

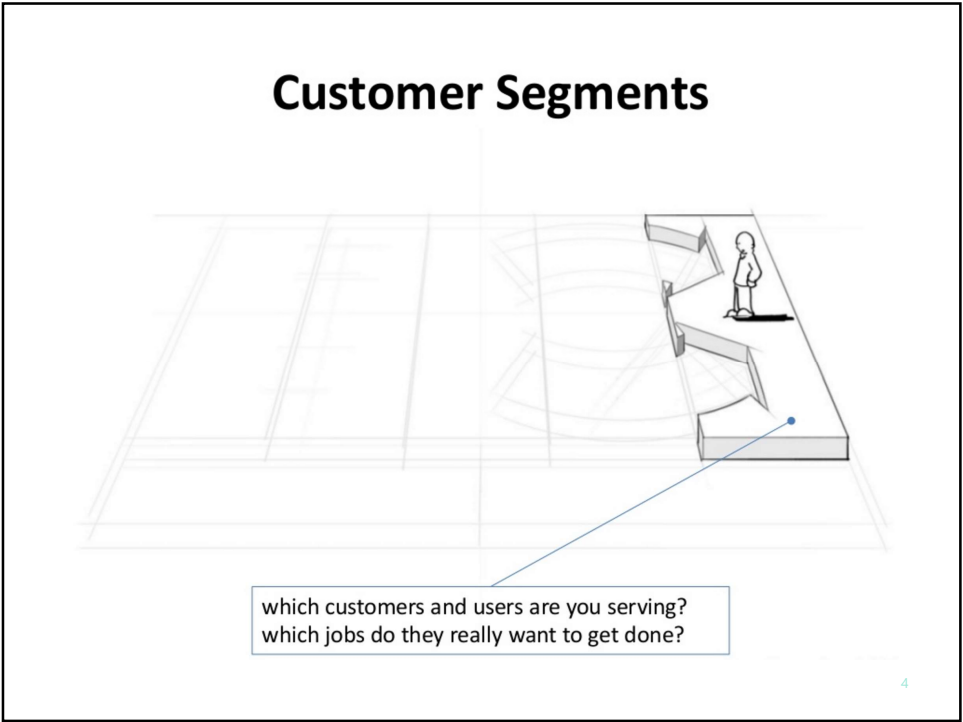
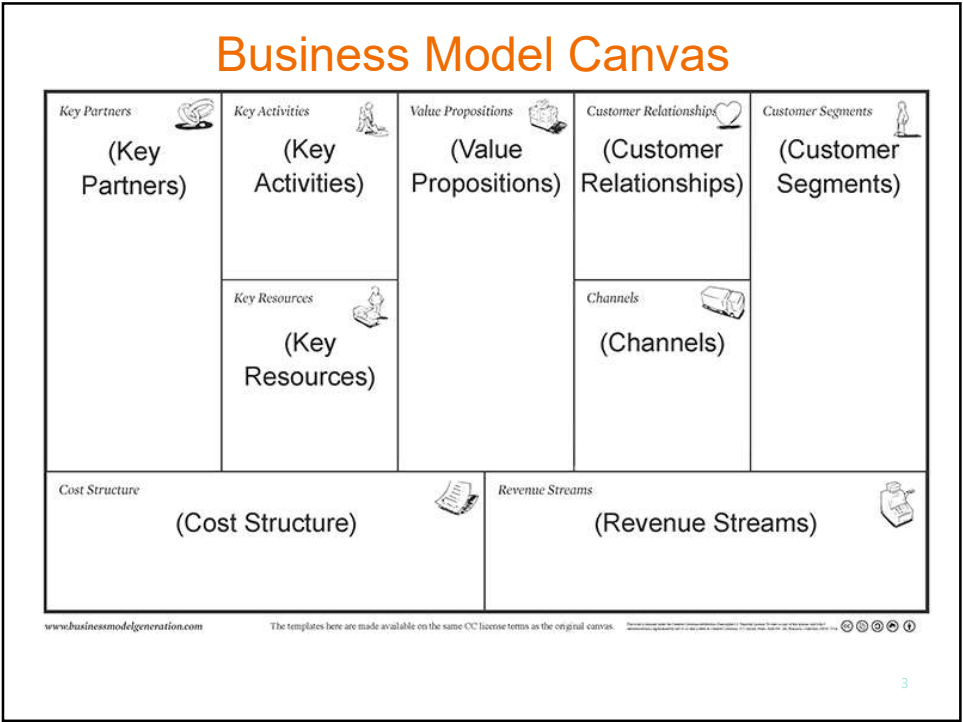
Business Model Canvas

BA291

What is a Business Model?

a clearly stated outline of how the business intends to generate revenue.

