
Business Model Canvas

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HELLENIC REPUBLIC

National and Kapodistrian

University of Athens

— EST. 1837 —

The Business Model

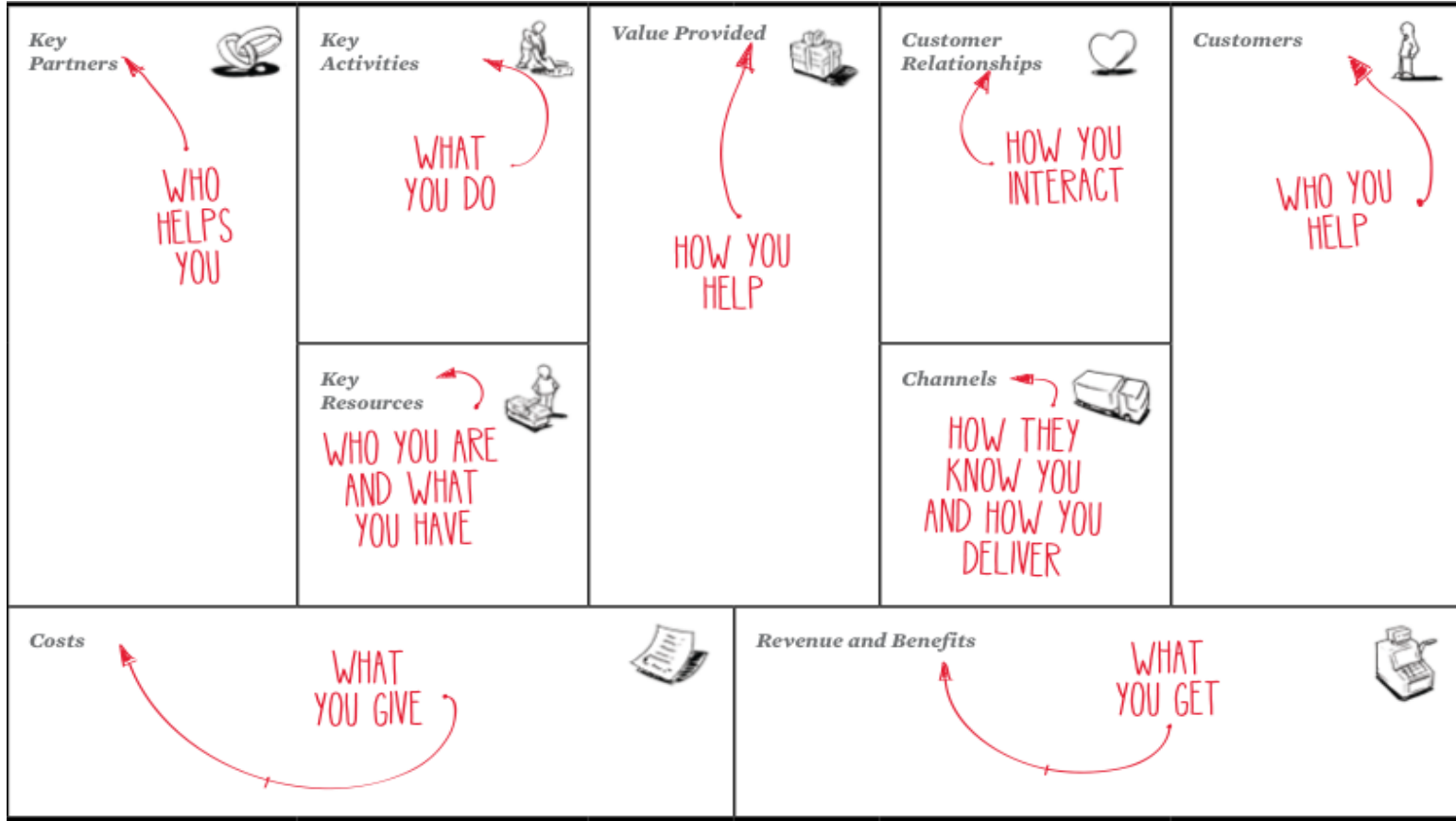
- The business model is the architecture of your business, namely the rationale on how your company creates value for both itself and its clients
"...the logic of how a company intends to make money"
- The business model defines the main area of a business:
 - customers
 - offer
 - infrastructure
 - financial viability
- The **Business Model Canvas** is a tool allowing the visual deployment of a company's business model in a single page. It helps you define each of the nine building blocks of your business and, in turn, to define how these form a coherent business model.

We have developed a new software. What are we selling?
-Software?
-Service?
-Software as a service?

The Business Model

- Creating a Business Model Canvas at an early stage practically gives you a series of hypotheses that you need to test.
- It helps you describe, design, invent, adjust, challenge and eventually pivot your business model.
- Your business model will most probably change several times from the 'idea to the market' simply because your guesses (name it hypotheses) of the early days were not all correct.
- Changing you business model should not scare you. Not changing it might be even scarier!!!

The Business Model Canvas



1. CUSTOMER SEGMENTS



***Which customers and users are you serving?
Which jobs do they really want to get done?***

1. CUSTOMER SEGMENTS

Definition

Groups of people or organizations that your business aims to reach and serve.

Market segmentation and identification of customers' needs are essential tasks.

