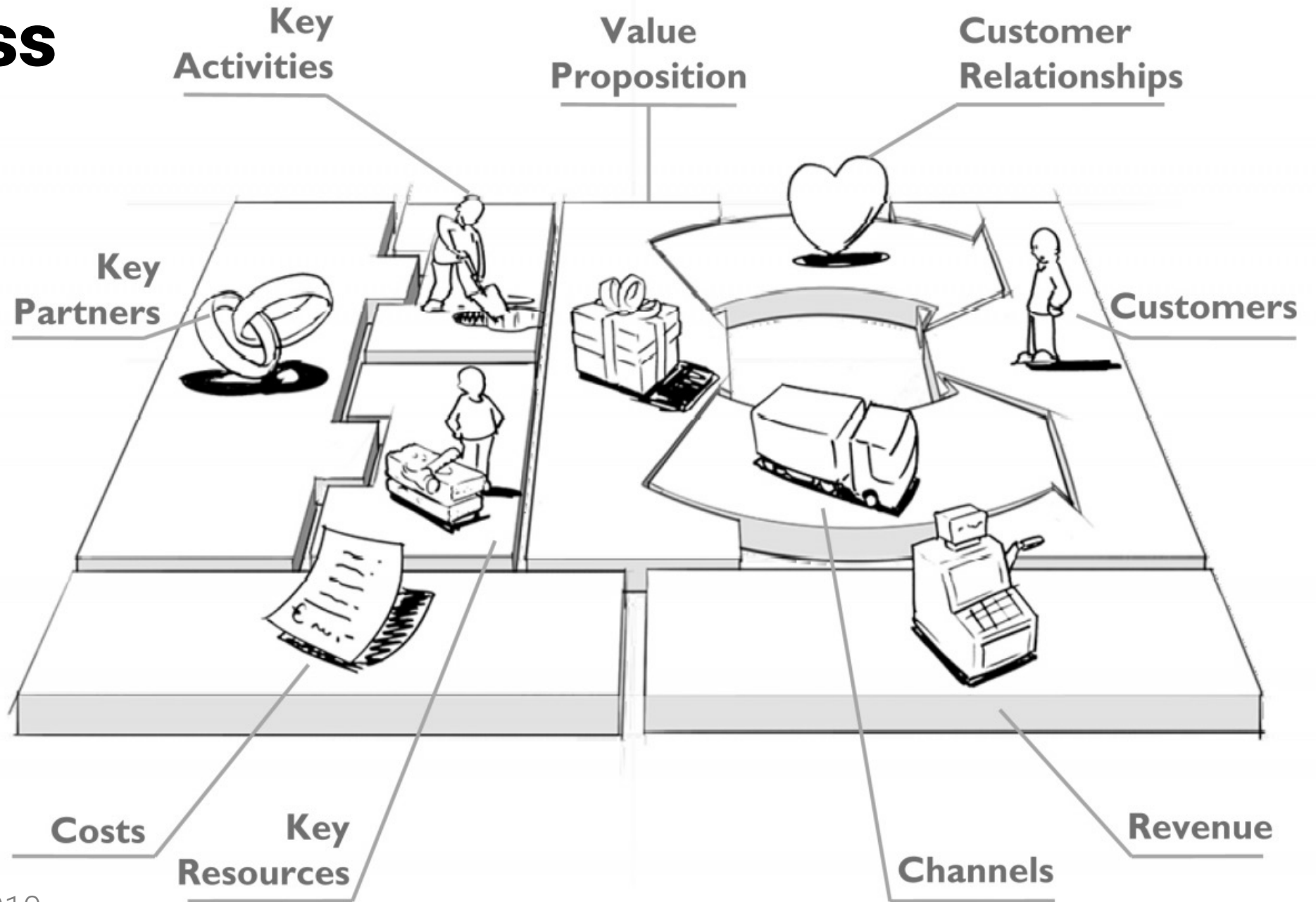


Business Modeling

Start Up in ICT /9

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Start Up in ICT - UniPD
May 3rd, 2024

