

IO3 – S3

BUSINESS MODEL



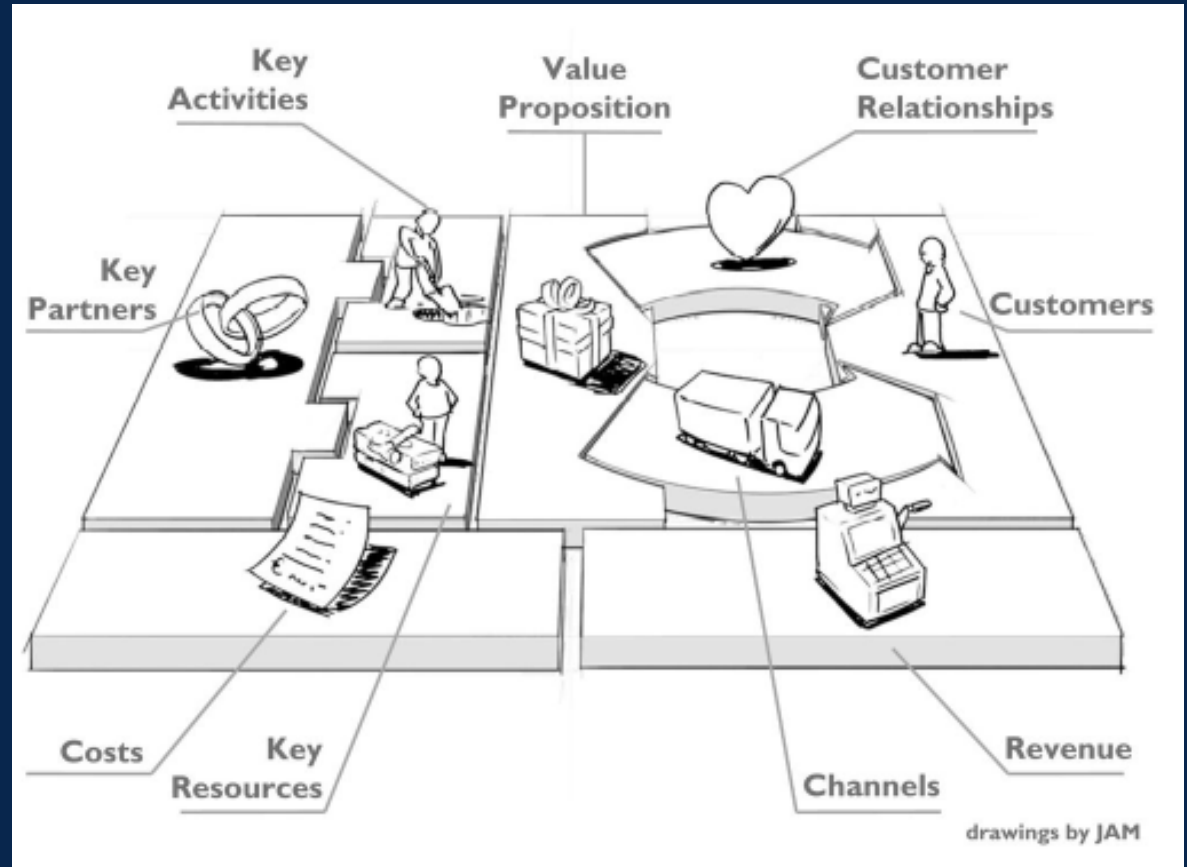
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BUSINESS MODEL CANVAS?

What is Business Model Canvas?

- The business model canvas is a great tool to help you understand a business model in a simple and structured way.
- It offers a visual chart with nine “building blocks” elements describing an enterprise business model.



BUSINESS MODEL CANVAS – VALUE PROPOSITION

Definition:

Key factor or competitive advantage that differentiates you from the rest. It is about solving a problem or satisfying a need. This added value can be based on:












- Novelty
- Performance
- Personalization
- Design
- Branding

Key questions:

- What advantages do we offer compared to the sector?
- Is there a value proposition for each customer segment?
- Disruptive vs additional?