Types

- Mass Market
- Niche Market
- Segmented
- Diversified
- Multi-Sided Market

Le Monde.fr

ÉDITION GLOBALE Mise à jour à 20h12

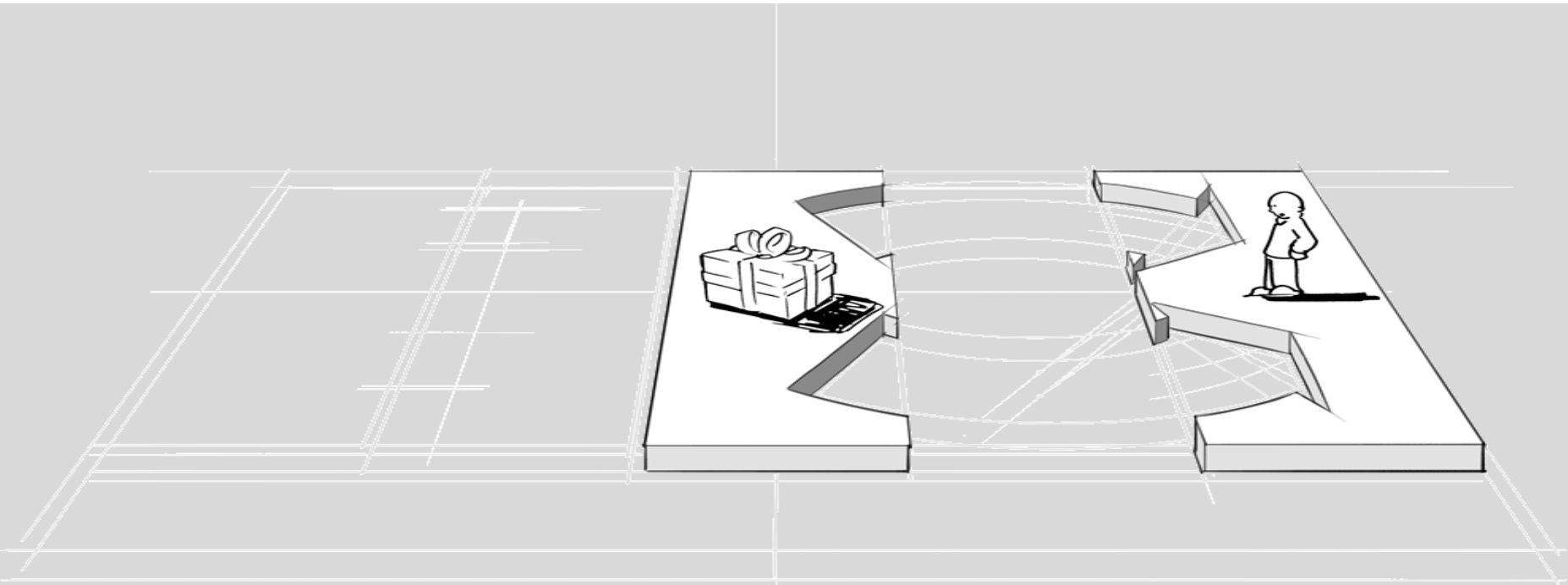
Attentat de Macerata en Italie : la droite condamne, mais incrimine le gouvernement



En continu

- 20:05 Accord entre Fincantieri et STX
- 19:38 Neige et verglas : vigilance orange
- 18:30 Les infos à retenir du week-end
- 17:47 Chypre : le président sortant réélu
- 17:46 Tennis : la France en quarts de finale
- 17:13 Macédoine : manifestation à Athènes
- 17:03 Ligue 1 : Guingamp bat Rennes
- 16:38 Macerata : la Ligue condamne

2. VALUE PROPOSITIONS



***What are you offering them?
What is that getting done for them?
Do they care?***

2. VALUE PROPOSITIONS

Definition

Aggregation of benefits that a company offers to customers.

In other words, is the answer to the clients' question: *"Why should I buy from you?"*

Types

- Newness
- Performance
- Customization
- Full Service
- Design
- Brand/Status
- Price
- Cost Reduction
- Risk Reduction
- Accessibility
- Convenience

SAFETY

A NEVER ENDING
VOLVO COMMITMENT




Our _____

 *Products and Services*

help(s) _____

 *Customer Segment*

who want to

 *jobs to be done*

by _____

 *verb (e.g., reducing, avoiding)*

 *and a customer pain*

and _____

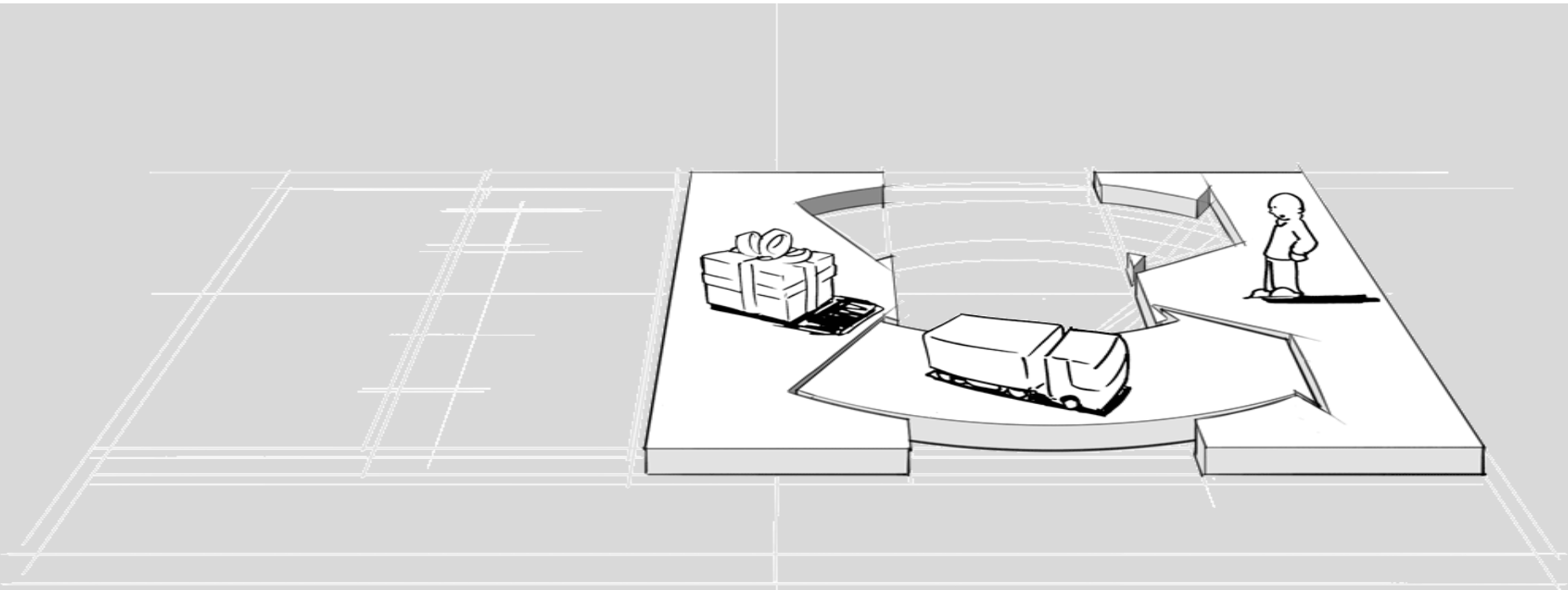
 *verb (e.g., increasing, enabling)*

 *and a customer gain*

(unlike _____)

 *competing value proposition*

3. CHANNELS



*How does each customer segment want to be reached?
Through which interaction points?*

3. CHANNELS

Definition

The way a company communicates with and reaches its Customer Segment to deliver a Value Proposition.

