Πώς ορίζω το επιχειρηματικό μοντέλο - Business model canvas

Angeliki Karagiannaki, Ph.D.

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries
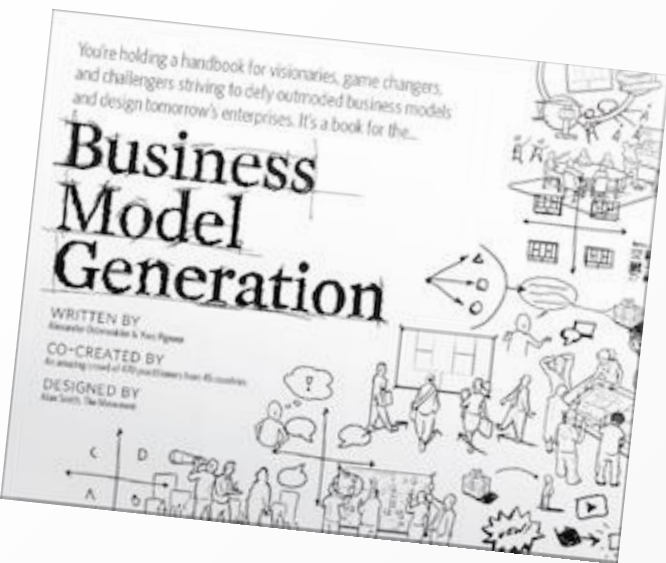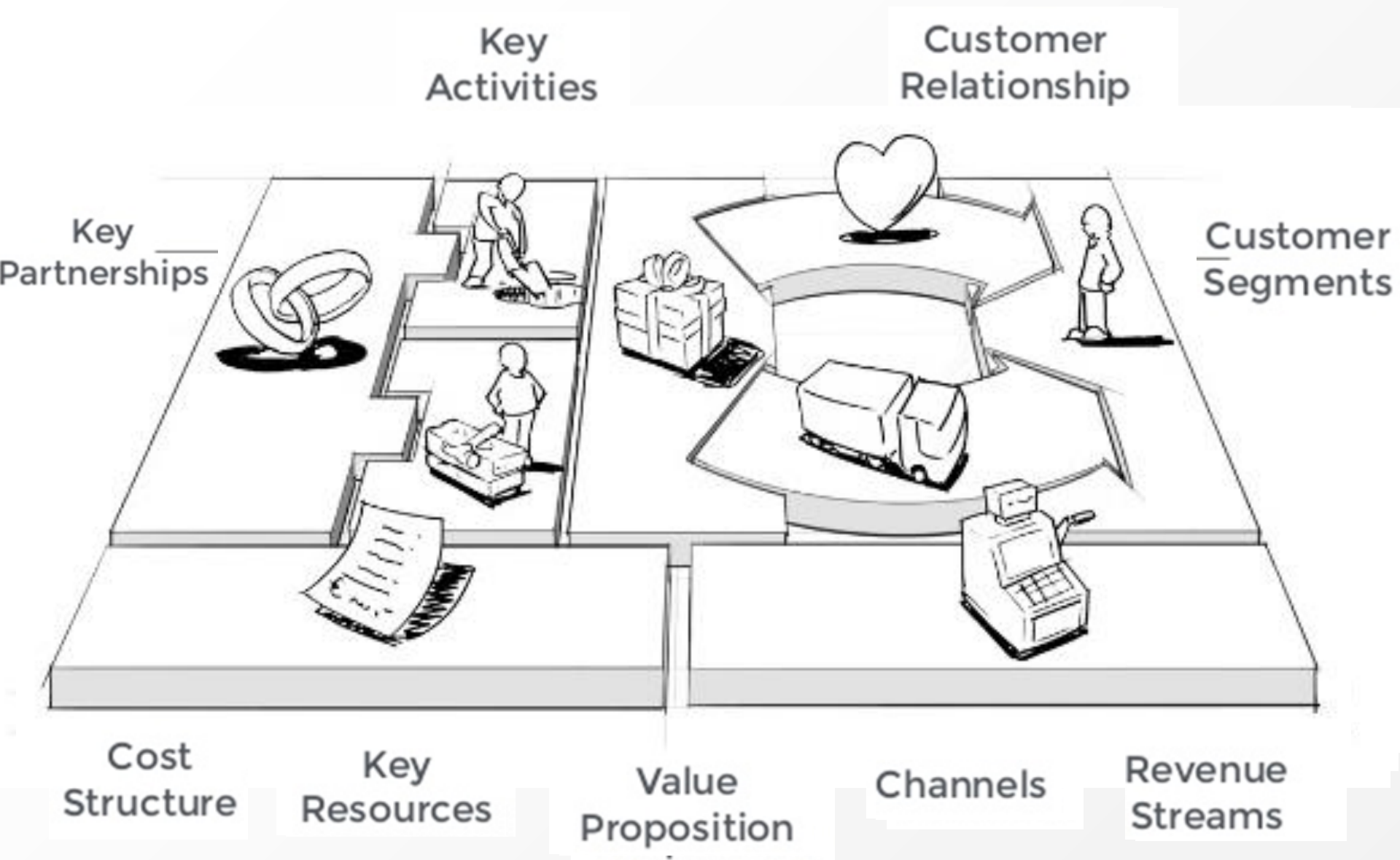
DESIGNED BY
Alan Smith, The Movement

Alex Osterwalder

"A business model describes the rationale of how an organization creates, delivers, and captures value"

Key Activities

Customer Relationship

Key Partnerships

Customer Segments

Cost Structure

Key Resources

Value Proposition

Channels

Revenue Streams

The Business Model Canvas

Designed for:

Designed by:

On:

Duration:

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?

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

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 needs are we satisfying?

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 they integrated with the rest of our business model?
How costly are they?

Customer Segments

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

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

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?

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?

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?

