## Annex II Canvas of business model patterns

The business model canvas was used to describe each tech hub's business model pattern. Hubs frequently use the business model canvas to train and support entrepreneurs. It has nine components as described below.

**Customer segments**: These are the groups of people and/or organizations a company or organization aims to reach and for which it seeks to create value with a dedicated value proposition.

Value propositions: These are based on a bundle of products and services that create value for a customer segment.

**Channels**: These describe how a value proposition is communicated and delivered to a customer segment through communication, distribution and sales channels.

**Customer relationships**: These outline what type of relationship is established and maintained with each customer segment, and they explain how customers are acquired and retained.

**Revenue streams**: These result from a value proposition successfully offered to a customer segment. It is how an organization captures value with a price that customers are willing to pay.

**Key resources**: These are the most important assets required to offer and deliver the previously described elements.

Key activities: These are the most important activities an organization needs to perform well.

**Key partnerships**: These show the network of suppliers and partners that bring in external resources and activities.

**Cost structure**: This describes all costs incurred to operate a business model.

The following links provide access to the editable version of the business model canvas of tech hubs' business model patterns.

The grantee BMC => https://canvanizer.com/canvas/wgxwbnLvUgWAo

The networker BMC => https://canvanizer.com/canvas/w4lfDXAmdaDsq

The consultant BMC => https://canvanizer.com/canvas/wn8QhNkDpbBFz

The agent BMC => https://canvanizer.com/canvas/wM31fpEu89h3M

### a. The grantee's business model canvas

Government   Covernment   Cov					
Recoleration programmes successful activities and private organizations + Impact evaluation weekly based coaching to go from diazed product statement and admin of covering space and community engagement and admin of covering space and community engagement and admin of funding, high level mentoring and acceleration to help startupe reach three product Startup.  A ream with coworking entrepreneurial entrepreneuri	vernment	Setting up and management of training, incubation and	Sensitization, training on entrepreneurship, soft skills and	Personal assistance	Aspiring entrepreneurs
Fundrasing from public and private organisation weekly based coaching to gotting first customers.   Trust- Professional - Deliver on the weekly based coaching to gotting first customers.   Trust- professional - Deliver on the weekly based coaching to grow orking space   Professional - Deliver on the weekly based coaching to getting first customers.   Trust- professional - Deliver on the weekly based coaching to petting first customers.   Trust- professional - Deliver on the weekly based coaching first customers   Trust- professional - Deliver on the weekly based coaching first customers   Trust- professional - Deliver on the weekly based coaching first customers   Trust- professional - Deliver on the weekly based coaching first customers   Trust- professional - Deliver on the weekly based coaching first customers   Trust- professional - Deliver on the weekly based coaching first   Trust- professional - Deliver on the weekly based coaching first   Trust- professional - Deliver on the weekly based of delicated office	relopment organizations	acceleration programmes	technical skills to become successful entrepreneur	Community engagement	Early stage entrepreneurs
Hanagement and admin of coworking space  Tudding, high level mentoring and acceleration to help startups reach their product Harket Fit their mission in temperature of the coworking experience and skills on entrepreneurs/startups.  Workplace with coworking  Workplace with coworking  A team with enough entrepreneural experience and skills on entrepreneural and finance experience and skills on entrepreneural and finance experience and skills on entrepreneural and finance harketing. Management and finance harketing, Management and finance hereful incubatees and community members.  Salaries  Everts cost  Everts cost  Free  Grant  Free  Free  Grant  Free  F	porate CSR	Fundraising from public and private organizations + Impact evaluation	Training, mentoring, workplace and weekly based coaching to go from	Trust - Professional - Deliver on the impact objective	Pre-growth startups
A team with enough entrepreneurial experience and skills on entrepreneurs/startups.  A network large and rich enough to benefit incubatees and community members.  Salaries  Salaries  Free  Coworking space  Free  Coworking fees  Free  Coworking fees	ndations, NGOs, etc.	Management and admin of	idea to getting first customers.		Programme funders
Workplace with coworking   Workplace with cowo		coworking space	Funding, high level mentoring and acceleration to help startups reach their Product Market Fit		
Workplace with coworking  A team with enough entrepreneurial experience and skills on an entrepreneurship, product design, Marketing, Management and finance  A network large and rich enough to benefit incubatees and community members.  Salaries  Salaries  Everts cost  Coworking fees  Coworking fees			Help funders fulfill their mission in terms of job creation, social impact	Channels 7 Insert	
A team with enough entrepreneurial experience and skills on entrepreneurship, product design, Marketing, Management and finance Marketing, Management and finance A network large and rich enough to benefit incubatees and community members.  Salaries  Events cost  Grant		Workplace with coworking	entrepreneurs/startups.	On site training	
A network large and rich enough to benefit incubatees and community members.  Salaries  Events cost  Events cost  Grant  Coworking fees		A team with enough entrepreneurial experience and skills on			
A network large and rich enough to benefit incubatees and community members.  Salaries  Events cost  Grant  Grant		entrepreneurship, product design, Marketing, Management and finance			
Salaries Free  Events cost  Grant		A network large and rich enough to benefit incubatees and community members.			
Salaries Events cost Coworking fees	Structure 7 Insert		Revenue Streams 2		
Events cost Grant	ce cost	Salaries	Free	Free/Symbolic amount pai	7
	inistration cost	Events cost	Coworking fees	Free	
			Grant	Fund specially dedicated to	

