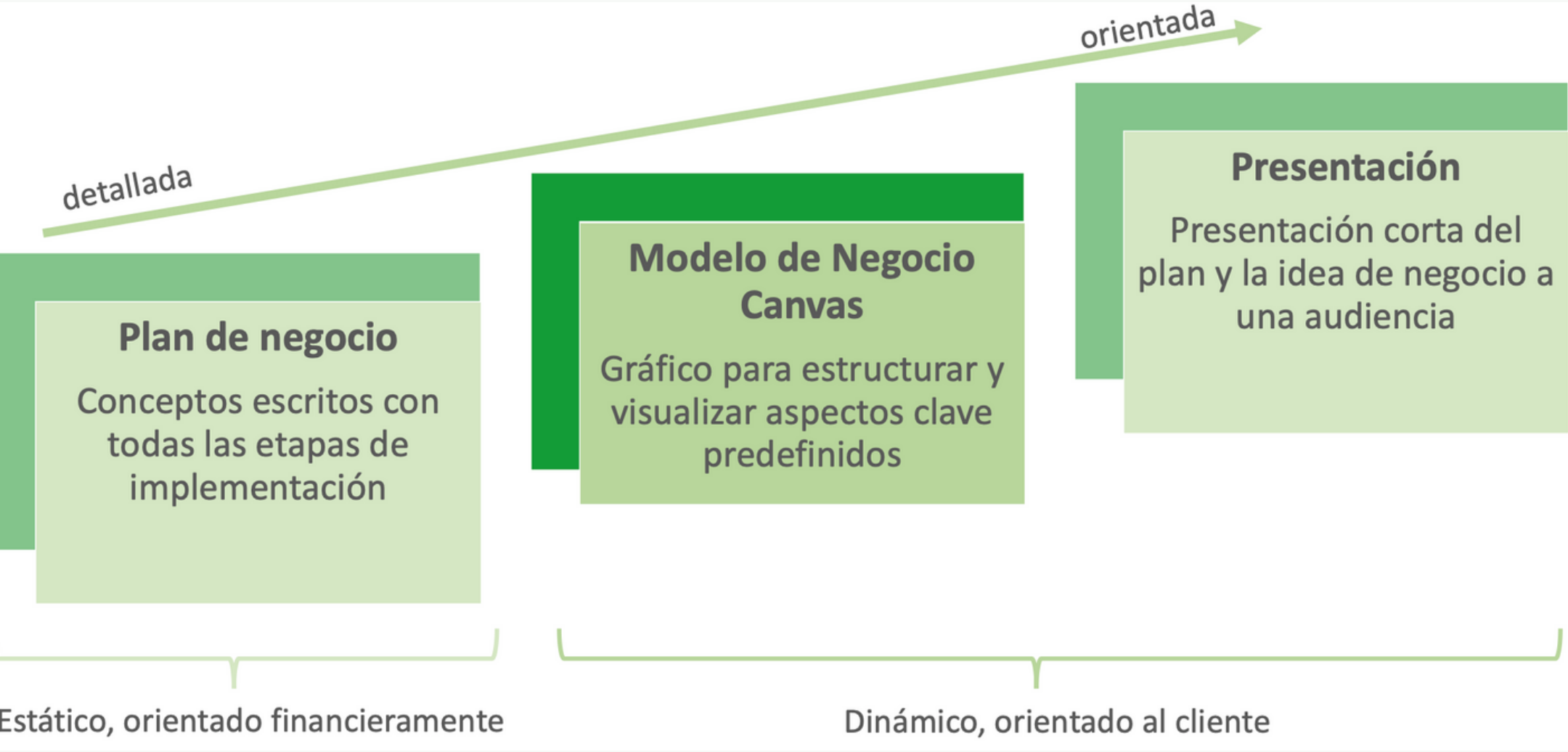
GTL Project

GreenTecLab

Método Canvas (Lienzo): Modelo de Negocio

Un método para estructurar y desarrollar ideas de negocio

3 Métodos Clásicos para Desarrollar una Idea de Negocio



Método Canvas o Lienzo - Estructurando Ideas de Negocio

El método Canvas o del lienzo, tambien conocido como BMC por sus siglas en inglés, fue desarrollado en 2008 por el empresario suizo Alexander Osterwalder y hoy en día es imposible imaginar el sector de las start-ups sin él.

