

# Creating a Business

Lecture Title: Opportunities Part 2



Lecturer: Angelito Sciberras

Date: 22 October 2022

Undergraduate Diploma in  
Business Administration

# Practical Approaches to Opportunity Identification



# Practical Approaches to Opportunity Identification



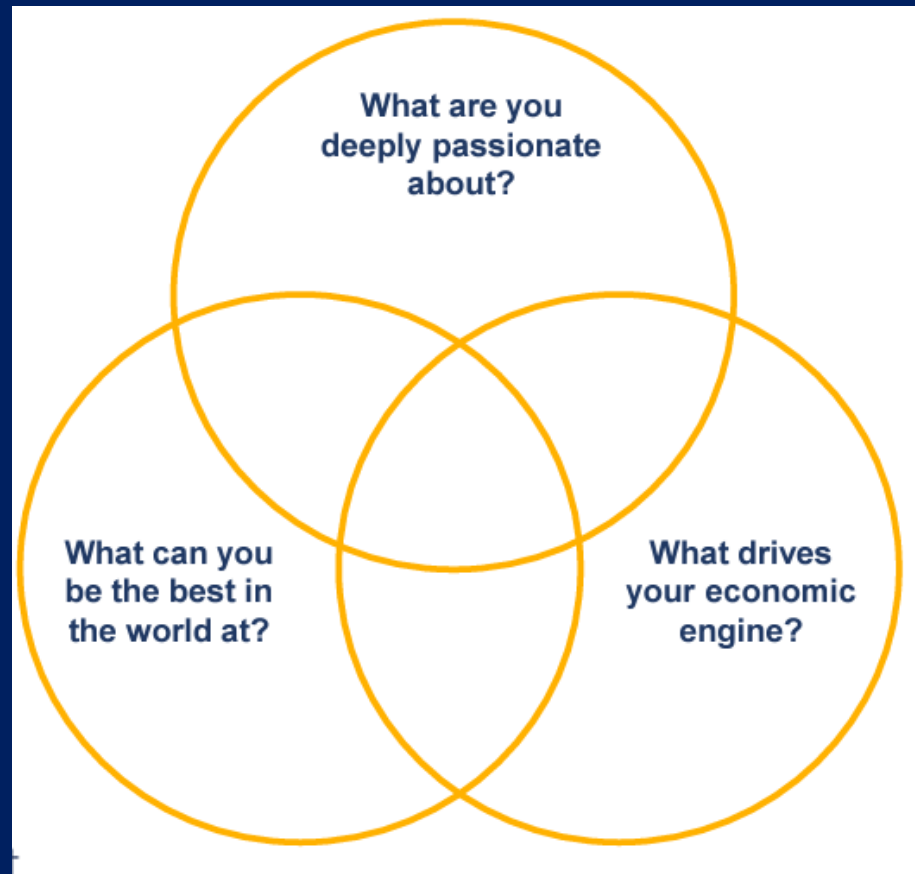
# Talent/Skills

Do you have the **opportunity** to use your **talents** and pursue your **passions**?



# Talent/Skills

## Hedgehog Model



- The Hedgehog Model is a corporate leadership concept outlined in Jim Collins' 2001 book called Good to Great.
- The idea stems from an ancient Greek poem in which a cunning fox tries and continually fails to eat a hedgehog who is always able to escape at the last moment by rolling into a ball.
- Collins describes how companies who are more like the hedgehog are more likely to succeed, because they focus on one thing and do that one thing well.

“You’ve got to do what  
you love”

- Steve Jobs  
12 June 2005



# You've got to do what you love

- Dropped out of college - no interest in classes and only attended those he liked. Calligraphy class - what makes great typography - no practical application in life - 10 years later used in first Macintosh.

“You can't connect the dots looking forward, you can only connect them looking backward.”

- “Follow your love and loss” - he got fired from the company he started - he loved what he did - started over and created Pixar and Apple bought Next which he created.

“The only thing that kept me going was that I loved what I did.”

