



# Business Model Canvas

## A Reflection

**ENTREPRENEURSHIP 4 ENGINEERS**

**Workbook**

2.1.

Alexandra Xavier and Pedro Peixoto



Co-funded by  
the European Union

# Instructions

- **Before class:**
  - Watch Module Video
  - Read recommended and suggested documents
  - Download the Tools
  - Proceed with this guide, completing all tasks specified for completion before class on each page.
  - Set up a working group

**Book:** Dieffenbacher, S. F., Hüttinger, C., Zaninelli, S. M., Lines, D., & Rein, A. (2024). How to Create Innovation: The Ultimate Guide to Proven Strategies and Business Models to Drive Innovation and Digital Transformation. John Wiley & Sons.

**Business Model Canvas:** Strategyzer

**UNITE CORE Business Model Canvas:** How to Create Innovation










**UNITE EXTENDED Business Model Canvas:** How to Create Innovation




# Instructions – Download Tools

## The Business Model Canvas


Designed for:
Designed by:
Date:
Version:

Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

Copyright Strategyzer AG  
The makers of Business Model Generation and Strategyzer



This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License.  
To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-sa/3.0/>  
or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, CA 94105, USA.


  
strategyzer.com



# Instructions – Download Tools

**THE UNITE BUSINESS MODEL CANVAS**

Designed for
Designed by
Date
Version

<b>OPERATING MODEL</b> <div>Value Chain</div> <div>Key Resources</div> <div>Key Partners</div>	<b>VALUE MODEL</b> <div>Value Proposition</div> <div>Product System</div>	<b>EXPERIENCE MODEL</b> <div>Brand</div> <div>Customer Relationships &amp; -Engagement</div> <div>Channels</div>
<b>COST MODEL</b>		<b>REVENUE MODEL</b>

**THE UNITE INNOVATION & TRANSFORMATION MODELS**

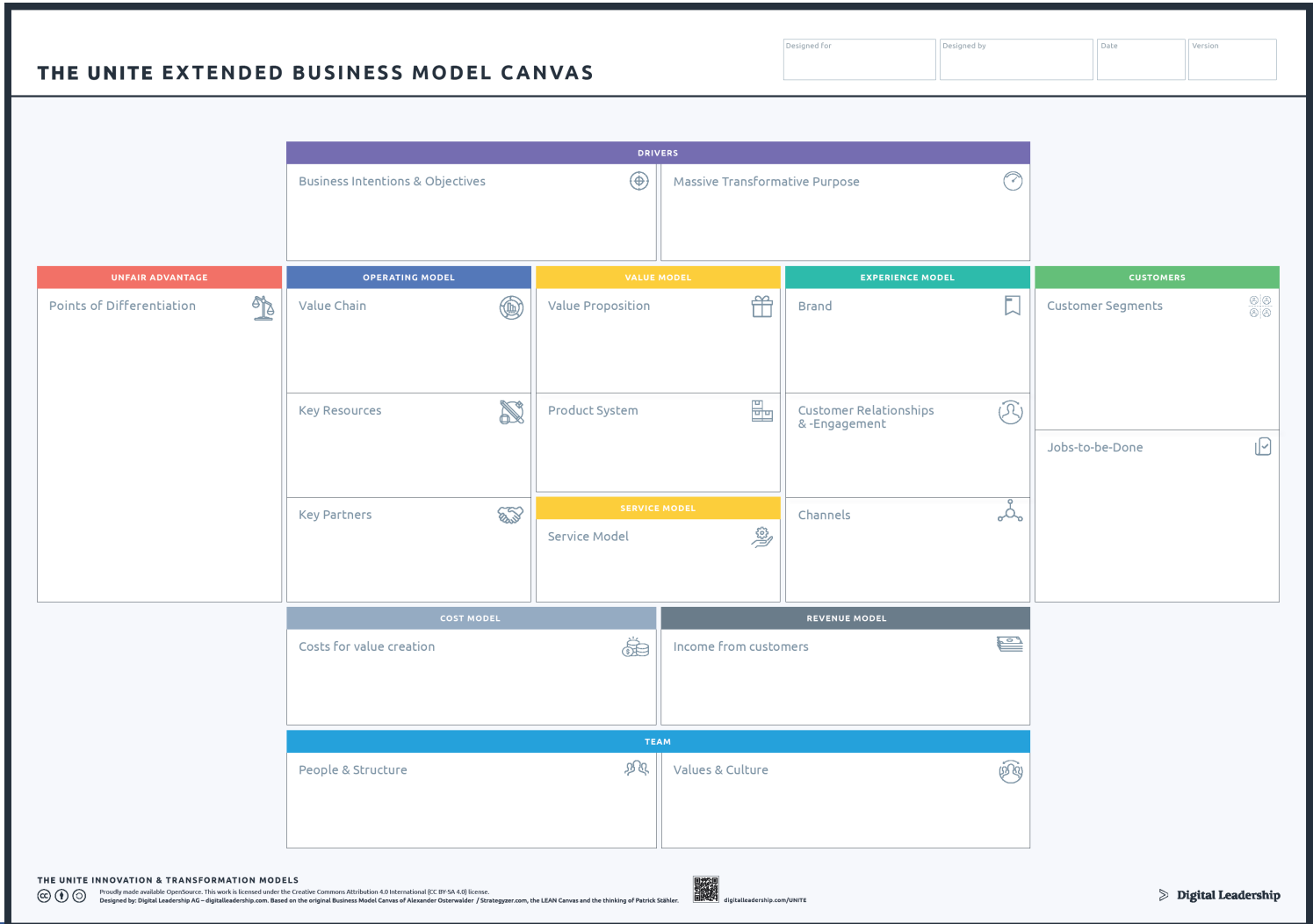
Proudly made available Opensource. This work is licensed under the Creative Commons Attribution 4.0 International (CC BY-SA 4.0) license.  
Designed by: Digital Leadership AG – digitalleadership.com. Building on the work of Alexander Osterwalder / Strategizer.com.

