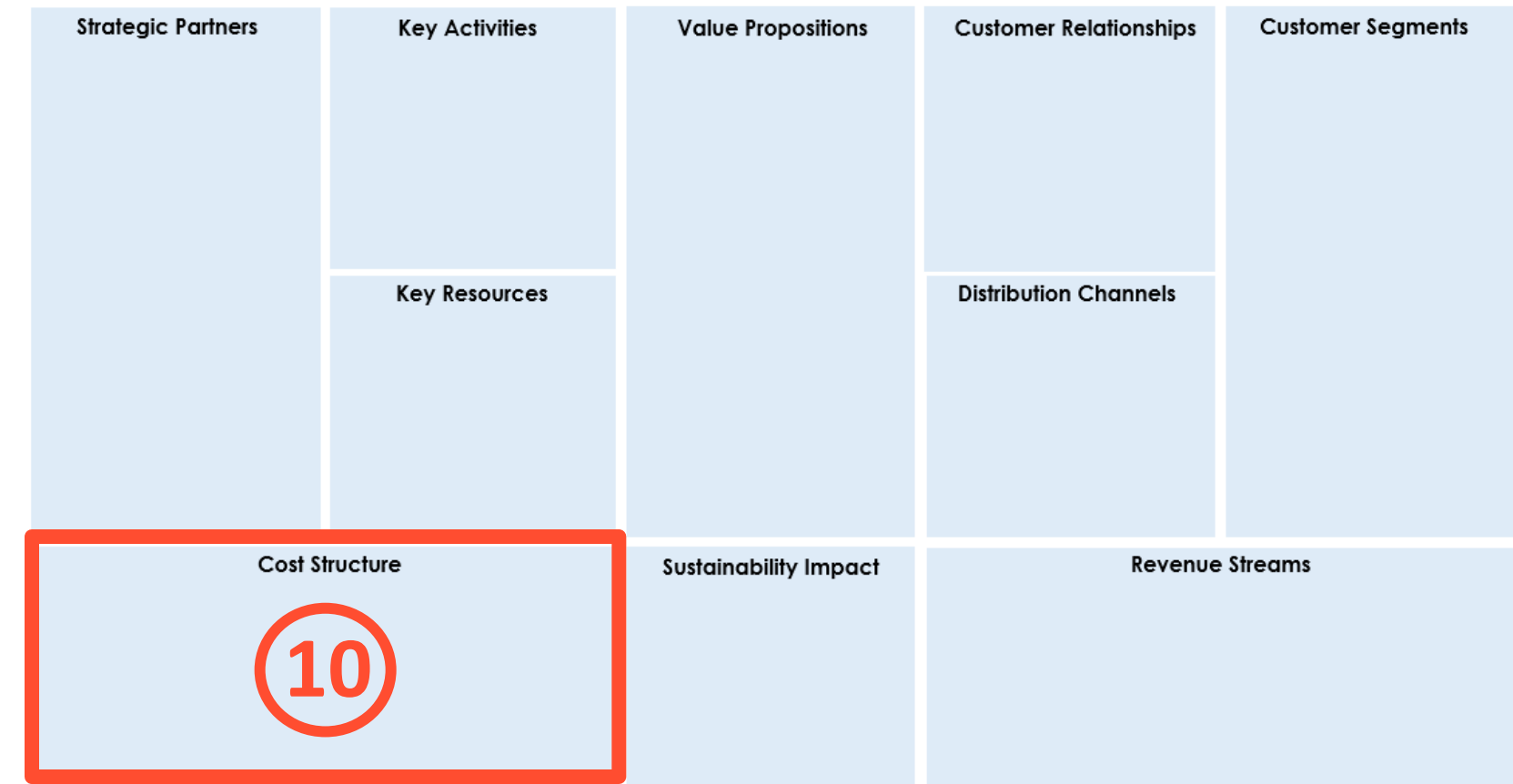
Annual or monthly membership packages

Premium services (assistant, catering, private cabin)

Luxury brand sponsorships

Corporate membership packages

# Cost Structure



Developed by Binovative Innovation Consulting A.Ş. Registration No: 2025/13388 ©. It may not be used, copied, or reproduced without proper attribution..

**BINOVATIVE**  
Empowering Innovation

- What cost items will you face while bringing your business to life?
- Review what you wrote in the other boxes and create a consolidated list.

**BINOVATIVE**  
Empowering Innovation

This handbook content was prepared by Binovative Innovation Consulting A.Ş. All rights reserved. It may not be reproduced or distributed without permission..

## Strategic Partners

Airline companies

Lounge service providers

Luxury food & beverage brands

Technology partners (Wi-Fi, etc.)

