



# Creating Sustainable Impact: Testing and Building Business Models

LSV Build Session 3

Powered by



# Today's Session

- Refresh from **Build 1 + 2**
- Progress Report
- **Customer Led Pilots**
- **Business Models**





# Refresh from Build 1+2



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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?



# Creating Value

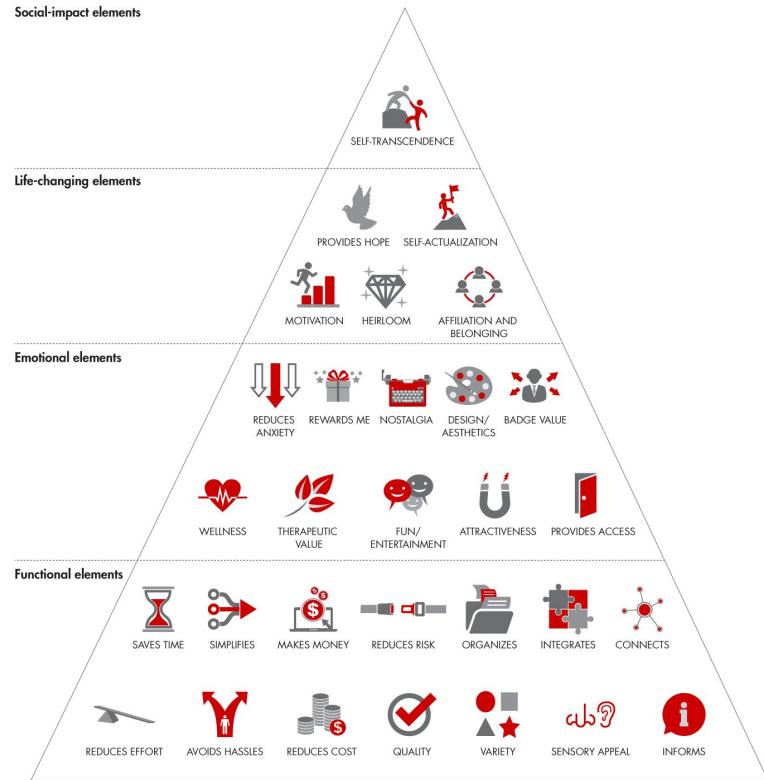
If we have successfully identified and empathised with our audiences, we can start to identify the values they seek from any interaction.

This is a model developed by consultants Bain & Co as a model for understanding those values. It's a useful starting-point for thinking about framing the value of your offer.

Source: [Bain, Elements of Value](#)

## The Elements of Value®

The 30 Elements of Value for consumers start with functional needs at the bottom of the hierarchy and become more personal, even emotional, at higher levels.