digitalleadership.com/UNITE

Digital Leadership



# Instructions – Download Tools



# BEFORE CLASS – Fill-in your Business Model Canvas

Create your Traditional BMC

*Using traditional Alexander Osterwalder Business Model Canvas, fill-in your Project BMC*

Discuss among your working group

*Write all comments and potential improvements arising from your working group brainstorm over your Project BMC*

# BEFORE CLASS – Fill-in your Business Model Canvas










## The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

<h3>Key Partners</h3>  <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>KEY PARTNERS AND PARTNERSHIPS</b> Relationships that complement our business model Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p><b>KEY ACTIVITIES</b> Production Distribution Logistics Platform Network</p>	<h3>Value Propositions</h3>  <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>VALUE PROPOSITIONS</b> Newness Performance Customization Convenience Design (Style and Look) Price Place Risk Reduction Social Features Accessibility Compatibility</p>	<h3>Customer Relationships</h3>  <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>CUSTOMER RELATIONSHIPS</b> Personal assistance Self-Service Automated services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p><b>CUSTOMER SEGMENTS</b> Mass Market Niche Market Segmented Individual Multi-Sided Platform</p>
<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>KEY RESOURCES</b> Physical Intellectual Human Financial Channels (Third parties, co-partners, distributors)</p>		<h3>Channels</h3>  <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>CHANNELS</b> 1. Direct sales 2. Indirect sales 3. Partners 4. Distribution 5. Other sales 6. Other sales</p>		
<h3>Cost Structure</h3>  <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>COST STRUCTURE</b> Fixed costs Variable costs Cost of Sales Cost of Distribution Cost of Customer Support Cost of Marketing Cost of Research and Development Cost of Administration Cost of Other</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><b>REVENUE STREAMS</b> Asset sale Usage fee Subscription Licensing Advertising Other</p>		

www.businessmodelgeneration.com

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.

# IN CLASS – Fill-in your UNITE CORE Business Model Canvas

Prototype your UNITE CORE BMC

*Supported on UNITE CORE Business Model Canvas,  
use existing guidelines from the presentation and  
the sources to fill-in your Project UNITE CORE BMC*

Discuss among your working group

*Compare both Business Model Canvas  
. Traditional by Alex Osterwalder  
. UNITE CORE  
Write all comments and potential improvements  
arising from your working group brainstorm over  
your Project BMC comparison*



