

**DU, WIR
& UNSER
NETZWERK
SO GEHT
GRÜNDEN!**

#30jahrebpw

**BPW
2025**

w w w . b - p - w . d e

BPW 2025

Seminarprogramm Berlin



Investitionsbank
des Landes
Brandenburg

ILB

Business Model Canvas

A Step by Step Guide

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UNTERNEHMENSBERATUNG

Agenda



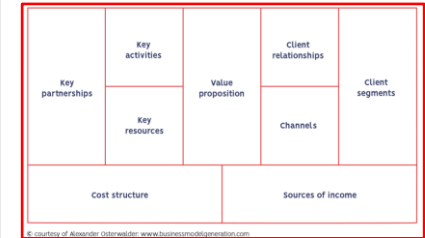
Business Model: Definition & Canvas Introduction

Business Model Canvas compared to a „classic“
bankable Business Plan

Business Model Canvas: you develop one

Business Model: What is it?

⇒ From idea to concept

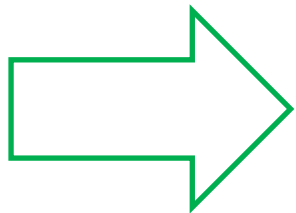


⇒ Description of the relations between all aspects of an organisation or project that are needed in order to create, deliver, and capture values.

⇒ Means: To generate a (surplus) value for clients/customers and a gain or a plus for the organisation, i.e. sales revenue.

Business Model: What is it?

An idea will be **visualised** and **theoretically tested** if entrepreneurial action could be (long lasting) **successful**.



A well structured visualisation of the business model serves as basis for an **in-depth analysis!**

2 well-known options to **systematically** develop a business model: writing a **bankable business plan** or develop a **business model canvas**

Business Model Canvas

To canvas sth on a canvas: To consider sth on one page / on a screen

A **strategic management** method or
for developing and documenting
business models

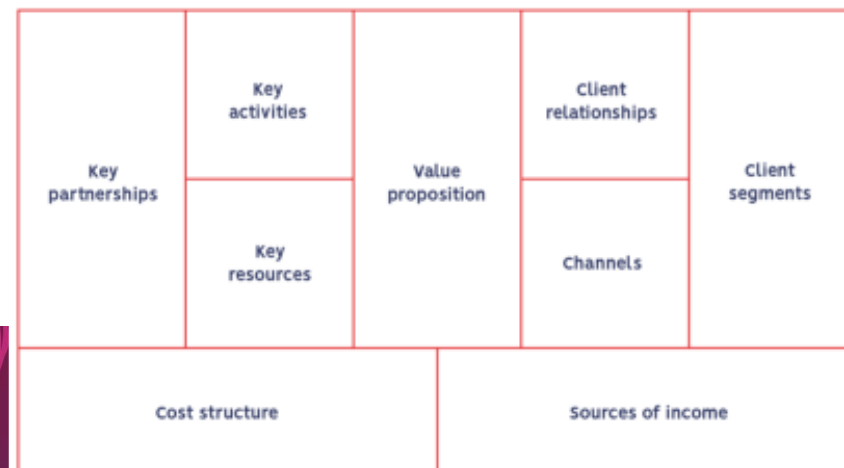
It may be used to check on existing
concepts (**controlling instrument**)

