

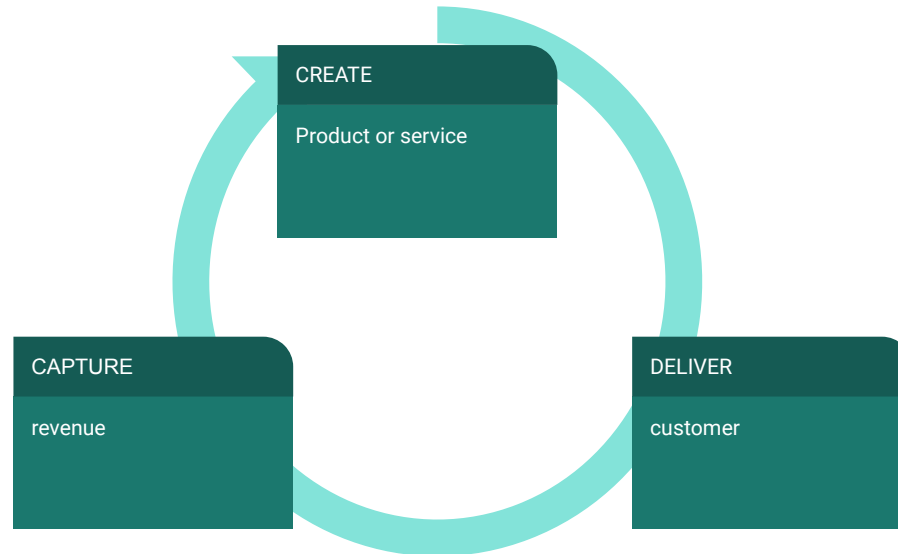
BUSINESSMODELCANVAS

AGENDA

1. BMC Intro and Example
2. Do's and Don'ts
3. Group Workshop
4. Presentations and Discussion

WHAT IS A BUSINESS MODEL?

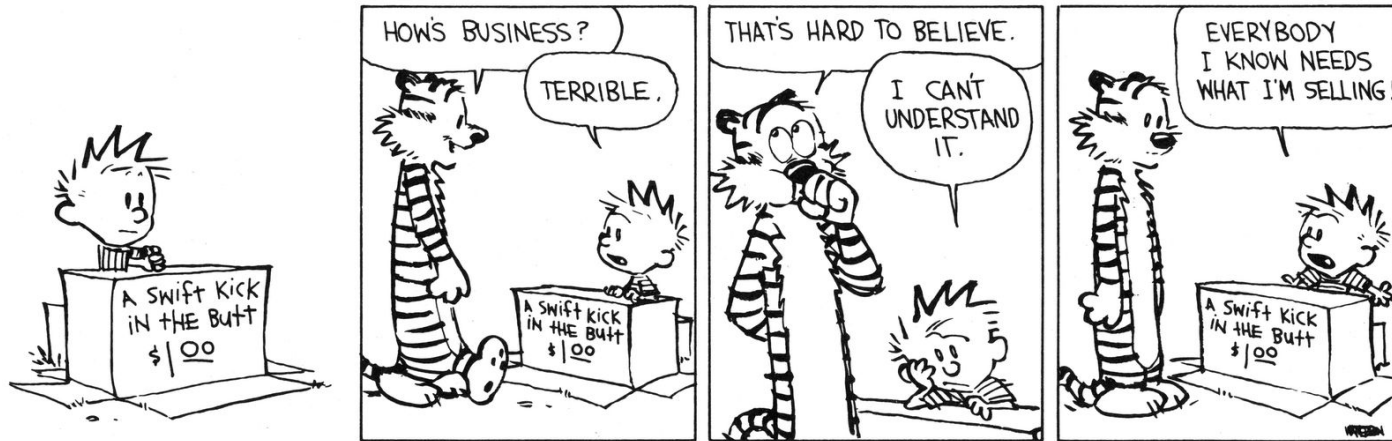
A business model describes the rationale of how an organisation creates, delivers and captures value.



WHAT IS BUSINESS MODEL CANVAS (BMC)?

