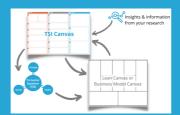


Tri-Sector Innovation (TSI) Canvas is a one-page silo-busting ideation tool designed for entrepreneurs and innovators from all sectors. The canvas helps you solve problems, find opportunities, and develop strategy using the Tri-Sector Innovation approach.

Why use the TSI Canvas?

The TSI Canvas is designed to:

- Integrate impact into the design process in a way
- and create value for your customers and other
- move between high-level ideation and pragmatic
- delving deeper into a concept



You can use the canvas as a standalone Tri-Sector ideation tool or integrated with other strategy and innovation tools (e.g., BMC, LC)

Elements of the TSI Canyas

The TSI Canvas has three large **frames**, each with a particular focus: Problem, Concept, and Tri-Sector. Each frame contains blocks with prompts to spark ideation and expand possibilities & perspectives.

Working across blocks and frames you will: generate ideas, capture findings, find patterns and connect dots, and home in on solutions that seem promising.

The Problem frame is where you focus on needs and opportunities for your business AND impact. Prompts help you keep humans centered as you work through this frame. This approach of understanding the needs of the business. beneficiaries, and sectors helps you develop models that are both impactful and successful.

The Concept frame is your space to connect dots to build out and evaluate your innovative concept. These prompts are designed to help you analyze your ideas with a tri-sector lens and a human-centered perspective.



The Tri-Sector frame helps you strengthen your concept by bringing together resources and capabilities from each sector. Prompts help you look across the siloed sectors to find existing resources and organizations, along with self-interests that can aligned and harnessed.

(C) Iterative The TSI Canvas is designed to help you iterate and develop your ideas. You can start with Approach any block in any frame (problem, concept, tri-sector) and revisit to refine as your ideas evolve

How to use the TSI Canvas

Check out our video walk-through of the TSI Canvas on YouTube

Common scenarios and TSI Canvas starting points

starting with the **Problem** Frame

Try starting with the Concept Frame

Try starting with the Tri-Sector Frame

Do you have a business problem, impact issue, or community need to address? Try

Do you have an idea to further develop or an invention that needs business model?

Have you found an interesting resource that you'd like to repurpose or reimagine?



To start, fill out title block at the top of the canvas. This should be a descriptive title for this solution or concept, and is subject to change as you develop the concept further. This is especially helpful when riffing on multiple ideas.

In your first pass at the canvas, read through each block and answer where you can, starting with what you know. The canvas will be incomplete in this first pass. The TSI

Canvas supports an iterative approach to ideation and concept development.

There is no "correct" or fixed pathway or order for

proceeding through the canvas, but there are some common innovation pathways. A few of these pathways are mapped on page two of this guide.

When you encounter a block that is difficult to answer, try consulting the TSI Canvas Question Bank for additional prompts to aid thinking.

To find a block's corresponding prompts in the Question Bank, look for the matching letter/number id (see circle next to each block on the canvas)

Continue taking passes at the canvas, working towards increasingly detailed answers in every block. Your thinking and answers will inform other parts of the canvas. You can use a suite of NewImpact tools to help you answer prompts or other approaches and methods of gathering insights.

With each pass, work to find patterns and opportunities and develop concepts that cut across silos and standard approaches.

Review what you've written and note assumptions that may need testing and blocks that need additional research or have less detail than others.

Refine until you have a concept or solution that you are happy with AND you have solid answers in block C3

Terms-to-know

Tri-Sector Innovation: An approach to solving problems and creating innovations that transform

Tri-Sector Equation: A tool to develop a detailed plan for aligning and harnessing self interests to

Sector: A grouping of organizations based on shared characteristics such as governance, funding,

- Public sector examples: government entities, legal authorities, universities/academic institutions
- Private sector examples: for-profit enterprises, corporations and businesses
- · Social sector examples: nonprofit organizations, activism groups, philanthropic foundations

Resources: A supply of materials, datasets, staff, knowledge, communication channels,



Services

Continued skill

development

Events

· Programs



Connections

Collaborations

ecosystem

· Partnerships





· Client feedback

· Service usage

Donor database

· Global statistics





Data

Assets Data sets

 Goods · Content / IP · Platform · Funding Infrastructure

People

- · Subject experts · Lived experience Volunteers
- · Advocates · Early adopters

(here you summarize how resources & self-interests from each sector will be harnessed to support your concept).



