



Service Science

UniMiB

F9101Q022

Business Model Canvas

Instruments & Purposes

- Goal
 - To **communicate** important information to **investors**
 - To reason and discuss about the business/service/...
- Instruments
 - **Business Plan**
 - Very large document (till 100 pages)
 - Provides information to **justify** the entrepreneur assumptions about the **problem, opportunity, market size, solution, competitors, and team**
 - **Business Model Canvass**
 - **one page**
 - illustrates how a company **creates, delivers, and captures value** and the **interactions** between the different parts of the company

Business Model Canvass

Overview

Not Confirmed Tale

- Two groups looking for funds
 - The first group
 - They spent four months writing a 60-page business plan with 12 pages of spreadsheets. They focused on collecting information to justify their assumptions about the problem, opportunity, market size, solution, competition and team
 - They prepared a 5-year sales forecast, a five-year Profit & Loss statement, balance sheet, cash flow ... They prepared a 15 slide presentation and were ready to go pitch
 - However, once they got their product to actual users, they realized that at least **half of their key assumptions were wrong**
 - The second group
 - They decided not to spend time writing a detailed business plan. Instead, they focused on **building and testing their business model**
 - A business model is best presented through a **business canvas** (more on next slide)

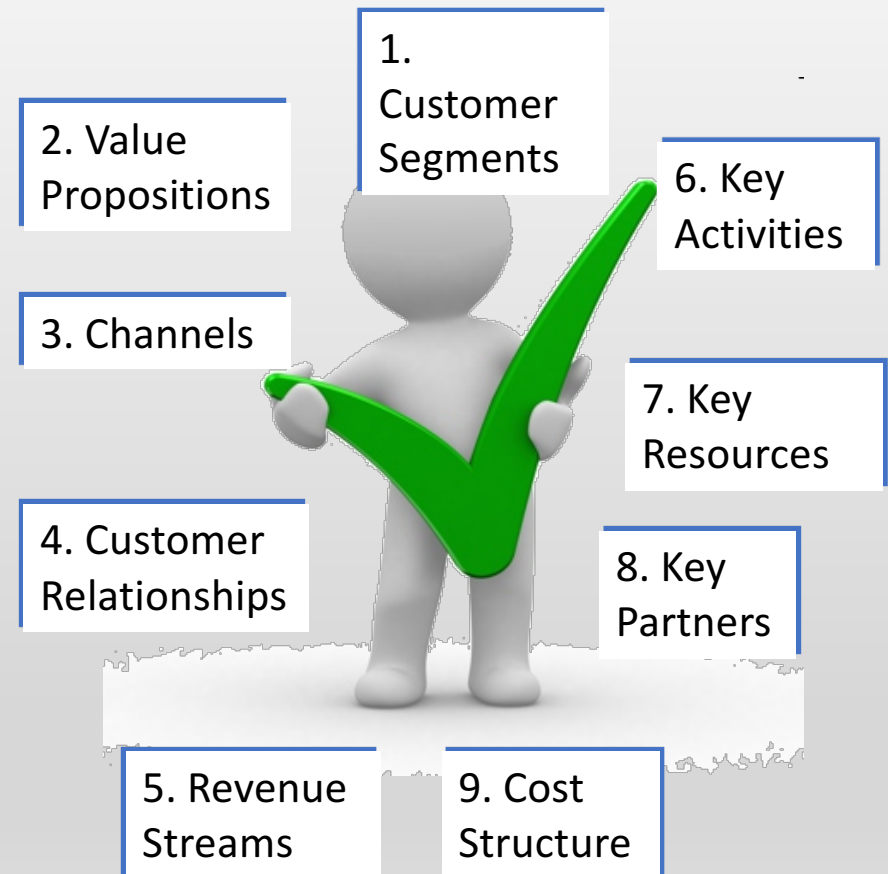
<https://articles.bplans.com/how-to-write-a-business-plan/>

