

Systematically Designing Businesses Fit-for-the-Future

Sustainability Webinar Series #02

July 9, 2025

Antony Upward



International Council on Systems Engineering
A better world through a systems approach



**Flourishing
Enterprise
Innovation
ToolkitSM**



**Flourishing
Business
CanvasSM**



**Flourishing
Enterprise Strategy
Design MethodSM**



**Flourishing
Startups MethodSM**



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Objective

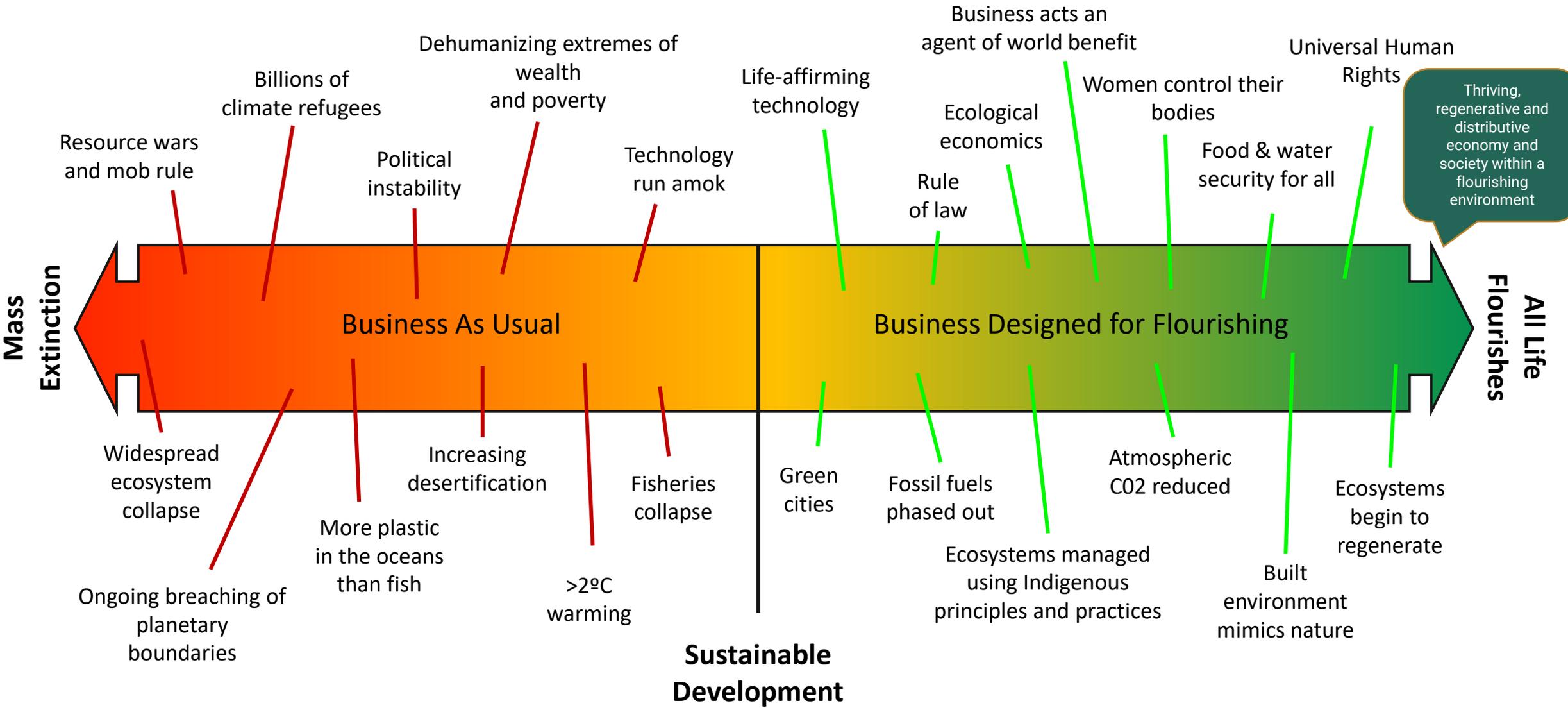
- Provoke interests and curiosity in the International Council on Systems Engineering about the Flourishing Enterprise Innovation Toolkit
- Open door to possibilities: collaborations / research / education
 - e.g. Use of the Toolkit in the INCOSE Sustainable Together Project to Design SustainaSun Business Model

Agenda

- Introduction to the Flourishing Business Canvas – 25 mins
- Q&A #1 – 15 mins
- Introduction to the Methods for the Effective Use of the Canvas – 40 mins
 - Integrating business & sustainability factors via backcasting against science-based principles
 - Flourishing Enterprise Strategy Design Method
 - Flourishing Startups Method
- Q&A #2 – 25 mins
- Invitations and Conclusion – 5 mins

Why Do We Say Flourishing?

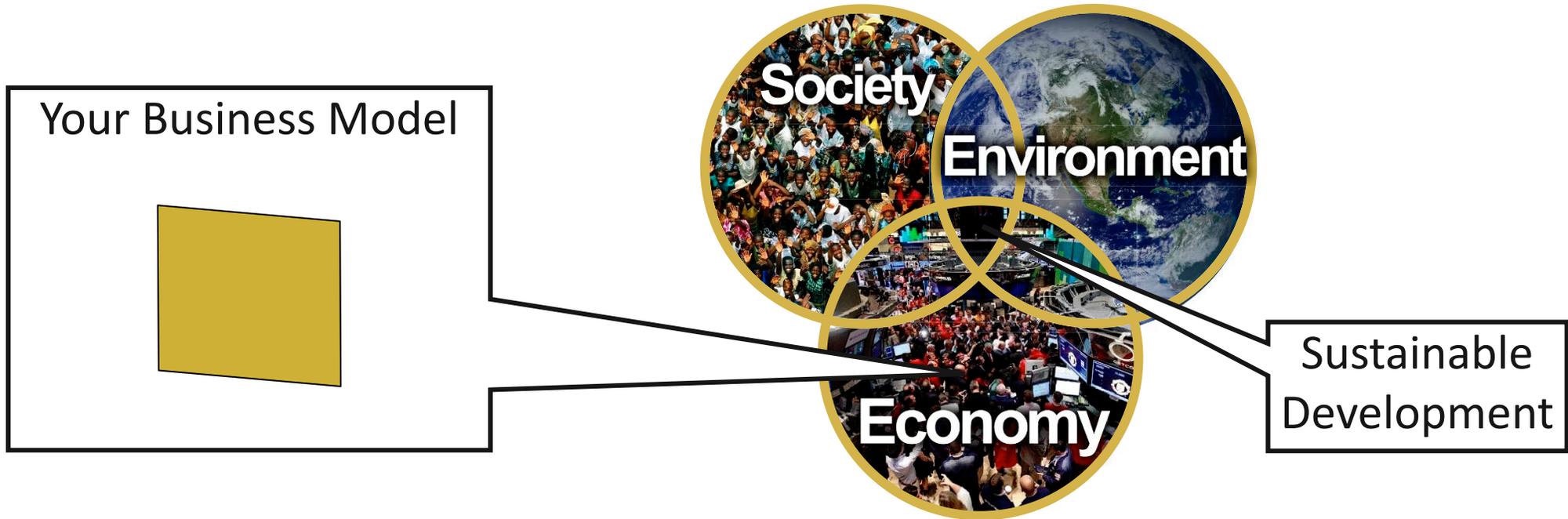
Sustainability vs Flourishing*



* For more see blog post [Evolving from Sustainable Development to Sustainable Flourishing](#), and other blogs posts at flourishingbusiness.org/blog/3/

Part 1:
Introduction to the
Flourishing Business Canvas

Old Thinking on Business Models



“A business model describes the rationale of how an organization creates, delivers and captures value (financially)”*

* “Business Model Generation”, by Alex Osterwalder & Yves Pigneur, 2008

Key Partners

Who are our key partners?
 Who are our key suppliers?
 Which Key Resources are we acquiring from partners?
 Which Key Activities do partners perform?

BENEFITS FOR PARTNERSHIP
 Cost reduction and economy
 Reduction of risk and uncertainty
 Acquisition of particular resources and activities



Key Activities

What key activities do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue streams?

EXAMPLES
 Production
 Problem Solving
 Platform/Network



Value Propositions

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?

CHARACTERISTICS
 Newness
 Performance
 Customization
 "Getting the Job Done"
 Design
 Brand/Status
 Price
 Cost Reduction
 Risk Reduction
 Accessibility
 Convenience/Usability



Customer Relationships

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?

EXAMPLES
 Personal assistance
 Dedicated Personal Assistance
 Self-Service
 Automated Services
 Communities
 Co-creation



Customer Segments

For which mass or creating market?
 Who are our most important customers?

Mass Market
 Niche Market
 Segmented
 Diversified
 Multi-sided Platform



Key Resources

What Key Resources do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue Streams?

TYPES OF RESOURCES
 Physical
 Intellectual (brand, patents, copyrights, data)
 Human
 Financial

Success = financial success only

Channels

How do we reach our Customer Segments?

How do we reach them now?
 How are they integrated?
 How costly are they?
 How cost-efficient?
 How do we integrate them with customer routines?

How do we communicate about our company's products and services?

How do our customers evaluate our organization's Value Proposition?

3. Purchase
 How do we allow customers to purchase specific products and services?

4. Delivery
 How do we deliver a Value Proposition to customers?

5. After sales
 How do we provide and purchase customer support?



Cost Structure

What are the most important costs inherent in our business model?
 Which Key Resources are most expensive?
 Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
 Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing)
 Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
 Fixed Costs (salaries, rents, utilities)
 Variable costs
 Economies of scale
 Economies of scope



Revenue Streams

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?

TYPE	FIXED PRICES	STREAM PRICES
Asset sale	List Price	Negotiation/bargaining
Usage fee	Product feature dependent	Field management
Subscription Fees	Customer segment dependent	Real-time Market
Leasing/renting/leasing	Volume dependent	
Licensing		
Referral fee		
Advertising		



Key Partners

Who are our Key Partners?
 Who are our key suppliers?
 Which Key Resources are we acquiring from partners?
 Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
 Optimization and economy
 Reduction of risk and uncertainty
 Acquisition of particular resources and activities



Key Activities

What Key Activities do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue streams?

EXTENSORS
 Production
 Problem Solving
 Platform/Network



Value Propositions

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?

CHARACTERISTICS
 Specific
 Performance
 Customization
 "Getting the Job Done"
 Design



Customer Relationships



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?
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EXAMPLES
 Personal assistance
 Dedicated Personal Assistance
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 Automated Services
 Communities
 Co-creation

Customer Segments



For whom are we creating value?
 Who are our most important customers?

Mass Market
 Niche Market
 Segmented
 Diversified
 Multi-Sided Platform

Social and environmental aspects missing

Channels



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?

CHANNEL PHASES

- Awareness**
How do we raise awareness about our company's products and services?
- Evaluation**
How do we help customers evaluate our organization's Value Proposition?
- Purchase**
How do we allow customers to purchase specific products and services?
- Delivery**
How do we deliver a Value Proposition to customers?
- After sales**
How do we provide post-purchase customer support?

