The Business Model Canvas

**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?

**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?

**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?

**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?

**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?

**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?

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

**Key Values**
What Key Values do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

**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?

**Value Propositions**
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

**Problem Solving**
Newness
Performance
Customisation
“Getting the Job Done”
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

**Channels Phases**
- Awareness
- How do we raise awareness about our company’s products and services?
- Evaluation
- How do we help customers evaluate our organization’s Value Proposition?
- Purchase
- How do we allow customers to purchase specific products and services?
- Delivery
- How do we deliver a Value Proposition to customers?
- After Sales
- How do we provide post-purchase customer support?

**Cost Structure**
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, rent, utilities)
Variable costs
Economies of scale
Economies of scope

**Revenue Streams**
- Asset sale
- Usage fee
- Subscription fees
- Lending/Renting/Leasing
- Licensing
- Brokerage fees
- Advertising

**Dynamic Pricing**
- List Price
- Product feature dependent Customer segment dependent Volume dependent

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