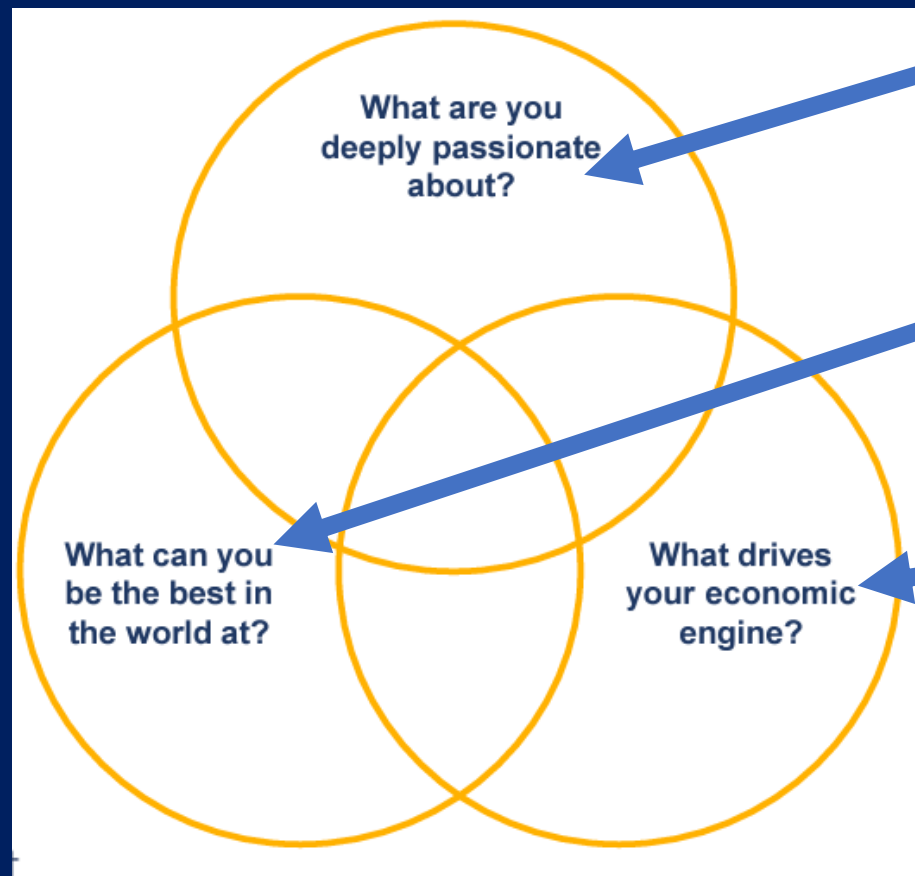
- “What is truly important is what counts.” “Time is limited so do not waste it living someone else's life.” “Do not be trapped by dogma which is living which is living with the results of other people's thinking”

“Have the courage to follow your heart and intuition. They somehow truly know what you want to become”.



# You've got to do what you love

## Hedgehog Model



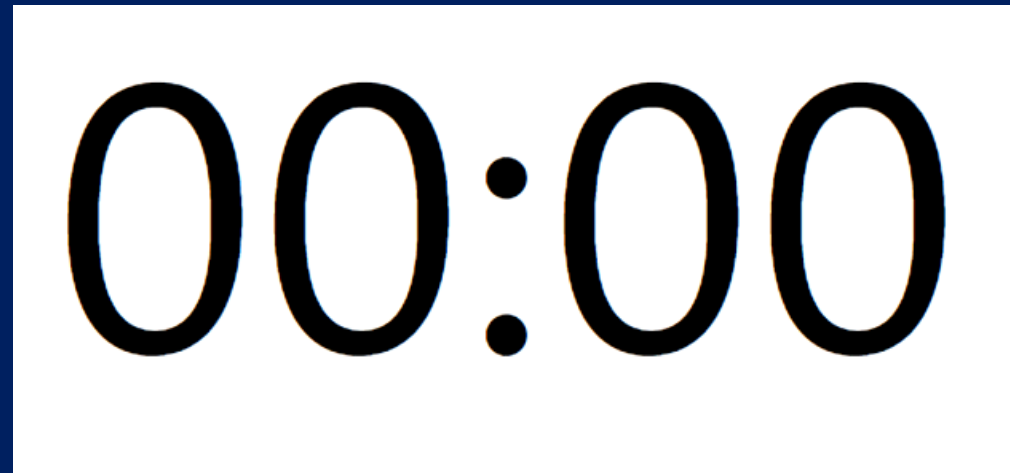
- “The only thing that kept me going was that I loved what I did.”

- “Have the courage to follow your heart and intuition. They somehow truly know what you want to become”.

- “You can’t connect the dots looking forward, you can only connect them looking backward.”



# List your passions



- Passions are what you love and enjoy, and will tend to be things that you are good at.

