



## Business Model Canvas (BMC) as a tool of Planning and Implementing Entrepreneurial Projects: A Case Study of GOOGLE Business Model Canvas

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**ABSTRACT:** The business model canvas or BMC model is a graphic representation of a number of variables that show the values of an organization. The business model canvas can be deployed as a strategy tool for the development of a new organization. Furthermore, it also analyses the situation of an existing business. The aim of this study is to clarify the concept of BMC and determine its importance in creating and executing projects. To better understand and clarify BMC, this paper will investigate the BMC of Google as an example. The study concluded that business model canvas is considered an important tool that should be used for planning entrepreneurial projects.

**KEYWORDS:** Business Model; Business Model Canvas; Value Proposition; entrepreneurship; Google.

**JEL classifications:** I26, O21

### 1. INTRODUCTION

An entrepreneur needs to use several administrative tools and means on his way to transform his idea into a real project, and one of the most important tools that he can use for that is the business model outline. This canvas is a business model that has been designed in recent years, making it easier for the entrepreneur or project founder to establish a comprehensive idea of his project from all sides. Assisting him in the project planning process and then convert the idea into a standalone project.

The idea of this study is based on introducing a very important tool that helps the entrepreneur to plan and implement well his project, and on this basis, the main problematic in this research is: What is meant by business model canvas and what is its importance in project planning? What is the design of Google's business model canvas?

Despite the novelty of the concept of a business model canvas, it has spread a lot recently among emerging companies and small companies and among entrepreneurs, because it is considered a tool that helps them in planning their projects and is easy to use and includes all the main variables of the project.

### **Research importance**

This study reveals important scientific information related to what is the business model canvas, how it is designed, how the entrepreneur can benefit from it, and how he can design this own canvas through which he reflects his project. It is worth noting that this tool was recently designed, and despite that, its importance is increasing every day in the world of entrepreneurship. It is also used to plan emerging projects and innovative projects.

## **2. METHODOLOGY:**

We used the descriptive approach in answering the research problem, as we provided an accurate description of the subject of the study, based on the collection of basic information about the business model outline and familiarity with the most important aspects related to it. On the practical side, we presented a model for the business plan of Google, based on the data and information we have gathered about this company.

### **Research plan**

In order to address the subject of the study, the research was divided into the following axes:

First: An introduction and includes the methodological framework of the study

Second: The concept of the business model canvas, in which we know this tool and are exposed to its components and how to design it, and its importance in the success of entrepreneurial projects.

Third: the business model canvas for Google, during this axis we deal with a business model and it is related to the business model canvas for Google.

Fourth: Conclusion, including findings and recommendations

## **I. Business Model Canvas (BMC) concept**

### **II-1 Origin and concept of a business plan:**

The Traders business model canvas is a tool used for the study of enterprises, and it is a study that does not rely on known traditional methods. The credit for creating the business model canvas goes to the authors Alexander Osterwalder and Yves Pigneur who presented it in their book (Business Model Generation), which was launched in 2010. It was translated into Arabic as (Business Model Innovation).

The business model canvas is one of the most important business models that entrepreneurs in the modern era rely on in establishing their projects. It is also called the nine building block business model.

There are different definitions for this tool, some of which are:

- A business planner is a visual diagramming method that can be used during the project-planning phase in order to prevent errors as closely as possible. Startups and innovative projects need to prepare a business model canvas before writing a business plan and a feasibility study. Whereas, the business model canvas starts from an earlier stage in the preparation of the project, which is the answer to the question: What should we present? And for whom?

Without a correct business model canvas, we will not be able to arrive at a correct business plan, and therefore the economic feasibility study will not be correct either. The business model canvas makes it easier for startups to search for the profit model suitable for them (Habash, 2015).

