

Hosted by  | Washington DC

Business Model Canvas

APRIL 9TH, 2025

TIM DANIEL

About SCORE

As a resource partner of the SBA, we help small businesses by:



Providing free
business advice
and mentoring



Offering low or
no-cost business
training



Sharing free business
templates and
resources

Request a SCORE mentor at www.score.org/find-mentor

Agenda

- Introductions
- Meet the Business Model Canvas
- BMC hands-on exercises
- Business Model Patterns
- Wrap Up

Your Presenter

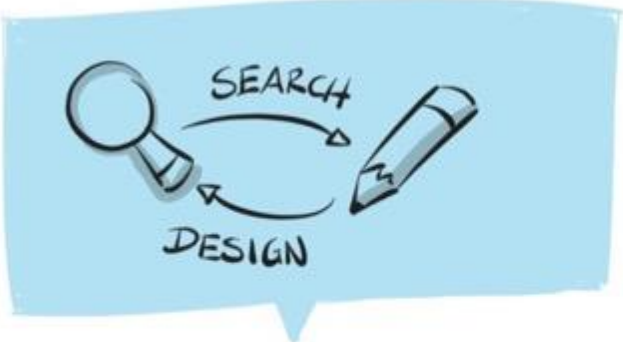


Timothy.Daniel@Scorevolunteer.org

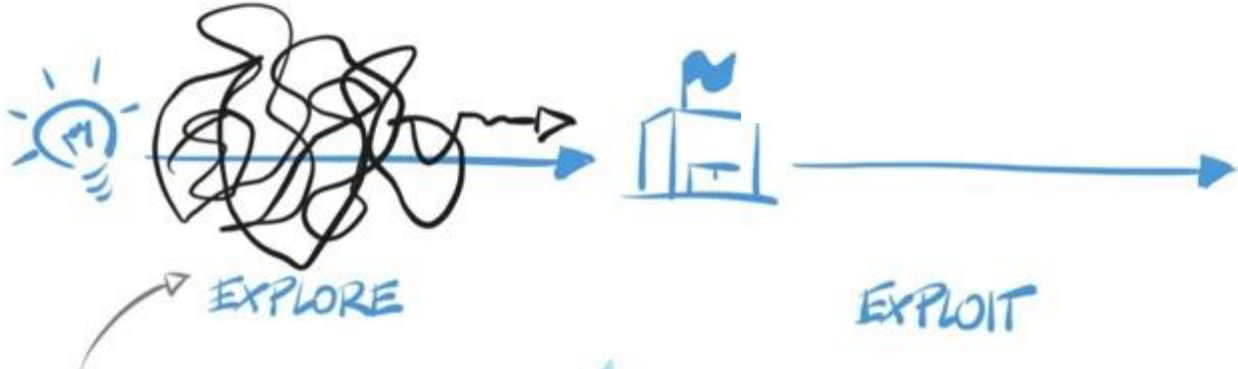
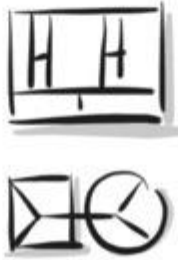
- **Tim Daniel** is a senior-level leader and executive advisor with broad and deep skills in business development and turnaround leadership. He has 30 years of experience “looking around corners” and collaborating across disciplines to lead through a range of operational phases from start-up to revitalization. He works with entrepreneurs in the early stages of business formation as well as existing business interested in accelerating their growth.
- A SCORE mentor since 2009, Tim has worked with hundreds of small businesses across a wide range of industries.

Purpose & Ground Rules

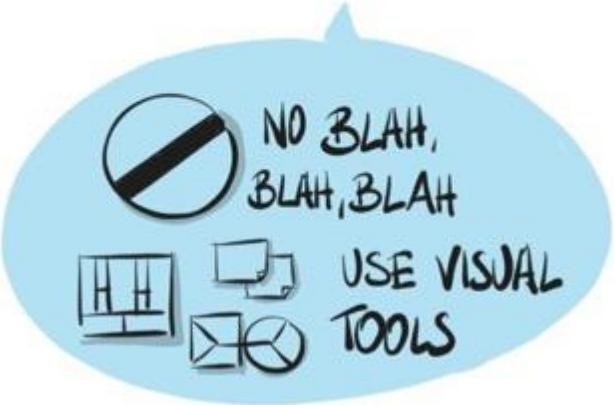
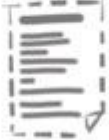
- Purpose
 - Think outside the box.
 - Learn something new.
 - Start working on a business model canvas for your own business.
- Ground Rules
 - This is a “doing” session
 - Exercises are time-boxed and deliberately fast-paced



HOW CAN YOU HANDLE



BUSINESS PLANS DON'T WORK IN THIS PHASE!

