



Project:	Date:
Made by:	Version:

<h3>Key partners</h3> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> <p><b>Motivations for partnership</b> <i>Optimization and economy</i> <i>Reduction of risk and uncertainty</i> <i>Acquisition of particular resources and activities</i></p>	<h3>Key activities</h3> <p>What key activities do our value propositions require? Our distribution channels? Customers relationships? Revenue streams?</p> <p><b>Categories</b> <i>Production</i> <i>Problem solving</i> <i>Platform/Network</i></p>	<h3>Value propositions</h3> <p>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 and expectations are we satisfying?</p> <p><b>Characteristics</b> <i>Newness</i> <i>Performance</i> <i>Customization</i> <i>"Getting the job done"</i> <i>Design</i> <i>Brand/Status</i> <i>Price</i> <i>Cost reduction</i> <i>Risk reduction</i> <i>Accessibility</i> <i>Convenience/Usability</i></p>	<h3>Customer relationships</h3> <p>What type of relationships 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?</p> <p><b>Examples</b> <i>Personal assistance</i> <i>Dedicated personal assistance</i> <i>Self-service</i> <i>Automated services</i> <i>Communities</i> <i>Co-creation</i></p>	<h3>Customer segments</h3> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>Some types</b> <i>Mass market</i> <i>Niche market</i> <i>Segmented</i> <i>Diversified</i> <i>Multi-sided platforms</i></p>
	<h3>Key Resources</h3> <p>What key resources do our value propositions require? Our distribution channels? Customers relationships? Revenue streams?</p> <p><b>Types of resources</b> <i>Physical</i> <i>Intellectual (brand patents, copyrights, data)</i> <i>Human</i> <i>Financial</i></p>		<h3>Channels</h3> <p>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 are the most cost-efficient? How are we integrating them with customer routines?</p> <p><b>Channel phases</b> <i>1. Awareness - How to raise awareness on our products</i> <i>2. Evaluation - How to help customer evaluate our value</i> <i>3. Purchase - How to allow customers to purchase</i> <i>4. Delivery - How to deliver our value proposition</i> <i>5. After sales - How to provide post-purchase support</i></p>	

<h3>Cost structure</h3> <p>What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?</p> <p><b>Is our business more</b> <i>Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)</i> <i>Value driven (focused on value creation, premium value proposition)</i></p> <p><b>Sample characteristics</b> <i>Fixed costs (salaries, rents, utilities)</i> <i>Variable costs</i> <i>Economies of scale</i> <i>Economies of scope</i></p>	<h3>Revenue streams</h3> <p>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?</p> <table border="0"> <tr> <td> <b>Types</b> <i>Asset sale</i> <i>Usage free</i> <i>Subscription fees</i> <i>Lending/Renting/Leasing</i> <i>Licensing</i> <i>Brokerage fees</i> <i>Advertising</i> </td> <td> <b>Fixed pricing</b> <i>List price</i> <i>Product feature dependent</i> <i>Customer segment dependent</i> <i>Volume dependent</i> </td> <td> <b>Dynamic pricing</b> <i>Negotiation (bargaining)</i> <i>Yield management</i> <i>Real-time market</i> </td> </tr> </table>	<b>Types</b> <i>Asset sale</i> <i>Usage free</i> <i>Subscription fees</i> <i>Lending/Renting/Leasing</i> <i>Licensing</i> <i>Brokerage fees</i> <i>Advertising</i>	<b>Fixed pricing</b> <i>List price</i> <i>Product feature dependent</i> <i>Customer segment dependent</i> <i>Volume dependent</i>	<b>Dynamic pricing</b> <i>Negotiation (bargaining)</i> <i>Yield management</i> <i>Real-time market</i>
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