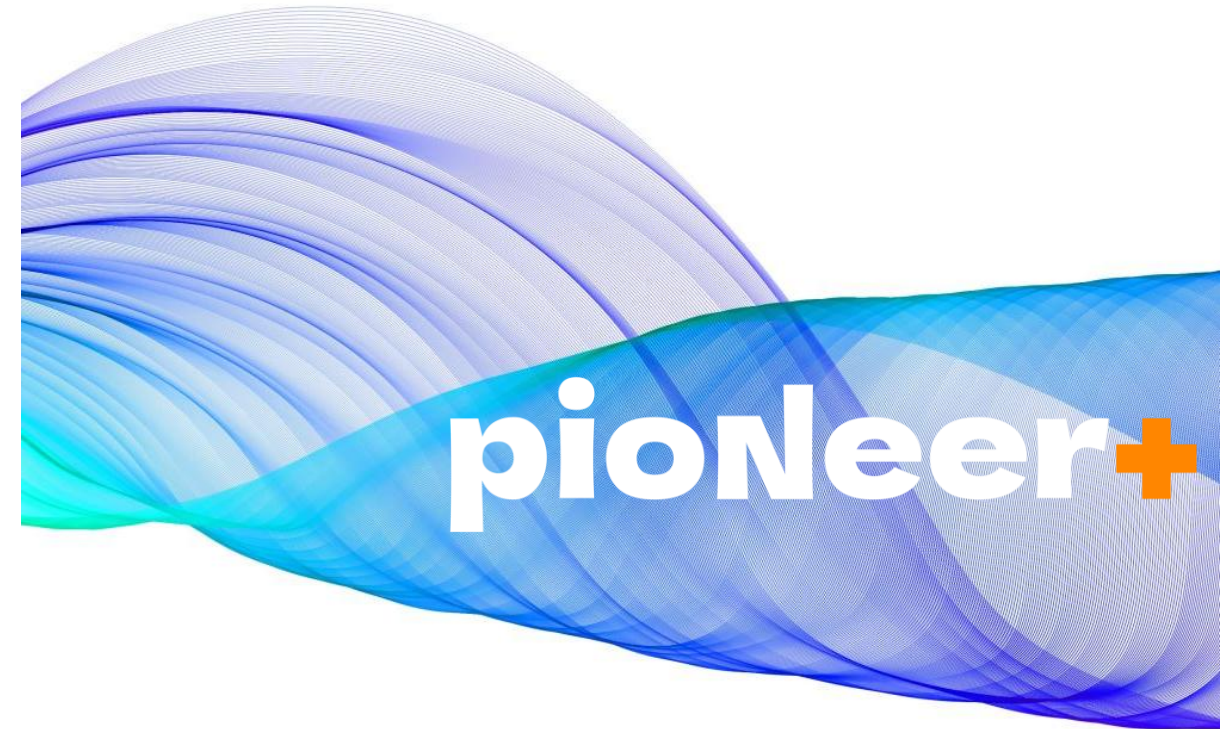

Designing a Business Model for a Start-up



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Why Business Models Matter

Why do many start-ups fail?

Is a great idea enough?

How do successful start-ups create and capture value?

"What makes Uber, Airbnb, Spotify, and Netflix successful?"

A business model describes how an organization creates, delivers, and captures value.

What is a Start-up?

- A startup is a temporary organization searching for a scalable and repeatable business model.

Business Idea	Business Model
What you want to offer	How you create and capture value
Product-focused	System-focused
Can be copied	Harder to replicate

Why Start-ups Fail?

- No market need
- Poor revenue model
- Running out of cash
- Wrong pricing
- Strong competition
- Weak team