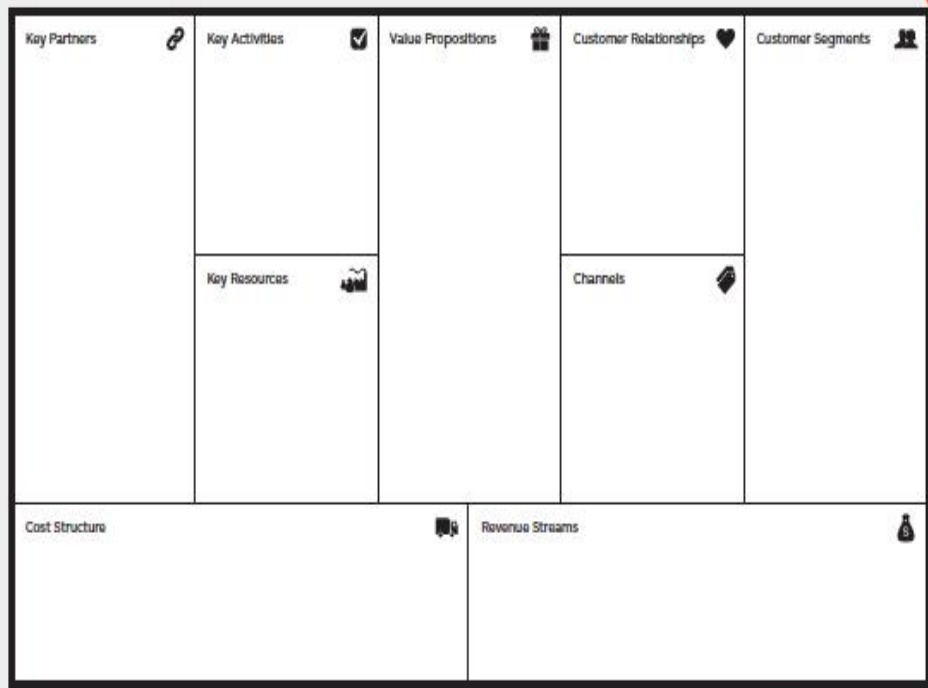


#VPDESIGN
#BMGEN

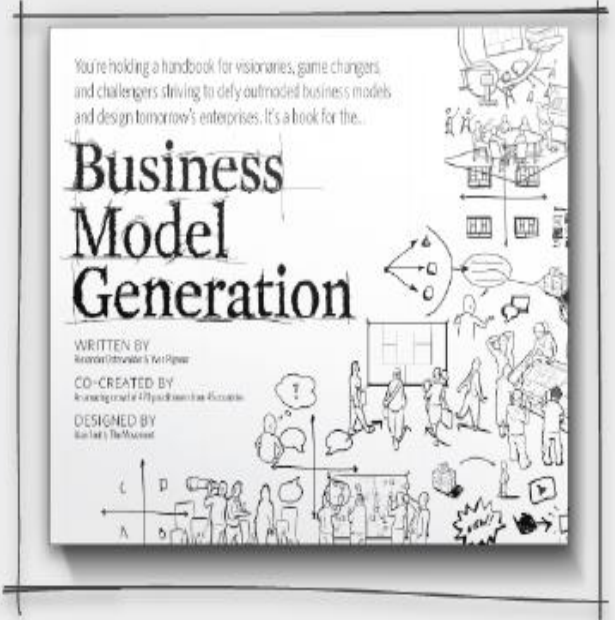
@ALEXOSTERWALDER
@HOLGERNILSPOHL

tells the story of how you create, deliver, and capture value (for your organization)

The Business Model Canvas



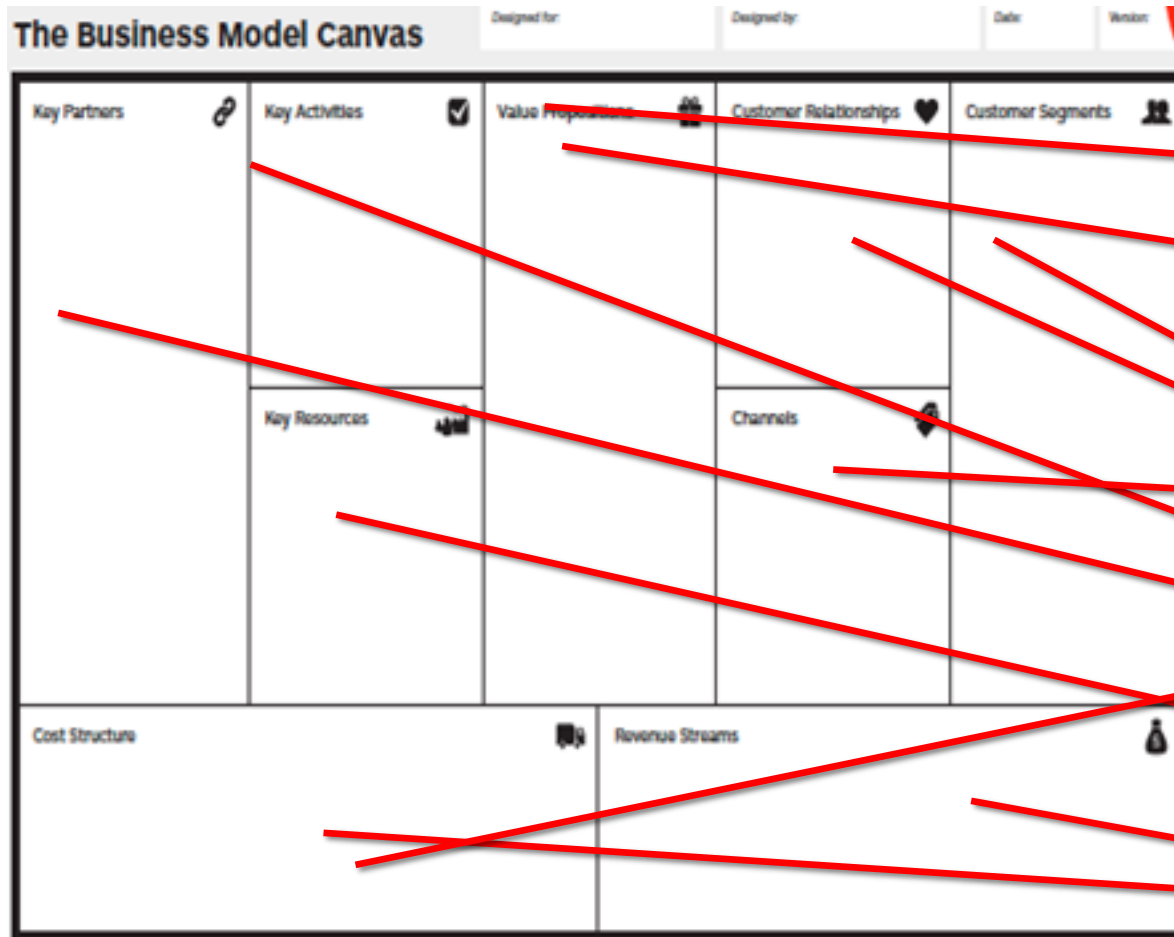
© 2010 Strategyzer Inc. | BUSINESS BY: realites score strategy canvas, deliziansco
 www.businessmodelgeneration.com



Business Plan versus Business Canvas

- Canvas distills ideas into concepts.
 - It lets you focus on what is essential.
- Canvas is quicker to do and lets you experiment with different business models.
 - The business plan is easier to write when you have a canvas.
- Looking at a canvas makes your business easier to understand.
 - It may not be suitable on its own if you are looking for bank funding, but is a good intro for investors.