Business Canvas vs Business Plan

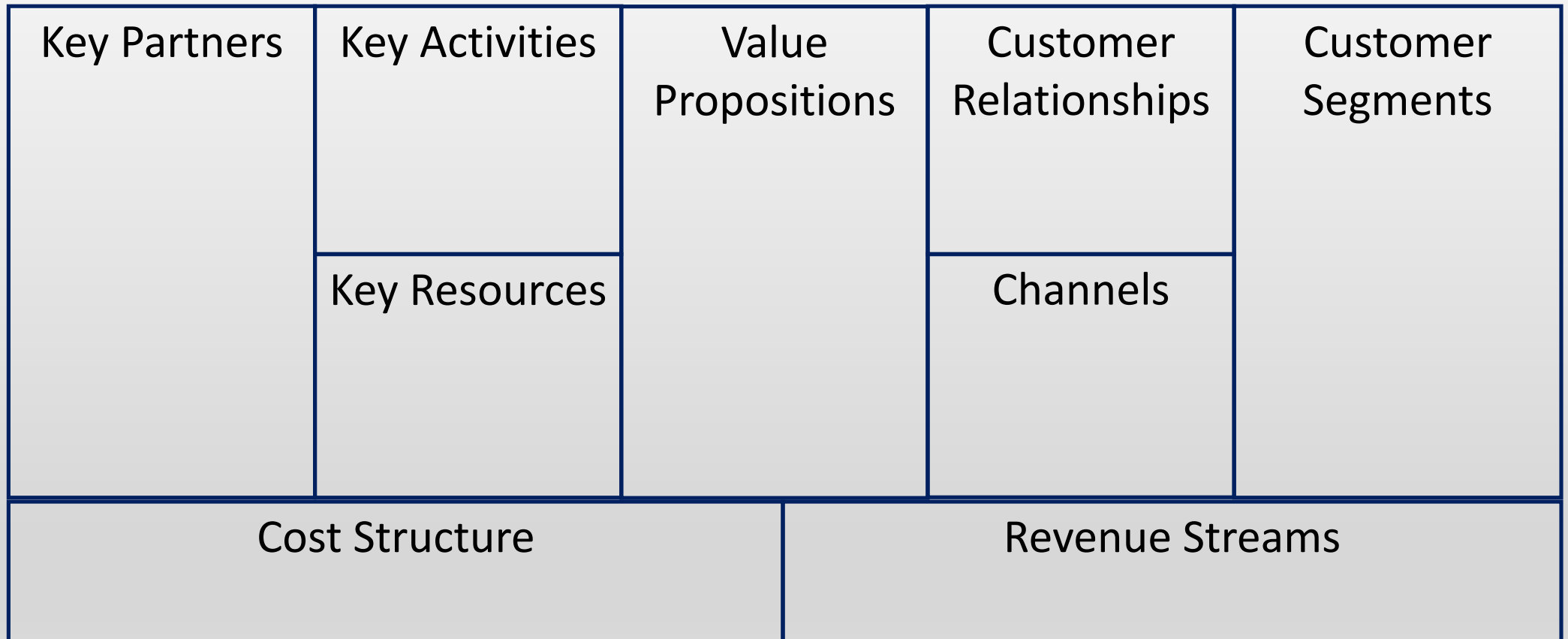
- The level of detail
 - A business plan can top 100 pages (though, that isn't recommended!)
 - A business canvas has 1 page!
- A business plan, once created, it is expected to be a static document
 - The typical business plan **plots economics through 3 to 5 years**
 - Milestones not met require **corrective actions**
- The business canvas
 - spends a lot **less time trying to back up assumptions** since it realizes that they are just assumptions
 - focuses on **quickly identifying and testing** broader **assumptions** or hypotheses
- The business canvas is a dynamic document
 - If assumptions are adjusted the business canvas will be updated accordingly

Business Canvas

- A Business Canvas is usually a one page document (e.g., A4, or a poster)
- It illustrates how a company **creates, delivers and captures value** by presenting the interactions between the different parts of the company
- E.g.. The Profit-First Business Model Canvas →
 - It focuses on the 9 questions to be profitable