Carbon offset partner

## Key Activities

Membership and reservation system management

Coordination with airlines

Design of exclusive and loyalty programs

Brand and community management

## Key Resources

Contracts with airline companies

Custom software reservation infrastructure

Cabin interior technology investment

VIP customer service infrastructure

## Value Propositions

Freedom to work from anywhere

Aircraft as a second office experience

Ability to work while traveling

Global prestige and exclusivity

Feeling productive even during flights

Networking with SkyDesk members

## Customer Relationships

VIP customer representative

24/7 personal assistant

Private lounge access

SkyDesk Community

## Distribution Channels

Website and mobile app

Premium airlines

Luxury lifestyle magazines

Exclusive launch events

## Customer Segments

Senior executives and investors

Global remote consultants

Famous influencers and content creators

High-income freelancers

## Cost Structure

Payments to airlines

In-flight infrastructure costs

Technology infrastructure and software

Marketing and brand-building costs

VIP support team expenses

## Sustainability Impact

Excessive carbon emissions

Alternative transport options being overlooked

Negative perception: "the rich can pay to pollute"

Optional carbon offset packages

## Revenue Streams

Annual or monthly membership packages

Premium services (assistant, catering, private cabin)

Luxury brand sponsorships

Corporate membership packages

# Impact of Red Labels on Revenue Streams

-  **0 red labels:** The company has no significant sustainability issues.
-  **1 red label:** A minor issue exists.
-  **2 red labels:** Noticeable sustainability problems begin to appear in the business model.
-  **3 red labels:** Consumer behavior may start to shift, and investors may pull back.
-  **4 red labels:** Market share declines significantly; financial risk rises sharply.
-  **5 red labels:** The company halts operations or faces bankruptcy.

## Negative Impact on the Revenue Box

**0% Impact** (*Green Zone*)

**20% Impact** (*Low Risk*)

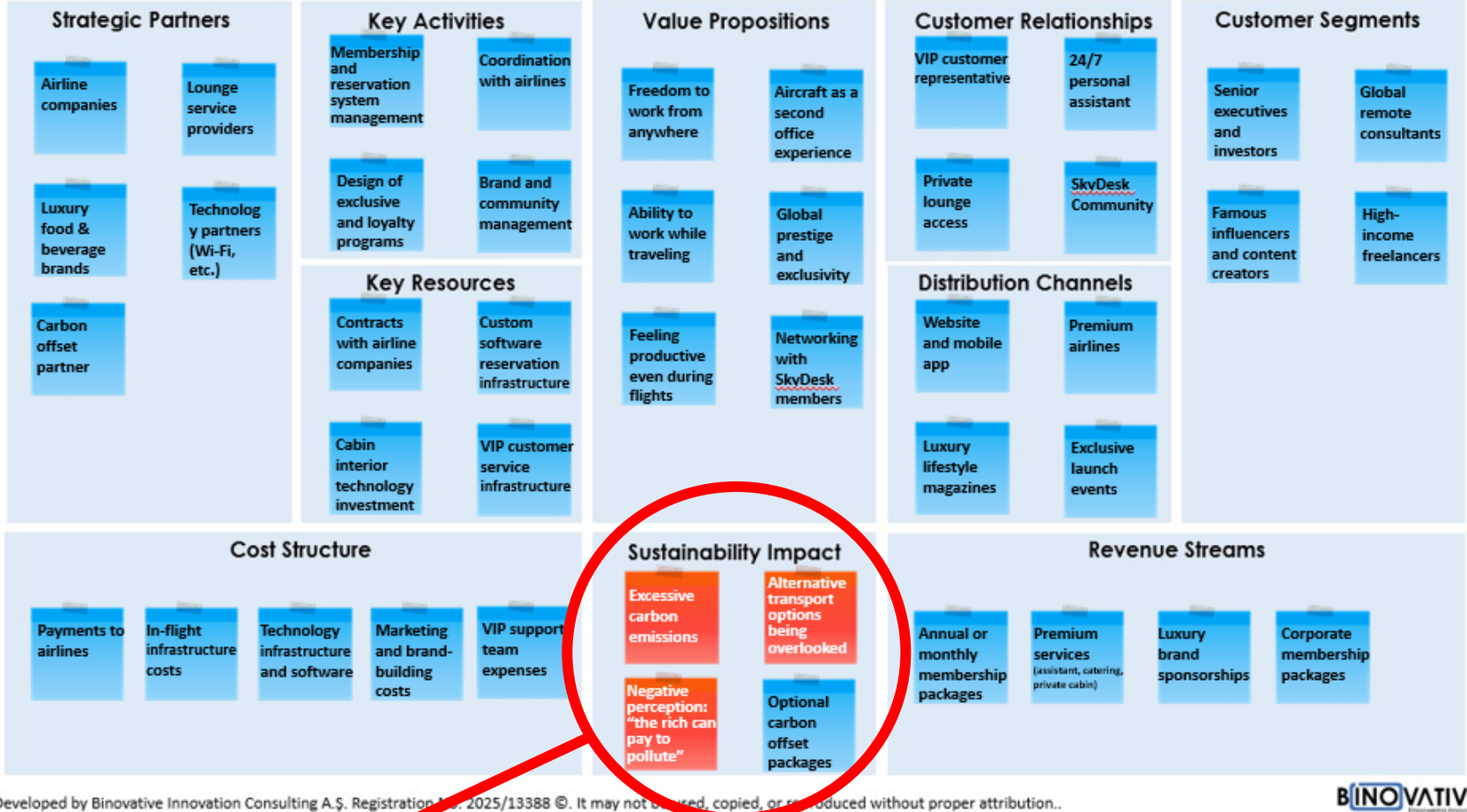
**40% Impact** (*Medium Risk*)