Need ideas about where to start?

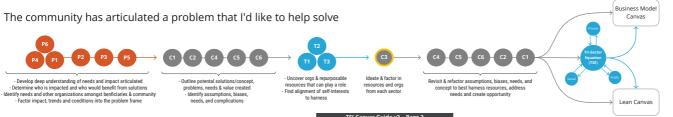
Here are some innovation pathways other innovators have taken through the TSI Canvas





I have found a unique resource -- how might I leverage it to add value to customers and benefit my business?





Send feedback & questions

Discover another through the canvas?

Tell us how the TSI Canvas worked for you

tsi-canvas-feedback@newimpact.care

Get help with your tri-sector strategy

on our website

Learn more & connect with us



TSI Canvas Guide v2 - Page 2

rest of the canvas. Use the helpful prompts in the TSI Canvas Question Bank.

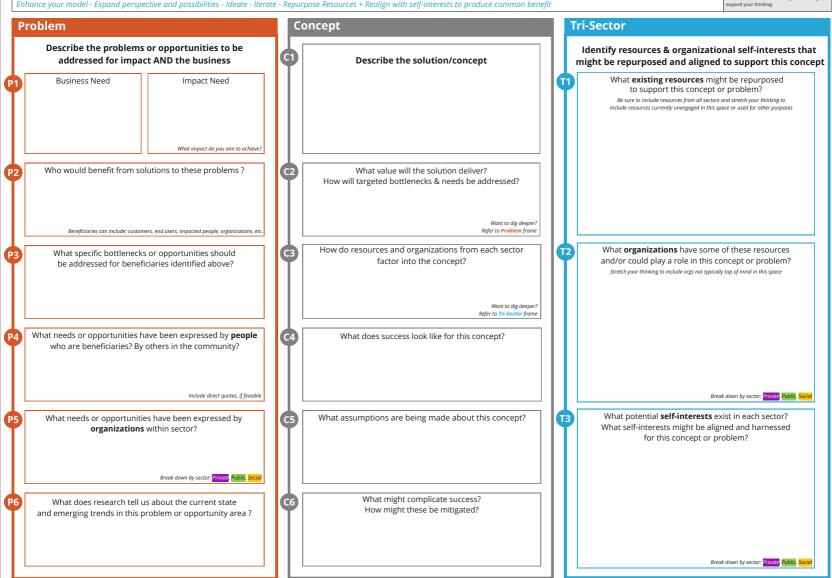
evisit sections or individual questions as you

Tri-Sector Innovation (TSI) Canvas v2

new

impact.

Enhance your model - Expand perspective and possibilities - Ideate - Iterate - Repurpose Resources + Realign with self-interests to produce common benefit



expand your thinking.

impact. ••••

Tri-Sector Innovation (TSI) Canvas v2 Building Coinstar - TSI Canvas Example

Enhance your model - Expand perspective and possibilities - Ideate - Iterate - Repurpose Resources + Realign with self-interests to produce common in

Problem

Describe the problems or opportunities to be addressed for impact AND the business

Business Need

To build a compelling, scalable, profitable consumer business that would save consumers time and make them money

Impact Need

- Help people more easily get value & spending power from their accumulating
- · Keep coins accessible & cycling through economy: reducing cost to government

What impact do you aim to achieve?

Who would benefit from solutions to these problems?

consumers - put more money in their pockets, low-effort increase in spending power unbanked people - increase accessibility to coin-to-cash conversion without requiring a bank federal government - create example of government efficiency; increase faith in money system non-profit organizations - alternative logistics method for gathering donations/fundraising supermarkets - additional sales per customer & increased foot traffic

Beneficiaries can include: customers, end users, impacted people, organizations, etc.

