

Training Program on Sustainable Natural and Advance Technologies and Business Partnerships  
for Water & Wastewater Treatment, Monitoring and Safe Water Reuse in India

# Business Model Development

Prepared by: Martin Wafler, seecon  
Simon Joncourt, seecon

seecon



PAVITR

# Copyright and Disclaimer

## Copy it, adapt it, use it – but acknowledge the source!

### Copyright

Included in the PAVITR Training Package are materials from various organisations and sources. **Those materials are open source.** Following the open-source concept for capacity building and non-profit use, copying and adapting is allowed provided proper acknowledgement of the source is made (see below). The publication of these materials in the SSWM Toolbox does not alter any existing copyrights. Material published in the SSWM Toolbox for the first time follows the same open-source concept, with all rights remaining with the original authors or producing organisations.

To view an official copy of the the Creative Commons Attribution Works 3.0 Unported License we build upon, visit <http://creativecommons.org/licenses/by/3.0>. This agreement officially states that:

#### You are free to:

- *Share* - to copy, distribute and transmit this document
- *Remix* - to adapt this document. We would appreciate receiving a copy of any changes that you have made to improve this document.

#### Under the following conditions:

- *Attribution*: You must always give the original authors or publishing agencies credit for the document or picture you are using.

### Disclaimer

•The contents of the PAVITR Training Package reflect the opinions of the respective authors and not necessarily the official opinion of the funding or supporting partner organisations.

•Depending on the initial situations and respective local circumstances, there is no guarantee that single measures described in the toolbox will make the local water and sanitation system more sustainable. The main aim of the SSWM Toolbox is to be a reference tool to provide ideas for improving the local water and sanitation situation in a sustainable manner. Results depend largely on the respective situation and the implementation and combination of the measures described. An in-depth analysis of respective advantages and disadvantages and the suitability of the measure is necessary in every single case. We do not assume any responsibility for and make no warranty with respect to the results that may be obtained from the use of the information provided.

# Introduction to the authors



## **Martin Wafler**

Senior Project Manager  
Martin brings a unique blend of technical and entrepreneurial skills and experiences.

[martin.wafler@seecon.ch](mailto:martin.wafler@seecon.ch)



## **Simon Joncourt**

Senior Project Manager  
Simon is an innovation management specialist focusing on water-related challenges.  
[simon.joncourt@seecon.ch](mailto:simon.joncourt@seecon.ch)

## **seecon international gmbh**

Willisau, Switzerland

We are specialised in developing, supporting, and managing innovative projects on sustainable development worldwide. Tailor-made approaches allow us to guide customers in their journey of developing impactful solutions. We are leading the PAVITR business development working group and the workpackage road to market.

<https://seecon.ch/>

# Learning objectives



At the end of this session, participants will:

- Have a clear understanding of what a business model is and its significance in defining how a company creates, delivers, and captures value.
- Be able to identify the essential elements of a business model, such as customer segments, value proposition, channels, revenue streams, key activities, resources, partnerships, and cost structure.
- Be familiar with the Business Model Canvas as tool to facilitate business model innovation and strategic decision-making.
- Have been encouraged to think critically and creatively about the different components of their business models.
- Have developed a lean Business Model that includes core elements (building blocks) of their existing business operations.

# Agenda of the session



Time	Content
5 min	Introduction to the session
5 min	Introduction to business models
30 min	Introduction to the Business Model Canvas
50 min	Exercise

