

The Business Model Canvas

Designed for:

Designed by:

Iterations: 10

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?

**INTERNATIONAL ASSOCIATION
OF STATISTICAL AGENCIES
OF THE UNITED NATIONS**

Key Activities



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

Productive
Productivity
Productivity
Productivity

Value Propositions



- 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?

- *Book or notebook*
- *Inventory*
- *Performance*
- *Performance*
- *Training the staff about*
- *Groups*
- *Individuals*
- *Time*
- *Team Building*
- *Self-Reflection*
- *Groupwork*

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? How are they integrated with the rest of our business model? How costly are they?

WARNING
Do not use this product
if you are pregnant or
breastfeeding. For
further information,
see the label.

Customer Segments



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

1000000
 1000000
 1000000
 1000000
 1000000

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

1. **Table:** `tbl_name`
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Channels



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

1. **Identify the problem**
2. **Identify the cause**
3. **Identify the effect**
4. **Identify the solution**
5. **Identify the outcome**

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?

© 2004 Blackwell Publishing Ltd, *Journal of Internal Medicine* 255: 103–110

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 2. *Chlorophyll b* (Chl *b*)
 3. *Chlorophyll c* (Chl *c*)
 4. *Chlorophyll d* (Chl *d*)
 5. *Chlorophyll e* (Chl *e*)
 6. *Chlorophyll f* (Chl *f*)
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 129. *Chlorophyll a77* (Chl *a77*)
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Revenue Streams

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 revenue?

[illegible]

1. *Primer design*
 2. *Low primer*
 3. *Primer design algorithm*
 4. *Primer design algorithm*
 5. *Primer design algorithm*

Evaluation: *See* this
 Department: *See* this
 Faculty: *See* this
 Graduate: *See* this
 Undergraduate: *See* this



Nespresso. What else.



NESPRESSO.

Café com corpo e alma

STRATEGIC PARTNERS



KEY ACTIVITIES



VALUE PROPOSITION



CUSTOMER RELATIONSHIP



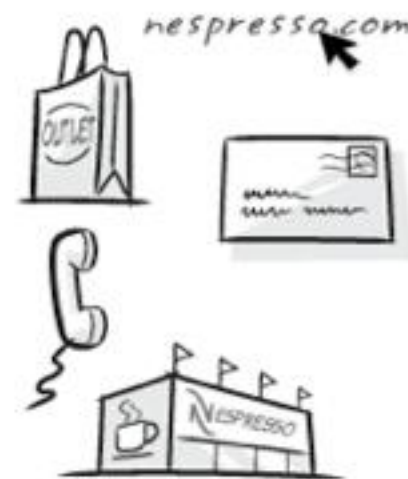
CUSTOMER SEGMENT



KEY RESOURCES



DISTRIBUTION CHANNELS



COST



REVENUES



Calculators

Input your desired Return on Investment to generate a Valuation. To Update the Return calculations input your Valuation and click the Update Button. All input is in the blue cells. Green cells provide Optimistic results, yellow cells Expected, and tan cells Pessimistic. An Output Summary is provided at the bottom of this sheet.

Finance is currently set at (Set Interest & Amount to 0 for initial Valuation)		Interest	0	Amount	0
		Adjust Interest Cost		Adjust Finance Amount	
Sensitivity is currently set at		Optimistic	20%	Pessimistic	20%
		Adjust Sensitivity			
Total Investment is currently set at		290,023	This is used for Return Calculations.		

		Current Year	Year 1	Year 2	Year 3	3 Year Average
Business Return	Optimistic	47,500	84,033	109,766	117,238	103,679
	% Return on Total Investment	16%	29%	38%	40%	36%
	Expected	47,500	75,815	93,115	92,090	87,007
	% Return on Total Investment	16%	26%	32%	32%	30%
	Pessimistic	47,500	67,842	77,170	68,314	71,108
	% Return on Total Investment	16%	23%	27%	24%	25%

For an average 3 Year Return on Investment of	30%	<input type="text" value="Input your required Return on Investment."/>
Expected Return results in a Valuation of	290,023	
Optimistic Return results in a Valuation of	345,596	
Pessimistic Return results in a Valuation of	237,028	

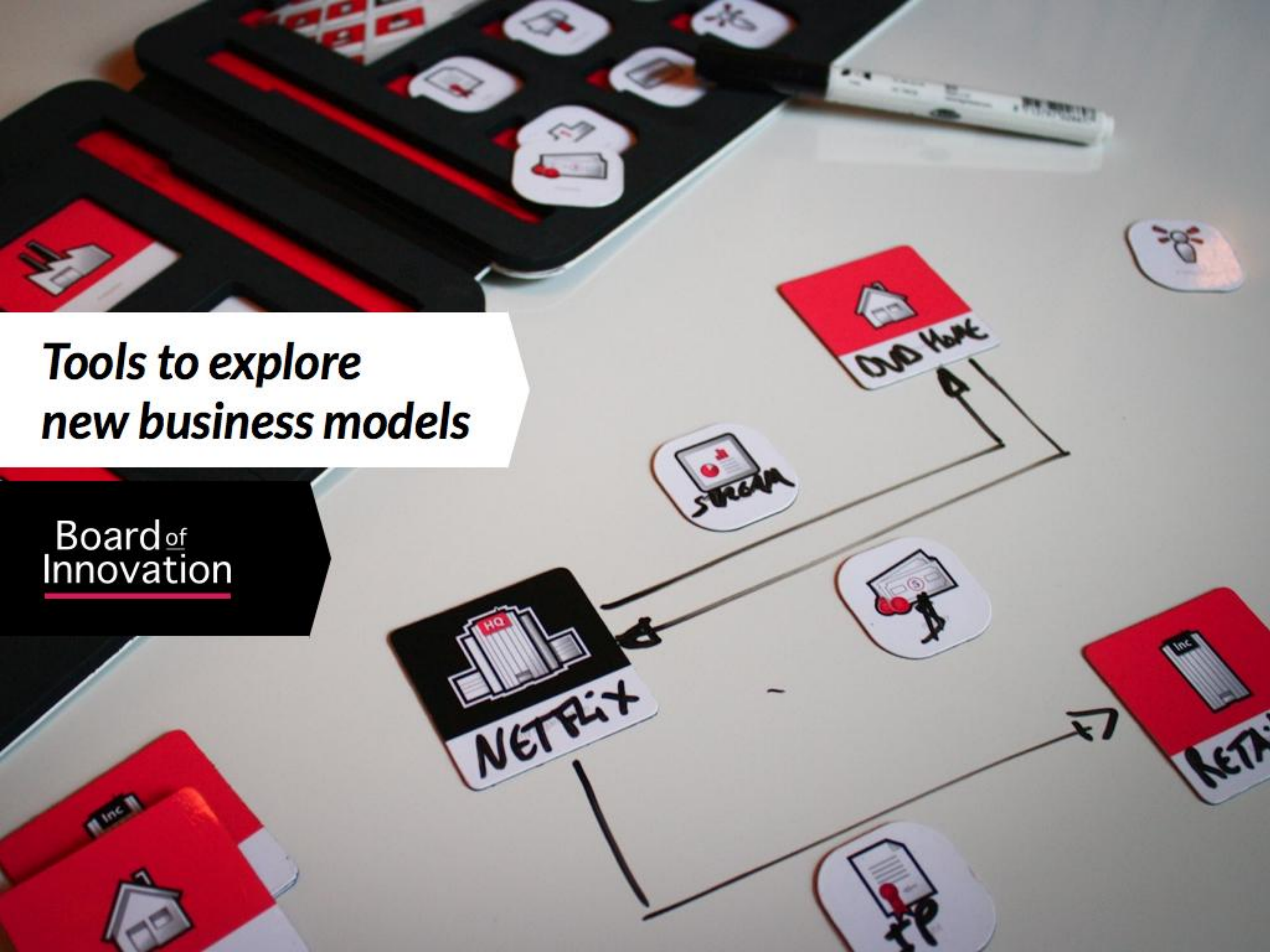
Update Total Investment to		290,023
Input your Valuation and click Update Button		

