Tool: Business Model Canvas

Loosely based on Alex Osterwalder - Business model generation and Steve Blank - How to build a start-up course: Technical companies tend to start canvas at value proposition/Market companies tend to start at customer segments

# 1. Customer Segment (Product-Market Fit)

* Customer Demographics
  + Age/sex/finances/etc…
  + Industry/size/department/etc…
* Customer Context
  + User/influencer/decision maker/etc…
* **Customer Archetypes** 
  + **Personas of customer – could be automated from demographics/context section**
* Tool Features (Surveys/communication/etc…)

# 2. Value Proposition (Product-Market Fit)

* Pains (What problems does the product/service solve?)
* Gains (What benefits does the product/service provide?)
* Features (How do the features of the product/service provide value described above?)
* Competitors (What are your advantages over competitors?)
  + Unfair Advantage
* Product (What is the whole product?)
* Elevator Pitch
* **Tool Features** (Share)

# 3. Customer Relationships

* Virtual/Physical (How do customers find you?)
  + Online/Mobile
* Get (How do you find customers?)
  + Paid
    - PR/advertising/trade shows/webinars/email/search engines/Sales team
  + Free
    - Publications/conferences/blogging/social media/word of mouth
* Keep (How do you maintain customers?)
  + Personal Assistance/Dedicated Personal Assistance/Self Service/Automated Services/Communities/Co-creation
* Grow (How do you sell more to existing customers?)
  + Improved features/new features
* **Lifetime value vs. Acquisition cost: dedicated tool**

# 4. Distribution Channels (Product-Channel Fit)

* Digital/Physical (How do you sell to your customers?)
* Digital
  + Website/ecommerce/app platform store/social commerce/flash sales
* Physical
  + OEM/value-added reseller/direct sales/re-distributors
* **Tool Features (Channel economics)**

# 5. Revenue Model

* Market Type (What is your market?)
  + Mass Market/Niche Market/Segmented Market/Multi-Sided Market
* Total Available Market (How big is the whole market?)
* Total Serviceable Market (How big is your target market?)
* Strategy
  + Structure (Cost driven/Value driven)
  + Revenue streams (Asset sale/usage fee/subscription /renting/licensing/advertising)
* Pricing (Prototype/MVP/Start-up/Scale-up)
  + Fixed
  + Variable
* **Tool features - Unit Economics**

# 6. Key Partners

* Sector
  + Industry/Academia/Government
* Relationship
  + Strategic alliance/joint venture/traffic partners/Co-opetition/joint business development/Suppliers (outsource-direct)/Financial support
* Resource
  + Time to market/broader product offering/capital/unique know-how/access to new markets

# 7. Resources (Product-Network Fit)

* Financial
  + Friends/Family/Crowdfunding/Venture Capital/Corporate Partners/Government Grants (Financing Credit)
  + Venture Capital/Corporate Partners/Government Grants/Bank Loans (lease-line)/Factoring/Vendor Financing (Operating Credit)
* Human
  + Mentors: Advance personal success
  + Advisors/Consultants: Advance company success
  + Employees: Create success
* Intellectual
  + Trademarks
  + Copyright
  + Trade-secrets
  + Contracts
  + Patents
  + Prototype
* **Tool Features – Human resources network/Graduate skills network**

# 8. Key Activities (Product-Model Fit)

* Product/Service Development
* Raising Capital
* Team Building
* Channel Development
* Customer Acquisition

# 9. Costs

* Fixed Costs
* Variable Costs
* Funding Requirements
* **Tool features - Unit Economics (Potentially with NumberKrunch)**

# 10. MetaSWOT

* Questions on overall business model
* Hypothesis Testing