**BUSINESS MODEL CANVAS**

**Turning ideas into tangible business solutions**

**Who will help you?**

**KEY PARTNERS**

Who are your key partners/suppliers?

What are the most important motivations for the partnerships?

**Motivations for partnerships**

*Optimization and economy*

*Reduction of risk and uncertainty*

*Acquisition of resources and activities*

**How much will you make?**

**REVENUE STREAM**

For what value are your audiences willing to pay?

What and how have they recently paid?

How would they prefer to pay?

How much does every revenue stream contribute to the overall revenues?

**Types Fixed pricing Dynamic pricing**

*Asset sale List price Negotiation (bargaining)*

*Usage fee Product feature dependent Yield management*

*Subscription fees Customer segment Real-time-market*

*Lending/Renting/Leasing Dependent*

*Licensing/Brokerage fees/Advertising Volume dependent*

**What will it cost?**

**COST STRUCTURE**

What are the most important costs in your work?

Which key resources/activities are most expensive?

**Is your business more**

*Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)*

*Value driven (focused on value creation, premium value proposition)*

**Sample characteristics**

*Fixed costs (salaries, rents, utilities)*

*Variable costs*

*Economies of scale / Economies of scope*

**Who do you help?**

**CUSTOMER SEGMENTS**

Which groups are you creating value for?

Who is your most important customer?

**Examples**

*Mass market*

*Niche market*

*Segmented*

*Diversified*

*Multi-sided platform*

**How do you do it?**

**KEY ACTIVITIES**

What key activities does your value proposition require?

What activities are most important for your distribution channels, customer relationships, revenue streams, etc.?

**Categories**

*Production*

*Problem solving*

*Platform/Network*

**How do you interact?**

**CUSTOMER RELATIONSHIPS**

What relationship does the target customer expect you to establish?

How can you integrate that into your work in terms of cost and format?

**Examples**

*(Dedicated) Personal assistance*

*Self-service*

*Automated services*

*Communities/co-creation*

**How do you reach them?**

**DISTRIBUTION CHANNELS**

Through which channel does your audience want to be reached?

Which channels work best? How much do they cost?

How can they be integrated into your audiences’ routines?

**Channel phases:** *Awareness, evaluation, purchase, delivery, after sale*

**What do you do?**

**VALUE PROPOSITION**

What core value do you deliver to your audience?

Which needs are you satisfying?

**Characteristics**

*Newness*

*Performance*

*Customization*

*“Getting the job done”*

*Design*

*Brand/Status*

*Price*

*Cost reduction*

*Risk reduction*

*Accessibility*

*Convenience/usability*

**What do you need?**

**KEY RESOURCES**

What key resources does your value proposition require?

**Types of resources**

*Physical*

*Intellectual (brand patents, copyrights, data)*

*Human*

*Financial*