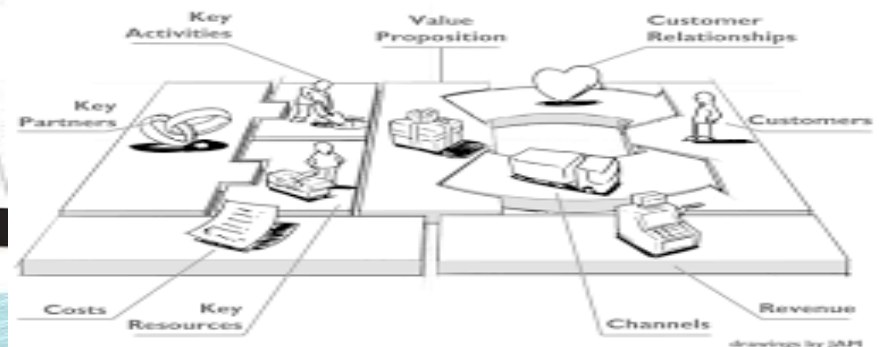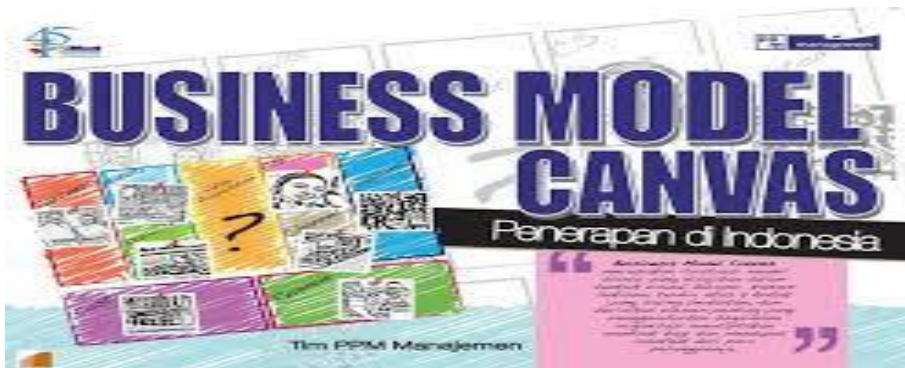بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

BUSINESS MODEL CANVASS
STT NF

❖ BMC dengan business plan itu berbeda. Lalu di mana bedanya? Secara sederhana, bisnis model itu adalah penjelasan mengenai bagaimana bisnis kita menghasilkan uang. "*A business model is how your business makes money*".

❖ **Business plan** adalah sebuah panduan bagaimana melaksanakan agar bisnis itu bisa berjalan dan tercapai, tentunya harus disertai dengan tujuan bisnis serta alasan bahwa bisnis ini layak dan bisa untuk dilakukan.

❖ Jadi, kalau model bisnis adalah tentang bagaimana cara bisnis kita menghasilkan uang, rencana bisnis (business plan) adalah pernyataan yang berisi tentang penjelasan usaha yang mau dilakukan, ada riset pasarnya, rencana keuangannya, rencana operasionalnya, rencana manajemen dan pemasarannya.

❖ Business plan lebih kompleks.

BUSINESS MODEL CANVASS

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		**Channels**	
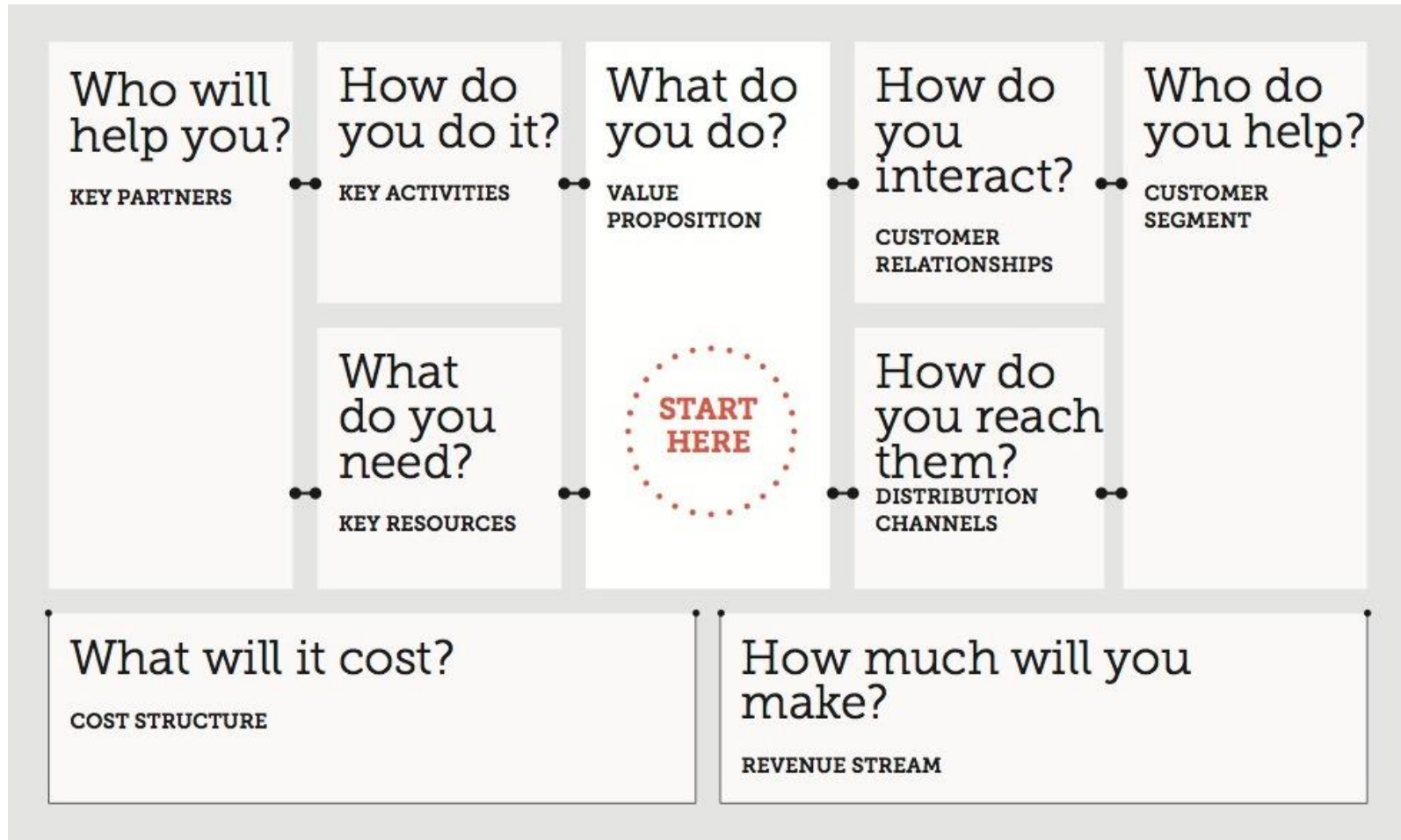
Cost Structure	Revenue Streams