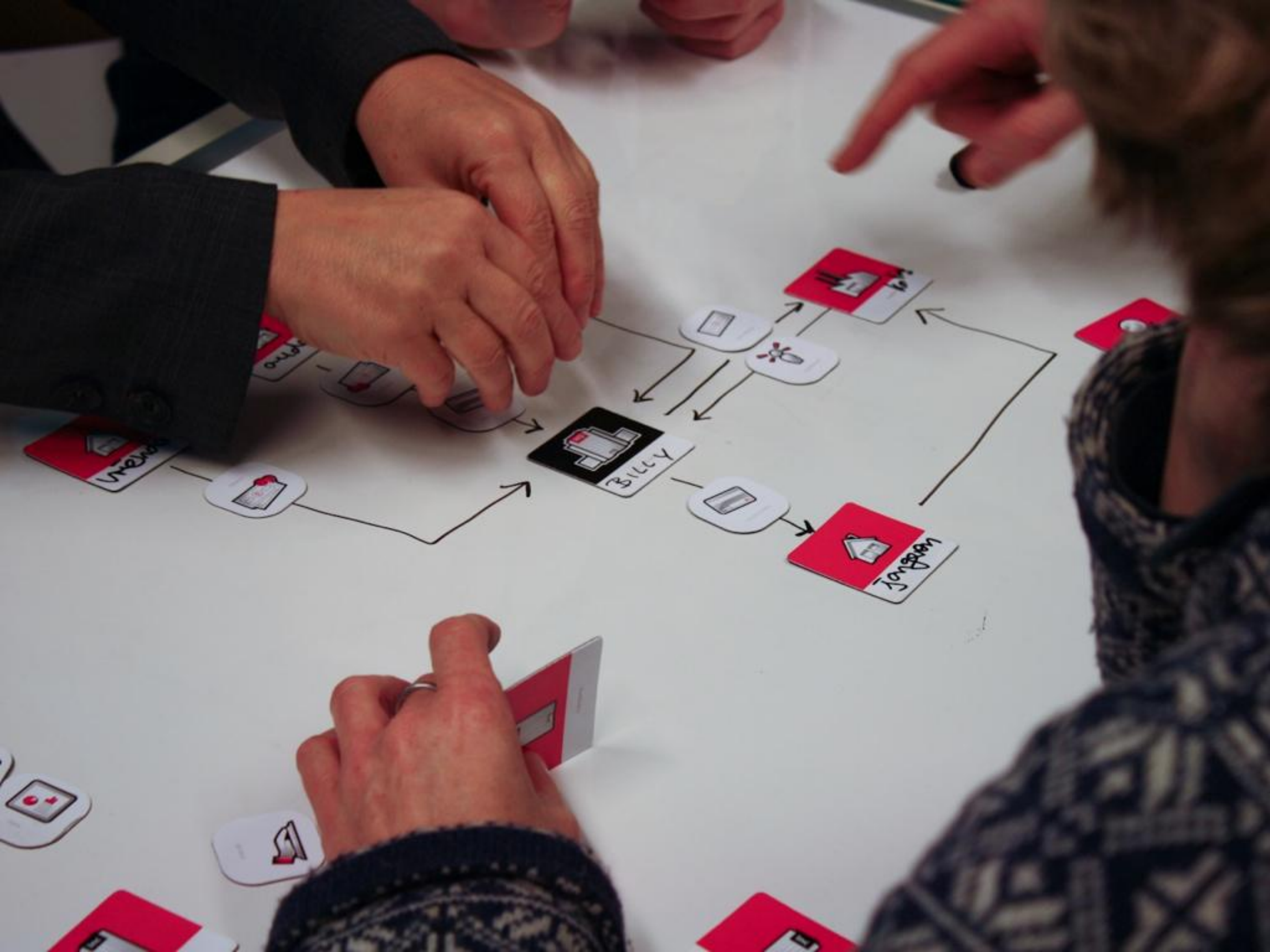
Summary		
The Average Expected Return from the business is	87,007	per year.
Sensitivity Analysis indicates a Return high of	103,679	to a low of 71,108 per year.
An average 3 Year Return on Investment of	30%	gives an Expected Valuation of 290,023
Sensitivity Analysis indicates a Valuation high of	345,596	to a low of 237,028

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Tools to explore new business models

Board of
Innovation





6 Stakeholders



My organization



Company



Consumer



Supplier



Non-profit



Government

10 objects to exchange between these stakeholders



Product



Service



Experience



Exposure



reputation



Money



Less Money



Credits



Data



Right

The Startup is *you*.

A new approach to funding and mentorship

I'm Interested

BACKERS AND UPSTARTS WANTED

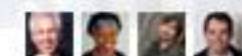
Browse Upstarts [View all](#)

Jeremy Glapion

Harvard Law School, '12

"I have a whiteboard full of startup ideas, but the risk of striking out on my own is too great..."

FUNDED \$50,000



BACKED BY



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Money, Maxium amount to spend?



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Vimeo - Micropayments to 'tip' a video

vimeo

Join

Log In

Explore

Help

Search

Staff Blog / Introducing Vimeo Creator Services: Helping Creators Make Money



by Blake Whitman **STAFF**

Sep 19, 2012

153 Comments



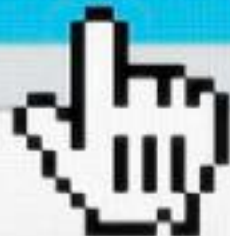
Introducing Vimeo Tip Jar and more Creator Services

from Vimeo Staff **PRO**

oad



Tip this video



00:51



vimeo

UPCOMING EVENTS

MICROTROPOLIS

Nov 2, 2012

To celebrate the launch of the Vimeo app on Windows 8 tablet, Vimeo will host a filmmaker 11/2 @ Pier 54 inside the amazing MICROTROPOLIS

STYLE FRAMES NEW YORK

Nov 5-6, 2012

Vimeo is a proud sponsor of STYLE FRAMES conference bringing together influential design and media professionals from both the client sides of the industry for two days of inspiration and insight.

MORE TO EXPLORE



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits

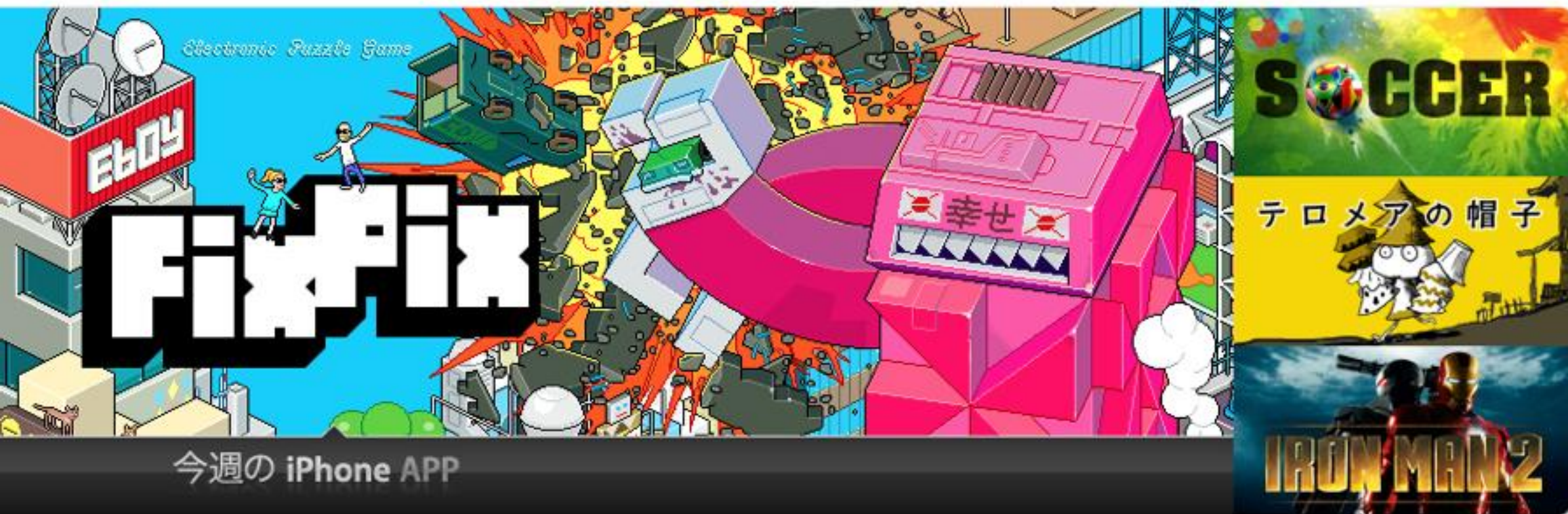


Exposure

Appstore: 0.99 games (vs traditional prices)

iPhone

iPad



今週の iPhone APP

ニューリリースと注目作品

See All >



Haniwa Blocks
Games



Okinawa Techo...
Travel



Tax Calculator
Finance



会社四季報2010...
Reference



Space Invader...
Utilities



RSSことよせ
News



Awesome 20,0...
Lifestyle



DXi FM synthe...
Music



quanp
Productivity



KUNAI Lite
Productivity



EYE CHECK N...
Medical



iCrash Recorder
Lifestyle



Tiffany & Co. E...
Lifestyle



ぼうずめくり
Games



選べるかんたん動...
Sports



家庭医学館 for i...
Medical



Money



Less Money



Product



Service



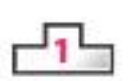
Experience



Right



Data



Reputation



Credits



Exposure

Product?

[Sign In or Create An Account](#)



[Buy](#)

[Store/Sell](#)

[How ReDigi Works](#)

search for music...



ReDigi lets you **Store, Stream, Buy & Sell**
Pre-Owned Digital Music

[Like](#)
47k

[Follow](#)
102k

[+1](#)
24



discover a **brand new way**
to enjoy your digital music



Get Started Now

ReDigi will forever change the way digital music is bought and sold

Slate

WIRED



YAHOO!

Billboard



Win a Pair of 3-Day Passes to Pitchfork Music Fest in Chicago July 13-15!
[find out how to enter here](#)



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Product?



YOU WOULDN'T DOWNLOAD A CAR...

YES I WOULD



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Service



MORTIERBRIGADE HOTEL

WELCOME

Mortierbrigade Hotel is a home away from home for the finest creative interns in the world.

The hotel has three magnificent suites, and instead of booking them, you need to earn them. Everyone starts out in the Tent For Two on the ground floor. In order to move up to The Cabin in the Woods on the first, or the luxurious The Royal Suite on the second, you'll have to convince the management.

To book, just leave your book.

BOOK NOW

CONTACT/ROAD MAP



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Service



THE CABIN LEVEL 1

The Cabin In The Woods provides all modern comfort, in wood! Relax in your wooden beds after a hard day's work.

Have dinner at your wooden table from your wooden plates or watch a movie from our James Woods DVD collection. Just watch out for splinters; especially when having wood.

GALLERY

PLACES OF INTEREST

DINING
SIGHTSEEING
GOING OUT
SHOPPING
TESTIMONIALS



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Experience

THE TENT LEVEL 0

The Tent For Two has all the latest in outdoor luxury: sleeping bags, bugs and a malfunctioning shower.

And like that's not enough, there's even free wifi from a neighbours house (password: samuraiblanche) and for all you divas: a laundromat within 30 minutes walking distance.