Cost Structure

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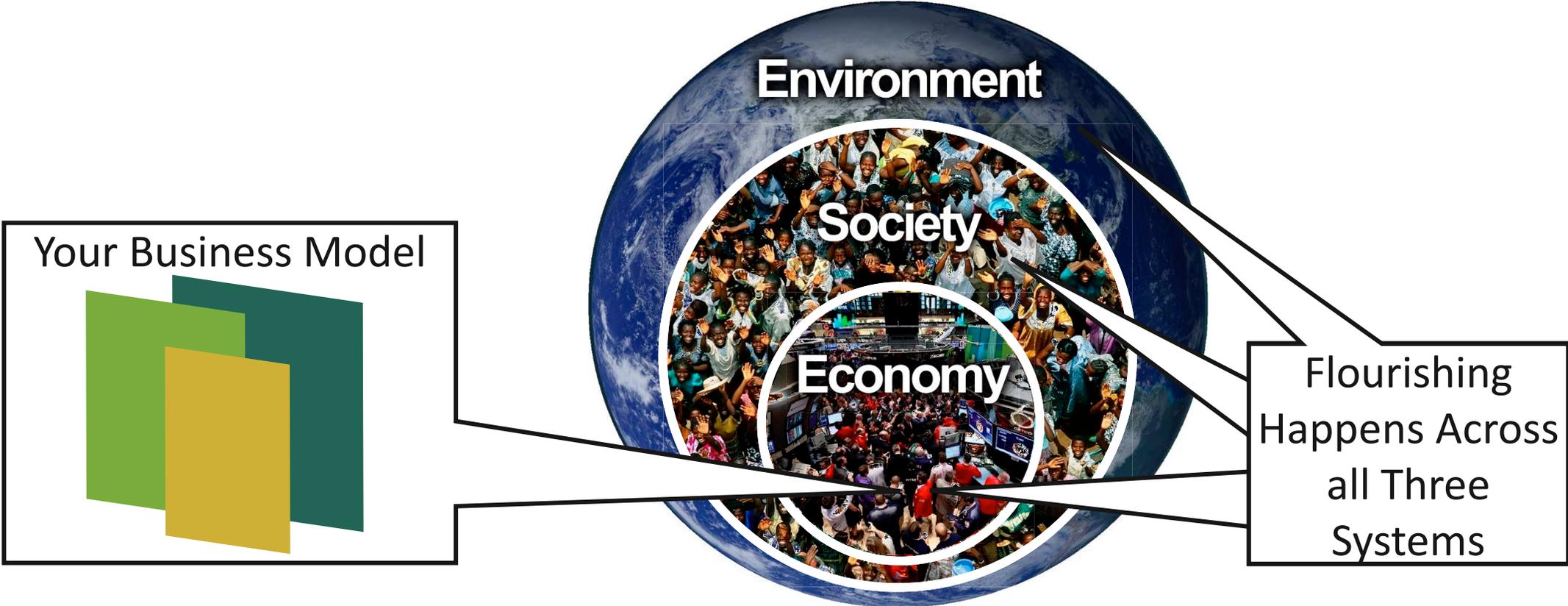
Revenue Streams



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Lending/Leasing/Leasing	Volume dependent	
Brokerage fees		
Advertising		

Rethinking Business Models



“A business model is a description of how an enterprise defines and achieves success over time” The story and the numbers*
Socially beneficial, environmentally regenerative, and financially viable

* Upward, A., & Jones, P. H. (2016). An ontology for strongly sustainable business models: Defining an enterprise framework compatible with natural and social science. *Organization & Environment*, Special Issue: Business Models for Sustainability: Entrepreneurship, Innovation, and Transformation 29(1), 1-27. doi:[10.1177/1086026615592933](https://doi.org/10.1177/1086026615592933) & download manuscript: www.academia.edu/14461116

21st Century Enterprise Design Needs New Tools

- Fit-for-purpose enterprise design tools must:
 - Embed all the knowledge necessary to describe and design a business model
 - Based on any combination of enterprise goals and stakeholders
 - From social, environmental and economic perspectives
 - Make this knowledge accessible via a shared language
 - Be able to describe the present and design multiple futures
 - Enable collaborative meaning and decision making, despite the necessary complexity
 - Be visual and attractive
- This is a very challenging design brief!

Our Proposal: Use a Holistic & Integrated Enterprise Design Tool



Flourishing Business CanvasSM

A tool that provides a common language in a useful visual framework to enable you to collaboratively sketch, prototype, design, improve, understand, measure, diagnose and tell stories about any business model – socially environmentally and economically – present or future – words and numbers

Introducing a Ground-Breaking Holistic & Integrated Enterprise Design Tool...



Flourishing Business CanvasSM

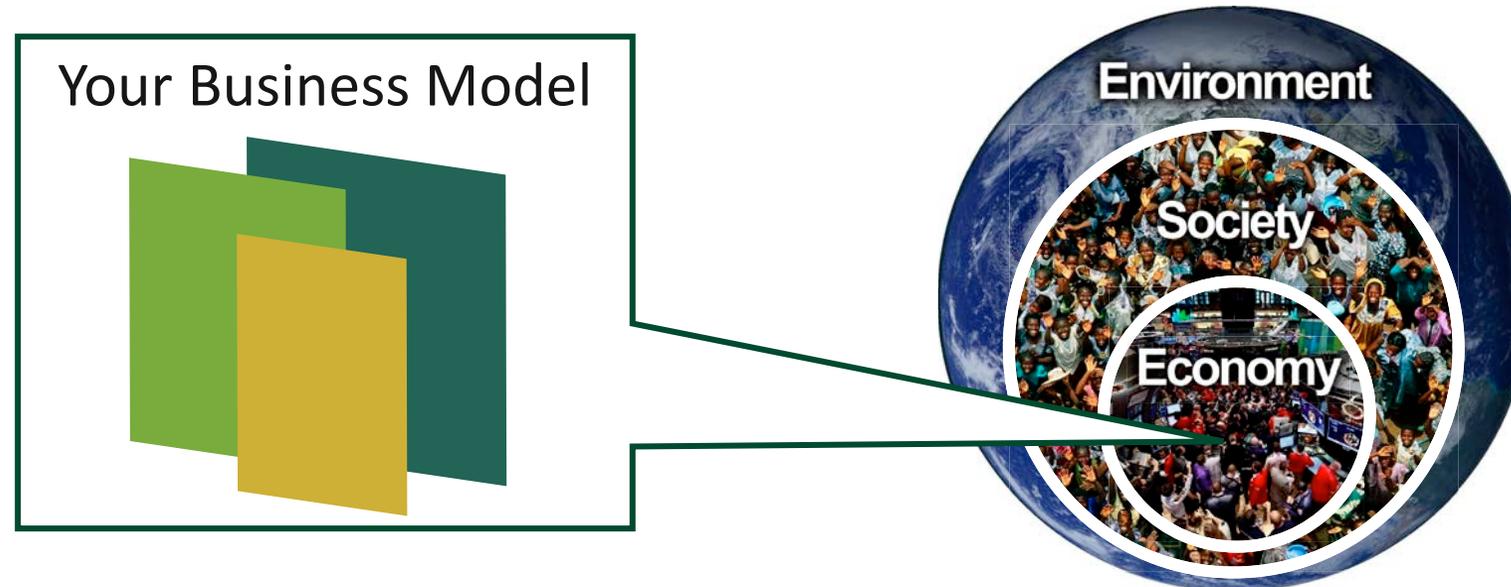
Based on 3+ years of very well cited peer reviewed research* and 10+ years of practice with entrepreneurs and business leaders around the world

Systemically extends Alex Osterwalder's research & practice:
the earlier & very successful profit-first Business Model Canvas

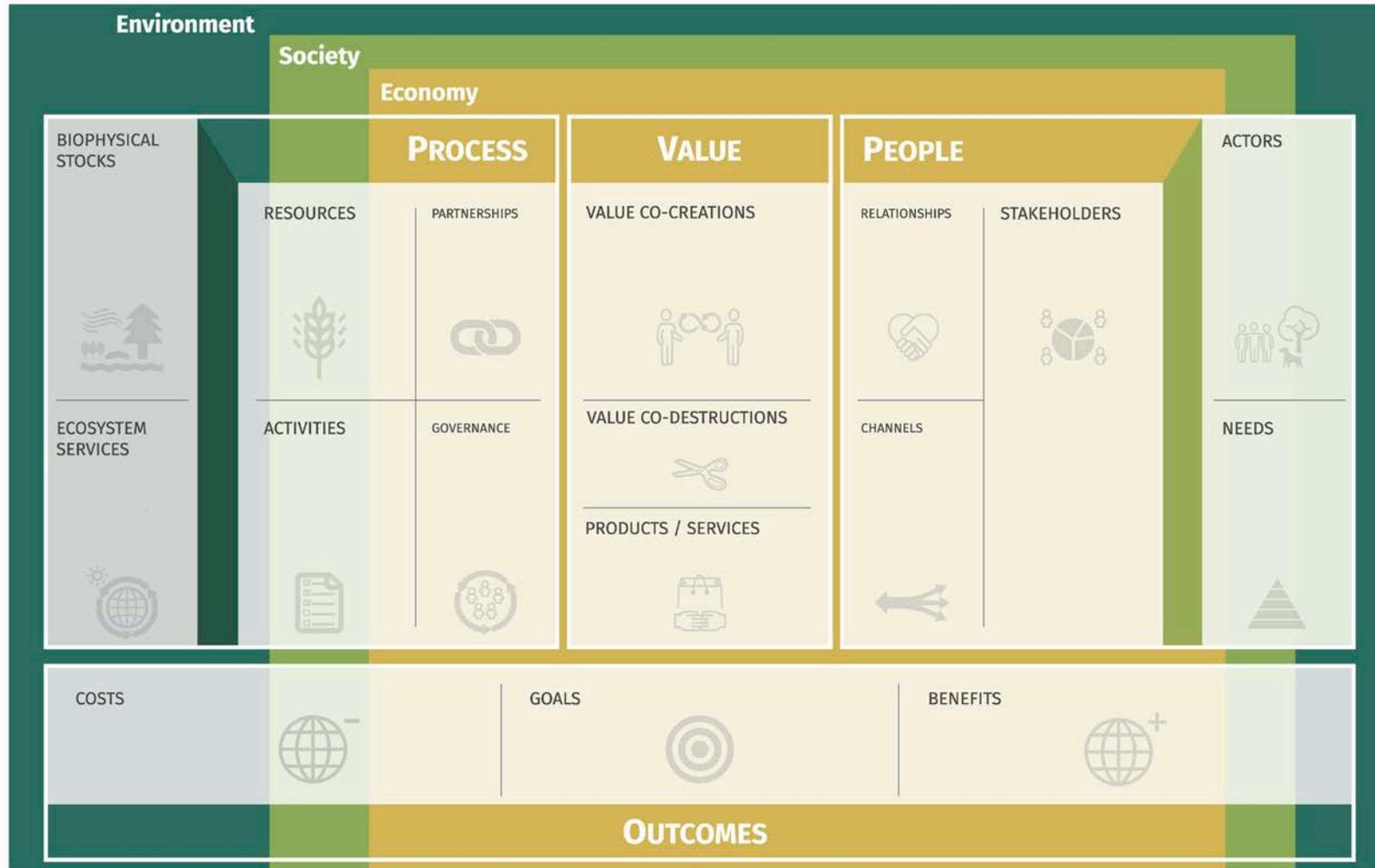
* Upward, A., & Jones, P. H. (2016). An ontology for strongly sustainable business models: Defining an enterprise framework compatible with natural and social science. *Organization & Environment*, Special Issue: Business Models for Sustainability: Entrepreneurship, Innovation, and Transformation 29(1), 1-27. doi:[10.1177/1086026615592933](https://doi.org/10.1177/1086026615592933) & download manuscript: www.academia.edu/14461116

