



# Critical Questions

## Evaluating the Impact Potential of Our Ideas

LSV Build Session 2

Powered by



# Today's Session

- Refresh from **Build 1**
- Progress Report
- Criteria for Evaluation
  - *Desirability*
  - *Feasibility*
  - *Viability*
  - *Adaptability*
  - *Authenticity*





# Refresh from Build 1



London  
Social  
Ventures

[londonsocialventures.com](http://londonsocialventures.com)

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# Why? We want you and your social venture to be as successful as possible

(We also want to help you to decide what successful means to you.)

# Defining our Audiences

**Beneficiary, User,  
Customer, Stakeholder**

What's the difference?

Does it make a difference in terms of:

- Adoption of an idea?
- Measuring impact?



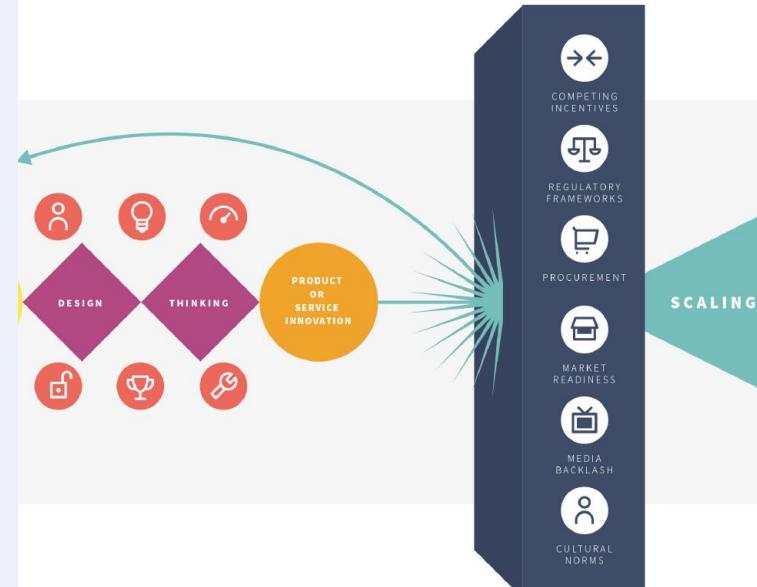
# Understanding Context

Understanding the system within which a problem or opportunity sits:

- Helps us identify stakeholders
- Helps us solve issues of adoption by exploring 'upstream' and 'downstream'
- Helps us avoid 'unintended consequences'

Conduct a 'pre-mortem':  
What's going to kill this idea off?

Figure 6: The system immune response

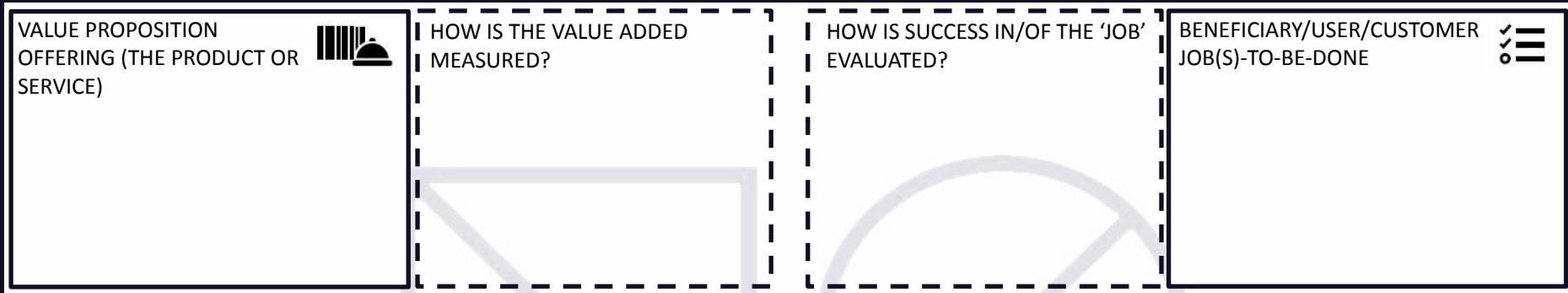


## LSV VALUE PROPOSITION CANVAS

IDEA:

AUDIENCE SEGMENT:

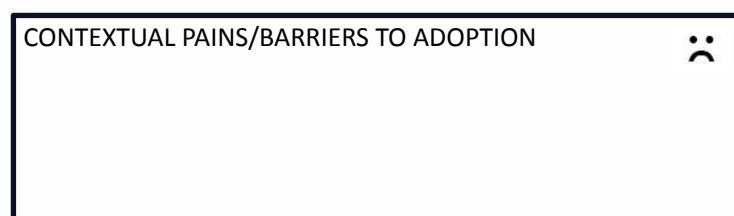
AUTHOR:



BY ENGAGING WITH THE OFFERING...



IN THE PROCESS OF DOING-THE-JOB...



# The ‘Ad-Lib’

Our \_\_\_\_\_  
Products and Services

help(s) \_\_\_\_\_  
Customer Segment

who want to \_\_\_\_\_  
jobs to be done

by \_\_\_\_\_  
verb (e.g., reducing, avoiding) \_\_\_\_\_ and a customer pain

and \_\_\_\_\_  
verb (e.g., increasing, enabling) \_\_\_\_\_ and a customer gain