LEFT BRAIN
logic

RIGHT BRAIN
emotion

KP	KA	VP	CR	CS
	KR		CH	
C$		R$		

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

ATHENS CENTER FOR ENTREPRENEURSHIP AND INNOVATION
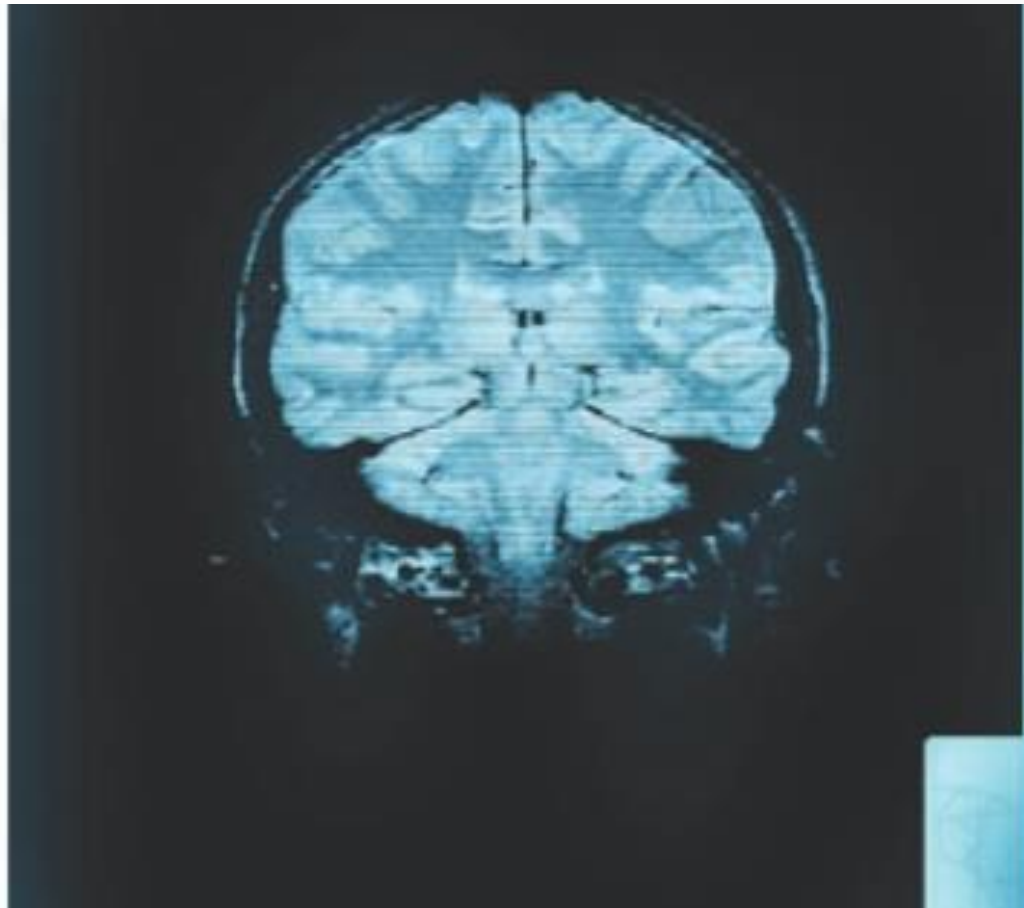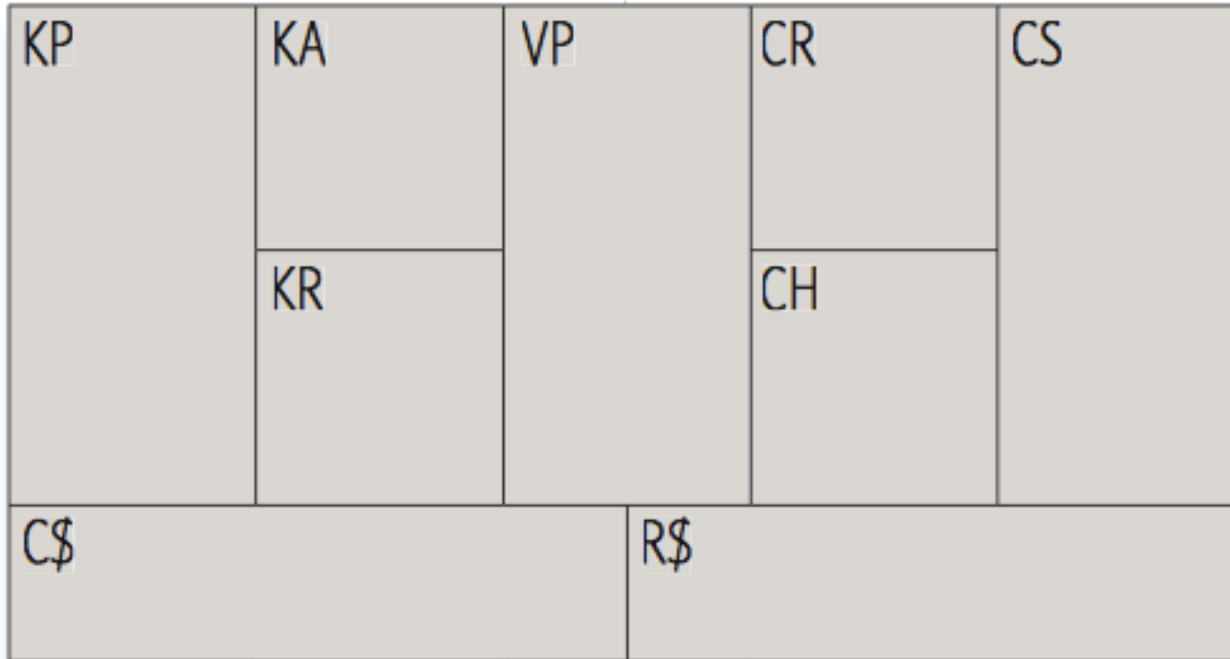
THE 9 BUILDING BLOCKS
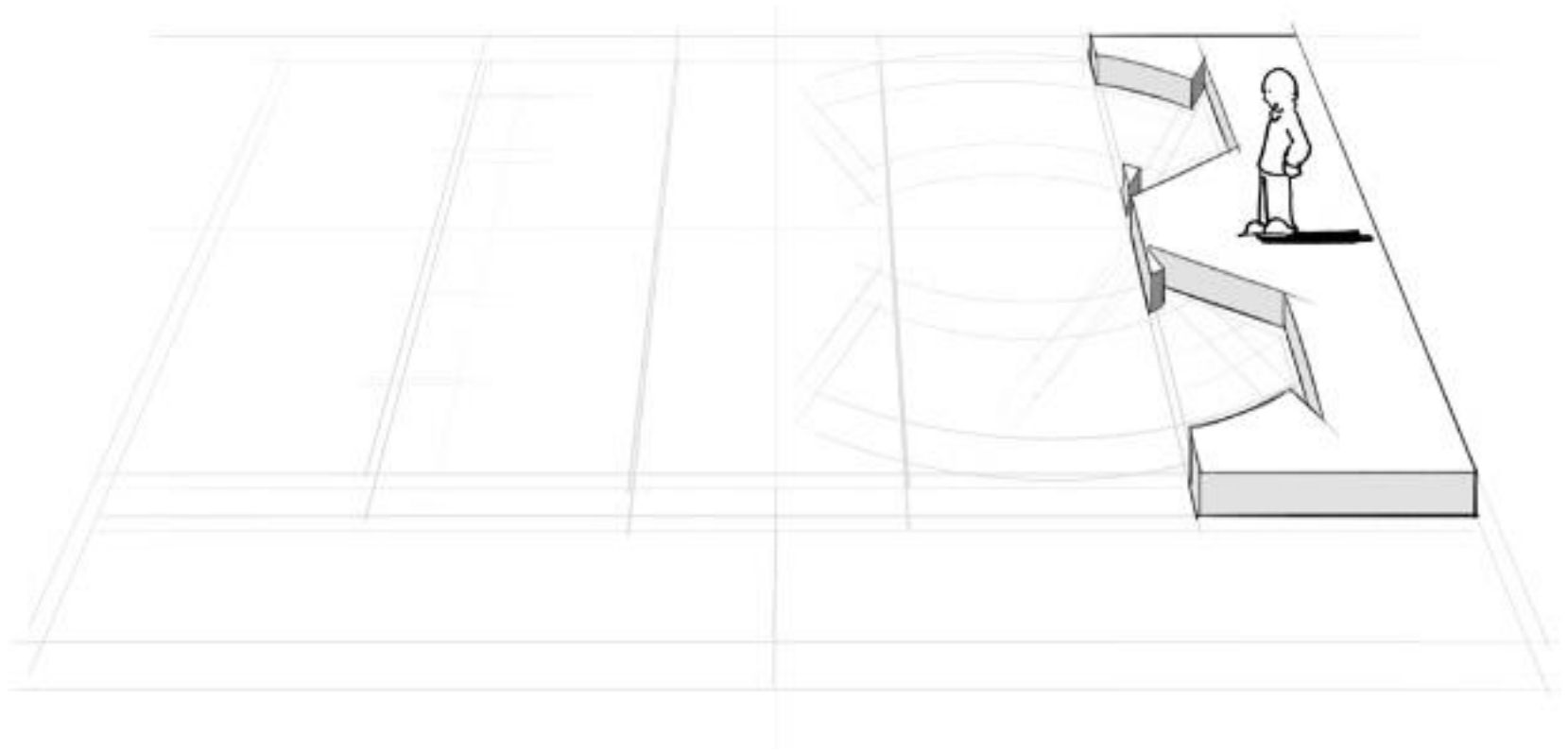
CUSTOMER SEGMENTS