BUSINESS MODEL CANVAS – VALUE PROPOSITION

 AIRBNB BUSINESS MODEL		NOW GO INNOVATE  GARYFOX.CO		
KEY PARTNERS  <ul style="list-style-type: none"> • Hosts • Hotels • Experience providers • Corporate travel partners • Travel managers • Investors/ Venture Capitalists • Lobbyists • Photographers • Maps • Cloud hosting - AWS 	KEY ACTIVITIES  <ul style="list-style-type: none"> • Platform and technology development • Sales and marketing • Maintaining trust and brand reputation • Customer service/ experiences • Partner management 	VALUE PROPOSITIONS  <p>HOSTS</p> <ul style="list-style-type: none"> • Income generation • Ease of listing • Calendar, booking system • Access to photographers <p>GUESTS</p> <ul style="list-style-type: none"> • Low cost accommodation • Variety of choices/ locations • Variety of prices/budgets • Unique options <p>HOTELS</p> <ul style="list-style-type: none"> • Access to guests • Booking system <p>EXPERIENCE PROVIDERS</p> <ul style="list-style-type: none"> • Income from guests • Platform/system 	CUSTOMER RELATIONSHIPS  <ul style="list-style-type: none"> • Self-service • Own the relationship • Trust through verification • Tailored • Manage bad behaviour and risks 	CUSTOMER SEGMENTS  <p>GUESTS</p> <ul style="list-style-type: none"> • business travel guests • leisure travel guests <p>HOSTS</p> <ul style="list-style-type: none"> • Room unit/condo/house • House owners • Country/city/suburban/ city <p>EXPERIENCE PROVIDERS</p> <ul style="list-style-type: none"> • Specialists • Tour companies <p>PHOTOGRAPHERS</p> <ul style="list-style-type: none"> • Freelance photographers <p>HOTELS</p> <ul style="list-style-type: none"> • Independent hotels • Hotel groups
	KEY RESOURCES  <ul style="list-style-type: none"> • Airbnb platform and mobile app • Platform architecture • Patents • Brand • Employees 		CHANNELS  <ul style="list-style-type: none"> • Digital ad campaigns • Social media • Word of mouth • PR - media coverage • App store 	
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BUSINESS MODEL CANVAS – CUSTOMER SEGMENTS

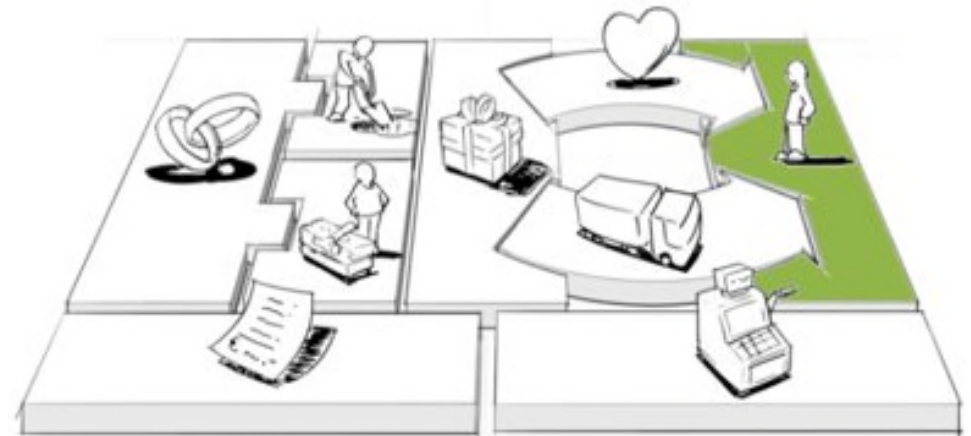
Definition:

Process that involves dividing our total market into groups with similar characteristics (target) based on variables such as:










- Demography / Geography / Profile (Traditional)
- Behavior (Income, recurrence, what they buy, followers, ...)
- Needs, motivations, challenges.

Key questions:

- Who are they? Who do we add value to? B2B, B2C? Focus recruitment
- What do they do? Tell us what works and what doesn't
- Why? Understand the "WHY" they need us
- Is big? Identify growth potential (scalability)



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BUSINESS MODEL CANVAS – CHANNELS

