



Promoting digital transformation and social innovation in VET  
for better access of deaf students to the labour market

2022-1-PL01-KA220-VET-000086953

# 3D4DEAF DUAL TRAINING PACK

Module 2: Social Entrepreneurship

Topic 4: Business Model Canvas



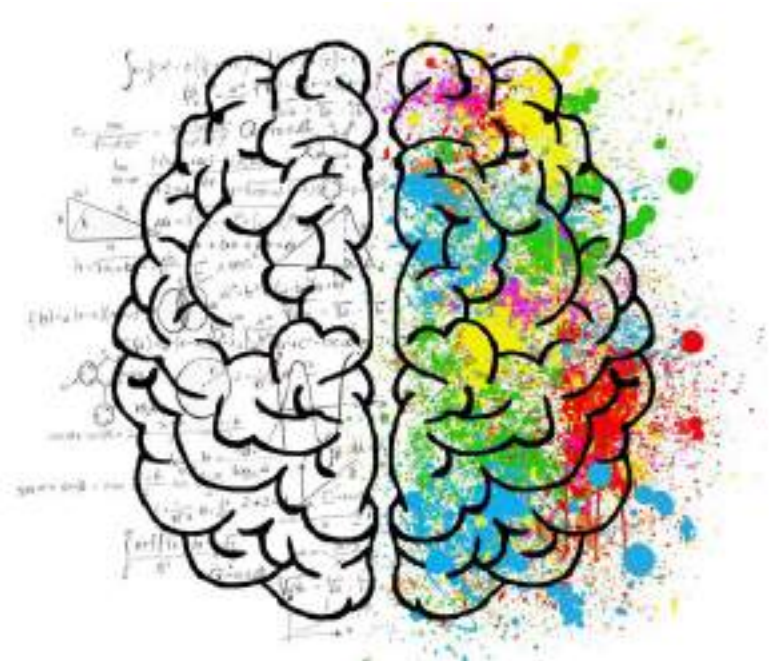
# 3D4DEAF

## TOPIC:

Business Model Canvas

## SUB TOPICS:

- What is a Business Model Canvas (BMC) – introduction
- What to pay attention to and what to avoid
- How to create your own canvas – step by step

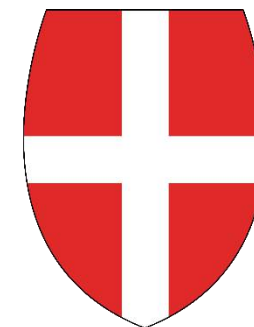


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# Project Consortium



SPOŁECZNA AKADEMIA NAUK  
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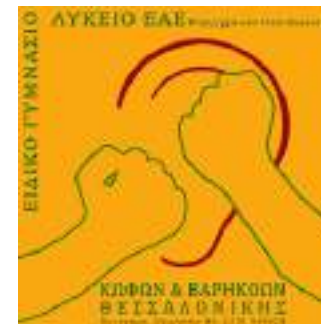
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DI TORINO



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**Emphasys**  
CENTRE



# Content of presentation



- **Sub-topic 1:** What is a Business Model Canvas (BMC) – introduction
- **Sub-topic 2:** What to pay attention to and what to avoid
- **Sub-topic 3:** How to create your own canvas – step by step

# Key Symbols



Definition



Tips



Additional resources



Activity



Video



# Topic Description

**The main objective of this topic is**

- to **present a tool** for drawing up a business model:  
the Business Model Canvas
- to **provide essential tips** about working with it
- to **differentiate it** from a business plan



## Sub-topic 1: **What is a Business Model Canvas (BMC) – an introduction**

In this section, we will:

- introduce you to the Business Model Canvas
- show the elements of this tool
- and tell you why you should use it



# Learning outcomes

## Module: Social Entrepreneurship Topic: Business Model Canvas

### KNOWLEDGE

### SKILLS

### ATTITUDES

#### Sub-topic: What is a Business Model Canvas – introduction

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"><li>• A theoretical introduction to the topic</li><li>• What is a business model canvas</li><li>• What elements does the canvas consist of</li><li>• Advantages of canvas</li></ul> | <ul style="list-style-type: none"><li>• Development of knowledge about company management</li><li>• Identification of canvas elements and its advantages</li></ul> | <ul style="list-style-type: none"><li>• Understanding the principles and ideas of how the company operates</li><li>• Awareness of various solutions in business planning</li><li>• Getting information</li><li>• Knowledge development</li></ul> |
|---|--|--|



# Introduction



Setting up a company or starting up any business always involves presenting an action plan

In it, we define our objectives:

- ✓ what sector we will work in
- ✓ what we will sell
- ✓ what customers we are looking for
- ✓ what our modus operandi will be
- ✓ what profits we expect

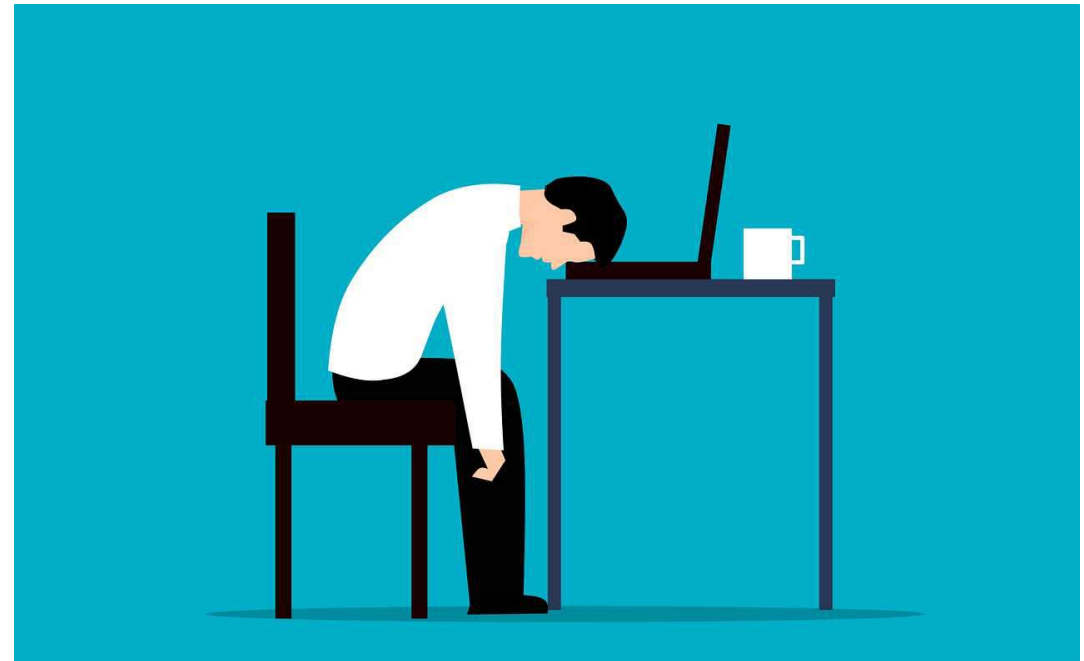


# What is a Business Model Canvas (BMC) – an introduction

However, the creation and implementation of a business plan often involves extensive record-keeping