The Business Model Canvas



*Key
Partners*



*Key
Activities*



*Value
Proposition*



*Customer
Relationships*



*Customer
Segments*



*Key
Resources*



Channels



*Cost
Structure*



*Revenue
Streams*





TESLA

BUSINESS MODEL CANVAS (TESLA)

KEY PARTNERS 🤝

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

KEY ACTIVITIES ⚙️

- Research and development
- Design
- Electric power technologies
- Car manufacturing
- Charge point infrastructure

KEY RESOURCES 🧑‍💻

- Electric 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 ❤️

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

CHANNELS 🌐

- Retail stores
- Website
- Conferences and events
- PR/Media

CUSTOMER SEGMENTS 🎯

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

COST STRUCTURE 💰

- Manufacturing infrastructure
- General admin/sales
- R&D costs
- Employees
- Distribution
- Cost of materials

REVENUE STREAMS 💵

- 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



THE **LEAN** SERIES

Ash Maurya

RUNNING LEAN

Iterate from Plan A to a Plan That Works

O'REILLY

Eric Ries, Series Editor

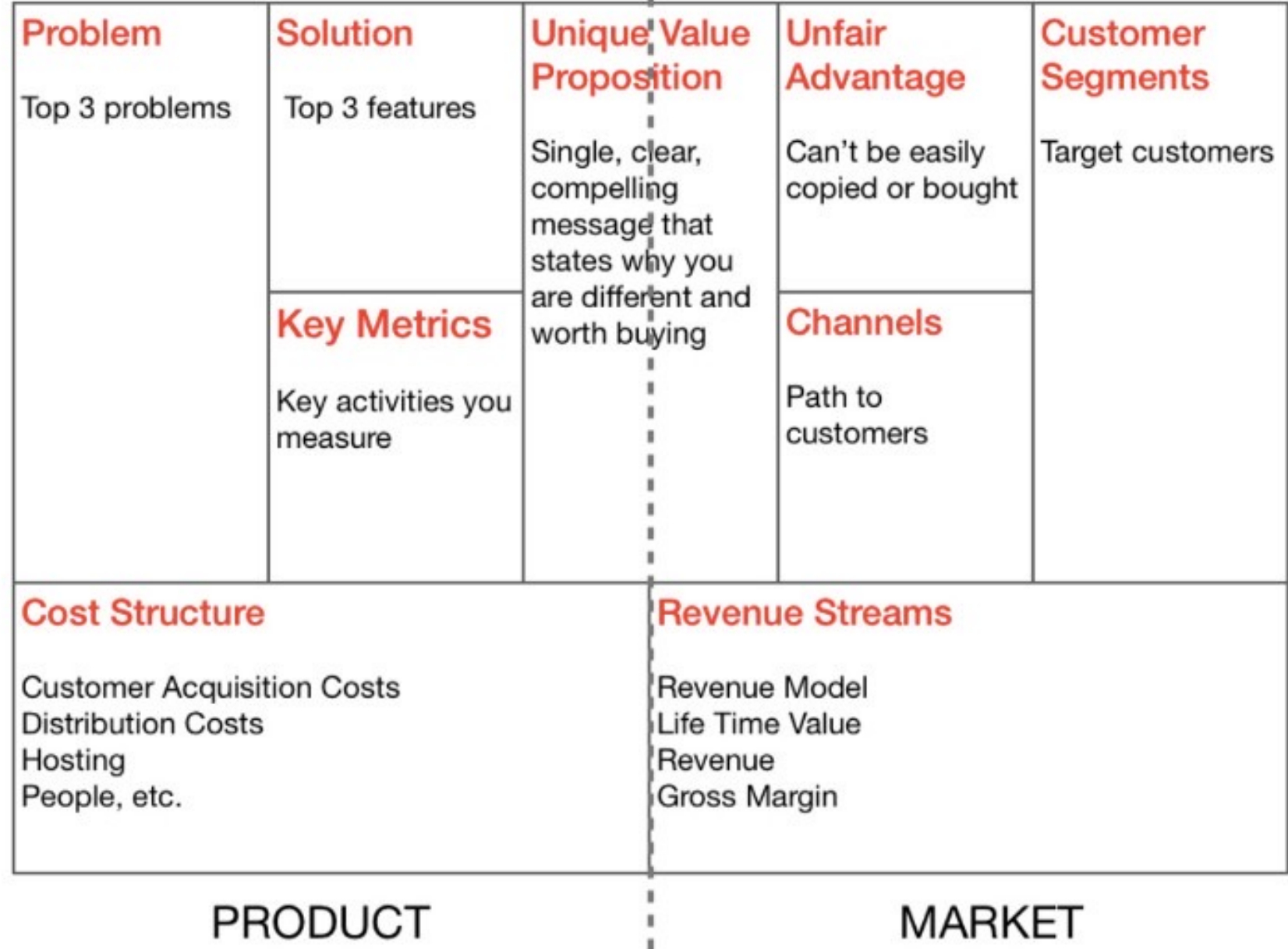
Ash Maurya, 2012

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
EXISTING ALTERNATIVES 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		

