

## PROTOTYPE DEVELOPMENT II SESSION X

# FINANCE & PERCEPTUAL MAP

# Learning Objectives

**LO 1 :** Design physical / visual representation and constructive breakthrough of business ideas

## Subtopics

- Revenue Streams
- Cost Structure
- Perceptual Maps

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# Revenue Streams

# Revenue Streams

The Revenue Streams Building Block represents **the cash a company generates** from each Customer Segment



# Types of Revenue Streams

**Transaction revenues** resulting from one-time customer payments

**Recurring revenues** resulting from ongoing payments to either deliver a Value Proposition to customers or provide post-purchase customer support

## Several Ways to Generate Revenue Streams

Asset sale

Usage fee

Subscription  
fee

Lending /  
Renting /  
Leasing

Licensing

Brokerage fee

Advertising

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# Cost Structure



# Cost Structure

The Cost Structure describes **all costs incurred** to operate a business model



# Classes of Business Model Cost Structure

## Cost-Driven

- focus on minimizing costs wherever possible
- e.g.: Citilink

## Value-Driven

- focus on value creation
- e.g.: Garuda Indonesia

## Cost Structure Characteristics

Fixed  
Costs

Variable  
Costs

Economies  
of Scale

Economies  
of Scope

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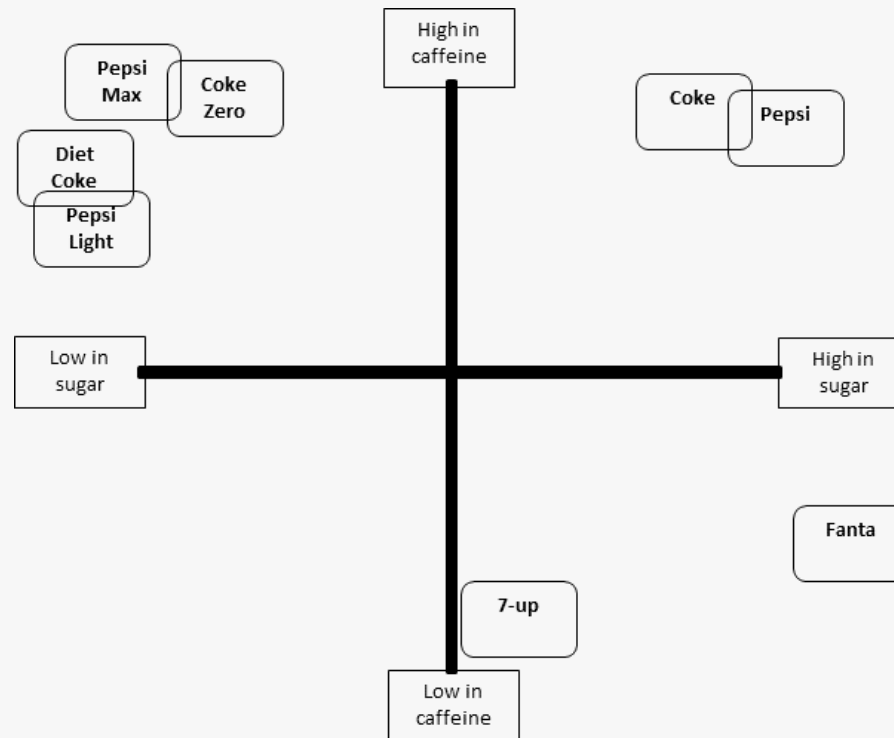
# Perceptual Map

## Perceptual Map

A perceptual map is the **visual technique** designed to show how the average target market consumer understands the **positioning of the competing products** in the marketplace