CUSTOMER SEGMENTS

1. For whom are we creating value?

2. Who are our most important customers?

3. Who are our users?

4. Who's influencing them? Who decides?

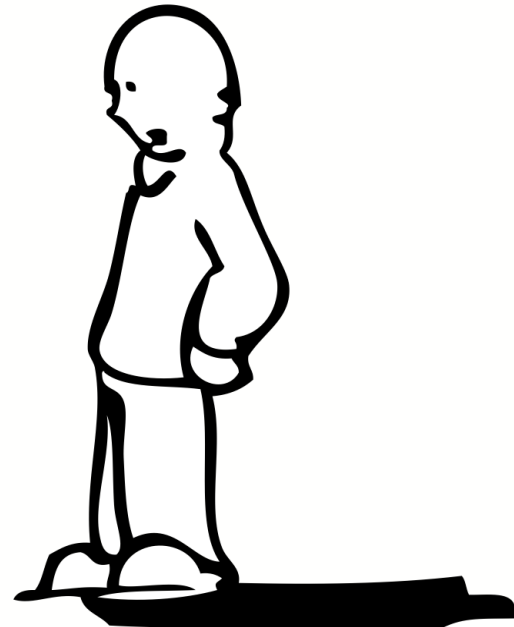5. Which are the customers' more important habits?

6. What type of customer segments should we address?

CUSTOMER SEGMENTS

They represent separate segments if:

- Their needs require and justify a distinct offer
- They are reached through different distribution channels
- They require different types of relationship
- They have substantially different profit abilities
- They are willing to pay for different aspects of the offer.

VALUE PROPOSITION

VALUE PROPOSITION

1. What value do we deliver to the customers?

2. Which problem are we helping to solve?

3. Which customer needs are we satisfying?

4. What bundles of products and services are we offering to each Customer Segment?

VALUE PROPOSITION

- "Getting the job done"

- Performance

- Customization

- Design

- Brand

- Price

- Cost Reduction

- Risk Reduction

- Accessibility

- Convenience/Usability

TIPS FOR SURVEYS

Use direct and clear phrasing

Have certain/clear scale

Put demographics at the end

Avoid open end questions

TOOLS

Google forms, Surveymonkey, typeform, qualtrics
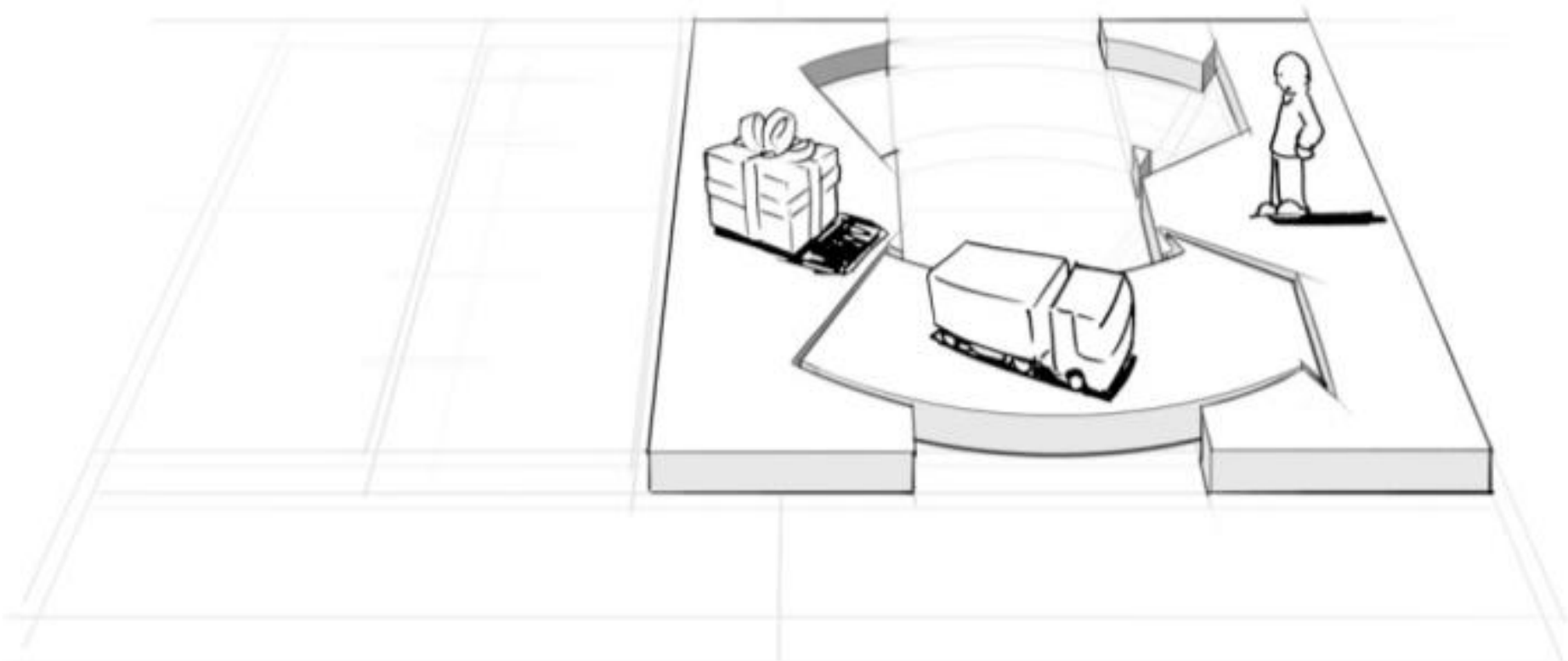
CHANNELS

CHANNELS

1. Through which Channels do our Customer Segments want to be reached?

2. How are we reaching them now?

3. How are our Channels integrated?

4. Which ones work best?

5. Which ones are most cost-efficient?

6. How are we integrating them with customer routines?

CHANNELS 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?

Owned vs partners channels
Direct vs indirect channels
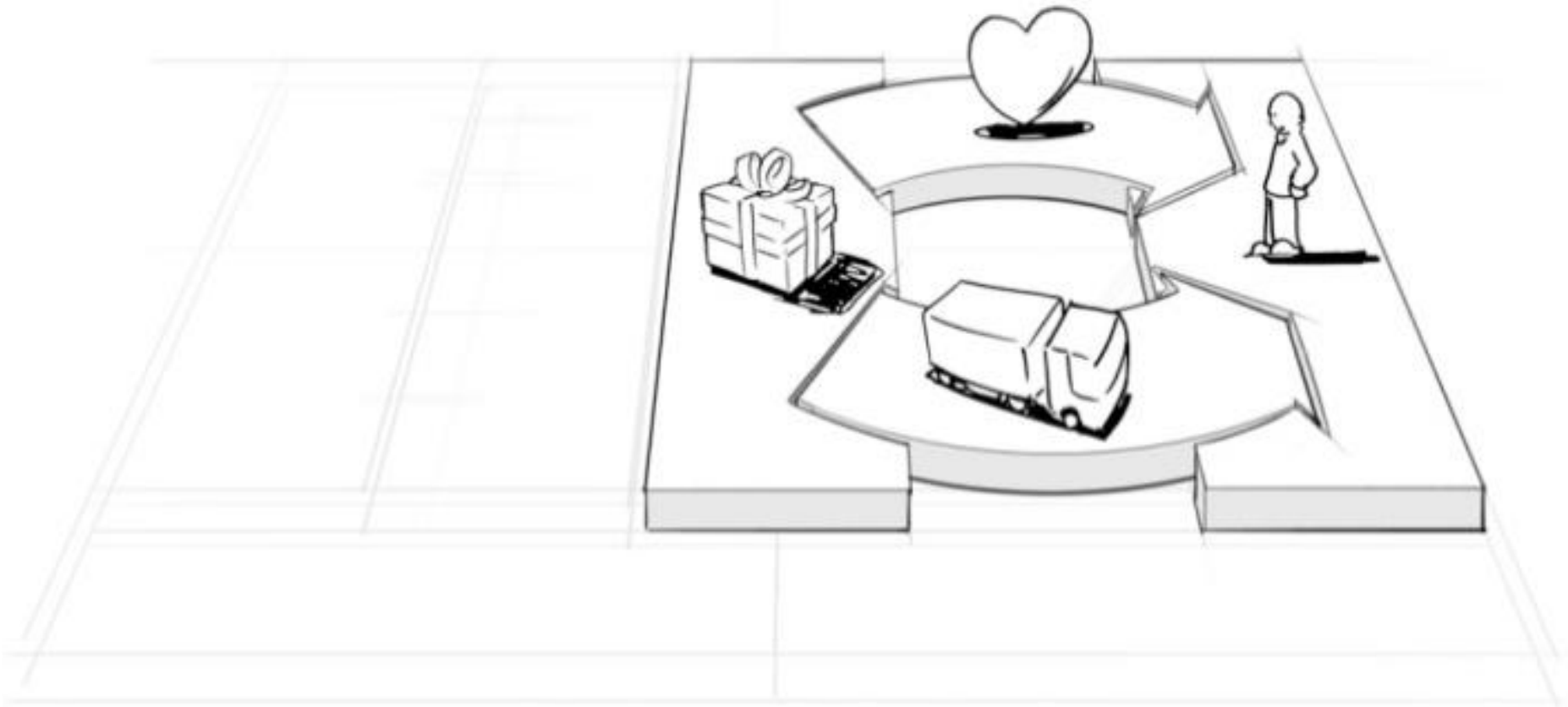
CUSTOMER RELATIONSHIPS