(unlike \_\_\_\_\_ )  
competing value proposition

# Testing

We should check our Value Proposition works by **piloting and prototyping...**

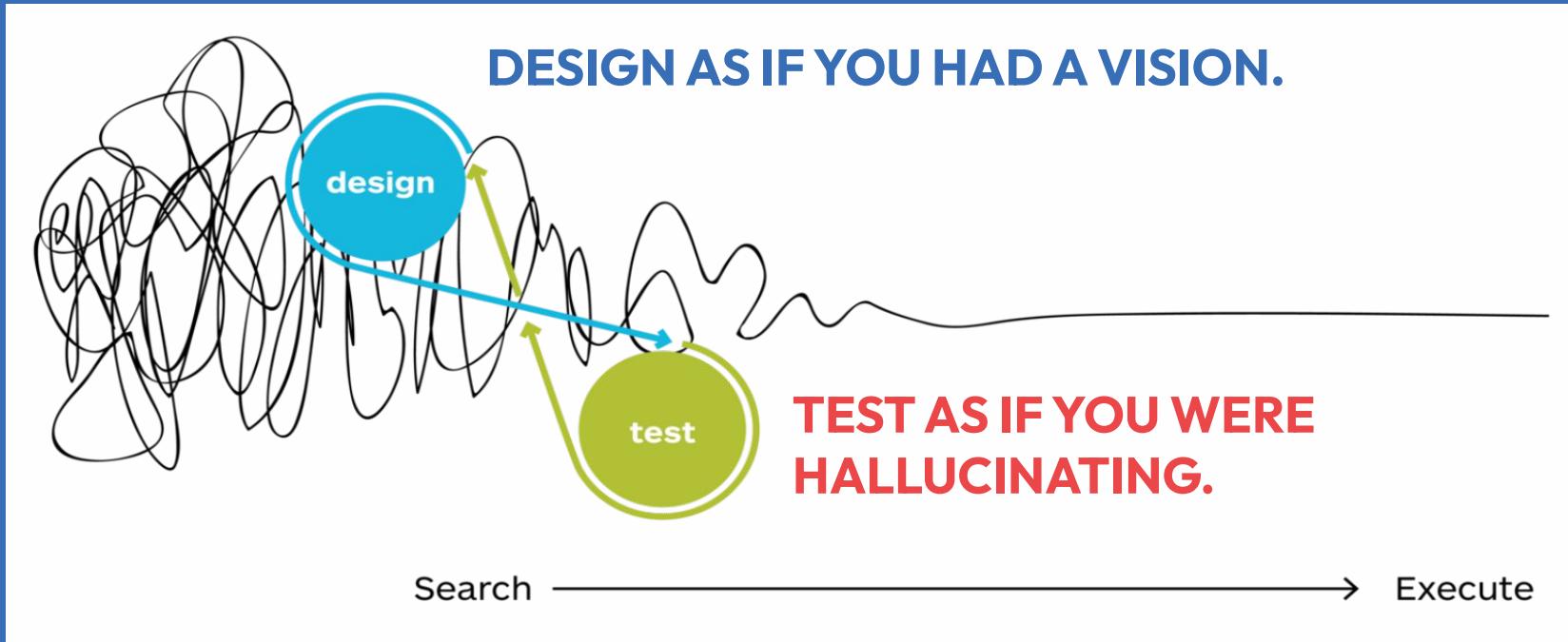
- Say it out loud
- Share it to gather feedback
- Experience Prototypes – simulations
- Functional Prototypes – working versions

## Principles:

- **Fail Fast(er)**
- **Fail Cheap(er)**
- **Fail Forward**



# Making Progress



The Adapted Squiggle by Damien Newman & Strategyzer

# Progress Report

## In your breakouts:

- How many conversations have you had so far?
- What has been the most useful insight?
- What steps you have taken towards customer-led pilot?
- What might be good advice for others?
- What has been a challenge?



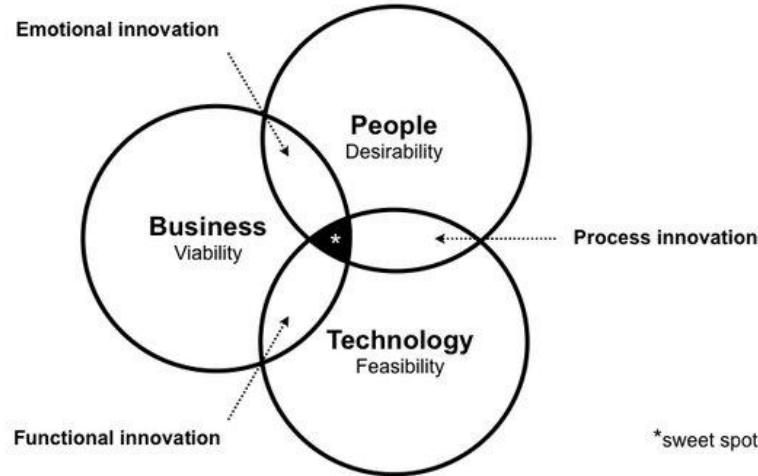


# Criteria for Evaluation

# Design Thinking

“Design thinking is a human-centred approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Tim Brown, CEO of IDEO



Source: IDEO

powered by FAM 99 Frameworks & Models

# Evaluating Desirability

## Criteria for establishing desirability: Problem

- Is there a real and acknowledged problem?
- “Is this the most important problem I have right now?”
- Do \*enough\* people acknowledge it to create a viable market of customers?

