Part I

APPLYING THE CANVAS FOR THE ANALYSIS AND TRANSFORMATION OF SOCIAL CONFLICTS

After explaining the basics of the canvas and its components and the calculation of the company's social management response, the following is the implementation of the canvas in the following two topics: analysis of social conflicts and the design of social management.

A. Analysis of social conflicts. The implementation of the canvas in this type of case is done in two stages: the first stage is the analysis of the case before the conflict and the second stage is the analysis after the conflict. Regarding the implementation of the canvas before the conflict, it is carried out to determine the components of the canvas that could be causing the social conflict. Recall that social conflicts in the extractive industry can have many factors, such as, for example, environmental pollution, noncompliance with commitments, lack of employment opportunities, and economic development, among others. Likewise, social conflicts can be generated by a poor relationship with the community, a lack of social channels to maintain a permanent dialogue with the community, and the nonincorporation of communities within the area of influence, among others. The canvas offers the opportunity to determine which elements have a low level of response to improve them. Concerning the analysis of the case after the conflict, it can be seen how the company has improved the level of response of those elements that had a low level of response and allowed the conflict to be solved. In order to understand the application of the canvas in the analysis of social conflict, some case studies are presented.

B. Designing social management. The company can use the canvas to design the level of social management response by defining its community and then its

social value proposition. The company can also consider giving a high social value to each canvas element. The higher the level of social management response, the more likely the company is to earn the social license to operate. To understand the application of the canvas in the design of social management, some case studies are presented.