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**

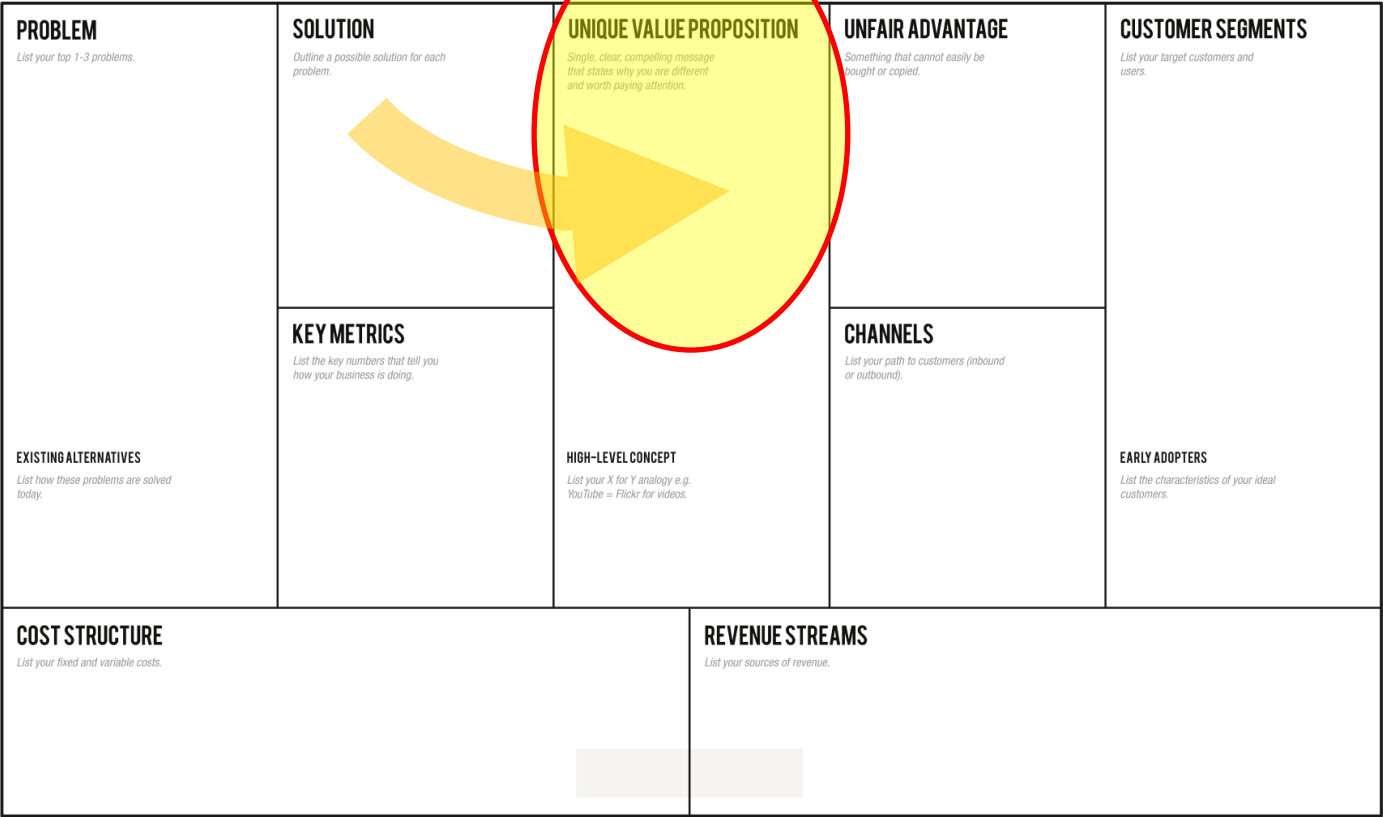


1. The Problem-Solution Fit

PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
EXISTING ALTERNATIVES <i>List how these problems are solved today.</i>	KEY METRICS <i>List the key numbers that tell you how your business is doing.</i>		CHANNELS <i>List your path to customers (inbound or outbound).</i>	