flickr™

Flickr: Photo Sharing

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	RELATIONSHIPS	CUSTOMER SEGMENT
Yahoo!	Platform management	Free basic photo sharing	Mass customized	Casual users
	Selling	Premium photo sharing		High volume users
	KEY RESOURCES		**CHANNELS**	
	Flickr platform brand		Flickr.com	
			Yahoo.com	

COST STRUCTURE	REVENUE STREAMS
Platform develpment Storage cost	Free limited basic account
	Annual subscription pro account

26

1. Tentukan customer segmen. Sebelum menentukan produk apa yang ingin kita jual, kita harus tahu dulu siapa konsumen sasaran.

2. Setelah kita tahu pangsa pasar tujuan, langkah selanjutnya adalah mempertegas Value Proposition yang akan kita tawarkan.

3. Langkah selanjutnya kita harus menentukan melalui apa produk yang kita tawarkan sampai ke pelanggan. "Channels" mulai kita rumuskan, apakah akan menjualnya langsung ke pelanggan di pasar ? atau via onlie ? facebook? twitter ? dsb.

4. Kalau sudah tahu dengan cara apa kita menawarkan produk, maka kita harus berpikir bagaimana agar si pembeli akan datang lagi pada kita ? Langkah-langkahnya kita tulis dalam Customer Relationship. Misalnya membuat grup khusus pencinta produk kita. Dengan begitu, bisa memberikan informasi terkait produk, apakah cara pemakaian, garansi, dsb.

5. Langkah selanjutnya adalah memikirkan bagaimana pemasukan uang datang di dalam Revenue Streams. Misalnya ketika kita akan menjual makanan, apakah kita juga akan menjual minuman ? ataukah membuka pesanan online dst?

6. Perhatian kita selanjutnya adalah pada Key Resources, sumber daya apa saja yang kita perlukan. Kalau kita membuka warung makan, kita butuh tukang masak, resep uggulan, dst.

7. Key Activities adalah semua kegiatan yang kita lakukan. Jika saja kita menjual makanan, maka langkah sebelum menjual makanan adalah berbelanja bahan-bahan makanan, membuat makanan, lalu menjualnya. Jadi, di sini kita menjelaskan kegiatan apa saja yang dilakukan.

8. Key Partnership juga harus dipikirkan. Partner-partner penunjang usaha kita. Misalnya pemasok baju untuk toko sepatu. Pemasok gula merah untuk pembuat dodol.

9. Terakhir, kita harus menuliskan pula pengeluaran apa saja yang terjadi dalam usaha yang kita jalani. Apakah itu untuk membeli barang, menyewa ruko, membiayai pegawai, dst.

