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BPW 2026

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BPW 2026

Seminarprogramm Berlin

Investitionsbank Berlin

Investitionsbank des Landes Brandenburg ILB

Business Model Canvas

A Step by Step Guide

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UNTERNEHMENSBERATUNG

Agenda

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Business Model: Definition & Canvas Introduction

Business Model Canvas compared to a „classic“ bankable Business Plan

Business Model Canvas: you develop one

Get to know each other please use the chat function

My name is…
I have/had been doing professionally…

My hobbies are… /I am doing for living…

My idea to run a business is…

Business Model: What is it?

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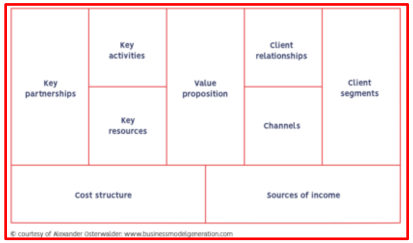
⇒ From idea to concept

Bankable Business Plan



⇒ Description of the relations between all aspects of an organisation or project that are needed in order to create, deliver, and capture values.

⇒ Means: To generate a (surplus) value for clients/customers and a gain or a plus for the organisation, i.e. sales revenue.

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source: Klicker pixelio.de

Business Model: What is it?

An idea will be **visualised** and **theoretically tested** if entrepreneurial action could be (long lasting) successfull.

A well structured visualisation of the business model serves as basis for an **in-depth analysis**!

2 well-known options to **systematically** develop a business model: writing a **bankable business plan** or develop a **business model canvas**

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Business Model Canvas

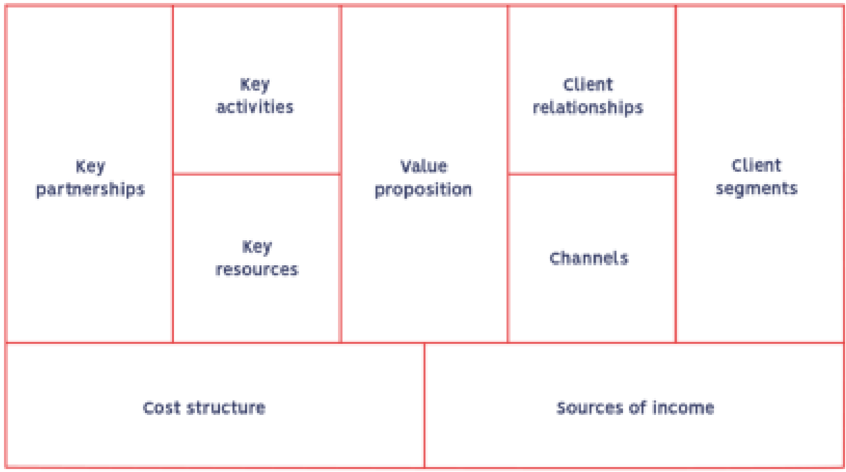
To canvas sth on a canvas: To consider sth on one page / on a screen