# 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

# Customer Needs

Feasibility

Viability

Desirability

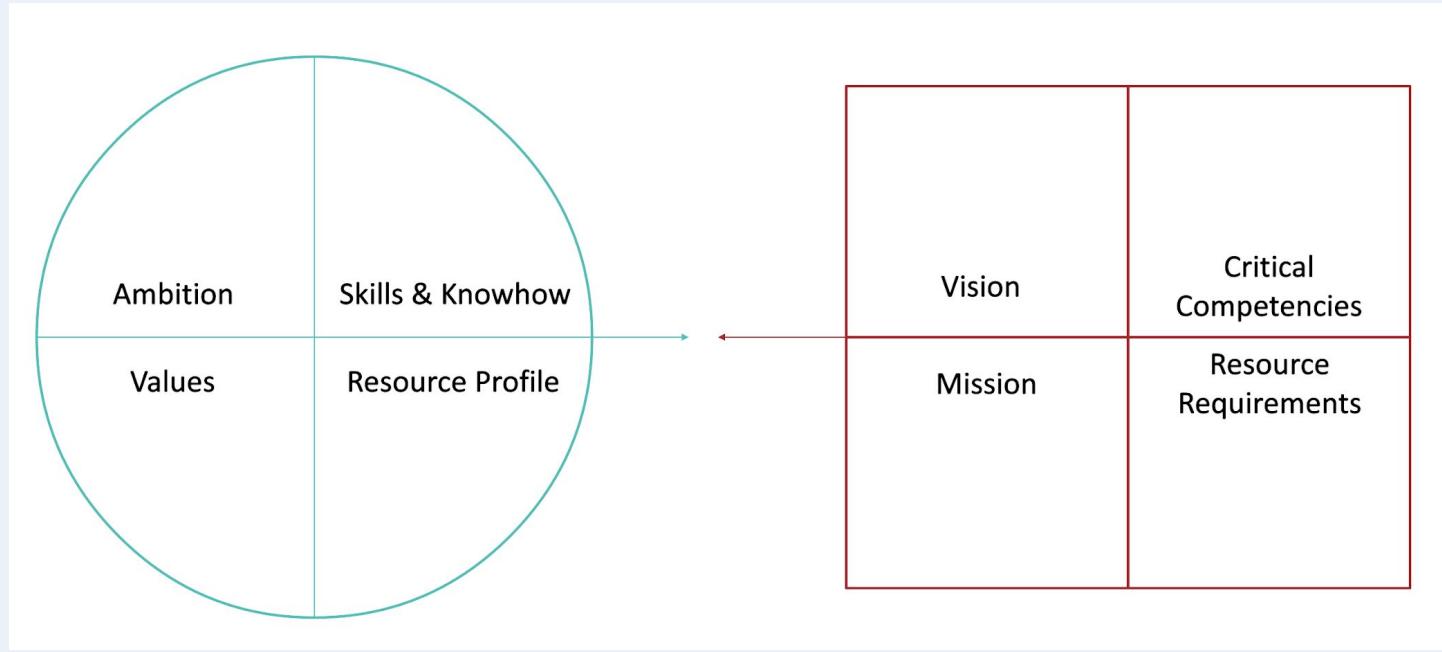
# Business Needs

Adaptability

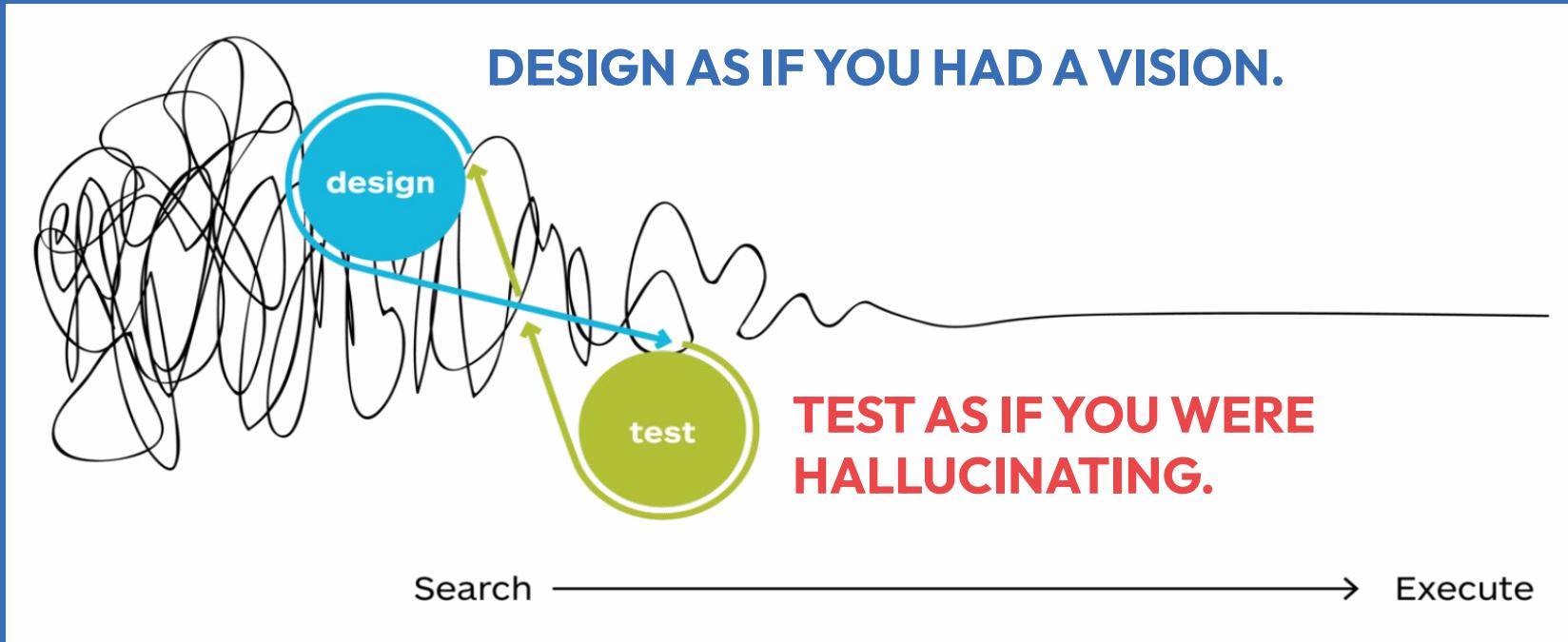
Authenticity



# Do Founder and Idea Align?



# Making Progress



The Adapted Squiggle by Damien Newman & Strategyzer

# 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**



# Progress Report

## In your breakouts:

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





# Business Models

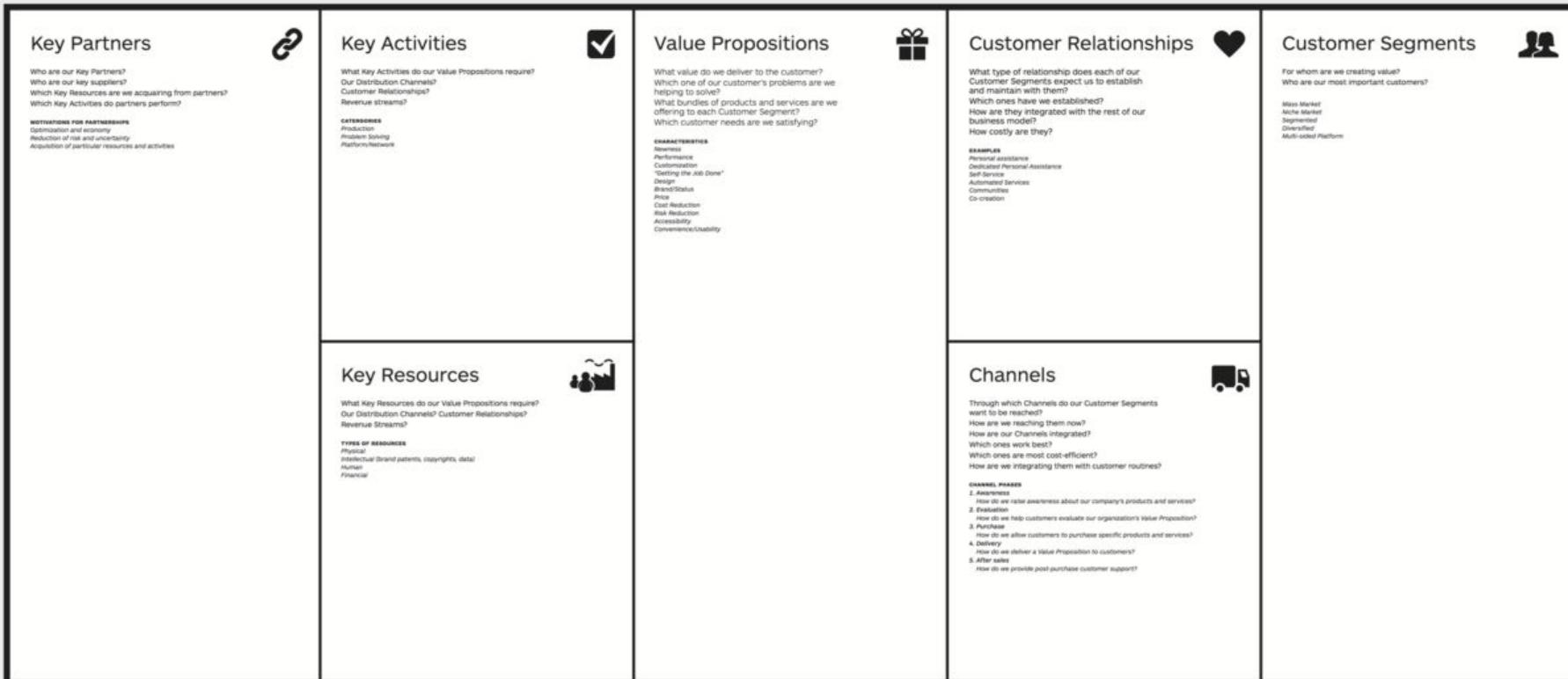
# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