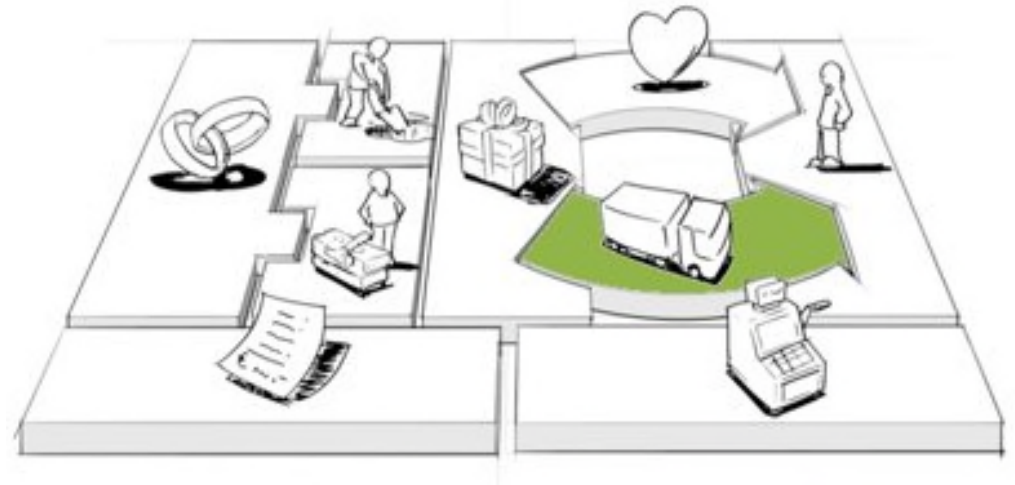
Definition:

Define how we communicate and deliver the value proposition to the different customer segments. The channel can mainly be:












- DIRECT: Reach the end customer with their own means
- INDIRECT: Through intermediaries (Wholesalers / Retailers / Franchises))

Key questions:

- How do we establish contact with our clients?
- What channels do we use to advertise, attract and retain?
- Through what channels do we "add value"?
- Web? Shop? Commercial? Dealers? Intermediaries? Franchises?
- What works best? Which is more profitable?
- In which phase is one channel or another appropriate?
Capture > Sale > Post-sale



BUSINESS MODEL CANVAS – CHANNELS

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BUSINESS MODEL CANVAS – CUSTOMER RELATIONSHIPS

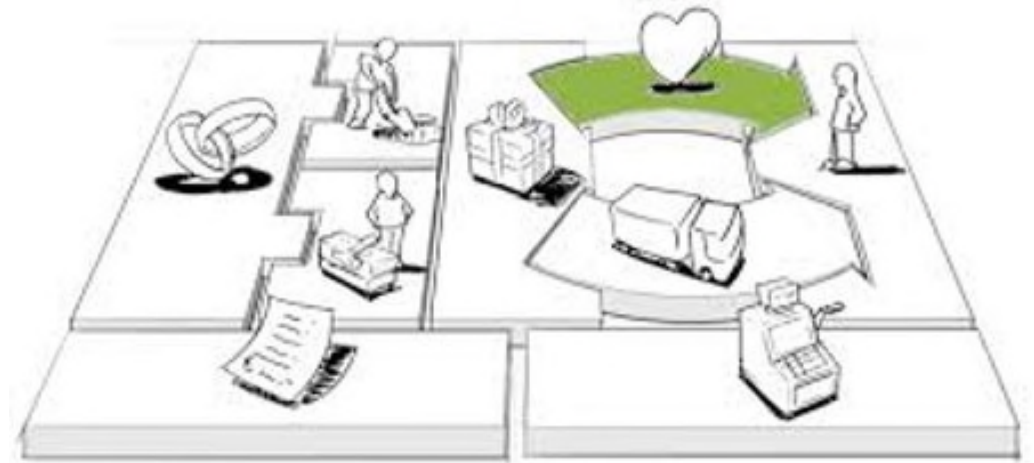
Definition:

Describe the type of relationship we want to have with each segment. We can adapt the relationship depending on each segment at the level of recruitment and maintenance (loyalty):