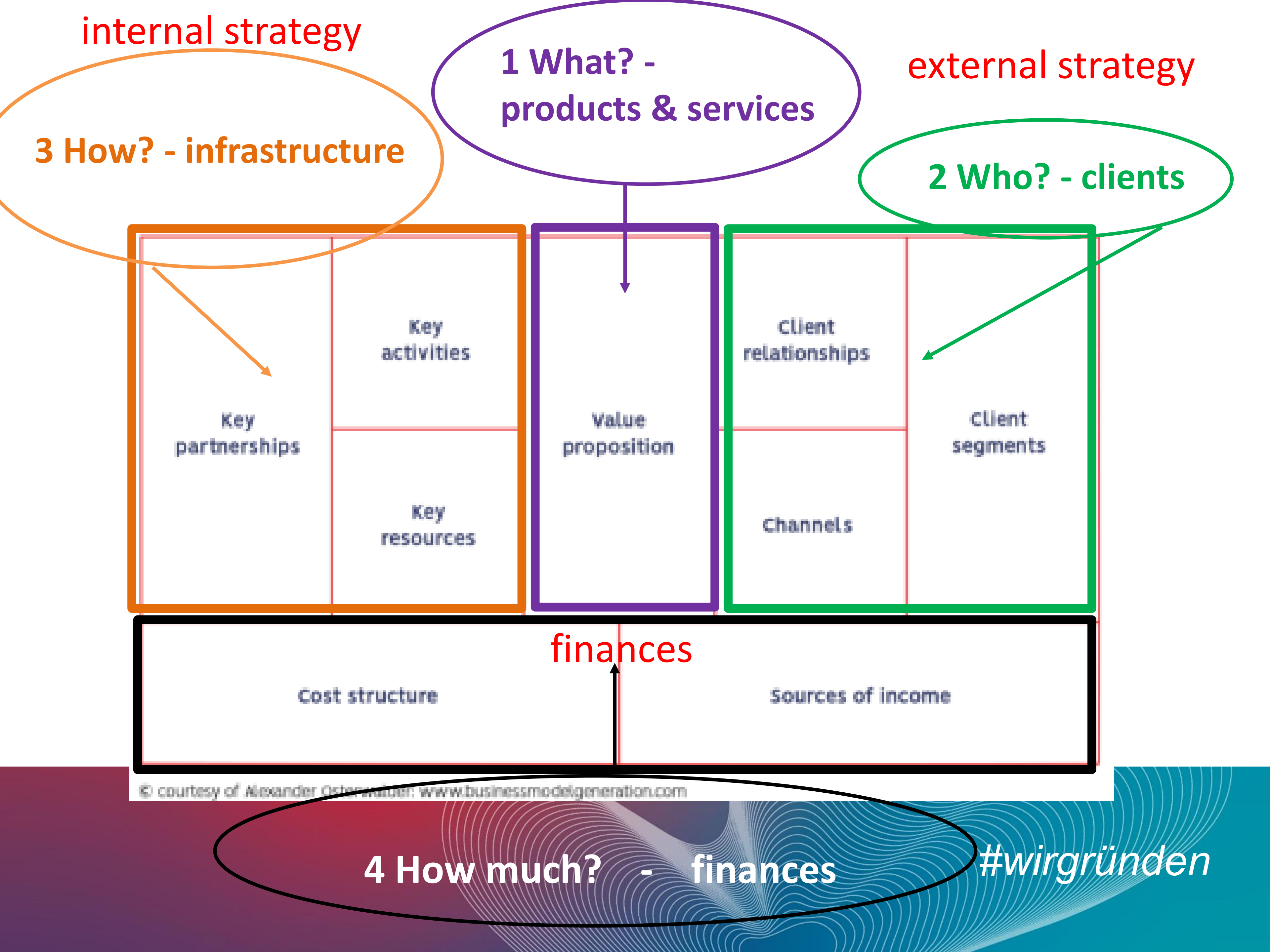
A **strategic management** method for developing and documenting business models	or	It may be used to check on existing concepts (**controlling instrument**)
USP: It is a complex **analysis** tool	or	It can be used as **creative tool** to draw a business idea to a rough concept

