Key Partners

- Who are our Key Partners?
- Which Key Resources do they supply, or which Key Activities do they perform?
- What do they offer that is indispensable to our model?
- Ways Key Partners create benefits:
· Optimize or economize
· Reduce risk or uncertainty
· Provide otherwise unattainable resources or activities

Key Activities

- What Key Activities do our Value Propositions, Channels, Customer Relationships, and Revenue require?
- Types of Key Activities:
  Make: design, develop, manufacture, solve, deliver
  Sell: educate, advocate, demonstrate, promote, advertise
  Support: manage, maintain, supervise, otherwise assist people who make or sell

Key Resources

- What assets do our Value Propositions, Channels, Customer Relationships, and Revenue require?
- Four types of Key Resources:
  People: skilled workers
  Tangible Property: vehicles, buildings, land, equipment, tools
  Intangible Property: brands, methods, systems, software, patents, copyrights, licenses
  Money: cash, stock, receivables, lines of credit, financial guarantees

Value Propositions

- What benefit(s) do we provide to Customers? For example:
Functional
· Reduced risk
· Lower cost
· Better convenience or usability
· Improved performance
· Getting a specific job done
Emotional
· Enjoyment or pleasure
· Acceptance
· Belonging
· Approval
· Security
Social
· Elevated status
· Taste, style validation
· Affinity

Customer Relationships

- How do we provide post-sales support? (Marketing Phase 5)
- What kinds of relationships do we have in place now?
  For example:
  • In-person or telephone assistance
  • Automated e-mail or self-service Web forms
  • Remote personal service via e-mail, chat, Skype, etc.
  • User community or wiki
  • Co-creation with Customers
- What other relationships might Customers expect us to establish and maintain with them?

Channels

- Through which Channels do we reach Customers?
- Which Channels work best?
- Are there other Channels that Customers might prefer?
- Marketing Phases 1-4
  1. Awareness: How do prospects discover us?
  2. Evaluation: How do we induce evaluation?
  3. Purchase: How do Customers buy?
  4. Delivery: How do we deliver?

Customer Segments

- Whom do we benefit?
- Which Customers account for most of our Revenue?
- Strategically, who is our most important Customer?
- Who are our Customer's Customers?

Costs

- What are our biggest Costs?
- Which Key Resources and Key Activities are most expensive?
- What negative externalities do we generate?
- Types of Costs:
  Fixed: salaries, leases
  Variable: cost of goods or services, contingent labor
  Non-cash: amortization, goodwill, externalities

Revenues

- For what benefits are our Customers truly willing to pay?
- How do they pay now?
- How might they prefer to pay?
- How much Revenue does each Customer contribute?
- What positive externalities do we generate?
- What forms do payments take?
  For example:
  · Asset sale
  · Lease or rental fee
  · Subscription charge
  · Licensing fee
  · Brokerage fee
  · Placement or advertising fee
  · Auction-based dynamic pricing