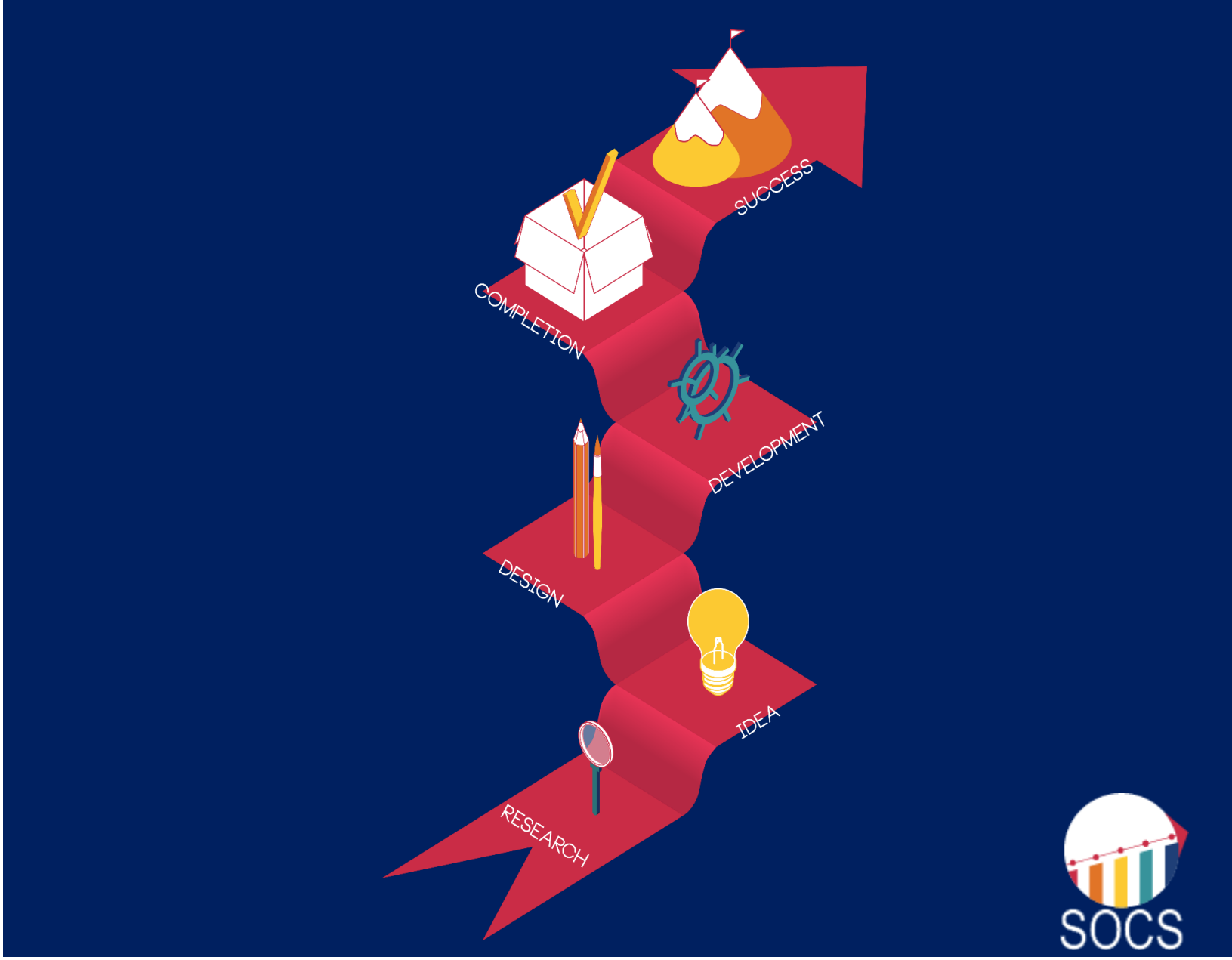

IO1 Business development

Tool 1: Business model canvas with symbols Tutorial

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Project result (Intellectual Output - IO 1)	*Tutorial on using the business model canvas with symbols*
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Business Development

Key figures

Tool name: **Business model canvas with symbols**

The business model canvas method was developed by Alexander Osterwalder, poster download at: https://www.strategyzer.com (Creative Commons Attribution-ShareAlike 3.0 Unported (CC BY-SA 3.0)

Application Business development

Main Goal

to get a rough draft, a “big picture” of your business idea, defining outcomes of process and product innovation

Fields of Application

Business Development for Start-ups, entrepreneurs, product- and process innovation for established SMEs.

The Tool Frame

Business Model Canvas is a strategic management and lean startup template for developing new companies. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. In this project we use this tool with the help of Symbols. Materials enable all kinds of scenarios and enhance the creativity. The symbolic field and resources of this tool give the clients an additional language and a unique manner to interpret and communicate. Thus ideas, dreams and goals can be made transparent.