on **one single page**

Potentials and **risks** can easily be **recognized**

Founder: Alexander Osterwalder




internal strategy
3 How? - infrastructure
1 What? -
products & services
external strategy
2 Who? - clients
Key partnerships
Key activities
Key resources
Value proposition
Client relationships
Channels
Client segments
finances
Cost structure
Sources of income
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4 How much? - finances
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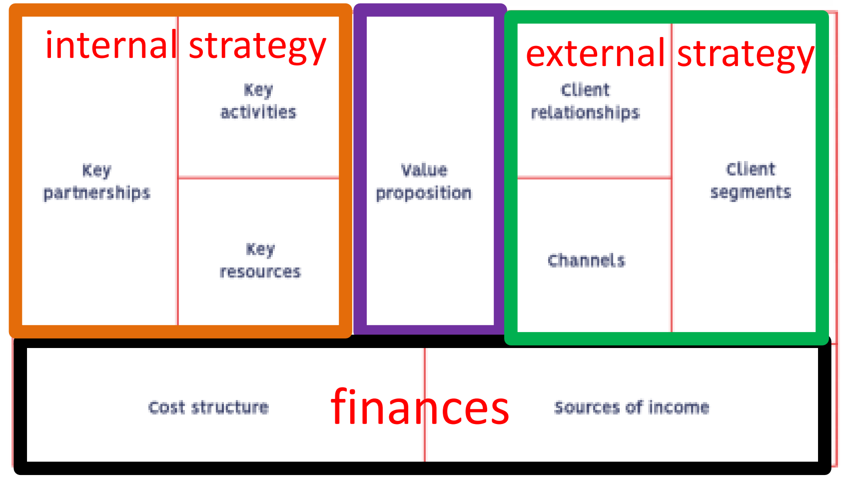
Bankable Business Plan vs. Business Model Canvas



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Businessplan	Canvas
1. Executive Summary	=> Canvas Modell
2. Value proposition	=> Value proposition
3. Entrepreneur (Team)	=> Relations to the internal strategy w/ regards to own ressources (skills & knowledge, experiences)
4. Marktet analysis	=> Relations to value proposition & external strategy
5. Marketing	=> Relations to external strategy
6. Organisation	=> Internal strategy
7. Milestones	=> may belong to value proposition or as a result of developing a Canvas Model
8. Chances & risks	=> may be a result of developing a Canvas Model
9. Financing plan	=> finances (as rough draft)

1ST PHASE

1st submission deadline

November 11, 2025

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Business plan

Required chapters:

- Executive Summary
- Product/Service
- Founders

Remember to integrate sustainability aspects into your business plan chapters.

Business Model Canvas

Required content:

- Overview
- Canvas
- Outlook
- Description of segments

Remember to integrate sustainability aspects into the description of your nine Canvas-segments.