EACH THE NINE BMC COMPONENTS CORRESPONDS TO ONE OR MORE SECTIONS OF A TRADITIONAL BUSINESS PLAN



1) Executive Summary

- Clear, succinct, and effective as a standalone overview of the plan

2) Company Overview

- Genesis of concept
- History and current status
- Overall strategy and objective of the venture

3) Products and Services

- Description of your product or services' key features, benefits to customers, and pricing
- Comments on development, next steps, and proprietary position

4) Marketing

- Description of your potential customers in terms of size and composition
- Sales and promotion strategy
- Assessment of competitors through barriers to entry and competitor analysis

5) Operations

- Production and delivery of product or service
- Product costs and margins
- Potential obstacles and risks, and corresponding alternate courses of action

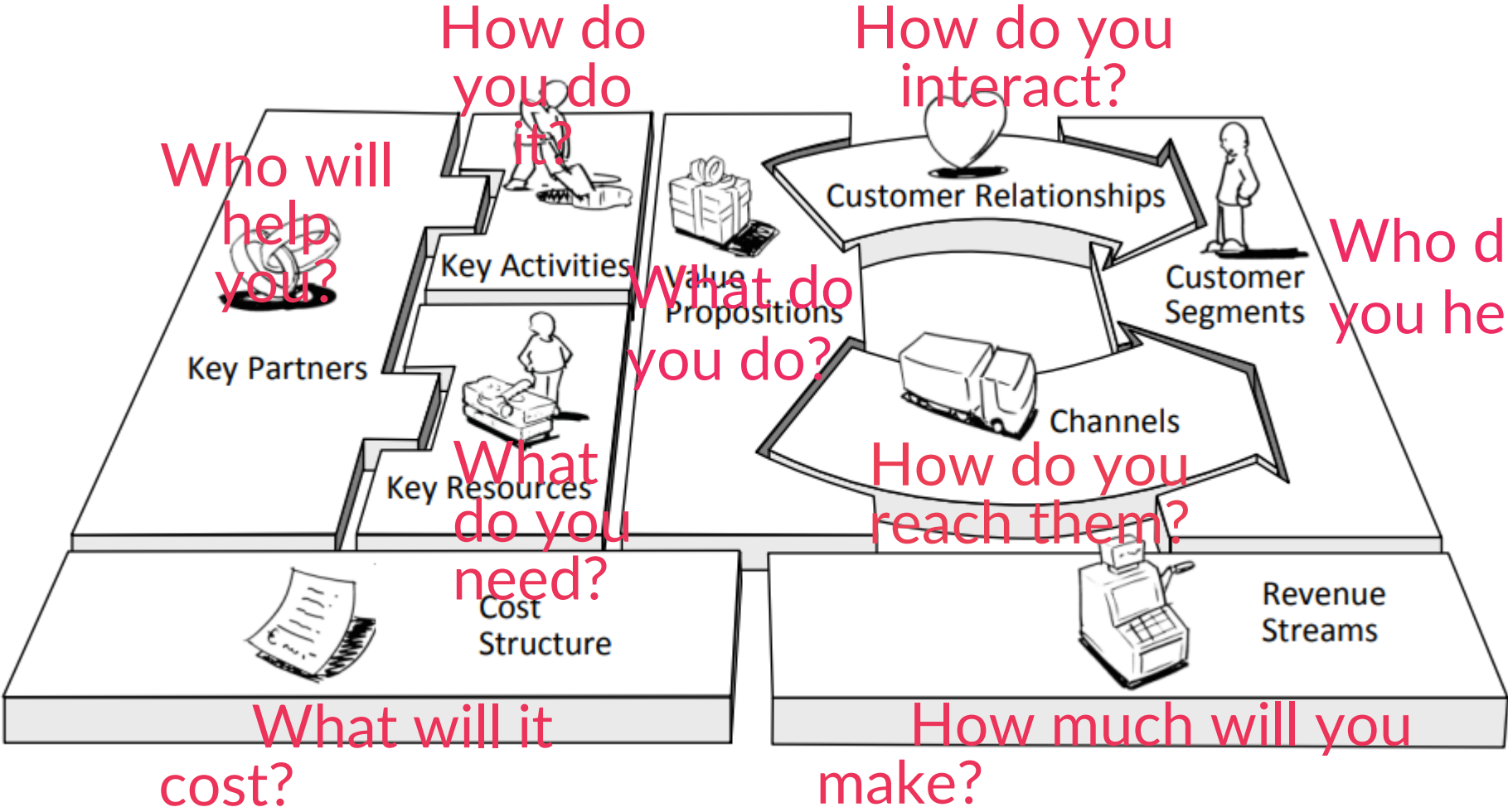
6) Management

- Organizational structure and a summary of how the skills and backgrounds of management will enable venture to execute strategy

7) Summary Financials

- Projected cash flow statement, income statement, and balance sheet
- Amount of funding needed to move forward, if any, and the intended usage of capital

Choices, Opportunities & Alternatives



Components of the Business Canvas

- Front End
 - Customer Segment (Who do you help?)
 - Customer Relationships (How do you interact?)
 - Distribution Channels (How do you reach them?)
 - Value Proposition (What do you do?)
- Back End
 - Key Activities (How do you do it?)
 - Key Resources (What do you need?)
 - Key Partners (Who will your help you)
- Tie it together
 - Revenue Streams (How much will you make?)
 - Cost structure (What will it cost?)

