Developing a business model framework for social movement organizations

Master Thesis

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This thesis is dedicated to my beloved Robbedoes.

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Abstract

Markets do not change by themselves because they are dominated by powerful incumbents with specific interests and cultural roots, who are not willing to change market conditions when they benefit from the current market arrangements. Thus, this is where social movements have a role. Social movements are often linked to a desire to change a specific situation or state of the world or to prevent change. Social movement organizations arise from social movements out of the need for organization and coordination. Using insights from social movement literature, business model innovation literature and a case study at WWF Mexico, this thesis designs a business model framework for social movement organizations. The case study at WWF Mexico brings insights to the sustainable seafood movement in practice. Data collected through case study research with a design thinking approach, interviews, desk research and multiple respondent analyses contributed to the development of a unique business model framework designed specifically for social movement organizations (SMOs). The framework has been validated through the case study business model design 'developing a business model for seafood captured with sustainable fishing gear that does not affect the vaquita'. This design contributes to vaquita conservation by designing a business model for seafood products with a vaquita friendly eco-label. Results show that existing business model (bm) frameworks such as the business model canvas were not clear and complete enough to apply to the case study. Important business model building blocks and sub elements were recognized for social movement organizations, i.e., network building, consumer engagement, distribution of revenues along the supply chain and the building block finance structure seem to be especially important for social movement organizations. The visual representation of the business model framework for social movement organizations designed in this study represents a holistic and complete view of a business model in which relationships between the building blocks are clearly shown. In addition to the visual framework, a complete overview of all building blocks and sub elements with their descriptions is presented in a descriptive business model framework. This study supports to the development of business models for social movement organizations and contributes to both practice and theory on business model innovation for organizations with a social purpose. Future research can add more elements to the framework designed in this study, such as learning loops because SMOs learn from the past and past movements.

Keywords: Business model framework; social movement organizations; sustainable seafood movement; social movements; design thinking; social value creation; environmental value creation; economic value creation; business model innovation; business model building blocks; local stakeholder involvement; eco-label; consumer education; vaquita

Chapter 1: Introduction

This chapter introduces the topics of this master thesis, the research question and sub questions and how the rest of this thesis is structured.

1.1 Introduction to the sustainable seafood movement

Recently Thai Union, the tuna giant and mother company of the well-known tuna brand John West, announced its commitment to make their business and destructive, environmental unfriendly fishing practices more sustainable[1]. These fishing practices contain overfishing and illegal fishing activities. The company promises to change in ways to improve protection of seafood workers, reduce their destructive impact and increase support for more sustainable fishing. Because Thai Union is a giant name in the seafood industry this promise is a huge signal to the entire fishing industry, Greenpeace hopes that more companies will follow this example and improve conditions for seafood industry workers and especially reduce fishing impacts on the oceans[2]. Before Thai Union stated their commitment, Greenpeace worked for two years on relentless campaigning regarding the subject[3]. This example shows the importance of social movement organizations such as NGOs and advocacy groups to put pressures on unsustainable seafood producers because unsustainable fishing practices such as illegal fishing and overfishing are irreversibly fatal for the oceans, ecosystems and the entire environment (Jaffry, Pickering, Ghulam, Whitmarsh, & Wattage, 2004; Kong, Salzmann, Steger, Ionescu-Somers, 2002; Worm, Barbier, Beaumont, Duffy, Folke, Halpern, Jackson, Lotze, Micheli, Palumbi, Sala, Selkoe, Stachowicz, & Watson, 2006). Illegal fishing and overfishing leads to marine biodiversity loss and this consequently leads to a decrease of the ocean's capacity to maintain water quality, provide food and provide for a healthy habitat for organisms living in the ocean, and recover from disturbances (Worm et al., 2006, p. 787).

"Fisheries and aquaculture remain important sources of food, nutrition, income and livelihoods for hundreds of millions of people around the world. Moreover, fish continues to be one of the most-traded food commodities worldwide with more than half of fish exports by value originating in developing countries" (FAO, 2016, p. ii).

This statement by the FAO (Food and Agriculture Organization of the United Nations) is an example that belongs to the sustainable seafood movement: an important movement that puts pressure on businesses, fisheries, consumers and NGOs to change the negative impact and influence of current fishing practices and seafood production and consuming on the current and future state of our oceans and environment.

1 www.duurzaambedrijfsleven.nl/landbouw/23811/moederbedrijf-john-west-belooft-actie-voor-duurzamere-tonijnvisserij

2 http://www.greenpeace.nl/2017/Persberichten/Tonijn-in-blik-gigant-Thai-Union-vermindert-schadelijke-visserij/

3 http://tuna.greenpeace.org/stories/winning-on-the-worlds-largest-tuna-company-and-what-it-means-for-the-oceans/

1.2 Introduction to social movements

The sustainable seafood movement is part of the larger environmental movement.
And the environmental movement is part of the larger phenomenon that is called social movements. A social movement can be defined by a mobilization of people with a shared vision about a desired condition of the world, assembled into an organized collective effort to transfer a social order or solve social or environmental problems (Buechler, 2000; Den Hond & de Bakker, 2007; McCarthy & Zald, 1977).

Within social movements people join groups to mobilize resources, create organized networks and to operate with its own organizational range of tactics (Clemens, 1993; Diani & McAdam, 2003; Den Hond & de Bakker, 2007). Social movement organizations arise from social movements out of the need for organization and coordination.
A definition of a formal social movement organization is a professional and internally differentiated organization with the aim to shape and structure the social movement (McCarthy & Zald, 1977; Den Hond & de Bakker, 2007). Social movements bridge politics and economy in sociology (King & Pearce, 2010). Social movement organizations operate to overcome market constraints and aim to construct new certification systems and new standards, classifications and regulations of accountability and transparency. Through their organizations social movements are able to create new and alternative organizational forms, such as cooperatives, and models and hence cultivate pathways for other organizations, institutions and entrepreneurs (Schneiberg, 2007; King & Pearce, 2010). Moreover, social movements affect whole industries because they generate change in business practices by proposing new cognitive frames and pursuing the legitimization of new products (Walker, 2012, p. 6).

The aim of this study is to create a new business model framework specialized for social movement organizations. Social movements and SMOs rely on resources and opportunities to be successful and effective, however for most movements and organizations these resources are scarce and limited (Walker, 2012, p. 10). Also, SMOs face many economic, organizational, social, institutional and political constraints that limit their capacity to make a change (Walker, 2012). A business model helps to organize the necessary resources, partnerships and organizational necessities, and so hopefully a well tailored business model framework would contribute to overcoming these constraints (Birkin, Polesie, and Lewis, 2009).

A framework can be defined as followed:
"In general, a framework is a real or conceptual structure intended to serve as a support or guide for the building of something that expands the structure into something useful".[4]

Another way to define framework is to see a framework as:
"A broad overview, outline, or skeleton of interlinked items which supports a particular approach to a specific objective, and serves as a guide that can be modified as required by adding or deleting items". [5]

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4 http://whatis.techtarget.com/definition/framework

5 http://www.businessdictionary.com/definition/framework.html

1.3 A business model framework for social movement organizations

To create a new business model framework tailored for social movement organizations, we must know what aspects the business model should cover. Many articles have been written about social business models and social entrepreneurship, business models to create shared value and sustained value creation and business models for social and eco-entrepreneurs. For example, some authors argue that business models should be dynamic to allow change and development of companies' business models to achieve sustained value creation (Achtenhagen, Melin, & Naldi, 2013). Some focus on the need for business models to create economic value by using sustainable technologies and overcoming barriers for market penetration (Bohnsack, Pinkse, & Kolk, 2013). Others redefine the business model framework as a conceptualization of value co-creation within a networked market (Nenonen & Storbacka, 2010). Another one links the power of value creation to customer experience and argues that value should co-created and that companies should put in more efforts to connect customers (Prahalad & Ramaswamy, 2002). Some argue that new business models for sustainable development, especially in developing countries, and value creation can be developed when social entrepreneurs and CSR efforts by companies collaborate. The idea here is that social entrepreneurship may stimulate corporations to take on greater social responsibility such as contributing to achieving the Millenium Development Goals. This way social entrepreneurship is used to create new business models, organizational forms, strategies and structures to create social value with the help of SCR budgets of collaborating corporations (Seelos & Mair, 2005). Additionally, traditional business models have been turned into social business models. An example is the social business model framework developed by Yunus, Moingeon, & Lehmann-Ortega (2010), that can be generalized to all social business entrepreneurs. This framework is different from traditional business model frameworks in that it is not focused on maximizing financial profit but social profit and that the value proposition is not focused on the customer but should encompass all stakeholders (Yunus et al., 2010).

However, studies on business model innovation specific for social movement organizations is currently hard to find; the link between business model frameworks and social movement organizations seems to be missing in existing literature on both fields. To develop a new framework for social movement organizations findings from literature on business model innovation, social movements and social business models is analyzed to find relationships and to discover how to link these fields of theory. Besides theoretical research this thesis contains a case study on a specific problem within the sustainable seafood movement. Therefore, the literature on the sustainable seafood movement is used to identify the most important aspects and needs of this type of movement.

1.4 Research question and contributions

The research question formulated in this study is the following:

How can a business model framework be tailored to fit better with social movement organizations and their values, and how to incorporate this value exchange in a business model framework?

To answer this question the following sub questions are used:
- How to empathize, define, and ideate a business model framework for social movement organizations?
- How to prototype a business model framework for social movement organizations?
- How to test a business model framework for social movement organizations?

This study contributes to both theory and practice in the areas of business model innovation as well as social movements and social movement organizations, social change and improvement of fisheries management. Our contributions to theory are twofold. Firstly we create a link between the above mentioned theoretical departments. Secondly we design a business model framework specifically for social movement organizations. This is unique because we have not come across such a specifically designed framework yet. Moreover, our contributions to practice are twofold as well. Firstly this research contains an interesting case study at the WWF and brings insights to the sustainable seafood movement in practice. Secondly during this case study a specific business model framework is designed and validated.

1.5 Structure

The next part, chapter 2, contains of a literature review chapter. Data will be collected and analyzed during an extensive case study at the WWF - World Wide Fund for Nature (formerly World Wildlife Fund) in Mexico. This case is introduced in chapter 3, where the methodology of this study is described as well. The new framework will be built on both theoretical findings and the insights gained during the case study. Practical information obtained through the case study as well as theoretical information will be implemented in chapter 4. This study results in a new developed business model framework for social movements. Chapter 5 shows the final framework and the validation of the framework in the case study business model design. At last, in the conclusion and discussion chapter recommendations for future research will be given.

FIG 1 AND 2: GREENPEACE AND WWF CREATING AWARENESS ABOUT UNSUSTAINABLE FISHING[6][7]

6 http://www.greenpeace.org/international/community_images/84/2284/118019_198383.jpg

7 http://www.greenews.info/wp-content/uploads/2015/12/WWW_FishForward.jpg

Chapter 2: Theory on social movement organizations, business model innovation for social purposes and the sustainable seafood movement

This chapter introduces theoretical backgrounds in the areas of social movements, social movement organizations, business model innovation and specific information about the sustainable seafood movement. All of these topics are relevant for the case study and for the design of a unique business model framework for social movement organizations.

2.1 What is a social movement organization?

2.1.1 Social movement markets and extra-institutional tactics

A social movement is collective behavior by two or more people towards a specific target and with a common purpose (Snow, Soule, & Kriesi, 2004). Social movements are often linked to a desire to change a specific situation or state of the world or to prevent change (Snow et al., 2004). To achieve this collective target and manage requisites to take action, a social movement organizes itself in a social movement organization (SMO). Social movements organizations represent a movement and its collective action outside conventional channels of institutional change (Van den Broek, 2016, p. 8). To pursue change, social movement organizations use different types of tactics and strategies. What tactics are used depend on the movement's ideological position (Den Hond & de Bakker, 2007).

Markets connect organizations and people to satisfy the needs that all actors bring to the exchange. However it often occurs that not all parts of society have equal access to markets or that markets centralize resources and power or produce damaging areas (King & Pearce, 2010), and this can lead to protest by social movements especially when in the case of for example global warming or exploitation of human rights. Moreover, markets may be more powerful than the state in granting political opportunities for change especially when the state is not providing any opportunity structure. Hence, market institutions are objects to power struggles and subject to contentiousness and conflict, while stabilizing market exchange and making it more calculable and foreseeable (King & Pearce, 2010).

Markets do not change by themselves because they are dominated by powerful incumbents with specific interests and cultural roots, who are not willing to change market conditions when they benefit from the current market arrangements. Thus, this is where social movements have a role. By means of collective action social movements aim for lasting institutional change, which often means that power relations and the cultural infrastructure in the field has to be reconstructed (King & Pearce, 2010). An example of social movements that aims at a fundamental change of the way people consume and the ideology behind it, are consumer movements.

In general, social movements attempt to construct alternative market offerings and corporate practices in a way that they are aligned to movement's vision and desired goal. A way to achieve this is by using extra-institutional tactics. Extra-institutional tactics may be persuasive and/or disruptive in its influence. Persuasive tactics may be used to ally with third parties by messaging to a broad audience about the need for immediate change. Disruptive tactics include boycotts or protests and may be used to attract more media attention and could also result in bringing in third parties. Moreover, extra-institutional tactics can affect firm behavior indirectly because firms may turn to, by the movement desired, strategic actions in fear of potential threats from the movement. This way firms prevent tactical attacks by movements through for instance CSR programs (King & Pearce, 2010).

To conclude, important for social movement organizations to keep in mind when designing a business model framework are the common purpose, collective action, organizing resources and necessities, relationships with third parties (King & Pearce, 2010; Snow et al., 2004).

2.1.2 The strength of a social movement

Social movements find their strength in securing followers with common purposes and social solidarities and through political opportunities. Social movements unite in collective values and challenges, and sustained interaction with supporters, opponents and authorities. The success of a social movement depends on its legitimacy and the legitimacy is build when participants are ensured. To enable the movement to sustain and promote its objectives to the public resource mobilizations is critical and for social movements with authorized legitimacy it is easier to obtain resources. A key resource that distinguishes social movements from interest groups is having a strong standpoint.
A strong standpoint is the core of the movement and a key resource to maintain followers and attract new supporters (Gutiérrez & Morgan, 2015; McLaughlin & Khawaja, 2000; Tarrow, 2011).

To sum up, the strength of a social movement is defined by having followers with common purposes, collective values and challenges. Also the relationships with supporters, opponents and authorities define the succes of a social movement, and of course a strong standpoint.

2.1.3 Tactics and strategies used by social movements

As pointed out above, interaction between social movements and supporters, opponents and authorities define the social movement. In the case of interaction between SMOs and firms tactics are used by social movement organizations to shape corporate social change activities, especially when the organizations have little bargaining power against a firm. Moreover, social movement organizations mostly do not aim at changing the activities of a single firm, but they strive for change at a broader level. From different ideological positions social movement organizations thrive to change both the level and nature of corporate social change activities.

To achieve this field-level change, SMOs may use two complementary routes: working at the field-level, and thus affecting a broad field, or working at the organizational level, with the aim that change in one firm leads to field-level change (Den Hond & de Bakker, 2007). A way to change a firm's activities, with the aim for field-level change, is creating partnerships with privet sector firms and corporations. This tactic is very interesting to keep in mind when developing the business model framework. More about this topic and the relevance for including it in the business model framework can be read in the next paragraph (2.1.4).

Consumer education

Another powerful tactic social movement organizations use to create field-level change is consumer education. Consumers have consumer power on a daily basis, hence consumers can effect organizational-level and field-level chance (Den Hond & de Bakker, 2007). Therefore consumers can be educated by social movements and SMOs to align consumer's power with the goals and values of the movement. Social movements, especially those depending on participatory tactics, need to spend time and effort in education consumer, because consumers can become an effective instrument for change (Den Hond & de Bakker, 2007, p. 918). Because consumers are influential in making a chance with their consumer power, the consumer should have a specific place in the business model framework for social movement organizations.

2.1.4 Engaging the private sector in market-based strategies

"Widespread changes in business culture will only occur when corporate survival depends on them. A business awakening may have to await changes in the policies and actions of governments, the media, and civil society, forcing companies to enter a dialogue to develop a new story about the nature of prosperity and the role of the business community in promoting it. Governments may need to reform environmental taxation and regulation, and they may also need to change regulations surrounding competition, investment and reporting, to create a system that rewards moral corporate behavior. But ultimately, business culture is only likely to change as part of a wider shift, demanded and promoted by civil society" (Michalelis, 2003, p. 921).

Social movements and SMOs may find opportunities for large-scale change in collaborating with other actors to create allies. Allies can be created within and outside the social movement, both can strengthen the SMO's position in the organizational field and increase the legitimacy of its demand when the ally is legitimate and powerful, such as social investors (Den Hond & de Bakker, 2007, p. 913). These actors can also be found in the private sector, for instance corporations with CSR programs and budgets for these programs. Besides corporate funding, social movement organizations can also make use of the corporate knowledge, capabilities and organizational skills through such collaborations (Seelos and Mair, 2005). Moreover, NGOs turn to private sector solutions when the state is not able to provide support in such matters. This way the state's regulation is replaced by NGOs' market-based strategies, standards and monitor systems (Den Hond & de Bakker, 2007).

Collaborating for field-level change does not only have to come from the social movement's side. Corporations are often part of social change problems, however they can also be part of solutions by taking an intermediate position. In environmental protection issues and labor condition issues voluntary involvement of companies is particularly important, this means that companies are involved beyond what is minimally required by law (Den Hond & de Bakker, 2007). Corporate firms have some sort of power and they should use this power to contribute to desired goals of social movement organizations. Moreover, the responsibility to attend to social issues have transferred from the state to the private sector, which challenges corporations and their social change activities to address these issues. Besides, social movement organizations put more pressure on corporations for this reason, and the tactics they use are based on their ideological position. Consumer activism is one of the topics that receives a lot of attention from social movement organizations (Den Hond & de Bakker, 2007).

Businesses have a role in three types of change that contribute to sustainable consumption: 'the development of new technologies and practices; changes in the economic and legal incentives that shape production and consumption; changes in the values and dialogues that shape the culture of business, government, the media and civil society' (Michaelis, 203, p. 916). However businesses do not control the entire system of consumption and production, they do have leverage with the government, the media, competitors, consumers and suppliers to make a change. Firms should aim to contribute to sustainable consumption by technological innovation and by widespread social and cultural changes. For instance, shifts should be made in the incentives firms provide to their staff and suppliers and changes should be made in the culture of market expectations (Michaelis, 2003).

There are enough reasons for social movement organizations to create partnerships with the private sector and corporations and such a collaboration can lead to effective results for both parties in the collaboration. Therefore, it is important to keep the possibility of creating partnerships in mind when designing the business model framework for social movement organizations.

2.1.5 Introduction to a specific social movement: the sustainable seafood movement

So far this chapter has specified what a social movement and SMO is, what defines a social movement's strength and the tactics they can use. This paragraph goes more in-dept in a specific social movement that is very relevant to our case study: the sustainable seafood movement.

Introduction to the sustainable seafood movement

The sustainable seafood movement creates social change by shifting demand towards sustainable seafood consumption and production and creating awareness about the consequences of unsustainable seafood consumption and production. The sustainable seafood movement is an important social movement that makes use of different market-based strategies and tactics such as consumer education and certification. These tactics and strategies are described in this paragraph.

The main problems caused by unsustainable fishing methods, seafood production and consumption are bycatch and overfishing. This poses an extreme risk for the environment and ecosystems and can lead to biodiversity loss (Standal, 2005). As the efficiency of vessels increase, the catch capacity for fisheries increase and allocation of scarce resources becomes a serious problem. From an economic point of view, problems that arise from an overcapacity in the fishing fleet, a fundamental challenge in fisheries, is an increased pressure on fish stocks a decrease in economic profit, allocation conflicts between vessel and gear groups and increasing expenses to control and management (Standal, 2005).

Market-based strategies and eco-labels

This movement uses different attributes to create demand for sustainable seafood, such as eco-labeling, boycotts and seafood guides (Roheim & Sutinen, 2006; Roheim, 2009). Eco-labeling on sustainable seafood can be seen as a product differentiation strategy (Jaffry et al., 2004) as it differentiates the product from other seafood without sustainability labels. The authors argue that seafood certification can support sustainable fisheries management because of potential benefits for both fisheries managers and private enterprises. As a result of seafood certification private enterprises find benefits in niche marketing and fisheries managers find benefits in mobilizing consumer power to support and improve the quality of fisheries management. Increased market share, opportunities for premium prices and developments in the supply side management of fisheries by reason of sustainable seafood certification will provide incentives for fisheries management to improve (Jaffry et al., 2004).

From a policy perspective, the eco-label is used to educate consumers and stimulate awareness about the environmental effects of sustainable and unsustainable ways of seafood production and consumption. The eco-label aims to catalyze a movement in consumer's buying behavior that ultimately results in reducing negative environmental impacts. From a business perspective, companies expect to earn higher profits and gain a greater market share by committing to an environmentally preferred production and placing the eco-label on products (Jacquet & Pauly, 2007).

The sustainable seafood movement works with market-based efforts to create awareness amongst consumers. Consumers need to be made aware that they have the power to stimulate changes in fisheries by their buying behavior.

The market-based strategies will only be successful when they result in seafood producers changing their production methods and moving towards sustainable methods, there is no overfishing and when fisheries improve their environmental impacts (Iles, 2007). Thus changing consumer demand is not enough to achieve critical improvements in the sustainable seafood movement. In addition, changing consumer demand is often focused on consumers in industrial countries rather than making a change worldwide. Advocates, organizations and campaigns need to focus on producers to change seafood production practices worldwide (Iles, 2007).

Market-based approaches such as eco-labeling and seafood certification, NGO-corporate partnerships and sustainable investments next to campaigns should pressure the entire seafood production and value chain to improve environmental and economic impact. Moreover, sustainable certification will only have a great impact when strategies are made to make producers more accountable and visible through the entire seafood life cycle (Iles, 2007). Multiple producers and consumers influence each other through the production chain. NGOs and institutional organizations, like FAO, need to catalyze pressure on upstream actors (Iles, 2007). Because relying on the influence of customer demand alone will not change the entire seafood production chain, the focus must be on processors, distributors and retailers and sharpen linkages between industry groups with different interests, needs and capacities. Various aspects that make it difficult to achieve, enforce and monitor full sustainability in the seafood production chain are for example, the high costs of data collection, the invisibility of seafood producers, the variety of interests along the chain, and distances between producers and consumers (Iles, 2007).

Mission, goals and values in the sustainable seafood movement: Accountability, objectivity and transparency

Analyzing the existing literature on the sustainable seafood movement, accountability, objectivity and transparency are indicated to be the key values for this movement. The success of certification schemes, e.g. eco-labels on fish products, relies on objectivity and accountability behind the label, in combination with customer education campaigns because of a general lack of awareness of sustainable and unsustainable marine issues (Jaffry et al., 2004).

The importance of production chain accountability and transparency and the responsibility of seafood producers for their production impacts is of great importance (Iles, 2007). Seafood producers focus on different forms of value creation (money) and value destruction (the environment). Seafood producers should have transparent production chains and they should be pressured more to take on their responsibility for accountability and transparency throughout the production chain. There should be more alignment in the idea of value creation between sustainable seafood movement organizations and the seafood production chain (Iles, 2007).

Governments fail to improve the production of seafood by regulations, instead the pressure comes from NGOs, foundations, sustainable retailers and other actors from the sustainable seafood movement to change the seafood consumption pattern. The industry, governments and NGOs can enhance market-based strategies with the development of accountability processes throughout production chains, e.g. requirement of processors by retailers to meet sustainability standards (Standal, 2005).

To change the entire way of seafood production and consumption not only the consumer demands in the marketplace should be changed, because production and consumption intersect at sustainable seafood. Advocates, NGOs and international institutions need to continue putting pressure on producers, distributors, retailers and other upstream actors to align the diversity of interesest along the value and production chain of seafood (Iles, 2007).

To improve market strategies and achieve sustainability in both developed and developing countries, production chains should be made more transparent with improvement on information flows and visibility of producers' identity and their impacts to make them accountable (Iles, 2007). Moreover, the fisheries industry is in need of strong management with transparent and efficient decision making to navigate the fisheries towards sustainability (Standal, 2005).

Tactics and strategies in the sustainable seafood movement: Campaigns and consumer education

Hence, to change consumer behavior consumers need to be educated about the consequences of seafood consumption and production. Many NGOs try to raise awareness and influence consumer behavior with their campaigns. Next to eco-labels, consumers can consult seafood guides, wallet cards and apps, such as Viswijzer[8], Fish Choice[9], Seafish[10], Ocean Wise[11] and many more. Seafood guides are often initiated through the collaboration of foundations and/or NGOs. For example, the Dutch seafood guide for sustainably caught or cultivated fish VISwijzer is an initiative by the Good Fish Foundation, Stichting De Noordzee and WNF[12] (the WWF in the Netherlands). Besides, the WWF helps to make it easier for consumers to buy sustainable seafood and published lists of sustainable seafood guides available per country (see: http://wwf.panda.org/how_you_can_help/live_green/out_shopping/seafood_guides/).

These guides help consumers to buy ecologically and sustainably preferred seafood and avoid unsustainably caught seafood. Such guides and campaigns encourage people to participate in reviving fish stocks that are endangered by changing buying behavior. Jacquet & Pauly (2007) argue that seafood wallet cards and other seafood tools are not effective because of manipulation in the seafood market, however a study by The Monterey Bay Aquarium (2004) argues that seafood wallet cards increase consumer awareness and stress the importance of increasing ethical concern for the oceans (The Monterey Bay Aquarium, 2004). In a market-based industry dominated by demand consumers' buying behavior must have an effect on reversing damage done by overfishing and unsustainable production of seafood. NGOs can help the public realize that fish are not just food, but that fish are wildlife and part of ecosystems. Their campaigns must be effective in playing a role in consumers' decision making and a a part should focus on raising awareness on the effects of biodiversity loss. Moreover, the power of citizens lie not only in consumer demand. The strongest power citizens have is engaging in democracy and the power of voting. Citizens can influence the election of governments and use their vote to elect a government that commits to sustainable fisheries management by enhancing regulations, securing traceability and restricting overfishing and overcapacity (Jacquet & Pauly, 2007).

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8 http://www.goedevis.nl

9 http://www.fishchoice.com/content/seafood-buying-guides

10 http://www.seafish.org/eating-seafood/the-seafood-guide

11 https://www.aquablog.ca/2017/07/sustainable-seafood-guides-from-our-international-ngo-partners/

12 https://www.wnf.nl/nieuws/bericht/download-de-nieuwe-viswijzer.htm

Agreeing with Jacquet & Pauly (2007), the importance of measuring NGOs' program impact and effectiveness must be highlighted.

An interesting new branch in the sustainable seafood movement is a contribution towards consumer awareness called the 'slow fish movement' (Chuenpagdee and Pauly, 2005). This branch is in imitation of the slow food movement (Petrini, 2003). The 'slow fish movement' should aim to reduce overall fishing capacity, support small-scale fishers over large industrial fishers and most of all slow the rate of fishing (Chuenpagdee and Pauly, 2005).