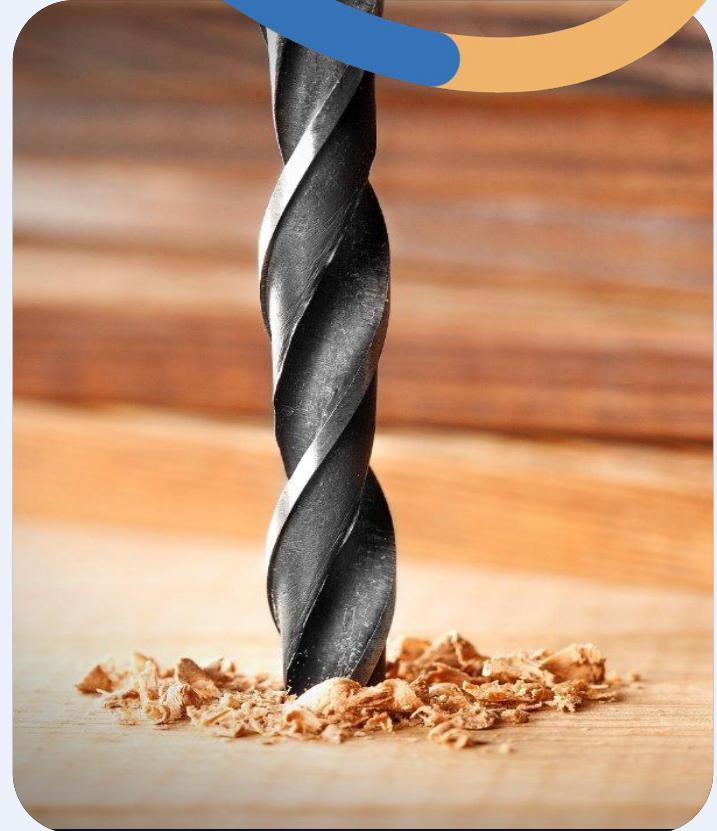
## Criteria for establishing desirability: Solution

- Do your audiences acknowledge the value of your solution?
- Is it attractive against competitors and alternatives?
- How easy is it to adopt?



**“PEOPLE DON’T WANT TO  
BUY A QUARTER-INCH  
DRILL.  
THEY WANT A  
QUARTER-INCH HOLE.”**

**Theodore Levitt**



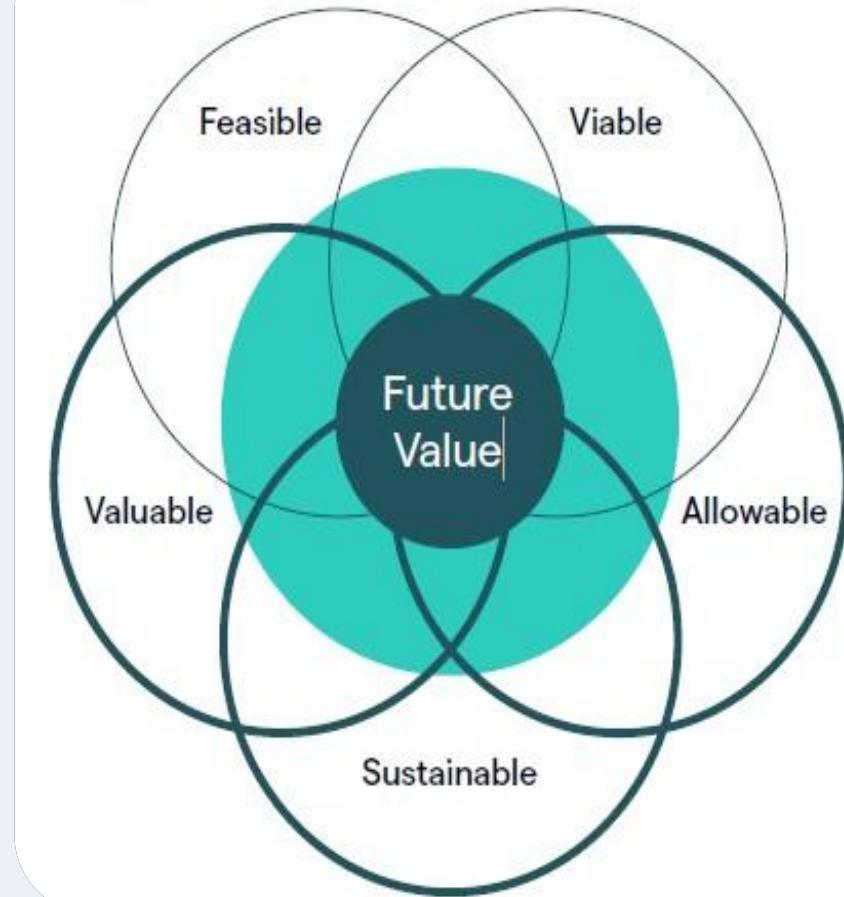
# Evaluating Desirability

Is **Desirable** the best term?

- Is it **Valuable**?
- Is it **Allowable**?
- Is it **Sustainable**?

<https://www.leadingdesign.works/>

9: A new model for design in regulated industries



# Evaluating Desirability

## Exercise:

- What is the problem being solved or opportunity created?
- What are the 'adjacent' problems or opportunities in this context?
- Could you rank them from your audiences' perspective?
- Why might they not engage with your offering?
- How does it apparently compare against alternatives?

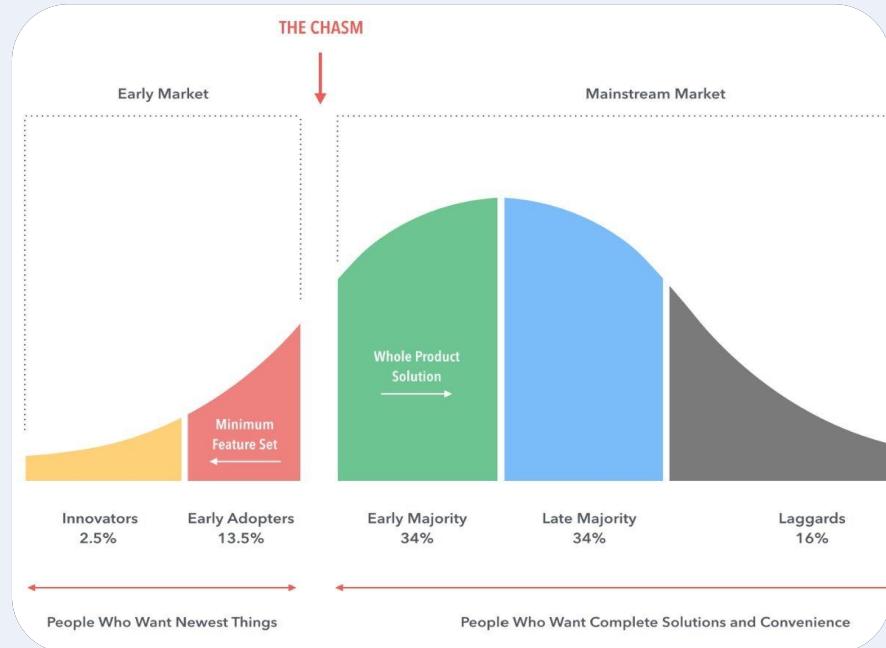


# Crossing the Chasm

Geoffrey Moore (1991)

Some people want the newest things.  
These people buy 'features'.