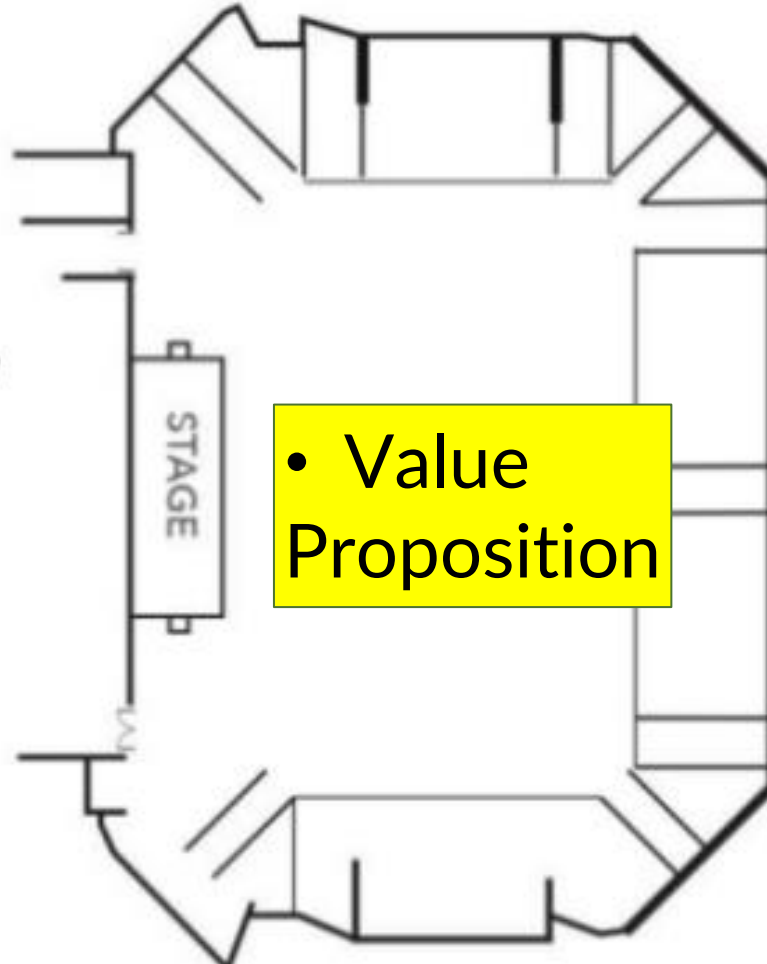
Think of your business as a theatrical production



- Key Activities
- Key Resources
- Key Partners

Backstage – the means by which we create an amazing experience for our customers

- Costs



- Customer Segments
- Customer Relationships
- Channels

Front of House - everything that is customer facing

- Revenue Streams

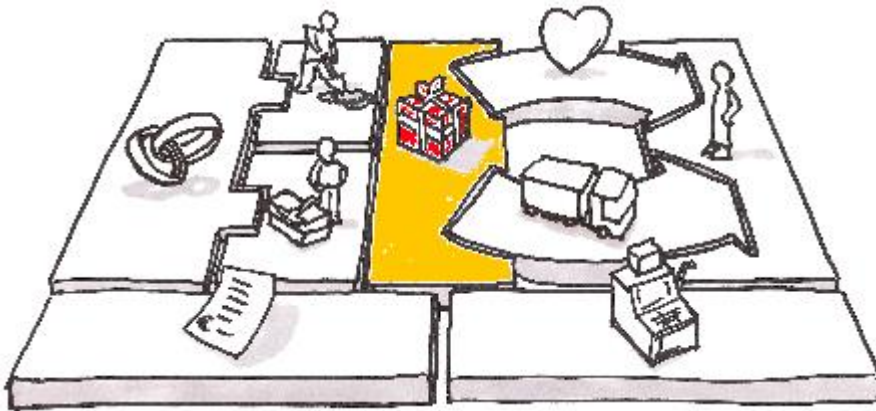
Example: Gas Station / Truck Stop Business Model



Value Proposition: What Do You Do?



Reasonably Priced Fuel

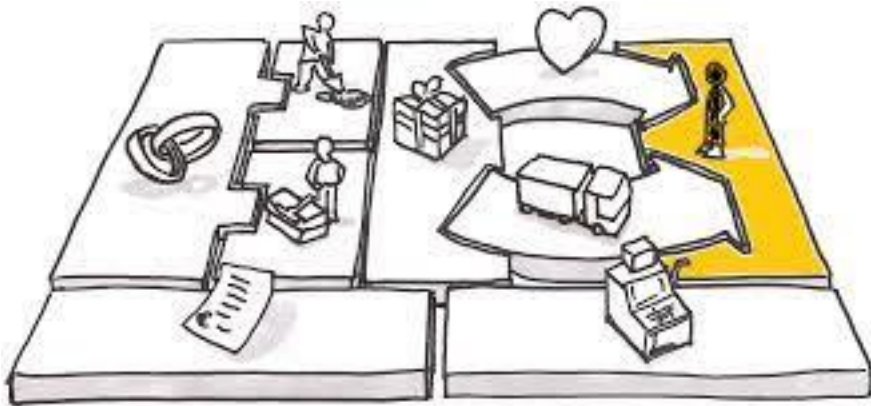


Tasty Fast Food



Clean Restrooms

Customer Segments: Who Do You Help?



Passenger Car
Drivers on a Long
Distance Trip

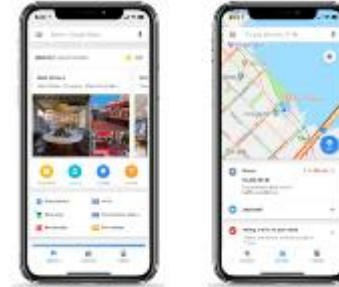


Over the road
truckers



People who live
nearby

Channels: How Do You Reach Them?



Map App



Highway Signs



Company App

WabashMedia.com

Websites · Marketing · Digital Ads

Digital Consultant · 812-463-2599

Customer Relationships: How Do You Interact?