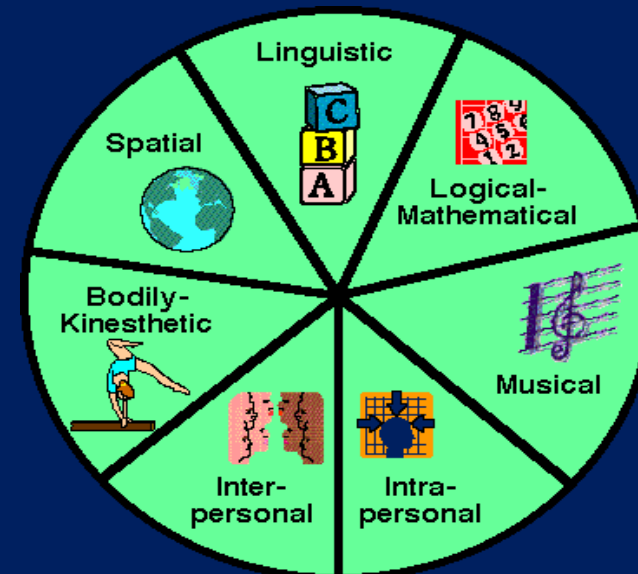


# List your strengths

00:00

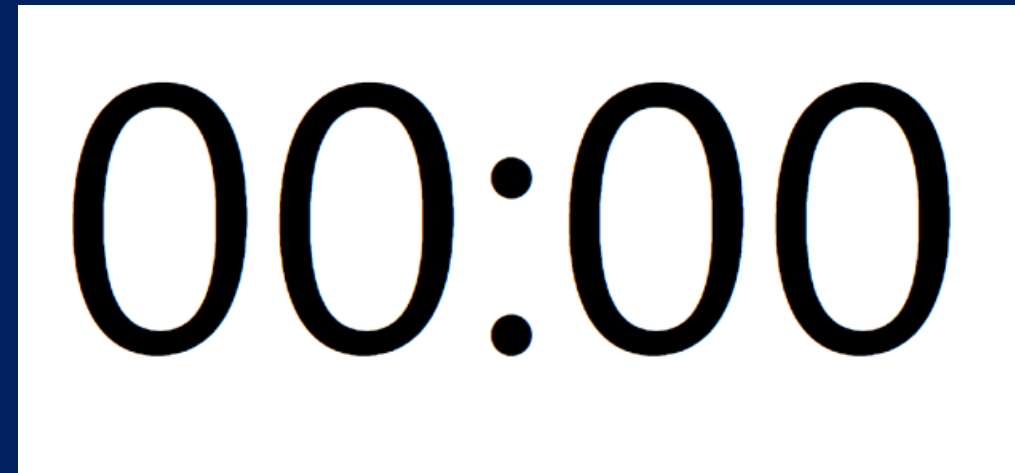


- Strengths are your preferred working styles, including the way you prefer to connect with people
- Refer to your MI test scores



# Look for profitable combinations...

- Look for combinations which could work to produce an offering that people want or need, in a way that you can provide it enjoyably
- Combine your passions and your strengths



# Look for profitable combinations...



# Look for profitable combinations...



00:00

- Cross-fertilise with those of others...

00:00



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# Look for profitable combinations...



# Practical Approaches to Opportunity Identification





# Solving a Problem

It is too hot to walk, or stay outdoors, in Malta during summer because of the scorching sun...



# Solving a Problem

It is too hot to walk, or stay outdoors, in Malta during summer because of the scorching sun...

Users complained that batteries were running out fast...



# Improving a Product

<b>S</b>	<b>C</b>	<b>A</b>	<b>M</b>	<b>P</b>	<b>E</b>	<b>R</b>
<b>Substitute</b>	<b>Combine</b>	<b>Adapt</b>	<b>Modify</b>	<b>Put</b> to Another Use	<b>Eliminate</b>	<b>Reverse</b>
Metal body with resin to make it lighter	A number together to form a tuk tuk train	Skis to go on water	Open air and with music	Food delivery service	The combustion engine	Make the customers pedal



# Talent/Skills

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# Creating a Business

Lecture Title: Opportunities Part 2



Lecturer: Angelito Sciberras

Date: 22 October 2022

Undergraduate Diploma in  
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05:00



