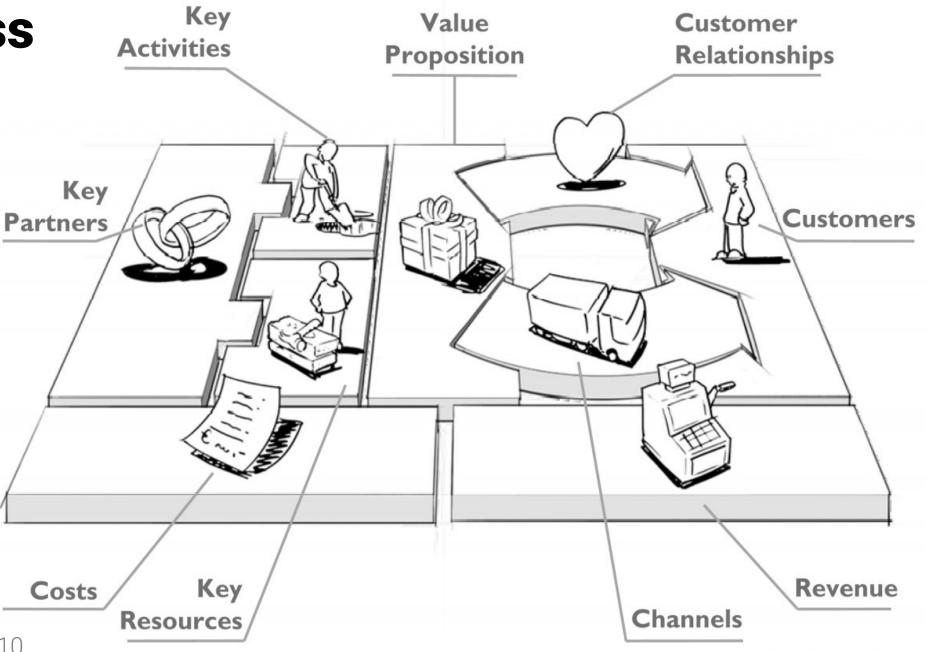


The Business Model Canvas



Osterwalder & Pigneur, 2010

Key Partners	<b>P</b>	Key Activities		Value Proposition		Customer Relationships	$\bigcirc$	Customer Segments	
	-	Key Resources	o d			Channels			
			•						
							-20		
Cost Structure					Revenue Streams				3



## **BUSINESS MODEL CANVAS (TESLA)**

#### **KEY PARTNERS ©**

- OEM Alliances
- Governments
- Leasing companies
- Panasonic (battery development)
- · Manufacturing and purchasing
- Insurance companies
- Charge point partners

#### KEY ACTIVITIES 08

- Reseach and development
- Design
- Electic power technologies
- · Car manufacturing
- Charge point infrastructure

#### KEY RESOURCES \*\*\*

- Electic vehicle technology
- · Battery production
- Employees/skills/ knowledge
- · Engineering and design
- Elon Musk/Brand

#### **VALUE PROPOSITIONS**

- Long-range recharging flexibility
- High-performance and modern design
- · Energy efficiency and cost of ownership
- Autonomous driving capabilities
- · Charge anywhere

#### CUSTOMER RELATIONSHIPS \*\*

- Cutomer service
- Customer intimacy
- Direct to customer
- Customer relationship management
- · Personal assistance

#### **CUSTOMER SEGMENTS** @

- High-net worth individuals
- Green buyers
- Commercial fleet buyers
- · Sports car enthusiasts
- Elon Musk fans
- Corporate executives
- Mid-tier management

#### **CHANNELS**

- Retail stores
- Conferences and events
- PR/Media

- Website

#### COST STRUCTURE &

- Manufacturing infrastructure Employees
- General admin/sales
- R&D costs

- Distribution
- Cost of materials

#### REVENUE STREAMS Int.

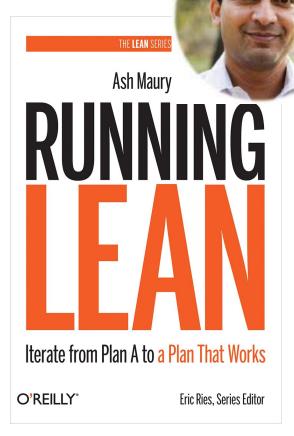
- Automotive sales
- Automotive leasing
- · Energy generation and storage
- Services

