

IO4.-

# Training program How to innovate in designing new business models in tourism based on education



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# USING CANVAS MODEL AND LSP TO EVALUATE THE TOURISM BUSINESS IDEA



Turkish and Romanian partners sharing the business model.

## BUSINESS MODELS 5 DAYS WORKSHOP





# DAY 1 WORKSHOP

1

## UNDERSTANDING THE CANVAS TOOL

Rules for Drawing Good Canvases

Facebook & Ryanair models

Business Cycle model

Defining what your product or service is.

Your Business Model Value Proposition.

Defining the Stakeholder map and best customers.

The scenario where TOURBAN PROJECT is being tested, implemented and iterated starts just right after the Business Model creation. Most partners organisations are using some kind of canvas. Business Model Canvas (original Osterwalder and Pigneur) Business Model YOU (Dr. Tim Clark), Lean canvas or even Zen canvas.

Therefore this chapter do not address the conceptual information about the 10 building blocks, meaning what Key Partner is, Value proposition, Customer Segment and others.

Most of the partners at institutional level have already provided this kind of information/training to their students or graduates.

# RULES FOR DRAWING GOOD CANVASES

## Notes:

1. Additional information might be needed to explain the 9 blocks.
2. State the difference between business canvas and personal canvas.
3. Print canvas A0 size.
4. Provide them with the right black color pen.
5. One word per post it.
6. One or two post it per block maximum.
7. Use different post it colors.
8. Use different dot colors for Pain, Points & Feedback when getting insights.

The results of this activity should give a straight forward knowledge of the Value Proposition of the business model and Customer Segments.

## BUSINESS MODEL

### SUGGESTIONS & RECOMMENDATIONS

**Aims:** To provide a series of key recommendations in how to draw proper canvases content.

**Resources:** Canvases, post it, black pen

**Facilitator's role:** To explain these rules with examples.

**Timing:** 10' to explain the main concepts

**WI-FI:** Free connection must be available.

**Key Partners:** It's a relational tool.

**Key Activities:** Use only verbs.

**Value Provided:** Promise=Brand.

**Customer Segment:** To whom you deliver value.

**Channels:** Be aware of the cycle's business.

**Cost:** Disconnect between activities & key resources.





## BUSINESS MODEL CASE 1

# FACEBOOK

### Notes:

1. You can design your own images for this activity and print it in A4 size on adhesive labels.

2. The way to explain why **"the platform"** is the most important resource more than employees is to ask what could happen if Facebook goes off line for hours?

3. The key point of this exercise is to learn to use the tools, not to create the right model. Since right models comes out after multiple iterations based on insights from potential customers.

## PRACTICAL ACTIVITY

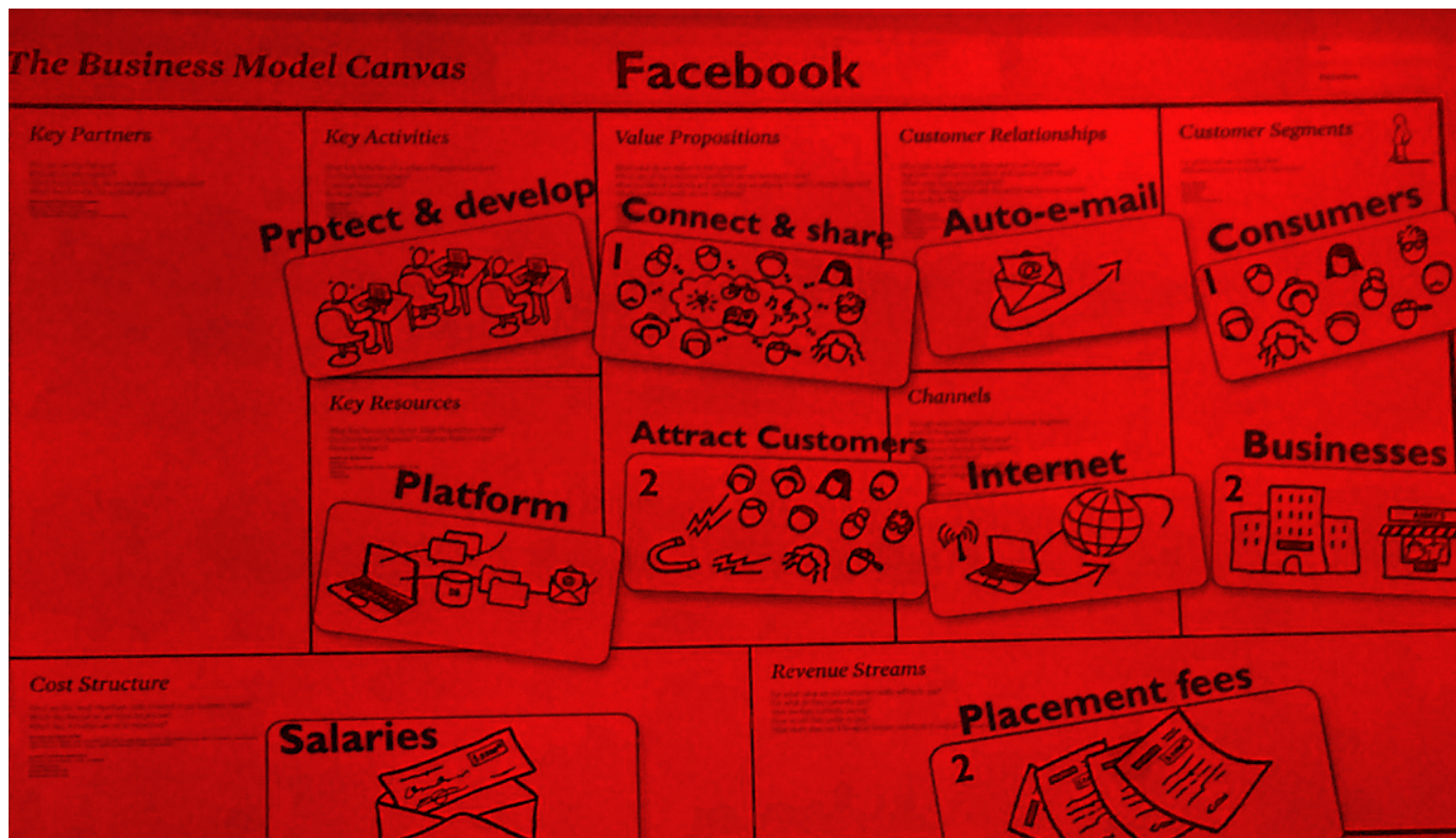
**Aims:** "A picture is worth a thousand words", it's said. This activity is about using images and not words to draw a canvas. We choose one business model that almost everybody is a client of.

A set of images- stickers are provided there are two Customer Segments and one Value Proposition for each segment.

**Resources:** Stickers and Canvas A1 size.

**Facilitator's role:** Describe the activity, allow them to place the stickers. Reflect showing the image with stickers correctly placed on Canvas. Explain why Key Resources is the most important.

**Timing:** 2' to describe the activity, 8' to diagram, 10' to reflect on Canvases.



# RYANAIR

Notes:

1. Instead to use standard post it you can use (as in this example) <http://www.stattys.com/products/stattys-notes.html>, to produce the presentation.

2.I have chosen this video because it shows the evolution of the Ryanair's business model. Evolving the model is key for any business surviving.

