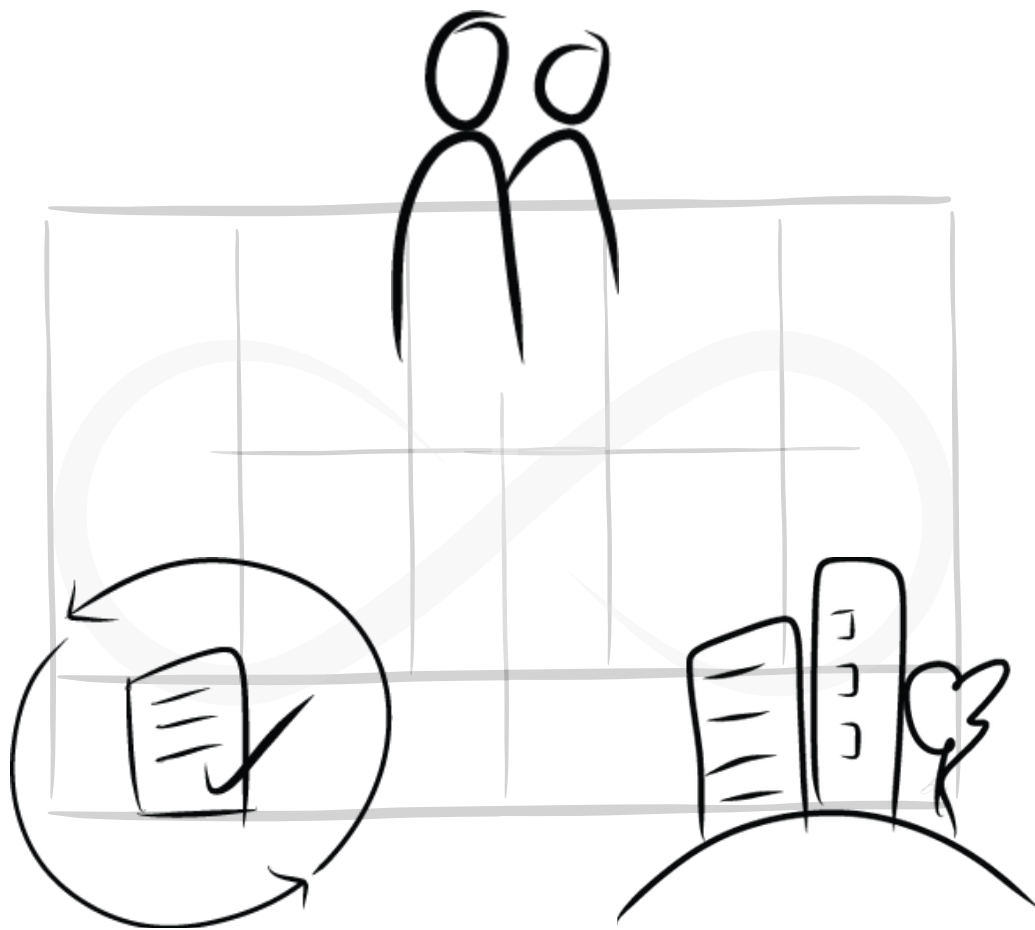


The 3Bs Framework

HOW TO TEST AND TALK
ABOUT THE IMPACT YOU
CONTRIBUTE TO



The 3Bs Framework

HOW TO TEST AND TALK ABOUT THE IMPACT YOU CONTRIBUTE TO

As soon as you venture into the world of integrating more meaning into your business there's one big question that you're going to need to answer...

How do you know if you're actually making a difference to the issues you care about?

Our 3Bs Framework is one of the tools you can use to test and talk about the impact you contribute to.

With decades of experience in impact management and measurement, we're sharing some tips with you on equally prioritising three key stakeholders - your **Beneficiary**; **Business**; and **Banker**.

Using our 3Bs Framework will:

- Increase your awareness of power dynamics around whose views, opinions, priorities and needs you are taking into account when seeking to integrate more meaning into your business.
- Dramatically improve the quality of your decision-making, because your assumptions will be tested and you will be informed by a wider group of stakeholders; and
- Improve your communication skills and messaging through helping you decide what and how to share information with each of your different stakeholder groups.

Equally prioritising three key stakeholders

There are three critical audiences of any future attempts you make to test and talk about the impact you contribute to. To make it easy to remember we've named them the **Beneficiary**, the **Business**, and the **Banker**.

Taking a 3Bs approach helps you focus on understanding each audience when sharing your impact and contribution.

Don't waste your energy preaching! Do your work; ensure you are contributing to the change in a meaningful way; then share relevant information with the right people, in the format they prefer.

When you use our 3Bs Framework, measurement not only informs better decision making, it can de-risk your business and increase the chance of you delivering on your vision to merge money and meaning in your business.



Beneficiary

The first 'B' is for your Beneficiary. If you're not familiar with this concept, you're looking to identify who will benefit from the contribution you are seeking to make through your business.

When you think about merging money and meaning, are you seeking to make a positive difference for a certain group of people? This might be your customers or employees; a supplier who struggles to get business due to discrimination; or, maybe for you it's an environmental or animal welfare issue.

Bringing the voices of a wider group of stakeholders, like the Beneficiary, into the conversation helps shift power dynamics. The best way to do this is with direct engagement, asking what's important to them, rather than assuming you know the answer.



Business

The Business is referring to your organisation as you contribute to a specific change in the world. You want your line of questioning in this category to help you in three ways:

- 1) Allow you to test how central, or important, the issues you've named are to your business.
- 2) Help you identify the areas of your business you could change to improve your delivery of results in a way that creates a win-win (for everyone involved not just your profitability).
- 3) Ensure that you're asking the right questions, collecting the right data, and tracking the right things to inform decision-making.

Remember, the questions you need answered as a business, and the information you require to make informed decisions, will be different to what your Beneficiary or Banker might need. Don't overlook key elements that may be unique to the operational side of your business and its delivery of meaningful outcomes.



Banker

In the "banker" category we're talking about anyone that drives cash into your business. That might include customers, internal shareholders, or external investors.

As you seek to better understand your banker it is likely that you'll find some areas of overlapping interest and some where they diverge. The importance of alignment with investors is a bigger conversation but, in this framework, there are typically two levels of results to test for interest:

- **Big Picture Results** - what we would call outcomes. They take time and aren't guaranteed.
- **Immediate Results** - what we would call outputs. They are smaller, incremental changes that contribute to the ultimate outcome we're seeking.

Often bankers are satisfied with what seems superficial. But remember, your mission isn't to make everyone believe what you believe! You're trying to contribute to a specific issue that you care about using the unique experience or expertise your business brings.

Tips for Talking About Your Impact



Understand your 3Bs

Unpack and understand your different stakeholders

- What knowledge or evidence do they need to continue to engage?



Tailor to the needs of your 3Bs

Feed the right people the right information

- How do they like information presented?



Less is more

Don't assume every employee, investor, or customer wants to read 80 pages of data and reporting!

- What questions do they need answered?

