The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

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?

Key Activities

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

Key Resources

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

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?

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?

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 work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

Customer Segments

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

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 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 revenues?

www.businessmodelgeneration.com


Nespresso. What else ...
NESPRESSO.
Café com corpo e alma
www.nespresso.com *Que mais poderia ser ?

STRATEGIC PARTNERS

KEY ACTIVITIES

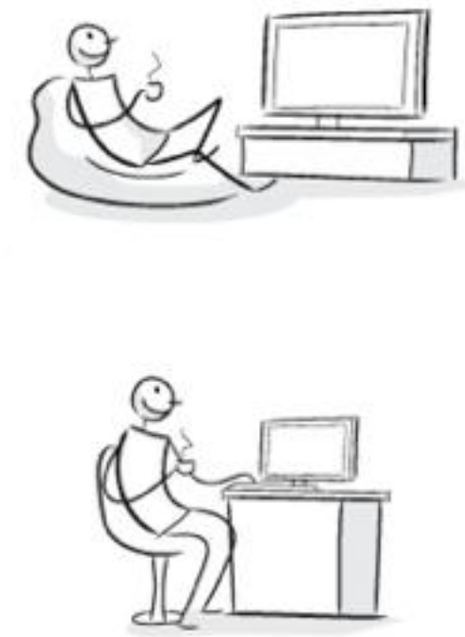
KEY RESOURCES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

DISTRIBUTION CHANNELS

CUSTOMER SEGMENT



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 **Interest** 0 **Amount** 0
(Set Interest & Amount to 0 for initial Valuation) 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.

Business Return	**Current Year**	**Year 1**	**Year 2**	**Year 3**	**3 Year Average**
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 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**

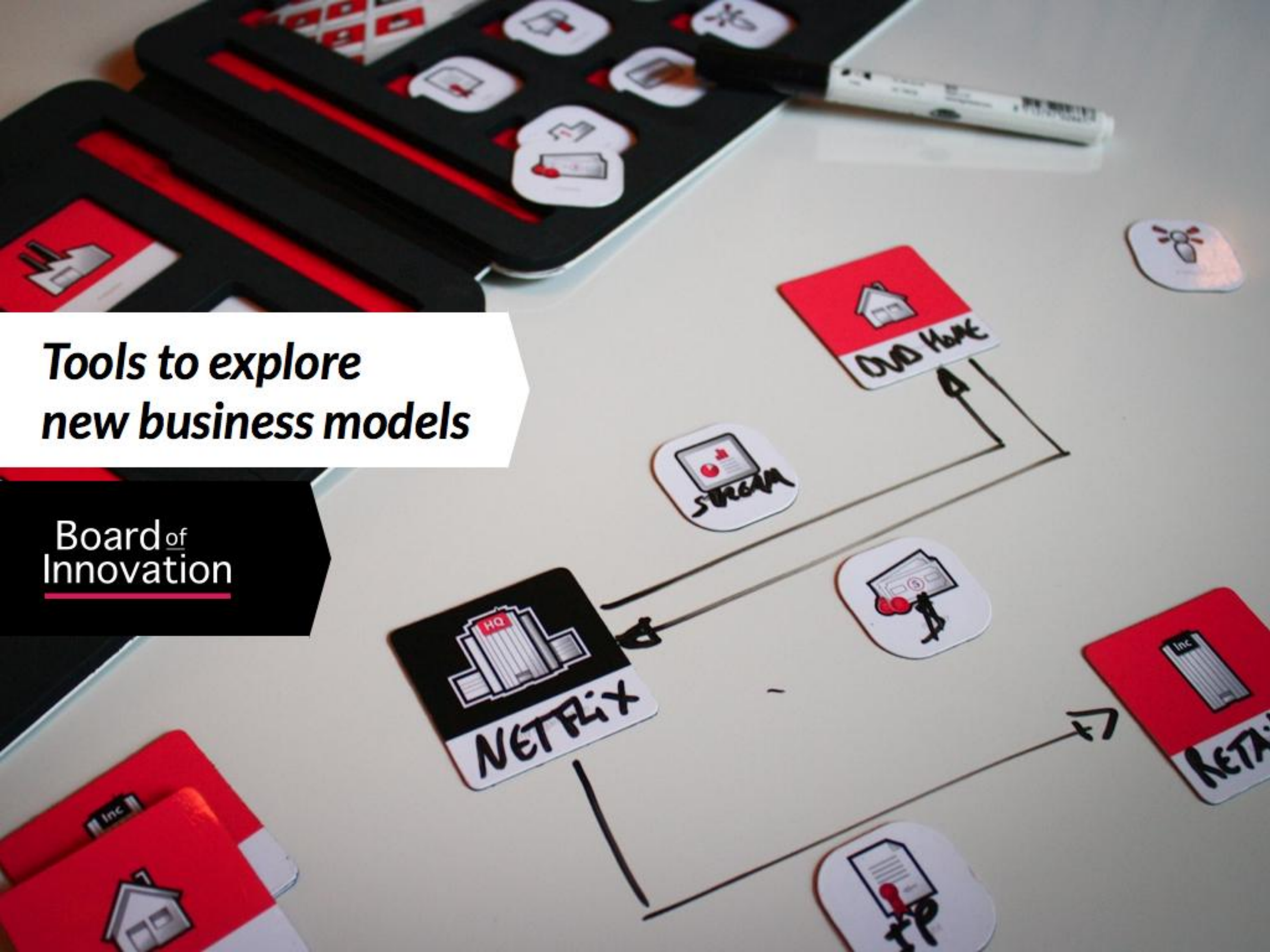
Input your Valuation and click Update Button

