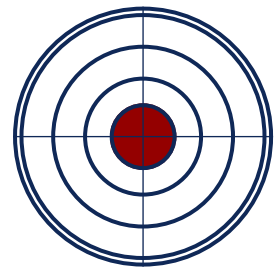


MOTION MODEL FOR SUSTAINABLE BUSINESS (MMSB)

View questions for each dimension of the MMSB model to help you better understand your business.

THE CORE CAPACITIES



RESOURCES

- ▶ Physical / natural assets
- ▶ Human resources / know-how/ competencies
- ▶ Financial resources / liabilities

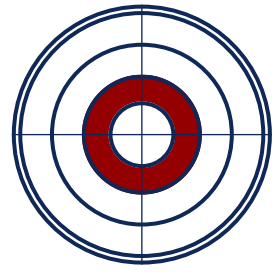
CUSTOMER

- ▶ Customer segments – importance and size / wants and needs
- ▶ Geographical and demographic aspects of customers
- ▶ Buying power / behaviour of segment
- ▶ Potential customers

VALUE PROPOSITION

- ▶ What is the value proposition?
- ▶ How does it utilise resources and competencies?
- ▶ How does it meet customer wants and needs?
- ▶ What are the aims and values of the organisation?

SUSTAINABILITY LAYER



SOCIAL SUSTAINABILITY

- ▶ Treatment of internal stakeholders – staff and supply chain (*including - equality, equity, and accessibility*)
- ▶ Health and safety practices
- ▶ Community engagement
- ▶ Ethical stance/ public advocacy
- ▶ Cultural integrity

ECOLOGICAL SUSTAINABILITY

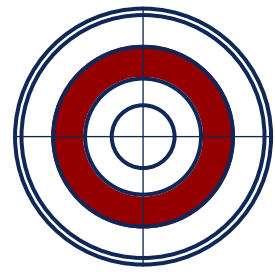
- ▶ Resource consumption – material and energy
- ▶ Waste minimisation / management
- ▶ Pollution prevention
- ▶ Environmental protection

ECONOMIC SUSTAINABILITY

- ▶ Economic resilience
- ▶ Impact of the growth of the business
- ▶ Green investment that generates cost savings
- ▶ Use of by-products / waste to generate value – circular economy

MARKET LAYER

Industry analysis;
Market analysis;
Competition analysis;



MARKET OUTLOOK

▶ How large is the market / is it growing?

▶ How is it segmented and where does the business fit?

▶ Who are the key players in the marketplace (competitors / retailers / suppliers etc)?

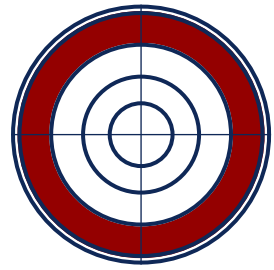
▶ What are the pull factors / main attractions?

▶ What is the brand and image of the destination?

▶ Competitor analysis

▶ Is there a gap in supply in the microenvironment?

ACTIVITY LAYER



MONETIZATION

- ▶ What are the main revenue streams?
- ▶ What are the main costs?
- ▶ What is the pricing strategy?
- ▶ How are profits and losses generated?

NETWORKS & KEY PARTNERS

- ▶ Who are the key partners needed to deliver the value proposition?
- ▶ Who are the key operational partners?
- ▶ Who are the main actors, including nongovernmental & destination marketing organisations?

CUSTOMER INTERFACE

- ▶ How / where do stakeholders interact with the organisation?
- ▶ What are the main sales channels – are sales direct or indirect?
- ▶ What type of marketing is used – own media, paid media, earned media?
- ▶ Can the customer interface create or deepen the relationship with customers?
- ▶ Does the customer interface match the value proposition?
