

Féidearthachtaí as Cuimse  
Infinite Possibilities

# Key Business Resources and Partners

Lecture 7

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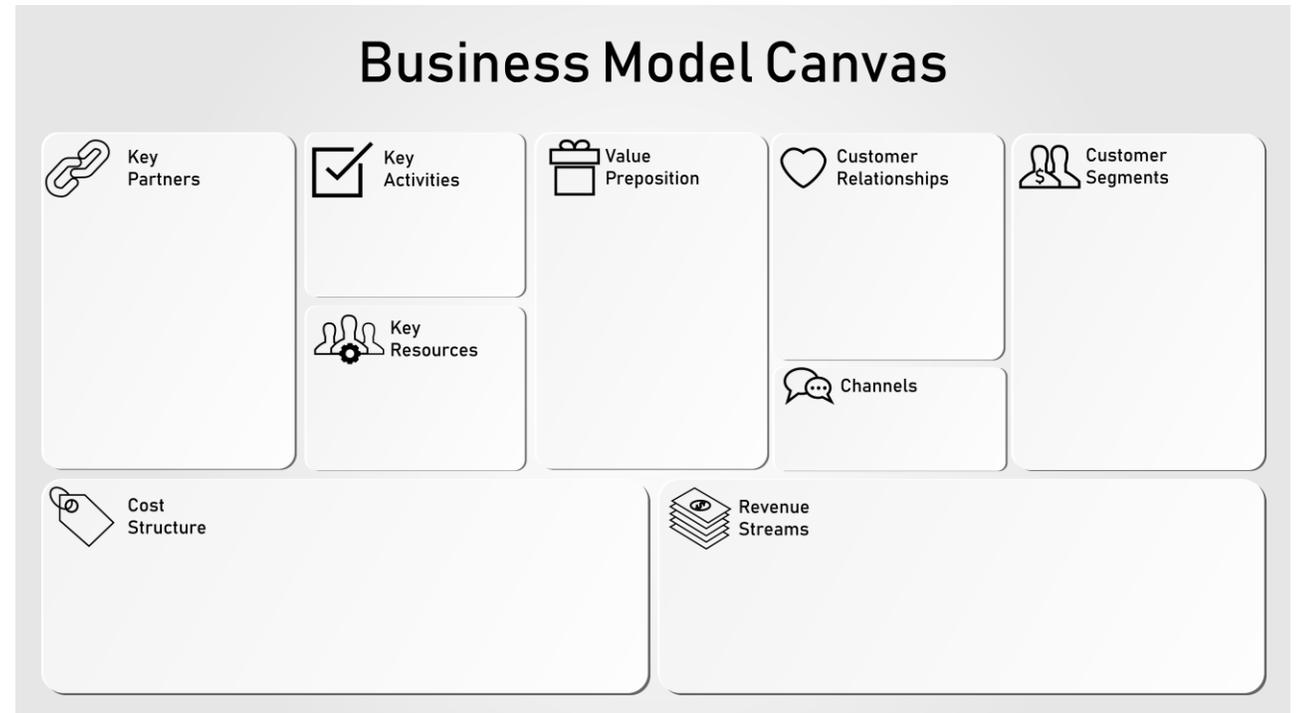




# Structure of the BMC

## Feasibility

- Key Activities.
- **Key Resources.**
- **Key Partners.**



# What are Key Resources?

- All the vital basic inputs like people, equipment and money.
- Not all resources need to be owned; some can be borrowed or leased.
- A company's resources, if valuable, rare and difficult to imitate, can provide the basis for competitive advantage.



# Why is it Important to know our Key Resources?

- Identify the critical resources that must be accessed.
- Ensure the maintenance and upkeep of critical resources.
- Being aware of dependencies on critical resources and how over-reliance on suppliers can pose a risk.
- Find new ways to acquire or enhance resources to improve business products/services.

# Types of Key Resources

- **Physical resources** - raw material, buildings, vehicles, transportation, storage facility, machines and factory.
- **Human resources** - people or staff, such as a talented engineer or marketing experts. These resources are more important in companies in the knowledge-intensive and creative sectors.
- **Intellectual resources** - your brand, patents, copyrights, partnerships, and customer databases. This can include recipes for those who have dietary restrictions or food sensitivities. Or it can include a particular way of doing things (that maybe only you know).
- **Financial resources** - cash, credit, investments, grants, etc. “The best money to start a business is payment from customers”.

# Questions for Identifying Key Resources

- What resources are vital to the delivery of my value proposition?
- What resources do I already have at my disposal?
- Which of these resources do I need rather than prefer to have?
- How can I access these resources? Should they be owned, borrowed, hired or accessed through partnerships?
- How do these resources impact my operating costs and bottom line?