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**

Tools to explore new business models

Board of Innovation




BILLY

6 Stakeholders

10 objects to exchange between these stakeholders

Product

Service

Experience

Exposure

reputation

Money

Less Money

Credits

Data

Right

Icon: Money

Upstart
Beta

How it Works Browse Upstarts Pilot Schools About

The Startup is *you*.

A new approach to funding and mentorship

I'm Interested

BACKERS AND UPSTARTS WANTED

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

Browse Upstarts

View all


Money


Less Money


Product


Service


Experience


Right


Data


Reputation


Credits


Exposure

Icon: Money, Maxium amount to spend?

Vimeo - Micropayments to 'tip' a video

vimeo Join Log In Explore Help Search

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

by Blake Whitman STAFF
Sep 19, 2012
153 Comments

UPCOMING EVENTS

MICROTROPOLIS
Nov 2, 2012
To celebrate the launch of the Vimeo app on Windows 8 tablet, Vimeo will host a filmmake 11/2 @ Pier 54 inside the amazing MICROTP

STYLE FRAMES NEW YORK
Nov 5-6, 2012
Vimeo is a proud sponsor of STYLE FRAME conference bringing together influential desig and media professionals from both the client sides of the industry for two days of inspirati and insight.

MORE TO EXPLORE

Appstore: 0.99 games (vs traditional prices)

iPhone | iPad

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	ぽうずめくり 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

ReDigi Beta | Buy | Store/Sell | How ReDigi Works | search for music...

Like 47k | Follow 102k | +1 24

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

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

Slate | WIRED | CNBC | YAHOO! | Billboard

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

by Kirov Orchestra &

Why Should You Use ReDigi?


