#### Big, Hairy Audacious **Key Activities** Value Proposition Customer Problems or **Customer Segments** (Core Competency) Opportunities Goal Describe the solution to the customer's Segments of the market you are providing value to your in What actions does your business problem, or describe the way the customer This is part of the business's Which of your customer's pains take on a day-to-day basis to gains with you. the business. brand promise. What goal are do you solve, or which gains to deliver your value proposition? you striving to meet? you provide to your customers? Also, how is your solution better or different You can segment based on a Can be different for each from others in the marketplace? What is We are the best in the world at different channel to reach that Why does your business segment. your unique selling proposition? part of the market or a different exist? What purpose, cause or problem that you solve for that belief inspires you to start it? segment. What specific attributes of your customers define the boundaries between the segments? Channels to **Key Partners Key Resources** (Assets) **Reach Markets** What third-parties are key to ongoing delivery of your value This could be IP, proprietary What marketing or sales efforts processes, human capital, or proposition? does your business make to physical assets key to the reach your customer segments? business. What assets does your business manage and grow as it expands?

# Capitalization

How will the startup finance itself initially?

What will those funders expect (return on capital? metrics for social impact?)

## Cost Structure

What are the initial product development costs? What are the fixed costs of ongoing operations? What are the variable costs?

### Revenue Streams

For each revenue stream, describe the process of closing a sale and acquiring revenue from your customers. How much is each sale? What is the length of the sales cycle? If "lifetime value" of a customer is important, what is the lifetime value?

### Social Good

What social objectives will the business measure itself against? (May line up with funders). What are the non-financial bottom lines?

# **Product & Delivery**