

Business Model Generation

Some Business Model definitions

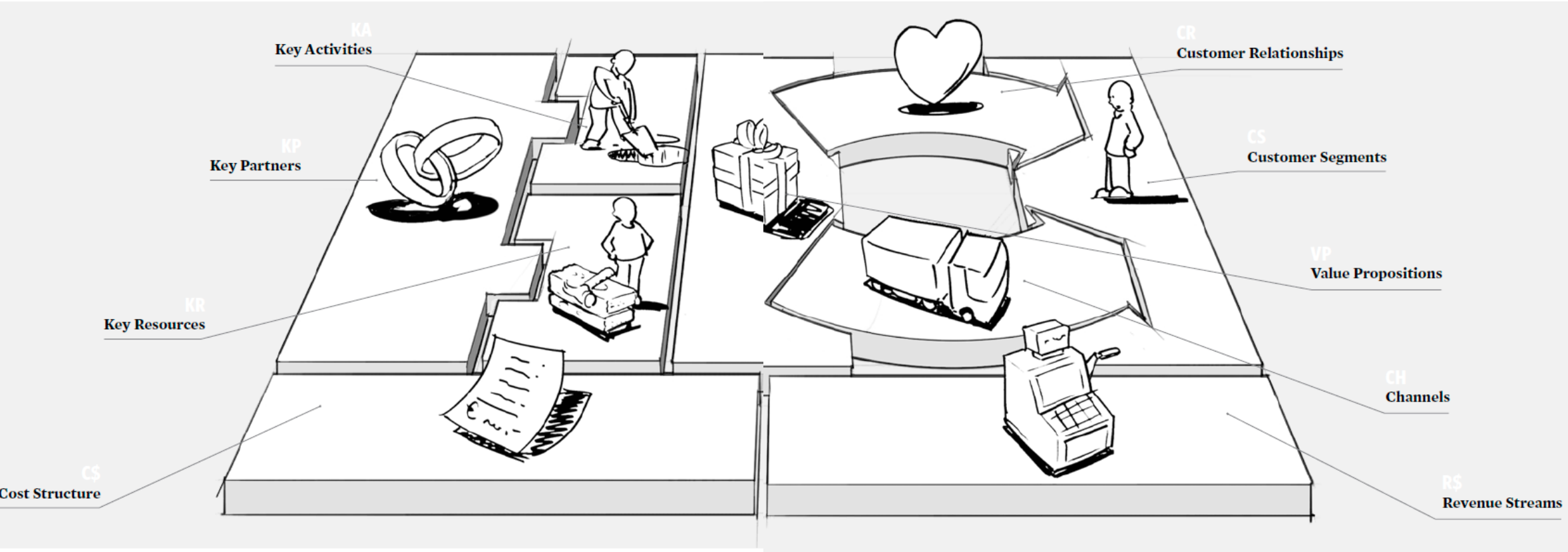
- **Porter's**

“the essence of formulating competitive strategy is relating a company to its environment

- **BusinessModelGeneration**

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

The Business Model Generation - Canvas





Customer Segment

For whom are we creating value?

Who are our most important customers?

Examples

- Mass Market - ingen differentiering (fx word)
- Niche market - koncentreret on lille afgrænset customer segment (fx B&O)
- Segmented - forskel på segmenter (fx bank kunder)
- Diversified - flere vidt forskellige segmenter (fx amazon bøger. cloud)
- Multi-sided platforms - 'ride på flere heste' (fx. Siemens, vaskemaskiner, tog, vindmøller ...)



Value Propositions

What value do we deliver to the customer?

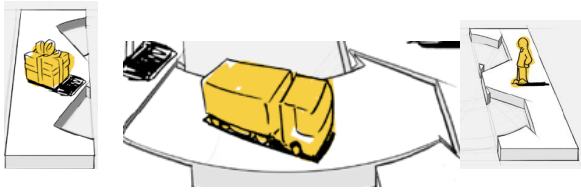
Which one of our customer's problems are we helping to solve?