3. Link to the video, <https://vimeo.com/86706877>, even if being in Dutch you can understand the concept.

## BUSINESS MODEL CASE 2

## PRACTICAL ACTIVITY

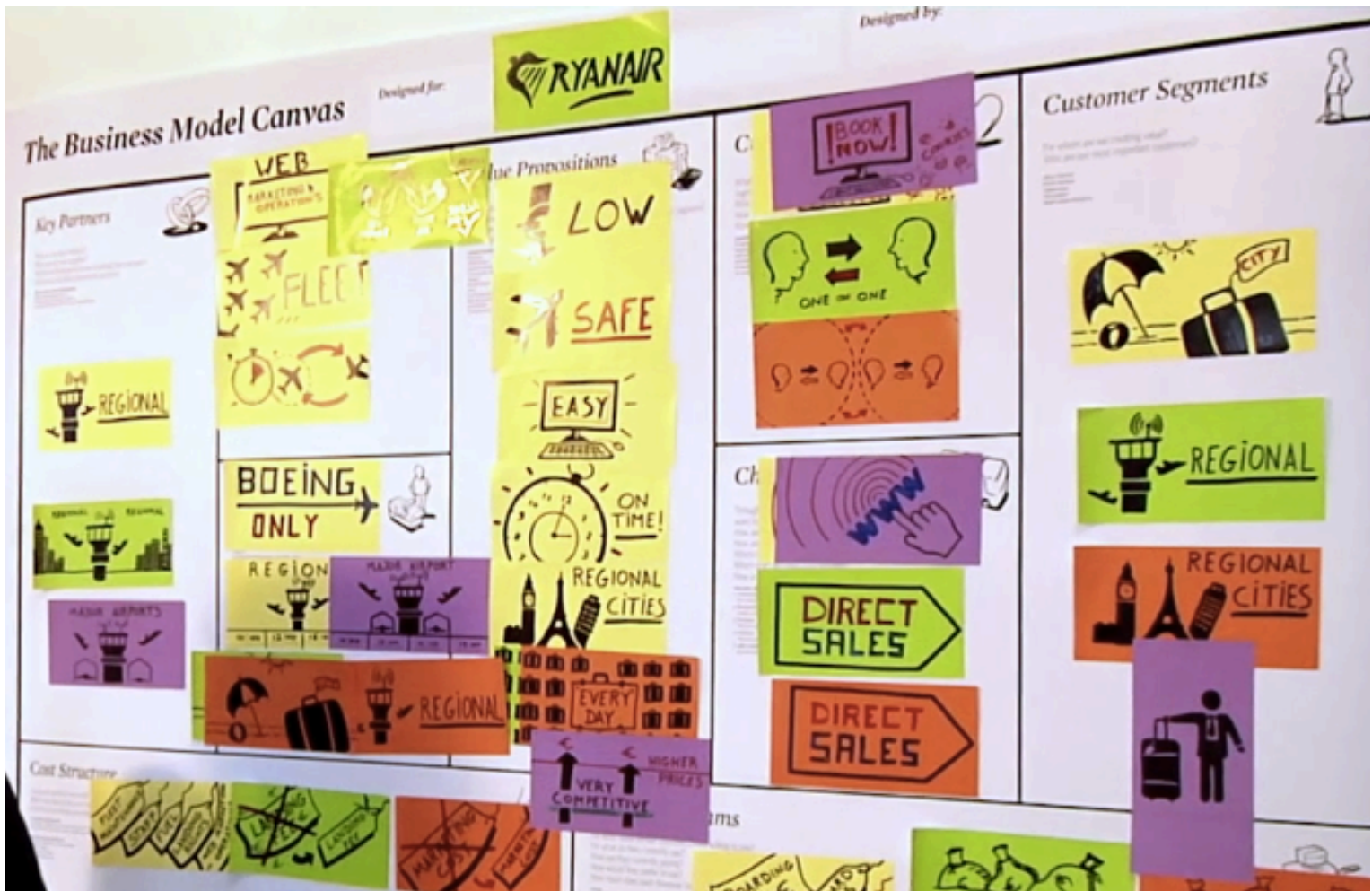
**Aims:** "*A picture is worth a thousand words*", it's said. This activity is about using images and not words to draw a canvas. We choose one business model that almost everybody is a client of.

A set of images- stickers are provided there are two Customer Segments and one Value Proposition for each segment.

**Resources:** Stickers and Canvas A1 size.

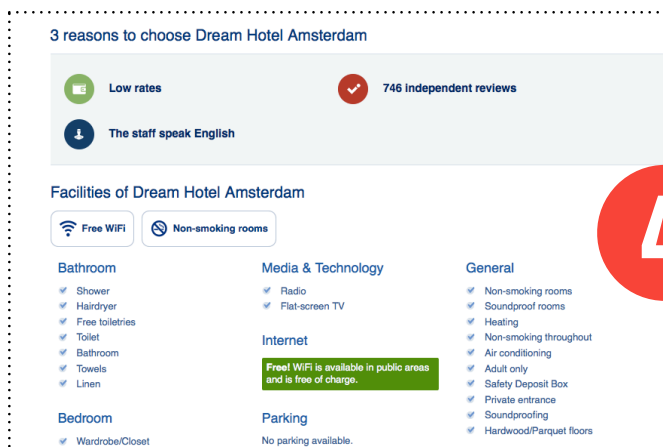
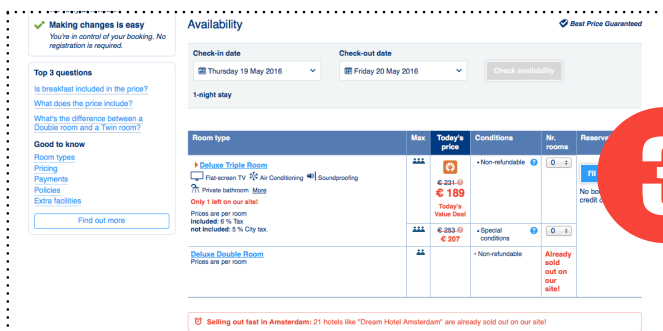
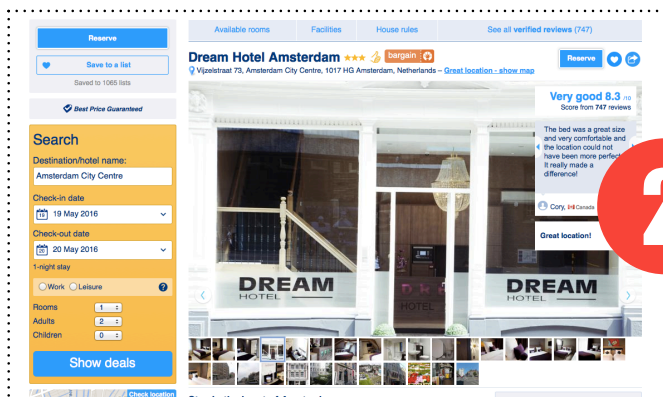
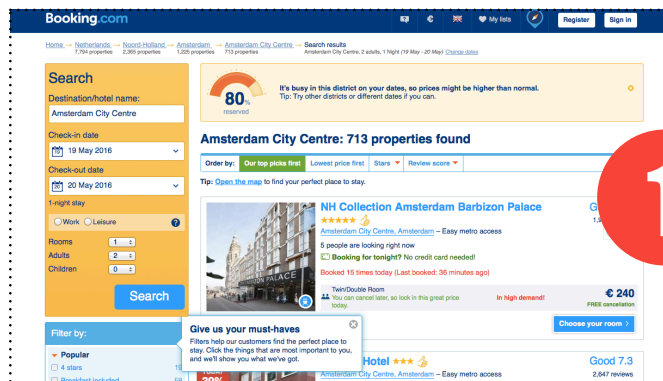
**Facilitator's role:** Describe the activity, allow them to place the stickers. Reflect showing the image with stickers correctly placed on Canvas.