COST STRUCTURE <i>List your fixed and variable costs.</i>		REVENUE STREAMS <i>List your sources of revenue.</i>		

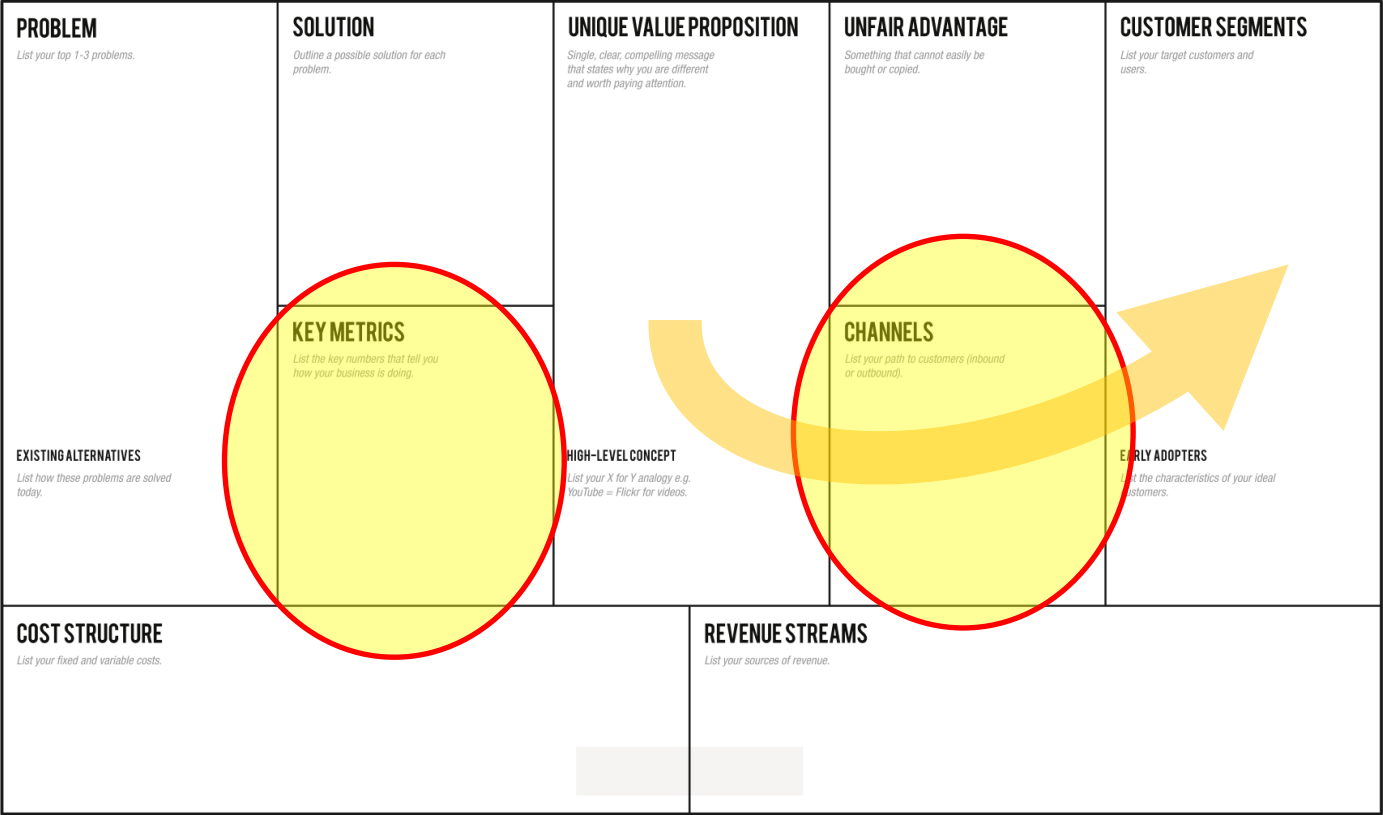
To describe your Problem-Solution Fit you have to tell the User Story, his/her Job to Be Done / Pains / Gains – and how you resolve them. Careful and detailed description of Customer segments, not only in numbers, but in individuals with their lives, works, troubles and tasks, helps to visualize better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