## Pros & Cons of the BMC

- + Very intuitive
- + Extremely Easy to Use
- + Gets you into Canvases

- Focuses on Company Structure and somehow loses focus on startup issues such as problem/solution fit.
- Doesn't cope with typical startup tricks such as good metrics and finding a crucial secret recipe.

## The Lean Canvas



#### PROBLEM

List your customer's top 3 problems

#### SOLUTION

Outline a possible solution for each problem

### UNIQUE VALUE PROPOSITION

Single, clear, compelling message that turns an unaware visitor into an interested prospect

#### UNFAIR ADVANTAGE

Something that can not be easily copied or bought

#### CUSTOMER SEGMENTS

List your target customers and users

## KISTING

List how these problems are solved today

#### **KEY METRICS**

List the key numbers that tell you how your business is doing

#### HIGH-LEVEL CONCEPT

List your X for Y analogy (e.g. YouTube = Flickr for videos)

#### **CHANNELS**

List your path to customers

#### EARLY ADOPTERS

List the characteristics of your ideal customers

#### **COST STRUCTURE**

List your fixed and variable costs

#### REVENUE STREAMS

List your sources of revenue

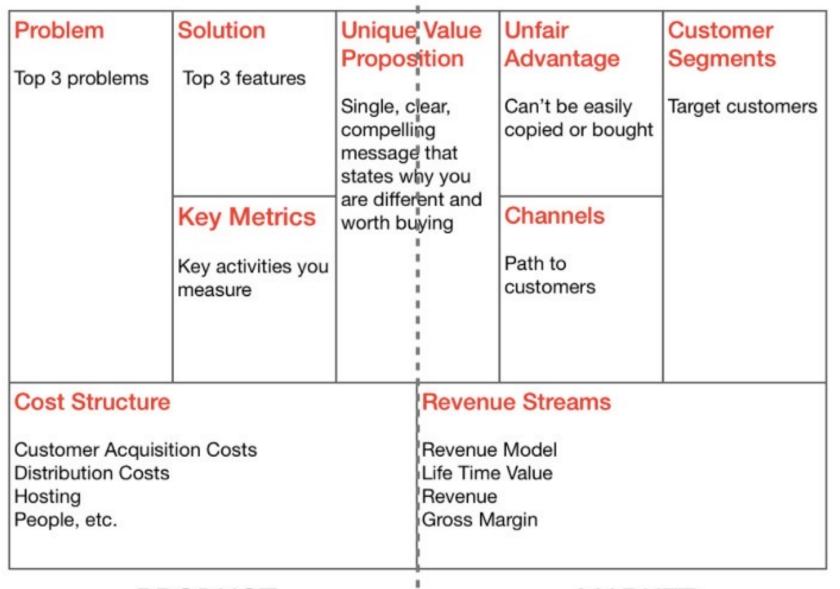
Ash Maurya, 2012

## Pros of the Lean Canvas

- + Maintains BMC Approach and intuitivity
- + Extremely Easy to Use
- + Loses some less crucial elements focusing on startup issues such as problem/solution fit.
- + Copes with typical startup tricks such as good metrics and finding a crucial secret recipe.
- + Helps you focus on iterating quickly in order to find your business model / solution avoiding wastes -> lean