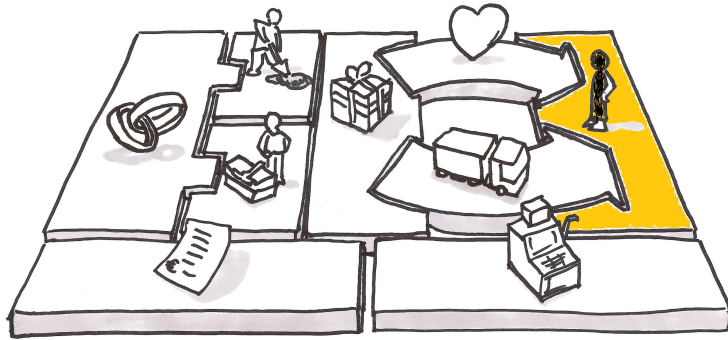
A business model canvas is like a painter's canvas - it allows you to paint pictures of new or already existing business models.

It fosters understanding, creativity and analysis and makes your team come together and have a good discussion on your activities.



9 BUILDING BLOCKS

CUSTOMER SEGMENT

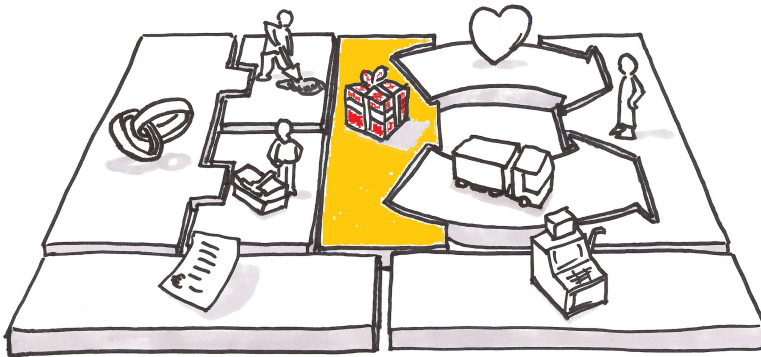


Who is your most important customer and your user?

For whom are we creating value?

What do they want to get done with your product and service?

VALUE PROPOSITON

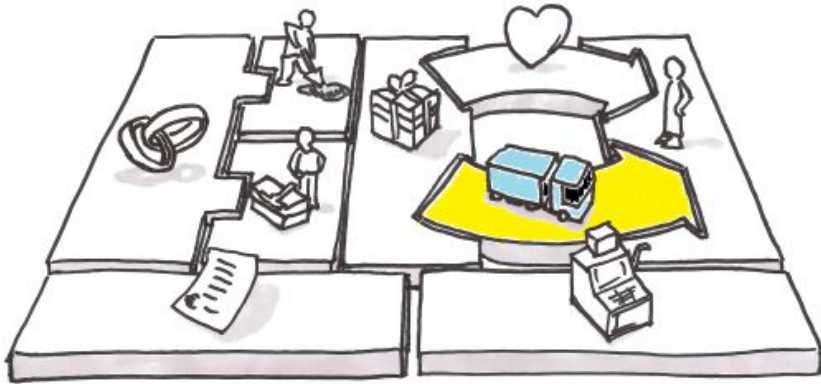


What are you offering them?

What problem are you solving for them?

Which customer needs are we satisfying?

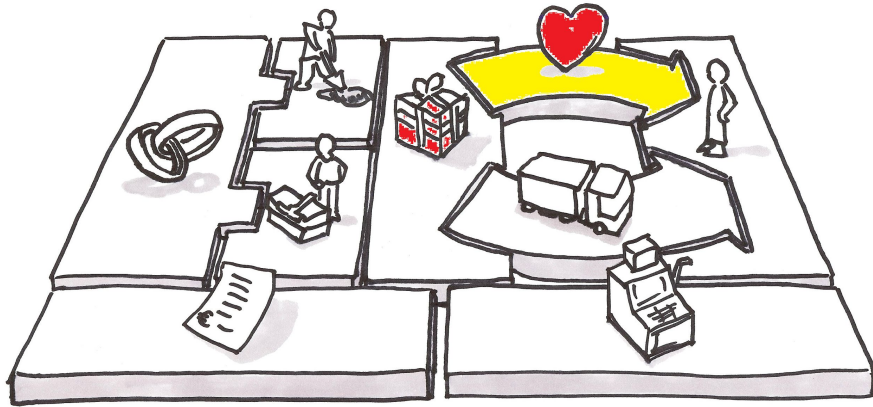
CHANNELS



How do you reach each customer segment? Through which interaction points?

