Designed for:

Designed by:

Date:

Version:

Key Partners

Who are our key suppliers?

Who are our Key Partners?

MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities

Which Key Activities do partners perform?

Which Key Resources are we acquiring from partners?

Key Activities

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

CATEGORIES Production Problem Solving Platform/Network

Revenue streams?



Which customer needs are we satisfying?

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?

CHARACTERISTICS

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

Customer Relationships

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

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Self-Service **Automated Services** Communities Co-creation

Customer Segments

For whom are we creating value? Who are our most important customers?

Mass Market Niche Market Segmented Diversified Multi-sided Platform

Key Resources

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

TYPES OF RESOURCES

Intellectual (brand patents, copyrights, data) 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

How do we raise awareness about our company's products and services?

How do we help customers evaluate our organization's Value Proposition?

How do we allow customers to purchase specific products and services?

How do we deliver a Value Proposition to customers?

5. After sales How do we provide post-purchase customer support?

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?

Subscription Fees Lending/Renting/Leasing

Brokerage fees

Advertising

FIXED PRICING Product feature dependent Customer segment

Volume dependent

DYNAMIC PRICING Negotiation (bargaining) Yield Management Real-time-Market

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?

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





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