### 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 MODE**  
Cost Drivers (Focus on cost structure, low price value proposition, maximum automation, extensive outsourcing)  
Value Drivers (Focused on value creation, premium value proposition)

**AMPLE 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?

**PRICE PRICING**  
Asset Sale  
Usage fee  
Subscription Fee  
Lending/Renting/Leasing  
Licensing  
Branding fee  
Advertising

**DYNAMIC PRICING**  
Negotiation/Bargaining  
Yield Management  
Real-time Market  
Volume dependent

# The Mission Model Canvas

Mission/Problem Description:

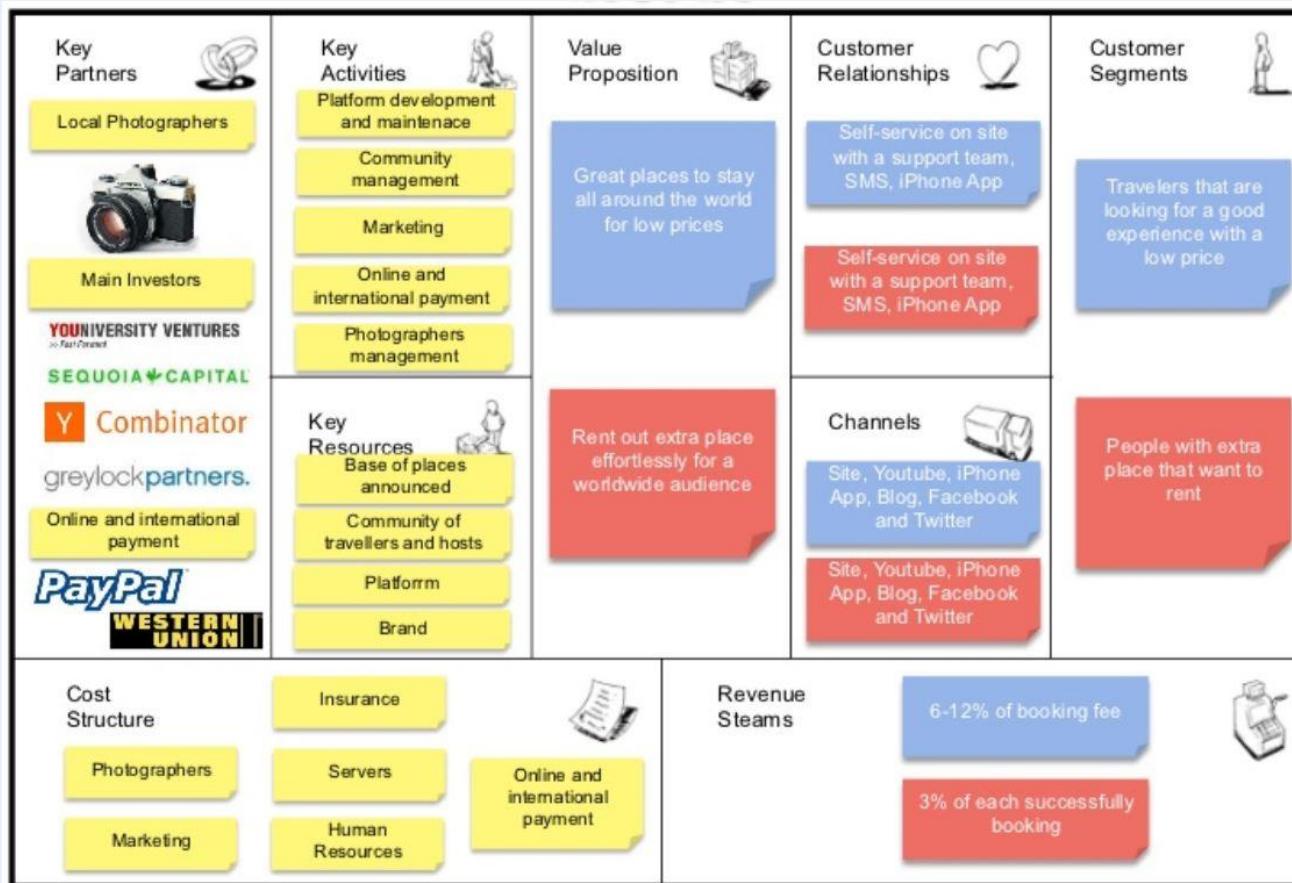
Designed by:

Date:

Version:



# Example BMC



# LSV BUSINESS MODEL CANVAS

IDEA:

AUTHOR:

## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY ACTIVITIES

What do you need to be good at and do well?

## VALUE PROPOSITION(S)

What is the offering of value for each audience segment?

## AUDIENCE RELATIONSHIP

What kind of relationship do you have with each audience to get/keep/grow that audience?

## AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

## KEY RESOURCES

What do you need to have or have access to?

## AUDIENCE TRANSACTION CHANNELS

How do your audiences transact or buy from you?

## AUDIENCE AWARENESS CHANNELS

How do your audiences discover you exist?

## COSTS

What are the biggest or most significant costs or cost structures in the idea?

## REVENUES

How do you make or acquire money and who from?

## IMPACTS

What difference do you make and how do you measure it?

## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY ACTIVITIES

How might you get your value proposition to your audiences?

## VALUE PROPOSITION(S)

1. How do they *Discover* you?
2. How do you *Deliver* them the product/service?

## KEY PARTNERS (OUTSOURCED)

Who could you utilise to make it more impactful or efficient?