Other people want 'complete solutions'  
and convenience.  
These people buy 'benefits'.

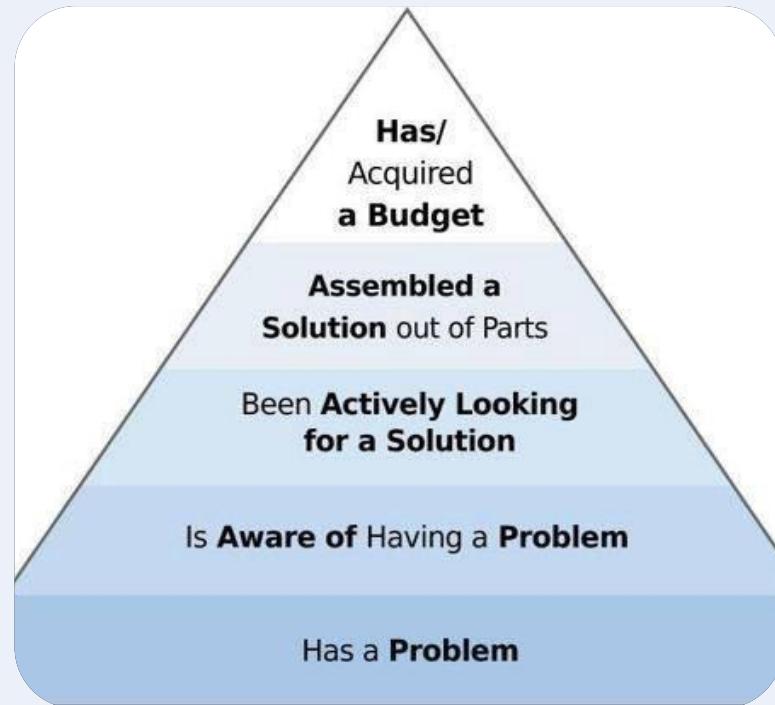


# Earlyvangelists

## Value Proposition Design.

Osterwalder & Pigneur, pp.118-119.

**Who will be your earliest adopters and likely evangelists?**



# User Experience

## How is the experience of using your solution?

- Is it simple and intuitive to use?
- Does it fit their context?
- Does it fit their existing workflow or process?
- How does it impact surrounding tasks and relationships?
- Will it put them off or encourage more usage?



# Evaluating Feasibility

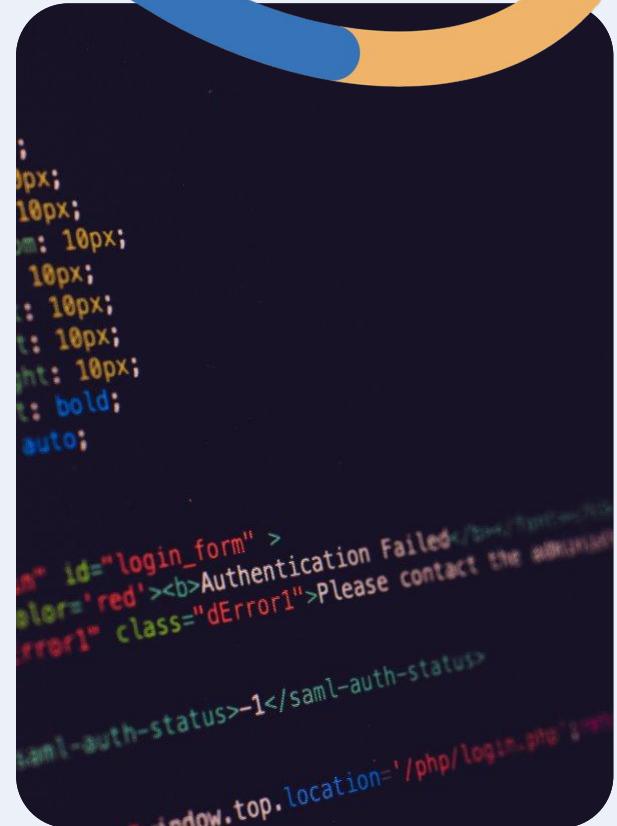
Does it work?

- Well enough?
- Better than well enough?

Does it meet necessary standards?

Does it work better than competitors and alternatives?

- Does it have parity where it needs to?
- Does it have a distinctive advantage where it needs to?

