

# Business Model Canvas

# The Business Model Canvas

The BMC is a simple but highly effective tool to visualize and evaluate business models. We have utilized the BMC to visualize both the project strategy and the LSP business strategy.

iDE has updated the canvas slightly to ensure further clarity.

A sample can be seen on the following slide.

Partners

Activities

Products +  
Services

Customer  
Relationships

Customers

Resources

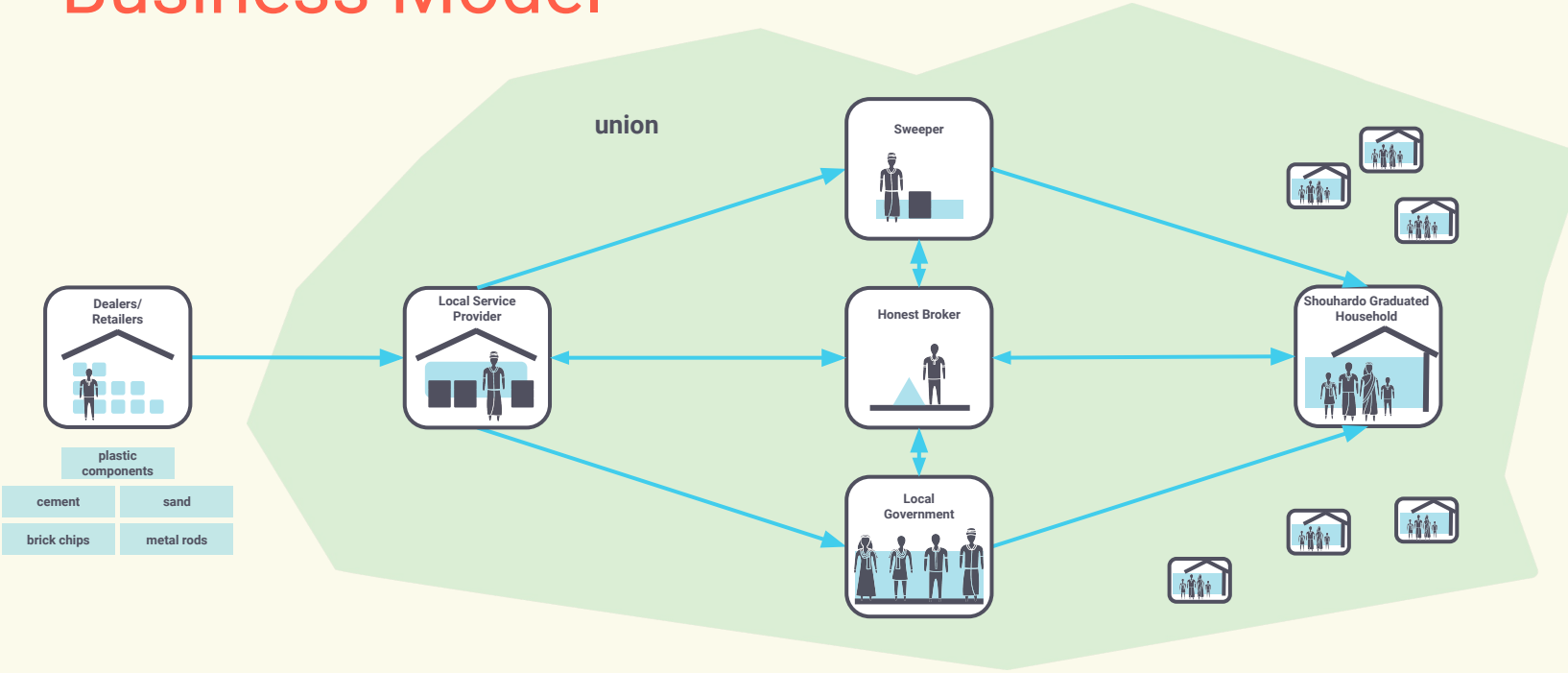
Products +  
Services Value

Channels

Costs

Revenue

# Business Model



**HAOR**



# Haor - Project Strategy

<p><b>PARTNERS</b> <i>Who are your partners?</i></p> <p><b>Local Support</b></p> <ul style="list-style-type: none"> <li>● LGI - Subsidy</li> <li>● Local Elite - Buy in</li> </ul> <p><b>Programmatic</b></p> <ul style="list-style-type: none"> <li>● CARE - BHHs</li> <li>● PRO-WASH - Technical Support</li> <li>● USAID - Funding</li> </ul> <p><b>Training and Cross-Learning</b></p> <ul style="list-style-type: none"> <li>● Existing iDE SanMarkS LSPs</li> <li>● Existing iDE SanMarkS team</li> </ul>	<p><b>ACTIVITIES</b> <i>What do you do?</i></p> <ul style="list-style-type: none"> <li>● <b>Demand</b> (ATL + BTL)</li> <li>● <b>Supply</b> (LSPs + Regional + Sweepers)</li> <li>● <b>Support</b> (HB + LGI + Network)</li> </ul>	<p><b>PRODUCTS</b> <i>What products do you sell?</i></p> <p><b>Improved Latrines</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul>	<p><b>CUSTOMER RELATIONSHIPS</b> <i>How do you know your customers?</i></p> <ul style="list-style-type: none"> <li>● CARE's Graduated HHs</li> <li>● LGI Subsidy List</li> <li>● WATSAN Map - Ward Level</li> <li>● LSPs</li> </ul>	<p><b>CUSTOMERS</b> <i>Who are your customers?</i></p> <p><b>Graduated Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● Food Secure</li> <li>● Home Secure</li> <li>● Health Secure</li> <li>● Education Secure</li> <li>● Head-HH is home</li> <li>● HHs with existing parts</li> </ul>
	<p><b>RESOURCES</b> <i>What resources do you have?</i></p> <ul style="list-style-type: none"> <li>● Existing LSPs</li> <li>● Project Infrastructure</li> <li>● Improved Technologies and Components</li> </ul>	<p><b>PRODUCT VALUE</b> <i>Why do people buy these products?</i></p> <ul style="list-style-type: none"> <li>● Complete latrine</li> <li>● Install new latrine</li> <li>● Maintain and sustain latrine</li> </ul>	<p><b>CHANNELS</b> <i>How do you market and sell products to your customers?</i></p> <ul style="list-style-type: none"> <li>● ATL Marketing</li> <li>● BTL Marketing</li> <li>● Pop-up Shops</li> <li>● Melas/Demonstrations</li> <li>● LSPs</li> <li>● Regional Retailers</li> <li>● HB</li> </ul>	
<p><b>COSTS</b> <i>What costs you money in this business?</i></p> <p><b>Direct Costs</b></p> <ul style="list-style-type: none"> <li>● Demand Creation</li> <li>● Supply Strengthening</li> <li>● Support Networking</li> </ul> <p><b>Management Costs</b></p> <ul style="list-style-type: none"> <li>● Human Resources</li> <li>● Coordination and Management</li> </ul>			<p><b>REVENUE</b> <i>How do you make money in this business?</i></p> <ul style="list-style-type: none"> <li>● Product Sales</li> <li>● Bulk Subsidy Product Deals</li> <li>● Service Sales (installation)</li> <li>● After Sales Services (sweeping)</li> </ul>	

