

## Key Partners

### 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

## Key Resources

What Key Resources do our Value Propositions require?

Our Distribution Channels?

Relationships?

Revenue Streams?

### Type 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

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?

### Types

Asset Sale

Usage Fee

Subscription Fees

Landing/Renting/Leasing

Licensing

Brokerage Fees

Advertising

### Fixed Prices

List Price

Product feature dependent

Customer segment

Dependent

Volume dependent

### Dynamic Pricing

Negotiation (bargaining)

Yield Management

Real-time-Market