- A business model is a way to study the quality of ideas before implementing them and converting them to a commercial project. In general, a business model consists of nine elements that enable you to understand and see your project idea in one sheet, and evaluate the extent of its quality and the benefit you give to your customers. Despite the simplicity of the model, it is suitable for beginners in commercial work and those with experience, as it includes all the administrative aspects necessary for the project from financing, production, supply, marketing, sale, and an account of costs and revenues. It can be said that the business model is a drawing of nine squares, each square representing one of the important elements in creating any project (Senna, 2020).
- A business model defines the method for an organization to create, achieve, and benefit from value (Ostrogalder and Benauer, 2013, p.14).
- It is a simple tool that helps entrepreneurs to think more consciously to achieve the greatest number of successes in their projects and companies, and to achieve success at all levels and of course at the administrative level in particular. It also helps to define the method followed by the facility or institution in creating value, achieving it and benefiting from it. It is the most used tool in the world of entrepreneurship, used by more than a million institutions and projects around the world, with which major international companies such as Apple, Microsoft, Uber and others deal with it. As it turns the idea into a real project and a tangible reality at the lowest possible cost and effort expended, and in record time as well, and reduces the risk and obstacles (Rakan, 2017).
- A business model is a system of resources and activities that create beneficial value to the customer as selling that value makes money for the company. The purpose of business model analysis is to deepen and broaden knowledge about the basic components of a business model. Whereas, its importance lies in improving the functionality of business models and discovering and developing competitive advantage, which can be discovered by the companies themselves (Slavik & Bednar, 2014, p. 21).

Through the above definitions, we conclude that the business model canvas is a blueprint consisting of nine elements related to the nature of the project to be implemented, and the

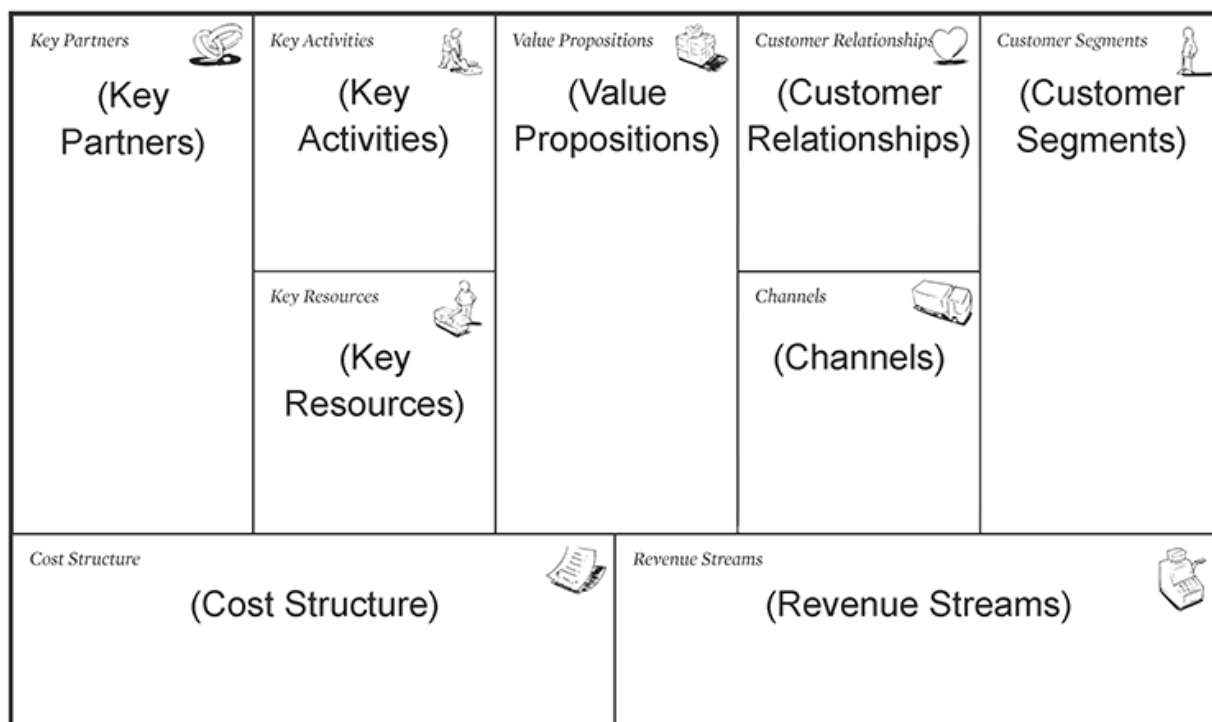
entrepreneur fills in the fields of these elements in order to complete his vision of the project. This tool helps convert an idea into a real project and is a preliminary planning tool that precedes the feasibility study stage.