Monitoring and standardization in sustainability and sustainable seafood

Moreover, other strategies and tactics include standardizations and creating monitoring systems. Absence of traceability in eco-labeling seafood can lead to false supply of eco-friendlier fish, because exporters and domestic supplier can sell their fish with an eco-label even if there are not sustainably produced (Jacquet & Pauly, 2007). Moreover, lack of traceability creates opportunities for re-labeling. Sometimes fish gets re-labeled to sell it as eco-friendly, e.g. in Ecuador the South Pacific hake, an unsustainably caught ocean-going fish, is labeled as tilapia. known as a vegetarian eco-friendlier farm-raised freshwater fish, (Martinez-Ortiz, 2005). Absence of traceability and seafood re-labeling goes against all action taken by the sustainable seafood movement. It undermines regulation efforts by environmental organizations and advocacy groups, deceives consumers and messes up the righteous sustainable seafood demand (Jacquet & Pauly, 2005). Therefore, a main aim of seafood awareness campaigns should include improvement of traceability of both tracing fish back to its origin and tracing legal and illegal fishing boats and fisheries.
Jacquet & Pauly (2007) also plead for more standardization in the sustainable seafood movement and sustainability in general. One aspect that requires more attention is standardization in fish names. For instance, dual names for the same fish or changes in names complicates consumer education, confuse consumers and make it easier for fish producers to abuse the inability to trace fish. This is one of the responsibilities of the FAO, therefore the FAO published a set of standardized guidelines for eco-labeling and the minimum requirements fisheries need to meet before receiving an eco-label.
Another issue that needs standardization is the definition of 'sustainable', e.g. one definition of 'sustainable' used by all environmental groups and seafood buyers (Jacquet & Pauly, 2007).

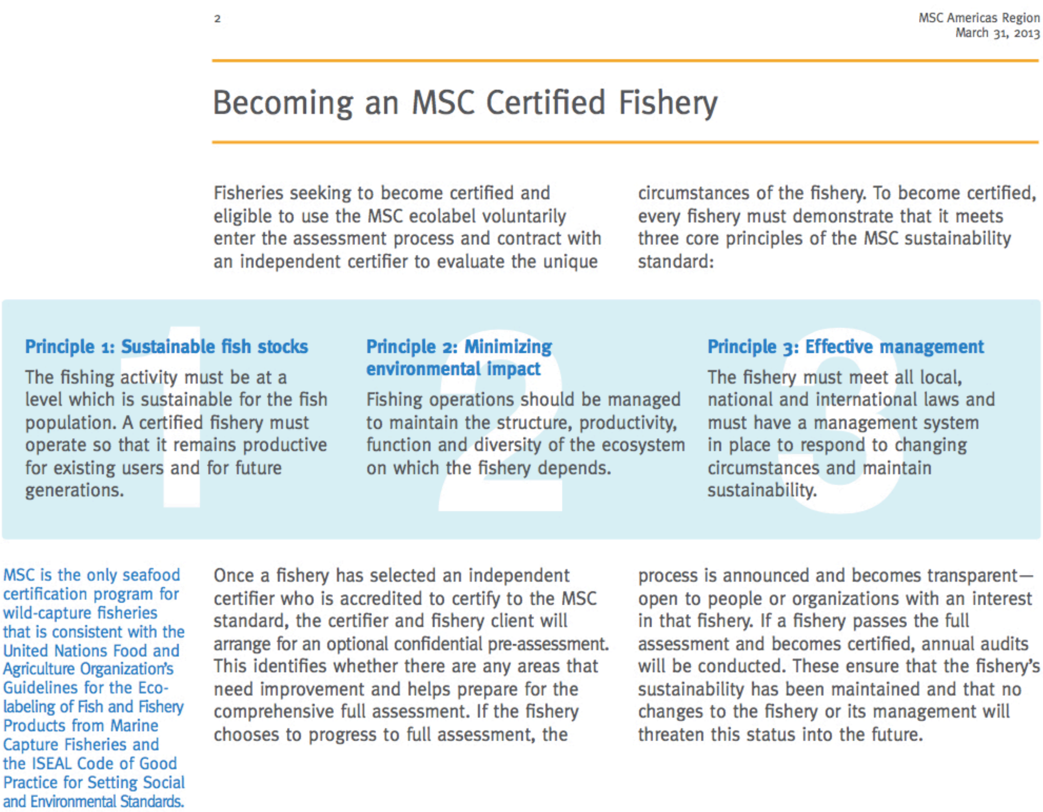
Since seafood buyers, especially buyers for distributors and wholesalers, have more access to more extensive information about the seafood, it is their responsibility to assure traceability and pass the same amount of information to their customers. In addition, the hospitality industry and retailers should be held more responsible and accountable for training their staff to provide customers with information on the source of seafood they want to purchase (Roheim, 2009).

Engaging the private sector in the sustainable seafood movement

Engaging with the private sector is also happening in the sustainable seafood movement. In the case of certification standards NGOs often do not have enough resources to implement effective monitoring systems and hence cannot assure the implementation of solid standards. Such NGOs can benefit from collaborating with corporations who are willing to invest in the NGO's efforts (King & Pearce, 2010).

NGOs have taken over influence that used to be achievable only by governments. The loss of legitimacy by international institutions and nation states has let to increasing environmental policy initiatives by NGOs (Jacquet & Pauly, 2007). A very influential initiative is the creation of the Marine Stewardship Council (MSC) through a partnership between the World Wide Fund for Nature (WWF - formerly World Wildlife Fund) and Unilever. The MSC established in 1997 when WWF had concerns about the current and future state of our oceans and Unilever had concerns about its seafood supply chain. Because both parties recognized the need for institutional change in the fishing industry, the partnership was created (Cummins, 2004; Den Hond & de Bakker, 2007; Jacquet & Pauly, 2007; Kong et al., 2002; Ponte, 2008).

FIG 3: MSC PRINCIPLES (MSC, 2013, P. 2)


2

MSC Americas Region
March 31, 2013

Becoming an MSC Certified Fishery

Fisheries seeking to become certified and eligible to use the MSC ecolabel voluntarily enter the assessment process and contract with an independent certifier to evaluate the unique circumstances of the fishery. To become certified, every fishery must demonstrate that it meets three core principles of the MSC sustainability standard:

Principle 1: Sustainable fish stocks
The fishing activity must be at a level which is sustainable for the fish population. A certified fishery must operate so that it remains productive for existing users and for future generations.

Principle 2: Minimizing environmental impact
Fishing operations should be managed to maintain the structure, productivity, function and diversity of the ecosystem on which the fishery depends.

Principle 3: Effective management
The fishery must meet all local, national and international laws and must have a management system in place to respond to changing circumstances and maintain sustainability.

MSC is the only seafood certification program for wild-capture fisheries that is consistent with the United Nations Food and Agriculture Organization's Guidelines for the Eco-labeling of Fish and Fishery Products from Marine Capture Fisheries and the ISEAL Code of Good Practice for Setting Social and Environmental Standards.

Once a fishery has selected an independent certifier who is accredited to certify to the MSC standard, the certifier and fishery client will arrange for an optional confidential pre-assessment. This identifies whether there are any areas that need improvement and helps prepare for the comprehensive full assessment. If the fishery chooses to progress to full assessment, the process is announced and becomes transparent—open to people or organizations with an interest in that fishery. If a fishery passes the full assessment and becomes certified, annual audits will be conducted. These ensure that the fishery's sustainability has been maintained and that no changes to the fishery or its management will threaten this status into the future.

2.2 Business model innovation for social movement organizations

Earlier in this chapter, theoretical background about social movement organizations, tactics & strategies and in-dept information about the specific sustainable seafood movement was introduced. The next paragraph introduces theoretical background about business model innovation for social businesses, social value creation, and social entrepreneurs. Later, during the case study, both fields of social movement organizations and business model innovation will be combined when designing a business model framework for social movement organizations.

2.2.1 What is a business model?

First of all, a business model can be defined as:

"An abstract representation of an organization, be it conceptual, textual, and/or graphical, of all **core interrelated architectural, co-operational, and financial arrangements** designed and developed by an organization presently and in the future, as well all core products and/or services the organization offers, or will offer, based on these arrangements that are needed to achieve its strategic goals and objectives." (Al-Debei and Avison, 2010, p. 372-373).

Another definition, given by Osterwalder (2004) is a bit more simple and therefore easier to use when explaining what a business model is to people without a business background:

"The business model is an abstract representation of the business logic of a company. And under business logic I understand an abstract comprehension of the way a company makes money, in other words, what it offers, to whom it offers this and how it can accomplish this" (Osterwalder, 2004, p. 14).

This definition of a business model (Osterwalder, 2004) is easy to explain and when used for a social movement organization you can just change a few words: a business model represents what the organization offers, to what it offers this and how it can accomplish this. After clearyfing what a business model exactly is, we can take a look at the literature on business model innovation for social value creation.

2.2.2 A social business model

Yunus et al. (2010) developed a social business model framework, mainly to address the social impact of social businesses, with a note that it can also be used for developing business models that address environmental issues. The authors stress that to optimize the solution for environmental issues these businesses should use new social business models tailored to their specific goals.

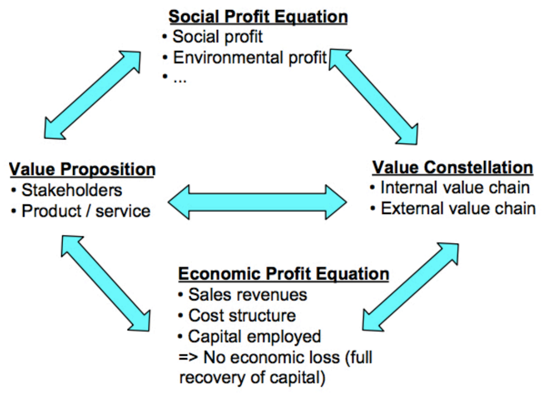


Figure 3. The four components of a social business model

FIG 4: SOCIAL BUSINESS MODEL (YUNUS ET AL., 2010, P.319)

The model with the four components of a social business model (Yunus et al., 2010, p. 319) illustrates the adjustments made to switch from a traditional to a social business model framework. The adjustments include specifying target stakeholders and expansion of the value proposition. A social business model includes a value proposition together with a value constellation, that are not only focused on the customer, but encompass all stakeholders. Moreover, the authors include a social profit equation to the social business model framework. This equation is the definition of the desired social profit viewed through the complete ecosystem. At last the economic profit equation aims at full recovery of cost and capital instead of financial profit maximization (Yunus et al., 2010). This business model framework is innovative, however most parts are not specifically effective for social business models because these elements should be included in economic business models as well. Moreover, social businesses still need to make financial profit to grow, achieve goals, innovate and to make investments.

Dahan, Doh, Oetzel, and Yaziji (2010) focus in their study on the cross-sector collaboration of NGOs (non-profit nongovernmental organizations) and MNEs (multinational enterprises) to develop new business models for social and economic value creation. Some highlighted resources NGOs can bring to cross-sector partnerships are market expertise, access to local expertise, distribution and sourcing systems and legitimacy with clients, civil society actors and governments. For such partnerships to succeed four strategies can be used. First, innovative combinations of firm and NGO resources and skills. Second, the importance of trust-building. Third, the importance of fit between the goals of both organizations (NGO and MNE). And at last, supporting and understanding the local business infrastructure and environment (Dahan et al., 2010). With a successful partnership NGOs and MNEs contribute to the development of each other's business model or co-create a new collective business model for social and economic value creation and delivery (Dahan et al., 2010). As written in paragraph 2.1.4, collaboration between social movement organizations and other parties (MNEs, private sector, corporations) should be one of the focus points when designing the business model framework for social movement organizations.

Another innovative social business model framework, that is also used in the design process of our framework for social movement organizations is the triple layered business model canvas (Joyce & Paquin, 2016). This variation of a business model canvas evolved from the business model canvas (Osterwalder and Pigneur, 2010). Innovative characteristics of the triple layered business model canvas (TLBMC) is that the framework is made out of three layers, an economic layer, environmental life cycle layer and social stakeholder layer. When all canvases are put together the whole makes the triple layered business model canvas. This framework is one of the analyzed frameworks used in the design process of our business model framework for social movement organizations. Because this canvas has three layers, it is already more effective to use for social movement organizations then for instance the business model canvas (2010). Building blocks that might inspire our framework are the separation of Revenues from Environmental Benefits and Social benefits and separating Costs from Environmental Impacts and Social Impacts, because these building blocks differentiate economic value from environmental value and social value.

2.2.3 The core of a business model framework: business model components, elements, archetypes and building blocks.

A good starting point for designing a business model framework is to start with the core building blocks of a business model. Four core elements or building blocks of any business model are value proposition, value architecture, value finance, and value network (Al-Debei and Avison, 2010). Most elements can be categorized under those four building blocks.

Literature on business model innovation use different names for the elements in a business model, except for the element value proposition. For example, elements for a business model for sustainable innovation are value proposition, supply chain, customer interface, financial method, social value creation, partnership with NGOs and social purpose (Boons and Lüdeke-Freund, 2013).

Matos and Silvestre (2013) build further on the framework developed by Boons and Lüdeke-Freund (2013) and included some additional components to the framework. Their idea of a business model framework with a social purpose includes:

- Creating economic, environmental and social value for stakeholders
- Stakeholder relationships and moreover, the barriers and challenges businesses face when dealing with conflicting stakeholder interests
- Including the bottom of the pyramid (BoP), with the collateral challenges the BoP faces and how to overcome these challenges
- Clarity of stakeholder’s roles, rights and responsibilities
- Local stakeholder participation; this will lead to learning and capability building and shifting stakeholder values.

A recurring element in developing a new business model is involving stakeholders in the development process (Boons, Montalvo, Quist, and Wagner, 2013; Matos and Silvestre, 2013). Organizational adaptivity is important, especially for an organization that depends on an ecological system (Boons et al.,, 2013).

Two other elements are including the environment and including the wide range of stakeholder interests (Bocken, Short, Rana, and Evans, 2014). When building up business models for sustainability it can be useful to describe groupings of mechanisms and solutions that contribute to the business model design. These can be described by using archetypes. Archetypes develop a common language in research and practice, and describe groupings of solutions and mechanisms to contribute to social business model (SBM) building. The eight SMB archetypes, proposed by Bocken et al. (2014), are:

1. Maximize material and energy efficiency
2. Create value from waste
3. Substitute with renewables and natural processes
4. Deliver functionality rather than ownership
5. Adopt stewardship role
6. Encourage sufficiency
7. Re-purpose the business for society/environment
8. Develop scale-up solutions

These archetypes should explain business model innovations for sustainability, assist in innovation processes when implanting sustainability in business models through for example workshops or case studies, and clarify research agenda's for sustainable business model innovation (Bocken et al., 2014, p. 55).

Because literature on business model innovation uses a lot of different names and terms for what a business model is composed of, we build further on the nine interrelated building blocks of Osterwalder (2004) to separate business model building blocks, from business model elements, archetypes and focus points. It is important to know that building blocks and their relations differ from elements, archetypes and focus points.

2.2.4 Existing business model frameworks that are relevant for this study

To give a clear overview of existing frameworks that are useful for the framework that will be created in this study, we present Table 1 at the end of this chapter. This table compares relevant existing business model frameworks on the content of the framework, visual characteristics of the frameworks, the logic of the framework, the explanation of the framework's relationships and whether a description of its building blocks was given. This table shows that business model frameworks often use a canvas template. Many business model frameworks (Bocken et al., 2014; Fluidmind[13]; Joyce and Paquin, 2016; Tandemic[14]; The accelerator[15]) are inspired by the work of Osterwalder (2004) and the business model canvas (Osterwalder and Pigneur (2010).

A special focus: Tandemic canvas and Blank & Osterwalder canvas

Idea generation for the prototypes and the final framework proposed in this study will be based on all frameworks presented in Table 1. To give a little bit more in-dept to two of the frameworks that we will focus on for the final framework presented by this study, we will argue a bit more about the Tandemic canvas and the Blank & Osterwalder canvas.

Steve Blank and Alexander Osterwalder presented a new type of business model canvas in 2016, the Mission Model Canvas[16]. In this canvas the focus is not earning money, but fulfilling a mission. Blank and Osterwalder adjusted the well known business model canvas (Osterwalder and Pigneur, 2010) to shift the focus from earning and spending money to mobilizing resources to solve a problem and create value for beneficiaries.

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13 https://blog.business-model-innovation.com/tools/

14 http://www.socialbusinessmodelcanvas.com

15 http://www.growingsocialventures.org/en/course-content/social-business-model-canvas

16 https://steveblank.com/2016/02/23/the-mission-model-canvas-an-adapted-business-model-canvas-for-mission-driven-organizations/

Comparing this new canvas with the original business model canvas (2010) show that changes have been made in the building blocks. Let's compare the building blocks:

Business model canvas (2010)	**Mission model canvas (2016)**
Customer Segments	Beneficiaries
Value Propositions	Value Propositions
Channels	Deployment
Customer Relationships	Buy-in & Support
Revenue Streams	Mission Achievement (or "fulfillment" or "impact")
	Factors (or criteria)
Key Resources	Key Resources
Key Activities	Key Activities
Key Partners	Key Partners
Cost Structure	Mission Budget (or cost)

In this canvas five out of nine building blocks are changed. It is interesting to see that a solid and famous framework like the business model canvas is adaptable to many type of organizations, businesses, start-ups , etc., and it is good to see that Blank and Osterwalder create a new canvas that innovates and undoubtedly fulfills a need for mission driven organizations. However, they state that the building block "Revenue Streams" does not make sense for mission driven organizations because "there is no revenue to measure". This is a strong statement and the publication does not show any proof of where this statement comes from. According to this canvas, Revenue Streams can be replaced by "Mission Achievement", i.e. "the value you are creating for the sum of all of the beneficiaries/the greater good". The new Mission Model canvas has no solution for how to finance the business model. It is not unlikely that mission driven organizations need money, like any other organization, to run its activities and reach set goals. Besides, any type of organization or business usually has a mission. It also possible that the segments of a mission driven organization consist of more than just beneficiaries, maybe a combination of beneficiaries and customers. An organization cannot only run on impact or fulfillment, it still needs a revenue structure. Also, many organizations and businesses work with a budget so the 'Mission Budget' is maybe not specific enough to cover all costs that mission driven organizations face. Blank and Osterwalder should have added a more specific definition of what kind of organization should use this canvas because the way they described it is a bit too vague.

To conclude, this canvas brings new types of building blocks to the business model innovation world and it is good to see that Alexander Osterwalder and partners think about new types of business models. Maybe this canvas should be used in combination with the original business model canvas (2010) to create a more complete representation of what value is offered, to whom and how this is done.

Another innovative canvas is the Social Business Model Canvas presented by Tandemic[17]. This canvas is created for social enterprises and the specialized building blocks in this canvas make this framework more suitable for social businesses than the original business model canvas (Osterwalder and Pigneur, 2010). Let's compare the building blocks:

Business model canvas (Osterwalder and Pigneur, 2010)	**Social business model canvas (Tandemic)**
1. Customer Segments	1. Segments: Beneficiary
2. Value Propositions	2. Type of Intervention
3. Channels	3. Value Proposition: - Beneficiary Value Proposition - Impact Measures
4. Customer Relationships	4. Segments: Customer
5. Revenue Streams	5. Value Proposition: - Customer Value Proposition
6. Key Resources	6. Channels
7. Key Activities	x. Key Activities
8. Key Partners	x. Key Resources x. Partners + Key Stakeholders
9. Cost Structure	x. Cost Structure x. Surplus x. Revenue

In this comparison numbers are added because Tandemic added numbers in some of the building blocks in its canvas. The business model canvas by Osterwalder and Pigneur (2010) has a specific order in its building blocks.
This is also shown in a video on their website and on YouTube[18][19]. Interesting and innovative building blocks in Tandemic's canvas are the Type of Intervention, Key Stakeholders, Surplus, the divided Segments block (divided into Beneficiary and Customer) and the divided Value Proposition block (divided into Beneficiary Value Proposition, Impact Measures and Customer Value Propostition). It is a bit confusing that only some of the blocks contain numbers.

17 https://www.tandemic.com

18 https://www.youtube.com/watch?time_continue=13&v=QoAOzMTLP5s&ab_channel=Strategyzer

19 https://strategyzer.com/canvas/business-model-canvas

For people who are not used to work with a business model canvas it might be easier to start if the canvas is clear about where to start and where to end. The framework has more strong points than weak points. Next to the innovative building blocks, a strong point is the description inside the building blocks. For example, in the block “Value Proposition: Impact Measures” the following description is given “How will you show that you are creating social impact?”. And in the block “Surplus” is written “Where do you plan to invest your profits?”. These questions make the user think and make a user-friendly impression. To conclude, this canvas presented by Tandemic is clearly different from the business model canvas (Osterwalder and Pigneur, 2010). It contains interesting building blocks such as “Surplus” and a different Value Proposition for both “Beneficiary” and “Customer”. The framework could have been made more user-friendly by putting numbers and descriptive questions in all of the building blocks.

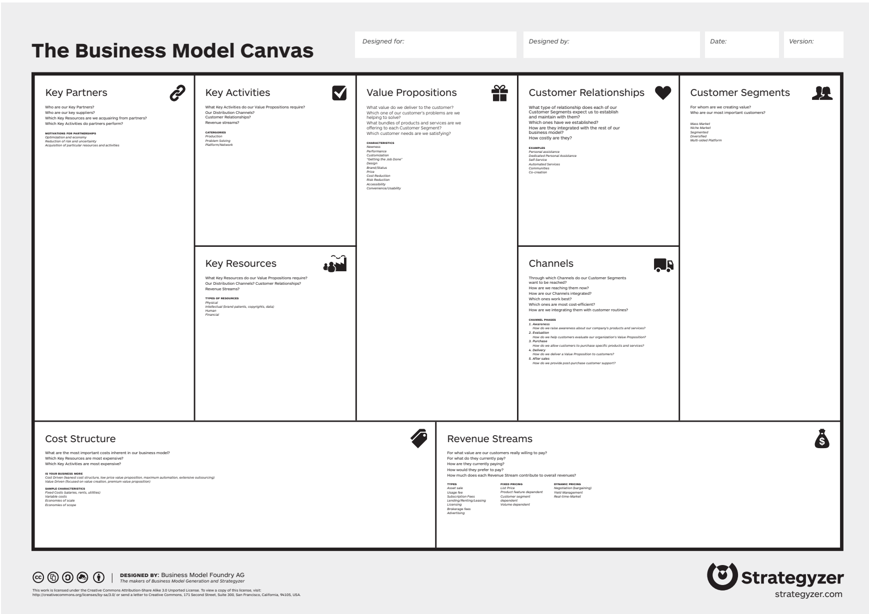


FIG 5: BM CANVAS (OSTERWALDER AND PIGNEUR, 2010)

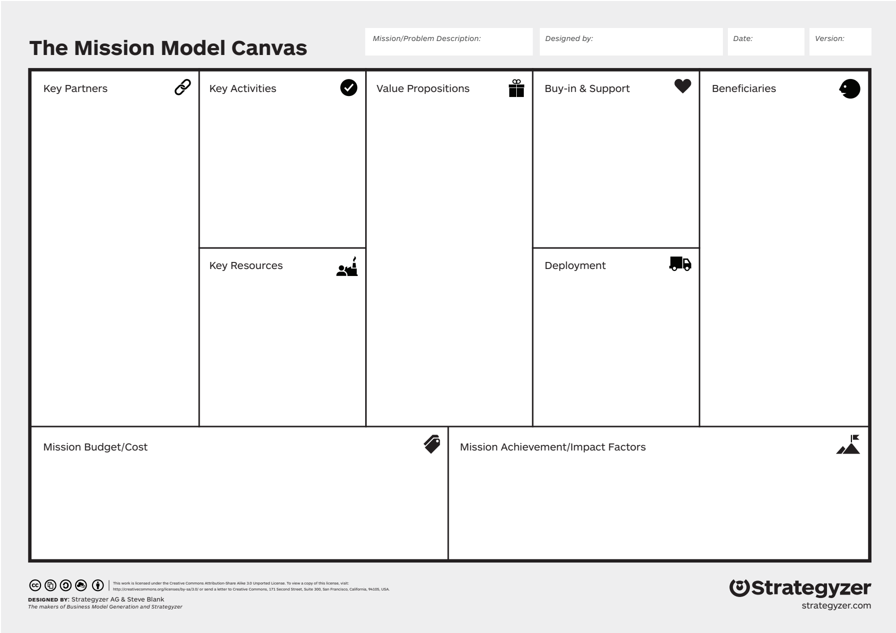


FIG 6: MISSION MODEL CANVAS (BLANK AND OSTERWALDER,2016)

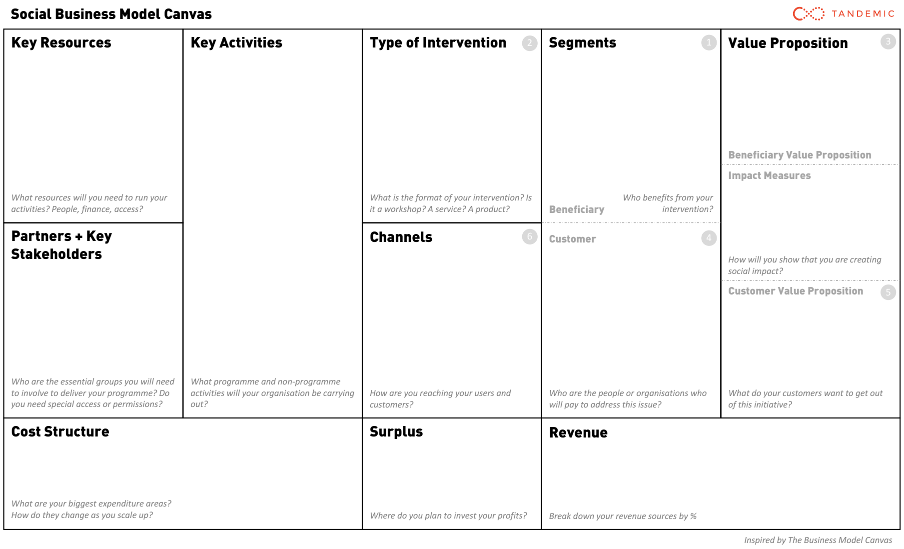


FIG 7: SBM CANVAS (TANDEMIC)

To conclude, for the case study and the final framework design in this study the business model canvas (Osterwalder and Pigneur, 2010), the Tandemic canvas and the triple layered business model canvas (TLBMC, Joyce and Paquin, 2016) are most relevant to build on because these frameworks offer a description of their building blocks. Also, both the Tandemic canvas as the TLBMC use innovative and more social oriented building blocks such as a beneficiary value proposition, impact measures, environmental benefits, scale of outreach and governance. See Table 1 on the next two pages for a complete overview of the analyzed existing business model (bm) frameworks. The next chapter describes the methodology of this study.