## Approaching the

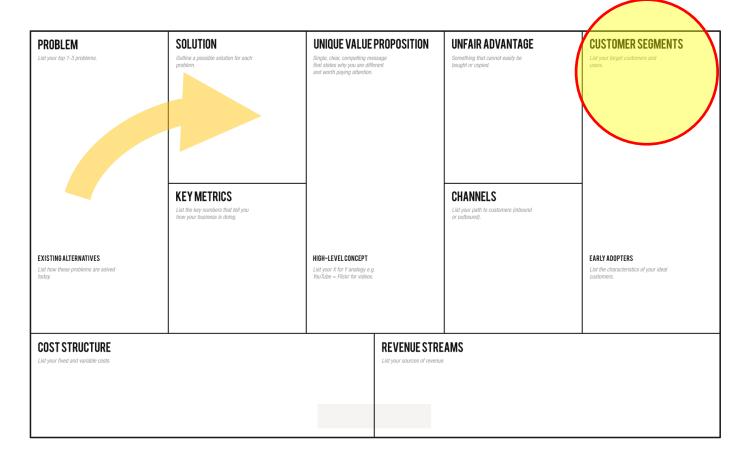
### **Lean Canvas**



**PRODUCT** 

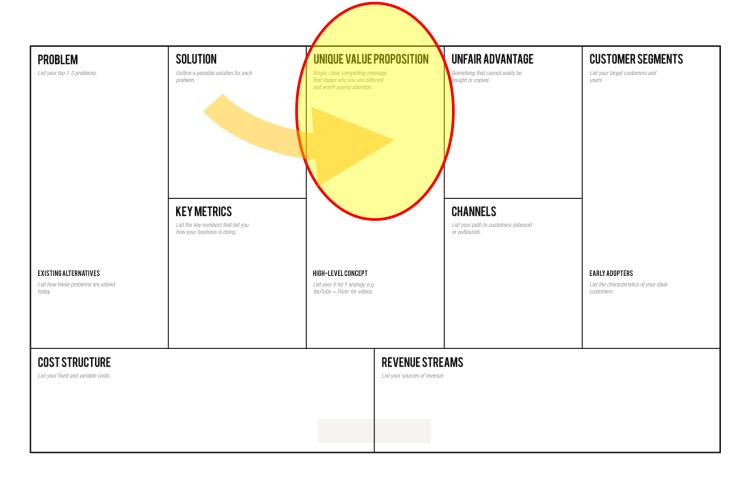
MARKET

## 1. The Problem-Solution Fit



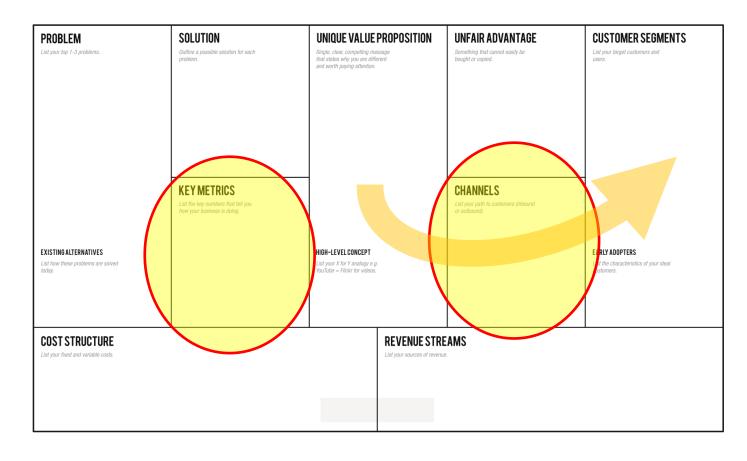
To describe your Problem-Solution Fit you have to tell the User Story, his/her Job to Be Done / Pains / Gains – and how you resolve them. Careful and detailed description of Customer segments, not only in numbers, but in individuals with their lives, works, troubles and tasks, helps to visualize better the problem and the solution.