**Timing:** 2' to describe the activity, 8' to diagram, 10' to reflect on Canvases.





# BOOKING.COM



## BUSINESS CYCLE

**Aims:** To explain the business cycle using booking.com as an example

1. You search and choose your product / service.
2. You see the product/service quality.
3. You buy, you are mentored while buying.
4. You get purchase confirmation.
5. You are requested to give feedback.

Each of these steps has a place on the Canvas.

Now think on Amazon.com

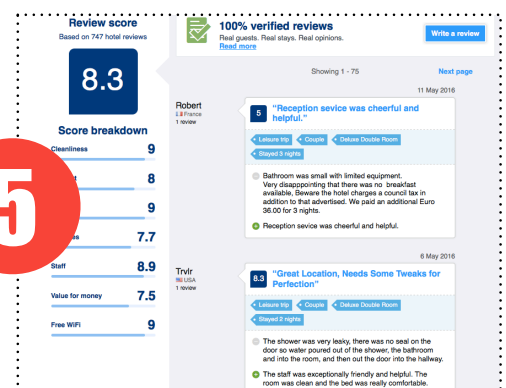
**Resources:** Internet conexión, execute and cancel the "booking room" to show how the business model works.

**Facilitator's role:** Describe the example and explain how gamification is included in the business model to drive the purchase and gain engagement. Ask the participants if their business model contains any of these steps. Explain Branding, Customer Service, customer Journey, Insights concepts.

**Timing:** 20'

**WIFI:** Available

The results of this activity helps the entrepreneurs how top leading services companies are dealing with their customers. Since most people are customers of these two companies.





# Concepts to visualize

*DEFINING WHAT YOUR PRODUCT OR SERVICE IS.*

*YOUR BUSINESS MODEL VALUE PROPOSITION.*

*DEFINING THE STAKEHOLDER MAP AND BEST CUSTOMERS.*

## **EXPLAIN THESE CONCEPTS**

If we want to learn from the emerging future we need to shift our conversation (and awareness) from:

1. downloading - talking nice
2. debating - talking tough and
3. dialogue - reflective inquiry, to finally
4. collective presence, in which the group co-creates something new





# Mapping the stakeholder

## TOURBAN WORKSHOP



**Aims:**

To have a first insight into the project's idea.

To check teams' alignment around the projects' idea and proposals.

**Resources:** Business Canvas Model & Business Canvas Model You. Lego® bricks starter kit with connections.

### Facilitator's role:

Explains:

1. Business Model Canvas & Lego® are used to generate a 3D model of the business/service/idea/ product.
2. Visualise stakeholder map & customers.
3. Connect the system to understand synergies.
4. Visualise risk scenarios to generate a list of To Do actions.

# Defining what your product or service is.

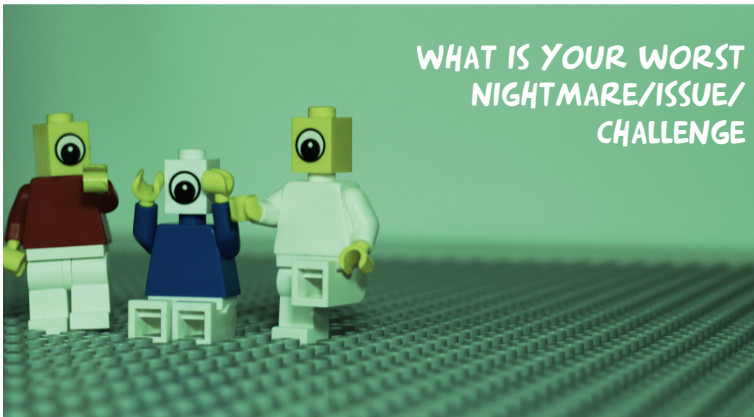
**BUILD A TOWER THAT TALKS ABOUT YOU**



**WHAT DO YOU LOVE ABOUT YOUR PRODUCT/IDEA/SERVICE**



**WHAT IS YOUR WORST NIGHTMARE/ISSUE/CHALLENGE**



Your last activity was the Business cycle to make them to understand the interconnection among the 9 blocks.

After a short break you reload the workshop asking them to build individually the three questions.

## Resources you need:

- 120 LEGO® brick pieces 8 different colors + 5 packs of 2000414 Starter Kit
- (<http://shop.lego.com/en-US/LEGO-SERIOUS-PLAY-Starter-Kit-2000414>)
- One big table for each team, 4 sides accessible.
- One A0 business canvas model colored each table. (see attached pdf)
- Color pens and adhesive paper notes.
- Three poster sheets for each groups, that must be place on the wall to collect the ideas that participants expose connected to their projects.

**Facilitator's role:** Plays the role of a Puppet Master Game facilitating the reflection around the project proposals and definition of the idea. There is no "what to ask" for this, it belongs to the facilitators to know what to ask. However we give some starting questions to trigger reflection.

**Timing:** Between 3-5 minutes allowing participants for creating a construction with LEGO® in response to each of the questions.  
One minute for each participant to explain his/her construction for each question.



**THE WHY OF THESE 3 QUESTIONS:** You may find yourself evaluating an entrepreneur idea - one single man show - however most project have at least 2 people involved or a wider team idea.

It is worth check whether participants share a common idea about the service/project they are dealing with. This a key point for observing and analysis if there is a shared vision of the project they are working on.



If you are testing this methodology by parts, the first activity should be to know who are they, then the question is **Build a tower that talks about You.** At the same time you reflect on the model, you gain knowledge on the team profile. For the builder it is must to make a first contact with the Lego® bricks via this question. You can easily identify the "entrepreneur identity" based on their model description. You could draw feelings empathy map to have a whole picture of the team.

Each entrepreneur idea comes with pro and cons. In order to start to understand what is the **uniqueness** of their project idea you can place this question: **Build a model about**

What do you **LOVE** most about your  
product/idea/service

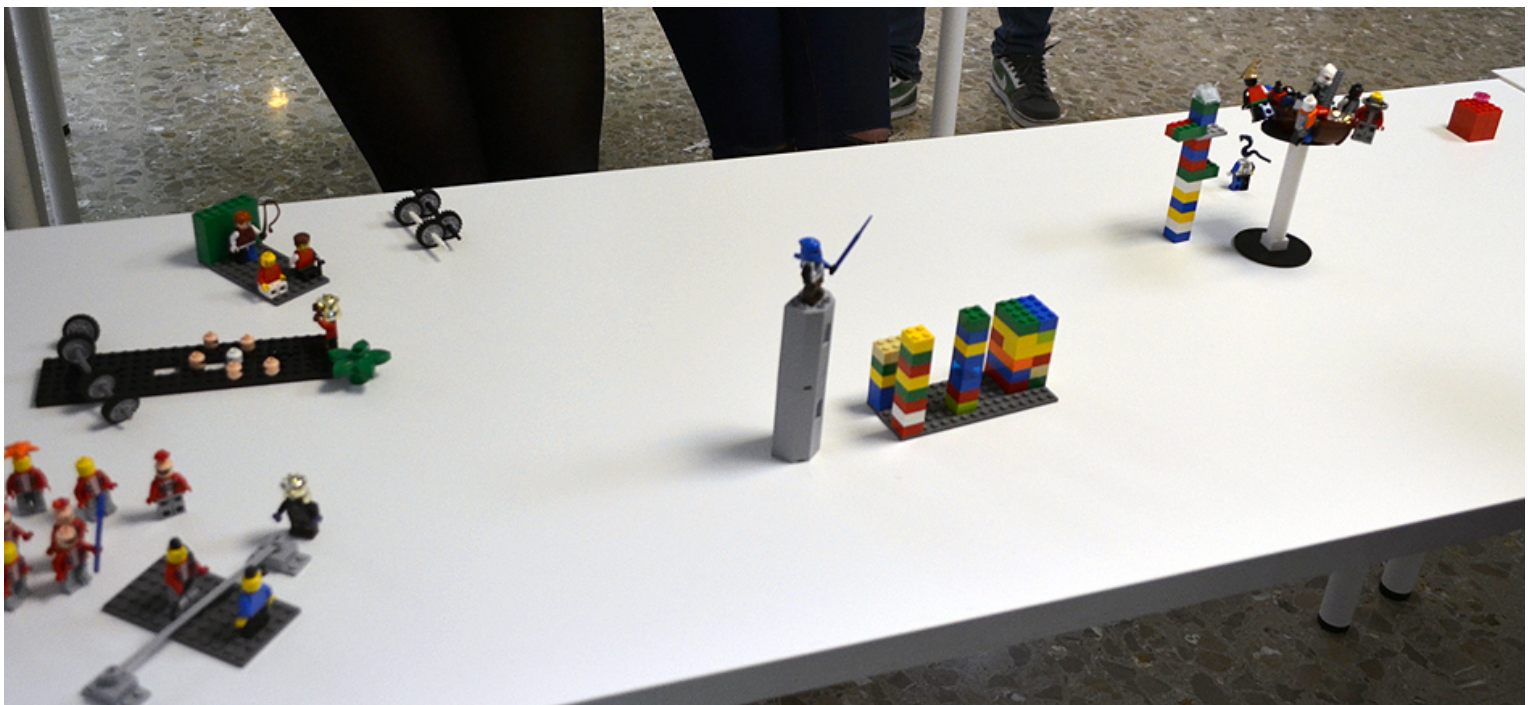
**DEVELOPMENT:** If you have three team members you may get 3 different “aha” LOVES. You ask them to write in a post it a key word concept to define it.

