

GUIDELINES TO COMPILE CCI'S IMPACT CANVAS

SOCIAL CHALLENGE 3 IN THE SYNERGY WITH NEEDS 4

The **Social Challenge** block is used to validate the audiences and beneficiaries you identified. In this block, one to three social challenge(s) should be identified for each audience/beneficiary you previously identified. The social challenge can be very broad, for example inclusion, literacy, social stratification.

Identify audience and beneficiary **Needs** in relation to the social challenge(s) identified. Needs are the grounding of challenges and, for that reason, are more concrete and actionable. A need should be considered as the **manifestation of a problem** encountered by your beneficiaries and audience segments. In this block, one to three needs should be entered for each audience segment and beneficiary previously identified.

SOLUTION 5

In this block you have to identify a **Solution** for each social challenge and need. These should be **high-level solutions** (i.e., not a temporary exhibition with paintings by famous cartoonists, but temporary events held by people of importance to the young world). It is possible that there is just one solution to several challenges. This block also helps validate the choices made in the previous two blocks: when exploring solutions, it may become apparent that audience segments and beneficiaries are mapped incorrectly, or no relevant challenges have been identified.

If you're spending a lot of time on blocks 1 - 5, it's not only ok, but it's good! These blocks will drive all the other blocks of your canvas. Don't be afraid to go back, edit, add, or delete! Take your time because getting these blocks right means getting the whole canvas right.

COST STRUCTURE 9 AND FINANCIAL SUSTAINABILITY 10

To complete these two blocks, it is necessary to understand the economic balance of the organisation. At this stage, the numbers don't matter. The costs need to be covered for the organisation to sustain its activities. But don't forget the costs for space, staff, materials, marketing, rentals, etc. Then you can focus on block 10, trying to understand how these costs are covered by the organisation to be sustainable in financial terms. Income can be state or municipality contributions, grants, ticket sales, and/or sponsorships.

Don't put in all the costs of the company, but take into consideration only those that characterise it or are essential to differentiate it from other organisations.

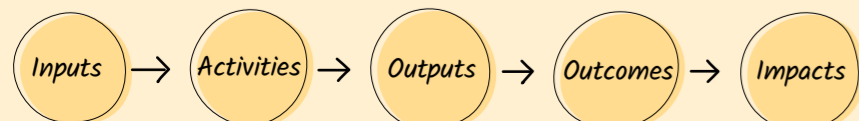
IMPACT 11

You are ready to clarify the **Impact** that your organisation aims to have. The impact can be defined as the **outcomes or benefits** of organisational actions (cultural, business-related) that demonstrate a change. When defining your impact, try to be specific, based on the impact you aim to have in order to address the social challenge and needs: this specificity will make this block much more valuable for you.

Compared to other sectors, CCIs have additional dimensions and roles which create both direct and indirect impact addressing such wide-ranging impact areas as identified in the UNESCO framework of Culture for Development Indicators (CDIS). You can use these 7 macro-areas for inspiration when defining your impact:

- ▲ **Economy**, both direct and indirect ("Does your activity contribute to the promotion of the image of the city?")
- ▲ **Education** ("Does your activity have an effective role in education?")
- ▲ **Governance** ("Does your activity contribute to promoting and strengthening the public sector's involvement in the development of cultural- and innovation-related policies?")
- ▲ **Social** ("Does your activity strengthen the so-called third sector (voluntary groups, non-profit organisations, NGOs)?")
- ▲ **Gender** ("Does your activity increase attention from a gender perspective and towards the vulnerable/weakest target audiences (i.e., children, the elderly, the disabled, migrants)?")
- ▲ **Communication** ("What is the value generated by the communication of your activity?")
- ▲ **Heritage** ("Does your activity affect the cultural fabric of the city and beyond (i.e., do it represent a trigger for further activities)?")

Understanding the impact has several challenges, it is easy to confuse data coming from different parts of the process. The diagram can help you in having a clear view of the different stages of the impact process, including the possible points of data collection at each stage.



RECOMMENDED PRACTICAL APPLICATION:

Print canvas out or use it as the basis for an online collaborative tool (e.g. Miro, Jamboard, or others) and complete it during a participatory workshop using Post-it notes or pencils, changing as you go along. It is essential to work in teams so that ideas are shared, and discussion stimulated. One session duration of 45-90 minutes.

Number of participants in one group 3-6, a heterogeneous group in terms of role, skill and expertise, to cover the different aspects of the organisation (strategy, product, market, technical side, finance). Several groups and several sessions may be needed.

A CCI Impact Canvas can have different purposes:

- > to model an organisation to understand how it generates value,
- > to understand, once defined, how to improve CCI value creation,
- > to plan and develop new services or activities within a CCI.

As the canvas can be used to take a current snapshot of the organisation or to plan future-oriented work, we suggest keeping these two objectives separated. If need be, fill in two canvases.

Follow the numerical order of the blocks from 1-14. When completed, the final canvas will need to be considered as a whole.

When completing the canvas, highlight the factors that are truly distinctive for your organisation.