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# Creating a Business

Lecture Title: Business Model



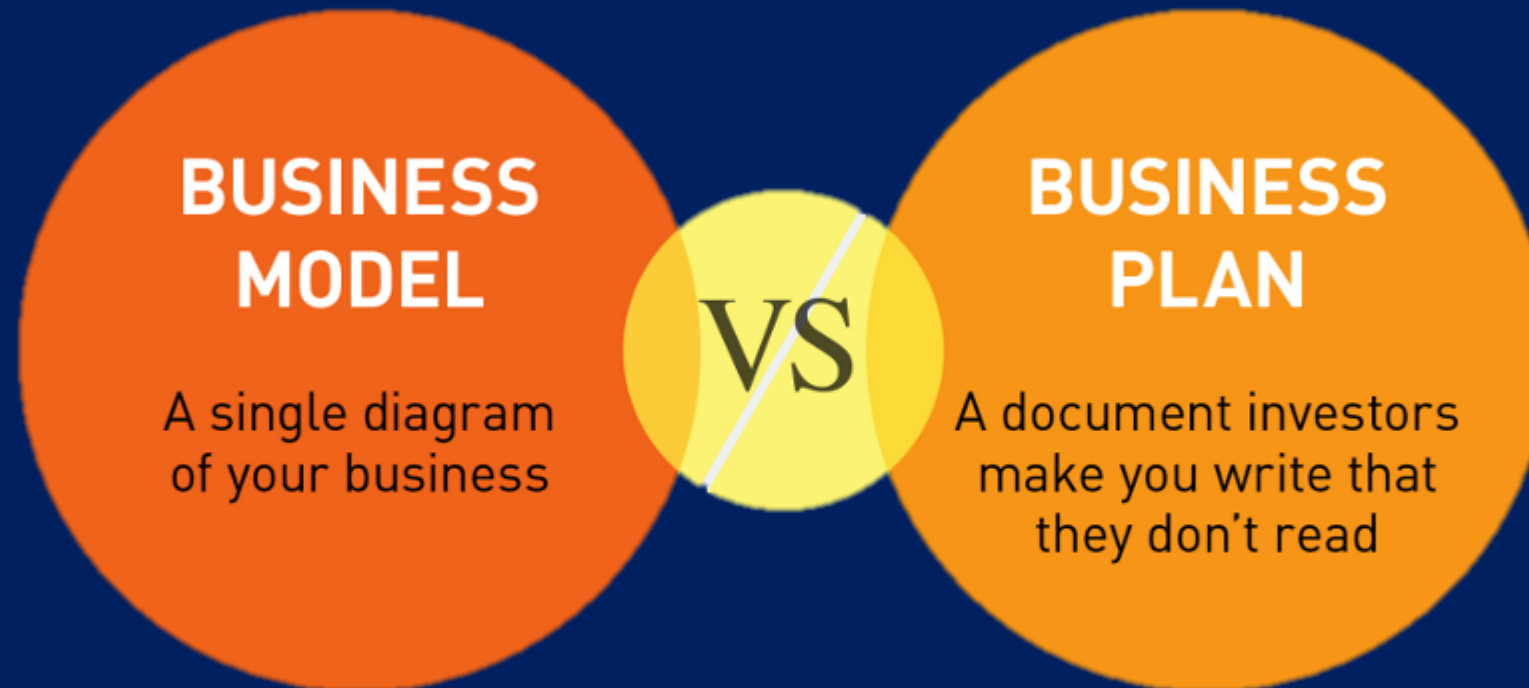
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Date: 22 October 2022

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# Business Model vs Business Plan










# Business Model Canvass

- proposed in 2005 by Alexander Osterwalder.
- nine "building blocks" of the business model design template.
- new canvases for specific niches have appeared.



# Business Model Canvass

<p><b>Key Partners</b> </p> <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> Cost reduction and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<p><b>Key Activities</b> </p> <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>	<p><b>Value Propositions</b> </p> <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> Scalability Performance Customization "Getting the job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<p><b>Customer Relationships</b> </p> <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>	<p><b>Customer Segments</b> </p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>																					
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# Alexander Osterwalder

Entrepreneur & Author

January 25, 2012



# In Practice

The Company



The Product



# THE PROBLEM





*The safety of your home and/or  
establishment when storing gas  
cylinders*

Updated: Explosion of gas cylinder  
causes damage, leads to evacuation  
in Attard