**II-2 Designs a business model canvas (The Nine Building Stones):**

The business model canvas was designed by (Oster Walder) and (Yves Penauer) and they designed it after discussing 470 specialists in building and developing business organizations around the world. They divided the business model upon which the company is based into nine divisions, and they named each section "Building Stone". The nine building blocks of this model are shown in the figure 1 below.

**Figure 1: Business Model Canvas**

**Trading business model canvas**



Source: Muhammad Habash, learn about the business model canvas, <https://cutt.us/Zvm0J>, accessed date (1-2-2020)

The figure shows that the business model canvas consists of nine main components (the nine building blocks), namely:

- Value Proposition
- Customer Segments
- Channels
- Customer Relationship
- Revenue Stream

- Key Resources
- Key Activities
- Structure Costs
- Key Partners

### **II-3 Explanation of the nine building units of the Business Model Canvas:**

#### **First: The Proposed Value:**

Here, the value that the product or service provides, which he will bring out to the target customer or beneficiary, and distinguish it from others. The work to be undertaken must have a real value for the beneficiaries, achieving a benefit, reducing effort, solving a problem or meeting a need, and the more new and innovative this value, the more acceptable it is to the target customer. The product may have more than one value presented. We view the product as an integrated package of various benefits that includes all stages of obtaining and using the product or service. Here, the focus is not on the qualities and advantages that characterize the product or service, but rather on the benefit it provides, which may lie in the technology used, the marketing method, or the method of work (Sarhan, 2015).

There are several entries that can be used in the presentation or the value that the company wants to deliver to its customers:

- **Innovative or new value**

They are products that are completely new to the market, such as the iPad, as there was no before him known tablets, although there was a need for them, but they were not completely clear and no one has made a product that meets them. The value people pay for is that it is a product for which there is no substitute that can replace it.

- **Value with high performance**

Here, when your product is similar to many products in the market and meets the same value that the customer is looking for, you can excel by providing higher value through higher performance.

- **Value by personalization**

Usually companies offer their products in a typical way for all markets, and here it is possible to distinguish and provide new value by allowing the product to be customized according to the desires of each customer separately.

- **Value with universal service**

Some complex products that require a lot of planning before purchasing them due to the high risk in them, such as the higher price, can provide higher value through the comprehensive service. For example, a company that manufactures medical equipment such as lasers can provide transportation, installation and free training service and even provide maintenance and spare parts, which creates a new value for it that is not provided by competing companies that only sell you the product.

- **Value by design**

In similar products made by many companies, we find that some of them are distinguished by their attractive design, which is easy to use, or can be learned to use easily even for the elderly or children, and here is a new approach to placing value in the product by improving its design.

- **Value by price**

Here, when you have a typical product that looks like a lot of competitors and you are unable to present it with a beautiful or useful and easy design, the competition remains in front of you at the price, thus distinguishing it from the rest of the competitors. It targets the segment of customers that are price sensitive.

- **Value by safe**

It is a value opposite to the price, where the customer is looking for higher security, even at the expense of the price, and we notice this value in products that are related to the customer's life, such as cars, for example.

- **The value by easily obtainable by the product**

In consumer products or repeat purchases, the criterion of ease of obtaining the product is critical to creating value, especially when it is a typical product such as soft drinks, for example. When your product is available in larger distribution channels that cover every street in the city where the customer will prefer this product over others that he needs to search for.

Therefore, the value proposition or the offer presented in your product is all the elements that distinguish a company from its competitors and for which the customer pays his money. These were some examples of ways to create value in the product, and more than one input can be relied upon together, which makes imitation of the product more difficult.

