

Guia para criação do Business Model Canvas

Esse modelo é baseado no livro Business Model Generation e outros autores



Antes de começar a editar faça
um cópia para o seu drive.

Para que serve um Business Model Canvas

O Business Model Canvas reúne os fatores-chaves de um negócio. Ele é uma peça fundamental para olhar o seu negócio de cima e ter um entendimento do funcionamento da sua startup.

Algumas vantagens o tornam a opção ideal para organizar sua startup.

Foco: todos os pontos estratégicos sobre sua organização estão reunidos aqui. É neles que você deve focar e validar.

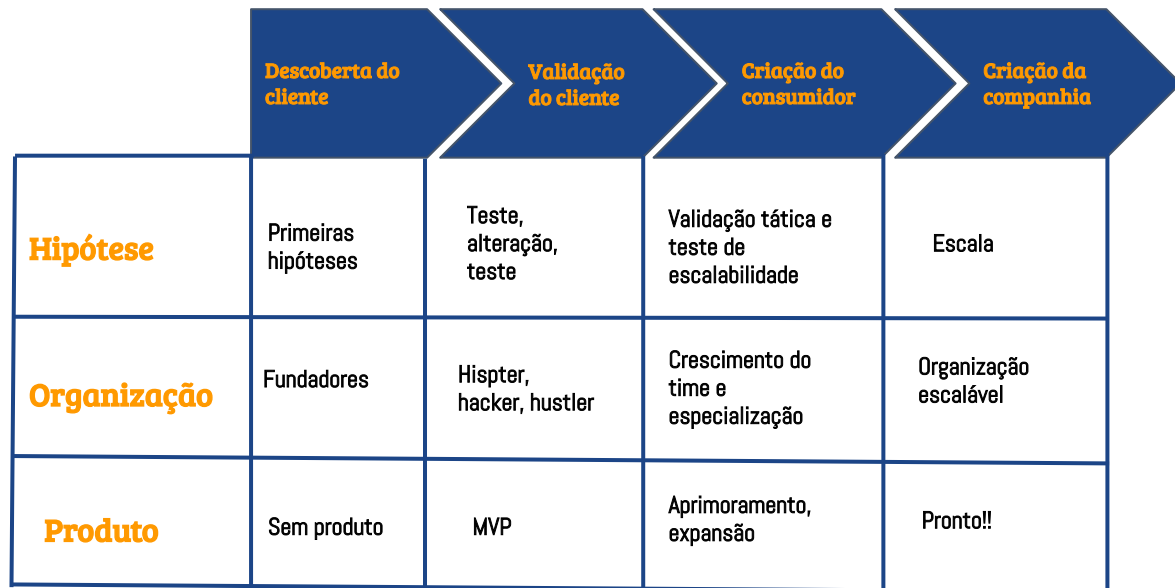
Flexibilidade: através do Business Model Canvas é fácil validar e alterar rapidamente o que precisa ser revisto.

Quando usar um Business Model Canvas?

O Business Model Canvas é ideal para organizações que estão procurando o um modelo de negócios repetível e escalável. Dividimos aqui a busca pelo modelo de negócios em 4 fases.

Uma vez que todas as etapas estiverem validadas, ele não é mais necessário.

Fases de uma startup

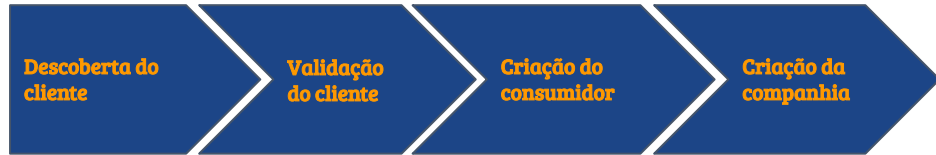


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Fases de uma startup



Aqui você concentra suas ideias de como o negócio vai ser e tenta validá-las

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Fases de uma startup



Nesse ponto você já transformou as primeiras hipóteses em produto e está tentando atingir o product market fit

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Fases de uma startup



Sua startup está mais madura, mas você precisa transformar tudo que foi validado em uma estratégia de vendas escalável e ser cada vez mais inovador na hora de atrair, converter e reter para ganhar tração.

Quando usar um Business Model Canvas?

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Fases de uma startup




Você precisa estruturar processos, modelos de lideranças, gestão de times e uma cultura intraempreendedora dentro da sua empresa que vai te permitir ganhar escala.