2. The Unique 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!

PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
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COST STRUCTURE <i>List your fixed and variable costs.</i>		REVENUE STREAMS <i>List your sources of revenue.</i>		

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.”

<div>PROBLEM <small>List your top 1-3 problems.</small></div> <div>2</div> <div>EXISTING ALTERNATIVES <small>List how these problems are solved today.</small></div>	<div>SOLUTION <small>Outline a possible solution for each problem.</small></div> <div>3</div> <div>KEY METRICS <small>List the key numbers that tell you how your business is doing.</small></div> <div>7</div>	<div>UNIQUE VALUE PROPOSITION <small>Single, clear, compelling message that states why you are different and worth paying attention.</small></div> <div>4</div> <div>HIGH-LEVEL CONCEPT <small>List your X for Y analogy e.g. YouTube = Flickr for videos.</small></div>	<div>UNFAIR ADVANTAGE <small>Something that cannot easily be bought or copied.</small></div> <div>9</div> <div>CHANNELS <small>List your path to customers (inbound or outbound).</small></div> <div>5</div>	<div>CUSTOMER SEGMENTS <small>List your target customers and users.</small></div> <div>1</div> <div>EARLY ADOPTERS <small>List the characteristics of your ideal customers.</small></div>
<div>COST STRUCTURE <small>List your fixed and variable costs.</small></div> <div>8</div>		<div>REVENUE STREAMS <small>List your sources of revenue.</small></div> <div>6</div>		

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.

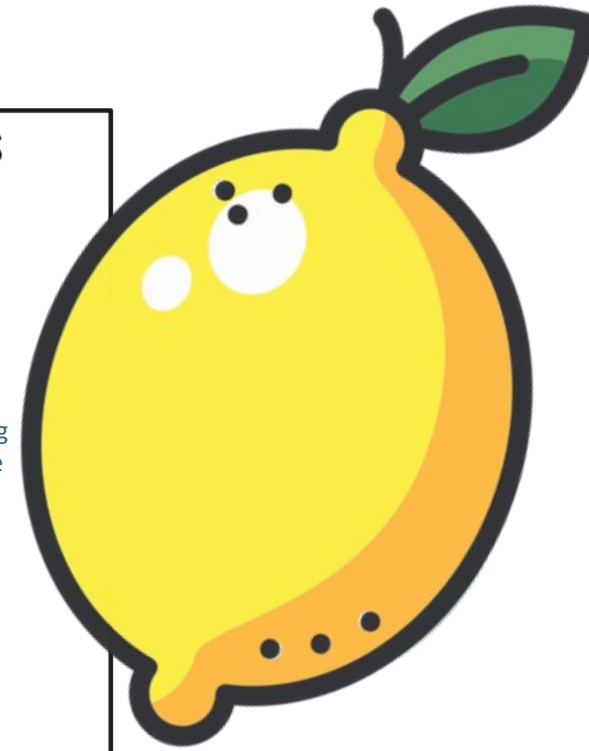
Our costs are 8, which brings to our 6-8 margin.