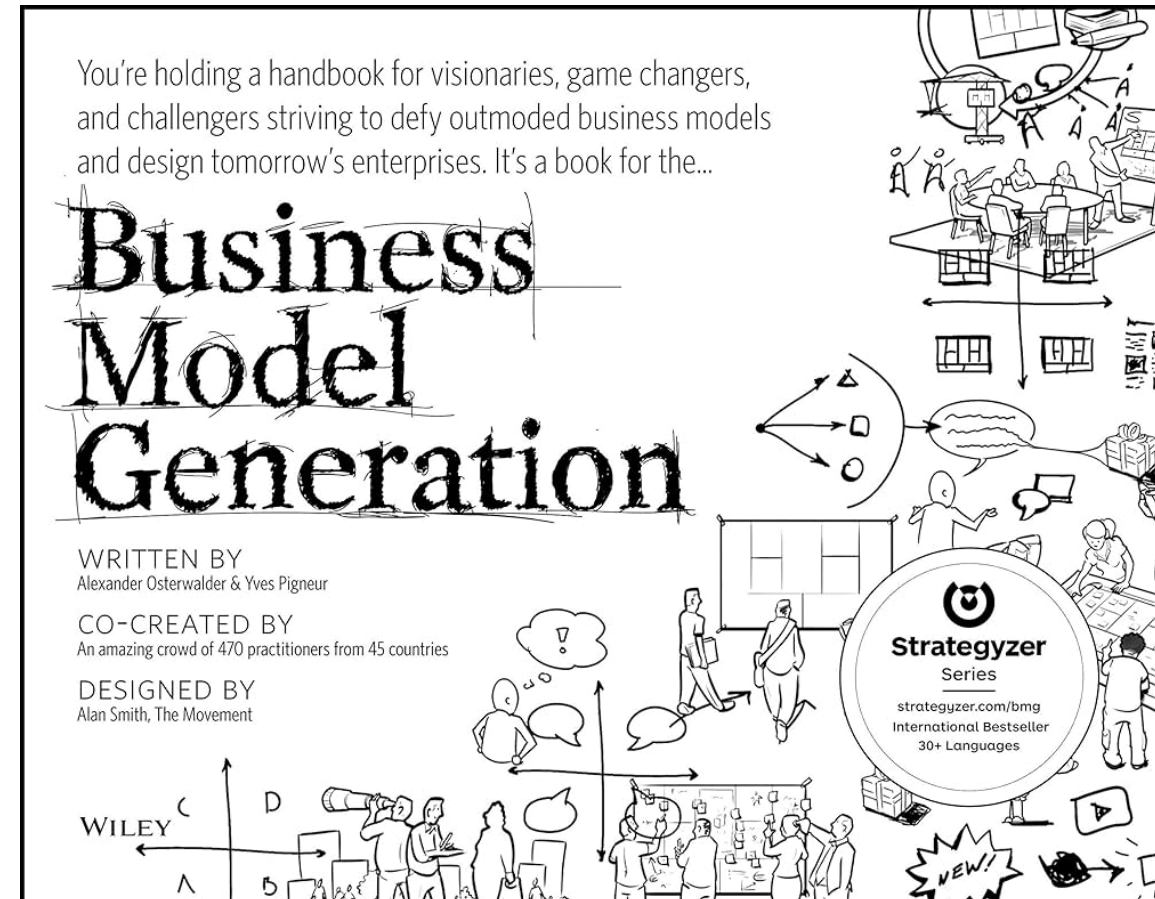


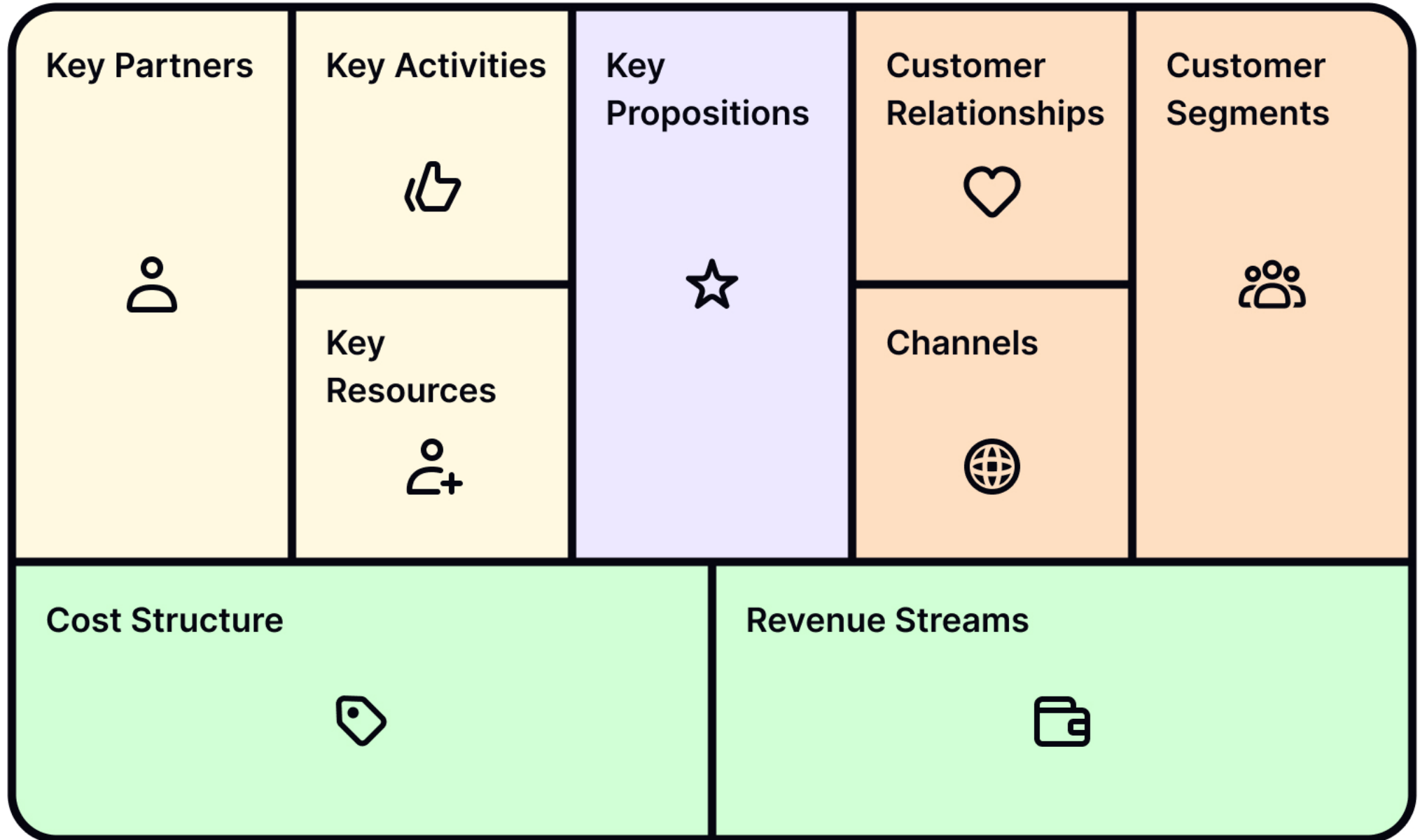
Discussion

- "Which of these failures are linked directly to the business model?"

The Business Model Canvas Framework

- ***Business Model Generation*** is a 2010 business book by Alexander Osterwalder and Yves Pigneur. It presents the Business Model Canvas, a visual framework for designing, analyzing, and innovating business models. The book has become a foundational text in entrepreneurship, strategy, and innovation education worldwide.





Customer Segments

Who are the customers?

Students

Tourists

SMEs

Digital nomads

Value Proposition

What problem are you solving?

Examples:

Faster

Cheaper

More convenient

More sustainable

Channels

How do customers find and buy?

Examples:

Website

Mobile app

Social media

Retail partners

Customer Relationships

Examples:

Self-service

Community

Personal assistance

Subscription support

Revenue Streams

Examples:

Subscription

Commission

Advertising

Freemium

Licensing

**Key
Resources**

Examples:

Technology

Brand

Data

Human capital

Key Activities

Examples:

Product development

Marketing

Customer support

Key Partners

Examples:

Suppliers

Universities

Technology providers

Investors

Cost Structure

Examples:

Personnel

Marketing

Infrastructure

Development

Example Canvas: Airbnb

- Customers: Travelers & hosts
- Value proposition: Unique accommodation
- Revenue: Commission fees
- Key resources: Platform and community
- Partners: Hosts, payment providers



Designing a Start-up Business Model Step-by-Step

1

Step 1:
Identify the
Problem

2

Step 2: Define
Customer
Segments

3

Step 3:
Develop Value
Proposition

4

Step 4: Select
Revenue
Model

5

Step 5:
Validate
Assumptions

Step 1: Identify the Problem

What pain
point exists?

Who
experiences
it?