# Haor - LSP Strategy

*Italics - proposed*

<p><b>PARTNERS</b> <i>Who are your partners?</i></p> <p><b>Supporters</b></p> <ul style="list-style-type: none"> <li>● LGI - Subsidy</li> <li>● HB</li> </ul> <p><b>Input Suppliers</b></p> <ul style="list-style-type: none"> <li>● Plastic</li> <li>● Ceramics</li> <li>● Sand</li> <li>● Cement</li> <li>● Brick Chips</li> <li>● Metal Rods</li> <li>● Tin</li> <li>● Wood/Bamboo</li> <li>● Finishings</li> </ul> <p><b>Sub-Contractors/ Complementary Businesses</b></p> <ul style="list-style-type: none"> <li>● <i>Transport</i></li> <li>● <i>Carpenters</i></li> <li>● <i>Sweepers</i></li> </ul>	<p><b>ACTIVITIES</b> <i>What do you do?</i></p> <ul style="list-style-type: none"> <li>● Production</li> <li>● Marketing (ATL + BTL)</li> <li>● Sales</li> <li>● <i>Siting of Latrines</i></li> <li>● <i>Installation</i></li> <li>● <i>After Sales Services</i></li> </ul>	<p><b>PRODUCTS</b> <i>What products do you sell?</i></p> <p><b>Improved Latrines</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul> <p><del>Unimproved Latrines</del> <b>Other Cement Products</b></p>	<p><b>CUSTOMER RELATIONSHIPS</b> <i>How do you know your customers?</i></p> <p><b>Direct Sales</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul> <p><b>Referrals</b></p> <ul style="list-style-type: none"> <li>● HB</li> <li>● LGI</li> <li>● Other CSOs</li> </ul>	<p><b>CUSTOMERS</b> <i>Who are your customers?</i></p> <p><b>Graduated Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● <i>Food Secure</i></li> <li>● <i>Home Secure</i></li> <li>● <i>Health Secure</i></li> <li>● <i>Education Secure</i></li> <li>● <i>Head-HH is home</i></li> <li>● <i>HHs with existing parts</i></li> </ul> <p><b>Non-Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● Often HHs above poverty line</li> <li>● Replacement of broken latrines</li> </ul> <p><b>Other CSO + LGI Subsidized Latrines</b></p>
<p><b>COSTS</b> <i>What costs you money in this business?</i></p> <p><b>Fixed Costs</b></p> <ul style="list-style-type: none"> <li>● Land (often rental)</li> <li>● Production Dice</li> </ul> <p><b>Variable Costs</b></p> <ul style="list-style-type: none"> <li>● Production Materials</li> <li>● Labour (daily or monthly)</li> </ul>		<p><b>REVENUE</b> <i>How do you make money in this business?</i></p> <ul style="list-style-type: none"> <li>● Product Sales</li> <li>● Bulk Subsidy Product Deals</li> <li>● Service Sales</li> <li>● After Sales Services</li> </ul>		
<p><b>RESOURCES</b> <i>What resources do you have?</i></p> <ul style="list-style-type: none"> <li>● Labour (daily or monthly)</li> <li>● Land (often rental)</li> <li>● <i>Pop-up Shops</i></li> </ul> <p><b>Production Suppliers</b></p> <ul style="list-style-type: none"> <li>● Plastic, Ceramics</li> <li>● Sand, Cement, Brick Chips</li> <li>● Metal Rods</li> <li>● <i>Tin, Wood, Bamboo</i></li> <li>● <i>Finishings</i></li> </ul>		<p><b>PRODUCT VALUE</b> <i>Why do people buy these products?</i></p> <p><b>Improved Latrines</b></p> <ul style="list-style-type: none"> <li>● Affordable</li> <li>● <i>Quality</i></li> <li>● Hygienic</li> <li>● <i>Easily Available</i></li> <li>● <i>Installed</i></li> <li>● <i>Packaged, Addons</i></li> </ul>	<p><b>CHANNELS</b> <i>How do you market and sell products to your customers?</i></p> <ul style="list-style-type: none"> <li>● ATL Marketing</li> <li>● BTL Marketing</li> <li>● Pop-up Shops</li> <li>● Melas/Demonstrations</li> </ul>	