With the models you create a landscape vision of the project and then reflect again asking to one of them to tell the story of this uniqueness value.

The reflections of the team helps you to visualize if the team is aligned showing a common vision, if there is a leadership role and how this connect with activity 1.

The love they describe represents their dream, trying to target a market niche, either blue or red ocean.

Ask them to create a sort of “Love maps associated to red & blue oceans”. What do they love not necessarily is loved by the client. To prototype “the love” it is highly recommended.





Nightmares are the problems they are facing under the flag of FEAR. Some may not even be a problem but a weakness (SWOT) connected to many different things. Some entrepreneurs (wantpreneurs) may have the vision but not the strenght to implement it. You can place this question:

**Build a model about**

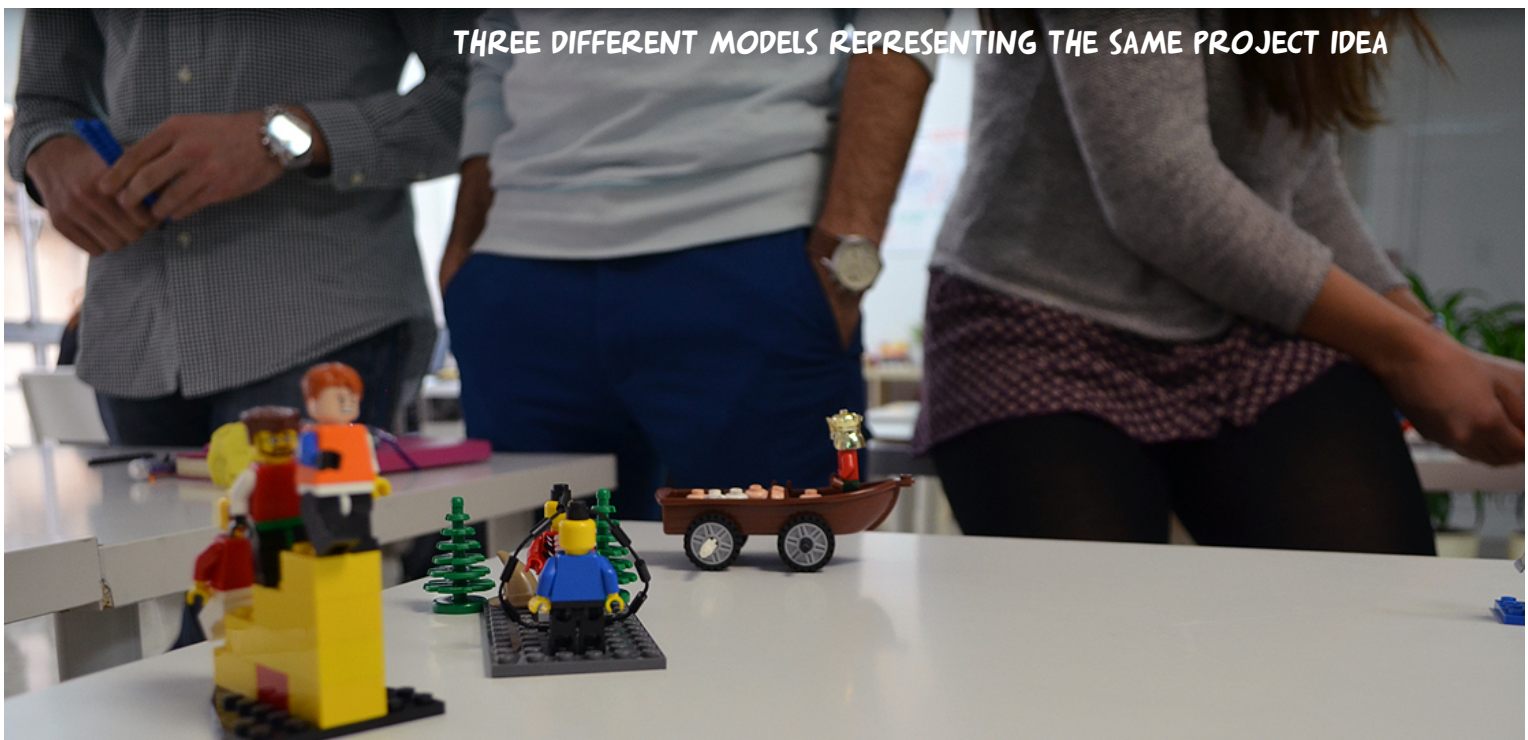
What is your **worst**  
nightmare/issue/challenge

**DEVELOPMENT:** You can make a list of all perceived nightmares at the time you create a new Lego® landscape model. Some of the nightmares can be connected to the project itself but others might be connected to the person. Your reference is always the link to who they are.

You can ask the others (assuming you have more than one team) to post it a possible solution to overcome the nightmare.

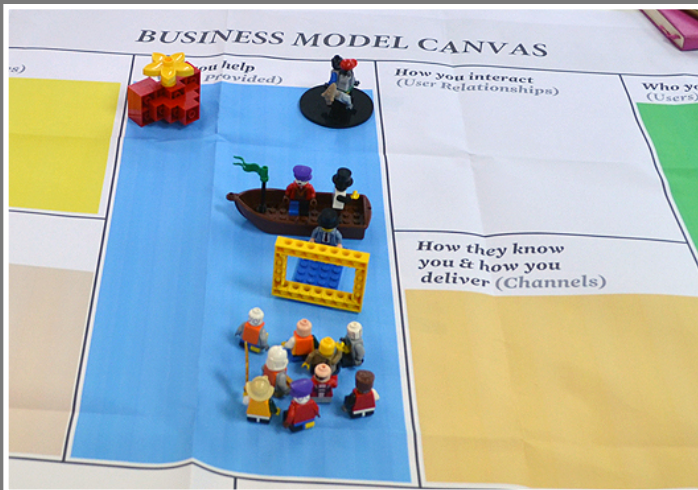
The loves and nightmares open the door to understand what could be the real value proposition of their project and how to make a graphical representation of the nine building blocks of the canvas model.