### **Second: customer segments (Clients):**

They are individuals, companies, or entities that the company seeks to serve through the offer. Customers can divide into several segments or groups that share certain characteristics or standards, and each segment has a different value or presentation than the other segment. It is also possible to rely on several criteria to divide the segments, for example according to their needs, as each type of customer has different needs that they are looking for in the company's products to meet them. Demographic criteria can be taken here, such as age, gender, income rate, etc., or ways to reach customers by dividing the markets into local, regional, global and others.

### **Third: Distribution Channels:**

Distribution channels form the link between the company and its customers, and these channels are the interface of the company that customers touch and which plays an important role in the customer experience. The distribution channels perform multiple functions, including (Ostergalder and Pinauer, 2013, page 26):

- Raise the level of customer knowledge of the company's products and services
- Assist clients in evaluating the company's suggested values
- Allowing customers to purchase specific products or services
- Communicating the proposed values to clients
- Provide after sales support to clients

Today there is a large number of distribution channels that can be adopted, in the past there were only real physical channels in order to obtain the product you have to go to the place of manufacture or sale and companies can open their own sales outlets or delegate them to retail partners. Today, there are electronic products and services that rely on electronic channels to provide them, such as applications and websites.

#### **Fourth: Relationship with Clients:**

It is important to create a strong relationship between the company and its customers, because they are the basis for its continuation and achieving its goals, and this relationship can take several forms, including:

- Personal relationship: Here, the company communicates personally, whether face-to-face or through means of communication with each customer, this type of relationship appears in services in the form of banks where the customer service employee is available
- Provide personal assistance to each customer upon his request.
- Self-service: where the company does not provide any employees to help customers, but rather provides them with the tools necessary to serve themselves by themselves.
- Automated service: Machines and systems replace the personal employee to help customers and build the relationship with them, such as an automated teller machine, where it represents the bank and deals with automated services without giving special attention to one customer without another.
- Community: A company creates a forum in which customers help each other solve problems or respond to inquiries.
- Auxiliary content: Where customers post content that helps other customers make decisions, such as ratings or comments on a specific product, highlighting its pros and cons.
- Social networks: Companies are keen to have a greater presence on the networks in which their customer segments reside. The purpose here is not marketing or selling, but rather building a lasting relationship.

#### **Fifth: Sources of revenue:**

It is the profits that the organization generates from each customer segment, and the common categories of revenue streams are:

- Product sale: a physical asset that can be consumed, modified, or resold by the customer segment.
- Usage or service charges: The more service the customer segment consumes, the greater the revenue generated.

- Subscription fee: Recurring charges (such as monthly and yearly) that provide ongoing access to the service. For example, cell phone plans that provide unlimited calls and texting at a set price each month use a subscription fee.
- Lending / Renting / Leasing: The revenue generated by allowing a segment to borrow the assets of the organization for a limited period of time (such as renting an apartment, bank lending, etc ...)
- Licensing: Revenue from allowing a segment to use the intellectual property (such as trademarks, patents, copyrights, etc.).
- Advertising: Revenue generated from advertising other organizations' value propositions to their customer segments.

### **Sixth: Main Resources:**

Key resources are the assets needed to deliver the value proposition to the company's target customer segment. It is divided into:

- Physical resources: manufacturing facilities, buildings, machines, systems, and products.
- Intellectual resources: trademarks, patents, copyrights, customer databases.
- Human Resources: Creative employees and skilled workers.
- Financial Resources: The financial resources that contribute to covering the costs and operating the plant.

### **Seventh: Main Activities:**

By it, we mean identifying those activities and procedures that must be performed and completed to provide the value provided by the product or service to the target customer. These activities vary between those productive activities such as manufacturing, design, development or marketing, and those creative tasks such as writing, editing and teaching. These activities must be practically limited to the reality of the field of work to which the project belongs, because they are the basis on which to provide the target value in the required form and with the quality that the customer expects. The secret of the project may lie in how it is accomplished and the sequence of actions to implement and complete it, as it is the knowledge underlying the work.