Designed for use with all types of Startups, entrepreneurs, product and process innovation for SMEs. It can be used in single stetting’s but also in groups. Clients should come to the consulting session with their first, own idea. A consulting session with this material takes about 60 to 75 minutes. It makes a difference in counselling whether you work alone with the client or are assisted by a support group. If you work alone the three steps (factual questions, perception, interpretation) take place implicitly. So, you go through the questions in your mind and articulate only what is necessary. However, when working with a group, it is important to explain and address them explicitly. Therefore, formulate each step.

Peer & Support group

This intervention is very suitable with a peer or support group. For Startups, for example, 3-5 clients can be brought together. These can always act as peers in the other consultations. In established companies, either the department or a team can be used as a support group. Also, very informative is the inclusion of relevant customers or suppliers. This offers a variety of possibilities to increase the potential.

In case of working with groups, the following three steps of the symbolwork methodology must be carried out explicitly:

1. Factual Questions

These questions are only factual questions. There is no space for interpretation or explorative questions (like, why, or can you talk more about, etc.). Only questions about what was precisely said are allowed (I didn't hear, or I didn't understand, can you repeat, etc.)! Questions are asked directly to the team member who talked and only him/her answer.

2. Perception

At this stage, the consultant and support group verbalize, addressing the team directly, what they've perceived from the presentation. Perceptions regard exclusively to what has been heard and observed (verbal and nonverbal aspects). Only facts matter! (E.g. "I saw…", "I heard that…", "I noticed that…")

3. Interpretation

In the interpretation phase, the consultant and support group verbalise what he/she interpreted from what they saw and heard. Interpretation may include perspectives on reasons, on facts, on consequences and impacts, on solutions, on emotions, on difficulties etc.

If the support group exists, consultant and members of the support group talk just between them, never addressing the client directly, neither verbally nor with eye contact. They talk between them as the team wasn't there at all. Even the body position of consultant and support group members should reinforce this posture.

Material

- Symbol case No.4 or around 200 Symbols
- Five big sheets of paper (person, present, key, costs and revenues)
- Seven small sheets of paper (Value proposition, Relations, Segments, Channels, Activities, Partners, Resources)
- One pillow for each person

Implementations Process

Phase 0 – Presetting

- Ensure a comfortable space where the team fits conveniently.
- Set up an informal environment (for example, with cushions, puffs, tatami, carpets) with no barriers (like desks or tables), in order to allow to use the floor as the working basis.
- Practitioner/counsellor/consultant should consider at this moment if it's pertinent, or not, to have two more people to integrate the facilitation process as support. If the consultant selects this option, he/she should explore with the client this configuration: if the client agrees and which people could assume this role (other consultants, from the organisation, partners, stakeholder, colleagues, peers,… it will depend on each specific intervention context).

your own remarks:

Phase 1 – Greeting and topic clarification

Video: 01:22

- Welcome the client and ask about his/her business idea or goal.
- Briefly explain the methodology of symbol work and the business model canvas.

Sample questions and comments

→ What is your business idea?
→ Could you please set up a headline for your idea?
→ Today we start thinking, how to go on with that.

your own remarks:

Phase 2 – Onboarding in the work

Video: 01:50

- In this phase the counsellor starts with the first two sheets (the **Present** for the ***Value Proposition*** and the **Person** for the ***Customer***)
- The sheet for the person is useful to identify the customer or target group. Here are different channels to approve someone: brain (cognitive level), heart, stomach, hands, feet.
- Next to it lay down the sheet with the present for service/product. Let the client explain the main benefit or added value of the service/product.
- Ask the client to choose some symbols and let her/him alone for the next five minutes.
- That's the perfect time to instruct the Peers or Supporters

Sample questions and comments

→ Who is keen on your service?
→ Please identify your customer as clear as possible.
→ Think about a very concrete vision for your service and product.
→ Now I would ask you to choose some symbols, always representing the service or product and the customer.

your own remarks:

Phase 3 – Costumer & the service / product

Video: 03:54

- let the client present all symbols.
- add a card with the term ***Value Proposition*** and explain it. Let the client select symbols for this card.
- Add three further cards (***Segments, Relations, Channels***) and explain them. Moreover, let the client again explain and choose symbols.

