

Unit 4: From Idea to Plan

☀ Introduction

Once you've generated and validated a promising business idea, it's time to translate it into a concrete and actionable plan. This unit introduces students to two critical planning tools: the **Business Model Canvas (BMC)** and the **Business Plan**, both of which are essential for designing a viable business model and guiding project execution.

🎯 Learning Objectives

By the end of this unit, students will be able to:

- Understand the role and structure of business modeling and planning.
- Apply the Business Model Canvas (BMC) to structure a business idea.
- Identify the essential components of a business plan.
- Develop strategic goals and action steps based on an entrepreneurial vision.
- Use structured tools to prepare for financing, marketing, and execution.

📘 Section 1: The Business Model Canvas (BMC)

The **BMC** is a strategic management tool that allows entrepreneurs to visualize and test their business model using nine key components. Alexander Osterwalder and Yves Pigneur developed it.

🧑🏫 **Table 1: The Nine Building Blocks of the BMC**

Block	Guiding Question	Example (Eco-Clean Service)
1. Customer Segments	Who are your customers?	Urban residents & offices
2. Value Proposition	What unique value do you offer?	Eco-friendly, convenient cleaning
3. Channels	How do you reach your customers?	Mobile app, website
4. Customer Relations	How will you interact with them?	Subscriptions, support chat

5. Revenue Streams	How do you generate revenue?	Packages, one-time fees
6. Key Resources	What assets do you need?	Cleaning tools, digital platform
7. Key Activities	What must your business do well?	Scheduling, quality assurance
8. Key Partnerships	Who helps you deliver value?	Suppliers, logistics providers
9. Cost Structure	What are your significant costs?	Staff, supplies, tech maintenance









The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners  Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? REASONING FOR PARTNERSHIPS Risk reduction and sharing Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? CATEGORIES Production Problem Solving Platform Network	Value Propositions  What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Price Risk Reduction Risk Relocation Accessibility Convenience/Usability	Customer Relationships  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? CHANNELS Personal assistance Guided Personal Assistance Self Service Automated Services Communities Co-creation	Customer Segments  For whom are we creating value? Who are our most important customers? MARKET SEGMENTS Mass Market Niche Market Segment One-to-One Multi-Sided Platform
Key Resources  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial		Channels  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are they currently paying? How would they prefer to pay? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? CHANNEL PRICES 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 deliver a Value Proposition to customers? 4. Delivery How do we provide post-purchase customer support? 5. After sales		
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IN THIS BUSINESS MODEL Cost structure includes: structure, for price value proposition, maximum automation, extensive outsourcing Cost drivers: Resources and value creation, platform value proposition SCALE ECONOMIES Fixed costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope		Revenue Streams  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? PRICES Asset sale Lease fee Subscription fees Licensing/Advertising Commission Royalty fees Advertising PRICE PRICES Cost of sale Market Value dependent Customer segment dependent Volume dependent Source dependent		

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 **Strategyzer**
 strategyzer.com

◆ Visual Tip:

Use free online tools like **Canvanizer** or **Strategyzer** to create a digital version of your BMC.