What specific bottlenecks or opportunities should

be addressed for beneficiaries identified above? Federal government - needs to ensure reliable and adequate availability of bills/coins everywhere -despite effort, intermittent coin shortages occur in various regions of the country Banked consumers - time-consuming/ to wrap and roll coins by hand (tedious); bank hours are limited and branches aren't always in convenient locations

Unbanked consumers - banks will only convert coins to cash for their customers/ account holders Non-profit organization - logistics for coin-drive fundraising is resource-intensive, often some loss

What needs or opportunities have been expressed by **people** who are beneficiaries? By others in the community?

Survey: Time and transportation constraints inhibit trips to bank: most acute for low-income households Bank Teller: Labor intensive to accept coins (2 staff must be present); must confirm contents in rolls Supermarket checker: Receiving payment for larger purchases in coins slows my line for other customers Shoppers: feel reduced stigma around using loose change/coins to buy groceries when able to change

Include direct auotes, if feasible

What needs or opportunities have been expressed by organizations within each sector?

supermarkets (private) - more customers, more market, more spending power = more sales federal reserve (public) - half coins produced went missing: stagnant and low turn around into economy non-profits (social) - need more fundraising, more access to potential donors, and reduced logistical cost; think other sectors might be able to help with logistical cost & complexity

Break down by sector: Private, Public, Social

What does research tell us about the current state and emerging trends in this problem or opportunity area?

- Jewish Tzedakah is a long-standing model for charitable donations
- Savings programs for kids in elementary schools to teach the value of money and saving
- Growing trend of self-service coin counting machines in European banks
- Banks in U.S. removing coin-counting and wrapping services and machines due to costs

Concept

Describe the solution/concept

Self-service coin counting kiosks that makes it convenient for consumers to convert loose change into cash. Additionally, these kiosks could accept and collect donations for charitable organizations as a new avenue for fundraising. Kiosks will be found in supermarkets and be easily accessible to all.

What value will the solution deliver? How will targeted bottlenecks & needs be addressed?

- Gives consumers coin-to-cash exchange at nearby supermarket without needing special trip to bank.
- Provides unbanked consumers with an easy way to convert coins to cash.
- "Recycles" coins -- redistributing coins that would otherwise be unused back into the economy.
- Recycles: coms -- remarked. Provides convenient way to donate to charitable orgs and obtain a receipt for tax purposes. Want to dig deeper?
- Creates a new channel for charitable orgs for coin-based donations. Refer to Problem frame

How do resources and organizations from each sector factor into the concept?

- Private sector resources pivotal for tech and logistics systems needed to ensure accurate counting, secure distribution of coins, and easy conversion to cash in supermarkets

- Coins produced & distributed by public sector the Federal Reserve; increased recycling & circulation
- of coms reduces coxes Charitable orgs in **social sector** can help introduce new users to our coin-counting kiosks by having Wont to dig deeper?
- their donors use kiosks to more efficiently process coin-drive donations Refer to Tri-Sector frame

What does success look like for this concept?

- Have millions of people cashing their coins via our kiosks throughout the US
- Change the velocity of currency in the US economy lower need for new coins
- Scale up concept to 10.000 kiosks within 5 years
- Eventually have an international reach

What assumptions are being made about this concept?

- Coin-counting tech will remove junk/undesirables, count coins accurately, and log them
- Logistics around distribution of money will need to be developed and scalable
- Consumers will prefer supermarkets with Coinstar kiosks to make it worthwhile for

What might complicate success? How might these be mitigated?

- US Mint may see our kiosks that "recycle" coins and reduced need for new coins as a threat to their funding model that is based on coin production
- -Potential disincentive for supermarkets: If consumers have complaints or issues with kiosk and expect supermarket staff to resolve or pay \$

-How would taking a small percentage of the total sum as a fee affect consumer usage?

Tri-Sector

Identify resources & organizational self-interests that might be repurposed and aligned to support this concept

> What existing resources might be repurposed to support this concept or problem?

