

The course and how to facilitate it

Content

Tools

Facilitator Guide

Pilot



The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

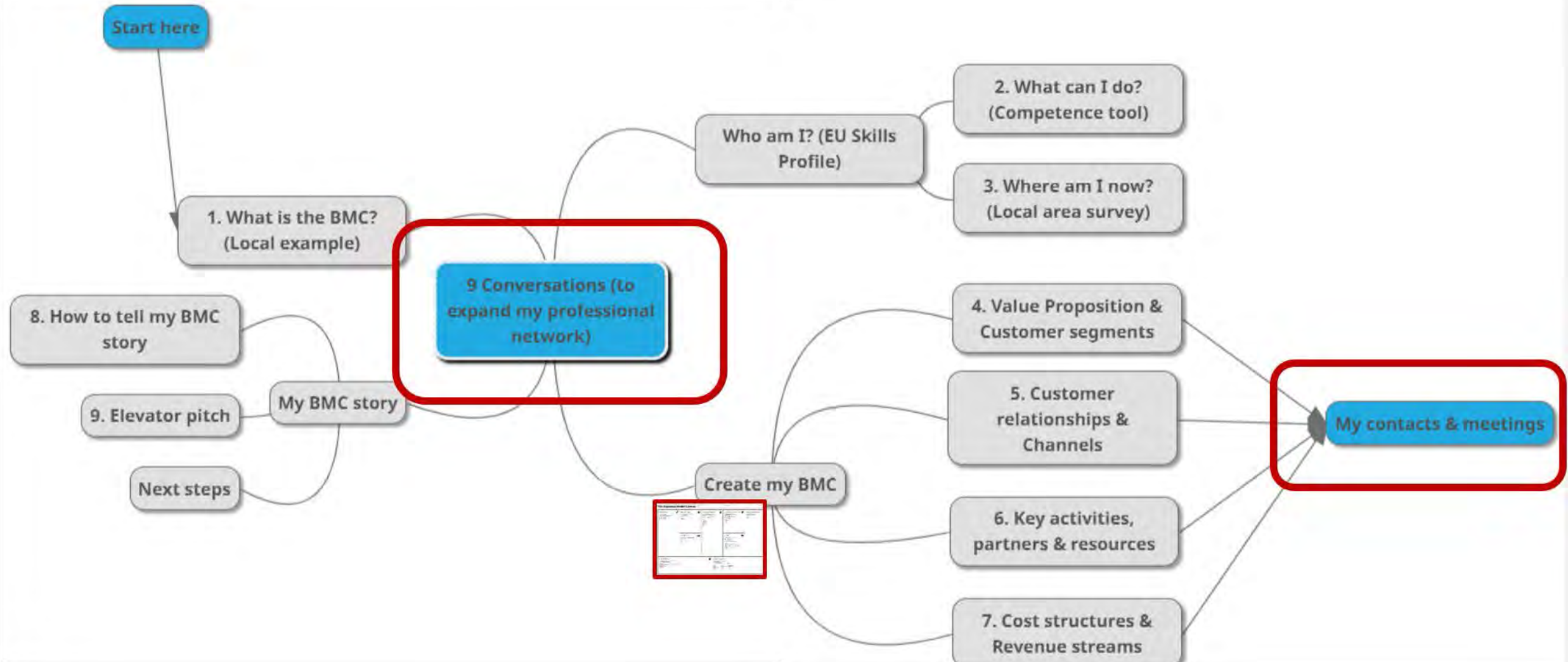
<h3>Key Partners</h3> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>SAFEGUARDS FOR PARTNERSHIPS Guarantee and security Negotiation of risks and pricing Acquisition of particular resources and activities</p>	<h3>Key Activities</h3> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>CATEGORIES Production Problem Solving Infrastructure</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>EXAMPLES Features Performance Customization "Getting the job done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</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>EXAMPLES Personal assistance Dedicated Personal Assistant 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>MASS MARKET Niche Market Segmented Diversified 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>TYPES OF RESOURCES Physical Intellectual (Brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3> <p>Through which Channels do our Customer Segments reach 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>CHANNEL TYPES 1. Business How do we reach businesses about our company's products and services? 2. Distribution How do we help customers evaluate our organization's Value Proposition? 3. Assistance How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After-Sales How do we provide post-purchase customer support?</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>IN YOUR BUSINESS MODEL Cost drivers (related to cost structure, for price value proposition, maximum automation, economies of scale) Value Drivers (related to value creation, premium value proposition)</p> <p>MAJOR COST CATEGORIES Fixed Costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope</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>TYPES Asset sale Usage fee Subscription fees Licensing/Leasing Licensing Strategic fees Advertising</p> <p>PRICE PRICING List Price Product/Service Alignment Customer segment dependent Volume dependent</p> <p>STRATEGIC PRICING Innovative Disruptive? Value Proposition? Real-time Market</p>		

Why 9
Conversations?