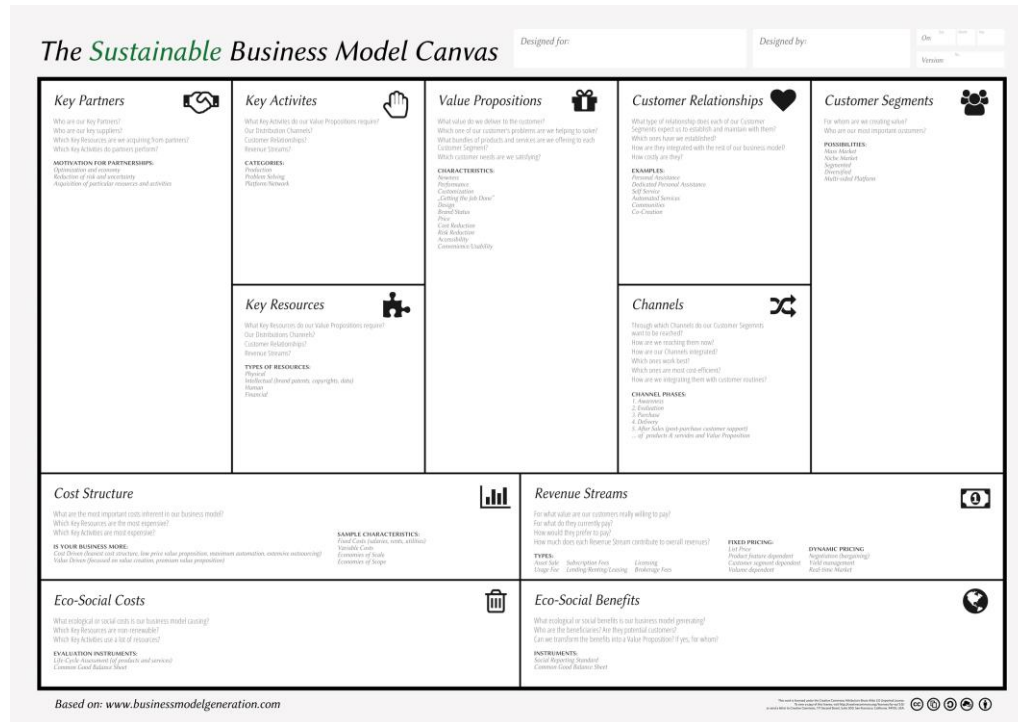
# Introduction to business models

# What is a business model?



Rationale of how a company creates, delivers, and captures value, in economic, social, cultural or other contexts.