Money


Less Money


Product


Service


Experience


Right

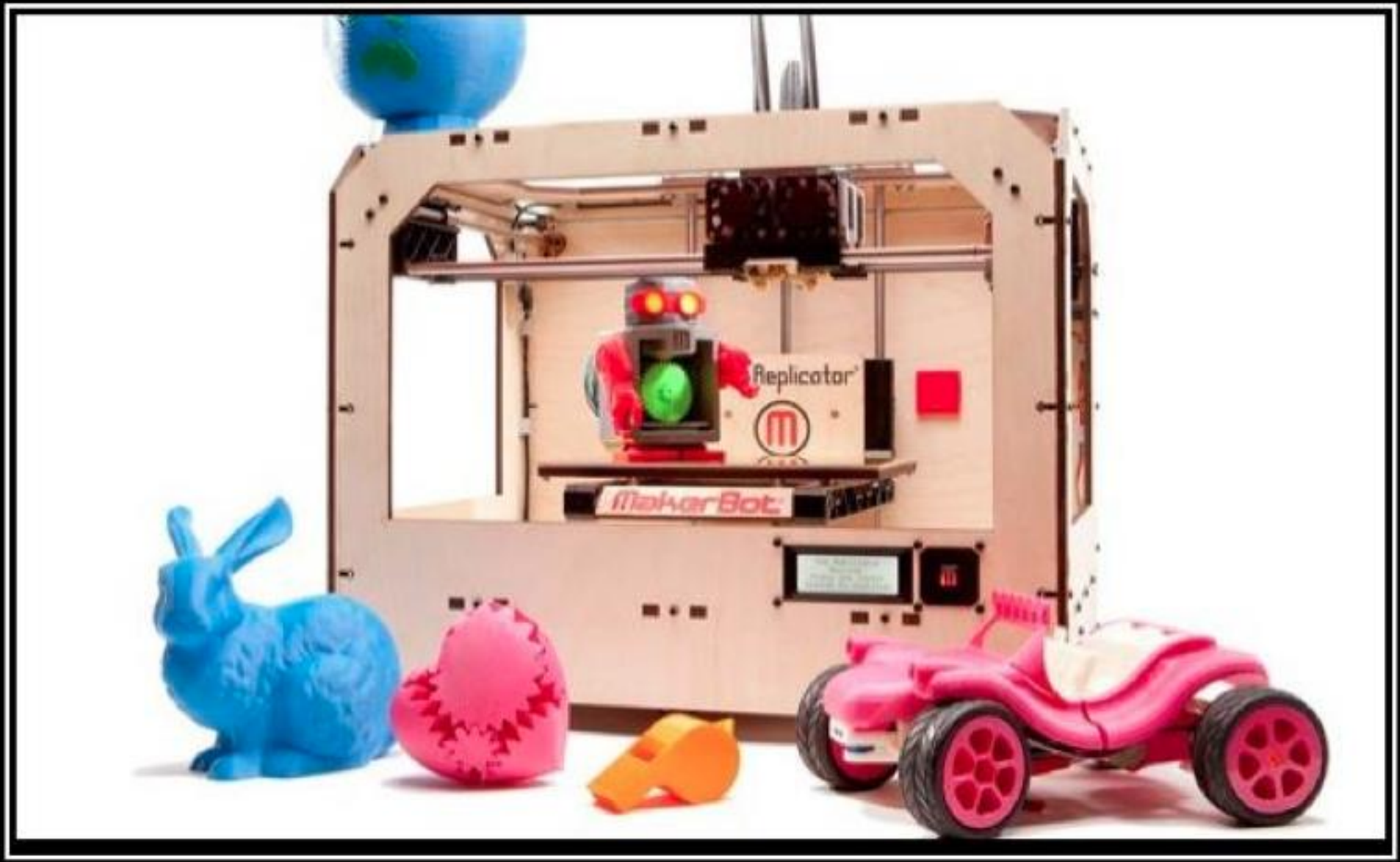

Data


Reputation


Credits


Exposure

Product?



YOU WOULDN'T DOWNLOAD A CAR...

YES I WOULD

Board of Innovation

Icon: Service

My Profile | My Places NEW

Sign In · About · Blog · Favorites · iPhone · Android · Link · Prefs · Post a Pad

PadMapper

Making Apartment Hunting Suck Less - Feedback/Sharing

Like 3.6k +1

Where To? City, Address, or Zip — Go

Rent Range: $0 - 6000+ (0 – 6000+)

Bedrooms: 0 - 10+ Beds (0 – 10+)

