

Forretningsutvikling og markedsvalidering

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business ang



TRAINED startup
R AGILE catalyst
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Start-ups are temporary organizations

Designed to SEARCH
for a repeatable
and scalable
business model

SEARCH



EXECUTION











The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>EXAMPLES OF KEY PARTNERS: Distribution channels Production of raw and inventory Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>EXAMPLES: Production Problem solving Platform/network</p>	<h3>Value Propositions</h3>  <p>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?</p> <p>EXAMPLES: Performance Convenience "Getting the Job Done" Design Social media Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>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?</p> <p>EXAMPLES: Personal assistance Exclusive Personal assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>EXAMPLES: Mass Market Niche Market Segment of Demographics Multi-sided Platform</p>
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>EXAMPLES OF COSTS: Cost of raw materials and services, the price-value proposition, maximum automation, extensive outsourcing Sales Promotions (discount on value received, promotion value proposition)</p> <p>EXAMPLE CHANNELS: Retail (own, franchise, multi-channel) Virtual sales Distribution of sale Economies of scale Economies of scope</p>	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES: Physical Intellectual (know-how, patents, copyrights, data) Human Financial</p>	<h3>Channels</h3>  <p>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?</p> <p>CHANNELS PROVIDE: 1. Access to customers 2. Distribution 3. Evaluation 4. Payment 5. Delivery 6. After sales</p>	<h3>Revenue Streams</h3>  <p>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?</p> <p>TYPES: Asset sale Usage fee Licensing fee Leasing Advertising</p> <p>FIXED PRICING: List Price Product feature dependent Customer segment dependent Volume dependent</p> <p>ADAPTIVE PRICING: Negotiated/Free Pricing Yield Management Real-time Market</p>	

Def_Business Model [biznəs mɒdl]

“The business model describes how an organisation generates, delivers and captures value.”









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<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>RELEVANT FOR ENTREPRENEURS: Identification of partners Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>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?</p> <p>EXAMPLES: Personalized Performance Convenience "Getting the Job Done" Simple Social Media Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>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?</p> <p>EXAMPLES: Personal Assistant Exclusive Personal Assistant Self-Service Individualized Services Co-creation Communities</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>EXAMPLES: Mass Market Niche Market Segment of Demographics Multi-sided Platform</p>
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>RELEVANT FOR ENTREPRENEURS: Cost-to-serve (transport and structure, the price-value proposition, maximum extraction, extensive outsourcing) Value Drivers (Customer value drivers, processes value proposition)</p> <p>EXAMPLE CATEGORIES: Fixed Costs (salaries, rent, utilities) Variable Costs Economies of Scale Economies of Scope</p>	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES: Physical Human Intellectual (know-how, patents, copyrights, data) Financial Social</p>	<h3>Channels</h3>  <p>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?</p> <p>CHANNEL TYPES: 1. Direct sales 2. Retail partners (e.g. an existing retailer and vendor) 3. Retailer 4. Resellers (e.g. franchisee, distributor, or agent) or Value Proposition 5. Partners 6. New or old sales channels (e.g. new specific products and services) 7. Delivery 8. Other (e.g. self-serve Value Proposition ecosystem) 9. Other sales 10. Other (e.g. group purchase, consumer support)</p>	<h3>Revenue Streams</h3>  <p>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?</p> <p>TYPES: Asset sale Usage fee Licensing fee Leasing Advertising Freemium Advertising</p> <p>FIXED PRICING: List Price Product feature dependent Customer segment dependent Volume dependent</p> <p>ADAPTIVE PRICING: Negotiation (e.g. haggling) Yield Management Real-time Market</p>	

