
BUSINESS MODEL CANVAS

How Does Your Startup Become a Business?



KIMA Academy / Bidaya Tech
Session 6: Workshop Facilitation



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Building the Startup Journey

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Each step reduced uncertainty.

Airbnb After the MVP

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 Customers

 Revenue

 Delivery

**“People are willing to stay in
another person’s home.”**

Does this already make Airbnb a
business?

 Operations

 Partners

 Resources

 Costs

What Makes a Business?

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WHO

Who receives value?



HOW

How is value delivered?



MONEY

How is value captured?

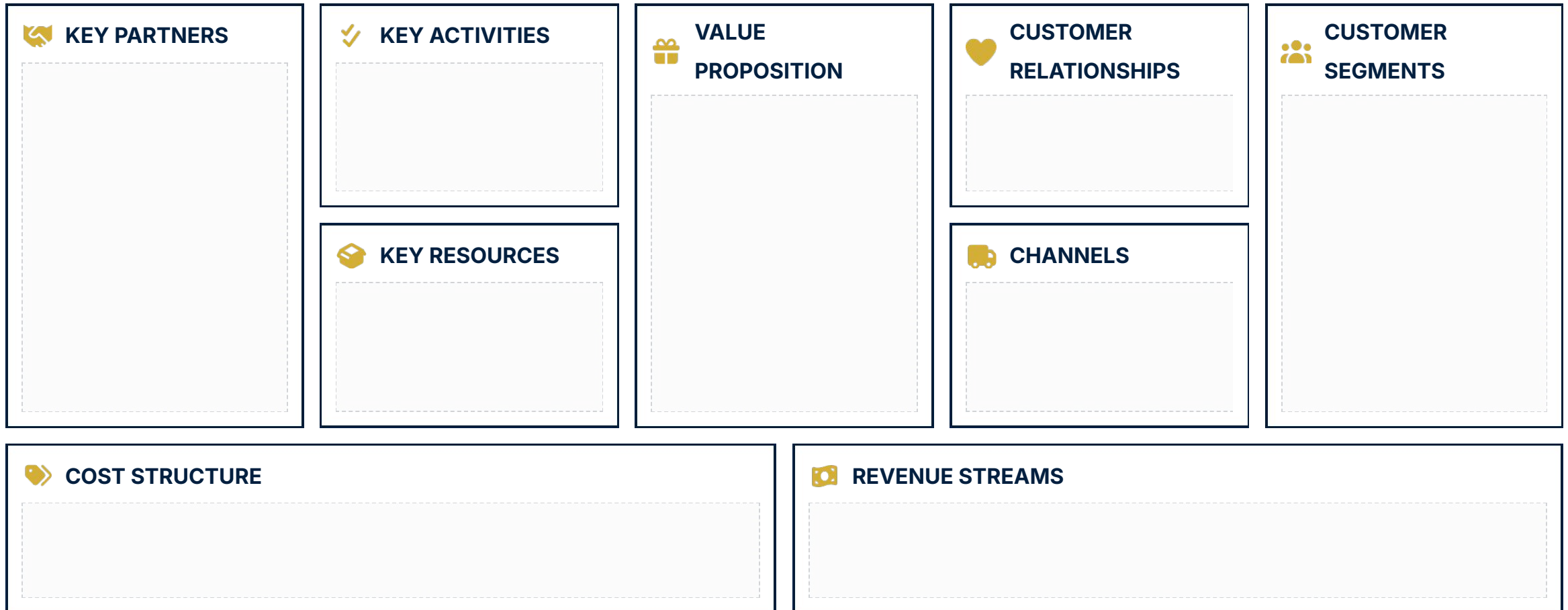
Introducing the Business Model Canvas

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A visual map of how the whole business works.

Every block starts as an **assumption**.