Be sure to include resources from all three sectors and stretch your thinking to include resources currently unengaged in this space or used for other purposes

Private: coin-counting technology US coins - produced by Donation campaigns build, borrow, or buy this? US Mint & distributed - tap into this Armored carriers -to via Federal Reserve network non-profits transfer money from kiosks Daily Coin Demand use to raise funds via ACH banking system statistical model coin donation logistics development where the more coinc

Locations - Kiosks need wide ctorec would order, the geographical distribution of more activity in goods locations with highturnover frequency foot traffic

Break down by sector: Private, Public, Social

What organizations have some of these resources and/or could play a role in this concept or problem? Stretch your thinking to include orgs not typically top of mind in this space

Private:	Public:	Social:
Top 20 major	Federal Reserve	UNICEF
supermarkets	Royal UK Mint	Red Cross
		WWF

Break down by sector: Private, Public, Social

What potential self-interests exist in each sector? What self-interests might be aligned and harnessed for this concept or problem?

Federal Reserve

Supermarkets could increase sales by leveraging increased foot traffic of customers that will also have more

their stores.

dedicated to ensuring functioning, reliable spending power at

currency system in every zip code in the country. Need to reduce manufacturing and distribution

Non-profit coin-based fundraising lacks efficiency. Kiosks could increase access to people who might donate, and reduce hassle and resources needed for logistics. Could provide higher fundraising power at lower cost.

Break down by sector: Private, Public, Social

Tri-Sector Innovation Canvas Question Bank

financial, social, professional, etc.)?

. What unique needs or conditions must be

considered (e.g. geographical, community, cultural)?

· What are the needs of people or organizations who would pay to address this issue?

a selection of questions & prompts

Unpack the Tri-Sector Innovation Canvas - Stimulate creativity - Provoke thinking - Break out of existing silos and go beyond the obvious

Problem Question Bank

Thinking about business and impact needs

What is the desired future state? · Is this need defined enough to design solutions

- What customer needs or opportunities for? If not, consider getting more specific -should be addressed?
- additional research may be needed. What specific needs or opportunities • What is the desired future state? What are we for our business should be addressed? solving?
- · What are the key features of this problem (physical
- access to new customers cost reduction
- · different pricing opportunities
- establish credibilit
- scale-up business

Identifying beneficiaries

- · Who experiences and is most impacted by this problem, whether directly or indirectly?
- What groups are most vulnerable to the conditions that this problem creates?
- . Who is not top of mind but also has this problem?
- What organizations have already been working to address this problem?
- . If this problem was addressed, who would benefit from the opportunities that would open up?
- What organizations would best leverage these opportunities?
- · Who could gain from a solution to this problem? Who might have a stake in the outcome?

Identifying bottlenecks & opportunities

- What are the greatest pain points that impacted people experience?
- · Which pain points are the most frequent, costly, or urgent for your beneficiaries? · What key bottlenecks might be key leverage points for greatest impact?
- · What are the opportunities or leverage points ripe for innovation?
- · Which bottlenecks have too few or an excess of organizations or resources?
- · What bottleneck(s), if addressed, could fundamentally change the nature of the problem? Note: These often occur near the beginning of the Impact Journey

Understanding needs of people & community

- · Which direct quotes from your interviews/ research best reflect insights & perspectives heard from: the community?
 - impacted pennle?

P4

P5

- · people who work and/or volunteer in the problem space?
- . When and where do they experience the problem?
- · What consequences do they experience?
- · How do lived experiences of the problem vary?
- What do your customers say they want/need? What limitations have they expressed?
- · What do people from organizations who will pay to address this issue say they want/need?
- What gaps or lost opportunities have been discussed in interviews and research?

Understanding needs across the three sectors How does each sector currently relate to the problem? What motivations might they have?

- · How do they relate to one another with regard to the problem? What dynamics exist between each
- What gaps or needs were identified by people from each sector: Private?