Our Approach: Holistic

Design your Business Model considering *all* sources of opportunity and material risk relevant to *all* your stakeholders – increasing possibility to achieve *all* their goals effectively, efficiently, reliably and gracefully



A Fit-for-the-21st Century Business Modelling Tool



Flourishing Business Canvas – a language for future-fit enterprise design:
 17 necessary and sufficient questions to describe any business model:
 socially, environmentally & financially – story & numbers – present or future



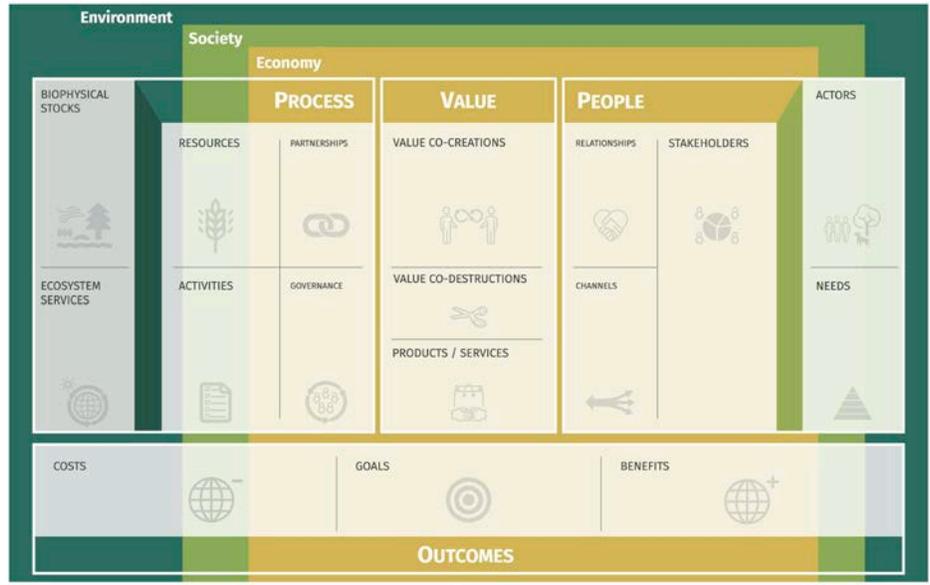
Key Upgrades to Enable Flourishing Business Modelling

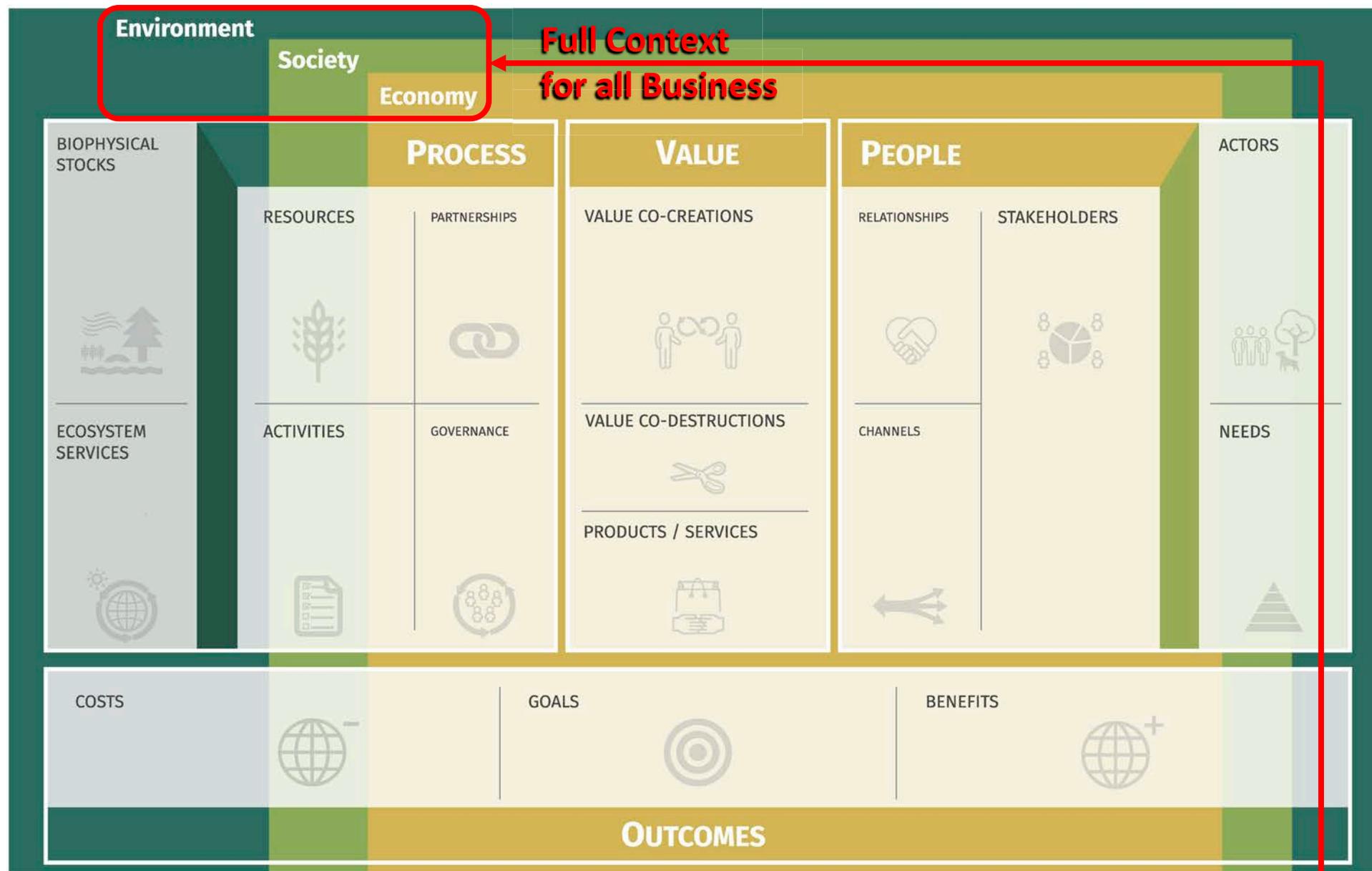
From Business Model Canvas

- 9 questions focused on historic factors believed to be required to create and capture short-term financial value
- Missing financially material factors in today's increasingly complex world

To Flourishing Business Canvas

- 17 integrated questions about social, environmental & financial value (includes the 9)
- Includes the necessary factors to assess (financially) material risks and all sources of innovation opportunity relevant today & tomorrow



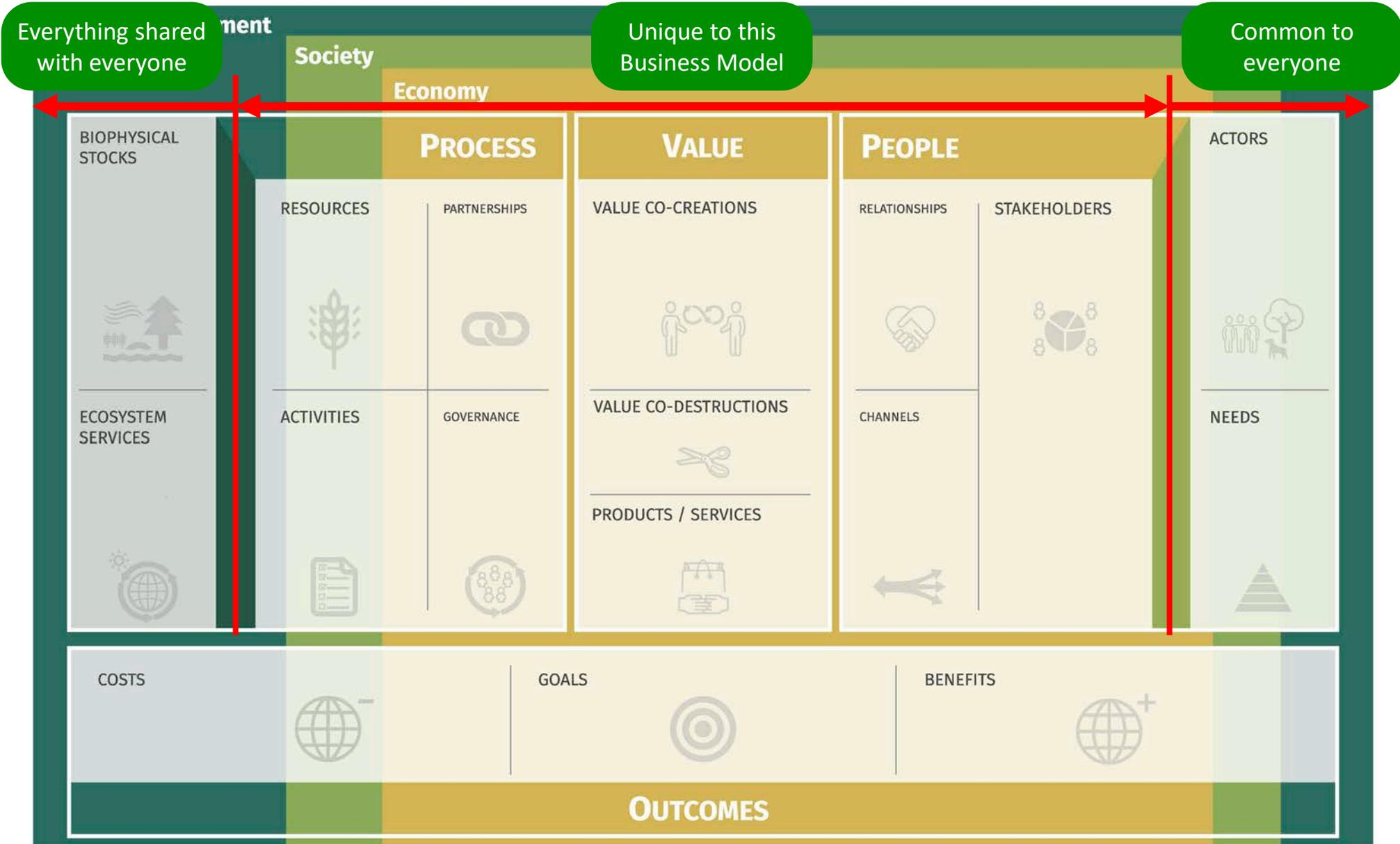


17 necessary and sufficient questions to create the possibility for flourishing – grouped by Perspective, related to **Contexts**