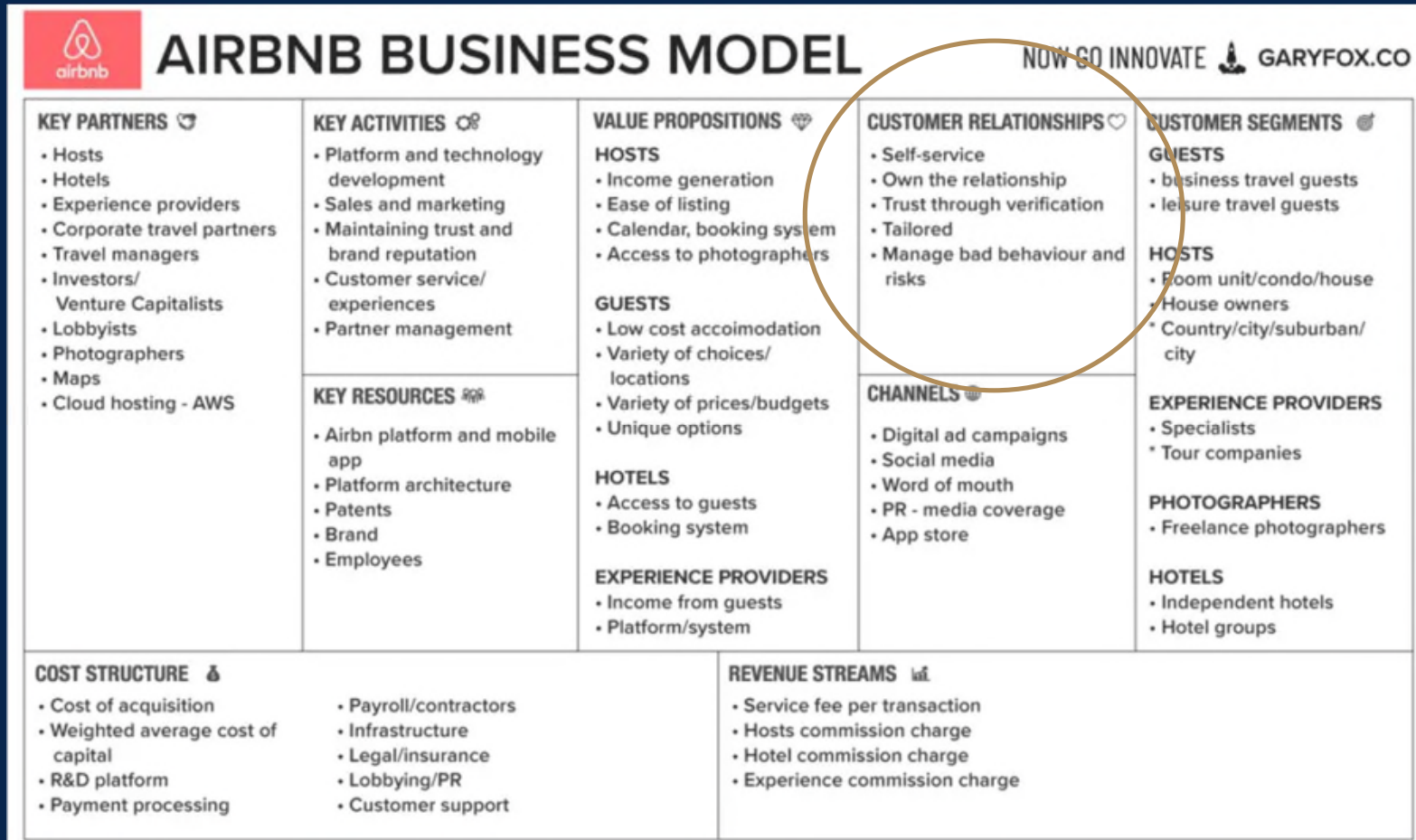
- Personal (proximity)
- Remote (Self-service, automated service)

Key questions:

- What relationship do I currently have with the market?
- What type of relationship do we establish with each segmentation group?
- What type of relationship do we establish in each phase of interaction with the client?
- How do they integrate with the rest of the points of the business model?
- Do we have a loyalty strategy?