**THREE DIFFERENT MODELS REPRESENTING THE SAME PROJECT IDEA**





# Your Business Model Value Proposition



Name: \_\_\_\_\_

**BUSINESS MODEL CANVAS**

Who helps you (Key Partners)	What you do (Key Activities) <b>1</b> (Key Resources)	How you help (Value Provided) <b>3</b>	How you interact (User Relationships) <b>4</b> How they know you & how you deliver (Channels)	Who you help (Users) <b>2</b>
What you give (Costs)		What you get (Engagement and Benefits)		

Four main questions (1 to 4) are posed in this part of the workshop and you ask them to build a model of each question and put the result on canvas model. Each team explains its project and the different parts of the CANVAS.

Reflecting and discussion among participants and facilitators is the most enriching part. This interaction allows the emergence of new questions and new ideas for the project. That is the main result a mindset change thinking unseen facts.

## Aims:

- To define the project's value proposition.
- To develop the CANVAS business model using Lego® Serious Play®

## Resources you need:

- 120 LEGO® brick pieces 8 different colors + 5 packs of 2000414 Starter Kit

(<http://shop.lego.com/en-US/LEGO-SERIOUS-PLAY-Starter-Kit-2000414>)

- One big table for each team, 4 sides accessible.
- One A0 business canvas model colored each table. (see attached pdf)
- Color pens and adhesive paper notes.
- Three poster sheets for each groups, that must be place on the wall to collect the ideas that participants expose connected to their projects.

**Facilitator's role:** Plays the role of a Business Model Canvas facilitator for reflection around the project proposals and definition of the idea. Review quickly the blocks and concentrate 1,2,3,4.

## Timing:

- 20 minutes for filling in the CANVAS model and building the prototype.
- 20' for explaining each model and discussion.

## Development:

In this part participants are asked to work around the business model canvas and complete it (all or part of if depending on the characteristics of the teams and their degree of familiarity with this tool). At the same time the teams use LEGO® bricks to build prototypes of their projects/proposals. In this moment of the process the development takes place in a team way.

Business Canvas Model and LSP is the beating, engaging and revealing heart of a co-creation experience, helping organisations and users to engage in constructive conversations to build together, iteratively, the next user experience, innovating services and products together.

Four main questions are posed in this part of the workshop and you ask them to build a model of each question and put the result on canvas model.

**1. WHAT IS YOUR VALUE PROPOSITION? (VP)**

**2. WHO ARE YOUR CUSTOMERS? (KP)**

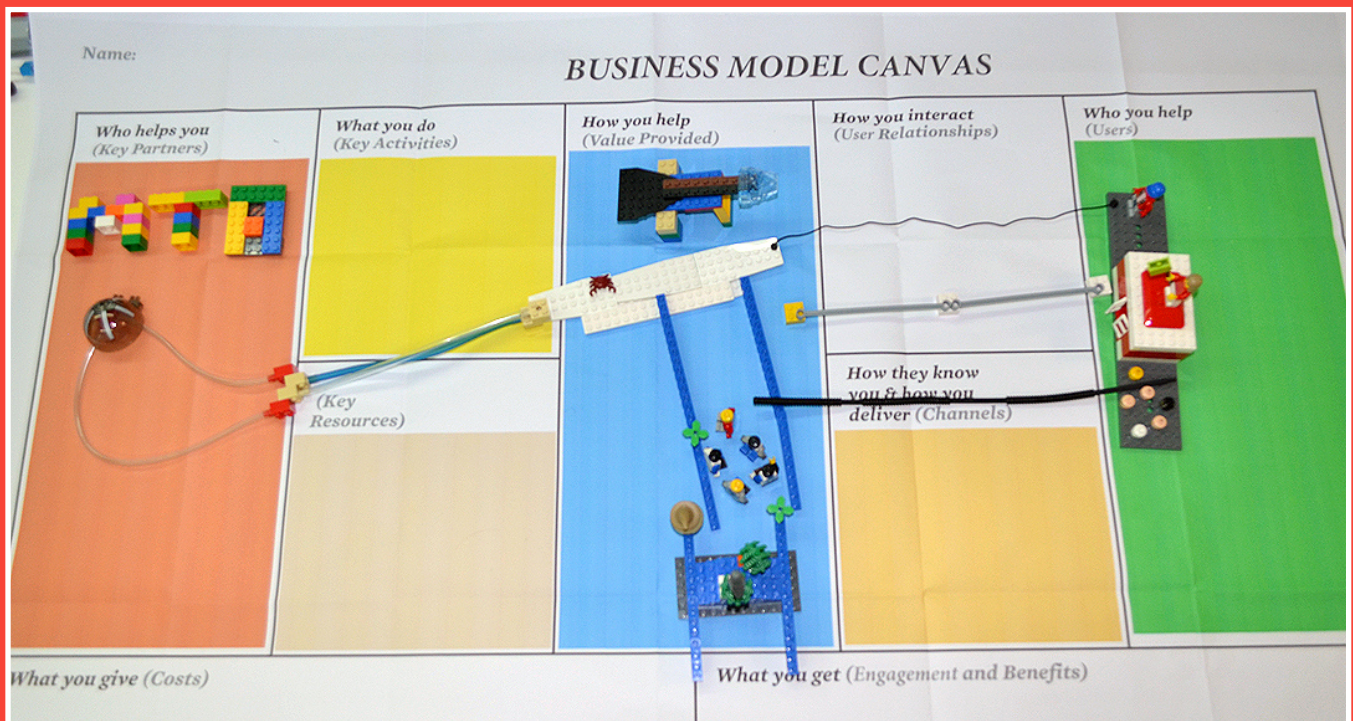
**3. KEY ACTIVITIES ARE? (KA)**

**4. WHICH CHANNELS? (KC)**

Each team explains its project and the different parts of the CANVAS to the rest.

Reflecting and discussion among participants and facilitators is the most enriching part. This interaction allows the emergence of new questions and new ideas for the project. That is the main result a mindset change thinking unseen facts.

More than to know who is in the landscape  
we want to know HOW we are doing  
business with them.



We will be exploring the nature of these relationships-these business interdependence in three steps iterative process.

- Consider the points you want to connect and the length of the connection
- Consider the nature of the connection (is strong, weak, flexible, rigid)?
- How does the connection respond to change (its impact, it is predictable or not)



# Defining the Stakeholder map and best customers



The photo show the comparison between the canvas and the circular model. By using a circular model you locate in the concentring rings your key partners and key users (best customers). Explain the why you put each in the different rings.



Build & Identify the interna/external agents that can affect your business landscape. These agents are not part of a SWOT analysis, they represent unseen scenarios today. The question is: **Build external and internal agents that can affect the business model.**

## Aims:

- To understand the business ecosystem
- To develop a 3D CANVAS business model using Lego® Serious Play®

## Resources you need:

- 120 LEGO® brick pieces 8 different colors + 5 packs of 2000414 Starter Kit (<http://shop.lego.com/en-US/LEGO-SERIOUS-PLAY-Starter-Kit-2000414>)
- One big table for each team, 4 sides accessible.
- One A0 business canvas model colored each table. (see attached pdf)
- Color pens and adhesive paper notes.
- Three poster sheets for each groups, that must be place on the wall to collect the ideas that participants expose connected to their projects.

## Facilitator's role:

The *definition* of a *stakeholder* is a person who has an interest in or investment in something and who is impacted by and cares about how it turns out.