A Business Canvas Framework Example



- Some explaining videos
<https://www.youtube.com/watch?v=QoAOzMTLP5s>
<https://www.youtube.com/watch?v=IP0cUBWTgpY>

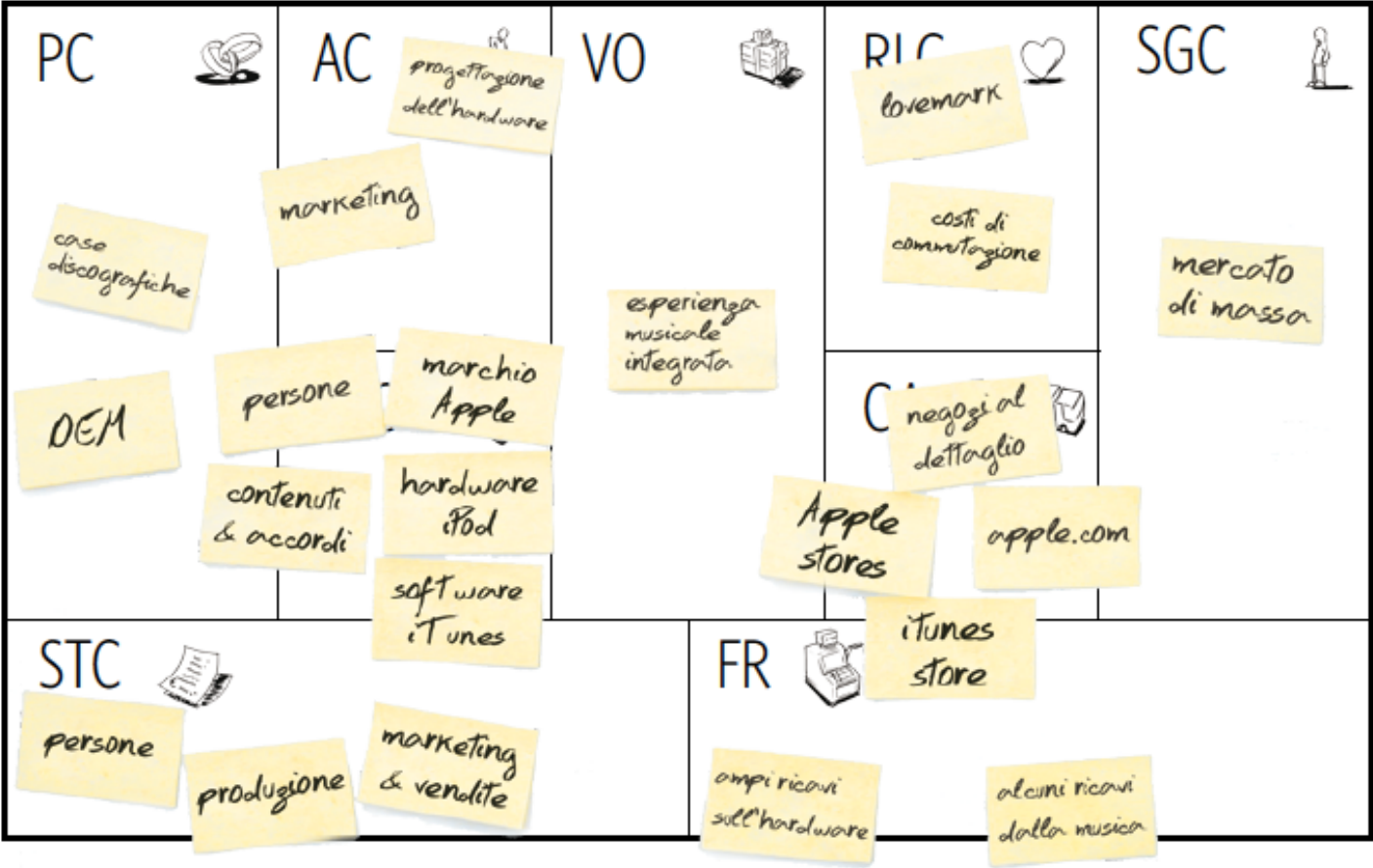
Questions behind Each Section

- 1) **Value Proposition.** What are the **customer needs** or **problems** addressed?
- 2) **Customer Segments.** Who are they, why they buy, ...?
- 3) **Channels.** How does the product/service/... reach the customers?
- 4) **Customer relationships.** How does a company **get**, **keep**, and **grow customers**?
- 5) **Revenue streams.** **How do you make money?** Revenue models, pricing, What value are the customer paying for?