# Video Explainer – Key Resources

<https://youtu.be/9w6zEqXtZdk?si=zZcxHd0uNwJslrjM>



# What are Key Partners?

- Key partners are external companies or suppliers that will carry out your key activities.
- Key partners provide you with key resources or distribution channels for your products/services.
- These partnerships are forged to reduce risks and acquire resources.



# Types of Key Partners

- Suppliers.
- Distributors.
- Customers.
- Business Advisors.
- Co-founders and staff.
- Business networks.
- Other businesses in your market.

# Types of Key Partnerships

- **Buyer-supplier relationships** - ensure reliable supplies.
- **Strategic alliance** - partnership of mutual benefit between non-competitors.
- **Co-opetition** - strategic partnership between competing companies; knowledge sharing and pooling together resources to expand the market or promote the industry.
- **Joint ventures** - partners developing a new business.
- Important – the types of partnerships you may need initially for your business are likely to evolve as the business grows.

# Evolving Partnerships

Note that the types of partnerships you may need initially for your business are likely to evolve as the business grows.



# Why is it Important to Form Key Partnerships?

- **Optimisation and economy of scale.**
  - To optimise resource allocation.
  - To reduce costs by outsourcing or sharing infrastructure.
- **Reduction of risk and uncertainty.**
  - To reduce risk in an environment characterised by uncertainty.
  - For example, companies pooling together resources and knowledge to enter a new market or industry.
- **Acquisition of particular resources and activities.**
  - Few companies own all their resources or perform all their key activities.
  - To rely on partners to acquire knowledge, licenses, or access to customers.



# Video Explainer – Key Partners

<https://youtu.be/FGTER19Aofg?si=KkB3x55sRKF0QB08>

# Expanding Key Resources and Partners

- Digital resources – cloud, assistive tech, software.
- Social/community resources – networks, co-working hubs.
- Public policy resources – government schemes, legal supports.
- Risks & dependencies – what if partners fail?

# Disability-Inclusive Entrepreneurship

- Accessible human resources – inclusive hiring & workplace adjustments
- Assistive technologies as key resources
- Specialist partners – disability NGOs, advocacy groups
- Inclusive funding sources – grants, microfinance
- Barriers & solutions – infrastructure, bias, awareness

# Class Exercise – Access Cafe

- A café offering high-quality coffee, baked goods, and light meals.
- Distinctive value proposition: accessibility-first design (ramps, wide doors, quiet space, braille menus, screen-reader-friendly website).
- Staff team includes people with physical, sensory, and intellectual disabilities, supported through inclusive HR practices.
- Social mission: changing perceptions about disability by providing a welcoming, mixed environment where inclusion is visible and normalised.

# Class Exercise – Key Resources

- **Physical:** Accessible building, adaptive kitchen equipment, tactile signage, hearing loops, mobility-friendly furniture.
- **Human:** Trained baristas and chefs (both disabled and non-disabled staff), job coaches, and disability-awareness trainers.
- **Intellectual:** Brand reputation for inclusion, partnerships with disability advocacy groups, customised accessibility training materials.
- **Financial:** Start-up funding from Enterprise Ireland (ROI) / Invest NI (NI), grants from disability employment schemes, crowdfunding support.
- **Assistive Tech:** POS system with speech-output, scheduling software adapted for neurodiverse staff.

# Class Exercise – Key Partners

- **Suppliers:** Local fair-trade coffee roasters, bakeries committed to inclusive supply chains.
- **Support Organisations:** Disability Action NI, EmployAbility Service (ROI), local disability NGOs for recruitment/training.
- **Funders:** Microfinance Ireland, Social Finance Foundation, community crowdfunding.
- **Government Schemes:** Access to Work (NI), Back to Work Enterprise Allowance (ROI).
- **Community:** Local universities, social enterprise networks, cafés in cross-border “co-opetition” to promote inclusive hospitality.

# Class Exercise - Relevance in Ireland/Northern Ireland

- **Cross-Border Potential:** Could franchise or partner with similar initiatives in both jurisdictions, sharing best practices.
- **Policy Alignment:** Supports the UN Convention on the Rights of Persons with Disabilities (CRPD), to which both ROI and NI are committed.
- **Visibility & Awareness:** Helps demonstrate how inclusive entrepreneurship can be both socially impactful and commercially sustainable.
- Questions
  - What additional Key Resources might this café need to grow?
  - Which Key Partners could strengthen their impact (locally or internationally)?
  - How might barriers (e.g., stigma, financing) be addressed through partnerships?