Also, the growth of our company brings burdens in the form of an increase in the pace of business and the need to respond to dynamic changes in the market and the reality around us

The sum of the problems encountered can be so overwhelming that it leads to **delaying the start-up** or **making necessary changes** to an already operating company



# What is a Business Model Canvas (BMC) – an introduction

In such a situation, the right business model comes to the rescue!

**The Business Model Canvas** (BMC) is particularly useful

It can successfully replace a voluminous and time-consuming business plan, which may ultimately prove useless or discourage action altogether



# What is a Business Model Canvas?

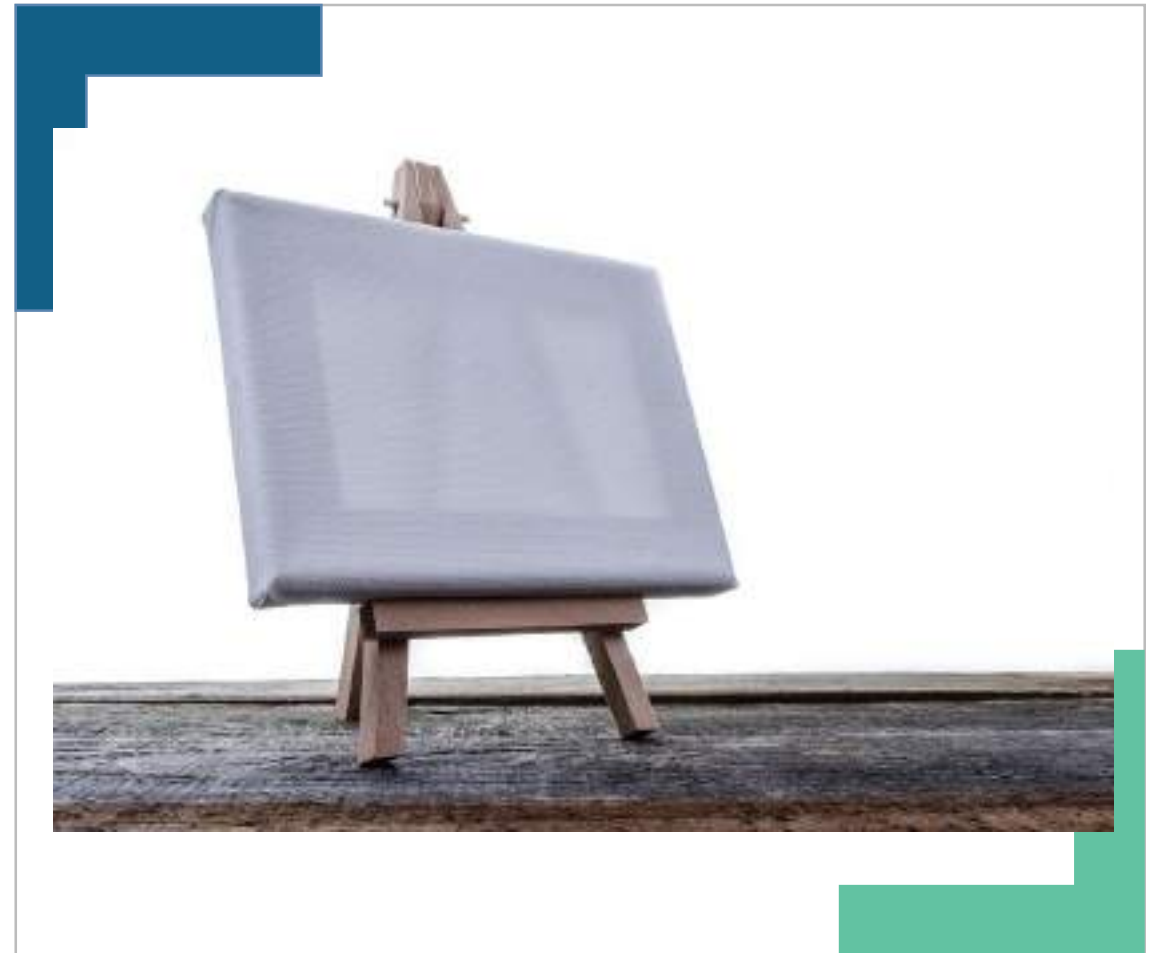


The Business Model Canvas is a tool used in management - it is a **visual template of 9 blocks** to create a business model.

In essence, a canvas - a **painting canvas**, on which we sketch a picture of our business.

Instead of colours, we **fill the canvas with our ideas**, visions of action.

We **sketch out concepts** that will bring us tangible returns.