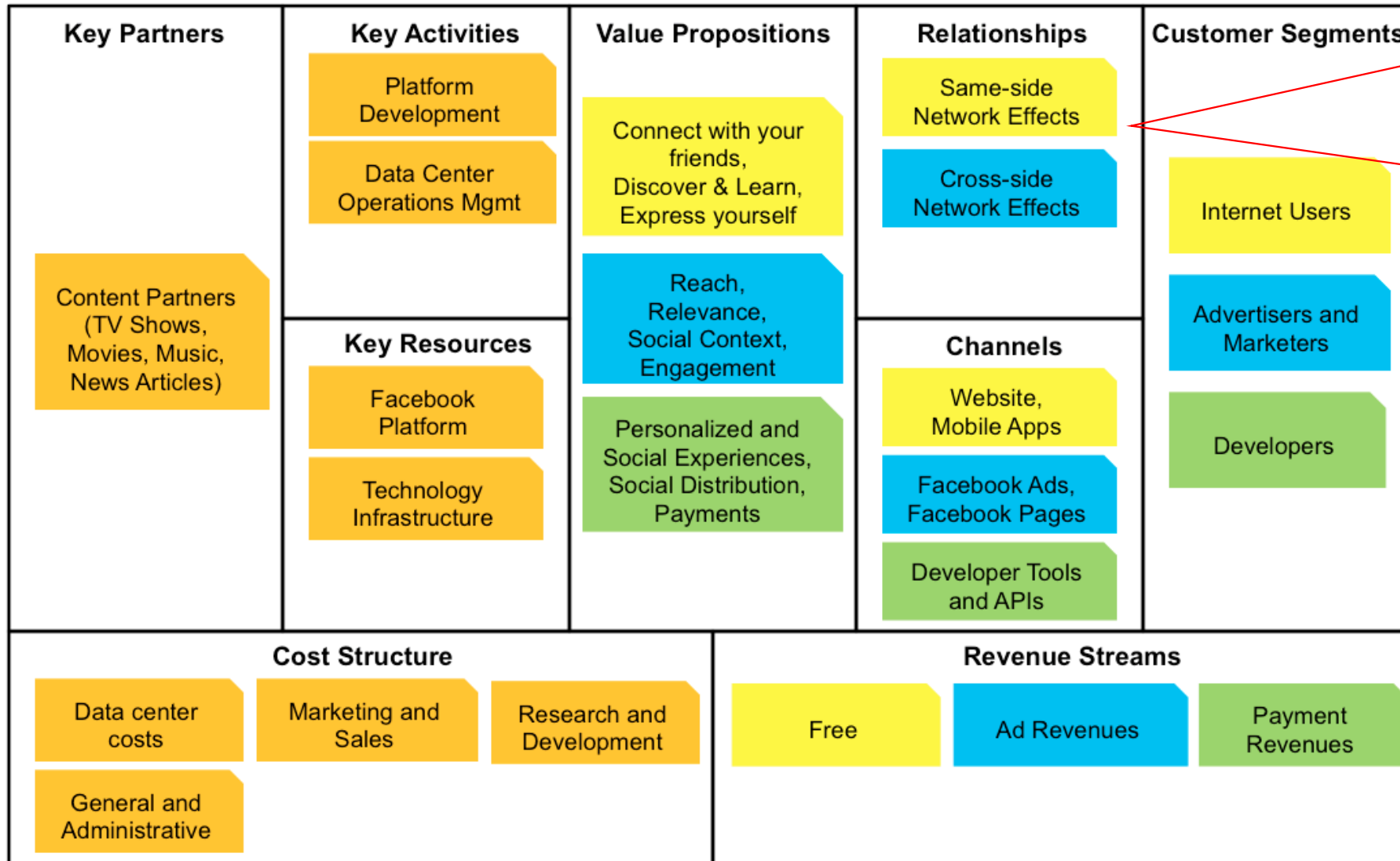
Questions behind Each Section (2)