Last update: about 5 months ago

Current Affairs Local News  
Gas explosion in St Paul's Bay  
30/07/2019

Cylinder Gas Explosion Triggers  
Massive Fire on The Road  
Block

A 63 year old man wa  
that the incident took



**maltatoday**

HOME NEWS BUSINESS SPORTS ARTS COMMENT VIDEO ARCHIVES

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News / Court & Police

# No one injured in Zebbug gas cylinder explosion

The incident happened in Triq iz-Zebbuga l-Bajda at around 2:15 pm



gas cylinder

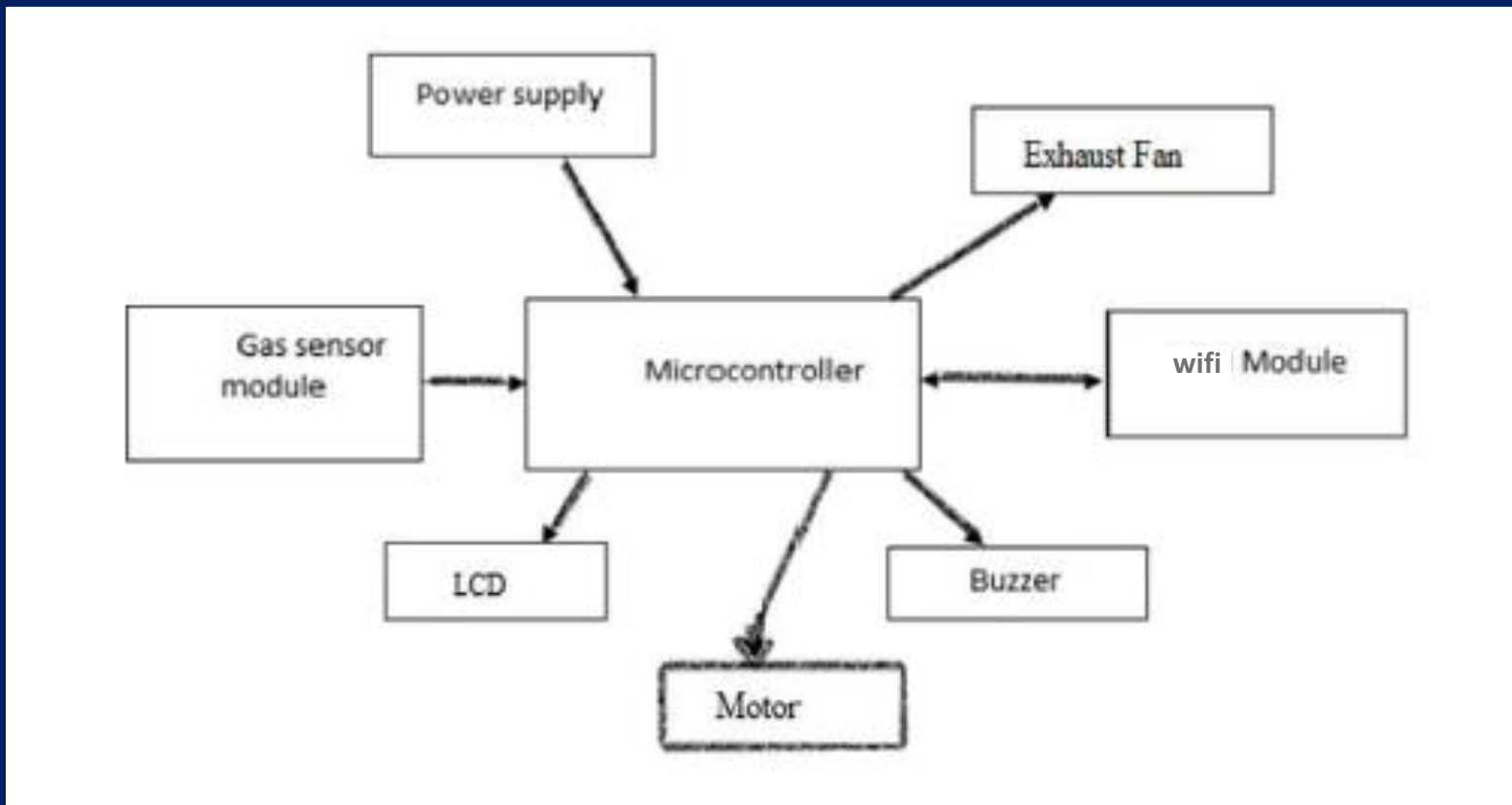
By David  
June 12, 20  
Share:





# THE SOLUTION





## PRODUCT



LPG leak detector

Send an alarm via wifi to the app that leak has been detected



Cylinder gas level indicator

Indicates level of LPG remaining in cylinder (eventual development to book cylinder via app)



Wifi enabled

Connects to wifi to send notifications on smart phone (eventual development wifi extender)



App Based

All parameters can be read on a smart phone



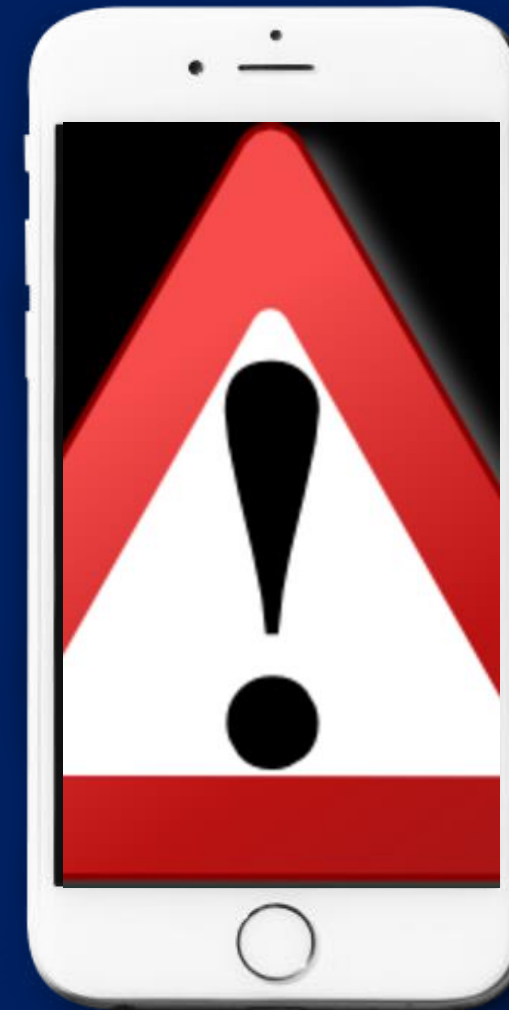


## Different Options

- Indoor (no wifi)
- Outdoor (Wifi enabled)  
weather resistant
- Indoor (Wifi enabled) - can be  
used outdoor if protected

