

# Handbook Coaching the start



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# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>MOTIVATIONS FOR PARTNERSHIPS:</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>CATEGORIES:</b> Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS:</b> Newness Performance Customization "Letting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>EXAMPLES:</b> Personal assistance Dedicated/Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-sided Platform</b></p>																							
<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES:</b> Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>	<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL PHASES:</b> 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>	<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>IS YOUR BUSINESS MORE:</b> Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p><b>SAMPLE CHARACTERISTICS:</b> Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>	<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"> <tr> <td><b>TYPES</b></td> <td><b>FIXED PRICING</b></td> <td><b>DYNAMIC PRICING</b></td> </tr> <tr> <td>Asset sale</td> <td>List Price</td> <td>Negotiation (Bargaining)</td> </tr> <tr> <td>Usage fee</td> <td>Product/feature dependent</td> <td>Risk Management</td> </tr> <tr> <td>Subscription Fees</td> <td>Customer segment dependent</td> <td>Real-time Market</td> </tr> <tr> <td>Licensing/renting/leasing</td> <td>Volume dependent</td> <td></td> </tr> <tr> <td>Licensing</td> <td></td> <td></td> </tr> <tr> <td>Strategic fees</td> <td></td> <td></td> </tr> <tr> <td>Advertising</td> <td></td> <td></td> </tr> </table>	<b>TYPES</b>	<b>FIXED PRICING</b>	<b>DYNAMIC PRICING</b>	Asset sale	List Price	Negotiation (Bargaining)	Usage fee	Product/feature dependent	Risk Management	Subscription Fees	Customer segment dependent	Real-time Market	Licensing/renting/leasing	Volume dependent		Licensing			Strategic fees			Advertising		
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## COACHING THE START

You made the choice to be a mentor and help a young entrepreneur to help the entrepreneur to make a good start in the hard economic situation. The project "Art of the Start" is a project to coach young professionals. The project has several aims and goals. The main aim of the project is to provide structured mentorship to young entrepreneurs. This handbook is a hand guide for mentors to coach the young professionals and to achieve the goals set by the young professional. The handbook is draw on the expertise from European partners. The goal is to develop a business-planning model based on the business model canvas.

The START Framework provides the young person with:

- Structured mentoring
- Product knowledge
- Business planning
- Legislation & Assistance
- Marketing & Market research
- Financial Literacy
- Communication & Presentation tools.

The business model canvas, which is designed by Alexander Osterwalder, is the tool that helps the mentor to structure the sessions and to realize, together with the young entrepreneur, a concrete business model that is ready for the future. The handbook consist of two parts the first part is about coaching. The second part is about the business model canvas and the interpretation of the mentor session. The second part is also about the business model canvas.



## PART ONE - THE COACHING PART

You have chosen to be a mentor and to coach a young entrepreneur. Because coaching is not your core business this handbook gives you some instructions how to coach and to be a good mentor.

### The role of a mentor

The role of a mentor differs from an advisor/friend as it is mutually beneficial and operates within a structure. Mentors do not provide specialist advice. Mentors provide impartial support which will allow the mentee to come to their own conclusions. The mentor guide the young entrepreneur to:

- Find their own solutions and develop their own skills
- Change their own assumptions & perceptions
- Gain greater self-awareness

### Boundaries

There are several boundaries to be a mentor in the right way. Boundaries are important to ensure time is not wasted and that the relationship is appropriate and mutually beneficial. They are there to protect the Organisation, the Mentor and the Mentee. The manner and style of the relationship can be flexible but there are some clear areas which must be avoided

1. **Acting as a parent** – the mentee makes the decisions, not the mentor. The mentor should be aware of situations where the mentee is seeking for the mentor to take control and make decisions.
2. **Being the mentee's friend** – there should be a clear distinction between the role of a friend and the role of a mentor. The mentor can be completely honest in a way that some friends might find difficult. The mentee can also discuss topics which they might not discuss with their friends/family.
3. **Dispense discipline** – It is not the job of the mentor to look after the mentee or dispense discipline when things are perceived to have gone wrong. It would be more important for the mentee to recognise areas of weakness/failure and work in conjunction with the mentor to strengthen these areas.