BUSINESS MODEL CANVAS – CUSTOMER RELATIONSHIPS



BUSINESS MODEL CANVAS – REVENUE STREAMS

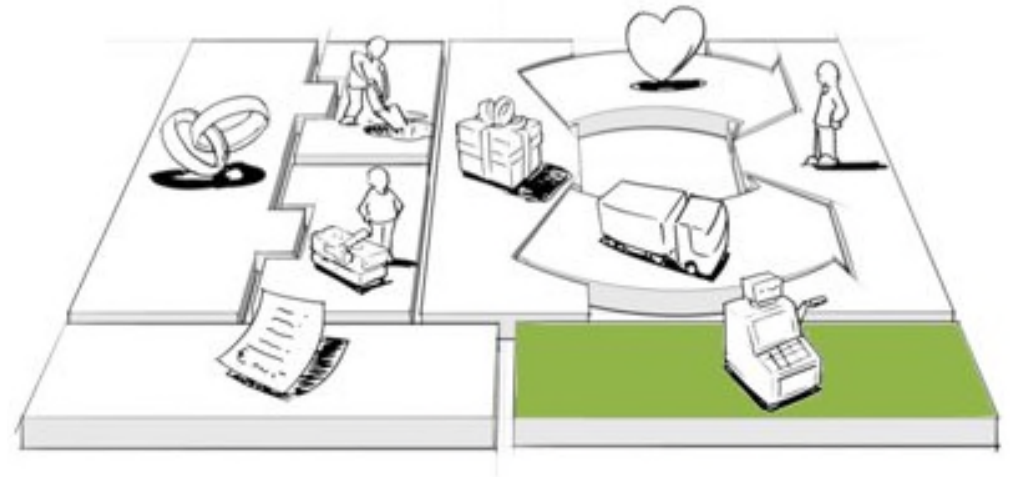
- Definition:

Describe and analyze how the model generates income, for each of the market segments. Main options:










- Product sale
- Service fee
- Subscription fee
- Freemium

Key questions:

- Which income stream option is best for me?
- How much (€) do we enter for each proposal or segment?
- One-off or recurring income?
- How much are they willing to pay? (Differentiate by segment)
- How do you prefer to pay? Do we charge at the moment or in X days?



BUSINESS MODEL CANVAS – REVENUE STREAMS

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BUSINESS MODEL CANVAS – KEY RESOURCES

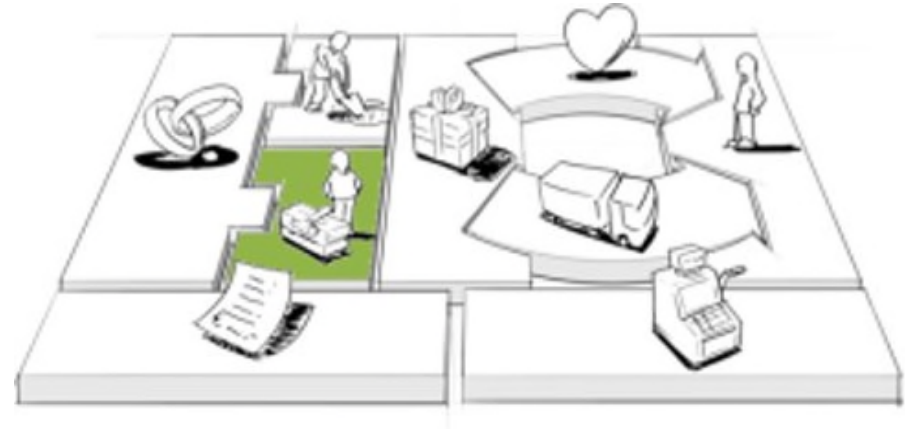
Definition:

Resources that allow creating and offering a differential value proposition, distinguishing the following types:

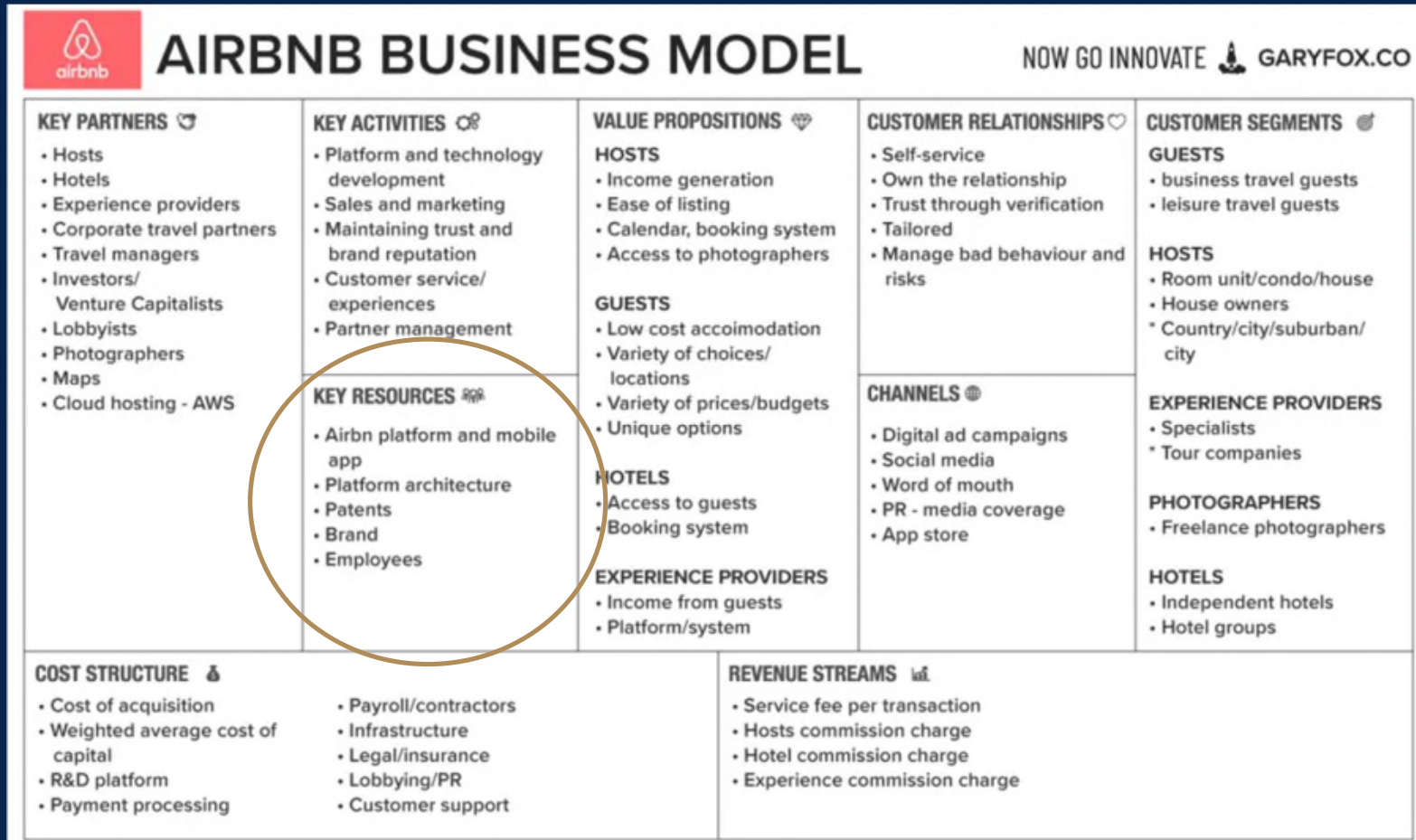
- Physical
- Economical
- Intellectuals
- Human

Key questions:

- Can the resource be outsourced?
- How much does it cost?
- What is the useful life?



BUSINESS MODEL CANVAS – KEY RESOURCES



BUSINESS MODEL CANVAS – KEY ACTIVITIES

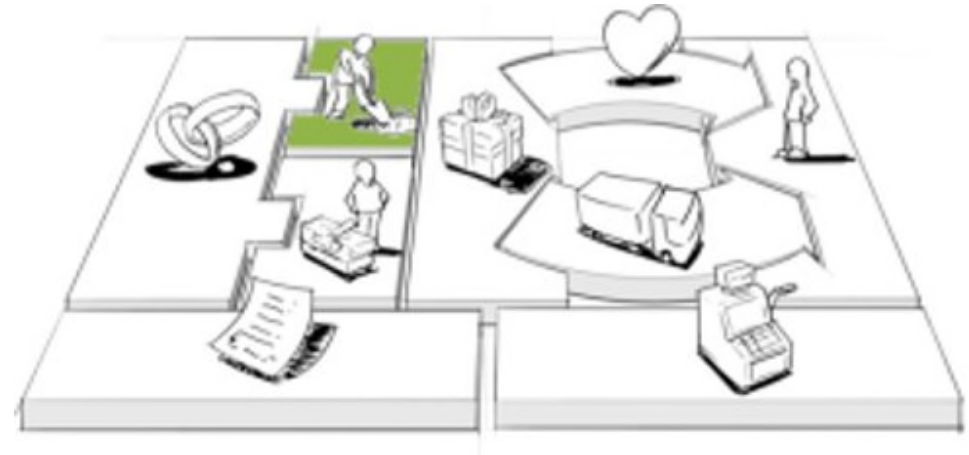
Definition:

Most important actions to guarantee success in a company:











- Design, Production, Promotion
- Distribution, Sales
- Customer service
- Accounting, Legal

Key questions:

- Can the activity be outsourced?
- Is it easily copied?
- What added value does the activity bring?