## 2. The <u>Unique</u> Value Proposition



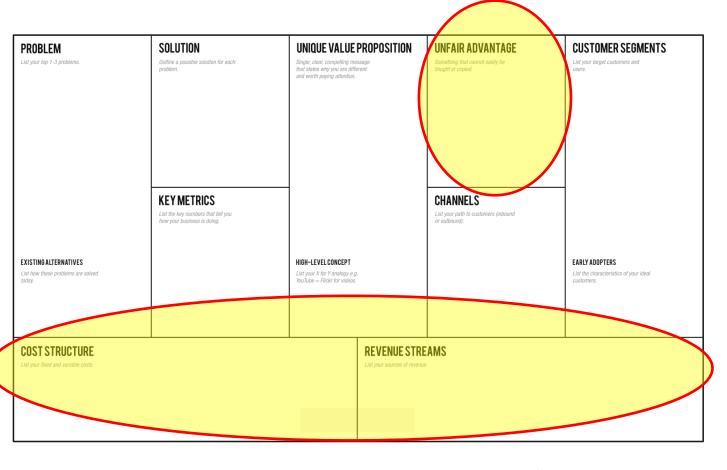
What makes your product/service unique and provides you with the best competitive advantage through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

# 3. Bringing your Product to the Customers



Once you have identified your UVP, now it's time to describe how you plan to bring your value proposition to Customers. Channels must be detailed in a very specific way and must clearly show that you have a reliable and validated plan. Key metrics is how you will understand you're in the right track.

# 4. Economics and how to protect them!



After all, it all boils down to measuring the rate of success of your plan (and we already know that economics are one of the units of measure here) and especially how you plan to protect your business from copycats. Revenue streams must be pinned down with reference to channels and your business strategy – costs need to be carefully identified in order to have also your margin. Last, Unfair Advantage is what keeps you unique and unparalleled.

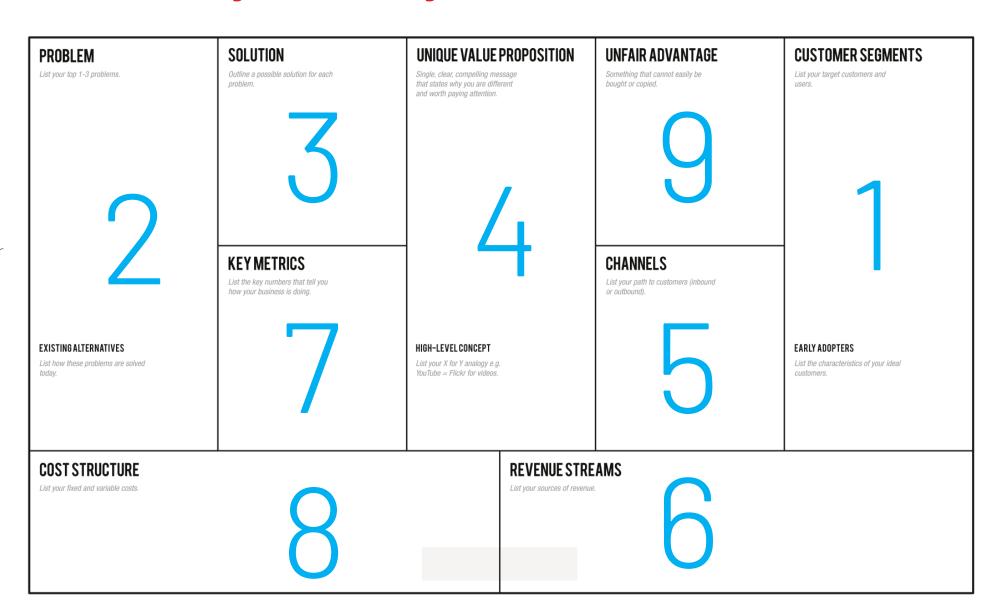
## The Lean Canvas tells your story in a few sentences.

"We focus on people like 1, having a typical problem 2, which we resolved in the way 3.

We pack and provide our solution in 4, reaching our customers via 5 and generating revenues listed in 6.

We keep our eyes on metrics 7 to understand we're on the right track. Our costs are 8, which brings to our 6-8 margin.

Our secret recipe is 9."