- 6) **Resources**. What are the most important **assets** and **key resources**? E.g., **Finance** (Raising money, line of credit, ...), **physical** (manufacturing, machines, vehicles), **Intellectual** (Patents, Customer lists, ...), **human** (key people)
- 7) **Key partnership**. Who are the key partners and suppliers? What key resources are we acquiring from them? What **key activities** do they perform?
- 8) **Key activities**. What are the **most important things to do** to make the business model work? E.g., production, problem solving, supply chain management, ...
- 9) **Costs**. What are costs and expenses to operate the business model? What are the **most important costs**? What are the most **expensive resources**? What key activities are the most expensive? Fixed costs / Variable Costs, Economies of scale

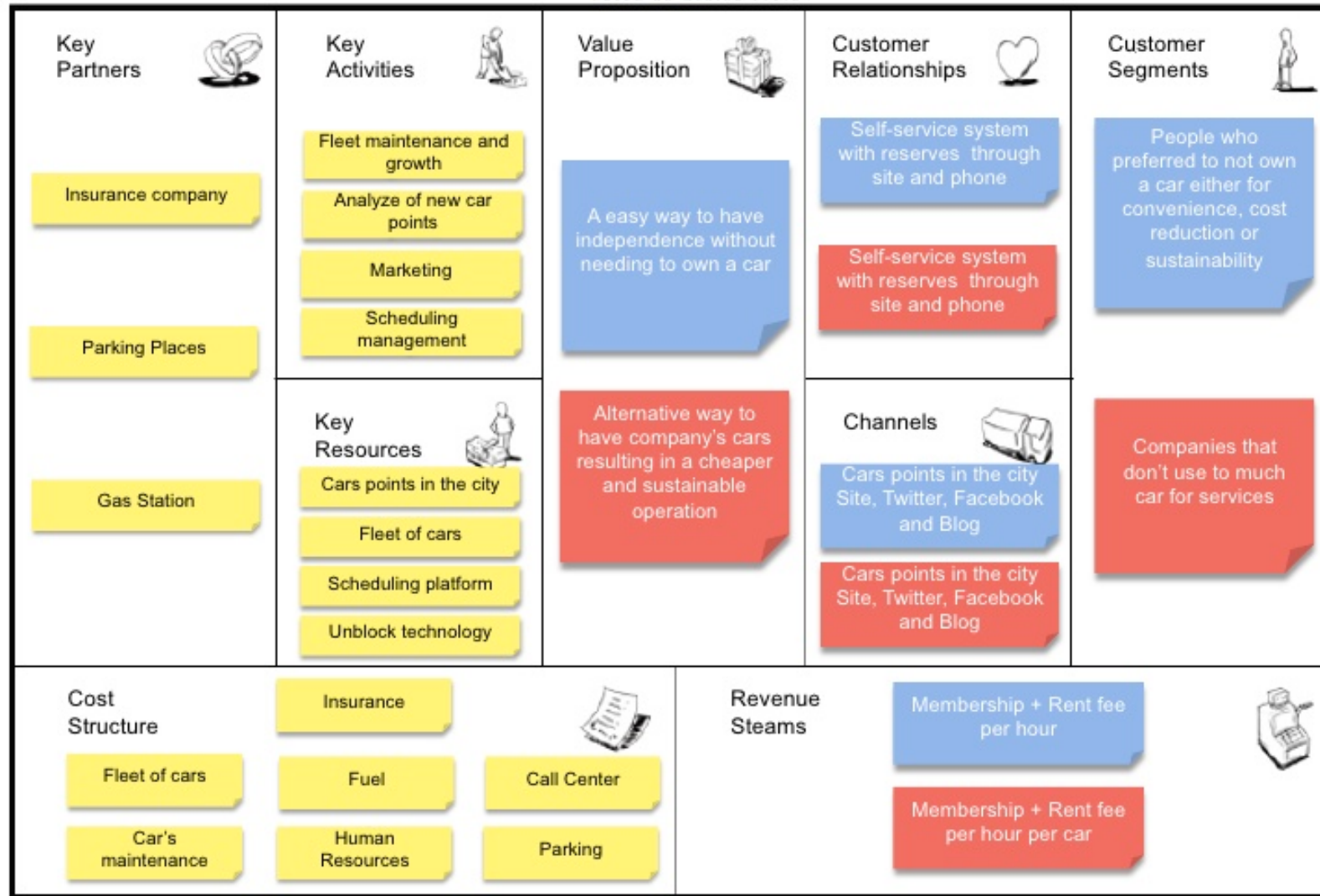
BMC, first draft



Facebook – World's leading Social Networking Site (SNS)



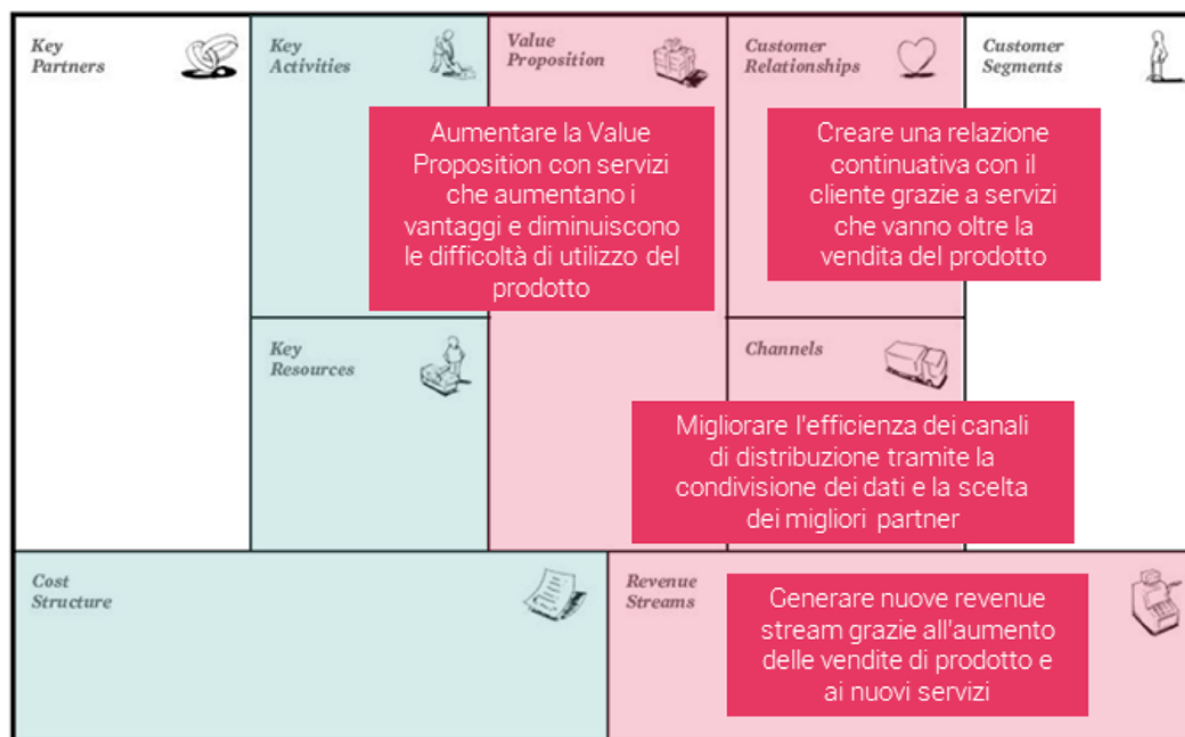
FB is a multi sided network, where several distinct user groups provide each other with network benefits



Zazcar is a carsharing startup and the first carshare operator in Latin America

IoT Business Model Canvas

L'IMPATTO DELL'IOT SUL BUSINESS MODEL



IoT all'interno della fabbrica

IoT all'interno dei prodotti

Tools

- Power Point
- <https://canvanizer.com/>
- ...

