

Business Model Canvas

What it is

In the words of Alex Osterwalder, “a business model is the architecture of how an organisation creates, delivers and captures value.”










This canvas will help us at any time of the development of our project. It’s useful to analyze what is the business model at the starting point, to decide what opportunities we have for improvement, and also, it works good at ideation, to create completely new business models to differentiate from other products or services.

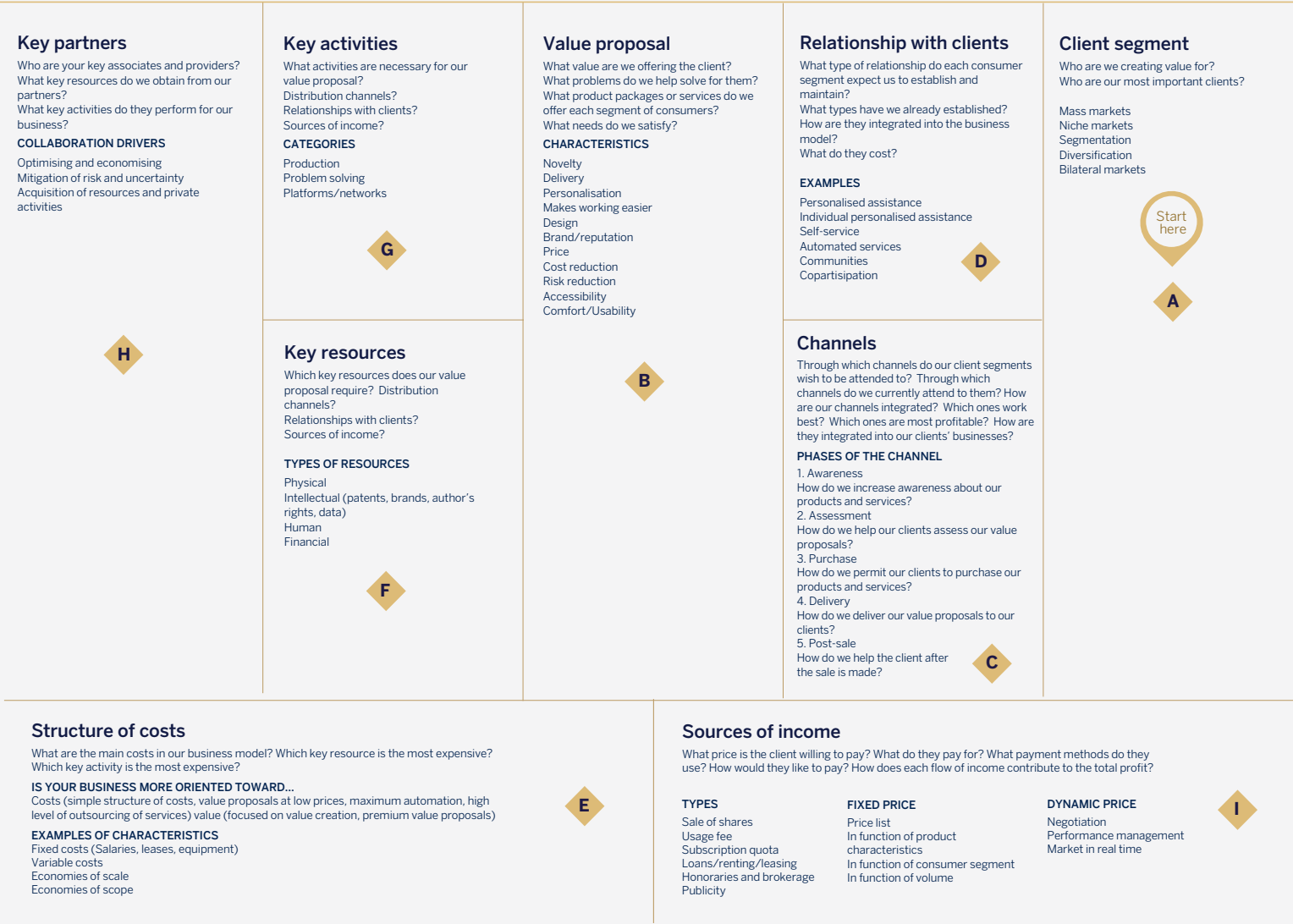
Why use it

It helps us realistically evaluate our idea’s potential for success. It also helps conceptualise the business idea, how we will capture clients and distribute our solution, how to be competitive and how to anticipate the costs and the profits that we could obtain.

