

# Voluntary Sector 'Buddy' Scheme

## What's the Situation?

Small charities, community and faith groups have been among those hardest hit as a result of Covid-19. They've experienced challenges in fulfilling existing funding requirements, accessing new funds, retaining staff, volunteers and even buildings.

## What do they need?

1. **Funding:** it's often hard for smaller charities to look beyond the immediate need to fund staff, buildings and core operations. However, there are also multiple non-financial needs that would benefit the organisation and those they serve – extra building space, voluntary staff capacity, business/marketing skills, shared back-office functions.
2. **Time and business skills:** many organisations have only a small staff team who may not have the time to review strategy, business model and funding streams as effectively as they would like.

## How can we help?

1. **Strategy support:** come alongside, get to know the charity's vision and work through a basic Business Model Canvas. As always, ability to execute is key – prepare realistic recommendations for what next steps they could take with the resources they currently have.
2. **Specialist support:** building on the business model, you may have time and skills to offer additional support in fundraising, operations or marketing and comms, either in developing strategy or in practical delivery e.g. writing funding bids.
3. **Access to resources:** bringing clarity to the vision and the strategy can also make it clear what resources will be needed, both financial and non-financial. You can help the charity articulate these needs, set up an account with Surrey's Social Value Marketplace, and post any non-financial needs – donated office equipment, voluntary support, building space, etc. – with the aim that other organisations and businesses using Marketplace will get in touch and respond to these requests.

## Ok, I'm ready, so what happens next?

1. [Create an account](#) (if you are not already registered) on Social Value Marketplace
2. Post one or more offers of support, with the title Buddy Scheme as above e.g. "Buddy Scheme - strategy support" or "Buddy Scheme - support in accessing resources"
3. When you post the offer on Social Value Marketplace, either a charity/community group staff member will get in touch directly, or a Surrey County Council staff member will contact you and try to connect you with a charity that would benefit from this

