

Canvas 1: Understand your organisation

Name of organisation: **Open Apparel Registry**

What to do

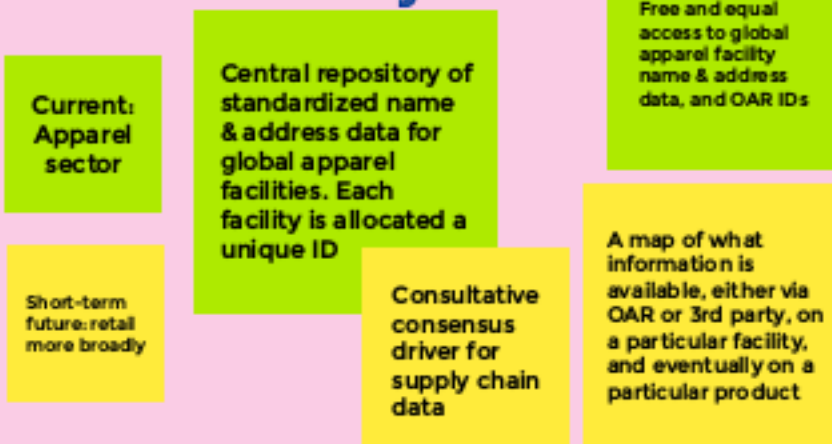
- Reflect on the core aspects of your organisation that might affect future revenue generation strategies.
- Review the questions, discuss as a team and add up to six notes to each section.

Core ideas and values



What principles guide your organisation? What do your various stakeholders expect from your organisation?

Role in ecosystem



Who do you steward (collect, maintain and share) data on behalf of, and what do you bring to the sector or broader ecosystem?

Mission

The Open Apparel Registry exists to improve human rights and environmental conditions in and around factories and facilities by opening up supply chain data as a free, public good.

When everyone working in global supply chains enjoys equal access to quality, open-licensed data, it leads to more sustainable & equitable outcomes for the world's most vulnerable communities.

What was your organisation set up to do?

Governance model

Executive Director

Voluntary, multi-stakeholder Board of Directors, representing civil society, brands / retailers, multi-stakeholder initiatives, facilities and open data

Board Chairman, Treasurer and Secretary

What is your governance model? Think about decision-making responsibilities, board, advisory and ethics groups.

Legal structure

US non-profit, registered in the State of Delaware, pending 501(c)3 status

What is your legal structure and what implications does it have on your organisation?

Canvas 2: Describe your existing business model

What to do

- Describe your current business model to better understand how revenue is generated, what activities and costs need to be covered, and your stakeholders.
- Review the questions, discuss as a team and add up to six notes to each section.

Value proposition

A consolidated registry of name & address data for the apparel sector

Quality supply chain data

Unique, free, open industry-standard facility IDs, enabling interoperability across systems

Visibility into ecosystem of facility (ie which supply chain actors have relationship with facility)

Open licensed data

Free, equitable access to data

What do you offer to your ecosystem? Think about data providers, data users, funders, decision makers and the wider public or groups benefiting from your work.

Activities and costs

Maintenance of the technical platform

Feature development for technical platform

Data moderation

Stakeholder and community engagement

Communications and marketing

What activities does your organisation invest the most time and money in? For example, data collection, cleaning and publishing, community management, and marketing.

Revenue generation

Grant funding

Premium features: API and Embedded Map

Fee for service

How do you currently generate revenue? For example, one-off services, grant funding, membership or subscription fees and more.

Stakeholders

Brands / retailers

Civil society organizations & unions

Auditors / certification schemes / service providers

Researchers / academics / journalists / investors

Facilities / manufacturing groups / suppliers / vendors

Multi-stakeholder initiatives

Who are the key stakeholders in your ecosystem? For example, data providers, data users, funders, and decision makers.

Staff

Executive Director

Chief Programme Officer

Finance Manager

Business Development Consultant

Board of Directors, particularly the Chairman and Treasurer

Product Manager

Which staff are involved in shaping your business model?

Canvas 3: Evaluate your current revenue model

What to do

- Evaluate your current revenue model and think about how internal and external factors impact your organisation's work.
- Review the 'Think about' prompts, discuss as a team and add up to six notes in each section.

Strengths

Diversity: mix of philanthropic funding, subscriptions + fee for service

Brand level solutions (e.g. Embedded Map) are cheaper than alternatives and meet multiple goals, as opposed to just disclosure

5 years committed core funding from philanthropic organization

Industry leading multi-category retailers publicly supporting OGR

Philanthropic funding underpins organizational neutrality & ability to provide free access to all users

Think about the strengths of your revenue model. What does it allow you to do that other revenue models could not?

Weaknesses

Heavy reliance on current core funding - need to diversify philanthropic funding base

Philanthropic sector doesn't yet "get" power of open data

Hard to find philanthropic funders who are willing to provide core support

The compelling "hearts and minds" stories of the OAR in action come predominantly from free users

Lots of data but manual tools for measuring and moderating

API sales lead times are slow

Think about the weaknesses of your revenue model. How does it restrict you?

Think about...



Data



Funders



Users



Governance



Resources



Sector



Technology



Society

Opportunities

Demands for expansion into additional supply chains

Publication of white paper to generate interest in additional revenue streams, e.g. data analysis

Advanced API services

"Premium access" to future additional data points

Private enterprise tool to aggregate supply chain data (e.g. one dashboard with all info)

Up-coming legislation, e.g. European MHRDD, New York Fashion Act, European Corporate Responsibility Reporting Guidelines

Data partnerships with e.g. CLEIF, GS1

Potential for data analysis services

Trend Analysis tools built on top of data

Product level transparency

Think about the external factors that could improve your revenue model. What could positively impact what you offer to people?

Threats

Demands for traceability render OAR obsolete

Competitor launches "closed" platform

EU launches new reporting platform, making the OAR redundant

Think about any external threats that your revenue model may face. What could negatively impact how you operate?