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

Motivations for Partnerships
Optimization and economy
Production of risk and uncertainty
Acquisition of particular resources and activities

Key Activities
What Key Activities do our Value Propositions require?
Our Distribution Channels? Revenue Streams?
Categories
Production
Problem Solving
Platform/Network

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
Business
Performance
Customization
“Getting the Job Done”
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationship
What types 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

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

Channels
Through which Channels do our Customers 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
   a. How do we raise awareness about our company’s products and services?
2. Evaluation
   a. How do we help customers evaluate our organization Value Proposition?
3. Purchase
   a. How do we allow customers to purchase specific products and services?
4. Delivery
   a. How do we deliver a Value Proposition to customers?
5. After sales
   a. How do we provide post-purchase customer support?

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?
In Your Business Work
Cost Driven (least 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 revenue?

Fixed Prices
List Price
Product feature dependent
Customer segment Dependent
Volume dependent

Dynamic Pricing
Negotiation (bargaining)
Yield Management
Real-time-Market