CUSTOMER RELATIONSHIPS

1. What type of relationship does each of our Customer Segments expect us to establish and maintain with them?

2. Which ones have we established?

3. How costly are they?

4. How are they integrated with the rest of our business model?

TARGET

Customer acquisition
Customer retention
Upselling

CUSTOMER RELATIONSHIPS

- Personal assistance

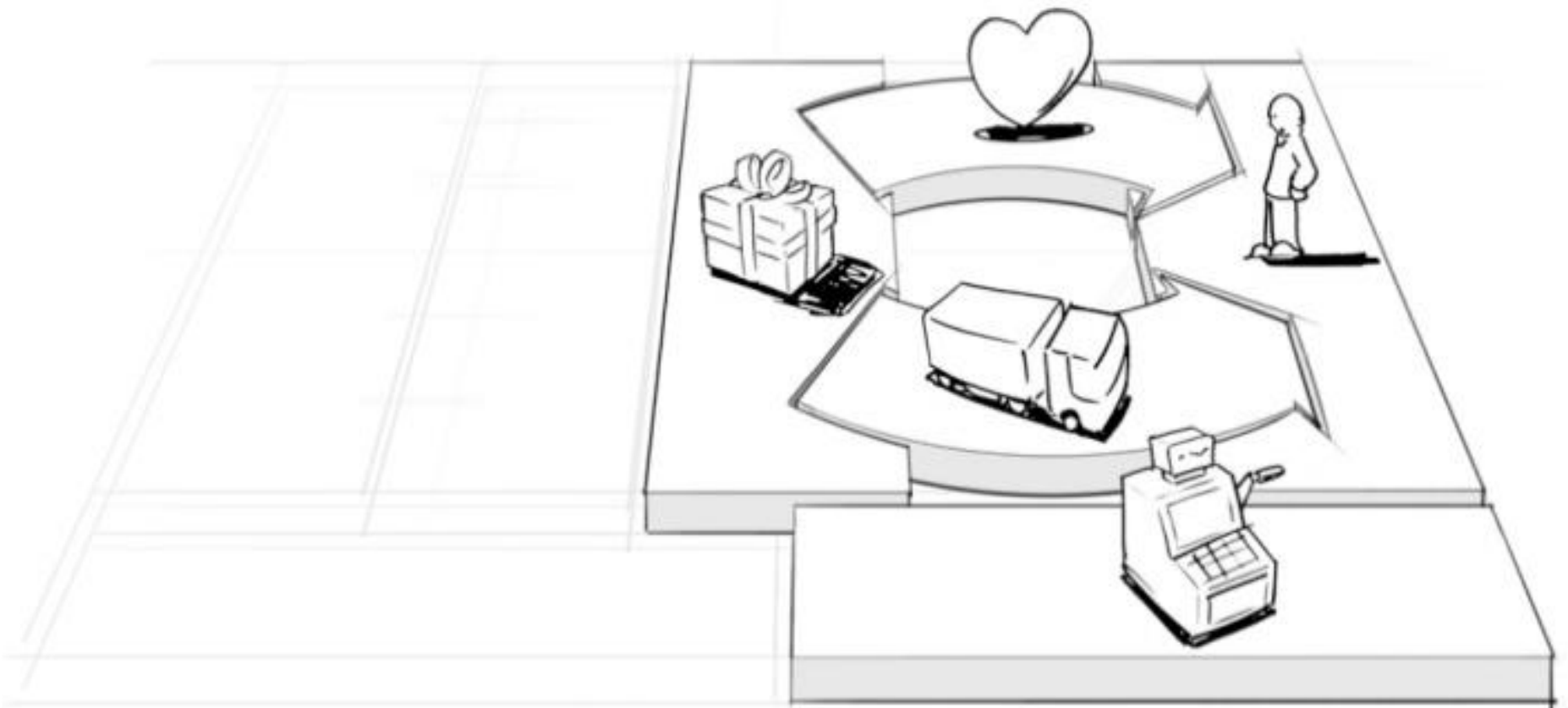- Dedicated personal assistance

- Self-service

- Automated services

- Communities

- Co-creation

REVENUE STREAMS

REVENUE STREAMS

1. For what value are our customers really willing to pay?

2. For what do they currently pay?

3. How are they currently paying?

4. How would they prefer to pay?

5. How much does each Revenue Stream contribute to overall revenues?

REVENUE STREAMS

- **Asset sale**
- **Usage fee**
- **Subscription fees**
- **Lending/Renting/Leasing**
- **Licensing**
- **Brokerage fees**
- **Advertising**