## The Application

- Receives notifications from the device
- Connects end user (client) to Company
- Serves as a communication (marketing) tool between company and end user
- Permits a third-party notifications
- Eventual developments
  - Automated booking of cylinders
  - Potential marketing platform



# THE BUSINESS MODEL CANVASS



# THE BUSINESS MODEL CANVAS

## *Value Propositions*

- The **reason why customers would be interested in buying your product**
- A product / service must be something to buy that **the market is willing**
- It should be designed to provide **a solution to a customer problem** fill some sort of market need , (present or future) ; and, for longt erm business viability, it should do so better than alternative or competing solutions



# THE BUSINESS MODEL CANVAS

- Market Research - module 4
- PESTEL Analysis - today week
  - Political, Economic, Social, Technological, Environmental and Legal
- SWOT Analysis - next session
  - Strength, Weaknesses, Opportunities and Threats





# THE BUSINESS MODEL CANVAS

## *Value Propositions - ASK*

- Why would people be interested in parting with their cash in exchange for your product?
- Which **market / customer** problems are you helping to solve?
- Which customer **needs** satisfying?
- What **solution** are you offering
- What other **alternatives** are there currently?
- What **value** do you deliver to the **customer** that they cannot get **elsewhere**?



# THE BUSINESS MODEL CANVAS

## *Value Propositions*

- **Innovation:**  
Unlike any other existing product on the Market
- **Convenience:**  
Notifications – no physical checking required  
Standard Battery  
Works with any smart device  
Multiple devices in different households



- **Safety:**  
Avoidance of accidents  
Investment in safety - Peace of Mind
- **Customisation:**  
Choice of functionality  
Different alert options
- **Added Features:**  
WIFI extender option
- **Pricing:**  
Different pricing tiers



# THE BUSINESS MODEL CANVAS

## *Customer Segments*

- Customers are at the **heart of any business concept**
- No business can survive for long without **(profitable) customers**
- The **different groups of people or organisations** an enterprise aims **to reach and serve**, so as **to solve their problems / satisfy their needs**



# THE BUSINESS MODEL CANVAS

## *Customer Segments - ASK*

- Who is/are your target customer/s?
- Who would be interested in purchasing your product?
- Do you aim to serve just one or more than one customer segment?



# THE BUSINESS MODEL CANVAS

## *Customer Segments*

**This BMC section requires research!**

**The better you understand your customers and the market, the faster your business will grow!**



# THE BUSINESS MODEL CANVAS

## *Customer Segments*

1

### End clients

- Residents in Maltese homes
- Establishment/  
restaurant owners

2

### Direct Clients

- Ironmongeries
- White goods shops
- Gas distributors
- Supermarkets
- The Government  
(endorsement by the Civil  
Protection Department)



# THE BUSINESS MODEL CANVAS

## *Customer Relationships*

- Customer relationships describe the types of relationships which you establish with specific customer segments
- Relationships can range from **loyal** to **atomistic** , **personal** to **automated**
- Relationships may be affected by **competition** (both actual and potential) and trends
- So you need to carry out a **competitor analysis** (and consequent **SWOT analysis**) and consider the trends emerging from the **PESTEL analysis**.



# THE BUSINESS MODEL CANVAS

## *Customer Relationships - ASK*

- What type of relationship do you need to have with your customers?
- How can you create “sticky” relationships with your customers?
- Who are your most important competitors? What customer relationships do they have?
- What are the trends in customer relationships?
- How can you / your product and overall offering be better than competition in the current context?





# THE BUSINESS MODEL CANVAS

## *Customer Relationships*

1

### Retailers

- Stock replenishment
- Special Offers to encourage promotion of products

2

### End Clients

- **Direct communication:**
  - Application
  - Website
- **Acquiring clients:**
  - Advertising
- **Keeping Clients:**
  - Updates
  - Excellent Aftersales Service
- **Growing Client Base:**
  - Testimonials
  - New product advertising



# THE BUSINESS MODEL CANVAS

## *Channels*

- The Channels block describes how you communicate with and your customer segments to deliver your product
- There are 5 distinct channel phases:
  - Awareness
  - Evaluation
  - Purchase
  - Delivery
  - After Sales



# THE BUSINESS MODEL CANVAS

## *Channels: Promotion*

- Promotion is about **communicating** with customers to create awareness, shape evaluation and foster after reassurance
- There are various ways in which effective advertising campaigns can be carried out without spending too much money
- The key is **CREATIVITY**



# THE BUSINESS MODEL CANVAS

## *Channels: Promotion - ASK*

- Mass media?
- Traditional vs. online?
- Word of mouth? Multi-level marketing?
- Targeted advertising?
- Before and after- sale customer support and servicing?
- Which would work best?
- Which would be most cost effective?



# THE BUSINESS MODEL CANVAS

## *Channels: Distribution*

- **Distribution refers to:**
  - The means by which the product reaches the consumer
  - The place from where the product can be bought
- **Distribution can be**
  - **Direct:** you being directly involved in selling your products, e.g. from your own physical shop or from a fair, online shop , door-to-door, etc.
  - **Indirect:** through intermediaries e.g. wholesalers, retailers, etc.