# Why a business model?



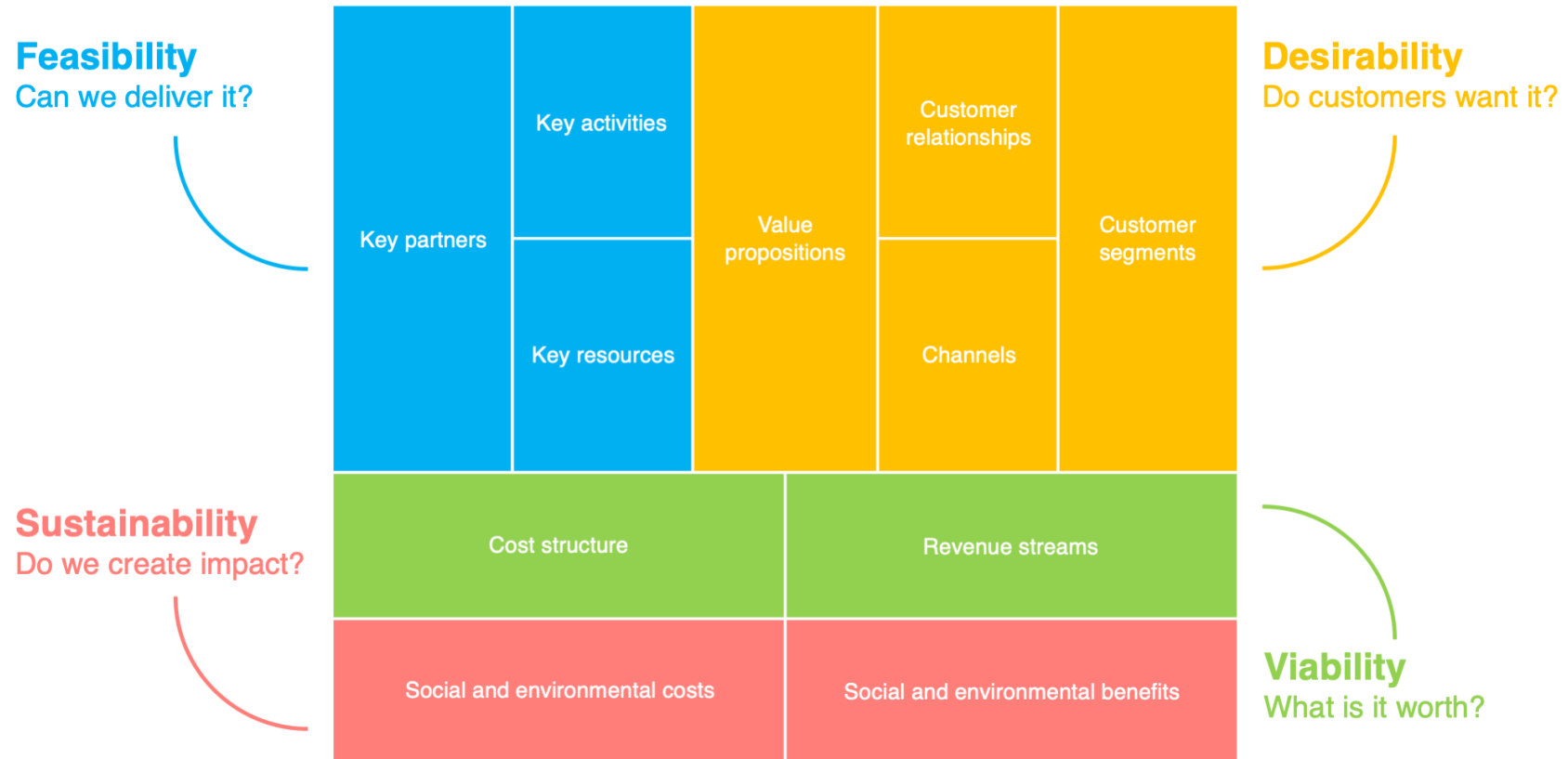
- Provides clarity and direction
- Enables effective resource allocation
- Facilitates innovation
- Helps secure funding
- Supports long-term sustainability

## Sustainable Business Model Canvas



# Introduction to the Business Model Canvas

# Sustainable Business Model Canvas



The 11 building blocks that cover the four main areas of a business

*Adapted from OSTERWALDER and PIGNEUR (2009)*

# Customer Segments



- Are at the heart of your business model
- Without paying customers you are out of business
- Will only be willing to pay if their needs are met
- Group customers into different segments, if they present common needs, behaviours or other attributes

# Customer Segments

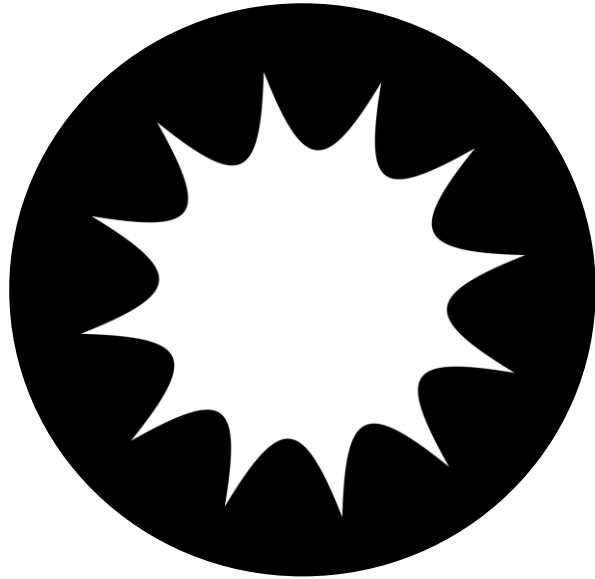


Lead questions:



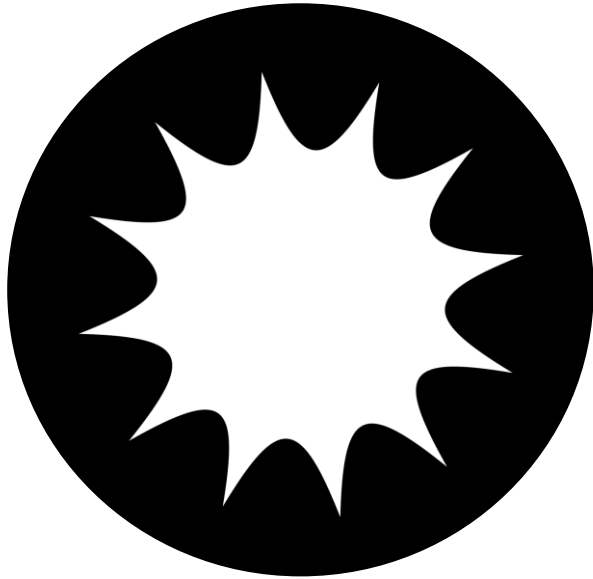
- Who is currently purchasing our products or services?
- Are there distinct groups within our customer base? Look for patterns or subgroups within your customer base.
- Are there potential customer segments that we haven't tapped into yet? Explore untapped markets or customer segments that may benefit from your offerings.

# Value Proposition



- Bundle of products and services that creates value for a specific customer segment, solving a problem or satisfying a need
- Describe the uniqueness and sustainability of your products & services
- Explain how are you different (and better) from your competitors

# Value Proposition



Lead questions:

- How do you help your customer solving his/her problem?
- How do you satisfy his/her need?
- Why you? And not the competitor?

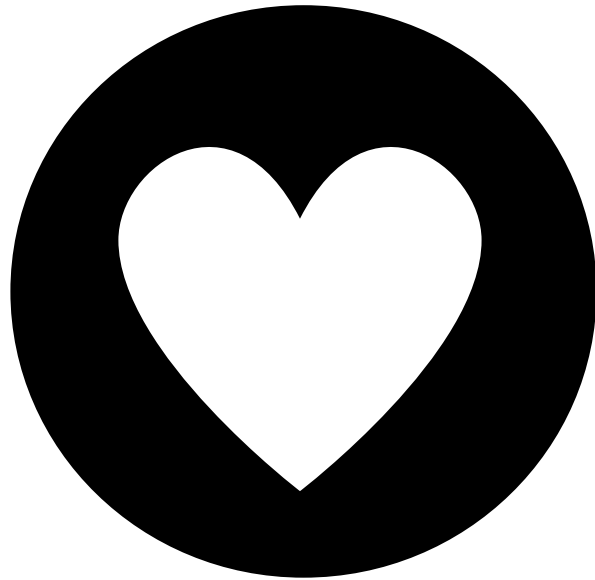
# Customer Relationships



- It defines how you do acquisition (GET)
- It defines how you retain the customer (KEEP)
- It defines how you make your current customer to buy more of your products (GROW)

# Customer Relationships

Lead questions:



- What type of relationship does each of your Customer Segments expect you to establish and maintain with them?
- How costly would these be?



# Channels



- Defines through which touch points you are interacting with the customers and delivering value.



## Lead questions:

- Where do you raise awareness about your product or service?
- Where do customers purchase your product or service?
- Where do you deliver the product or service to your customers?
- Where do you provide after-sales support to your customers?
- Where can customers evaluate your business?