Which ones work best?
Which are most cost efficient?

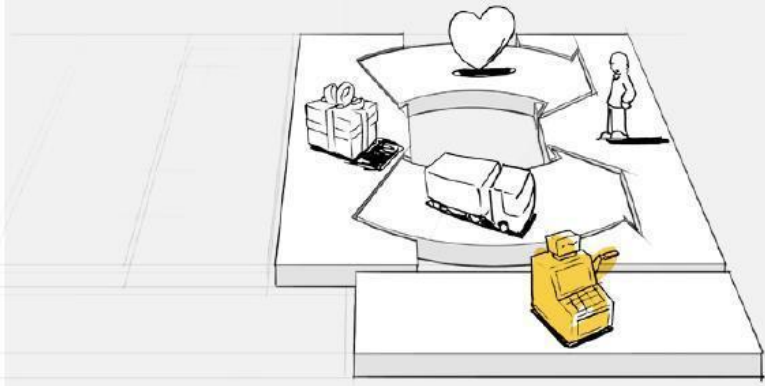
RELATIONSHIPS



How and what sort of relationships are you establishing with each segment?

How costly are they?

REVENUE STREAMS

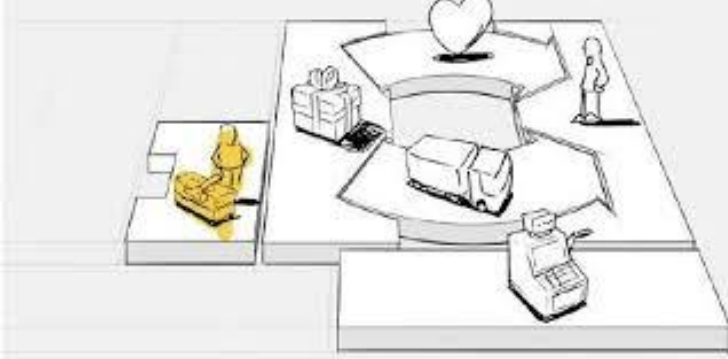


What are your customers willing to pay for your product or service and how?

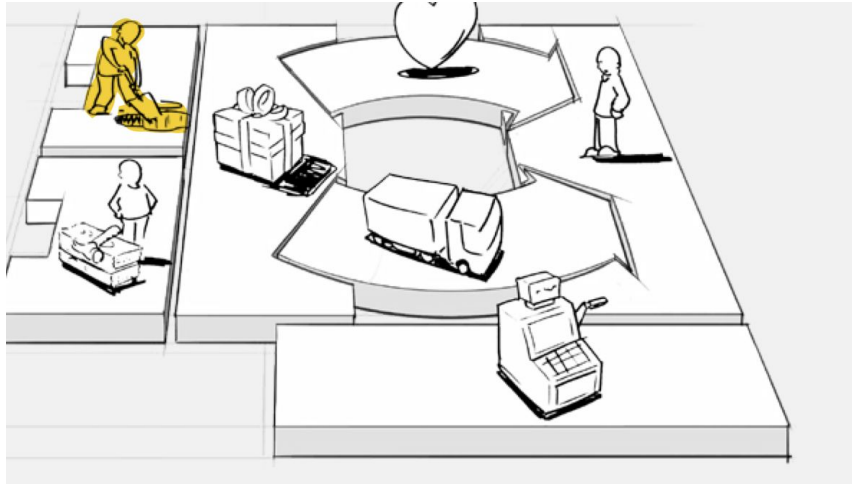
Does it happen one time or multiple times?