USP: It is a complex **analysis** tool or

It can be used as **creative tool** to
draw a business idea to a rough
concept

on one single page

Potentials and risks can easily be **recognized**



Founder: Alexander Osterwalder

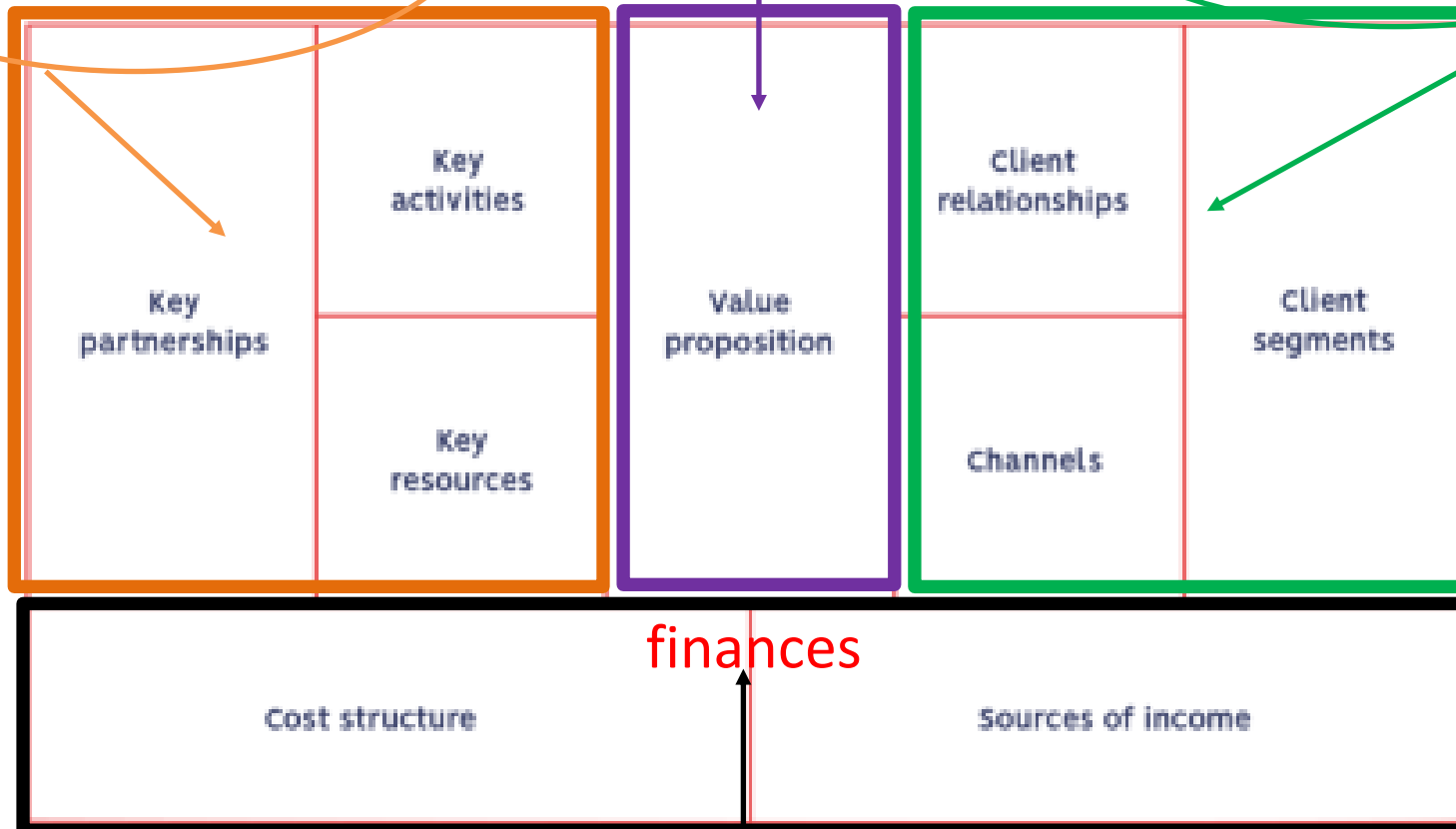
internal strategy

external strategy

3 How? - infrastructure

1 What? - products & services

2 Who? - clients



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4 How much? - finances

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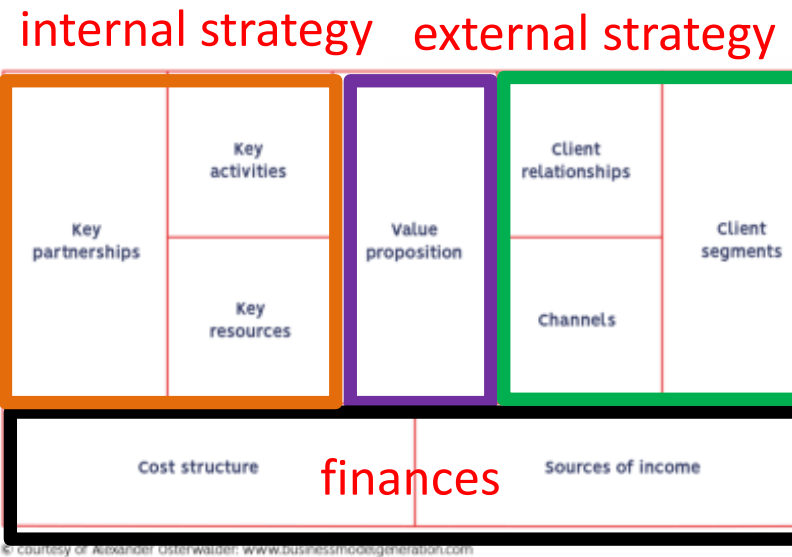
Bankable Business Plan vs. Business Model Canvas

Businessplan

1. Executive Summary
2. Value proposition
3. Entrepreneur (Team)
4. Market analysis
5. Marketing
6. Organisation
7. Milestones
8. Chances & risks
9. Financing plan

Canvas

- => Canvas Modell
- => Value proposition
- => Relations to the internal strategy w/ regards to own resources (skills & knowledge, experiences)
- => Relations to value proposition & external strategy
- => Relations to external strategy
- => Internal strategy
- => may belong to value proposition or as a result of developing a Canvas Model
- => may be a result of developing a Canvas Model
- => finances (as rough draft)



1. PHASE

1. Abgabetermin

19. November 2024

Businessplan

Erforderliche Kapitel:

- Zusammenfassung
- Produkt/Dienstleistung
- Gründungsteam

Integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

Business Model Canvas

Erforderliche Inhalte:

- Überblick
- Canvas
- Ausblick
- Beschreibung der Segmente

Integriere die Nachhaltigkeitsaspekte in die Beschreibung der Canvas-Segmente.

Page 53 ff.