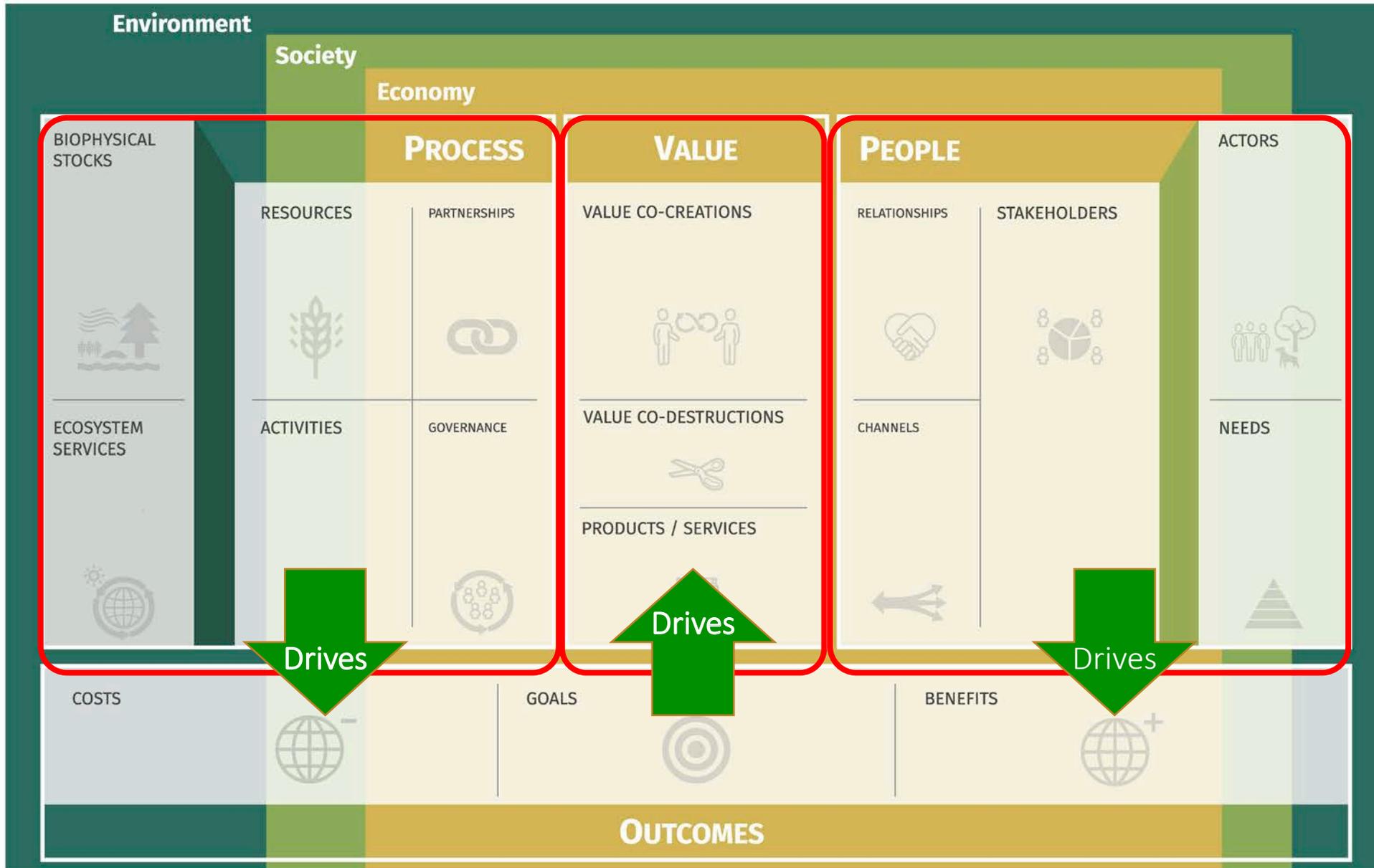


17 necessary and sufficient questions to create the possibility for flourishing – related to contexts, grouped by **Perspective**

Understanding the Full Context

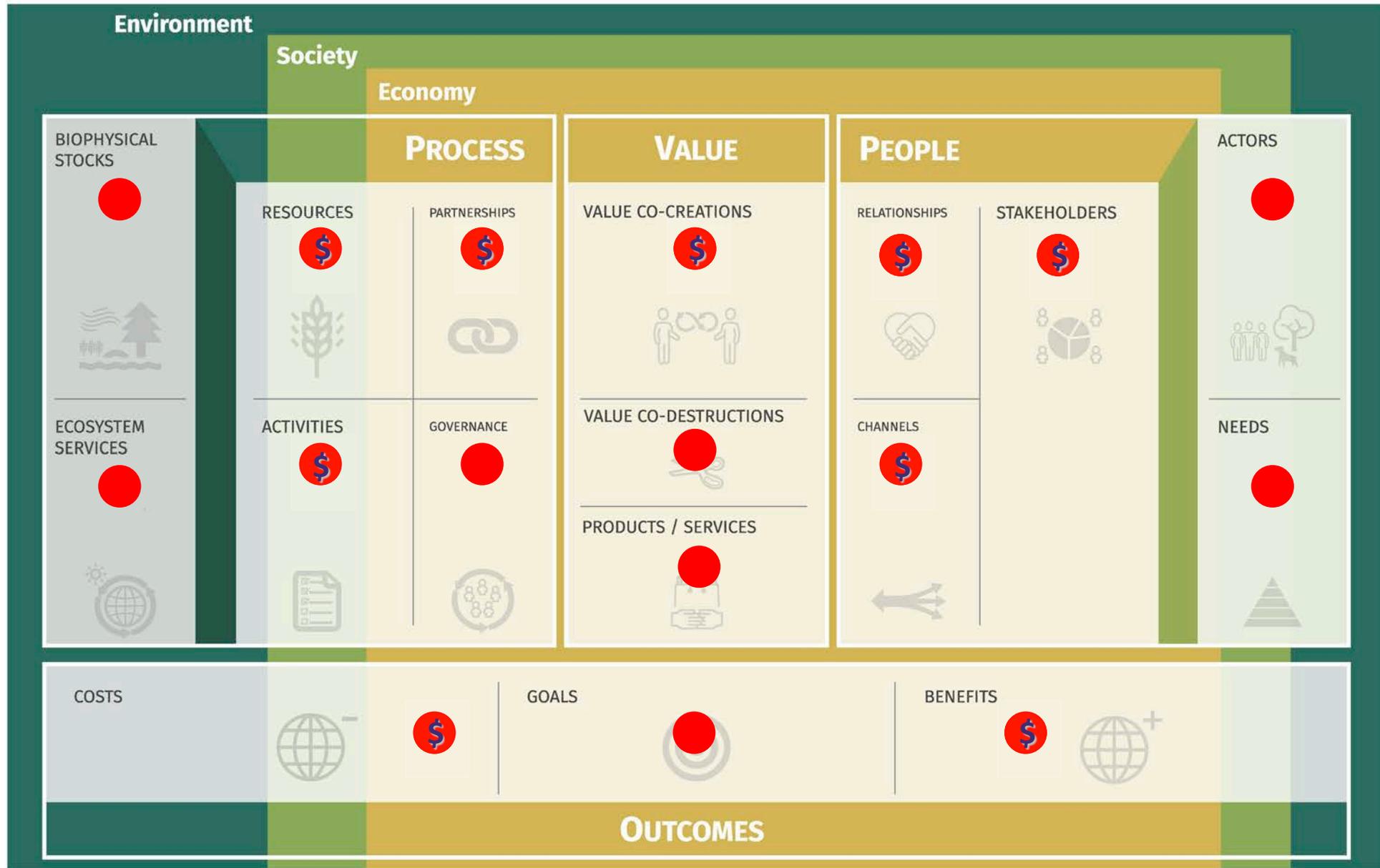


Understanding Flows Between Perspectives





Flourishing Business Canvas v2.1 © 2022 by Antony Upward is licensed under a Creative Commons Attribution-NonCommercial 4.0 International license.



\$ = Question earlier Profit-centric Business Model Canvas asks – now extended to include social, environmental & financial aspects

17 necessary and sufficient questions to create the possibility for flourishing – grouped by Perspective, related to Contexts



Case Study*



Tiffinday - A Case Study of a Flourishing ...

by Flourishing Business

Playlist • 8 videos • 5,059 views

Detailed walk-through of a case study company - Tiffinday - a lunch time food delivery company - using the ...more

▶ Play all

-  **Tiffinday Intro - 30 seconds**
Flourishing Business • 2.5K views • 8 years ago
-  **Part 1 - Conventional Aspects of Tiffinday**
Flourishing Business Canvas
Tiffinday case part 1 – Conventional aspects
4:50
Flourishing Business • 1.1K views • 4 years ago
-  **Part 2 - Sustainable Aspects of Tiffinday**
Flourishing Business Canvas
Tiffinday case part 2 – Sustainable aspects
12:45
Flourishing Business • 1.6K views • 4 years ago
-  **Part 3 - Tiffinday: An Alternative Story**
Flourishing Business Canvas
Tiffinday case part 3 – An Alternative Story
1:45
Flourishing Business • 611 views • 4 years ago
-  **Part 4 - Tiffinday: Blank Boxes**
Flourishing Business Canvas
Tiffinday case part 4 – the blank boxes
1:12
Flourishing Business • 494 views • 4 years ago
-  **Part 5 - Tiffinday: A Complete Business Model Story**
Flourishing Business Canvas
Tiffinday case part 5 - A complete business model story
1:40
Flourishing Business • 608 views • 4 years ago
-  **Part 6 - Tiffinday: More uses for the canvas tracking progress & new products**
Flourishing Business Canvas
Tiffinday case part 6 – More uses for the canvas-tracking progress & new products
Flourishing Business • 426 views • 4 years ago

* youtube.com/playlist?list=PL6t17Kjg-WScP6VgShPi7qU3V4Kqy4k0m

Key Benefits: Summary

- A common language for describing and designing flourishing enterprises
 - Fit for the very different futures we know are coming
 - For *any* combination of stakeholders and their goals
- Builds understanding of interconnections: the enterprise with society, the environment and the economy
- Enables broader, deeper and richer conversations about all aspect of value co-creation (and destruction)
- Provides context to enable stakeholder collaboration around their shared goals informed by their values – enabling alignment on key strategic decisions when starting an enterprise or transforming an existing business
- Supports earlier practices
 - Includes all concepts from Business Model Canvas (BMC)
 - Lean Start-up and Customer Development
- Available for all use cases without charge under creative commons license

Flourishing Business Canvas – Use Around the World as of June 2025

320

Tested by over 320 individuals and organizations over 10 years

75

Activity in 75 countries / 9 Languages

9,000+

Downloads in past 24 months

10,000+

Used by 1000's of entrepreneurs and business leaders

650+

Joined on-line community

6

Peer reviewed articles and book chapters

- Innovation Norway
 - Standardizing on the Flourishing Business Canvas for business modelling with startups and established businesses
- GCE NODE, Kristiansand, Norway
 - Strategy development programme that uses the Flourishing Business Canvas – over 20 firms have now attended
- EIT-Climate-KIC, Pan-EU Climate Change Initiative
 - Developed eLearning course on Sustainable Business Modeling using the Flourishing Business Canvas
- District 3, Startup Accelerator – Montréal, Canada
 - 100's of entrepreneurs have used the Flourishing Business Canvas in the early stages of their startups
- Bannikin Travel and Tourism – Ottawa, Canada
 - Strategy development service for tourism businesses and organizations, sponsored by Canada's national tourism industry association – over a dozen businesses / organizations have now participated, with more underway