Section 2: The Business Plan

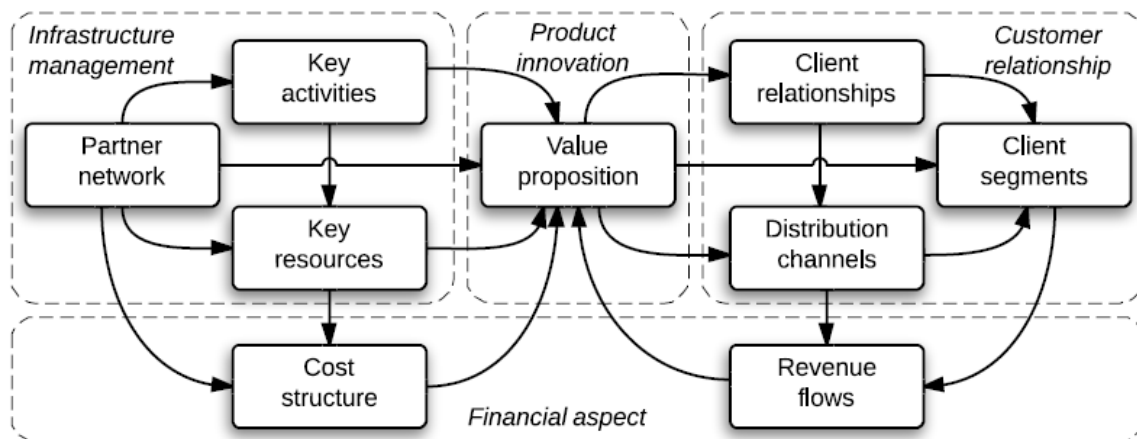
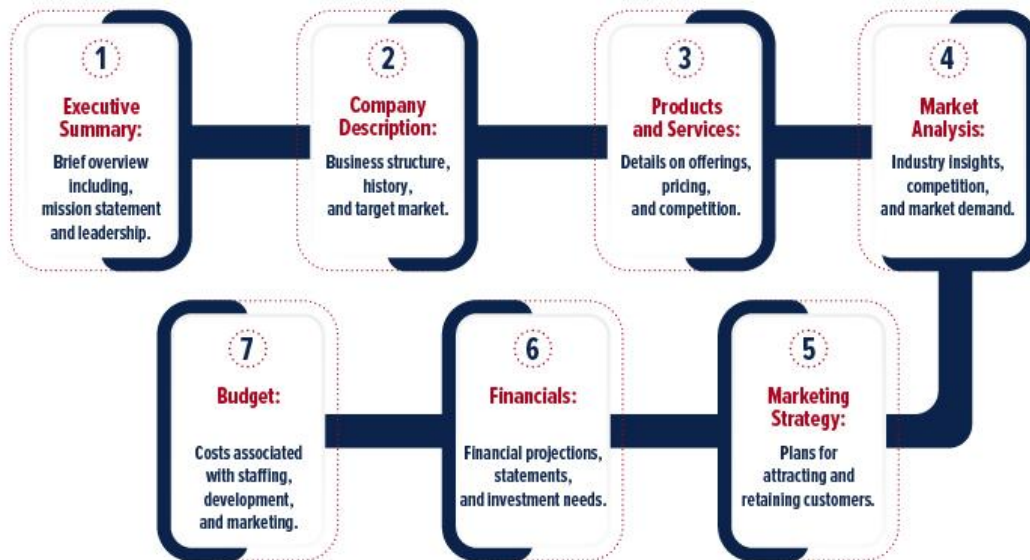
A **business plan** is a comprehensive document that outlines the mission, strategy, market, operations, and financial projections of your project. It is crucial for fundraising, planning, and team alignment.

 **Table 2: Main Sections of a Business Plan**

Section	Purpose
Executive Summary	Brief overview of the business and its goals
Business Description	Mission, background, legal structure
Market Analysis	Trends, target market, competition
Marketing Strategy	Promotion, pricing, placement (4Ps)
Operational Plan	Workflow, location, logistics, technology
Management Team	Roles and experience of the team
Financial Plan	Budget, funding needs, projections
Appendices	Supporting documents: visuals, resumes, licenses

7 Elements of a Business Plan

Customize the following sections to fit your business's needs:



Section 3: Case Study Example

Nour, a university student in Saïda, has an idea to create solar-powered phone charging stations near student housing and campuses.

- **BMC:** She defines her customer segment (students), her value proposition (eco-friendly charging), and partners (solar panel suppliers).

- **Business Plan:** She adds a marketing plan (social media + flyers), basic financials (initial investment: \$1000), and a timeline.

Section 4: Activities and Assignments

Activity 1: Complete the BMC

- Choose your project idea.
- Fill in all nine components using the provided BMC template.
- Submit your completed canvas via E-learning.

Activity 2: Draft a Short Business Plan

- Using the business plan outline, create a 2–3 page plan for your idea.
- Include an Executive Summary, Market Analysis, and Financial Plan.

Activity 3: Peer Review Workshop

- Review two classmates' business plans.
- Provide feedback using a checklist focused on clarity, feasibility, and innovation.

Section 5: Resources

- Video: "How to Use the BMC" (Strategyzer)

<https://www.youtube.com/watch?v=QoAOzMTLP5s>

- Article: "10-Minute Business Plan"

<https://exponomy.substack.com/p/the-10-minute-business-plan>

- Templates: BMC (.pdf), Business Plan (.docx)

<https://neoschronos.com/download/business-model-canvas/docx/>

- Book: *The Startup Owner's Manual* by Steve Blank

https://smeportal.unescwa.org/sites/default/files/2019-12/The_Startup_Owner%20s_Manual-A%20step%20by%20step%20guide%20for%20building%20a%20great%20company.pdf

Conclusion

A business idea is only as powerful as the plan behind it. By mastering the Business Model Canvas and Business Plan, you, as students, can transform ideas into structured, fundable, and executable ventures. These tools are not only strategic—they are empowering.

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