Proposte per l'attività di laboratorio

- Sviluppare i primi passi di un'idea imprenditoriale
- Attività da svolgere (da portare all'esame):
 - Business Model Canvas
 - Definire i processi per la realizzazione dell'idea di servizio
 - Produrre una relazione/presentazione con la descrizione dell'idea
 - Progettare l'MVP iniziale

Proposta 1

- Proposta libera
- Requisiti minimi
 - Lavorate come se doveste creare una start-up
 - Dovete offrire un prodotto/servizio innovativo basato su, o che abbia a che fare con, l'analisi dei dati

Proposta 2

- Volete creare una start-up che:
 - Fa scraping dei siti che propongono offerte di vendita di case (real-estate web sites)
 - Calcolate informazioni sui prezzi medi per area (suddivisi magari per tipologie di case)
 - ... (il resto dovete deciderlo voi)

Proposta 3

Progetto sugli Open Data della Lombardia

- Fonte dati: Open Data Lombardia <https://www.dati.lombardia.it/>
- Scegliere un settore (e.g., Ambiente, Sanità ...)
- Scegliere l'idea di azienda/servizio da sviluppare
- Identificare i dati necessari all'idea di azienda/servizio scelti e verificarne la disponibilità e, in parte, la qualità
 - Cercare, se necessario, altri dati
- Identificare i principali indicatori di analisi da estrarre dai dati
- Definire i processi per la realizzazione dell'idea di servizio
- Realizzare il Business Model Canvas dell'idea
- Produrre una relazione/presentazione con la descrizione dell'idea