 - Social? Public?
- . In what ways did people in each sector envision other sectors helping with or contributing to the
- Where did people in each sector see possibilities for collaboration or partnership?
- · What relevant sector-specific strengths or limitations were identified:

Starting from research -- current state and trends

- What research supports the need for solving this problem now?
- · What solutions are in place today? How have these helped or hindered progress?
- . What successes and failures were uncovered in our research? What has worked well and could be replicated or scaled up?
- · What relevant structures and ecosystems play a role in this problem area? What roles do they play? How have roles changed over time?
- . What policies have had positive or negative impact?
- · What roles do each of the sectors have in the problem space? How do the sectors interact?
- . What biases or assumptions surround this problem? What historical contexts may be influencing
- · What funding exists in this problem area? How has funding been targeted? What was impact? What trends are emerging or tapering off? How do these affect the nature of the problem? Do they cause a shift in demand, or increase in need?

Concept Question Bank

Thinking about the concept

- Does your current idea concept address your business need? Your impact need?
- . How does your concept bridge business and impact needs? How might bridging the needs strengthen your idea concept?
- · What concepts from other industries might serve as a useful model or inspiration?
- What models from other sectors might be emulated or adapted to support success in this concept? How does this concept reimagine and repurpose existing programs or assets?
- . Consider that transformative innovations include more than new tools or software -- the
- addition of new or reimagined mechanisms, models & resources can bring about dramatic improvements to existing programs and other assets in communities.
- How might you recombine patterns and models identified by you or others?

Defining the value proposition & needs addressed

- · How will impacted people and others benefit from this concept? How might it successfully meet needs ways that don't negatively impact or marginalize people?
- · How will you create value for your:
- customers
- funders
- What key bottlenecks or pain points are addressed in this concept?
- How does this meet identified business needs? Impact needs? . How is this concept an improvement over existing solutions?
- What new opportunities does this concept create?
- . In looking at the following, what context and trends strengthen or support the case for this concept:
- · in the problem frame
 - . in the tri-sector frame
 - · market trends, environment, or cultural context

Harnessing resources for a tri-sector strategy

- · How might existing resources from organizations in other sectors be leveraged to solve key business needs such as (but not limited to): access to new customers
 scale-up business
 - cost reduction
 - network expansion
 - recruiting different pricing potential
 - establish credibility
- What organizations might contribute unique resources and capabilities specific to their sector? (e.g. a public sector org could change policy whereas other sectors cannot)
- · How might you collaborate with or repurpose existing resources from organizations:
- · working in this problem/opportunity space
- · with overlapping beneficiaries and/or customers
- · How might organizations from each of the sectors contribute to and benefit from this concept?
- How might aligned self-interests from organizations in all three sectors be leveraged for the success of this concent and for common benefit?
- · What might a strategy look like for integrating each of the sectors?
- Private Public?

Laying out success factors

- · What might be indicators of success or positive outcomes? Failure or negative outcomes?
- What are intended or unintended consequences that could arise from the success of this concept? · How will you measure positive impact?
- · How does this concept scale?
- · How does this concept meet funding or business criteria?

Acknowledging assumptions & biases

- . What do we not know, that we need to know, to develop or flesh out this concept?
- · What must be true for this innovation/solution concept to work?
- . What assumptions might need to be tested?
- · What assumptions or underlying biases are there about the problem?
- . What assumptions are there about what wouldn't work? Which of these could be disrupted or addressed through the design of our concept?

Considering complications & risks

- · What policy, economic, environmental, or cultural factors may complicate success? · Consider how misaligned or conflicting self-interests might create risk or complications. How might
- these he mitigated? · What trends or forces might hinder success?
- How might risk or complications be mitigated through alignment and repurposing resources? · How are underlying bias mitigated?
- · What are the risks of NOT solving this problem?

