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Key Partnerships
 Who are our key partners?
 Who are our key suppliers?
 Which key resources are we acquiring from our partners?
 Which key activities do partners perform?

MOTIVATION 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?
 Revenue streams?

CATEGORIES
 Production
 Problem Solving
 Platform/Network

Key Resources
 What key resources do our value propositions require?
 Our distribution channels?
 Customer relationships?
 Revenue streams?

TYPES OF RESOURCES
 Physical
 Intellectual
 Human
 Financial

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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 segment?
 Which customer needs are we satisfying?
 What is the minimum viable product?

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

Customer Relationships
 How do we get, keep, and grow customers?
 Which customer relationships 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

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
 Awareness
 Evaluation
 Purchase

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Customer Segments
 For whom are we creating value?
 Who are our most important customers?
 What are the customer archetypes?

Mass Market
 Niche Market
 Segmented
 Diversified
 Multi-sided Platform

Cost Structures
 What are the most important costs inherent to our business model?
 Which key resources are most expensive?
 Which key activities are most expensive?

Is your business more-
COST DRIVEN? OR VALUE DRIVEN?

Sample Characteristics

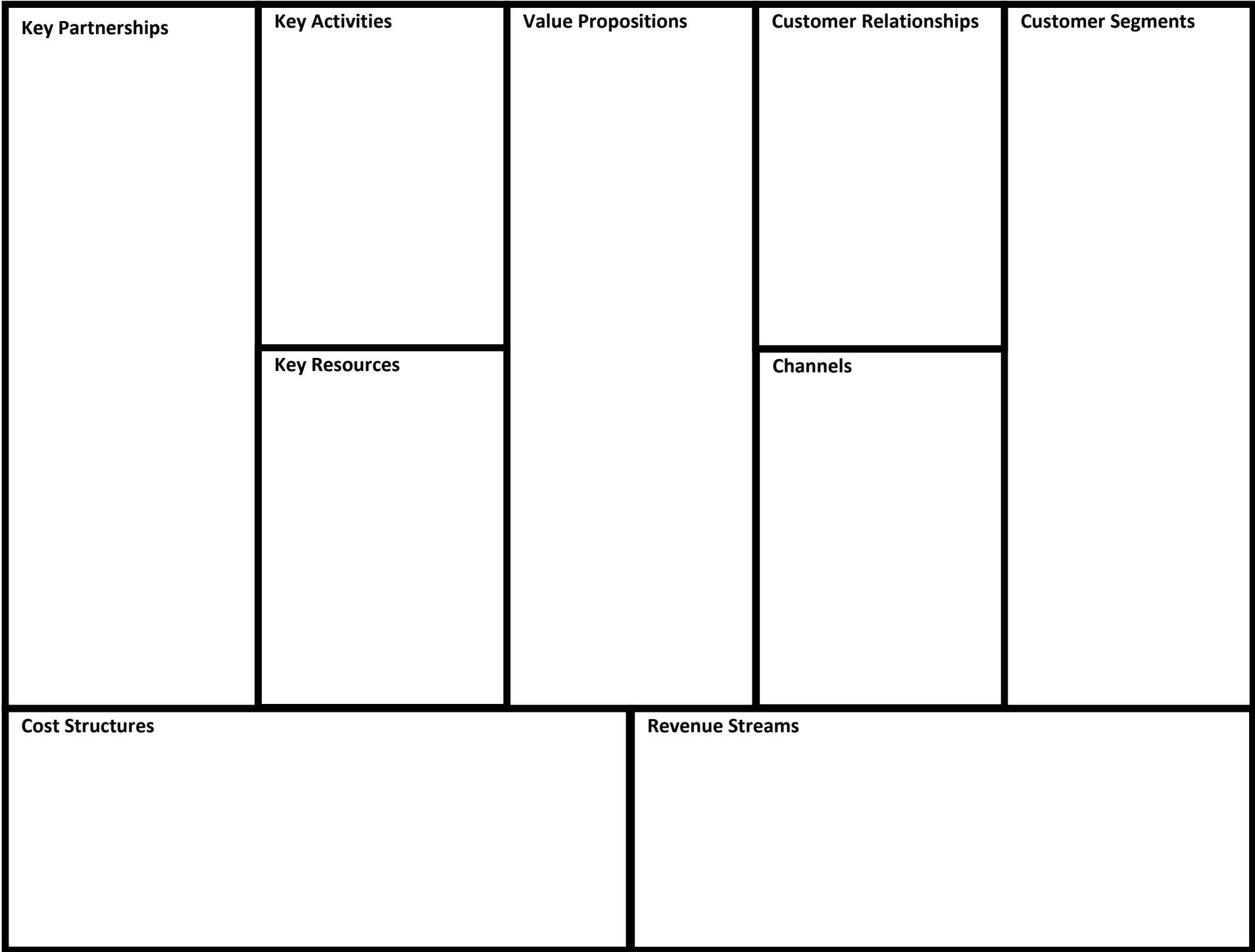
| | |
|----------------|--------------------|
| Fixed costs | Economies of scale |
| Variable costs | Economies of scope |

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Revenue Streams
 For what value are our customers really willing to pay?
 For what do they currently pay?
 What is the revenue model?
 What are the pricing tactics?

| TYPES | FIXED PRICING | DYNAMIC PRICING |
|-------------------------|----------------------------|--------------------------|
| Asset sale | List Price | Negotiation (bargaining) |
| Usage fee | Product feature dependent | Yield Management |
| Subscription Fees | Customer segment dependent | Real-time-Market |
| Lending/renting/leasing | Volume dependent | |
| Licensing | | |
| Brokerage Fees | | |
| Advertising | | |

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Key Partnerships

Key Activities

Value Propositions

Customer Relationships

Customer Segments

Key Resources

Channels

Cost Structures

Revenue Streams