Virtual / Physical  
Direct / Indirect

## AUDIENCE RELATIONSHIP

What kind of relationship do you have with each audience to get/keep/grow that audience?

## AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

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## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY ACTIVITIES

What kind of relationship do your audiences expect?

- Automated or Personal?
- Transactional or Collaborative?
- Simple or Bespoke?

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

## VALUE PROPOSITION(S)

How might you:

- *Keep* your audiences?
- *Grow* your audiences?

## COSTS

What are the biggest or most significant costs or cost structures in the idea?

## AUDIENCE RELATIONSHIP

What kind of relationship do you have with each audience to get/keep/grow that audience?

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How do you make or acquire money and who from?

## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY ACTIVITIES

What do you need to be good at and do well?

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

## KEY RESOURCES

What do you need to have or have access to?

## COSTS

What are the biggest or most significant costs or cost structures in the idea?

# What are the most important assets required to make the model work?

Physical? (space, materials, kit)

Financial? (cash, insurance)

Human? (staff, contractors)

Intellectual? (advice, IP, expertise)

## What do you need to:

Pilot it?

Engage audiences?

Deliver it?

## REVENUES

How do you make or acquire money and who from?

## AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

For audience segments; there may be overlaps of users, customers, and other stakeholders.

## IMPACTS

What difference do you make and how do you measure it?

## LSV BUSINESS MODEL CANVAS

IDEA:

### KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

### KEY ACTIVITIES

What do you need to be good at and do well?

### KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

### KEY RESOURCES

What do you need to have or have access to?

### COSTS

What are the biggest or most significant costs or cost structures in the idea?

## What activities are critical to success?

Sales/Marketing?

Customer Service/Maintenance?

Resource production?

## What do you need to become really good at in order to implement your model?

In-house/Outsource?

Competitive Advantage or Better done by others?

## What do you need to do to:

Pilot it?

Engage audiences?

Deliver it?

### AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

### IMPACTS

What do you make and how do you measure it?

## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

**Who are the *essential* partners required to deliver your value proposition?**

Who might be *useful* partners to add value or cut costs in your business model?

What key resources/activities do they bring for your model?

**Economies of Scale / Risk**

**Mitigation?**

**Money & Resource?**

**Access to Customers /**

**Marketing / Brand?**

## AUDIENCE RELATIONSHIP

What kind of relationship do you have with each audience to get/keep/grow that audience?

## AUDIENCE TRANSACTION CHANNELS

How do your audiences transact or buy from you?

## AUDIENCE AWARENESS CHANNELS

How do your audiences discover you exist?

## AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

## REVENUES

Where are money and who from?

## IMPACTS

What difference do you make and how do you measure it?

KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

KEY ACTIVITIES

What do you need to be good at and do well?

VALUE PROPOSITION

What is the offering of value?

KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

KEY RESOURCES

What do you need to have or have access to?

COSTS

What are the biggest or most significant costs or cost structures in the idea?

What are the costs to operate the business model or mission model?

**Direct Costs** (those directly related to production) vs **Overheads** (those not)  
Customer Acquisition Costs?

What are the most critical costs?  
What are the most expensive resources?  
What are the most expensive key activities?  
What can you offset to partners?

REVENUES

How do you make or acquire money and who from?

IMPACTS

What difference do you make and how do you measure it?

## KEY PARTNERS (ESSENTIAL)

Who do you NEED to partner with to make it possible?

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

## KEY ACTIVITIES

What do you need to be good at and do?

## KEY RESOURCES

What do you need to have or have access to?

## How might your venture measure its impact?

### Potential KPIs

- Numbers of users engaged?
- Number of users 'impacted'?
- User satisfaction?
- Downstream impacts?

Who is measuring what and why?  
How are they measuring the change?

## SHIP

Which audience to ship to?

## CHANNELS

How do you reach them?

## CHANNELS

## AUDIENCES (BENEFICIARIES, USERS, CUSTOMERS...)

Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

## COSTS

What are the biggest or most significant costs or cost structures in the idea?

## REVENUES

How do you make or acquire money and who from?

## IMPACTS

What difference do you make and how do you measure it?

# LSV BUSINESS MODEL CANVAS

IDEA:

AUTHOR:

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What do you need to be good at and do well?

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What kind of relationship do you have with each audience to get/keep/grow that audience?

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Identify your audience segments; there may be overlaps of beneficiaries, users, customers, and other stakeholders.

## KEY PARTNERS (OUTSOURCING)

Who could you utilise to make it more impactful or efficient?

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What do you need to have or have access to?

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What difference do you make and how do you measure it?

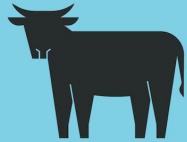
# Exercise: You've got one cow!

## Features of this cow:

- Herbivore
- Heavy but mobile
- Produces methane
- Lives up to 20 years
- Mammal (produces milk, has hair)
- Intelligent
- Physically strong
- Can swim

**In 5 minutes, list all the different ways you could build a business off 'Daisy' (i.e. the cow)**





## DIRECT SALES MODEL

You have one cow.

You sell the milk door to door.



## FREEMIUM MODEL

You have one cow.

People can have as much milk as they like for free.

You charge them for the cartons to hold their milk.



## SUBSCRIPTION MODEL

You have one cow.

You offer customers one carton of milk for \$3.

You offer customers 20 cartons of milk a month for \$40.



## FRANCHISE MODEL

You have one cow.

A farm sells you a license to use their equipment to package the milk.

You brand the milk using the farm's name.

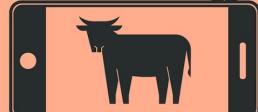


## LOSS LEADER MODEL

You have one cow.

People can buy the milk for 50 cents.

People can also buy high protein, lactose free, low fat yoghurt for \$50.



## ON DEMAND MODEL

You have one cow.

You build an app for customers to order milk when they need it.

You charge for instant delivery.



## “ZIFERBLAT” MODEL

You have one cow.

People can come to your house and have as much milk as they like for free.