Todo Business Model Canvas contém:

- Parceiros-chave (key partners)
- Atividades-chave (key activities)
- Recursos-chave (Key resources)
- Custo da estrutura (Cost structure)
- Fontes de receita (Revenue streams)
- Canais (Channels)
- Proposta de valor (Value Propositions)
- Relacionamento com o consumidor (Cust. relationship)
- Segmentos de consumidores (cust. segments)

Todo Business Model Canvas contém:

Vamos explicar cada um desses pontos daqui a pouco

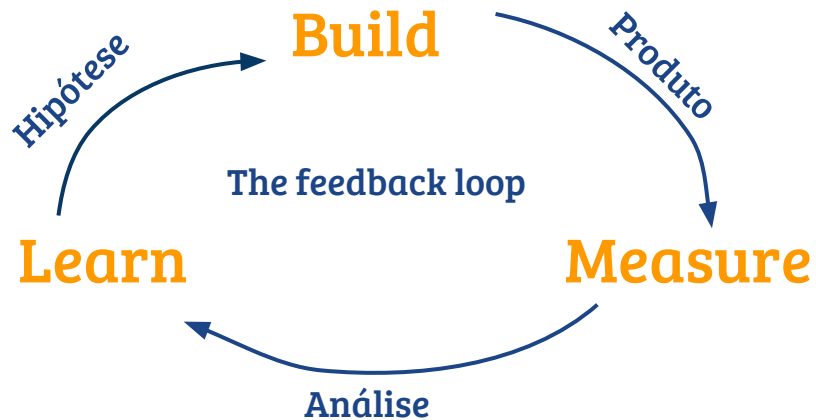


- Parceiros-chave (key partners)
- Atividades-chave (key activities)
- Recursos-chave (Key resources)
- Custo da estrutura (Cost structure)
- Fontes de receita (Revenue streams)
- Canais (Channels)
- Proposta de valor (Value Propositions)
- Relacionamento com o consumidor (Cust. relationship)
- Segmentos de consumidores (cust. segments)

Não se esqueça, você está criando uma hipótese

O que você está colocando no Business Model Canvas é uma suposição, um planejamento.

Quase nenhum plano sobrevive ao primeiro contato com o consumidor. Isso pode parecer desanimador, mas tente ver cada alteração que acontece ao longo do tempo como um vitória que te coloca um passo mais perto de encontrar **o modelo de negócios ideal**.



**“In preparing for battle, I have
always found that plans are
useless but planning is
indispensable”**

Dwight D. Eisenhower

Como começar seu business model canvas?

Se é a primeira vez que você está montando um canvas, nossa sugestão é que você trabalhe com post its e o canvas impresso.

Para quem já tem experiência sugerimos a versão on-line para acompanhamento e pequenas alterações.

O Canvas pode ser usado em diversas fases da startup e o mais importante é você ter sempre em mente que **ELE VAI MUDAR AO LONGO DO TEMPO.**

Conheça o business model Canvas

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?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

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?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Community
Co-creation

Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Customized
Multi-Sided Platform

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

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?

CHANNEL PHASES
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
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?

IS YOUR BUSINESS MORE:
Cost Driven (lowest cost structure, low price value propositions, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value propositions)

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 revenues?

TYPES	FIXED PRICING	DYNAMIC PRICING
Asset sale	Unit price	Dependence on packaging
Usage fee	Product feature dependent	Field Management
Subscription Plans	Customer segment dependent	Real-time Market
Lending/Renting/leasing	dependent	
Licensing	volume dependent	
Franchise fees		
Advertising		

Key Partners



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MOTIVATIONS FOR PARTNERSHIPS
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Key Activities



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CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



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How do we provide post-purchase customer support?

A área em azul é derivada de tudo que tem relação com seus consumidores

Cost Structure



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Which Key Activities are most expensive?

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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 revenues?

TYPES
Asset sale
Usage fee
Subscription Plans
Licensing/licensing/leasing
Licensing
Franchise fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation/Bargaining
Yield Management
Real-time Market

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?

NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Novelty
Performance
Customization
"Getting the job done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/usability

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?

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
Customized
Multi-sided Platform

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Channels



What Channels do our Customer Segments

expect us to use?
Which ones do we currently use?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

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

Aqui você se
questiona “Quem eu
preciso alcançar e
atender? Quem são
meus clientes/
usuários?”