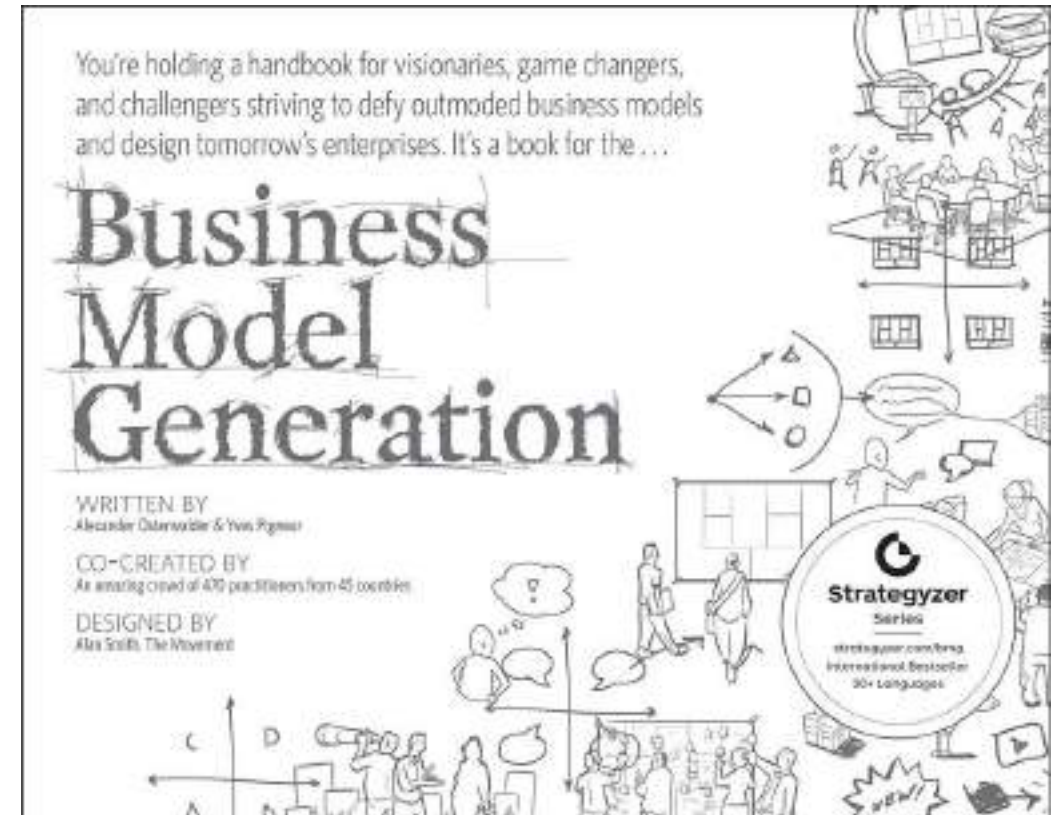


# What is a Business Model Canvas (BMC) – an introduction

This method was developed by **Alexander Osterwalder** and presented more extensively in his book

*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*

(together with **Yves Pigneur**)



# What is a Business Model Canvas (BMC) – an introduction

Thanks to its simplicity, the canvas allows you to

- easily and quickly establish the key elements of your business operation
- understand how they are interconnected
- and the interactions between them

This tool allows us to simply and quickly

- **develop** a business model
- **present** and understand the key elements of the company
- **define** our ambitions and strategy for the business
- **identify** areas for change and development

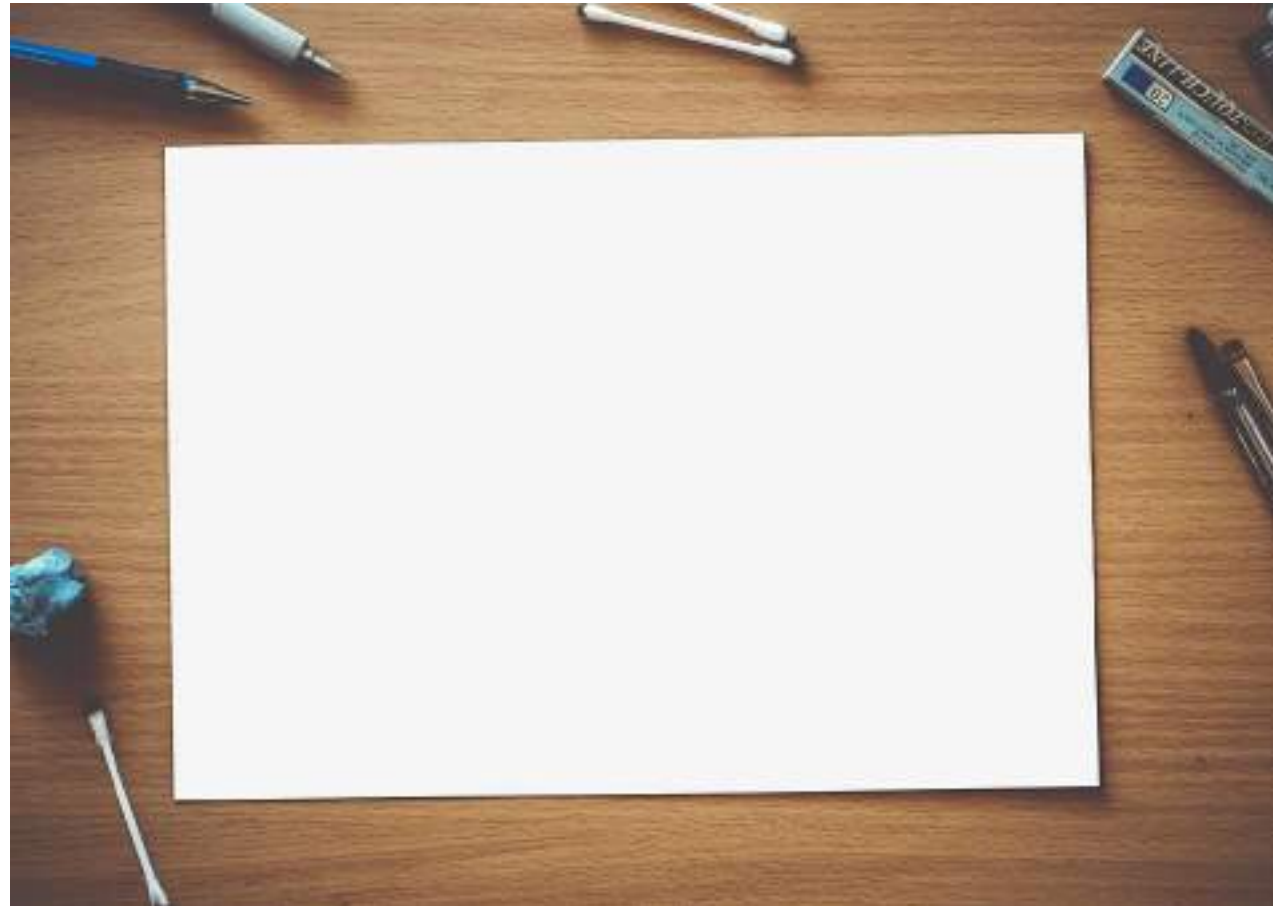




# What is a Business Model Canvas (BMC) – an introduction

All you need for this is

- ❖ a large sheet of paper
- ❖ a pen
- ❖ and 45 minutes





# What elements does it consist of?



Osterwalder and Pigneur divide the business model into **nine basic elements** that go into a company's money-making process.