How to use it

Fill in the sections of the canvas in this order:

1. Client segment: Write in post-its all actors your idea is creating value for and who are the most important. 
2. Value proposal: write your value proposition you might have done before using the value proposition canvas. 
3. Distribution channels: write all channels your potential users want to be attended and which of them will be integrated in your idea / project. 
4. Relationship with the client: write a description of main type of relationship you will have with your potential users. 
5. Sources of income: write price and payment methods that match with your idea and your users. 
6. Key resources: write which physical, intellectual, human or financial resources requites your value proposition. 
7. Key activities: write main activities needed for your value proposition. 
8. Key associates: write key associates and providers 
9. Structure of costs: write the main costs in your business model . 



Tips & Tricks

TEAM

1 to 5 people.

TIME

Between 20 and 40 minutes. Making several canvases of different business models for the same idea is a powerful activity.

MATERIALS

A large sheet of paper on which to draw the canvas' boxes, sticky notes, markers, masking tape to put the sheet up on the wall.

FOR BEST RESULTS

Invite people who can contribute knowledge to work on all of these parts.
Use colour-coding if you have more than one client. One colour for each when filling in the canvas boxes.
If you have time, focus on the value proposal for your client, or start by doing the Value Proposition canvas. Remember that these tools are focused on our user, and not on our company objectives.

WHAT IT HELPS YOU ACHIEVE

- Determining key aspects that will make our idea work.
- Estimating the idea’s viability, and iterating it if necessary.
- Identifying how to improve the value proposition.

FOR AGILE

Ensuring consistency is part of quality control and assists design decisions during the development and implementation phases.

TOOLS AND ACTIVITIES BEFORE YOU START

- Persona
- Ideation
- Concept map (optional)
- Optionally, an alternative type of prototype
- Value proposition canvas (highly recommended)

TOOLS AND ACTIVITIES FOR AFTERWARDS

- Further prototyping
- Iteration

Business Model Canvas

<div><h2>Key partners</h2><p>Who are your key associates and providers? What key resources do we obtain from our partners? What key activities do they perform for our business?</p><h3>COLLABORATION DRIVERS</h3><p>Optimising and economising Mitigation of risk and uncertainty Acquisition of resources and private activities</p></div>	<div><h2>Key activities</h2><p>What activities are necessary for our value proposal? Distribution channels? Relationships with clients? Sources of income?</p><h3>CATEGORIES</h3><p>Production Problem solving Platforms/networks</p></div>	<div><h2>Value proposal</h2><p>What value are we offering the client? What problems do we help solve for them? What product packages or services do we offer each segment of consumers? What needs do we satisfy?</p><h3>CHARACTERISTICS</h3><p>Novelty Delivery Personalisation Makes working easier Design Brand/reputation Price Cost reduction Risk reduction Accessibility Comfort/Usability</p></div>	<div><h2>Relationship with clients</h2><p>What type of relationship do each consumer segment expect us to establish and maintain? What types have we already established? How are they integrated into the business model? What do they cost?</p><h3>EXAMPLES</h3><p>Personalised assistance Individual personalised assistance Self-service Automated services Communities Copartisipation</p></div>	<div><h2>Client segment</h2><p>Who are we creating value for? Who are our most important clients?</p><p>Mass markets Niche markets Segmentation Diversification Bilateral markets</p></div>		
	<div><h2>Key resources</h2><p>Which key resources does our value proposal require? Distribution channels? Relationships with clients? Sources of income?</p><h3>TYPES OF RESOURCES</h3><p>Physical Intellectual (patents, brands, author’s rights, data) Human Financial</p></div>		<div><h2>Channels</h2><p>Through which channels do our client segments wish to be attended to? Through which channels do we currently attend to them? How are our channels integrated? Which ones work best? Which ones are most profitable? How are they integrated into our clients' businesses?</p><h3>PHASES OF THE CHANNEL</h3><p>1. Awareness How do we increase awareness about our products and services? 2. Assessment How do we help our clients assess our value proposals? 3. Purchase How do we permit our clients to purchase our products and services? 4. Delivery How do we deliver our value proposals to our clients? 5. Post-sale How do we help the client after the sale is made?</p></div>			
<div><h2>Structure of costs</h2><p>What are the main costs in our business model? Which key resource is the most expensive? Which key activity is the most expensive?</p><h3>IS YOUR BUSINESS MORE ORIENTED TOWARD...</h3><p>Costs (simple structure of costs, value proposals at low prices, maximum automation, high level of outsourcing of services) value (focused on value creation, premium value proposals)</p><h3>EXAMPLES OF CHARACTERISTICS</h3><p>Fixed costs (Salaries, leases, equipment) Variable costs Economies of scale Economies of scope</p></div>			<div><h2>Sources of income</h2><p>What price is the client willing to pay? What do they pay for? What payment methods do they use? How would they like to pay? How does each flow of income contribute to the total profit?</p><table><tr><td><h3>TYPES</h3><p>Sale of shares Usage fee Subscription quota Loans/renting/leasing Honoraries and brokerage Publicity</p></td><td><h3>FIXED PRICE</h3><p>Price list In function of product characteristics In function of consumer segment In function of volume</p></td><td><h3>DYNAMIC PRICE</h3><p>Negotiation Performance management Market in real time</p></td></tr></table></div>		<h3>TYPES</h3> <p>Sale of shares Usage fee Subscription quota Loans/renting/leasing Honoraries and brokerage Publicity</p>	<h3>FIXED PRICE</h3> <p>Price list In function of product characteristics In function of consumer segment In function of volume</p>
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Business Model Canvas