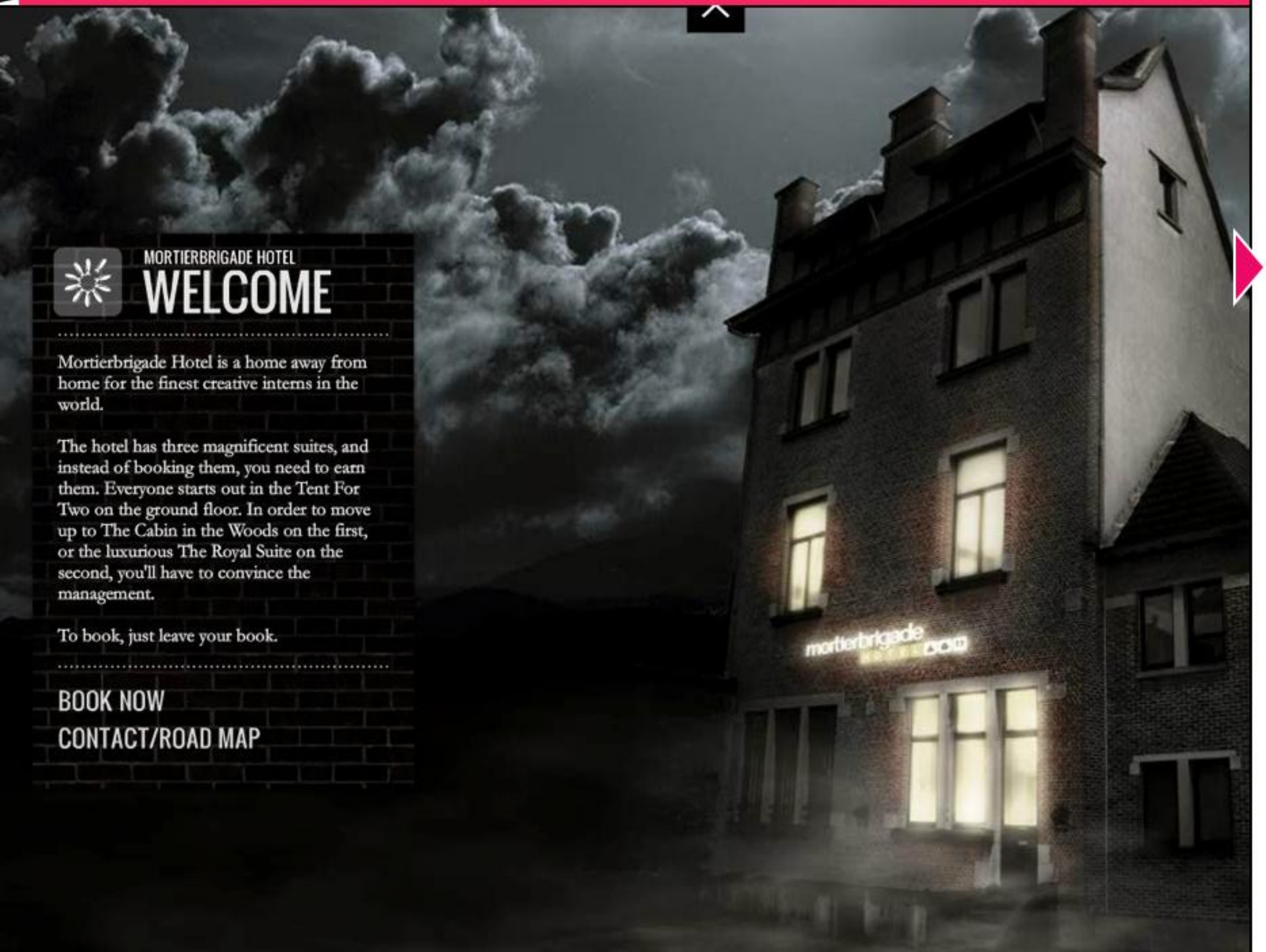
Bathrooms: 1+ Baths (1)

