



## TEMPLATE BUSINESS MODEL CANVAS - explanation

### 1. Key Partners / Problem:

- Problem
  - Top 3 main problems
- 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

### 2. Customer Segments (Target Customers)

- 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 (serving different customers, but highly dependent on each other)?

### 3. Value Propositions (better Unique Value Propositions)

*(it should single, clear, compelling message that states why we are different and why is it worth buying our product)*

- 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 of the proposition (choose which ones apply):**

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

#### 4. **Key Activities / Solution(s)** (top 3 features)

◦ What key activities do:

- our value propositions require?
- our distribution channels?
- customer relationships?
- revenue streams?

CATEGORIES:

- Problem Solving
- Platform/Network

#### 5. **Customer Relationships / Unfair Advantage**

(cannot be easily copied or bought)

- 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?

#### 6. **Revenue Streams**

*(revenue model, lifetime value, revenue, gross margin)*

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- 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

#### **7. 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 OUR 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:**

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- Fixed Costs (salaries, rents, utilities, customer acquisition costs, distributing costs, hosting costs ...)
- Variable costs
- Economies of scale
- Economies of scope

### **8. Key Resources / Key Metrics (key activities we measure)**

◦ 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

### **9. Channels (path to customers)**

- 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?

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