(Idade, sexo,
preferências, etc)

Cost Structure



What are the most important costs inherent in our business model?
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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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Brokerage fees
Advertising

PRICE MECHANISMS
List Price
Product feature dependent
Customer segment dependent
Volume dependent

REVENUE STREAMS
Registration (signaling)
Field management
Real-time Market

Key Partners



Who are our key partners?
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Which Key Activities do partners perform?

NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Newness
Performance
Customization
"Getting the job done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



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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

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Channels



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5. After sales
How do we provide post-purchase customer support?

Qual tipo de relacionamento que o meu cliente deseja ter com o meu negócio?

(e-mail, telefone, whatsapp, pessoal, etc)

Cost Structure



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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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Brokerage fees
Advertising

PRICE MODELS
List Price
Product feature dependent
Customer segment dependent
Volume dependent

REVENUE PHASES
Registration/Sign-up/Sign-in
First Management
Real-time Market

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?

NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of price and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Novelty
Performance
Customization
"Getting the job done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
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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

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Channels



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5. After sales
How do we provide post-purchase customer support?

Quais canais usar
para alcançar meus
clientes/usuários da
melhor forma?

Cost Structure



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Which Key Resources are most expensive?
Which Key Activities are most expensive?

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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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Brokerage fees
Advertising

PRICE MECHANISMS
List Price
Product feature dependent
Customer segment dependent
Volume dependent

REVENUE STREAMS
Recurring Revenue
Fixed Management
Real-time Market

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?

NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

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?

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

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?

CATEGORIES
Human
Financial
Physical
Intellectual
Channel

A proposta de valor é pensar como você resolve o problema do seu consumidor. Quais problemas que o meu negócio ajuda resolver? O que vou oferecer a meu cliente?

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?

IS YOUR BUSINESS MORE
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Value Driven (focused on value creation, premium value propositions)

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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Patre
Licensing/Wholesale fees
Advertising

FIXED PRICES
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICES
Negotiation/Bargaining
Fixed Management
Real-time Market



Key Partners



Who are our key suppliers?
Which Key Resources are we acquiring from partners?
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NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



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

CATEGORIES
Production
Problem Solving
Infrastructure

Key Resources



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Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Value Propositions



Proposta 1
Proposta 2
Proposta 3

Customer Relationships



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EXAMPLES

Personal assistance
Dedicated Personal Assistance
Self-Service
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Communities
Co-creation

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?

CHANNEL 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?

Customer Segments



Segmento 1
Segmento 2
Segmento 3

É possível ter mais de um segmento conectado a uma ou mais propostas de valor.

Mas todo segmento precisa ter uma proposta de valor.

Cost Structure



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IS YOUR BUSINESS MORE

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Value Driven (focused on value creation, premium value propositions)

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?
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How much does each Revenue Stream contribute to overall revenues?

TYPES

Asset sale
Usage fee
Subscription/Fee
Licensing/Leasing/leasing
Licensing
Franchise fees
Advertising

FIXED REVENUE

Lump sum
Product feature dependent
Customer segment dependent
Volume dependent

RECURRING REVENUE

Recurring revenue
Subscription (SaaS)
Fixed Management
Real-time Market

Key Partners



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INSTRUCTIONS FOR PARTNERSHIPS

Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



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

CATEGORIES

Production
Problem Solving
Platform/Network

Key Resources



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Value Propositions



Proposta 1
Proposta 2
Proposta 3

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Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels



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

Customer Segments



Segmento 1
Segmento 2
Segmento 3

Cost Structure

What are the most important costs?
Which Key Resources are most costly?
Which Key Activities are most costly?

IS YOUR BUSINESS MORE?

Cost-Driven (廉價) or
Value-Driven (價值) or
Both?

SAMPLE CHARACTERISTICS

Fixed Costs (salaries, rent, etc.)
Variable costs
Economies of scale
Economies of scope

Aqui o objetivo é saber quanto seus clientes estão dispostos a pagar pelo produto/serviço, qual a forma de pagamento? Sempre pensando em cada segmento e proposta de valor.

Revenue Streams

For what value and our customers really willing to pay?

Receita 1
Receita 2
Receita 3

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?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
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
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

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?

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
Customized
Multi-Sided Platform

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Aqui observamos o lado operacional do seu modelo de negócio.

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?