EXPECTED OUTPUT: Each block should have one or more distinct ideas written down. You can use Post-it notes, separating each idea on a separate note. Or you can write directly on the canvas.

More important background and helpful resources can be found at: <http://memind.eu/results>

AUDIENCE SEGMENTS 1 IN SYNERGY WITH BENEFICIARIES 2

Identify, in as concrete and specific a manner as possible, groups of people for whom your organisation creates value.

Audiences: to whom are your activities oriented, who pays for them and who makes decisions about attending? They are the target segment of your communication with the decision-making power to attend or purchase the products and services.

Beneficiaries: who are the people who benefit from your services directly or indirectly? They are the groups who benefit from the products or services but don't decide for themselves or don't have independent purchasing power.

Beneficiaries and audience segments often do not coincide. For example, the beneficiary of an interactive science exhibition could be a child between 6 and 10 years old, but the audience segment is the parents. Therefore, for the canvas of a CCI organising this exhibition, the children and the parents belong to two different groups that have different needs and problems.

Sort both beneficiaries and audience segments by priority: who would you address first if you could only pick one? Take into consideration that you could complete several canvases to map the different kinds of societal needs you address in your CCI, on the basis of your actual interest and of the specific aspects people participating in completing the canvas are able to cover.

- The partners, donors and sponsors are not audiences or beneficiaries.
- If the audiences and beneficiaries match, then put them in only one of the two blocks and leave the other one empty.
- Indirect beneficiaries can also be included in the block of beneficiaries if they are considered to be fundamental users of the value created.

CHANNELS 8

This block should be completed with **Communication Channels** that help you reach your audiences and beneficiaries when promoting your activities, while purchasing/receiving your product/service and after the activity.

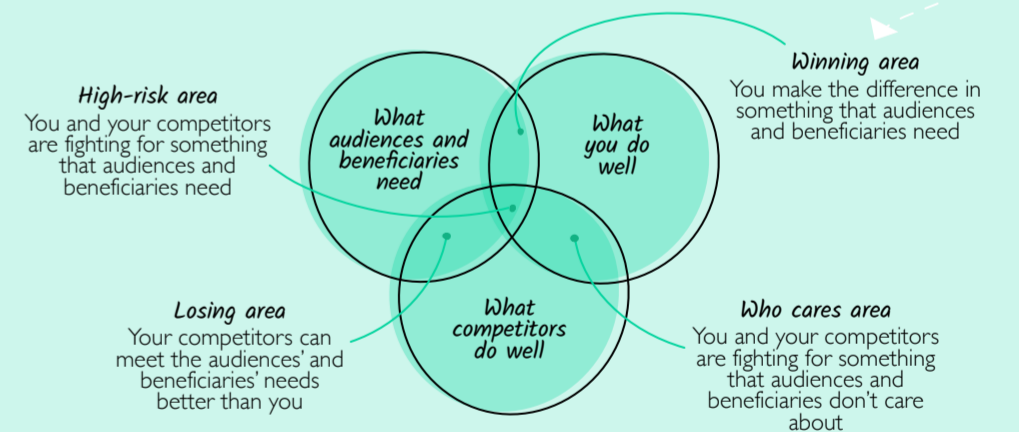
UNIQUE VALUE PROPOSITION 6

In this block, you have to identify one **Unique Value Proposition** for each audience and beneficiary. You have to be in the **winning area**. The unique value proposition is a sentence that defines:

- the **product or service** from the point of view of the person buying it,
- the **benefits** it offers to those who use it,
- **why** what you offer is **better** than what others offer.

There are different schemas that can help you to formulate the unique value proposition, the most used is that of Geoff Moore:

For ----- (your audience segment) that ----- (problem definition), our ----- (product/service name) is ----- (product category) for ----- (the benefit). However, feel free to modify it to express in the best way you can your Unique value proposition!