Can be carried out either by the company or by partners, based on a cost/benefit analysis.

Channel phases

- 1. Awareness:** How do we raise awareness about our company's products.
- 2. Evaluation:** How do we help customers evaluate our value proposition.
- 3. Purchase:** physical store, e-shop, re-seller
- 4. Delivery:** courier, own transportation, post
- 5. After sales service:** guarantee, free, phone service



Οικονομία Καυσίμων

από 45% έως 55%

Τηλ. Κέντρο: 210 52 47 515 - 6936 701 401

APOLLO 12

Επανάσταση !
Κάτι Μοναδικό !

Οικονομία Καυσίμων από 45% έως 55%

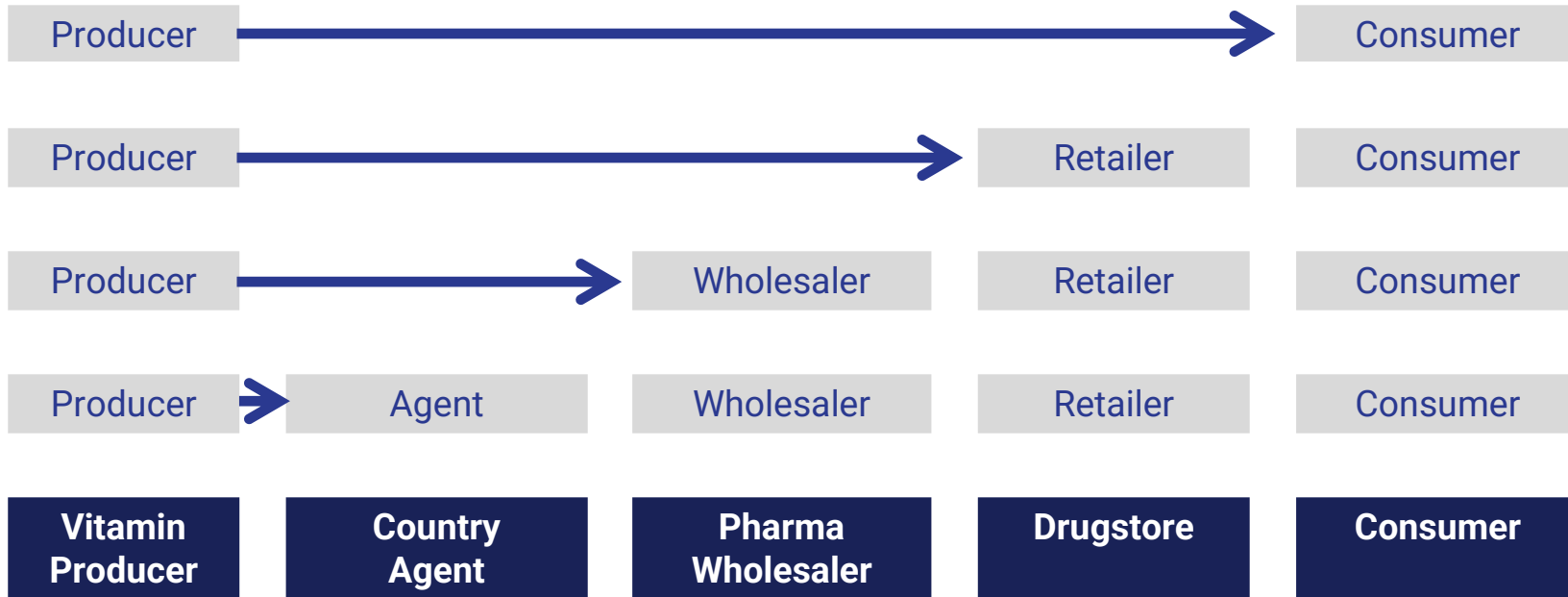
Έχουμε μια συσκευή που με την απαραίτητη επεξεργασία δημιουργεί εξαέρωση στην καύσιμη ύλη που περιέχει. Με την τοποθέτηση στο κατάλληλο σημείο του αυτοκινήτου, διαμέσου της πολλαπλής εισαγωγής, εισέρχεται στο χώρο καύσης και έχουμε καταπληκτικά αποτελέσματα !



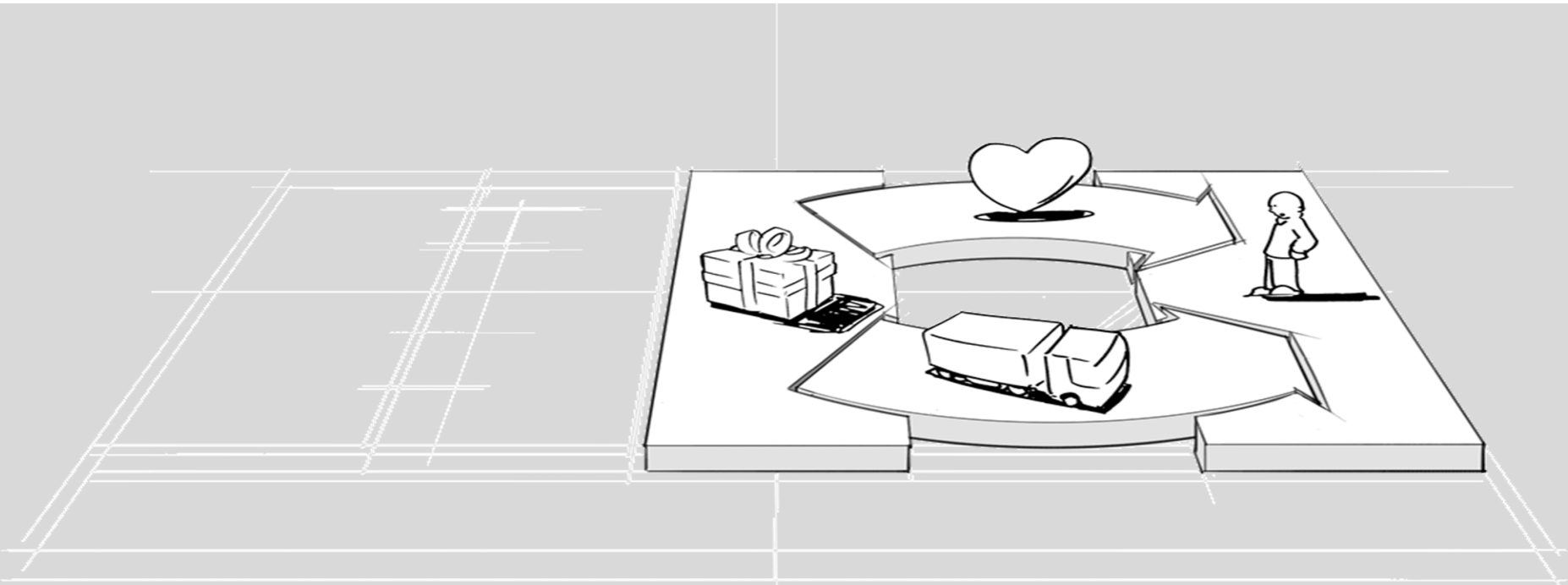
- Μειώνει την Κατανάλωση Καυσίμου **από 45% έως 55%**
- Αυξάνει την Ισχύος 15%
- Μειώνει τα Κουσαέρια 70%
- Δεν είναι επικίνδυνο για τον οδηγό ή το αυτοκίνητο σας