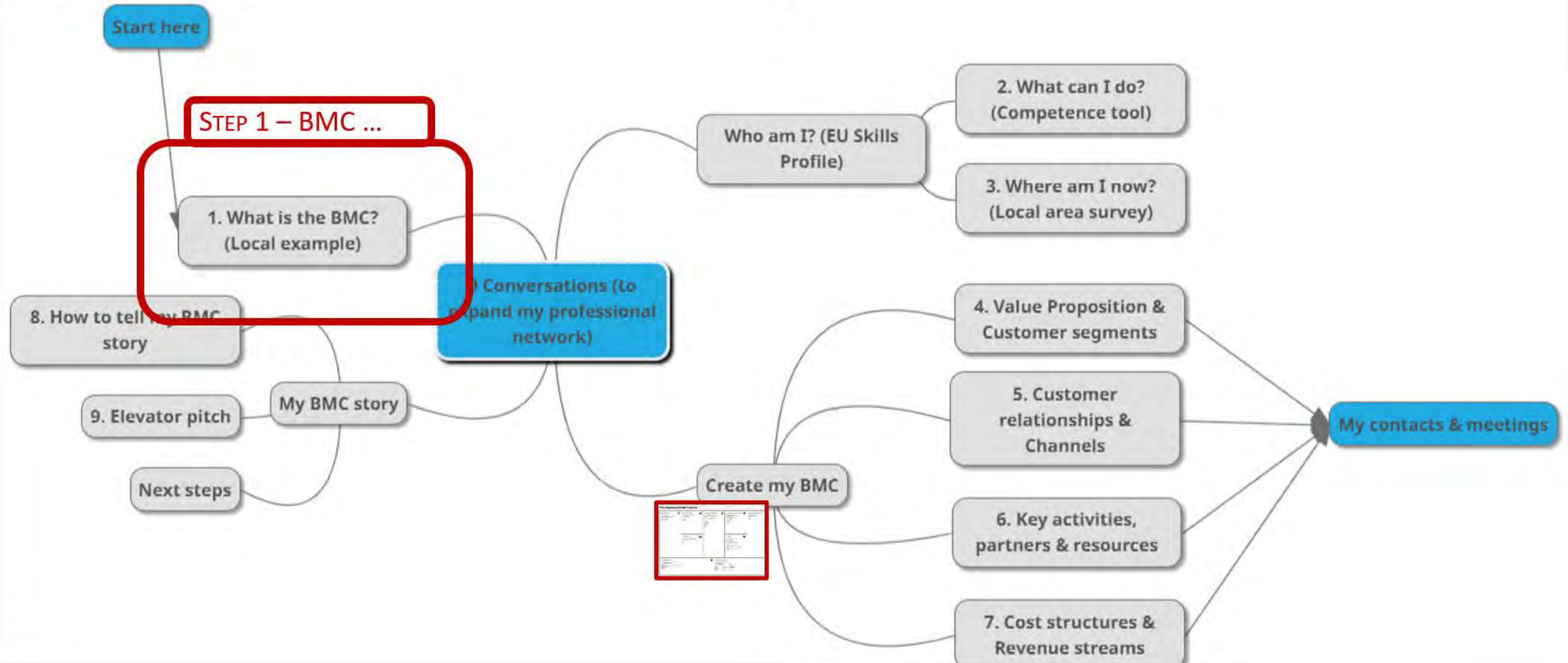
Learning outcomes

1. Be able to complete a personal skills profile eg **EU** Skills Profile that will be useful in presenting yourself to your new professional network. (Step 2)
2. Be able to decide on a business idea to explore in the rest of the course that links the personal profile (in the EU skills profile) and the new local business environment of the participant. (Steps 1-3)
3. Be able to explain what BMC is, for example to a fellow refugee (all steps but especially 1 and 9).
4. Produce a BMC for a specific business idea rooted in the local community and personal context that includes all 9 elements of the BMC. (All steps but especially 4-7 & 9)
5. Able to give constructive feedback on your study colleagues' completed BMCs and to reflect on your own. (All steps but especially 4-7 and 9)

