



KEY ACTIVITIES

activities you need to do to make your business model work.

should focus on fulfilling its value proposition, reaching customer segments and maintaining customer relationships, and generating revenue.

Three Categories of Key Activities

- **Production:** designing, manufacturing and delivering a product in significant quantities and/ or of superior quality.
- **Problem-solving:** finding new solutions to individual problems faced by customers.
- **Platform/ network:** Creating and maintaining platforms. For example, Microsoft provides a reliable operating system to support third-party software products.

KEY RESOURCES



This is where you list down which key resources or the main inputs you need to carry out your key activities in order to create your value proposition.

Four Types of Key Resources

- **Human** (employees)
- **Financial** (cash, lines of credit, etc.)
- **Intellectual** (brand, patents, IP, copyright)
- **Physical** (equipment, inventory, buildings)





KEY PARTNERS

the external companies or suppliers that will help you carry out your key activities. These partnerships are forged in order to reduce risks and acquire resources.

Types of partnerships

- **Strategic alliance:** partnership between non-competitors
- **Coopetition:** strategic partnership between competitors
- **Joint ventures:** partners developing a new business
- **Buyer-supplier relationships:** ensure reliable supplies



COST STRUCTURE

focus on evaluating the cost of creating and delivering your value propositions, creating revenue streams, and maintaining customer relationships.

cost-driven

(focuses on minimizing costs whenever possible)

value-driven

(focuses on providing maximum value to the customer).

SUMMARY

Key Partners

Who are our key partners?
Who are our key suppliers?
Which key resources are we acquiring from them?

Types of partnerships

- Strategic alliance
- Coopetition
- Joint ventures
- Buyer-supplier relationships

Key Activities

What key activities do our value propositions require?
Our distribution channels? Customer relationships? Revenue streams?

Categories

- Production
- Problem-solving
- Platform/ Network

Value Propositions

What values do we deliver to the customer?
Which one of our customer's problems are we trying to solve?
What products and services are we offering to our customer segments?
Which customer needs are we satisfying?

Customer Relationships

What type of relationships do our customers expect us to establish and maintain with them? Which ones have we established? How costly are they?

- Personal assistance
- Dedicated personal assistance
- Self-service
- Automated services
- Communities
- Co-creation

Customer Segments

For whom are we creating value?
Who are our most important customers?

Customer segment types

- Mass market
- Niche market
- Segmented
- Diversified
- Multi-sided platform

Key Resources

What key resources do our value propositions require?

Types of resources

- Human
- Physical
- Intellectual
- Financial

Distribution Channels

Through which channels do our customers want to be reached? How are we reaching them now? Which ones work best and are cost-efficient?

Types of channels

- Owned channels
- Partner channels

Cost Structure

What are the most important costs inherent in our business model? Which key resources and activities are most expensive? Is our business more cost-driven or value-driven?

Revenue Streams

For what value our customers are willing to pay? For what do they currently pay? How are they currently paying? How much does each revenue stream contribute to our overall revenues?

Types of revenue stream

- Asset sales
- Usage fee
- Subscription fee
- Lending/ leasing/ renting
- Licensing
- Brokerage fees
- Advertising