BUSINESS MODEL CANVASS

Character Building Campus — STT TERPADU NF

KEY PARTNERS

<< list your partners here>>

KEY ACTIVITIES

<< describe your key activities here>>

KEY RESOURCES

<< list the key resources available to you here>>

VALUE PROPOSITIONS

<< insert your value proposition here>>

CUSTOMER RELATIONSHIPS

<describe how you plan to establish and manage the relationship between the customer and your brand here>>

CHANNELS

<< describe 1) how you plan to acquire customers, 2) how you plan to deliver your value proposition to them and 3) how you plan to communicate with your customers >>

CUSTOMER SEGMENTS

<< describe your target customer segment here>>

COST STRUCTURE

<< Describe your cost structure here>>

REVENUE STREAMS

<< describe your revenue streams here>>

BUSINESS MODEL CANVASS

INFRASTRUCTURE

OFFER

CUSTOMERS

key partners

what can partners do better than you or at a lower cost (and thus leverage your business model)?

key activities

what key activities do you need to perform in your business model and how easily can?

key resources

what key resources does your business model require?

value proposition

which one of your customer's problems are you solving and which needs are we satisfying?

customer relationship

what type of relationships does your customer expect you to establish and maintain with him?

distribution channels

through which means does your customer want to be reached and addressed by you?

customer segment

what are your customer's needs, problems, desires and ambitions?

cost structure

what is the cost structure of your business model and is it in harmony with the core idea of your business model?

revenue streams

what value are your customers really willing to pay for and how would they prefer to pay for it?

28

PROFIT MODEL

1. Customer Segments
2. Value propositions
3. Channels
4. Customer relationships
5. Key Resources
6. Key Activities
7. Key Partners
8. Revenue streams
9. Cost Structure

***Business Model Generation,* Alexander Osterwalder & Yves Pigneur, 2010**

Amazon's Business Model Canvas

key partners	key activities	value proposition	customer relationship	customer segment
Logistics Partner	Merchandising	Convenience	Self service	Individual Leverage
Affiliates	Production and Design	Price	Automated Service	Group Leverage
Authors and Publishers	**key resources**	Instant fulfillment with eReader	**distribution channels**	Global consumer market
Network of sellers	Physical warehouses	Vast selection	Affiliates	
	Human : Web application & development		Application interfaces	
			Amazon.com	

cost structure: Low Cost structure · IT and fulfillment infrastructure · Economies of Scale

revenue streams: Sale of Assets · E books and content · Acquisitions and Investment · Commission on reseller sales · Prime monthly subscriptions fees

Google (Software) Business Model

Key partners	Key activities	Value proposition		Customer relationships	Customer segments
Software vendors	Manage data centers	Free search	Targeted ads	Automated mass relationships	Search customers
Hardware vendors	Maximize network effects	Free apps	Selling of ad space	Direct Relationships to corporate customers	Apps customers
App developers	**Key resources**	Free sites	Selling of apps		Sites customers
Advertisers	Partner managers	Free social collaboration	Google search appliance	**Channels**	Google+ customers
	Data centers	Free site monitoring		Partner network	Corporate customers
	Google platform	Free operating systems	Google apps for business	Direct sales to corporate customers	Advertising and advertiser customers

Cost structure			Revenue streams		
Partner acquisition cost	Software vendor cost	Data center operations cost	Share of revenue for app sales	Free inform. about user	Adwords revenue
				Free inform. on sentiment	Hardware revenue
			Subscription fees	Free inform. about sites	License fees

Copyright © 2015 Dr. Karl Popp
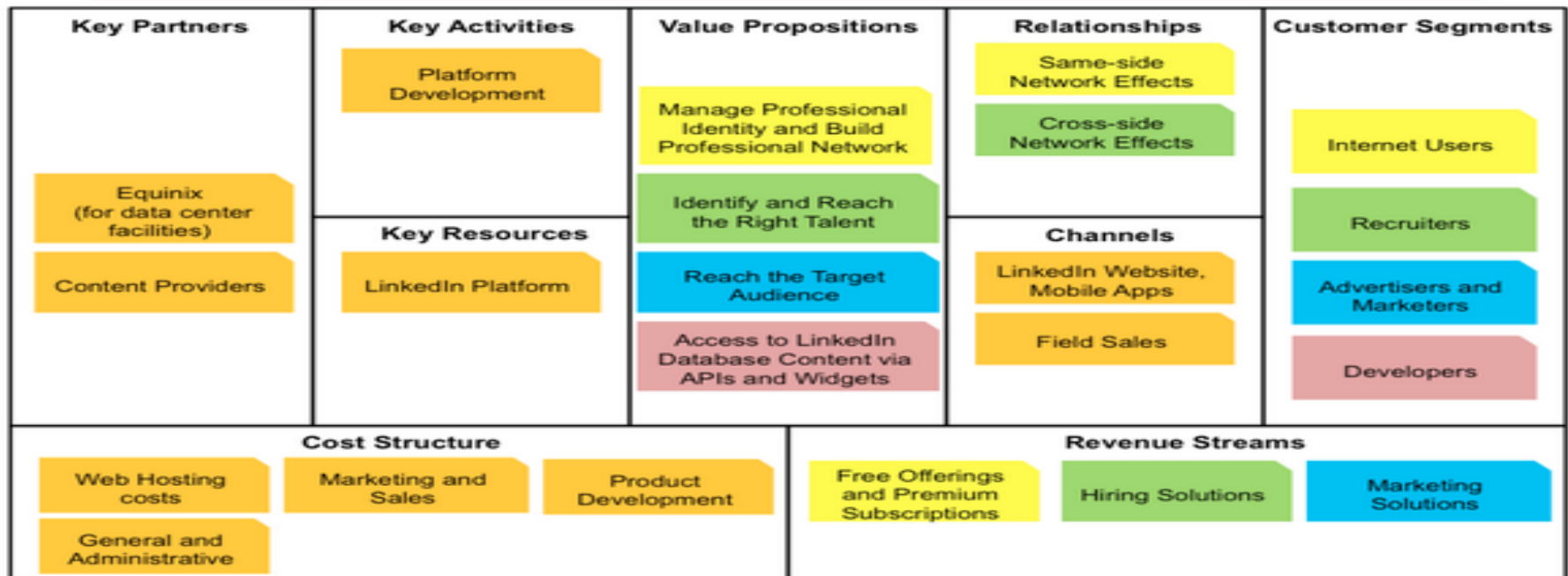
BUSINESS MODEL CANVASS