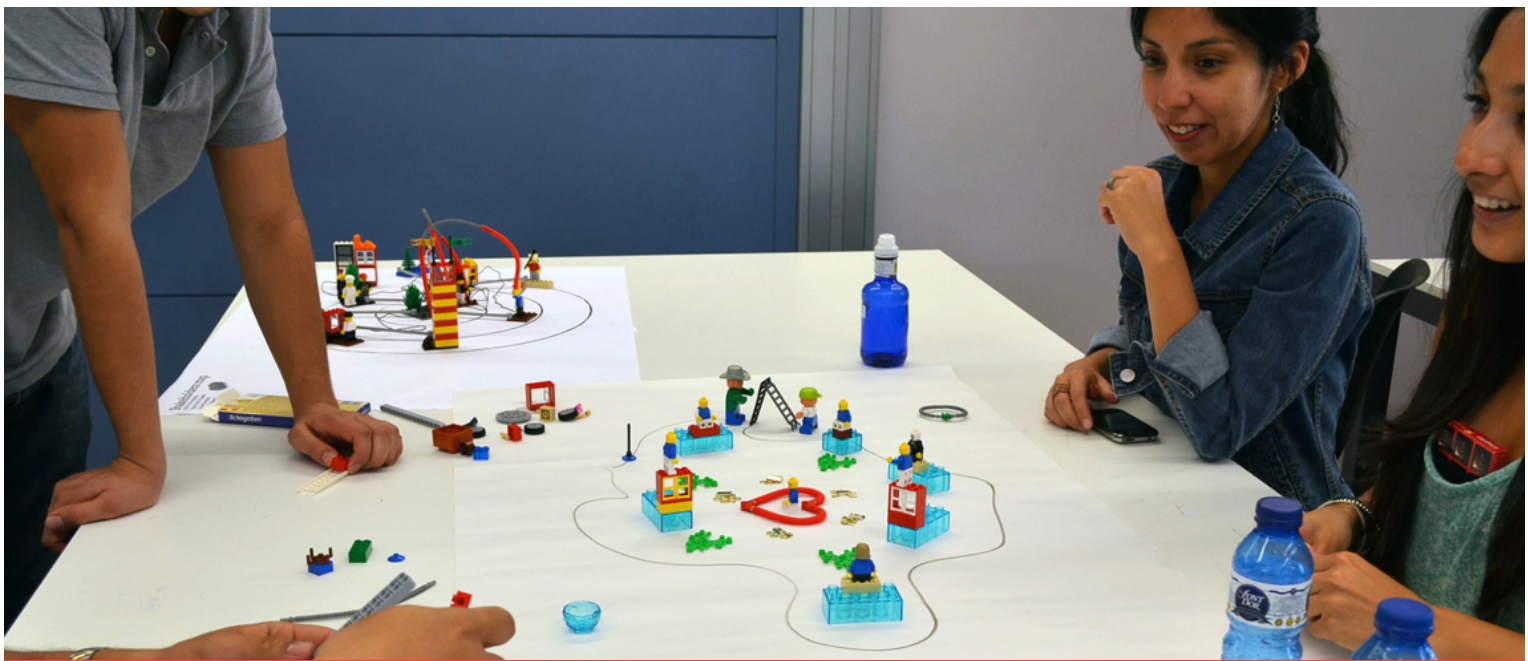
What is in the Canvas is put in concentric rings locating by order of project impact the different elements. Connections could become more clear.

The position in the ring is directly connected to the importance of the impact that generates in your business model. The kind of connection you use represents how strong or weak is the connection or how transparent it is. This format helps you to see in 3D the stakeholdermap and their connections.

## Timing:

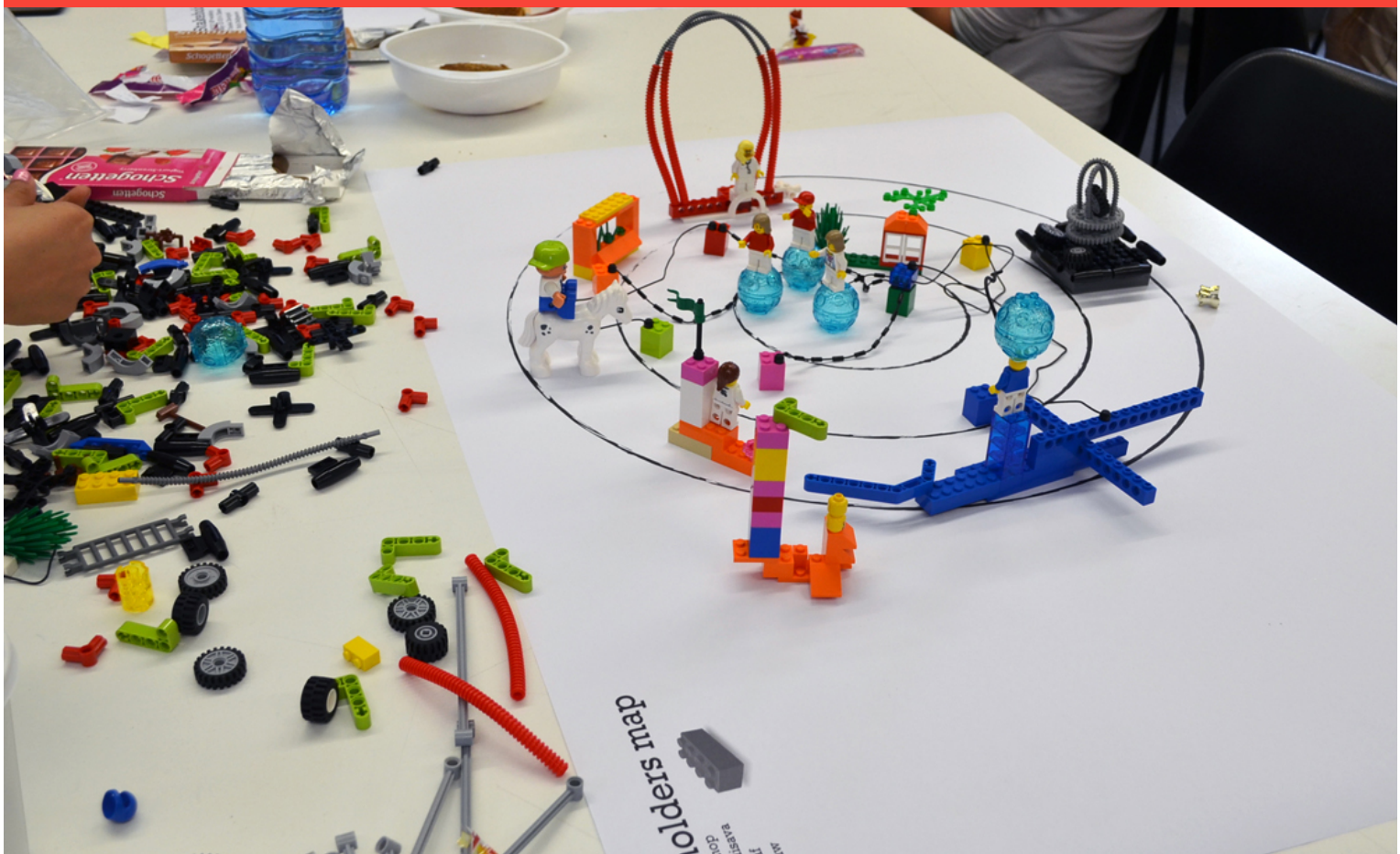
- 10 minutes to convert the CANVAS model and building the ring prototype.
- 20' for explaining each model and discussion.





The combination of Lego design creating the stakeholder map enables the possibility to develop a new scenario called "the magic island". The magic island represents how the final product /service should work. By knowing how the different elements are connected and located in the island new critical thinking arises.