Types: ☑ Full Leases ☑ Sublets ☑ Rooms/Shares

Get Email Alerts for this Search

Show More Filters

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

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

Icon: Experience

THE SUITE

LEVEL 2

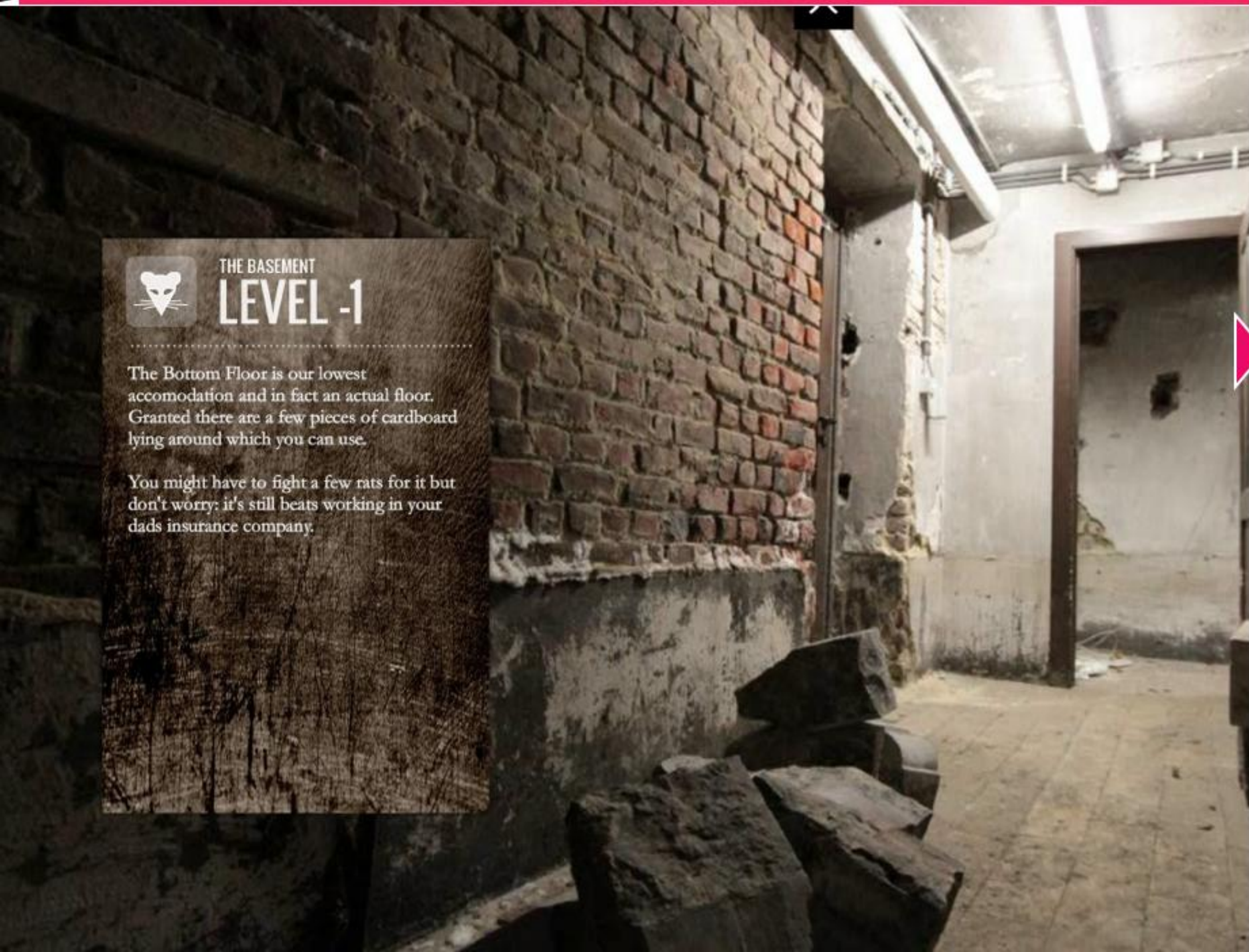
The Royal Suite: the accomodation worthy of a Creative Director from a small start-up agency.

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

Icon: Experience



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

RunKeeper

Track, measure, and improve your fitness.