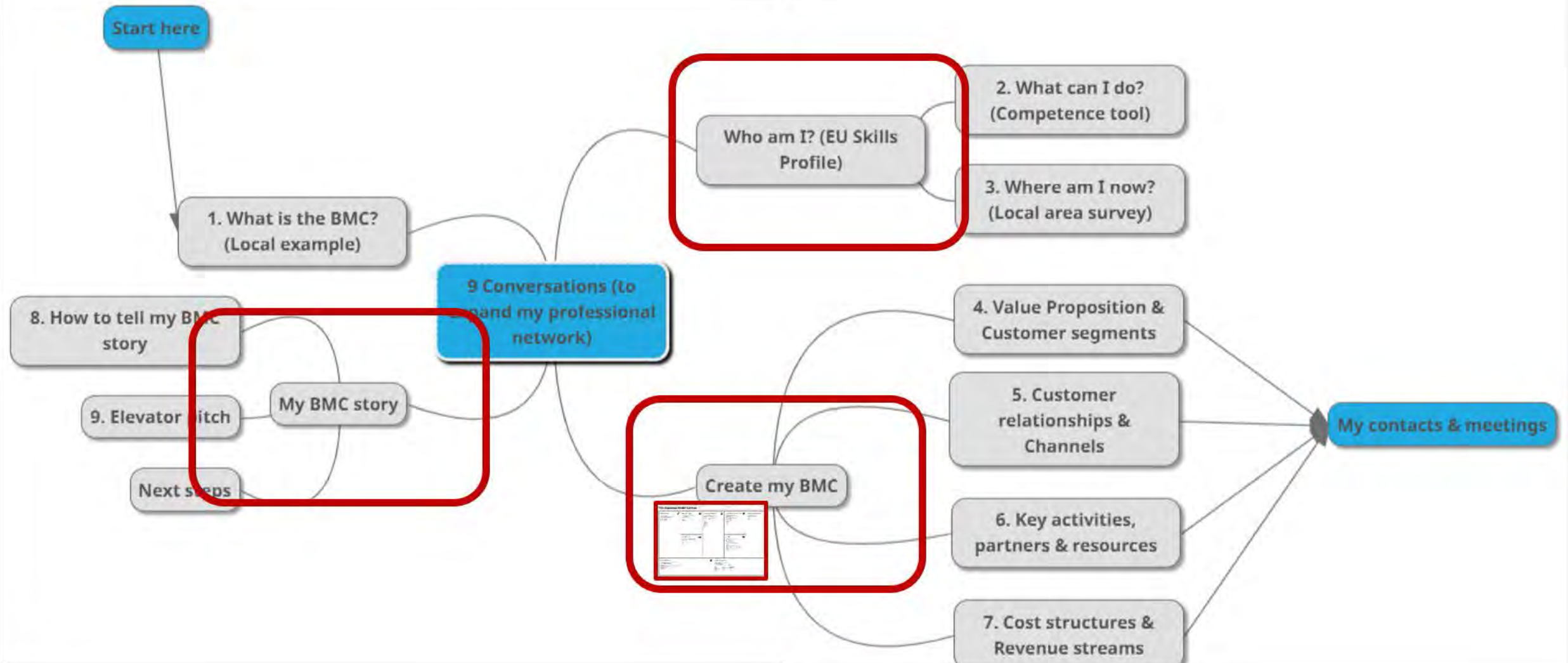
Course map



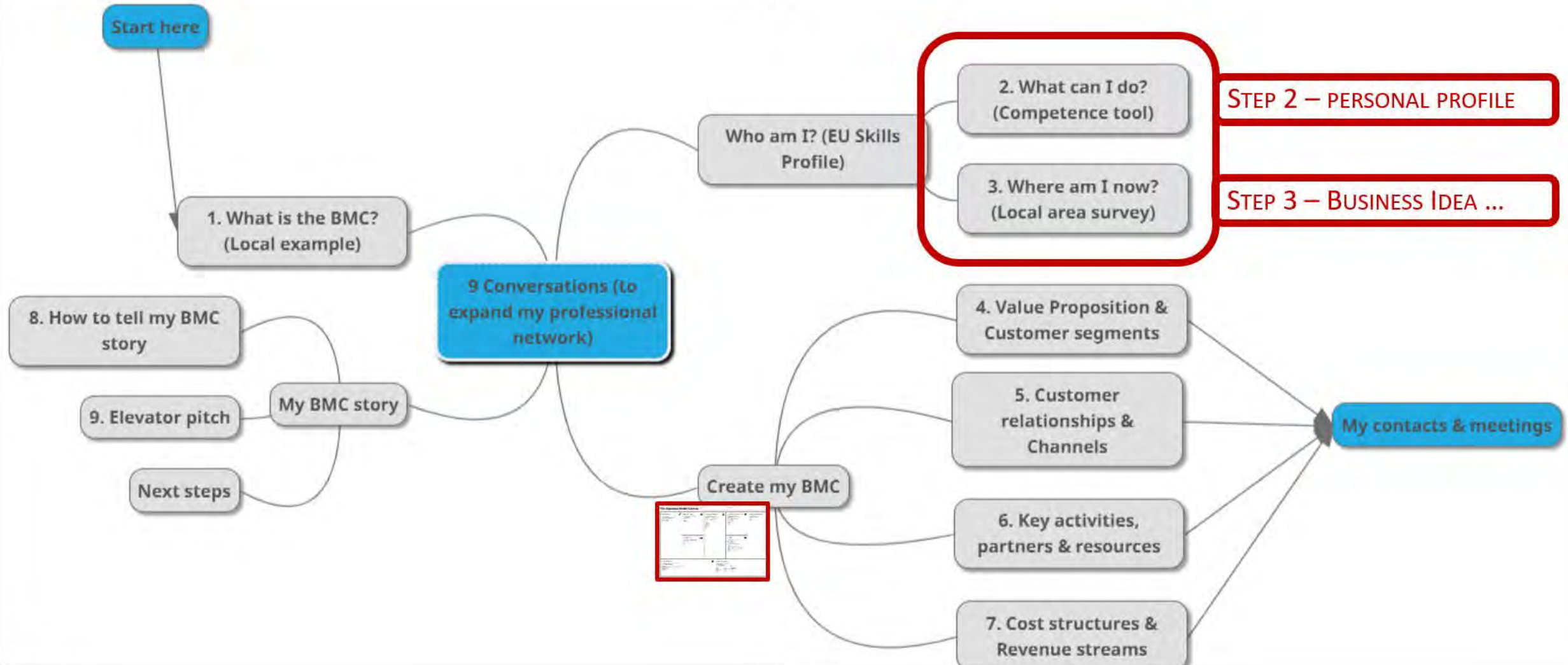
Course map



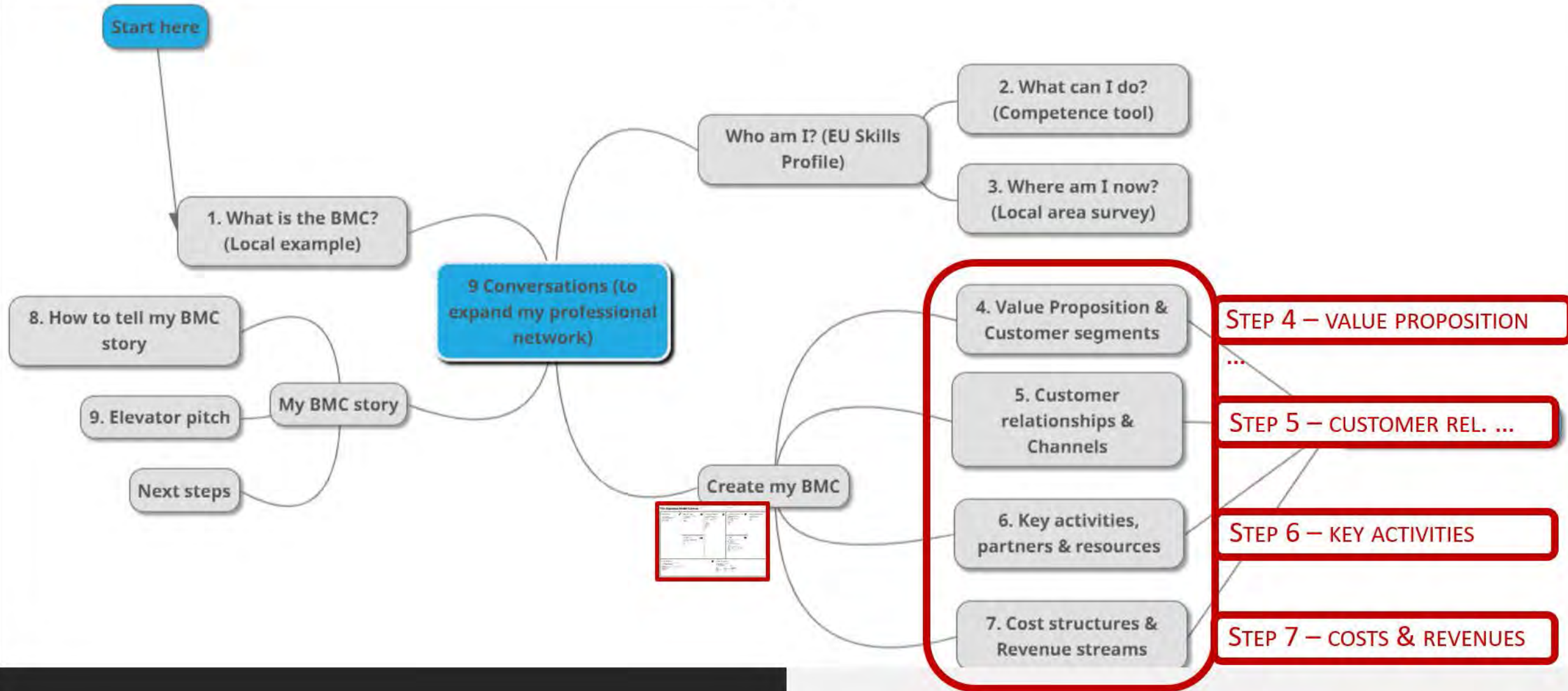
Course map



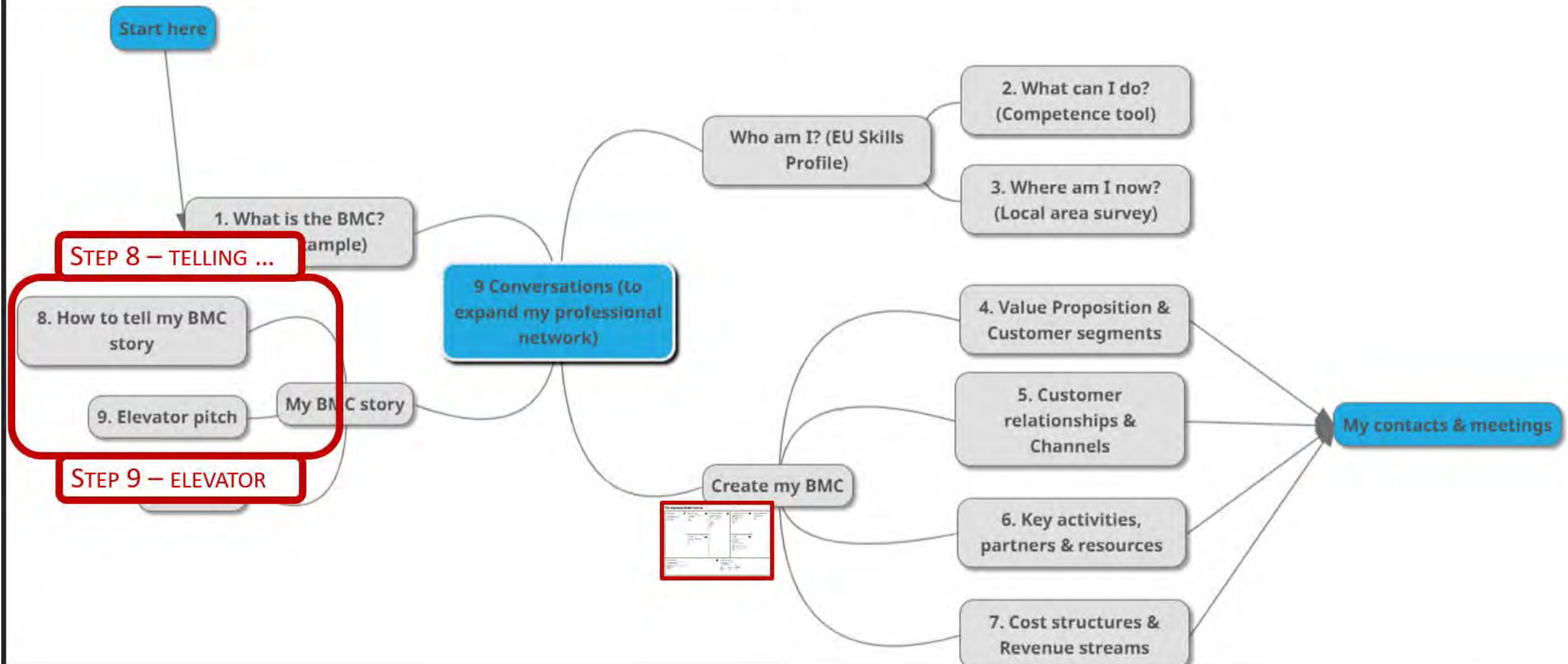
Course map



