### 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?**

**MOTIVATIONS FOR PARTNERSHIPS:**
- Optimization and economy,
- Reduction of risk and uncertainty,
- Acquisition of particular resources and activities

### Key Resources

- **What Key Resources do our Value Propositions require?**
- **Our Distribution Channels?**
- **Customer Relationships?**
- **Revenue streams?**

**TYPES OF RESOURCES:**
- Physical, Intellectual (brand patents, copyrights, data),
- Human, Financial

### Key Activities

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

**CATEGORIES:**
- Production, Problem Solving, Platform/Network

### 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?**

**CHARACTERISTICS:**
- Newness, Performance, Customization, “Getting the Job Done”, Design,
- Brand/Status, Price, Cost Reduction, Risk Reduction,
- Accessibility, Convenience/Usability

### 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?**
- **Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform**

### 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?**

**IS YOUR BUSINESS MORE:**
- Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing),
- Value Driven (focused on value creation, premium value proposition).

**SAMPLE CHARACTERISTICS:**
- Fixed Costs (salaries, rents, utilities), Variable costs,
- Economies of scale, Economies of scope

### 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?**

**TYPES:**
- Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing,
- Licensing, Brokerage fees, Advertising

**FIXED PRICING:**
- List Price, Product feature dependent, Customer segment dependent, Volume dependent

**DYNAMIC PRICING:**
- Negotiation (bargaining), Yield Management, Real-time-Market

---

Designed by: The Business Model Foundry ([www.businessmodelgeneration.com/canvas](http://www.businessmodelgeneration.com/canvas)). PowerPoint implementation by: Neos Chronos Limited ([https://neoschronos.com](https://neoschronos.com)). License: [CC BY-SA 3.0](https://creativecommons.org/licenses/by-sa/3.0)