EXISTING ALTERNATIVES 7

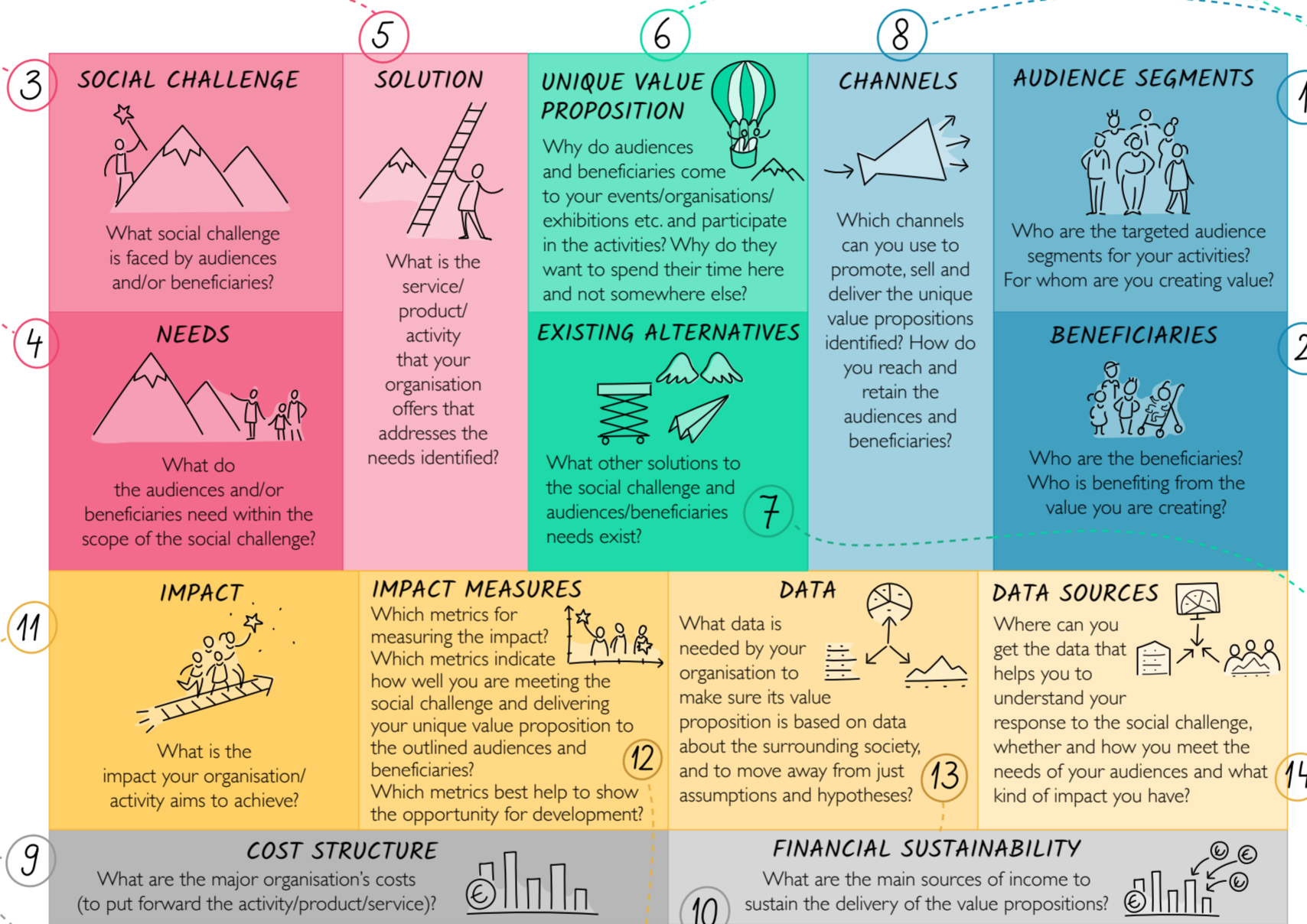
This block should be completed with the existing solutions to the challenges you identified. The solutions here are those on the market (rather than your solution). When thinking about the existing alternatives, take into consideration your contribution to the identified challenges through the unique value proposition to understand the differences with the existing alternatives.

DATA SOURCES 14

Once you have identified the data, you need to define for each datum where it can be found or collected inside or outside the organisation.

The **Data Source** could be different according to the type of data defined in block 13: it can be a database, a textual document, real-time measurements from physical devices, Web data, or any data service that could be found on the Internet.

- The same data could be found in different sources.
- Data collected using different methods will give a differently nuanced understanding of the impact.



IMPACT MEASURES 12

Only a clear understanding of the mission and vision and values of your activity can provide you with the key to identifying your organisation's crucial metrics. In a CCI you need (more than everyone else) to identify your own metrics for assessing the impact you aim to achieve. It is possible that your organisation already needs to follow a set of impact metrics imposed by external organisations (i.e., funders). If you have already defined some key metrics within your organisation, you can start from them and give them higher relevance. Then, try to focus on up to five focus indicators that are the most critical to the value propositions you want to deliver.

- The metrics you will define should be SMART (Specific, measurable, achievable, relevant, and time-limited).
- The five most useful metrics you will identify should provide a great deal of insight and spur short-term, low-cost action.

DATA 13

This block's aim is to map and keep track of what **Data** the organisation needs to make sure it is offering a **data-driven value proposition** - that is, a value proposition based on real data rather than assumptions and hypotheses. This block works well in synergy with the number 14, where we ask you to identify where you will get the data and ask you to think about what kind of data you need.

- Each organisation has:
- ◆ **Internal data** produced within the organisation;
 - ◆ **External data** sourced from external stakeholders.
- These can be **texts, numbers, visual and audiovisual material and other forms**. These require different kinds of data collection and analysis skills.

Moreover, each organisation also has:

- **Primary data** that is purposefully collected concerning a specific challenge of understanding the organisation's impact;
- **Secondary data** that is produced to understand other aspects of CCIs and can be meaningfully (re)interpreted in order to understand impact.

Additionally, data could be:

- ★ **Qualitative**, typically few but rich in detail;
- ★ **Quantitative**, typically many and numeric.

If you realized while compiling the canvas that you would need some data but never collected and analyzed it, it means that those data are needed for your organisation, and it is time to start planning how to collect them. Without this data, some parts of the canvas remain subjective.