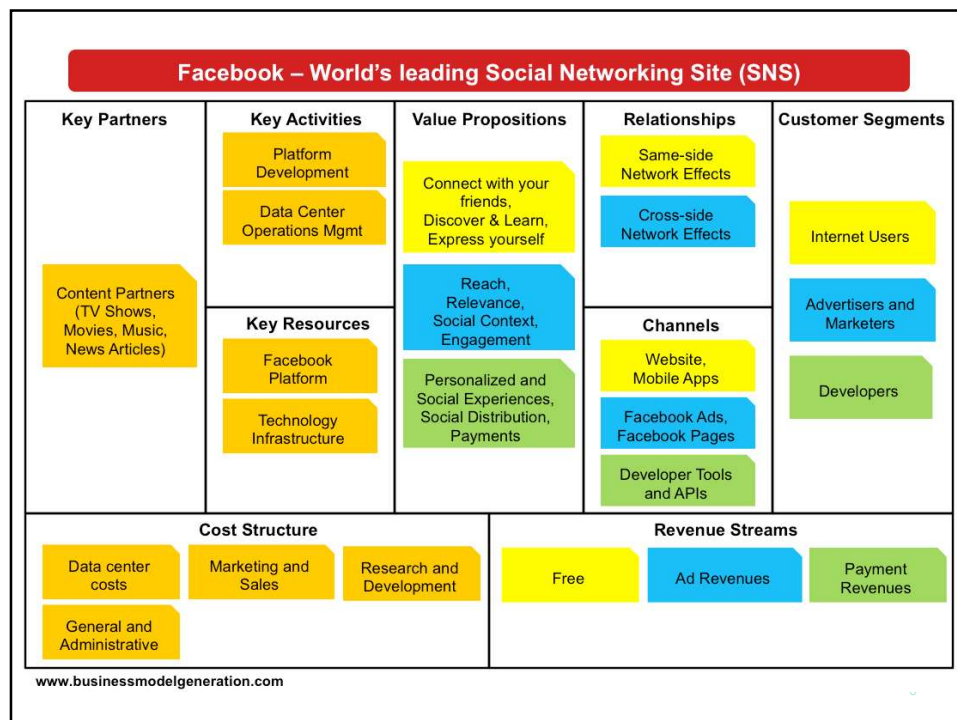
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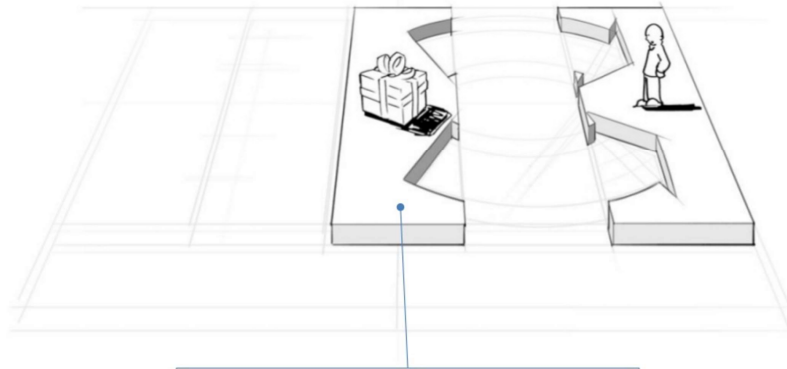
Customer Segments

- For whom are we creating value?
- Who are our most important customers?
 - Mass Market
 - Niche Market
 - Segmented
 - Diversified
 - Multi-sided Platform

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Value Proposition



what are you offering them? what is that getting done for them? do they care?