- **Mass Market:** focus on one large group; i.e., consumer electronics
- **Niche Market:** specific segments; i.e., supplier-buyer relationships like auto parts manufacturers
- **Segmented:** different needs and problems; i.e., banks and professional services (engineering, consultants)
- **Diversified:** unrelated segments; i.e., Amazon selling products and providing computer services
- **Multi-sided platforms:** credit card companies; i.e., card holders and merchants

LinkedIn – World's Largest Professional Network

www.businessmodelgeneration.com

- ➢ *Product*: Performance, quality, features, brand, easy to use, safe.
- ➢ *Price*: Fair, visible, consistent, reasonable.
- ➢ *Access*: Convenient location, found in reasonable time.
- ➢ *Service*: Ordering, delivery, return, check-out.
- ➢ *Experience*: Emotional, respect, ambiance, fun, intimacy.

One value selected to dominate value proposition, a second to differentiate, and remaining three meet the industry norm.
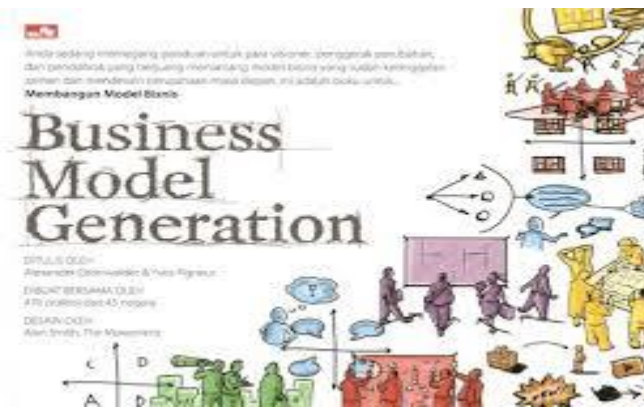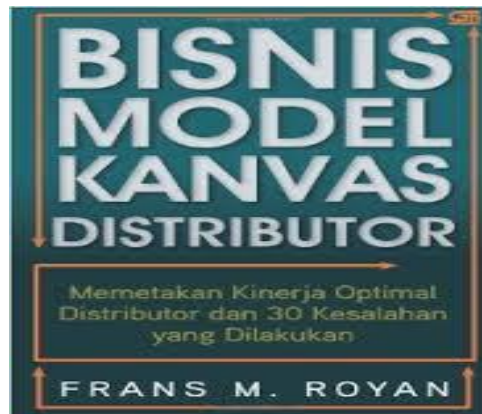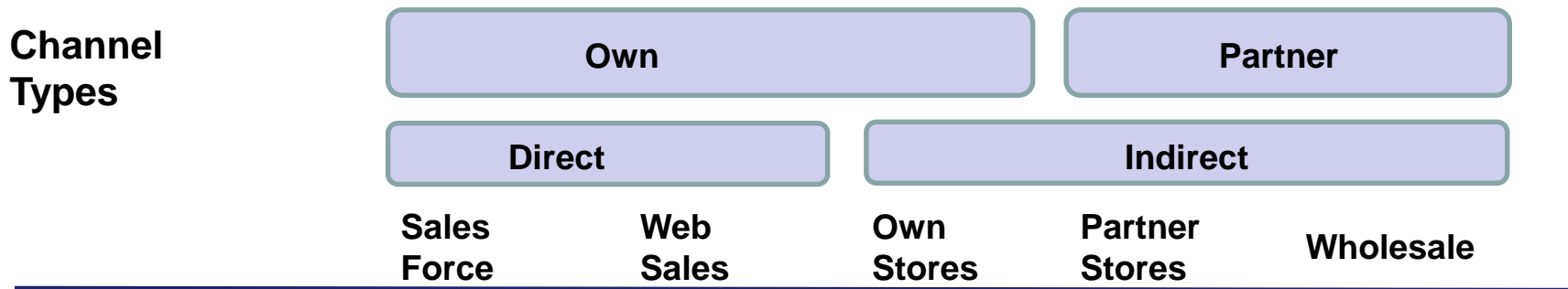
Communication: marketing message, raising awareness, customer evaluation
Distribution: delivering value proposition
Sales: places to purchase product or services
Finding the right mix of channels is crucial to bringing a value proposition to market.

Channel Types

Own		Partner

Direct	Indirect

Sales Force	Web Sales	Own Stores	Partner Stores	Wholesale

1. **Awareness:** How to raise awareness of products?
2. **Evaluation:** How do customers evaluate products?
3. **Purchase:** How and where do customers buy?
4. **Delivery:** How do we deliver value proposition?
5. **After Sales:** How provide post-purchase support?