4. **Act as a counsellor** – it is not the job of the mentor to just sit and listen to the mentees problems. The sessions should be focused and aim to move things in a positive direction. They should also be geared towards problem solving rather than simply complaining about problems.
5. **Be a guru** – we don't expect the mentor to be experts in their particular field. They are not expected to have all the answers, but are expected to help *guide* the person to find their own solutions.

### A good mentor

After know your role as a mentor and A good mentor controlled 4 important skills:

1. Listening in order to understand
2. Questioning to clarify they have understood correctly
3. Questioning to explore options & consequences
4. Action planning & goal setting.

This 4 points helps you as a mentor to be a good mentor an to help the young professional in the right way. But there are enough things that you shouldn't do:

- Start from the viewpoint that your vast experience knows best and that you know what's in the mentee's best interests
- Decide what you will speak about, change times and dates of when you're meeting
- Do most of the talking
- Compare your problems with the mentees "trivial" concerns
- Don't show or admit to weaknesses or failings
- Take the mentee to task with they don't follow your advice
- Never admit this process is also a learning experience for you





## Communication

The way of communication is essential for the way of coaching and to realize effective coaching. The goal is often to promote greater self-awareness so dig deeper when the mentee gives a general answer – probe with open or speculative questions. Avoid dead-end questions: “did you feel that went well?” The answer might simply be “Yes.” Remember to try and resist temptation to influence the mentee by phrasing your questions in a certain way, or leading them.

Effective communication is essential in ensuring the relationship is productive and beneficial. Consider the following:

- **Closed questions:** requiring yes/no answers. Good for finding out specific information but can shut down conversations.
- **Open questions:** “What do you think...” invite longer answers and explore thoughts/opinions.
- **Follow-up:** “could you explain...”
- **Speculative:** “What would happen if...” helps them consider consequences
- **Hypothetical:** Posing a scenario – what would happen if the customer did X and you could only do Y
- **Either/Or:** encourage decision making and discuss alternatives
- **Reflective:** “tell me I got this right: you are wanting to...and you will do this by...”
- **Find the priority:** Which area needs tackling first.

### Some good questions to use:

- What would you like to focus on today?
- What is happening now that isn't working well? *And then break-down the possible causes*
- What is working well right now?
- What would you like to achieve?
- Did anything happen that could not have been predicted?
- What do you enjoy about what you do?



FIGURE 1 SOLVE THE PROBLEM

The model on the right side shows how to communicate and to help the mentee to solve the problem. The hardest part is to help to solve the problem and not solve the problem by your self. To pull the young entrepreneur to solve his own problem is it important to listen, ask question summarizing it, suggest options, give feedback and offering guidance. What you shouldn't do is telling what they have to do and throwing them in your direction.



## PART TWO- SESSIONS

This part is about the content of the sessions with the young entrepreneur. Before the information about the content there is a short explanation about the business model canvas. After that there is an explanation about the content of the sessions. To reach the goals that are set by the project " the art of start" is it important to follow the lines of the content. Personal additions are fine, only for a better result for the young entrepreneur. It is important to remember that the young entrepreneur is the central point of this project. The plans, ideas and opinion are not yours but you have to remember that it's not your business. You can give your opinion and vision but just as an advice. It is very important to use the information of part one in part two, that has an positive effect for this project.

The coaching process is based on the business model canvas. The canvas is explained in the next paragraph. After that each session is explained step by step. The first session is about acquainted. The second session is about visualization, this is the session where the first canvas is made. The third session is about innovation to survive in de current economical situation. The next session is about the SWOT-analysis. That tool helps to assess the business model canvas. The SWOT-analysis forces you to do some market research. After this step of assessing is it time to make plans for the business. The base for the business plan is the business model canvas. To get more information about the current economical situation is it needful to use the SWOT-analysis.

If you follow the steps and guide the young entrepreneur in the right way this project can help the entrepreneur to survive the current situation and to build up a successful business.