GALLERY

PLACES OF INTEREST

DINING
SIGHTSEEING
GOING OUT
SHOPPING
TESTIMONIALS



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Experience



THE SUITE LEVEL 2

The Royal Suite: the accomodation worthy of a Creative Director from a small start-up agency.

In here you'll find a bathroom with cold and hot water, food that actually has taste and the power to reign over the other floors.

GALLERY

PLACES OF INTEREST

DINING
SIGHTSEEING
GOING OUT
SHOPPING
TESTIMONIALS



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Experience



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure



THE BASEMENT LEVEL -1

The Bottom Floor is our lowest accomodation and in fact an actual floor. Granted there are a few pieces of cardboard lying around which you can use.

You might have to fight a few rats for it but don't worry: it's still beats working in your dads insurance company.

RunKeeper: running as a social experience



Track, measure, and improve your fitness.

RunKeeper makes tracking your workouts fun, social, and easy to understand so that you can improve the quality of your fitness.



Already a Run



(We'll never post to y

By signing up you
[Terms of S](#)



Money



Less Money



Product



Service



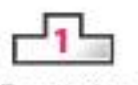
Experience



Right



Data



Reputation

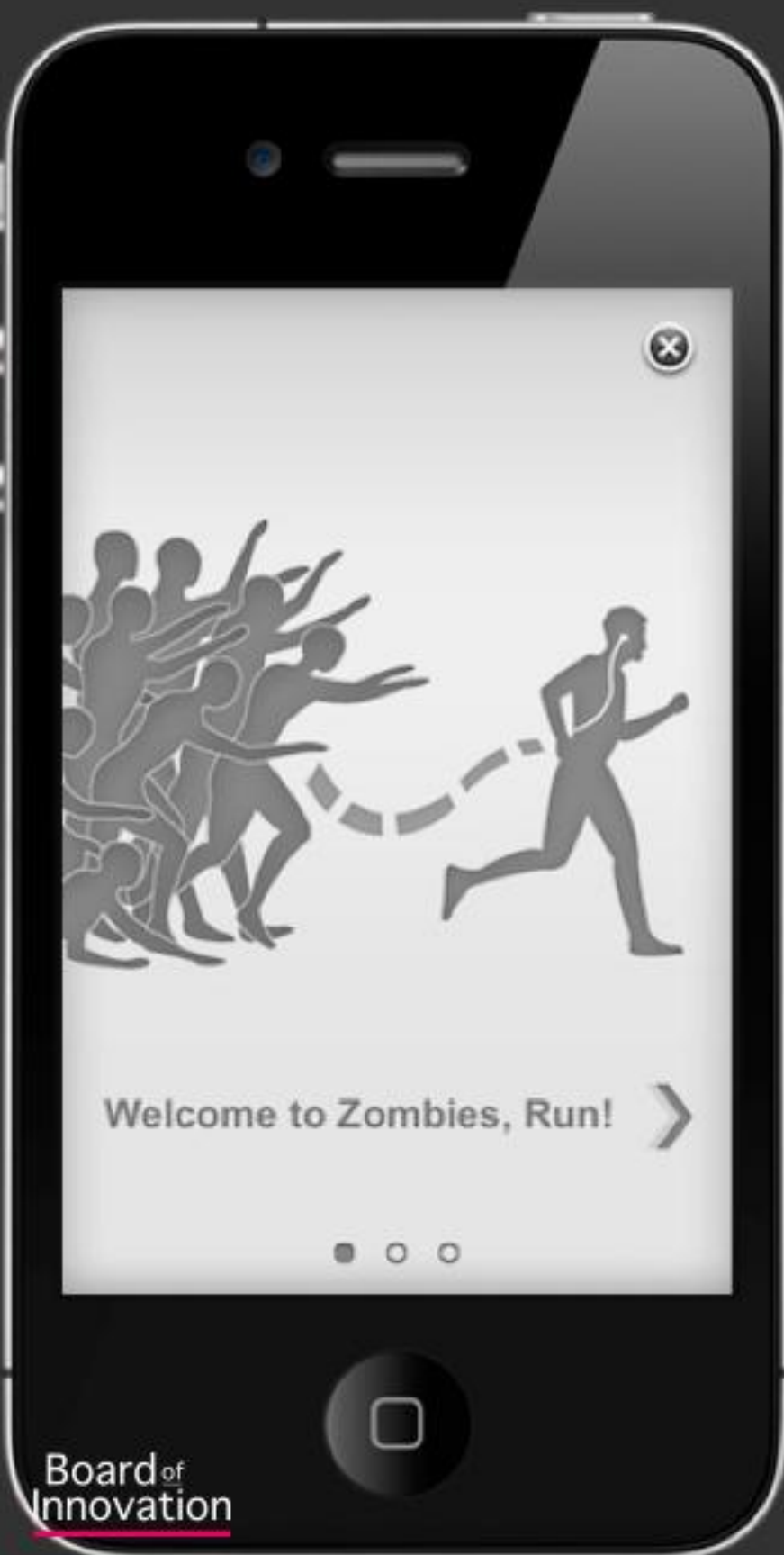


Credits



Exposure

ZombiesRun: running as a game



THE GAME



You tie your shoes, put on your headphones, take your first steps outside. You've barely covered 100 yards when you hear them.

They must be close. You can hear every guttural breath, every rattling groan - they're everywhere. Zombies. There's only one thing you can do: **Run!**



Automatically collect crucial items for your base as you run, plus artefacts, notes, voice recordings, and more

THE STORY



You're Run! lives are counting on you. You've got to help your community survive the ruins of a city overrun by zombies.

Collecting critical supplies, fighting off zombie hordes. Can you uncover the truth about the zombie apocalypse?



Use the items you've collected to help your surviving population. As you complete more missions and survive longer, you'll unlock more story and



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Icon: Right

Sell the right to exploit roofs to harvest solar energy



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure



Rights: franchising models



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure



API for Access to Posting Data

[Developer registration](#)

See the stats as
they come in



Are you a developer
looking to use 3taps?



Advocacy



3taps Counter
to Craigslist law



Money



Less Money



Product



Service



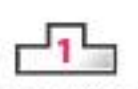
Experience



Right



Data



Reputation



Credits



Exposure

Reputation: Klout's online influence

K KLOUT BETA



Search



ADD FRIENDS

DASHBOARD



**Nick
Mey**

65



Co-founder Board of Innovation, int. office for business innovation. <http://bit.ly/Aeje4> | Co-founder @cardrops

∞ Your Moments ∞

These are your influential moments from the past 90



You shared a link
@nickdemey

Onze startups Cardrops featured op Techcrunch. #nice (agen.)

Your Influencers



74

Bart Waele



72

Ramon Suarez



65

Sofie Verhalle

facebook

Audi USA • 24 Hours of Le Mans



24 Hours of Le Mans
June 11 - 12

Wall
Info
Livestream
Klout and Le Mans
Audi quattro
Welcome
Photos
Audi Regions
More

About
The official Audi USA Facebook page

3,526,537
people like this

Likes See All



Audi Wins Le Mans!
Get your free Le Mans
victory desktop!

21

NICE SCORE!
You've got Klout!
Now get your
free Le Mans
victory desktop!

DOWNLOAD WALLPAPER!

K KLOUT

You and Audi USA



8 friends like this.
fourtitude, Quattroholic, Jalopnik

Pokes

Starr Navarrete-alcauter
has poked you.
Poke Back

Event Invitations

Dank Jenkins w/ Coffin Hunter
Sunday, July 3
RSVP: Yes - No - Maybe

Friends' Events

Bicycle Music Festival 2011
Saturday, June 18
RSVP: Yes - No - Maybe

MR. - 4th Annual MUSTACHE
PARTY an...
Friday, June 24
RSVP: Yes - No - Maybe

Friends' Photo Albums



California Academy of Science
by Alastair Green



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Actualités > Droit et conso

La Poste ouvre son service d'identité numérique aux sites tiers

Le service de certification d'identité numérique de la Poste s'ouvre aujourd'hui à certains sites de partage de voitures, d'échanges et de locations de biens.



Frédéric Bergé | 01net. | le 30/10/12 à 13h59 |  laisser un avis

 Recommander

28

 Tweeter

102

 +1

7



 agrandir la photo

Associé à la réception de lettres recommandées numériques en ligne depuis mai 2012, le service identité numérique de la Poste, permet désormais à tout un chacun d'attester de son identité lors de transaction sur des sites tiers d'échange ou de partage de voitures entre particuliers. L'enjeu consiste à prémunir l'internaute loueur, échangeur ou prêteur, contre les risques d'utilisation de fausses identités par ses correspondants.

Ce service est matérialisé par l'incrustation d'un bouton mis à la disposition des sites qui le souhaitent au travers d'une API (*Application Programming Interface*). Cinq sites Internet d'autopartage et d'échanges et/ou location de biens entre particuliers l'ont déjà incorporé : cityzencar.com, deways.com, e-loue.com, morningcroissant.fr et pretachanger.fr.



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

New currencies like Facebook Credits



'Gue Anx Brigez' and 34,837 others like this.



143

Go to my account



GAMES

EARN GAME COINS

SPEND GAME COINS

HELP

Log Out



Raffles



Game Currencies



Spend Game Coins



Missions



GamerBar



Write Content



Payment Options

Earn Game Coins



facebook®



You just bought: 5 Facebook Credits

Snapshot

Marketplace



5 Facebook Credits

€ 100

DETAILS



10 Facebook Credits

€ 200

DETAILS



20 Facebook Credits

€ 400

DETAILS



40 Facebook Credits

€ 800

DETAILS



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Any point based system



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Exposure: Sell eyeballs

Sims + Renault = Clever



Money



Less Money



Product



Service



Experience



Right



Data



Reputation



Credits



Exposure

Exposure: Pay with a Tweet

Tweet-a-Beer



Become a beer benefactor. It's twist-off simple and safer than a designated driver.