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Value Proposition

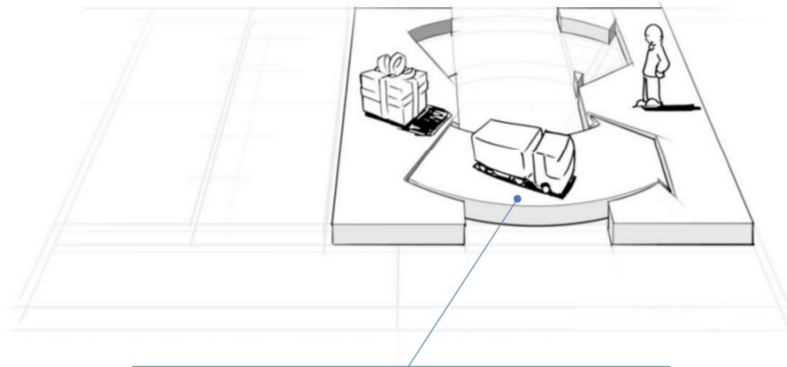
- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each customer segment?
- Which customer needs are we satisfying?

Characteristics

- | | |
|--------------------------|--------------------------|
| ○ Newness | ○ Brand/Status |
| ○ Performance | ○ Price |
| ○ Customization | ○ Cost Reduction |
| ○ "Getting the job done" | ○ Risk Reduction |
| ○ Design | ○ Accessibility |
| | ○ Convenience/ Usability |

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Channels



how does each customer segment want to be reached?
through which interaction points?

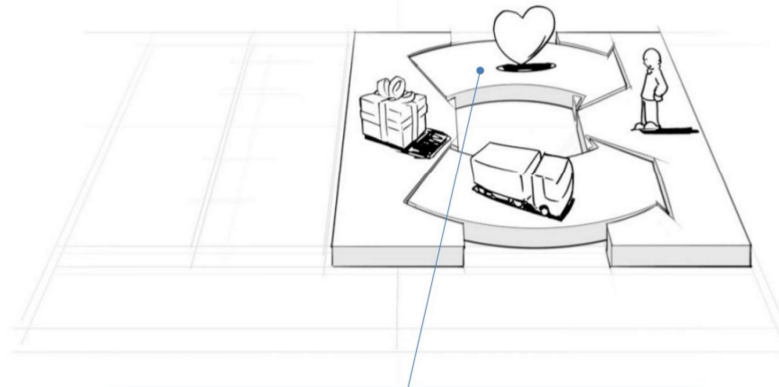
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Channels

- 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?

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Customer Relationships



what relationships are you establishing with each segment?
personal? automated? acquisitive? retentive?

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Customer Relationships

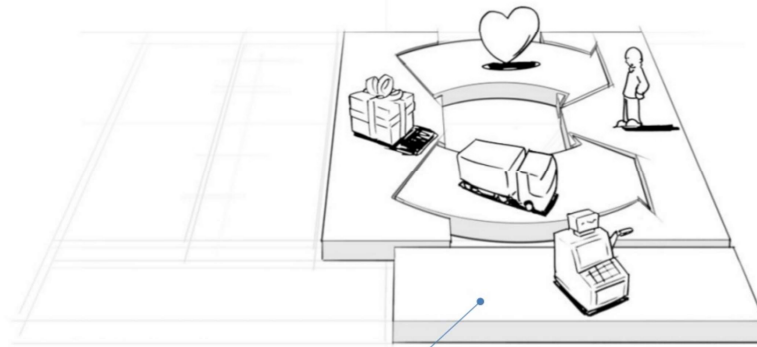
- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established?
- How are they integrated with the rest of our business model?
- How costly are they?

Examples

- Personal Assistance
- Dedicated Personal Assistance
- Self-service
- Automated Services
- Communities
- Co-creation

