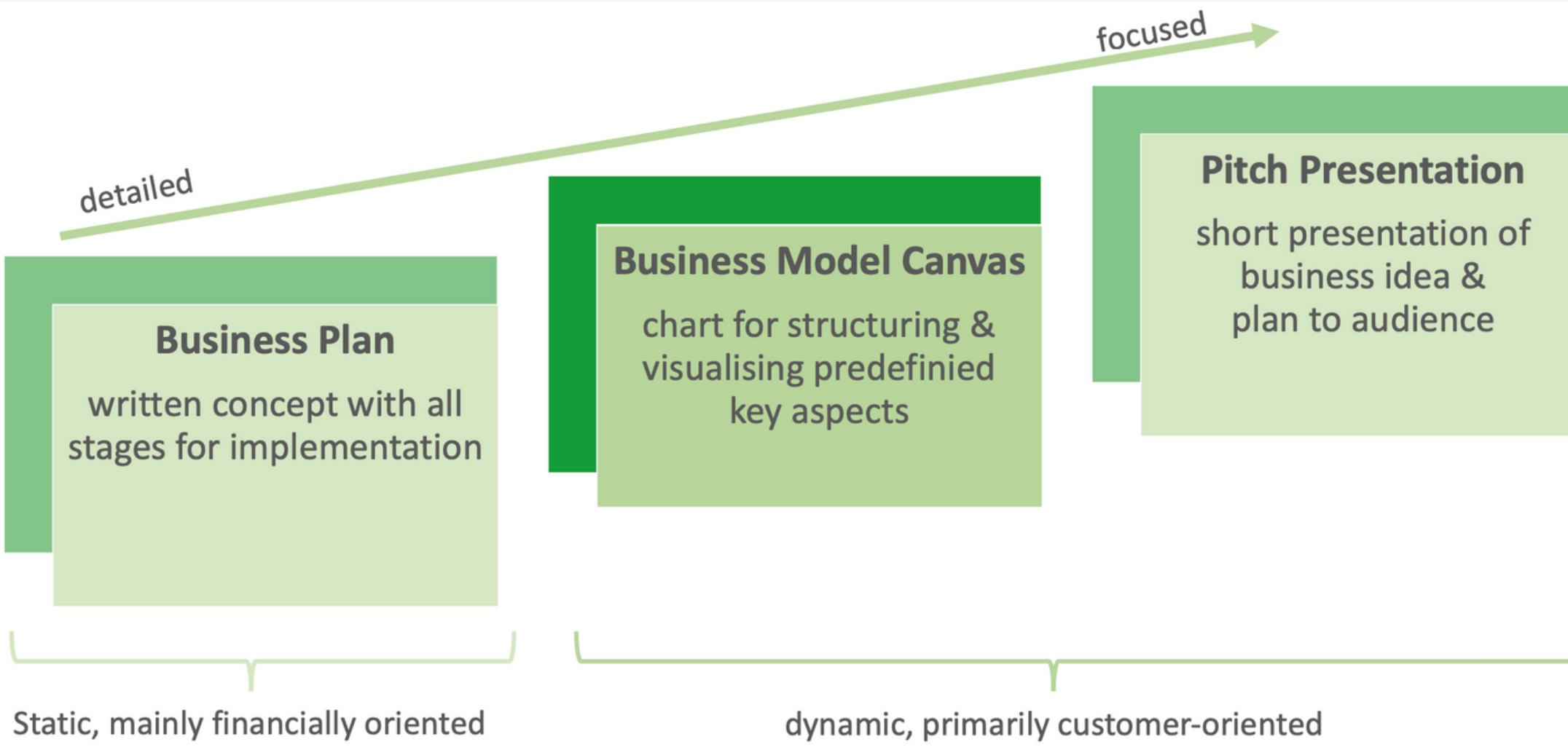
Projekt GTL

GreenTecLab

# Business Model Canvas (BMC)

## Metóda štruktúrovania a ďalšieho rozvoja podnikateľských nápadov

# 3 klasické metódy na rozvoj podnikateľského nápadu



# BMC - Štruktúrovanie podnikateľského nápadu

BMC vyvinul v roku 2008 švajčiarsky podnikateľ Alexander Osterwalder a dnes si už bez neho nevieme predstaviť sektor start-upov.

BMC sa využíva vtedy, keď už máte podnikateľský nápad, ale ešte nie je úplne rozvinutý. Pomáha vám utriediť si myšlienky a urobiť nápad zrozumiteľným aj pre ostatných.

BMC je založený na vopred definovanej štruktúre s konkrétnymi otázkami, ktoré usmerňujú proces: Veľkou výhodou BMC je, že pomáha prezentovať váš nápad na jednom hárku papiera.