BUY A ROUND

ABOUT

Tweet-a-Beer was brewed and bottled by tenfour and Waggener Edstrom, longtime drinking buddies in Portland, Oregon. Tweet-a-Beer connects your Twitter and PayPal accounts together to ensure that distance, agoraphobia, and gang rivalries no longer prevent you from sharing a pint.

Please tweet responsibly.

FAQ



Money



Less Money



Product



Service



Experience



Right



Data



Reputation

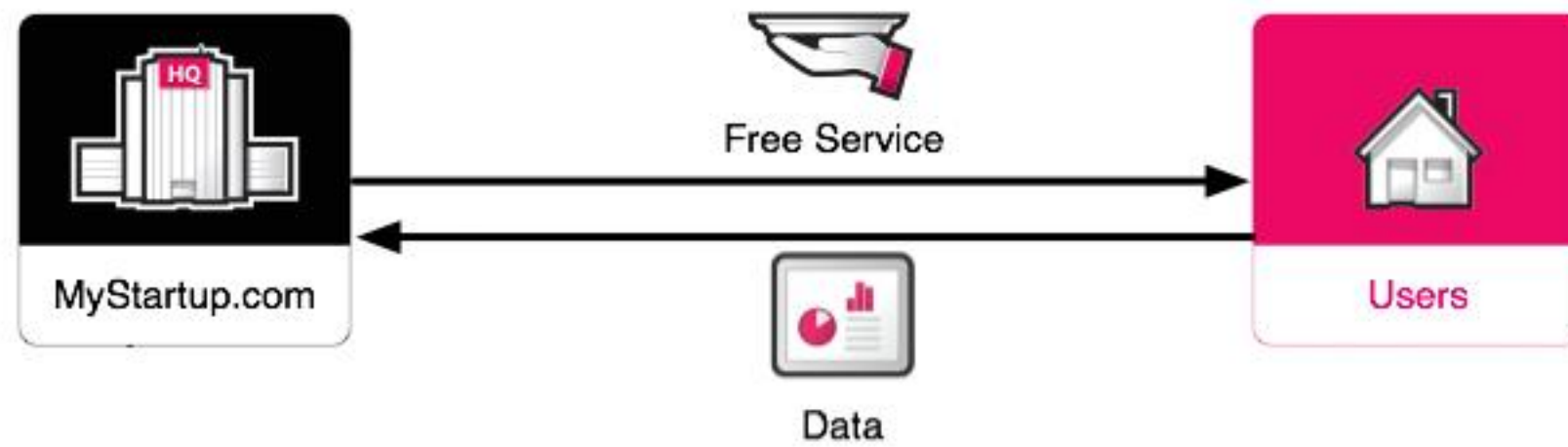


Credits

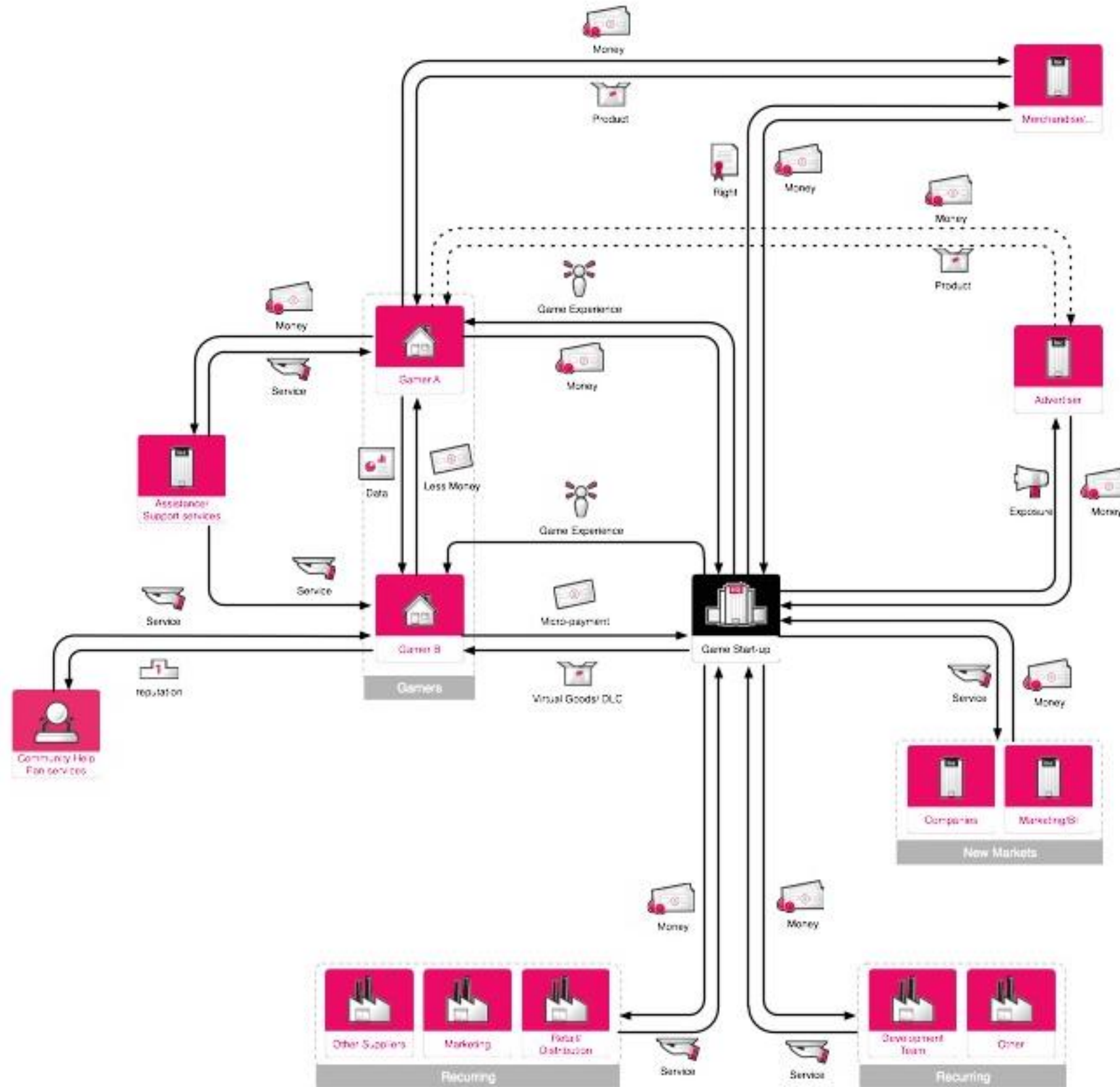


Exposure

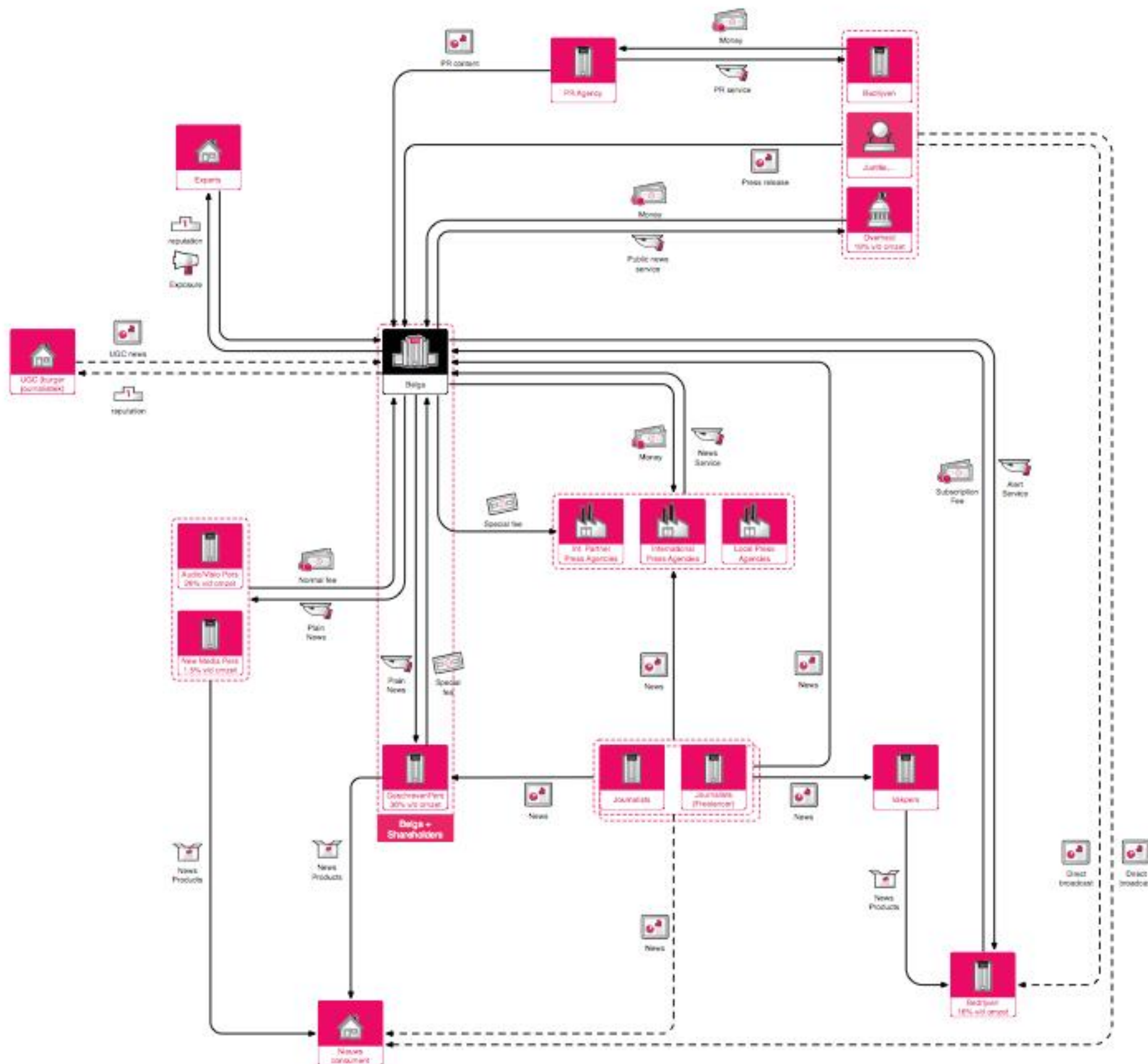
Transactions



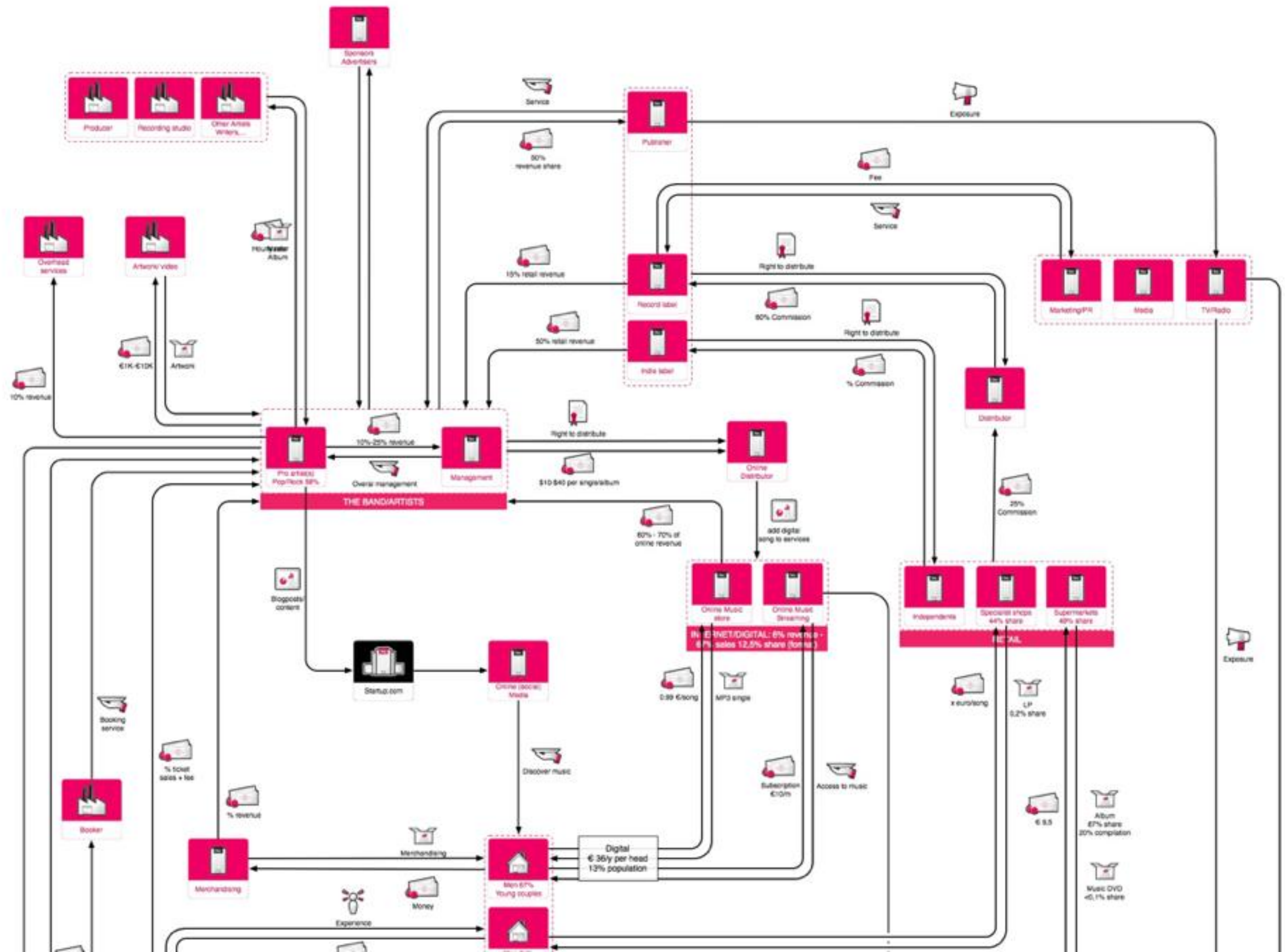
Ecosystem: example game industry



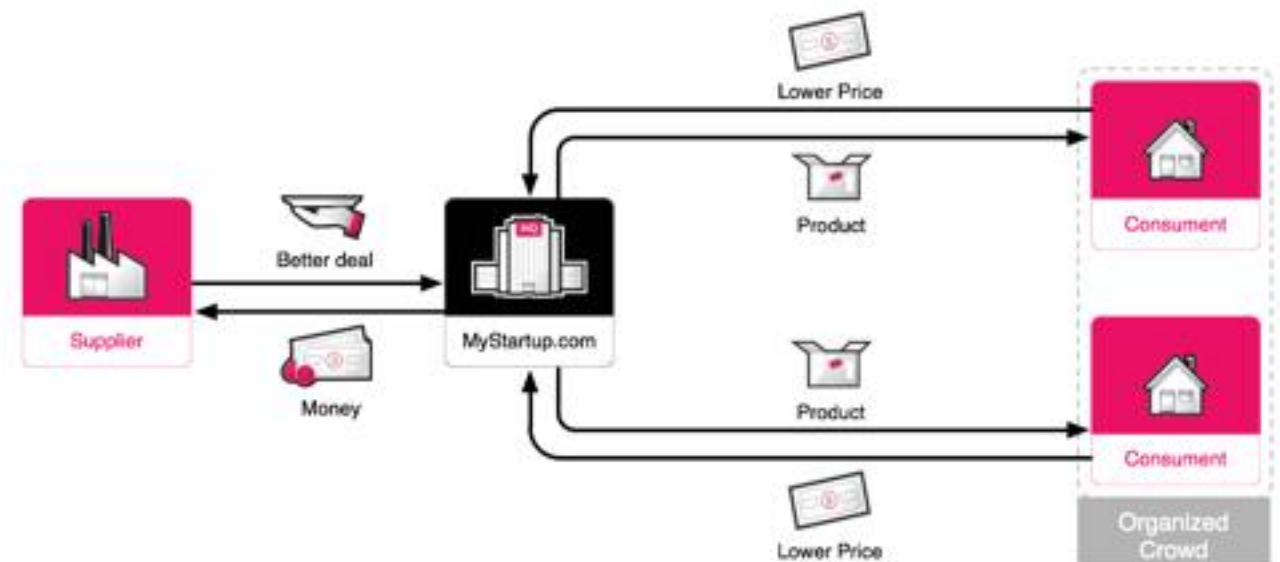
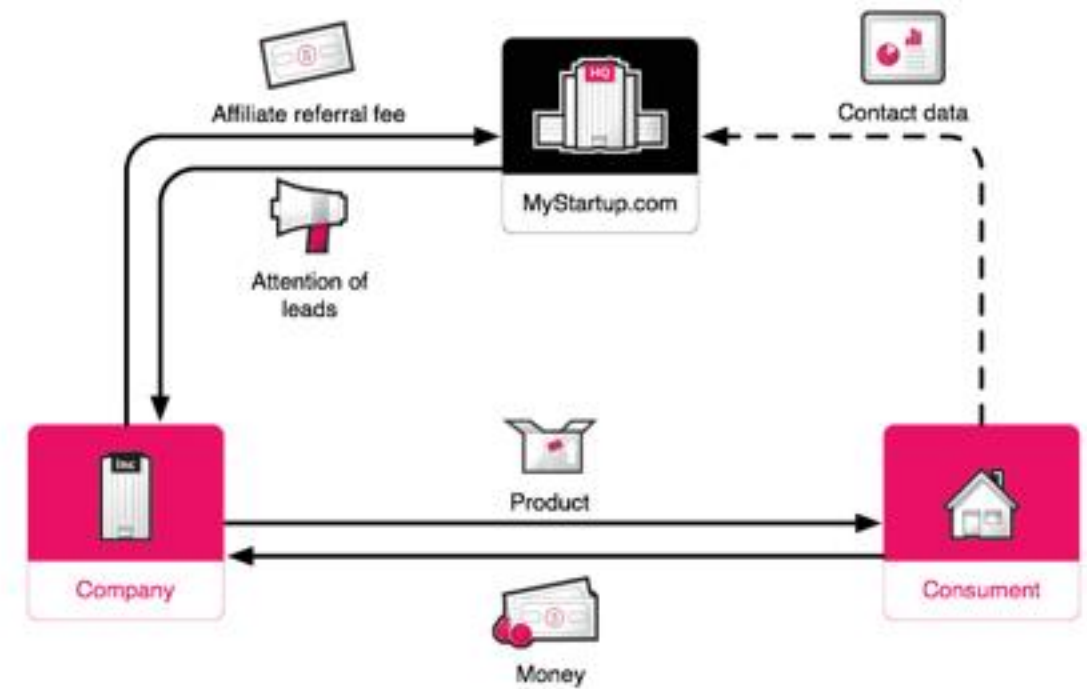
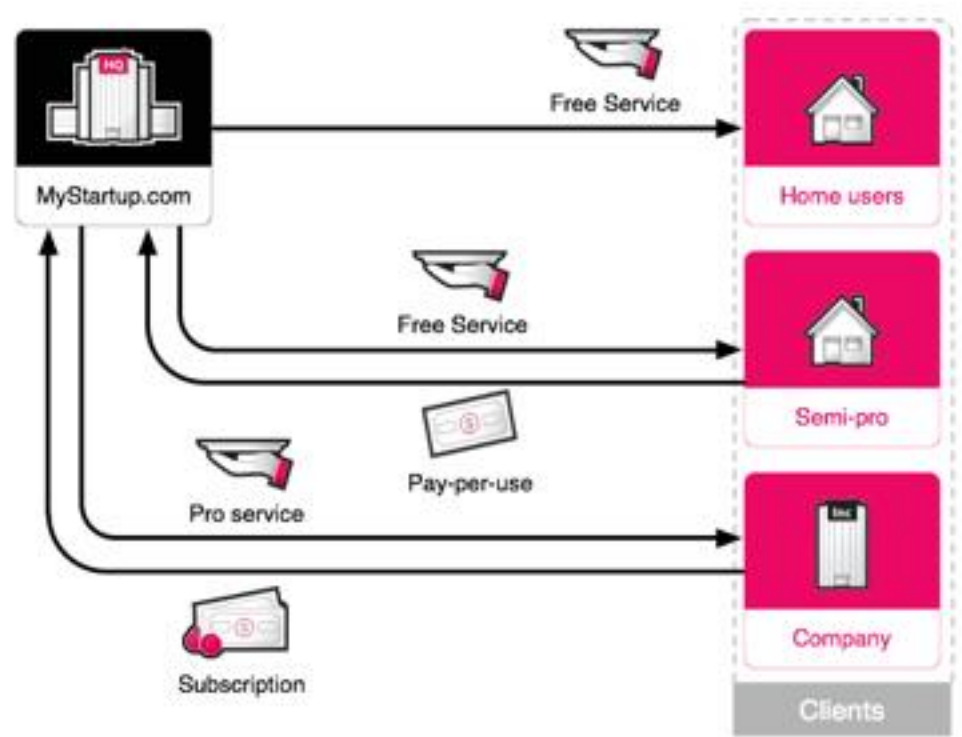
Ecosystem: example news industry



