

Key Partners

Distributor /
aggregators

Large music
labels

Merlin
Network

Key Activities

Delivery
platform
development

Content
licensing &
reporting

Analyze
customer
behaviors

Key Resources

Tracking &
reporting
portal

Delivery
platform

Knowledge of
customer
listening prefs

Value Propositions

Huge catalogue
of big music &
Independent

Listen to music
on any device

Social media
integration

download &
listen to music
off-line

Target by
demographics

Target by
location &
music genre

Customers not
hostile to
advertisement

Customer Relationships

Direct via
Web

Channels

Mobile
Operators

ISP's

Consumer
electronics
companies

Platform
Operators

Customer Segments

Free

Unlimited

Premium

Advertisers

Cost Structure

IT
infrastructure
development

Infrastructure
maintenance

Royalty
fees

Revenue Streams

Unlimited
subscriptions

Premium
subscriptions

Advertising
revenue
(free users only)

Angie's List

Business Model Canvas

Key Partners

Affiliates

Key Activities

Sales & marketing

Phone support

Complaint resolution

Generating content

Platform development & maintenance

Key Resources

Platform

Call center

Value Propositions

Hire the best service providers

Complaint resolution

Live phone support

Discounts

Advisory information

Promote business

Get quality customers

Authentic & detailed reviews

Generate revenue

Build & manage reputation

Customer Relationships

Direct via Web

Live support via call center

Channels

Mobile Apps

Customer Segments

Homeowner Consumers

General Consumers

Home Service Providers

Medical Service Providers

Auto Service Providers

Other Service Providers

Cost Structure

Platform development staff

Data & Infrastructure maintenance

Sales & marketing staff

Call center

Commissions for member Sign-ups

Revenue Streams

Sign-up fees & subscriptions

Advertising

e-Commerce services

Commissions on promotions

Whole Foods Market

Business Model Canvas

Key Partners

Producers

Distributors

Specialty
service
providers

Certifying
organizations

Key Activities

Delighting
customers

Store design

Purchasing

Supply chain
management
(win-win)

Key Resources

Stores

Customer
centric
culture

High quality
products
(certified)

Value Propositions

High quality
natural &
organic products

Delightful
shopping
experience

Certified
quality
standards

Local
community
support

Adhere to
Sustainable
practices

Progressive
organizational
culture & values

Customer Relationships

Personal
interaction in
stores

Channels

Customer Segments

Healthy
Lifestyle
Shoppers

Affluent
Social
Shoppers

Values-based
Shoppers

Cost Structure

Building out
new stores

Store
Amenities

Stocking
Products for
stores

Store
operations

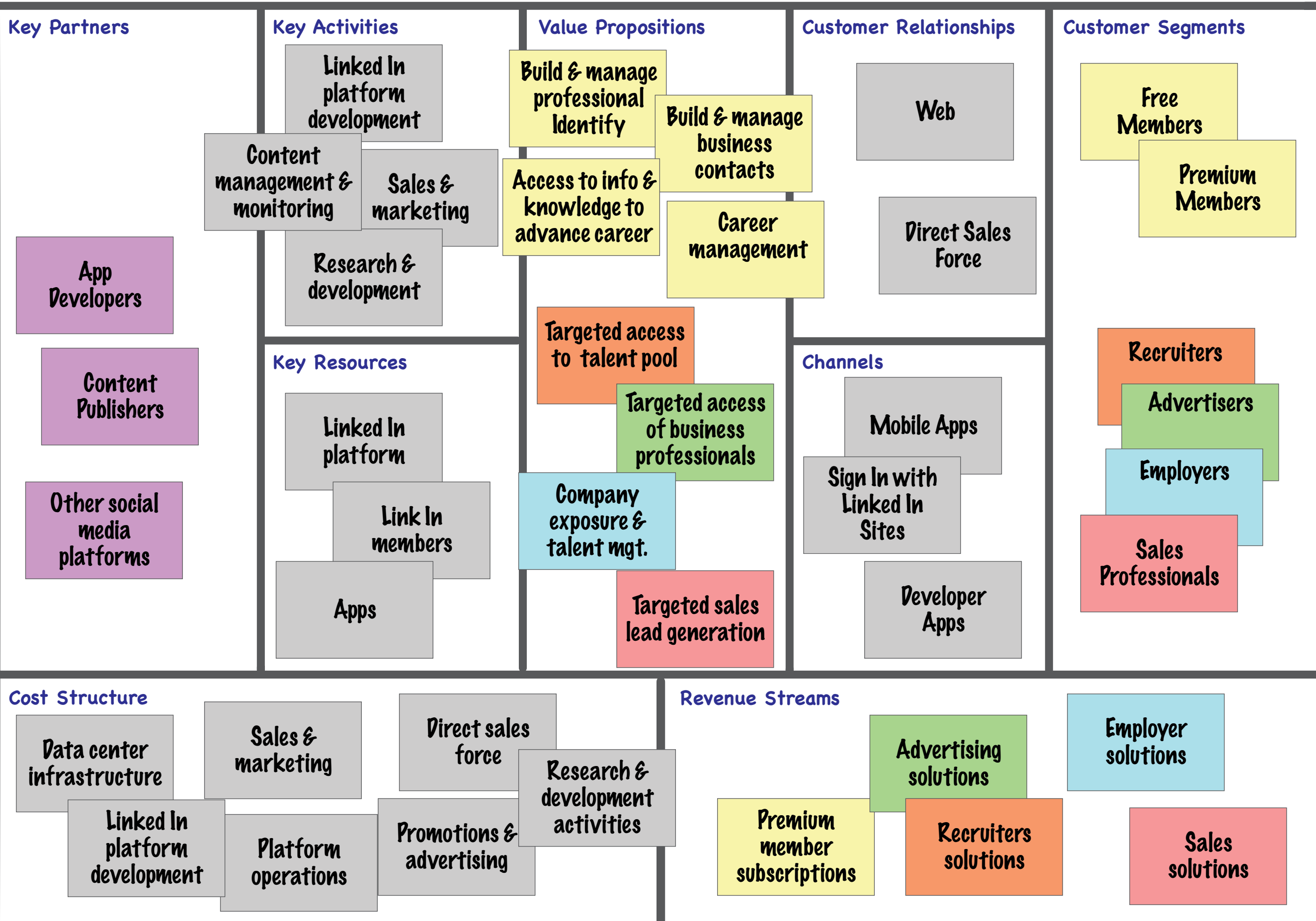
Outsourced
services for
stores

Revenue Streams

In-Store
purchases

Online
purchases

Linked In



Groupon

Key Partners

Credit card
clearing houses

Key Activities

Sales &
marketing

Platform & app
development

Value Propositions

Help businesses
attract new
customers

Guaranteed #
of customers
per daily deal

POS solution &
credit card
processing

Customer Relationships

Automated
Direct via Web
and email

Direct via Sales
& Marketing
Team

Merchant
center

Customer Segments

Consumers

Key Resources

Groupon Apps
& Web
platform

Channels

Mobile Apps

Daily deal
notifications

Discounts of
50%-90%

Groupon is
guaranteed

Small
Businesses

Cost Structure

Technology
operations

IT
development
staff

Sales &
marketing
staff

Revenue Streams

Commissions on
sale of daily
deals

POS & Credit
card processing
services

Reservation
system??