Our secret recipe is 9."

<p>PROBLEM</p> <p>List your top 1-3 problems.</p> <p>2</p>	<p>SOLUTION</p> <p>Outline a possible solution for each problem.</p> <p>3</p>	<p>UNIQUE VALUE PROPOSITION</p> <p>Single, clear, compelling message that states why you are different and worth paying attention.</p> <p>4</p>	<p>UNFAIR ADVANTAGE</p> <p>Something that cannot easily be bought or copied.</p> <p>9</p>	<p>CUSTOMER SEGMENTS</p> <p>List your target customers and users.</p> <p>1</p>
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<p>COST STRUCTURE</p> <p>List your fixed and variable costs.</p> <p>8</p>		<p>REVENUE STREAMS</p> <p>List your sources of revenue.</p> <p>6</p>		

Kelly's Lemonade Booth

<div><div>PROBLEM</div><div>List your top 1-3 problems.</div><div>People willing to kill their thirst in a quick and easy way, directly on the beach. As easy as Click and Go. Here. Now.</div></div> <div><div>EXISTING ALTERNATIVES</div><div>List how these problems are solved today.</div><div>Hand Refrigerator: too clumsy Supermarket: far away Bottle of Water: Warm</div></div>	<div><div>SOLUTION</div><div>Outline a possible solution for each problem.</div><div>Providing a refreshing drink directly on the beach , fast, good , genuine, in a memorable way!</div></div> <div><div>KEY METRICS</div><div>List the key numbers that tell you how your business is doing.</div><div># of sold lemonades # clicks on socials # returning customers # new customers with "bring a friend" coupon (referral)</div></div>	<div><div>UNIQUE VALUE PROPOSITION</div><div>Single, clear, compelling message that states why you are different and worth paying attention.</div><div>The best lemonade you can dream of, here, now, 100% organic, 100% fresh and Guaranteed icy in your hands without making a move!</div></div> <div><div>HIGH-LEVEL CONCEPT</div><div>List your X for Y analogy e.g. YouTube = Flickr for videos.</div><div>AmazonPrime of fresh lemonade!</div></div>	<div><div>UNFAIR ADVANTAGE</div><div>Something that cannot easily be bought or copied.</div><div>+ only license for this spot in town. + Sicilian grandma secret recipe with exotic non obvious spices..</div></div> <div><div>CHANNELS</div><div>List your path to customers (inbound or outbound).</div><div>= 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.</div></div>	<div><div>CUSTOMER SEGMENTS</div><div>List your target customers and users.</div><div>+ 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.</div></div> <div><div>EARLY ADOPTERS</div><div>List the characteristics of your ideal customers.</div><div>+ Members of the new musclegym club right across the street + Free drinks for selected residents.</div></div>
<div><div>COST STRUCTURE</div><div>List your fixed and variable costs.</div><div>Non Recurrent:<ul style="list-style-type: none">Giant yellow BoothT-Shirts / GadgetsMachinery for squeezingIce Machine</div><div>Recurrent:<ul style="list-style-type: none">Prime Materials – lemons, spices, ice, etc.StaffInfluencersMaterial for Parties – deejays, etc.Licensing for physical spot</div></div>	<div><div>REVENUE STREAMS</div><div>List your sources of revenue.</div><div>Recurrent:<ul style="list-style-type: none">Lemonades«Squeeze Me» merchandising materialAdvertising and parties on our booth to promote/advertise other companies</div></div>			



