



### 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 are we satisfying?

**CHARACTERISTICS:**

Newness  
Performance  
Customization  
"Getting the Job Done"  
Design  
Brand/Status  
Price  
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 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

### 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?

### 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

### Customer Segments

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

Mass Market  
Niche Market  
Segmented  
Diversified  
Multi-sided Platform

### 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, rent, utilities)  
Variable costs  
Economics of scale  
Economics 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