



Co-funded by the  
Erasmus+ Programme  
of the European Union



Undertaking,  
Recycling and  
Creating

# Students training

## #03. Business model Canvas



*Edition 02/2021*



### Project Coordinator:

Asociación de Empresarios del Polígono de Sabón – Arteixo (Spain)

### Project Partners:

Centro Público Integrado O Cruce (Spain)

Associação Terras Lusas – Movimentos Europeus (Portugal)

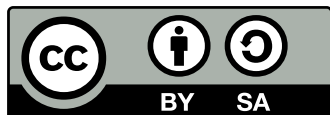
Colegio La Salle Barcelos (Portugal)

Etaireia Koinonikis Paremvasis Kai Politismou Tis Nomarchiakis Aftodioikisis Magnisias (Greece)

2o Geniko Lykeio Neas Ionias Magnisias (Greece)



© 2021 | Undertaking, Recycling and Creating Project [2020-1-ES01-KA201-091936]



Undertaking, Recycling and Creating is a KA201 - Strategic Partnerships for School Education Project  
This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License  
To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/>

## Contents

1. The need of a business model
2. The Canvas methodology
3. Build your Canvas: the big three
4. Build your Canvas: connections
5. Build your Canvas: in and out
6. SWOT analysis
7. New entrepreneurial philosophies
8. To do list

## 1. The need of a business model

*“If you don’t know where you are going,  
any road will get you there”*

Lewis Carroll

Alice’s Adventures in Wonderland



Public domain image

# 2. The Canvas methodology

**The Business Model Canvas**

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<p><b>Key Partners</b> </p> <p>Who are our Key Partners? Who are our key backlogs? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>DEFINITIONS FOR PARTNERS</b> Partnerships and alliances Allocation of risk and uncertainty Expansion of particular resources and activities</p>	<p><b>Key Activities</b> </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>CATEGORIES</b> Production Problem Solving Platform/network</p>	<p><b>Value Propositions</b> </p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CATEGORIES</b> Benefit Performance Customization "Getting the Job Done" Design Quality Risk reduction Self-Realization Accessibility Convenience/Usability</p>	<p><b>Customer Relationships</b> </p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>CATEGORIES</b> Personal assistance Individual Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<p><b>Customer Segments</b> </p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-Sided Platform</b></p>
<p><b>Key Resources</b> </p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand patents, copyrights, etc.) Human Financial</p>	<p><b>Channels</b> </p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL MODELS</b> 1. Awareness 2. Evaluation 3. Purchase 4. Post-purchase How do we know awareness about our company's products and services? How do we get high customer evaluate our organization's Value Proposition? How do we allow customers to purchase specific products and services? How do we deliver a Value Proposition to customers? How do we offer after sales? How do we provide post-purchase customer support?</p>	<p><b>Cost Structure</b> </p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>A. Fixed Expenses Model</b> Our Cost Structure is cost structure, low price value proposition, maximum automation, extensive outsourcing Fixed Overhead Expenses or value creation, premium value proposition</p> <p><b>Variable Cost Structure</b> Fixed Costs: Salaries, Rent, Utilities Variable Costs Economies of Scale Economies of Scope</p>		<p><b>Revenue Streams</b> </p> <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>PRICE MECHANISMS</b> 1. Fixed Price 2. Usage Fee 3. Subscription Fees 4. Advertising 5. Commission 6. Brokerage Fee 7. Advertising</p> <p><b>VALUE MECHANISMS</b> 1. Job-Cost 2. Product Feature Alignment 3. Customer Engagement 4. Dependence 5. Volume Dependence</p> <p><b>REVENUE MODELS</b> 1. Registration (Freemium) 2. Free (Freemium) 3. Free (Freemium) 4. Free (Freemium)</p>

**DESIGNED BY:** Business Model Foundry AG  
 The makers of Business Model Generation and Strategyzer  
This work is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License. To view a copy of this license, visit: <http://creativecommons.org/licenses/by-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

# 3. Build your Canvas: the big three

Partners

Value proposition

Customers

**The Business Model Canvas**

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<p><b>Key Partners</b></p> <p>Who are our key partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>DEFINITIONS FOR NETWORKS</b> Networks and alliances Reduction of risk and uncertainty Expansion of partner experience and activities</p>	<p><b>Key Activities</b></p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Stream?</p> <p><b>CATEGORIES</b> Production Problem Solving Platform/network</p>	<p><b>Value Propositions</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS</b> Novelty Performance Customization "Getting the Job Done" Design Quality Price/Performance Risk Reduction Accessibility Convenience/Usability</p>	<p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>CHANNELS</b> Personal assistance Individual Personal Assistance Self Service Automated Services Communities Co-creation</p>	<p><b>Customer Segments</b></p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-sided Platform</b></p>
<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Stream?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand, patents, copyrights, etc.) Human Financial</p>		<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are we currently paying? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL MODELS</b> A. Awareness B. Evaluation C. Purchase D. Post-purchase How do we know awareness about our company's products and services? How do we get high customer evaluate our organization's Value Proposition? How do we show customers to purchase specific products and services? How do we deliver a Value Proposition to customers? A. After sales How do we provide post-purchase customer support?</p>	<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>PRICE MECHANISMS</b> A. Fixed fee B. Usage fee C. Subscription Fee D. Advertising/Marketing/Leasing E. Commission F. Dividend G. Advertising</p> <p><b>VALUE PROPOSITIONS</b> A. Lifetime B. Product/Service subscription C. Customer engagement dependent D. Outcome dependent E. Usage dependent</p>	
<p><b>Cost Structure</b></p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>FIXED COSTS MODEL</b> Our Cost Structure is cost structure, low price value proposition, maximum automation, extensive outsourcing Our Cost Structure is value creation, premium value proposition</p> <p><b>SCALE ECONOMIES</b> Fixed costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope</p>		<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>PRICE MECHANISMS</b> A. Fixed fee B. Usage fee C. Subscription Fee D. Advertising/Marketing/Leasing E. Commission F. Dividend G. Advertising</p> <p><b>VALUE PROPOSITIONS</b> A. Lifetime B. Product/Service subscription C. Customer engagement dependent D. Outcome dependent E. Usage dependent</p>		