Ecosystem: example music industry



Patterns!



Some examples

@nickdemey

Flattr.com

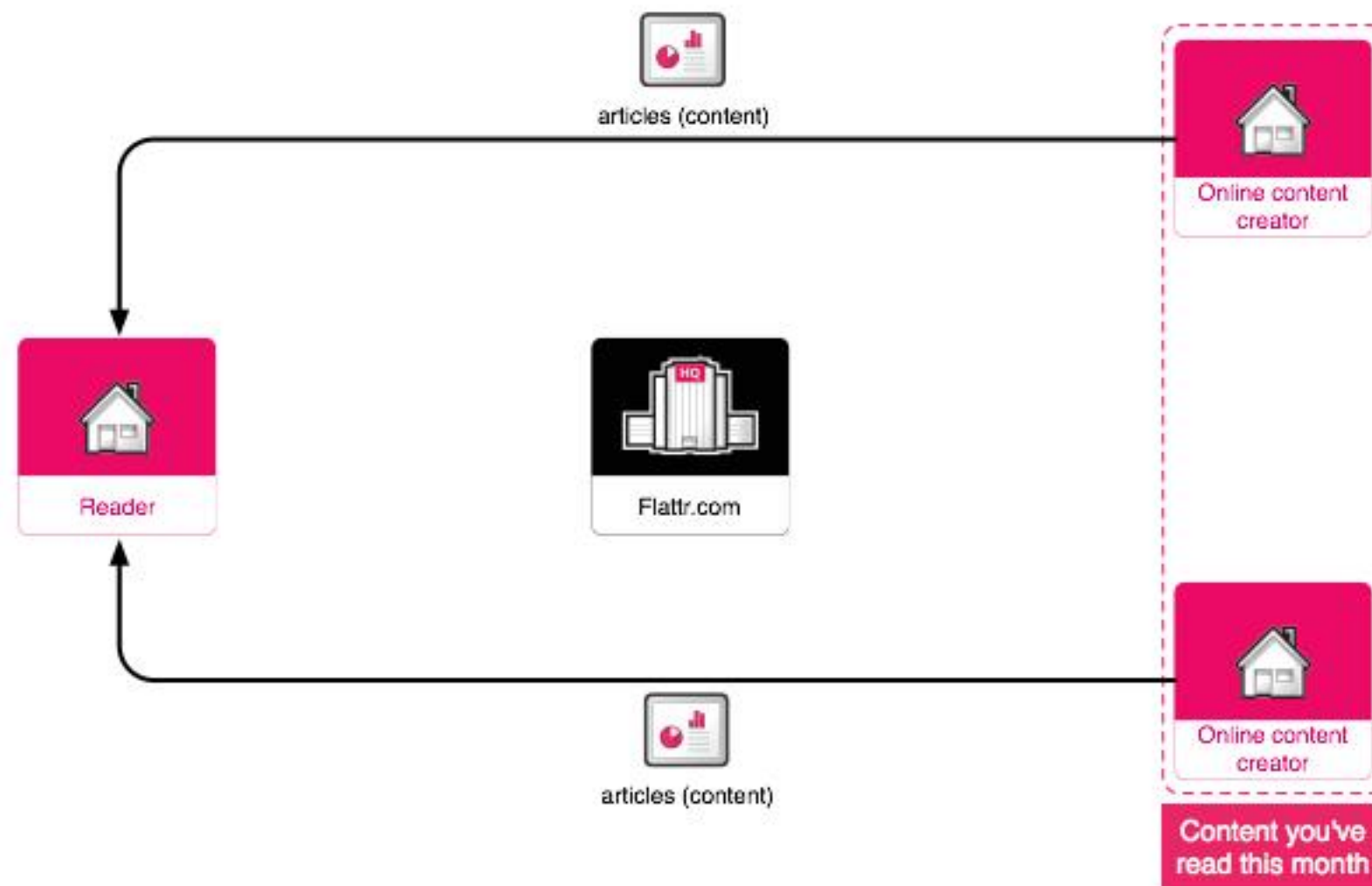
Example case: “When Paypal, Mastercard and others blocked Wikileaks, the Swedish Flattr donation system kept Wikileaks’ income stream afloat”

1 Wikileaks article led to +3500 donations*

The Business Model behind Flattr.com

a service to structure donations for content

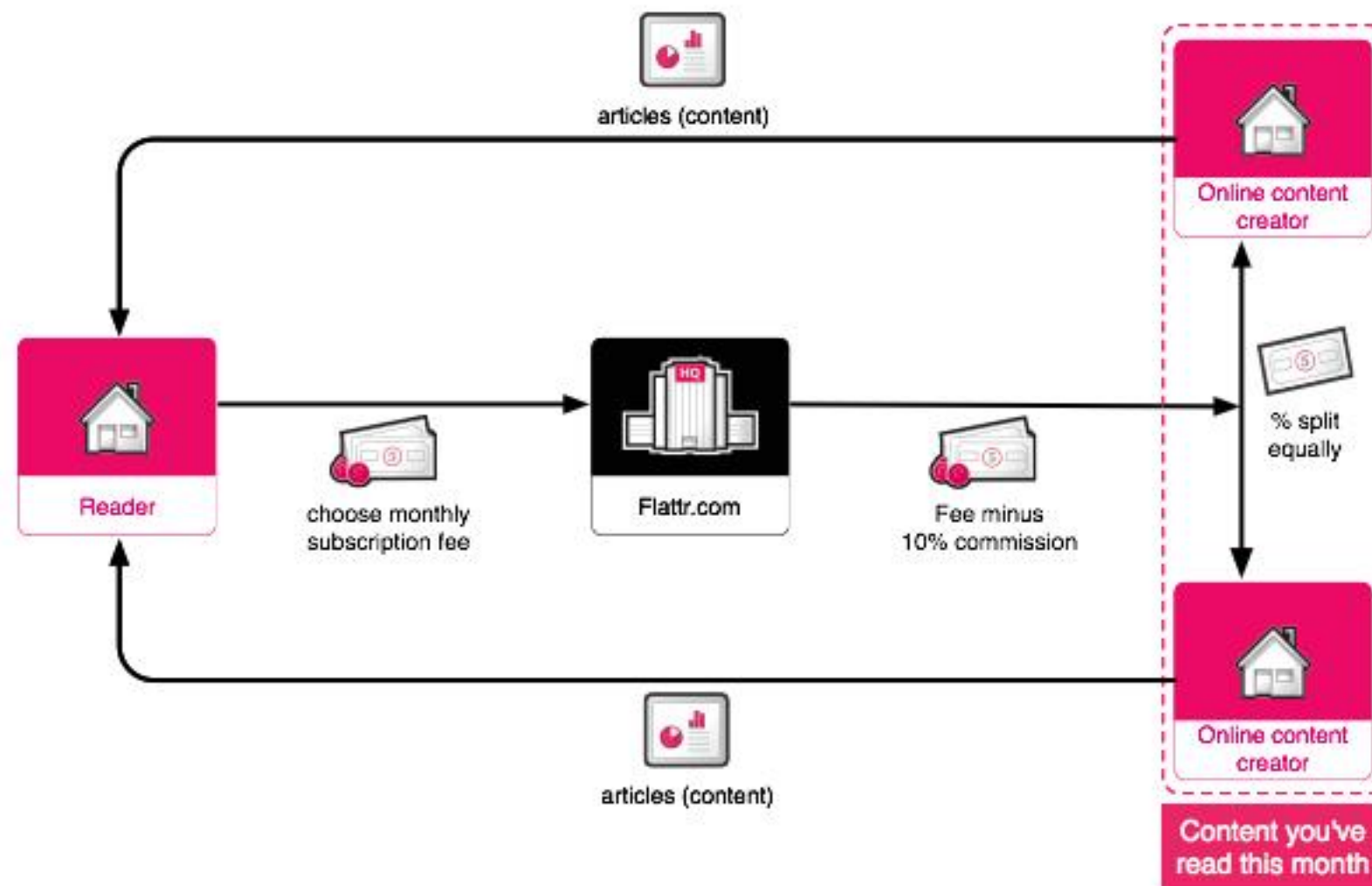
*Online readers consume tons of **content** monthly. Strong content can be 'flattered' via a **button**. (similar to 'like' on Facebook)*



The Business Model behind Flattr.com

a service to structure donations for content

*You decide which **fee** you give **monthly** to Flattr.com. Every month, Flattr splits your fee evenly over all creators and takes a **10% commission**.*



Quirky.com

Example case: “Quirky raised the bar for co-creation platforms by paying out influencers. Every week 2 new products are being launched.”