Sample questions and comments

→ Describe each symbol, for what does it stand for?
→ First, how to create value for your costumers, that means something, the costumer is really interested in.
→ What do you think, which value proposition are you able to deliver?
→ How do you get in contact with your customers?
→ How do you deliver your service?
→ What are the main channels you could use for your services?
→ How do you build relations to your customers?

your own remarks:

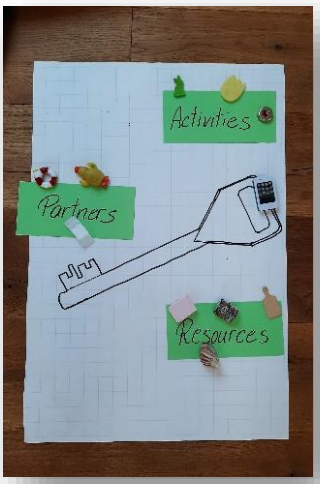
Phase 4 – Key resources, key activities and key partners

Video: 13:40 (step 2)

- the next sheet of paper with the **Key** is shown.
- Now the pieces of paper with the terms (***Resources, Activities, Partners***) are laid out and explained one after the other.
- let the client alone for another 5 minutes.

Sample questions and comments

→ How to produce a product?
→ How to deliver a service?
→ Now we talk about key resources, key activities and key partners.
→ How would you be able to deliver your service?
→ I leave you alone again.



your own remarks:

Analyzing Key resources, key activities and key partners in depth

Video: 15:45

- let the client explain the newly added symbols.
- talk about each term again in detail and draw the client's attention to important points.
- build a bridge with the client to the other areas of this business model canvas

Sample questions and comments

→ Go more in depth on issues you really need to run your business
→ I will give you some examples for resources: an office, a customer relationship program, data management software, equipment.
→ Related to activities. Are you already educated properly to deliver your service? Do you have to prepare some materials?
→ What else could be important?
→ Maybe you will choose a symbol for networking? …….. For what does this stand for?
→ Do you need somebody to cooperate?
→ I see, you are very clear decided, and that's great.

your own remarks:

Phase 5 – Revenues & Costs

Video: 22:00 (step 3)

- let the client choose symbols for revenues and costs.
- the client explains the selected symbols
- ask specific questions and make the client aware of significant points

Sample questions and comments

→ Final step, on the one hand you have revenues (where comes the money from) on the other hand there are costs.
→ Think one or two minutes about your main costs and revenues.
→ Where does the money for your business comes from?
→ Which costs you have in mind already?
→ Where do you want to earn the money for your business?

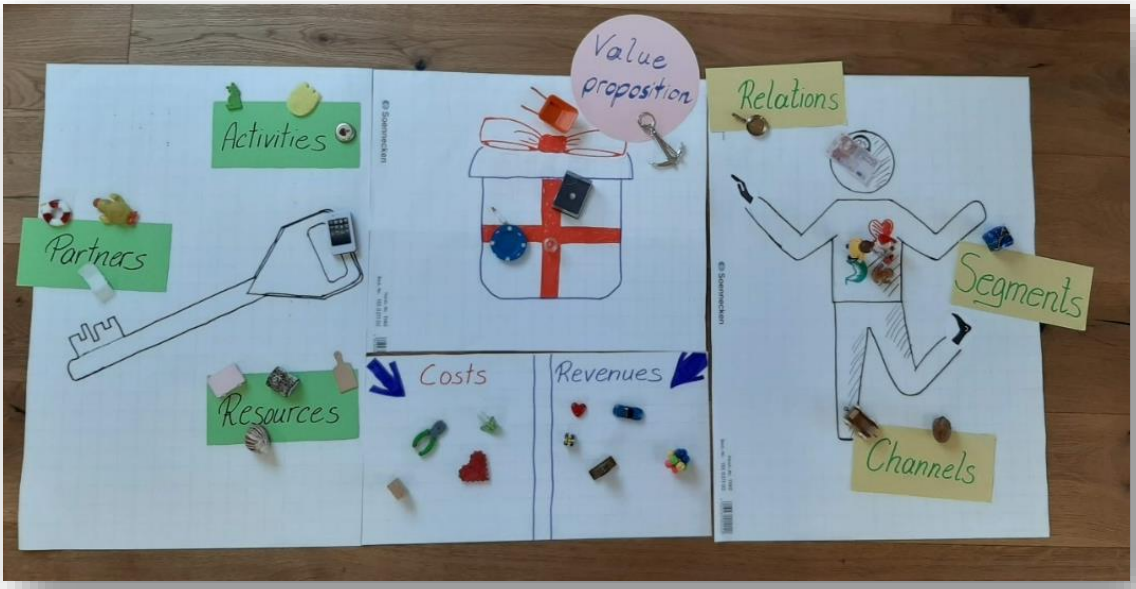
your own remarks:

Phase 6 – Agreement on further actions

Video: 28:16

This phase leads into a discussion between the client or the team and the consultant about further steps and needed support for the business to reach goals. They should agree on very concrete actions. In the end, the clients should be committed to the agreed actions. The following ideas serve as inspiration:

- to take pictures from the symbol work
- fill the business model canvas on paper (the consultant may distribute this)
- use an Excel sheet to calculate costs and revenues



your own remarks:

All the best for starting your own business!