You charge them for the time they're there.



## CROWDSOURCING MODEL

You don't have one cow.

You ask people to donate money to buy one.

In exchange you promise the first 10 cartons of your organic, lactose free milk for free.

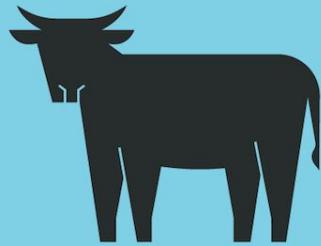


## LICENSING MODEL

You have one cow.

You license others to sell the milk.

# Direct Sales



## DIRECT SALES MODEL

*You have one cow.*

*You sell the milk door to door.*

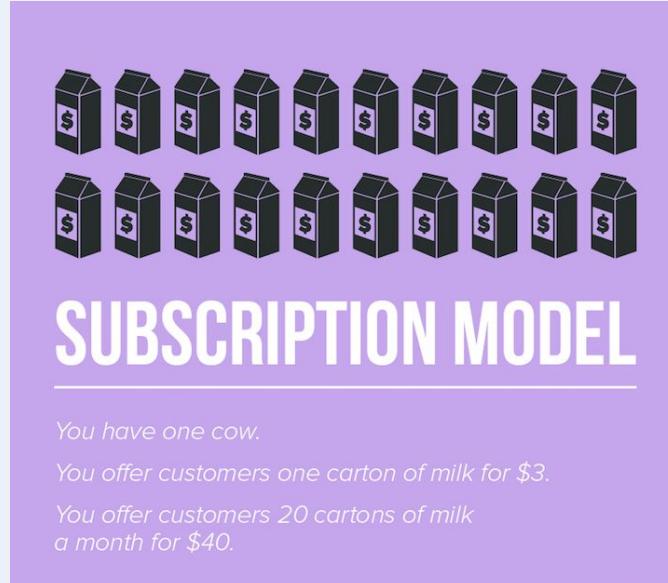
- Avon
- Herbalife
- Amway
- Tupperware
- Original Amazon

# Freemium



- DropBox
- Spotify
- MailChimp
- Zoom
- SurveyMonkey
- News
- Youtube

# Subscription



- Boxes
  - Beer 52, Hello Fresh, Birchbox
- E-Commerce
  - Dollar Shave Club, 'Who gives a crap'
- Software
  - Microsoft, Adobe, Squarespace, Shopify, Sage
- Access
  - Netflix, Amazon Prime, Disney+

# Franchise



- Fast food
  - McDonald's, Subway, KFC, Nando's
- Coffee
  - Starbucks, Coffee Republic, Costa
- Retail
  - Hertz, Toni & Guy, Gyms, Pandora

# Loss Leader

*You have one cow.*

*People can buy the milk for 50 cents.*

*People can also buy high protein, lactose free, low fat yoghurt for \$50.*

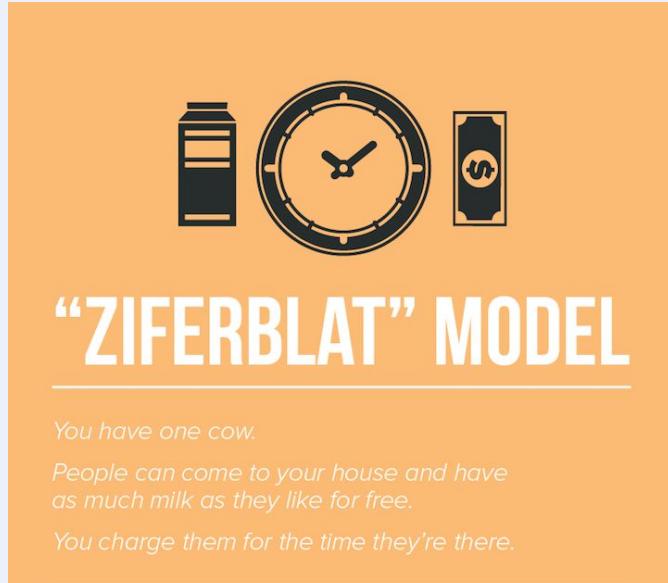
- Phones
- Games Consoles
- Groceries
- Tech

# On Demand Model



- iTunes
- Uber
- AirBnB
- Just Eat/Deliveroo

# Ziferblat Model



- Ziferblat cafe
- Hot Desking Spaces
- Gaming Cafes

# Crowdsourcing Model



- Board games
- Consumer Products
- Movies
- Charities\*

# Licensing Model



- Films
- Engineering Projects
- Pharmaceuticals
- Need Market Reach Quick



i.e. shorthand for  
**how you engage customers**  
**and generate revenue**



It might be  
**more than ONE!!!!!**

# Case Study

## – The Shame Lab

- Prof Luna Dolezal, University of Exeter (Philosophy)
- 15 years of researching Shame and its effects
- Training in Shame Competence and building certification process
- Started out as training for Trauma Network Plymouth and Devon
- Employs 6 freelancers to deliver to multiple Health Trust, Charities and Police Forces
- Currently operating via consultancy; plan for spinning out in 2026



Training



Accreditation



We create evidence-based tools to facilitate constructive engagement with shame in professional organizations and beyond.