#### b. The networker's business model canvas

Trust  A Resources ( Community engagement and private companies (NTV) Orange,  Trust  A Resources ( Community engagement anagement course)  Community engagement anagement anagement course ( Community engagement anagement anagement bring corporates closer to the project management anagement anagement courses ( Community anagement anagement anagement)  Community ecceptance ( Community anagement costs  Community event management project ( Coworking space anagement costs ( Coworking fees/membership )	Key Partners 7 Insert	Key Activities 2 Insert	Value Proposition 7 Insert	Customer Relationships 7	Customer Segments 1 Insert
Events management  Community  Conclegation and entrepreneurial ecosystem  Conclegation and entrepreneurial ecosystem  Conclegation and with skills on Conclegation and entrepreneurial ecosystem and with skills on Conclegation event management.  Conclegation the ecosystem and with skills on Conclegation event management.  Insert  Community  A team well connected in the ecosystem and with skills on Conclegation event management.  Insert  Events cost  Coworking fees/membership	rch companies (MTN, Orange, odafone, Microsoft, Google, nazon, IBM, etc.)	Office management and administration	Access to a workplace and a community that can help access to opportunities (through	Community engagement	Entrepreneurs at all stage
Community  A team well connected in the ecosystem  Community  Concepted a platform that connect investors to entrepreneurs, founders to cofounders, founders to connected in the ecosystem and with skills on concepted and with skills on concep	iblic and private companies	Events management	events) to successfully develop its startup	Trust	Corporates
Key Resources Insert investors to entrepreneurs, founders to cofounders, founders to cofounders, founders to future employers, founders fo		Project management	Organize events and projects to bring corporates closer to the innovation and entrepreneurial ecosystem		People and organizations interested in entrepreneurs and entrepreneurship in general
Coworking space, offices mentors, etc.  Community  A team well connected in the ecosystem and with skills on Conciengerie, networking, event management, project management.  Insert  Events cost  Coworking fees/membership			Provide a platform that connect investors to entrepreneurs, founders to cofounders,		
A team well connected in the ecosystem and with skills on Conciergerie, networking, event management, project management.  Insert  Events cost  Coworking fees/membership		Coworking space, offices	founders to future employers, mentors, etc.	Coworking spaces	
A team well connected in the ecosystem and with skills on Conciergerie, networking, event management, project management.  Insert  Events cost  Coworking fees/membership		Community		Events	
Insert Revenue Streams 7 Insert ent costs Coworking fees/membership		A team well connected in the ecosystem and with skills on Conciergerie, networking, event management, project management.		Meetups	
Events cost Coworking fees/membership			Revenue Stream		
	fice management costs	Events cost	Coworking fees		
Project management fees and event management fees	Salaries		Project manager event manager	ement fees and Events fees nent fees	