Table 1 Comparing existing BM frameworks

Criteria to compare frameworks	Osterwalder (2004) - BM ontology	Osterwalder (2004) - BM building blocks	Osterwalder et al. (2005) - BM building blocks	Al-debei & Avison (2010) - Conceptual BM framework	Yunus et al. (2010) - Social BM components	Strategyzer (Osterwalder & Pigneur, 2010) - BM canvas	Bocken et al. (2014) - Conceptual BM elements	Joyce & Paquin (2016) - Triple layered BM canvas	Tandemic - Social BM canvas	Fluidmind - BM Canvas for business innovation	The accelerator - Social BM canvas	Blank & Osterwalder canvas
What template is used?	Diagram with squares	Table	Table	Hierchical diagram	No particular shape	Canvas	No particular shape	Triple Canvas	Canvas	Canvas	Canvas	Canvas
What shapes are used?	Blocks, lines and arrows	A simple table	A simple table	Blocks, lines and arrows	Arrows and bullet points	Canvas is made out of blocks and symbols	Three simple blocks	Canvas is made out of blocks and symbols. Two additional graphics to show the horizontal and vertical coherence	Canvas is made out of blocks and numbers in 6 of the blocks	Canvas is made out of blocks and symbols	Canvas is made out of blocks and symbols	Canvas is made out of blocks and some symbols
Does the model explain how it should be filled in? (Is the logic explained?)	The arrows create some sort of order	No, the table can be read from top to bottom	No, the table can be read from top to bottom	The hierarchical diagram and arrows create some sort of order	No, not clear where to begin	Only in a video on their website, not in the framework itself	No, not clear where to begin	No, not clear where to begin	Partial. In some blocks they put numbers but not in all blocks which is inconsistent	With the framework comes an additional page with 6 steps of action	No, not clear where to begin	No
Are relationships between BM building blocks shown?	Yes, with lines and arrows	No	No	Yes, with lines and arrows	Not very clearly, but the arrows show some relationships	No	No	Yes, the horizontal and vertical coherence of the 3 canvases is explained	The questions inside the blocks help to picture relationships between the blocks	The questions inside the blocks help to picture relationships between the blocks	No	No
Does the model give a description of its building blocks?	No	Yes, a concise description of each block in the table	Yes, a concise description of each block in the table	No	Not very clearly, it uses bullet points to subdivide a block	Yes, it gives descriptions in the shape of questions and examples	No	No	Yes, it gives descriptions in the shape of questions	Yes, it gives descriptions in the shape of questions	Yes, it gives descriptions in the shape of questions	No. However, some description is given in the article about the model

Criteria to compare frameworks	Osterwalder (2004) - BM ontology	Osterwalder (2004) - BM building blocks	Osterwalder et al. (2005) - BM building blocks	Al-debei & Avison (2010) - Conceptual BM framework	Yunus et al. (2010) - Social BM components	Strategyzer (Osterwalder & Pigneur, 2010) - BM canvas	Bocken et al. (2014) - Conceptual BM elements	Joyce & Paquin (2016) - Triple layered BM canvas	Tandemic - Social BM canvas	Fluidmind - BM Canvas for business innovation	The accelerator - Social BM canvas	Blank & Osterwalder canvas
What are the building blocks?	Product: (Value Proposition) Customer Interface: (Relationship, Customer, Channel) Financial Aspects: (Cost, Profit, Revenue) Infrastructure Management: (Capability, Value Configuration, Partnership) & separately: Actor	Product: (Value Proposition) Customer Interface: (Target Customer, Distribution Channel, Relationship) Infrastructure Management: (Value Configuration, Capability, Partnership) Financial Aspects: (Cost Structure, Revenue Model)	Product: (Value Proposition) Customer Interface: (Target Customer, Distribution Channel, Relationship) Infrastructure Management: (Value Configuration, Core Competency, Partner Network) Financial Aspects: (Cost Structure, Revenue Model)	Value Proposition, Value Architecture, Value Finance, Value Network	Social Profit Equation, Value Constellation, Economic Profit Equation, Value Proposition	Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, Cost Structure	Value proposition: (Product/ service, customer segments and relationships), Value creation & delivery: (Key activities, resources, channels, partners, technology), Value capture: (Cost structure & revenue streams)	Economic layer: Customer Segments, Value Proposition, Channels, Customer Relationship, Revenues, Resources, Activities, Partners, Costs Environmental layer: Use Phase, Functional Value, Distribution, End-of-Life, Environmental Benefits, Materials, Production, Supplies and Out-sourcing, Environmental Benefits Social layer: End-User, Social Value, Scale of Outreach, Societal Culture, Social Benefits, Employees, Governance, Local Communities, Social Impacts	Segments: (Beneficiary & Customer), Type of Intervention, Value Proposition: (Beneficiary Value Proposition, Impact Measures & Customer Value Proposition), Channels, Revenue, Key Activities, Key Resources, Partners + Key Stakeholders, Surplus, Cost Structure	Value Architecture: (Offer, Value Chain, Core Capabilities, Distribution & Communication Channels, Partner) Value Proposition: (Customers, Customer Benefit) Revenue Model: (Cost Structure, Revenue Sources) Team & Values: (Team, Values)	Social Value Proposition Market: (Customer Segments, Macro Economic Environment, Competitors) Implementation: (Partners, Sales + Marketing, Delivery) Finance: (Cost of Delivery, Surplus, Revenue)	Beneficiaries, Value Propostions, Deployment, Buy-in & Support, Mission Achievement (or “fulfillment” or “impact”) + Factors (or criteria), Key Resources, Key Activities, Key Partners, Cost Structure

Chapter 3: Methodology

This chapter describes the research design used in this thesis and presents information about the selected case study.

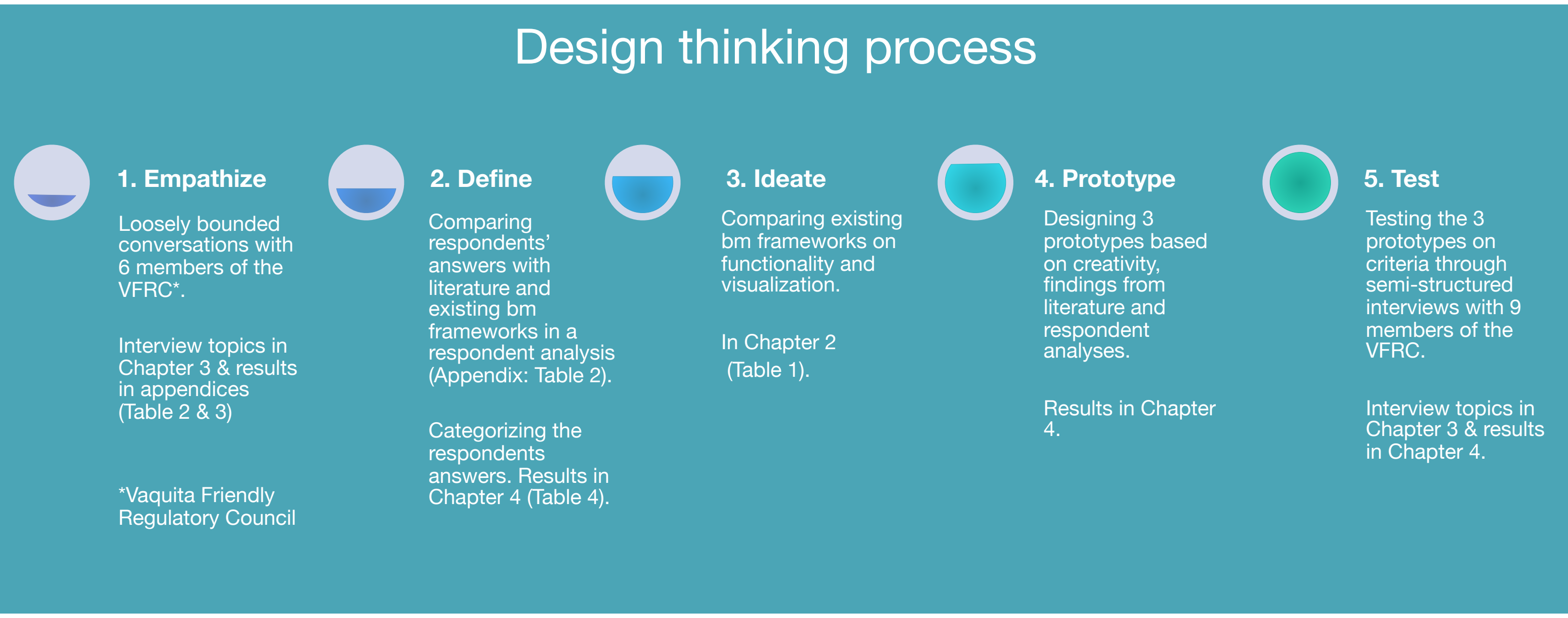
3.1 Research design: case study research and design thinking

This study aimed to develop a business model framework for social movement organizations, and this framework has been developed through case study research with a design thinking approach (Plattner, 2010).

"Case studies are an ideal way to investigate sustainability issues because they allow the identification and analysis of insights from the diversity of stakeholders involved and the complexity of their relations" (Matos and Sylvester, 2013, p. 64).

Both social movements and business models deal with a variety of stakeholder relationships. This study combined both subjects and a case analysis proved to be useful because case studies provide details about the dynamics presented within an actual situation (Eisenhardt, 1989). The methodology of case study research is an essential form of social science and proves to be an effective method when researching social and societal problems and controversies. For the starting point of this case study research we built on the relevance of theory (Yin, 2012), as can be seen in the previous chapter.

FIG 8: DESIGN THINKING PROCESS



3.1.1 Research framework

This research worked with the design thinking process which includes the following steps: empathize, define, ideate, prototype and test (Plattner, 2010). Figure 8 (above) presents the complete design thinking process that has been followed in this study.

Now, a short description of what these steps entail. During the empathize step the researcher takes effort to understand the way the client and its partners work, and why, how they interact with their environment and what their needs and values are (Plattner, 2010).

This has been done through loosely bounded conversations with people from the WWF and partner organizations during the first phase. These conversations were recorded and later on analyzed through a respondent analysis. The aim of these conversations was to explore what is missing in the current existing business model frameworks and to discover what the values and elements are needed in the new business model framework.

In the next step, define, the synthesis process began. In this step we needed to bring focus and clarity to the design space (Plattner, 2010). The input given by the respondents was compared with findings from literature and findings in existing business model frameworks. The outcome of the first two steps was a respondents analysis that lists business model building blocks, elements and values (Table 2 in appendix 1) that needed to be included in the new business model framework. Another result of these steps was the overview of barriers and challenges the respondents were facing while setting up the vaquita friendly eco-label (Table 3 in appendix 2).

The third step is the ideate step, in which solutions were created for the case study. Creativity was key in this step to separate the generation of ideas from evaluation of ideas. In this step the aim was to focus on idea generation as preparation for building the business model framework prototypes. During the ideate phase the overview of existing business model frameworks (Table 1, presented at the end of chapter 2) was used to compare these frameworks on functionality and visualization.

Next, the analysis of the interviews and existing business model frameworks was translated in three optional business model framework prototypes in the following step, prototype.In this step the prototypes were built with the end user in mind. In this case the end user is the WWF and partner organizations, together they form the Vaquita Friendly Regulatory Council, and the final end user of the designed framework are social movement organizations. These prototypes are 'empty' business model frameworks that can be applied to the case. Because of time pressure and availability of the respondents, only one prototype was applied to the case study.

In the last step, testing, all prototypes were tested on criteria together with the respondents and a winning prototype was chosen. In this last step feedback given by respondents was most important because the respondents are the ones who will work with the business model framework. After picking the winning prototype, this framework was filled in for the case together with the respondents.

At last, the winning prototype has been refined after the respondents gave feedback about this model, until the desired outcome was reached. Afterwards the model has been adjusted to make it less case specific and to make it more applicable for all types of social movements because the aim of this study was to design an effective framework for all social movement organizations.

3.2 Research process

3.2.1 Case selection

The selected case is part of the WWF's Gulf of California Program in La Paz, Mexico. The case focused on developing a new business model framework for sustainable seafood captured with sustainable fishing gear and methods. More specific, a business model design was needed for setting up a vaquita friendly eco-label by a Vaquita Friendly Regulatory Council. In the area of La Paz the vaquita, a rare small porpoise, is driving to extinction because of entanglement in fishing gear used by small scale fisheries in the region. Very important in this case study was the innovation and promotion of vaquita-safe fishing gear. The sustainable fishing gear protects the vaquita from extinction and a newly designed business model would ensure fishing communities sustainable livelihoods by capturing seafood that does not affect the vaquita.

The aim of the case study was the development of a business model for a new vaquita-friendly eco-label that will be established by a Vaquita Friendly Regulatory Council with support from the WWF and other organizations. This is a long and difficult process, especially in this part of Mexico where people do not easily change their way of doing business and where corruption is a very large barrier. The eco-label was not fully established yet at the end of the case study. This new eco-label will be used by local seafood businesses and should prove that sustainable vaquita-safe fishing gear and techniques will provide environmental, social and economic profit.
The selected case study was an ideal combination of business model innovation and social movements because a business model framework was designed and afterwards applied to the case, that is part of the sustainable seafood movement. This case study contributed both to improving sustainability issues and business model innovation. Also, the respondents that were of great help in designing the framework, have gained a lot of knowledge on business models and how to work with it so a win-win situation occurred. The case study reflects the complexity of actors involved, stakeholder relationships, activities, organizational innovation and change in fisheries management.

FIG 9: THE UPPER GULF OF CALIFORNIA, VAQUITA HABITAT[20]

20 http://en.prothomalo.com/contents/cache/images/1200x630x1/uploads/media/2017/02/02/2d1d5c3a45f6a9f65cc468bbeadf4828-726250-01-04.jpg?jadewits_media_id=128743

FIG 10: VAQUITA MARINA PORPOISE[21]

FIG 11: VAQUITA ENTANGLED IN FISHING GEAR[22]

3.2.2 Data sources, data collection and data analysis

Data sources that we used to develop a new framework were literature, desk research and interviews. Besides, the researcher's own creativity during the design thinking process was very important because designing is a creative process (Plattner, 2010).
Desk research was done at the organization WWF and their partners. This desk research included a lot of research on Fair Trade and MSC (Marine Stewardship Council) to receive information on how these organizations started with their eco-label and what elements are crucial when designing a business model to set up an eco-label.

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21 https://www.diariodemorelos.com/noticias/sites/default/files/field/image/VaquitaMarina-050517.jpg

22 http://a2.assets.nationalgeographic.es/soc_photo/22464.600x450.jpg

Data was also collected from organizational documents, such as analyzing the current use of business model frameworks. Furthermore, in the first two months of the case study interviews, or rather loosely bounded conversations, were conducted with involved partners from WWF Mexico and members of the Vaquita Friendly Regulatory Council (this council was still in the beginning phase of establishment), including one person from the WWF. In total six people were interviewed individually for at least 30 minutes during this phase. The interviews were recorded. The aim of these interviews was to explore what is missing in current existing business model frameworks and to explore whether the respondents were already working with a business model framework, such as the business model canvas of Osterwalder and Pigneur (2010). However, besides a little knowledge on the business model canvas (Osterwalder and Pigneur, 2010), there were no business model frameworks used by the respondents. During the testing phase respondents were interviewed to test the prototypes and afterwards to run the winning prototype on the case, i.e. filling in the business model for setting up a vaquita friendly eco-label together with the respondents. All of the data collected through interviews, sometimes in combination with findings from literature and desk research, were analyzed with respondent analyses.

Loosely bounded conversations and semi-structured interviews

Interviews have been conducted in the empathize and testing phases. In the empathize step the interviews were not structured but rather loosely bounded conversations. To prepare these conversations, a general list of topics was made. Before starting the interview an introduction was given to the topic of this Master thesis and an explanation of business models was given to the respondents.

The topics for these conversations were:

- What business models are respondents using now for their project, if using any,?
- If using any, is there anything missing in this model/these models?
- What values and elements will be needed in the business model for the vaquita-friendly seafood products?
- Let the respondents give an update about the current amount of vaquita's alive and what is going on now to save them.
- The conditions in the Upper Gulf of California and typical barriers and challenges for this area and this type of work.
- The development of alternative fishing gear and seafood traceability.
- Objectivity and accountability.
- Let the respondents give an update about the vaquita-friendly eco-label.
- Let the respondents explain what the seafood supply chain looks like. What are the markets for a vaquita-friendly eco-label & who will be the (regional) buyers of these seafood products?

To ask individual questions about personal expertise of the respondents, background information about each respondent was gathered before conducting the interview.

The respondents in the empathize phase were:

1: Rafael Ortiz from Environmental Defense Fund La Paz, Mexico.

This interview lasted 60 minutes and was done face-to-face.

2: Oriana Poindexter from NOAA San Diego, USA *

3: Sarah Mesnick from NOAA San Diego, USA *

4: Yann Herrera from WWF La Paz, Mexico *

5: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA.

This interview lasted 40 minutes and was done by Skype.

6: Ramses Rodriguez from Pronatura Noroeste Sonora, Mexico.

This interview lasted 50 minutes interview and was done by Skype.

* Respondents 2, 3 and 4 were combined in a 90 minutes interview where Yann attended in person and Oriana and Sarah by phone.

The complete respondent analyses are shown in appendix 1 (Table 2, a respondent analysis in which business model elements and values are listed compared with findings from literature and existing business model frameworks) and in appendix 2 (Table 3, a respondent analysis with case specific barriers and challenges).

The interviews in the testing phase were semi-structured. The study of Li, Wee Land, and Ray (2009, p.7) was used to set up evaluation criteria for the three designed frameworks. A framework article is supposed to increase understanding of the clearly defined research area, should consist of a closed set of elements and have clear guidelines on what problems can arise when working with the framework (Li et al., 2009). The questions for testing the prototypes were derived from these evaluation criteria. Before the interview was conducted, each respondent received the three prototypes and the descriptive framework by e-mail. These prototypes and the descriptive framework are all presented in the next chapter (4) . Also, the respondents were asked to fill in a document by e-mail. This information can be found in the appendices.

The interview questions for testing the prototypes:

1. When you keep in mind that the business model should ‘represent what the organization offers, to whom it offers this and how it can accomplish this’ - which one of the 3 prototypes is the best in representing this?

The following questions focus on the prototype the respondent picked.

2. Is this prototype clear? Does it have a clear logic?
3. Is this prototype unique?
4. Do you think the prototype is specific for social movement organizations? If not, then why not?
5. Is this prototype useful?
6. Does it contain fundamental concepts/critical aspects?
7. Is the prototype well organized? Do you understand the relationships between the different building blocks? Are the interactions well presented?

8. Does the prototype fulfill the need for a new framework specially designed for social movement organizations?
9. Is there an element missing in the prototype?
10. Looking at the descriptive framework. Is the framework concise in its description? If not, is there an element missing?
11. Do you have further feedback for the chosen prototype?

Afterwards the respondents were asked to fill in the business model framework together, the prototype they preferred, for the case of setting up a vaquita friendly eco-label.
The conceptual descriptive business model (bm) framework, presented in chapter 4, was often used when respondents needed more information about the business model building blocks. These interviews followed the following order of building blocks:
1. Value proposition
2. Finance structure
3. Segments
4. Revenues
5. Activities
6. Cost structure
7. Resources
8. Partnerships and key stakeholders
9. Actors
10. Surplus
11. Channels and communication
12. Relationships between actors

The respondents for testing the prototypes were:

1: Eleazar Castro, a scientist and social entrepreneur in La Paz, Mexico.

This interview lasted 60 minutes and was done face-to-face.

2: Rafael Ortiz from Environmental Defense Fund La Paz, Mexico.

This interview was done in two parts. The first part lasted 35 minutes and was done by phone. The second part lasted 60 minutes and was done face-to-face.

3: Yann Herrera from WWF La Paz, Mexico.

This interview lasted 70 minutes and was done by Skype because Yann was located in San Felipe to give training to fishermen and work for this case on location.

4: Ramses Rodriguez from Pronatura Noroeste Sonora, Mexico.

This interview lasted 60 minutes and was done by Skipe.

5: Oriana Poindexter from NOAA San Diego, USA.

This interview lasted 80 minutes and was done by Skype.

6: Ashley Apel from Fair Trade USA.

This interview lasted 55 minutes and was done by Skype.

7: Roxanne Nanninga from Thai Union USA (previous job at Environmental Defense Fund).

This interview lasted 60 minutes and was done by Skype.

8: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA.

This interview lasted 80 minutes and was done by Skype.

9: Enrique Sanjurjo from WWF La Paz, Mexico.

This interview lasted 60 minutes and was done face-to-face.

The respondents for running the winning prototype on the case were:

1: Enrique Sanjurjo from WWF La Paz, Mexico.

This interview lasted 60 minutes and was done face-to-face.

2: Oriana Poindexter from NOAA San Diego, USA.

This interview lasted 80 minutes and was done by Skype.

3: Yann Herrera from WWF La Paz, Mexico.

This interview lasted 70 minutes and was done by Skype.

4: Rebecca Lent from International Whaling Commission Cambridge, UK.

This interview lasted 30 minutes by Skype and the rest of the needed information was received through e-mail.

5: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA.

This interview lasted 80 minutes and was done by Skype.

The complete respondent analyses can be found in appendix 3 (Table 6, a respondent analysis in which the three prototypes are tested) and in appendix 5 (Table 7, a case specific respondent analysis for the business model for setting up a vaquita friendly eco-label).

Chapter 4: Designing and testing prototypes

This chapter is structured by answering the sub research questions in the different paragraphs. The empathize, define, ideate, prototype and test phases resulted altogether in the final design of a business model framework for social movement organizations. The final design is presented in Chapter 5 and this chapter shows how we got there by showing results from the design thinking process.

4.1 How to empathize, define and ideate a business model framework for social movement organizations?

The first three steps of the design thinking process served as a preparation phase for designing the prototypes. During the empathize step six members of the Vaquita Friendly Regulatory Council were interviewed. These interviews were analyzed in respondent analyses and the answers were compared with findings from literature and existing business model frameworks (during the define step). In the ideate step existing business model frameworks were compared on functionality and visualization. Hereby, Table 1 from chapter 2 was used. The respondent analyses from the empathize interviews can be found in appendix 1 and 2. These tables contain respondent analyses in which the main topics are business model elements for the framework (Table 2 in appendix 1) and case specific challenges and barriers (Table 3 in appendix 2). These respondent analyses are used to support findings from literature and existing bm frameworks and also to discover what barriers this case needs to overcome in order to set up the vaquita friendly eco-label.

4.1.1 What should be in the framework?

In order to define what business model building blocks will be used in the bm framework for SMOs, information given by respondents was aggregated and categorized in Table 4. Based on the results obtained during the empathize, define and ideate steps a separation was made between what building blocks should be included in a business model framework for social movement organizations and what strategy & tactic, values and organizational goals are important.

Table 4 Separation between BM building blocks, strategy, values and goals

Business Model building blocks	**Strategy & tactics**	**Values**	**Organizational goals**
Activities	Adaptive management	Accountability	Some kind of change regarding environmental or social issues
Actors	Market-based strategies - Certification - Eco-labels	Objectivity	

Business Model building blocks	Strategy & tactics	Values	Organizational goals
Channels & communication	Consumer awareness and education	Transparency	
Cost structure	Involving local stakeholders when developing a business model		
Finance structure	Standardization		
Partnerships & key stakeholders	Traceability and monitoring		
Relationships between different actors	External environment analysis (market, technology & regulations) before designing a business model (Kijl et al., 2010)		
Resources			
Revenues			
Segments			
Surplus			
Value proposition			

During the interviews it became clear that the respondents were not always speaking about things that belong inside a business model framework, but more general important aspects to keep in mind when designing a business model for this case. We created Table 4 to keep clear what aspect belongs to which category and what business model building blocks are needed.

4.1.2 A list of bm building blocks

Based on literature (chapter 2) and the interviews (see chapter 3 and respondent analyses in the appendices 1 and 2) a decision was made on which business model (bm) building blocks to include in the framework. At the end of chapter 2 a comparison of existing bm frameworks was presented in which all building blocks used by these frameworks can be found. The first respondent analysis (Table 2 in appendix 1) shows what the respondents thought were important elements or focus points for the case study 's business model design.

The respondents' input was compared with literature on that topic and existing business model frameworks. All respondents were no expert in the area of business models but they had good ideas about what was necessary for this case. These ideas were used to decide which building blocks to include in the framework.

- **Activities**

In the business model canvas by Osterwalder and Pigneur (2010) the block Key Activities is described as “What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?”.
In the Tandemic canvas the block Key Activities is describes as “What programme and non-programme activities will your organization be carrying out?”.
The activities that are needed in order to create value have to be formulated in any business model framework.

- **Actors**

The building block actors is to make clear who are the people who carry out the activities in order to create value. In the analyzed existing bm frameworks a separate building block for actors was not found. Without actors there would be no activities so it makes sense to include a building block for actors.

- **Channels & communication**

In the business model canvas by Osterwalder and Pigneur (2010) the block Channels is described as “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?”
In the Tandemic canvas the block Channels is describes as “How are you reaching users and customers?”.
This building block was represented in the interviews as well. One of the respondents had a good phrase for why channels and communication is important in the framework: “The Vaquita Friendly label is to assure the consumer that the seafood was caught using non-entangling fishing gear and that the fishermen are getting fair compensation for their efforts” (respondent 6, Table 2 in appendix 1).

- **Cost structure**

In the business model canvas by Osterwalder and Pigneur (2010) the block Cost Structure is described by “What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?” and “is your business more Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) or Value Driven (focused on value creation, premium value proposition)”.
In the Tandemic canvas the block Cost Structure is describes as “What are your biggest expenditure areas? How do they change as you scale up?”.
During the interviews all respondents were clear about what kind of costs would be involved with setting up a vaquita friendly eco-label and that this should be kept in mind when designing a business model (e.g. costs of new fishing gear, fishing methods, financing and training).

- **Finance structure**

In the bm framework for SMOs it is important to have the block finance structure apart from revenues and cost structure because these blocks do not describe how an organization can start carrying out the business model at the point where the organization does not receive revenues yet and already has to deal with costs. Some respondents had an idea about how to finance the business model, and especially: ’funding mechanisms are needed to afford traceability and monitor systems’ (respondent 6, Table 2 in appendix 1). Another respondent mentioned the use of ‘social investment groups to achieve long term funding mechanisms’ (respondent 5, Table 2 in appendix 1).

- **Partnerships & key stakeholders**

In the business model canvas by Osterwalder and Pigneur (2010) the block Key Partners is described as "Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?”.
In the Tandemic canvas the block Partners+Key Stakeholders is describes as “Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?”.
During the interviews the respondents made clear that network building is very important for the business model design. Especially building a network of stakeholders, and opening channels need to be constructed to connect the vaquita friendly eco-label with people who are willing to pay more for a product that contributes to vaquita conservation and people who want to contribute to saving the vaquita by buying, selling and eating seafood from sustainable fisheries (respondent 2 and 3, Table 2 in appendix 1).

- **Relationships between different actors**

In the business model canvas by Osterwalder and Pigneur (2010) the block Customer Relationships is described with “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 integrated with the rest of our business model? How costly are they?”.
In the interviews respondents emphasized the important relationship between actors such as fishermen and buyers of the label and vaquita friendly seafood products. The Vaquita Friendly Regulatory Council already had done a lot of research to the markets and demand for seafood products with a vaquita friendly eco-label and all respondents knew that the label should be linked with both local and international markets. Buyers for the seafood product with this label were already found in Mexico and in the USA and the respondents stressed the importance of a stable and direct relationship between fishermen and buyers of the product.

- **Resources**

In the business model canvas by Osterwalder and Pigneur (2010) the block Key Resources is described as “What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?”.

And types of resources are categorized in “Physical, Intellectual (brand patents, copyrights, data), Human, and Financial”.
In the Tandemic canvas the block Key Resources is describes as “What resources will you need to run your activities? People, finance, access?”.
During the interviews it became clear that all respondents knew certain resources were needed to set up this eco-label. For example technology and technical equipment is necessary to provide full traceability and accountability for the eco-label.

- **Revenues**

In the business model canvas by Osterwalder and Pigneur (2010) the block Revenue Streams is described with “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?”. And the block has the following sub categories “Types, fixed pricing, and dynamic pricing”.
In the Tandemic canvas the block Revenue is describes as “Break down your revenue sources by %”.
In the interviews all respondent shared the opinion that (a share of) economic profit made by the eco-label should go back to the fishermen. This shows that distribution along the supply chain should be a sub element of the block Revenues. The respondents added that in order to make sure the fishermen receive a fair share of the profit, the supply chain for vaquita friendly seafood products should be as short as possible.

- **Segments**

In the business model canvas by Osterwalder and Pigneur (2010) the block Customer Segments is described by “For whom are we creating value? Who are our most important customers?”.
In the Tandemic canvas the block Segments is split up into Beneficiary and Customer.
“Who benefits from your intervention? (Beneficiary)”
“Who are the people or organizations who will pay to address this issue? (Customer)”.
The interviews confirmed that the block segments should be divided into at least beneficiaries and customers. In case of the vaquita friendly eco-label the respondents understood that there is a difference between the customer who buys the label or the seafood products and the beneficiaries such as the fishermen and the vaquita.

- **Surplus**

In the Tandemic canvas the block Surplus is describes as “Where do you plan to invest your profits?”.
It is not unlikely that social movement organizations at some point will have a surplus of money and it is clever to already think in early stages where the organization would invest this money in.
Therefore it makes sense to give the block surplus a place in the bm framework for SMOs.