# IN CLASS – Fill-in your UNITE CORE Business Model Canvas

## THE UNITE BUSINESS MODEL CANVAS

OPERATING MODEL	VALUE MODEL	EXPERIENCE MODEL
<b>Value Chain</b> <ul style="list-style-type: none"> <li>What are our values chains and key processes? What are our key value creating activities? Do we have several key value chains?</li> <li>Which activities in the value chain are we responsible for and which are our partners responsible for?</li> <li>Can we leverage the customer? Do we want them to carry out certain steps in the value chain by themselves?</li> </ul>	<b>Value Proposition</b> <ul style="list-style-type: none"> <li>What is our value proposition (high-level)?</li> <li>What value do we deliver to the customer?</li> <li>Does this Value Proposition solve their Jobs-to-be-Done?</li> <li>Which products &amp; services are we offering to each Customer Segment?</li> <li>Beyond this, what value do we propose to our stakeholders &amp; key partners?</li> </ul>	<b>Brand</b> <ul style="list-style-type: none"> <li>What is your core brand promise that attracts buyers and conveys a distinct identity? What do you ultimately stand for?</li> <li>How are you perceived today vs. how you want to be perceived in the future?</li> <li>To what degree does your brand help you in the marketplace, and how can you improve your brand equity?</li> <li>How can you implement your brand experience across all touchpoints?</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>What are the key resources we need to create our value proposition?</li> <li>Which assets and capabilities do we need?</li> <li>Which of these capabilities are non-core?</li> <li>Which capabilities are core to our business?</li> <li>Which capabilities truly support our differentiation?</li> <li>What should we insource vs. outsource?</li> </ul>	<b>Product System</b> <ul style="list-style-type: none"> <li>Which complementary products &amp; services can you create?</li> <li>How are your complementary products &amp; services connected or bundled to create a robust and scalable system?</li> <li>How can you increase interoperability, modularity and integration between your offerings?</li> <li>How can you build a true ecosystems that captivates &amp; delights customers while defending against competitors?</li> </ul>	<b>Customer Relationships &amp; -Engagement</b> <ul style="list-style-type: none"> <li>What type of relationships could you have with your customers?</li> <li>How can you ensure that every interaction with your customer makes them want to come back?</li> <li>Based on your understanding of the JTBD of your customers, how can you develop meaningful connections between them and your company?</li> <li>How can you ensure that your customers want to tell their friends about your offering?</li> </ul>
<b>Key Partners</b> <ul style="list-style-type: none"> <li>Who are our key partners?</li> <li>Who are our key suppliers?</li> <li>Which key resources are we acquiring from partners?</li> <li>Which key activities outside of our value chain do partners perform?</li> </ul>	<b>SERVICE MODEL</b>	<b>Channels</b> <ul style="list-style-type: none"> <li>Through which channels do our customer segments want to be reached?</li> <li>How are we reaching them now?</li> <li>How are our Channels integrated?</li> <li>Which ones work best?</li> <li>Which ones are most cost-efficient?</li> </ul>
<b>COST MODEL</b> <ul style="list-style-type: none"> <li>What are the most important costs inherent in our business model?</li> <li>Which key resources (assets &amp; capabilities) and which key activities in our value chain are most expensive?</li> <li>Which of our costs are fixed vs. variable? Can we turn fixed into variable costs?</li> <li>How much money do we require to get going? Can we minimize that? What are the trade-offs?</li> </ul>	<b>REVENUE MODEL</b> <ul style="list-style-type: none"> <li>How do we earn money? What are our revenue streams?</li> <li>For what value are our customers really willing to pay?</li> <li>How much are our customers currently paying to satisfying this JTBD? What are the main substitutes for our product?</li> <li>How much does each revenue stream contribute to overall revenue?</li> <li>What other benefits are we getting?</li> </ul>	



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.  
Designed by: Digital Leadership AG – digitalleadership.com. Building on the work of Alexander Osterwalder / Strategyzer.com.