Motivations: Customer acquisition, customer retention, Boosting sales (upselling)

- ➢ **Personal Assistance**
- ➢ **Dedicated Personal Assistance**
- ➢ **Self-service**
- ➢ **Automated service**
- ➢ **User communities**
- ➢ **Co-creation of innovative products**

eBooks/Kindle — Business Model Canvas (Amazon)

The resources that are necessary to create value for the customer. They are considered an asset to a company, which are needed in order to sustain and support the business.
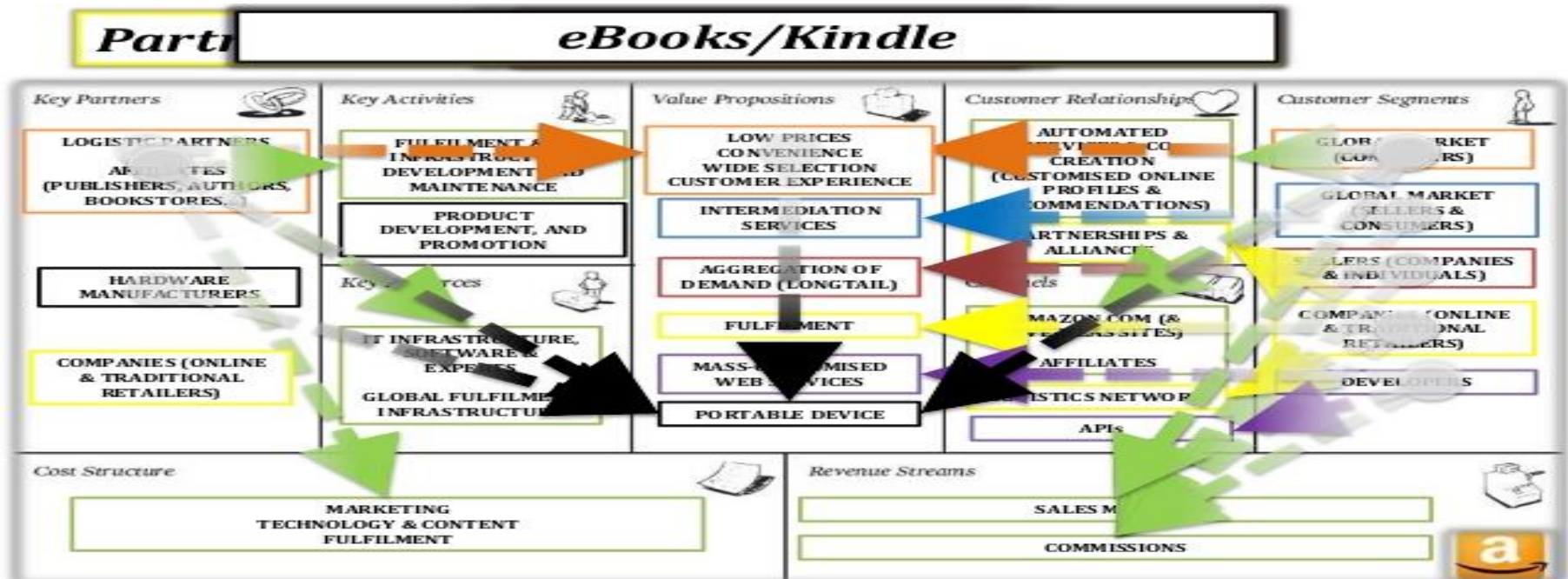
➢ **Physical:** facilities, buildings, equipment
➢ **Human:** especially for creative industries
➢ **Financial:** sources of funding
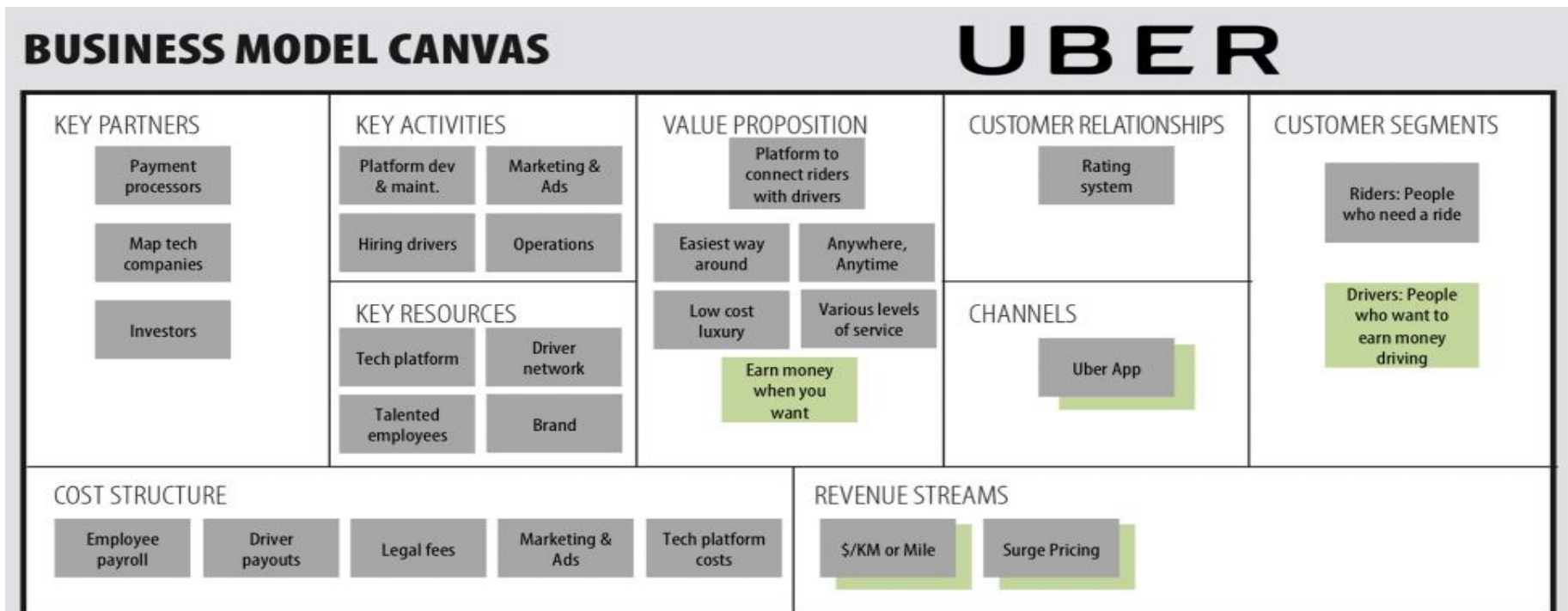➢ **Intellectual:** patents, copyrights, partnerships, customer databases