Ελάτε για μια Δωρεάν Επίδειξη, για να διαπιστώσετε πόσο απλό είναι και με πιο τρόπο δουλεύει. Θα εκπλαγείτε !

Το kit κομπλέ κοστίζει : **245 ευρώ**



4. CUSTOMER RELATIONSHIPS



***What relationships are you establishing with each segment?
Personal? Automated? Acquisitive? Retentive?***

4. CUSTOMER RELATIONSHIPS

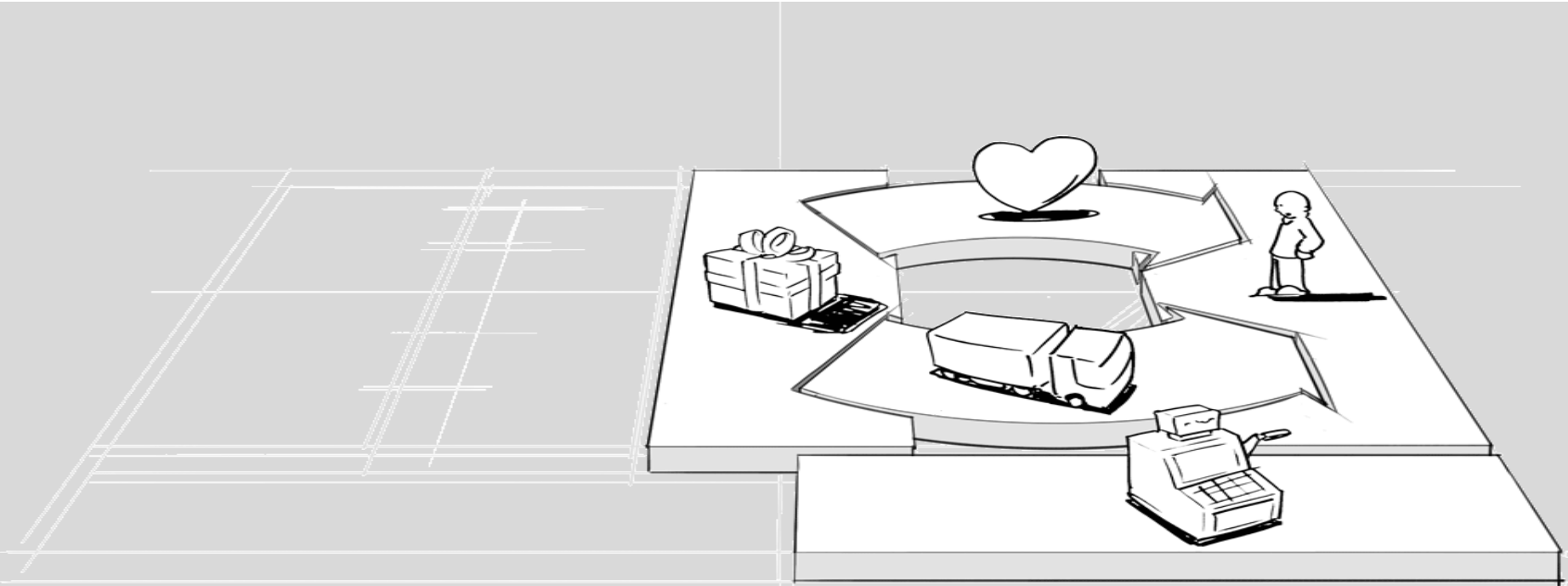
Definition

Describes the types of relationships a company establishes with specific Customer Segments.

Types

- Personal assistance
- Dedicated personal assistance
- Self-service
- Automated services
- Communities
- Co-creation