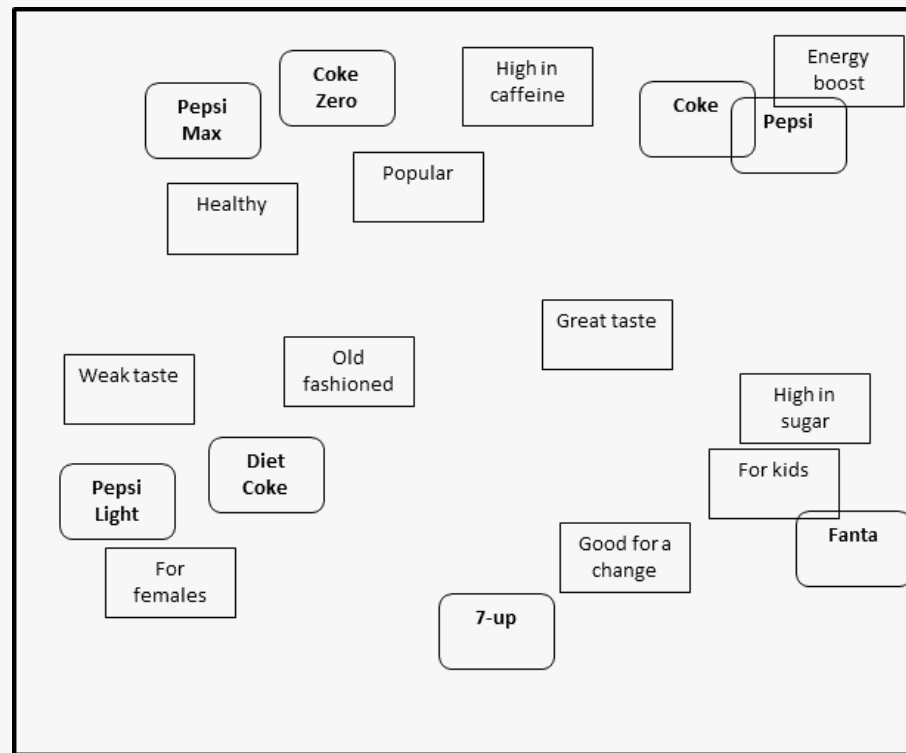
# Main Types of Perceptual Map

## 1. Using two determinants attributes



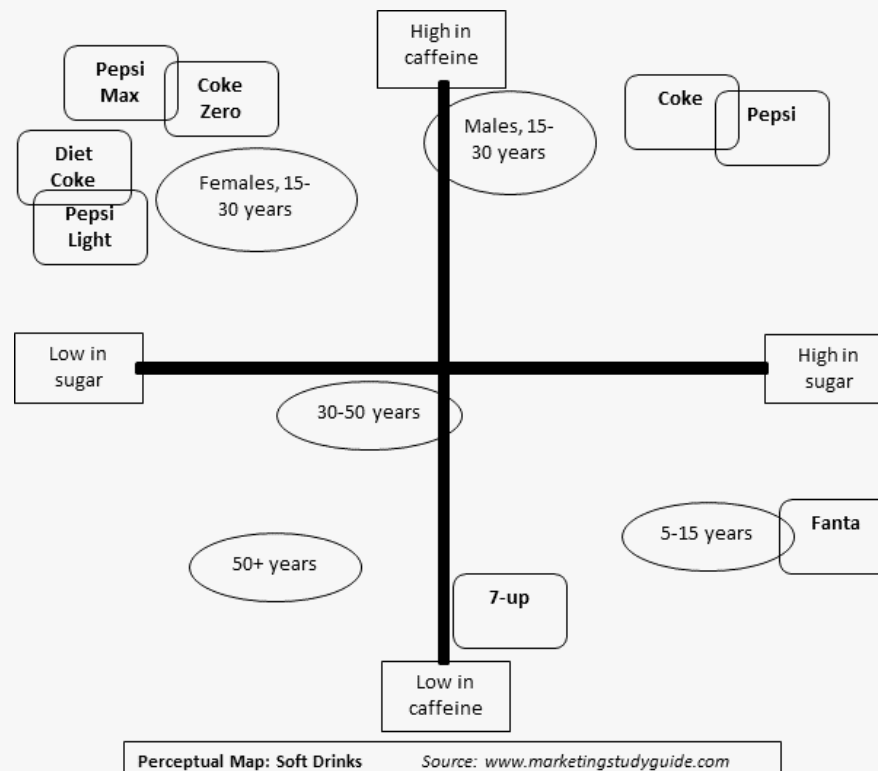
# Main Types of Perceptual Map

## 2. Using many product attributes



# Main Types of Perceptual Map

## 3. Joint Perceptual Maps





## Why Perceptual Map?

- We get a true understanding of **how our brand is perceived** in the marketplace
- We can track how **the perception of our brand is evolving over time**, with new products and campaigns
- We can track the **perception of competitor products** and measure the impact of their marketing strategies

## Why Perceptual Map?

- We can identify **positioning preferences** (i.e ideal combination of product attributes) for different market segments
- We can identify **possible gaps and opportunities** for new products
- We can identify possible opportunities for **repositioning our brand**

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# **Student Activities**

## Student Activities

- **Coaching session:** Students discuss about the financial and positioning part of their business

# Session 13 Preparation

## Session 13 Preparation

- Learn Infographic
- Create business infographic draft, consists of:
  - Value Proposition Canvas
  - Problem and Solutions
  - Products / Services
  - Products / Services Function
  - Products / Services Features
  - Key Resources
  - Cost Structure
  - Competitive advantages compared to competitors
  - Key Partnership
- The final version of the infographic will be submitted max. 1 week after session 13
- The Infographic score will be Assignment III: **40% of the assignment score**

## References

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. John Wiley & Sons

<https://www.segmentationstudyguide.com/understanding-perceptual-maps/perceptual-maps/>

<https://www.youtube.com/watch?v=xJUrBylld7I>