

Key Partners



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



What Key Activities do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue streams?
 categories
 Production
 Problem Solving
 Platform/Network

Value Propositions



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

Customer Relationships



For whom are we creating value?
 Who are our most important customers?
 What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
 Which ones have we established?
 examples
 Personal assistance
 Dedicated Personal Assistance
 Self-Service
 Automated Services
 Communities
 Co-creation

Customer Segments



How are they integrated with the rest of our business model? How costly are they?
 Mass Market
 Niche Market
 Segmented
 Diversified
 Multi-sided Platformo

Key Resources



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



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

Cost Structure

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

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