Course map



Course map

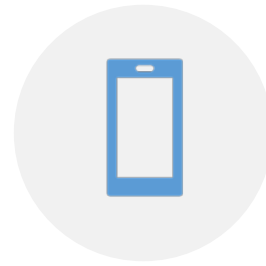




LMS: Learning
Management System



Learning
outcomes



App



9-step plan
supported by
facilitator



Assessment
with badges



Supporting tools, FAQ, life
stories, competency tool, EU
Skills profile guide

Course tools & components

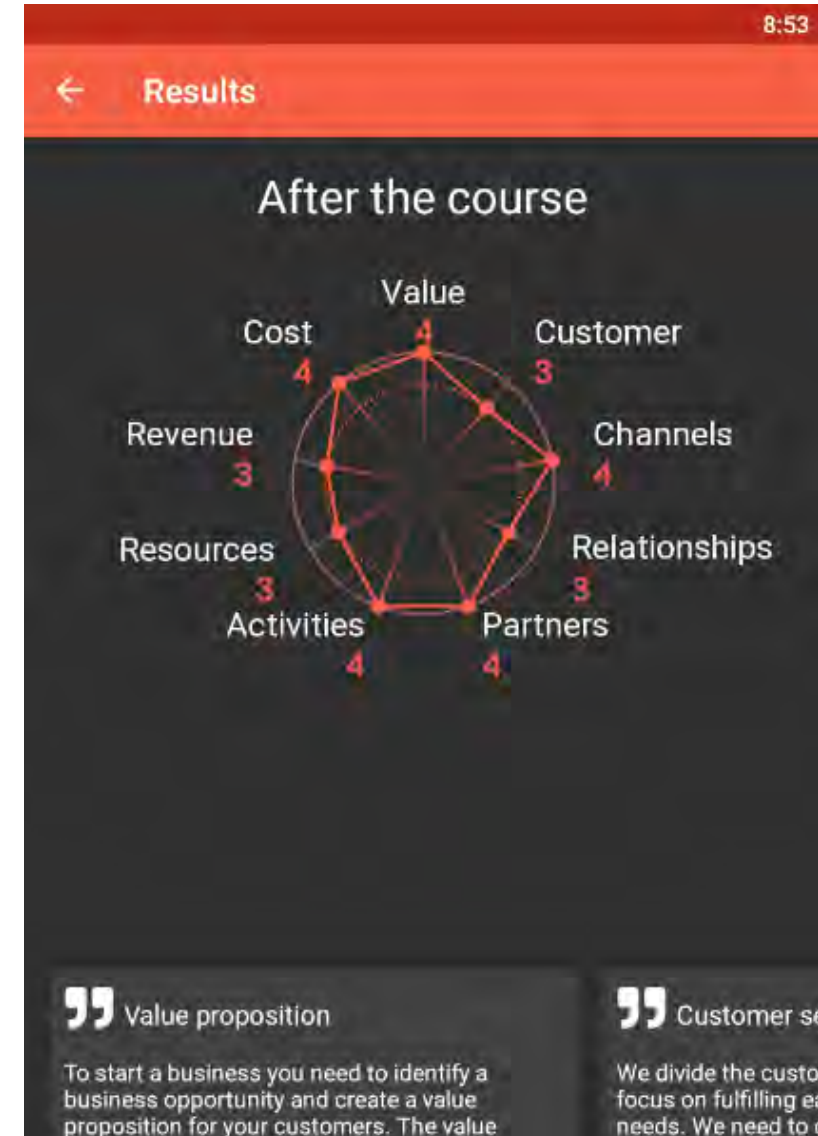
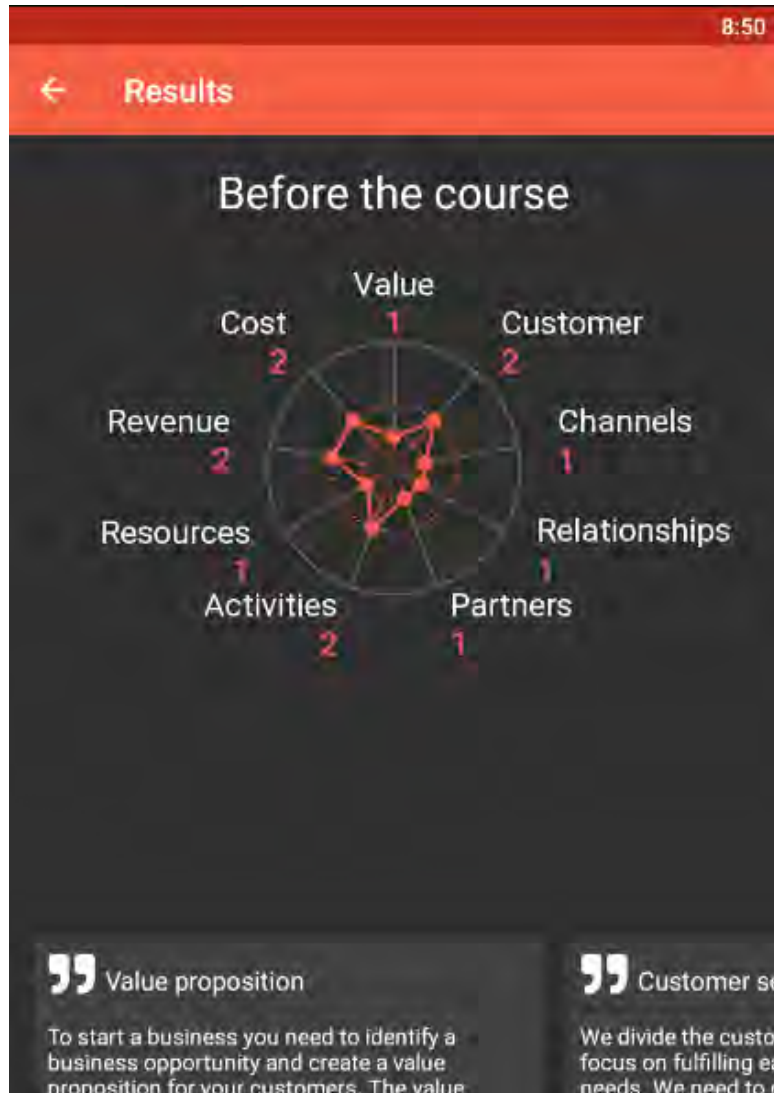
Self-assessment on the app or the website