Source: www.meettheboss.com

- ➢ **Production:** designing, making, delivering
- ➢ **Problem solving:** consulting, services, hospitals
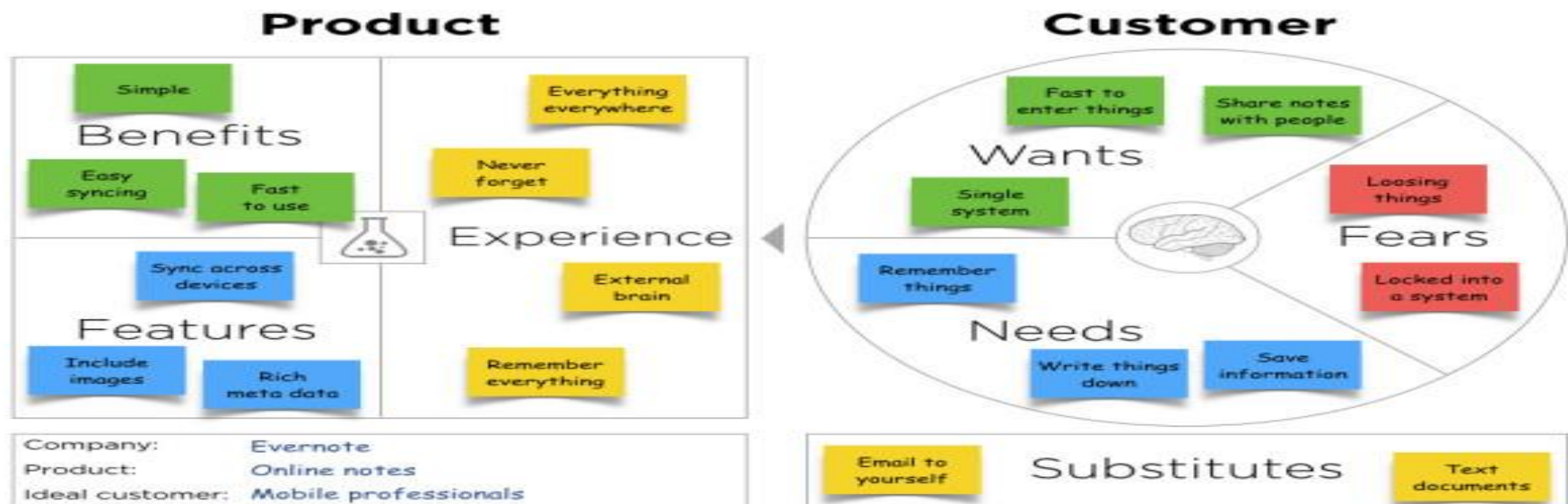- ➢ **Platform/network:** software, networks, social media, brands, platform promotion

BUSINESS MODEL CANVAS — **UBER**

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Payment processors	Platform dev & maint. / Marketing & Ads	Platform to connect riders with drivers	Rating system	Riders: People who need a ride
Map tech companies	Hiring drivers / Operations	Easiest way around / Anywhere, Anytime		
Investors	**KEY RESOURCES** Tech platform / Driver network / Talented employees / Brand	Low cost luxury / Various levels of service / Earn money when you want	**CHANNELS** Uber App	Drivers: People who want to earn money driving

COST STRUCTURE	REVENUE STREAMS
Employee payroll / Driver payouts / Legal fees / Marketing & Ads / Tech platform costs	$/KM or Mile / Surge Pricing

In order to optimize operations and reduce risks of a business model, organization usually cultivate buyer-supplier relationships so they can focus on their core activity.