# Anatómia BMC

BMC sa štandardne skladá z 9 prvkov.
Každý z nich obsahuje kľúčové otázky, na ktoré je potrebné odpovedať, aby sa získal úplný obraz o podnikateľskom nápade a jeho štádiu vývoja.

Segment zákazníkov

Návrh hodnoty

Kanály

Vzťah so zákazníkmi

Zdroje príjmov

Kľúčové zdroje

Kľúčové aktivity

Kľúčoví partneri

Štruktúra nákladov

# BMC - Štruktúrovanie podnikateľského nápadu

| GreenTecLab | Name: | Business Idea | Date: | Version: |
|---|---|---|---|---|
| **Key Partner**<br>• Who are our most important partners?<br>• Who are our key suppliers?<br>• Which key resources do we acquire from partners? | **Key Activities**<br>• What key activities are required for our user promise?<br>• Our sales channels, customer relationships, revenue streams?<br><br>**Key Resources**<br>• What key resources are needed?<br>• Our distribution channels, customer relationships, Revenue streams?<br><br>**Resources:**<br>Physical, mental, financial | **Value Proposition**<br>• What benefit do we deliver to the customer?<br>• Which customer problem do we solve?<br>• Which customer needs are satisfied?<br><br>**Features:**<br>Novelty, performance, customization, accessibility. | **Customer Relation**<br>• What kind of relationship does our customer expect us to build and maintain?<br>• Which ones have we already established?<br>• How costly are they?<br><br>**Channels**<br>• Which channels do our customers want to be reached through?<br>• How do we reach them now?<br>• How do we engage them? | **Customer Segment**<br>• For whom is added value generated?<br>• Who are the most important customers?<br>• Is our customer base a mass market, or a niche market? |
| **Cost Structure**<br>• What are the most important costs in the business model?<br>• Which key resources/activities are the most expensive? | | | **Revenue Streams**<br>• What are customers willing to pay for?<br>• What are they currently paying for?<br>• How do they currently pay? How would they prefer to pay?<br>• How much does each revenue source contribute to total revenue? | |

Inšpirované: The Business Model Foundry (www.businessmodelgeneration.com/canvas).
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# Výhody používania BMC

Má jednoduchú štruktúru, jednotlivci, ale aj tímy môžu s BMC rýchlo a produktívne pracovať.

Daná šablóna núti zamerať sa na najdôležitejšie informácie a presne ich formulovať.

Obchodný model je zmapovaný na jednom hárku papiera.

Závislosti v obchodnom modeli sa stávajú viditeľnými.

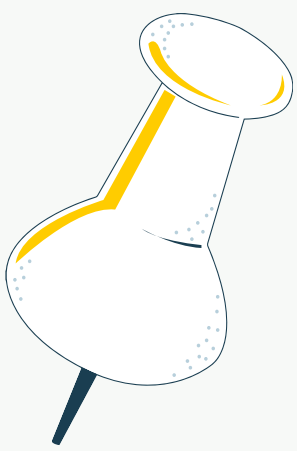
Členovia tímu, ako aj externé strany (napr. finančníci) získavajú prehľad o dôležitosti jednotlivých zložiek obchodného modelu.

# Tipy na prácu s BMC

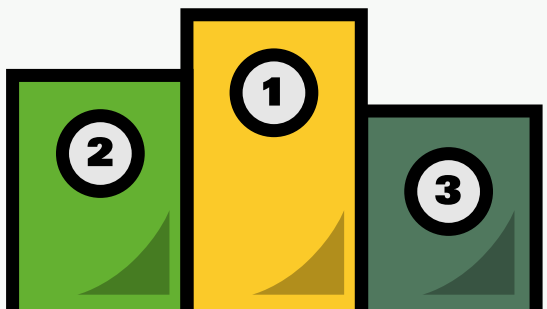
Začnite s premýšľaním o svojom cieli
- Vždy musíte mať na pamäti svoj cieľ.

Od začiatku myslite na zákazníka a najprv sa zamerajte na neho a hodnoty, ktoré ponúkate.

Buďte čo najkonkrétnejší.
Ak chcete preukázať, že váš výrobok/služba má mimoriadnu kvalitu, jasne uveďte, ako to dosiahnete a či prípadné vyššie náklady zodpovedajú ochote zákazníka zaplatiť.



Zameranie na strategické faktory a vyhýbajte sa úplnej dokončenosti. V prípade výdavkov uveďte len 3 najdôležitejšie prvky.



# GTL BMC - Udržateľný BMC

Možno ste si všimli, že v klasickom Business Model Canvas chýba zmienka o udržateľných inováciách produktov.

Z tohto dôvodu spoločnosť GTL vyvinula rozšírený model BMC - "**GreenTecLab Sustainable Business Model Canvas**".

GTL SBMC vás nabáda, aby ste premýšľali o všetkých aspektoch relevantných pre holistický návrh obchodného modelu.