Self-evaluation of entrepreneurship competence



Self-assessment on the app or the website



Session
guides in the
LMS or by
PPT

Each participant does the following:

Share your story and video about your business idea and how it fits in the local environment that you explored during the week.

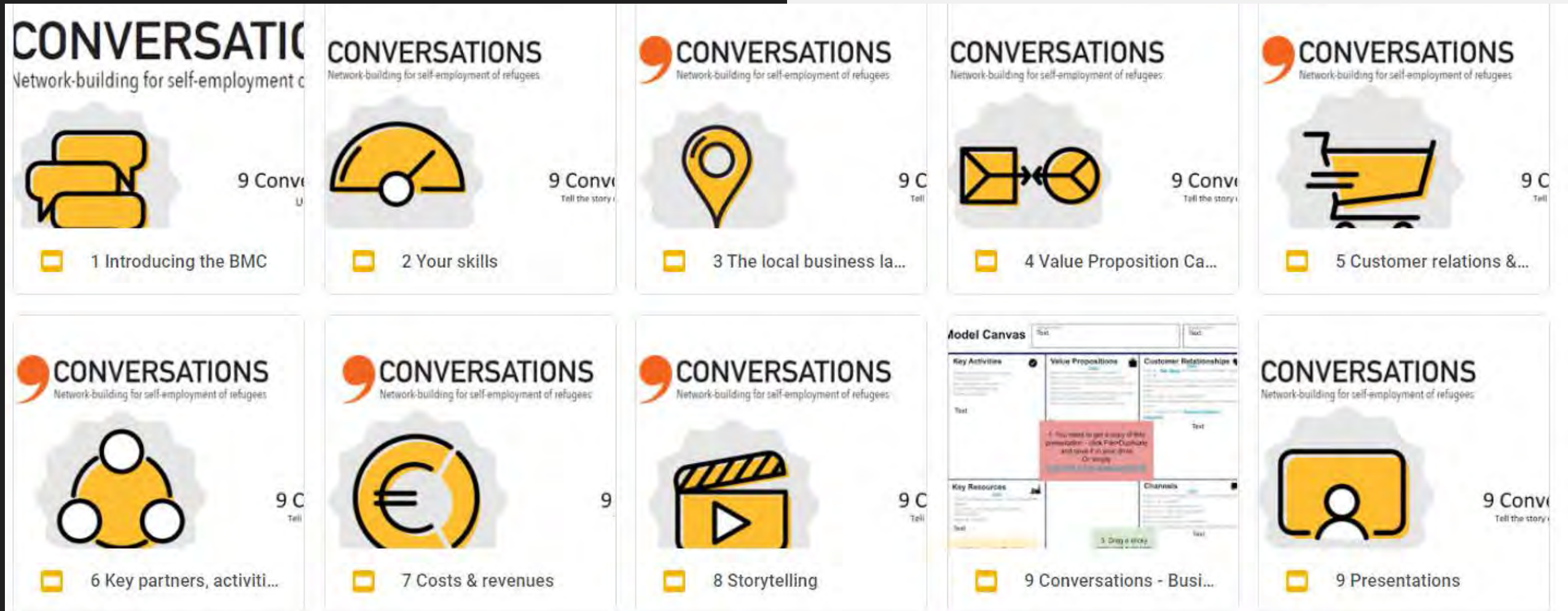
Answer your group's questions about your story

Listen to your group's other stories

Ask questions about the other stories you hear



Session guides in the LMS or by PPT



Badges

Achievement Title

Image

CONVERSATION 1 COMPLETE
(INTRODUCTION)



CONVERSATION 2 COMPLETE (YOUR SKILLS)



CONVERSATION 3 COMPLETE
(...LOCAL BUSINESS LANDSCAPE)



CONVERSATION 4 COMPLETE
(VALUE PROPOSITION AND CUSTOMER SEGMENTS)



CONVERSATION 5 COMPLETE (CUSTOMER RELATIONSHIPS AND CHANNELS)



Badges

Achievement Title	Image
-------------------	-------

CONVERSATION 6 COMPLETE
(KEY ACTIVITIES, PARTNERS AND RESOURCES)



CONVERSATION 7 COMPLETE
(COSTS AND REVENUES)



CONVERSATION 8 COMPLETE
(TELLING YOUR STORY)



CONVERSATION 9 COMPLETE
(PRESENTATION)



9CONVERSATIONS COMPLETE

Facilitator pack

Web-based course

9-step document

Facilitator notes (PDF)

Guide document

Poster templates

The Business Model Canvas

Designed for:

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Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Value Propositions



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?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



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?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels



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?

CHANNEL PHASES
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Cost Structure



What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (tightest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value propositions)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rent, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams

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?

TYPES
Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time Market

The main purpose

THIRD MEETING



Did anyone have any conversations that they would like to tell us about?

I talked to the whole football team about where they get their hair cut. It's amazing how many of them would like a local barber!



LOLO SPEAKS UP

This is so humiliating!



I went to the bank and they said they had no loans for me. Anyone have any ideas what I might try instead?



Anyone have any ideas?
Perhaps there's something in the FAQ we could use to help you?

EDRIS HAS AN IDEA...



I talked to the owner of the new childrens' clothes shop and they raised money through crowd-funding. I can tell you more if you like?