Business Model Canvas: develop your own one



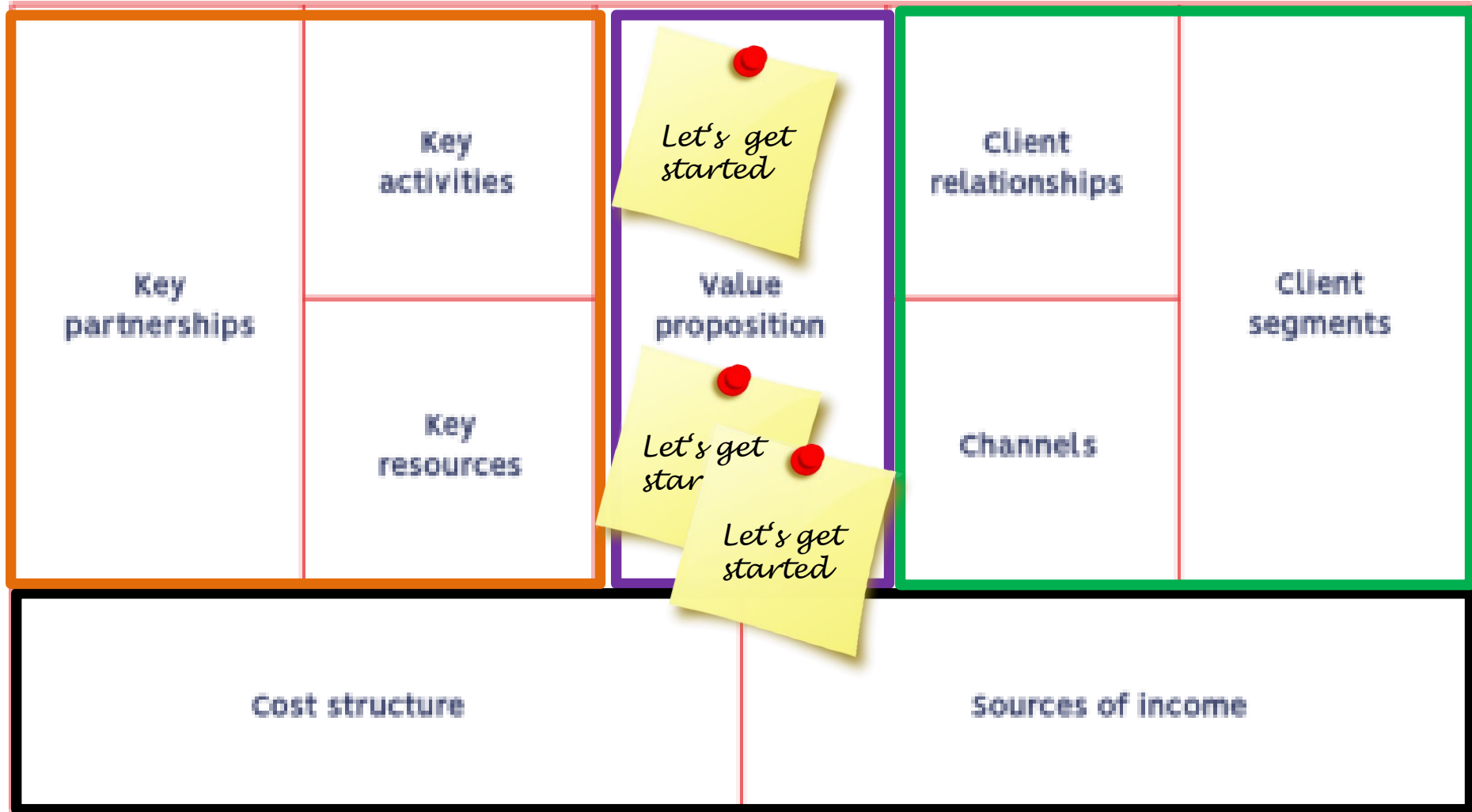
Develop **one idea only** to a business concept on your sheet of paper in the Business Model Canvas.

Only note the **essential information** and note a single thought in capital letters on a sticky note.

Remember:

It is a poster, filled with sticky notes, to visualize potential relationships between the different aspects of being self-employed / running a company.

Please decide now to either work analog or digital



3 How? - infrastructure

Who are my key partners, suppliers (for which activities)?	Activities that my value proposition, my distribution channels, Key activities my client relationships, my revenue streams require.
Which resources am I requiring from which partner?	Resources that my value proposition, my distribution channels, Key resources my client relationships, revenue streams require.
Key partnerships	

1 What? - products & services

What is the specific product?	Value proposition am I helping to solve?
What bundels am I offering which client segment?	
Which one of the clients' problems	Which customer needs am I satisfying?
	USP – additional feature

2 Who? - clients

How will I get, keep, grow customer?	Client relationships relationships will each client segment expect us to establish
What kind of	
Through which (sales & communication) channels do my customer segments wanted to be reached?	Channels
For whom am I solving a problem or fulfilling needs /create a value? Differentiate between segments w\ regards to -B2B, B2C	Client segments -socio-demographic -demographic aspects -values, needs. Does the value proposition match the customer needs?

What are the most important costs in my business model?	Cost structure
Which key activities, key resources are most expensive? i.e. running costs, investments, follow-up investments	

How much does each source of income contribute to overall turnover?	Sources of income
For what value are clients willing to pay? What is the maximum a service/product can cost?	

