

The Business Model Canvas

A tool to communicate your value proposition to investors

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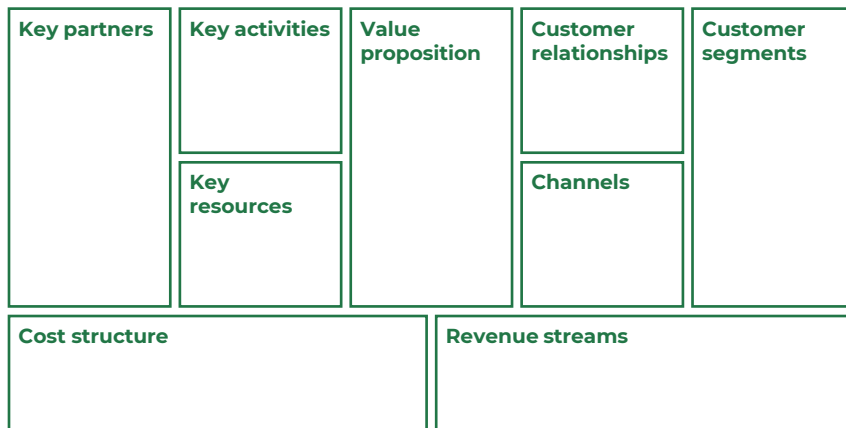


29/09/2026



How to present your business initiative to an investor

The Business Model Canvas



Source: Osterwalder & Pigneur (2010)

- 1 Is there a real need, and someone willing to pay for it?
- 2 Can the initiative work within the system it enters, at the scale it needs?
- 3 What has already been proven, and what is still assumed?

Is it the right tool for bioeconomy initiatives? Yes, but...

The canvas is a conclusion, not a starting point

*Every new initiative enters a chain that already exists, with its own actors, contracts and logics.
This matters most for technologies that must fit into complex value chains.*



Start from the chain, not from the canvas

Example: a local biowaste valorisation value chain



Who pays whom, and for what?

What else shapes the chain? E.g. municipalities, regulation, permits.

Position your initiative in the chain

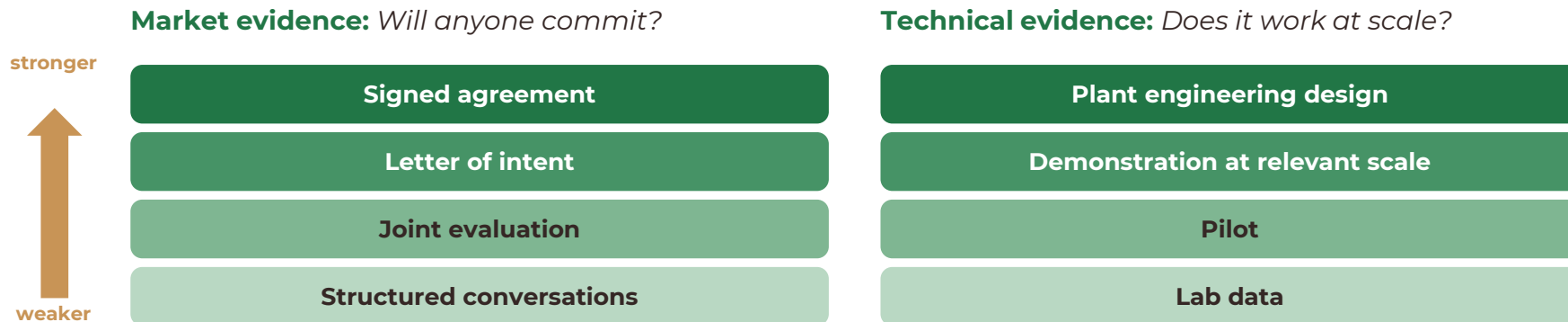
Example: *a separate food-waste collection service for restaurants*



Who pays, who benefits, who decides, who can block

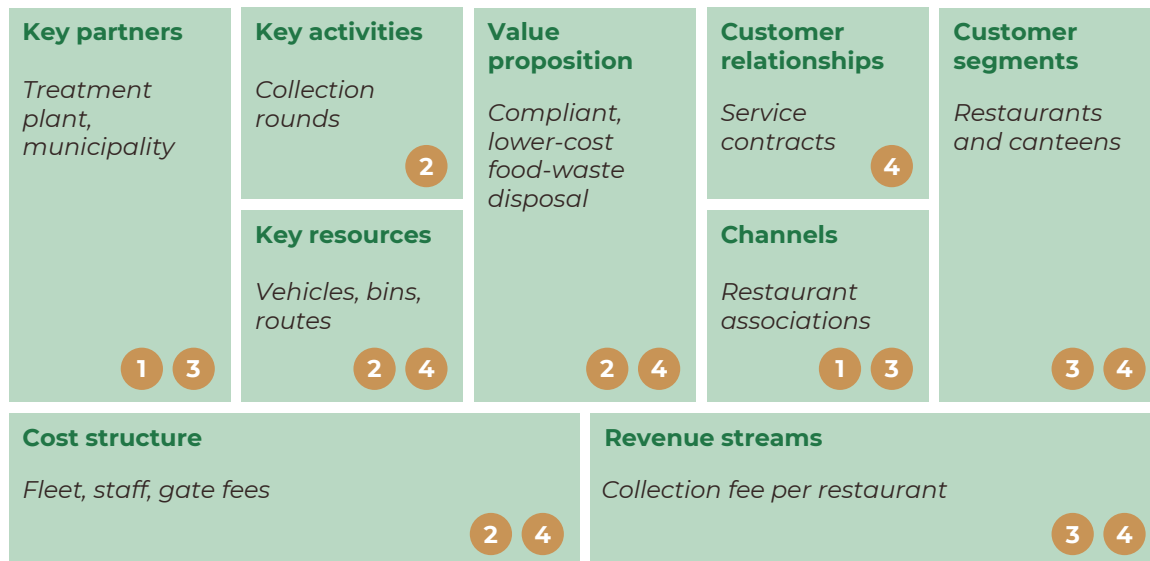


Turn assumptions into evidence



Ex-ante analyses are time consuming and often have a cost, but they de-risk capital-intensive investments.

Now fill the canvas



Where each block comes from

- 1 Map the value chain
- 2 Position your initiative
- 3 Map the actors
- 4 Technical and market evidence

One canvas does not fit all

Choose the canvas that best fits what you need to communicate

Economic viability



Traditional BMC



Lean BMC



VTDF Model



RTVN Model

Environmental and social value



Sustainable BMC



Circular BMC

Public mission



Mission Model Canvas

Market positioning



3C Model



Platform Canvas

Operations at scale



Operating Model Canvas

Sources: Osterwalder & Pigneur (2010); Maurya (2012); Bocken et al. (2014); Joyce & Paquin (2016); Lewandowski (2016); Campbell et al. (2017)

Key takeaways

- 1 The Business Model Canvas presents your analysis: it does not replace it
- 2 Map the value chain and its actors, and validate your assumptions, before you fill in the canvas
- 3 Validation has a cost, but it is how you de-risk complex, capital-intensive initiatives



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**Co-funded by
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