

The Business Model Canvas

- Alexander Osterwalder

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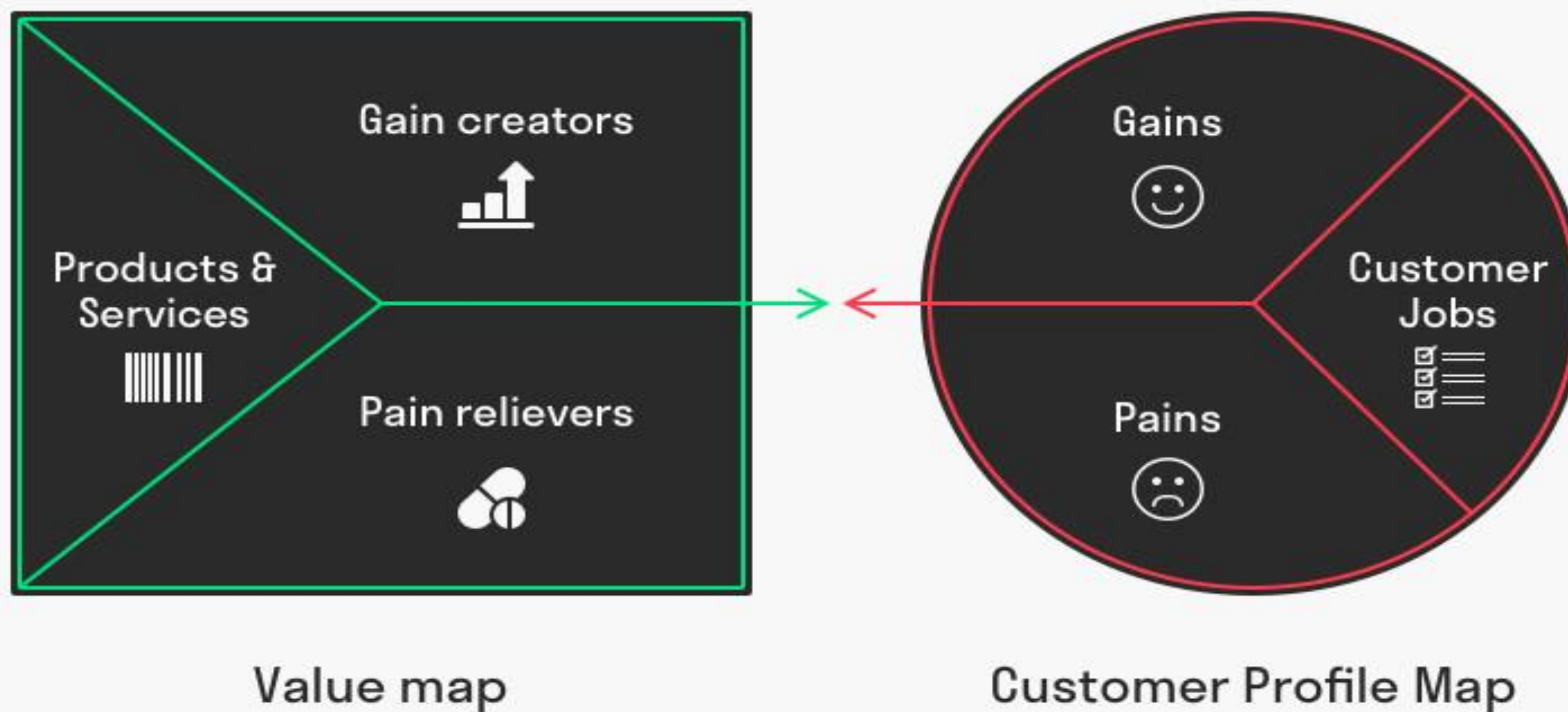
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Iteration

<div>Key Partners</div> <div>Who are our Key Partners? Who are our Key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</div> <div><div>motivations for partnerships</div><div>Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</div></div>	<div>Key Activities</div> <div>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</div> <div><div>categories</div><div>Production Problem Solving Platform/Network</div></div>	<div>Value Propositions</div> <div>What value do we deliver to the customer? Which one of our customer’s problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</div>	<div>Customer Relationships</div> <div>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</div> <div><div>examples</div><div>Personal assistance, Dedicated Personal Assistance Self-Service, Automated Services, Communities, Co-creation</div></div>	<div>Customer Segments</div> <div>For whom are we creating value? Who are our most important customers?</div> <div><div>Mass Market</div><div>Niche Market</div><div>Segmented</div><div>Diversified</div><div>Multi-sided Platform</div></div>
	<div>Key Resources</div> <div>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</div> <div><div>types of resources</div><div>Physical Intellectual (brand patents, copyrights, data) Human Financial</div></div>		<div>Channels</div> <div>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</div>	
<div>Cost Structure</div> <div>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</div> <div><div>is your business more</div><div>Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</div></div> <div><div>sample characteristics</div><div>Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope</div></div>			<div>Revenue Streams</div> <div>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</div> <div><div><div>types</div><div>Asset sale Usage fee Subscription Fees Lending/Renting/Leasing Brokerage fees</div></div><div><div>fixed pricing</div><div>List Price Product feature dependent Customer segment dependent Volume dependent</div></div><div><div>dynamic pricing</div><div>Negotiation (bargaining) Yield Management Real-time-Market</div></div></div>	

Business Model Canvas For An Electric Vehicle: An arbitrary example

<i>Key Partners</i> <ul style="list-style-type: none">• Battery supplier• Electric component supplier	<i>Key Activities</i> <ul style="list-style-type: none">• Manufacturing of the chassis• Assembly of the components• R&D• Sales and Marketing	<i>Value Propositions</i> <ul style="list-style-type: none">• Eco-Friendly car• Longer run time in single charge• Solar charger setup	<i>Customer Relationships</i> <ul style="list-style-type: none">• Free test drive• Free service and maintenance	<i>Customer Segments</i> <ul style="list-style-type: none">• Environment and safety conscious people
	<i>Key Resources</i> <ul style="list-style-type: none">• Electric Vehicle and Technological knowledge• Battery system• Better transmission system		<i>Channels</i> <ul style="list-style-type: none">• Direct sales• Web presence• Official showrooms	
<i>Cost Structure</i> <ul style="list-style-type: none">• Cost of factory overhead, daily wages and raw material cost• Marketing cost• Research & development cost• Free servicing cost			<i>Revenue Streams</i> <ul style="list-style-type: none">• Revenue from direct sell• Spare part	



PROBLEM List your customers' top 3 problems 2	SOLUTION Outline possible solution for each problem 4	UNIQUE VALUE PROPOSITION Single, clear, compelling message that turns an unaware visitor into an interested prospect 3	UNFAIR ADVANTAGE Something that can't be easily copied or bought 9	CUSTOMER SEGMENTS List your target customers and users 1
EXISTING ALTERNATIVES List how these problems are solved today	KEY METRICS List key numbers telling how your business is doing today 8		HIGH-LEVEL CONCEPT List your X for Y analogy (e.g., YouTube = Flickr for videos)	CHANNELS List your path to customers
COST STRUCTURE List your fixed and variable costs 7		REVENUE STREAMS List your sources of revenue 6		