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Revenue Streams



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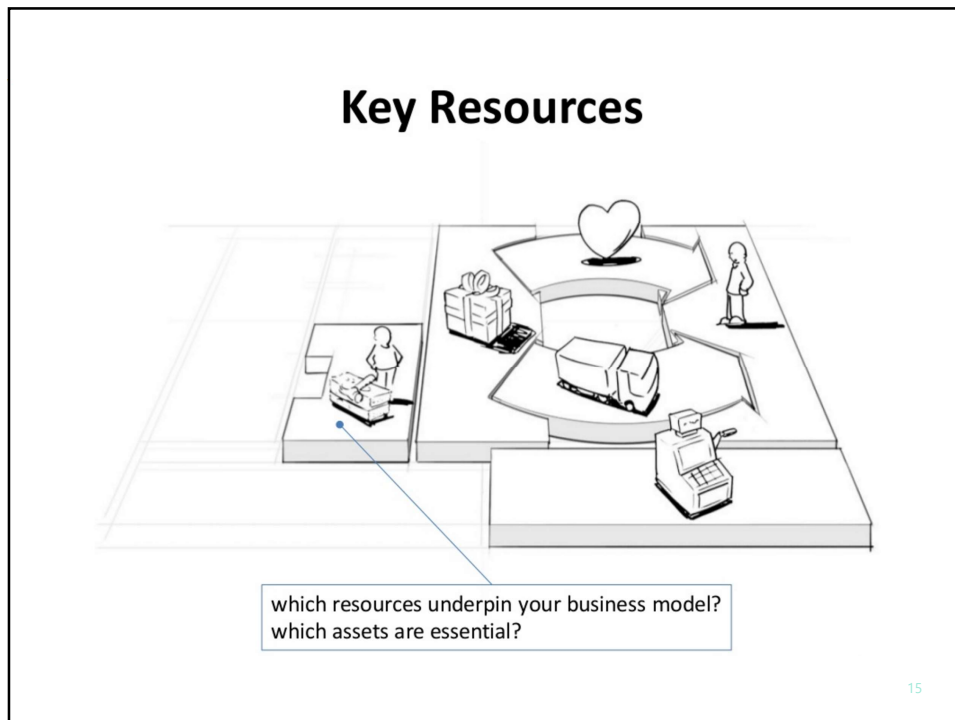
Revenue Streams

- 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

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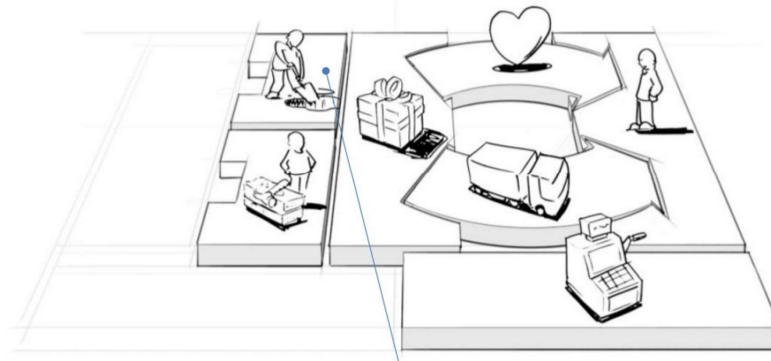
Key Resources

- 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

Key Activities



which activities do you need to perform well in your business model? what is crucial?

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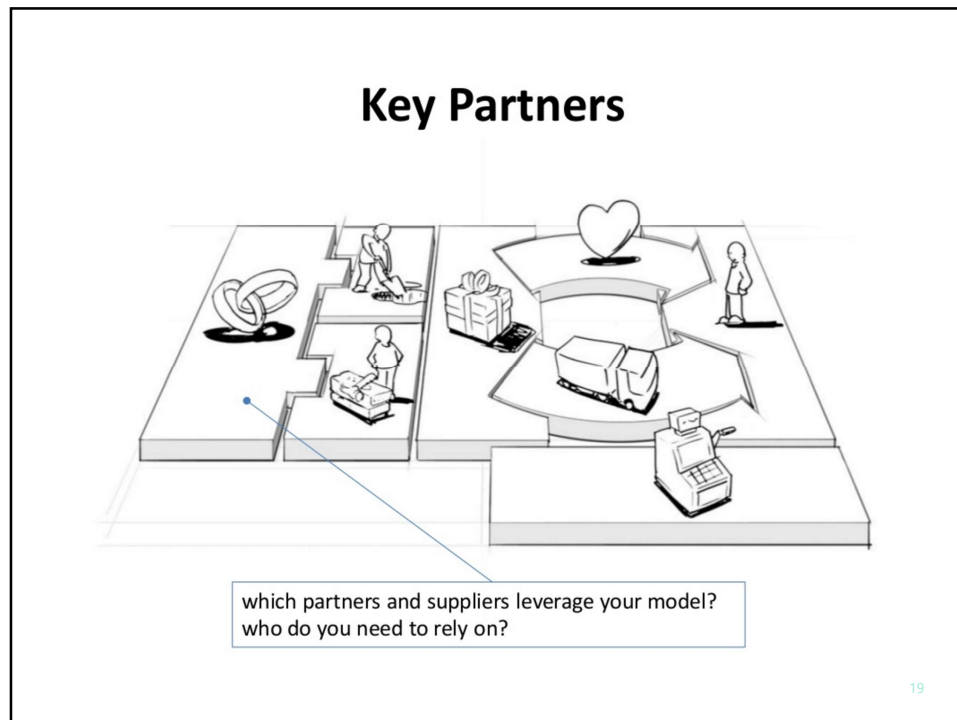
Key Activities

