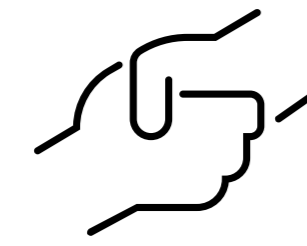


Key Partners



Description
List key items that you require for your business model to work but that you don't have in-house and therefore acquire from a key partner. Only list partners that are really key to your business model.

Questions to get you started
Who are our Key Partners?
Who are our key suppliers?
What Key Resources are we acquiring from partners?
What Key Activities do partners perform?

Motivations for partnerships

- Optimization and economy
- Reduction of risk and uncertainty
- Acquisition of particular resources and activities

Key Activities



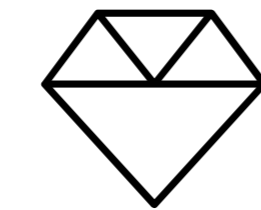
Description
The most important actions your venture must take to create and deliver your value proposition to customers. Only list activities that are really key to your venture, i.e. activities that contribute to your uniqueness.

Questions to get you started
What Key Activities do our Value Propositions require?
What Key Activities do our Distribution Channels and Customer Relationships require?

Categories of Key Activities

- Production
- Problem Solving
- Platform / Network

Key Resources



Description
The most important assets required to make your business model work. Key resources can be owned or leased by the company or acquired from Key Partners.

Questions to get you started
What Key Resources do your Value Propositions require?
What Key Resources do your Distribution Channels and Customer Relationships require?

Types of Key Resources

- Physical
- Intellectual (brands, patents, copyrights, algorithms, data)
- Human
- Financial

Value Propositions



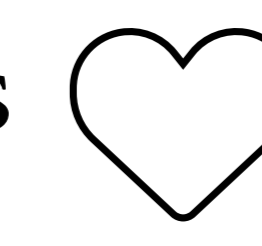
Description
The bundle of products and services that create value for a specific Customer Segment. Includes the reason customers choose us over another company. These address the job-to-be-done, the pains and gains. Express these as benefits, not features.

Questions to get you started
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?
Why do customers choose us? What are the reasons?

Characteristics

- The job you help customers get done
- The pain you relieve
- The gains you create
- Newness
- Customization
- Design
- Brand/Status
- Price
- Risk reduction
- Accessibility
- Convenience/Usability

Customer Relationships



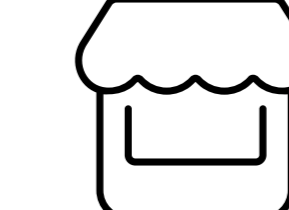
Description
The type and nature of the relationship your venture establishes with a customer segment. This block answers the key question "how do you retain customers?".

Questions to get you started
How do we retain customers?
What type of relationship does each Customer Segment expect us to establish and maintain with them?
What relationship will allow us to acquire new customers?
What relationship will boost sales and upselling?

Types of relationships

- Personal assistance
- Dedicated personal assistance
- Self-service
- Automated services
- Communities
- Co-creation

Channels



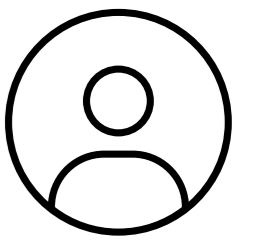
Description
How you communicate and reach your customer segments to deliver your value proposition. Answers the key question "how do you acquire customers?". Channels can be different for different phases of the customer journey. Channels can be either owned or from partners and direct or indirect.

Questions to get you started
Through which Channels do our customer segments want to be reached?
How do we integrate our channels with customer routines?
What channels cover the different phases of the customer journey (awareness, evaluation, purchase, delivery and after sales)?
How do we physically get our products in the hands of our customers?

Types of channels

- Sales force
- Website
- Own store
- Partner store
- Wholesale

Customer Segments



Description
The different groups of people or organizations your venture aims to reach and serve. A group of customers requires a different segment when they require something unique in one of the other business model blocks (such as different value proposition/offer, different channels, different type of relationship, different revenue model, etc.). Try to describe a customer segment in what makes them unique.

Remember to use a different color for each customer segment and use that color throughout the canvas.

Questions to get you started
For whom are we creating value?
Who are our most important customers?

Types of Customer Segments

- Mass market
- Niche market
- Segmented
- Diversified
- Multi-sided markets

Cost Structure



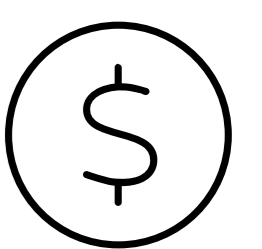
Description
Describes the nature of the most important costs incurred while operating the business model. The importance of this block increases when a business model is cost-driven (versus value driven).

Questions to get you started
What are the most important costs inherent in our business model?
Which Key Resources and Key Activities are most expensive?

Characteristics of Cost Structures

- Fixed costs
- Variable costs
- Economies of scale
- Economies of scope

Revenue Streams



Description
The cash a company generates from each customer segment. Describe the nature of the revenue stream (transaction or recurring revenues) and the pricing mechanism used.

Questions to get you started
For what value are our customers really willing to pay?
How would customers prefer to pay?
What pricing mechanism works best for a customer segment?

Types of revenue streams

- Asset sale
- Usage fee
- Subscription fee
- Lending / renting / leasing
- Licensing
- Brokerage fees
- Advertising
- Free

Pricing mechanisms

- Fixed - List price
- Fixed - Product feature dependent
- Fixed - Customer segment dependent
- Fixed - Volume dependent
- Dynamic - Negotiation (bargaining)
- Dynamic - Yield management
- Dynamic - Real-time market
- Dynamic - Auctions