El BMC entra en juego cuando ya tienes una idea de negocio, pero aún no está completamente desarrollada. Así puedes ordenar tus pensamientos y hacer que la idea sea comprensible para los demás.

El BMC se basa en una estructura predefinida con preguntas específicas que guían el proceso:
La gran ventaja de BMC es que ayuda a presentar tu idea en una sola hoja.

Estructura del Método Canvas o del Lienzo

El método Canvas (BMC) consiste en 9 elmentos.
Cada uno contiene aspectos clave que tienen que responderse para formar una imagen completa de la idea de negado y de su grado de desarrollo.

Clientes

Propuesta de Valor

Canales

Relación con los Clientes

Flujos de Ingresos

Recursos Clave

Actividades Clave

Socios Clave

Esructura de Costes

Modelo Canvas o del Lienzo
Estructurando ideas de Negocio

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

Inspired by: The Business Model Foundry (www.businessmodelgeneration.com/canvas).
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Ventajas de usar el método Canvas o del Lienzo

Estructura simple, todas las personas y los equipos pueden trabajar rápidamente y de forma productiva con el BMC.

La plantilla obliga a limitarse a la información más importante y formularla con precisión.

El modelo de negocio está mapeado en una página.

Las dependencias en el modelo de negocio son visibles.

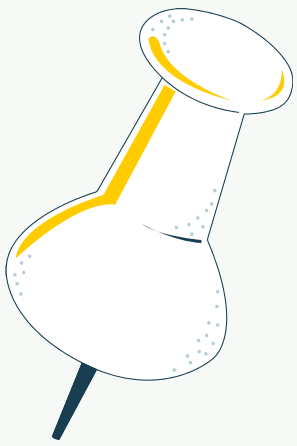
Los miembros del equipo, y las partes externas (por ejemplo, los financiadores), obtienen una comprensión de la importancia de los componentes individuales del modelo de negocio.

Consejos para trabajar con el método Canvas o del Lienzo

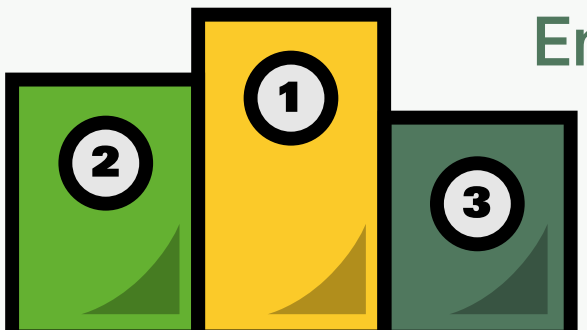
Empieza pensando en tu misión
- Siempre con tus objetivos en mente.

Desde el principio céntrate en el cliente
y en la cadena de proposición de valor.

Debes ser tan específico como sea posible.
Si quieres demostrar que tu producto o servicio
es de una calidad especial debes hacer muy claro
como lo conseguirás y así podrás justificar costes
elevados en caso de producirse.



Céntrate en factores estratégicos y
evita explicaciones extensas.
En los costes, menciona sólo los
3 factores más importantes.



GTL BMC - El Canvas sostenible

Puedes haber notado que en el Modelo Canvas clásico, falta una referencia a las innovaciones de productos sostenibles.

Por este motivo, GreenTecLab ha desarrollado un BMC ampliado el ”Lienzo del modelo de negocio sostenible de GTL”

El Lienzo de GTL le motiva a pensar en todos los aspectos relevantes para el diseño holístico del modelo de negocio.

Los impactos de sostenibilidad se pueden maximizar desde el principio para contribuir así a modelos de negocio sostenibles e innovadores.

¿Cómo es el lienzo de GTL?

Se trata de una versión extendida con 13 elementos básicos y preguntas guía
Aspectos Adicionales

- Misión y Visión sostenibles (objetivos de sostenibilidad económica, ambiental y social)
- Ciclo de vida extendido del producto (p. ej. a través del reciclaje, el upcycling, el alquiler en lugar de la propiedad)
- Beneficios Eco-Sociales (ventajas logradas a través de principios sostenibles)
- Costos Eco-Sociales (costos causados, minimización de factores de producción ambientalmente críticos)

¿Cómo es el lienzo de GTL?

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?

¿Alguna pregunta más?
Visita la página web y lidera la transición ecológica

GreenTecLab

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