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

Categories:

- Production
- Problem Solving
- Platform/ Network

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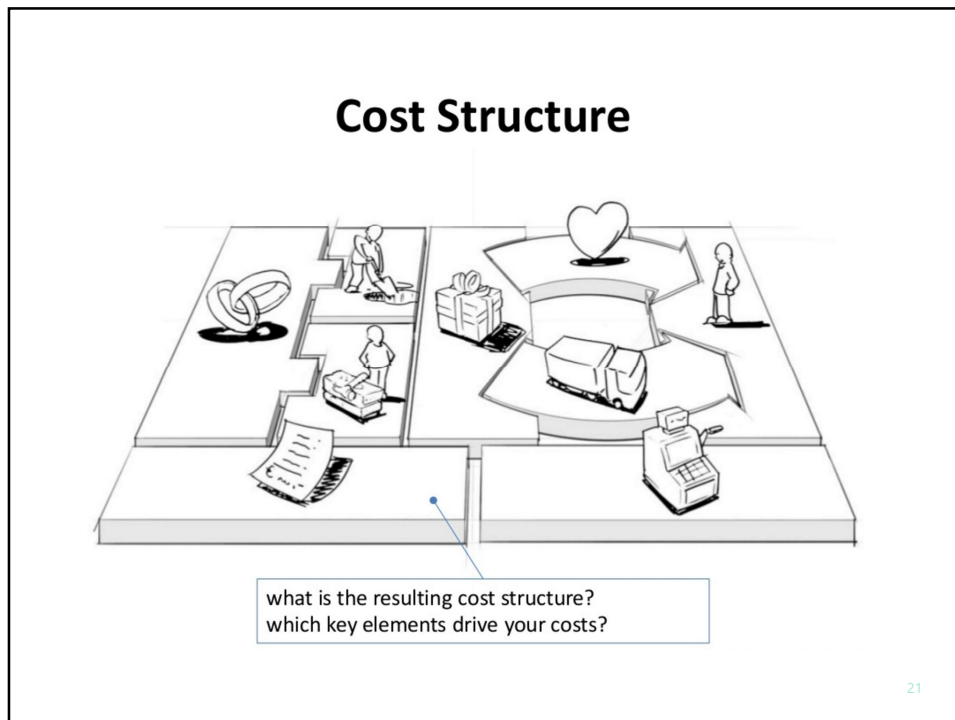


