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büro für zukunftsfähige wirtschaft

Lizenznehmer Österreichisches Umweltzeichen
Green Meetings & Green Events

- Business Model 2.0
- On the Road to Sustainable Growth
- CPU Workshop Input

Vienna, 22 February 2019

Agenda

- 09:30 – 10:00 Vision 2.0 with Vision Board
- 10:00 – 10:30 Product/Service Portfolio
- 10:30 – 11:30 Business Model 2.0
- 11:30 – 12:30 USP & Value Proposition
- 12:30 – 13:30 Lunch
- 13:45 – 14:45 Stakeholder Analysis

Breaks in between as needed

Vision Board

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- Imagine meeting your role model 25 years in the future – your company is a huge success
- What do they say to you, or to others about you/your company?
- Consider: values, company size, market share, impact, brand recognition, achievements, HR, customer value, profit, ...

- How to:
  - 5-10 min individual brainwriting
  - Presentation to group
  - Clustering, discussion: do we miss important aspects/topics?

Portfolio

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Product/Service feature – what is it?	Advantage – what does it do?	Customer benefit
Describe your product/ service with a buzzword	Describe the results of your product/service	Describe the benefit to the customer. Mind: benefits go beyond results
Example: Analytical HR tool	Identify potentials of employees, vizualize strengths and weaknesses	Deploy your employees according to their strengths to save costs as they work efficiently and will be more satisfied

Business Model 2.0

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- By example of one product/service
- Use your current Business Model as base line - where do you want to go from here? Dare to dream big!
- How to:
  - Split up into 2 teams
  - Get familiar with tools (10 min)
  - Work with tools (30 min)
  - Present results (5 min per team)
  - Q&A (10 min)

Business Model 2.0

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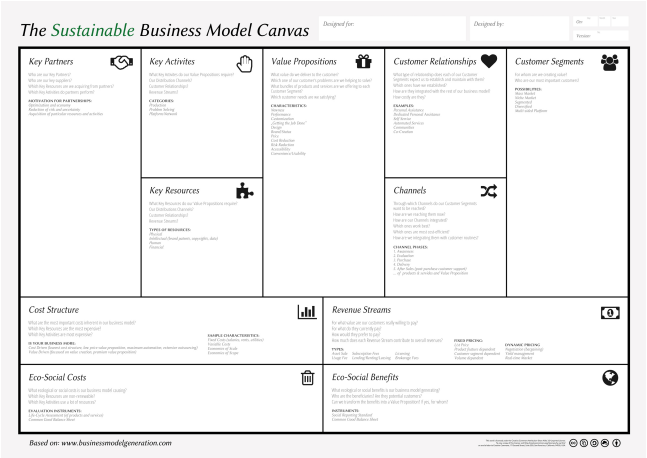
Team Canvas

- Sustainable Business Model Canvas (→ Impact!)
- Focus on most important aspects in each area
- Use Post-it sheets to fill in



Team MethodKit

- MethodKit for StartUps
- Work with pre-selected cards
- Use Post-it sheets and other cards to note and express thoughts, ideas, ...

60 min Lunch Break

Photo: pixabay.com, CC0, rawpixel

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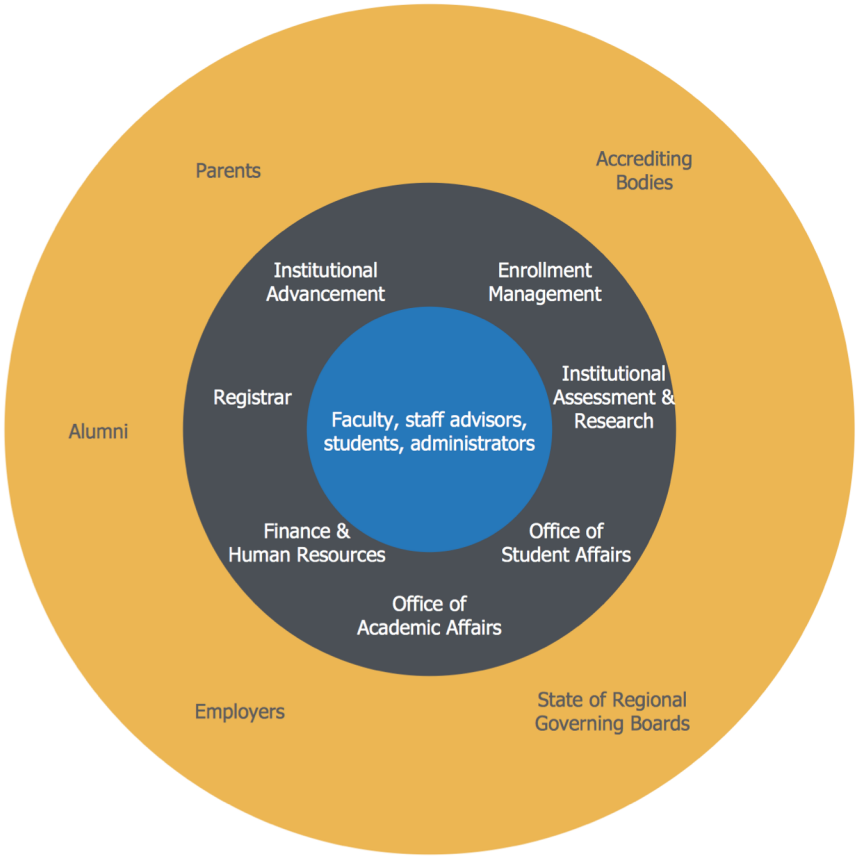
Stakeholder Analysis – Mapping