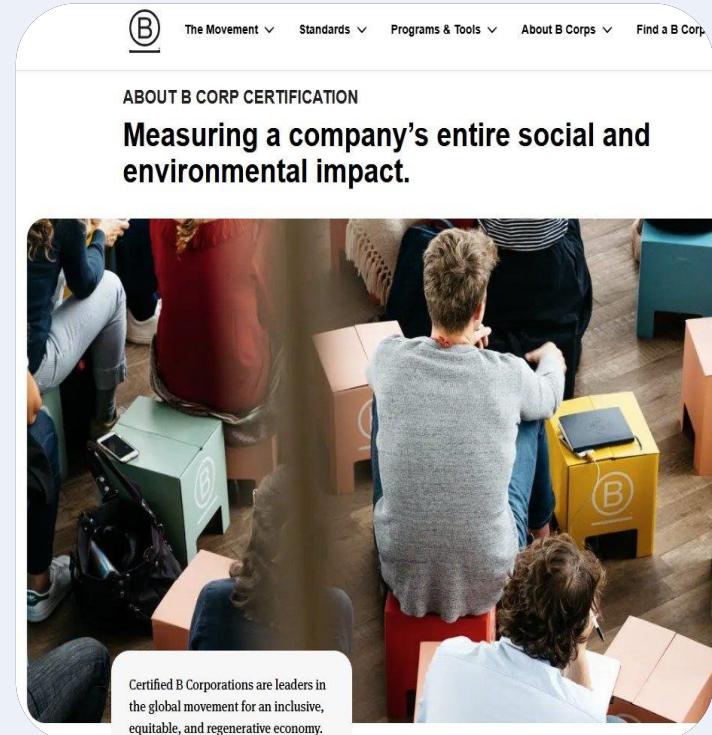


# Trust Marks

One mechanism for assuring viability across social and environmental criteria has been the emergence of trust marks; for example:

- Fairtrade
- B Corps
- 1% for the Planet

*Environmental, Social, and corporate Governance* (ESG) reporting is another mechanism by which organisations measure their impacts to boards and shareholders.

A screenshot of the B Corp website's 'About B Corp Certification' page. The page features a large image of several people working together on a wooden floor, surrounded by cardboard boxes and a yellow B Corp-branded trash can. The B Corp logo (a stylized 'B' inside a circle) is visible in the top right corner of the image. The text on the page reads: 'ABOUT B CORP CERTIFICATION' and 'Measuring a company's entire social and environmental impact.' A quote at the bottom of the page states: 'Certified B Corporations are leaders in the global movement for an inclusive, equitable, and regenerative economy.'

# Evaluating Profit Viability

**# of users x frequency (per user per year) x severity (£) = value of problem**

Where does the money come from?

- To get started (initial funding)?
- To keep going (regular income)?
- To get to scale (subsequent investment)?



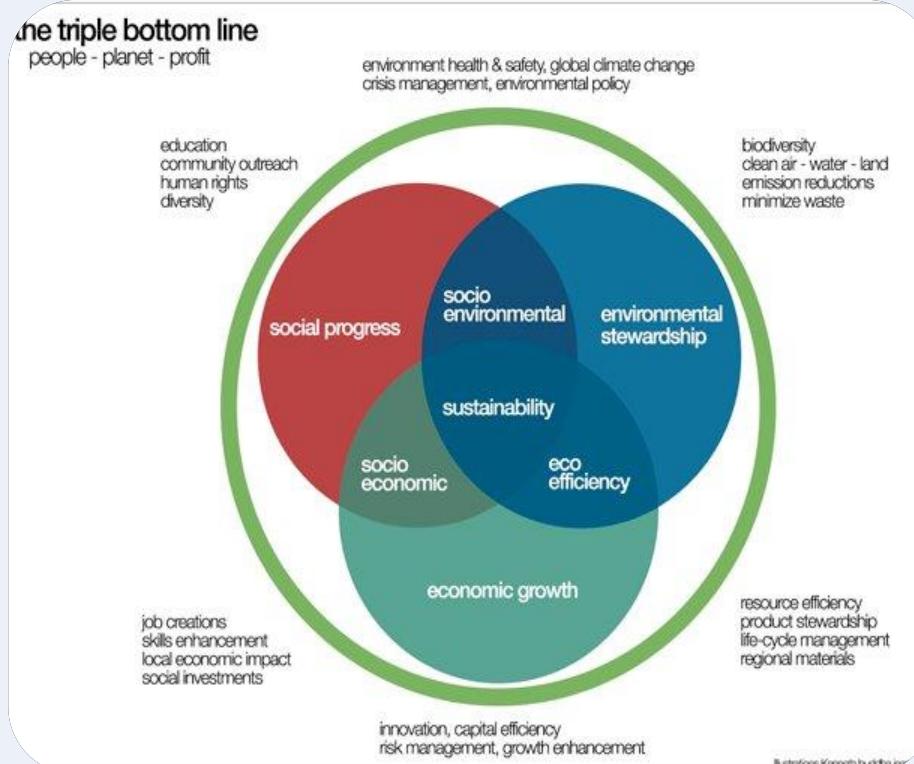
# The Triple Bottom Line

## People, Planet, Profit.

Is this sustainable:

- For individuals and communities?
- For the natural environment?
- For the idea's economic viability?

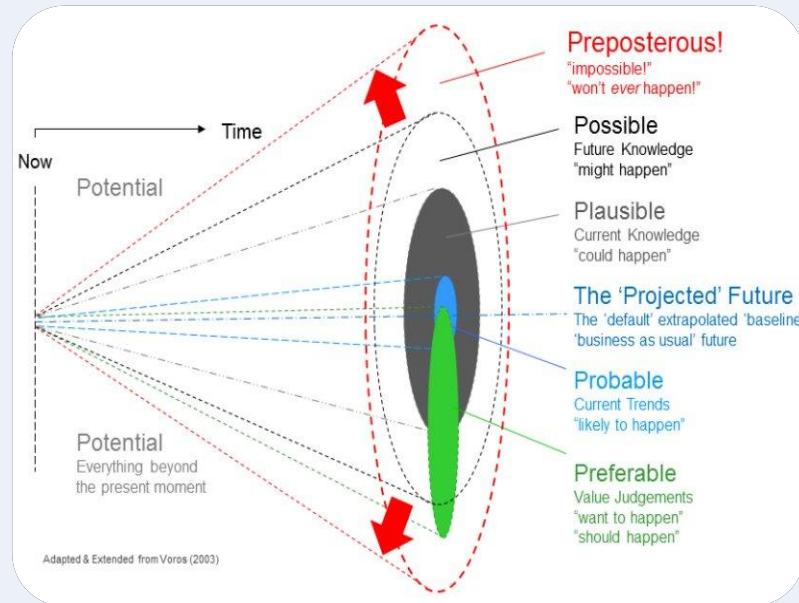
Social Ventures are *harder* than purely commercial ventures because they need to evidence viability across more criteria.



