

Business Model Canvas

Designed for:

Startup Name

Designed by:

Name1, Name2, ...

Date:

DD/MM/YYYY

Version:

X.Y

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

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

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?

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?

Customer Segments

For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform

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 (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), 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 Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising
FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent
DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market

Infrastructure

- **Key activities:** The most important activities in executing a company's value proposition. An example for Bic, the pen manufacturer, would be creating an efficient supply chain to drive down costs.
- **Key resources:** The resources that are necessary to create value for the customer. They are considered assets to a company that are needed to sustain and support the business. These resources could be human, financial, physical and intellectual.
- **Partner network:** In order to optimize operations and reduce risks of a business model, organizations usually cultivate buyer-supplier relationships so they can focus on their core activity. Complementary business alliances also can be considered through joint ventures or strategic alliances between competitors or non-competitors.

Offering

- Value propositions: The collection of products and services a business offers to meet the needs of its customers. According to Osterwalder,[6] a company's value proposition is what distinguishes it from its competitors. The value proposition provides value through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.
- The value propositions may be:
 - Quantitative – price and efficiency
 - Qualitative – overall customer experience and outcome

Customers

- Customer segments: To build an effective business model, a company must identify which customers it tries to serve. Various sets of customers can be segmented based on their different needs and attributes to ensure appropriate implementation of corporate strategy to meet the characteristics of selected groups of clients.

Customers

The different types of customer segments include:

- Mass market: There is no specific segmentation for a company that follows the mass market element as the organization displays a wide view of potential clients: e.g. car.
- Niche market: Customer segmentation based on specialized needs and characteristics of its clients: e.g. Rolex.
- Segmented: A company applies additional segmentation within existing customer segment. In the segmented situation, the business may further distinguish its clients based on gender, age, and/or income.
- Diversify: A business serves multiple customer segments with different needs and characteristics.
- Multi-sided platform/market: For a smooth day-to-day business operation, some companies will serve mutually dependent customer segments. A credit card company will provide services to credit card holders while simultaneously assisting merchants who accept those credit cards.

Channels

- A company can deliver its value proposition to its targeted customers through different channels. Effective channels will distribute a company's value proposition in ways that are fast, efficient and cost-effective. An organization can reach its clients through its own channels (store front), partner channels (major distributors), or a combination of both.

Customer Relationships

- To ensure the survival and success of any businesses, companies must identify the type of relationship they want to create with their customer segments. That element should address three critical steps of a customer's relationship: How the business will get new customers, how the business will keep customers purchasing or using its services and how the business will grow its revenue from its current customers.

Customer Relationships

- Personal assistance: Assistance in a form of employee-customer interaction. Such assistance is performed during sales and/or after sales.
- Dedicated personal assistance: The most intimate and hands-on personal assistance in which a sales representative is assigned to handle all the needs and questions of a special set of clients.
- Self service: The type of relationship that translates from the indirect interaction between the company and the clients. Here, an organization provides the tools needed for the customers to serve themselves easily and effectively.
- Automated services: A system similar to self-service but more personalized as it has the ability to identify individual customers and their preferences. An example of this would be Amazon.com making book suggestions based on the characteristics of previous book purchases.
- Communities: Creating a community allows for direct interactions among different clients and the company. The community platform produces a scenario where knowledge can be shared and problems are solved between different clients.
- Co-creation: A personal relationship is created through the customer's direct input to the final outcome of the company's products/services.

Cost Structure

- Cost structure: This describes the most important monetary consequences while operating under different business models.
- Classes of business structures:
 - Cost-driven – This business model focuses on minimizing all costs and having no frills: e.g. low-cost airlines.
 - Value-driven – Less concerned with cost, this business model focuses on creating value for products and services: e.g. Louis Vuitton, Rolex.
- Characteristics of cost structures:
 - Fixed costs – Costs are unchanged across different applications: e.g. salary, rent.
 - Variable costs – Costs vary depending on the amount of production of goods or services: e.g. music festivals.
 - Economies of scale – Costs go down as the amount of goods are ordered or produced.
 - Economies of scope – Costs go down due to incorporating other businesses which have a direct relation to the original product.