Key Partners

- 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



Cost Structure

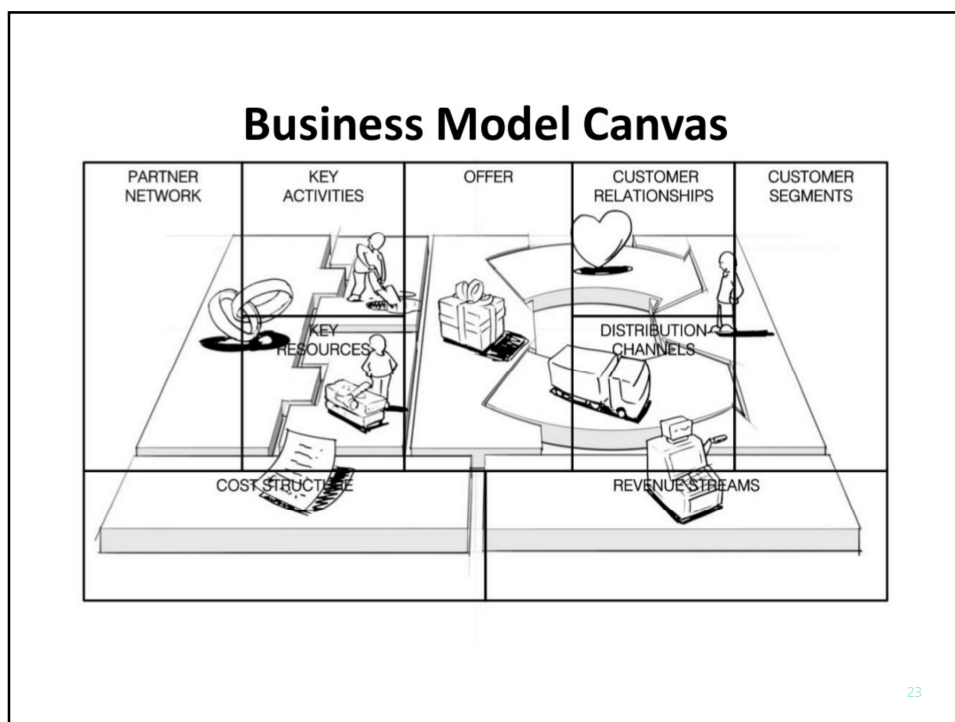
- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

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:

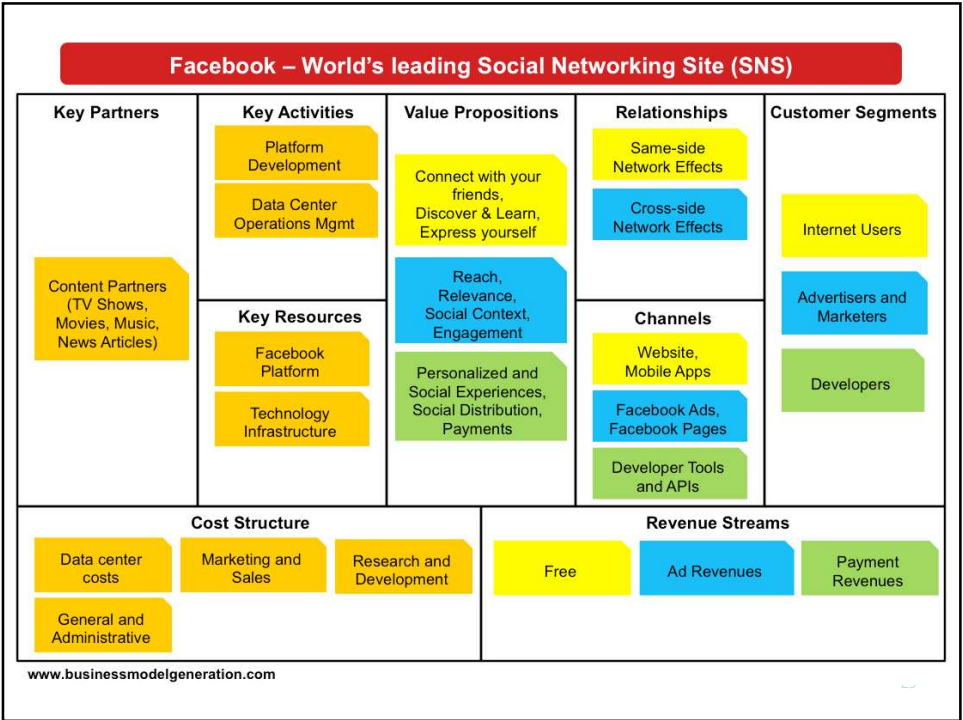
- Fixed costs (salaries, rents, utilities)
 - Variable costs
 - Economies of scale
 - Economies of scope
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Business Model Canvas Example

Facebook

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Business Model Canvas Example

Traditional Retail

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- **Netflix**
- **Grab...**
- **Alibaba**
- **Private bank**
- **CPN**
- **Diamond Grains**
- **More sheet TU**
- **Meb e-book**
- **SOS multi-brand store**
- **Refinn**



- Spotify, QQ, Wongnai, Lineman,