+500 people co-designed 1 new iPad stand*

Quircky.com - co-creation product development

New start-up: Developed 138 products in first 2 years



Latest: Earning Influence on Quirky

Search



Shop

Participate

Learn

Community

Blog

The *easiest* way to bring your ideas to life.

Watch our manifesto to learn more about how Quirky makes invention accessible.

[Submit Your Idea Now](#)



Type of products developed via this business model



In Production

Iron Station

The Pivotal Ironing Board



\$79.99

In Production

[Add to Cart](#)

**Spread the word and
earn 10% on sales!**



[Highlights](#)

[Reviews](#)

[Influence & Stats](#)

[Press](#)

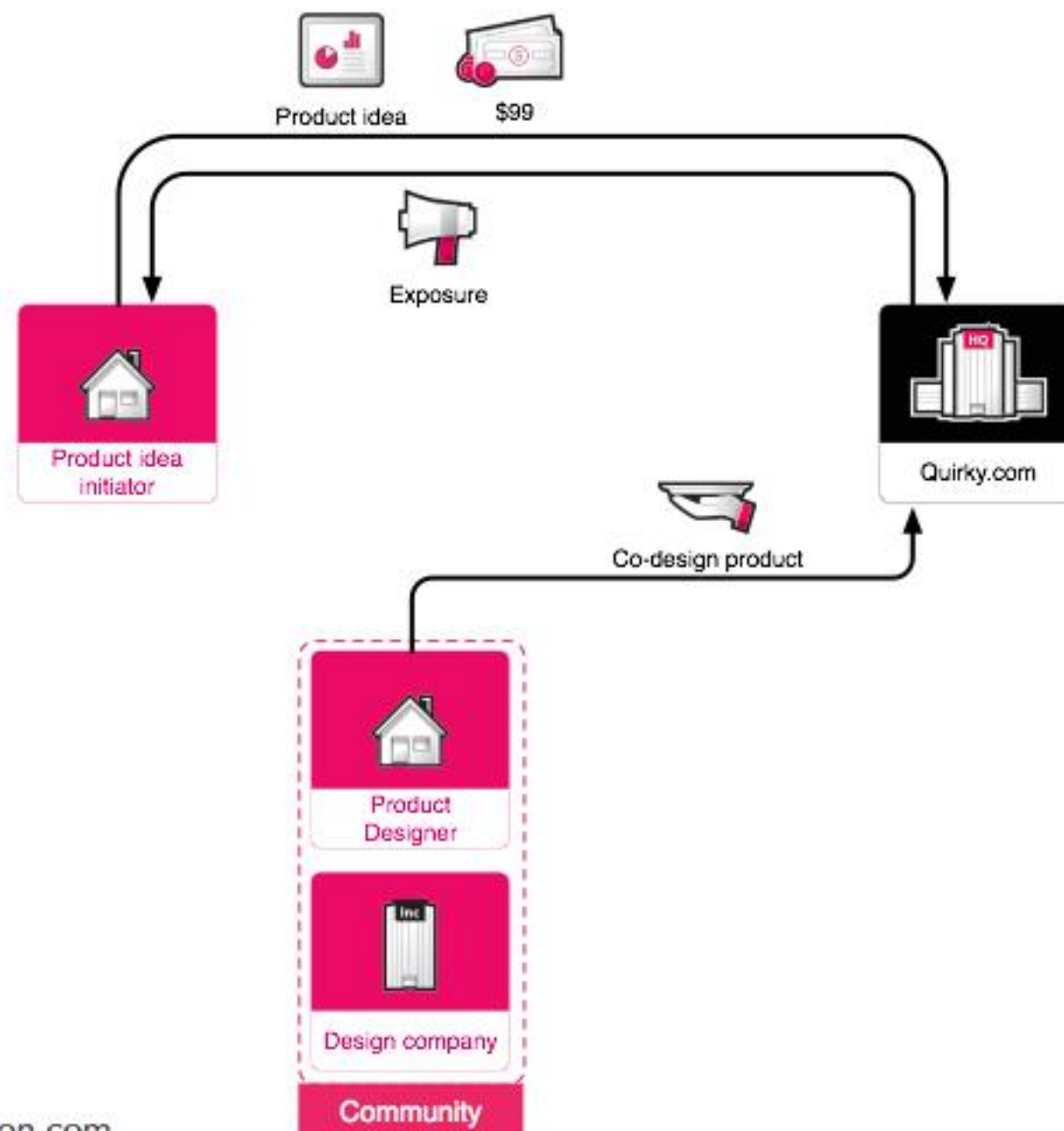
Meet the Inventor



The Business Model behind Quirky.com

a co-creation platform + e-shop

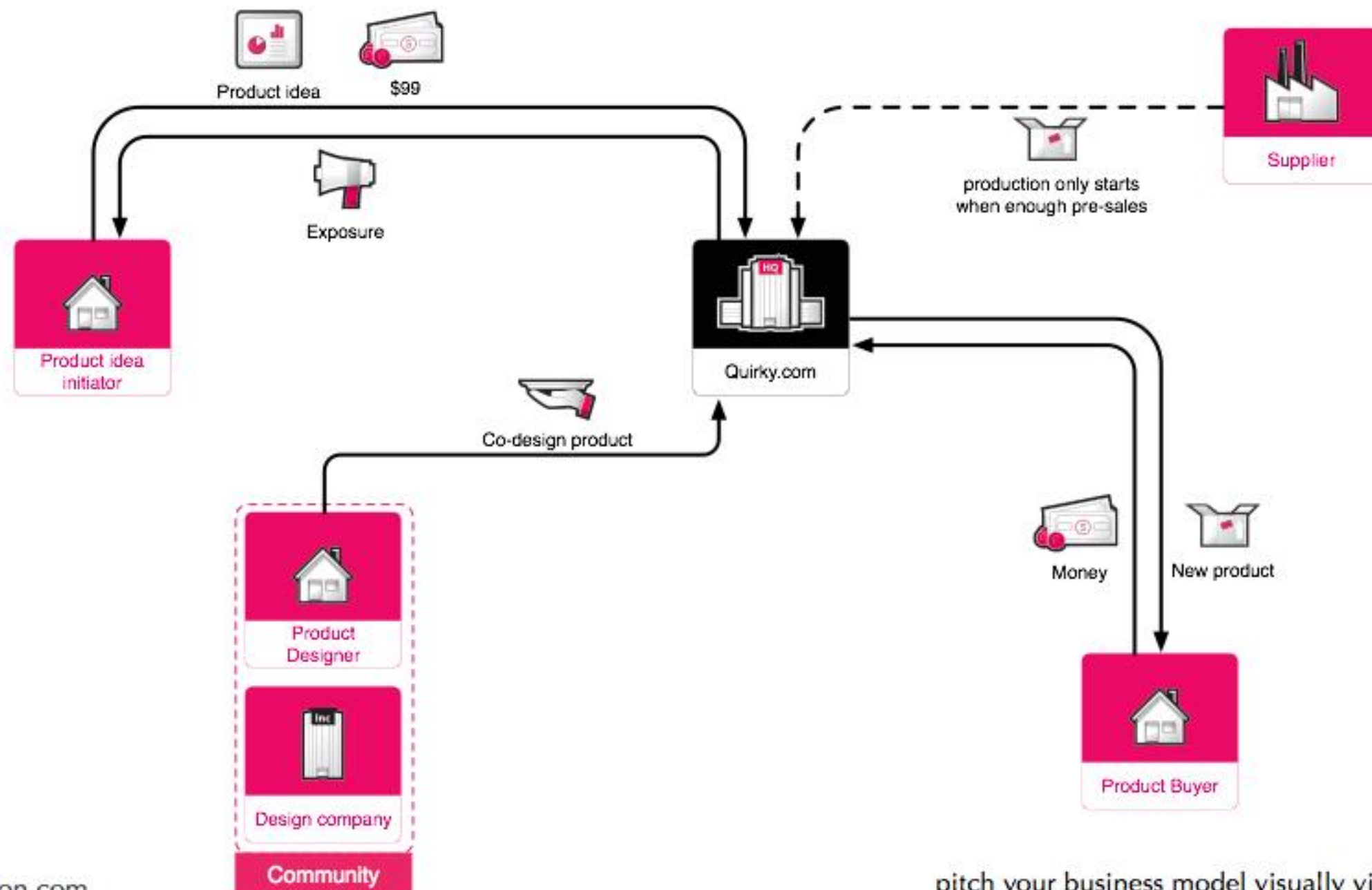
Inventors *pay \$99 to submit* their idea to this co-creation platform. After selection a community of designers will *co-design* and improve this product.