## The Lean Canvas tells your (slightly longer) story in a few sentences.

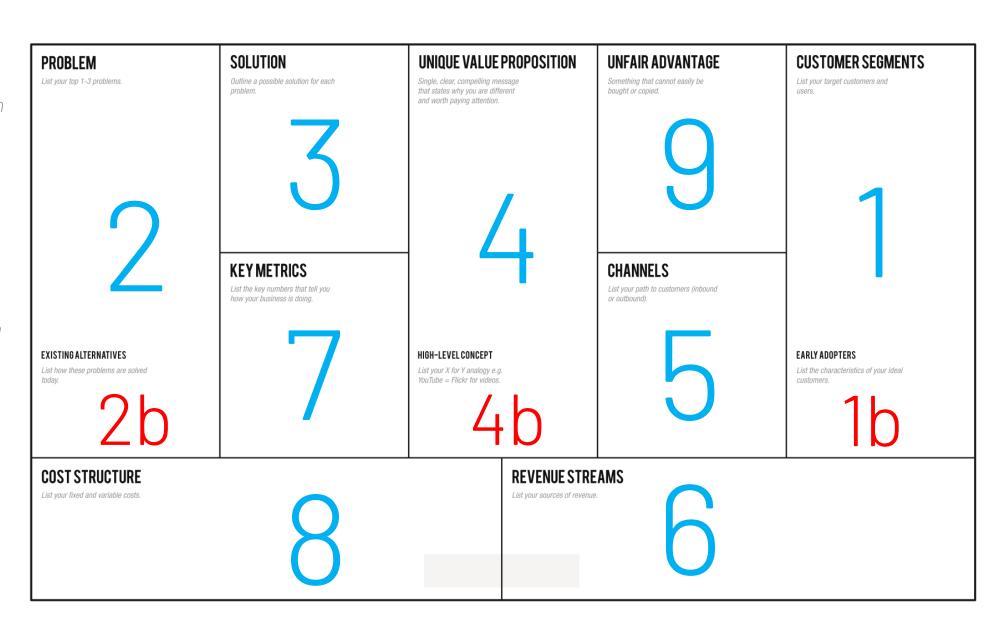
"We focus on people like 1, having a typical problem 2, which we resolved in the way 3. There is actually 2b but to us it is a suboptimal solution because of

We pack and provide our solution in 4 (which, to let you understand, is a sort of 4b) reaching our customers via 5 and generating revenues listed in 6. We plan to introduce our proposition to 1b first, because our initial strategy is ...

We keep our eyes on metrics 7 to understand we're on the right track.

Our costs are 8, which brings to our 6-8 margin.

Our secret recipe is 9."



## **Kelly's Lemonade Booth**

#### **PROBLEM**

List your top 1-3 problems.

People willing to kill their thirst in a quick and easy way, directly on the beach. As easy as Click and Go. Here. Now.

#### **EXISTING ALTERNATIVES**

List how these problems are solved

Hand Refrigerator: too clumsy

Supermarket: far away Bottle of Water: Warm

#### SOLUTION

Outline a possible solution for each

Providing a refreshing drink directly on the beach, fast, good, genuine, in a memorable way!

#### UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paving attention.

The best lemonade you can dream of, here, now, 100% organic, 100% fresh and Guaranteed icy in your hands without making a move!

**UNFAIR ADVANTAGE** 

Something that cannot easily be bought or copied.

- + only license for this spot in town.
- + Sicilian grandma secret recipe with exotic non obvious spices..

#### **CUSTOMER SEGMENTS**

List your target customers and

- + Thirsty people on Venice Beach not willing to move away from the beach in order to get a refreshing drink..
- + Groups of friends willing to continue staying at the beach, possibly partying.

#### **KEY METRICS**

List the key numbers that tell you how your business is doing.

# of sold lemonades # clicks on socials

# returning customers

# new customers with "bring a friend" coupon (referral)

#### HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

AmazonPrime of fresh lemonade!

#### **CHANNELS**

List your path to customers (inbound or outbound).

- = giant lemon booth on the beach visible from light years away
- = TikTok/BeReal influencers
- = Word of Mouth
- = Sudden Parties and colorful events
- = The "Squeeze your own lemon" party.

#### **FARIY ADOPTERS**

List the characteristics of your ideal

- + Members of the new musclegym club right across the street
- + Free drinks for selected residents.

#### COST STRUCTURE

List your fixed and variable costs.