Core Stakeholders

Internal but Indirect Stakeholders

External and Indirect Stakeholders

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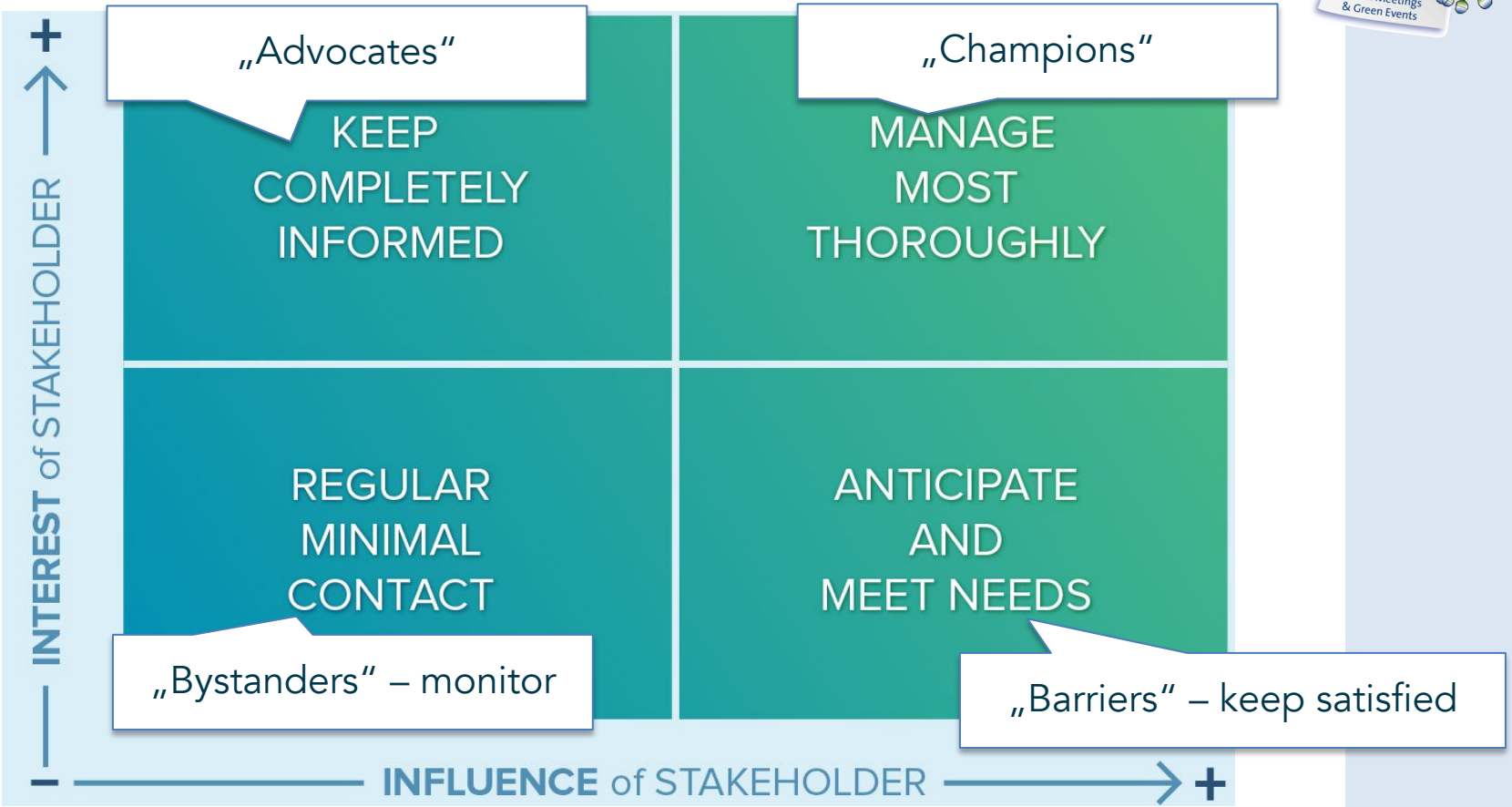
Stakeholder Analysis – Matrix