QUESTIONS
1. **Reachability**
How do we make ourselves about our company's products and services?
2. **Evaluation**
How do we help customers evaluate our organization's Value Proposition?
3. **Purchase**
How do we allow customers to purchase specific products and services?
4. **Delivery**
How do we deliver a Value Proposition to customers?
5. **After sales**
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?

IS YOUR BUSINESS MODEL
Cost Driven (lowest cost structure, low price value propositions, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value propositions)

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 revenues?

TYPES	FIXED PRICING	DYNAMIC PRICING
Asset sale	Unit price	Negotiation/Bargaining
Usage fee	Product feature dependent	Yield Management
Subscription Plans	Customer segment dependent	Real-time Market
Lending/Renting/leasing	dependent	
Licensing	volume dependent	
Franchise fees		
Advertising		

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?

NOTIFICATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risks and uncertainty
Acquisition of particular resources and activities

Key Activities



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

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



Proposta 1
Proposta 2
Proposta 3

Customer Relationships



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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



Segmento 1
Segmento 2
Segmento 3

Key Resources



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

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
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How do we provide post-purchase customer support?

O que preciso fazer
para que opere com
eficiência? Quais
atividades precisam
ser feitas para o
negócio funcionar?

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?

IS YOUR BUSINESS MORE
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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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Franchising fees
Advertising

FIXED PRICES
List Price
Product feature dependent
Customer segment
dependent
Volume dependent

DYNAMIC PRICES
Negotiation/Bargaining
Pricing Management
Real-time Market



Key Partners



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NOTATIONS FOR PARTNERSHIPS
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Key Activities



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

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



Proposta 1
Proposta 2
Proposta 3

Customer Relationships



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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



Segmento 1
Segmento 2
Segmento 3

Key Resources



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

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How do we provide post-purchase customer support?

Quais recursos
preciso ter para que o
negócio funcione?
Site? Atendentes?

Cost Structure

What are the most important costs in our current business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (lowest cost structure, low price value propositions, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value propositions)

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 revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Challenge fees
Advertising

FIXED PRICES
List Price
Product feature dependent
Customer segment
dependent
Volume dependent

DYNAMIC PRICES
Negotiation/Bargaining
Pricing Management
Real-time Market



Key Partners



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Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



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Proposta 2
Proposta 3

Customer Relationships



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Which ones have we established?
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How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistants
Self Service
Automated Services
Communities
Co-creation

Customer Segments



Segmento 1
Segmento 2
Segmento 3

Key Resources



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Fixed Costs (salaries, rents, utilities)
Variable Costs
Economies of scale
Economies of scope

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Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Challenge fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment
dependent
Volume dependent

DYNAMIC PRICING
Negotiation/Bargaining
Pricing Management
Real-time Market

Quem poderá ser um
parceiro? Bom
fornecedor?

Sempre comparando
com as atividades
chaves.

Key Partners



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Which Key Activities do partners perform?

EXAMPLES FOR PARTNERSHIPS
Optimization and economy
Reduction of risks and uncertainty
Acquisition of particular resources and activities

Key Activities



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

CATEGORIES
Production
Problem Solving
Platform/Network

Key Resources



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Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
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Value Propositions



Proposta 1
Proposta 2
Proposta 3

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Personal assistance
Dedicated Personal Assistance
Self Service
Automated Services
Communities
Co-creation

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Quais os custos que
irei ter com a parte
operacional para
colocá-lo no ar?

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?

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Value Driven (focused on value creation, premium value propositions)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams



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How much does each Revenue Stream contribute to overall revenues?

TYPES
Asset sale
Usage fee
Subscription/Plan
Licensing/Leasing/leasing
Licensing
Challenge fees
Advertising

FIXED PRICES
List Price
Product feature dependent
Customer segment
dependent
Volume dependent

HYBRID PRICES
Negotiable (bargaining)
Fixed Management
Real-time Market

Mãos à obra!

Agora que você entendeu o conceito do Business Model Canvas, chegou a hora de colocar em prática!

Pegue um modelo de canvas (tem vários na internet) e comece a esboçar suas ideias. Lembre-se: é um exercício e estudo constante dos elementos, então não tenha medo de errar e teste!

Sobre nós

A Associação Brasileira de Startups existe para construir o ambiente ideal para startups transformarem o país. Nós inspiramos, capacitamos, conectamos e representamos as startups porque acreditamos no seu poder de inovação como motor de transformação para o país.



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