Q&A #1

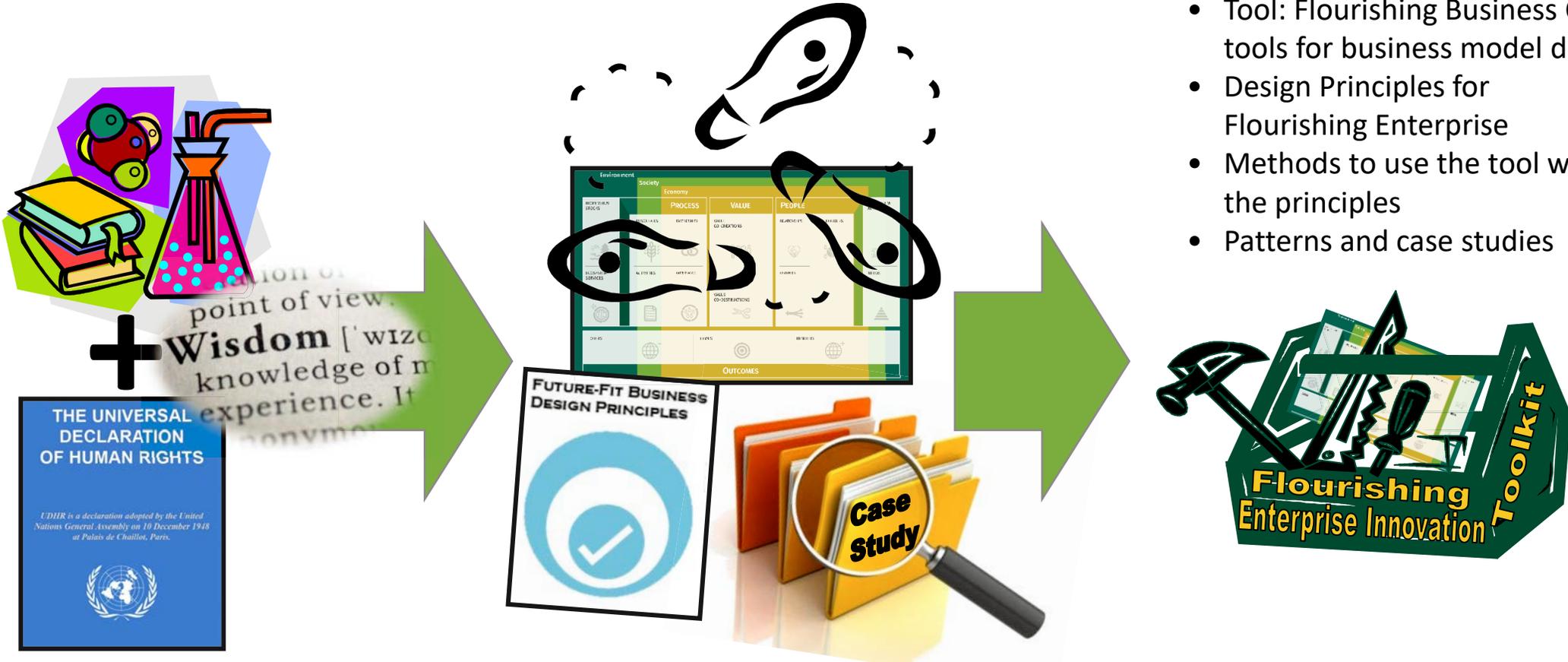
Why Do We Need a Toolkit, Not Just a Canvas?

Why Do We Need a Toolkit?

- Tools, like the Canvas are great... hammers, screw-drivers, etc.
- But Tools are not very useful if you don't also have
 - Related & Complementary Tools – nail set, counter-sink drill, ...
 - Methods – knowledge of how to use them – how to build a chair
 - Design Principles – knowledge of what the ideal results look like
 - Patterns – generalized examples of the ideal results
 - Case Studies – specific examples of the best results possible today
- Tools are tangible *and* social technologies

Our conclusion: to enable leaders to co-design their enterprise's business model, we need a comprehensive toolkit of tools and methods for innovating towards sustainable flourishing:
The Flourishing Enterprise Innovation Toolkit!

The Toolkit is for All Organizational Leaders & Innovators



Toolkit Contents

- Tool: Flourishing Business Canvas & other tools for business model design
- Design Principles for Flourishing Enterprise
- Methods to use the tool while applying the principles
- Patterns and case studies

A fit-for-21st C. enterprise systemic-design toolkit to enable leaders to close their innovation gaps to sustainable flourishing. It empowers innovators to apply the latest science, ethics and traditional wisdoms effectively, efficiently and gracefully

Our Key Tool, the Canvas, is freely available under CC license without commercial restriction

Current and Potential Future Toolkit Elements

Current: One Tool + Two methods

- Flourishing Business Canvas to capture business models that integrate social, environmental and financial aspects
- For Established Enterprises: for the design new strategies to realize sustainable flourishing over time
- For Startups, for the design of an enterprises initial business model with a view to ultimately realizing sustainable flourishing over time



Future

- An App
- Wayfinding Cards
- Flourishing Value Co-Creation Canvas
- Circular Flow Canvas
- Design principles for Flourishing Enterprises
- Flourishing Product / Service Design Method
- Patterns of viable business models near and far future
- Case Studies for the use of the Toolkit
- Deep Dive Tools Catalog
- Complementary Tools Catalog
- Gamification

Modelling – The Process of Creating Useful Models

Modelling: The Process of Creating Useful Models

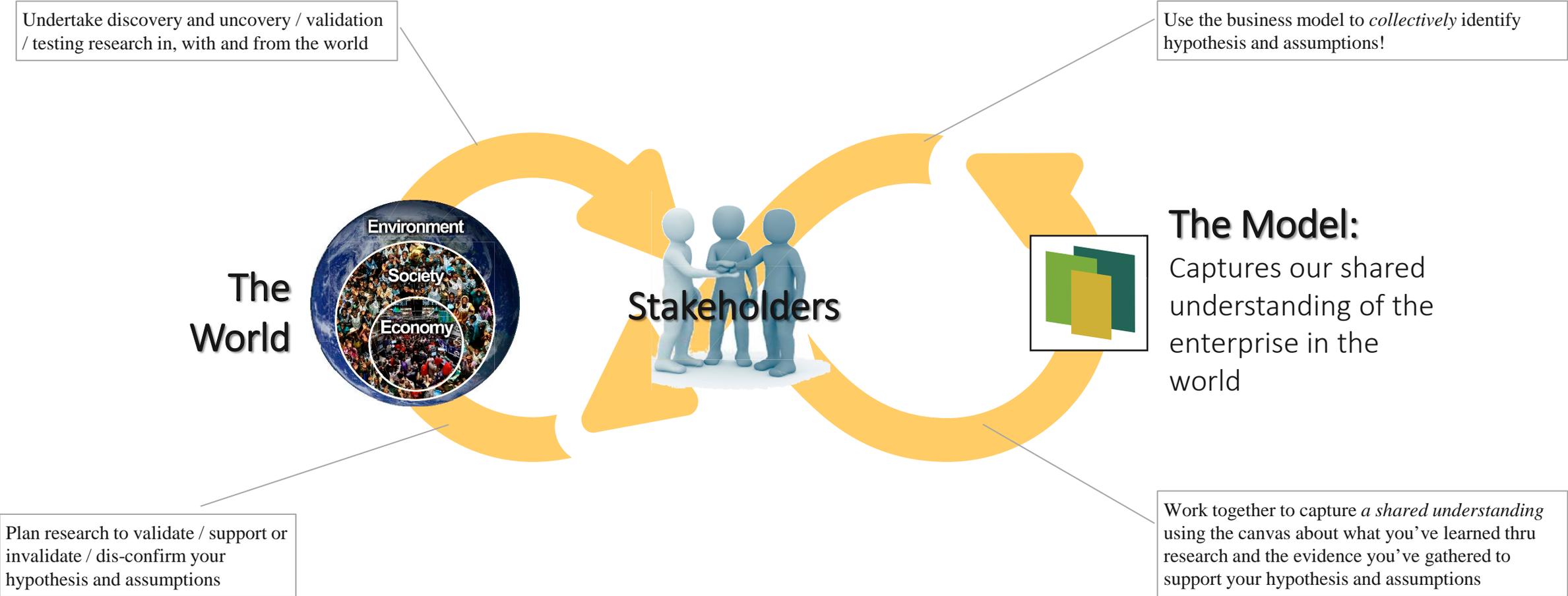
The modelling process is how *create* your model and *learn* whether or not your model is useful

- Models themselves “merely” captures your current collective understanding

“All models are wrong, some models are useful”
– George Box

“The [model] is nothing; the [modelling] is everything”
— with apologies to Dwight D. Eisenhower

Business Modelling: The Overall Learning Process



By following this learning process you can accelerate and deepen your ability to be innovate, closing your innovation gaps faster and more comprehensively

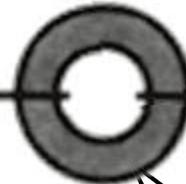
Historical Approach to Planning and Strategy – Forecasting