Digital Leadership

# IN CLASS – Fill-in your UNITE EXTENDED Business Model Canvas

Prototype your UNITE EXTENDED BMC

*Supported on UNITE EXTENDED Business Model Canvas, use existing guidelines from the presentation and the sources to fill-in your Project UNITE EXTENDED BMC*

Discuss among your working group

*Compare both Business Model Canvas  
. UNITE CORE  
. UNITE EXTENDED  
Write all comments and potential improvements arising from your working group brainstorm over your Project BMC comparison*

# IN CLASS – Fill-in your UNITE EXTENDED Business Model Canvas

Canvas

THE UNITE EXTENDED BUSINESS MODEL CANVAS

<p><b>DRIVERS</b></p> <div> <div> <p>Business Intentions &amp; Objectives</p> <ul style="list-style-type: none"> <li>What is your ultimate Business Intention?</li> <li>What do you ultimately want to achieve?</li> <li>What is your motivation?</li> <li>(describing what you want to leave behind you?)</li> <li>What is your Vision (describing where you want to go)?</li> <li>What are your key objectives</li> <li>(describing the concrete goals you want to achieve)?</li> </ul> </div> <div> <p>Massive Transformative Purpose</p> <ul style="list-style-type: none"> <li>Have you set a Massive Transformative Purpose/an ambition that provides a clear long-term direction?</li> <li>Does this ambition inspire and drive your team, stakeholders and customers towards action, increase commitment and motivate everyone to do their best?</li> </ul> </div> </div>				
<p><b>UNFAIR ADVANTAGE</b></p> <p>Points of Differentiation</p> <ul style="list-style-type: none"> <li>Are we operating in a blue ocean?</li> <li>How are we leveraging existing strengths (assets &amp; capabilities, both internal to the firm as well as customer-facing) to support our differentiation?</li> <li>Is this source of differentiation long-lasting, difficult to buy or copy, and does it create a significant barrier to entry?</li> <li>What can we do to improve our differentiation &amp; unfair advantage?</li> </ul>	<p><b>OPERATING MODEL</b></p> <p>Value Chain</p>	<p><b>VALUE MODEL</b></p> <p>Value Proposition</p>	<p><b>EXPERIENCE MODEL</b></p> <p>Brand</p>	<p><b>CUSTOMERS</b></p> <p>Customer Segments</p> <ul style="list-style-type: none"> <li>For whom are we creating value?</li> <li>Which segments &amp; representative personas?</li> <li>Who are our most important customers?</li> <li>Who is the final user of our products &amp; services?</li> <li>Who are the early adopters?</li> </ul> <p>Jobs-to-be-Done</p> <ul style="list-style-type: none"> <li>What key functional jobs do our customers have?</li> <li>What other key psychological needs do our customers have?</li> <li>What additional, more detailed or complementary jobs do our customers have?</li> </ul>
	<p>Key Resources</p>	<p>Product System</p>	<p>Customer Relationship &amp; Engagement</p>	
	<p>Key Partners</p>	<p><b>VALUE MODEL</b></p> <p>Service Model</p>	<p>Channels</p>	
<p><b>COST MODEL</b></p> <p>Costs for value creation</p>		<p><b>REVENUE MODEL</b></p> <p>Income from customers</p>		<p>The UNITE eXtended Business Model Canvas contextualizes an organization's core Business Model. It outlines the underlying drivers; the customers and their needs; the team and their structures, values and culture as well as how to increase an organization's unfair advantage.</p>
<p><b>TEAM</b></p> <div> <div> <p>People &amp; Structure</p> <ul style="list-style-type: none"> <li>Who is on our team?</li> <li>What competencies do we need on the team? Which do we have already?</li> <li>How do we bridge gaps in our team?</li> </ul> </div> <div> <p>Values &amp; Culture</p> <ul style="list-style-type: none"> <li>What values do we pursue?</li> <li>How do we interact with each other and with customers?</li> </ul> </div> </div>				

[Sem título]



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License. Designed by: Digital Leadership AG – digitalleadership.com. Based on the original Business Model Canvas of Alexander Osterwalder / Strategyzer.com, the LEAN Canvas and the thinking of Patrick Stähler.

Digital Leadership

# IN CLASS – Present your findings and conclusions on Business Model Canvas

Present to class your 3 BMC's

*Present Alex Osterwalder BMC*

*Present UNITE CORE BMC*

*Present UNITE EXTENDED BMC*

Present your findings and conclusions

*Present findings and improvements due to UNITE CORE BMC*

*Present findings and improvements due to UNITE CORE BMC*

# Self Assessment

Indicator/Topic	Self Assessment
UNITE CORE BMC	
UNITE EXTENDED BMC	



**Funded by the European Union.**

**Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EACEA. Neither the European Union nor the granting authority can be held responsible for them.**