Stakeholder Analysis – Involvement

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Stakeholder	Interests	Influence	Needs	Expectations

- In relation to the business, to a specific topic of the business
- level of interest
- interest explained (impact on eco, social, econ)

- Power to influence business (results)
- level of influence
- influence explained

- Opportunities to engage!

Appendix: Other Useful Tools

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- SWOT Analysis
- PESTEL Framework
- BCG Portfolio Matrix
- Target Groups & Customer Segments
- Personas
- Value Proposition Canvas, USP

SWOT Analysis

https://www.strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it.html

SWOT Strategies

	Opportunities	Threats
Strengths	Use internal strengths to exploit external opportunities	Use internal strengths to avoid/minimize impact of external threats
Weaknesses	Make sure your weaknesses do not stop you from expoliting opportunities	Fix weaknesses that will likely result in real negative impact of threats

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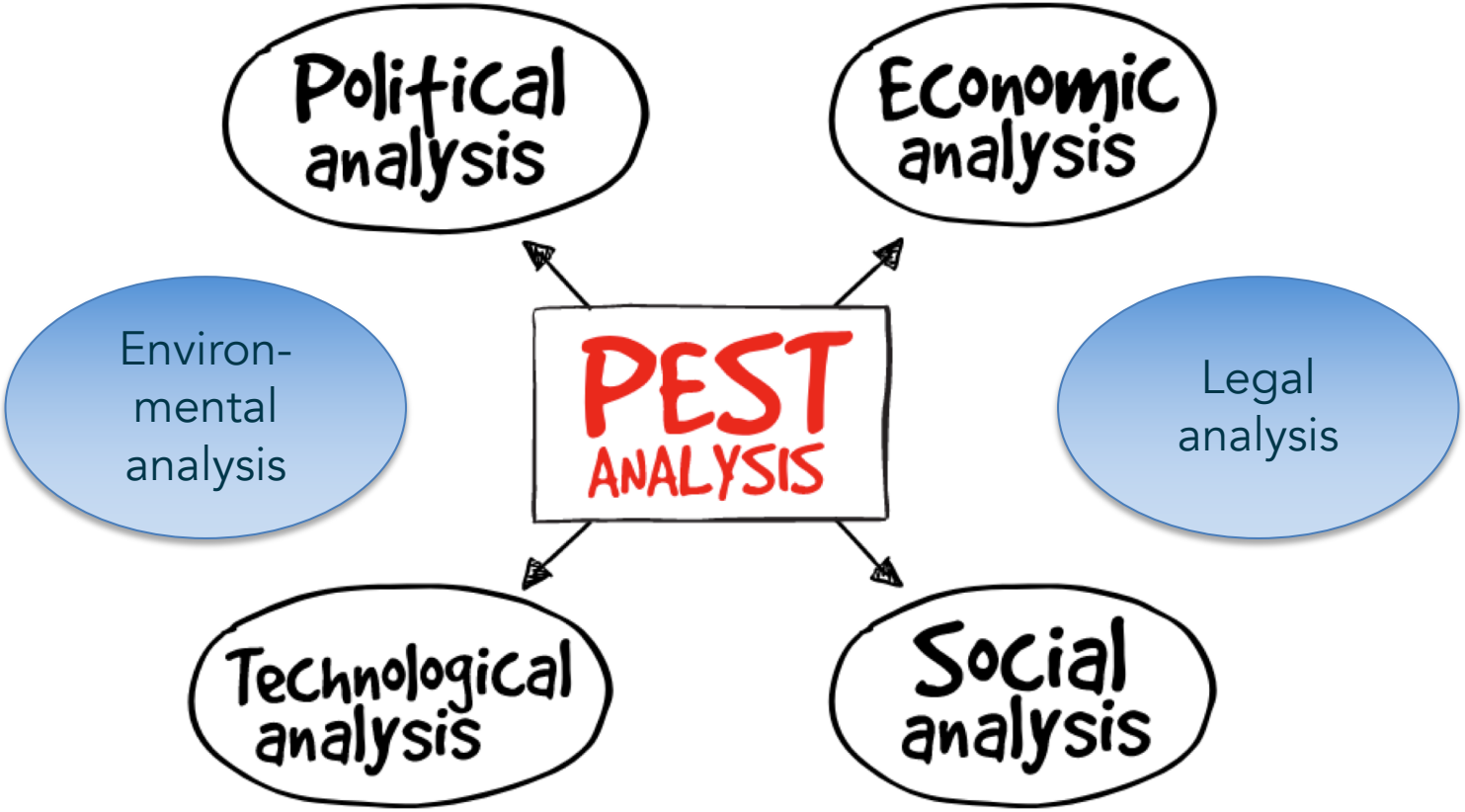
PEST(EL)



