

Impact Business Model Documentation Tips Appendix

1. Practices IBM Descriptions & Suggested Documentation

Worker Owned

Recognizes distributive ownership models that empower employees, including cooperatives and ESOPs

Documentation: Cap table, ESOP governing document

Workforce Development

Recognizes providing quality jobs and job training for chronically underemployed populations

Documentation: Program description, job description, partnership agreements with nonprofits or social service organization, employee roster with wages, case study

Designed to Give

Recognizes standing commitments to provide significant portions of company profits, revenue, equity, or pro-bono services to charitable causes

Documentation: Formal commitment policy (required), tax return showing donations

Local Economic Development

Recognizes strategies to strengthen local economies through procurement, ownership, banking, customers and charitable giving

Documentation: Formal commitment policy (required), Spreadsheet with last fiscal year spend and supplier addresses, spreadsheet with last fiscal year customer revenues and customer addresses

Micro Enterprise Poverty Alleviation

Recognizes micro-entrepreneurship opportunities for underserved individuals via franchising or product distribution

Documentation: franchise contract documents, revenue generated through these distribution channels

National Economic Development (emerging track only)

Recognizes strategies to strengthen national economic development via privatization or import substitution in underdeveloped markets

Documentation: Spreadsheet with last fiscal year spend and supplier addresses

Producer Cooperative

Recognizes supplier owned structures that empower suppliers by organizing production, decision making, and profit distribution

Documentation: co-op governance documents, membership roster

Supply Chain Poverty Alleviation

Recognizes supply chain strategies that reduce poverty through trade terms, positive labor conditions, and support for underserved suppliers

Documentation: Program descriptions, contracts, trainings, impact reports, Fair Trade certifications, spreadsheet with last fiscal year spend, premium price tracking spreadsheet, third-party wage and market value data

Environmentally Innovation Agriculture/Manufacturing/Wholesale/Retail

Recognizes comprehensive environmental practices that redesign traditional processes to conserve natural resources

Documentation: Environmental management system, environmental program descriptions, pictures of facilities, receipts from equipment purchases, industry standard benchmark data, company baseline year data with improvement data, detailed explanations of manufacturing processes

2. Additional Information & Definitions

Commitment ('formally committed'): Referenced in the 'Local' and 'Designed to Give' IBMs, commitments refer to written pledges that a company has made and adheres to. As the IBM answer options refer to specific quantitative percent thresholds, documentation should include a quantitative percent that meets the IBM threshold. The best documentation of commitments includes an internal policy statement, and a public statement on the company's website detailing the quantitative amount the company has committed to.

Outcome: In the B Impact Assessment, the word 'outcome' is used intentionally to refer to a change that has occurred over the longer term. This is distinguished from an output, which is the direct result of a business objective or program goal. For example, consider a program in which a number of people started to work and improved their personal circumstances (household income, etc) as a result of a computer skills training program. An output would be that 20 individuals completed the training program, and received 80 hours of training. The outcome of this program would be measured in its own terms, for example, the value of increased income for those workers. [Impact Management Project Resource here.](#)

Special Populations: Assessment questions intentionally use language that refers to specific populations (i.e. 'barriers to employment', 'in-need', 'low-income', 'small-scale', 'underserved'). When a question asks about a specific population, documentation is required to verify the population, in addition to other aspects of the answer option/s selected. The 'Learn' text will have guidance on definitions and examples for each. If a unique example should be considered for the particular geography or context, documentation explaining this should be provided.

3. Question Type Examples

Example: Products and Services IBM: Renewable Energy

'Description' Question

Renewable / Cleaner Burning Energy Description

LEARN

FEEDBACK

Which of the following product or service descriptions apply?

Your answer to this unscored question is combined with other answers to automatically calculate your score in this section of the assessment.