- **Value proposition**

In the business model canvas by Osterwalder and Pigneur (2010) the block Value Propositions is described as “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?”.
In the Tandemic canvas the block Value Proposition is divided into 3 parts: Beneficiary Value Proposition (this sub block contains no description), Impact Measures (“How will you show that you are creating social impact?”) and Customer Value Proposition (“What do your customers want to get out of this initiative?”).
In the interviews most of the respondents agreed that involving local stakeholders for capacity building should be included in the framework because it is important that knowledge is transferred to local stakeholders so stakeholders can build capacity and replicate what they have learned. This is agreeing with the literature on involving local stakeholders for capacity building when designing a new business model (Boons et al., 2003; Joyce and Paquin, 2016; Matos and Silvestre, 2013). Also, respondents argued that especially in this case training of local stakeholders will lead to better results. For example commercial training for the fishermen was a very important aspect in this case because fishermen need to use alternative fishing gear and have to cope with stricter traceability regulations and fishing permits while they still need to earn enough money to feed their families. Finally, all respondents had an idea about the value proposition for the vaquita friendly eco-label and all answers came together to ‘making sure the vaquita survives and the fishermen make enough money’.

This list of business model building blocks has been extended with descriptions in the next section.

4.1.3 Building blocks and their descriptions

After categorizing what building blocks should be used in the bm framework for SMOs, these building blocks were described in Table 5. This table shows the conceptual business model building blocks that are used in the prototypes and the description of these building blocks. The decision of which building blocks and sub elements, and their descriptions, to use in the prototypes are inspired by the frameworks analyzed and compared in Table 1 (at the end of chapter 2).
Also, the information received during the interviews was necessary to identify what building blocks and sub elements were needed for this framework. For instance, the triple layered business model canvas was a source of inspiration to separate Cost structure into economic costs, environmental impacts and social impacts. The same for Revenues and its sub elements economic profit, environmental benefits, social benefits, and distribution along the supply chain.
As told before, this last sub element (distribution of benefits along the supply chain) is very important for this case study because one of the case’s values is making sure the fishermen earn enough money. For example, Fair Trade is a well known organization that values a fair distribution of benefits along the supply chain.
Another example of inspiration by an existing framework, the Tandemic canvas, is adding the sub elements Beneficiary and Customer to the building block Segments.

Table 5 Conceptual descriptive business model framework

BM building blocks - sub element	**Description**
Activities	*What are the key activities that the organization will carry out?*
Actors	*- Which actors are involved in the business model? - Who are the actors along the supply chain? - Who are the key stakeholders? - How do all the actors and stakeholders interact with each other?*
Channels & communication	*How is the organization reaching out to the beneficiary/customer? Trough which channel(s)? And how is the organization communicating with them?*
Cost structure - economic costs - environmental impacts - social impacts	*- What are the expenses of carrying out the business model? - Which activities or resources are the most expensive?*
Finance structure	*How is the business model financed? E.g. through external funding?*
Partnerships & key stakeholders - network building - value network	*- Does the organization need to initiate cooperative partnerships in order to create value to the beneficiary/customer? What kind of partnerships and with whom: e.g. corporate partnership, partnership with a NGO, etc. - Which actors are part of the organization's network and who are key stakeholders? - Is the value network analyzed?*
Relationships between different actors - direct relationships along the supply chain • producer - buyer - strong relationships - stakeholder governance	*- How are the relationship between the involved actors in the business model? - Are most relationships direct? - Are most relationships strong?*
Resources - financial - human - intellectual - material - technology	*What (type of) resources are necessary in order to run the activities and create value for the beneficiary/ customer?*

BM building blocks - sub element	Description
Revenues - economic profit • pricing or - pricing - environmental benefits - social benefits - distribution along the supply chain	*- With what is the organization earning money? E.g. does the organization make use of price premiums to increase income?* *- To what amount does the business model contribute to social and environmental beneficiaries?* *- How are the profits and benefits distributed along the supply chain?*
Segments - Beneficiary - Customer	*- To whom does the organization want to offer value?* *- Who are the customers and beneficiaries?*
Surplus	*In case of a surplus: where is the surplus of profit invested in?*
Value proposition - involving local stakeholders/ communities for capacity building - impact measures	*- What value is created and delivered by the organization's business model? And through what: e.g. a service, productor invention?* *- What are the benefits for the beneficiary/customer and partners?* *- Through which activities/resources?* *- What are the value creating steps?*

4.2 How to prototype a business model framework for social movement organizations?

After deciding what business model building blocks should be used in our framework and defining what these building blocks mean, the prototypes were designed. All prototypes are 'empty' because only the prototype that is chosen as the winning prototype by the respondents was supposed to be applied to the case study.
Before picking a winning prototype the three prototypes were not filled in with the specifics of the case study because the main aim of this study is developing a business model framework for social movement organizations (SMOs) and not just a specific design for the case study. The first prototype is a value network analysis blueprint. This blueprint contains some theoretic explanation and steps that can be followed to run a value network analysis. When this prototype was chosen as the winning framework, the respondent analysis on barriers and challenges (Table 3 in appendix 2) would have been very useful to complete a value network analysis. The second prototype is a canvas framework and the third prototype is a unique design. All three prototypes are presented in this paragraph. How these prototypes were perceived by the respondents and which prototype won can be read in paragraph 4.3, which describes the testing phase.

4.2.1 Prototype 1

Value network analysis blueprint

A value network is suitable as a business model framework for more service-related organizations. A value network is more multi-actor and external oriented because it focuses on the roles that are required to create value and their value- and financial streams. The value network can be seen as a graphic representation of a specific business model design from a multi-actor perspective. The value network concept can be used to represent first ideas about possible business models graphically but lao to show validated business models. The value network concept is the graphic representation of a (multi-actor) business model (Kijl, Nieuwenhuis, Huis in 't Veld, Hermens, & Vollenbroek-Hutten, 2010; Kijl & Nieuwenhuis, 2011; Ehrenhard, Kijl & Nieuwenhuis, 2014).

To start, the organizations should define the goals it desires to achieve. Besides, it needs to describe the current situation and why/how the current situation differs from the desired one. Then, the value network analysis should include the next steps:

1) Identify the multiple stakeholders, their roles and value-adding activities by putting these actors, roles and activities in a table. An example is given in Figure 12.

Using a Role, Actors, and Activities table, the organization can create a value network that can serve as a basis to further complete business model frameworks for each of the value-participating actors. To fill in this table and to get a complete overview of the value network, the organization could interview a significant amount of people who are selected on role variation. The respondents should be asked about their key roles and activities, about other key actors and important market and organizational barriers in relation to their goal. Through this role activity analysis approach the “main value network *roles* performed by the performed by the value network *actors* who execute certain *activities* in the value network are analyzed” (Ehrenhard et al., 2014, p. 309).

Roles, actors and activities in value network

Role	Actor	Activities

FIG 12 EXAMPLE OF A ROLES, ACTORS AND ACTIVITIES TABLE

2) Identify market barriers by including the main actors’ perceptions of organizational and market barriers. Building on the value network and associate market and organizational barriers the market adoption barriers can be identified (Ehrenhard et al., 2014). After identifying all barriers, ways need to be proposed to overcome these barriers.

A good example of identifying case specific barriers is the respondent analysis that we created after conducting interviews with respondents (Table 3 in appendix 2).

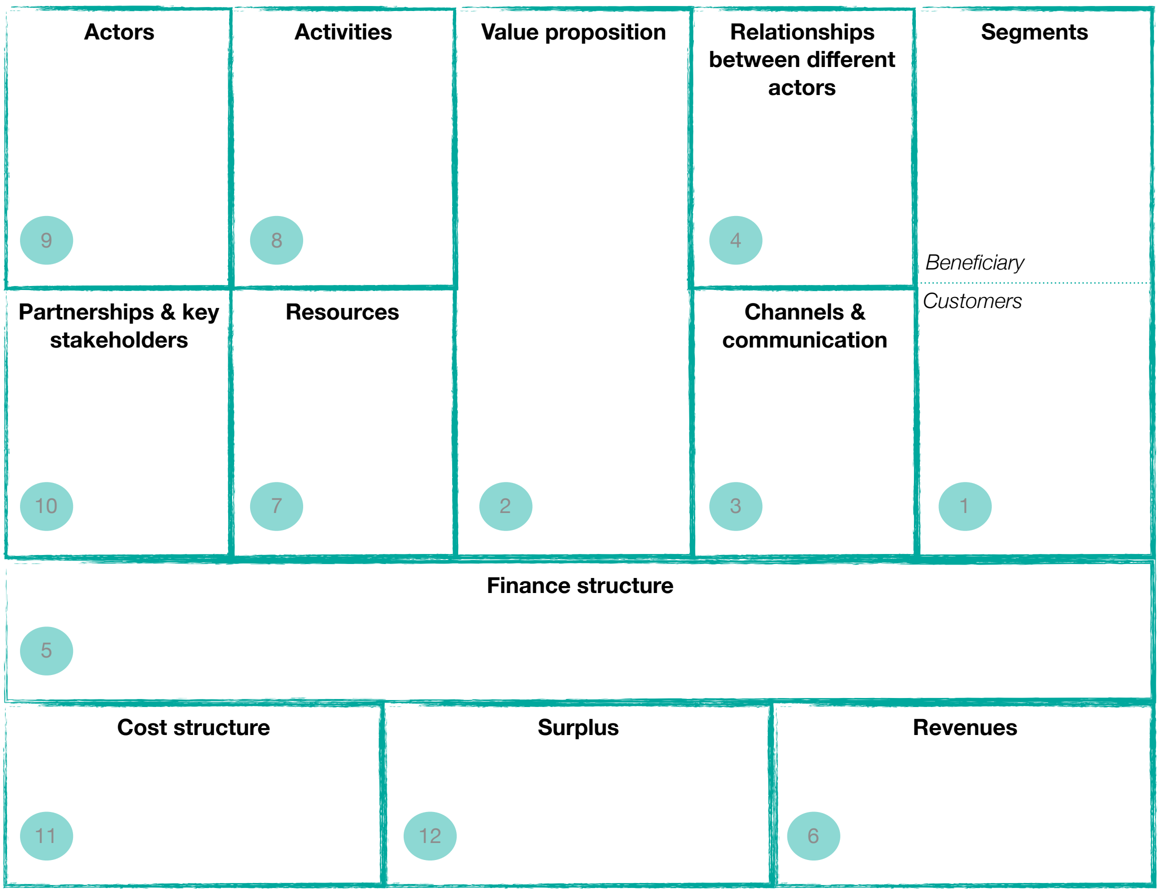
3) Develop a value network and visualize the value network in a figure.
In the studied approach the value network is mapped around a specific product and/or service offering (Ehrenhard et al., 2014). The value network structure can be visualized with value streams and revenue streams (Kijl & Nieuwenhuis, 2011, p. 32 & 33). Important is to visualize the relationships between the different roles (primary and secondary roles), and thus the difference in actors. The value network shows the which roles are primary and most important to the value network, and which are secondary. To have a functioning value network the primary roles should always be fulfilled. The secondary roles can create extra value for the end-user (Ehrenhard et al., 2014, p. 309).

4.2.2 Prototype 2

Canvas

A business model canvas is not just a sheet with business model building blocks. There is a logic behind the order of reading and/or designing the building blocks. When designing our canvas we analyzed this logic used by Osterwalder & Pigneur (2010). Their order of using the business model canvas is 1) Customer segments, 2) Value proposition, 3) Channels, 4) Customer relationships, 5) Revenue streams, 6) Key resources, 7) Key activities, 8) Key partnerships, 9) Cost structure. We used this order in the canvas below, however our building blocks are different from the business model canvas because we aim to develop a unique framework. Similarities between the canvas shown below and the Tandemic canvas are not coincidental. The Tandemic canvas was a large source of inspiration for prototype 2. This is shown in the building block Segments, that has a clear separation between Beneficiary and Customers. Also, the location of the building block Surplus has the place as in the Tandemic canvas. A complete new building block in prototype 2 is Finance structure. Cost structure, Surplus and Revenues should describe how many comes in, goes out, and how it is invested in the case of a surplus. We created an extra block, Finance structure, to describe how the business model is financed before the organization receives revenues. The location of Finance structure was deliberately chosen to be read before Revenues because an organization needs to know how to finance the business model in case there is no Revenue yet.

FIG 13: PROTOTYPE 2



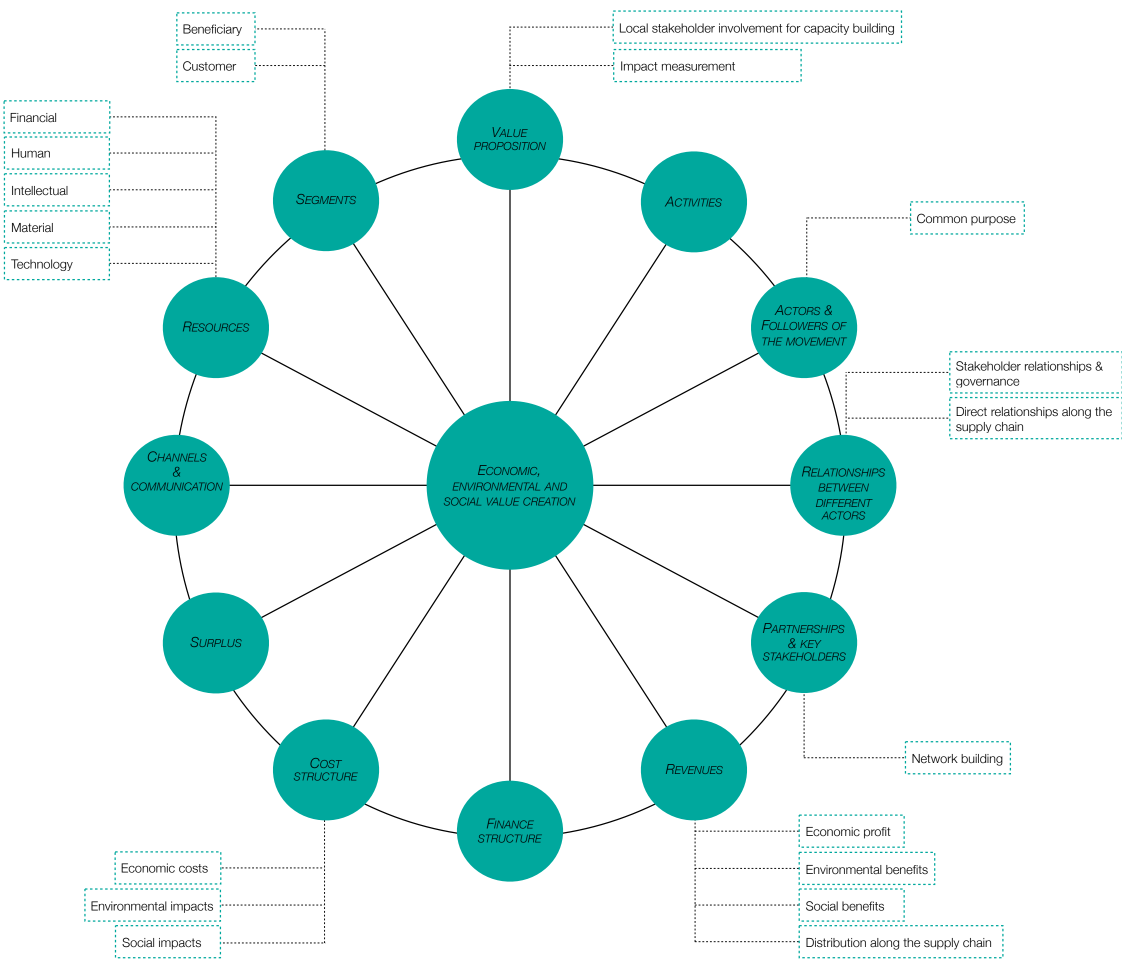
4.2.3 Prototype 3

Unique circular model

This model is unique in several ways. An organic shape was chosen for this model because it could not be found in the existing business model frameworks. Most existing frameworks tend to use a canvas template, which is not very original and it also does not clearly show the relationships between the different building blocks. Other things that were missing in most of the analyzed frameworks were the explanation of how to use the framework (in which order it should be filled in by the user) and a description of the building blocks.

This business model framework has organic shapes and a center with the name 'Economic, environmental and social value creation' which should be the main focus of a social movement organization when working on a business model. That is why the centre of the model is larger than the surrounding circles. Next, the surrounding circles are the business model building blocks and outside are their sub-elements. A description of all of these blocks can be found in the descriptive framework (Table 5). The lines between all circles should symbolize that all building blocks in a business model are interrelated and that all of them influence the value that is created by the entire business model.

FIG 14: PROTOTYPE 3



What is missing in the literature on business model frameworks is the logic behind the framework and an explanation of why the framework should be used in a specific order. Moreover, this order or sequence is often not even present for most business model frameworks. This makes it harder for users to use and understand a business model framework and it often results in users being confused where to start and not being aware of how business model building blocks are (inter-)related. Therefore, we took a closer look to the logic of our unique business model framework for social movement organizations. A business model framework should be logical and ready to use for every future user, from fishermen or farmers to CEOs.

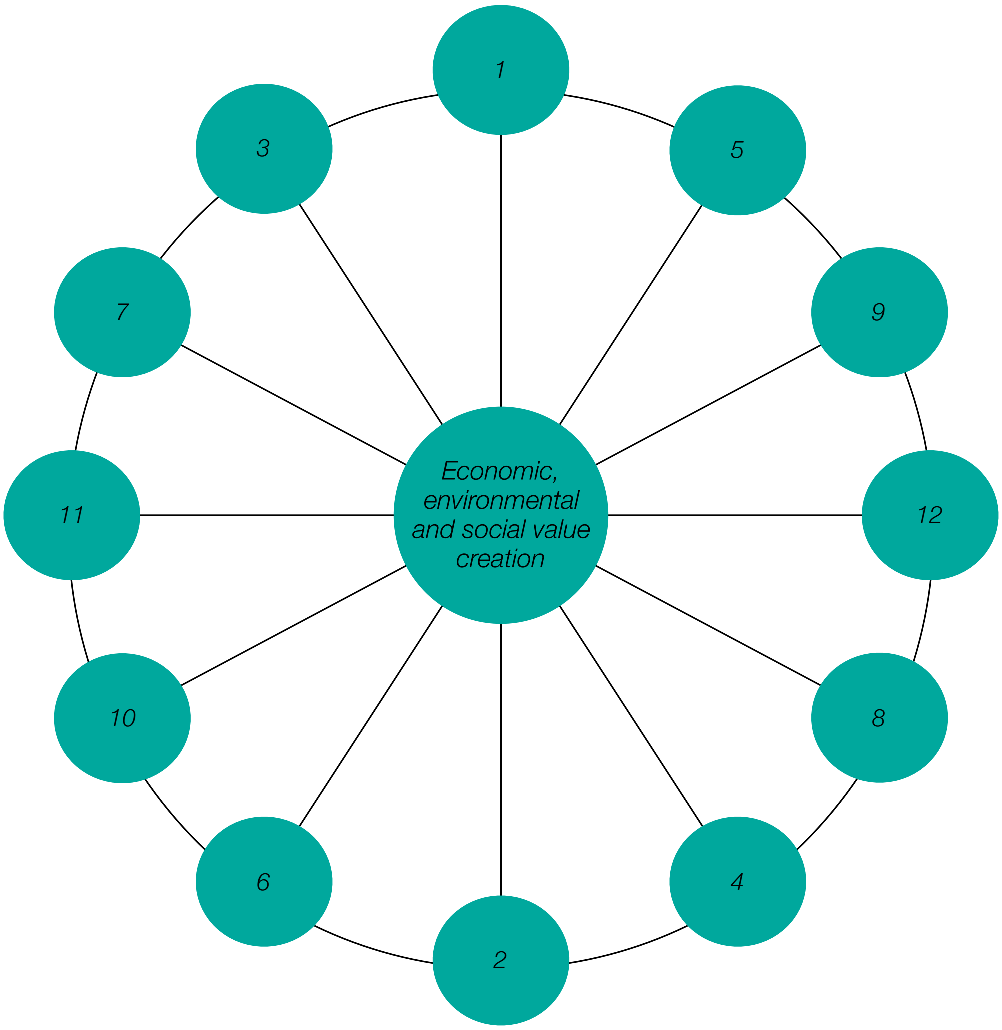


FIG 15: THE ORDER IN WHICH PROTOTYPE 3 SHOULD BE READ/FILLED IN

Sequence	Building block	Description	Opponent building block	Description
1 - 2	1 = Value proposition	What value is created?	2 = Finance structure	How is the organization going to finance this business model?
3-4	3 = Segments	For whom is value created?	4 = Revenues	Where do the monetary revenue streams come from? What are the social and environmental benefits?
5 - 6	5 = Activities	Through which activities is value created?	6 = Costs	What are the costs of carrying out these activities, the needed resources, starting the business?
7- 8	7 = Resources	What resources are needed to carry out the activities and create value?	8 = Partnerships & key stakeholders	What partnerships need to be created? Who are the external stakeholders?
9 - 10	9 = Actors	By which actors are the activities carried out? (internal)	10 = Surplus	Will the organization make a surplus of money at some time? Where should this surplus of money be invested in?
11 - 12	11 = Channels & communication	How is awareness about this value creation raised? How is the VP delivered to customers and beneficiaries? Through which channels is the product/service promoted?	12 = Relationships between different actors	How do the actors interact with each other? How are the relationships in the business model (intern and extern)?

4.3 How to test a business model framework for social movement organizations?

After presenting the three prototypes and the conceptual descriptive framework to the respondents of the case, semi-structured interviews were conducted to test the prototypes on criteria, receive feedback from respondents and to pick a winning prototype. As the prototypes and the descriptive framework were send to the respondents days before the interviews took place, the respondents had time to take a good look at them. The decision of which prototype would be most suitable as business model framework for social movement organizations was based on the outcome of these interviews.

4.3.1 Outcome of the semi-structured interviews

The first question in the interviews was “When you keep in mind that the business model should ‘represent what the organization offers, to whom it offers this and how it can accomplish this’ - which one of the 3 prototypes is the best in representing this?” and all of the following questions focused on the prototype they picked in the previous question.

In total, 7 out of 9 respondents picked prototype 3. The other two respondents picked prototype 2 because they preferred a canvas framework.
Arguments that were given by respondents who picked prototype 3 were for example: “Prototype 3 is more holistic than a canvas because it shows the relationships between them. This model shows the distinction between BM building blocks and the relationships between them” (respondent 1, Table 6 in appendix 3).

Several respondents said they prefer visual diagrams and that a diagram in which the relationships between different elements is shown works best for them. Moreover, one of these respondents said:
In the canvas the rectangles have different sizes and an order. But I don’t completely understand the canvas. Prototype 3 is self explaining, it has a centre and sub elements and relationships. In a graphic way, I choose prototype 3. This one shows the relationships between the building blocks better than the canvas. For me prototype 3 looks more like an impact investment proposal or a triple bottom line graphic. As a business model I choose the canvas, because I understand how it works and I worked with it before.
But the canvas does not really show how the building blocks are related to each other. You need to know how to read a canvas to understand how the relations are shown in the canvas.” (respondent 4, Table 6 in appendix 3).

And another example of why prototype 3 was chosen:
“I like how the model equalizes all elements for value creation. Prototype 3 is more complete and circular and equalizes all the different pieces instead of a hierarchical structure. The model is circular so it makes clear that all elements should be taken into account” (respondent 5, Table 6 in appendix 3).

Two of the respondents for these interviews were familiar with the business model canvas. One of them picked prototype 2 because it is a canvas framework and this respondent argued “The canvas is widely know which makes it easier to share knowledge.

It is an easy model to use (when you know how to use it). The centre of prototype 2 is the value proposition and that makes the model strong" (respondent 9, Table 6 in appendix 3). There were two respondents who said something about prototype 1, namely: "At the first look prototype 1 seems to be more useful because it looks like a plan and it is written down" (respondent 8, Table 6 in appendix 3) and the other said: "Prototype 1, the value network analysis, looks more like a plan" (respondent 5, Table 6 in appendix 3). However, both of these respondents picked prototype 3. All of the results from these semi-structured interviews were analyzed through the respondent analysis in appendix 3.

To conclude, based on the results of these semi-structured interviews prototype 3 was chosen as the best prototype because the majority of respondents picked this particular prototype. Moreover, this prototype scored most positive on the evaluation criteria.

4.3.2 Feedback on the winning prototype

As mentioned above, prototype 3 scored best on the evaluation criteria. Additionally, this model was perceived as holistic, it is visually attractive to users, it equalizes all the building blocks that help to create the economic, environmental and social value, and relationships are shown. Prototype 3 appeared to be 'very organized with enough interactions' to users (respondent 2, Table 6 in appendix 3).
Feedback on the structure of the model was also very positive: "The structure is really clean and nice" (respondent 8, Table 6 in appendix 3).
When the question was asked whether this prototype is unique and suitable for social movement organizations, respondents shared the opinion that this model indeed is unique and suitable for SMOs: "I am not familiar with any business models at all, but I think this model fits well with social organizations." (respondent 3, Table 6 in appendix 3).
And: "I think this model is very unique because it's circulair instead strictly hierarchical and top-down. And that's a good thing for SMOs." (respondent 5, Table 6 in appendix 3) & "For social business models it makes more sense to have holistic contributions then a static order of contributions. Because sometimes things happen at different times and not in a sequence. This is shown in this model." (respondent 3, Table 6 in appendix 3).

Besides seeming unique, holistic and well structured respondents wanted to see this model in action: "The model makes a really good point. I would like to see it in action." (respondent 5, Table 6 in appendix 3)".
Also, according to the interviews critical building blocks were used in the prototype: ""This model contains critical aspects: Finance structure, cost structure, value proposition, resources, surplus, revenues." (respondent 5, Table 6 in appendix 3).
Respondents were also positively surprised by innovative building blocks: "Especially the surplus and followers of the movement blocks are surprising. They create opportunities for SMOs. The representation is unique and different and more dynamic - that is good. It contains fundamental concepts: separation of internal and external: actors are within the organization & key stakeholders outside. An SMO has a purpose and the actors are the ones who give the purpose." (respondent 1, Table 6 in appendix 3).

Therefore, prototype 3 was chosen for the final business model design for the WWF and the Vaquita Friendly Regulatory Council.

However, in addition to compliments, feedback was also given about prototype 3 and the descriptive framework. One of the respondents Eleazar Castro (respondent 1 in Table 6), a scientist and social entrepreneur, gave very good feedback about what could be improved in the circular model: “This model is not just the blocks but also the connections (the lines), which make it unique. That’s what you don’t have in the canvas. If you don’t see the connections it can’t have the meaning. Broken lines can be added. You can show what is represented in the line. Make a difference between whole and broken lines and their meaning (e.g. speeds of change or long-term vs short-term). I would add the intrinsic relationships between the opposite blocks (and show them as complementary). The horizontal lines (the outer circle) should only be added when needed because they make the model more static. When you need the link for instance between value proposition and activities you add that line. To make the model more organization specific you can create more links, e.g., between partnerships and cost structure when necessary.” (respondent 1, Table 6 in appendix 3)..”
Another respondent also gave a good point to make the model even more holistic by adding more to the third circle and giving al the blocks sub elements (respondent 2). Additionally, a respondents pointed out that the model should be clear for each type of user: “It is important that communities who don’t have business knowledge understand the model.” (respondent 3, Table 6 in appendix 3). Therefore, we simplified the explanation of the logic of the model, together with the scientist/entrepreneur Eleazar Castro because he had really useful ideas on how to make the model more clear and how to write that down. This is presented in chapter 5 and these improvements were made, because of time pressure, after delivering the business model design to the client WWF.

One of the respondents worked for Thai Union, the tuna giant mentioned in chapter 1. She named the importance of the finance structure of an organization and how this is reflected in the business model: “You should specify the model on how the organization finances itself and their model - is it self-sufficient (generating money though activities) or is it depending on funds and grants? This is also dependent on the legal structure of the organization (non-profit, for-profit, benefit business, NGO).” (respondent 7, Table 6 in appendix 3).