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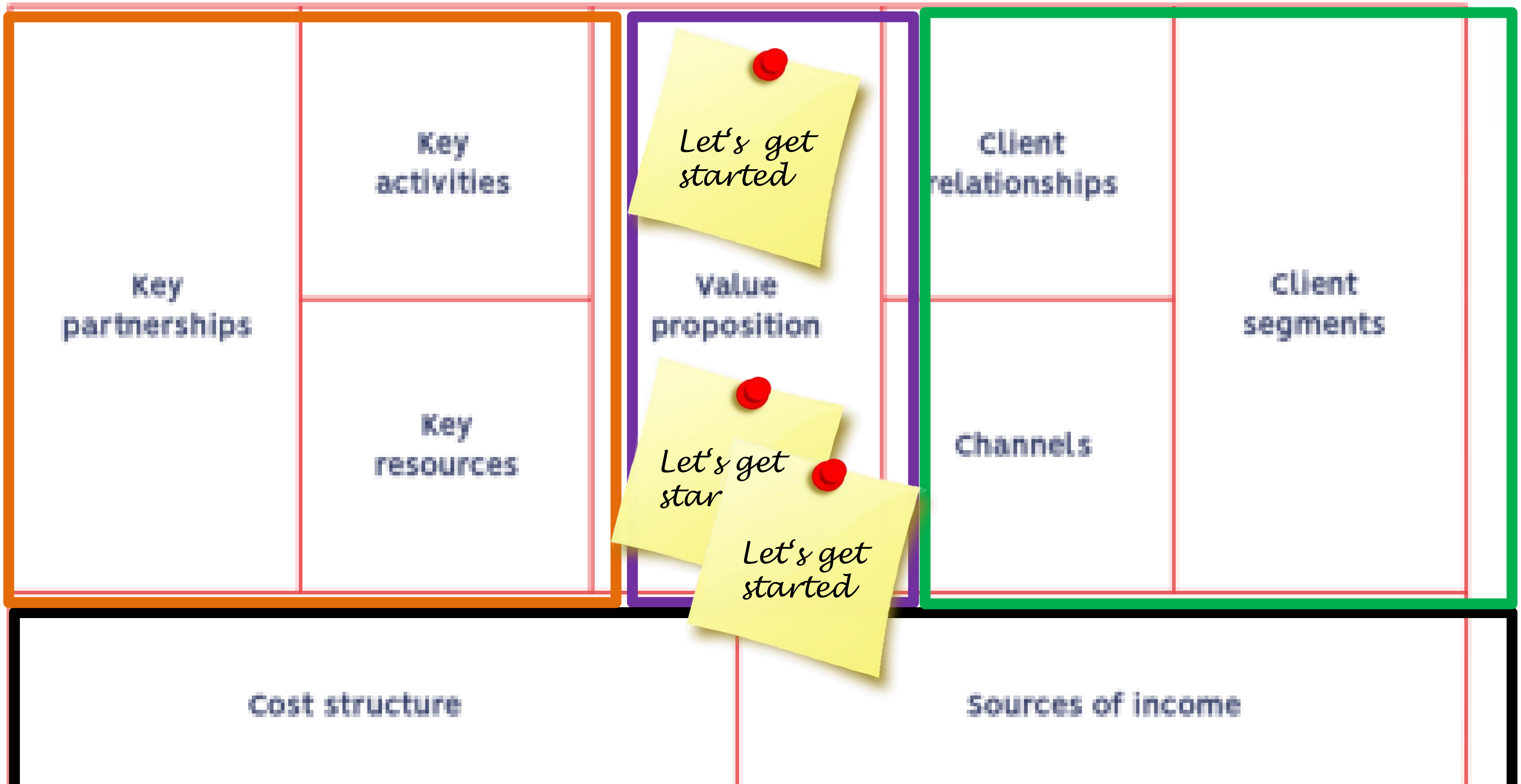
Business Model Canvas: develop your own one

Develop one idea only to a business concept on your sheet of paper in the Business Model Canvas.

Only note the essential information and note a single thought in capital letters on a sticky note.

Remember:
It is a poster, filled with sticky notes, to visualize potential relationships between the different aspects of being self-employed / running a company.

Please decide now to either work analog or digital



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Unique Selling Point

Innovative aspect of your idea
Main features of your product

Why should a client buy my product instead of the competitors' products?
Which of the customer demands is highlighted here?
Additional benefit for your customers your competitors do not offer.

Name features that make your proposition unique in comparison to your competitors' items.

Examples

- Quality differences/packages for services & price
- Innovation / new elements
- Cost leadership

Products/Customer Service

Describe/structure your value proposition in a way that everyone understands what is available

What does it look like? What do you sell?
What can your client buy?
What are your core competencies, your strengths?
Differentiate clearly between your (various) offers by describing their characteristic features

Business Idea

....

Customer Benefits

What do my clients/target group expect when they order sth. / hire me/purchase my product?
- Product features / What is my product able to do?
- What is my client's benefit from buying the item?
- What problems might my product solve?

Examples

Material/immaterial profit (what in particular?), to save time and/or money, to gain prestige, for the own convenience or fun, to experience adventures, to feel more secure

(Desired) Target Groups

People with the same needs, desires or problems are part of one target group. What are their needs? Differentiate between your Target groups by **characterizing each target group** with regard to the following aspects:

B2C or B2B

Socio-demographic criteria
family / personal status
age, sex, income

Psychological criteria
- Means the attitude and values that influence the consumer's behaviour
- Means preferences, awareness of status, openness, aesthetical sense etc.

Geographical criteria
What is the range you aim at for each product/service? city, countryside, region, nation, continent, the planet

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3 How? - infrastructure

1 What? - products & services

2 Who? - clients

Key partnerships

Who are my key partners, suppliers (for which activities)?

Which resources am I requiring from which partner?