*Key
Partners*



*Key
Activities*



*Value
Proposition*



*Customer
Relationships*



*Customer
Segments*



*Key
Resources*



Channels



*Cost
Structure*



*Revenue
Streams*



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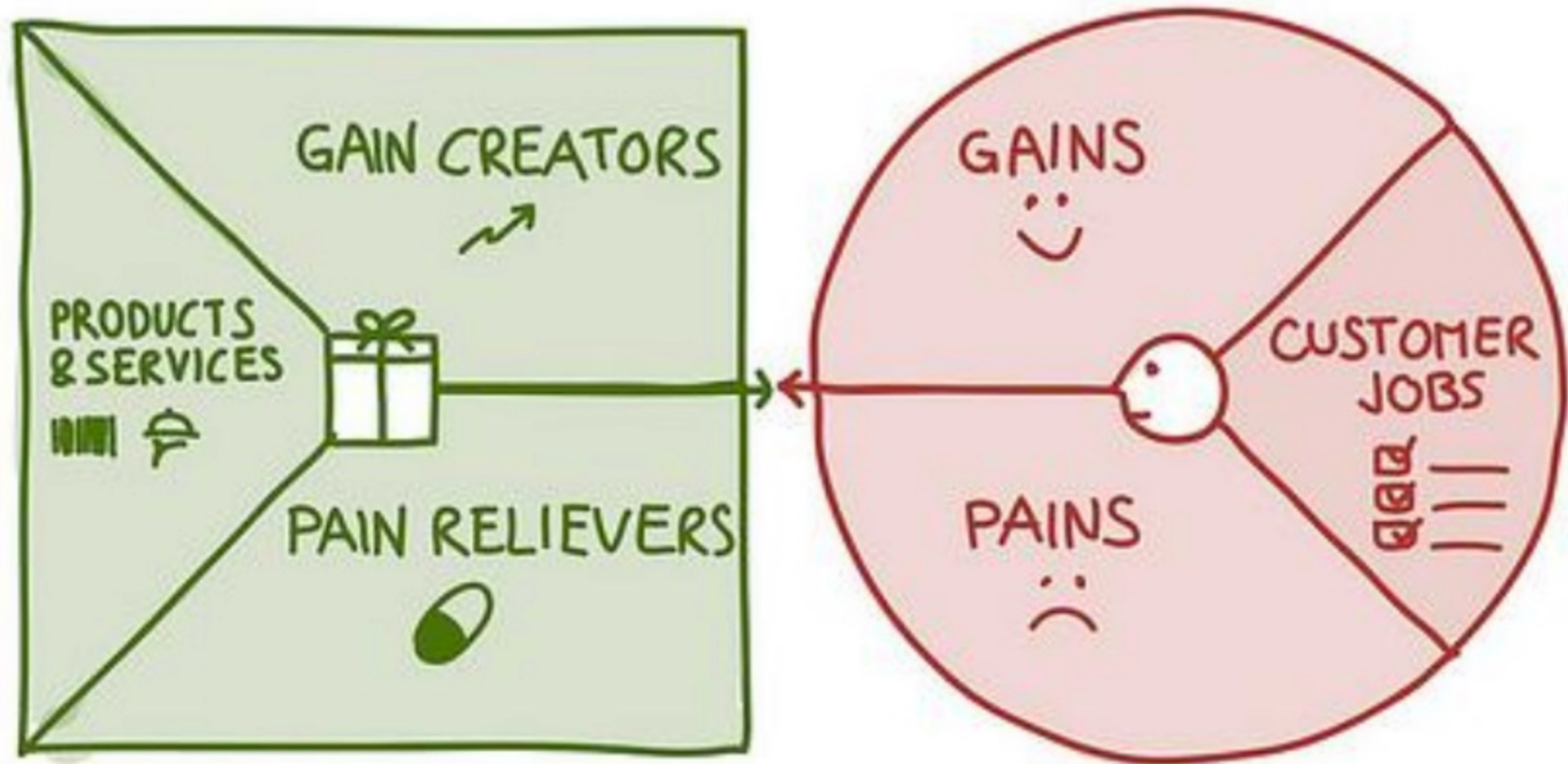
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Your Unique Value Proposition (UVP)