# THE BUSINESS MODEL CANVAS

## Channels

1

### Partner Channels

- Retailers
- The Government
- Gas distributors  
(advert on gas cylinders)

2

### Own Channels

- Our Salesforce (that will accomplish the acquisition of the Partner Channels)
- Digital Media:
  - Website
  - Social Media
  - Google Adverts
  - Advertorials
  - The Application



# THE BUSINESS MODEL CANVAS

## *Key Activities*

- The key activities are the most important things that you must do to develop, make and sell your product
- These may include:
  - Sourcing of facilities, equipment and materials, services
  - Recruiting staff
  - Coordinating tasks and activities
- R&D, Production , Promotion, Selling, Delivery



# THE BUSINESS MODEL CANVAS

## *Key Activities - ASK*

- What key activities are required to make your product?
- What key activities are required to take your product to market?





# THE BUSINESS MODEL CANVAS

## *Key Activities*

- **Design of Smart Metre**
- **Design and development of application**
- **Manufacturing**
- **Packaging & Instructions**
- **Marketing**
- **Problem Solving**
  - Training
  - Studying Metrics
  - Improvements
- **Website development and Updating**
- **Updates to Application**



# THE BUSINESS MODEL CANVAS

## *Key Resources*

- Key resources are the most important assets required to develop, make and sell a product
- Resources may be:
  - **Tangible** (physical objects that can be “dropped on your foot”)
  - **Intangible** (know-how, IP, knowledge, skills, reputation, brand, etc)



# THE BUSINESS MODEL CANVAS

## *Key Resources - ASK*

- What resources ( e.g. facilities, equipment, human resources) do you need to make and sell your product?
- Re Human resources:
  - How many people are required?
  - What skills and qualifications they should possess?
- Which of these resources do you have? core team of company (at least the founders!)
- How do they add value?
- Which of these resources do you need to obtain?
- Can you think of ways in which you could obtain them?



# THE BUSINESS MODEL CANVAS

## *Key Resources*

- **Product Patent – Intellectual Property Rights**
- **Human Resources**
- **Credit Lines**
- **Physical Resources**
  - Store
  - Vehicle

- **Financial Resources**
  - Design investment
  - Prototype Creation
  - Manufacturing
  - Transport to Malta



# THE BUSINESS MODEL CANVAS

## *Key Partnerships*

- Companies forge partnerships for many reasons, including to acquire resources , or reduce risk optimise business model
- Key partnerships refer to the network of suppliers and partners that are required to develop, make and sell a product
- They can provide the resources that the company does or can not have internally.



# THE BUSINESS MODEL CANVAS

## *Key Partnerships - ASK*

- What key relationships do you need to build to make and sell your product?
- Who are your key suppliers?
- Which key resources are you acquiring from partners?
- Which key activities do partners perform?
- How dependent are you on your relationships?
- How stable are these relationships?



# THE BUSINESS MODEL CANVAS

## *Key Partnerships*

- **The Design Company**
- **Application Development Company**
- **Production Company**
- **Packaging Company**
- **International Transport Companies**
- **Local Gas Distributes**
  - Liquigas
  - Multigas



# THE BUSINESS MODEL CANVAS

## *Cost Structure*

- The cost structure describes all costs incurred to develop, make and sell a product
- Costs can be calculated once you have defined your key activities , resources needed key and key partnerships
- Costs can be:
  - **Fixed:** remain the same regardless of the number of products being made (e.g., salaries, rent, equipment, etc.)
  - **Variable:** vary proportionally with the number of products being made (e.g., raw materials)





# THE BUSINESS MODEL CANVAS

## *Cost Structure - ASK*

- What are the **most important costs** (fixed and variable) in your business model?
- Which **key resources** are most **expensive**?
- Which **key activities** are most **expensive**?
- How can you **minimise costs**?
- Would this lead to **inferior quality**?
- If so, is this a **trade-off** you are willing to make?



# THE BUSINESS MODEL CANVAS

## *Cost Structure*

- Patenting
- Production
- Packaging
- Transport to Malta
- Application Design & Development
- Research & Development
- Storage
- Vehicle costs
- Salaries
- Warranty costs
- Marketing costs
- Interest on Loans
- Website costs



# THE BUSINESS MODEL CANVAS

## *Revenue Streams*

- The revenue streams represent the cash which you must generate from each customer segment to create a profitable (or at least a sustainable) business
- There are various ways/models to generate revenue streams, including one time product/service sales, usage fees, subscription fees, etc.
- The choice of revenue stream would depend on the nature of your product /service and business model