## 2.1 BUSINESS MODEL CANVAS

The business model canvas is designed by Alexander Osterwalder. The business model canvas is a tool that helps to picture the business model of a company. A business model can describe as: "That what a company do's to create value for their customers. And the strategy to create that value".

The benefit of the business model canvas is that it is easy to understand. Everyone can understand and work with the model, it isn't necessary to take lessons or read the book about the model. The business model stands

The Business Model Canvas		Designed for:	Designed by:	Date:	Version:
<b>Key Partners</b> Who are our key partners? Who do we buy from? Who do we sell to? Who are our suppliers? Who are our distributors? Who are our partners? Who are our allies? Who are our competitors? Who are our customers? Who are our stakeholders?	<b>Key Activities</b> What key activities must we perform to make our business model work? What are our key processes? What are our key tasks? What are our key operations? What are our key activities? What are our key actions? What are our key behaviors? What are our key habits? What are our key routines? What are our key rituals? What are our key traditions?	<b>Value Propositions</b> What value do we provide to our customers? What are our key benefits? What are our key features? What are our key attributes? What are our key qualities? What are our key characteristics? What are our key properties? What are our key traits? What are our key characteristics? What are our key features? What are our key benefits?	<b>Customer Relationships</b> How do we interact with our customers? What are our key relationships? What are our key connections? What are our key interactions? What are our key engagements? What are our key relationships? What are our key connections? What are our key interactions? What are our key engagements? What are our key relationships?	<b>Customer Segments</b> Who are our target customers? Who are our key segments? Who are our key groups? Who are our key categories? Who are our key markets? Who are our key audiences? Who are our key demographics? Who are our key psychographics? Who are our key behaviors? Who are our key attitudes? Who are our key values?	
<b>Key Resources</b> What key resources do we need to make our business model work? What are our key assets? What are our key capabilities? What are our key competencies? What are our key skills? What are our key talents? What are our key strengths? What are our key weaknesses? What are our key opportunities? What are our key threats? What are our key risks?	<b>Channels</b> How do we reach our customers? What are our key channels? What are our key distribution channels? What are our key sales channels? What are our key marketing channels? What are our key communication channels? What are our key information channels? What are our key data channels? What are our key technology channels? What are our key digital channels? What are our key online channels?	<b>Cost Structure</b> What are our key costs? What are our key expenses? What are our key expenditures? What are our key investments? What are our key outlays? What are our key payments? What are our key obligations? What are our key liabilities? What are our key debts? What are our key loans? What are our key mortgages?	<b>Revenue Streams</b> How do we generate revenue? What are our key revenue streams? What are our key income streams? What are our key profit streams? What are our key cash streams? What are our key asset streams? What are our key liability streams? What are our key equity streams? What are our key debt streams? What are our key loan streams? What are our key mortgage streams?		

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out 9 building blocks, this business model canvas is the base of the business. The 9 building blocks are:

1. Customer segments
2. Value proposition
3. Customer relationship
4. Channels
5. Revenue streams
6. Key activities
7. Key resources
8. Key partners
9. Cost structure

It is important to follow the order of the 9 building blocks. Each building block has influence of the next building block. Each building block is important for the best result. There is an strong connection between each building block. The business model canvas answers 4 important questions:

1. Who are the customers? (who).
2. What do we deliver? (what).
3. What is the internal infrastructure? (How).
4. Is it economical feasible? ( benefits).

This part is about the session. It helps you to fill the sessions in an effective way and to create the best results. The first paragraph is about the business model canvas. It explains short the principals of the business model canvas. The sessions follow after the canvas. Each paragraph explains the goals and the activities during the session. You can also use your own knowledge to make the sessions complete. This process of coaching is based on six sessions. But you can have that much sessions you and the entrepreneur want.



## 2.1 THE CANVAS

The business model canvas is designed by Alexander Osterwalder. It is a tool that helps to describe, develop and visualize the business model of a company. In this setting the canvas is the tool to communicate about the start-up company, to visualize the business model of the start-up business and to coach the young entrepreneur to improve their business. The business model canvas exists from 9 building blocks.