For some respondents it was not clear yet why particle building blocks are visualized opposite from each other (respondent 5) and another respondent was surprised that Governance was not part of the model: “Governance should always be included.” (respondent 2, Table 6 in appendix 3).
Some respondents had interesting ideas about changing the way the relationships are shown in the model: “Maybe get rid of the outer circle and arrange the blocks in a web distributed among the page and play with the size and interconnectivity of the blocks. Things could improve by changing it to a web and show the interconnectivity. Depending on the case some things have more weight than others. In the vaquita case the environmental impacts and the cost structure have more weight than the revenue.

The value of life of the species should have more weight than the surplus, or channels and communication.” (respondent 3, Table 6 in appendix 3).
This opinion about equality in weight, or importance, of the bm building blocks was shared by another respondent: “'Now it seems that each element has the same importance. I think some relations are more important than others. In this model it seems that each element has the same importance. I think that not all the elements are on the same level. More important relationships are for instance: value proposition - activities. How do you include local actors into the governance to impact the value proposition? Do we have a board of key stakeholders? How are local actors involved in impacting the value proposition? People trust NGOs more when the board is composed of trusted local stakeholders. & add more to the third circle; give all blocks sub-elements.” (respondent 2, Table 6 in appendix 3).

To conclude, all respondents were extremely helpful in testing the prototypes and taking the time to give their comprehensive opinions and feedback. Without their feedback the improvements to the model could not have been made. In the next chapter the business model design for the case study is presented first and the final business model framework for social movements is presented afterwards. Feedback from the respondents was applied for the case specific bm design as long as it was relevant for the case study and as long as time allowed. Because of time pressure some of the feedback (such as changing the logic behind the model) was applied after finishing the case study.

Chapter 5: Application of framework and case study

This chapter first presents the business model that was designed for the case study and recommendations for setting up a vaquita friendly eco-label by the Vaquita Friendly Regulatory Council. Second, the improved final business model framework is presented with a refined logic, improved descriptive framework and an improved graphic of the model.

5.1 Validation of framework through case study

After the testing phase the design thinking process was completed. Feedback received from the respondents was implemented and used together with the case specific business model respondent analysis (Table 7 in appendix 5) to finalize the business model design for the client WWF and its partners in the Vaquita Friendly Regulatory Council. The respondent analysis in which the respondents filled in the business model for setting up a vaquita friendly eco-label by a vaquita friendly regulatory council (Table 7) can be found in Appendix 5. The respondent analyses, and the winning prototype were used to design the final business model for the client. The final business model design for the case study is presented in this section, starting on the next page.

This business model design includes an improved version of prototype 3 and describes all business model blocks for the case of ‘designing a business model for seafood captured with sustainable fishing gear that does not affect the vaquita’. Additionally, examples are given from organizations such as Fair Trade, Max Havelaar and MSC (Marine Stewardship Council) to show how they work with certain building blocks. At the end of the document more general recommendations are given to the Vaquita Friendly Regulatory Council to become more structured and organized. In this section a lot of examples from MSC and Fair Trade are given as an idea how organizations present their work and the way they work. These examples are very useful for to set up the vaquita friendly eco-label because MSC and Fair Trade work with eco-labels as well.

Business model for seafood captured with sustainable fishing gear that does not affect the vaquita

Master thesis internship for the World Wildlife Fund/World Wide Fund for Nature (WWF) by Sabine Hoendervoogt, as part of the Master Business Administration, University of Twente, the Netherlands.

Written for:	The Vaquita Friendly Regulatory Council
Assignment given by:	Enrique Sanjurjo, Policy and Development Coordinator WWF La Paz, Mexico
Written by:	Sabine Hoendervoogt
Date:	29 december 2017

CONTENT

INTERIM REPORT INFORMATION

Final interim report

Name of project:
Developing a Business Model for seafood captured with sustainable fishing gear that does not affect the vaquita.

Date of report:
December 15, 2017

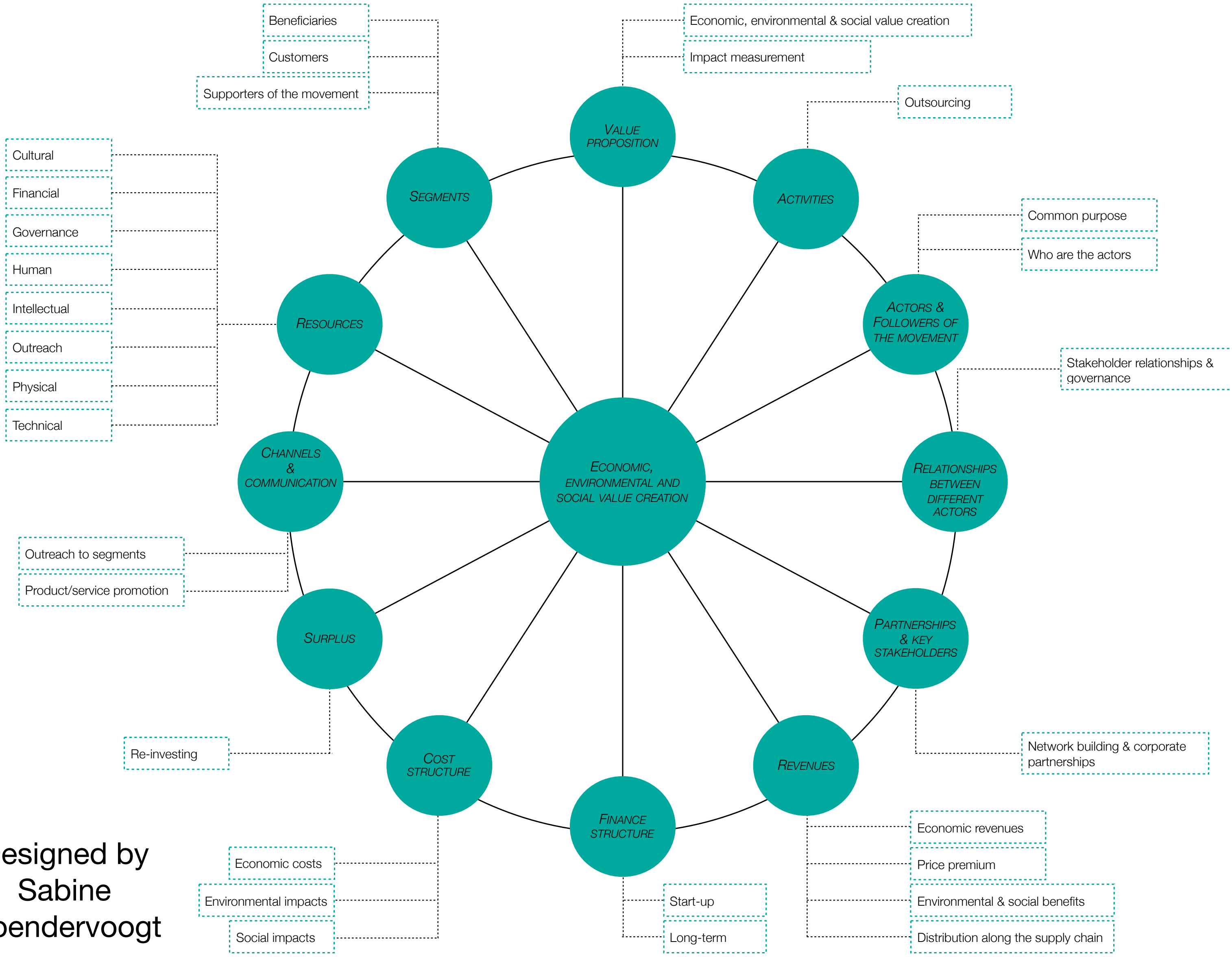
Date of delivery:
December 29, 2017*
*In agreement with Enrique Sanjurjo

Content of final report:
The results of the test phase/ the end result of the internship: a business model for seafood captured with sustainable fishing gear that does not affect the vaquita. This is a filled-in business model framework with descriptions. Moreover, this report contains additional Recommendations for the Vaquita Friendly Regulatory Council.

To clarify:
Vaquita Friendly Regulatory Council = Organization
Vaquita Friendly eco-label = Certification

Hereafter Vaquita Friendly Regulatory Council is abbreviated as VFRC, and Vaquita Friendly eco-label is abbreviated as VF eco-label.

BUSINESS MODEL GRAPHIC



Designed by Sabine Hoendervoogt

BUSINESS MODEL DESCRIBED

1) Value proposition

Economic value creation:

- The eco-label provides a transparent, accountable, traceable and credible platform to provide seafood products that does not harm vaquita to the market. This label creates a new market for Vaquita Friendly seafood products and thereby the label helps to fight illegal fishing activities.
- Transparency, accountability and traceability are ensured in the VF Chain of Custody standard for traceability. Moreover the Vaquita Friendly Regulatory Council is transparent about its expenditure of resources. This will be annually presented in the Council's annual report.
- The label creates Sustainable livelihoods for fishing communities. Ensuring that fishing communities earn a fair amount of money that covers the costs of sustainable fishing and the value of their work incentivize fishermen to fish sustainably and to get certified with the VF eco-label.
- The VFRC creates organized networks of fishing communities and other supporters of the sustainable seafood movement.

Environmental value creation:

- Saving the vaquita; the continued existence of the vaquita as a species.
- Ensuring long term sustainability of marine environments by assessing fisheries for certification against the VF Fisheries Standard. By ensuring sustainable fisheries' practices the VF eco-label helps to secure fishing-based economies for the future.

Social value creation:

- Empowerment of fishermen. The Vaquita Friendly certification gives fishing communities the opportunity for economic and social improvements and opportunities. Because of the VF standards and eco-label fishermen can sell their fish to special markets and for a higher price than seafood products without the label. VF certified fisheries have the opportunity to supply markets where environmental credibility plays an increasingly decisive role in purchasing decisions.
- Addressing information asymmetry issues and fulfilling customer needs through the VF eco-label. Consumers of seafood products caught with unsustainable gears and methods are not aware of the externalities associated with the fisheries providing these products. The VF eco-label ensures seafood products caught with vaquita friendly and sustainable fishing gear and methods. The customer gets information through the label and this knowledge that they are not contributing to the extinction of the vaquita and other problems is very important.

Example Fair Trade USA: Empowerment, economic development, social responsibility, and environmental stewardship[1]. Fair Trade USA is putting money (Fair Trade Premium) back into community projects such as scholarships, improving health care, access to drinking water or improving production methods and tools or conditions in production areas (farms). For example teaching farmers how to fertilize the grounds in a sustainable way. Moreover, a lot of the premium goes to trainings, like first aid training. Another impact is the standard itself. Every product that is certified by Fair Trade has the assurance that they were produced with best practices, such as no discrimination, no child labour, no slave labour, save working conditions, access to health care, appropriate wages, and more. Fair Trade holds annual audits and makes sure the price premium goes back to producers.

Example Max Havelaar Switzerland (Fair Trade): Fair Trade is paying producers enough to cover the cost of sustainable production plus the value of their work (salary, wages) to enable them to develop themselves, their families and their communities.
Each country needs its own fair trade system. Fair trade is about economic, social and environmental responsibility. Local suppliers for local consumers should be encouraged.[2]

Impact measurement: Keeping track of the amount of alive vaquita's, keeping track of the increase in product price and controlling the standards by partnering with third parties, e.g. Conformity Assessment Bodies (CABs) and Accreditation Services International (ASI).

Example Fair Trade USA: Third party auditors control the standards. Fair Trade owns the standards so they are in charge of what is in the standards and what are the criteria to meet the standards. Fair Trade partners with third party certification bodies that have their own auditors. Fair Trade helps the client to get ready for the audit and then a third party goes out there and actually does the audit every year. So it is Fair Trade's responsibility to run these audits but they are done in a hands-off manner by independent third party auditors. This is industry best practice and Fair Trade complies with all industry best practice when it comes to that. All of the Fair Trade standards abide by the ILO[3] standards and best practices throughout the world.
Part of Fair Trade's criteria is full product traceability throughout the supply chain. FT uses third party auditors to check if there is traceability in place. For example Fair Trade products need to be kept separated from non-Fair Trade products.
There are many ways to set up a traceability system. Fair Trade does not tell to their clients what specific traceability system they need to use, they only tell them that they need to have a traceability system. And then the auditors will check if the clients actually have the traceability systems and if it meets the criteria set up by Fair Trade.

1 http://www.fishchoice.com/seafood-program/fair-trade-seafood

2 http://www.tradeforum.org/Fair-Trade-as-a-Business-Model/

3 http://www.ilo.org/global/standards/lang--en/index.htm

Fair Trade requires quarterly transaction reporting[4]: any time a Fair Trade product is either purchased or sold within a Fair Trade supply chain, it needs to be reported on a quarterly basis to Fair Trade. This way Fair Trade is tracking volumes of Fair Trade products and where they are going, so Fair Trade can check whether the ins and the outs are right. That amount and the transactions get double checked during the audit in person. Fair Trade checks the transactions via computer and reporting and they also get checked on the ground during the audit.

2) Finance structure

Start-up: Financing the start of the business model will be dependent on external financing, e.g. funding and grants. The VFRC needs to seek public/private partners for the start-up costs.

Because the Vaquita Friendly eco-label will be completely new in the markets, the VF Regulatory Council will be 100% dependent on external large foundation funding in the beginning. To generate enough income through service fees you need to have enough clients contracted with the eco-label. But in the beginning of setting up the label the income from service fees will be low. Therefore partnerships with foundations are very important and critical to start with. These partnerships should include one-time funders and long-term funders. Once you have a relationship with a foundation it is easier to get long term funding from that foundation. The important thing is that the activities the Vaquita Friendly Regulatory Council is carrying out match with the goals of the foundation that fund the money. It is really important that the goals of both parties match up.

Example Fair Trade USA: They just started a Fair Trade seafood program and because this program is new they also depend 100% on foundation money until there are enough clients certified to generate income through service fees. At this moments they do not have enough clients yet to run the program on income generated through service fees.

Long-term: The business model should be financed in the long run by using a triple stream finance model (like Fair Trade and MSC).

Generate income through service fees, independent donors and large foundation funders.

Find foundation funders that expand the outreach and deepen the impact (sustainable fishing, vaquita conservation).

Ideally the majority of income should come from service fees, but the organization does not have to be completely self-sustaining without any external funding as long as there are foundations willing to support the organization financially.

To change the industry corporate partnerships are necessary. The goal is to work with corporations and to improve the way they work (produce more sustainable and socially responsible products) and in return the organization receives money from the businesses.

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4 https://get.fairtrade.help/hc/en-us/categories/204639548-Transaction-Reporting

For instance, Fair Trade works on consumer education and aligning what consumers want to purchase (responsible and sustainable products) with what businesses are providing.

3) Segments

The label creates value for the fishermen and the conscious consumer by providing fair wage and sustainable demand for the fishermen and a trusted source of sustainable seafood for the consumer. Indirectly it may provide value for conservation organizations and efforts by incentivizing the increased use of non-entangling fishing gear and decreasing incentive for the use of gill-nets and participation in illegal fisheries. If successful, the decreased use of gill-nets could give the vaquita a chance to survive.

Beneficiaries (to whom is value created):

- Vaquita (still alive). The willingness to pay a higher price for VF product reflects the value of vaquita conservation to consumers.
- Fishermen (making profits while not killing the vaquita).
- Customers who buy the product (feel good for not killing vaquita and receive responsible and good quality seafood products) / The people who buy the labeled products and the producers who produce the VF seafood products.
- Individuals who place a value on the survival and rebuilding of the vaquita.

Customers: Everyone who buys the label: Producers (fishermen) and sellers that want to use the label on their product.

Supporters of the movement: The eco-label is building up social capital for vaquita conservation and for the sustainable seafood movement. NGOs and the aquarium and conservation community need to support building up this social capital.

4) Revenues

Economic revenues: Income is generated through the license rights; the label is sold to clients. Clients pay annual fees for license rights for the use of the VF eco-label. Once the license is signed, the client is liable to pay annual fees and, depending on the eco-label application, royalties. Royalties should be paid when the VF eco-label is used on consumer facing products (products that could be available for sale to consumers in its current packaging).

For each sold product along the supply chain, license rights will be paid to the Vaquita Friendly Regulatory Council. These license right can be based on volume or turnover of sold Vaquita Friendly products. Therefore a price premium can increase revenues for the VFRC and fishermen.

Moreover, Income generation should be supported by external sources as donations, philanthropic funding, grants and investments. Funding and investment partners are very important for this source of income. These funds are needed to protect the vaquita and to support fishermen during the assessment process.

Example MSC: The level of the annual fee is determined by the total net value of MSC labelled seafood sold by the client's company during a financial year. Except for menu or fish counter items, whereby the annual fee is based on net purchases. The annual fee is due at the beginning of each royalty year. Moreover, MSC applies royalties for the use of their label on consumer facing products & for fresh fish counter or menu items and retailers. Take a look at the 'Usage costs' in the Appendix.

Example Fair Trade USA: Business partners and brands pay a service fee to use the Fair Trade label, every quarter for the amount of product that they are selling as Fair Trade.

Price premium: When the consumer buys a product with the eco-label, a percentage of that money goes back to the fishermen. It is very important that a percentage of the consumer purchase price goes back to the fishermen where the product came from.

Example Fair Trade USA: Fair Trade USA uses the same system in their new seafood program to make sure the fishermen get their fair share.

Example Max Havelaar Switzerland (Fair Trade): Not all FT products are sold for a price premium (bananas for example), these products are still profiting because Fair Trade cut out the intermediaries.

Environmental benefits: The continued existence of vaquita and sustainable fishing practices.

Social benefits: Keeping the vaquita alive, providing fair incomes for fishermen, and creating a 'feel-good' sensation for customers who buy products with this eco-label. If successful, the label would provide a fair wage and a sustainable demand/market for the products produced using sustainable fishing methods. The fishermen would have an economically and ecologically sustainable livelihood to support their families and communities. Moreover, If the fishermen are economically secure using sustainable fishing methods, the likelihood of them participating in illegal and environmentally destructive fishing practices will decrease. This would give the vaquita a chance to recover. It could also support healthier fisheries for species like totoaba and reduce other by-catch and impacts as well.

Example Fair Trade USA: In highly volatile markets as coffee Fair Trade uses minimum prices, so that buyers have to at least pay a minimum price for the goods, even when the market drops and the price drops below this minimum price.
And when the market price rises the minimum price rises to the market price. These minimum prices have to stay in relation with the market price because otherwise they will become distorted. For seafood Fair Trade USA does not need a minimum price, because seafood markets are slightly less volatile (so far - the Fair Trade seafood program is almost 4 years old now). Fair Trade USA reviews their premium amounts every couple years, so when the market drastically changes and FT decides they want the premium to go back to the producers to help offset the income difference they can implement the minimum price to the seafood program.

Distribution along the supply chain: Distribution of revenues along the supply chain depends on arrangements made by the VFRC, i.e., does the fisherman get some percentage share of the final export value, or a set price based on anticipated export revenue? These arrangements should be made at the same time as the VF standards are set.

Example Fair Trade USA: If the supply chain works then Fair Trade does not interfere. Fair Trade producers feel more empowered and have more control over their own business and where their products are being sold. Sometimes you can see a shift where the middle men are cut out of the supply chain to shorten the supply chain. FT does not normally interfere by shortening the supply chain at the very beginning, because FT is busy with other things such as making sure that people have clean drinking water.

5) Activities

Setting standards: define the VF standard and application of the standard. The Vaquita Friendly standard should include:

- Fishery standards (seafood production standards; sustainable fishing standards).
- Traceability standards of Vaquita Friendly labeled product; from fishery to end-product.
- Standards for a minimum price of products with the Vaquita Friendly eco-label to ensure fishermen can cover the costs of producing sustainably and vaquita-friendly.
- Strict environmental and social criteria (e.g. working conditions, by-catch regulations etc.).

Audits & control of traceability and legality of the label, through:

- An online product database.
- Quarter reports presented by license holders (people who bought the use of the VF eco-label).
- Outsourcing: Independent inspections in the field by an independent certification organization (third party), such as Control Union.

This activity is outsourced to a third party, but the Vaquita Friendly Regulatory Council keeps the end responsibility for making sure inspections and control is carried out.

Other activities:
- Coordination of the council's activities and day-to-day operations.
- Monitoring and evaluation of the VF standards.
- Promotion of- and selling the VF eco-label.
- Setting up consumer education- and averseness programs.
- Setting up a philanthropic fund to support fishermen in the assessment procedure. The VF secretariat needs to administrate this fund.
- Regulation of fisheries.
- Resource mobilization by raising funds and through the creation of allies: building relationships and networks with foundations, NGOs, non-profit organizations, and especially private sector corporations.
- Managing relationships with fishermen and key stakeholders and the determination of participants.
- Researching for new fishing gear and testing new gear.
- Quarterly or annual meetings.

Example MSC: "MSC accreditation is carried out by Accreditation Services International GmbH (ASI), one of the world's leading accreditation bodies for sustainability standards systems. The MSC certification and eco-labelling program is a third-party program. Independent certification bodies carry out assessments of fisheries and businesses against our standards for sustainable fishing and seafood traceability. This ensures our program is robust, credible and meets best practice guidelines for standard-setting organizations as set out by ISEAL and the FAO." [5]

6) Cost structure

Economic costs:

Startup costs of setting up an organization (the Vaquita Friendly Regulatory Council). This includes:
- Costs of getting a copyright for the VF eco-label. See[6] for example.
- Costs of setting up standards.
- Office costs and personnel costs.

Long term expenditure of resources:
- Paying the fishermen a fair wage.

5 https://www.msc.org/get-certified/find-a-certification-body

6 https://www.copyright.gov/docs/fees.html

- Policy and maintenance of VF standard (monitoring and evaluation, third party certification and accreditation).
- Education and awareness programs.
- Promotion of the VF eco-label.
- Commercial and fisheries servicing and outreach (producer services and relations).
- Logo licensing.
- Expenditure on raising funds.
- Continued cost of confirmation of product compliance.

Costs of market facing activities, this includes:
- Searching for and realizing new network opportunities to gain contacts, partnerships, grants and/or funding.
- Searching for and realizing new product opportunities.
- Supporting fishermen and help them comply with the Vaquita Friendly standards.
- Travel costs when staff need to visit other places to carry out activities or hold meetings.

Environmental impacts: All kinds of fishing practices have impact on the wildlife fish stock, health of the seafloor and by-catch. The VFRC needs to set up standards and criteria to regulate these impacts.

Social impacts: The alternative gear is not widely accepted by the fishing communities in the UGC. It is possible that fishermen who participate in the program and their families will be taunted and potentially face violent opposition from their peers.

7) Resources

Cultural: Organizational culture and a strong standpoint, because a strong standpoint is a key resource to maintain followers and attract new supporters of the sustainable seafood movement.

Financial: External funding to cover the start-up costs and other long term expenditures.

Governance: The VFRC needs an advisory group separate from the regulatory council, and perhaps a supervisory committee. Further recommendations are given at page 18.

Human: Staff, clients and third parties for traceability, certification assessment and accreditation.

Intellectual: Copyright for the Vaquita Friendly Regulatory Council and the VF eco-label.

Outreach: Advertising materials are needed to build customer awareness and demand, especially at the beginning. Also, interest and commitment from the market is needed. Moreover, support of other eco-labels would be helpful to avoid conflict.

Physical: A physical office and office equipment.

Technical: Traceability equipment/tools/technologies and technical assistance to develop, test and disseminate VF fishing gear.

8) Partnerships & key stakeholders

Key stakeholders are fishermen, governmental agencies, NGOs, consumers, intermediaries, buyers, suppliers, and distributors (such as Santa Monica Seafood, Catalina Offshore Products, King's Seafood, Ocean Garden Ocean Garden and Eastern Fish).

Network building & corporate partnerships:

Creating partnerships is key. Partnerships should be build with NGOs (Mexico & USA), governmental fishing gear researchers (Mexico & USA), foundations (such as DiCaprio/Slim foundation) restaurants, (farmers-) markets, wholesalers/retailers (such as Whole Foods, Trader Joe's or Mom's Organic Market), celebrity chefs, and private sector corporations because it is necessary to work with businesses to change an industry.
The WWF should assist in setting up the network for funding. Moreover, partnerships should be created with aquariums and conservation outreach institutions (e.g. Association of Zoos and Aquariums, Coastal Ecosystem Learning Centers) as they can assist in promoting the label, support with the outreach and boost consumer awareness programs.

It is beneficial for both the label as for fishermen to sustain long term relationships between producers (fishermen) and buyers to secure income for Vaquita Friendly fishermen.

Example Fair Trade: Fair trade works with a multi-stakeholder system. Fair Trade knows the importance of being held accountable to the producers, traders, NGOs and supporters.

Example Fair Trade USA: Fair Trade USA works with corporate partnerships. The goal is to improve what these corporations are doing and help them to produce more sustainable and responsible products. Through these corporate partnerships Fair Trade USA works on consumer education and fulfilling consumer needs and improving the businesses they work with. Fair Trade helps the businesses to realize if they need to improve and what they should improve. And for businesses the non-profit partners bring expertise on these changes that businesses often do not have. Therefore corporate partnerships are about providing knowledge and expertise in exchange for sustainable and responsible business practices, monetary support and collaborating towards change. Partnerships between corporations and non-profits or NGOs should be mutual beneficial: the non-profit organization receives support in money and the corporation receives knowledge and expertise on how to change the operations to be more sustainable and responsible.

Example Max Havelaar Switzerland (Fair Trade): NGOs can help ensure there is more transparency about what is happening in trade, particularly in remote regions where you cannot learn from companies or even the media what the situation actually is. But they are not able to manage trade. What they can do is help companies to find solutions.
However, though the fair trade movement was created by NGOs, they did not see that fair trade could be a business model rather than a charity operation, and the charity approach has made some fair trade rigid and uncommercial in the way it operates.

9) Actors

Common purpose: Keeping the vaquita alive and create sustainable livelihoods for fishermen.

Who are the actors: The VF Regulatory Council (members with different backgrounds, e.g. NGOs, governmental representatives, industry/market expertise etc.), Conformity assessment bodies (CAB; third party), fishermen that comply with the VF standards, traceability experts and scientists.

10) Surplus

A surplus of money (through pure economic profits) should be invested in:

- Supporting non-certified fishermen to comply with the regulations to opt for the VF certification;
- Fishery regulation;
- Consumer education and label promotion;
- Investing in global information management systems (for the traceability chain of custody);
- Cover the opportunity cost of everyone's time.

Example Fair Trade USA: surplus of money comes from price premiums and is used for community projects such as scholarships, improving health care, access to drinking water or improving production methods and tools or conditions in production areas (farms). For example teaching farmers how to fertilize the grounds in a sustainable way. Moreover, a lot of the surplus goes to trainings, like first aid training.

11) Channels & communication

Outreach to segments: Through marketing, advertisement and awareness campaigns with partnerships in both Mexico and the USA. Communication is key, i.e., letting buyers know that this certification is a well-managed, well-monitored program with complete traceability to ensure the VF eco-label. Identify a few “champions” in the U.S. market to help with the communications and outreach (e.g. chef Rob Ruiz, he has experience with this). The council could work with Peggy Turk-Boyer's group (funded by DiCaprio/Slim foundation) as they have funded alternative economic livelihoods, including niche market development.

Given the high level of attention the vaquita issue is getting from the conservation and Aquarium community, these groups should be leveraged to help educate the public about the label.This could play out in 2 ways:

1. Direct – organizations that are directly involved in the sustainable seafood movement and/or in markets where the product will be sold should educate consumers about the product and direct them to places where they can get it.

2. Indirect – while the market will be small, the initiative is still very important and relevant to vaquita conservation. Organizations that are not within the market area and/or do not have sustainable seafood programs can still educate their publics about this important initiative and use it as an example of how market-based initiatives can be an important tool for conservation. This could garner broader public support for the overall goals and objectives of the label, which could lead to favorable laws and/or funding opportunities in the future. Direct marketing to suppliers in the USA and Mexico as well as chefs through events and associations will also be important.

