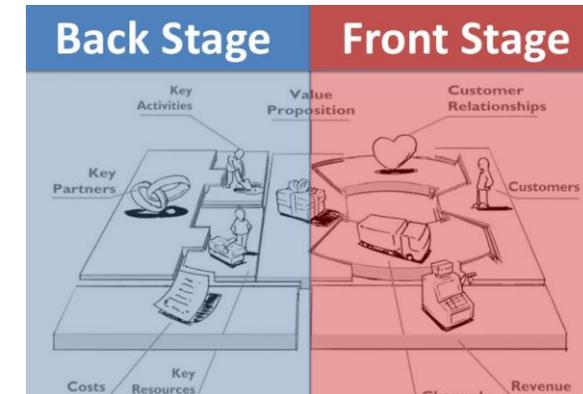


Group Work – Fill the Business Model Canvas

1. Find together in a group of max 5 students
2. Describe the business model of the following companies using the “Business Model Canvas” method
3. Fill in the BMC template

→ You have 50 minutes for steps 2+3

4. Be ready to present the BMC to the other students afterwards



Group

1

ZARA

Group

2

NETFLIX

Group

3

facebook

Group

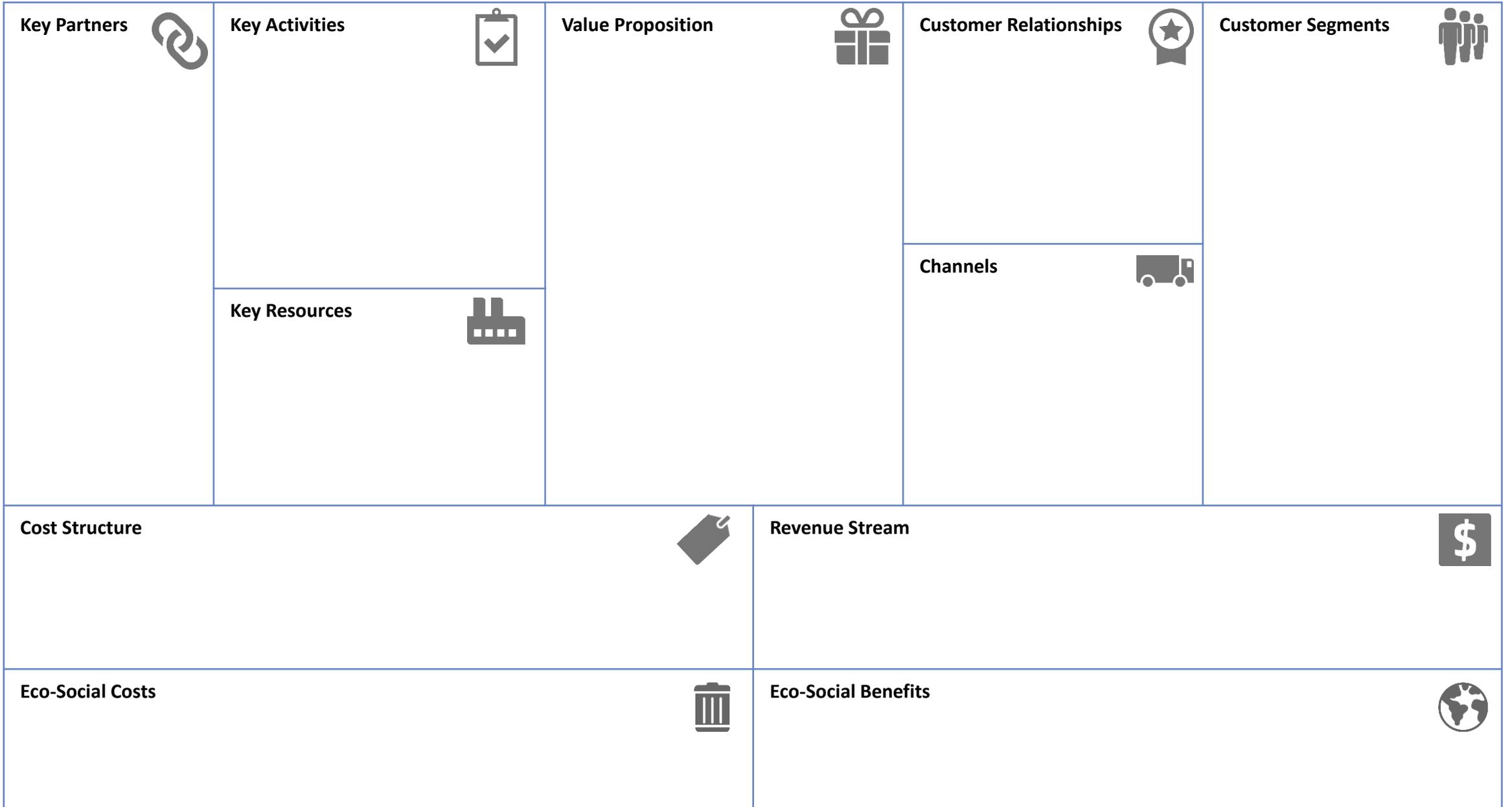
4

Google

Group

5

UBER



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

Key Activities



- What Key Activities do our Value Propositions require?
- Our Distribution Channels?
- Customer Relationships?
- Revenue streams?

Categories

- Production
- Problem Solving
- Platform/Network



Key Resources

- 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

Value Proposition



- 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

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



Customer Relationships



- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established?

Examples

- Personal assistance
- Dedicated Personal Assistance
- Self-Service Automated Services
- Communities
- Co-creation



Channels

- Through which Channels do our Customer Segments want to be reached?
- Which ones are most cost-efficient?
- How are we integrating them with customer routines?

Channel phases:

- Awareness** How do we raise awareness about our company's products and services?
- Evaluation** How do we help customers evaluate our organization's Value Proposition?
- Purchase** How do we allow customers to purchase specific products and services?
- Delivery** How do we deliver a Value Proposition to customers?
- After sales** How do we provide post-purchase customer support?

Customer Segments



- For whom are we creating value?
- Who are our most important customers?

- Mass Market
- Niche Market
- Segmented
- Diversified



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?

Revenue Stream

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?