DESIGNED BY: Business Model Foundry AG  
The makers of Business Model Generation and Strategyzer

strategyzer.com

# 4. Build your Canvas: connections

Activities

Relationships

The Business Model Canvas

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<p><b>Key Partners</b></p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>BENEFITS FOR PARTNERS</b> Specialized and scalable Reduction of risk and uncertainty Expansion of partner's experience and activities</p>	<p><b>Key Activities</b></p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>CATEGORIES</b> Production Problem Solving Platform/network</p>	<p><b>Value Propositions</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>EXAMPLES</b> Solutions Performance Customization "Getting the Job Done" Design Quality Price reduction Risk Reduction Accessibility Convenience/quality</p>	<p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>EXAMPLES</b> Personal assistance Individual Personal Assistance Self Service Automated Services Communities Co-creation</p>	<p><b>Customer Segments</b></p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>EXAMPLES</b> Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>	
<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand patents, copyrights, etc.) Human Financial</p>		<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL MODELS</b> 1. Awareness 2. Evaluation 3. Purchase 4. Post-purchase How do we know awareness about our company's products and services? How do we get high customer evaluate our organization's Value Proposition? How do we allow customers to purchase specific products and services? How do we deliver a Value Proposition to customers? How do we provide post-purchase customer support?</p>		<p><b>Cost Structure</b></p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>KEY RESOURCES MODEL</b> Cost Driver (Process or value creation, external asset proprietary) Cost Driver (Process or value creation, external asset proprietary)</p> <p><b>EXAMPLES</b> Fixed costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope</p>	<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>EXAMPLES</b> Fees Usage fee Subscription Fees Licensing/Advertising/leasing Commission Dividend/fee Advertising</p> <p><b>KEY RESOURCES</b> Job Skills Product/service development Customer engagement dependent Volume dependent</p> <p><b>CHANNEL MODELS</b> Registration (charging) Trial (charging) Rent time market Volume dependent</p>

DESIGNED BY: Business Model Foundry AG  
The makers of Business Model Generation and Strategyzer

strategyzer.com

Resources

Channels

# 5. Build your Canvas: in and out

The Business Model Canvas

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<p><b>Key Partners</b></p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>DEFINITIONS FOR NETWORKS</b> Partnerships and alliances Reduction of risk and uncertainty Expansion of particular resources and activities</p>	<p><b>Key Activities</b></p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>CATEGORIES</b> Production Problem Solving Platform/network</p>	<p><b>Value Propositions</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CATEGORIES</b> Benefit Performance Customization "Getting the Job Done" Design Quality Risk Reduction Self-Realization Accessibility Convenience/Usability</p>	<p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>CATEGORIES</b> Personal assistance Individual Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<p><b>Customer Segments</b></p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-Sector Platform</b></p>
<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand patents, copyrights, etc.) Human Financial</p>	<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL MODELS</b> A. Awareness B. Evaluation C. Purchase D. Post-purchase E. Delivery F. After sales G. Repeat purchase customer support</p>	<p><b>Cost Structure</b></p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>FIXED COSTS</b> Cost of Sales (based on cost structure, but price value proposition, maximum automation, extensive outsourcing) Fixed Overhead (Fixed or semi-fixed, common across propositions)</p> <p><b>VARIABLE COSTS</b> Fixed Costs (salaries, rent, utilities) Variable Costs Economies of Scale Economies of Scope</p>	<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>FIXED REVENUE</b> Flat Fee Usage Fee Subscription Fee Licensing/Advertising/Leasing Commission Dividend/ Royalty Advertising</p> <p><b>ADJUSTABLE REVENUE</b> Lump Sum Product/Service dependent Customer segment dependent Volume dependent</p> <p><b>PERFORMANCE-BASED REVENUE</b> Registration (charging) Usage (charging) Time (charging) Real-time market</p>	

Cost Structure and Revenue Streams are highlighted in green.

Cost

Revenue

DESIGNED BY: Business Model Foundry AG  
The makers of Business Model Generation and Strategyzer

strategyzer.com

Erasmus+



## 6. SWOT analysis



## 7. New entrepreneurial philosophies

- Everything is in the cloud
- Share, like, subscribe
- Trending Topic, hype
- Search engine optimization (SEO), search engine marketing (SEM)
- Update, upgrade, terms of service
- Big Data, Artificial Intelligence, algorithm, IoT
- Cancel culture, online shaming
- **Infoxication!!!**

## 8. To do list



- Select, among the possible ideas, those (no more than two) that are most attractive to the group.
- For those chosen, develop the business model Canvas.



Co-funded by the  
Erasmus+ Programme  
of the European Union



Undertaking,  
Recycling and  
Creating