Product/service promotion: Next to campaigns, marketing, advertisement etc., the label should be promoted through a visual label on products. It would be great if restaurants put the label on their menus.

Example Fair Trade USA in restaurants: It is up to the restaurants themselves to put a Fair Trade logo with the product on the menu. Fair Trade products are often found in cafeterias. Fair Trade USA partners with food service operations, for example Fair Trade tea is often found on college campuses and then you see the label on the tea container. It is up to a restaurant to decide how much they promote the usage of the Fair Trade label. Naturally, on a packaged product Fair Trade requires that the label is on the package. Usually businesses that are buying Fair Trade like to promote the Fair Trade label.

12) Relationships between different actors

Stakeholder relationships and governance:

- The market is very small (niche market), therefore contact between producers (fishermen) and buyers in the region should be direct without intermediaries. Other direct relationships that will require regular maintenance are between the VFRC and the Mexican government, suppliers/distributors, chefs and restaurants, and industry associations.
- The VFRC sells the label to the producer (fishermen) and the value chain. The VFRC should have a regular value chain relationship with a strong traceability line.
- A supportive relationship between the VFRC and the fishermen. Fishermen need to be supported to comply with the requirements for the label.
- Other indirect relationships that may require some interaction, but not a lot of maintenance are between the VFRC and NGOs, Aquarium and organizations involved in vaquita outreach.

RECOMMENDATIONS FOR THE VAQUITA FRIENDLY REGULATORY COUNCIL

A. The MSC has a clear website with clear statements and videos to explain their organization, work, eco-label and certification program. This[7] [8] is a very good example for the Vaquita Friendly Regulatory Council.

It is recommended that the Vaquita Friendly Regulatory Council creates a website (and documents) with at least the following information:

"What is the Vaquita Friendly Regulatory Council?"

- Include the mission statement, vision statement & focus of the VFRC.
- Include the legal structure. For example will the VFRC be a non-profit organization (like the MSC and Fair Trade) ?
- Example MSC[9]

"What does the Vaquita Friendly Regulatory Council?"

- Include the impact statement and value proposition on the website
- Example MSC[10] [11]

"What does the Vaquita Friendly eco-label mean?"

- Example MSC[12]

"What does the certification program entail? And how can fisheries join the certification program"

- Include what the benefits are for fisheries to join the certification program, what the assessment steps are and what the costs are for fisheries to get certified.
- Example MSC[13]

7 https://20.msc.org/what-we-are-doing/our-approach

8 https://www.youtube.com/channel/UCOyikbSTLVihdPaJ1CxeqRQ?&ab_channel=MarineStewardshipCouncil%28MSC%29

9 https://20.msc.org/about-the-msc/what-is-the-msc

10 https://20.msc.org/what-we-are-doing/oceans-at-risk, https://20.msc.org/what-we-are-doing/our-approach

11 https://20.msc.org/what-we-are-doing/our-collective-impact

12 https://20.msc.org/what-we-are-doing/our-approach/what-does-the-blue-msc-label-mean

13 https://www.msc.org/get-certified/fisheries

“What are the Vaquita Friendly standards?”

- VF Chain of Custody Standard for traceability: from fishery to end-product.
- VF Fishery standard: e.g. sustainable fishing standards, seafood production standards.
- Standards for a minimum price of products with the Vaquita Friendly eco-label to ensure fishermen can cover the costs of producing sustainably and vaquita-friendly.
- Example MSC[14] [15] [16] & FishChoice[17]

B. The governance structure should be clearly defined before running the organization. For example the governance structure of the MSC:

1) The MSC has a ‘MSC Board of Trustees: the MSC’s governing body.’

2) The MSC has a ‘Technical Advisory Board: this board advised the MSC Board of Trustees on technical and scientific matters relating to the MSC Standards, including developing methodologies for certification and accreditation and reviewing the progress of fisheries certifications.’

3) The MSC has a ‘MSC International Board: this board provides oversight of the MSC’s ecolabel licensing and fee structure.’

4) The MSC has a ‘MSC Stakeholder Council: this Council provides the MSC Board with advice, guidance and recommendations about the operations of the MSC from a variety of perspectives, locations and interests. All this information came directly from[18], the MSC Annual Report 2016-17.

The MSC is a much larger and international organization than the VFRC, however it is as important for the VFRC to keep a clear structure throughout the entire organization and its activities, responsibilities, governance etc. When starting the organization of the VFRC it might be easier to start with one Board of Directors (or ‘Board of Trustees’) to start with. This board should oversee the activities of the organization and give advise, guidance and recommendations about the operations of the VFRC and the VF eco-label.

C. Publish a guide for fisheries to the VFRC fishery assessment process and the costs of the process. A good example is the ‘Get certified! Your guide to the MSC fishery assessment process’ guide publishes by the MSC. This guide is included in the Appendices.

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14 https://www.msc.org/documents/chain-of-custody-documents

15 https://www.msc.org/documents/scheme-documents/chain-of-custody-certification-scheme-documents

16 https://www.msc.org/about-us/standards

17 http://www.fishchoice.com/seafood-program/fair-trade-seafood

18 https://www.msc.org/documents/msc-brochures/annual-report-archive/annual-report-2016-17-english

D. Publish annually an Impact Report and the Annual Report.
- Example MSC[19] [20] & Fair Trade [21]

19 https://www.msc.org/documents/msc-brochures/annual-report-archive/annual-report-2016-17-english

20 https://www.msc.org/dokument/informationsmaterial/rapporten-global-impacts/global-impact-report-2017/at_download/file

21 https://annualreport16-17.fairtrade.net/en/

APPENDIX

Usage costs

Once you've signed a licence, you are liable to pay annual fees and, depending on the ecolabel application, royalties.

Annual fee

Once you've signed a licence you will pay an annual fee. The level of the annual fee payable is determined by the total net value of MSC labelled seafood sold by your company during a UK financial year (April – March), except for menu or fish counter items where the annual fee is based on net purchases.

The annual fee is due at the beginning of each royalty year, which starts 1st April. For existing licensees, the actual sales from the previous royalty year are used to determine the annual fee. For new licensees, the annual fee will be based on an estimation of sales for the royalty year.

MSC labelled sales / purchases GBP	Annual fee GBP
0 – 130,000 GBP	GBP 160
130,001 – 330,000 GBP	GBP 800
330,000 GBP plus	GBP 1,600

ASI accredited conformity assessment bodies, the media, charitable and educational institutions do not have to pay any fees or royalties to use the MSC ecolabel.

Royalties

If you are using the MSC ecolabel on consumer facing products, you will also need to pay royalties* starting at 0.5% on the net wholesale value of your MSC labelled seafood sales. For fresh fish counter or menu items and retailers the royalties will be charged on net purchases.

*During the whole supply chain of a product, royalties are only collected once

Consumer Facing product: a product that could be available for sale to consumers in its current packaging.

Non-Consumer Facing product: the opposite of consumer facing, e.g. an item that is repacked or unpacked within supply chain

MSC-labelled sales / purchases (GBP) of consumer facing products	Royalty rate
£0 GBP – £10,000,000 GBP	0.5%
£10,000,001 GBP – 20,000,000 GBP	0.45%
£20,000,001 GBP – 30,000,000 GBP	0.4%
£30,000,001 GBP – 40,000,000 GBP	0.35%
£40,000,001 GBP and greater	0.3%

If you are a **consumer facing organisation**, i.e. fishmonger or restaurant, reporting purchases of up to GBP 130,000, you'll just pay an **annual fee of GBP 160**.

Report your sales

The Licensing Team will request a completed turnover declaration on a quarterly, bi-annual or annual basis – depending on how much MSC-labelled seafood your company has sold – in order to calculate the annual fees and royalties.

(Source: https://www.msc.org/get-certified/use-the-msc-ecolabel/costs)

5.2 Finalizing the framework for this study

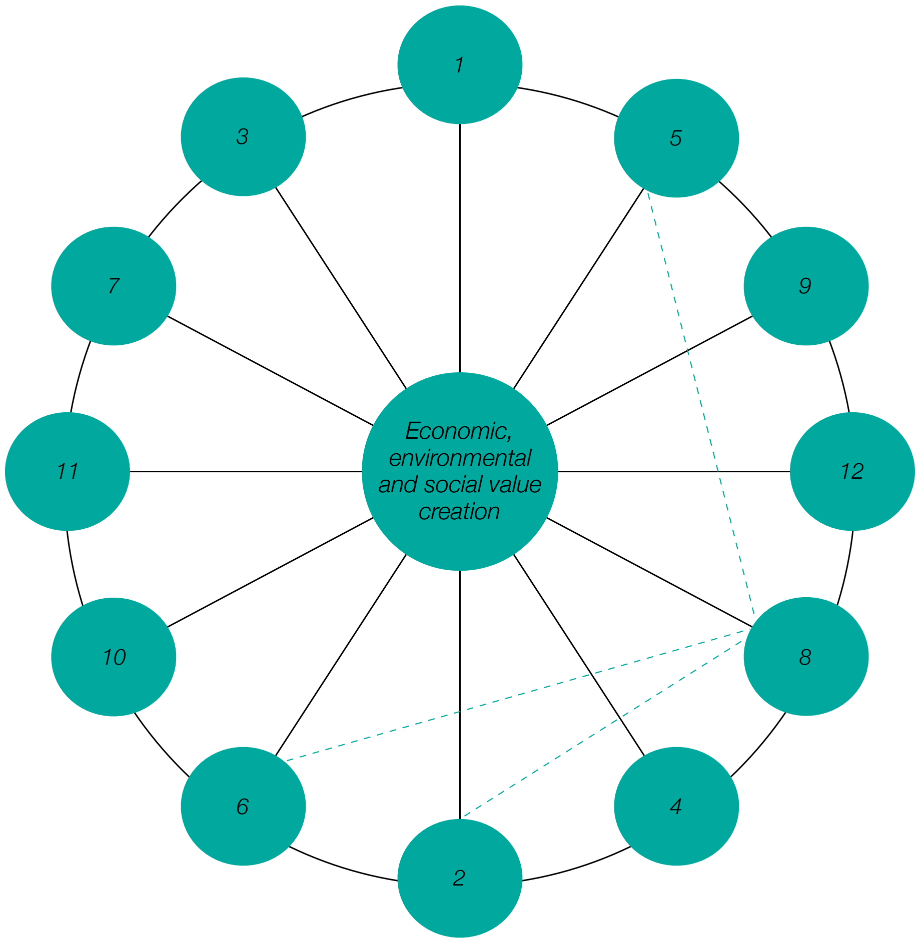
5.2.1 Refined logic behind the model

During the testing phase, feedback was given by the respondents about the logic behind the model and the visualization of the model (see Table 6 for the feedback given by the nine respondents). This feedback was very helpful in finishing the design of the framework and in improving the logic behind the model. We developed a new logic to read and use the model, together with one of the respondents, Eleazar Castro - scientist and social entrepreneur. This logic is presented below and should be easier to use for anyone, also for people without a business background. Moreover, instead of giving all building blocks a separate description, we gave building blocks and their opponent building blocks a complementary topic to make it more clear why they are positioned opposite from each other.

Sequence	**Building block**	**Opponent building block**	**Complementary topic**
1 - 2	1 = Value proposition	2 = Finance structure	Why and how are we making the project?
3 - 4	3 = Segments	4 = Channels & communication	For whom and how are we reaching them?
5 - 6	5 = Activities	6 = Costs	What are the activities of the project and what are they going to cost?
7 - 8	7 = Revenues	8 = Surplus	Income and how to invest the surplus of the project (middle and long term planning)
9 - 10	9 = Resources	10 = Actors	What and who do I need for the project?
11 - 12	11 = Partnerships & key stakeholders	12 = Relationships between different actors	What kind of partners and stakeholders does the project need and what are the relationships between all of the actors?

This logic was developed together with one of our respondents Eleazar Castro, scientist and social entrepreneur. Next to the main links (unbroken lines) sub links (broken lines) are added to give the model a higher degree of adaptability. In this graphic we took the building block Surplus as example and drew sub links between Surplus (8), Activities (5), Cost structure (6), and Finance structure (2) next to the originally shown main link between Surplus and Revenues (7). Such sub links show that interrelations between these building blocks require special attention. Again, these specific lines are only an example and additional links can be visualized according to the needs of the organization that uses the framework.

FIG 16: IMPROVED LOGIC OF THE FINAL FRAMEWORK



5.2.2 Refined descriptive framework

Respondents found the conceptual descriptive framework (Table 5) very useful to have in addition to the prototypes: “This table is useful in defining what each of the circle means” (respondent 8, Table 6 in appendix 3). As shown in the respondent analysis, the respondents had ideas for changes that should be made in the descriptive business model framework. Thus, we applied this feedback and improved the descriptive framework. After improving the logic of our model the same order was applied to the descriptive framework. This was also brought to attention by one of the respondents: “‘This descriptive table should follow the same order as the prototype, that would make it easier to understand.” (respondent 9, Table 6 in appendix 3).

The description of each building block is in the improved descriptive framework again written in questions because, as told by respondents questions make the user think: “Questions are a good place to get people to think about how to structure their answers” (respondent 7, Table 6 in appendix 3) and “I like the questions, they make you think. It makes you start thinking about what you're looking at” (respondent 6, Table 6 in appendix 3).

What more is changed in the final descriptive framework:

- Recurring feedback received from respondents was that the description of Activities was not clear enough. Respondents said: “What are the activities that are needed to reach the value proposition? & How do we make sure the consumer is engaged to our product?” (respondent 4, Table 6 in appendix 3) and “Key activities doesn’t mean anything for me, maybe include production or something. Also, Channels & communications: mention outreach to communities or to consumers about the social benefits of the business. Where does consumer engagement belong?” (respondent 5, Table 6 in appendix 3) & “Activities - link to value proposition. Channels & communications; something is missing.” (respondent 4, Table 6 in appendix 3). Accordingly, more descriptions were added to Activities in Table 8 and Consumer engagement was added as sub element of Channels & communication in both Table 8 and in the improved graphic.
- Many respondents argued that Surplus was not explained enough in Table 5 and it was not clear what surplus really was. Hence, Surplus is explained better in Table 8 and the sub element ‘Re-investing’ was added.
- A couple of respondents were missing ‘Cultural’ as sub element of Resources. Therefore, it was added. ‘Outreach’ was also added to Resources due to the respondents' feedback.
- Respondents said that governance needed to be added to the framework. Hence, it was added as sub element Stakeholder relationships & governance to the building block Relationships between different actors. ‘Governance’ was also added to Resources.
- ‘Supporters of the movement’ was added to Segments because a social movement has to deal with interacting with supporters of the movement next to customers and beneficiaries (Gutiérrez & Morgan, 2015; McLaughlin & Khawaja, 2000; Tarrow, 2011).
- Finance structure got two sub elements: ‘Start-up' and ‘Long-term’ to specify between the needs for methods of financing in different stages of the organization.

- Actors was changed into Actors & followers of the movement and two sub elements were added: ‘Common purpose’ and ‘Who are the actors’. This because the actors are the people who carry out the activities in order to create value but followers are also crucial for a social movement because social movements find their strength in securing followers with common purposes (Gutiérrez & Morgan, 2015; McLaughlin & Khawaja, 2000; Tarrow, 2011).
- The sub element of Partnerships & key stakeholders was changed from Network building to Network building & (corporate) partnerships.

The final descriptive framework can be found on the next two pages.

Table 8 Refined descriptive business model framework

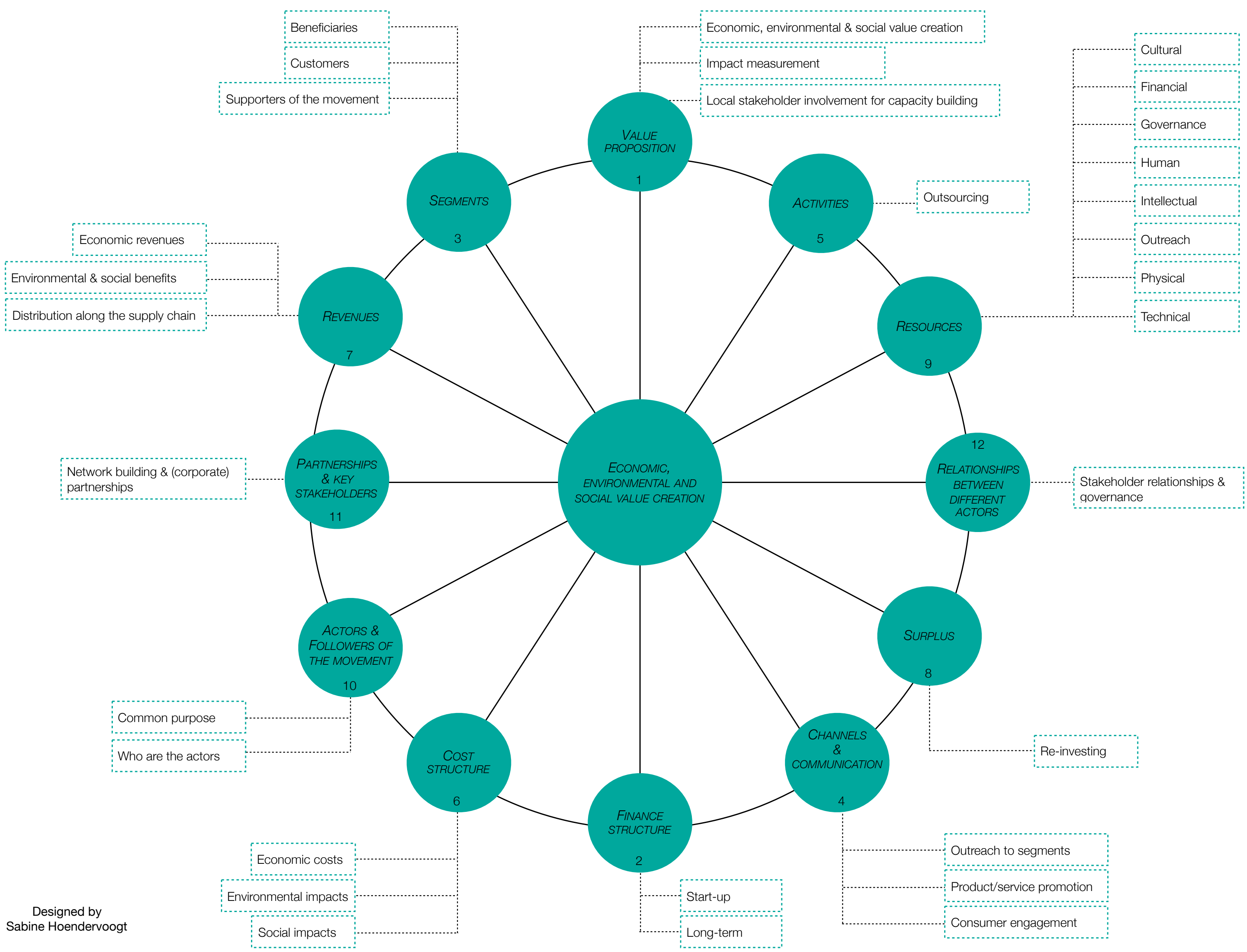
BM building blocks - sub element	**Description**
Value proposition - Economic, environmental & social value creation - Impact measurement - Local stakeholder involvement for capacity building	*- What value (economic, environmental and social) is created and delivered? And through what: e.g. a program, service, product or invention? - What problem is solved by this program/service/product/invention? - What are the benefits for the beneficiary/customer and partners? And what needs are satisfied? - Through which activities/resources? (this can also be used to fill in the Activities and Resources blocks). - What are the value creating steps? - How will the value impact be measured? - How are local stakeholders included to impact the value proposition and to build capacity? Is knowledge being transferred to local stakeholders?*
Finance structure - Start-up - Long-term	*- How is the business model financed? E.g. is the model financing itself? - Is external funding necessary? For the short term or long term (or both)? - Will the organization be self-sufficient and when?*
Segments - Beneficiaries - Customers - Supporters of the movement	*- To whom does the organization want to offer value? - Who are the beneficiaries and customers of this program/service/product/invention?*
Channels & communication - Outreach to segments - Product/service promotion - Consumer engagement	*- How should the organization be reaching out to the beneficiary and customer? - How is the organization communicating with them? - Trough which channel(s) is the program/service/product/invention promoted? - How should the organization raise awareness about its program/service/product/invention? - How do we make sure the consumer is engaged to our program/service/product/invention? - How is the organization reaching out to communities or consumers about the environmental and social benefits of the program/service/product/invention? - How do customers buy the program/service/product/invention? - How is the value proposition delivered to customers and beneficiaries?*
Activities - Outsourcing	*- What are the activities that the organization will carry out to create the proposed value? - What is the core business of the organization? - What activities are required to set up the program/service/product/invention? - Will activities be outsourced to third parties? (this will influence the costs).*

BM building blocks - sub element	**Description**
Cost structure - Economic costs - Environmental impacts - Social impacts	*- What are the expenses of setting up the program/ service/product/invention? Make a difference between economic costs (money), negative social impacts (e.g., maybe for involved communities) and negative environmental impacts (preferably none).* *- Which activities or resources are the most expensive?*
Revenues - Economic revenues - Environmental & social benefits - Distribution along the supply chain	*- How is the organization earning money?* *- How is the program/service/product/invention creating economic, environmental and social benefits?* *- For what value are customers willing to pay? (e.g., saving a species from extinction).* *- How are the profits and benefits distributed along the supply chain? Is it fairly distributed?*
Surplus - Re-investing	*- Will the organization make enough money, after some time, to invest a surplus of profit?* *- Where should this surplus of profit be invested in? (e.g., invest in the organization's business model or invest in other projects}*
Resources - Cultural - Financial - Governance - Human - Intellectual - Outreach - Physical - Technical	*- What resources does the organization need to set up the program/service/product/invention?* *- What resources are needed to create value, maintain relationships, run the activities and create revenues?*
Actors & followers of the movement - Common purpose - Who are the actors	*- Which actors are involved in setting up the program/ service/product/invention?* *- Who are the people who do the work in order to create value?* *- Who are the people in the organization?* *- Who are the actors along the supply chain?* *- Who are the key stakeholders?* *- How do all the actors and stakeholders interact with each other?*
Partnerships & key stakeholders - Network building & (corporate) partnerships	*- What are the external relationships?* *- Does the organization need to build partnerships to create value?* *- What kind of partnerships and with whom? (e.g., corporate partnership, partnership with a NGO, etc.)* *- Who are the key stakeholders outside the organization?*
Relationships between different actors - Stakeholder relationships & governance	*- What are the internal relationships?* *- How are the relationships between the different actors in the business model?* *- How do the actors interact with each other?*

5.2.3 Refined business model framework graphic

Respondents found it confusing that not each building block had a sub-element in prototype 3. The respondents also gave good input to change some of the sub-elements. This is added in the improved and final framework graphic. Also, the improved logic has been applied to the model and some sub elements such as 'Governance', 'Cultural resources' and 'Outsourcing' have been added. All improvements made to the descriptive framework have been visualized in the improved graphic below.

FIG 17: FINAL BUSINESS MODEL FRAMEWORK FOR SOCIAL MOVEMENT ORGANIZATIONS



Chapter 6: Conclusion, discussion and limitations

This is the last chapter in this thesis and contains the conclusion, discussion of results, limitations of this study and recommendations for future research.

6.1 Conclusion

This thesis contributes to research on business model innovation for social movement organizations by answering the following research question: “How can a business model framework be tailored to fit better with social movement organizations and their values, and how to incorporate this value exchange in a business model framework?”
To answer the research question the design thinking approach (Plattner, 2010) was used in combination with a case study at WWF Mexico. Sub questions that were used to answer the research question are:

- How to empathize, define, and ideate a business model framework for social movement organizations?
- How to prototype a business model framework for social movement organizations?
- How to test a business model framework for social movement organizations?

Insights from case study research, interviews, desk research and multiple respondent analyses contributed to the development of a business model framework specific for social movement organizations (SMOs). This framework was validated in the case study design ‘developing a business model for seafood captured with sustainable fishing gear that does not affect the vaquita’. The results show that respondent analyses are very useful and synoptic when working on the empathize, define, ideate, prototype and test phases of a design thinking approach. The input and feedback given by respondents was essential in the designing process. Results show that most of the respondents needed more information and instruction to work with a business model framework and that existing frameworks, such as the business model canvas (Osterwalder & Pigneur, 2010), were not clear and complete enough to apply to the case study. Aspects that were missing in for example the business model canvas and added in our framework were impact measurement, finance structure, surplus, stakeholder governance, cultural resources, consumer engagement, followers of the movement, supporters of the movement, relationships between all actors in the business model, network building and a value proposition for economic, environmental and social value creation. What this value creation exactly entails should be defined by the social movement organization that is using the business model framework. Some of these business model building blocks and sub elements can also be found in the Tandemic canvas and the triple layered business model canvas (Joyce and Paquin, 2016), but some are new (i.e., they did not appear in bm frameworks analyzed in Table 1). To give the respondents and other future users of this framework more instruction on how to use and fill in the business model we provided them with a descriptive framework and specified the logic behind the model. To answer the research question, a unique business model framework for social movement organizations can best be tailored together with members of the organizations and local stakeholders to ensure that the model fits the organization and its values as well as possible.

6.2 Discussion

A very important finding in this study is the collaboration with local stakeholders while designing the business model framework. This finding is in line with argument of the importance of involving local stakeholders in designing a new business model mentioned in the theoretical chapter (Boons et al., 2013). Though in the article involving local stakeholders is not meant as involving the stakeholders in the design process but more in the execution of the business model. However, through this case study was discovered that local stakeholders should also be involved in the design process. Not only involving local stakeholders for capacity building and to transfer knowledge is important when designing a business model but also involving the stakeholders in the actual design process. Such a collaboration creates a win-win situation because, in this case study, the local stakeholders knew best what was needed to make this project work and what the largest barriers were that make it hard to change the situation. On the other hand, the local stakeholders did not have much knowledge on business models and through this collaboration they gained more knowledge on this topic and thereby capacity was built at both the researcher and the stakeholders side.

Some of the respondents talked about how the government lacks in responsibility regarding many issues. To make a real change, governments should take responsibility too instead of letting NGOs and social movement organizations do the job they should be doing too. This is in agreement with the literature on how NGOs turn to private sector solutions when the government is not able to provide support in certain matters (Den Hond and de Bakker, 2007). Especially with environmental and social issues governments have a responsibility to act and not all expectation should lie with NGOs.

6.2.1 Practical implications

The contributions of this study to practice are manifold. First, the case study at WWF Mexico brings insights to the sustainable seafood movement in practice. The needs for a business model and the barriers and challenges this type of movement is facing are analyzed through multiple interviews and respondent analyses. This information can be very useful for example to improve fisheries management. Second, the unique business model framework design can already be used by any type of social movement organization because it comes with an explanation of how to use the model (the logic behind the model) and a descriptive framework, containing questions to help the user think about how to fill in the model. Moreover, the framework has been validated through the case study business model design. This design contributes to vaquita conservation by designing a business model for seafood products with a vaquita friendly eco-label. The framework itself is uniquely designed and the combination of business model building blocks, sub-elements and the organic design has not been found within one framework in the analyzed existing business model frameworks (see Table 1).

6.2.2 Contributions to theory

This thesis contributes to theory in many ways. First, this study creates a link between the areas of business model innovation, social movement organizations and applying the combination of these theoretical fields to the sustainable seafood movement. The framework has been validated through a sustainable seafood movement specific case. Second, a unique business model framework is designed specifically for social movement organizations through the design thinking approach and case study research. This shows that case study research and the design thinking approach (Plattner, 2010) are useful when designing a new business model framework. And these experiences show that the business model framework for social movement organizations developed in this thesis is well suited to support the development of more social movement business models through a design thinking approach. Third, important business model building blocks and sub elements were recognized for social movement organizations. For example the sub elements network building, consumer engagement, distribution of revenues along the supply chain and the building block finance structure seem to be especially important for social movement organizations. To give a case specific example: without network building a vaquita friendly eco-label has little chance to succeed. For this case to succeed a network of stakeholders and opening channels needs to be constructed to connect the label with people who are willing to pay more for a product that contributes to vaquita conservation and people who want to contribute to saving the vaquita by buying, selling and eating seafood from sustainable fisheries.