1. Customer segments
2. Customer relationships.
3. Channels.
4. Value proposition.
5. Revenue streams
6. Key resources.
7. Key activities
8. Key partners.
9. Cost structure.

Each building block is important for the complete business model. The building blocks have a strong connection with each other. The canvas is easy to understand and it is flexible, visual and it is a common language. The canvas answers 4 fundamental questions:

1. Who are your customers? (who)
2. Which is your offer? (what)
3. Which is your infrastructure? (how)
4. How economically feasible is the project? (benefits)

This 4 fundamental questions are the headlines of the first 4 meetings. The goal of the first four meetings is to answer the first four questions. The process of redesigning the business model and to survive the current economical situation is based on five steps. The steps are: visualize the model, assess, innovate, plan and communicate and implement (figure 2).

For more information about the canvas you can use the book "Business Model Generation" written by Alexander Osterwalder or you can search for some movies at [youtube.com](https://www.youtube.com).



## 2.2 THE PROCESS OF COACHING

The coaching process stands out of 6 sessions. This second part of the handbook is split up in two sections. This second section is about the content of the sessions. Each paragraph describes the content of one of the sessions. It is important to prepare the sessions. Read the paragraph before you start the session. Each paragraph explains exactly what to do during the session. The text blocks on the left side of the pages helps you to prepare the sessions.

Our advice is to read the complete handbook before the sessions start. When the session start read the right paragraph before the session. The preparation of the sessions is the base for the success of this project. Be certain that you have all the tools that you need during the session. To increase the creativity during the sessions is it possible to choose for a location out of the "normal" situation of the young entrepreneur. The last important fact during the session is the attention. It is important to have the full attention for the young entrepreneur. Other tasks, calls and meetings have to wait.

During the project the mentor and the mentee meet 6 times. The first meeting is about knowing each other and setting goals. The last session is a reflection about the sessions. The second session is about the business model, here you work with the business model canvas and the value proposition canvas. After this session you and you mentee have a good picture of the business model. After that in de 3th session you and your mentee go assess the business model. After that in the 4<sup>th</sup> session is the innovation part, it is about how to deliver value to the customer in the current economical situation. The last sessions are about how to implement the innovations and keep running the business.

Before you start a session is it important to ask the young entrepreneur several questions about the current business:

- What is the focus for today?
- What in your business doesn't work?
- What works in the business?
- What happened what you couldn't occur?
- What do you like the most of what your doing?

On the end of the session is it good to ask the young entrepreneur what the young entrepreneur thinks about the session of that day. Make also a new appointment for an next session. And discuss what the young entrepreneur has to do for the next session.



#### Checklist questions first session:

- ✓ What do we expect we will gain from this?
- ✓ How will we know it is working?
- ✓ How will we end it if it isn't working?
- ✓ Will we both give honest feedback?
- ✓ What's the ideal schedule to meet?
- ✓ Will we take notes?
- ✓ What is the agenda for our next meeting?

## 2.3 THE FIRST MEETING – MEET

The goal of the first session is to know each other and to set goals for the next sessions. This is the phase of setting goals, making appointments and set the boundaries. In this phase is it essential to talk about the expectations of the next sessions. The checklist on the left side helps you to make clear appointments about the sessions.

After working down the checklist is it useful to set goals. It is important to set clear goals because than you can together with your mentee look on the end of the process if you reach the goals. There are several important factors to consider when setting goals. Firstly, the relationship must have trust as confidentiality is prerequisite to goal-setting. The mentee should be directly involved in setting goals. With guidance they must articulate each goal and it must genuinely be their goal. Start with short-term goals which are easily achievable. Goals should be specific and measurable. Each goal should be reviewed and possible hurdles discussed. Help the mentee consider what will be needed to achieve the goals. The mentee may need help in prioritizing the goals and prompting to consider others. Also consider the joy of failure. Many long-term goals may need to be broken down into smaller short-term goals. To set realistic and feasible goals is it good to use the SMART rule. The smart rule helps to set up goals that are specific, measurable, action orientated, realistic and timely. An example of a smart goal is:

“I will acquire three new clients for my consulting business within two months by asking for referrals, launching a social media marketing campaign and networking with local businesses. This will allow me to grow my business and increase my revenue.”