[Mission & Vision](#)



**Research**

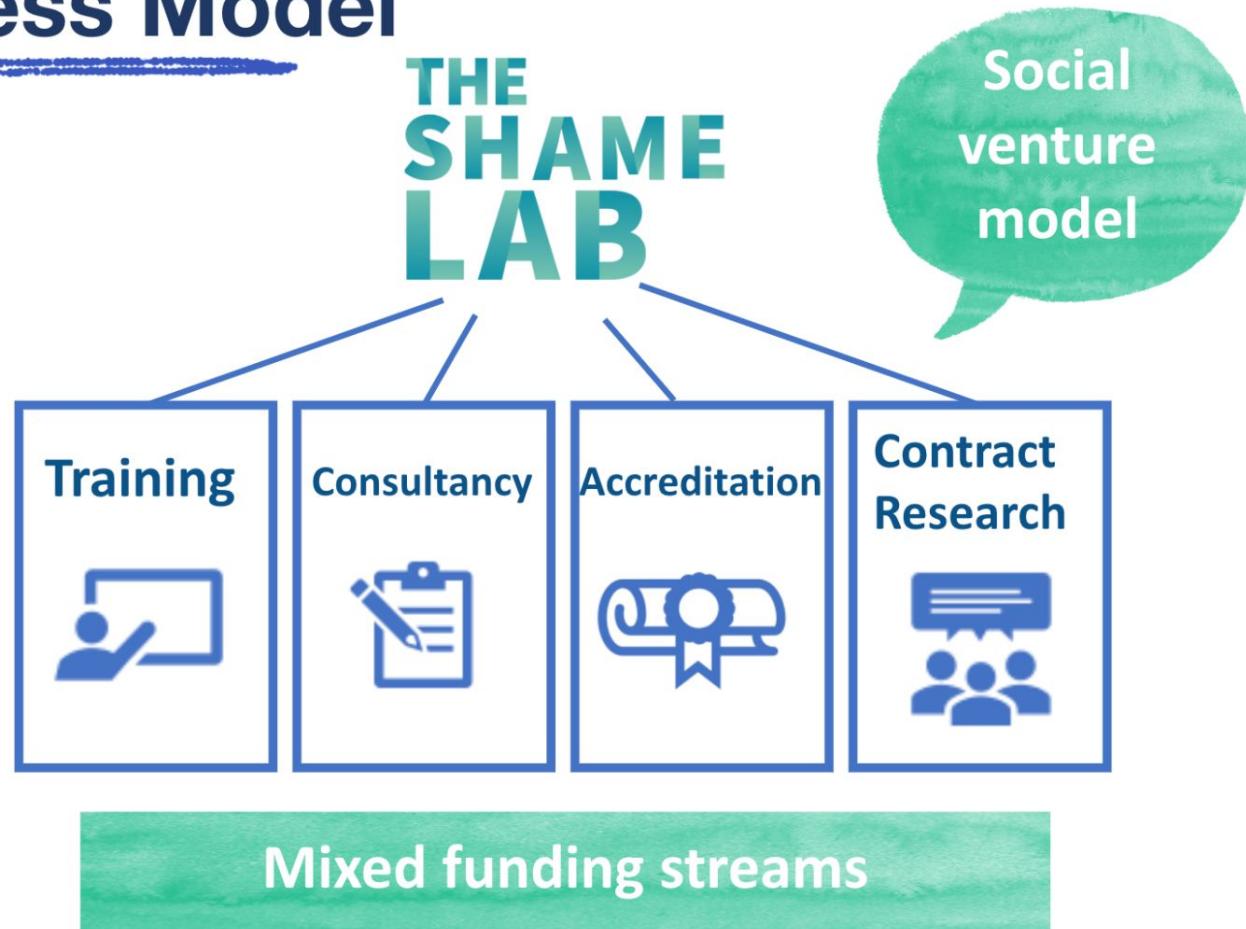


**Training**



**Engagement**

# Business Model



# 4 Ways to Price

**1)** Work out how much it costs for you to make it and sell it then add a % margin.

**2)** Look at what your competitors are doing and respond to that.

**3)** Calculate the value to your customer and charge what they will pay.

**4)** Experiment; see how the market responds to your initial price point.

KEY P

Who do you NEED  
possible?

# How might your venture make money/value from each customer segment?

## Revenue Stream Strategies

Asset Sale

Usage Fee

Subscription/Licensing Fee

Renting

Intermediation/Brokering

Advertising

## One or Multiple Streams?

What are the biggest or most significant costs or cost structures in the idea?

IDEA PROPOSITION(S)

What kind of value for each audience segment?

AUDIENCE RELATIONSHIP

What kind of relationship do you have with each audience to  
get/keep/grow that audience?AUDIENCES  
(BENEFICIARIES, USERS,  
CUSTOMERS...)Identify your audience segments; there may be overlaps of  
beneficiaries, users, customers, and other stakeholders.

KEY PAR

Who could you USE  
impactful or effi

AUDIENCE TRANSACTION CHANNELS

How do your audiences transact or buy from you?

AUDIENCE AWARENESS CHANNELS

How do your audiences discover you exist?

IMPACTS

What difference do you make and how do you measure it?

REVENUES

How do you make or acquire money and who from?



# Customer-led Testing

# What counts as success for your customer?

## Type of measurement

- Overall numbers? Trends?
- Performance?
- Efficiencies?
- Frequency?
- 'Distance travelled'?
- Satisfaction?

## Numbers or stories?

Is it being measured quantitatively or qualitatively?

## Who is measuring?

Do you know who is measuring you and why?  
Are they reporting to someone else in turn?

# Designing Customer-led Pilot

## Test the Value Proposition

- Is your value proposition correct?
- Is your assumed customer correct?
- Does a customer care about this proposition?
- Do they see the main value in something different?