5. REVENUE STREAMS



***What are customers really willing to pay for? How?
Are you generating transactional or recurring revenues?***

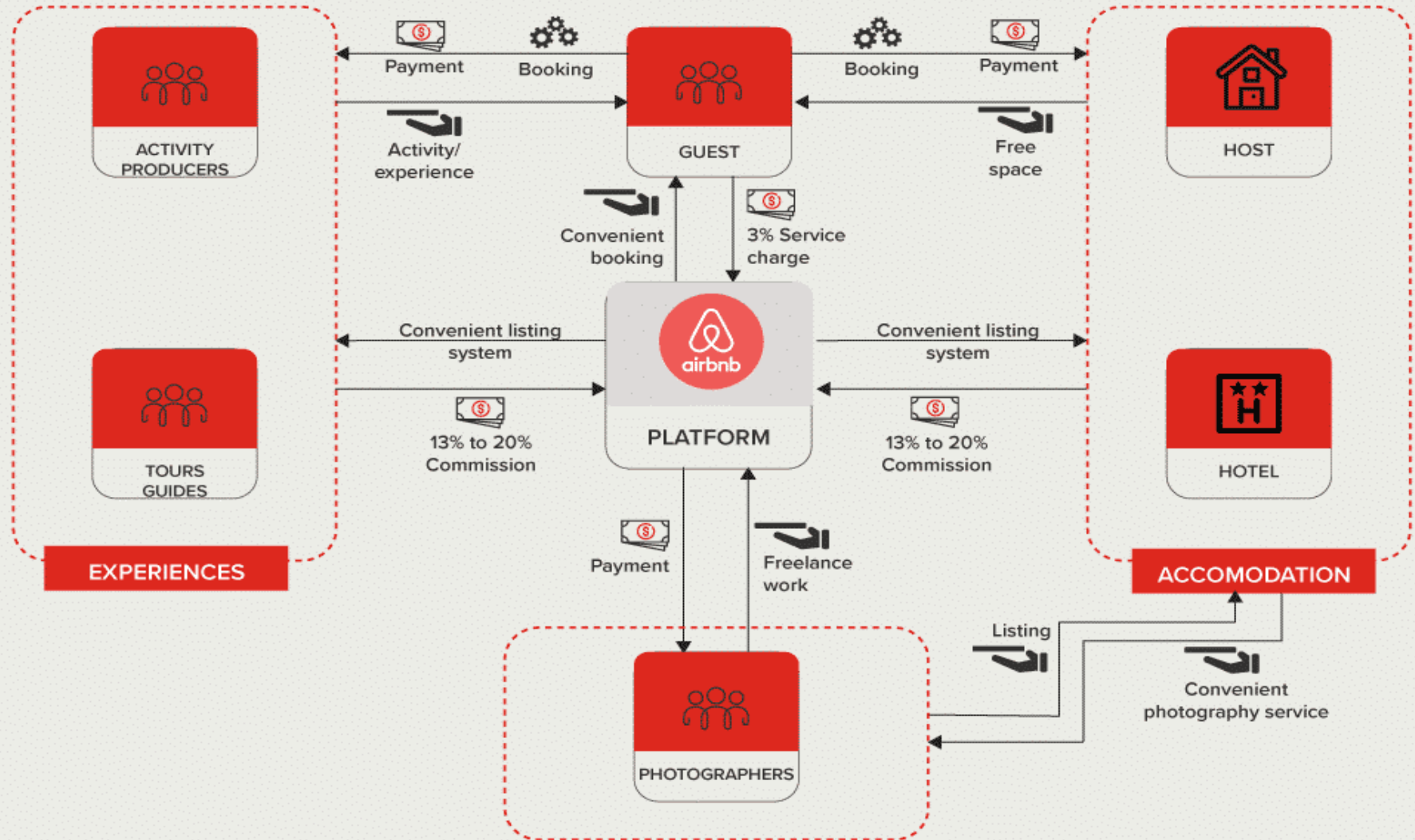
5. REVENUE STREAMS

Definition

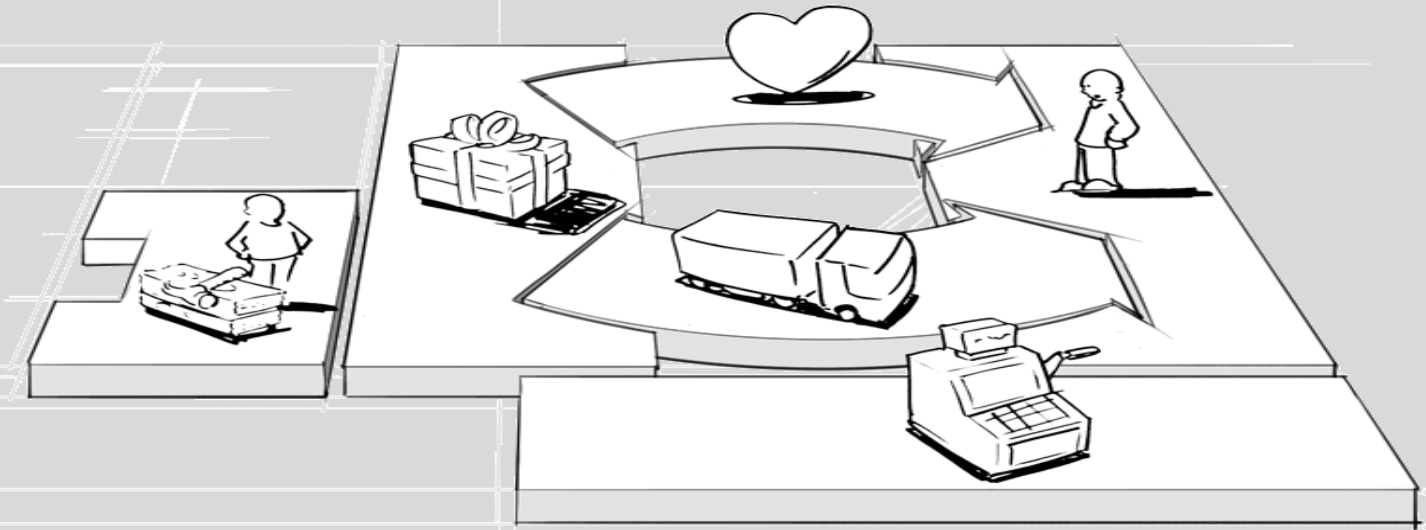
The cash a company generates from each Customer Segment

Types

- Asset sale
- Usage fees
- Subscription fees
- Lending/Renting/Leasing
- Licensing
- Brokerage fees
- Advertising