Key partners

Who are your key associates and providers?
What key resources do we obtain from our partners?
What key activities do they perform for our business?

COLLABORATION DRIVERS

Optimising and economising
Mitigation of risk and uncertainty
Acquisition of resources and private activities

TV+ Movie distributors & studios

Hardware/ manufacturers (smart TV, Apple TV, Chrome TV)

Studios, producers, directors and writers

Key activities

What activities are necessary for our value proposal?
Distribution channels?
Relationships with clients?
Sources of income?

CATEGORIES

Production
Problem solving
Platforms/networks

Designing maintaining the platform

Content Programming

Content Production

Key resources

Which key resources does our value proposal require? Distribution channels?
Relationships with clients?
Sources of income?

TYPES OF RESOURCES

Physical
Intellectual (patents, brands, author's rights, data)
Human
Financial

Content Platform

Original content

Value proposal

What value are we offering the client?
What problems do we help solve for them?
What product packages or services do we offer each segment of consumers?
What needs do we satisfy?

CHARACTERISTICS

Novelty
Delivery
Personalisation
Makes working easier
Design
Brand/reputation
Price
Cost reduction
Risk reduction
Accessibility
Comfort/Usability

Movies and series when you want them

Provocative original content

Relationship with clients

What type of relationship do each consumer segment expect us to establish and maintain?
What types have we already established?
How are they integrated into the business model?
What do they cost?

EXAMPLES

Personalised assistance
Individual personalised assistance
Self-service
Automated services
Communities
Coparticipation

Channels

Through which channels do our client segments wish to be attended to? Through which channels do we currently attend to them? How are our channels integrated? Which ones work best? Which ones are most profitable? How are they integrated into our clients' businesses?

PHASES OF THE CHANNEL

1. Awareness
How do we increase awareness about our products and services?
2. Assessment
How do we help our clients as proposals?
3. Purchase
How do we permit our clients products and services?
4. Delivery
How do we deliver our value proposals to our clients?
5. Post-sale
How do we help the client after the sale is made?

App store
On line
Smart TV

Client segment

Who are we creating value for?
Who are our most important clients?

Mass markets
Niche markets
Segmentation
Diversification
Bilateral markets

Millenials who never had a cable bill

Young professional who don't want to be slaves to set programing times parents who need on the go programing for kids

International cable distributors

Structure of costs

What are the main costs in our business model? Which key resource is the most expensive?
Which key activity is the most expensive?

IS YOUR BUSINESS MORE ORIENTED TOWARD...

Costs (simple structure of costs, value proposals at low prices, maximum automation, high level of outsourcing of services) value (focused on value creation, premium value proposition)

EXAMPLES OF CHARACTERISTICS

Fixed costs (Salaries, leases, equipment)
Variable costs
Economies of scale
Economies of scope

Production costs

Platform maintenance
Content licensing rights

Sources of income

What price is the client willing to pay? What do they pay for? What payment methods do they use? How would they like to pay? How does each flow of income contribute to the total profit?

TYPES

Sale of shares
Usage fee
Subscription quota
Loans/renting/leasing
Honoraries and brokerage
Publicity

FIXED PRICE

Price list
In function of product characteristics
In function of consumer segment
In function of volume

DYNAMIC PRICE

Negotiation
Performance management
Market in real time

Licencing fees from original content

Monthly suscription