

## 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:
    - Licensing fee
    - Asset sale
    - Lease or rental fee
    - Subscription charge
    - Brokerage fee
    - Placement or advertising fee
    - Auction-based dynamic pricing