These elements touch on **four core business areas**: customers, offer, infrastructure, financial position.

So, on the business model canvas, we will find the following components:



## What is a Business Model Canvas (BMC) – an introduction

1. **Customer segments**, i.e. what group of customers (individuals and organisations) we want to reach
2. **Value propositions**, i.e. what (products and services) we will offer to customers
3. **Channels** (communication, distribution, sales), i.e. how we will reach customers
4. **Customer relationships**, i.e. what the nature of the relationship between us and the customer will be



## What is a Business Model Canvas (BMC) – an introduction

5. **Revenue streams**, i.e. how our offer will generate revenue
6. **Key resources**, i.e. what resources we need (tangible and intangible) to operate our business
7. **Key activities**, i.e. what key activities we need to undertake to keep the business running smoothly
8. **Key partners**, i.e. what is the network of collaborators and suppliers through which we can operate efficiently
9. **Cost structure**, i.e. what expenses we incur to operate under a particular business model



## What is a Business Model Canvas (BMC) – an introduction

You will find a graphical template on **slide 43** - you can jump to it right now and write it out on a piece of paper in a few seconds!

All mentioned elements are **interconnected** and we should ensure that they work together and complement each other.

Only in this way will they guarantee the success of our company.

# What are the advantages of Business Model Canvas?



- **Simple**, understandable and easy to use form
- It is **versatile** and suits a variety of industries
- You can **quickly** develop a template for your business model and describe the basic principles of your company
- You put all the most important information about your company on **one sheet of paper** - structured and consistent business thinking



# What are the advantages of Business Model Canvas?



- You can **easily modify** individual fields, test different options, identify and correct weaknesses - constantly updating your business strategy
- You define the key elements of the business **clearly and transparently**, avoiding risks and many problems





# What are the advantages of Business Model Canvas?



- You can **precisely** build your marketing strategy
- It is fundamentally **focused on the customer** and their needs - creating a tailored offer and customer focus are key





## Sub-topic 2: **What to pay attention to and what to avoid**

In this section, we will:

- give you some practical tips on working with BMC
- help you define your business idea
- and tell you what to avoid



# Learning outcomes

## Module: Social Entrepreneurship Topic: Business Model Canvas

### KNOWLEDGE

### SKILLS

### ATTITUDES

Sub-topic: What to pay attention to and what to avoid

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"><li>• Practical tips to start working with canvas</li><li>• How to define your business</li><li>• What mistakes to avoid</li></ul> | <ul style="list-style-type: none"><li>• Formulating your business</li><li>• Selection of the area of activity and related aspirations</li><li>• Paying attention to possible errors and problems</li></ul> | <ul style="list-style-type: none"><li>• Awareness of ones advantages and disadvantages</li><li>• Determining ones needs and goals</li><li>• Critical thinking</li><li>• Imagination</li><li>• Preparation</li><li>• Analysis and Planning</li></ul> |
|--|--|---|

## Practical tips to start working with the Business Model Canvas



- **Prepare your materials:** large sheet of paper, sticky notes, pen
- **Write all 9 issues** on the sheet and leave space under each one for sticky notes and/or ideas
- **Remember** that all the points presented are closely interrelated!

## Practical tips to start working with the Business Model Canvas

- **Start by defining your customer group(s).** Pay particular attention to them, as they will determine the success of your business. *Who are they? How do you acquire them? How do you keep them?* You need to prepare everything for your customers' needs!
- Once you have defined your customers and your offer to them, it will be easier to specify the price of your products/services, how to reach them, build relationships with them, etc.



## Practical tips to start working with the Business Model Canvas

- **1 image expresses more than 1 000 words.**

Depending on your needs, use diagrams, pictures, drawings, infographics, sticky notes, etc.

- **Avoid long texts** - be concise and to the point



## Practical tips to start working with the Business Model Canvas

- **Combine components**, e.g. for each value proposition (offer), identify the relevant customer segment and revenue stream
- If you have multiple customer segments, **assign a different colour** to each - you will find it easier to check that there is a value proposition and revenue stream for each segment
- Make sure that all elements on the left side of the model are reflected in the right side of the table



# How to define your business?



If you are just taking your first steps in entrepreneurship and don't have a business idea yet, don't worry!

**Don't compare yourself to the market giants** - certainly their success can inspire you, but remember that there are years of hard work behind it





## How to define your business?

It is better for you to think locally at the beginning. **Analyse your own surroundings:**

- What kind of people live in your home town?
- What are their needs?
- Do they have any problems that current companies are not solving on a large scale?
- What businesses are operating in your town?
- Is there a demand for services that these companies are not meeting?

Or are you active online and have you observed communities that are looking for specific products and solutions?



## How to define your business?

Divide a sheet of paper into two parts:

- On the left side, write down all the *questions, concerns, observed gaps* that come to mind about your environment
- On the right, write down your *interests, business ideas, suggestions for solving existing problems*, etc.

**Can you combine any of the questions and answers** you have written down **so that they clearly indicate to you an industry/area of activity** in which you can develop?



# How to define your business?



Once you have clarified your direction of aspiration, or if you had a good idea from the start, use the following advice to develop it:





## 1. Take the customer's point of view

- ✓ look at your potential business through their eyes and
  - ✓ try to understand the environment, habits, needs and problems of such a person

### What does your client's day look like?

Where does (s)he work, how does (s)he spend his/her leisure time, what interests him/her?



### What problems and challenges does (s)he encounter when performing daily activities?

What does (s)he find difficult, what does (s)he avoid, what requires too much effort or takes too much time?





What dreams might (s)he have?

What improves his/her quality of life,  
what benefits does (s)he seek?