https://www.strategicmanagementinsight.com/tools/pest-pestel-analysis.html

Portfolio analysis

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Growth-Share Matrix

https://www.strategicmanagementinsight.com/tools/bcg-matrix-growth-share.html

Target Groups & Customer Segments

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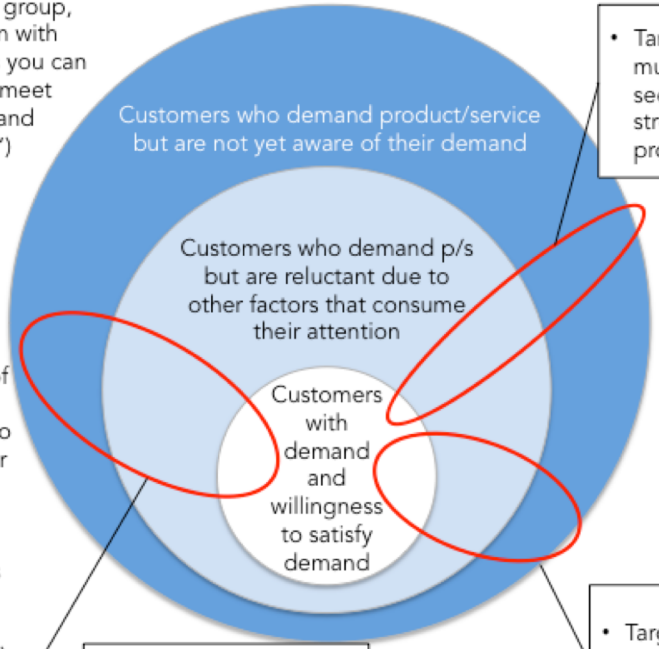
Target groups are particular groups of customers. The more precisely defined a target group, the easier to address them with your value proposition, as you can determine variations that meet the target group's needs and wants (→ personal „hook")



- Target group A, e.g. municipal officials (who seek an opportunity to strengthen educational programmes)

- Target group B, e.g. teachers (who look for new opportunities to enrich their teaching)

- Target group C, e.g. parents (looking for options to satisfy their kid's needs)

Within each target group there are different types of customers (segments). Those who actively seek to satisfy their demand (inner circle), those having demand but being distracted by other seemingly pressing needs (middle circle) and those who are not yet aware of their demand (outer circle). Every segment needs a different approach, i.e. variations of your target group specific approach.

Personas (simple)

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PICTURE

Draw or paste a picture of the persona.

NAME & DESCRIPTION

Talk about your persona and what makes them special. This can include demographic information.

GOALS

What does this persona want to accomplish?

CHALLENGES

What challenges do they face accomplishing their goal?

HABITS

What are their shopping habits, internet habits, reading habits, or other important habits?

Personas (elaborate)

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DEMOGRAPHICS

What's their current job title?

Where do they live?

How much do they earn?

What's their educational background?

What's their work experience?

VALUES & GOALS

What are their individual core values?

What are their personal goals?

What are their professional goals?

DAILY RESPONSIBILITIES

What does their day-to-day look like?

What projects are they involved in?

How much responsibility do they have?

Are they a part of a team or an individual contributor?

COMMON OBJECTIONS

What are their pain points in job searching?

What do they want their experience to look like?

What's holding them back from moving on to a new opportunity?

THE PROBLEMS

What challenges do they face in their current role?