The Canvas in Three Parts

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HOW

INFRASTRUCTURE

 **Key Partners**

 **Key Activities**

 **Key Resources**

WHO

CUSTOMER FACING

 **Value Proposition**

 **Customer Segments**

 **Customer Relationships**

 **Channels**

MONEY

FINANCIAL STRUCTURE

 **Revenue Streams**

 **Cost Structure**

 *Organizing the 9 blocks into logic zones*

Group Discussion

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CUSTOMER SEGMENT

[Share your target segment here]



VALUE PROPOSITION

[Share your core value here]

LISTENER CHECKS

- **Too broad?**
- **Clear value?**
- **Strong problem fit?**

INSTRUCTION

One question + one improvement

FACILITATION CUE

Brief team share Feedback

How Do Customers Reach You?

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DISCOVER



ACCESS



CONTINUE

CHANNELS

- ? Where do customers **find** you?
- ? How do they access the product?

AIRBNB EXAMPLES:

Website

Mobile App

Search

Word of Mouth

Referral

RELATIONSHIPS

- ? What builds **trust** with users?
- ? How do you keep them coming back?

[TEAM WORK AREA]

Workshop Discussion

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Discover



Trust



Continue

PEER FEEDBACK & OBSERVATIONS

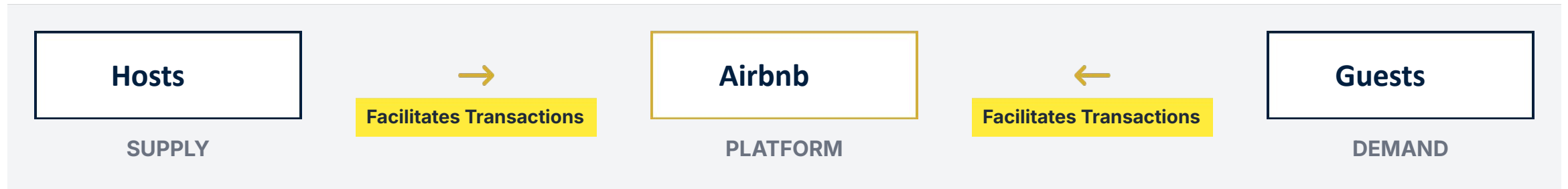
-  Is discovery realistic?
-  Where is trust created?
-  What happens next?

One question + one improvement

 Brief team share + peer feedback

How Does the Business Make Money?

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Revenue Streams

- ? Who pays?
 - ? For what value?
-

Cost Structure

- ? What are the biggest costs?
 - ? Fixed vs. Variable?
-

Do revenue and costs fit?

 **TEAM WORK TIME**

What Must Exist Behind the Product?

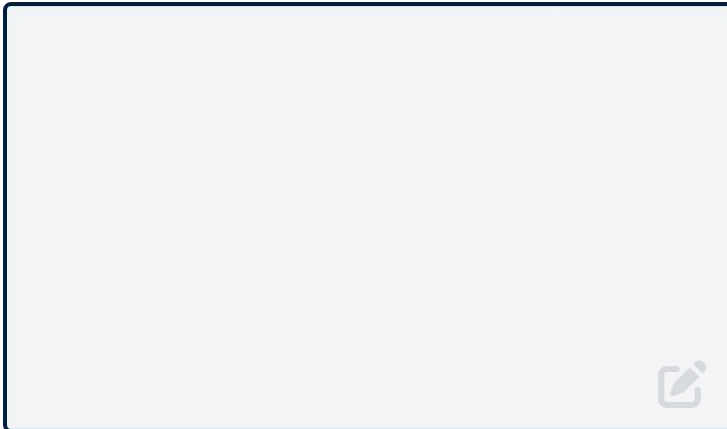
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 **SCENARIO: 100 customers arrive tomorrow morning.**