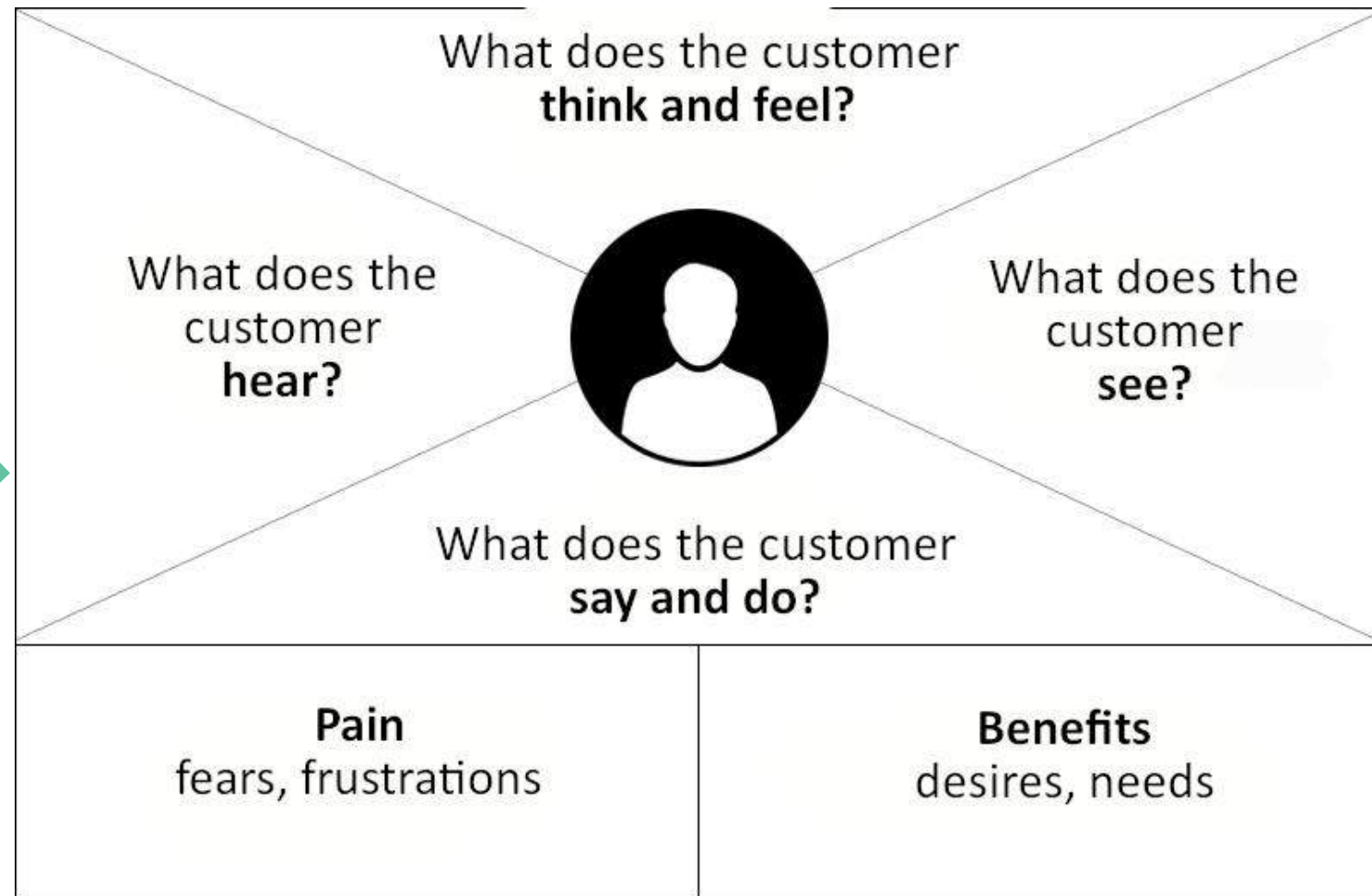
How can the product/service you are offering help him/her?

Will it provide him/her with  
positive emotions and experiences?



**An empathy map can be  
helpful in this task**







## 2. Focus on your own ideas

(Don't look at the competition, don't look to the past)

- write down as many as you can
- then put them in order
- and choose the best ones that can be implemented



It can be helpful to involve colleagues in brainstorming

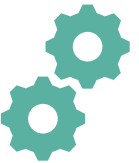






### 3. **Tell a story**

- Create a simple story with the main character giving a perspective of your company, e.g. being a customer or employee
- Use appropriate visuals (photos, clips, scenes, cartoons)



In this way, it will be **easier to create a complete picture of your business**, the direction of your aspirations - and easier to convince potential investors or partners of your idea!



# What mistakes to avoid?



Let's also note some things  
you should **avoid!**



## What mistakes to avoid?

- **Don't be discouraged** by mistakes and poor results. Learn from what didn't work and continuously improve your operations
- **Never stop optimising** your business. Analyse your activity - assess the situation, take small steps, monitor results



## What mistakes to avoid?

- **Don't put yourself and your business at the centre.** Remember to be customer-centric
- **Avoid building a long-term strategy.** You cannot define your profits, your position or your distribution channels in five years. Instead, you can set goals and ways to achieve them for the next month or quarter



## What mistakes to avoid?

- **Don't be afraid of change.** Modify your business model if you feel some elements are not working  
If a particular product isn't selling, modify your offer;  
if customers prefer to shop online, maybe you don't need many stationary outlets, etc.
- **Don't rely on rigid assumptions.** You need to adapt to the market, remain flexible to changes around you



## Sub-topic 3: **How to create your own canvas – step by step**

In this section, we will:

- present the BMC template
- explain subsequent steps
- and tell you what is a business plan and how to do it