Profit-Centric Business Model Design: Two Challenges

Realizing Your Near-Term Goals

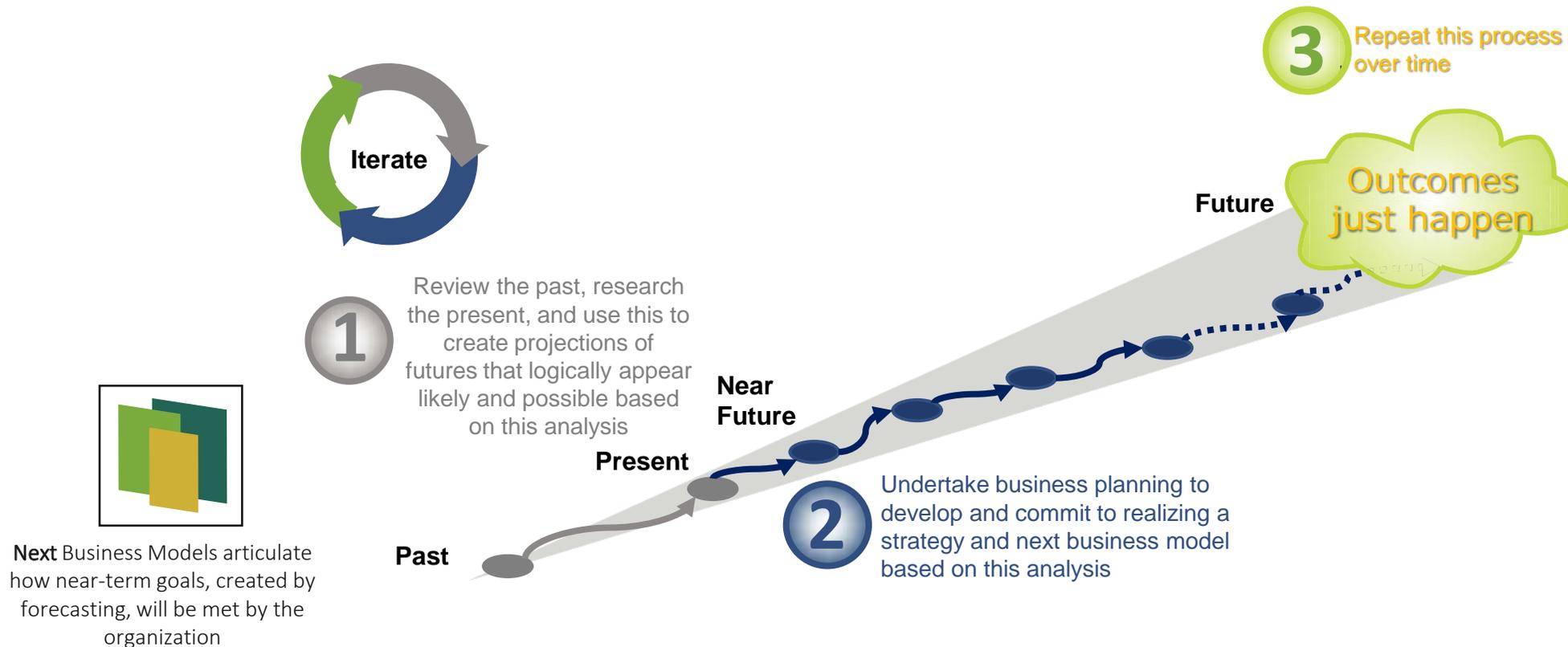


Surviving Today



Your next Business Models *integrates* how you *intend* to do both

Business Model Design: The Established Process for Planning by Forecasting



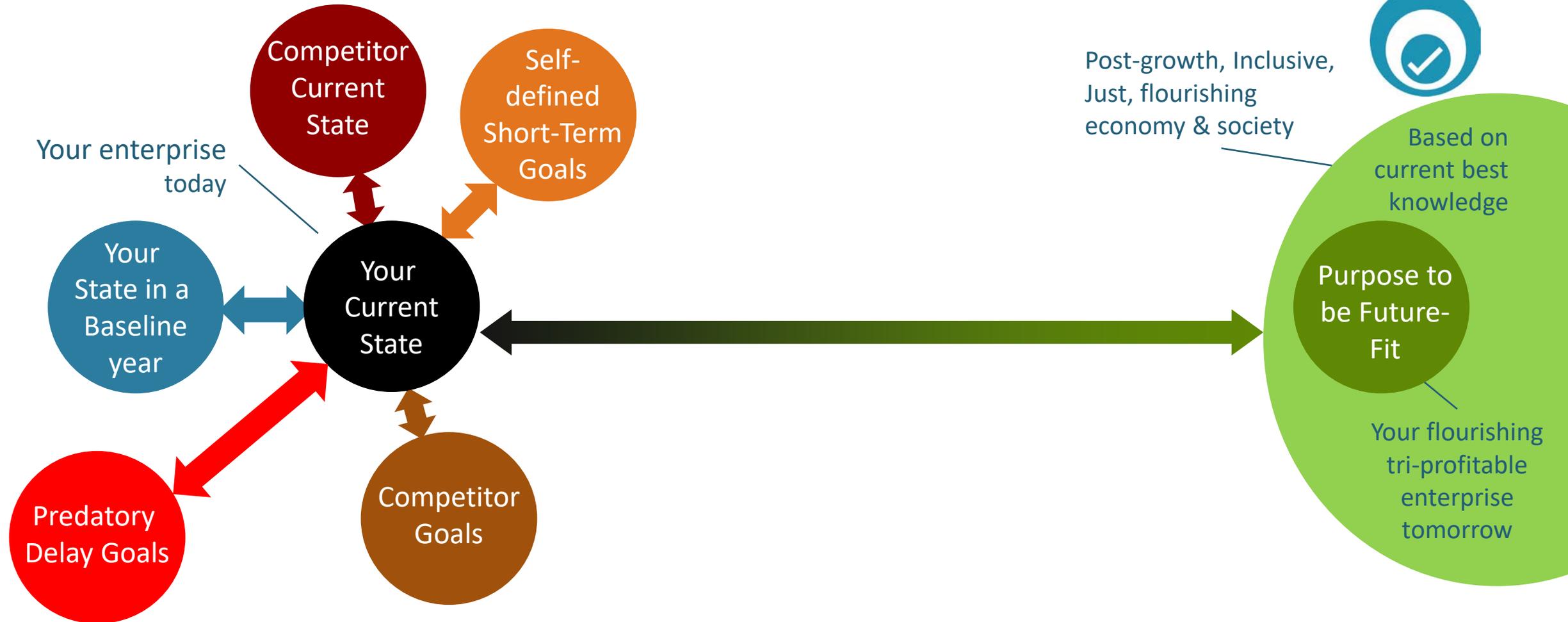
Forecasting: Use the past to create projections of the likely near-term futures, long-term outcomes just happen – not useful if we desire to intentionally enable the possibility for flourishing / future-fitness

Changing How We Set Enterprise Goals
to Intentionally Enable the Creation
of the Possibility for
Flourishing / Future-Fitness

To be Fit-for-the-21st Century We Need to Change How We Set Goals

Unsustainable
← Past

Flourishing
Future →



Slide adapted with permission from www.FutureFitBusiness.org /
Dr. Bob Willard – Presentation to Strongly Sustainable Business
Model Group wiki.ssbmg.com/meeting/2016-01-12

Setting Future-Fit Goals

Understanding Power of Constraints to Enable Learning & Innovation

- Learners and innovators enable their *unlimited creativity* to imagine improved futures by *constraining* those futures by *design principles* they choose, based on their values
- And, If we don't constrain our future stories by principles informed by scientific knowledge, humanities' deep indigenous wisdoms, and our values, then it is likely our future business model designs will:
 - Not be possible, likely nor desirable
 - Be Full of unintended consequences for ourselves and others

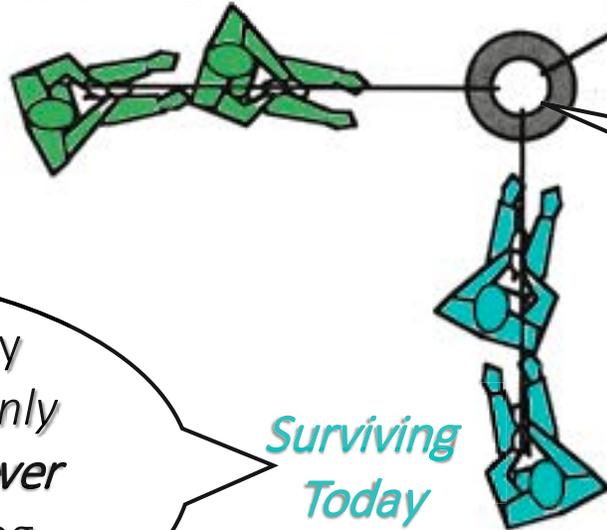
We can imagine *any* future: possible/impossible, desirable/undesirable. The *values* we hold and *design principles* we choose determine whether or not we'll imagine futures and choose purposes that are *feasible*: possible, likely *and* desirable

Applying Science-Based Design Principles: What are the Requirements for a New Approach?

Flourishing Business Model Design: Balancing Three Challenges

I must focus on achieving my organizations long-term purpose, but if I *only* do that, I will *never* survive to help create it

Realizing Long-term Purposes



*Do No Harm
on the Journey*

I must ensure *how* I realize the purpose and survive today does not make our global challenges even worse

I must be sufficiently viable today, but if I *only* focus on that I will *never* contribute to realizing my long-term purpose

*Surviving
Today*

Together your Business Models *integrate* how you *intend* to do all three

Flourishing Business Model Design: Requirements for a New Strategy & Planning Approach

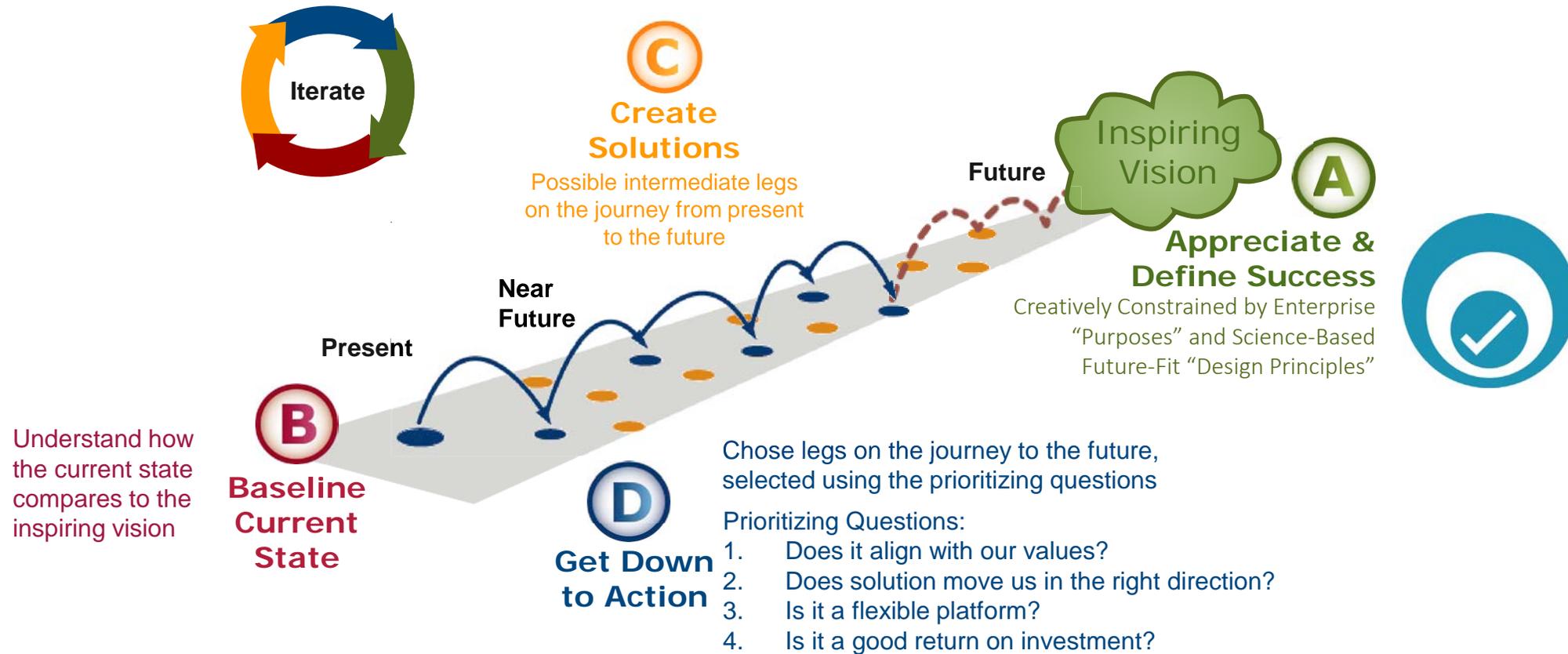
Need an approach to strategy and planning that:

1. Starts with the end in mind and proactively explores what a feasible long-term future looks like
 - This is *very* different from historical planning approach where goals are near-term and incremental
 - Now we have science- and indigenous wisdom tradition-informed descriptions of what is feasible and hence creative constraints on long-term enterprise purposes and associated goals
2. Comes back to the present and explores how the enterprise can *proactively* move towards these long-term goals in the near-term, while at the same time remaining viable, and doing no harm.