Key activities

Activities that my value proposition, my distribution channels, my client relationships, my revenue streams require.

Key resources

Resources that my value proposition, my distribution channels, my client relationships, revenue streams require

Value proposition

What is the specific product?
What bundels am I offering which client segment?
Which one of the clients' problems am I helping to solve?
Which customer needs am I satisfying?
USP – additional feature

Client relationships

How will I get, keep, grow customer?
What kind of relationships will each client segment expect us to establish

Channels

Through which (sales & communication) channels do my customer segments wanted to be reached?

Client segments

For whom am I solving a problem or fulfilling needs /create a value?
Differentiate between segments w\ regards to
-B2B, B2C
-socio-demographic
-demographic aspects
-values, needs.
Does the value proposition match the customer needs?

Cost structure

What are the most important costs in my business model?

Which key activities, key resources are most expensive?
i.e. running costs, investments, follow-up investments

Sources of income

How much does each source of income contribute to overall turnover?

For what value are clients willing to pay?
What is the maximum a service/product can cost?

4 How much? - finances

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YOUR IDEA COMES FIRST

Nespresso

Loyalty program:

Nespresso Club

Hot chocolate capsules, tea capsules

Customer loyalty

coffee beans seller

factories

Marketing agency

Key partnerships

Production

Buying coffee beans

Key activities

Distribution/sales

Market research

factories

Key resources

Factory workers

engineers

Coffee machines

Coffee capsules

Benefit: feeling of enjoying, premium, lifestyle, illusion of raising up in a social class=> prestige

Value proposition

Convenient: easy and kitchen looks cleaner

Less maintenance

Acquisition

selling

Client relationships

Commercial areas like malls

Channels

Online / Apps for easy order

Direct distribution

Premium coffee co

Working spaces

Hospitality sector: hotels

Client segments

environmental cautious consumer

Business people with no time

Investment: marketing,

Good sourcing for high quality products,

george clooney

Running costs: staff!!!!, production,

marketing

Cost structure

Coffee machines B2C: 10,000 €

Coffee machines: hotels: 200,000€

Sources of income

Capsules B2B: …

Capsules B2C:

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BUSINESS MODEL CANVAS

Key partnerships

- Who are your key partners?
- Which key resources do you procure from your partners?
- Which key activities do your partners perform?
- Which partners can you assist in the implementation of sustainability requirements? (e.g. associations/research institutions)

Key activities

- Which key activities does your business require in the different areas?
- Does an environmental and socially responsible focus produce opportunities (quality, supply guarantee, reputation etc.)?
- Which activities do you perform yourself? Which would you like to work together with partners on?
- What does the implementation roadmap look like before and after the business has been started?

Key resources

- Which key resources does your business require in the different areas?
- To what extent does a clear focus on sustainability ensure the acquisition of key resources (e.g. employees, investors, market partners)?
- Which location factors are important to your business?
- What is the legal form of your future business?
- Who assumes which tasks in the business and are the skills of the people involved described adequately and demonstrated (enclose CVs)?

Value proposition

- Which product and service packages do you offer your client segment and how do these differ from the competition?
- Which client needs do you fulfil?
- Which problems do you help solve with your product/service?
- What exactly is the client benefit?
- How can the client benefit be enhanced by aspects of sustainability?

Client relationships

- What kind of relationship suits your client segment, the product/service you offer and your strategy?
- What are your clients' expectations with regard to environmental and social aspects?
- How cost-intensive are the client relationships?
- How can they be integrated into your business model?

Channels

- Which communications and sales channels would you like to use to reach your clients?
- Can you open up new channels by integrating aspects of sustainability?
- How cost-intensive are the channels?
- How can these channels be integrated into your business and your client workflows?
- Which work best?

Client segments

- Who are your key clients?
- How is the market structured (clients, rivals, trends, e.g. technological, environmental, social and economic)?
- How can a competitive advantage be achieved by taking into account principles of sustainability such as energy efficiency, health compatibility or Fair Trade?
- Who are the most important competitors?