➢ Strategic alliances between non-competitors and financial sources
➢ Strategic partnerships with competitors
➢ Joint Ventures
➢ Buyer-supplier relationships to assure reliable supplies

- ➢ Asset Sale - (the most common type) Selling ownership rights to a physical good. e.g. Wal-Mart
- ➢ Usage Fee - Money generated from the use of a particular service e.g. UPS
- ➢ Subscription Fees - Revenue generated by selling 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.
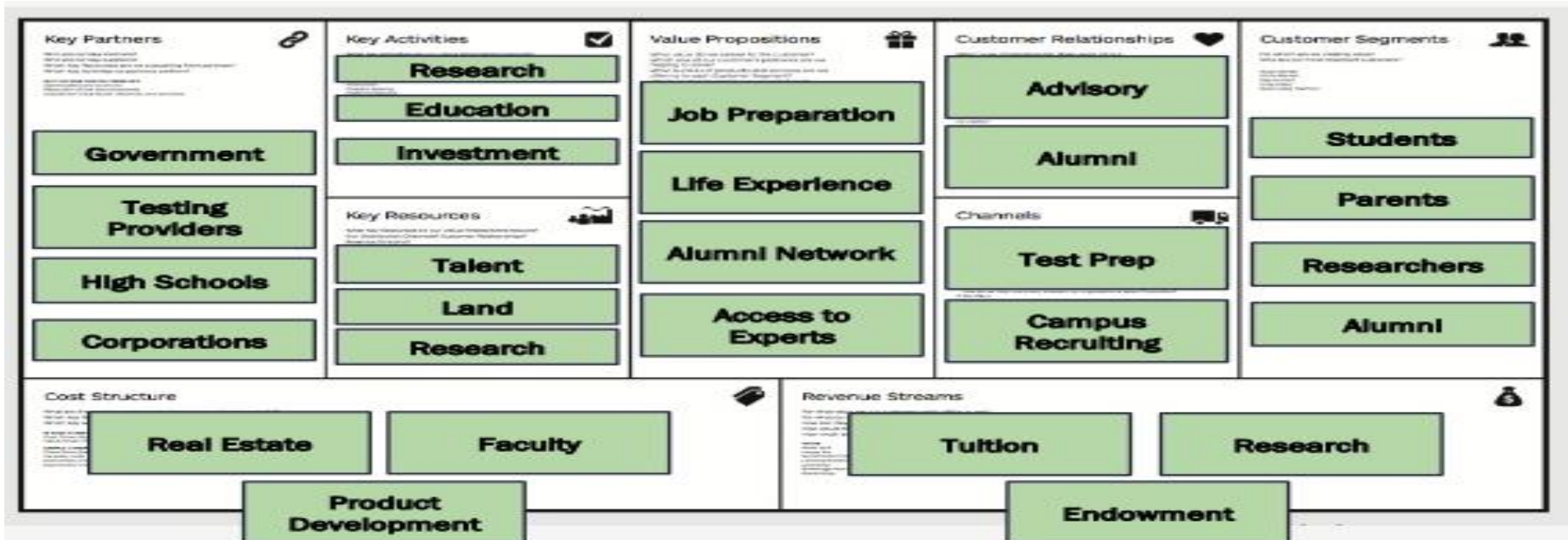
1. Classes of Business Structures:
   a. Cost-Driven - This business model focuses on minimizing all costs and having no frills. e.g. SouthWest
   b. Value-Driven - Less concerned with cost, this business model focuses on creating value for their products and services. e.g. Louis Vuitton, Rolex
2. Characteristics of Cost Structures:
   a. Fixed Costs - Costs are unchanged across different applications. e.g. salary, rent
   b. Variable Costs - These costs vary depending on the amount of production of goods or services. e.g. music festivals
   c. Economies of Scale - Costs go down as the amount of good are ordered or produced.
   d. Economies of Scope - Costs go down due to incorporating other businesses which have a direct relation to the original product.
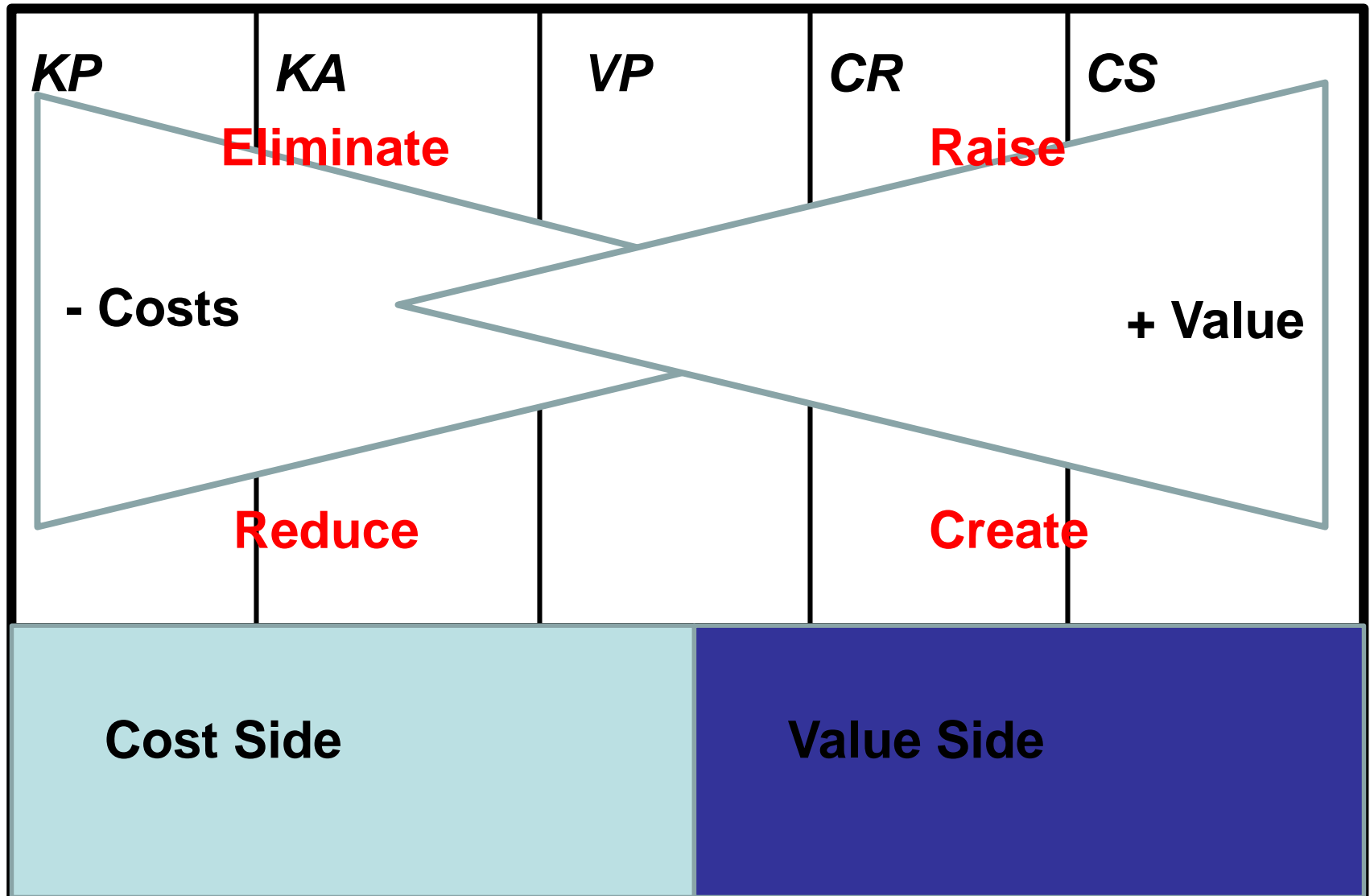
iTunes BUSINESS MODEL CANVASS