Already a Run

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

Sign

(We'll never post to

By signing up you
Terms of S

Money

Less Money

Product

Service

Experience

Right

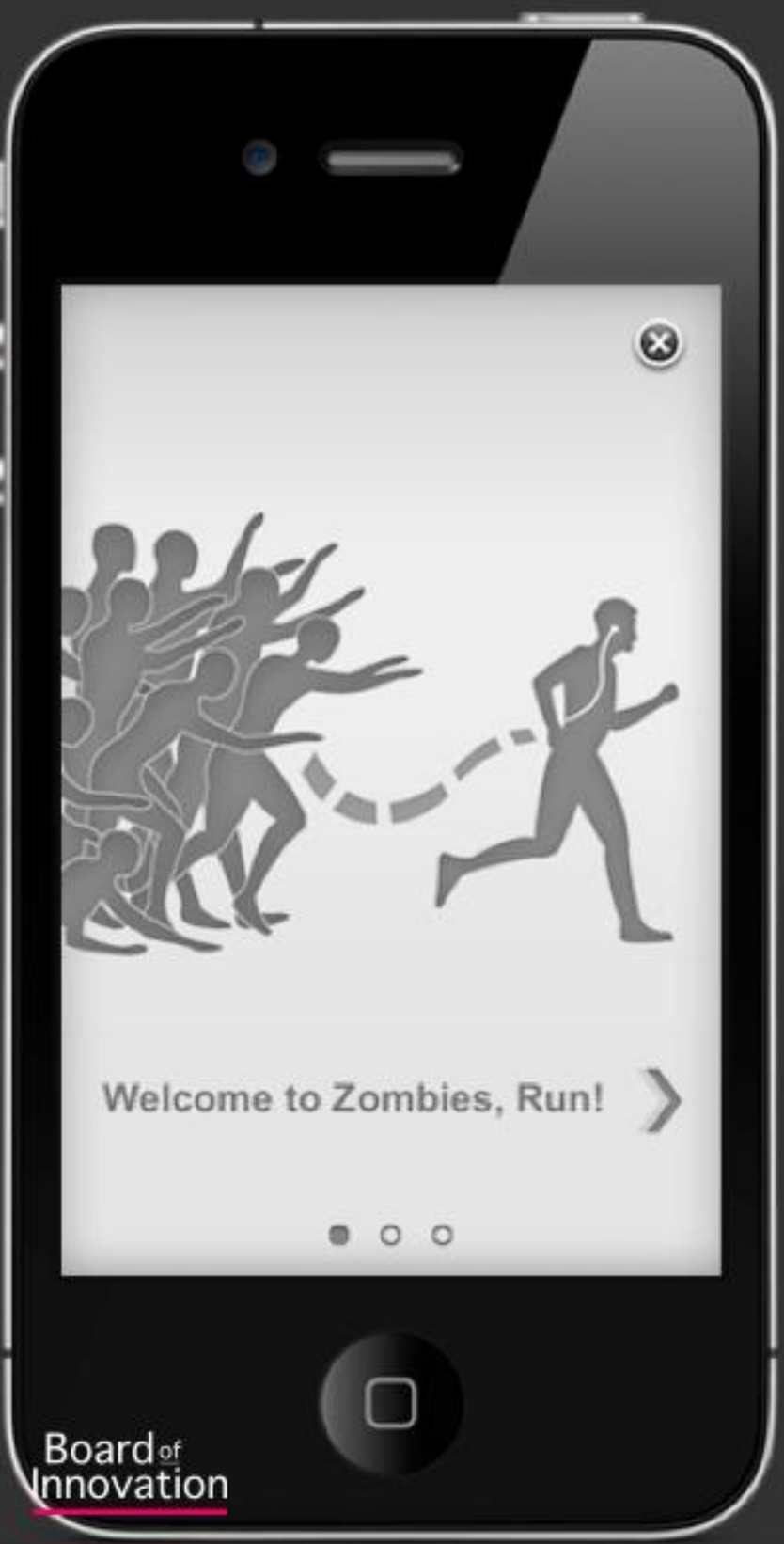
Data

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 STOR

You're Runn
lives are cou
got to help y
the ruins of c
collecting critical supplies
zombie hordes. Can you
the truth about the zomb

Use the items you've collected
help your surviving population
comes more missions and som

Board of Innovation

Icon: Right

Sell the right to exploit roofs to harvest solar energy

Board of Innovation

Rights: franchising models


Money


Less Money


Product


Service


Experience


Right


Data


Reputation


Credits


Exposure

Icon: Data


3 taps
Home
Developers
Stats
@3taps
Co
API for Access
to Posting Data
Developer registration
See the stats as they come in
Are you a developer looking to use 3taps?
Advocacy
powered by 3 taps
3taps Counterc
to Craigslist law


Money
Less Money
Product
Service
Experience
Right
Data
Reputation
Credits
Exposure