**Specific** – be cautious of generic goals

**Measureable** – help establish a criteria to judge if the goal has been met.

**Action-orientated** – consider the actions needed to achieve the goal

**Realistic** – always strive for achievable goals

**Timely** – timescales need important consideration



## 2.4 SECOND MEETING – VISUALIZING

### Accessories:

- Canvas
- Markers
- Post its

### Goal:

Visualize the business model canvas.

The second meeting is about the business model canvas. The young entrepreneur is going to design the business model canvas of the business and you can help him! Stick the enclosed canvas on the wall and start to explain about the canvas. Explain the goal. The goal is: visualizing the business model] Explain also how the young entrepreneur can fill in the canvas. The way of filling in the canvas is to write the point that fits in the building block on a post it and stick it in the right building block. De reason to use post-its is that you can constantly change everything, it is possible to remove a post it or to put it in another building block. During the process of visualizing you can explain the building blocks before you start with the building block. The next questions help you to explain and visualize the building

blocks.



### Customer segments

This building block defines the customer **groups**. That could be **organizations**, groups of people who the entrepreneur reach and serve. Questions that help to complete the business model canvas:

- For who are you creating **value**?
- Who are you most important customers?

### Value proposition

This building block is about the value that the young entrepreneur provides to his customers by his products or service. It is the value of the unique selling point of the business. It is the reason why customers go to the entrepreneur and not to an other company. Questions that helps you:

- What value do we offer to the customer?
- Which ones of the problems of our customer do we help to solve?
- What bundles of products and services do we offer to each customer segment?



- What customer needs do we satisfying?

### **Channels**

It describes the way of communication that the entrepreneur uses to communicate with his customers. Channels can be indirect and direct.

Questions that can help you:

- Through which channels do your customer segments want to be reached?
- How are you reaching them now?
- How are your channels integrated?
- Which one work the best?
- Which ones are most cost-efficient?
- How are you integrating them with customer routines?

### **Customer relationships**

This building block is about the relationship that the young entrepreneur has with each customer segment. Relationships can be personal or automated and everything between. Questions that can help you:

- What kind of relationship do we have with the customer?
- What kind of relationship

### **Revenue streams**

The revenue streams are the cash that the entrepreneur realized from each customer segment. It is about the value that the customer segments pay for. Questions that can help to fill in the building block:

- For what value are your customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each revenue stream contribute to overall revenues?



### **Key resources**

Key resources are the most important assets that the entrepreneur use to make his business model works. These resources help the entrepreneur to create value and to realize the value proposition. Key resources can be physical, financial, intellectual or human. Questions that can help you:

- What key resources do your value propositions require? Your distribution channels, customer relationship, and revenue stream?

### **Key activities**

The key activities are the most important things that the entrepreneur must do to make his business model work. Questions that can help you:

- What key activities do your value proposition require? Your distribution channels, customer relationship, and revenue stream?

### **Key partners**

Key partners is the network of the entrepreneur that make his business model work.

- Who are your key partners?
- Who are your key suppliers?
- Which key resources are we acquiring from partners?
- Which key activities do partners perform?

### **Cost structure**

This describes the costs that the entrepreneur makes to operate his business model. Questions that can help you:

- What are the most important costs inherent in our business model?
- Which key resources are the most expensive?
- Which key activities are most expensive?



Save the canvas!! You need it for the next session. It can be useful to make pictures or make a digital version of it, there is a special app for it in the appstore (apple).





## 2.5 THIRD MEETING – INNOVATE

### Accessories:

- Business model canvas
- Value proposition canvas.
- Post-its.
- Markers

### Goal:

Innovate the business model based on epicenters and the value proposition.

