

The Business Model Canvas

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS

*Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities*

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES

*Production
Problem Solving
Platform/Network*

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES

*Physical
Intellectual (brand patents, copyrights, data)
Human
Financial*

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?

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?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES

*Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation*

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?

CHANNEL PHASES

- Awareness**
How do we raise awareness about our company's products and services?
- Evaluation**
How do we help customers evaluate our organization's Value Proposition?
- Purchase**
How do we allow customers to purchase specific products and services?
- Delivery**
How do we deliver a Value Proposition to customers?
- After sales**
How do we provide post-purchase customer support?

Customer Segments

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

*Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform*

Cost Structure

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 proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)*

SAMPLE CHARACTERISTICS

*Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope*

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?

TYPES

*Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising*

FIXED PRICING

*List Price
Product feature dependent
Customer segment dependent
Volume dependent*

DYNAMIC PRICING

*Negotiation (bargaining)
Yield Management
Real-time-Market*