BUSINESS MODEL CANVAS – KEY ACTIVITIES

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BUSINESS MODEL CANVAS – KEY PARTNERS

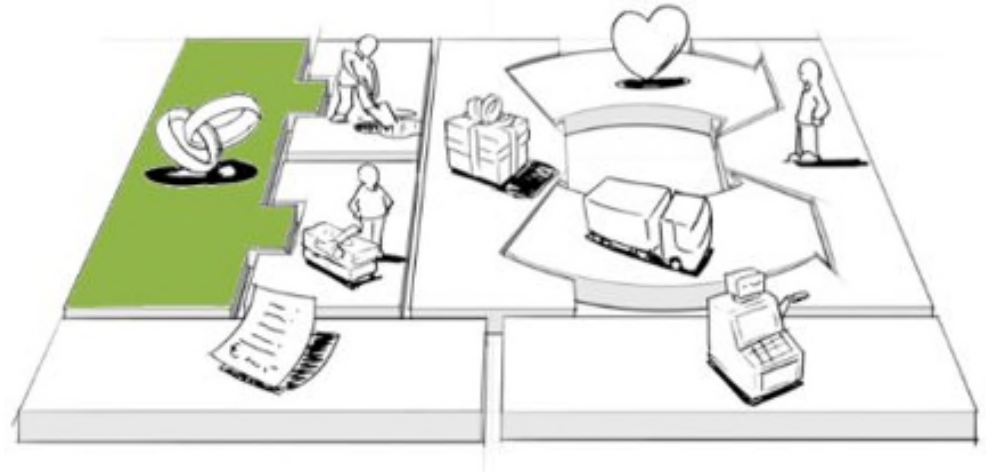
Definition:

Creation of alliances to optimize the business model, reduce risks or acquire resources:










- Strategic alliances
- Joint ventures
- Customer-supplier relationship

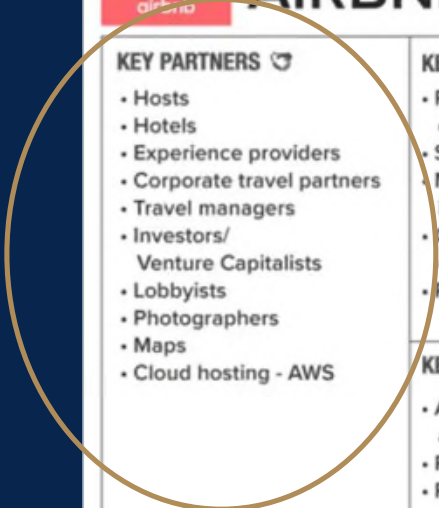
Key questions:

- Who are our key partners?
- Who are our most relevant suppliers?
- What are our support levers?



BUSINESS MODEL CANVAS – KEY PARTNERS

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BUSINESS MODEL CANVAS – COST STRUCTURE

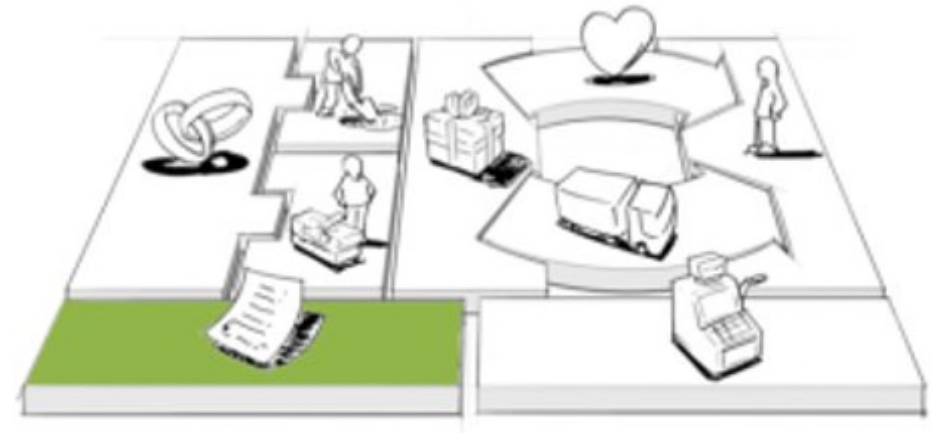
Definition:

Costs derived, mainly, both from the creation and maintenance of relationships with clients or income generation, highlighting the following categories:

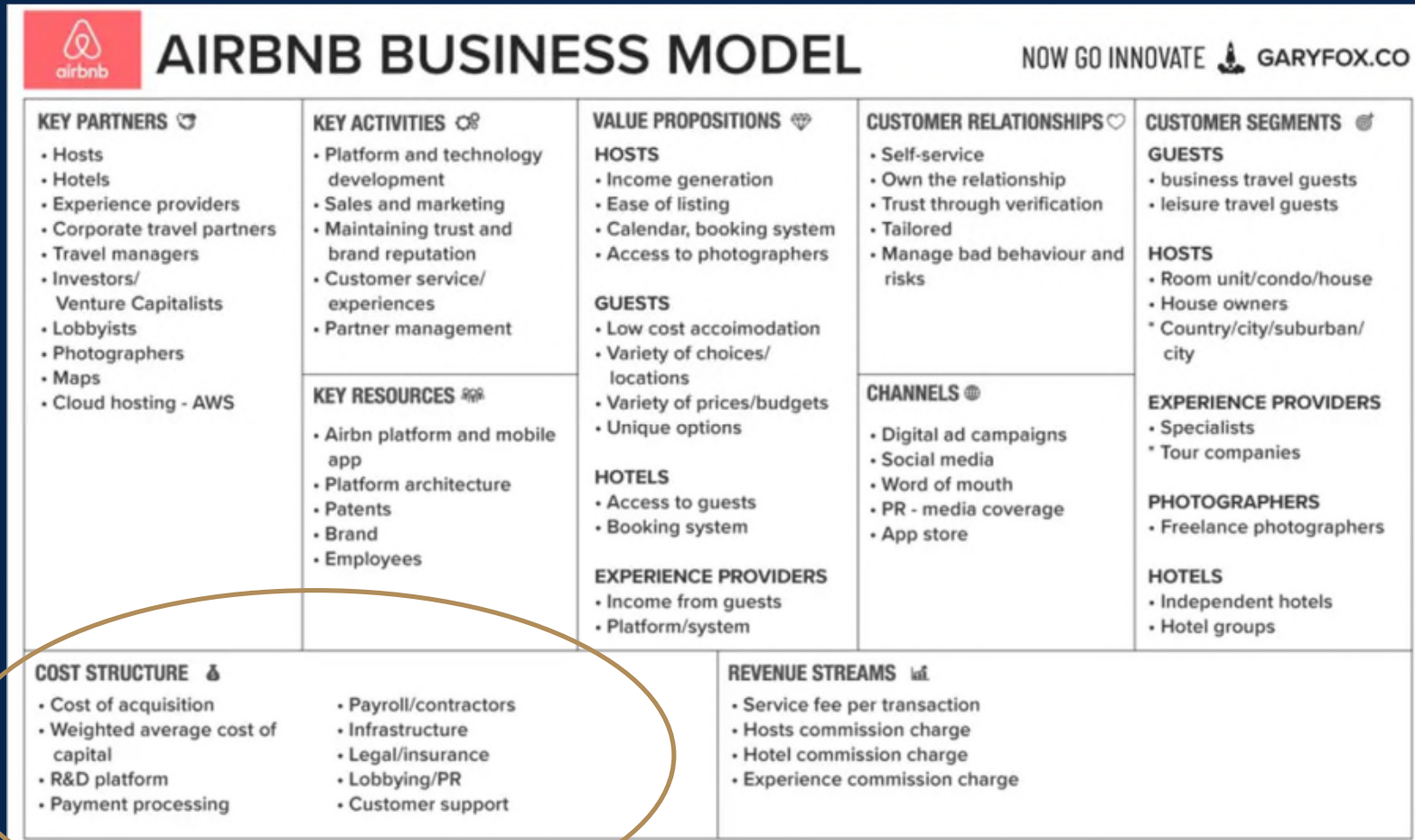
- Fixed
- Variable
- Scale economy
- Field economy

Key questions:

- How important is this cost?
- Does this cost add value?
- Is there a balance with income?
- Fixed or variable?
- Burn rate?



BUSINESS MODEL CANVAS – COST STRUCTURE



THANKS