The third meeting is about innovation, this is the meeting where you should use your creativity. During this session could it be useful to invite more people. It is important that they are creative and it is not necessary that they know the company. Other people doesn't see the obstacles of the business, for them it is easier to think out of the box because they don't know all the ins and outs of the company. During this session there are a few rules no buts and everything is ok. To hold the control and the keeping the track is it the advice to invite not more than 4 people. To increase the creativity is it an option to choose for an other environment. For example the park, an a boat, the beach or an other place that gives inspiration.

If you invite other people start with a short explanation about the business, the canvas and the goal of the meeting. During this session you will create a new canvases based on the canvas that is visualized in the second session

This phase is about innovation, this session has 3 phases that brings you to the innovation. Gives before you go to the next phase a short explanation what the goal is of the next phase. Before the process of creativity starts is important that the young entrepreneur choose an starting point of innovation, that is called an epicenter. The business model has 4 epicenters. The 4 epicenters are:

- Resource driven: can you realize new resources like partnerships or can you use new resources?
- Offer driven: can you create a new value proposition for the customer?
- Customer driven:
- Finance driven: Is it possible to create new revenue streams or save the costs?

Important is that when you change something in one of the building blocks. It is possible to choose an epicenter but you can also innovate from all the epicenter. If you choose for all the epicenter than you call that multi- epicenter driven.

If you choose for the multi-epicenter you start by the customer segment and you handling the same order as when you created the first business model canvas. If you choose for one or more of the epicenters you start by the building block of the epicenter, you can see in



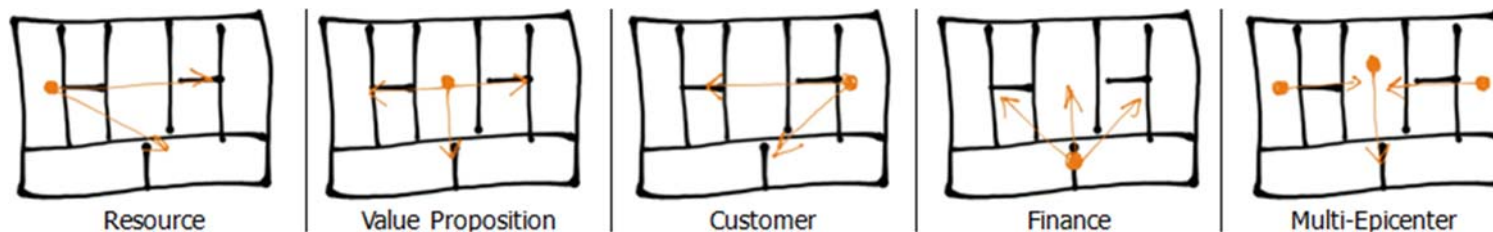
the picture below which building block starts the epicenter. The start of innovation is the building block of the epicenter. If the young entrepreneur choose for the multi-epicenter start the process of innovation by the customer segment, It follows the normal order.

In the building block were you start you and your mentee have to think about what you can innovate or change to improve the business model. For example if your mentee choose for the resource epicenter resource you start in the building block "Key partner". Questions that you can ask are:

- Is there a possibility to connect to new suppliers?
- Is it possible to sell the product/service true other outlets?
- Are there new possible key partners in the network that can improve the business model?

Note every change on a post it and stick it on the canvas that you made the first session in the right building block.

If you improved the first building block try to imagine the influence for the other building blocks of the business model canvas. If there are changes in the building blocks write it on a post it and stick it on the canvas



### Value proposition

For the customer epicenter is it possible to use the empathy map. The empathy map helps to think from the point of view of the customers. The empathy map helps you to show in an easy way how the customer is thinking. It works in the same way as the business model canvas. If something fits in the block of the canvas write it on a post-it and put it in the right block.



### **Phase 1 – Brainstorming**

The goal of the first phase is to create a lot of innovation bases on the canvas of the second session. Write new ideas on a post it and stick it in the right building block. Gives each participant a post-its and a marker. Is one of the participants has an idea can that person his idea write on a post-it and stick it in the building block. During this phase apply there a view rules:

1. No buts;
2. Everything is ok;
3. Anything goes.

If one of the participants suggest an idea that finality not possible is it necessary not to judge. The suggestion can bring suprising options to innovate the business model. Give all the options a chance.