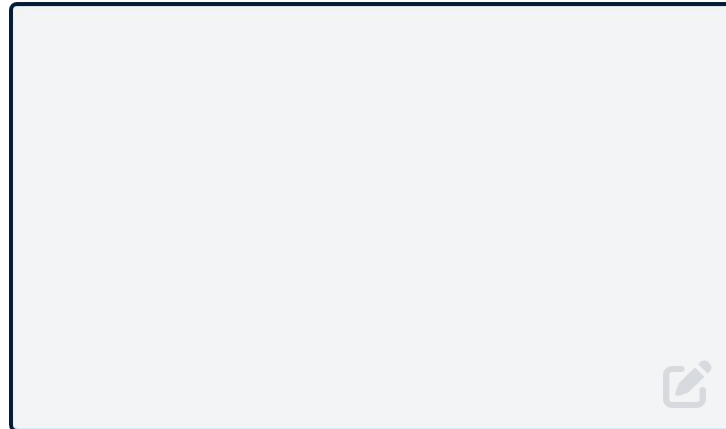
Key Activities

What must we do?



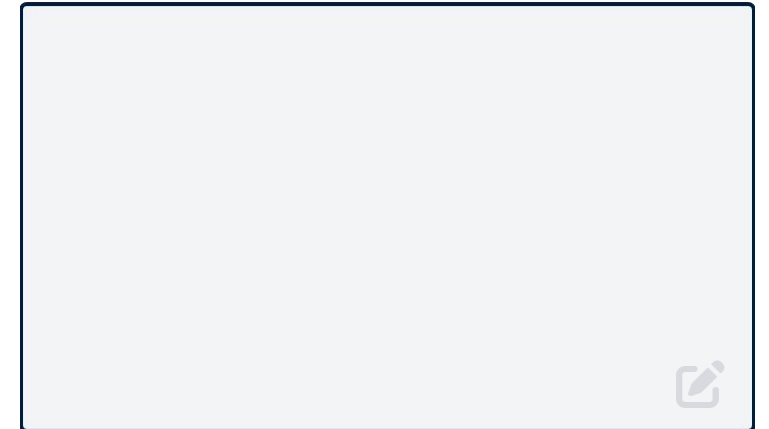
Key Resources

What must we have?



Key Partners

Who must help?



Technology

People

Operations

Distribution

Partners

Trust

Infrastructure

 **DISCUSSION: What fails first?**

AirBnB (2008)

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Key Partners • Apartment owners • Payment provider • Event organizers • Photographers	Key Activities • Recruit hosts • Acquire guests • Build website • Process bookings	Key Resources • Founders • Marketplace • Website • Early hosts	Value Proposition • Cheaper than hotels • Stay with locals • Earn income from spare rooms • Easy online booking	Customer Relationships • Self-service • Email support • Profiles & reviews (planned) • Community trust	Customer Segments • Budget travelers • Conference attendees • Backpackers • Homeowners with spare rooms
Cost Structure • Website development • Hosting • Marketing • Customer support • Payment fees			Revenue Streams • Booking commission • Possible listing fee • Future premium listings		

Complete Your Canvas

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First complete version—not perfection.

 **10:00**

 **KEY PARTNERS**

 **KEY ACTIVITIES**

 **VALUE PROPOSITIONS**

 **CUSTOMER RELATIONSHIPS**

 **CUSTOMER SEGMENTS**

 **KEY RESOURCES**

 **CHANNELS**

 **COST STRUCTURE**

 **REVENUE STREAMS**

Evidence vs Assumptions

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Mark every block on your canvas to assess risk.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

