

Key Controls (KC)

- What is the regulatory environment in which we operate?

- Who is our Higher Authority?
- What Controlling Bodies exist?

- What primary pieces of legislation are governing the Model?
- Bills, White Papers, etc?

- Codes of practice?
- Policies, guidelines specifications?

Key Partners (KP)

- Who are our Key Partners?
- Who are our Key Suppliers?
- Which Key Resources are we acquiring from partners?

Motivation 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?
- Operations?
- Distribution Channels?
- Customer Relationships?
- Revenue streams?
- Support?

Categories

Production

Service Delivery

Problem Solving

Platform/Network

Value Proposition (VP)

- 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 (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?
- Key Partners?
- Revenue Streams?

Types of resources

Physical

Intellectual (brand patents, copyrights, data)

Human

Financial

System

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:

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 (CS)

- 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 (RS)

- 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