

Business Model Canvas

WORKSHEET

A one-page visual template that describes how an organisation creates, delivers and captures value across nine building blocks, from customer segments through to cost structure, so an entire business model can be seen, questioned and redesigned in a single view.

PREPARED BY _____ DATE _____

KEY PARTNERS

The network of suppliers and partners that makes the model work: alliances that reduce risk, secure scarce inputs or supply activities the business chooses not to perform itself.

KEY ACTIVITIES

The most important things the organisation must actually do to make the model work, whether production, problem-solving or running a platform.

KEY RESOURCES

The most important assets the model requires, whether physical, intellectual, human or financial. These are the things competitors cannot easily copy or hire.

VALUE PROPOSITIONS

The bundle of products and services that creates value for a specific segment: the reason customers turn to this business rather than another, stated as the job done for them rather than as features.

CUSTOMER RELATIONSHIPS

The type of relationship established with each segment, from personal assistance through self-service to communities and co-creation, chosen deliberately for acquisition, retention or upselling.

CHANNELS

How the organisation communicates with and reaches its segments to deliver the value proposition, across awareness, evaluation, purchase, delivery and after-sales.

CUSTOMER SEGMENTS

The distinct groups of people or organisations the business aims to reach and serve. Segments are distinct when they need different offers, channels or relationships, or pay in different ways.

COST STRUCTURE

All the costs incurred to operate the model, and whether the model is fundamentally cost-driven or value-driven. The largest costs should trace directly to key resources and activities.

REVENUE STREAMS

The cash the model generates from each segment, and the mechanism behind it: asset sale, subscription, usage fees, licensing or brokerage. Each stream has its own pricing logic and its own margin.

Business Model Canvas, 2010 · Originator: Alexander Osterwalder and Yves Pigneur.

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