Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Hardware-design companies Contract Manufacturing companies Pay companies with cash and stock options US Robotics (investor / buyer) - foothold in Silicon Valley	Design, build and market the device Key Resources Hardware designers (companies hired) Manufacturers (companies hired) Marketeers	- Small to fit into a shirt pocket - Powerful to store thousands of addresses and appointments - Cheap to appeal to the masses Small device offering 4 core functions: - calendar - address book - to-do list generator memo-writing feature Runs on AAA bateries Elegance and Simplicity Competition: Paper - calendars, memo-sticks, Address books, to-do lists	Channels Retail stores	Business Users Job-to-be-done: replace paper and complement PC
Cost Structure		Revenue	Streams	
Marketing efforts		Sell for less the	han \$300	
28 human resources				