PRICE MECHANISMS

Fixed Menu Pricing

List price

Product feature dependent

Customer segment dependent

Volume dependent

Dynamic Pricing

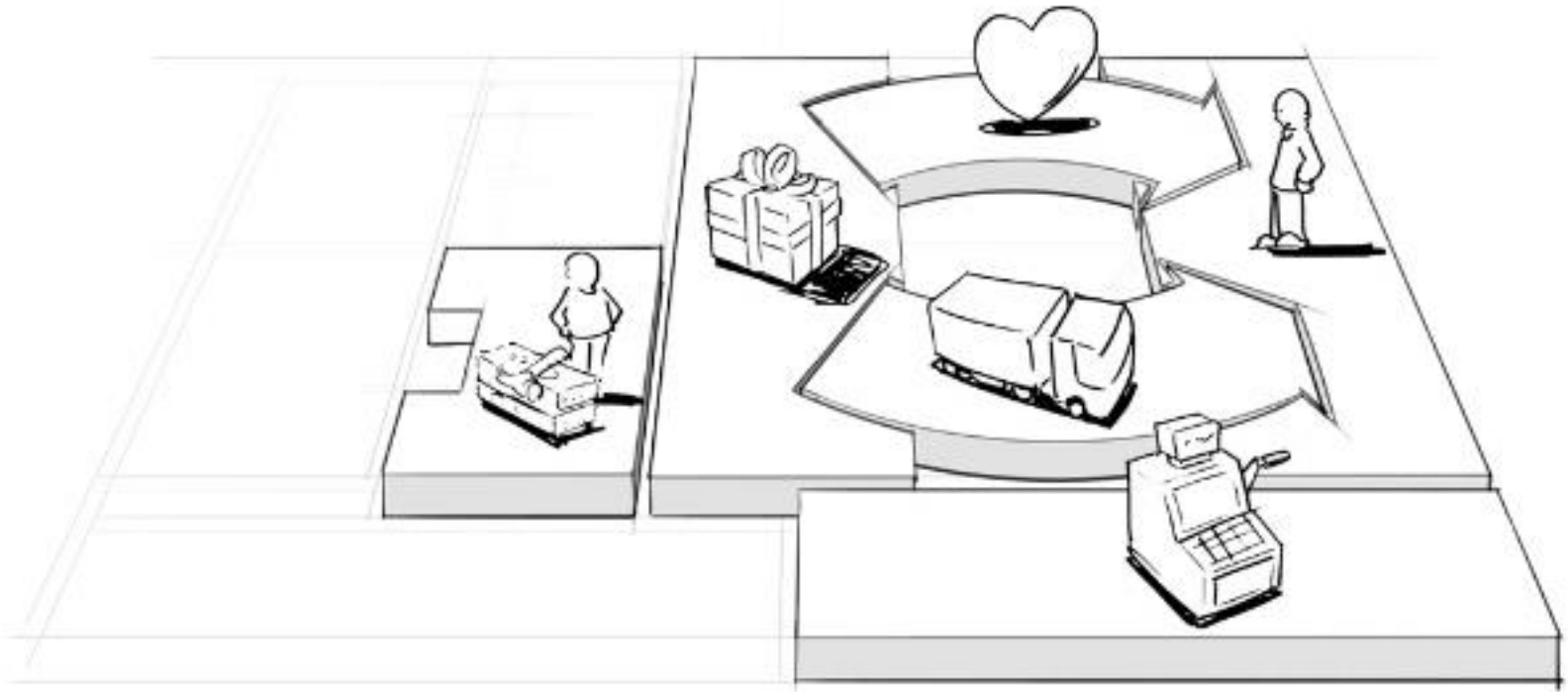*Negotiation (bargaining)*

Yield management

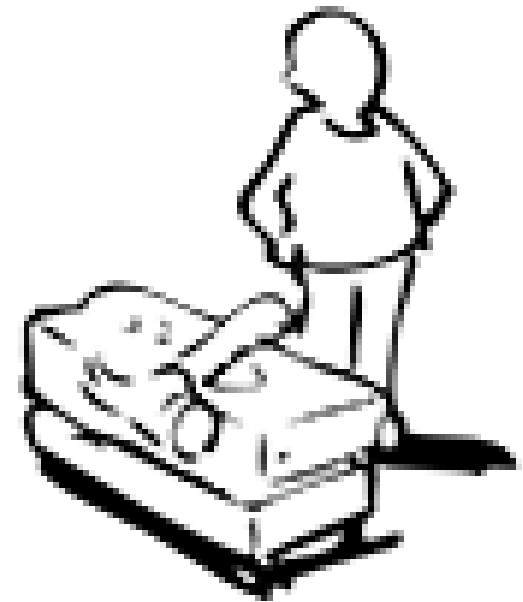*Real-time-market*

Auctions

KEY RESOURCES

KEY RESOURCES

1. What Key Resources do our Value Propositions require?

2. How can I minimize risk?

3. What are the common characteristics of critical resources?

4. How can I obtain/keep my critical resources?

Key Resources can be categorized as follows:

Physical , Intellectual, Human, Financial
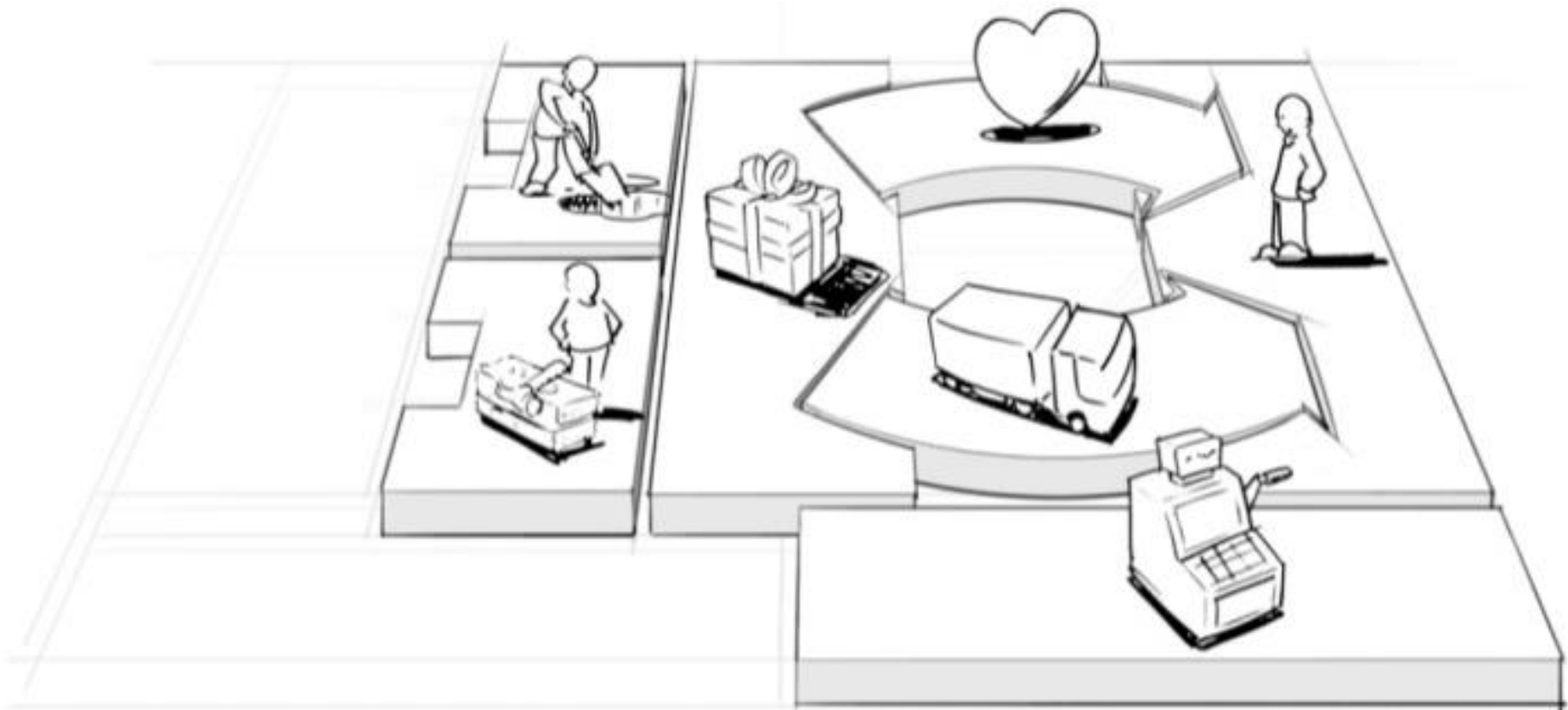
KEY ACTIVITIES