# THE BUSINESS MODEL CANVAS

## *Revenue Streams - Revenue Models*

- **Paid products/services:**
  - Single purchase model
  - Subscription model
  - Pay-per-use model
  - License fees
  - Add-ons/In-app purchases
- **Broker/Matchmaking:**
  - Commission based model
  - Auction model
- **Free products/services for user:**
  - Freemium model
  - Barter of the products/services
  - Pay what you want
  - Tip jar/donation



# THE BUSINESS MODEL CANVAS

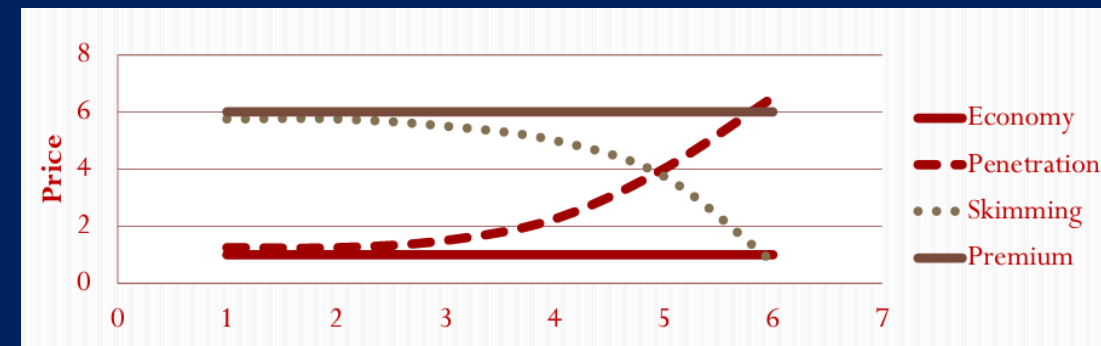
## *Revenue Streams - Revenue Models*

- **Third Party payers options:**
  - Ads based model
  - Get-one-give one model
  - Donors
  - Insurers
- **Other mixed models:**
  - Razor and blade model
  - Open source model
  - Crowdfunding



# THE BUSINESS MODEL CANVAS

Revenue Streams - *four major pricing strategies*



# THE BUSINESS MODEL CANVAS

## *Revenue Streams - ASK*

- What are your customers paying for? (a single item, an ongoing service, etc.)
- Which pricing strategy is appropriate for your circumstances?
- How much are customers willing to pay?
- Will this cover your costs?
- How does it compare to your competitors' prices?

**This BMC section  
requires research!**



# THE BUSINESS MODEL CANVAS








## *Revenue Streams*

- One time fee according to list price of chosen model
- Multiple units if customer is satisfied (different devices)
- Future potential of
  - In-app purchases
  - Advertising through app





# Business Model Canvass

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# Is your Idea an Opportunity?

## *Business Model Canvas*

- Do all the nine blocks of your canvas fit together in a balanced, harmonious manner to create a feasible and sustainable business model?
- You may sometimes need to experiment with different options for each block . Iteration is key!






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10.00

Start Stop Reset mins: 10 secs: 0 type:

None ▾

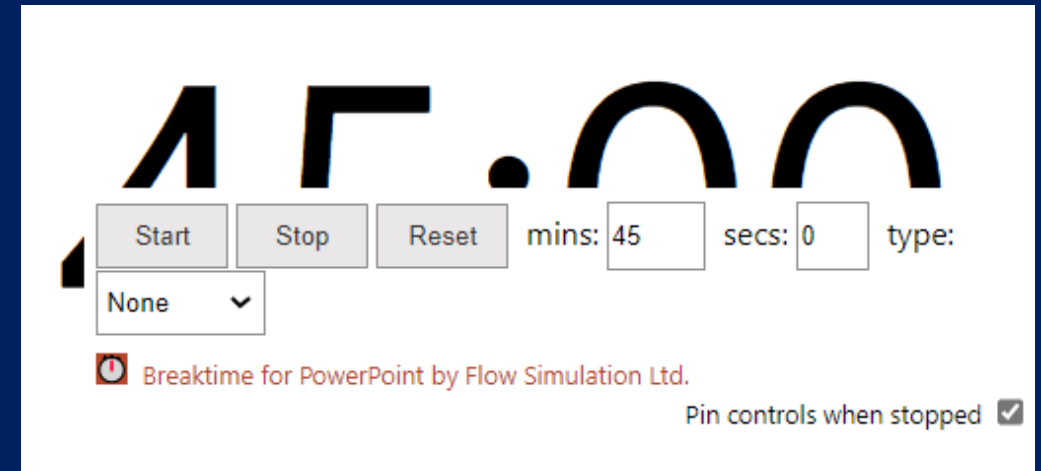
 Breaktime for PowerPoint by Flow Simulation Ltd.

Pin controls when stopped



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# Apply the BMC to your Product/Service?



15:00



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# The Business Idea

Idea vs Opportunity





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# Creating a Business

Lecture Title: Business Model



Lecturer: Angelito Sciberras

Date: 22 October 2022

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