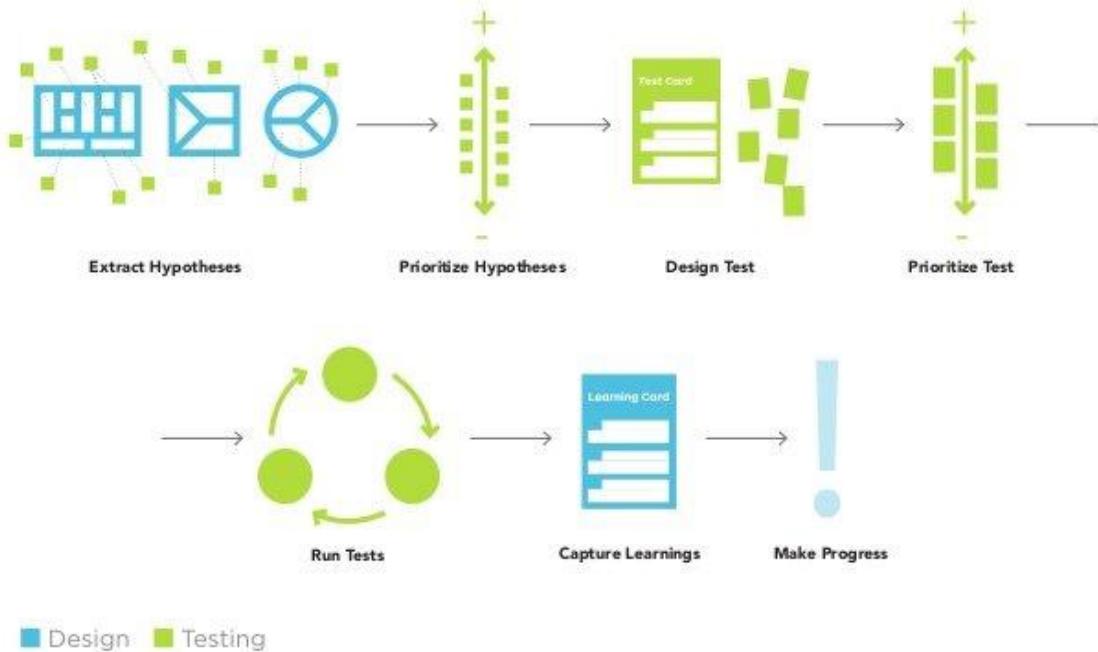
## Understand Customer Engagement

- Is your business model Business-to-Business (B2B) or Business-to-Consumer(B2C) ?
- Does this affect customer acquisition timelines?

## Understand Value

- What is the value being measured?
- Does this match the cost of the product/service?
- What might need to change to convince customers to pay?

# Overview of the Testing Process



# What can we pilot

## How Might We (HMW) pilot:

- HMW pilot *that the problem is real (or that the opportunity is attractive) for key audiences?*
- HMW pilot *the best positioning and description of the offering?*
- HMW pilot *how to offer and sustain the value proposition?*
- HMW pilot *that the product/service works?*

**Remember – cheapest and fastest learning wins!**



# Over time, you'll build insight:

1. Is it a real problem/opportunity?
2. Will anyone pay you to solve it?
3. Are there enough people willing and able to pay?
4. Is there a means to reach people and sell it?
5. Can you make a product that scales?

Can you pilot and validate each step?

# Ideas for Pilot

Physical or Digital  
Mock-ups

Testing Ads, Messaging,  
or User Journeys

Crowdfunding/  
Pre-selling

Targeted Surveys or  
Votes Up

Pop up Shops

Newsletters

Wizard of Oz

# Pilot Project Styles

Physical or Digital  
Mock-ups



Instagram

Testing Ads, Messaging,  
or User Journeys



Zappos

Crowdfunding/  
Pre-selling



Exploding Kittens

Targeted Surveys or  
Votes Up

Training Intervention for  
Domestic Abuse prevention

Pop up Shops



Thin Ice Press

Newsletters



Product Hunt



Amazon Go

# Ideas for Pilot



## Zappos

Online Shoe Shop  
B2C Model



## Thin Ice Press

Testing overall interest  
B2C Model – different audiences



## IRISi

Training Intervention for  
Domestic Abuse prevention  
B2B Model



## Innocent

Drinks Company  
B2C Model



# Define Customer Acquisition Model

**Quickly write down:**

Who is your target beachhead customer?

Are you testing a B2B or B2C model?

Do your previous ideas meet these requirements?

[2 mins]

# Back to Testing

The gaps in your Business Model, especially around costs, should be a focus during testing.

For your testing pilot, how can you ensure you find the details to develop an initial business model?

In the next 5 minutes, take a note of the testing card opposite and write down:

- **What does your pilot test?**
- **How can you ensure its verified ability?**
- **What success are you looking for?**
- **Which customer are you targeting to test with?**
- **Is your deadline balancing speed, accuracy, and achievability?**

## Test Card

Test Name	Subscription Pricing	Deadline
Assigned to	Lin	Duration
<b>STEP 1: HYPOTHESIS</b>		
<b>We believe that</b>		Customers will pay \$20 per month for our subscription
		Critical: 
<b>STEP 2: TEST</b>		
<b>To verify that, we will</b>		Offer free trials for 14 days, then ask for a purchase
		Test Cost:  Data Reliability: 
<b>STEP 3: METRIC</b>		
<b>And measure</b>		The percentage of customers who sign up for an ongoing subscription
		Time Required: 
<b>STEP 4: CRITERIA</b>		
<b>We are right if</b>		At least 30% of free trial users stay on as customers (for more than 3 months)



# A Quick Look at Legal Structures



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# Social Ventures: A Spectrum



# Should we form a CIC or Charity?

Probably not initially.

**CIC or Charity status can unlock funds not available to commercial organisations.**

However, it is more legally complex and difficult to unpick or convert later, whilst it is relatively simple to start as a *Company limited by Shares* or *Company limited by Guarantee* and convert to a charity or CIC as required.



# Mutuals and Co-ops

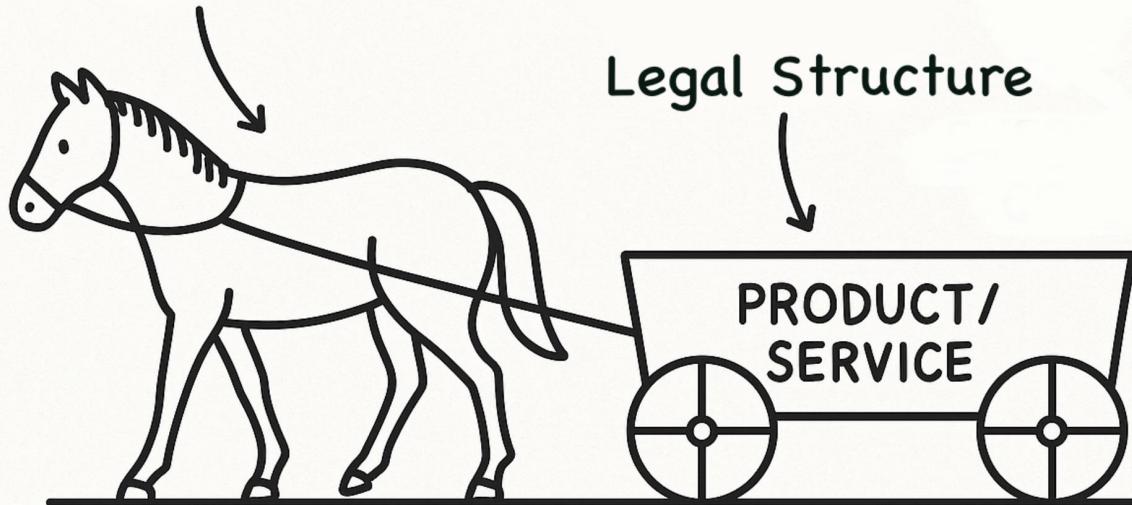
Sometimes branded as 'Kind Capitalism'.