KEY ACTIVITIES

1. What are the critical activities of our business?

2. How can they be optimized?

3. Which activities can we automate?

4. Which activities should we outsource?

Categories

Production, Problem solving, Network.
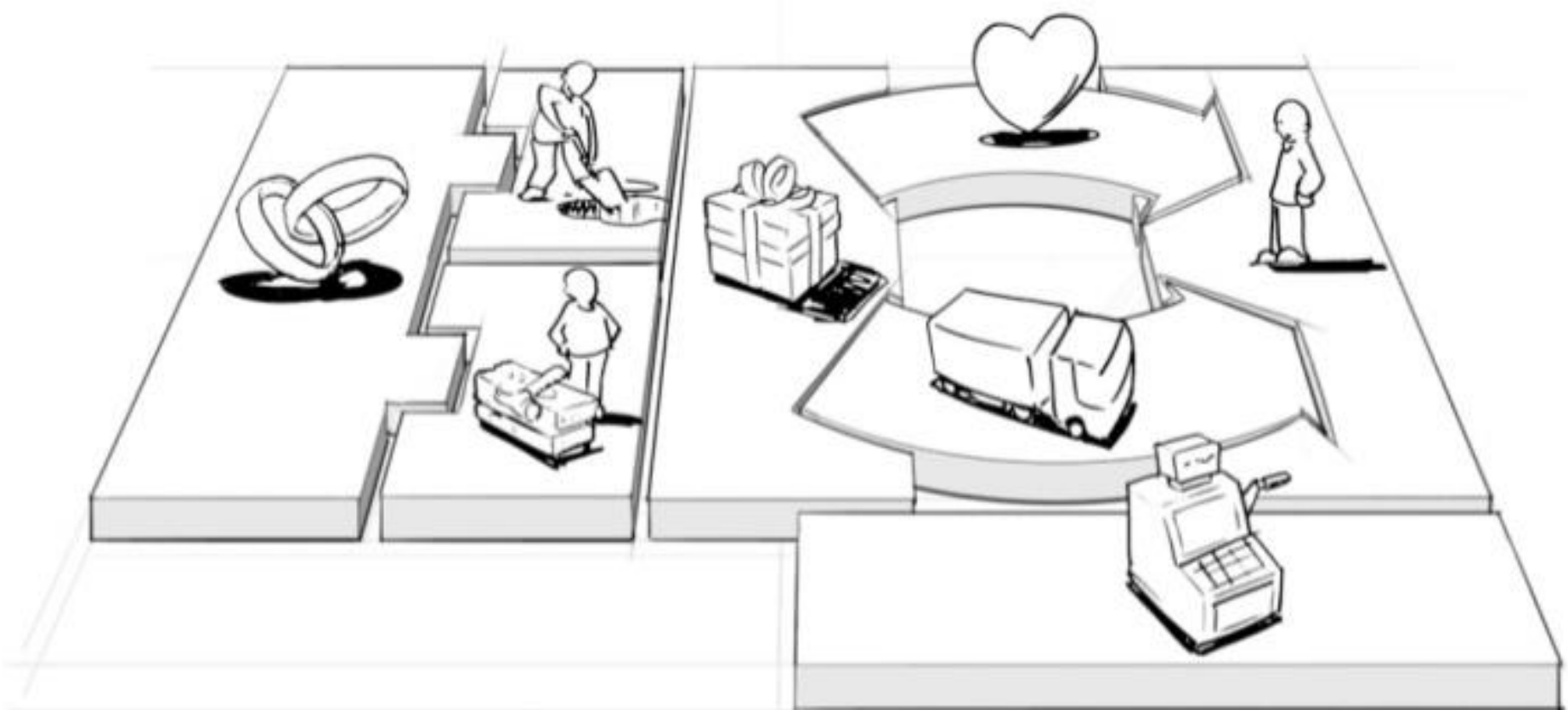
KEY PARTNERS

KEY PARTNERSHIPS

1. Who are our critical partners?

2. Who are our critical suppliers?

3. Which key resources are we buying from suppliers and partners?

4. What kind of partnerships should we seek?

5. What is the best cluster/ supply-chain where I should be located?

KEY PARTNERSHIPS

- Strategic alliances between non-competitors
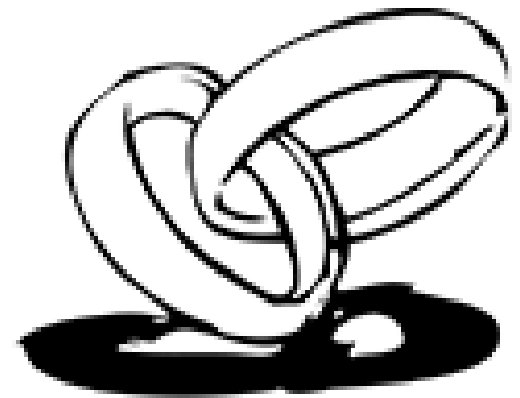
- Coopetition: strategic partnerships between competitors

- Joint ventures to develop new businesses

- Buyer-supplier relationships to assure reliable suppliers

Motivations: Optimization and economy of scale, Reduction of risk and uncertainty, Acquisition of particular resources and activities
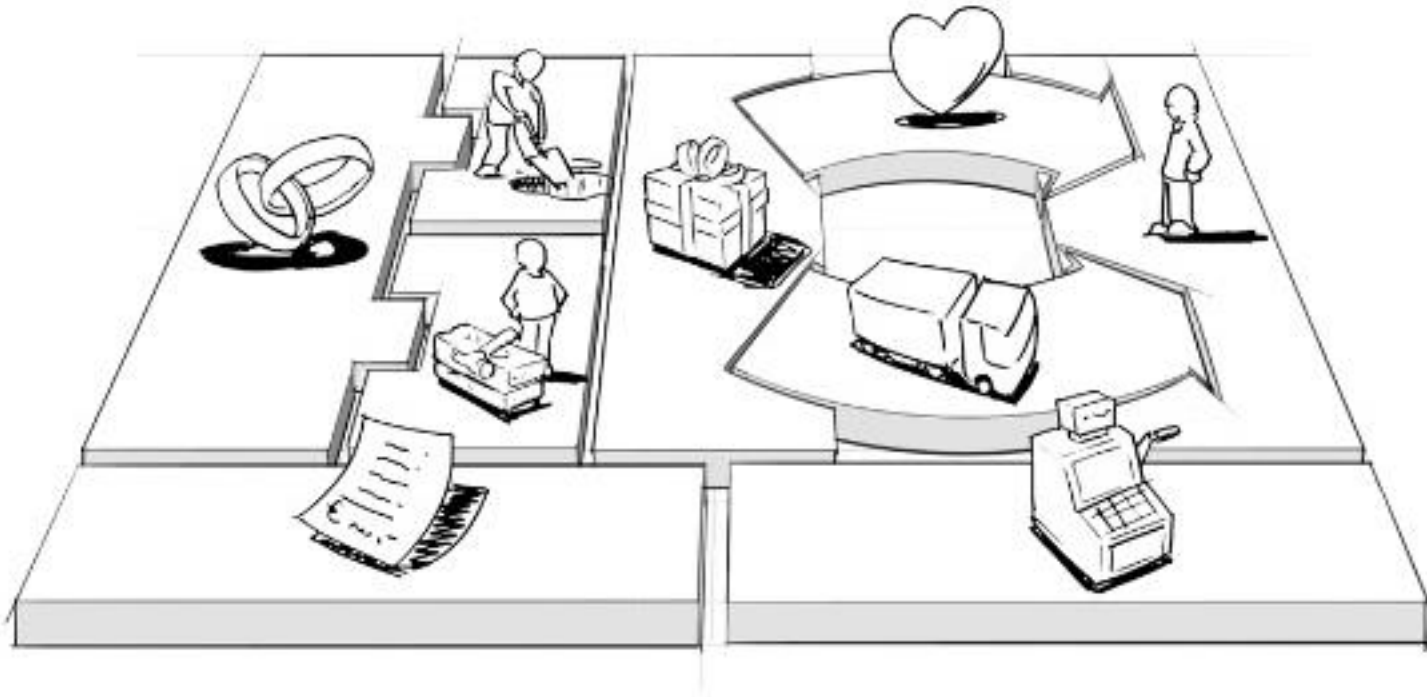
COST STRUCTURE