#### Non Recurrent:

- Giant yellow Booth
- T-Shirts / Gadgets
- Machinery for squeezing
- Ice Machine

#### Recurrent:

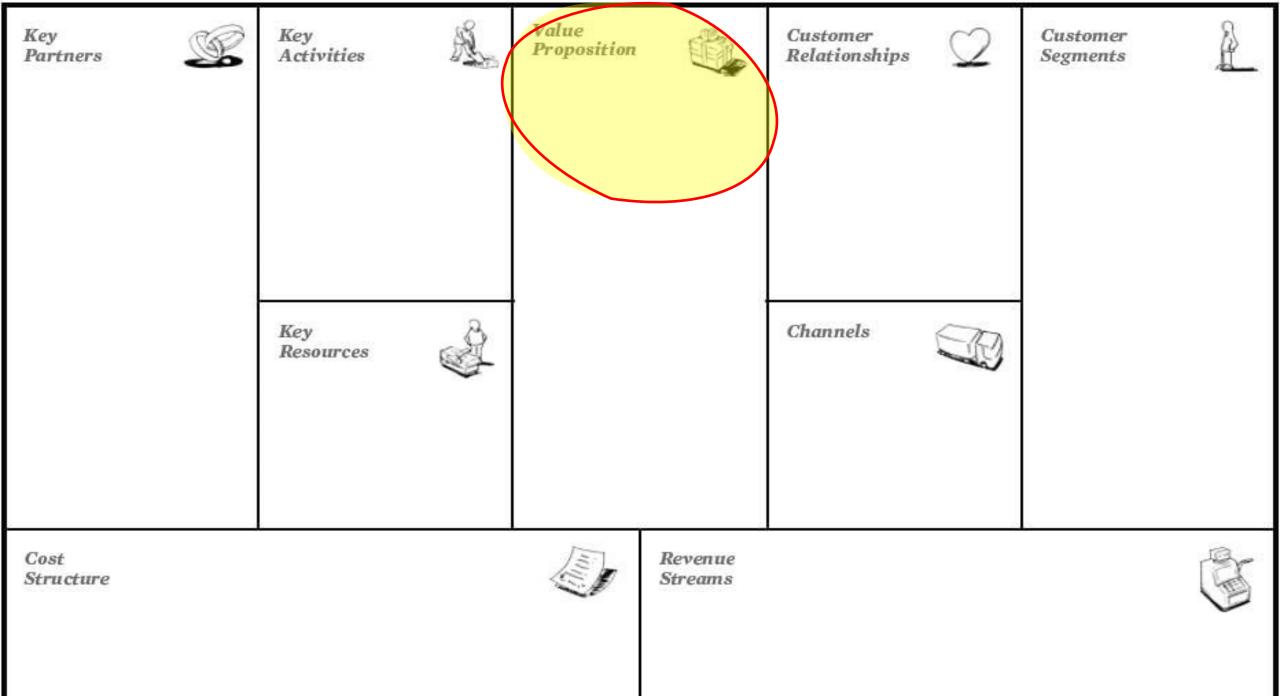
- Prime Materials lemons, spices, ice, etc.
- Staff
- Influencers
- Material for Parties deejays, etc.
- Licensing for physical spot

#### REVENUE STREAMS

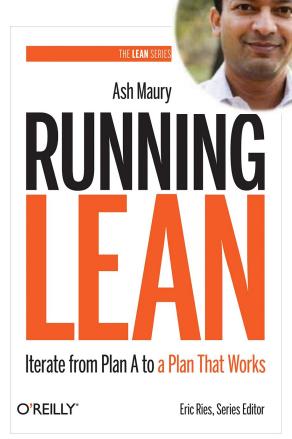
List your sources of revenue.