**CHAR**





# Char - Project Strategy

<p><b>PARTNERS</b> <i>Who are your partners?</i></p> <p><b>Local Support</b></p> <ul style="list-style-type: none"> <li>● LGI - Subsidy</li> <li>● Local Elite - Buy in</li> </ul> <p><b>Programmatic</b></p> <ul style="list-style-type: none"> <li>● CARE - BHHs</li> <li>● PRO-WASH - Technical Support</li> <li>● USAID - Funding</li> </ul> <p><b>Training and Cross-Learning</b></p> <ul style="list-style-type: none"> <li>● Existing iDE PROOFS LSPs</li> </ul>	<p><b>ACTIVITIES</b> <i>What do you do?</i></p> <ul style="list-style-type: none"> <li>● <b>Demand</b> (ATL + BTL)</li> <li>● <b>Supply</b> (LSPs + Regional + Sweepers)</li> <li>● <b>Support</b> (HB + LGI + Network)</li> </ul>	<p><b>PRODUCTS</b> <i>What products do you sell?</i></p> <p><b>Improved Latrines</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul>	<p><b>CUSTOMER RELATIONSHIPS</b> <i>How do you know your customers?</i></p> <ul style="list-style-type: none"> <li>● CARE's Graduated HHs</li> <li>● LGI Subsidy List</li> <li>● WATSAN Map - Ward Level</li> <li>● LSPs</li> </ul>	<p><b>CUSTOMERS</b> <i>Who are your customers?</i></p> <p><b>Graduated Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● HHs with raised mound</li> <li>● Food Secure</li> <li>● Home Secure</li> <li>● Health Secure</li> <li>● Education Secure</li> <li>● Head-HH is home</li> <li>● HHs with existing parts</li> </ul>
	<p><b>RESOURCES</b> <i>What resources do you have?</i></p> <ul style="list-style-type: none"> <li>● Existing LSPs</li> <li>● Project Infrastructure</li> <li>● Improved Technologies and Components</li> </ul>	<p><b>PRODUCT VALUE</b> <i>Why do people buy these products?</i></p> <ul style="list-style-type: none"> <li>● Complete latrine</li> <li>● Install new latrine</li> <li>● Maintain and sustain latrine</li> </ul>	<p><b>CHANNELS</b> <i>How do you market and sell products to your customers?</i></p> <ul style="list-style-type: none"> <li>● ATL Marketing</li> <li>● BTL Marketing</li> <li>● Melas/Demonstrations</li> <li>● LSPs</li> <li>● Regional Retailers</li> <li>● HB</li> </ul>	
<p><b>COSTS</b> <i>What costs you money in this business?</i></p> <p><b>Direct Costs</b></p> <ul style="list-style-type: none"> <li>● Demand Creation</li> <li>● Supply Strengthening</li> <li>● Support Networking</li> </ul> <p><b>Management Costs</b></p> <ul style="list-style-type: none"> <li>● Human Resources</li> <li>● Coordination and Management</li> </ul>			<p><b>REVENUE</b> <i>How do you make money in this business?</i></p> <ul style="list-style-type: none"> <li>● Product Sales</li> <li>● Bulk Subsidy Product Deals</li> <li>● Service Sales (installation)</li> <li>● After Sales Services (sweeping)</li> </ul>	