# Learning outcomes

## Module: Social Entrepreneurship Topic: Business Model Canvas

### KNOWLEDGE

### SKILLS

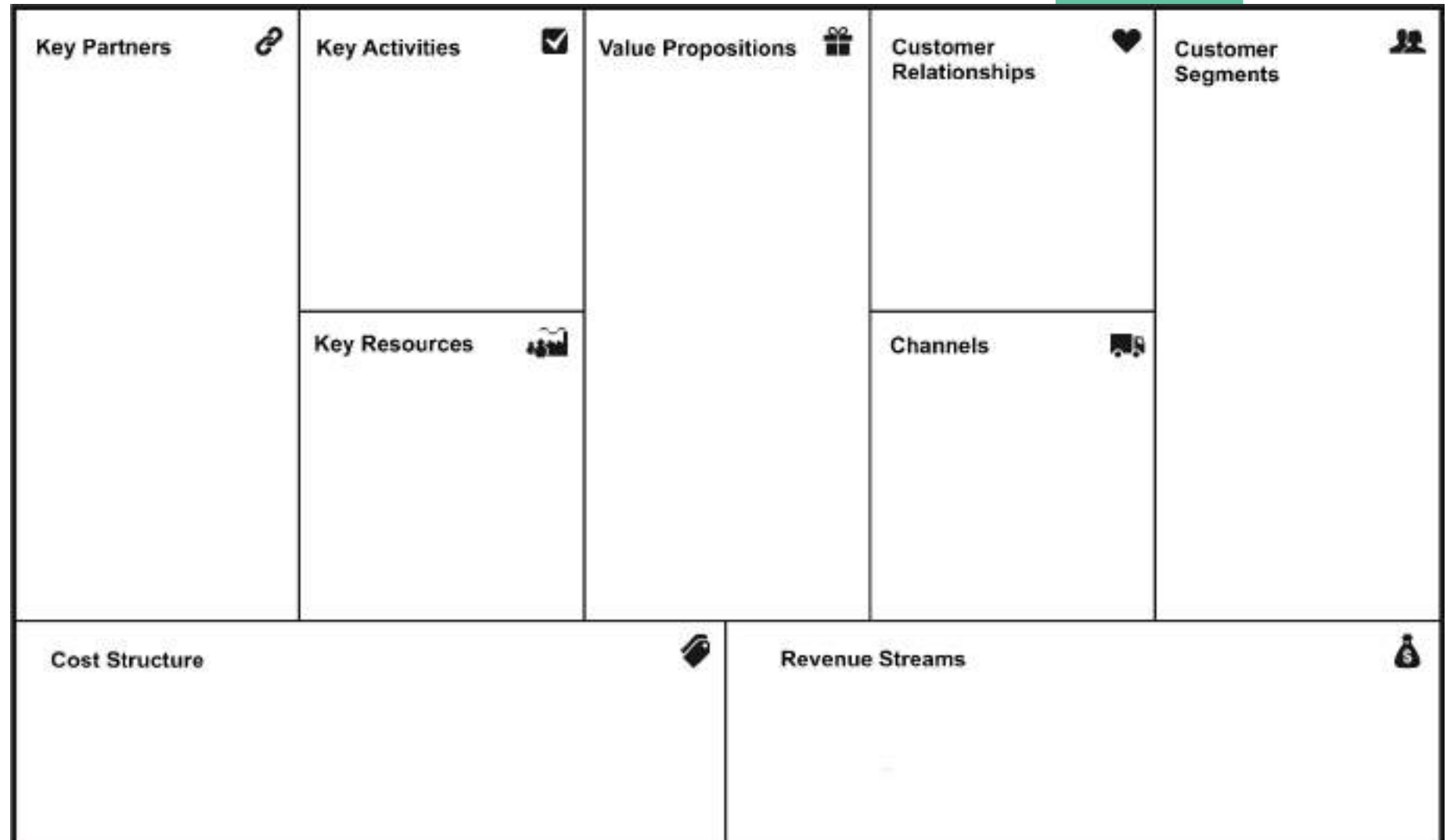
### ATTITUDES

#### Sub-topic: How to create your own canvas – step by step

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"><li>• Introducing the canvas template</li><li>• Going through subsequent elements and steps to be performed</li><li>• Detailed steps on how to create a business plan</li></ul> | <ul style="list-style-type: none"><li>• Creating your own business model</li><li>• Identification of needs, opportunities, problems</li><li>• Conducting discussions</li><li>• Team management</li><li>• Division of responsibilities and areas of activity</li></ul> | <ul style="list-style-type: none"><li>• Creativity and Imagination</li><li>• Analytical thinking</li><li>• Decision-making</li><li>• Setting goals</li><li>• Teamwork</li><li>• Communication</li><li>• Independence</li><li>• Taking responsibility</li></ul> |
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# The Business Model Canvas template

The elements of the canvas listed on slides 16-17 were organised by Osterwalder and Pigneur in the following order:





# The Business Model Canvas template

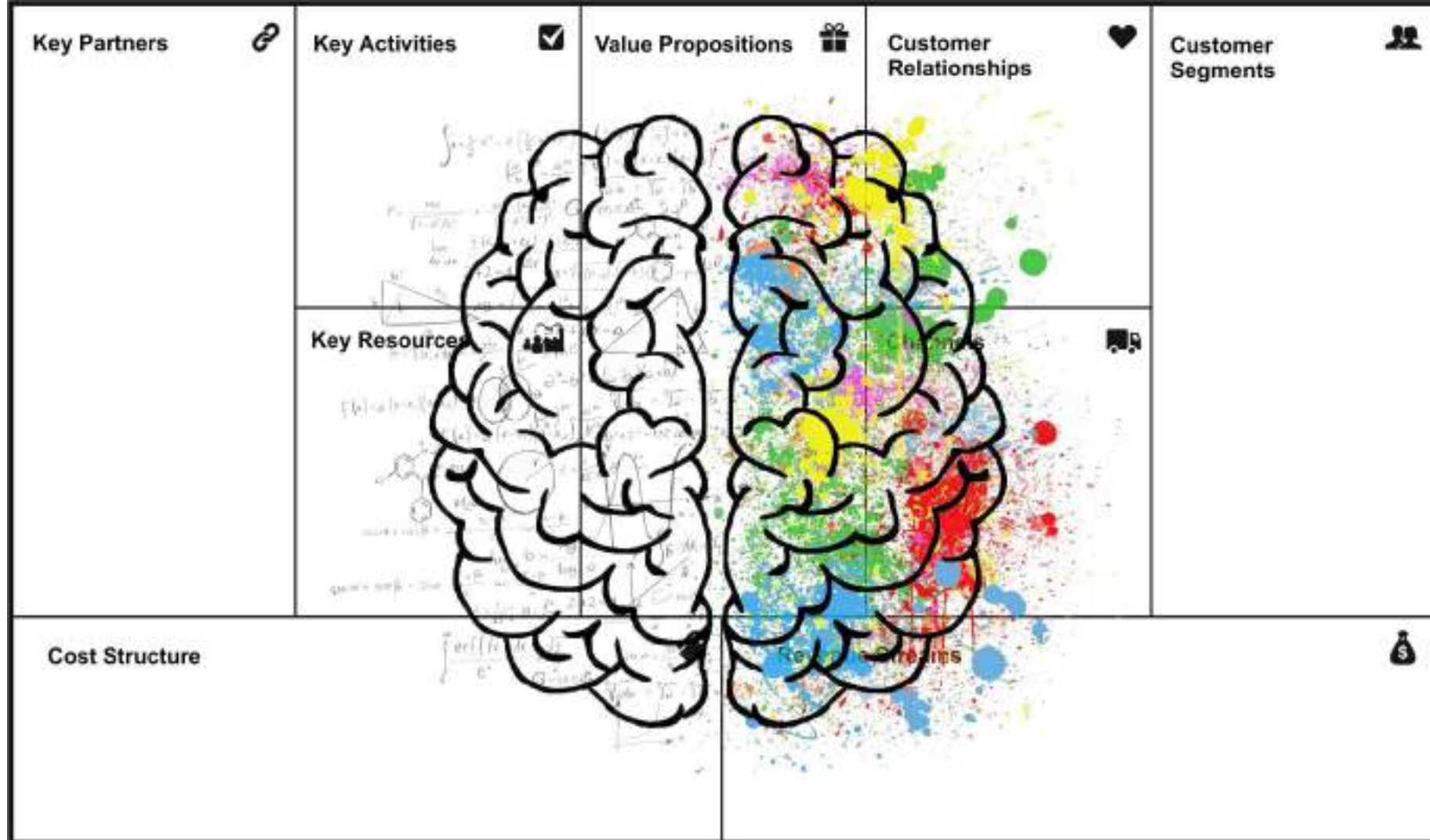
Interestingly, the author compares the canvas template to the principle of **the human brain's hemispheres**:

- the left hemisphere is responsible for logic
- the right hemisphere for emotions

## In Canvas:

- the left side is responsible for performance (activities, partners, costs, resources)
- the right side for values (customers, channels, revenues)

# The Business Model Canvas template



# Filling your Canvas step by step



It's time to create  
your own canvas!

**We will start with the elements  
that are best considered first**

Use the supporting questions for  
discussion or independent  
thinking



## Filling your Canvas step by step

### 1. **Customer segments**, i.e. what group of customers (individuals and organisations) do we want to reach

- Who is likely to benefit from our offering?
- Who do we want to produce for?
- What are the needs and interests of our target group?



### 2. **Value proposition**, i.e. what (products and services) will we offer to customers

- What do we want to create?
- What needs do we want to satisfy?
- How will we differentiate ourselves from the competition?



## Filling your Canvas step by step

### 3. **Channels** (communication, distribution, sales), i.e. how will we reach customers and deliver our offer

- Direct sales?
- Internet?
- Stationary shops?



### 4. **Customer relationships**, i.e. what will be the nature of the relationship between us and the client

- Do we provide personal support?
- Customer care?
- Self-service?
- Co-creation?
- Training?





### 5. **Revenue streams**, i.e. how our offer will generate revenue

- What streams will we take - asset sales, subscriber fee, leasing, licensing, advertising?
- What prices will we set - fixed or variable depending on market conditions?



### 6. **Key resources**, i.e. what resources we need (tangible and intangible) to operate our business

- Buildings, vehicles, equipment, sales outlets
- brand, expertise
- skilled employees
- financial resources



### 7. **Key activities**, i.e. what are the most important activities we need to undertake to keep the business running smoothly

- Product design, manufacturing and delivery
- problem solving
- operation of our platform and/or sales network



### 8. **Key partners**, i.e. what is the network of collaborators and suppliers through which we can operate efficiently

- Who should be considered a key partner for your business?
- What partners will you choose to reduce the cost of your work?
- What activities will we entrust to them?
- What resources do we acquire from partners?



## 9. **Cost structure**, i.e. what expenses we incur in running our business

The structure is influenced by:

- fixed costs (salaries, rent, plant maintenance)
- variable costs (in proportion to the goods produced/services provided)
- economies of scale (associated with an increase in production volume, e.g. large purchases=wholesale prices)
- economies of scope (associated with expanding your business)



## Filling your Canvas step by step

**Remember** that all these components must interact and complement each other



**Analyse** the relationship between them

**Identify** the strengths and weaknesses of your business model

## Filling your Canvas step by step

Finally, you can **ask yourself** these supporting questions:



- ✓ Is your business model scalable? Can you expand?
- ✓ Does your business model allow you to generate recurring revenue?
- ✓ Does your business model guarantee an edge and protection against competition?



## Filling your Canvas step by step

- You already **know** what a business model canvas is, you know its components and **how to use it**
- You **can** create it **on your own** as well as **in a team**
- It can be used to start a business, but also during the course of a business, to analyse the situation and make possible changes
- You are only limited by your **imagination!**

# ...and how to create a business plan?



We have already learnt the nature, form and advantages of the tool known as a Business Model Canvas.

**But how does it differ from a business plan?**



## How to create a business plan?

- A business plan takes the form of a **more detailed, formal document**, sometimes hundreds of pages long
- It outlines the company's strategy, the manager's vision, how the business model will be implemented, the budget, the future financial position (projected balance sheet), and the company's operations



## How to create a business plan?

- It contains detailed information on the market, competition, SWOT analysis and marketing strategy, operational and financial plans
- It is usually used to attract investors or financing
- Verifies the business model through more accurate assumptions and quantitative data



# How to create a business plan?

In summary:

- **the canvas** focuses on presenting the elements of the business model in a graphical and accessible way
- while **the business plan** provides a detailed description of the business, including objectives and strategies, market and competition analyses, operational and financial plans



How to create a business plan?

But how **exactly** do you create a business plan?

On the government's website for entrepreneurs

**[biznes.gov.pl](https://www.biznes.gov.pl)**

you will find a comprehensive guide with examples  
on how to prepare a business plan:

<https://www.biznes.gov.pl/pl/portal/00173>



# How to create a business plan?

## Keep this in mind:

- You prepare a business plan for yourself and your business, so you can use any template or create your own layout
- Most importantly, it should include information and data that will allow you to assess the potential of your business idea
- A business plan may be required by an external institution from which you want to receive money to finance and develop your business. If you are preparing a business plan for such an institution, check whether they have their own template. If so, you should use it



# How to create a business plan?



- Do not copy existing business plans. The business plan must be well thought out, soundly developed and, above all, it should correspond to your business idea. A copied plan from someone else will not prepare you for running your own business
- When creating your business plan, look to the future - think about how you want to grow your business (in the medium and long term), how you want to build your brand and develop your products or services



How to create a business plan?