#### Recurrent:

- Lemonades
- «Squeeze Me» merchandising material
- Advertising and parties on our booth to promote/advertise other companies



## The Lean Canvas



#### PROBLEM

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#### SOLUTION

Outline a possible solution for each problem

## PROPOSITION

Single, clear, compelling message that turns an unaware visitor into an interested prospect

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#### REVENUE STREAMS

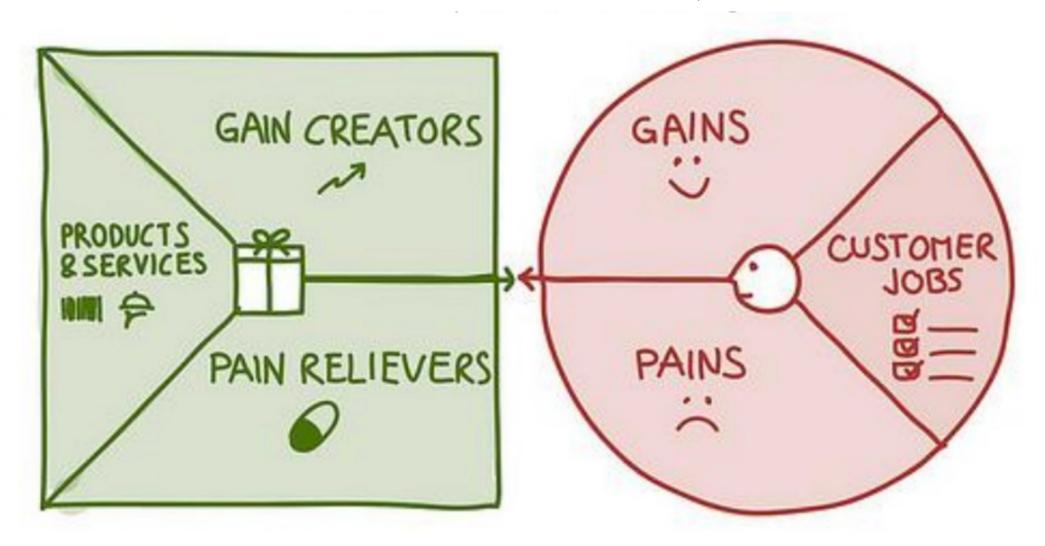
List your sources of revenue

Ash Maurya, 2012

## **Your Unique Value Proposition (UVP)**

What makes your product/service unique and provides you with the best competitive advantage through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

## Do I have a problem worth solving? (ie Value Proposition Canvas)



# The Value Proposition Canvas (www.strategyzer.com/canvas https://www.strategyzer.com/canvas

**Products & Services** List all the products and services your value proposition is Which products and services do you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs? Which anollary products and services help your customer le.g. products and services that help customers compare offers, decide, buy, take delivery of a product or service. ...) Co-creator (e.g. products and services that help customers co-design solutions, otherwise contribute valve to the solution.... Transferrer (e.g. products and services that help customers dispose of a product, transfer it to others, or reself, ...) Products and services may either by tangible (e.g. manufacfured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance), or financial (e.g. investment

funds, financing services)

importance to your customer.

Rank all products and services according to their

Are they crucial or trivial to your customer?

Copy or outperform current solutions that delight your customer? (e.g. regarding specific features, performance, quality. ...)

Make your customer's job or life easier? (e.g. flatter learning curve, usability, accessibility, more services, lower cost of ownership. \_)

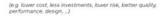
Create positive social consequences that your customer desires? (e.g. makes them look good, produces an increase in power,

Do something customers are looking for?

(e.g. good design, guarantees, specific or more features, ...) Fulfill something customers are dreaming about? (e.g. help big achievements, produce big relefs, ...

Produce positive outcomes matching your customers success and failure criteria?

Help make adoption easier?



Rank each gain your products and services create according to its relevance to your customer. Is it substantial or insignificant? For each gain indicate how often it occurs.

#### Gain Creators

Describe how your products and services create

How do they create benefits your customer expects, desires or would be surprised by including functional utility, social gains, positive emotions, and cost savings?

Create savings that make your customer happy? (e.g. in terms of time, money and effort, ...)

Produce outcomes your customer expects or that go beyond their expectations? (e.g. better quality level, more of something, less of

### Pain Relievers



Help your customers better sleep at night? le a by helping with big issues, diminishing concerns, or

Limit or eradicate common mistakes customers make?