# Evaluating Adaptability

Can your venture adapt to external forces?

- Audience Changes (Market Forces)
  - Changes in buyer behaviour
  - Emerging audiences
- Competitor Landscape (Industry Forces)
  - Changes in supplier behaviour or cost of materials
  - Change in competitor behaviour
  - Emerging competitors
- Macro-economic Forces
  - Global market behaviour (commodities, structures, capital)



# Evaluating Profit Viability

Is your idea 'better' or 'worse' in the future?

- How might it adapt to a changing world?

STEEPLE analysis of trends:

- Social
- Technology
- Economic
- Environmental
- Political
- Legal
- Ethical

You're looking for **Risks** and **Opportunities**.

**Challenge:**

- Can you identify 3 trends that suggest a growing opportunity?
- Can you suggest 3 trends that present a risk to your idea?

# Unintended Consequences

A systems-based approach also helps identify the wider impacts of innovation...

- How might a 'superfan' of your idea take it too far?
- How might a 'bad actor' abuse your idea?
- Who, or what, disappears or is marginalised if your idea succeeds?



<http://tarotcardsoftech.artefactgroup.com/>



## Exercise [5 mins]

For your pilot, quickly jot down how you could test the following:

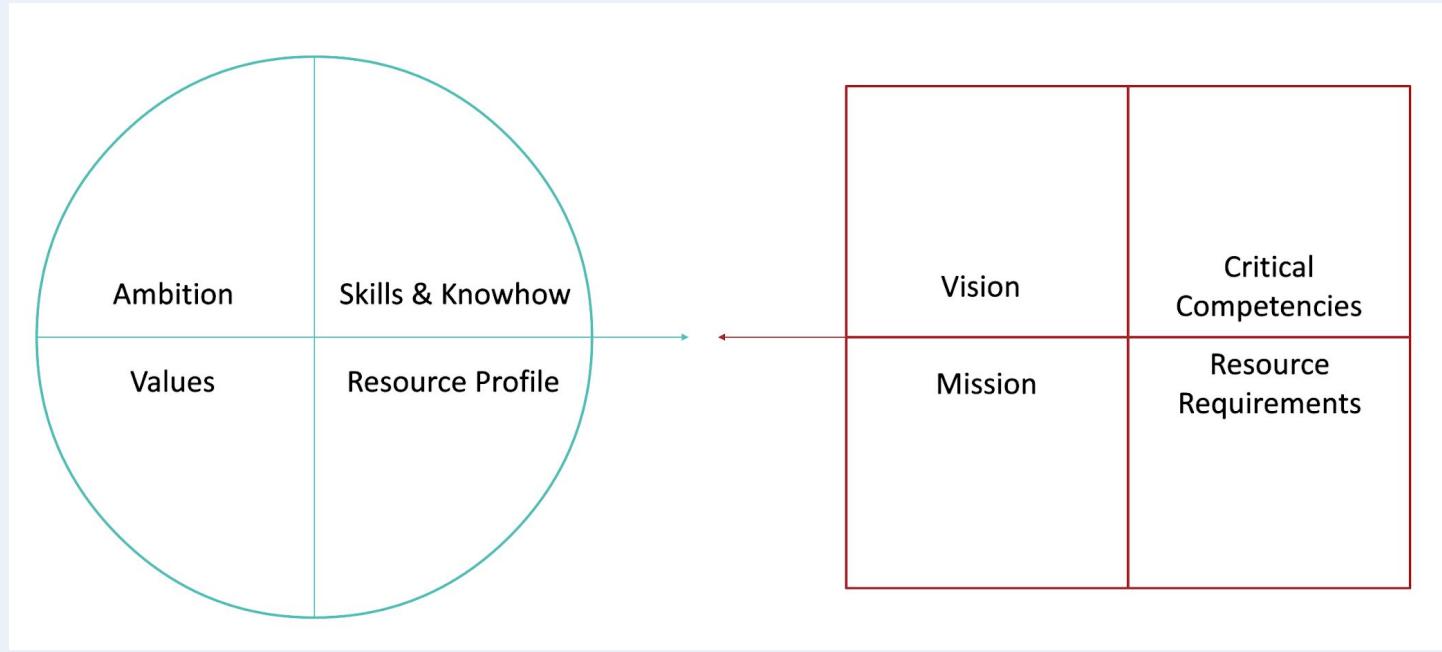
1. Desirability
2. User Experience
3. Feasibility
4. Profit Viability
5. Unintended Consequences