### **Phase 2 – What do you mean?**

During this phase the group judge all the new post-its on the canvas. If it is necessary can everybody explain his ideas and suggestions on the innovated canvas. It is also possible to make new post-its and make new suggestions.

### **Phase 3 – Judge**

This is the last phase of innovation phase. The innovation is done now it is time to judge the innovations. During this phase the group will create the definitive canvas that will be used in the last two phases. It is important to realize if an innovation is realistic, innovative and if the innovation fits it in the business model.

It is important to close the meeting and thank the people that helped to innovate the canvas, Thank them for all the help, inspiration and creativity that they deliver. It is thinkable to give them a small present or a discount for a product or service that the young entrepreneur deliver.



## 2.6 FOURTH SESSION – ASSESS

### Accessories:

- Business model canvas you made.
- 4 A4 papers.
- Markers
- Post-its.

### Goal:

Assess the business model canvas.

After the phase of innovation is it important to assess the business model canvas. But first you have to make the business model canvas definitive. Maybe the entrepreneur thought between the two sessions about some ideas or maybe he has some changes. Before you start to assess the business model canvas is it important to have the business model complete. Than you can assess it in the right way.

The goal during this session is: " assess the business model canvas and how it fits in his environment". The canvas will be assessed by the SWOT analyze. SWOT means **S**trengths, **W**eaknesses, **O**pportunities and **T**reats. Strengths are positive facts from the internal organization. Examples are: a strong financial position; benefits that the competitors doesn't have. Weaknesses are negative facts from the internal organization. Examples are: no digital marketing channels, a weak financial position. Opportunities are positive facts that are coming from the external environment of the organization. Examples of opportunities and treats are: demographic development, technological developments or aging. The influence of that facts are important for the assessing of the business model canvas. Opportunities and treats are suggestible but not manageable.

Stick for papers (A4) on the wall as a SWOT analyze on the picture behind. Each paper is one part of the SWOT. The left side of the SWOT is positive side. Strengths is the block above and opportunities is de block below. The right side is the negative side of the model. Above the weaknesses and below the treats. Use the post-its to fill in the SWOT analyze. Note all the facts on a post it and stick it on the right place, on the same way you did on the business model canvas.





Questions that helps to fill in the SWOT analyze are:

Strengths:

- What makes the business of the young entrepreneur unique?
- Which fact out of the business model canvas makes the business stronger?

Weaknesses:

- What can be improved in the business model canvas?
- What has the competitor what the young entrepreneur doesn't have?

Opportunities

- Which fact from the external environment has positive influence on the business model canvas?

Threats:

- Which fact out of the external environment has negative influence on the business model canvas?

After you made the SWOT analyze is it time to rank the results. Make a top 5 from each part of the SWOT. You need this to make the confrontation matrix. Make a confrontation matrix to s





### 1. Opportunities versus strengths

This quadrant is about the strength of the business alignment with the opportunities that the market brings to the business. If the market brings opportunities were the young entrepreneur his business has some strengths is this positive and is it needful to expand this quadrant.

### 2. Opportunities versus weaknesses

This quadrant is about the alignment between opportunities versus weaknesses. If the market gives the entrepreneur a opportunities but this is part of the weakness of the business is it necessary to improve this part of the business. The improvements make it possible the weakness scoring the strength.

### 3. Threats versus strengths

The third quadrant is the alignment of strengths and threats. It is possible to neutralize the treat at the market with a strength out of the business model.

### 4. Threats versus weaknesses

The fourth quadrant is the alignment between threats versus weaknesses. This is the most negative quadrant. It is important to pay enough attention to this quadrant. This is the place were innovations can help to improve the SWOT.