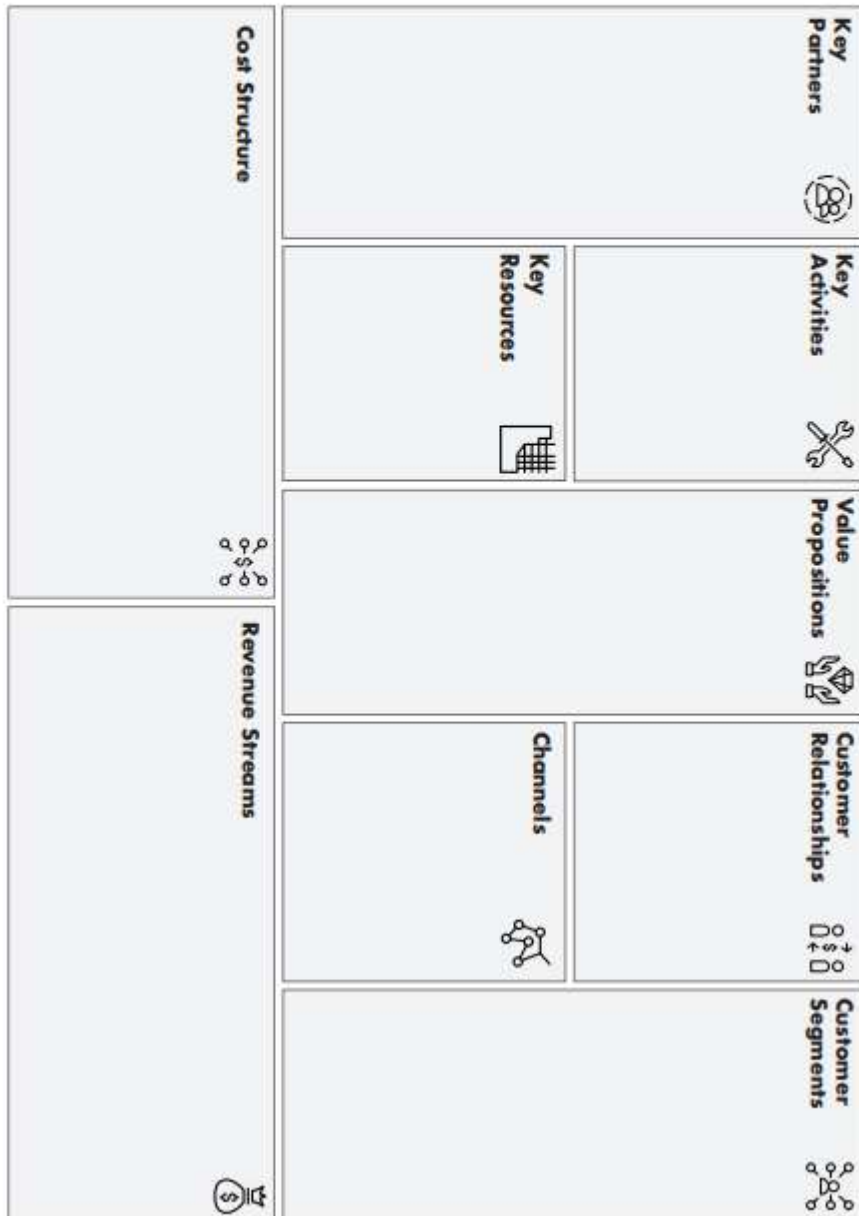
## First Meeting

- For organisations that are used to providing consultancy services, you'll know where to start, but we recommend some caution – as grateful as charity staff may be for your voluntary time and expertise, they may also be anxious about time away from delivery/managing delivery of their services. Their time is precious too and many will be keen to know what the takeaways from the time will be.
- Set expectations – be clear about the time you have, the limits to the skills and resources you can invest, and what you believe the realistic goals are for your time together.
- Ask and listen – not just to what the charity does, but why they care and what their vision is for the communities that they serve.
- 'Better outcomes' not 'needs' – when thinking about non-financial resources, rather than asking "what do you need?" try asking "if you had more [building space, voluntary hours, marketing expertise, partnerships with local businesses, etc.] what would you do differently/even better"

# BUSINESS MODEL CANVAS TOOL



The Business Model Canvas is a framework to help you plan your business model while addressing the needs of all of your customer segments.



Source: @strategyfirst

# BUSINESS MODEL CANVAS TOOL



 **Time:** 30 minutes

 **Complexity:** Intermediate

 **People:** 1+ people

 **Materials:** Pens, print-outs of tool

The value business model canvas was developed by Alex Osterwalder. It provides a visual template to help design a viable, desirable business model that addresses your customer's needs.

## WHY USE THE BUSINESS MODEL CANVAS?

Developing a strong business model depends on how closely you can match your offering to your customer's requirements (their jobs to be done, pains and gains) It helps to ensure that your offering is desirable, viable and feasible. The business model canvas helps you to visually plan and ensure you are not offering products, services or features that your customer doesn't want.

## HOW TO USE THE BUSINESS MODEL CANVAS

Complete the canvas with your business model as it is today. Then populate it in line with your vision for 3 years from now. Use the example on page 3 of this document for guidance.

- 1 Print this document (A3 ideally)
- 2 Get together with your team
- 3 Start with the Value Proposition box in the blue section. Define your value proposition for each of your customer segments and how it addresses and meets their:
  - a. Jobs to be done (tasks and problems to solve)
  - b. Pains (frustrations and risks)
  - c. Gains (positive outcomes & benefits from completing their 'jobs to be done')
- 4 Fill in the remaining boxes on the right-side (Customer Relationships, Customer Segments and Channels) these sections give you the elements that assess the desirability of your offering. Do your customers want it?
- 5 Fill in the boxes on the left-side (Key Partners, Activities, Resources and Value Proposition) to work out if your model is feasible. Is it feasible?
- 6 Fill in the bottom two boxes – Cost Structure and Revenue Streams – these will ensure the viability of your offerings – a sanity check. Is it viable?

Finally, consider how you could validate or invalidate your assumptions using experiments.
- 7 Could you build and test a prototype? Or test interest online using landing pages?



# BUSINESS MODEL CANVAS

## EXAMPLE