9 Guesses










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<p>Key Partners </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>KEY RESOURCES FOR PARTNERSHIP Specialization and expertise Reduction of fixed and variable costs Acquisition of particular resources and activities</p> <p>Guess</p>	<p>Key Activities </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>KEY ACTIVITIES Production Problem Solving Platform Network</p> <p>Guess</p>	<p>Value Propositions </p> <p>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?</p> <p>VALUE PROPOSITIONS Revenue Differentiation Customization Convenience "Getting the Job Done" Design Brand Status Price Risk Reduction Risk Avoidance Accessibility Convenience/Usability</p> <p>Guess</p>	<p>Customer Relationships </p> <p>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?</p> <p>Guess</p>	<p>Customer Segments </p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Personalized Multi-sided Platform</p> <p>Guess</p>
<p>Key Resources </p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>KEY KEY RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p> <p>Guess</p>	<p>Guess</p>	<p>Channels </p> <p>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?</p> <p>Guess</p>	<p>Guess</p>	
<p>Cost Structure </p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>FIXED OR VARIABLE COSTS Cost of Sales (materials and supplies, low price value proposition, maximum automation, extensive outsourcing) Cost of Service (personnel or value creation, promotion, sales preparation)</p> <p>FIXED OR VARIABLE COSTS Fixed Costs (salaries, rent, utilities) Variable Costs Commodities Economies of Scale</p> <p>Guess</p>		<p>Revenue Streams </p> <p>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?</p> <p>TYPE Asset Sale Usage Fee Subscription Fee Licensing (Selling/Leasing) Advertising Brokerage Fee Advertising</p> <p>FIXED PRICING Flat Price Product Feature dependent Customer segment dependent Volume dependent</p> <p>STANDARD PRICING Subscription Fee Flat rate/usage Deal over Market</p> <p>Guess</p>		

RISKIEST ASSUMPTIONS OF A STARTUP

Customers

Problem

Solution

(channel)

The CUSTOMER DEVELOPMENT PROCESS



"POST IT to the WALL!"

- Create a NEW canvas.
- Make it VISIBLE.
- Begin to make HYPOTHESES...



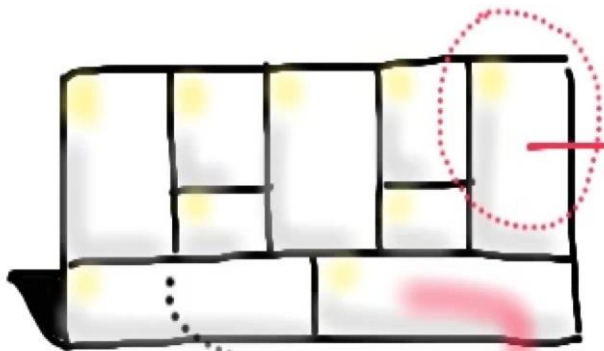
"GET OUT of the BUILDING!"

→ Talk to CUSTOMERS, PARTNERS, and VENDORS.



- Design Experiments...
- Run Tests...
- Get Data...





Customer Segments



"Customers will be MALE... 24-35... in URBAN AREAS... who like STARBUCKS..."



Your canvas...

Do the hypotheses need to be MODIFIED?

Did the results match the hypothesis?

HYPOTHESES

WHY? WHY NOT?

INSIGHT

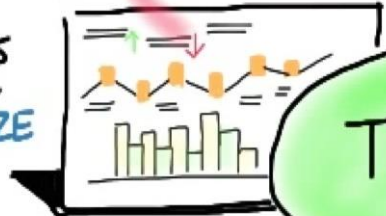
"Oops! We kept getting TEEN GIRLS in suburbia!"

"How about a GOOGLE ADWORDS campaign to acquire?"



