

FRAME04

BUSINESS MODEL CANVAS

What is the business model of your organization?

Key Partners

Who are your Key Partners?
Who are your key suppliers?
Which Key Activities do partners perform?
Which Key Resources are you acquiring from partners?

- MOTIVATIONS FOR PARTNERSHIPS
- Optimization and economy
 - Reduction of risk and uncertainty
 - Acquisition of particular
 - Resources and activities



Key Activities

What Key Activities do your Value Propositions require?
What Distribution Channels?
How do you manage our Customer Relationships?
How do you create Revenue Streams?

- CATEGORIES
- Production
 - Problem Solving
 - Platform/Networks



Value Propositions

What value do you deliver to the customer?
Which one of your customer's problems are you helping to solve?
What bundles of products and services are you offering to each Customer Segment?
Which customer needs are you satisfying?

- CHARACTERISTICS
- Newness
 - Performance
 - Customization
 - Getting the Job Done
 - Design
 - Brand/Status
 - Cost Reduction
 - Risk Reducti
 - Accessibility
 - Convenience/Usability



Customer Relationships

What type of relationship does each of your Customer Segments expect you to establish and maintain with them?
Which ones have you established?
How are they integrated with the rest of your business model? How costly are they?

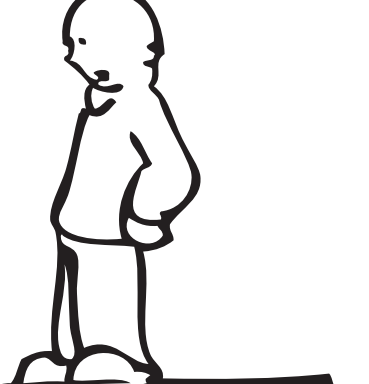
- EXAMPLES
- Personal assistance
 - Dedicated
 - Personal Assistance
 - Self-Service
 - Automated Services
 - Communities
 - Co-creation



Customer Segments

For whom are you creating value?
Who are your most important customers?
How do customers measure value economically?
How do customers measure value emotionally?

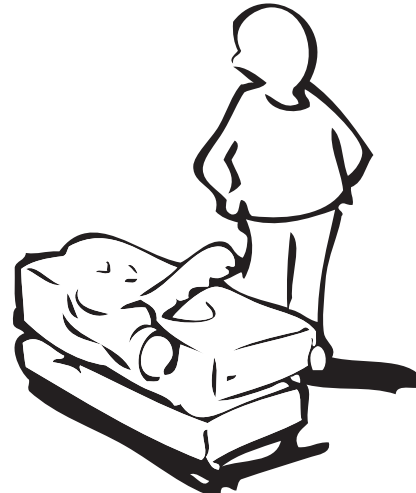
- KINDS OF OFFERING
- Mass Market
 - Niche Market
 - Diversified
 - Segmented
 - Multi-sided Platform



Key Resources

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

- TYPES OF RESOURCES
- Physical
 - Intellectual (brand patents, copyrights, data)
 - Human
 - Financial



Channels

Through which Channels do your Customer Segments want to be reached?
How are you 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?

- PHASES
- Awareness: How do we raise awareness about our company's offerings?
 - Evaluation: How do we help customers evaluate our Value Proposition?
 - Purchase: How do we allow customers to purchase specific offerings?
 - Delivery: How do we deliver a Value Proposition to customers?
 - After Sales: How do we provide post-purchase customer support?



Cost Structure

What are the most important costs inherent in your business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

- BUSINESS NATURE
- Cost Driven
 - Leaned cost structure
 - Low price value proposition
 - Maximum automation
 - Extensive outsourcing

- Value Driven
- Focused on value creation
 - Premium value proposition

- Fixed Costs
- Salaries, rents, utilities

- Variable costs
- Economies of scale
 - Economies of scope



Revenue Streams

For what value are your 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
 - User fee
 - Subscription Fees
 - Lending/Renting/Leasing
 - Licensing
 - Brokerage fees
 - Advertising

- FIXED PRICING
- List Price
 - Product feature dependent
 - Customer segment depen
 - Volume dependent/inde

- DYNAMIC PRICING
- Negotiation (bargaining)
 - Yield Management
 - Real-time-Market