No Human Interaction



Retail Sales

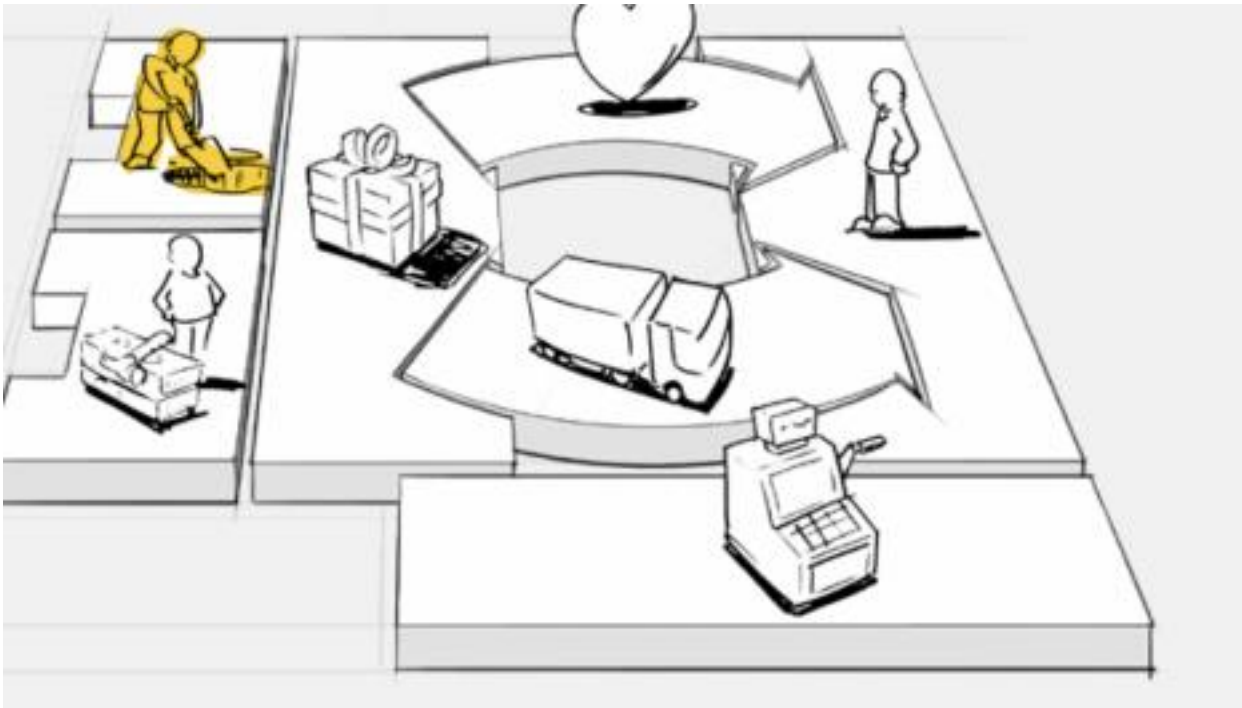


Company App

Key Activities: How Do You Do It?



Maintain Fuel Inventory

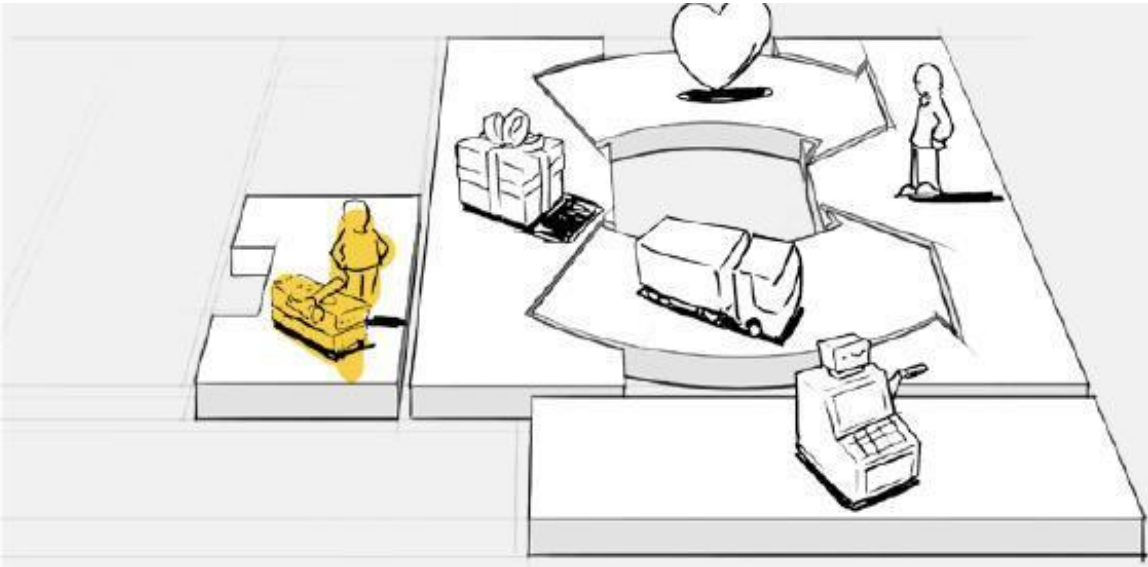


Hire, Train & Manage Staff



Clean Restrooms

Key Resources: What Do You Need?