**THESE MIGHT BE DIFFERENT TESTS!!!**

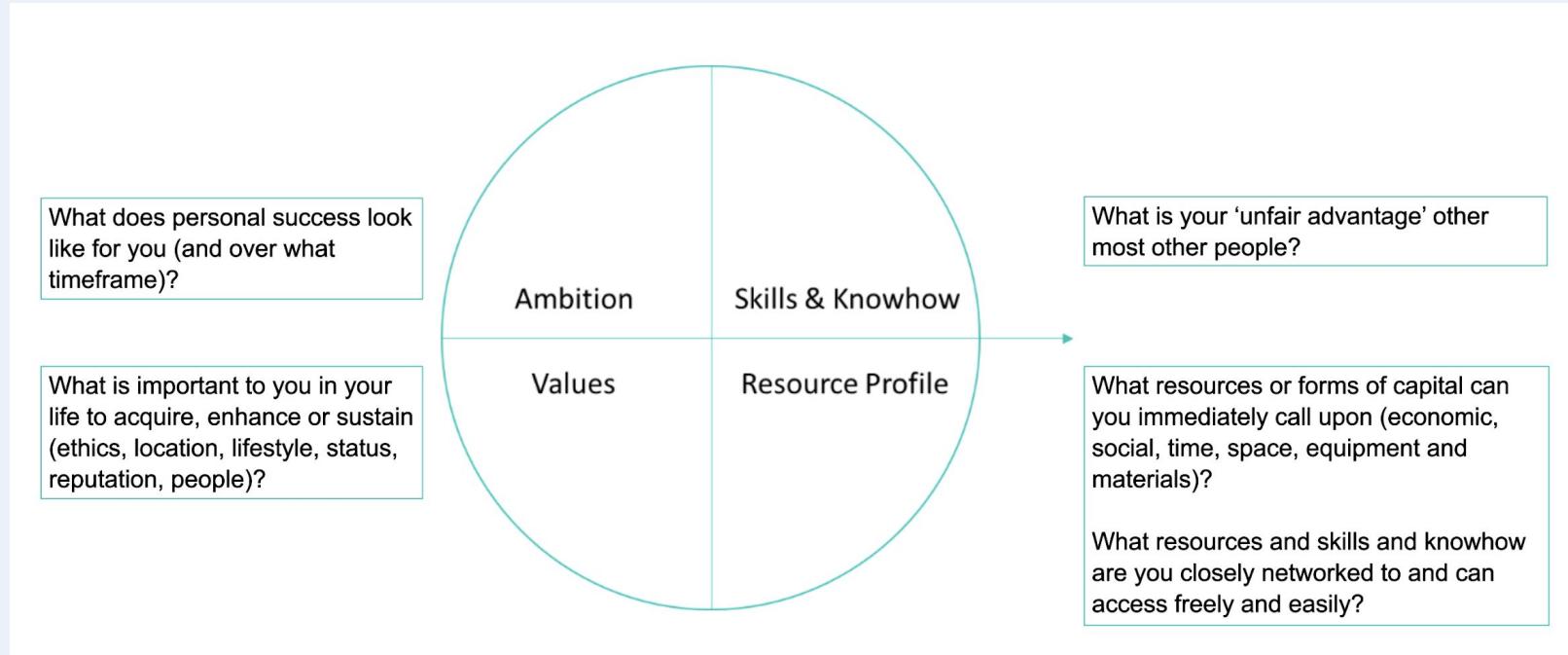
# Authenticity & Credibility

Even if it is a good idea...  
...is it a good idea for you?

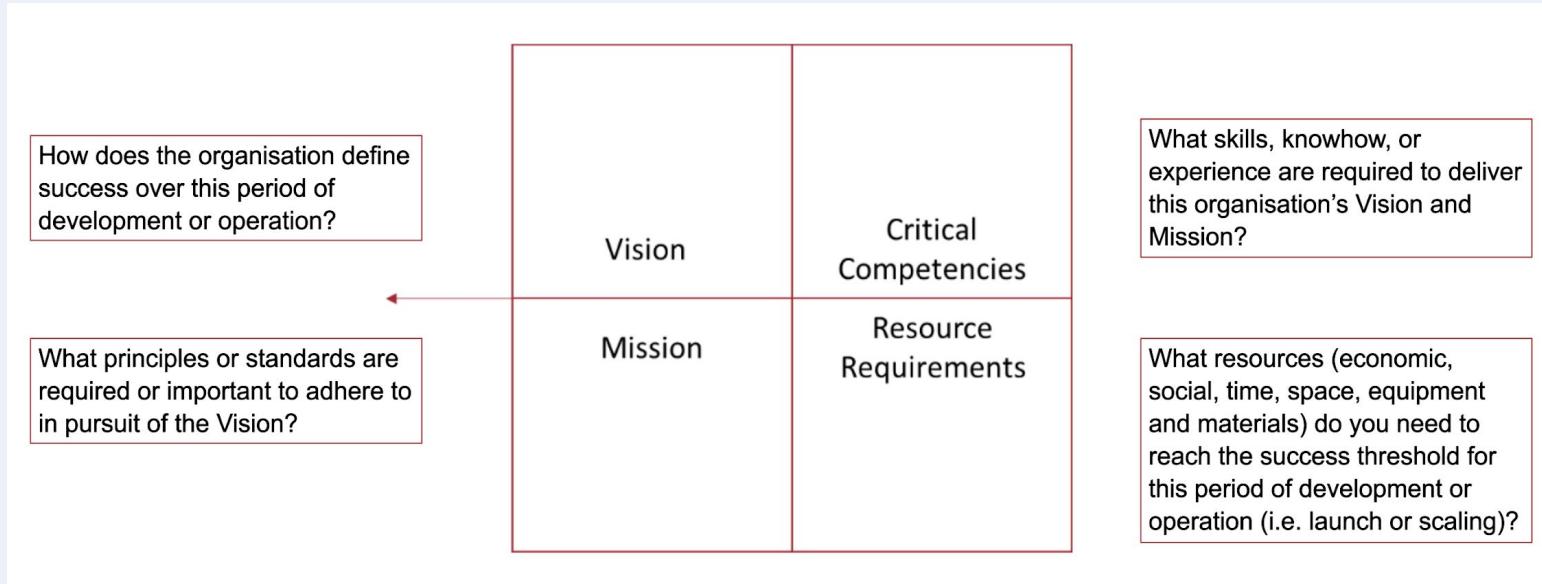
# Do Founder and Idea Align?