Which customer needs are we satisfying?

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

Examples

- Newness
 - Nye behov (fx iPod, iPad)
- Performance
 - Forbedret effektivitet (fx hifi, PC, vaskepulvere)
- Customization
 - Speciel tilpasning (fx Køkkener)
- Getting the job done
 - Levering af special komponenter (fx intel, billedrør)
- Design
 - Udformning (fx iPhone, B&O,)
- Brand/status
 - status (fx. Coca-cola, Rolex, Ferrari)
- Price
 - lav pris (fx. Netto, Skoda)
- Cost reduction
 - hjælper med at spare penge (fx. Solceller,)
- Risk reduction
 - hjælper med at mindske risikoen (fx. Fona ridse-forsikring,)
- Accessibility
 - giver flere kunder adgang til product (fx.)
- Convenience/usability
 - lettere at bruge (fx. iTunes<->iPod,)



Channels

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

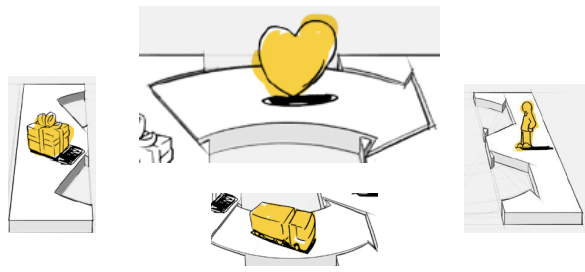
How are we reaching them now?

How are our Channels integrated? Which ones work best? Which ones are most cost-efficient ?

How are we integrating them with customer routines?

Examples

Channel Types		Channel Phases				
Own	Direct	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?
	<i>Web sales</i>					
	<i>Own stores</i>					
Partner	Indirect					
		<i>Wholesaler</i>				



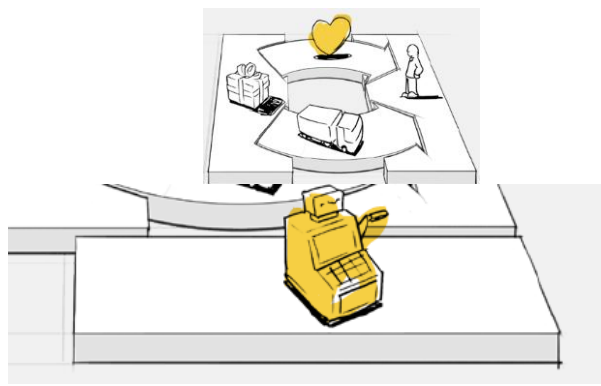
Customer Relationship

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

Which ones have we established? How costly are they?
How are they integrated with the rest of our business model?

Examples

- Personal assistance - Salgs personale (fx butikker)
- Dedicated personal assistance - personlig rådgiver (fx Bank-rådgiver,)
- Self-service - hjælp til selvhjælp (fx e-handel, delvis supermarked)
- Automated service - automatisk forslag (fx amazon, byggemarked-net)
- Communities - 'foreninger' (fx. Coop, imerco, flügger, sportsmaster)
- Co-creation - få kunder til at anbefale (fx. Bøger, restauranter, hoteller,)



Revenue Streams

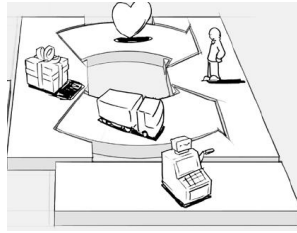
For what value are our customers really willing to pay? For what do they currently pay?