4 How much? - finances

YOUR IDEA COMES FIRST

Nespresso

<p>sales team</p> <p>Consultant for risk management</p> <p>Marketing agency</p> <p>Key partnerships</p>	<p>Find coffee bean farms</p> <p>Establishing sales team</p> <p>Key activities</p> <p>Risk management</p> <p>Patents, trademark/CI marketing</p>	<p>Serving best quality espresso in a short time.</p> <p>prestige... capsules</p> <p>Different lables/tastes of coffee</p> <p>Machines high quality less price</p> <p>Value proposition</p> <p>World of barista for home use</p> <p>Coffee good quality of taste</p> <p>Handsome man/woman meeting</p> <p>Customized small portions.</p> <p>Benefit: easy and quick use</p>	<p>Discounts for customer => Keep customer</p> <p>Subscription to keep customer</p> <p>Client relationships</p> <p>Members club as community building ...</p> <p>Coffee shop where to achieve the product</p> <p>Promo campaign: free machine for magazine subscription</p> <p>Channels linkedin</p> <p>Ads on buildings in shopping areas</p> <p>One-on-one campaign towards companies</p>	<p>People working from home who want coffee during working.</p> <p>Companies for their customers to make coffee very quickly</p> <p>Old people because of Client segments</p> <p>Early adopters with high income & pay more for quality</p> <p>Singles early 30s to 50s yrs</p>
<p>Investments: devices (smartphones, laptops), first marketing strategy</p> <p>Follow-up investment: machine in 5 yrs</p> <p>Cost structure</p> <p>Fixed running costs: subscriptions, staff costs (private costs), car, office supply</p> <p>variable running costs: electricity (higher/lower use), goods & production, Marketing, social media costs</p>		<p>Ads on buildings in business areas</p> <p>Sales subscriptions 1,000,000€ in 2027</p> <p>Affiliate marketing 100,000€ in 2027</p> <p>Sources of income</p> <p>Fundings 200,000€ in 2027</p> <p>Selling rights – commission 1,000,000€ in 2027</p>		

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BUSINESS MODEL CANVAS

Key partnerships

- Who are your key partners?
- Which key resources do you procure from your partners?
- Which key activities do your partners perform?
- Which partners can you assist in the implementation of sustainability requirements? (e.g. associations/research institutions)

Key activities

- Which key activities does your business require in the different areas?
- Does an environmental and socially responsible focus produce opportunities (quality, supply guarantee, reputation etc.)?
- Which activities do you perform yourself? Which would you like to work together with partners on?
- What does the implementation roadmap look like before and after the business has been started?

Key resources

- Which key resources does your business require in the different areas?
- To what extent does a clear focus on sustainability ensure the acquisition of key resources (e.g. employees, investors, market partners)?
- Which location factors are important to your business?
- What is the legal form of your future business?
- Who assumes which tasks in the business and are the skills of the people involved described adequately and demonstrated (enclose CVs)?

Value proposition

- Which product and service packages do you offer your client segment and how do these differ from the competition?
- Which client needs do you fulfil?
- Which problems do you help solve with your product/service?
- What exactly is the client benefit?
- How can the client benefit be enhanced by aspects of sustainability?

Client relationships

- What kind of relationship suits your client segment, the product/service you offer and your strategy?
- What are your clients' expectations with regard to environmental and social aspects?
- How cost-intensive are the client relationships?
- How can they be integrated into your business model?

Channels

- Which communications and sales channels would you like to use to reach your clients?
- Can you open up new channels by integrating aspects of sustainability?
- How cost-intensive are the channels?
- How can these channels be integrated into your business and your client workflows?
- Which work best?

Client segments

- Who are your key clients?
- How is the market structured (clients, rivals, trends, e.g. technological, environmental, social and economic)?
- How can a competitive advantage be achieved by taking into account principles of sustainability such as energy efficiency, health compatibility or Fair Trade?
- Who are the most important competitors?

Cost structure

- What are the key costs associated with your business model?
- Which key resources and activities are most expensive?
- How can savings be achieved through efficient and environmentally friendly procedures or measures, such as in consumption of resources or recycling?

Sources of income

- What does the financing look like, even before turnover from client income has been generated?
- What is the maximum the product and/or service can cost? How much are your clients willing to pay? Which pricing strategy are you pursuing?
- Does the sustainable focus of your business model permit better access to revenue streams (i.e. increased willingness to pay on the part of clients)? If so, which?
- How much does each source of income contribute to overall turnover?