Building

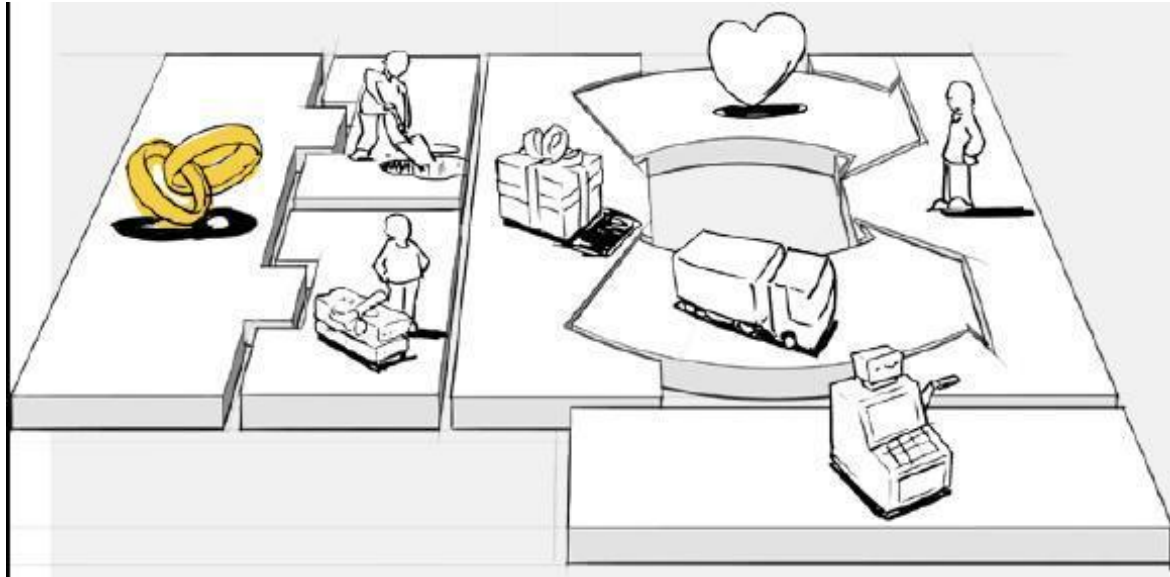


Recognizable Brand



Great Location

Key Partners: Who Will Help You?



Fast Food Franchise



Fuel Supplier

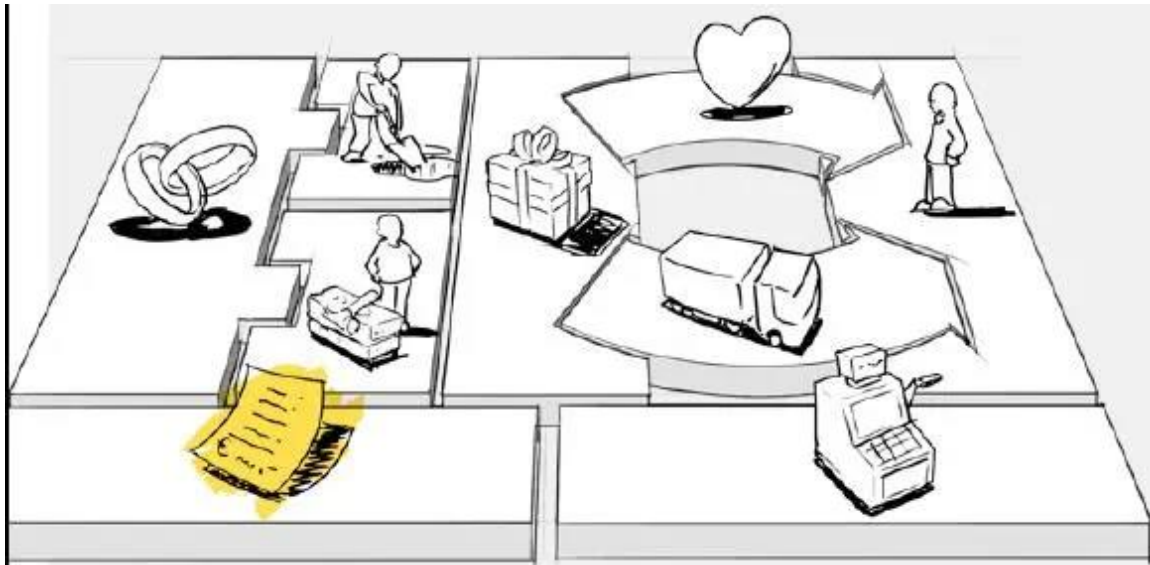


Local Economic
Development Org.

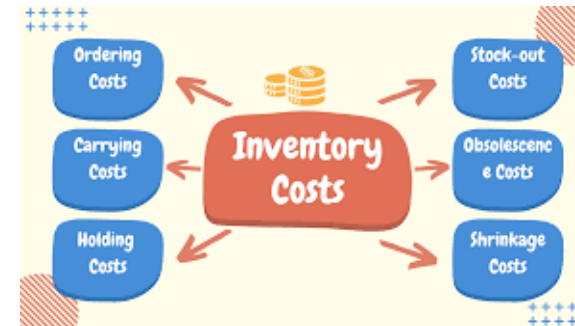
Cost Structure: What Will It Cost?



Labor



Start-up Cost: Investment Required for the Business
Product Cost: What Each Unit of Product Costs



Inventory

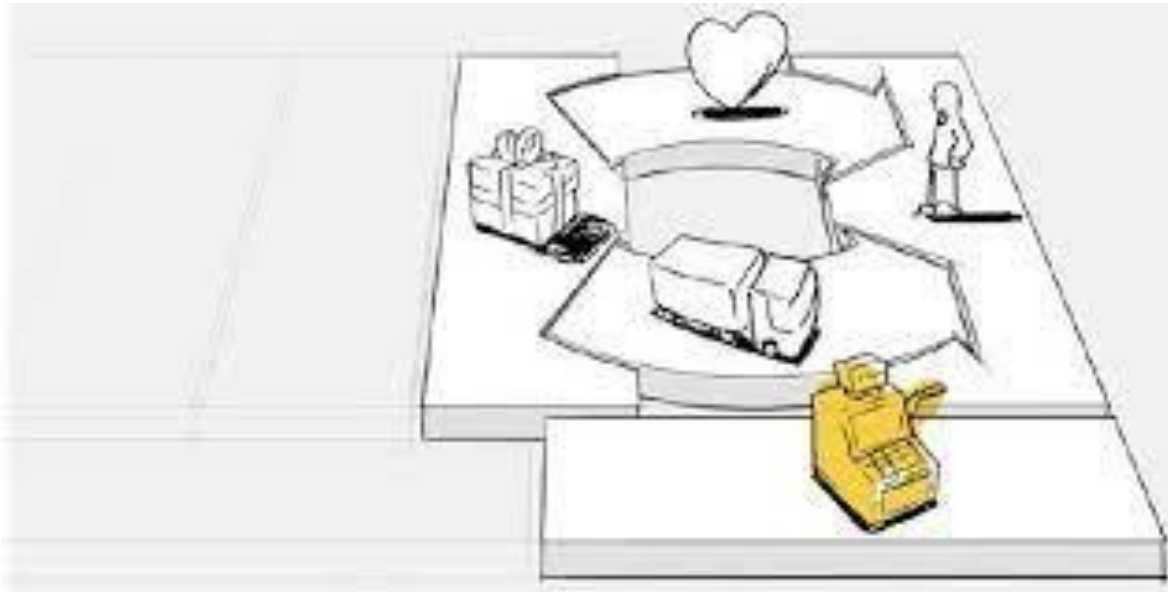


Lease for location

Revenue Streams: How Will You Make Money?