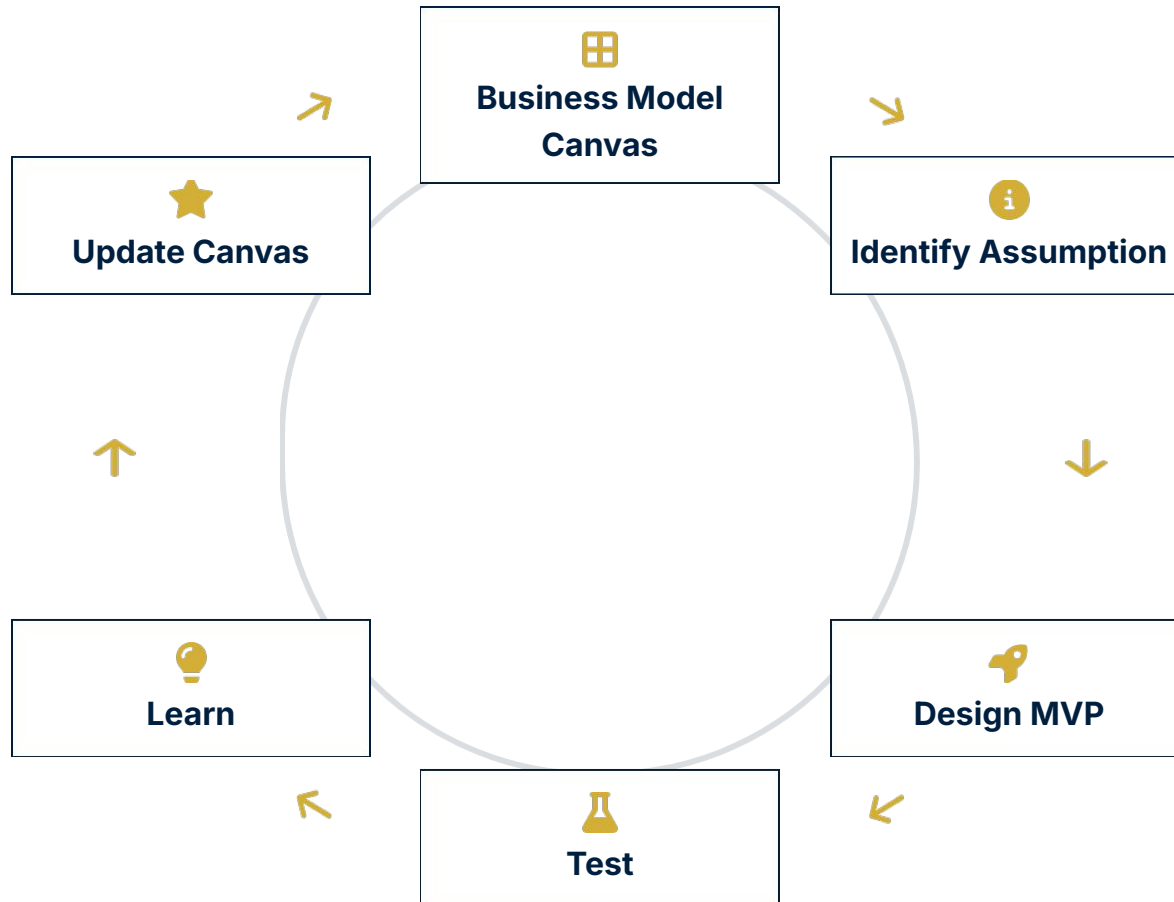
- **Evidence**
Observed?
- **Partial Evidence**
Partly supported?
- **Assumption**
Untested?

Which red assumption matters most?

Identify the "make-or-break" risk that needs testing next.

Choosing the Next Experiment

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Every red assumption is a candidate for the next experiment.

Don't test everything at once. Focus on what would break your business if it's wrong.

VALIDATION CYCLE

Team Presentations

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Customer Segment

Click to edit segment...

Value Proposition

Click to edit value...

Revenue Model

Click to edit revenue...

Biggest Remaining Assumption

Click to edit assumption...

LISTENER CHECKS

Clear logic?

Revenue fits value?

Important assumption?



90 SECONDS PER
TEAM

Final question: **What is the most useful next test?**

Instruction: One question + one improvement per pitch.

Key Takeaways

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IT IS NOT

A Static Business Plan



IT IS

A Living Framework

Test → Learn → Update

PROBLEM



MARKET



MVP



CANVAS



CONTINUOUS
VALIDATION

