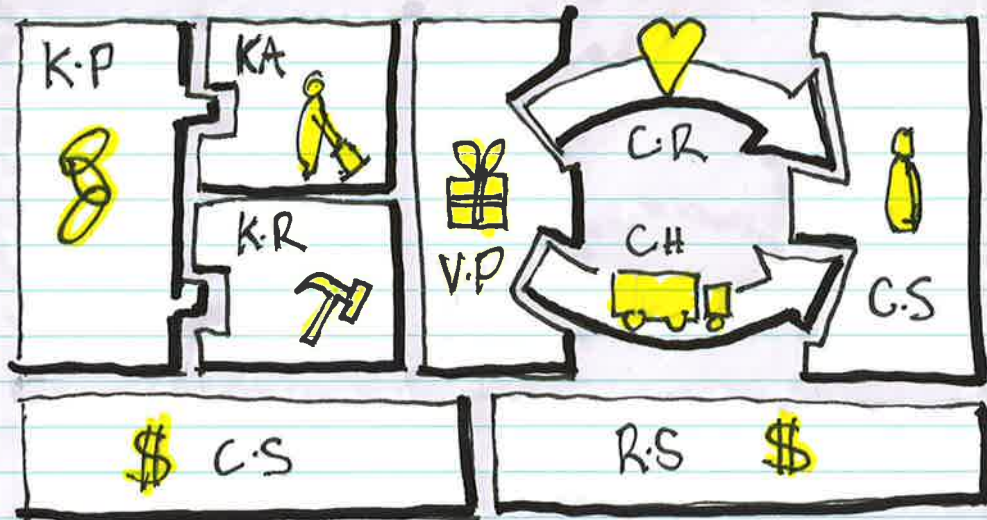


# BUSINESS MODEL CANVAS



- CUSTOMER SEGMENTS
- VALUE PROPOSITION
- DELIVERY CHANNELS
- CUSTOMER RELATIONSHIPS



• REVENUE STREAMS

- KEY RESOURCES
- KEY ACTIVITIES
- KEY PARTNERS



• COST STRUCTURE

# CUSTOMER SEGMENTS

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# FOR WHOM ARE WE CREATING VALUE?

- THEIR NEEDS REQUIRE & JUSTIFY A DISTINCT OFFER
- THEY ARE REACHED VIA DIFFERENT DISTRIBUTION NETWORKS
- THEY REQUIRE DIFFERENT TYPES OF RELATIONSHIPS
- DIFFERENT PROFITABILITY, OR WILLING TO PAY FOR DIFFERENT ASPECTS OF THE SERVICE

# VALUE PROPOSITION

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# WHAT VALUE DO WE DELIVER TO CUSTOMERS

- SOLVES A CUSTOMER PROBLEM OR SATISFIES A CUSTOMER NEED.
  - CREATES VALUE THROUGH A DISTINCT MIX OF ELEMENTS CATERING TO A NEED
- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• NEWNESS</li><li>• PERFORMANCE</li><li>• CUSTOMIZATION</li><li>• "GETTING THE JOB DONE"</li><li>• DESIGN</li><li>• BRAND / STATUS</li></ul> | <ul style="list-style-type: none"><li>• PRICE</li><li>• COST REDUCTION</li><li>• RISK REDUCTION</li><li>• ACCESSIBILITY</li><li>• CONVENIENCE /<br/>USABILITY</li></ul> |
|--|---|

# CHANNELS

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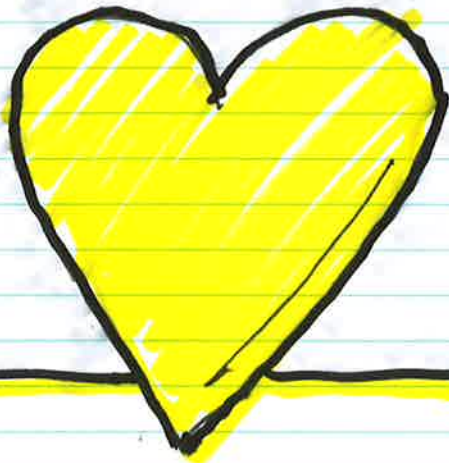
# How do our CUSTOMERS WANT to be REACHED?