How are they currently paying? How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

Examples

- Asset sale - salg af produkter (fx mel, biler, bøger)
- Usage fee - salg af brugsret (fx hotel, tele)
- Subscription fee - salg af medlemsskab (fx fitness centre, WoW)
- Lending/Renting/leasing - lejer (fx biler, udstyr L'easy)
- Licensing - licens (fx. Streaming tjenester, Kopimaskiner)
- Brokerage fee - mægler (fx. Ejendomsmægler, dating)
- Advertising - sponsor/annoncering (fx. Politiken.dk, alle slags spil)

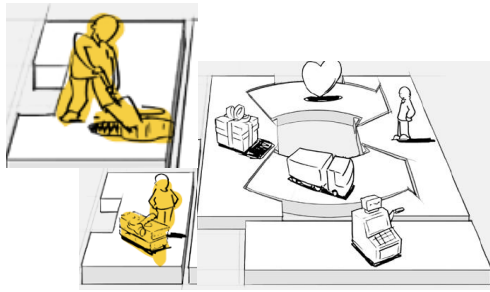


Key Resources

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

Examples

- Physical
 - produktions faciliteter bygninger, maskiner
- Intellectual
 - Kendskab, viden, patenter, copyrights,
- Human
 - Mennesker (fx. lærere)
- Financial
 - start / investerings capital fx. rederi

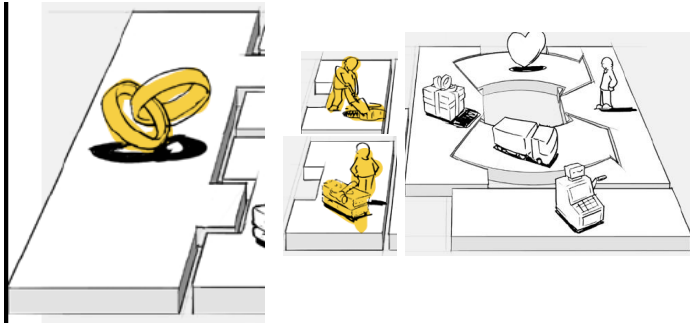


Key Activities

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

Examples

- Production - aktiviteter til fremstilling
- Problem solving - aktiviteter til løsninger – konsulent virksomheder
- Platform/network - aktiviteter over netværk – kredit kort,



Key Partnership

Who are our Key Partners? Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Examples

- Optimization and economy of scale
 - outsourcing, underleverendør
- Reduction of risk and uncertainty
 - strategisk samarbejde fx. HP- intel
- Acquisition of particular resources and activities
 - samarbejde for at få adgang til licens – Samsung – google(Android)



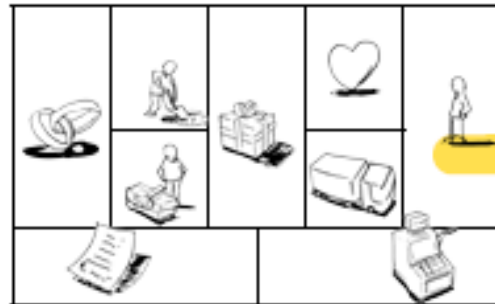
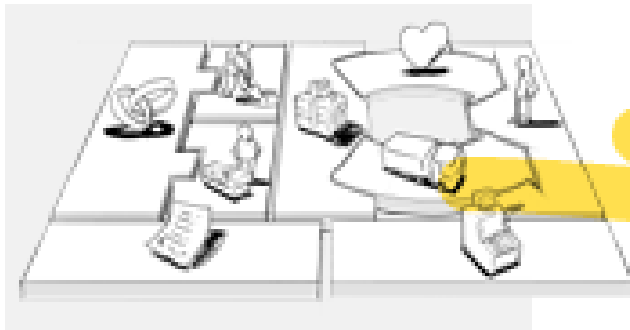
Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

Examples

- Cost Driven
 - minimere omkostning -> discount
- Value Driven
 - værdi tilførelsen -> luksus
- Fixed costs
 - fast omkostninger -> produktions apparat, lokaler
- Variable costs
 - varable omkostninger -> hver service/product koster noget at fremstille
- Economies of scale
 - masseproduktions fordel
- Economies of scope
 - fordel ved salg af flere produkter/servicer (fx genbrug af salgsafdeling)

Fra model til arbejdsredskab



KP		KA		VP		CR		CS	L
		KR				CH			
C\$					R\$				

Arbejdsredskabet