6. KEY RESOURCES



***Which resources underpin your business model?
Which assets are essential?***

6. KEY RESOURCES

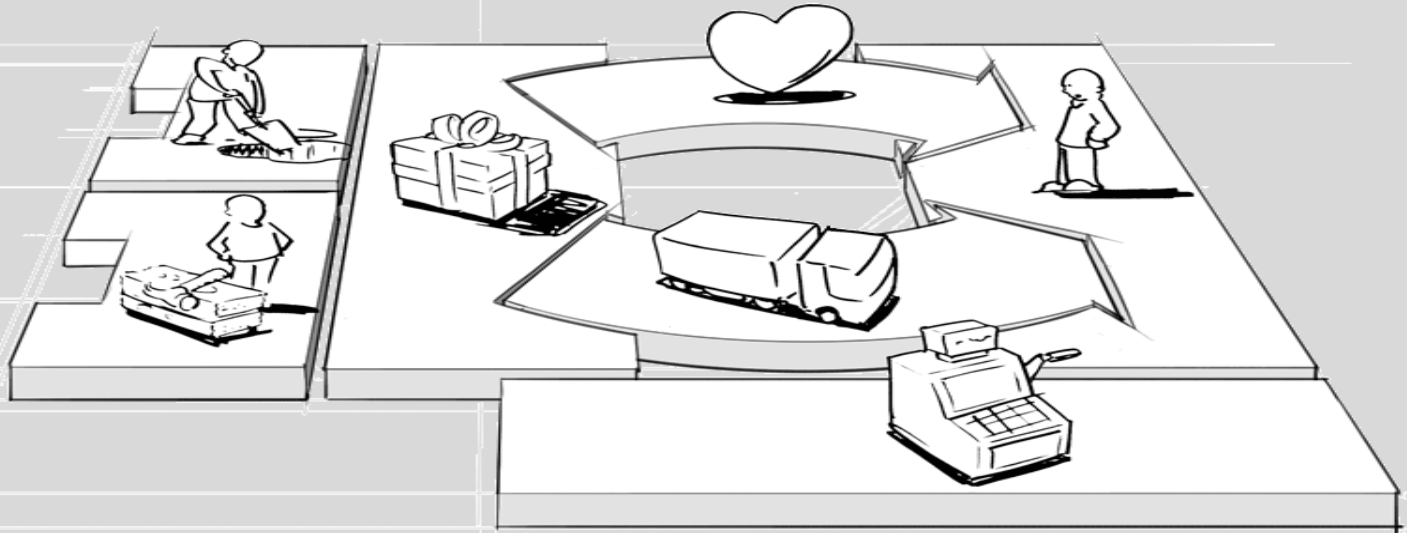
Definition

The most important assets required to allow an enterprise to create and offer a Value Proposition, reach markets, maintain relationships with Customer Segments and earn revenues.

Types

- Physical
- Intellectual
- Human
- Financial

7. KEY ACTIVITIES



***Which activities do you need to perform well in your business model?
What is crucial?***

7. KEY ACTIVITIES

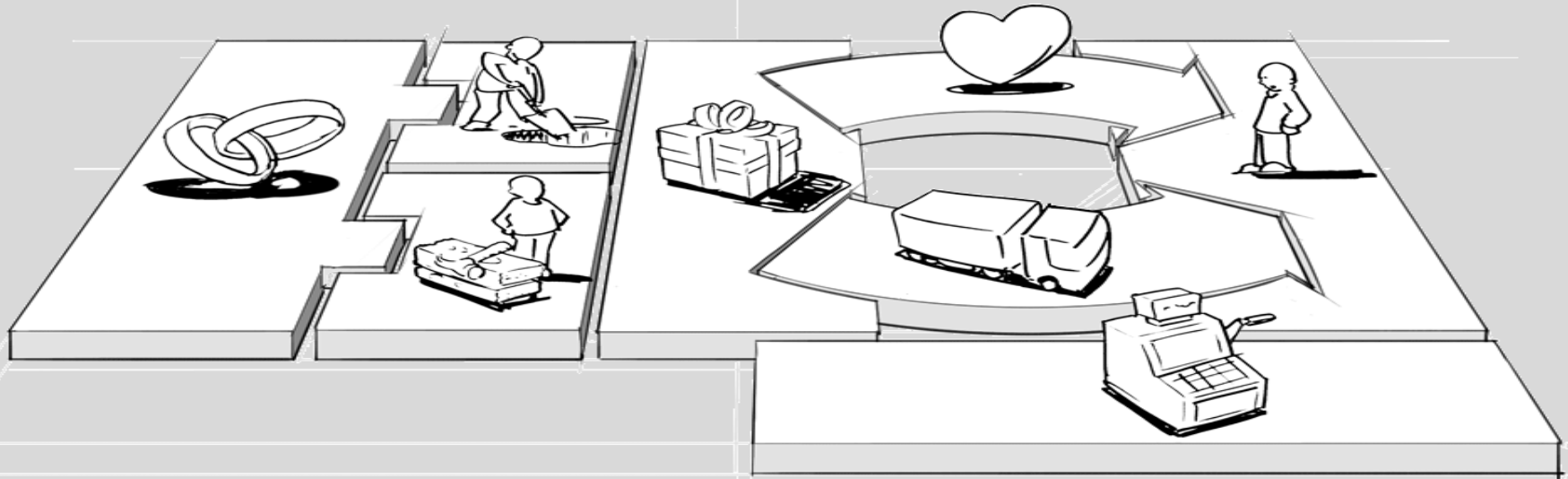
Definition

The most important things a company must do to make its business model work.

Types

- **Production:** planning, production, quality control, storage, distribution activities etc.
- **Problem solving:** (e.g. business consultants, medical services) to specific needs. They emphasize on education and knowledge management.
- **Platform/Network:** maintenance and promotion of platforms and networks.