# Key Activities



- The most important activities in executing a company's value proposition
- The more resource-intensive the production of the VP, the more comprehensive the CHs, the more personal the CR, the longer the list of activities

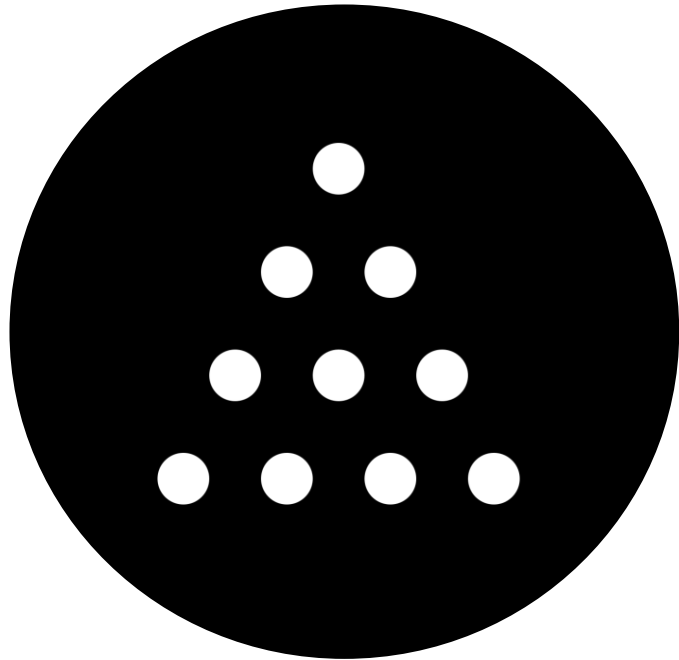
# Key Activities



Lead questions:

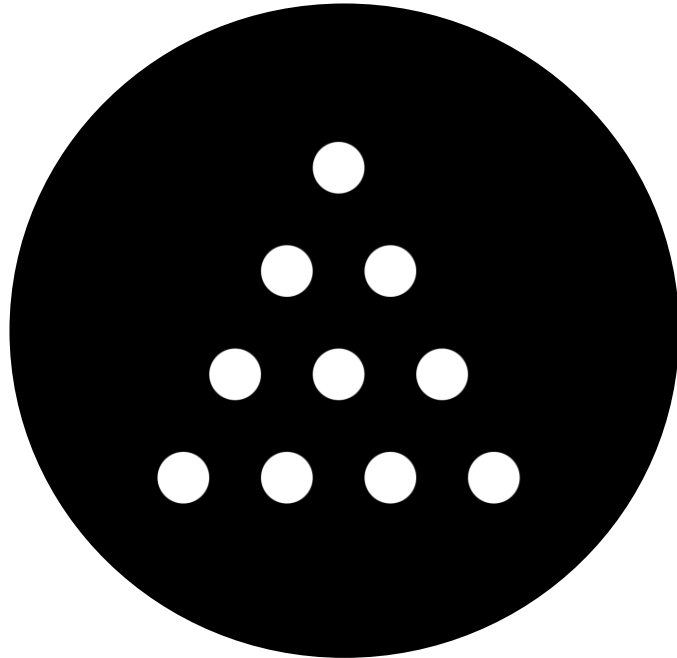
- What activities does our value proposition need?
- What activities do you need to address to differentiate your product or service from your competition?

# Key Resources



- Key Resources enable you to deliver your Value Proposition, reach markets, nurture Customer Relationships and create revenue

# Key Resources



Lead questions:

- What human key resources do you require?
- What intellectual resources do you require?
- What physical resources do you require?

# Key Partners



- Key Partners are essentially your network of partners and suppliers which enable you to achieve your Key Activities and provide your Value Proposition