What makes them open to new opportunities?

INFO SOURCES & RESOURCES

Where do they turn to for industry information?

What thought leaders matter?

What information does the candidate rely on?

What type of content do they prefer?

AREAS OF FOCUS

What are their areas of focus?

What areas interest them (both inside & outside of their current role)?

ROLE AND LEVEL SENIORITY

Who do they report to?

Do they have management responsibilities?

If so, what are they?

PERSONALITY

Extrovert	Introvert
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

Value Proposition Canvas

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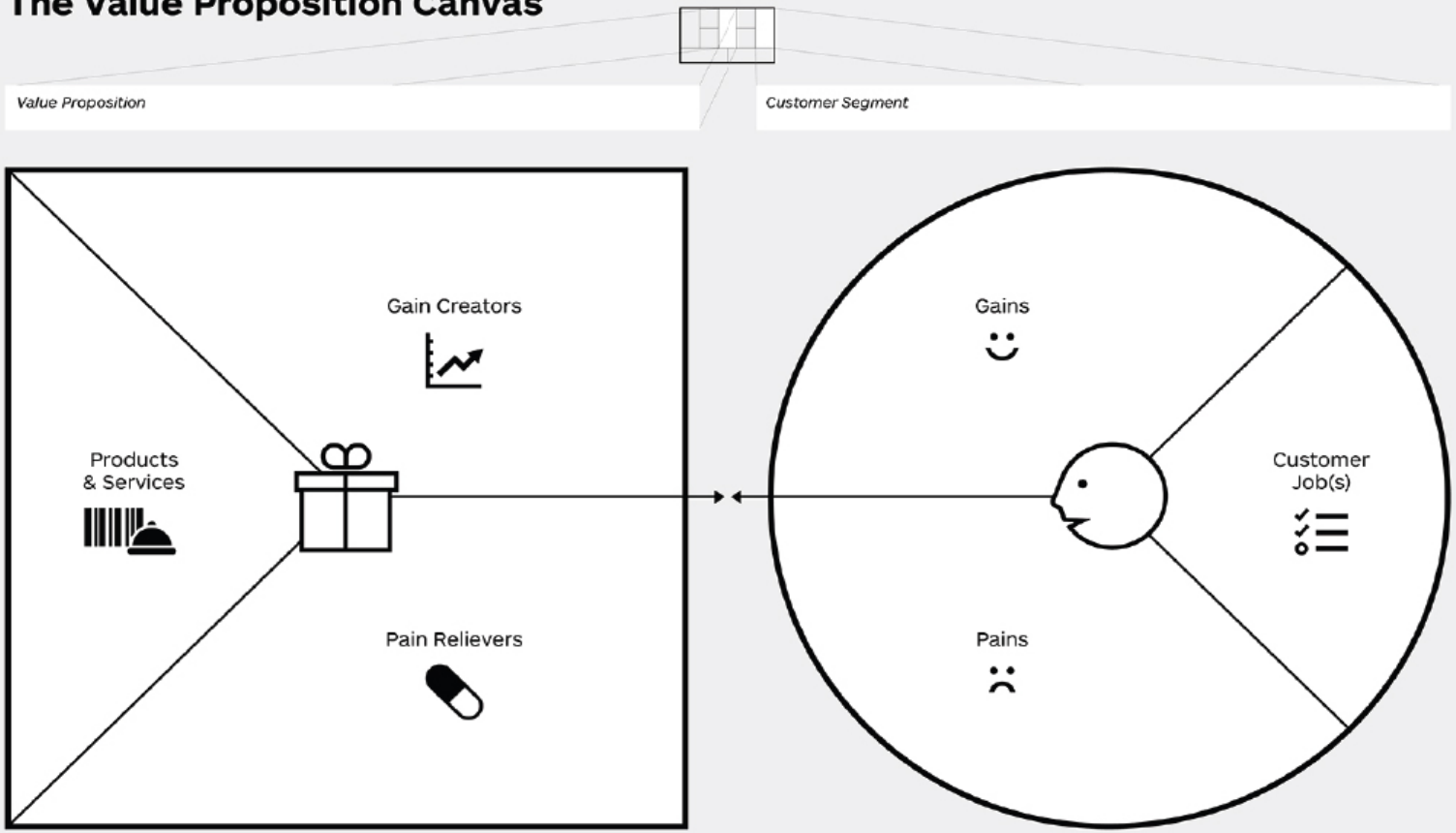
The Value Proposition Canvas