- How do we DELIVER VALUE?
  - How do we COMMUNICATE & REACH our CUSTOMERS
  - WHAT ARE THE TOUCH POINTS?
  - COMMUNICATION, DISTRIBUTION, SALES INTERFACES.
- |              |            |               |
|--------------|------------|---------------|
| • AWARENESS  | • PURCHASE | • AFTER SALES |
| • EVALUATION | • DELIVERY |               |



# CUSTOMER RELATIONSHIPS

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# RELATIONSHIPS TO ESTABLISH & MAINTAIN

- DRIVEN BY ACQUISITION, RETENTION OR BOOSTING SALES (UPSELLING)
  - SELF-SERVICE
  - COMMUNITIES
  - PERSONAL ASSISTANCE
  - DEDICATED PERSONAL ASSISTANCE
  - SELF SERVICE
- AUTOMATED SERVICE
  - CO-CREATION

# REVENUE STREAMS

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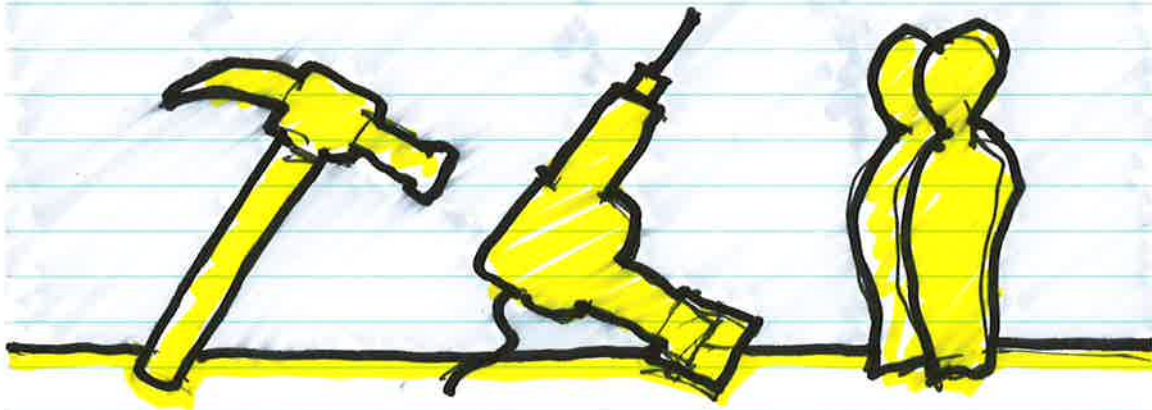


# FOR WHAT VALUE ARE THEY REALLY WILLING TO PAY

- THE CASH A COMPANY GENERATES FROM EACH CUSTOMER SEGMENT
  - PRICING MECHANISM - FIXED LIST PRICE, BARGAINING, AUCTIONING, MARKET DEPENDENT, VOLUME DEPENDENT OR YIELD MANAGEMENT
  - ASSET SALE
  - USAGE FEE
  - SUBSCRIPTION
  - LENDING / RENTING / LEASING
  - LICENSING
  - BROKERAGE %
  - ADVERTISING
- FIXED  
VS  
DYNAMIC

# KEY RESOURCES

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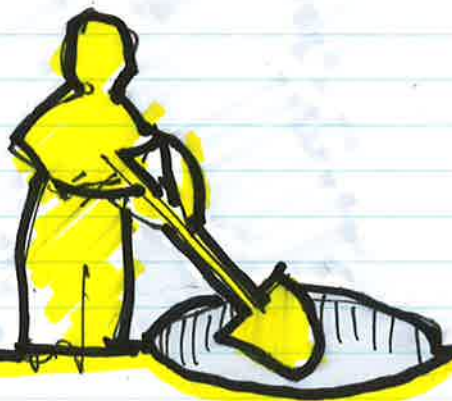


# RESOURCES REQUIRED TO DELIVER VALUE PROPOSITION

- TO CREATE VALUE, REACH MARKETS, BUILD RELATIONSHIPS & CAPTURE REVENUE
- PHYSICAL ASSETS
- INTELLECTUAL
- HUMAN
- TECHNOLOGICAL
- FINANCIAL