### **Eighth: Cost Structure:**

In general, the costs of any project are divided into two types, fixed and variable. Fixed are the costs that do not increase with an increase in production, such as the cost of purchasing the property or the cost of production lines from machines, while the variable is the one that changes with the change in the volume of production, such as the raw materials involved in the production process.

Here the company puts all the costs that the main activities need in the operations applied to the basic resources in order to obtain the offer. Costs are usually associated with activities because each activity has a cost required to carry out the activity fully.



### **Ninth: Partnerships:**

They are external parties (government or private agencies) who are relied upon in the implementation of some activities or are contracted with them to provide some resources, so that these partnerships are indispensable for the success of the project. Partnerships generally aim to:

- Reducing costs (by specialization)
- Reducing risk (by diversifying and allocating tasks)

As for the types of partnerships, they are:

- Strategic partnerships (between non-competing parties)
- Collaborative partnerships (between competing parties)
- Complementary partnerships (between suppliers and manufacturers or developers)

After our presentation of the partnerships, we must answer:

- Who are the main partners? What is the area of partnership between us?
- What are the aspects of cooperation between us and our partners?
- What are the benefits of this partnership?

### **II-4 The importance of the business model canvas as an aid to the success of entrepreneurial projects:**

Entrepreneurship refers to a set of characteristics and types of behavior related to business selection, planning, organizing, and bearing risks, and requires creativity in managing it (Al-Qahtani, 2013, p. 232). An entrepreneur is every person with a set of characteristics, such as self-confidence, results-oriented, risk-taking, future-oriented, authenticity, and leadership (Zayed and Khwailidat, 2017, p.3).

Entrepreneurship is of great importance, as it contributes to increasing employment and the demand for manpower and creating new markets for goods and products. Entrepreneurship is a fertile field for practicing creativity, innovation, economic growth and achieving personal satisfaction and income. Entrepreneurship is the power behind creativity and innovation, and creating wealth is cumulative. Entrepreneurial projects or organizations are agents of change in society. Entrepreneurial activities also contribute to creating a large number of jobs and employment opportunities in the long run, thus limiting the expansion of unemployment. The pilot projects also work to bring about change in the structure of the market and work, and to raise efficiency in the use and transfer of resources from a low-productivity level to a high-productivity level. In addition, entrepreneurship localizes and transfers modern technology methods, means and tools from developed countries, and leadership represents a path between scientists and customers or between science and the market, and bridges the gap between science and markets by finding new projects, goods and services (Al-Otaibi and Fathi, 2015, p.630)

For the success of entrepreneurial projects, the entrepreneur needs to use some techniques and administrative means, the most important of which is the business model canvas, which is

characterized by many characteristics that make it an important tool in the hands of entrepreneurs and entrepreneurs.

The business model canvas performs several functions (Tokarski & Tokarski, 2017, p. 23):

- Provides a value proposition to customers.
- It defines the market segment and profit generating mechanisms
- It defines the structure of the value chain, including the inputs required to realize the benefits
- It describes the potential cost and benefit structure
- It defines the company's position in the environment of suppliers and customers and identifies partners and competitors
- It creates a strategy to achieve competitive advantage

Among the most important advantages of this tool are the following:

- The business model is one of the best modern tools to measure the feasibility of a business idea before preparing a detailed feasibility study. Anyone can do it, as it is composed of one page, and it does not take long to prepare and is characterized by the ease and speed of reaching the idea to anyone we want to explain it to him.
- Business canvas makes it easy for startups to find the right profit model for them.
- The business canvas makes it easy for the entrepreneur to prepare the plan and the feasibility study.
- The business model gives us a comprehensive view of the project, what are its starting points, how it will create and achieve value, who are the target groups, what are the costs and revenues of the project, what are the sources of this project and what are the partnerships we need to make it successful.
- The business model canvas is a quick-set visual tool, as it is possible to write several project idea samples and each copy takes between 5-30 minutes of a lot. Because it is one page, it is advised to write a few words on each Post-it Note. This makes the project owner see the big and comprehensive picture of the model.
- Competition and innovation are not limited to developing modern technologies, but also related to creating business models that transform those technologies into successful business models by trying to find the appropriate model for them. The business model canvas helps us with that.
- The business model canvas helps generate new ideas for innovative business models and then brainstorm new models.
- Small businesses can benefit from the business model canvas as one of the strategies to help them face competition, as this model describes the relationship between the company and between business owners, their partners and their customers (Abdullah, Saaongko, & Aguzman, 2018, p. 3).