The Business Model behind Quirky.com

a co-creation platform + e-shop

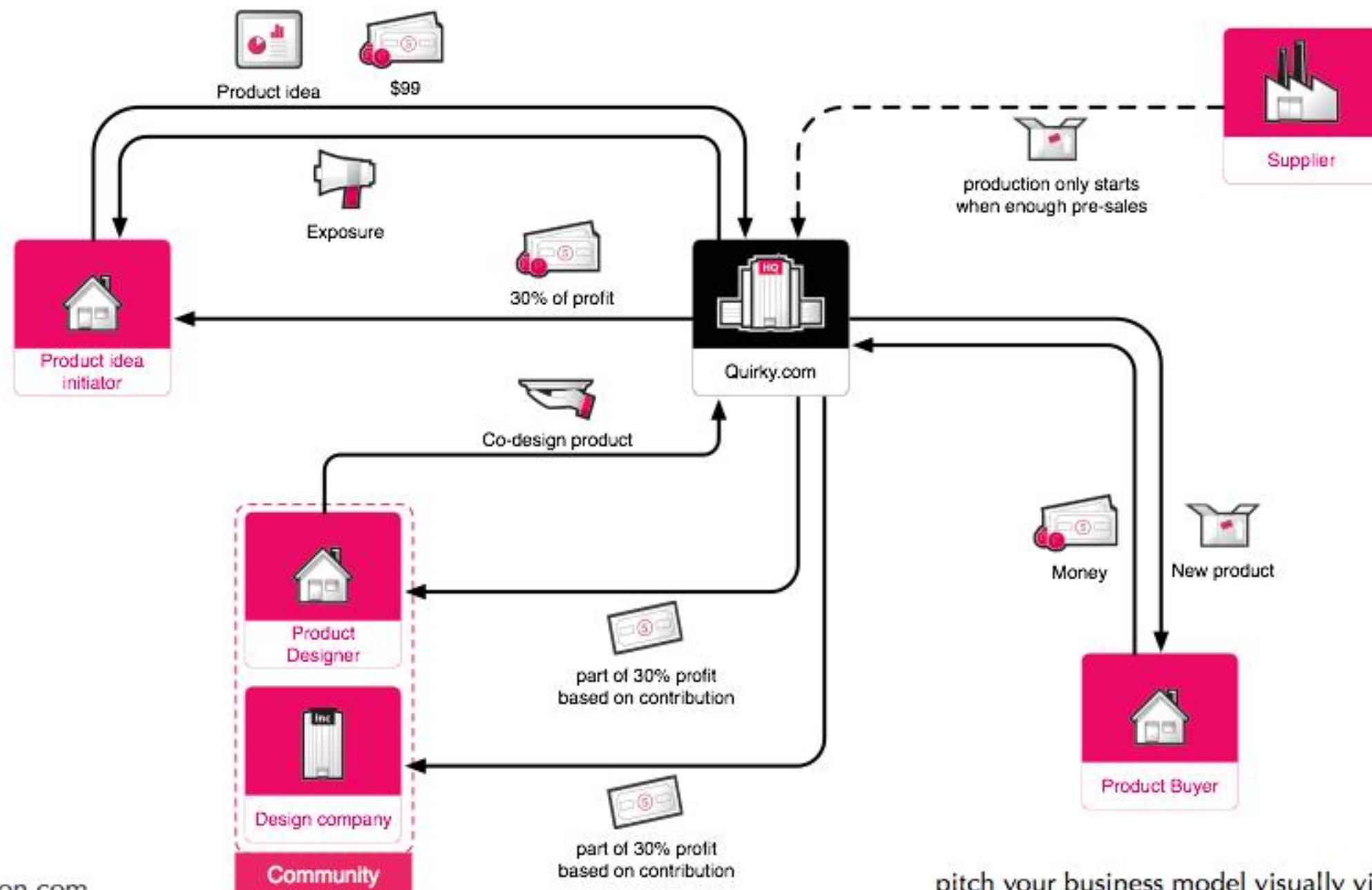
*Suppliers will set a minimum amount on the **pre-sales**. If enough people buy this product, it will be go into production.*



The Business Model behind Quirky.com

a co-creation platform + e-shop

Revenues from the e-shop are shared with the community. 30% of profit goes to the initiator. *30% will be proportionally divided amongst the influencers.*





Your Account: Nick De Mey

Edit Your Profile

Your Payment Info

Available Balance

\$46.24

▼ Product Earnings \$1.50

Product	Direct Sales	Indirect Sales	Social Sales
PowerCurl	\$0.00	\$0.00	\$1.50

► Payout Requests \$0.00

► Product Purchases \$0.00

► Idea Submissions \$0.00

▼ Account Credits \$44.74

Date	Reason	Amount
Aug 01, 2011 at 12:17 PM	Referral for submitted idea	\$2.00
Jul 26, 2011 at 08:50 PM	Referral for submitted idea	\$2.00
Jul 26, 2011 at 05:46 PM	Referral for submitted idea	\$2.00
Mar 29, 2010 at 11:15 AM	Social Sales Adjustment	\$10.84
Oct 21, 2009 at 12:42 PM	Referral for submitted idea	\$7.90
Aug 05, 2009 at 01:07 PM	Took Survey	\$20.00





Next steps for you:

**Board_{of}
Innovation**

Evaluate new entrants in your ecosystem

Red Bull, rethinking the media business model



“Red Bull is a Media company, not subsidized by ads, but by selling cans.”

Dietrich Mateschitz, CEO Red Bull



Next steps for you:

**Board_{of}
Innovation**

Evaluate new entrants in your ecosystem

Keep an eye on the Gaming Industry

Game publishers shift to Free-Play-Business models





Next steps for you:

**Board_{of}
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Evaluate new entrants in your ecosystem

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Check out ThingLink vs Twitter

Interactive images on Twitter via Thinglink



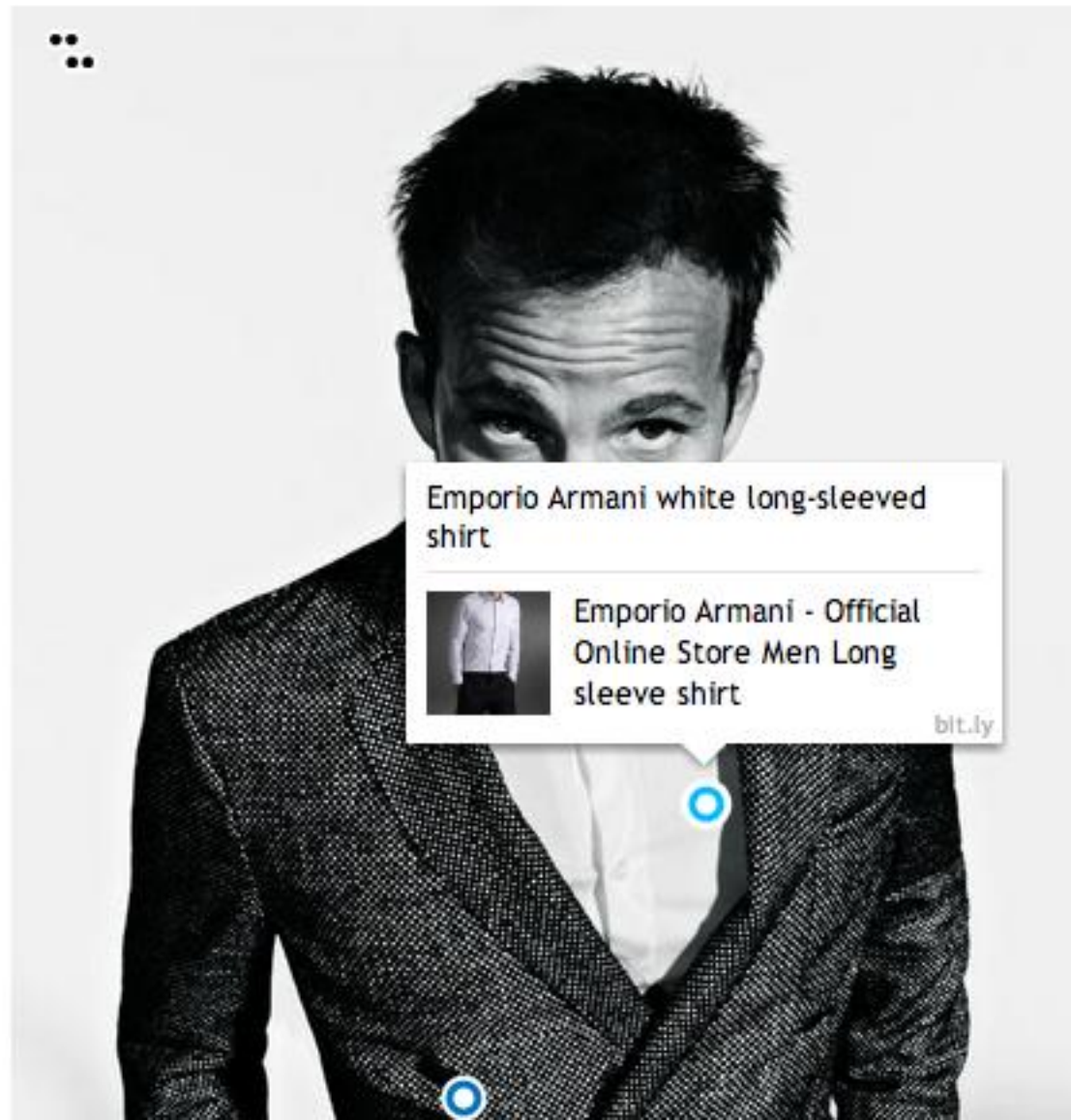
Armani 
@armani



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Explore this interactive image: Stephen Dorff in Giorgio Armani on the cover of **ICON** thinglink.com/scene/32304682...

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Emporio Armani white long-sleeved shirt



Emporio Armani - Official Online Store Men Long sleeve shirt

bit.ly



For all your Questions
@Nickdemey - nick@boardofinnovation.com
+32 494 85 27 86

Or hop in for a coffee!
Our office: Antwerp, Belgium