Cost structure

- What are the key costs associated with your business model?
- Which key resources and activities are most expensive?
- How can savings be achieved through efficient and environmentally friendly procedures or measures, such as in consumption of resources or recycling?

Sources of income

- What does the financing look like, even before turnover from client income has been generated?
- What is the maximum the product and/or service can cost? How much are your clients willing to pay? Which pricing strategy are you pursuing?
- Does the sustainable focus of your business model permit better access to revenue streams (i.e. increased willingness to pay on the part of clients)? If so, which?
- How much does each source of income contribute to overall turnover?

BPW CANVAS COMPETITION

- In addition to the canvas, describe your thoughts on one or two pages per field using the key questions of the nine components. In this way, third parties can understand your keywords from the Canvas model and get an idea of your business concept.

- Start your additional explanations with an **overview**. It serves the reader as summary of your explanations and should contain a key components of the nine segments.

- End your presentation with an **outlook**.

- Provide a short overview of where you want to be with your company in three to five years' time.

Overview

- Do the essential aspects of ideas, plans, market and goals emerge concisely and comprehensibly from the summary?
- Has the Canvas business model been clearly structured overall and prepared in a way that is understandable and clear even for non-experts?
- Does the business concept appear coherent in terms of content? Does the business concep reflect the goals of sustainable corporate development?
- Does the Canvas business model appeal to the reader as a whole (visual presentation, scope, readability/understandability)?

WHAT?

Value Proposition

- Is the product/service described in a way which can also be understood by non-specialists?
- Is the client benefit clearly described?
- Is the added environmental and societal value clearly presented in detail?

WHO?

Client Segments

- Are the most important clients segmented and described based on suitable criteria to ensure the most promising client groups?
- Are the products allocated client segments and are they assigned to a market?
- Is the competitive situation realistically and comprehensibly analysed using methods?
- Are clients' financial, environmental and social requirements reflected?

Client Relationships

- Are the relationships with the client segments and the costs thereof clearly described?
- Is the integration of the relationships and client requirements into the business model clearly presented?

Channels

- Are the communications and sales channels tailored to the clients?
- Is the integration of the channels into the business and client workflows presented clearly?

HOW?

Key Activities

- Are the key activities described clearly and allocated to people?
- Are aspects of sustainability taken into account in the key activities?
- Is it explained why these activities are so important for this business model?
- Are the most significant milestones in the business's development described?

Key Resources

- Are the key resources clearly described?
- Is it shown how taking into account environmental and societal sustainability can aid the
- acquisition of key resources (employees, market partners etc.)?
- Has a location been chosen?
- Has a legal form been clearly selected?
- Is it clearly shown who is taking on which duties in the team and/or looking after which key resources?

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Key Partnerships

- Are the key partners named?
- Is the reason why there are key partners and how they can contribute to success described?
- Are additional partners relevant to success (research, associations, politics etc.) taken into account alongside key partners (clients, suppliers etc.)?
- Are activities allocated to the partners?

HOW MANY?

Sources of income

- Are the key resources clearly described?
- Are the pricing considerations clear and have the prices been validated, e.g. through a survey?

Cost Structure

- Are all costs plausibly presented?
- Are potential cost savings illustrated by efficient, risk-reducing or environmentally friendly-procedures and measures?

Overall Impression

- Does the canvas model (design, layout, appropriate scope) appeal to the reader?
- Does the business plan appear coherent from a content perspective (client benefit, target audience, market segmentation etc.)?
- Does the canvas model reflect sustainable business development objectives?

Outlook

- Is the objective (3-5 years) described comprehensibly?
- Are the opportunities and risks assessed and explained realisticallly

Assessment criteria p.63ff

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Good Luck & Enjoy The Ride!

Best regards,

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Deine Idee | Dein Konzept | Dein Unternehmen

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Senatsverwaltung für Wirtschaft, Energie und Betriebe

Kofinanziert von der Europäischen Union

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