#### c. The consultant's business model canvas

Setting up and management of consultation, training, includion and consultation and consultation to dereception programmes acceleration and consultance acceleration and consultance acceleration to programmes and cellular skills on programme evaluation and network a structure is treated as setting and physical includion and eleveration and eleveration and eleveration and cellular skills on programme evaluation and network acceleration acceleration and network acceleration acceleration and network acceleration a	Key Partners 7 Insert	Key Activities ? Insert	Value Proposition   Insert	Customer Relationships 7	Customer Segments [4] Insert
Attracting customers  Attracting customers  Corporates) and delivering  Trust - Professional - Deliver on the impact objectives  Corporates) and delivering  Trust - Professional - Deliver on the impact objectives  Corporates) and delivering  Trust - Professional - Deliver on the impact objectives  Trust - Professional - Deliver on the impact objectives  Cocondition of electeration of electeration of electeration intraperneurship of electeration  Trust - Professional - Deliver on the impact objectives  Consulting fees  Trust - Professional - Deliver on the impact objectives  Chainese II Insert  Chainese Competitions  Free incubation & training  Programme funding	Tech firms	Setting up and management of training, incubation and	Sensitization, training on entrepreneurship, soft skills	Personal assistance	Entrepreneurs
Utants  (Corporates) and delivering  (Corpora	Consulting firm	acceleration programmes	successful entrepreneur	Trust - Professional - Deliver on	Impact organizations (governments, foundations.
Key Resources I Insert  Key Resources Virtual and physical incubation further social, economic, environmental impact  The environmental incubation  The environmental impact	ndepedant consultants	Attracting customers (corporates) and delivering them value	Incubation & acceleration	the impact objectives	development organizations, etc.)
Key Resources   Insert impact   Innovation, intrapreneurship   Virtual and physical and physical and entrepreneural project   People with skills on consulting project   People with skills on programme evaluation   Skills on programme evaluation   Free incubation & training   Insert   Pree incubation & training   Insert   Pree incubation & training   Insert   In			Perfect execution of entrepreneur support programmes that drive social,		Corporates
Human Resources with skills on and entrepreneurial project training, incubation and and entrepreneurial project that can be decisive to the future of the enterprise.  People with skills on consulting project Quality brand and network  Skills on programme evaluation  Skills on programme evaluation  Free incubation & training  Consulting fees		Key Resources 7 Insert	impact	Channels 7 Insert	
People with skills on consulting project Quality brand and network Skills on programme evaluation  Free incubation & training  Consulting fees		Human Resources with skills on training, incubation and	Innovation, intrapreneurship and entrepreneurial project that can be decisive to the	Virtual and physical incubation	
People with skills on consulting project Quality brand and network Skills on programme evaluation Free incubation & training Free incubation & training Consulting fees		acceleration	future of the enterprise.	Challenge competitions	
Skills on programme evaluation  Skills on programme evaluation  Insert  Consulting fees		People with skills on consulting project			
Insert  Consulting fees		Quality brand and network			
Insert Revenue Streams 7 Insert Free incubation & training Consulting fees		Skills on programme evaluation			
& training			Revenue Stream	ns 7 Insert	
Consulting fees			Free incubation		0
			Consulting fee		ı

# d. The agent's business model canvas

	Ney Activities of Anserg	Value Proposition   Insert	Customer Relationships ?	Customer Segments [1] Insert
Association of business angels and venture capitals	Sourcing and acceleration of high quality startups	Provide early stage investment and acceleration to help	Quality support and personal	Early stage startups
		startups of grown ready	9919191100	Pre-growth startups
Investment consulting firms	Relationship management between startups and investors	Preparation and connection with VCs and corporate ventures	Trust and delivery on promise	Investors (business angels, Corporate venture, VCs, etc.)
		Connection with high quality		
	Key Resources 7 Insert	deal flow to invest in	Channels 7 Insert	
	A team with strong skills on management and		Acceleration programme	
	finance/investment		Demo day	
	A community high quality mentors		Physical meetings	
	Fund to invest in early stage startups		Training	
Cost Structure 7 Insert		Revenue Streams 7	s 7 Insert	
Salaries	Cost of acceleration programmes	Money from exits	Success fees from investment in Pre-growth startups	i investment rtups
Cost of demo events	Travel costs	Management fees	s	ı