

# Business Model Canvas

## KEY PARTNERS

Who do we cooperate with closely (network of partners and suppliers)?  
Why do we work with the partners?

### Motivation for partnerships:

- Optimisation and economic efficiency
- Minimisation of risks and uncertainties
- Acquisition of specific resources and activities

## KEY ACTIVITIES

What activities do we need to carry out to manufacture the product or provide the service (expertise, production, distribution, communication, etc.)?

### Categories:

- Production
- Troubleshooting
- Platforms/networks

## KEY RESOURCES

What are the main resources on which our product/service is based?

### Resource types:

- Physical
- Intellectual (trademarks, patents, copyrights, data)
- Human
- Financial

## VALUE PROPOSITION

What product or service are we offering our customers?  
What benefits or added value do we create for our customers?

### Characteristics:

- Innovation
- Service
- Tailoring to customers' wishes
- Makes work easier
- Registered design
- Trademark/status
- Price
- Cost reduction
- Risk minimisation
- Availability
- User-friendliness

## CUSTOMER RELATIONSHIPS

What kind of relationship do we have with our customers?  
What are we doing to build, maintain and further customer relationships?

### Examples:

- Personal support
- Self-service
- Automated service
- Communities
- Participation

## CHANNELS

Which distribution channel can we use to reach our customers (own distribution vs. partners)? How can we communicate with our clients? Where do points of contact exist and how should they be set up?

### Channel phases:

1. **Awareness:** How do we generate awareness for our offer?
2. **Assessment:** How do we help our customers to gauge our value proposition?
3. **Communication:** How do we communicate our value?
4. **After-sales:** How do we ensure after-sales support for our customers?

## CUSTOMER SEGMENTS

Which clients do we serve?  
Who are creating value for with our offer?

- Mass market
- Niche markets
- Segments
- Diversification
- Multilateral platforms

## COST STRUCTURE

What are the key costs inherent to our business model (variable and fixed costs)?  
Which activities or resources are cost drivers?

### Is your business predominantly:

- **Cost-oriented:** lean cost structure, low-price segmentation, maximum automation, extensive outsourcing
- **Value-oriented:** focus on creating value, premium value propositions

### Examples of characteristics:

- Fixed prices (salaries, rent, commodities)
- Economies of scale
- Economies of scope

## REVENUE STREAMS

How much are our customers willing to pay?  
How can customers pay? Are there any alternative sources of income?

### Types

- Sale
- User fee
- Membership fee
- Rental/lease
- Licences
- Brokerage fees
- Advertising