# Char - LSP Strategy

*Italics - proposed*

<p><b>PARTNERS</b> <i>Who are your partners?</i></p> <p><b>Supporters</b></p> <ul style="list-style-type: none"> <li>● LGI - Subsidy</li> <li>● <i>HB</i></li> </ul> <p><b>Input Suppliers</b></p> <ul style="list-style-type: none"> <li>● Plastic</li> <li>● Ceramics</li> <li>● Sand</li> <li>● Cement</li> <li>● Brick Chips</li> <li>● Metal Rods</li> <li>● Tin</li> <li>● Wood/Bamboo</li> <li>● Finishings</li> </ul> <p><b>Sub-Contractors/ Complementary Businesses</b></p> <ul style="list-style-type: none"> <li>● <i>Transport</i></li> <li>● <i>Carpenters</i></li> <li>● <i>Sweepers</i></li> </ul>	<p><b>ACTIVITIES</b> <i>What do you do?</i></p> <ul style="list-style-type: none"> <li>● Production</li> <li>● Marketing (ATL + BTL)</li> <li>● Sales</li> <li>● <i>Siting of Latrines</i></li> <li>● <i>Installation</i></li> <li>● <i>After Sales Services</i></li> </ul>	<p><b>PRODUCTS</b> <i>What products do you sell?</i></p> <p><b>Improved Latrines</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul> <p><del>Unimproved Latrines</del> <b>Other Cement Products</b></p>	<p><b>CUSTOMER RELATIONSHIPS</b> <i>How do you know your customers?</i></p> <p><b>Direct Sales</b></p> <ul style="list-style-type: none"> <li>● Packaged</li> <li>● Addons</li> <li>● Installation</li> <li>● Sweeping</li> </ul> <p><b>Referrals</b></p> <ul style="list-style-type: none"> <li>● HB</li> <li>● LGI</li> <li>● Other CSOs</li> </ul>	<p><b>CUSTOMERS</b> <i>Who are your customers?</i></p> <p><b>Graduated Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● <i>HHs with raised mound</i></li> <li>● <i>Food Secure</i></li> <li>● <i>Home Secure</i></li> <li>● <i>Health Secure</i></li> <li>● <i>Education Secure</i></li> <li>● <i>Head-HH is home</i></li> <li>● <i>HHs with existing parts</i></li> </ul> <p><b>Non-Shouhardo III HHs</b></p> <ul style="list-style-type: none"> <li>● Often HHs above poverty line</li> <li>● Replacement of broken latrines</li> </ul> <p><b>Other CSO + LGI Subsidized Latrines</b></p>
<p><b>COSTS</b> <i>What costs you money in this business?</i></p> <p><b>Fixed Costs</b></p> <ul style="list-style-type: none"> <li>● Land (often rental)</li> <li>● Production Dice</li> </ul> <p><b>Variable Costs</b></p> <ul style="list-style-type: none"> <li>● Production Materials</li> <li>● Labour (daily or monthly)</li> </ul>		<p><b>REVENUE</b> <i>How do you make money in this business?</i></p> <ul style="list-style-type: none"> <li>● Product Sales</li> <li>● Bulk Subsidy Product Deals</li> <li>● Service Sales (installation)</li> <li>● After Sales Services (sweeping)</li> </ul>		

# List of Acronyms

<b>ATL</b>	Above the Line (marketing)
<b>BHHs</b>	Beneficiary Households
<b>BTL</b>	Below the Line (marketing)
<b>CSOs</b>	Civil Society Organizations
<b>FSPs</b>	Financial Service Providers
<b>HB</b>	Honest Broker
<b>HH</b>	Household

<b>LSP</b>	Local Service/Sanitation Provider
<b>LGI</b>	Local Government Institutions
<b>TCIM</b>	<b>T</b> echnology, <b>C</b> omponent, <b>I</b> nstallation, <b>M</b> aintenance
<b>WATSAN</b>	Local Government Water and Sanitation Committee (Union level)