8. KEY PARTNERS



***Which partners and suppliers leverage your model?
Who do you need to rely on?***

8. KEY PARTNERS

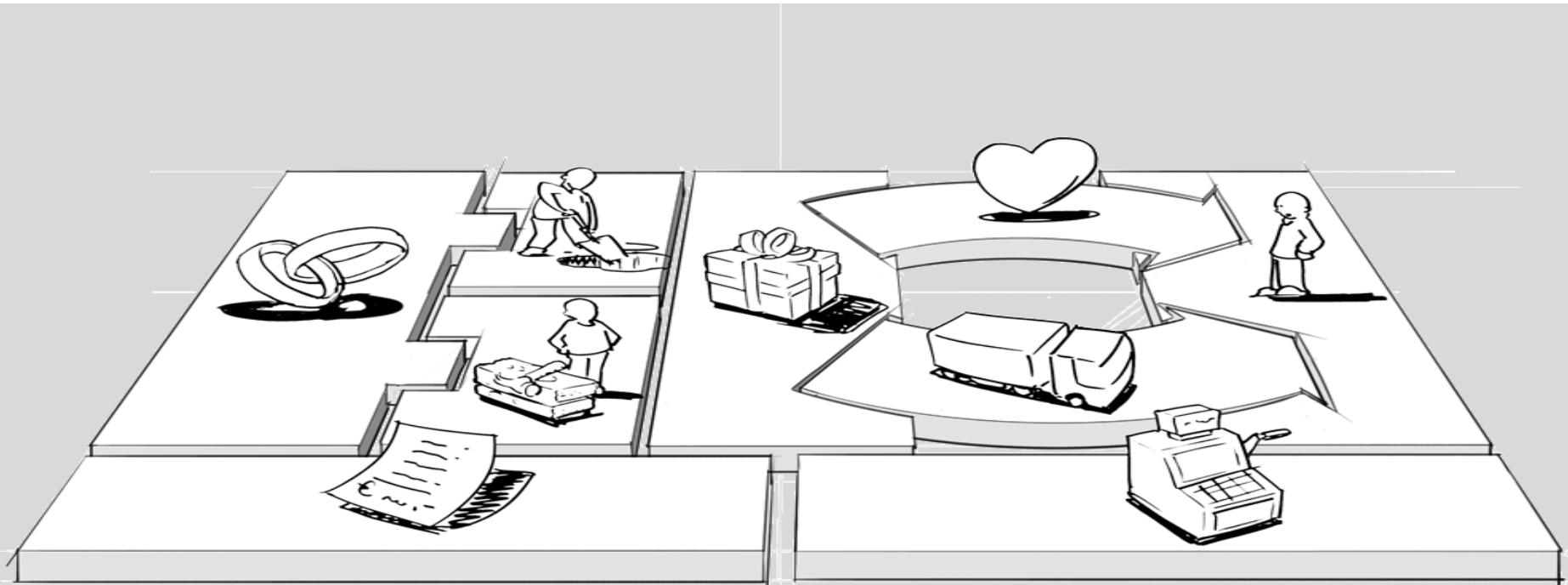
Definition

The network of suppliers and partners that make the business model work.

Types

- Strategic alliances between non-competitors
- Co-opetition strategic alliance
- Buyer-supplier relationships to assure reliable supplies
- Joint ventures

9. COST STRUCTURE



***What is the resulting cost structure?
Which key elements drive your costs?***

9. COST STRUCTURE

Definition

All costs incurred to operate a business model.

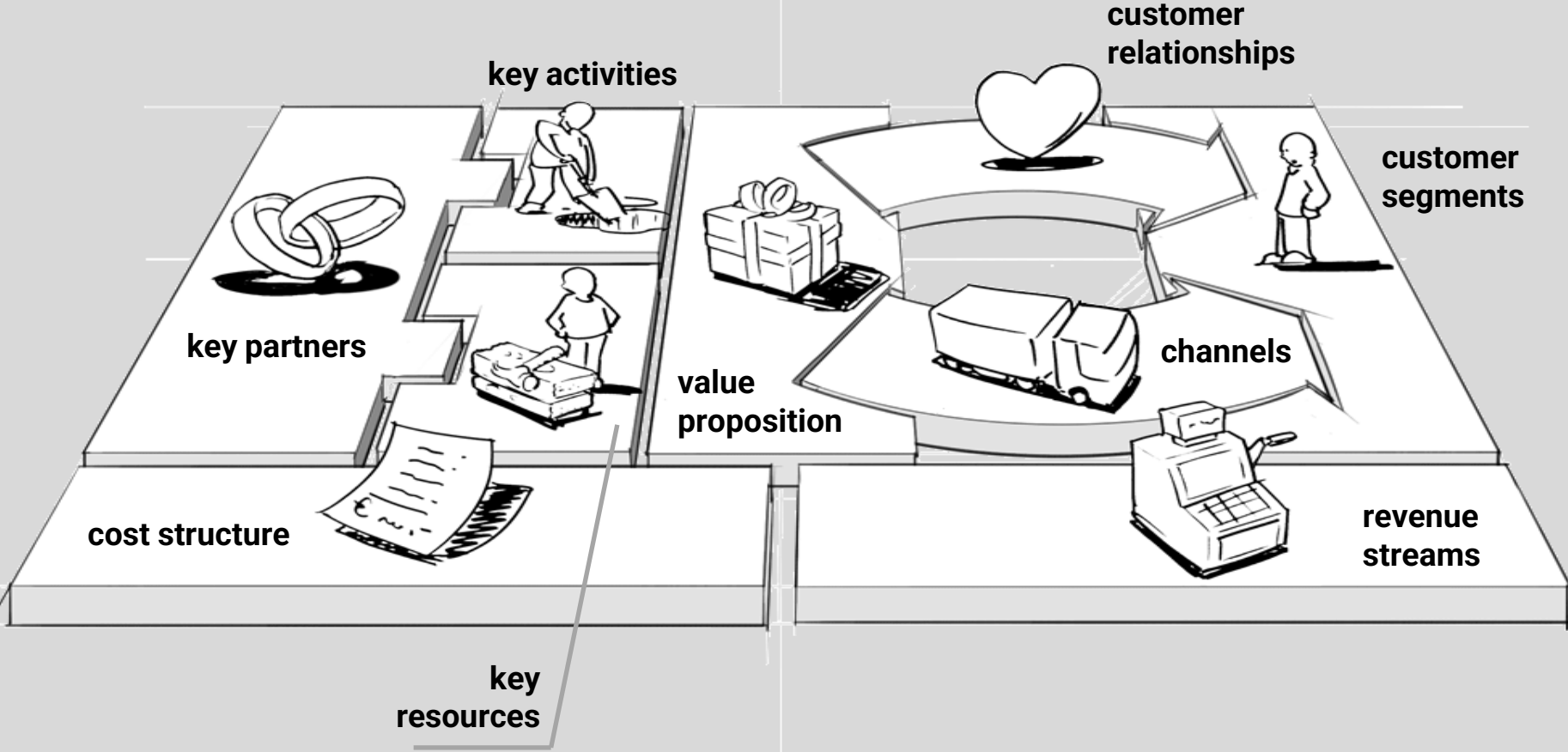
Two main types of cost structures:

- Cost driven
- Value-driven

Main types of costs

- Operating costs
 - Fixed costs (rent, salaries)
 - Variable costs (raw materials, utilities)
- Startup costs (legal, accounting, patent, certification)
- Machinery/Equipment
- R&D costs
- Marketing and promotion

The Business Model Canvas




Business Model

- A good product left alone has no value. You need to define the right business model or, even better, to create an innovative business model making your competitive advantage more sustainable.
- When creating your (initial) business model try to answer the “*where do I start from*” question.
- Targeting a niche market before going mainstream and providing services before offering a product are not unified recipes for success, but they have served well as ‘go to the market strategies’ for a number of successful startups.
- Consider Zuckerberg, who initially dominated the niche market of Harvard students before expanding Facebook to other universities and later going mainstream.