KP	KA	VP	CR	CS
Record Companies **OEMs**	**Hardware Design Marketing**	**Seamless Music Experience**	**Lovemark Switching Costs**	**Mass market**
	KR **People** **Brand Name** **iPod hardware** **iTunes software**		**C** **Retail stores** **Apple stores** **Apple.com**	

C$	R$
People **Manufacturing** **Marketing and sales**	**iTunes stores** **Large hardware revenues** **Some music revenues**

BUSINESS MODEL CANVASS

KP	KA	VP	CR	CS

Eliminate

Raise

- Costs

+ Value

Reduce

Create

Cost Side

Value Side

a. A4 dengan jarak 1,5 spasi, font12, Times New Roman Style, dengan margin (lebar sisi) kiri 4cm dan sisi atas, bawah dan samping kanan 3 cm, batas maksimal jumlah halaman 20 (belum termasuk cover, daftar pustaka).

b. Cover (kreasi sendiri dengan tetap mencantumkan judul, asal kampus, dan identitas kelompok)

c. Ringkasan

d. Daftar isi

e. Latar belakang usaha

f. **Gambaran umum usaha** (deskripisi produk, target atau segemen yang dituju, keunggulan produk, inovasi, hambatan & tantangan, strategi pemasaran)

g. **Analisis produksi** (proses produksi) dan **Analisis biaya** (rancangan biaya, proyeksi rugi laba)

h. **Analisis dampak dan resiko usaha** (dampak terhadap masyarakat dan lingkungan)

1) **Vision / Elevator Pitch / Tagline**
2) **Momentum, Traction, Expertise: Your key numbers**
3) **Market Opportunity: Define market size & your customer base**
4) **Problem & Current Solutions: What need do you fill? Other solutions**
5) **Product or Service: Your solution**
6) **Business Model: Key Revenue Streams**
7) **Market Approach & Strategy: How you grow your business**
8) **Team & Key Stakeholders (Investors, Advisors)**
9) **Financials**
10) **Competition**
11) **Investment: Your 'Ask' for funding, Basic use of funds**

Optional Slides: Exit Strategy, Partnership Agreements, Product/Service Demo, Existing Sales/Clients, Your "Special Sauce"

1. Membuat business plan menggunakan business model canvas
2. Membuat comparison matrix untuk menggambarkan persaingan.
3. Membuat SWOT diagram
4. Membuat mockup APPS jasa atau model barang yang akan dibuat
5. Membuat flow aplikasi / jasa
6. Membuat struktur organisasi.