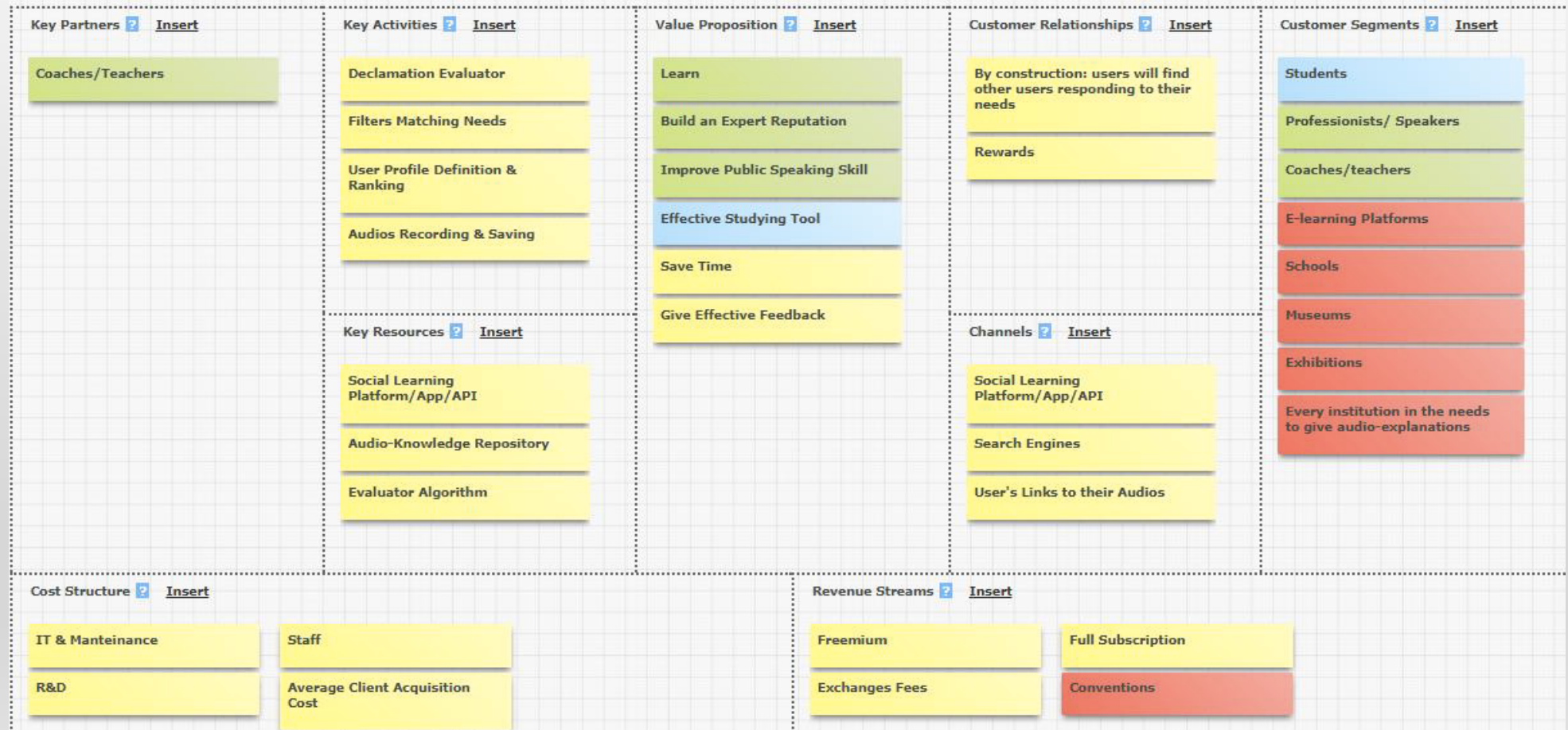
Modalità di lavoro

- Vi suggeriamo di formare dei gruppi
- Il lavoro si svolgerà
 - Durante le ultime ore del corso di lezione/esercitazione
 - **Fuori lezione (homework)**
 - **Il prodotto finale deve essere presentato all'esame**










Esempi progetti passati

Speak-Confident: the Social Lifelong Learning Platform

[Share Canvas](#)
[Canvas History](#)
[Canvas Setting](#)



SP Smart Phone

 <p>PARTNER CHIAVE</p> <ul style="list-style-type: none"> • Google e i principali player delle telefonie mobile. 	 <p>ATTIVITÀ CHIAVE</p> <ul style="list-style-type: none"> • Creazione di telefoni che soddisfano il cliente. • Il rispetto delle tempistiche delle creazioni. • Assistenza tempestiva in caso di problematiche. • Analisi dei dati a fini commerciali. 	 <p>PROPOSTE DI VALORE</p> <ul style="list-style-type: none"> • Uno smartphone personalizzato e ottimizzato secondo i propri bisogni. 	 <p>RELAZIONI CON I CLIENTI</p> <ul style="list-style-type: none"> • Assistenza. • Attraverso email. • Chat bot. • Assistenza telefonica. 	 <p>SEGMENTI DI CLIENTELA</p> <ul style="list-style-type: none"> • Generalmente persone che se ne intendono (Techy) poiché hanno competenza relativamente le componenti del telefono e hanno delle preferenze.
 <p>RISORSE CHIAVE</p> <ul style="list-style-type: none"> • Shop on line. • Professionisti altamente specializzati. • Interfaccia utente brevettata. 		 <p>CANALI</p> <ul style="list-style-type: none"> • Sito. • Youtube. • Twitch. • App. 		
 <p>STRUTTURA DEI COSTI</p> <ul style="list-style-type: none"> • Affitto annuo. • Acquisizione dei pezzi. • Dipendenti. • Spese di ufficio. • Immobilizzazioni varie. 		 <p>FLUSSI DI RICAVI</p> <ul style="list-style-type: none"> • Sul prezzo di vendita. • Leasing. • Abbonamento. • Assistenza all inclusive. 		