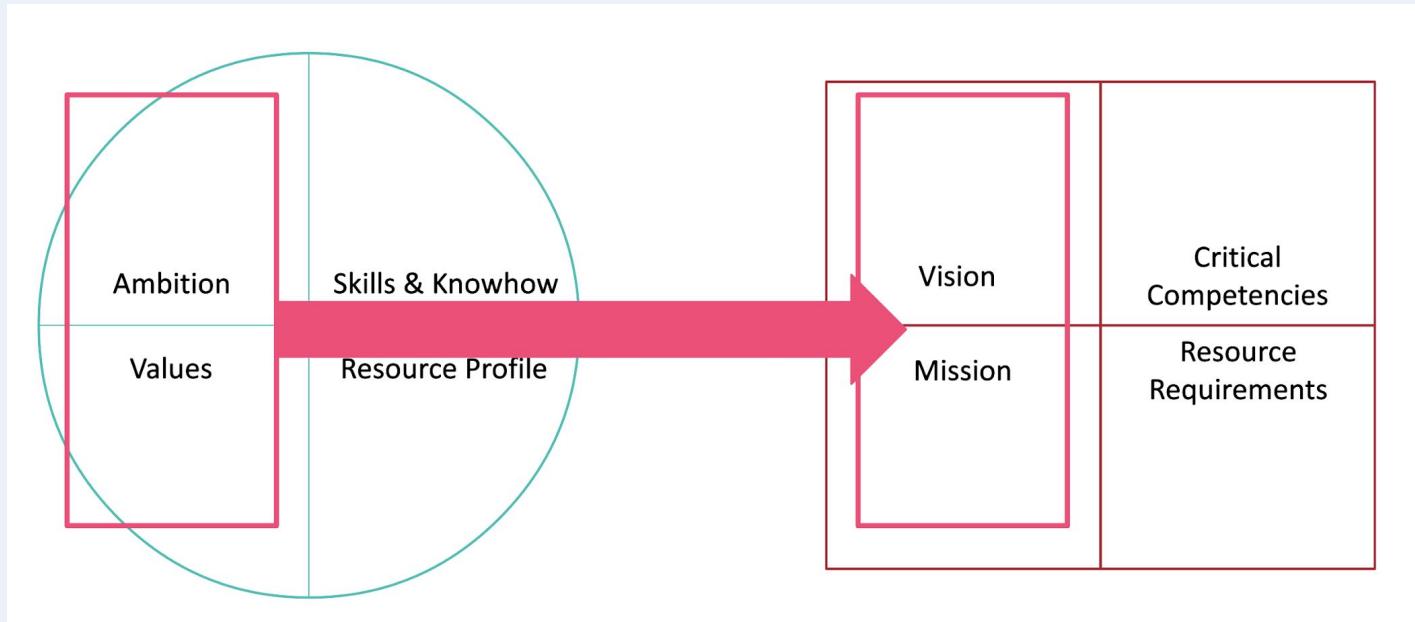
# The Stakeholder Profile



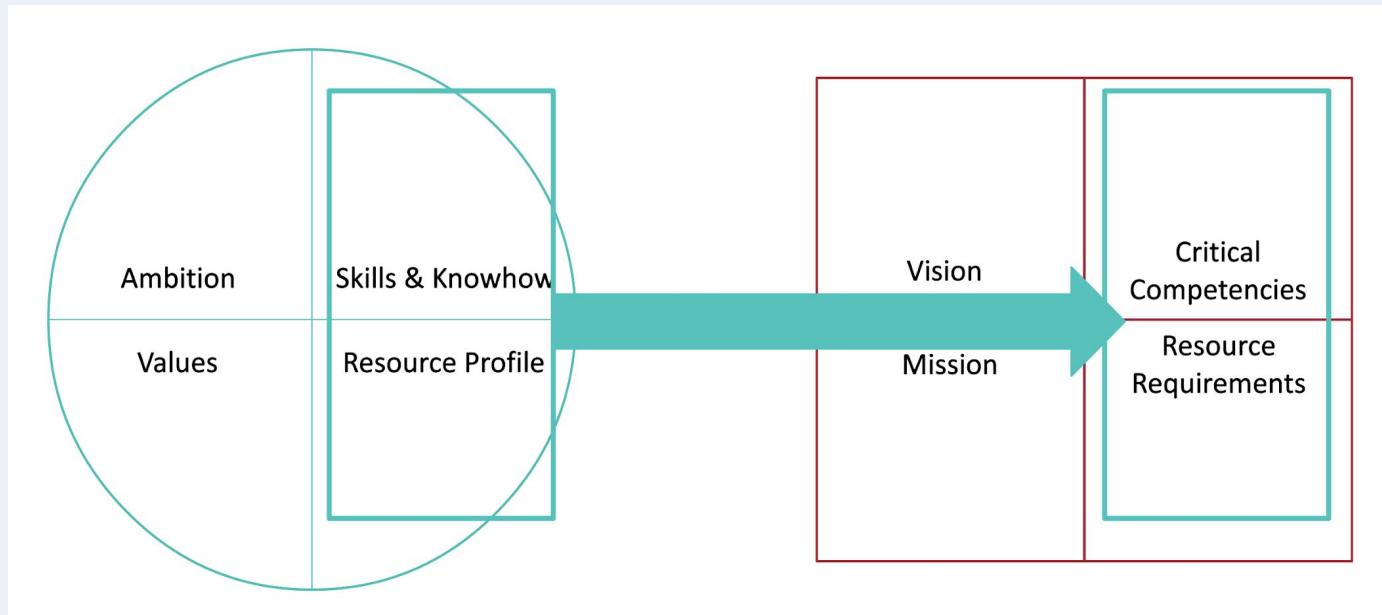
# The Organisation Profile



# Gap Analysis – Disparity of Ambition and Values



# Gap Analysis – Disparity of Skills and Resources



# Action Plan

## Write down:

- 3 things you need to go and research more about
- 3 people you could ask for advice
- 1 thing you'll do today to start making concrete progress

## Long term:

- Talk to at least 10 people who could offer you insights
- Think about what a quick test of your idea could look like
- Test the biggest assumptions!



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Thank you for your time!





-  [londonsocialventures@qmul.ac.uk](mailto:londonsocialventures@qmul.ac.uk)
-  [London Social Ventures](#)
-  [@LondonSVs](#)

[londonsocialventures.com](http://londonsocialventures.com)





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