UNU Motors



unu unu Scooter About unu For Business Help Center [Test ride](#) [Buy unu](#)



Basic 2000 W Standard 3000 W Plus 4000 W

COLOR Matte Pine

€81/month over 36 months incl. VAT or €3,349 Total Price incl. VAT

DELIVERY 16 - 18 weeks

[Continue to checkout](#)

The image shows a product page for the UNU scooter. It features a central image of a green scooter. To the right, there are three radio button options for power: Basic (2000 W), Standard (3000 W), and Plus (4000 W). Below that, there are color selection options for 'Matte Pine', with a grid of color swatches including dark blue, red, green, grey, and black. The pricing section shows a monthly payment of €81 over 36 months (including VAT) or a total price of €3,349 (including VAT). A delivery time of 16-18 weeks is also indicated. At the bottom right, there is a red button labeled 'Continue to checkout'.

UNU Motors

traditional process



Warehouse costs, dealer margins (20-40%) and multiple shipment ways significantly increase the costs of traditional manufacturers.

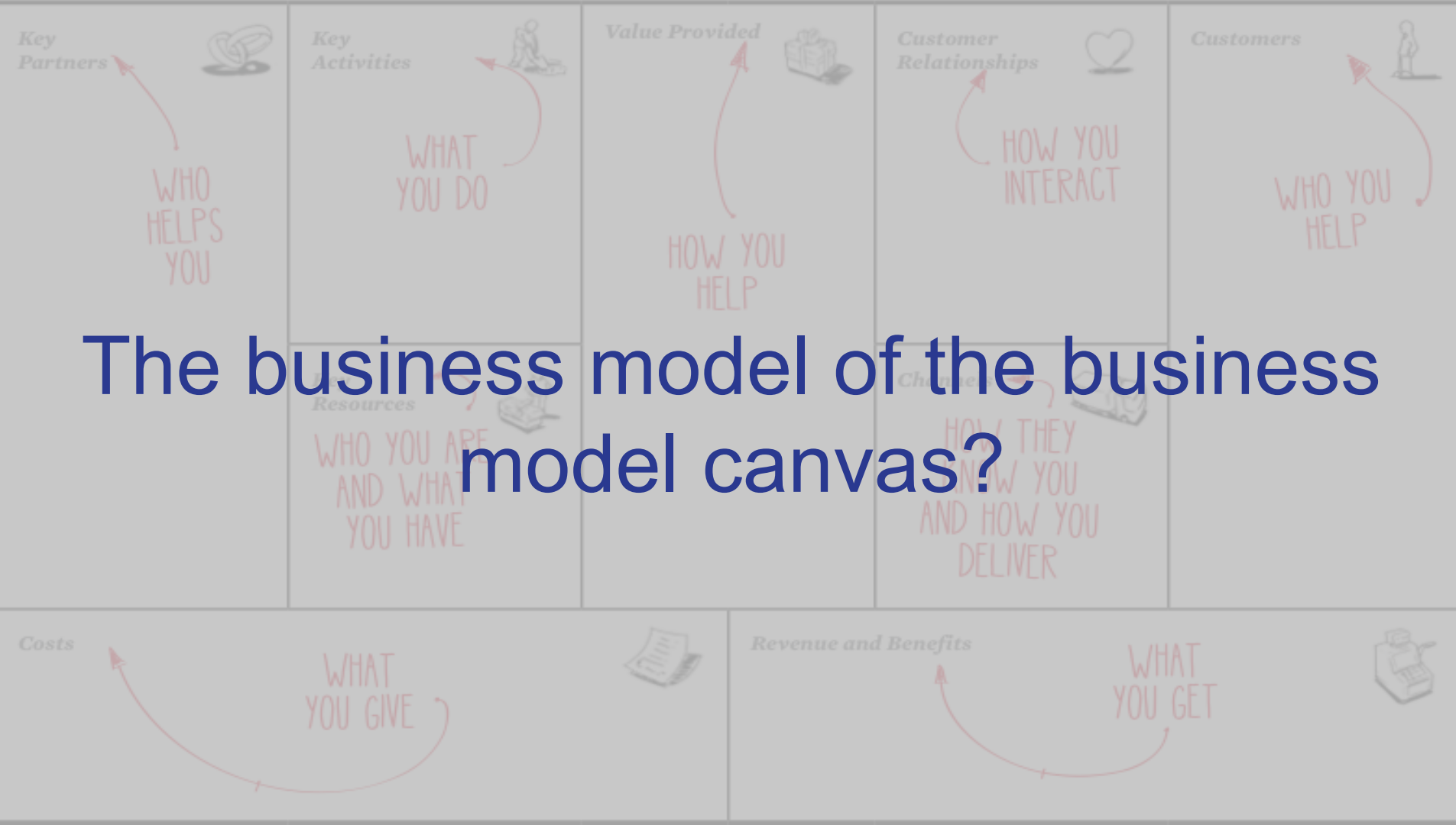
the unu way



At unu we start with you, our customer. You configure your unu, it is manufactured on demand and shipped directly to your doorstep. That's how we eliminate all unnecessary costs and are able to offer unu at an affordable price.

UNU Motors

Key Partners BOSCH	Key activities	Value proposition <ul style="list-style-type: none">• service by Bosch• portable innovative battery• only 0,60€ per 100km• delivery to your doorstep• emission-free & silent engine• 2 years warranty	Customer relations	Customer segments <ul style="list-style-type: none">• Young• Manly man (not exclusively...)• Living in 20 German cities• Ecologic mindset• Interest on how they look• Driving license
	Key resources		Channels <ul style="list-style-type: none">• Test drive	
Cost Structure			Revenue Streams	



The business model of the business model canvas?

I have a business idea.

Can you propose a business model?



JAWS

A large outdoor movie screening of the film "Jaws" is taking place at night. The movie's title, "JAWS", is displayed in large, white, bold, sans-serif capital letters on a large, dark screen. The screen is set up on a grassy bank next to a body of water. In the foreground, a large crowd of people is gathered in the water, many sitting on inflatable rings. The scene is illuminated by the light from the screen and ambient night lighting. The background shows a dark sky and some trees.