☐

Product/service is self-powered by fossil fuel-based energy that is cleaner-burning than market alternatives (e.g. LPG-powered car; natural gas burning heater)

☐

Product/service is self-powered by non-fossil fuel renewable energy (e.g. solar-powered lantern)

☐

Product/service provides or contributes to the provision of cleaner-burning or non-low impact renewable energy (e.g. LPG distribution)

☒

Product/service provides or contributes to the provision of non-GHG emitting low-impact renewable energy (e.g. solar panel installation, wind turbine manufacturing)

☐

These descriptions do not apply to our company's product/service (Skip the remainder of this section)

Points Available: 0.00

NEXT

Revenue Question

Revenue Generated

LEARN

FEEDBACK

What were your total revenues last fiscal year from the previous products or services?

Your answer to this unscored question is combined with other answers to automatically calculate your score in this section of the assessment.

What were your total revenues last fiscal year from the previous products or services?

50000

☐

We do not track this

Points Available: 0.00

NEXT

SAVE

Outcome Question

Management of Renewable / Cleaner Burning Energy

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FEEDBACK

✓ ☁ □ ☆ □

How does your company measure and manage the results, outcomes, effects, or impact of your product or service?

Select all that apply.

☒ We have formally defined the outcomes sought by our product or service and have developed a theory of change for them

☐ We have based our impactful product or service business model on established secondary research that demonstrates potential impact

☐ We have directly and formally engaged stakeholders in understanding their desires and needs when developing, refining, and or delivering our products or services

☐ We are verified to meet third-party standards for impact (e.g. we have impact-related product certifications)

☒ We measure near-term outcomes of the product or service to determine whether it is meeting the needs and expectations of our beneficiaries

☒ We measure long-term outcomes in order to assess whether the results of our product produce lasting positive impacts for our beneficiaries

☐ We have identified and measure and manage the unintentional or potential negative impacts of the product or service in addition to intentional positive effects

☐ We have identified and managed potential causes that could lead to a failure to deliver the positive outcome, to do so less efficiently than possible, or to produce other negative effects

☐ None of the above

Points Earned: 1.03 of 1.03

NEXT

Example: Practices IBM: Supply Chain Poverty Alleviation

'Prerequisite' Question

Supporting Underserved Suppliers

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FEEDBACK

Does your company source from and/or provide support to populations in low-income, poor, or very poor markets through your supply chain purchasing practices?

Answering affirmatively will opt you into additional sections of the B Impact Assessment with more specific questions about this Impact Business Model.

☒ Yes

☐ No

Points Available: 0.00

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Activity

Comments

Add a comment, link, or document

'Practice' Question

Beneficial Trade Terms for Underserved Suppliers🗨️ ⭐ 📌

LEARN FEEDBACK

Are any of the following trade terms provided to underserved suppliers?

Your answer to this unscored question is combined with other answers to automatically calculate your score in this section of the assessment.

- ☐ A premium is paid beyond market price for community support and development
- ☒ Input materials come from a relationship where contracts are signed and executed for the next year
- ☒ Input materials come from a relationship where the contract price was partially or fully paid in advance to significant suppliers (including loans through a partner organization)
- ☐ Pricing of product is determined collaboratively with suppliers
- ☒ On-site visits are made to suppliers on at least an annual basis.
- ☐ None of the above

Points Available: 0.00NEXT

'Percent' Question

% Purchases with Beneficial Trade Terms🗨️ ⭐ 📌

LEARN FEEDBACK

What % of your cost of materials comes from the stated under-served supplier groups that received the previous trade terms?

Your answer to this unscored question is combined with other answers to automatically calculate your score in this section of the assessment.

What % of your cost of materials comes from the stated under-served supplier groups that received the previous trade terms?

☐ We do not track this

Points Available: 0.00NEXT CONFIRM

'Outcome' Question

Tracking Impact on Workers

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FEEDBACK

☆

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Does your company track the impact of your work with small-scale suppliers on the lives of suppliers' employees?

☐ Yes

☒ No

Points Available: 0.58

NEXT

Activity

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Comments

Add a comment, link, or document