LATER----

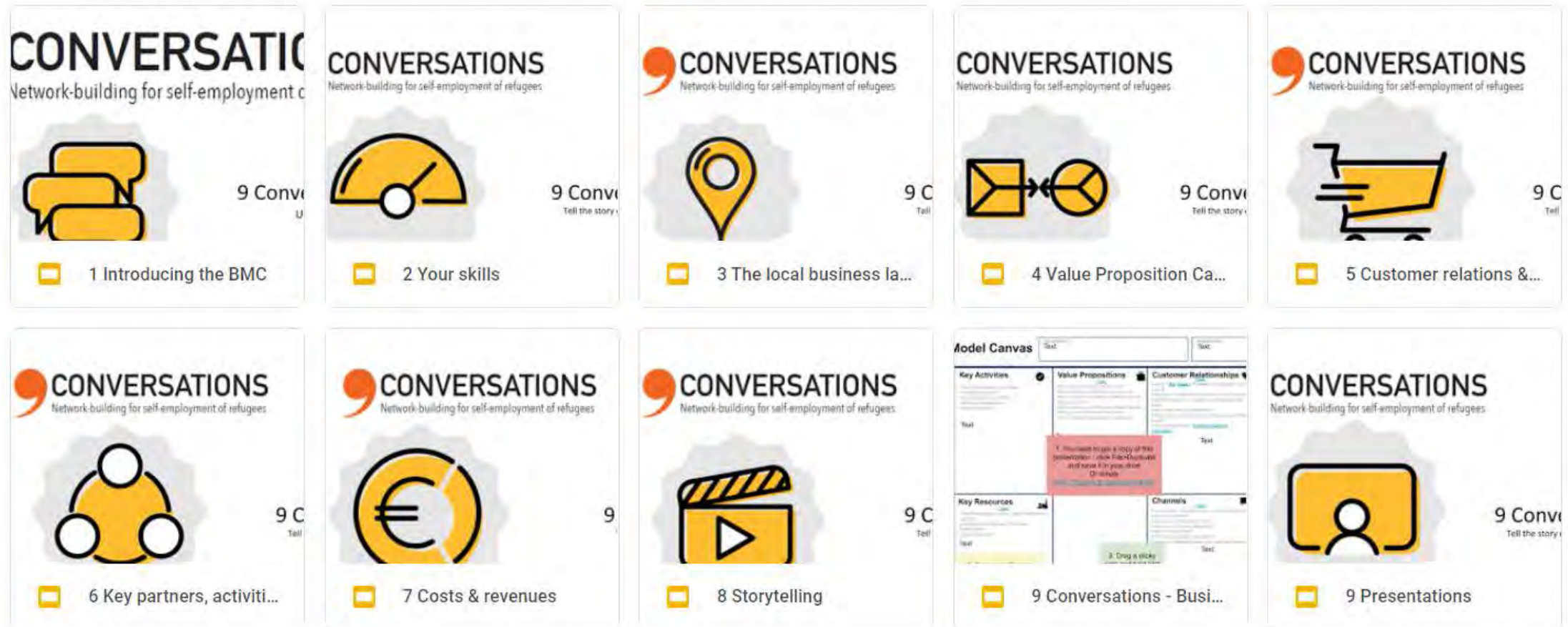


So what have we learned today?

Who volunteers to produce the meeting learning evaluation log?

Some typical moments during a session

PPT or online?

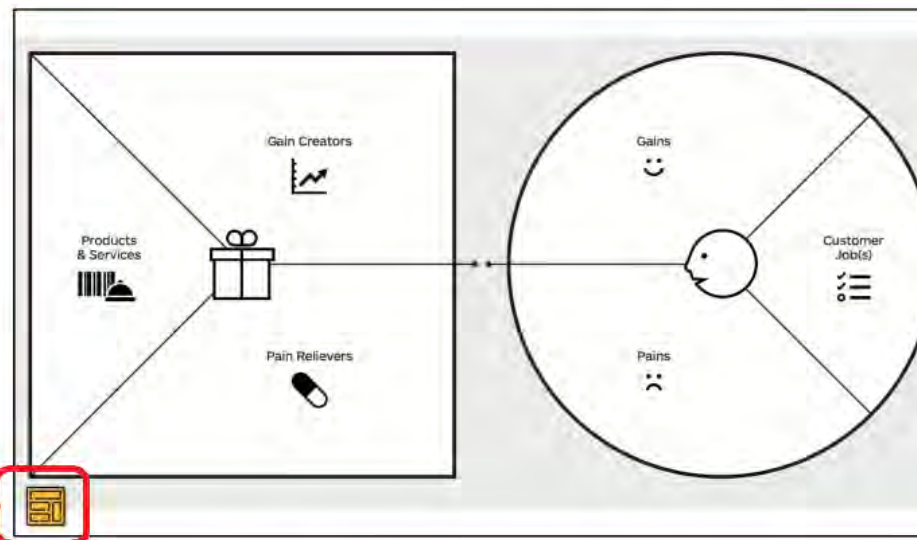


Slide

Process icon

Speaker notes

Space for participant
notes



SESSION GUIDANCE NOTES

20 minutes

Key slide

Complete one VPC for each type of customer

Tell the group about how your customers and value proposition are a good fit.

Add one or two of the most important VPCs to your BMC

PPT or
online?

The Facilitator Guide

[Welcome](#) to 9 Conversations!

1. [What? Why? Who? How?](#)
2. [Group guide skills](#)
3. [Getting Ready](#)
4. [What is the Business Model Canvas?](#)
5. [A typical session](#)
6. [The 9 Steps](#)
7. [Using the slides and notes](#)
8. [Badges](#)
9. [What next?](#)

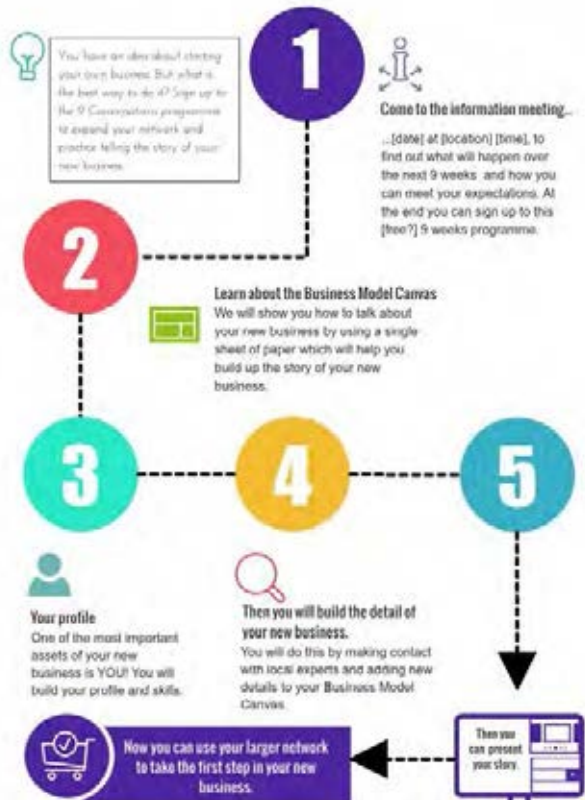
[Appendix 1:](#) Recordkeeping

[Endpiece](#)

