

## Key Partners (KP)



Who are our Key Partners?  
 Who are our Key Suppliers?  
 Which Key Resources are we acquiring from partners?  
 Which Key Activities do partners perform?

### Motivations for Partnerships:

Optimization and Economy  
 Reduction of risk and uncertainty  
 Acquisition of particular resources and activities

## Key Activities (KA)



What Key Activities do our Value Propositions require?  
 Our Distribution Channels?  
 Customer Relationships?  
 Revenue streams?

### Categories:

Production  
 Problem Solving  
 Platform/Network

## Value Propositions (VP)



What value do we deliver to the customer?  
 Which one of our customer's problems are we helping solve?  
 What bundles of products and services are we offering to each Customer Segment?  
 Which customer needs are we satisfying?

### Characteristics:

Newness  
 Performance  
 Customization  
 "Getting the Job Done"  
 Design  
 Brand/Status  
 Price  
 Cost Reduction  
 Risk Reduction  
 Accessibility  
 Convenience/Usability

## Customer Relationship (CR)



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?

### Examples:

Personal assistance  
 Dedicated Personal Assistance  
 Self-Service  
 Automated Services  
 Communities  
 Co-creation

## Customer Segments (CS)



For Whom are we creating value?  
 Who are our most important customers?  
 Mass Market  
 Niche Market  
 Segmented  
 Diversified  
 Multi-sided Platform

## Key Resources (KR)



What Key Resources do our Value Propositions require?  
 Our Distribution Channels? Customer Relationships?  
 Revenue Streams?

### Types of resources:

Physical  
 Intellectual (brand patents, copyrights, data)  
 Human  
 Financial

## Channels (Ch)



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?

### Channel Phases:

**Awareness:** -How do we raise awareness about our company's products and services?  
**Evaluation:** -How do we help customers evaluate our organization's Value Proposition?  
**Purchase:** -How do we allow customers to purchase specific products and services?  
**Delivery:** -How do we deliver Value Proposition to customers?  
**After sales:** -How do we provide post-purchase customer support?

## Cost Structures (C\$)

What are the most important costs inherent in our business model?  
 Which Key Resources are most expensive?  
 Which Key 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



## Revenue Streams (R\$)

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?

### Types:

Asset sale  
 Usage fee  
 Subscription Fees  
 Lending/Renting/Leasing  
 Licensing  
 Brokerage fees  
 Advertising

### Fixed Pricing:

List Price  
 Product feature dependent  
 Customer segment dependent  
 Volume dependent

### Dynamic Pricing:

Negotiation (bargaining)  
 Yield Management  
 Real-time Market