COST STRUCTURE

1. What are the most important costs inherent in our business model?

2. Which Key Resources are most expensive?

3. Which Key Activities are most expensive?

Key Activities

Customer Relationship

Key Partnerships

Customer Segments

Cost Structure

Key Resources

Value Proposition

Distribution Channels

Revenue Streams

DON'T FORGET COMPETITION

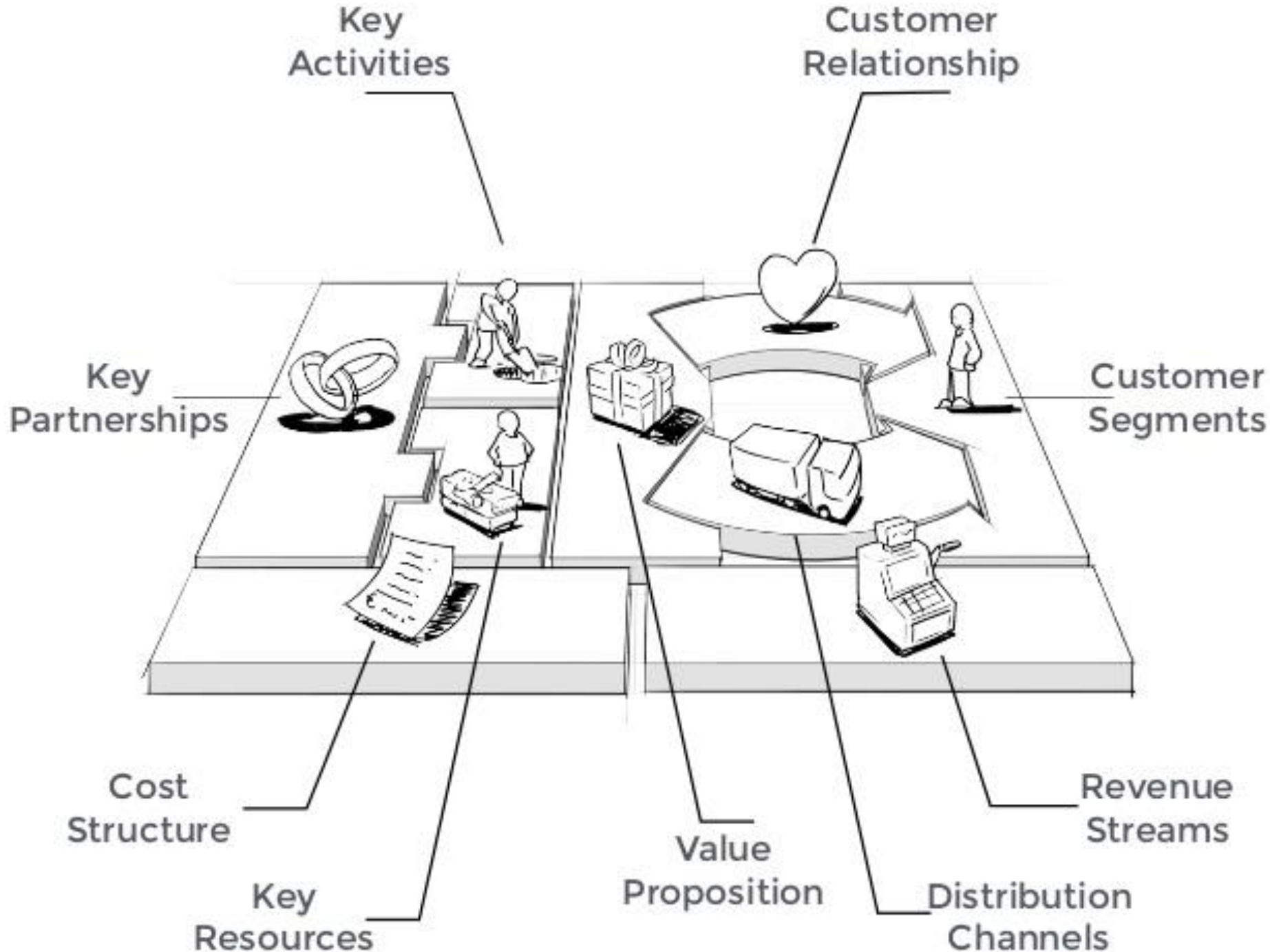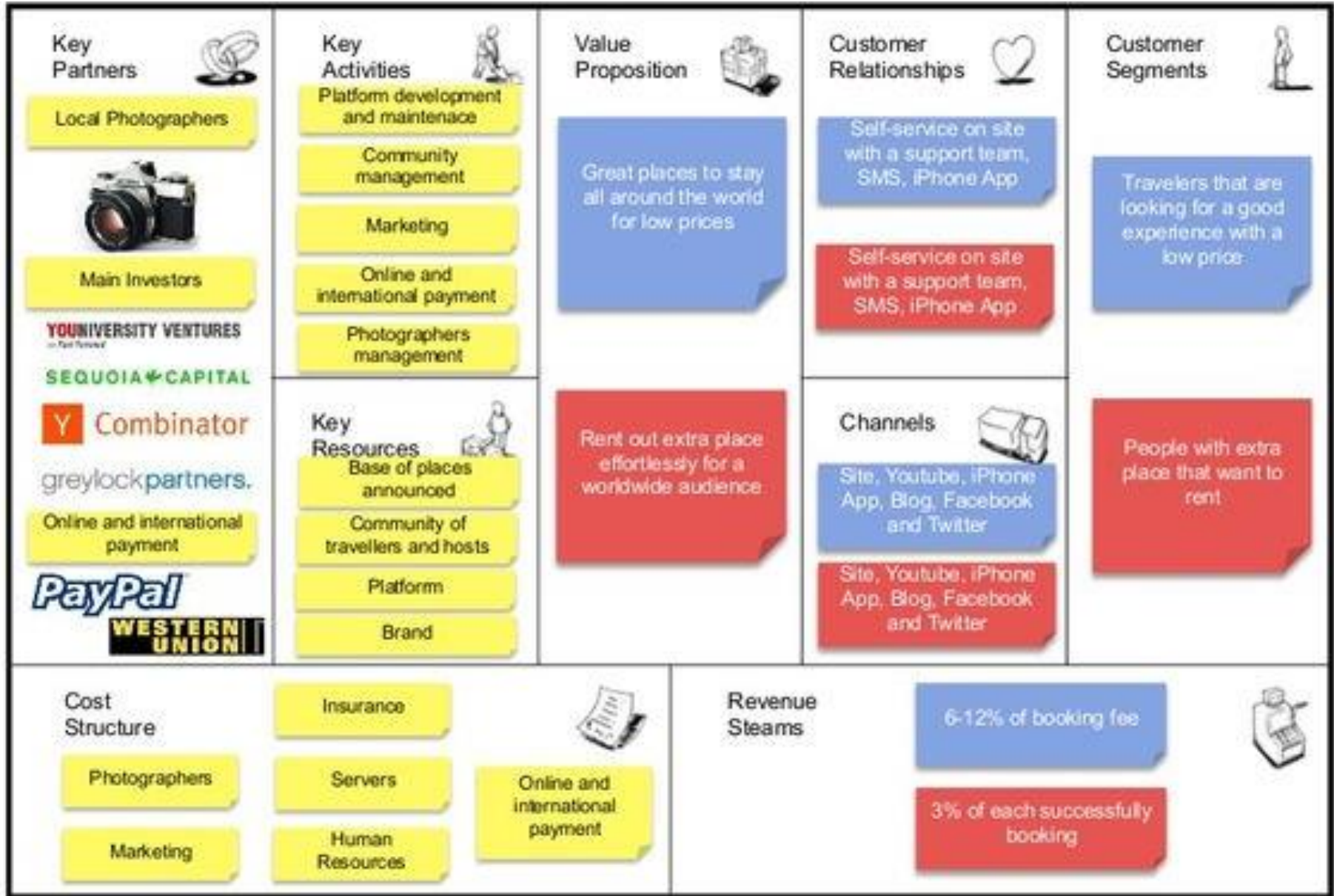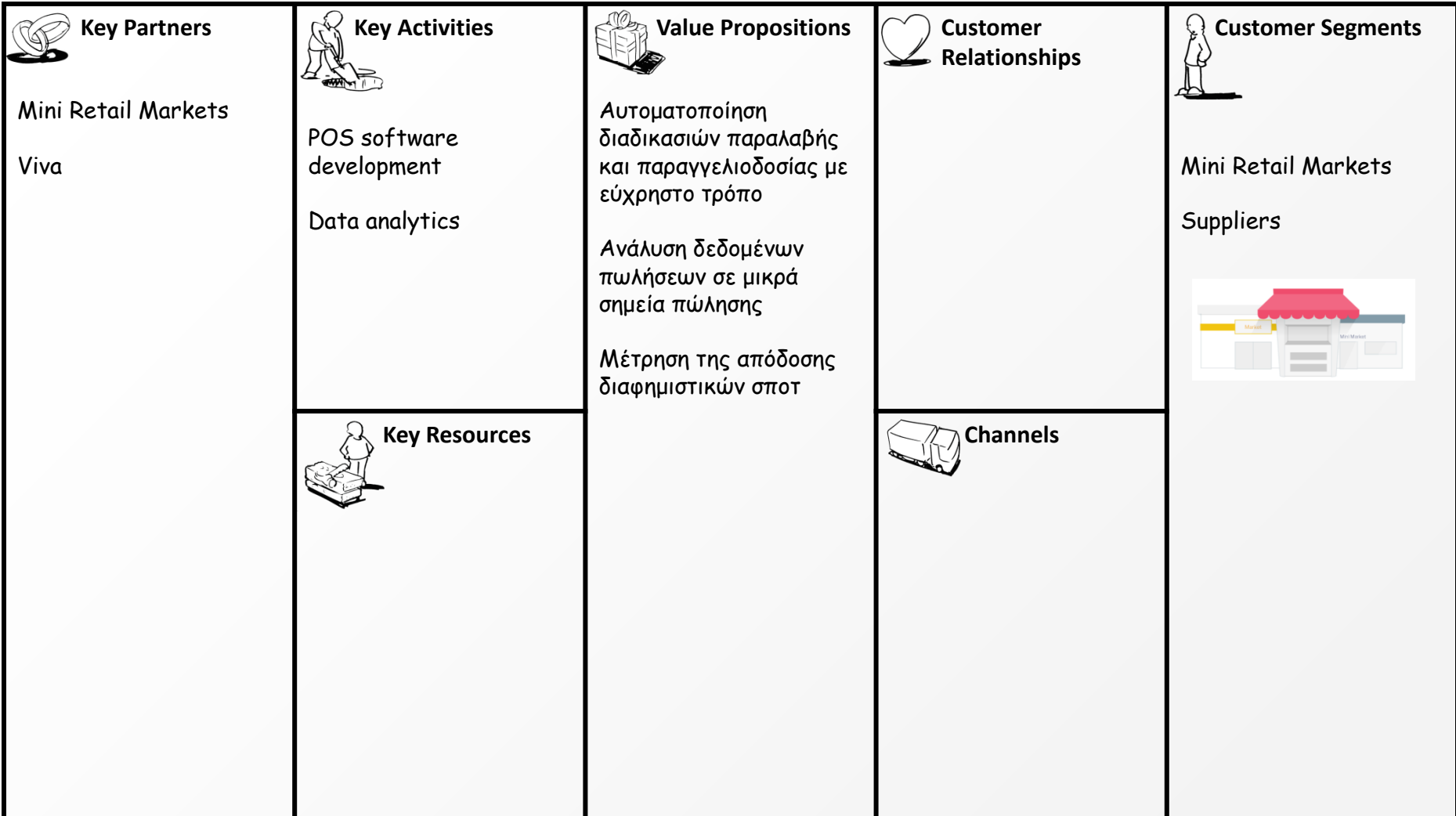## Business Model Canvas – Airbnb