Convenience Store Sales



Fuel Sales



Space Rental to Fast Food Operator

What is the business model canvas for a pizza restaurant?



Refine the model



Canvas Best Practices

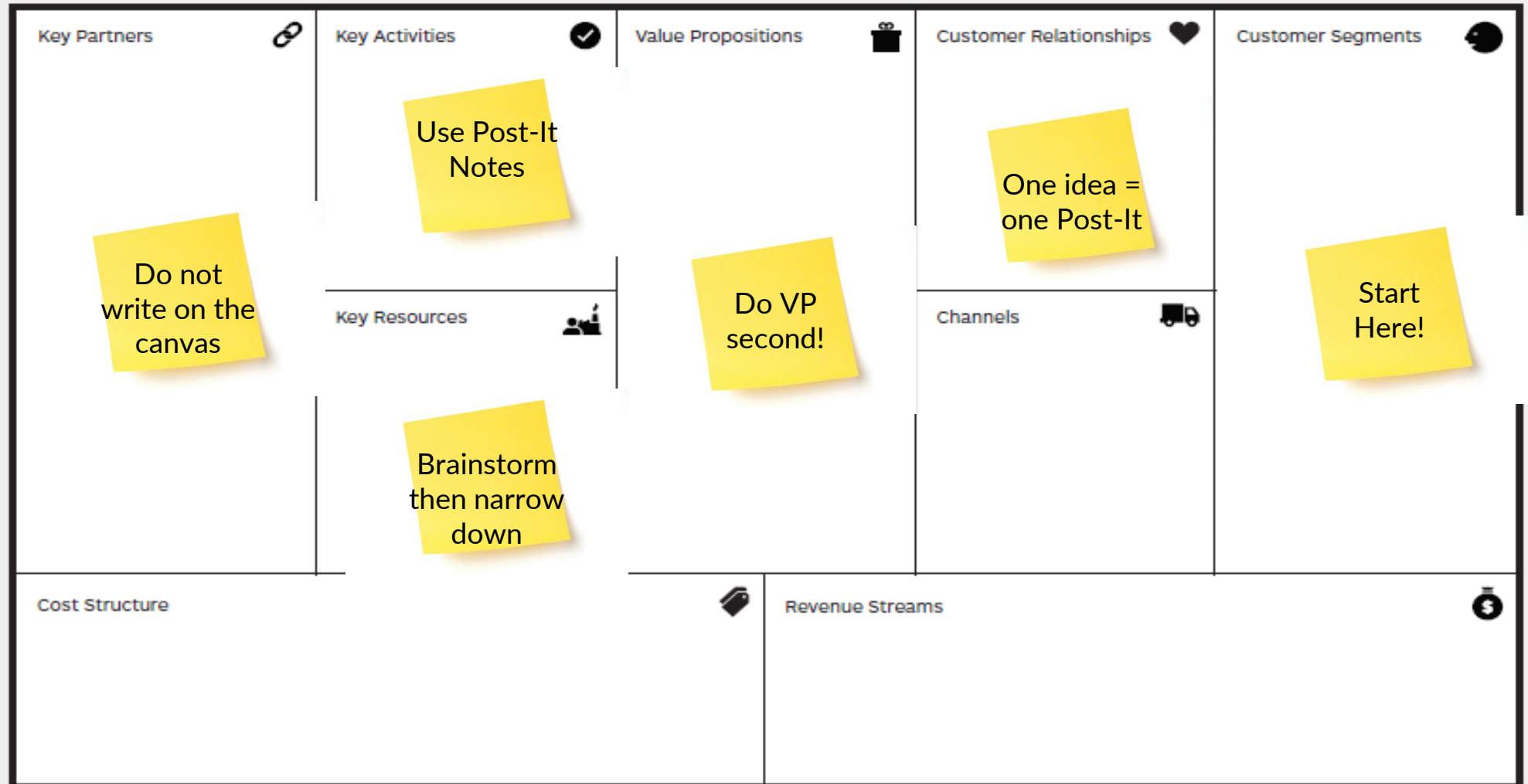
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