Tri-Sector Question Bank

Reimagining & repurposing resources

- Which of the key resources needed to deliver this concept could be met by repurposing existing. resources from other orgs? Think creatively about resources to include: open data, slack capacity, untapped networks,
- underutilized programs, surplus assets, specialized skill, expertise, connections in key communities,
- · What new opportunities might there be to use existing resources in new ways?
- · Are there resources that could be leveraged from each sector to address the impact needs?
- Are there resources that could be leveraged from each sector to address the business needs?
- . In thinking about what you need funding to support, can any of these be addressed by repurposing resources from other orgs?
- How could these resources help offset costs and risks or address complexities?

Identifying & leveraging organizations from sectors **T2**

- What organizations COULD be involved outside of the "usual suspects" (i.e. current status quo)? · Who are the people or organizations who will/would pay to address this issue?
- · What organizations are already serving the same customers/beneficiaries? Who wants to be? · What organizations currently have the resources you've identified in the above section?
- Consider how might these organizations be leveraged to access resources required. What organizations are looking for similar resources needed for the concept? Consider whether these organizations could be aligned to gain access to the resource.
- Are there organizations with unique competencies or capabilities specific to their sector that could augment your own competencies for the success of this concept (e.g. a public sector org could change zoning or policy whereas other sectors cannot)?
- Who or what organizations might stand to benefit from addressing the problem?

Aligning self-interests of organizations in each sector

- What motivations might organizations have to contribute to this concept? Conversely, what motivations might organizations have against this concept?
- · Who might directly or indirectly benefit from or have interest in the success of this concept?
- · How might organizations already working in this space actively contribute to this concept--or not object to passive use, once understood? How might these orgs benefit from this concept?
- · Who is not top-of-mind, but has this problem, that could contribute to/benefit from the concept? . Who might pay to address this issue or one that overlaps with this issue? Why would they pay into
- · Who could leverage potential opportunities that may arise from the success of this concept?
- · Who has existing networks, media, or channels that you might tap into to support or enhance this concept? How might they benefit?

Terms-to-know

Sector: Grouping of organizations based on shared characteristics such as governance, funding, and purpose. Each sector has an array of roles, drivers, capabilities, and resources.

- Public sector examples: government entities, legal authorities.
- universities/academic institutions · Private sector examples: for-profit enterprises, corporations and businesses
- Social sector examples: non-profit organizations, activism groups, philanthropic

Resources: A supply of materials, datasets, staff, knowledge, communication channels, relationships, capital, or other assets associated with an organization.



development

the success of this solution?



Network

ecosystem

Partnershins





Donor database

· Global statistics



Content / IP

Infrastructure

Platform

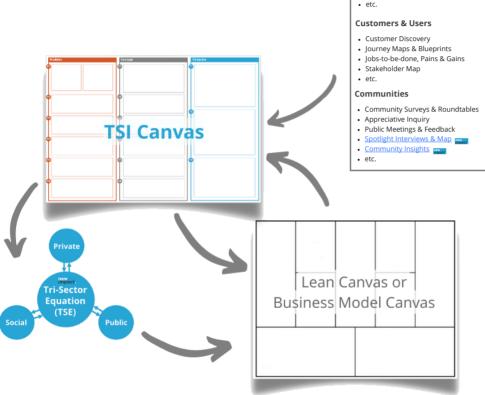
Funding





NewImpact is working to continuously improve our tools. Let us know where we can improve! Email us your feedback to tsi-canvas-feedback@newimpact.care

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Insights - Resources & Drivers

- Asset Mapping
- NewImpact Wiki
- Spotlight Interviews & Map
- System Maps
- etc.

Insights - Human-centered

Impact & Impacted people

· Empathy Interviews & Maps

Impact Journey

Spotlight Interviews & Map

Insights - Research

- · Desk Research & Interviews
- Market trends & conditions
- Money/Spending Map
- · Policy Review & Analysis
- · Economic & Social Environment
- etc.

Overview of inputs

The TSI Canvas provides a single view and a framework for bringing together your insights and research to find patterns and opportunities. The canvas helps you build on tools and processes you're already using. Your work in the TSI Canvas can be used as inputs into business model development tools, such as the NewImpact Tri-Sector Equation, Lean Canvas, or a Business Model Canvas.