BPW CANVAS COMPETITION



- In addition to the canvas, describe your thoughts on one or two pages per field using the key questions for the nine components. In this way, third parties can understand your keywords from the Canvas model and get an idea of your business concept.
- Start your additional explanations with an **overview**. It serves the reader as a summary of your explanations and should contain a short summary of the nine segments.
- End your presentation with an **outlook**.
- Provide a short overview of where you want to be with your company in three to five years' time.
- The overview and outlook can only be found in the additional explanations (textual explanations in addition to the canvas). p.55

<p>Overview</p> <ul style="list-style-type: none"> Do the essential aspects of ideas, plans, market and goals emerge concisely and comprehensibly from the summary? Has the Canvas business model been clearly structured overall and prepared in a way that is understandable and clear even for non-experts? Does the business concept appear coherent in terms of content? Does the business concept reflect the goals of sustainable corporate development? Does the Canvas business model appeal to the reader as a whole (visual presentation, scope, readability/understandability)?
<p>WHAT?</p> <p>Value Proposition</p> <ul style="list-style-type: none"> Is the product/service described in a way which can also be understood by non-specialists? Is the client benefit clearly described? Is the added environmental and societal value clearly presented in detail?
<p>WHO?</p> <p>Client Segments</p> <ul style="list-style-type: none"> Are the most important clients segmented and described based on suitable criteria to ensure the most promising client groups? Are the products allocated client segments and are they assigned to a market? Is the competitive situation realistically and comprehensibly analysed using methods? Are clients' financial, environmental and social requirements reflected?

<p>Client Relationships</p> <ul style="list-style-type: none"> Are the relationships with the client segments and the costs thereof clearly described? Is the integration of the relationships and client requirements into the business model clearly presented?
<p>Channels</p> <ul style="list-style-type: none"> Are the communications and sales channels tailored to the clients? Is the integration of the channels into the business and client workflows presented clearly?
<p>HOW?</p> <p>Key Activities</p> <ul style="list-style-type: none"> Are the key activities described clearly and allocated to people? Are aspects of sustainability taken into account in the key activities? Is it explained why these activities are so important for this business model? Are the most significant milestones in the business's development described?
<p>Key Resources</p> <ul style="list-style-type: none"> Are the key resources clearly described? Is it shown how taking into account environmental and societal sustainability can aid the acquisition of key resources (employees, market partners etc.)? Has a location been chosen? Has a legal form been clearly selected? Is it clearly shown who is taking on which duties in the team and/or looking after which key resources?

<p>Key Partnerships</p> <ul style="list-style-type: none"> Are the key partners named? Is the reason why there are key partners and how they can contribute to success described? Are additional partners relevant to success (research, associations, politics etc.) taken into account alongside key partners (clients, suppliers etc.)? Are activities allocated to the partners?
<p>HOW MANY?</p> <p>Sources of income</p> <ul style="list-style-type: none"> Are the key resources clearly described? Are the pricing considerations clear and have the prices been validated, e.g. through a survey?
<p>Cost Structure</p> <ul style="list-style-type: none"> Are all costs plausibly presented? Are potential cost savings illustrated by efficient, risk-reducing or environmentally friendly procedures and measures?
<p>Overall Impression</p> <ul style="list-style-type: none"> Does the canvas model (design, layout, appropriate scope) appeal to the reader? Does the business plan appear coherent from a content perspective (client benefit, target audience, market segmentation etc.)? Does the canvas model reflect sustainable business development objectives?
<p>Outlook</p> <ul style="list-style-type: none"> Is the objective (3–5 years) described comprehensibly? Are the opportunities and risks assessed and explained realistically?

Assessment criteria p.63ff

Win Prize Money With Your Canvas Model



website: <https://www.b-p-w.de/en/>

Handouts, tools: <https://www.b-p-w.de/en/service/>

manual: <https://www.b-p-w.de/en/downloads/manual/>

Good Luck & Enjoy The Ride!

Best regards,



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Förderer



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Europäischen Union



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