Revenue Stream

- The way a company makes income from each customer segment.
Several ways to generate a revenue stream:
Asset sale – (the most common type) Selling ownership rights to a physical good: e.g. retail corporations.
 - Usage fee – Money generated from the use of a particular service: e.g. UPS.
 - Subscription fees – Revenue generated by selling access to a continuous service: e.g. Netflix.
 - Lending/leasing/renting – Giving exclusive right to an asset for a particular period of time: e.g. leasing a car.
 - Licensing – Revenue generated from charging for the use of a protected intellectual property.
 - Brokerage fees – Revenue generated from an intermediate service between 2 parties: e.g. broker selling a house for commission.
 - Advertising – Revenue generated from charging fees for product advertising.

Kanvas İş Modeli

Kim için hazırlandı:

Tasarlayan:

gün	ay	yıl
Tarih:		
No.		
Versiyon:		

Kilit Ortaklar



Kilit Ortaklarımız kimler?
Kilit Tedarikçilerimiz kimler?
Hangi Kilit Kaynakları ortaklarımızdan alıyoruz?
Hangi Kilit Etkinlikleri ortaklarımız gerçekleştiriyor?

ORTAKLIK İÇİN SEBEPLER:
Optimizasyon ve tasarruf
Risk ve belirsizliğin azaltılması
Belirli kaynak ve etkinliklerin elde edilmesi

Kilit Etkinlikler



Değer Önerilerimiz hangi Kilit Etkinliklere ihtiyaç duyuyor?
Dağıtım kanalları?
Müşteri ilişkileri?
Gelir akışları?

SINIFLANDIRMA:
Üretim
Satış
Ağırlama

Değer Önerileri



Müşteriyi sağladığımız değerler nelerdir?
Müşterimizin hangi sorunlarını çözmeye yardımcı oluyoruz?
Her müşteri kesitine hangi ürün ve hizmet demetlerini sunuyoruz?
Hangi müşteri ihtiyaçlarını karşılıyoruz?

ÖZELLİKLER:
Yenilik
Performans
Özellikle
İş güvenliği
Tasarruf
Marka/Forum
Fiyat
Müşteri desteği
Risk azaltma
Uygunluk
Kullanım kolaylığı

Müşteri İlişkileri



Müşteri kesitleri bızden onlarla ne türlü bir ilişki kurmamızı ve sürdürmemizi bekliyor?
Bu ilişkilerden hangilerini kurduk?
İlişkiler, İş Modelimizin genî kalan kısımları ile ne kadar uyumlu?
Ne kadar maliyetlidir?

ÖRNEKLER:
Kısmi Yardım
Kısmi Ürün Yardım
Defter servisi
Özellikle
Talepler
Ortalama

Müşteri Kesitleri



Kimler için değer yaratıyoruz?
En önemli müşterilerimiz kimlerdir?

Kitle pazarlar
Niche pazarlar
Küçük işletmeler
Özellikle
Çok yönlü platform

Kilit Kaynaklar



Değer Önerimiz hangi Kilit Kaynaklara ihtiyaç duyuyor?
Dağıtım Kanalları? Müşteri ilişkilerimiz?
Gelir Akışlarımız?

KAYNAK ÇEŞİTLİLİĞİ:
Fiziksel
Dijital (Entelektüel – marka, patent, vs.)
İnsan
Finansal

Kanallar



Onlara şimdi nasıl ulaşıyoruz?
Kanallarımız ne kadar uyumlu?
Hangileri en iyi işliyor?
Hangileri en maliyet-etkin (ekonomik)?
Kanallarımızı müşteri alışkanlıkları ile nasıl bütünleştiriyoruz?

KANAL AŞAMALARI
1. Farkındalık
Ürün ve hizmetlerimizin farkındalığını nasıl artırıyoruz?
2. Değerlendirme
Değer Önerimizi müşteriler tarafından değerlendirilmesine nasıl yardımcı oluyoruz?
3. Satış
Müşterimizin ürün ve hizmetlerimizi satın almasına nasıl imkan sağlıyoruz?
4. Dağıtım
Müşterilerimize Değer Önerimizi nasıl ulaştırıyoruz?
5. Satış Sonrası
Satış sonrası müşteri hizmetlerimizi nasıl sunuyoruz?