# Key Activities

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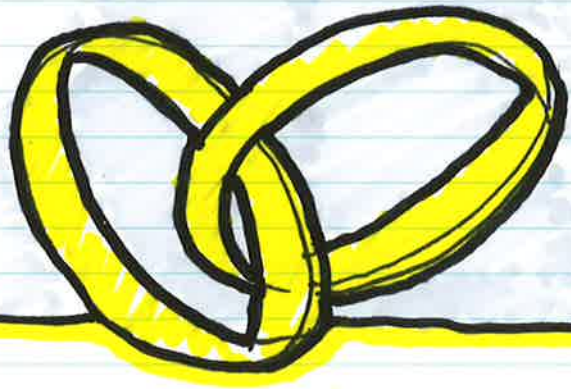
# ACTIVITIES REQUIRED TO DELIVER VALUE PROPOSITION

- TO CREATE VALUE, REACH MARKETS, BUILD RELATIONSHIPS & CAPTURE REVENUE
- PLATFORM / NETWORK - DEVELOP & MAINTAIN
- PRODUCTION - DESIGN, MAKE & DELIVER
- PROBLEM SOLVING - CONSULTANCY, SERVICES



# KEY PARTNERSHIPS

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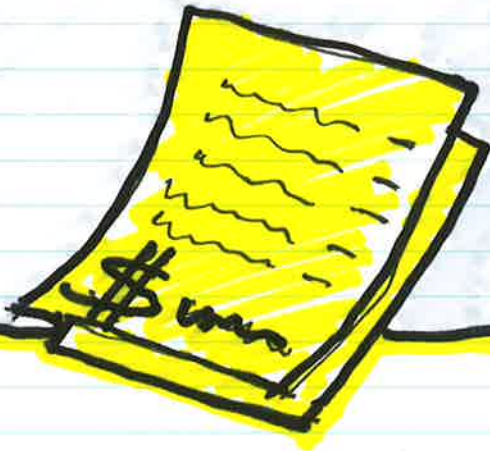


# WHO ARE OUR KEY PARTNERS ?

- PARTNERS, SUPPLIERS, RESOURCES REQUIRED OR ACTIVITIES PERFORMED
- ALLIANCES TO OPTIMIZE YOUR BUSINESS MODEL, REDUCE RISK OR ACQUIRE RESOURCES
- STRATEGIC BETWEEN NON COMPETITORS
- JOINT VENTURES TO DEVELOP NEW BUSINESSES
- BUYER - SUPPLIER RELATIONSHIPS TO ASSURE RELIABLE SUPPLIES
-

# COST STRUCTURE

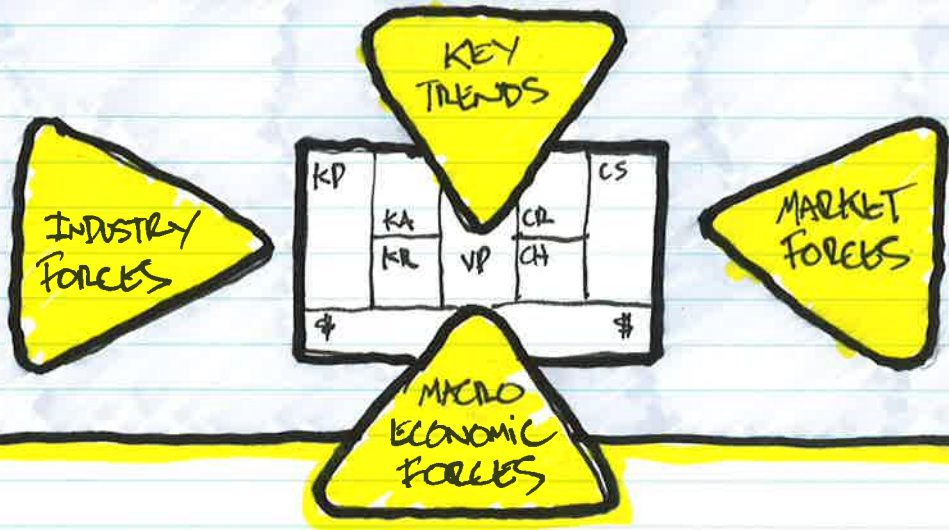
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# COSTS INHERENT IN OUR BUSINESS MODEL