Here is an overview  
of the **steps** to be taken  
in order **to prepare**  
your **business plan**:

# How to create a business plan?

## First step - what you want to sell

### Plan and define:

- What will be the source of your income?
- What kind of services or products do you intend to sell and are they likely to be of interest to customers in the current market reality?
- What will be your competitive advantage and can it differentiate you in the market?
- What might be the demand for the product or service you offer?
- How do you want to reach the audience of your service? How should they find out about it? How often will you undertake these activities?



# How to create a business plan?

## Second step - know your customer

Answer the question: to whom do you want to offer your service or product?

- Is it to be an individual? If so, try to identify his or her most important characteristics, for example age, earnings, occupation, place of residence
- Is it a company? If yes, identify its size (small, medium, large). What is its business profile? Think about who you need to reach in this company (for example: production, purchasing, sales, marketing)
- You can divide customers into segments, i.e. groups that share similar characteristics



# How to create a business plan?

## Third step - plan your sales

- Plan how many and to whom you want to sell your products (services) and at what price for the first three months, in six months, for nine months, for one year and in two years' time
- In this step, use the information from step one - product or service description, and step two - customer description  
Are your customers a rather similar group or should they be divided into subgroups and a slightly different sales plan prepared for each?
- You can make your sales plan in any form you like, for example in an Excel spreadsheet



# How to create a business plan?

## Fourth step - know your competitors

- Research your company's surroundings and see how your future competitors operate

(Remember that your competitor will not only be companies that offer exactly the same thing, but also those that provide a different service but meet a similar customer need. E.g. competitors for a boxed diet company include other catering companies as well as local restaurants or grocery shops)

- You should gain as much knowledge as possible about the market and the environment in which you want to operate. This will allow you to assess whether you have a chance to enter the market and grow your business
- Consider the chance of some customers moving to your business and how many new ones you need to attract. On this basis, verify your plans for the number of customers and their possible segmentation



# How to create a business plan?

## Fifth step - who will be your business partner

- Consider who will be your most important business partner, i.e. your key supplier or contractor
- Contractors and suppliers are an important link because the quality of the products or raw materials they supply and the timeliness of the services they provide will translate into your offering  
The financial health, the quality of the work provided and the degree of commitment of the supplier and contractor will determine the success of your business
- Carefully define your supplier selection criteria. For example, if you want to sell dietary products, a criterion for selection could be whether they are certified for organic production or the time it takes to deliver raw materials



# How to create a business plan?

## Sixth step - count the costs

- Consider how much money you need to start the business and how much it will cost you each month to run it
- Costs depend on the specifics of the business
- Most often, in connection with launching a business, entrepreneurs pay for: hardware, software and its implementation, goods, rent of premises or warehouse, deposit for renting premises/office/warehouse, adaptation of premises (renovation and equipment), permits or licences, building a website, advertising activities



# How to create a business plan?

- The more reliable the data, the more reliable and realistic your calculations will be
- It is worth basing your calculations on more pessimistic scenarios - especially when forecasting your company's finances. You have to assume that there will be setbacks somewhere along the way and that you will not meet 100% of your assumptions
- The buffer is very important here. It is a good idea to recalculate everything carefully, analyse several times, identify weaknesses
- **Remember** to always include an amount for possible additional costs in your business plan (cost buffer)





# How to create a business plan?

## Seventh step - where do you get your start-up money from?

- Once you know how much money you need for your start-up, identify the sources from which you will raise it. These may include: your own funds, a loan, credit, funding from the job centre, other grants
- Whichever source you choose, check the financing conditions in detail and plan the costs associated with raising the capital and repayment  
It is worth determining your needs carefully so as not to take on too great a financial burden and to avoid a situation in which you will have too little money to develop and run your business
- **Remember!** Loan or credit instalments must be included as one of the fixed costs in your business plan



# How to create a business plan?

## Eighth step - do you have enough knowledge?

- Analyse your competences. Find out which, if any, you lack and whether you are able to acquire them
- Include in your business plan the possible costs associated with acquiring qualifications. Depending on what stage you are at, this will either be a one-off start-up cost or a variable cost
- **Remember!** For some activities, you need to have a specific qualification - you won't register your business without it. It is worth checking whether the activity you intend to carry out requires a document (certificate, licence) proving your qualifications
- If you don't have the right qualifications and you want to run a business that requires them, you need to hire employees with the right qualifications



# How to create a business plan?

## Timetable of activities

- With all the information complete, prepare a schedule of activities
- Scheduling your activities over time is key to achieving your objectives. It organises tasks and supports the control of the plan's execution  
A properly constructed schedule of activities is also a method of verifying your business idea and identifying risks that you did not notice before
- The schedule must be simple and clear and show logical relationships between activities
- **Remember!** Plan for realistic deadlines. Think about whether it is worth adding a time buffer to your assumptions in case of unforeseen events - this is one method of reducing risk



# How to create a business plan?

The **schedule** should in particular:

- indicate the start date of the business
- identify the most important tasks in the order in which they are to be performed
- indicate the person responsible for the task
- indicate the start and end date of the task
- indicate milestones or checkpoints - the points at which you check that you are operating according to plan

**Remember!** Always verify what stage of completion you are currently at. Check that what you have planned has been done.



# How to create a business plan?

## Write a business plan!

- Your business plan is basically ready - you've got an idea, lots of data, you've thought through why it's worth doing. Don't forget to write it all down! This is an important moment when you will finally put all the information in order, verify it once again with the knowledge you have gained in the subsequent stages and make any modifications you deem necessary
- The subsequent elements of the business plan are nothing more than the results of your previous work put down on paper: researching and verifying information, planning costs and activities
- The business plan must convince you that your idea is good and has a real chance of success. If, as a result of this work, you think it's great - get started!



## How to create a business plan?

As you can see, when creating a business plan you are doing almost the same things as with the BMC

The difference is the approach in gathering information - it needs to be more precise, accurately described, supported by concrete data

**So get your thoughts together,**  
**get your chaps together**  
**and get to work!**

# References

You can find more useful information here:

- Alexander Osterwalder, Yves Pigneur - Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers
- Jacek Pucher - Jak przygotować dobry Business Model Canvas (<https://www.parp.gov.pl/publications/publication/jak-przygotowac-dobry-business-model-canvas>)
- Jak przygotować biznesplan (<https://www.biznes.gov.pl/pl/portal/00173>)

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