

THE BUSINESS MODEL CANVAS

DESIGNED FOR:

DESIGNED BY:

DATE:

ITERATION:



THE BUSINESS MODEL CANVAS





- · Who are our key partners?
- · Who are our key suppliers?
- Which key resources are we acquiring from partners?
- · Which key activities do partners perform?

KEY ACTIVITIES



- What key activities do our Value Propositions Require?
- · Our distribution channels?
- · Customer relationships?
- Revenue streams?

VALUE PROPOSITIONS



- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each customer segment?
- · Which customer needs are we satisfying?

CUSTOMER RELATIONSHIPS



- What type of relationship does each of our customer segments expect us to establish and maintain with them?
- · Which ones have we established?
- How are they integrated with the rest of our business model?
- · How costly are they?

CUSTOMER SEGMENTS

- · For whom are we creating value?
- · Who are our most important customers?



KEY RESOURCES



- What key resources do value propositions require?
- Our distribution channels?
- Customer relationships?
- Revenue streams?

CHANNELS



- Through which channels do our customer segments want to be reached?
- · How are we reaching them now?
- · How are our channels integrated?
- Which ones work best?
- · Which ones are most cost-efficient?
- How are we integrating them with customer routines?



- What are the most important costs inherent in our business model?
- · Which Key Resources are most expensive?
- · Which key Activities are most expensive?



REVENUE STREAMS



- For what value are our customers really willing to pay?
- · For what do they currently pay?
- · How are they currently paying?
- · How would they prefer to pay?
- How much does each revenue stream contribute to overall revenues?

KEY PARTNERS



=	Who are our key partners?	MC	TIVATION PARTNERSHIPS
=	Who are our key suppliers?	=	Optimization and economy
=	Which key resources are we acquiring from partners?	_	Reduction of risk and uncertainty
=	Which key activities do partners perform?	=	Acquisition of particular resources and activities

KEY ACTIVITIES



=	What key activities do our Value Propositions Require?	CA	TEGORIES
=	Our distribution channels?	=	Production
=	Customer relationships?	=	Problem solving
=	Revenue streams?	=	Platform/network

VALUE PROPOSITIONS

CONSIDERATIONS

_	What value do we	deliver to the	customer?

- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each customer segment?
- Which customer needs are we satisfying?

CHARACTERISTICS

- Newness
- Performance
- = Customization
- "Getting the job done"
- Design
- = Brand/status
- Price
- Cost reduction
- Risk reduction
- Accessibility
- = Convenience/usability

CUSTOMER RELATIONSHIPS



=	What type of relationship does each of our customer segments expect us to establish and maintain with them?	EXAMPLES		
		=	Personal assistance	
=	Which ones have we established?	=	Dedicated personal assistance	
=	How are they integrated with the rest of our business	=	Self-service	
	model?	=	Automated services	
=	How costly are they?	=	Communities	
		=	Co-creation	

CUSTOMER SEGMENTS



=	For whom are we creating value?	=	Mass market
=	Who are our most important customers?	=	Niche market
		=	Segmented
		_	Diversified
			Multi-sided platform
			•

KEY RESOURCES

CONSIDERATIONS

=	What key resources do value propositions require?	TYI	PES OF RESOURCES
=	Our distribution channels?	=	Physical
=	Customer relationships?	=	Intellectual (brand patents, copyrights, data)
=	Revenue streams?	_	Human
		_	Financial

CHANNELS



 Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? 		CHANNEL PHASES		
	How are we reaching them now?	1.	Awareness How do we raise awareness about our company's products and services?	
=	Which ones work best? Which ones are most cost-efficient?	2.	Evaluation How do we help customers evaluate our organization's Value Proposition?	
=	How are we integrating them with customer routines?	3.	Purchase How do we allow customers to purchase specific products and services?	
		4.	Delivery How do we deliver a Value Proposition to customers?	
		5.	After Sales How do we provide post-purchase customer support?	

COST STRUCTURE

CONSIDERATIONS

=	What are the most important costs inherent in our
	business model?

- Which Key Resources are most expensive?
- Which key Activities are most expensive?

IS YOUR BUSINESS MORE:

- Cost driven (leanest cost structure, low price value, maximum automation, extensive outsourcing)
- Value driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS:

- Fixed costs (salaries, rents, utilities)
- Variable costs
- Economies of scales
- = Economies of scope

REVENUE STREAMS

CONSIDERATIONS

=	For what value are our customers really willing to pay?

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- How much does each revenue stream contribute to overall revenues?

TYPES

- Asset sale
- Usage fee
- Subscription fees
- = Lending/renting/leasing
- = Licensing
- Brokerage
- Advertising

FIXED PRICING

- = List price
- Product feature dependent
- = Customer segment dependent
- Volume dependent

DYNAMIC PRICING

- = Negotiation (bargaining)
- Yield management
- Real-time-market