These are very different requirements from the traditional short-term oriented forecasting approach to strategy and planning

Introducing a New Approach to
Planning and Strategy:
Backcasting against
Science-Based Design Principles

Flourishing Business Model Design: New Approach to the Planning Process – Backcasting* Against Science-Based Principles



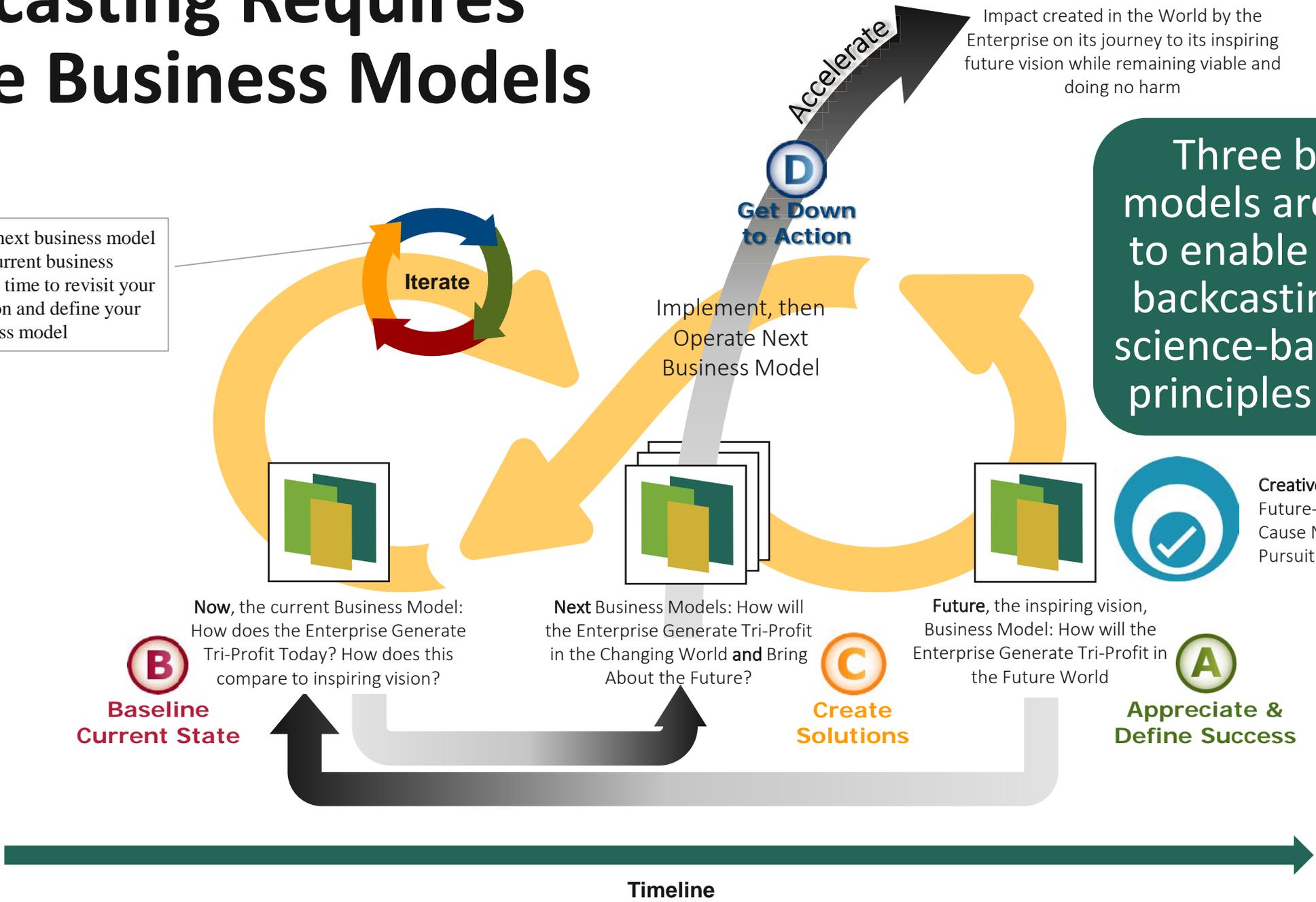
* This is an adaptation of the generic “strategic sustainable” backcasting from principles design process iteratively developed and tested world-wide by a global network of academic, business and non-governmental organizations, including The Natural Step, over the past 35+ years – part of the Framework for Strategic Sustainable Development – Learn more naturalstep.ca/abcd & fssd.global/framework-and-method/

* Based on the idea of backcasting from: Robinson, J. B. (2003). Future subjunctive: Backcasting as social learning. *Futures*, 35(8), 839–856.

DOI: [10.1016/S0016-3287\(03\)00039-9](https://doi.org/10.1016/S0016-3287(03)00039-9)

Backcasting Requires Three Business Models

Over time your next business model becomes your current business model! Then its time to revisit your compelling vision and define your new next business model



Impact created in the World by the Enterprise on its journey to its inspiring future vision while remaining viable and doing no harm

Three business models are required to enable the ABCD backcasting against science-based design principles approach



Creatively Constrained by the Future-Fit Business Benchmark Cause No Harm and Positive Pursuit Goals

B
Baseline Current State

Now, the current Business Model: How does the Enterprise Generate Tri-Profit Today? How does this compare to inspiring vision?

Next Business Models: How will the Enterprise Generate Tri-Profit in the Changing World and Bring About the Future?

C
Create Solutions

Future, the inspiring vision, Business Model: How will the Enterprise Generate Tri-Profit in the Future World

A
Appreciate & Define Success

Timeline

Using Future-Fit Benchmark Goals as Science-Based Design Principles for Strategy & Startups

Science-based Future-Fit* Goals as Design Principles

Break-Even Goals

1. Energy is from renewable resources
2. Water use is environmentally responsible and socially equitable
3. Natural resources are managed to respect the welfare of ecosystems, people and animals
4. Operational emissions do not harm people or the environment
5. Operations emit no greenhouse gases
6. Products emit no greenhouse gases
7. Products do not harm people or the environment
8. Operational waste is eliminated
9. Products can be repurposed
10. Operations do not encroach on ecosystems or communities
11. Community health is safeguarded
12. Employee health is safeguarded
13. Employees are paid at least a living wage
14. Employees are subject to fair employment terms
15. Employees are not subject to discrimination
16. Employee concerns are actively solicited, impartially judged and transparently addressed
17. Product communications are honest, ethical and promote responsible use
18. Product concerns are actively solicited, impartially judged and transparently addressed
19. Procurement safeguards the pursuit of future-fitness
20. Financial assets safeguard the pursuit of future-fitness
21. Lobbying and advocacy safeguard the pursuit of future-fitness
22. The right tax is paid in the right place at the right time
23. Business is conducted ethically

Positive Pursuit Goals

1. Others depend less on non-renewable energy
2. More people have access to energy
3. Others contribute less to water stress
4. More people have access to clean water
5. Others depend less on inadequately-managed natural resources
6. Others generate fewer greenhouse gas emissions
7. Greenhouse gases are removed from the atmosphere
8. Others generate fewer harmful emissions
9. Harmful emissions are removed from the environment
10. Others generate less waste
11. Waste is reclaimed and repurposed
12. Others cause less ecosystem degradation
13. Ecosystems are restored
14. Others cause less damage to areas of high social or cultural value
15. Areas of high social or cultural value are restored
16. More people are healthy and safe from harm
17. People's capabilities are strengthened
18. More people have access to economic opportunity
19. Individual freedoms are upheld for more people
20. Social cohesion is strengthened
21. Infrastructure is strengthened in pursuit of future-fitness
22. Governance is strengthened in pursuit of future-fitness
23. Market mechanisms are strengthened in pursuit of future-fitness
24. Social norms increasingly support the pursuit of future-fitness

Setting goals using the Future-Fit Business Benchmark helps us think strategically, moving us beyond short-term thinking, identifying risk and innovation opportunities

Introducing the Backcasting
Against Science-based Principles
Methods for the Effective Use of
the Flourishing Business Canvas

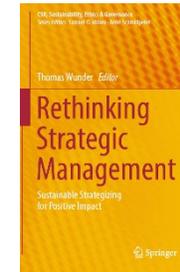
Methods for Effective Canvas Use Towards Flourishing

- Generic recommendation: apply backcasting “ABCD” method + constrained by science-based future-fit design principles*
- **Established Enterprises:** design new strategies to ultimately realize sustainable flourishing



Upward, A., & Davies, S. N. (2019). Strategy Design for Flourishing – A Robust Method. In T. Wunder (Ed.), *Rethinking Strategic Management: Competing Through a Sustainability Mindset*. Springer DOI: [10.1007/978-3-030-06014-5_8](https://doi.org/10.1007/978-3-030-06014-5_8)

- Range of approaches to implementing this method in practice by community leaders



- **Startups,** design initial business model to ultimately realize sustainable flourishing
 - Major upgrade to popular Lean Startups Method



Hogeboom, O., Hoveskog, M., Upward, A., Jones, P. H., & Fath-Kolmes, E. (2025). Lean Startup Supporting Sustainability-as-Flourishing during the Early Stages of Enterprise Development. *Journal of Business Models*, 13(1), DOI: [10.54337/jobm.v13i1.8222](https://doi.org/10.54337/jobm.v13i1.8222)