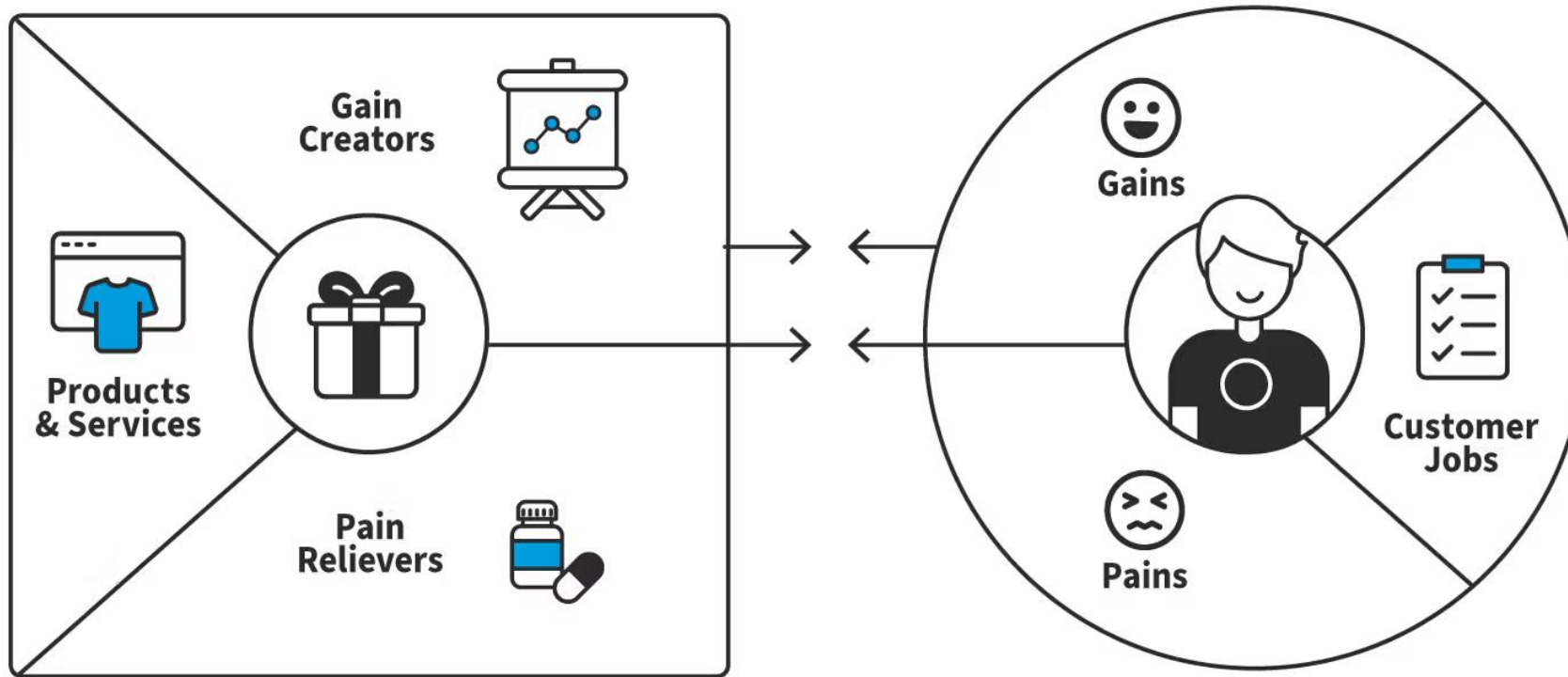
Step 2: Define Customer Segments

Demographics

Behavior

Needs

The Value Proposition Canvas



Step 3: Develop Value Proposition

Framework: Customer
Pain → Solution →
Value

Example: Long waiting
times → Online booking
→ Convenience

Step 4: Select Revenue Model

Model	Example
Subscription	Netflix
Marketplace	Airbnb
Freemium	Spotify
SaaS	Salesforce
Advertising	Google

Step 5: Validate Assumptions



Introduce MVP concept.



Eric Ries (born September 22, 1978) is an American entrepreneur, author, and innovation thought leader best known for creating the Lean Startup methodology. His work has reshaped how startups and large corporations manage innovation, emphasizing iterative experimentation and evidence-based product development.

Emerging Trends in Start-up Business Models

AI-Driven Business Models

- Generative AI services
- AI-as-a-Service

Platform Ecosystems

- Examples: Uber and Airbnb

Circular Economy Models

- Sharing economy
- Reuse and repair platforms

Sustainable Business Models

- Focus on: ESG, SDGs, Impact entrepreneurship

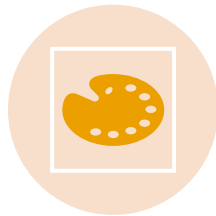
Key Takeaways & Discussion



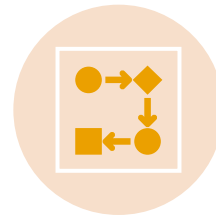
Great ideas alone do not create successful businesses.



Start-ups succeed by creating, delivering, and capturing value.



The Business Model Canvas is the most widely used design tool.



Validation is more important than planning.



Business models evolve continuously.