## **II. Business model for Google Inc. (Google):**

A business model can be prepared for a new company or it can be prepared for an existing company. Through this practical model, we will present the business model for (Google) in order to show researchers how to design a business model canvas.

### 3. ANALYSIS AND EMPIRICAL FINDINGS

#### III-1 A brief summary of the company "Google":

Google was founded in 1998 by Sergey Brin and Larry Page, with its headquarters in the United States of America. (Google) is a global search engine, as 70% of searches performed on the Internet are made through it, making it the most important search engine among all other search engines. Today, it is more than just a search engine, as it offers more than 50 services and products, including e-mail services, online document creation service, and software creation for smartphones (Al-Raqt, 2019).

Google's capital amounted to more than \$ 23 billion in 2015, its net profit reached \$ 17.7 billion, and the number of its employees exceeded 57,000 people. It continued its development by introducing new products such as: Google Chrome, YouTube, Android, Google Nexus, Google Earth and Gmail, in addition to its acquisition of other companies and the conclusion of new partnerships.

The company's search engine is the most popular and used of its services on the Internet, which made it the first in the field of use by controlling more than 53% of the search engines market in the network, and contributed to the classification of the company as one of the strongest brands in the world.

#### III-2 Google business model canvas:

Below we explain the content of the nine building blocks that make up the business model canvas of (Google):

##### **First: customer segments:**

Google's customers are different, and we can mention the most important of them: Internet users, advertisers, advertising agencies, members of the Google Network, mobile users, developers, various companies.

##### **Second: The Proposed Value:**

The advantages of the services provided by the company (Google) are numerous, including:

- Fast search engine, services: Google + Gmail
- Targeted ads using Awards
- Make ads available to businesses using Adsense
- Advertising services offers
- Google Drive works according to the OS, Android operating systems
- Hosting Google applications on the internet

### **Third: Relationship with Clients:**

Because the (Google) service is directed to a large market, it depends on the mass market relationship, meaning that the company serves all users without discrimination. Automated tools are used (an automated service) to build the relationship with the customer, as he does not meet an employee or a representative of the company, but dealings are done through remote communication tools such as letters and technical support centers. Therefore, Google communicates with its customers through the automated service, where communication is made through e-mail or electronic messages through its various applications.

### **Fourth: Distribution Channels:**

Google provides its main service to its customer segments through its various applications on various platforms, so the site (Google) is the main source for providing those applications to benefit from the presented offer, as well as the various application stores.

### **Fifth: Main Resources:**

The most important resource for Google is human resources, which is the team of engineers and developers who work on developing the program, service and systems on an ongoing basis. There are also intellectual resources, which are all the patents that make (Google) services distinct and advanced.

### **Sixth: Sources of Revenue:**

Google's income and profits mainly come from its work in the field of advertisements related to the field of searching on the Internet and sending emails, as Google began to sell ads with keywords and basic search keys, and Google used to sell basic search words based on an estimate of the effectiveness of ads and bids. Google also dealt with other markets such as radio programs and the print market, as Google bought an advertising company through the radio network, which allowed Google to combine two distinct areas of advertising, namely radio and television. Google continued its prosperity through its entry into other companies, the acquisition of several companies and the launch of a series of new products.

### **Seventh: Main Activities:**

Because Google is a website (platform), the constant work that it does is the continuous development and improvement of the program and service in general in terms of adding new features to it or even supporting more platforms in order to increase its user base. Diversify its applications to expand the services it provides to internet users. Among these applications:

- Google Chrome is one of the most important and best browsers in the world.
- Gmail is a site for sending and receiving email.
- Google Translate is a translation service that includes hundreds of languages, including Arabic.
- YouTube is a site dedicated to sharing videos.
- Android is a smartphone operating system.
- Google Maps is a dedicated service for viewing maps.