Maliyet Yapısı

İş modelimizin en önemli maliyet noktaları nelerdir?
Temel kaynaklarımızdan en pahalı olanı hangisidir?
Temel etkinliklerimizden en pahalı olanı hangisidir?

İŞİNE DAKİA DOK:
Maliyet ayrıntısı mı? (yılın maliyet yapısı, düşük fiyat değer önerisi, maksimum optimizasyon, yoğun dışarıya yapılmı)
Değer ayrıntısı mı? (değer yaratmaya odaklı, üst düzey değer önerisi)

ÖRNEK ÖZELLİKLER:
Sabit maliyet (maliyet, kira, elektrik, su, vs.)
Değişken maliyetler
Özellikle ekonomiler
Kapsam ekonomileri



Gelir Kaynakları

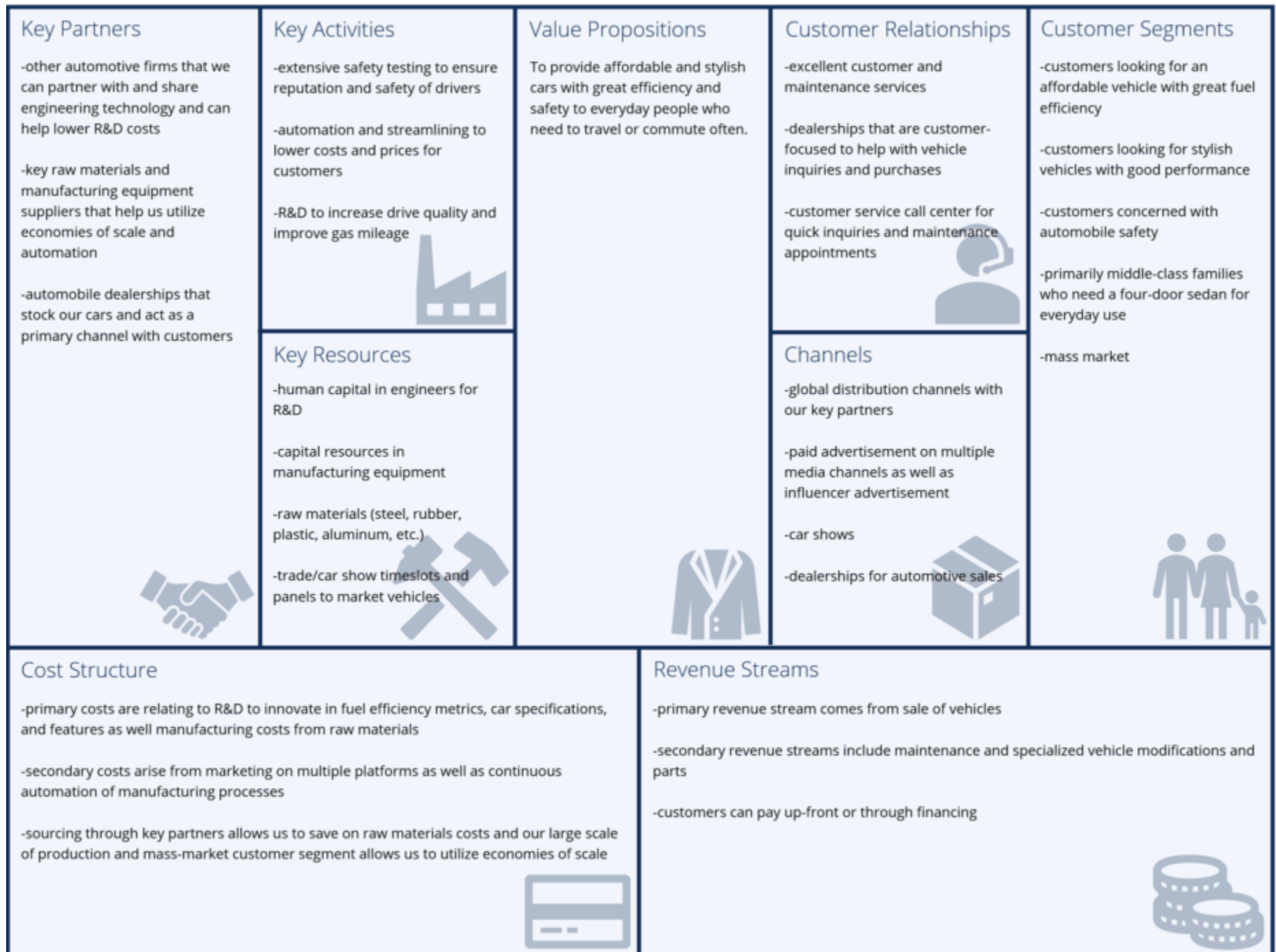
Müşterilerimiz gerçekten hangi değerler için para ödemeyi kabul ediyor?
Şu anda neler için ödeme yapıyorlar?
Şu anda nasıl ödeme yapıyorlar?
Nasıl ödeme yapmayı tercih ederler?
Her Gelir Kaynağının toplam gelire katkısı ne kadardır?