To conclude, it can be stated that this framework contributes to both practice and theory on business model innovation for organizations with a social purpose.

6.3 Limitations of this study and recommendations for future research

6.3.1 Limitations

The reader should bear in mind that the results of this study are built on the insights of this selected case study and the respondent analyses. This requires some degree of caution when interpreting the results. A change of case study or different respondents could have led to different results and to a different framework. The framework is made with the knowledge gathered through the case study design, the feedback given by respondents, the analysis of existing business model frameworks and the literature review. These sources may not be enough to state that the framework will be complete for each type of social movement organization but it is a very good start.

Another limitation of this study is that the case study was done at only one NGO (WWF Mexico) and in only one country. However, the respondents came from many type of organizations, thanks to the broad network the WWF has built up. This made the respondent analyses very diversified because not only people working at WWF Mexico were interviewed, but also people from Fair Trade USA, the International Whaling Commission UK, Environmental Defense Fund, Pronatura, NOAA, Aquarium of the Pacific, and Thai Union USA. Because of these diverse respondents it was possible to gain input and feedback from a lot of angles.

6.3.2 Future research

It would be very interesting to see when the framework designed in this thesis would be used in another case study and applied to a different type of social movement. For example, a comparison can be made between developed and developing countries to analyze if there are different needs for a business model framework for social movement organizations in these different type of countries.
When entering developing countries business models need to adapt to the cultural, economic, institutional and geographic features of the local market (Dahan et al., 2010). Future work may consider exploring whether our business model framework would need to be adapted to these features in different developing countries, although this framework was developed in Mexico which is a developing country. Developing countries often face political constrains and a lot can be learned from how a business model overcomes such constraints. One of the respondents put it this way: “Political decisions/situations can influence the development of a business model and can block all the efforts to run the business. How do external political issues/pressures influence the business model? You can have a perfect BM but it can be influenced by external (political/social) pressures (or opportunities). Maybe a BM should be linked with a SWOT analysis?” (respondent 4, Table 6 in appendix 3). Future studies could focus more on the influence of political pressures on the bm framework designed in this study. Also, few studies engage in including the bottom of the pyramid (BoP) in business model innovation even though social businesses, entrepreneurs and social movement organizations are active in BoP countries as well. BoP communities have the same need for business models to create social and commercial value (Sinkovics, Sinkovics, & Yamin, 2014). BoP entrepreneurs, producers and consumers face many constraints and a lot can be learned from how organizations overcome constraints and how that changed their business model. In future research our framework could be used to see how it changes in a BoP setting.

When researching more specifically in the area of the sustainable seafood movement it would be very interesting to study whether public engagement is influential on positively changing a certain situation, as public engagement plays an important role in the success of non-profit organizations and their campaigns (Suárez, 2009). More on that topic, a fascinating analysis would be if non-profit organizations, NGOs, social enterprises and social movement organizations work differently with business model frameworks and if they have different values and needs for a bm framework.

If future research wants to add more elements to the framework designed in this study, then some fascinating focus points are adding learning loops, because SMOs learn from the past and past movements. Additionally, in the final framework graphic all building blocks have the same size and this represents that all building blocks are equally important to economic, environmental and social value creation. However some of the respondents argued that some relationships between building blocks are more important than other. For instance in this case, respondents thought environmental impacts and the value of life of a species were more important than re-investing a surplus of money. In future studies can be analyzed whether all building blocks are equally important or not. Or whether this is case specific or not. These focus points were brought to attention by the respondents in this study.

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Appendices

- Appendix 1: Table 2 Respondent analysis - Business model elements
- Appendix 2: Table 3 Respondent analysis - Barriers and challenges
- Appendix 3: Table 6 Respondent analysis - Testing the three prototypes through semi-structured interviews
- Appendix 4: E-mail document
- Appendix 5: Table 7 Respondent analysis - Business model for setting up a vaquita friendly eco-label by a vaquita friendly regulatory council

Table 2 Respondent analysis - Business model elements

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Adaptive management	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	A diverse portfolio of alternative fishing gear, adaptive management, enforcement, and technologies should be considered.	Adding adaptability to a sustainable business model (Boons et al., 2013). Organizational adaptivity (Karadzic, Antunes, & Grin, 2013)	Not found as a building block or sub-element inside a business model framework. We will categorize “adaptive management” under strategy. It can be a focus point for effective business model development.
Brand independence						“The business model needs brand independence”	Not found.	Not found.
Certification and labels	“An eco-label gives fisheries bargaining power, because there are markets that are willing to pay extra for fish with a sustainability label”	“The big price difference for sustainable products makes eco-labeling difficult”			“MSC tries to act more in developing countries and those fisheries really need that type of assistance” “Keep the criteria simple at the beginning, more measures can be build in later as things progress”	The “Vaquita-Friendly” label to assure the consumer that the seafood was caught using non-entangling fishing gear and that the fishermen are getting fair compensation for their efforts.	Eco-labeling is product differentiation strategy as it differentiates the product from others without sustainability labels (Jaffry et al., 2004).	Not found. We will categorize “certification and labels” as market-based strategies. Strategy is important to situate a business model in the competitive landscape but it is not part of it (Osterwalder, 2004).
Consumers		Researching seafood markets and price data helps to understand how consumers choose seafood and how it positively effects sustainability in seafood.				"We need consumers who are willing to pay a premium price”	Consumers can stimulate changes by signaling through their buying. “Advocates, organizations and campaigns need to focus on producers to change production practices worldwide” (Iles, 2007).	Consumer as customer. - Target customer/ customer segment is a BM building block in (Osterwalder, 2004; Joyce & Paquin, 2016). We will categorize “consumer awareness and eduction” under strategy and tactics.

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Costs	Costs of new gear & methods, training, financing, fuel etc.	Costs of new gear & methods, training, financing, fuel etc.	Costs of new gear & methods, training, financing, fuel etc.	Costs of new gear & methods, training, financing, fuel etc.	Costs of new gear & methods, training, financing, fuel etc.	Costs of new gear & methods, training, financing, fuel etc.	"Financial model: costs and benefits from the value proposition, supply chain, customer interface and their distribution across business model stakeholders (Boons & Lüdeke-Freund, 2013, p. 10).	BM building block in all analyzed frameworks (Al-Debei & Avison, 2010; Bocken et al., 2014; Joyce & Paquin, 2016; Osterwalder, 2004; Osterwalder et al., 2005; Strategyzer; Tandemic)
Economic profit	Economic profit for the fishermen	Economic profit for the fishermen	Economic profit for the fishermen 'How can you get a product outside of the commodity prices?'	Economic profit for the fishermen Economic profitability of using new (sustainable) methods and gears. Cost-benefit analysis.	Economic profit for the fishermen	Economic profit for the fishermen	Socia business models should generate and deliver both economic and social value. "Both types of value can be achieved concurrently, and can be mutually reinforcing" (Dahan et al., 2010, p. 340). "The business model should explain how the firm yields a profit from its operations" (Nenonen & Storbacka, 2010, p. 45).	Also referred to as revenue or revenue streams. BM building block in all analyzed frameworks (Al-Debei & Avison, 2010; Bocken et al., 2014; Joyce & Paquin, 2016; Osterwalder, 2004; Osterwalder et al., 2005; Strategyzer; Tandemic).
Funding (source of income/ external funding)					"We need a long term funding mechanisms, e.g. social investment groups"	"We need funding mechanisms to afford traceability monitor systems"	"A comprehensive business model framework should illustrate the resource and capability base of the firm" (Nenonen & Storbacka, 2010, p. 45). Besides corporate funding, SMOs can also make use of the corporate knowledge, capabilities and organizational skills through such collaborations (Seelos and Mair, 2005).	Funding can be a way to finance the business model. We create a new building block called "finance structure", in which funding can be a sub-element. The finance structure shows how the business model is financed.

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Involving local stakeholders for capacity building	Important to teach and transfer knowledge to local stakeholders. "The people have to learn and then do it themselves. Replication and capacity building with local stakeholders"			Training of local stakeholders will lead to better results. "Lack of knowledge on how to use alternative fishing gear leads to bad fishing results"		"Fishermen need commercial training"	"Promoting the participation of a diverse number of local stakeholders, encouraging both learning and capability building and shifting stakeholders' values from single objective to multiple objectives are critical to overcome dealing with stakeholders with different interests and skills" (Matos & Silvestre, 2013, p. 70).	Yunus et al. (2010) put Stakeholders as a sub-element of their building block Value Proposition. Involving stakeholders could also be part of strategy by involving stakeholders when developing a new business model (Boons et al., 2003). "Local communities" is a BM building block in the TLBMC (Joyce & Paquin, 2016).
Market & demand	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	Market-based solutions must consider local and international markets. There is a demand from buyers in Mexico and the U.S. for the product.	"Sustainable business models enable social entrepreneurs to create social value and maximize social profit; of signficance is the business models' ability to act as market device that helps in creating and further developing markets for innovations with a social purpose" (Boons & Lüdeke-Freund, 2013, p. 16).	Not found as a building block or sub-element inside a business model framework. However it is recommended to analyze the external environments 'market , technology and regulations' before designing a business model.
Network building	- Creating commercial partnerships to improve Fishery Improvement Projects. "It is "proven" that FIP's work better in combination with commercial partners — entities that are willing to pay a premium price and invest in the FIP" - Build partnerships with retailers / suppliers in Mexico and USA.	Constructing a network of stakeholders and opening channels for those willing to pay for vaquita conservation by buying, selling and eating seafood from sustainable fisheries.	Constructing a network of stakeholders and opening channels for those willing to pay for vaquita conservation by buying, selling and eating seafood from sustainable fisheries.		"Try to target the ones who are trying to make a name for themselves in sustainable seafood - look for supporters or ambassadors of vaquita-friendly products"		"Value is considered to be co-created among various actors within the networked market" (Nenonen & Storbacka, 2010, p. 43). NGOs can benefit from collaborating with corporations who are willing to invest in the NGO's efforts (King & Pearce, 2010).	Value network is a BM building block in (Al-Debei & Avison, 2010). Partnerships is a BM building block in (Bocken et al., 2014; Joyce & Paquin, 2016; Osterwalder, 2004; Osterwalder et al., 2005; Strategyzer; Tandemic)

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Product price: premium price for a sustainable product	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product.	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product. "It costs more to produce responsibly caught seafood - more time on the water, less catches, more expensive gear, different types of processing. So yes the products should have a premium price"	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product. Price premium should lead to more income for fishermen and this means less incentive to cheat/ poach and other harmful activities	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product.	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product. "The premium price is necessary because the product won't be sold in high volumes"	The evident conclusion is that if you put an eco-label on the product it costs more. Ultimately the size, volume and quality of the catch significantly changes the demand and market price for the product. "We need to include costs of traceability and monitoring systems in the product price"	Sustainable seafood products should be sold for a premium price, because of the labour intensity, the use of environmentally friendly technologies and a smaller scale production than unsustainable products (Brécard, Hlaimi, Lucas, Perraudeau, and Salladarré, 2009)	Pricing is a sub-element of the building block revenues (Osterwalder, 2004, p. 44)
Relationships between different actors	- Create good relationships between buyers and fishermen. "EDF tries to make fishermen understand the challenges the buyers face and visa versa, because sometimes buyers do not know what challenges fishermen face" - **Open data access**: between all actors involved.					A vaquita-friendly council has been established amongst worldwide partners like WWF, EDF, MSC, NOAA, Monterey bay aquarium, San Felipe Seafood, etc. to work together with experts on traceability, standards, rules, proceeds, sustainable seafood, certification etc."	"The importance of stakeholder relations for the implementation of sustainable business models" (Matos & Silvestre, 2013, p. 70). "The business model construct should be externally oriented and illuminate the relationships that the firm has with the various actors in its value network" (Nenonen & Storbacka, 2010, p. 45).	Customer relationships as sub-element of the building block value proposition (Bocken et al.,2014). Customer Relationship as a building block, but merely describing the relationship company - customer (Joyce & Paquin, 2016; Osterwalder, 2004; Strategyzer). However not just the relationship company - customer is important. Somehow the business model should describe the relationships between different actors in the business model.

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Standardization	"EDF came up with a set of standards / emergence solutions to make sure fisheries comply with two objectives: 1) Provide proof the fishery is not killing vaquita's. 2) Proof the fishery does not provide cover for totoaba poachers. These standards make it easier to distinguish between legal and illegal fishing/fishermen"	"There are many standards in sustainability and certification - not one standard" "Standardization in ex-vessel price per commercial size format is very important"	"Being vaquita-friendly is one thing, if you are sustainable that's another thing. And how we use those words and how other people use those words have to be very clearly defined. There should be a standardization in those words and definitions" "There is no standard standard"	"Standardization in ex-vessel price per commercial size format (of seafood) is very important because we need to know what the fishermen will earn before adding a premium price or whatsoever. The ex-vessel price is super important because it decides what fishermen get from out of their net."			Social movement organizations operate to overcome market constraints and aim to construct new certification systems and new standards, classifications and regulations of accountability and transparency (King & Pearce, 2010).	Standardization is not a business model building block or sub-element. It is a tactic or strategy.
Supply Chain	Fishermen could benefit from higher economic returns if the supply chain is shortened. "Lessen the steps in the supply chain to reduce information asymmetry and increase engagement"	Fishermen could benefit from higher economic returns if the supply chain is shortened. "It brings more money back to the fishermen to cover the increased costs for new methods and vaquita-friendly gear methods"	Fishermen could benefit from higher economic returns if the supply chain is shortened. "Profit is based on volume. Compromising volume along the chain has multiple consequences for all actors along the chain"	Fishermen could benefit from higher economic returns if the supply chain is shortened.	Fishermen could benefit from higher economic returns if the supply chain is shortened. "White table cloth restaurants and chefs are target buyers because they can afford a price premium"	Fishermen could benefit from higher economic returns if the supply chain is shortened.	"Supply chain: how are upstream relationships with suppliers structured and managed & Customer interface: how are downstream relationships with customers structured and managed (Boons & Lüdeke-Freund, 2013, p. 10)	The supply chain is mostly covered by the TLBMC (Joyce & Paquin, 2016), but not completely. Somehow the business model should describe the supply chain and especially how profits and benefits are distributed along the supply chain. Maybe this can be a sub-element of the building block "revenue".

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Technology	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	Technologies, such as onboard observation cameras and vessel monitoring systems (VMS), will also be important to provide further validation of the fishermen's efforts to use non-entangling fishing gear and operate within legal parameters.	"The consequences of particular technologies on how firms organize to earn profits (Boons & Lüdeke-Freund, 2013, p. 10). Create economic value by using sustainable technologies and overcoming barriers for market penetration (Bohnsack et al., 2013).	BM sub-element of the building block "value creation & delivery" (Bocken et al., 2014). Technology could be a sub-element of the building block "value configuration" or "key resources" (Osterwalder, 2004; Osterwalder et al., 2005; Strategyzer; Tandemic) as technology is a necessary resource to create value. Or technology can be a sub-element of the building block "materials" in the TLBMC (Joyce & Paquin, 2016).
Traceability & Accountability for the product and certification	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Traceability is a key component for a label that encourages the use of an alternative gear type. The product must be traceable to the boat and gear. Accountability will also be important.	Absence of traceability and seafood re-labeling goes against all action taken by the sustainable seafood movement. It undermines regulation efforts by environmental organizations and advocacy groups, deceives consumers and messes up the righteous sustainable seafood demand (Jacquet & Pauly, 2005).	Traceability is a tactic or strategy and not an internal building block or sub-element of a business model framework. Accountability is a value.

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Traceability as solution for illegal activities	- Satellite trackers on (illegal) panga's. These trackers send an alert when there is activity when there should not be any activity. "The tracker is a learning machine - the date from the tracker is uploaded to the cloud everyday - and if the system recognizes the panga has a satellite path typical for a non-authorized fishing gear it will send an alert. The tracker will help to improve enforcement. Conapesca is installing trackers on 800 panga's" - GPS: "All fisheries need to have the technology to use GPS.					The same monitor systems (on board cameras and GPS) can be used for traceability and tracking illegal activities.	Traceability is needed to both tracing fish back to its origin and tracing legal and illegal fishing boats and fisheries (Jacquet & Pauly, 2005).	Traceability is a tactic or strategy and not an internal building block or sub-element of a business model framework.

Business model blocks, elements and/or focus points	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Literature	Existing frameworks
Value proposition	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability.	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability. “The success of producing seafood without harming the vaquita depends on whether the fishermen can make a viable living - and that depends on setting up a market structure that works”	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability. “The idea of commercial fisheries that sort of operate like a non-profit To achieve this: Provide the fisheries with sufficient money or add some other value to the product” “You need a business model that makes less money (compared to unsustainable fishing) and that makes enough money for the fishermen”	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability.	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability. “Providing economic incentives to fishermen to make sure the fishermen fish legally, with the right gear and method, and sustainably”	Key component is a robust traceability program so buyers and consumers are assured that they are buying product from the non-entangling gear that promotes a gillnet-free environment with functioning fisheries. The goal for this effort is to provide a simple and cost effective market-based incentive for fishermen to use of non-entangling fishing gear to support environmental and economic sustainability. “Saving the Vaquita is priority!”	“What value is embedded in the product/ service offered by the firm” (Boons & Lüdeke-Freund, 2013, p. 10 “A way that demonstrates the business logic of creating value for customers and/or to each party involved through offering products and services that satisfy the needs of their target segments” “Each of the fundamental dimensions, value proposition, value architecture, value network, and value finance, aims to provide the market with desired values through the provision of services and products so as to capture economic values in return” (Al-Debei & Avison, 2010, p. 365 - 366).	BM building block in all analyzed frameworks (Al-Debei & Avison, 2010; Bocken et al., 2014; Joyce & Paquin, 2016; Osterwalder, 2004; Osterwalder et al., 2005; Strategyzer; Tandemic)

Respondents

1: Rafael Ortiz from Environmental Defense Fund La Paz, Mexico - 60 minutes interview

2: Oriana Poindexter from NOAA San Diego, USA *

3: Sarah Mesnick from NOAA San Diego, USA *

4: Yann Herrera from WWF La Paz, Mexico *

5: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA - 40 minutes interview

6: Ramses Rodriguez from Pronatura Noroeste Sonora, Mexico - 50 minutes interview

* Respondents 2, 3 and 4 were combined in a 90 minutes interview.

Table 3 Respondent analysis - Barriers and challenges

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Attitudes			“Other barriers are attitude, socialization, a way of being in the area (UGC), and a way of being in consuming and consumers. Consumers don’t care if they’re eating products that drive other animals extinct. They are unaware. No one cares down the supply chain. So producers don’t care and have a socialized history of having the right to fish as much as they want. The moral, cultural and socialized attitudes are very low and these attitudes need time to change. No one cares about illegal fishing because no one cares about these other things. And people will eat the illegally caught totoaba”	Lack of willingness of some fishermen to use new methods/gears		
Consumers			“Not caring about sustainability is a very big flaw of consumers. We have a world now that consumes the products out of this area (California/UGC). Whether it’s Chinese buyers eating their soup or Americans eating their Shrimp, or someone in Mexico City eating Corvina. People don’t care where it comes from. So it’s the flaw of the supply chain and the user too”			“The next step is to develop a conceptual model that links the conservation efforts by the fishermen to consumer”

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Controlling and monitoring fisheries	- "The government and federal agencies have no capacity to manage and control all fisheries and keep them under the radar regarding sustainability and fishing practices. Therefore there is no data, especially not of small scaled fisheries" - "Proof is needed that there are marine mammal observers that can monitor in case there are interactions with marine mammals. The problem is that this is a dangerous area, so it's hard to find people for this job. This is not a responsibility of NGOS but of fisheries, fisheries compose of fishermen and authorities. Fisheries need good governance to take care of all these problems"					
Corruption in the country	Corruption in Mexico is a large barrier					Corruption makes a lot of things difficult, e.g. acting against illegal activities.
Costs of using certification/eco-labels	"The MSC label is not big in Mexico and not always effective/wanted in Mexico because of barriers. For example fisheries in Yucatan struggle with the MSC label because they pay to use the MSC label but they do not necessarily receive the benefits of it. The fisheries do not use the MSC certification to maintain their sustainable seafood production. These fisheries were already very sustainable before the MSC certification" "Fisheries do want to be sustainable but they do not want to pay the extra price for the label"				**Fair Trade principle?** "It is really important to understand when you create these labels, for instance with the MSC and ASC: they promise these price premiums and they say the money goes back to the fishermen but it actually doesn't. Because the use of these labels cost the fishermen a lot of money and sometimes it costs more that its worth it for the fishermen to participate in these programs. So we need to keep that in mind as we develop the Vaquita-friendly label"	"Working together with experts like MSC also creates difficulties. The MSC has very high standards, but for the Vaquita-friendly label the standards have to be affordable in practice"
Demand from the Chinese market	"The Chinese do not pay extra for a sustainability label on products because they don't care about that"				The only market for totoaba blather is in China. "The US Wildlife Service enforcement team is working closely with Mexican enforcement teams and Chinese enforcement teams to reduce the illegal trade in totoaba blather"	

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Differences between the UGC and other parts of the country	Whether its cultural differences or differences in believes, it makes collaboration difficult with the UGC. “Some people in the UGC say the vaquita does not even exist. Some people don’t want to make efforts anymore for the vaquita because ‘look where we are now after all the efforts we already did’. But if people see the value of vaquita-friendly products then people will probably be willing to cooperate”. “Currently in the Upper Gulf there is an anti-science movement” “It looks like breaking the rules is a sport in the UGC. Self-sanctioning has proven to be really hard to implement in the UGC”		“The UGC has a really bad reputation right now, because of the Vaquita issue and the social issues"			“There are a lot of complications in the UGC with permits, legal issues and social issues with fisheries management”
Illegal activities		"The main barrier has been illegal fishing, which is far more profitable than legal fishing”	“The main barrier is an area in which illegal activities dominate and legal activities are either banned or are at such a small scale that we can’t capture enough of that to support fishermen and move forward”			“It is the Mexican authorities’ responsibility and obligation to act agains illegal activities - we don’t have the authority to do that. The same monitor systems can be used for traceability and tracking illegal activities. Corruption makes things like this more difficult”
Lack of enforcement	- Lack of enforcement & lack of self-enforced rules. - “There is a need for transparent and accessible information so that everyone, including authorities involved in the enforcement of the UGC, can quickly differentiate between those conducting illegal activities and those who are complying with the law.					

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Lack of responsibility by the government	**Fishing access**: “EDF tries to change fishing from open access to closed access by rights based management so only particular fisheries have to ability to harvest. Who has the right to fish when, what, how much etc. EDF works on giving these exclusive rights to historic fisheries. The EDF however does not have the power to give out these rights, only the government does. This is unfortunate because of corruption in the Mexican government” **Sanction: “**Currently there is no good system to sanction illegal fishing activities. We need sanction for illegal activities and implementing self-enforced rules” **Responsibility**: “In fact NGOs do not have a responsibility. They do the work because the government or authorities lack to take action. NGOs fill in the space where the entities who are originally responsible lack”					
Mislabeling	“Mislabeling fish is not illegal by law, there is no regulation for mislabeling food. However it is misleading and bad for tracking species. It also creates a false demand for fish and people think the fish is not endangered. And because mislabeling is not illegal, there is no sanction”					
Premium price	There are controversies about premium prices for certificated products	“The big price difference for sustainable products makes eco-labeling difficult”	“Some consumers do care about sustainable products, and maybe others would care if there wasn't a big price difference. And a lot of people don't know what the sustainable label means and a lot of people don’t look”			

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Production		Buyers in the U.S. and Mexico are very interested in buying high quality products from the UGC and understand sustainability quite well. They are very willing to work with the fishermen. However this value chain can't be activated due to the lack of product from the region. Buyers are moving on (to Sinaloa and other areas), so the region is actively losing its market share.	"They haven't been fishing for quite some time now because of regulatory issues. More than a year and a half ago they put a ban on all the fishing in the UGC except on illegal fishing - which has built"	A two year gillnet ban was implemented in the UGC in 2015. A compensation scheme was developed to support fishermen who were displaced by the ban. The scheme was largely unsuccessful as funds were used to buy illegal fishing gear and were not supplemented with adequate training and education to facilitate successful transition into different businesses.		"The fishing ban in the UGC for 2 years. Many things have changed in the UGC in those years: the gears, the methods, even the customers (e.g. the people who were interested in Vaquita-friendly products 2 years ago are now maybe not interested anymore)"
Protocols	"We need a strict overview/ protocol of the specific fishing days per year for (Corvina) fishing. Outside those days there should be no boat on the water, and when there is a boat it's illegal. Currently this system is not clear and not ready. This structure is easy to implement and would make it a lot more easy to know when illegal fishermen are poaching and to catch them" **Vaquita encounter protocol:** "Rapid action contingency protocols that in the case of observing a vaquita the curvina fleet as a whole halts fishing in that area"					
Regulations			"Another barrier is a regulatory framework that is very difficult to work with; where fishermen are supposed to have environmental impact statements but they don't have them, same with permits, they don't have them or the permits are confusing, or they have them and they get taken away"			

Barriers and challenges	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Relationships between different actors	**Information assymetry:** Buyers have a lot of information and that gives them bargaining power. Moreover, there is bad communication. There is no direct communication or relationships between buyers and fishermen.					"WWF and San Felipe Seafood want to have the support of the MSC for the certification standards. WWF has a policy that they cannot push for a certification that is not included in MSC standards. Not living up to the MSC standards would give a conflict of interest between WWF and MSC"

Respondents

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* Respondents 2, 3 and 4 were combined in a 90 minutes interview.

Table 6 Respondent analysis - Testing the three prototypes through semi-structured interviews

Semi-structured interview questions	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9
When you keep in mind that the business model should 'represent what the organization offers, to whom it offers this and how it can accomplish this' - which one of the 3 prototypes is the best in representing this?	Prototype 3. The model is more holistic than a canvas because it shows the relationships between them. It shows the distinction between BM building blocks and the relationships between them. Many areas of different expertise within organizations do not interact with each other. But within an organization you need to know what other people do to work together the same mission. The organization will be better connected if the business model shows how different areas are connected and I think this model helps with that.	Prototype 3. A diagram in which the relationships between different elements is shown works the best. I'm very visual, in general it works better to see it.	Prototype 3. I prefer visual diagrams. In the canvas the rectangles have different sizes and an order. But I don't completely understand the canvas. Prototype 3 is self explaining, it has a centre and sub-elements and relationships.	In a graphic way, prototype 3. This one shows the relationships between the building blocks better than the canvas. For me prototype 3 looks more like an impact investment proposal or a triple bottom line graphic. As a business model I choose the canvas, because I understand how it works and I worked with it before. The canvas does not really show how the building blocks are related to each other. You need to know how to read a canvas to understand how the relations are shown in the canvas.	Prototype 3. I like how the model equalizes all elements for value creation. Prototype 1, the value network analysis, looks more like a plan. Prototype 3 is more complete and circular and equalizes all the different pieces instead of a hierarchical structure. The model is circular so it makes clear that all elements should be taken into account.	Prototype 3. I know nothing about business models, but to me prototype 3 makes the most sense and I prefer the visual aspects of prototype 3. The canvas makes no sense to me.	Prototype 2. Just choosing by intuition. I like the finance block of the second model and how it differentiates financing the entire business model from the costs and the revenues. Prototype 3 is less obvious for me how to use it.	At the first look prototype 1 seems to be more useful because it looks like a plan and it is written down. Prototype 2 and 3 have a visual representation. I think prototype 3 could be really useful but I don't know if it's complete. Add a little more information.	Prototype 2. The canvas is widely know which makes it easier to share knowledge. It is an easy model to use (when you know how to use it). The centre of prototype 2 is the value proposition and that makes the model strong.
The following questions focus on prototype:	3	3	3	3	3	3	2	3	2
Is this prototype clear? Does it have a clear logic?	Yes, but the logic and the relationships between the blocks should be defined.	Yes it is very logical and deep into describing what you need to do to reach the goal.	Yes. There is a central component. And the surrounding circles feed to the centre. And there's branches that feed to the secundair circles.	I see the circles represents the business model building blocks. All the blocks influence the centre and all are related to each other. The final holistic value is in the centre.	It could use a paragraph description underneath. To help people walk it through. Is there a particular point where you should start?	What is surplus? I would like additional information there (sub-elements or examples). The relationships are clear.	Yes. You should specify the model on how the organization finances itself and their model - is it self-sufficient or depending on funds and grants?	Yes, but it could use more description. It could use clear definitions.	Yes, because it is a model that I know.