**60% Impact** (*High Risk*)

**80% Impact** (*Critical Risk*)

**100% Impact** (*Break Point*)

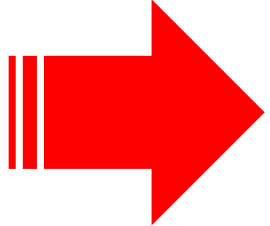
# Impact Specific to Our Business Model



**3 red labels:** Consumer behavior may begin to shift, and investors may withdraw.



**Solution:** Reduce the number of red labels and increase the number of blue labels.



**60%  
Negative Impact  
(High Risk)**



**RED LABEL**  
**'Negative Impacts'**



# Carbon Emissions

1. Intensive use of fossil fuels in production processes
2. Lack of carbon offsetting policies
3. High-emission transport and logistics methods
4. Insufficient investment in energy efficiency across operations
5. No measurement of the carbon footprint and no reduction targets
6. Limited use of renewable energy
7. Failure to assess carbon emissions across the product life cycle
8. Non-compliance with carbon taxation
9. No use of carbon capture technologies in industrial processes
10. Carbon-intensive supply chain
11. High carbon emissions during waste disposal processes
12. Lack of green energy certificates
13. No use of electric vehicles for internal company transportation
14. Preference for carbon-intensive production methods
15. No R&D investment for carbon-neutral production

# 2-Waste Management

1. Lack of systematic waste separation
2. Insufficient recycling processes
3. Widespread use of single-use plastics
4. Non-compliance with hazardous waste management regulations
5. Improper disposal of electronic waste
6. Failure to recycle food waste
7. Use of non-sustainable materials in packaging processes
8. No internal waste reduction strategies
9. No implementation of a zero-waste policy in production
10. Improper disposal of industrial waste that harms the environment
11. No agreements with external partners for waste management
12. Failure to repurpose production scraps and offcuts
13. Making plastic use mandatory for customers
14. Use of unnecessary materials during packaging
15. Lack of clear waste recycling targets





# 3- Water Usage

1. Excessive water consumption in production
2. Discharging wastewater into nature without treatment
3. Lack of water recycling systems
4. No targets set for company-wide water usage
5. High water consumption in regions facing water scarcity
6. No investment in water-saving systems
7. Inefficient irrigation methods in agricultural production
8. Unnecessary water use in industrial cooling processes
9. Overuse of drinking water sources
10. Risk of harming marine and freshwater ecosystems
11. Lack of emergency plans for water crises
12. Insufficient chemical control in wastewater management
13. Supply chain policies that contribute to water-related risks
14. Risk of damaging groundwater reserves
15. Insufficient measurement and reporting of water consumption

# 4- Energy Efficiency

1. Production processes dependent on fossil fuels
2. Limited use of renewable energy sources
3. Lack of energy efficiency in lighting and HVAC systems
4. Unnecessary energy waste during production
5. Absence of smart energy management systems
6. Use of outdated technologies in heating and cooling
7. Failure to monitor and measure energy consumption
8. Use of low-efficiency electric motors
9. No employee training on energy saving
10. Lack of innovation to reduce electricity use in production
11. No investment in alternative energy sources
12. Use of low-efficiency machinery in industrial processes
13. No internal energy consumption analysis
14. No sustainability plans for energy-intensive sectors
15. Insufficient investment in carbon-neutral energy strategies





## 5- Consumer / Investor Expectation

1. Risk of criticism from conscious consumers regarding environmental shortcomings
2. Perception of greenwashing
3. Negative reactions on social media regarding environmental issues
4. Losing investor interest due to lack of ESG compliance
5. Misalignment with sustainability policies of major investment funds
6. Risk of boycotts due to environmental harm
7. Negative sustainability ratings due to regulatory non-compliance
8. Reduced competitiveness against eco-friendly competitors
9. Consumer lawsuits arising from unmet sustainability commitments
10. Loss of customers due to poor public sustainability perception
11. Banks refusing credit to unsustainable business models
12. Retail chains shifting to environmentally friendly suppliers
13. Exclusion from global markets due to non-compliance with sustainability standards
14. Major damage to brand reputation caused by environmental disasters
15. Young consumers preferring sustainability-focused brands