As an example watch the video taken at Elisava University in Barcelona during the Master of Design Thinking and Innovation. Link: <https://vimeo.com/96475538>





# DAY 2 WORKSHOP

## TOURISM USER EXPERIENCE

2

### Introduction

- Set Today's Goal: What Brought You Here?
- Two Critical Business Model Lessons in 5 Minutes
- Guided Tour of the Enterprise Business Model Canvas
- Practice Drawing a Familiar Enterprise Model
- Enterprise, Team, and Personal Models

### Draw

- Guided Tour of the Personal Business Model Canvas
- Draw Your As-is Model
- Condense Your As-is Model

### – Coffee Break –

### Reflect

- Pair & Share "Painstorm"
- Personal Business Model Revision Case
- Think Out Loud Lab: Partners Create New Possibilities For You
- Colleague Buzz / Meta-Coaching / Ask the Author
- Morning Summary / Group Picture / Change Tables

### – Lunch –

- Key Resources Superpower
- Think Out Loud Lab II
- Define Your Purpose in 5 Minutes
- Purposeful Table Share

### Revise

- Draw Your New, To-Be Personal Business Model
- Think Out Loud Laboratory 2: Separate Facts and Assumptions
- Debrief | Meta-Coaching / Ask the Author

### – Coffee Break –

**Act • Test Your New Model • Share With Colleagues • Role Play: The Reunion • Summary and Evaluation • Social Hour / Networking**





# DAY 3 WORKSHOP

## PRACTICING THE TRAINING

3

### **Introduction**

- Facilitator Guide Overview
- Set Your Goals: How Will You Use the Methodology?

### **Technique Basics**

- Simple Rules for Drawing Canvases
- Draw a New As-is Canvas
- Three Questions™ Overview & Coaching Case

### **– Coffee Break –**

- Poster Session: Questions for Facilitators
- Three-Way Coaching Practicum I
- Coaching Sharing & Debriefing
- Define Your Professional Identity
- Morning Wrapup, group picture, table change

### **– Lunch –**

- Put Yourself on the Line!
- Three-Way Coaching Practicum II: Build a New Model Based on Professional Identity
- Training Design Overview/Round 1

### **– Coffee Break –**

- Training Design Practicum in Groups
- Training Design Presentations
- Summary and Evaluation

Presentation of Certificates



# BRANDING DAYS 4-5





# THE METHODOLOGY

This highly interactive 2 Days Methodology implementation in Branding uses different brand tools to help Businesses to develop a winning brand strategy.

The methodology is a practical management tool that takes Businesses, step-by-step, through the process of defining their brand in detail before expressing it via carefully orchestrated experiences.

The Methodology helps organisations to structure its approach to branding, move beyond the brand-is-our-logo mindset and ultimately build a brand that truly resonates with customers and drives financial performance.

## 1.CONTEXTUAL ETHNOGRAPHIC MAPPING:

“Contextual ethnographic mapping” is a process where we try to understand the environment in which the behavior under study takes place. We collect relevant data and map out the spaces where relevant action happens. This could involve drawing thematic maps of content related or people behavior on business approach. The important thing here is to take in and understand the public messages that our participants are receiving around the topic at hand. Ethnography means trying to understand behavior and culture by hosting and talking to and observing people wherever they are, while they’re doing whatever they do. A major difference between ethnography and other types of research is the depth and intimacy of the work. We get up close and personal with our research participants. By spending time with people as they go on understanding the meaning of branding, we develop a better understanding of the services, or products, and get a first-hand look at how people respond to.



## 2. BRANDING CANVAS DESIGN

Strong brands are crystal clear on what drives them and what they want to be recognised for by others. They radiate what they stand for through every single interaction their audience has with them. The Branding Canvas Design offers a holistic model which helps the organisations to define a core starting point for their brand, and catalyses ideas for brand building interactions with their audiences. It helps them to define who they are, what they do best and why it matters, who their audience is and how they can direct what they think and feel about you. The canvas gives them a great birds eye view of your brand to use as a foundation for your everyday brand building.

The Canvas is structured in 12 main blocks with covering 5 different areas, Arena (Culture, Offering, Reasons to believe, Competences), Promise, (Brand essence) Competitors, (Communication, Positioning, Audience), Investment (what you need) and Results (What you get)

Participants work on each of the content crossrefering any idea with the Contextual Ethnographic Maps to understand properly the customer segment needs. It is a branding process step by step.





### 3. BRANDING BUSINESS MODEL

The Branding Business Model methodology applies principles of entrepreneurship to the work we do as individuals. Traditionally these principles were applied only to organisations.

Organisations will learn how to help themselves, describe, clarify, improve or reinvent Organisations and their Branding business models.

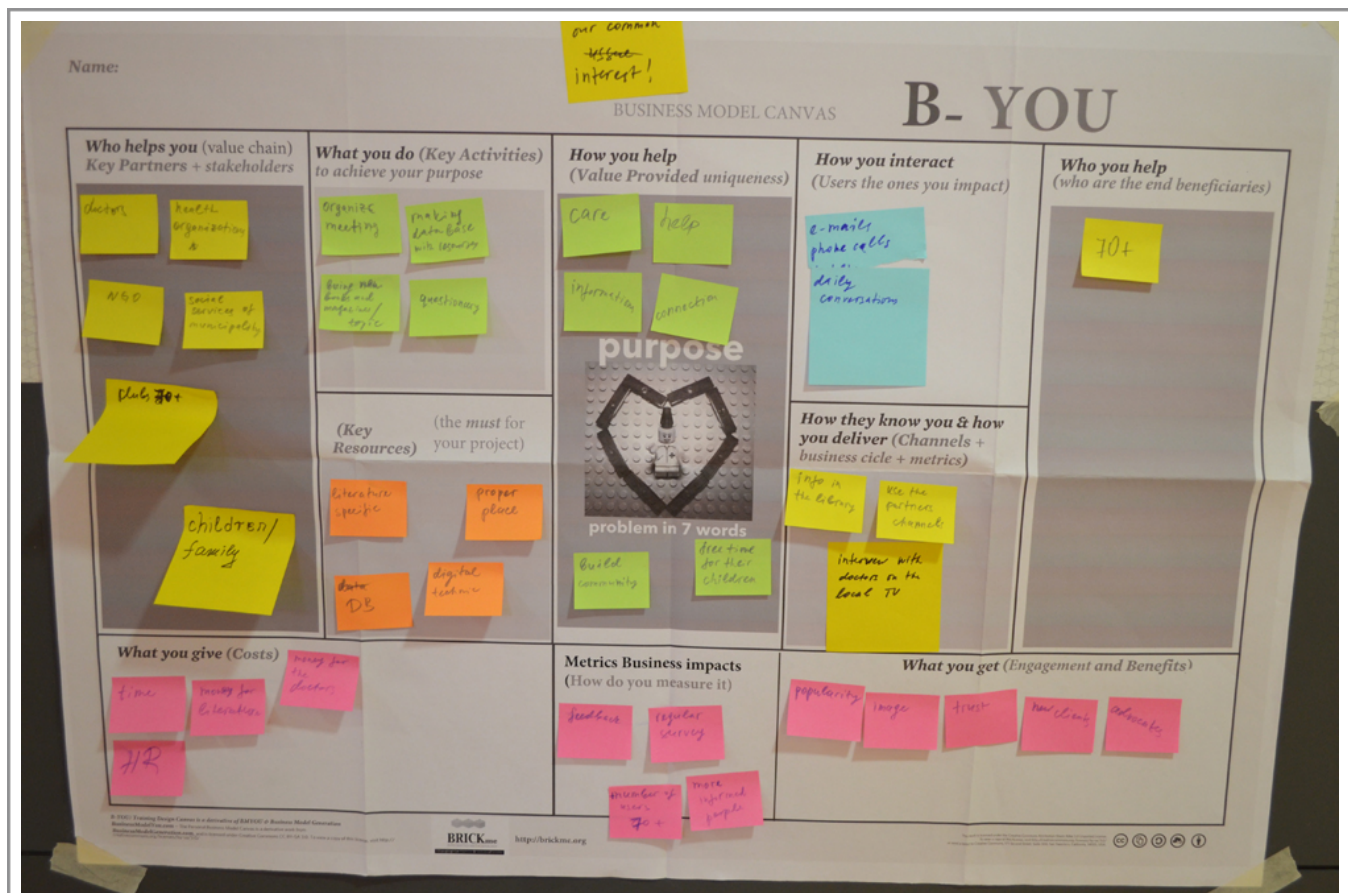
This methodology is unique because it combines the power of the two mentioned tools (contextual maps and branding canvas design) acknowledging that now is the time to integrate and define the sustainability model for any organisation.