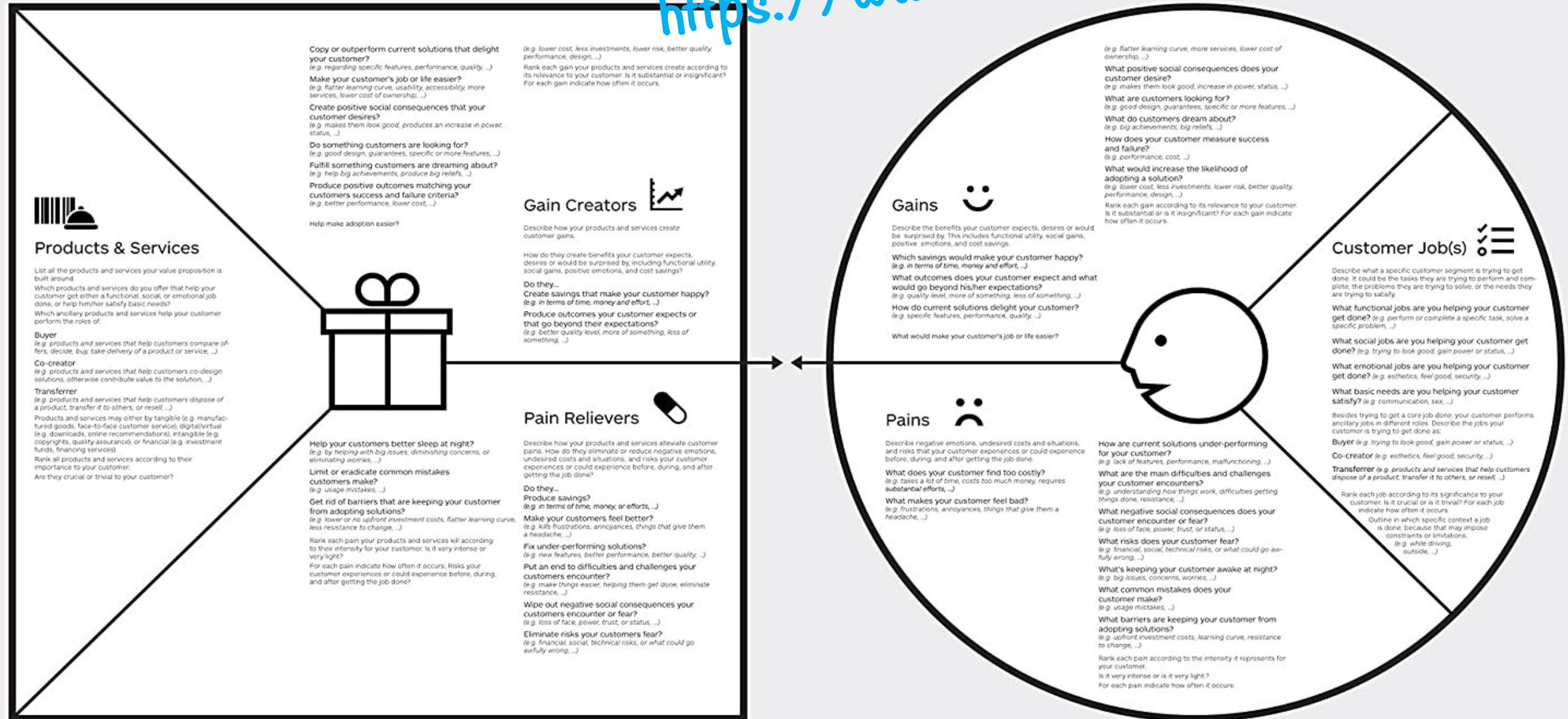
What makes your product/service unique and provides you with the best competitive advantage through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

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



The Value Proposition Canvas

<https://www.strategyzer.com/canvas>



StartUp in ICT
University of Padua
February-June, 2024

WhatsApp group



MEI

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