KEY RESOURCES

What is essential to
underpin your business
model?



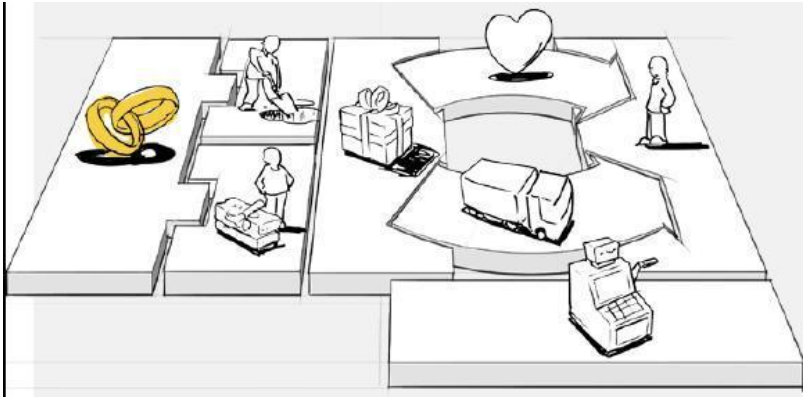
KEY ACTIVITIES



Which activities do you
need to perform well in
your business model?

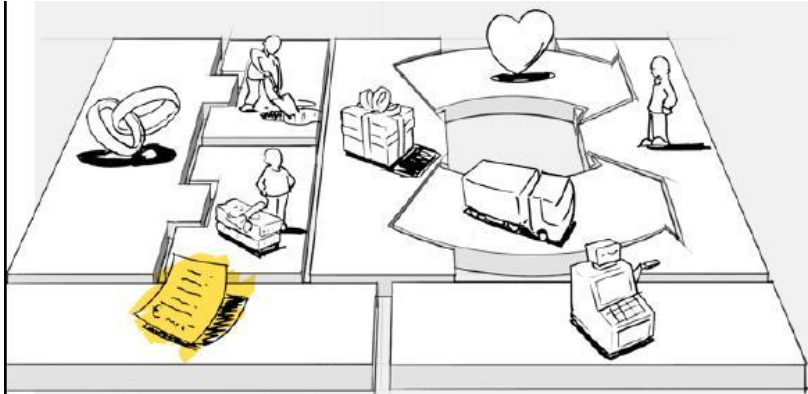
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KEY PARTNERS



Who are my main partners?

COST STRUCTURE



What are my biggest cost?

Which Key Resources and
Key Activities are most
expensive?

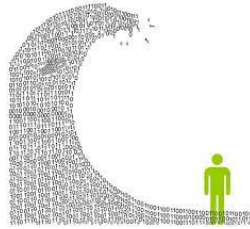
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PRESENTATION KILLERS

Cognitive murder



Too much granularity



Orphan Element



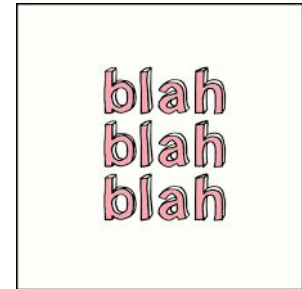
Present vs. Future



Too many ideas



Stay focused



The Business Model Canvas

Designed for:

Designed by:

On:

Day	Month	Year
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Iteration:

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?

CATEGORIES
Production
Problem Solving
Abstract Reasoning

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
Nervous
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-Serve
Automated Services
Commanding
On-screen

Customer Segments



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

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

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

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:

1. **Awareness**
How do we raise awareness about our company's products and services?
2. **Evolution**
How do we help customers evaluate our organization's Value Proposition?
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 and sustain the customer success?

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 (lowest 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	FIXED PRICING	DYNAMIC PRICING
Asset sale	List Price	Negotiation (bargaining)
Usage fee	Product feature-dependent	Yield Management
Subscription Fee	Customer segment-dependent	Real-time Market
Lending/Renting/Licensing	Volume-dependent	
Brokerage fees		
Admission		



THANK YOU!