Reputation: Klout's online influence

KLOUT BETA | Search | ADD FRIENDS | DASHBOARD

Nick Mey

65

Co-founder Board of Innovation, int. office for business innovation. http://bit.ly/Aejej4 | | Co-founder @cardrops

Your Influencers

Bart Waele 74

Ramon Suarez 72

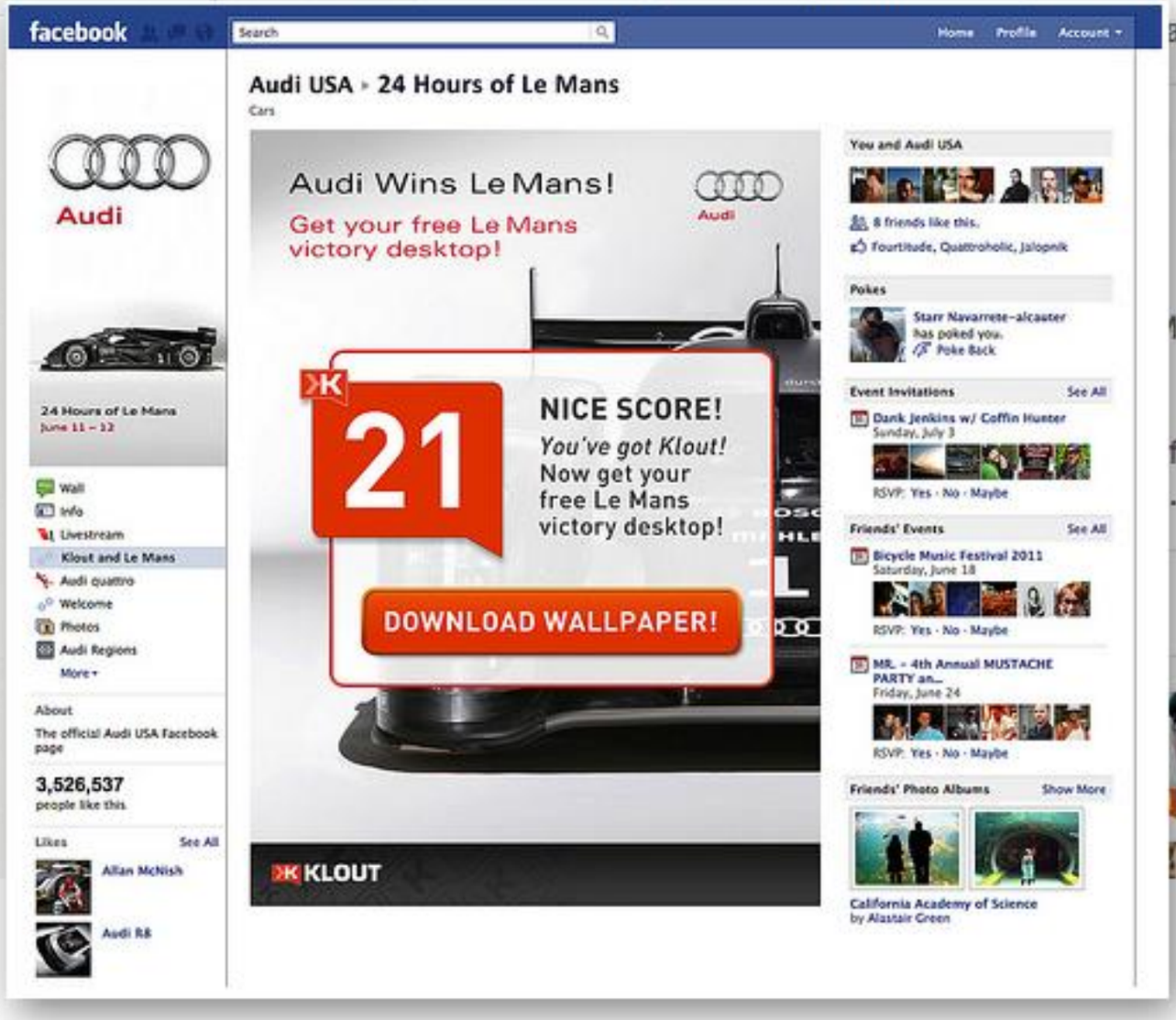
Sofie Verhalle 65

Your Moments

These are your influential moments from the past 90

You shared a link
@nickdemey
65

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




Money


Less Money


Product


Service


Experience


Right


Data


Reputation


Credits

Exposure

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

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.