Together to extract in a meaningful way what your value proposition is. It also connects their journey and shareholder value maps

The Branding Business Model comes with 10 blocks helping them in a clear way to define the value Proposition that is connected with the Brand essence.

Key partners, Key activities, How to interact with visitors, Who they help, What you give, How you measure the impact and What you get.

Every steps moves the organisation to a higher level of integration enhancing the branding vision.



During the implementation process the methodology gives the most practical advice possible using real-world casestudies, group discussions and empirical evidence, so organisations can immediately apply what you've learned to improve your own brand strategy.

Some of the benefits of Understanding how to structure a strategic brand plan are:

- Avoid brand jargon that will alienate key stakeholders
- Obtain unique insights on how to profile your customers more effectively in your strategic brand plan
- Identify brand personas your brand should target
- Underpin your strategic brand plan with neuroscientific knowledge
- Realise why understanding the "jobs" your target customers need to get done can drive brand innovation
- Understand why defining brand values that align with target customers is crucial when writing your strategic brand plan
- Distinguish between your brand's benefits and features when writing your strategic brand plan
- Enhance your brand's ability to move into new categories and /or markets
- Know how to position your brand so you carve out a distinctive space in your target customers' mind
- Learn how to represent your brands positioning clearly in a strategic brand plan
- Understand how to define and deliver a brand architecture which optimises brand clarity
- Know how to keep your brand relevant over time via reinforcement or revitalisation
- Appreciate key decision making criteria which should be considered prior to any brand stretch or extension
- Craft brand stories in a strategic brand plan that resonate with your target customers
- Justify why your organisation needs to invest in brands
- Articulate your brand's value proposition in your strategic brand plan as the basis for strategic brand management
- Utilise a ten step approach to strategic brand planning you can apply at your organisation the next day
- Focus your strategic brand plan by applying a range of strategic brand analysis tools to your business
- Understand why crafting your brand experience plays a pivotal role in your strategic brand plan
- Discover how to build a consistent brand experience using design, communications, behavior and even multi-sensory tools
-



# BRANDING DAY 4

ARENA  
Brand Goal

1

Where are you competing, what is your organisation position, category or market segment.

Culture  
what makes you  
special for your  
audience

2

Categories:

- Purpose, Vision
- Collection
- Artists
- Network, special relations
- Business history, stories, ideas
- Supported causes
- Beliefs, ambitions, challenges

Competences  
what competences or  
know how you can claim

3

Categories:

- Technical competences
- Artistic specific for your offering
- Emotional, social, inclusion)
- Domain Knowledge

Offering  
what are your products/  
services

4

- what are the collection peculiarities
- how do you facilitate a good experience for the visitor
- what is the takeaway of the visit

Reasons to believe

5

- what makes you credible list of facts,
- solid aspects that you can prove
- relevant projects

# BRANDING DAY 5

POSITIONING  
WHY YOU

1

Values ( the special and inspirational ideas you believe in and that influence everything you do)

YOUR AUDIENCE  
who needs to  
know

2

- who are the most important people to influence for achieving your goals?
- who influences them
- in what places or communities can you find them

COMMUNICATION  
how they know you

3

- how do you become known by your audience?
- how do you create a strong relationship with your audience
- how do you underline and develop your Positioning

COMPETITORS

4

- What kind of people/visitors/ audience, services/products are you compared to?



5

### -Brand Personality

- Why give your brand a brand personality?
- Exploring the link between brands, brand personality and humans' brains
- Understanding how your customers use your brand in different situations

### Business Visual Identity

- How to bring your brand to life visually
- Using metaphors to facilitate brand expression

### Consistent Communication

- how to craft your brand message and utilize the most appropriate media determine an appropriate verbal identity / tone of voice for your brand
  - Using digital communications to drive engagement with your brand
  - How to identify and make the most of "influencer" brand marketing
- Why have brand stories?

### Human Resource Initiatives

- Understanding why Marketing and Human Resources should be "friends" at your organisation.
- Understanding the role Human Resources plays in delivering your brand's strategy: Recruitment, Induction, Training, Reward, Exit interviews

### Employee and Customer Engagement

- How to align your brand with employees, customers and other key stakeholders

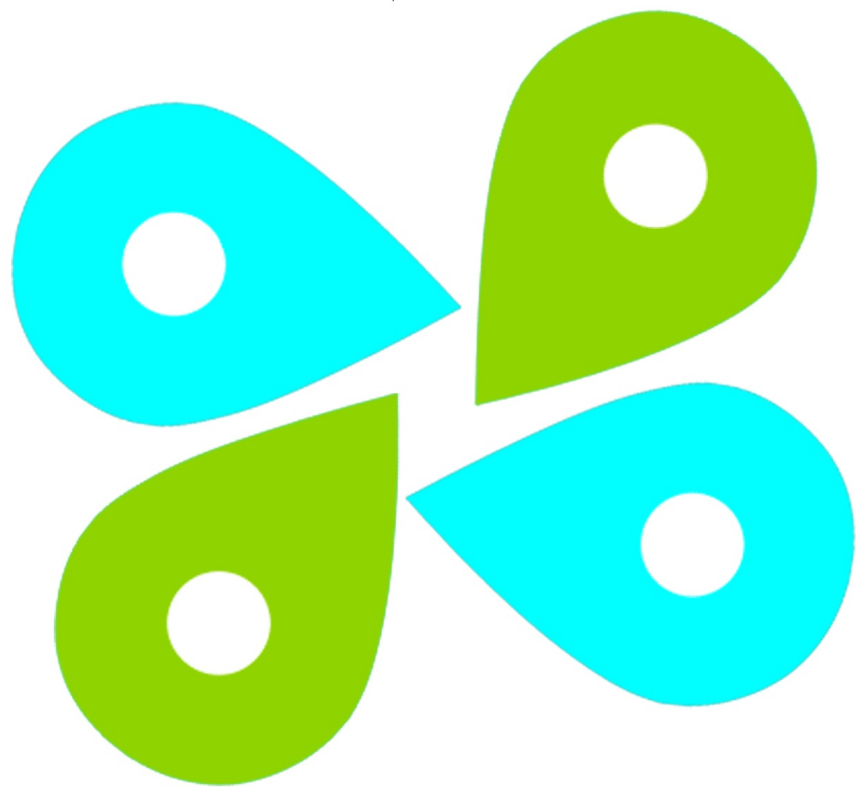
6

### Multisensory Branding

- Exploring how you can express your brand through touch, taste, smell and sound in addition to design into your brand
- Understanding the importance of smell, humans' brains and emotion

7

### Career Kicker Exit & Evaluation



# TOURBAN

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