9 Conversations

over 9 weeks: from [date] to [date]

Learn to tell the story of your new business



Recruitment Poster

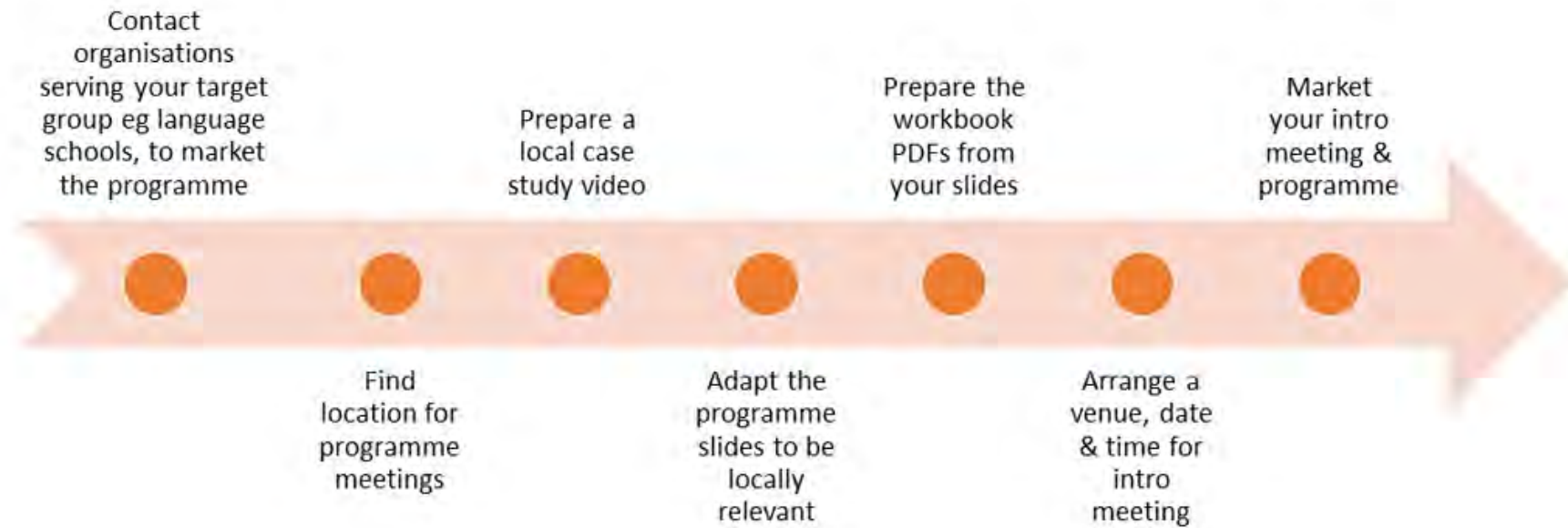


Figure 2 Preparing the programme

Preparation

Local case study



A typical meeting timeline is shown below

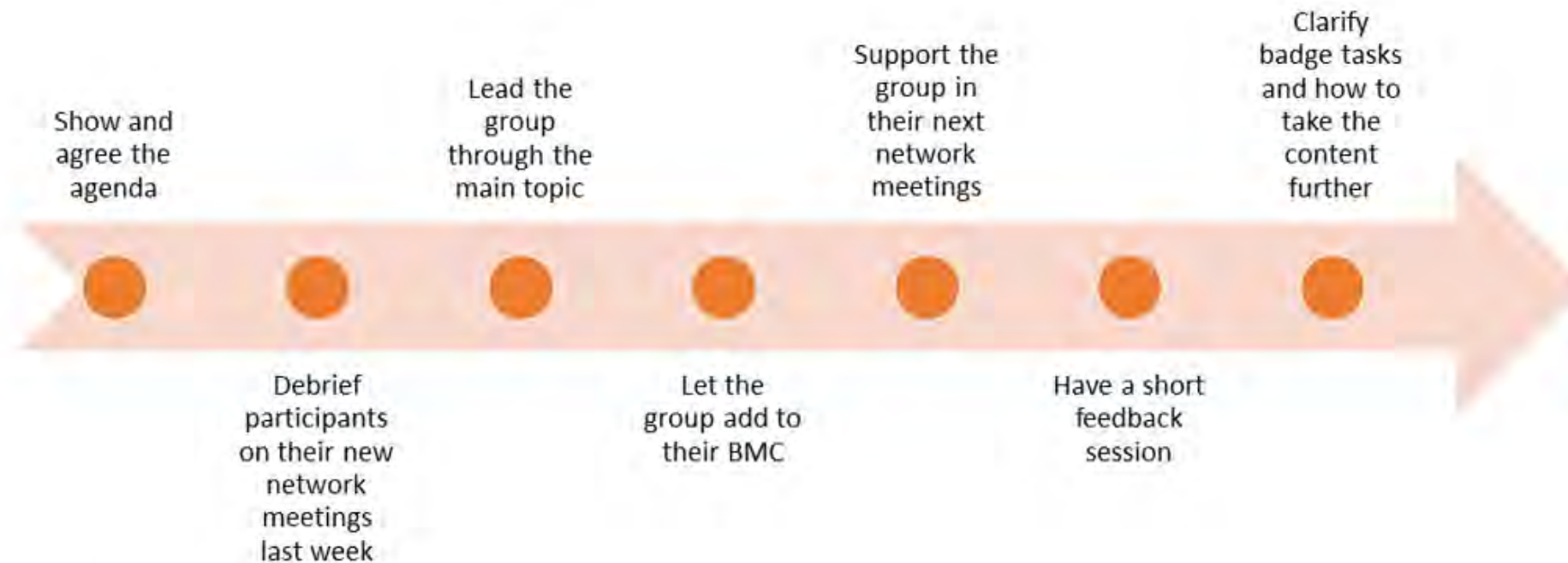
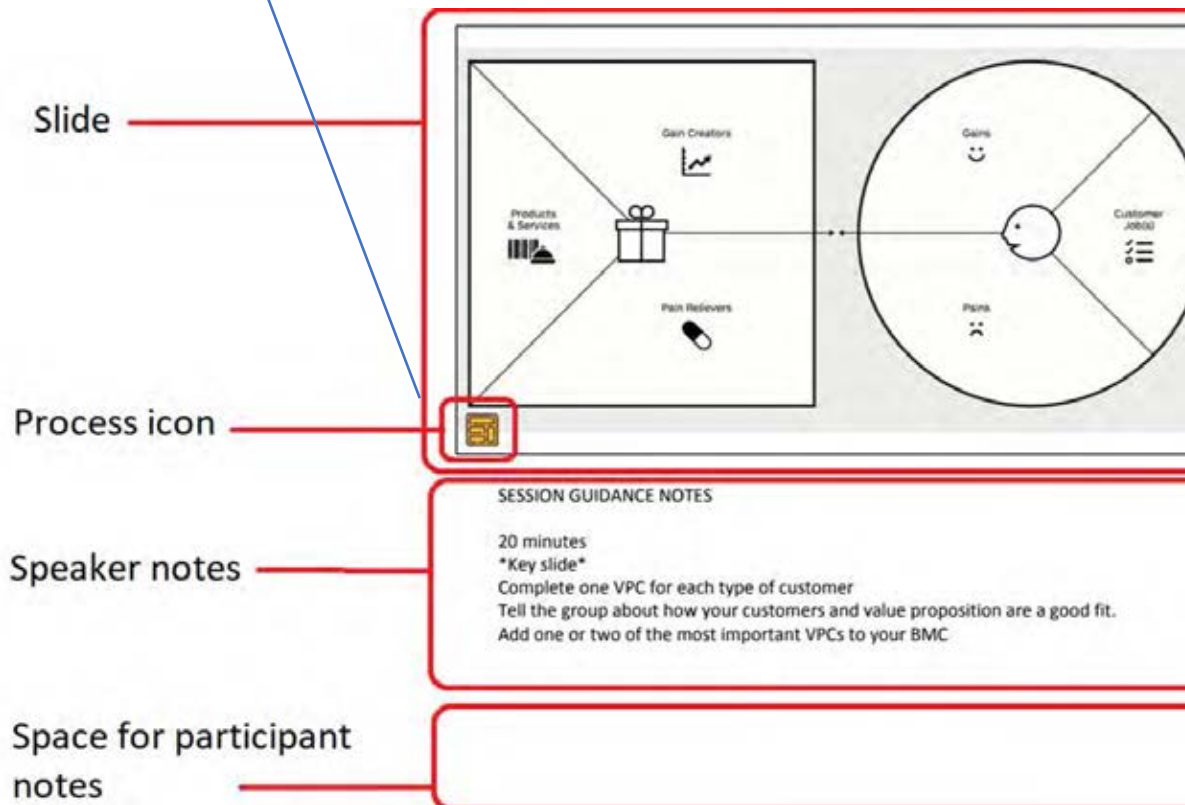
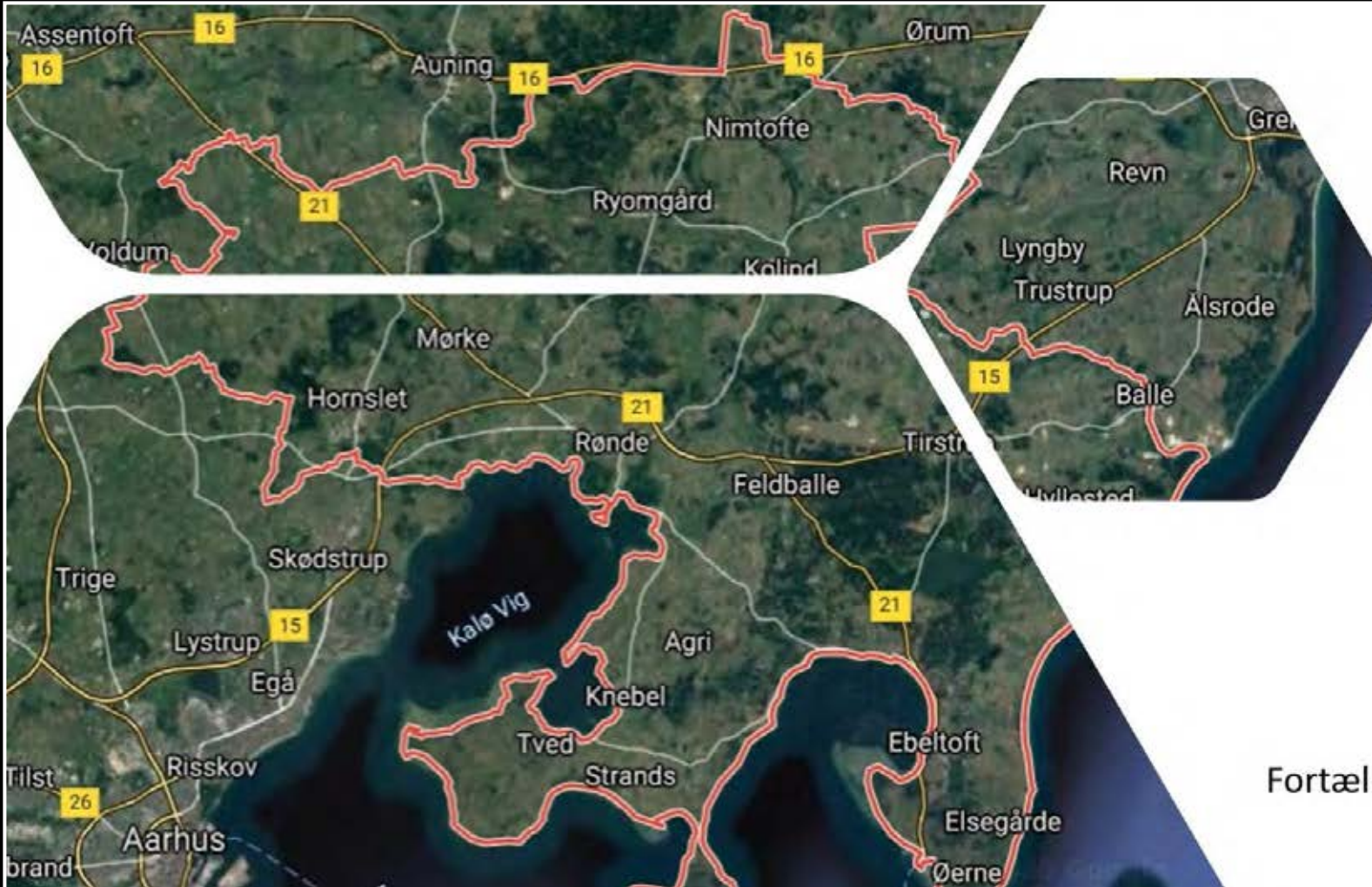


Figure 7 Meeting timeline

Meeting Processes

									
Overview	Information	Add to BMC	Use the app	Discussion	Task	External meeting	Arrange meeting	Reflection	Badge





9 Samtaler

Fortæl historien om din nye virksomhed

The Danish pilot

Next steps:
M9C



More materials (videos)

Business plan

Train the trainer course