### Eighth: Main Costs:

The biggest costs that Google bears come from the following sources:

- Costs of Research and development (especially human)
- Costs of acquiring intellectual resources such as patents
- Costs of equipment needed to upgrade the service.
- Handling complaints when problems arise with payment and charging balances.
- Maintenance of the websites platform
- Costs of Marketing

### Ninth: The Main Partners:

Google has multiple partnerships, as Google has entered into many partnerships with different government companies and agencies with the aim of improving its production and services.

It announced its partnership with NASA's IMS Research Center for Space Research to work together on research projects that involve large-scale data management, nanotechnology and computer tasks that are carried out through work networks and space research. It also has multiple companies with smart phone companies and website development companies and others.

### III-3 Designing a business model canvas for (Google) Company:

After analyzing the components of the model, we can design the following as shown in figure 2 below:

**Figure (2): Google Business Model Canvas**

Customer segment	Relationship to customers	Suggested value	Main activities	Key partners
Internet users Advertisers Advertising agencies Google Network members Mobile users Developers Various companies	Automated relationship with customers	Fast search engine Various other services: email, Advertising services offers using different applications	Development of services Mass market strategy Developing the company's electronic platform	communication companies Website development companies Advertising companies NASA Corporation
	<b>Channels</b> Website and various applications, e-mail	Google Drive works on Android operating systems Hosting Google applications on the internet Take advantage of the various applications of the site Google	<b>Main resource</b> Developers Human resources Intellectual Resources	

Revenue Sources	Cost structure
Advertisements	Programmers and developers costs Research and development costs (patent costs) Equipment costs needed to upgrade the service.

**Source:** Prepared by the researchers

We point out that this model is not fixed, but it can be changed, modified and revised according to the goals and directions of the company.

#### 4. CONCLUDING COMMENTS

The business plan is a simplified model that reflects the path that can be adopted in the course of any company from the moment it is established until the start of its activity. It is considered as a guide that can be relied upon in order to set the main points necessary for success in establishing a strong company that relies on a typical management system and management hierarchy and takes into account all aspects of success associated with securing partners and channels for the distribution and sale of products.

The scheme has been adopted for many years and to this day by the largest international companies, who found in the business model canvas the best guide and compass for commercial success and the optimal strategic plan.

This scheme consists of nine main components that represent the most important pillars upon which organizations, whether emerging or large, existing organizations. In addition, this scheme does not need a specialist in management or entrepreneurship because it depends on simplicity in content and design. This simplicity does not negate its importance, but rather makes it more practical.

In conclusion, of this study, we can conclude the following findings and recommendations:

**Furthermore,** among the most important results that can be presented at the conclusion of this study are the following:

- A business model canvas is a visual diagramming method that can be used during the project planning stage or in the later stages of the project life in order to clarify the project's goals, plans, and ways to achieve them.
- A business model canvas is a model or canvas in which to define how a product / service is to be produced / provided and how it is communicated and provided to a customer.
- It is a tool to help entrepreneurs think more consciously about all the important elements of success required to establish a viable company or at least reduce individual failures.
- The business model planner tool is one of the revolutionary tools that fulfilled the need of entrepreneurs to plan their projects and startups on paper before launching it.

- Most of the major companies rely on the business model canvas to follow up, amend and review their activities. It expresses the identity of these companies and clarifies the profit model they depend on.
- Google, like other companies, relies on preparing its own business model canvas and revising it whenever required, and it is an important tool that this company uses to introduce itself and its profit model and to develop this model.

**In addition**, the main recommendation that is considered the aim of this study is to urge entrepreneurs to use this scheme as a basic identity for their projects in order to find a path to verification and then success. This canvas is considered an easy and brief guide for every entrepreneur and owner of a project idea hoping that his idea will turn into a real project, so the beginning is from good planning, and the business model canvas is the best tool for that.

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