(e.g. usage mistakes, ...)

Get rid of barriers that are keeping your customer from adopting solutions?

(e.g. lower or no upfront investment costs, flatter learning curve, less resistance to change, ...)

Rank each pain your products and services kill according to their intensity for your customer. Is it very intense or

For each pain indicate how often it occurs, Risks your customer experiences or could experience before, during, and after getting the job done?

Describe how your products and services alleviate customer pains. How do they eliminate or reduce negative emotions, undesired costs and situations, and risks your customer experiences or could experience before, during, and after

Do they... Produce savings?

le.g. in terms of time, money, or efforts, ...)

Make your customers feel better?

(e.g. kills frustrations, annoyances, things that give them a headliche, \_)

Fix under-performing solutions? (e.g. new features, better performance, better quality: ...)

Put an end to difficulties and challenges your

customers encounter? (e.g. make things easier, helping them get done, eliminate

Wipe out negative social consequences your

customers encounter or fear? (e.g. loss of face, power trust, or status...)

Eliminate risks your customers fear? re a financial social technical risks, or what could go (e.g. flatter learning curve, more services, lower cost of

What positive social consequences does your customer desire?

(e.g. makes them look good, increase in power, status. \_)

What are customers looking for? (e.g. good design, guarantees, specific or more features, ...) What do customers dream about? (e.g. big achievements, big reliefs, ...)

How does your customer measure success and failure?

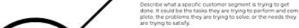
(e.g. performance, cost...)

What would increase the likelihood of

adopting a solution? (e.g. lower cost, less investments, lower risk, better quality,

performance design. ...)

Rank each gain according to its relevance to your customer. is it substantial or is it insignificant? For each gain indicate how often it occurs.



What functional jobs are you helping your customer get done? (e.g. perform or complete a specific task, solve a specific problem, ...)

Customer Job(s)

What social jobs are you helping your customer get 

What emotional jobs are you helping your customer get done? (e.g. esthetics, feel good, security, ...)

What basic needs are you helping your customer satisfy? (e.g. communication, sex, ...)

Besides trying to get a core job done, your customer performs ancillary jobs in different roles. Describe the jobs your customer is trying to get done as:

Buyer (e.g. trying to look good, gain power or status, ...)

Co-creator (e.g. esthetics, feel good, security...)

Transferrer (e.g. products and services that help customers dispose of a product, transfer it to others, or reself. ...)

Rank each job according to its significance to your customer, is it crucial or is it trivial? For each job indicate how often it occurs.

Outline in which specific context a job constraints or limitations. (e.g. while driving, outside...)



Gains

Describe negative emotions, undesired costs and situations. and risks that your customer experiences or could experience before, during, and after getting the job done

Describe the benefits your customer expects, desires or would

What outcomes does your oustomer expect and what

be surprised by. This includes functional utility, social gains,

Which savings would make your customer happy?

(e.g. quality level, more of something, less of something...)

How do current solutions delight your customer?

What would make your customer's job or life easier?

positive emotions, and cost savings

(e.g. in terms of time, money and effort, ...)

would go beyond his/her expectations?

What does your customer find too costly? (e.g. takes a lot of time, costs too much money, requires substantial efforts, ...)

What makes your customer feel bad?

How are current solutions under-performin for your customer? (e.g. lack of features, performance, malfunctioning.

What are the main difficulties and challenges your customer encounters? ie.g. understanding how things work, difficulties getting things done resistance.

What negative social consequences does your customer encounter or fear?

in g. loss of face, power, trust, or status, ... What risks does your customer fear?

le.g. financial, social, technical risks, or what could go awfully wrong . 3

What's keeping your customer awake at night? le.g. big issues, concerns, worries, ...

What common mistakes does your customer make?

What barriers are keeping your customer from

adopting solutions? (e.g. upfront investment costs, learning curve, resistance to change...)

Rank each pain according to the intensity it represents for

For each pain indicate how often it occurs.

is it very intense or is it very light?



StartUp in ICT University of Padua February-June, 2024

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