# 6- Impact on the Ecosystem

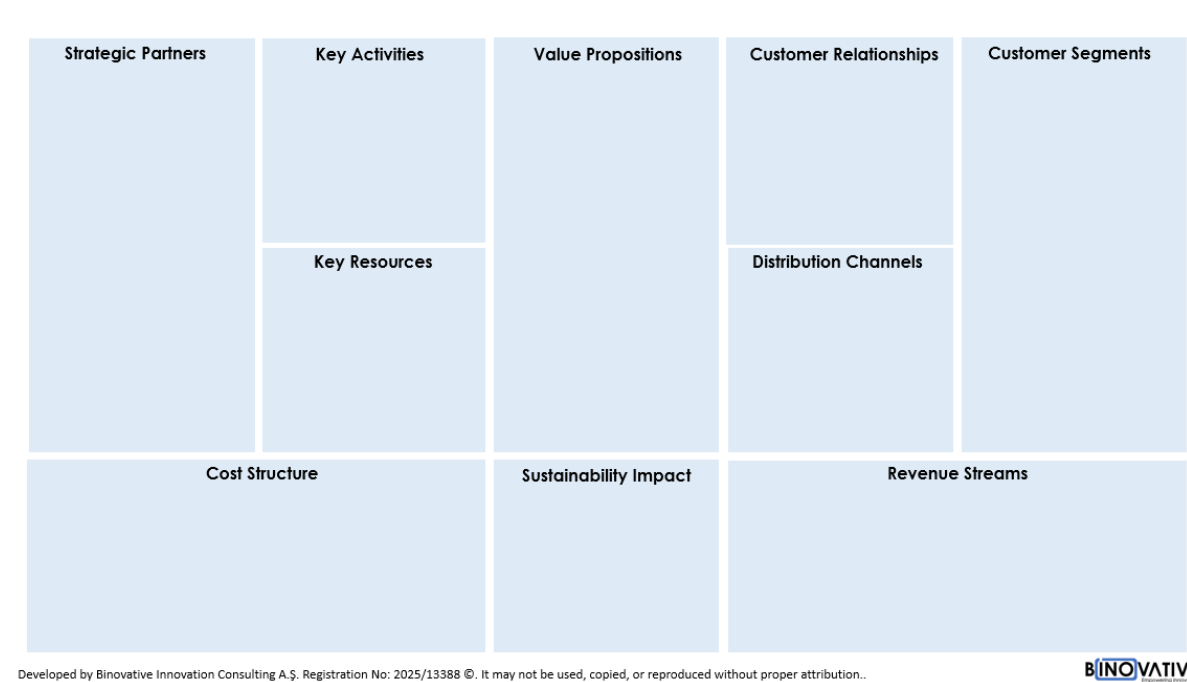
1. Agricultural or production activities causing deforestation
2. Industrial pollution damaging natural habitats
3. Urbanization projects destroying natural habitats
4. Negative ecosystem impacts of chemical pesticides
5. Overfishing and disruption of marine ecosystem balance
6. Large-scale mining operations destroying natural areas
7. Plastic waste harming marine life
8. Monoculture farming reducing soil fertility
9. Industrial activities harming natural water sources
10. Loss of local biodiversity and spread of invasive species
11. Major infrastructure projects threatening wildlife
12. Chemical pollution harming soil microorganisms
13. Unsustainable agricultural practices increasing wildfire risk
14. Production models contributing to global warming
15. Genetically modified organisms (GMOs) threatening natural species

# 7- Working Environment

1. Production models that do not respect workers' rights
2. Low-wage policies and unfair compensation systems
3. Risk of child labor
4. Neglect of occupational health and safety standards
5. Excessive working hours for employees
6. Pay inequality between male and female employees
7. Unethical production practices in the supply chain
8. Insufficient social benefits provided to employees
9. Restrictions on union rights
10. Audit processes that fail to identify human rights violations
11. Migrant workers exposed to poor working conditions
12. Accessibility issues for employees with disabilities
13. Negative health effects of high-intensity work processes
14. Lack of effective policies against workplace discrimination or mobbing
15. Failure to protect employee rights during layoffs



# How Did the Binovative Canvas Help Us?



- We clearly saw the relationships between different elements of our business model.
- We identified our assumptions, risks, and potential gaps.
- We tested our business model on paper from different angles (market, channels, sustainability).
- We understood how our sustainability impact could influence our revenues.
- We were able to develop measures to prevent revenue loss.