# Key Partners

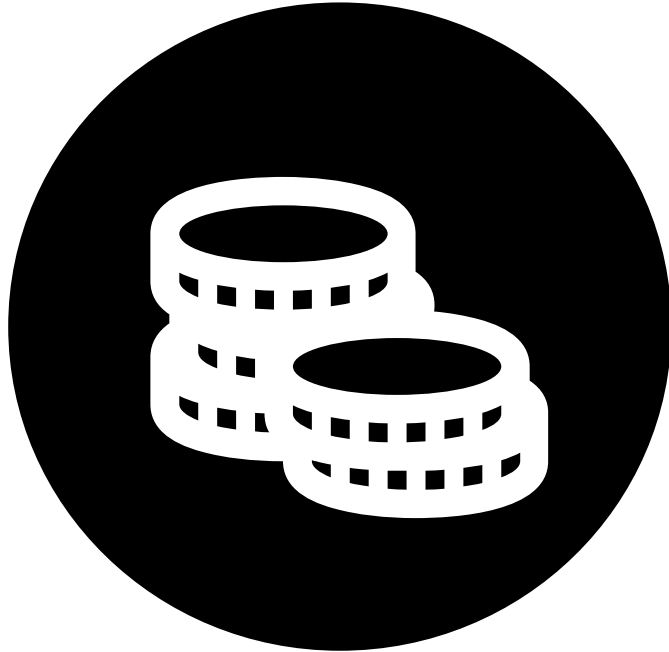


Lead questions:

- Who are your key partners?
- Who are your key suppliers?
- Which key activities do partners perform?

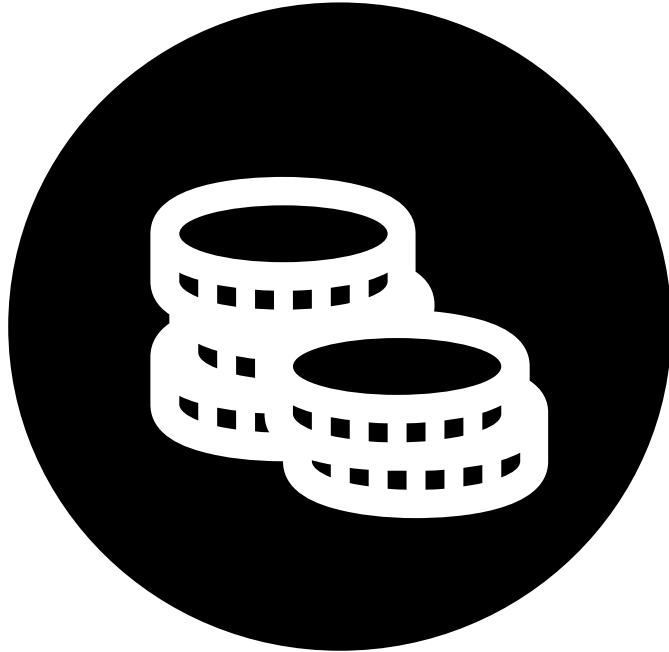


# Revenue Streams



- Describes how a company will generate income from each Customer Segment
- Must take into account how much customers are willing to pay for the delivered value
- Revenues from one-time payments vs. recurring revenues from on-going payments

# Revenue Streams



Lead questions:

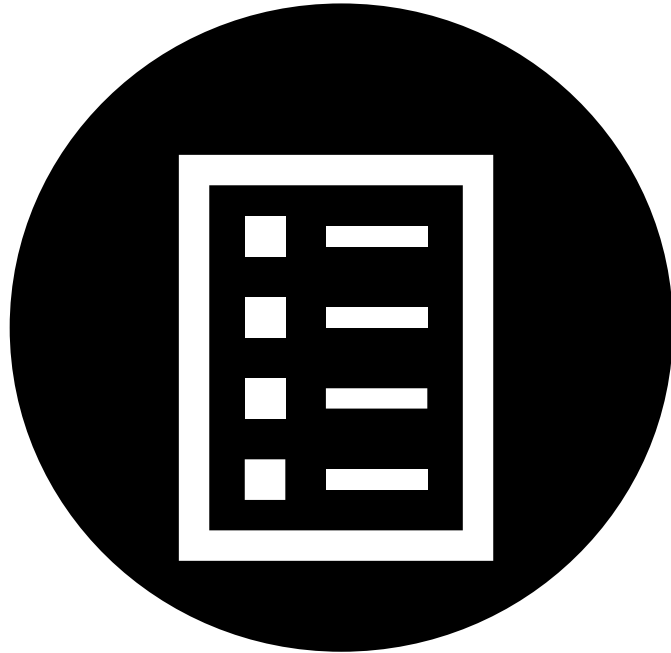
- For what value are your customers really willing to pay?
- How would they prefer to pay?