Range from non-social ventures like Co-op Food and John Lewis to more social ventures (or at least started as social ventures) like National Farmer Union Mutual [struggling farmers needing insurance pooling together to provide it].

Every member of the business takes a share of the profits. Still have social reinvestment as part of model, but also split profits across communities.



# Business Model



# Next Time

- **Drop-in Sessions**
- **Presentations**





# Presentation Guide

LSV Build Presentation

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VENTURES





**This is guidance,  
not instructions!**

# Final Presentation

## What to expect?

Each team gets assigned a 20-minute slot,  
consisting of:

- 5-minute presentation
- 15-minute Q&A in front of panel



# The Problem/Opportunity

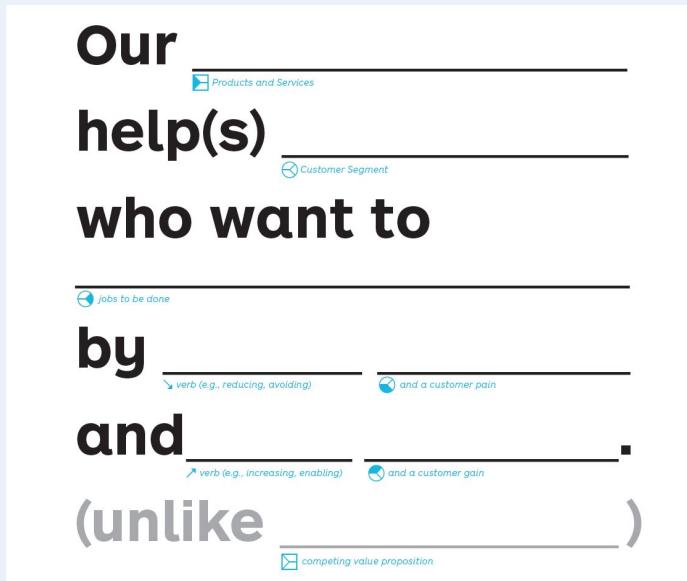
## What is going on?

- Briefly introduce your social venture idea and succinctly convey the problem it solves
- Questions to answer:
  - What is the problem you are trying to solve?
  - Who is experiencing the problem?
  - What is the size/scope of the problem? Or what is the value of the opportunity?
  - Who are your potential customers, users, beneficiaries?

# Your Solution

## What's your value proposition?

- Share your project's value proposition – you can use the *ad-lib template* on the right
- How does your solution solve the issue for your customers, users, beneficiaries?
- Has its impact been verified through research?
- Give a brief working example



# Market Validation So Far

## **What do customers and key stakeholders say?**

- How many market validation conversation have you undertaken so far?
- Who have you reached out to? Please list them
- Provide at least two examples of market validation
- Include direct quotes

**This slide should be covered very quickly!**



# Next Steps

## Where are you going?

- Tells us which assumption(s) you need to test next in order to validate your idea
- When, where & who with would a pilot be?
- Describe your next steps for the 6-12 months after the Build programme – no more than 3 bullet points

# General Guidance

- Don't overcrowd your slides
- Images/graphics can help convey your ideas
- Practice your pitch to ensure you stay within the 5-minute time limit
- Practice your pitch on someone who doesn't know your social venture idea





# Funding Pot – Guidance for Applicants

# Pilot Funding

- After the presentation session, you can apply for up to £1,000 to run a small-scale pilot that will help you learn, adapt, and move your idea forward
- The funding pot is designed to help you test an early version of your social venture idea
- Your proposal will be judged based on the design of the pilot and the social venture potential, and we will either fully fund, part-fund or not fund it based on this

## What we're looking for

To apply, you'll need to submit a short proposal that outlines:

- **What you're testing** – What aspect of your idea are you aiming to validate or learn more about?
- **How you'll test it** – What's your plan? What methods, tools, or resources will you use?
- **Health & safety** – Your proposal must demonstrate that your pilot complies with any relevant health and safety requirements

**You're encouraged to think lean –  
Small tests can still generate powerful insights!**

# Eligible Costs

## What can you use the funding for?

Funding must be used for direct costs associated with running your pilot, such as:

- Materials and supplies
- Venue hire or space
- Consultant or facilitator time
- Prototyping or user testing costs
- Travel or access costs directly related to the pilot

## What you *cannot* use the funding for

- Your own time or salary
- General operational or ongoing business costs
- Activities not directly linked to the pilot



## Key Requirements

- All funding must be spent within 6 months from the date of award
- We'll reimburse expenses or pay invoices on your behalf
- We'll ask for brief evidence of how the funding was used (e.g., receipts, a short report, or photos)

## Spark

- Explore different pathways to social impact
- Learn how social ventures can sustain and scale the impact of your research and ideas
- 1x interactive workshop

## Build

- Refine your social venture idea, explore different business models
- Design a first-customer pilot, work towards a validated proof of concept
- 3x online training sessions, in-person presentation
- Small grants available - £1000

## Catalyst

- Help social ventures transition into incorporated, sustainable entities
- Pilot > Sale > Pipeline > Fundraise
- Tailored support, mentors, bespoke coaching
- Funding pot with grants of £15k available

# Today's Session

- Refresh
- Progress Report
- Customer Led Pilots
- Business Models

Thank you for your time!





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