Understand your Customer

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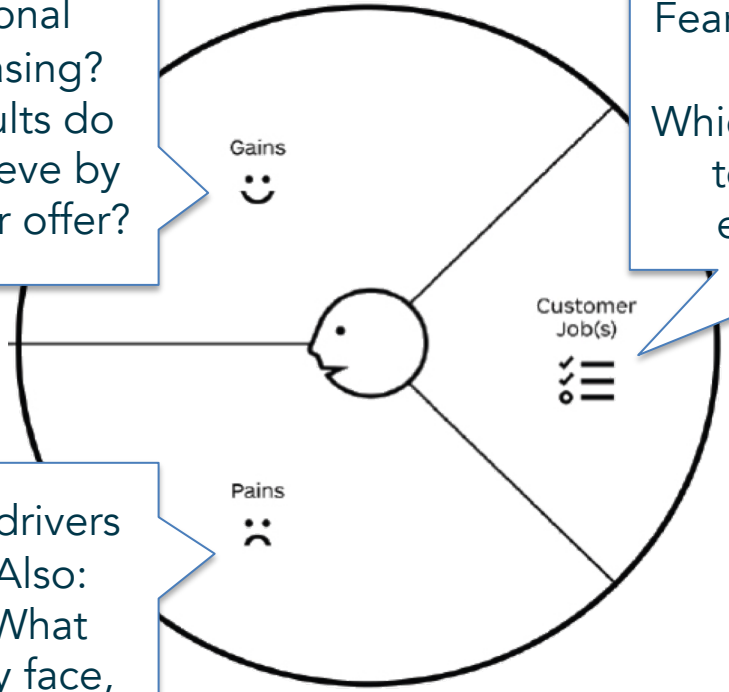
Wants – emotional drivers of purchasing? What kind of results do they want to achieve by getting/using your offer?

Fears – Risks of switching to your product? Which tasks do they have to fulfill (functional, emotional, social)?



Needs – rational drivers of purchasing? Also: hidden needs! What problems do they face, hurdles, challenges?

Understand your Offer

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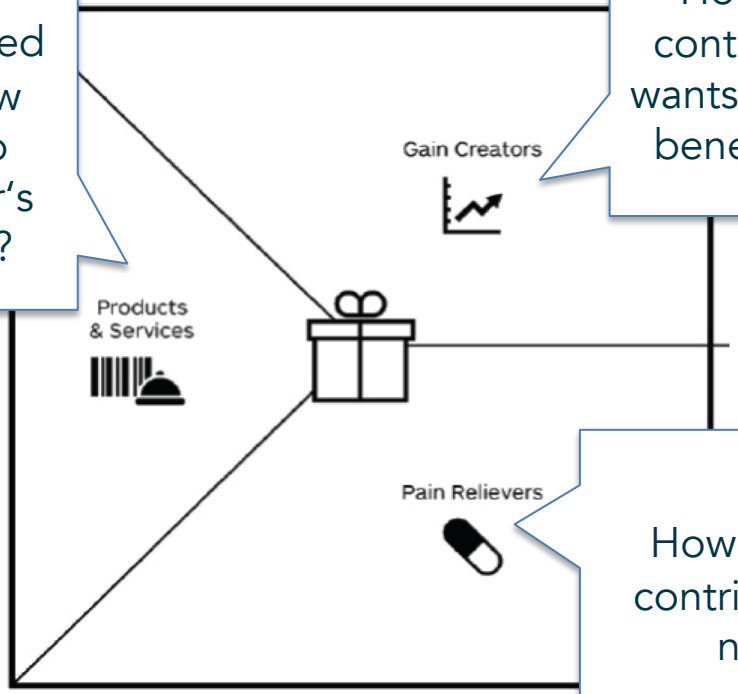
What is the value added of your product? How does it contribute to fulfillig your customer's tasks/jobs/functions?



How does your offer contribute to achieving wants/gains? How does it benefit your customer?

How does your offer contribute to relieving needs/pains?

Value Proposition Exercise

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Together

- Choose a product/service
- Choose a typical customer for this product/service
- Split up into two teams

Team Product

- Describe selected product in detail, have customer in mind

Team Customer

- Describe selected customer in detail, have product in mind

Together

- Converge – present results to each other
- Discussion/reflection

USP – Unique Selling Proposition

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Our _____ (product/service)
helps _____ (customer)
by _____ (value prop)

Our product/service is unique, because
_____ (USP).

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