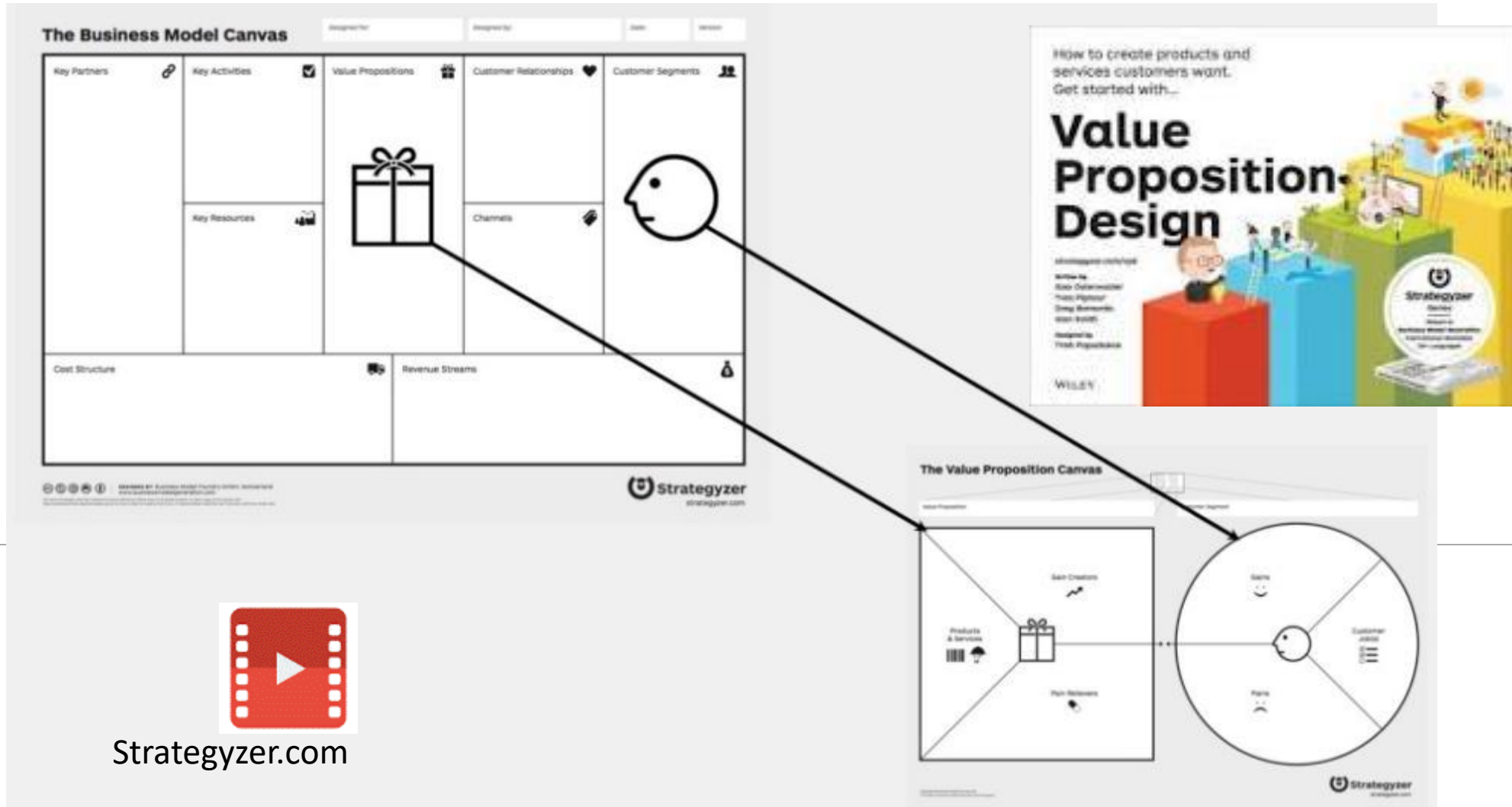


© CC BY SA The work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/> or send a letter to Creative Commons, 5175 Leavel Road, Suite 300, San Francisco, California, 94103, USA.

DESIGNED BY: Strategyzer AG
The makers of Business Model Generation and Strategyzer

Strategyzer
strategyzer.com

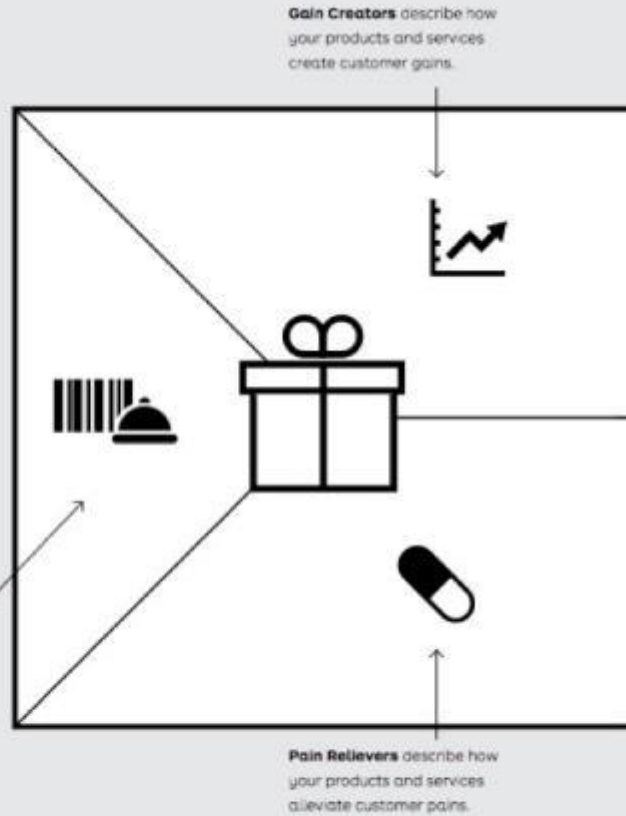
From Business Model Canvas to Value Proposition



Value Map

The Value (Proposition) Map describes the features of a specific Value Proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

A list of all the **Products and Services** a value proposition is built around.



Fit

Customer Profile

The Customer (Segment) Profile describes a specific Customer Segment in your business model in a more structured and detailed way. It breaks the customer down into that customer's jobs, pains, and gains.



You achieve **Fit** when your value map meets your customer profile — when your products and services produce pain relievers and gain creators that match one or more jobs, pains, and gains that are important to your customer.



Backstage Disruption

A radical change in how value is created.

Profit Formula Disruption

A radical change in how profits are made in terms of revenues and costs.

Frontstage Disruption

A radical change of who is targeted and how value is delivered.



1

Match the relevant patterns to one or more of the businesses*.



2



3

- A. Offer distinct value propositions that are distinct that are hard to find or impossible to copy.
- B. Target an underserved market.
- C. Create a disruptively low cost structure.
- D. Change how to reach and acquire a large number of customers.
- E. Configure product or services to match the exact specifications of customers
- F. Generate recurring revenues.
- G. Eliminate the most costly resources, activities, and partners from your business model, even if that means limiting your value proposition.
- H. Make it difficult for customers to leave or switch to competitors.

*Not every pattern has a strong matching business.

Resources

- [Kauffman Foundation](#)
- [Strategyzer Business Model Canvas](#)
- [Lean Startup \(Eric Ries\)](#)

- timothy.daniel@scorevolunteer.org

Helpful Links

- Find SCORE resources for small businesses at www.score.org/templates-resources
- Find more SCORE live and recorded workshops and courses at www.score.org/get-business-training
- Book an appointment with a SCORE mentor at www.score.org/find-mentor





Funded in part through a cooperative agreement with the U.S. Small Business Administration.

All opinions, conclusions, and/or recommendations expressed herein are those of the author(s) and do not necessarily reflect the views of the SBA.