- IS THE BUSINESS MODEL COST DRIVEN OR VALUE DRIVEN?
- MINIMIZE COST V'S PREMIUM VALUE PROP...
- FIXED COSTS
- VARIABLE COSTS
- ECONOMIES OF SCALE
- ECONOMIES OF SCOPE

# BUSINESS MODEL ENVIRONMENT



# CONTEXT, DRIVERS & CONSTRAINTS

## KEY TRENDS

TECH, REGULATORY, SOCIAL  
CULTURAL, SOCIOECONOMIC

## MARKET FORCES

SEGMENTS, NEEDS & DEMANDS  
SWITCHING COSTS, REVENUE

## INDUSTRY FORCES

SUPPLY & VALUE CHAIN,  
STAKEHOLDERS, INCUMBENTS  
INSURGENTS, SUBSTITUTE  
PRODUCTS OR SERVICES

## MACRO ECONOMIC FORCES

GLOBAL MARKET, CAPITAL  
MARKETS, ECONOMIC  
INFRASTRUCTURE, COMMODITIES  
& OTHER RESOURCES

# CUSTOMER INSIGHTS

**You**

WHAT CAN WE SELL?

How do we reach?

WHAT DO WE

How do we  
MAKE MONEY

**THEM**

WHAT DO THEY NEED?  
How can we help?

WHAT ASPIRATIONS?  
How do we fit

THEIR ROUTINES?

WHAT VALUE WILL  
THEY REALLY PAY FOR?



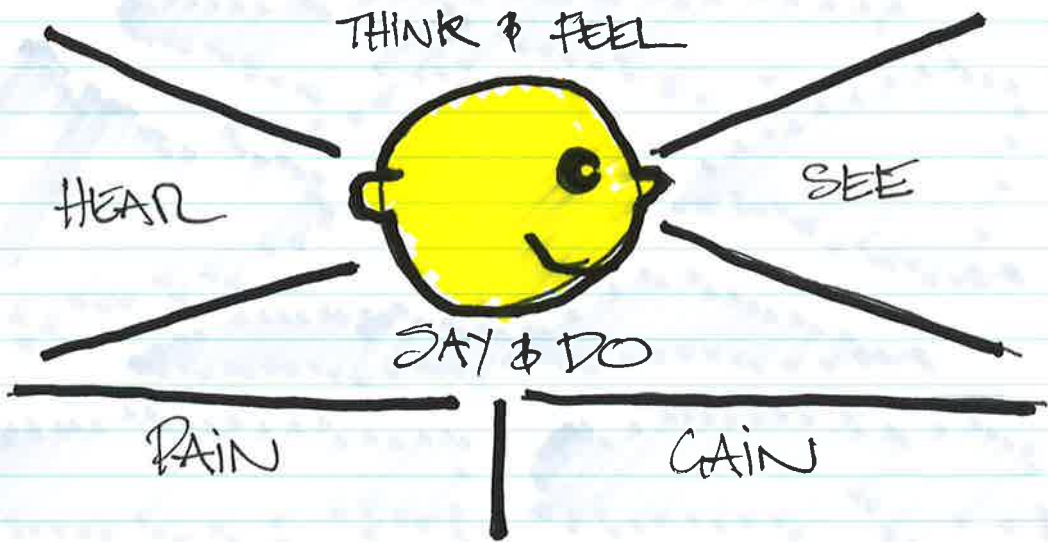
# BUILD BUSINESS MODELS ON CUSTOMER INSIGHTS

- SHIFT YOUR PERSPECTIVE FROM "US" TO "THEM"
- ADOPT THE CUSTOMER PERSPECTIVE AS A GUIDING PRINCIPLE INFORMING VALUE PROP, CHANNELS, RELATIONSHIPS & REVENUE STREAMS.



# EMPATHY MAP

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# UNDERSTAND ENVIRONMENT, BEHAVIOUR CONCERNS & ASPIRATIONS

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- THINK & FEEL - WHAT REALLY COUNTS = WORRIES, ASPIRATIONS
- SEE - ENVIRONMENT, FRIENDS, MARKET OFFERS
- SAY & DO - ATTITUDE IN PUBLIC, APPEARANCE, BEHAVIOUR
- HEAR - FRIENDS, BOSS, INFLUENCES
- PAIN - FEARS, FRUSTRATIONS, OBSTACLES
- GAIN - WANTS/NEEDS, SUCCESS, GOALS