Semi-structured interview questions	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9
Is this prototype unique?	Yes, it is the first model that I see for a SMO.	Yes.	Yes. The model is holistic and it has no sequence (nr 1,2,…) which is good for a social business. For social business models it makes more sense to have holistic contributions then a static order of contributions. Because sometimes things happen at different times and not in a sequence.	I don't know, I don't have a lot of expertise on business models. I can only compare it with the canvas. Prototype 3 looks more like an impact investment than BM, which is good because a BM only focuses on economic aspects.	I have no idea. I think it's very unique because it's circulair instead strictly hierarchical and top-down. And that's a good thing for SMOs.	I think the model contains all elements. To give more structure	Cannot answer this question.	I couldn't tell you, I don't know a lot about business models.	Comparing the original BM canvas with prototype 2 yes. The surplus, finance structure, and splitting the segments into customers and beneficiaries is unique.
Do you think the prototype is specific for social movement organizations? If not, then why not?	Yes, especially the surplus and followers of the movement blocks are surprising. They create opportunities for SMOs.	Yes it looks very complete.	I am not familiar with any business models at all, but I think this model fits well with social organizations.	It looks good, yes.	I guess I need more details on the building blocks and the sub-elements. E.g. revenues - social benefits, what does that entail?	I think social movements learn from the past and where the movement has been. Maybe you can do something with learning loops.	You should draw more on the differences between a benefit business, NPO, or for-profit (the legal and financial structure).	If I look at this, I need to know why this model is important. The structure is really clean and nice.	Even the original canvas could work for NPOs because they need structure, but this canvas would work better because of the changes made.
Is this prototype useful?	Yes, but it has to be very well applied. The representation is unique and different and more dynamic - that is good.	Yes for me this model works.	Yes it is definitely useful for a business. It doesn't make sense to present it to someone who doesn't want to do business.	Yes. I see more impact investment than a business model which is probably a better point of view. It's not just about making money anymore. This model can help to this view.	Yes. I think this is a good model to start for social businesses, but I don't see how a fishermen could go from this model to a business.	It's really interesting. Even for annual planning this model is very useful.	Yes. I once adapted the BM canvas to the needs of a benefit business; included benefits to environment, social and health as components of the value proposition. The canvas became limiting over time.	Yes, with more description on how to use it.	Yes, but I would split the Value Proposition the same as Segments. A VP for the core value of the business and for the core of the impact.
Does it contain fundamental concepts/critical aspects?	Yes. The separation of internal and external: actors are within the organization & key stakeholders outside. An SMO has a purpose and the actors are the ones who give the purpose.	Cannot answer this question.	Yes. Finance structure, cost structure, value proposition, resources, surplus, revenues.	Yes. Value proposition is the most difficult part for me of any business model. It should be more explained.	Yes I think so. 'Activities' could be explained more.	Yes. All the aspects are critical.	Yes. Value proposition and the financing aspect. And that the finance block is in the middle and covers the cost and revenue parts.	Yes. Channels & communication, costs, revenues, key partnerships, relationships are very important, actors & followers. I don't know what actors or segments is.	Yes. The Value Proposition is the most important and then and everything around it.

Semi-structured interview questions	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9
Is the prototype well organized? Do you understand the relationships between the different building blocks? Are the interactions well presented?	Yes, but you should define why the building blocks are opposite from each other or next to each other. Define their relation.	Yes it looks very organized and there are enough interactions.	Yes, but maybe get rid of the outer circle and arrange the blocks in a web distributed among the page and play with the size and interconnectivity of the blocks.	The relationships are not dynamic, and in this graphic way it doesn't show that the relationships are dynamic and not fixed. E.g. the value proposition is always changing, relations with partnerships can change	The building blocks are all connected to the middle and to themselves. I don't know if there is a particular order in the outer circle? Why are some blocks opposite from each other?	Yes I do.	Yes. I think I understand the canvas because I have experience with it, but other people could understand it as well as long as they know the terminology.	Yes the way it's organized is very nice and clean.	Surplus could use more explanation. What kind of surplus (money, social) and for whom?
Does the prototype fulfill the need for a new framework specially designed for social movement organizations?	Yes. To make the model more organization specific you can create more links, e.g. between partnerships and cost structure when necessary.	Yes. But well at this moment for the vaquita case anything will help.	This one fits very well for social organizations. Things could improve (see Feedback).	Yes. But you need to show to the people how it works. Everyone needs to understand it and need to know how the model should be filled in.	The model makes a really good point. I would like to see it in action.	I think so, it makes sense to me.	I think the canvas could use more development, but it's a good place to start and it's a good tool. The difference in financing could develop more.	I don't know the existing frameworks. NGOs need a context with this model. Most organizations don't know the importance of such a model (BM).	Yes I think so. Social organizations would gain if they start using any business model framework to give the organization more structure.
Is there an element missing in the prototype?	Maybe you can differentiate in the lines between the building blocks and show the 'speeds of change'. Make a difference between incremental or radical changes needed.	I think some relations are more important than others. In this model it seems that each element has the same importance. I think that not all the elements are on the same level. Add more to the third circle; give all blocks sub-elements. Governance should always be included.	It doesn't seem like there's anything missing. When you use it for the vaquita case then use specific elements: e.g. activities that help to conserve the vaquita.	One thing I don't see now is: how you can measure your value creation. I would consider another block: e.g. key performance indicators. How do you measure the business model. And the link of internal business with external pressures. It's important to include the external threats and opportunities, like a network.	Include sub-elements for all the building blocks, especially for activities because that doesn't mean anything for me - what does it include? Add community outreach and consumer engagement.	I don't think so, it seems holistic to me. Maybe I would add risks. Any type of risk to the business. When you're starting something new or re-inventing your business, it's important to include the risks. Maybe add 'cultural' to Resources. 'Internal culture, the organizational culture'.	I don't think so.	Target audience and how the organization reaches out to them, social capital & it's unclear who the actors and what the segments are. The general public is not included (communities and opinion leaders). E.g. people involved in vaquita conservation need to be included / people who support the movement.	I would split the Value Proposition into: Value Proposition and Impact statement.
Looking at the descriptive framework. Is the framework concise in its description? If not, is there an element missing?	Yes.	I would add some more questions to the descriptions.	Yes!	Activities - link to value proposition Channels & communications; something is missing.	Explain activities more. Channels & communications should add community outreach.	Yes it's complete. I like the questions, they make you think. It makes you start thinking about what you're looking at.	Yes. Questions are a good place to get people to think about how to structure their answers.	Yes this table is useful in defining what each of the circle means.	Surplus needs more explanation. The table should follow the same order as the model.

Semi-structured interview questions	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9
Feedback for the chosen prototype	Prototype 3. This model is not just the blocks but also the connections (the lines), which make it unique. That's what you don't have in the canvas. If you don't see the connections it can't have the meaning. Broken lines can be added. You can show what is represented in the line. Make a difference between whole and broken lines and their meaning (e.g. speeds of change or long-term vs short-term). I would add the intrinsic relationships between the opposite blocks (and show them as complementary). The horizontal lines (the outer circle) should only be added when needed because they make the model more static. When you need the link for instance between value proposition and activities you add that line.	Prototype 3. Now it seems that each element has the same importance. I think that not all the elements are on the same level. More important relationships are for instance: value proposition - activities. How do you include local actors into the governance to impact the value proposition? Do we have a board of key stakeholders? How are local actors involved in impacting the value proposition? People trust NGOs more when the board is composed of trusted local stakeholders. And: add more to the third circle; give all blocks sub-elements.	Prototype 3. Things could improve by change it to a web and show the interconnectivity. Depending on the case some things have more weight than others. In the vaquita case the environmental impacts and the cost structure have more weight than the revenue. The value of life of the species should have more weight than the surplus, or channels and communication. I think you could add the block 'community'. If you give a business model to someone who is not in the business world then they should also understand the model. It is important that communities who don't have business knowledge understand the model.	Prototype 3 Can you clarify the relations between the centre to the secondary circles? The model should be understandable for everyone and people need to know how to fill in the model. Political decisions/ situations can influence the development of a business model and can block all the efforts to run the business. How external political issues/pressures influences the business model. You can have a perfect BM but it can be influenced by external (political/social) pressures (or opportunities). Maybe a BM should be linked with a SWOT analysis? **Descriptive framework:** What are the activities that are needed to reach the value proposition? & 'How do we make sure the consumer is engaged to our product?" It is very important to keep the client. Consumer engagement.	Prototype 3 The model should also be understandable for fishermen. Descriptions and for instance x steps you need to do to use this model would be good to make the model understandable for producers and famers and fishermen etc. Because that's important that these people understand such a model. Maybe make it graphical why value proposition is opposite from finance structure. **Descriptive framework:** Key activities doesn't mean anything for me, maybe include production or something. Channels & communications: mention outreach to communities or to consumers about the social benefits of the business. Where does consumer engagement belong? What do we do when the relationships are not direct or strong? The open ended questions could leave people confused.	Prototype 3 Add sub-elements or examples to 'Surplus'. Maybe add learning loops, because SMOs learn from the past and past movements. To give more structure present a sequence of how to fill in the model. Add numbers to the blocks (like you did in prototype 2) as a suggestion for an order to fill in the model. Then users can decide themselves if they want to use this order or not. Maybe I would add risks. Any type of risk to the business. When you're starting something new or re-inventing your business, it's important to include the risks and barriers. Maybe add 'cultural' to Resources. 'Internal culture, the organizational culture'. I don't know if it's a resource, but it should be considered in the model. It's almost an HR thing.	Prototype 2 You should specify the model on how the organization finances itself and their model - is it self-sufficient (generating money though activities) or is it depending on funds and grants? This is also dependent on the legal structure of the organization (non-profit, for-profit, benefit business, NGO). If you are going to specify on NPO then look more at NPO financial structures. Grants should be included as a long term financial model. NPO make the mistake of thinking about their mission but not create structure for the organization to exist or run in the long term. You should draw more on the differences between a benefit business, NPO, or for-profit. Finance vs benefits for what you are trying to impact. Draw out difference value propositions for the different beneficiaries and for different purposes for different groups.	Prototype 3 Why is local stakeholder involvement under value proposition and not under activities? Describe the logic. Add a glossary of terms, problem statement & description of how to use the model. Maybe add 'potential challenges'. From a business standpoint /market challenges & social / governmental challenges. Make clear who the target audience is - and how to reach out to them). You can change 'segments' to target audience. You have to fit in general public (community, opinion leaders), not just customer and beneficiary. Add 'social capital' - how the organization builds up social capital.	Prototype 2 Surplus could use more explanation. What kind of surplus (money, social) and for whom? Spit the Value Proposition: divide the value from the business from its impact. **Descriptive framework:** Surplus could use more explanation. What kind of surplus (money, social) and for whom? This descriptive table should follow the same order as the canvas model, that would make it easier to understand. Add cultural resources.

Respondents

1: Eleazar Castro, a scientist and social entrepreneur in La Paz, Mexico - 60 minutes interview
2: Rafael Ortiz from Environmental Defense Fund La Paz, Mexico - 35 minutes interview & 60 minutes interview
3: Yann Herrera from WWF La Paz, Mexico - 70 minutes interview
4: Ramses Rodriguez from Pronatura Noroeste Sonora, Mexico - 60 minutes interview
5: Oriana Poindexter from NOAA San Diego, USA - 80 minutes interview
6: Ashley Apel from Fair Trade USA - 55 minutes interview
7: Roxanne Nanninga from Thai Union USA (previous job at EDF) - 60 minutes interview
8: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA - 80 minutes interview
9: Enrique Sanjurjo from WWF La Paz, Mexico - 60 minutes interview

Appendix 4: E-mail pre-interview document

Please fill in this table for setting up a Vaquita Friendly eco-label (by a vaquita friendly regulatory council). As a business or organization the vaquita-friendly regulatory council can be compared with the MSC or Fair Trade.

So in this case the 'business' is the vaquita friendly regulatory council and its 'product' is the vaquita-friendly eco-label.

Business model for a vaquita friendly eco-label

BM building blocks	Please fill in
Value proposition	
Finance structure	
Segments	
Revenues	
Activities	
Cost structure	
Resources	
Partnerships & Key stakeholders	
Actors	
Surplus	
Channels & communication	
Relationships beween different actors	

Use these questions to fill in the table:

1) Value proposition. What value does a vaquita-friendly eco-label deliver? What problem is solved by such an eco-label? What customer needs does this eco-label satifsfy?
What is the economic value, social value and environmental value?
And how will the value impact be measured?

2) Finance structure. How is the business model financed? E.g. do we need external funding to set up a vaquita-friendly eco-label?
Is external financing necessary for the long term? Will the regulatory council be self-sufficient?

3) Segments. For whom is the vaquita-friendly regulatory council creating value?
Who are the beneficiaries and who are the customers of a vaquita-friendly eco-label?

4) Revenues. How is the vaquita-friendly regulatory council earning money? And how does the eco-label create social and environmental benefits? For what value are customers willing to pay (e.g. saving a vaquita) ?
(And how is the money distributed along the supply chain?)

5) Activities. What are the activities of the vaquita-friendly regulatory council? What is their core business?
What activities are required to set up a vaquita-friendly eco-label?

6) Cost structure. What are the expenses of setting up a vaquita-friendly eco-label? Please make a difference between economic costs (money), but also social impacts (maybe for the fishing communities) and environmental impacts (if there are any).
Which activities or resources are most expensive?

7) Resources. What resources do we need to set up a vaquita-friendly eco-label and to run a vaquita-friendly regulatory council? What resources are needed to create value, to maintain customer relationships, to create revenues?

8) Partnerships and key stakeholders. Does the vaquita-friendly regulatory council need to build partnerships to create value? If yes, with whom? And what kind of partnerships? (With other businesses, restaurants, NGOs?).
And who are the key stakeholders outside the regulatory council?

9) Actors & followers of the sustainable seafood movement. Which actors are involved in setting up a vaqtuia-friendly eco-label? Who are the people in the vaquita-friendly regulatory council?
Who are the people who do the work in order to create value?

10) Surplus. Do you think after some time the regulatory council is making enough money to invest a surplus into some parts of the business model (e.g. supporting fishermen to comply with Vaquita-Friendly standards).
Where should this surplus of money be invested in?

11) Channels & communication. How should the vaquita-friendly regulatory council be reaching out to the beneficiaries and customers?
Through which channels is the eco-label promoted?
How should the regulatory council raise awareness about its eco-label?
How do customers buy the eco-label?
How is the value proposition delivered to customers and beneficiaries?

12) Relationships between different actors. How are the relationships between the different actors in the business model? How do the actors interact with each other?

Table 7 Respondent analysis - Business model for setting up a vaquita friendly eco-label by a vaquita friendly regulatory council

BM building blocks	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Value proposition	Having this eco-label in the market. Give the product the people want with the technology the people have. The impact: protecting vaquita, giving a new source of making business for communities.	Value needs to represent the continued existence of vaquita as a species. Customer needs filled = knowledge they aren't contributing to the problem. Should have measurable economic value, but will be unknown until implemented.	Sustainable fisheries.	A VF label fundamentally addresses the "information asymmetry" issue, i.e., consumers of shrimp and finfish products harvested with gillnets in the UGC are not aware of the externalities associated with the fisheries providing this product. The label does not solve the bycatch issue but helps address its basic cause. The customer gets information, and the externality is "internalized" to the extent the costs, and therefore the price are higher. Impact will be measured by the increase in price, as well as any changes to the fishery operations.	The eco-label provides a transparent and credible platform to provide seafood products to the market that don't harm vaquita. IF the label is successful in terms of added value and/or increased demand, it could incentivize higher rates of compliance in terms of fishermen using fishing gear that won't harm vaquita, which could ultimately give the vaquita a chance to recover.
Finance structure	To start: financing the BM completely by philanthropic funding - full funding. WWF cannot support VF label with funds but they can set up the network. Later: The core business could maintain by maintaining the eco-label.	Excellent question. I think NGO/ conservation community will need to step in to get this off the ground realistically. Long term, ideally self sufficient.	Primary financial input but then self-sustainable.	There will be a need for external financing in the beginning, as with setting up any business. In the longer term, if successful, these "costs" will be offset by the increased prices for the VF product. The regulatory council will need to seek public/private partners for the start-up costs.	External funding will be critical to support the pilot phase, but it is unlikely that a sustainable business model will rely on outside support beyond that. Eventually the model will have to be self-sustaining. Long-term, funds for the council will likely need to come from the proceeds from the label.
Segments	Customers are producers (fishermen) and sellers that want to use the label in their product. People buy the eco-label (not fish). The beneficiaries are the people who buy the labeled products and the producers who produce the seafood products.	Creating value for: vaquita (still alive), fishers (making profits, not killing vaquita), customers (feel good for not killing vaquita, get delicious seafood). These are also beneficiaries.	Fishers are beneficiaries and the buyers once they have good quality products assured.	Fundamentally, this arrangement creates a "value" for the Vaquita – a non-market value. The willingness to pay a higher price for VF product reflects the value of Vaquita conservation to consumers. Beneficiaries include the Vaquita as well as those individuals (does not have to be seafood consumers) who place a value on the survival and rebuilding of Vaquita.	The label creates value for the fishermen and the conscious consumer by providing fair wage and sustainable demand for the fishermen and a trusted source of sustainable seafood for the consumer. Indirectly it may provide value for conservation organizations and efforts by incentivizing the increased use of non-entangling fishing gear and decreasing incentive for the use of gillnets and participation in illegal fisheries. If successful, the decreased use of gillnets could give the vaquita a chance to survive.

BM building blocks	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Revenues	Profit from selling the label to businesses. Philantrophic funding for the impact (protecting vaquita, support fishermen to comply with the standards). Premium price paid by customers.	Unsure how the council itself could make money, other than a 'tax' on the fishers. Or buyers? Social benefits = fisher income, Environmental benefits = continued existence of vaquita.	Customers are willing to pay for safe-fisheries, creating a 'feel-good' sensation for their purchase.	Revenues are as always – price x quantity sold. However, to the extent there is a price premium for VF product (which is the main point of the program) then the revenues will include a premium for these efforts – changing gear, higher fishing costs, traceability and other costs associated with labeled seafood. Distribution along the chain depends on arrangements made, i.e., does the fisherman get some % share of the final export value, or a set price based on anticipated export revenue? And sharing among the crew is critical as well.	**Council:** Initially, the council process will likely be supported by external funding sources. Eventually, the profits from the label will likely need to support this effort since it is unlikely that funders will support this effort indefinitely. **Social**: If successful, the label would provide a fair wage and a sustainable demand/market for the products produced using sustainable fishing methods. The fishermen would have an economically and ecologically sustainable livelihood to support their families and communities. **Environmental:** See social. If the fishermen are economically secure using sustainable fishing methods, the likelihood of them participating in illegal and environmentally destructive fishing practices will decrease. This would give the vaquita a chance to recover. It could also support healthier fisheries for species like totoaba and reduce other bycatch and impacts as well. **WTP:** this is an Oriana question.
Activities	Define the standard & application of the standard (for fishermen) Audits and traceability Promote the eco-label Selling the label Setting up a philanthropic fund for fishermen who are not ready to use the label. The VF secretariat needs to administrate this fund.	V-F regulatory council must first define, and then require proof of compliance, for the requirements of the label. These may include hiring of a third party to confirm traceability and legality of product.	Regulate the fisheries.	The Council manages the day-to-day operations, including determination of participants, monitoring the program, testing new gear, and so forth. The council must make decisions about how much of the funding goes into which part of the operation, and at what stage. The activities required to set up a VF label are just about everything, from soup to nuts! Identify a group of fishers willing to participate, get researchers and engineers to test/ disseminate new gear, set up a traceability program, find buyers who can pay a premium, etc.	**Label:** • Define scope of the project • Determine the most appropriate traceability system • Secure funding • Form the council **Council:** • Develop label criteria (this process will require a number of meetings, maybe 2 in person and a series of calls) • Update and advise on the label criteria as appropriate (after the pilot, annual meetings will likely suffice)

BM building blocks	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Cost structure	Costs of traceability and starting a new product line. Promotion costs Costs of setting up standards.	Most expensive will be the continued cost of confirmation of product compliance. Startup costs. Continued costs other than the above I think would be minimal, but it does need to provide economic value to retain fisherman interest.	Start-up costs; infrastructure costs; impact on fishery stock.	Expenses are no different from a regular processor who purchases from fishermen and processes, re-sells to wholesale. The only difference is the additional effort to find niche markets and establish traceability for VF product. That's why a higher price is necessary for success.	**Financial:** • Criteria development o Committee meetings o Staff time • Implementation of traceability scheme o Observation (cameras? VMS?) o Staff for monitoring • Marketing and promotion o Staff o Travel/conferences? o Farmers markets (local promotion) • Maintenance o Relationship managers/staff o Committee meetings o Updates to traceability protocols as appropriate (new technologies, meetings, etc) **Social:** the alternative gear is not widely accepted by the fishing communities in the UGC. It is possible that fishermen who participate in the program and their families will be taunted and potentially face violent opposition from their peers.
Resources	We need the advisory group and then the regulatory council. The support of other eco-labels (there will be conflicts with other labels like Fair Trade). We need a third party for traceability. We need money. We need clients. Maybe add cultural resources??	Start up costs, personnel. I assume a physical office at least seasonally, in San Felipe. Outreach and advertising materials will be needed to build customer awareness and demand, especially at the beginning.	Interest and commitment from the market; permission from fisheries agencies.	Need capital funds to invest, need physical capital for offloading and processing, need technical assistance to develop, test, and disseminate VF fishing gear.	• Staff o Coordinate council activities o Manage relationships with fishermen and key stakeholders o Promotion and marketing • Tools and technologies to implement the traceability scheme • Funds for travel and meetings • Office space for staff

BM building blocks	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Partnerships & Key stakeholders	Celebrity chefs Fishermen Consumers Intermediaries Entire supply chain: mainly restaurants. It would be hard to sell the label for household supermarkets. The restaurants would be the niche market. The restaurants should put the label on the menu. Celebrity chefs: chefs (& cooking programs) are now big celebrities and important. If MSC or Fair Trade would want to partner up, that would be great. Partnerships with commercial businesses. We try to reach the 2 biggest buyers in the region: ocean garden and eastern fish (two biggest retailers).	Stakeholders – fishers, gov. agencies, buyers. Partnerships will be key – AZA, US & Mexican NGOs, etc.	Partnerships with markets and restaurants.	Yes, definitely need partnerships with key exporters/importers, eNGOs, government researchers on gear (Mexico and US), foundations (e.g. DiCaprio/Slim foundation, esp the working group on alternative economic livelihoods – Peggy Turk-Boyer). Other partners could include wholesale/retailers, such as Whole Foods or Trader Joe's or Mom's Organic Market. Etc.	• Fishermen • Restaurant associations • NGOs • Mexican Government • US Government • Suppliers/distributors in the U.S. and Mexico (ex. Santa Monica Seafood, Catalina Offshore Products, King's Seafood, Ocean Garden, etc.) • Aquariums and conservation outreach institutions (Association of Zoos and Aquariums, Coastal Ecosystem Learning Centers, etc) • COMEPESCA?
Actors	The regulatory council Conformity assessment bodies (CAB).	Council is already defined. Actors to create value need to be the fishers that comply with requirements. Value is created by compliance with requirements & proof of that.	Maybe a committee that supervises the label.	Actors include fishermen (captains and crew), processors, dealers, exporters, importers, truckers, engineers and scientists. The Regulatory Council should be an array of persons that can represent most if not all of these sectors.	**Setting up the label**: the VF working group and other actors as appropriate (see workshop report and list of participants) **Council:** NGOs, fishermen, scientists, traceability experts, government representatives (Mexico and the U.S.), and industry/market expertise.
Surplus	Surplus should be invested in supporting non-certified fishermen to comply with the regulations to opt for the VF certification.	Hopefully….should go back to fishers.	Yes – invested in fishery regulation.	There is only a surplus if some inputs are not "covered", e.g. expertise of the leadership. Make sure there's really a surplus (i.e., pure economic profits) before saying there is such a thing. I doubt that there will be a surplus, but there could be enough to cover all costs, including the opportunity cost of everyone's time.	Not my area of expertise…I defer to Oriana and/or Rebecca.

BM building blocks	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Channels & communication	It's a small market, direct contact with producers and buyers in the region. A very small group, very direct contact - face to face contact. Promotional dinners in which the VF products are served. Make people taste what the label is selling.	Marketing, awareness campaigns with partnerships on both sides of the border.	Advertising, community outreach.	Communication is key, i.e., letting buyers know that this is a well-managed, well-monitored program with complete traceability to ensure VF label. Identify a few "champions" in the U.S. market (e.g chef Rob Ruiz) to help with the communications and outreach; he's already done that. Work with Peggy Turk-Boyer's group (funded by DiCaprio/Slim foundation) as they have funded alternative economic livelihoods, including niche market development.	Given the high level of attention the vaquita issue is getting from the conservation and Aquarium community, these groups should be leveraged to help educate the public about the label. I see this playing out in 2 ways: 1. Direct – organizations that are directly involved in the sustainable seafood arena and/or in markets where the product will be sold should educate consumers about the product and direct them to places where they can get it. 2. Indirect – while the market will be small, the initiative is still very important and relevant to vaquita conservation. Organizations that are not within the market area and/or don't have sustainable seafood programs can still educate their publics about this important initiative and use it as an example of how market-based initiatives can be an important tool for conservation. This could garner broader public support for the overall goals and objectives of the label, which could lead to favorable laws and/or funding opportunities in the future. Direct marketing to suppliers in the U.S. and Mexico as well as chefs through events and associations will also be important.
Relationships beween different actors	Regulatory council gives the eco-label to the producer (fishermen) and the value chain. One standard into 2 directions (producer and value chain). The value chain acts in a regular way in a straight forward way, with a regulatory council along the value chain and auditors. Auditors - traceability. Regular value chain relationship with a strong traceability line.	All need to focus on supporting fishermen complying with requirements.	Mainly buyer to fisher with no intermediary.	Some of the actors will be partners in this BM, others will represent businesses that must be in negotiation with the Council. Easy to know the difference, important to note the way they should each be handled. For example, finding a buyer willing to purchase at a price premium also means agreeing on what that premium should be; that's where its' helpful to have partners such as eNGOs with potentially big name celebrities.	**Direct relationships** that will require regular maintenance: • Fishermen • Mexican government • Council • Suppliers/distributors • Chefs and restaurants • Industry associations **Indirect relationships**: these relationships may require some interaction, but not a lot of maintenance. • NGOs • Aquarium and conservation organizations involved in vaquita outreach

Respondents

1: Enrique Sanjurjo from WWF La Paz, Mexico - 60 minutes interview

2: Oriana Poindexter from NOAA San Diego, USA - 80 minutes interview

3: Yann Herrera from WWF La Paz, Mexico - 70 minutes interview

4: Rebecca Lent from International Whaling Commission Cambridge, UK - 30 minutes interview & e-mail

5: Kim Thompson from Seafood for the Future/Aquarium of the Pacific L.A., USA - 80 minutes interview