ÇEŞİTLER:
Ürün Satış
Kullanım Ücreti
Yeni Akademi
Ödünç verme / Kiralama / Leasing
Lisanslama
Kampanya
Reklam

SABİT FİYATLANDIRMA
Ürün Fiyatı
Ürün Özelliklerine göre fiyatlandırma
Müşteri Kuvvetine göre fiyatlandırma
Nasıl mıdır?

DİNAMİK FİYATLANDIRMA
Pazarın Gücü
Belirli Yönelim
Gelecek Zamanı Pazar





<h3>Key Partners</h3> <ul style="list-style-type: none"> -shipping companies such as UPS, FedEx, and DHL which provide shipping services for Amazon's fulfillment process to ensure timely arrival of products -major retail companies such as Nike, Best Buy, and Calvin Klein who want to increase their sales by selling on Amazon, consequently increasing Amazon's market presence as well 	<h3>Key Activities</h3> <ul style="list-style-type: none"> -quick fulfillment processes -just-in-time delivery and shipping systems allowing for Amazon Prime to deliver orders within 1-2 days -R&D to streamline and improve efficiency of fulfillment centers and other projects (e.g. Amazon Grab & Go stores) to lower costs  <h3>Key Resources</h3> <ul style="list-style-type: none"> -shipping services -warehouses and fulfillment centers -servers for AWS and cloud services 	<h3>Value Propositions</h3> <p><u>Ecommerce:</u> To provide an online shopping platform that offers and quickly delivers any item, to any person, anywhere, at any time.</p> <p><u>Amazon Web Services:</u> To provide cloud services, infrastructure, and data storage to business clients in an agile, flexible, scalable, and secure form.</p> 	<h3>Customer Relationships</h3> <ul style="list-style-type: none"> -best-in-class fulfillment systems allowing customers to receive their orders within 1-2 days -"customer first" service mindset regardless of customer segment -online/phone communication channels and built-in support channels on Amazon hardware  <h3>Channels</h3> <ul style="list-style-type: none"> -global distribution channels through shipping partners and fully streamlined fulfillment centers -enormous online marketing and advertising platforms -fulfillment for other retailers indirectly advertises Amazon -online/phone customer service 	<h3>Customer Segments</h3> <p><u>Business Clients:</u></p> <ul style="list-style-type: none"> -operate as retailers on Amazon's websites -require cloud services and infrastructure -advertise on Amazon <p><u>Retail Clients:</u></p> <ul style="list-style-type: none"> -purchase products listed on Amazon -purchase Amazon's subscription services (Prime) 
<h3>Cost Structure</h3> <ul style="list-style-type: none"> -cost-optimization strategy -well scaled and efficient fulfillment center and process allows for optimized costs -large investment and fixed costs from expanding Amazon Prime to international markets and building new fulfillment centers – capital investment is a key strategy for Amazon -comparatively lower costs for managing and upkeeping AWS servers -variable costs from stocking products that are 'fulfilled' (sold) by Amazon 		<h3>Revenue Streams</h3> <ul style="list-style-type: none"> -low margin revenue streams from retail ecommerce sales and fulfillment -ecommerce and fulfillment are low-margin due to costs related to warehousing and upkeeping fulfillment centers -high margin revenue streams from AWS, advertising, and subscription services -low upkeep and variable costs allow AWS, advertising, and subscription services to be the primary profit driver for Amazon, despite being a significantly smaller revenue stream 		