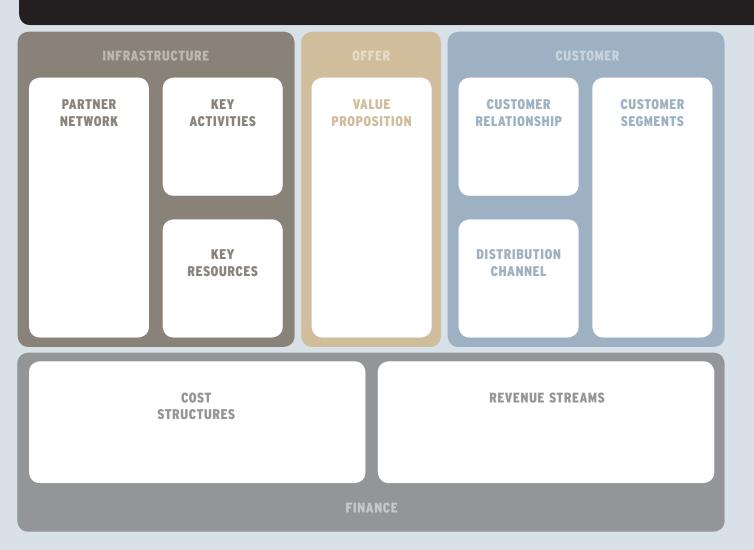


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# **BUSINESS MODEL CANVAS**



**> RAISE IDEAS** 

#### THE BUSINESS MODEL CANVAS

(Business Model Generation, Alexander Osterwalder, Yves Pigneur, Wiley, 2010) is a management template for developing new or documenting existing business models. It is a visual chart with nine building blocks describing an organization's value proposition, infrastructure, customers and finances. A new business model starts with customer friction, i.e., any relevant need or wish from a specific customer segment that is not sufficiently satisfied. This is the basis for an innovative business model.

## INFRASTRUCTURE

Key Activities: The most important activities in executing a company's value proposition.

 $\underbrace{\text{Key Resources:}}_{value \text{ for the customer.}}$  The resources that are necessary to create

**Partner Network:** The partners who optimize operations and reduce risks of a business model.

### **OFFER**

Value Propositions: The collection of products and services that serve the needs of its customers. A company's value proposition is what distinguishes the company from its competitors.

### **CUSTOMER**

Customer Segments: Various sets of customers can be segmented, based on specific needs. Distribution Channels: Fast, efficient and cost-effective ways to deliver a company's value proposition. Customer Relationships: The type of relationship the company wants to create with its customer segments (for example personal assistance, self-service or automated services).

## FINANCE

Cost structure: The most important financial consequences under different business models. Revenue Streams: The way a company makes income from each customer segment.