Key Partners
- Local Photographers
- Main Investors
  - YOUNIVERSITY VENTURES
  - SEQUOIA CAPITAL
  - Y Combinator
  - greylockpartners.
- Online and international payment
  - PayPal
  - WESTERN UNION

Key Activities
- Platform development and maintenace
- Community management
- Marketing
- Online and international payment
- Photographers management

Key Resources
- Base of places announced
- Community of travellers and hosts
- Platform
- Brand

Value Proposition
- Great places to stay all around the world for low prices
- Rent out extra place effortlessly for a worldwide audience

Customer Relationships
- Self-service on site with a support team, SMS, iPhone App
- Self-service on site with a support team, SMS, iPhone App

Channels
- Site, Youtube, iPhone App, Blog, Facebook and Twitter
- Site, Youtube, iPhone App, Blog, Facebook and Twitter

Customer Segments
- Travelers that are looking for a good experience with a low price
- People with extra place that want to rent

Cost Structure
- Photographers
- Marketing
- Insurance
- Servers
- Human Resources
- Online and international payment

Revenue Steams
- 6-12% of booking fee
- 3% of each successfully booking

Business Model Canvas – ikiosk / Intale

Key Partners

Mini Retail Markets

Viva

Key Activities

POS software development

Data analytics

Key Resources

Value Propositions

Αυτοματοποίηση διαδικασιών παραλαβής και παραγγελιοδοσίας με εύχρηστο τρόπο

Ανάλυση δεδομένων πωλήσεων σε μικρά σημεία πώλησης

Μέτρηση της απόδοσης διαφημιστικών σποτ

Customer Relationships

Channels

Customer Segments

Mini Retail Markets

Suppliers

Cost Structure

Revenue Streams
Data Analytics
Advertising
Fee

Uber — The world's largest taxi company, owns no vehicles.

The world's most popular media owner, creates no content. — **Facebook**

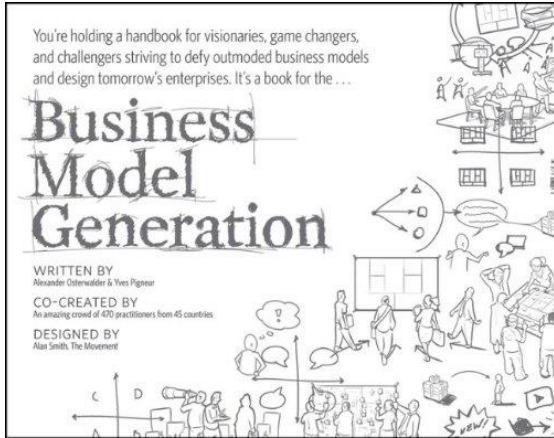**Alibaba** — The most valuable retailer, has no inventory.

The world's largest accommodation provider, owns no real estate. — **Airbnb**
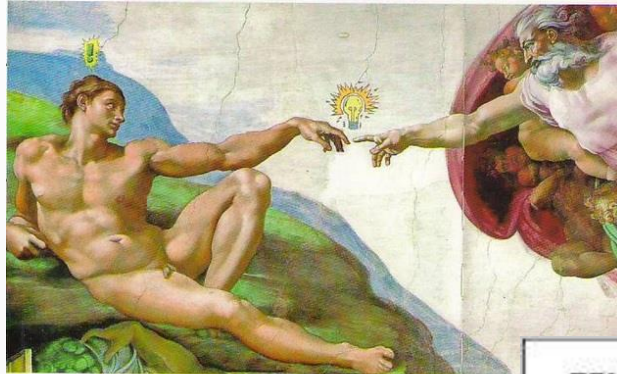
Something interesting is happening.
TOM GOODWIN

wetp@int
creative digital solutions

/WetpaintMENA

NICE READINGS