	<b>Strengths</b> 1. 2. 3. 4.	<b>Weaknesses</b> 1. 2. 3. 4.
<b>Opportunities</b> 1. 2. 3. 4.	<b>Opportunity-Strength strategies</b> <i>Use strengths to take advantage of opportunities</i> 1. 2.	<b>Opportunity-Weakness strategies</b> <i>Overcome weaknesses by taking advantage of opportunities</i> 1. 2.
<b>Threats</b> 1. 2. 3. 4.	<b>Threat-Strength strategies</b> <i>Use strengths to avoid threats</i> 1. 2.	<b>Threat-Weakness Strategies</b> <i>Minimize weaknesses and avoid threats</i> 1. 2.







## 2.7 FIFTH SESSION - PLAN

### Accessories:

- Business model canvas you made.
- SWOT-analyze

### Goal:

Realizing a business plan with innovations that helps the young entrepreneur to improve his business.

During this fifth session is it finally time to make a traditional business plan. The base for this business plan is the business model canvas. Each building block is part of the business plan. Each chapter will be explained. The business plan has 8 chapters. The business plan contains the following chapters:

1. Summary
2. Mission and goals
3. Business and branch
4. Products and service
5. Market and competitors
6. Marketing
7. Operational plans
8. Financial.
9. planning

### Summary

This chapter is a summary of the complete business model. It contains a picture of the business model canvas and it gives a short explanation of the canvas and the business plan. This chapter is the last chapter that the young entrepreneur writes because he/she should know what's in the complete business pan. This summary can be maximal one page!!

### Mission and goals

Explain in a short but powerful way what the goal of the young entrepreneur and his business is, the mission. A mission is that were the business is standing for. The value propositions is the base for the mission. The goals needs to be SMART (look at the first session). The goals can be goals for the next year, the next 5 year or the next 10 year.



## **Business and branch**

This chapter gives more information about the business, what does the business, what offers the business and how is the business raised? An important building blocks in this chapter are the key activities and the key recourses. It is also possible to explain how the value proposition will be provided to the customers.

## **Market and competitors**

This chapter is about the current situation of the market and the competitors. The young entrepreneur has to know something about the market and who his competitors are. Be careful by choosing the competitors not each company that provides the same products or services is a competitor. Competitors can be business that provides the same value propositions are provide in the same needs. The SWOT is the base for this chapter, special the external part of the SWOT (Opportunities and treats).

## **Marketing**

This chapter is about the marketing. The customer segments, channels and the customer relationship are the base for this chapter. The next questions help to complete this chapter:

1. How does the young entrepreneur reach his customers?
2. How does the young entrepreneur stays in contact with his customers?
3. How communicates the young entrepreneur the value proposition to his (potential) customers?
4. Were the customers paying for?

## **Operational plans**

This chapter is about the how of the business. How the business is running the building blocks that help to define this chapter are the key partners and the key resources. It is about how to realize the goals, the mission, and the marketing.

## **Financial**

The building blocks revenue streams and cost structure are the base for this chapter. These two blocks gives the start entrepreneur insight in the financial part of the business. Make a list of all the costs and all the revenues.



## Planning

This chapter is part of the next and last session. This chapter makes it possible to make the innovations part of the business.

### Accessories:

- Business plan.
- Post-its
- Marker

### Goal:

Realize a SMART planning that makes it possible to realize the innovations.

## 2.8 SIXTH SESSION – PLANNING

The business plan is finished, de young entrepreneur made SMART plans. Now is it the time to make a planning to realize the plans that are made. It is important that this planning is time bounded. The planning is based on the business plan. The first step is making a list of all the innovations in the business model canvas. Write all the innovations on a post it and stick that post its on the wall or on a big paper(among each other). Think about all the action that the young entrepreneur should make to realize the innovation. Write each action on a post it, and stick it after the innovation on the wall. There should arise a list of innovation with all the action that should be done before the innovation is realized. Think about the timeline of an action and write that on the post it. Now there is the base of a planning. Make in digital document a table with al the innovations and the actions and set dates after the actions that should be done. Now there is a planning that helps the young entrepreneur to realize the innovations. Make this planning part of the business plan. If that is done the business plan is finessed.

The last part of this session and the project is the evaluation. Discuss with the young entrepreneur what were the good points during the project and which point need some improvement.