Vplyvy na udržateľnosť možno od začiatku maximalizovať a prispieť k udržateľným a inovatívnym obchodným modelom.

# Ako vyzerá GTL SBMC?

Rozšírená verzia s 13 základnými prvkami a usmerňujúcimi otázkami

Doplňujúce aspekty:

- Udržateľná misia a vízia (ekonomické, environmentálne a spoločenské ciele udržateľnosti; zásady udržateľnosti)
- Predĺžený životný cyklus výrobku (napr. prostredníctvom recyklácie, upcyklácie, prenájmu namiesto vlastníctva)
- Ekologicko-spoločenské prínosy (výhody dosiahnuté prostredníctvom zásad udržateľnosti)
- Ekologicko-spoločenské náklady (spôsobené náklady, minimalizácia environmentálne kritických výrobných faktorov)

# Ako vyzerá GTL SBMC?

## The GreenTecLab-Sustainable Business Model Canvas

GreenTecLab

### Key Partners

- Which partners/cooperations do we need to make your offer more sustainable?
- Who are our Key suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?

**Motivation for Partnerships:**
- Optimization and Economy
- Reduction of risk & uncertainty

### Key Activities

- What Key Activities do our Value Proposition require?
- How can we adjust/design them (e.g. manufacturing, production) to ensure sustainability?
- What role does sustainability play in our key activities?
- What risks (e.g. change in legal requirements, loss of reputation, etc.) can be avoided through more sustainable key activities?

### Sustainable Value Proposition

- Which value do we create and deliver to our customer?
- Can we transform sustainability into customer value?
- Which customer problem do we solve?
- Which customer needs are we addressing?
- Can we satisfy our customer's needs more sustainable?
- How is our value proposition linked to sustainability?

**Characteristics:**
- Efficiency
- Disributive justice
- Sufficiency

### Sustainable Customer Relation

- Which customer relationships are already established?
- Which role does sustainability play in these relationships?
- How can we improve and enlarge customer relationships?
- How are they integrated with the rest of our business model?
- How costly are they?

### Responsible Customers

- For whom are we creating value?
- Who are our most important customers?
- What is the importance of sustainability for our customers now/in the future?
- How can we enable and motivate them to act sustainably?
- Which target customers may help to promote our sustainable solution?
- How can the idea of sustainability help us to reach more customers?

### Sustainable Channels

- Through which channels do our customer segments want to be reached?
- How are we reaching them now?
- How can we make distribution channels more sustainable and circular?
- Which distribution Channels are most sustainable?
- How do we communicate the sustainable aspects of our product/ service?

### Key Resources

- What key Resources natural, energy, and technical do we need?
- Can we substitute any for more sustainable resources?
- Are resources and skills already available within the founding team to meet the defined sustainability requirements, or does the team need external support?

### Extended Product Life Cycle

- Can we extend the product life cycle?
- Can the product be profitably recycled, upcycled, reused?
- Is ownership necessary or is the product as a service model viable?
- What happens at the end of the product life cycle?

### Cost Structure

- What are the most important costs inherent to our business model?
- Which key resources/key activities are the most expensive?
- Which resources/activities are the least sustainable?
- Do sustainable alternatives exist?
- Is switching economically reasonable?
- Can costs be reduced through savings in resource consumption?
- Can additional costs arise in the future if sustainable action is not taken?
- Do tax bonuses or subsidiations exist for my business idea?

### Revenue Streams

- Which are existing and possible revenue sources?
- For what value are our customers really willing to pay?
- How are they currently paying?
- Does the orientation of the business model towards sustainability enable improved access to revenue
- Are customers willing to pay for a premium sustainability?
- Can we create a unique advantage dur to sustainable proposition elements?
- Do price structure exist that incentivize sustainable customer behavior?

### Vision & Mission

- What are our economic, environ-mental or social sustainability goals?
- Which sustainability principles play a role in your business idea?
- What concrete contribution to the European climate goals do we offer?

### Eco-Social Costs

- What ecological or social costs is our business model causing?
- If environmentally critical production factors are among the key resources, how can their use be minimised or eliminated?
- Which Key Recources are non-renewable?
- Which Key Activities use a lot of resources?

**Evaluation Instruments:**
- Life-Cycle Assessment*
- Common good matrix**

### Eco Social Benefits

- What ecological or social benefits is our business model generating?
- Who are the beneficiaries?
- Are they potential customers?
- Can we transform the benefits into a value proposition, if yes, for whom?
- What competitive advantage could be achieved by considering sustainability principles? Is this advantage long-lasting?
- Do we create jobs?

## Máte ďalšie otázky?

## Navštívte našu webstránku a staňte sa budúcim lídrom zmeny.

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- https://digitaleneuordnung.de/blog/business-model-canvas-erklaerung/
- https://www.fuer-gruender.de/wissen/geschaeftsidee-finden/how-to-startup/business-model-canvas/infografik