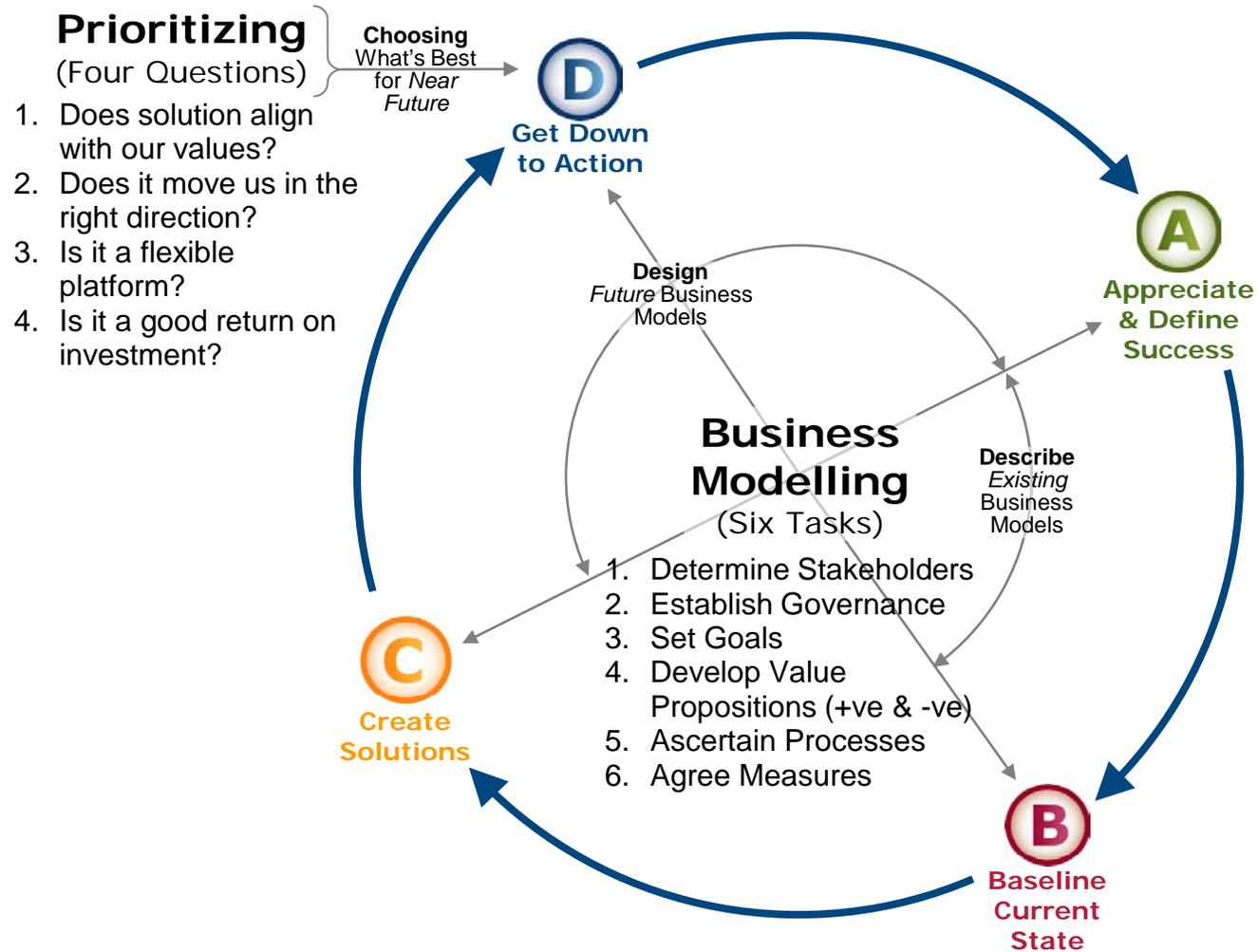
- Full “Flourishing Entrepreneurship Accelerator” micro-certified education program by community leader Flourishing Startups



* [FlourishingBusiness.org/methods](https://flourishingbusiness.org/methods); Broman, G. I., & Robèrt, K.-H. (2017). A framework for strategic sustainable development. *Journal of Cleaner Production*, 140(1), 17–31. DOI: [10.1016/j.jclepro.2015.10.121](https://doi.org/10.1016/j.jclepro.2015.10.121) / fssd.global/framework-and-method/ + Future-Fit Business Benchmark www.FutureFitBusiness.org

Flourishing Enterprise Strategy Design Method*

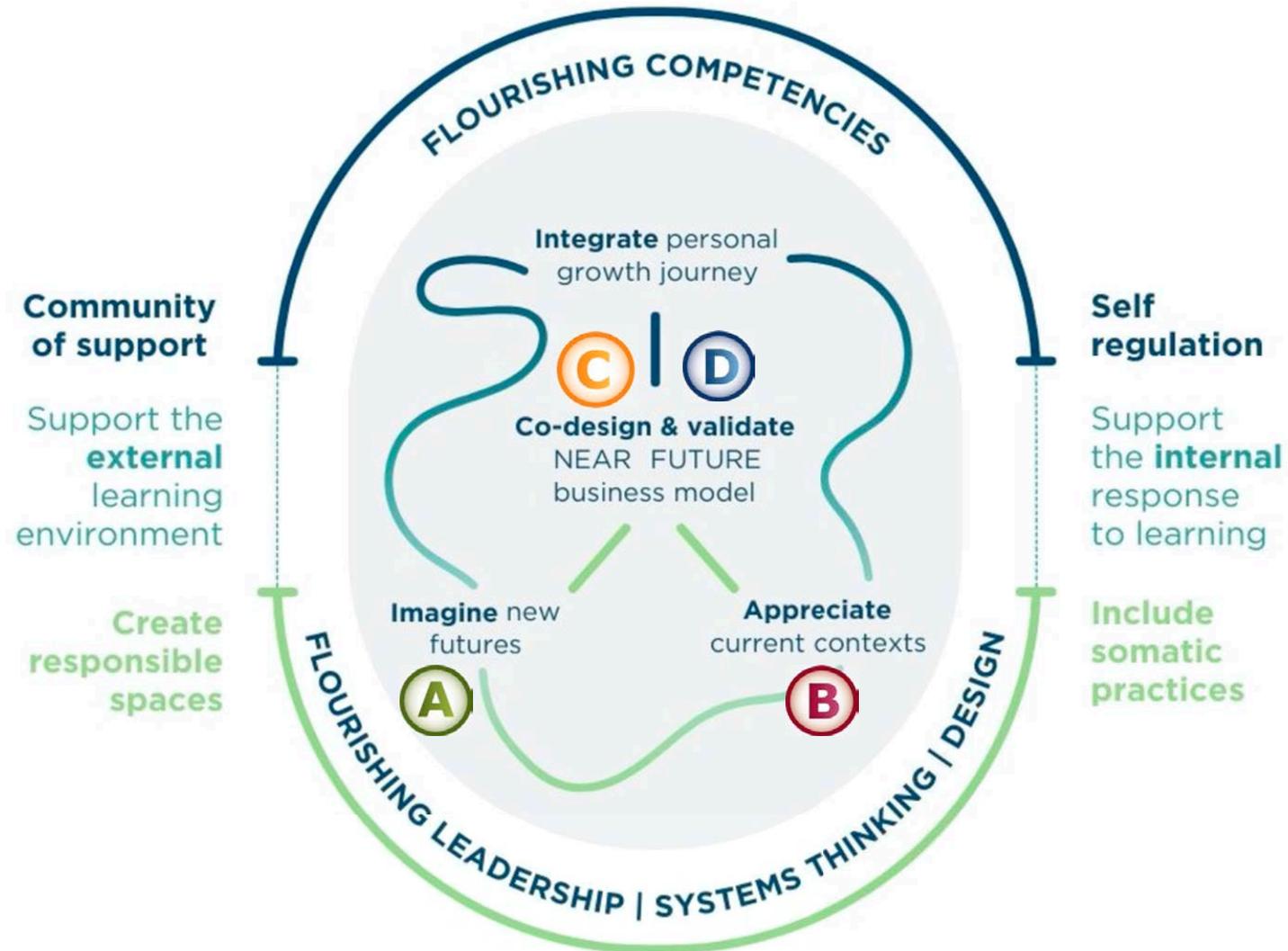
(Overall ABCD Process – Four Steps Repeated Overtime)



* Upward, A., & Davies, S. N. (2019). Strategy Design for Flourishing – A Robust Method. In T. Wunder (Ed.), *Rethinking Strategic Management: Competing Through a Sustainability Mindset*. Springer DOI: [10.1007/978-3-030-06014-5_8](https://doi.org/10.1007/978-3-030-06014-5_8)

Flourishing Startups Method*

(Overall ABCD Process – Four Steps Repeated Overtime)



* [FlourishingStartups.com](https://flourishingstartups.com) and Hogeboom, O., Hoveskog, M., Upward, A., Jones, P. H., & Fath-Kolmes, E. (2025). Lean Startup Supporting Sustainability-as-Flourishing during the Early Stages of Enterprise Development. Journal of Business Models, 13(1), DOI: [10.54337/jobm.v13i1.8222](https://doi.org/10.54337/jobm.v13i1.8222)

Methods in Use Around the World

- Flourishing Enterprise Strategy Design Method
 - Norway: 20 SME CxO teams develop their strategy over 4 day workshop
 - Canada: 4 Not-for-Profit CxO teams in Tourism develop their strategy over 3 month engagement
 - Looking for next opportunities to further test and refine
 - Template plans available for 3 month engagement, 4 day design-lab, and 8 week on-line delivery
- Flourishing Startup Method
 - Embedded in programming developed for 25 startup programs for a number of incubators and accelerators in Canada
 - 1000's of Entrepreneurs have benefited
 - Micro-certified train-the-trainer course developed for coaches and entrepreneurial programmers –3rd planetary-wide cohort now complete
 - Certified 40 coaches to date

Q&A #2

Invitations

Our Invitation...

- Read the book chapter about the Flourishing Enterprise Strategy Design Method
 - Upward, A., & Davies, S. N. (2019). Strategy Design for Flourishing – A Robust Method. In T. Wunder (Ed.), *Rethinking Strategic Management: Competing Through a Sustainability Mindset*. Springer DOI: [10.1007/978-3-030-06014-5_8](https://doi.org/10.1007/978-3-030-06014-5_8)
- Consider how this might help your existing clients redesign their strategy to go beyond sustainability to flourishing
- Contact Antony to discuss / explore possible next steps

Our Invitation

- Come to a 90 minute introduction to the Flourishing Startup Method
 - For more information and to register (page 3) visit <https://bit.ly/FSM-Overview-Session>
- Read about the original research that validated the utility of the Flourishing Startup Method
 - Hogeboom, O., Hoveskog, M., Upward, A., Jones, P. H., & Fath-Kolmes, E. (2025). Lean Startup Supporting Sustainability-as-Flourishing during the Early Stages of Enterprise Development. *Journal of Business Models*, 13(1), DOI: [10.54337/jobm.v13i1.8222](https://doi.org/10.54337/jobm.v13i1.8222)
- Consider how this might help your startup/entrepreneurial clients, or clients who advise startups (coaches), make material progress towards improving their Future-Fitness
- Contact Antony to discuss / explore possible next steps

Our Invitation...

Join us: community.FlourishingBusiness.org

- Be part of a planetary-wide peer community of changemakers
- Meet new people
- Get results
- Access Exclusive content

We look forward to welcoming you to our community

<https://community.FlourishingBusiness.org>

Free to join / Full access €100/yr

Next Community Event: September 9, 15h00 UTC

Flourishing Business Community

Introducing the Canvas to a New Country: the Czech Experience



Kateřina Lorencová



Magdalena Prunerova

TUESDAY
SEPT 9

TIME
15:00 UTC

Register on EventBrite
bit.ly/SFF22-Register



SPEAKER SERIES: STORIES FROM THE FIELD



Registration will open in August – signup to mailing list to be notified
Past events listed at flourishingbusiness.org/blog.
Slides & Video available to full paying members of the community

Conclusion

Summary

- A toolkit
 - For innovators striving to Do Good *to* Do Well
 - To intentionally create enterprises that are socially beneficial, environmentally regenerative and financially viable
 - With methods to apply science-based principles, provided by the Future-Fit Business Benchmark, to ensure our future business models are possible, likely and desirable
- Join us on the journey to this future possibility!
community.FourishingBusiness.org



**Flourishing
Enterprise
Innovation
ToolkitSM**



**Flourishing
Business
CanvasSM**



**Flourishing
Enterprise Strategy
Design MethodSM**



**Flourishing
Startups MethodSM**

A Presentation by the Not-for-Profit that is Building a Community to Bring the Flourishing Business Canvas to the World



Flourishing Enterprise Co-lab



[Community.
FlourishingBusiness.org](https://community.flourishingbusiness.org)



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[www.
flourishingbusiness.org](http://www.flourishingbusiness.org)



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flourishingbusiness](https://linkedin.com/company/flourishingbusiness)

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