# Cost Structure



Describes all costs incurred to operate a business model

# Cost Structure



Lead questions:

- What are the most important costs inherent in your business model?
- Which Key resources are the most expensive?
- Which Key Activities are most expensive?

# Social and Environmental Benefits



Social and environmental benefits are beneficial impacts on people and the natural environment resulting from activities related to your product or service.

# Social and Environmental Benefits



Lead questions:



- What positive social & environmental impacts are served by your product(s) and service(s)?

# Social and Environmental Costs



Social and environmental costs are detrimental impacts on people and the natural environment resulting from activities related to your product or service.

# Social and Environmental Costs

Lead questions:



- What social & environmental losses, damages or disadvantages are caused by your product(s) and service(s)?

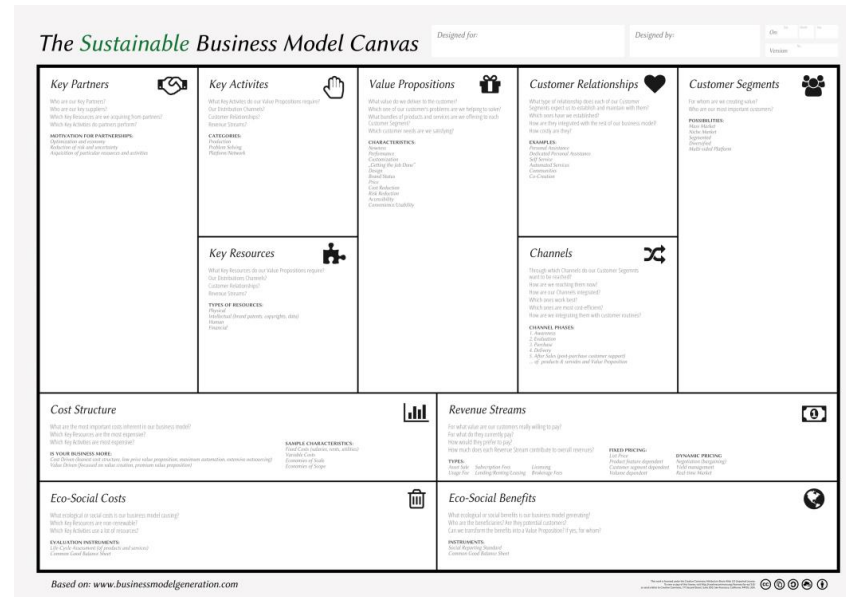


# Exercise

# Exercise



## What to do



## Sustainable Business Model Canvas

Based on [www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

- Individually, fill out the Sustainable Business Model Canvas on the base of the provided information material
- Start with identifying and defining your Customer Segments and the unique value or benefits (Value Proposition) that your products or services offer to each customer segment.
- Match different Value Propositions for different Customers (and other elements) with different colours.

# References



- CASE (2017): Sustainable Business Model Canvas. URL: [https://www.case-ka.eu/wp/wp-content/uploads/2017/05/SustainableBusinessModelCanvas\\_highresolution.jpg](https://www.case-ka.eu/wp/wp-content/uploads/2017/05/SustainableBusinessModelCanvas_highresolution.jpg)  
[Accessed: 30.05.2023]
- OSTERWALDER, A., PIGNEUR, Y. (2010): Business Model Generation. Hoboken: John Wiley & Sons, Inc.



## Credits



This training has been created in the framework of the EU-Indian Joint Project “PAVIRT- Potential and Validation of Sustainable Natural & Advance Technologies for Water & Wastewater Treatment, Monitoring and Safe Water Reuse in India”. This project has received funding from the European Union’s Horizon 2020 research and innovation program under grant agreement No821410 and the Department of Sciences and Technology of India under the Grant DST/IMRCD/India-EU/Water Call2/PAVITR/2018 (G).

For more information, please visit: <https://pavitr.net>