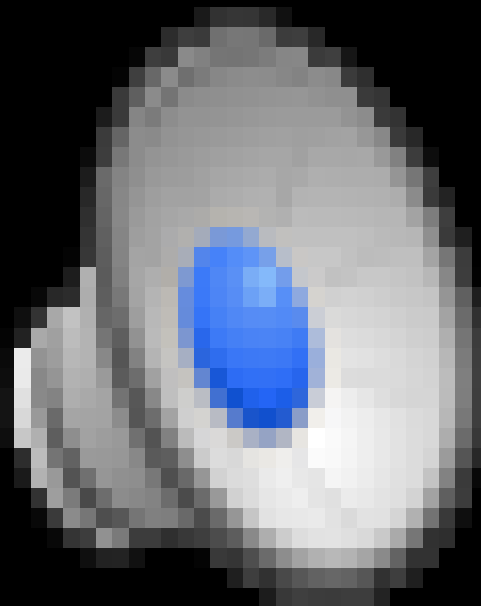
DESIGN EXPERIMENT

- Run Google Adwords campaign to acquire
- COLLECT and ANALYZE the data

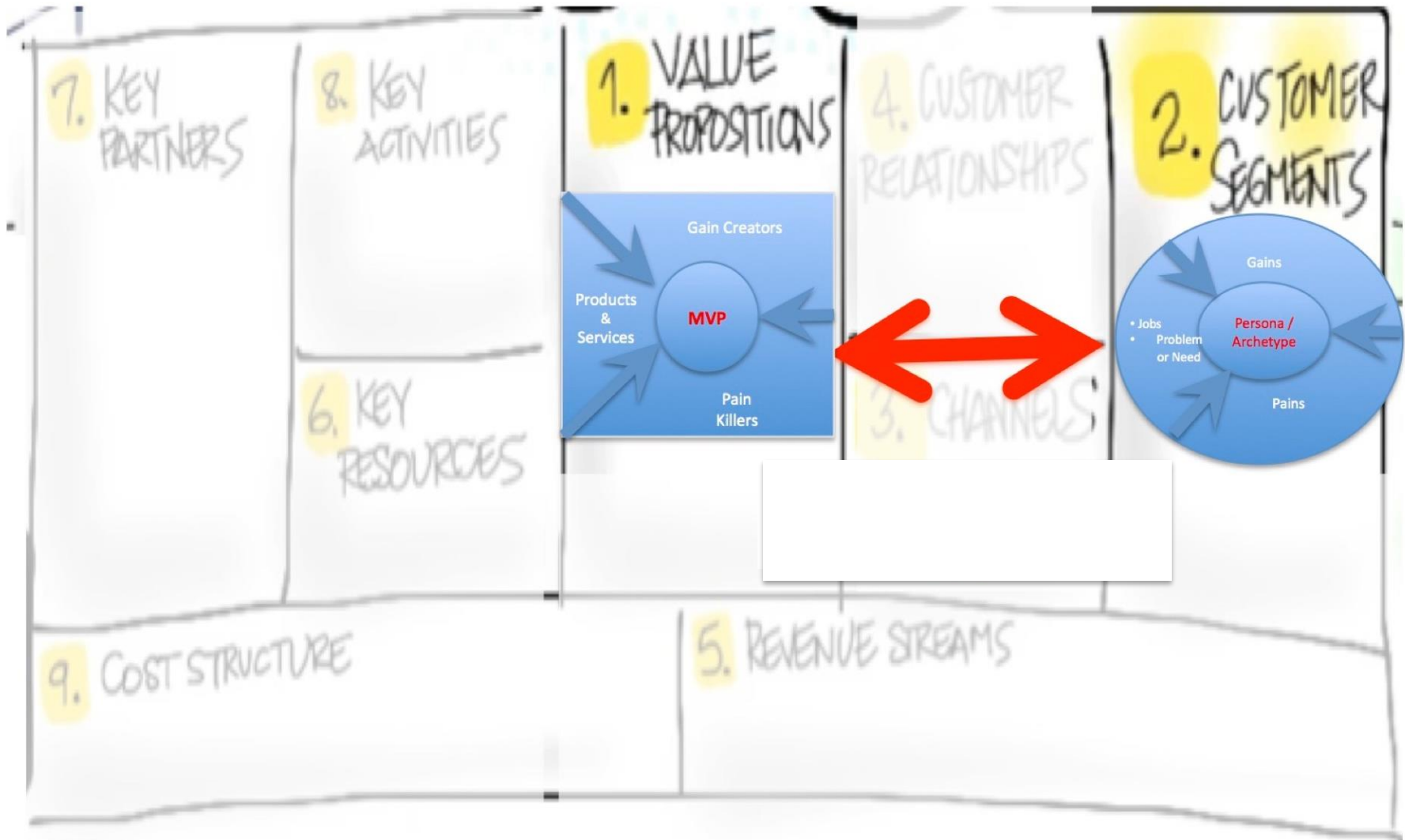


TEST





Product – market fit



Your product is not "the Product" - your business model is "The product"

Customer / problem / solution is the riskiest assumptions for a start-up

Get out of the building

Contact Information

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