New currencies like Facebook Credits

GAME COINS

Like '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	10 Facebook Credits	20 Facebook Credits	40 Facebook Credits
100	200	400	800
DETAILS	DETAILS	DETAILS	DETAILS

Money

Less Money

Product

Service

Experience

Right

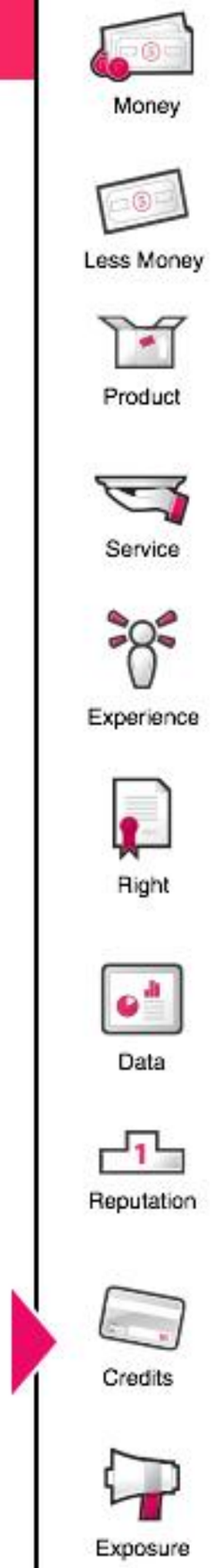
Data

Reputation

Credits

Exposure

Any point based system



Exposure: Sell eyeballs

Sims + Renault = Clever

Exposure: Pay with a Tweet

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

BUY A ROUND

Not registered? Sign up with Chirpify now.

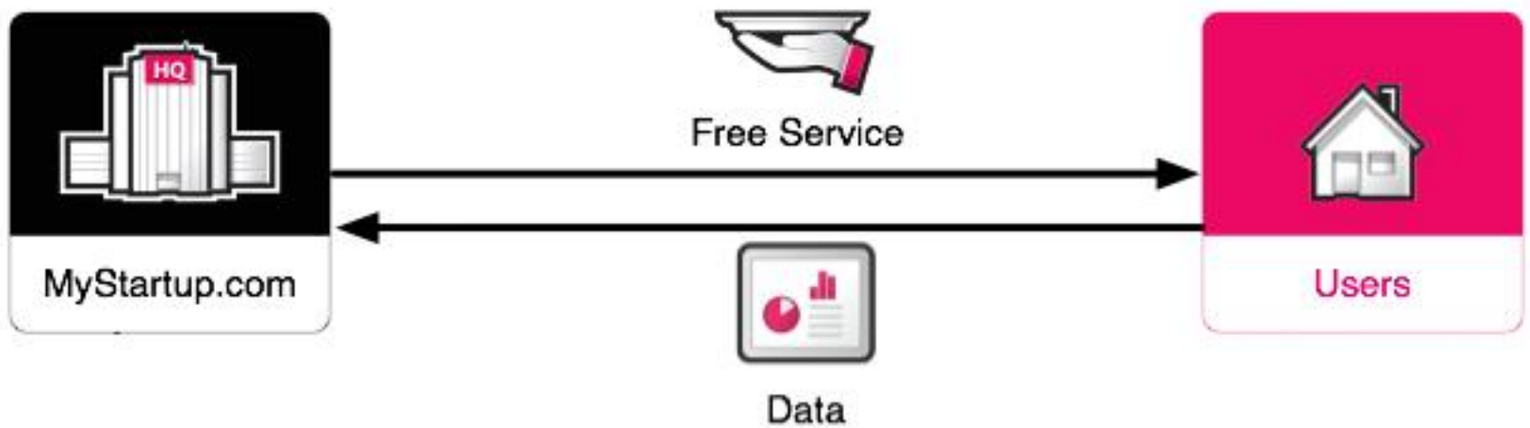
ABOUT

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.

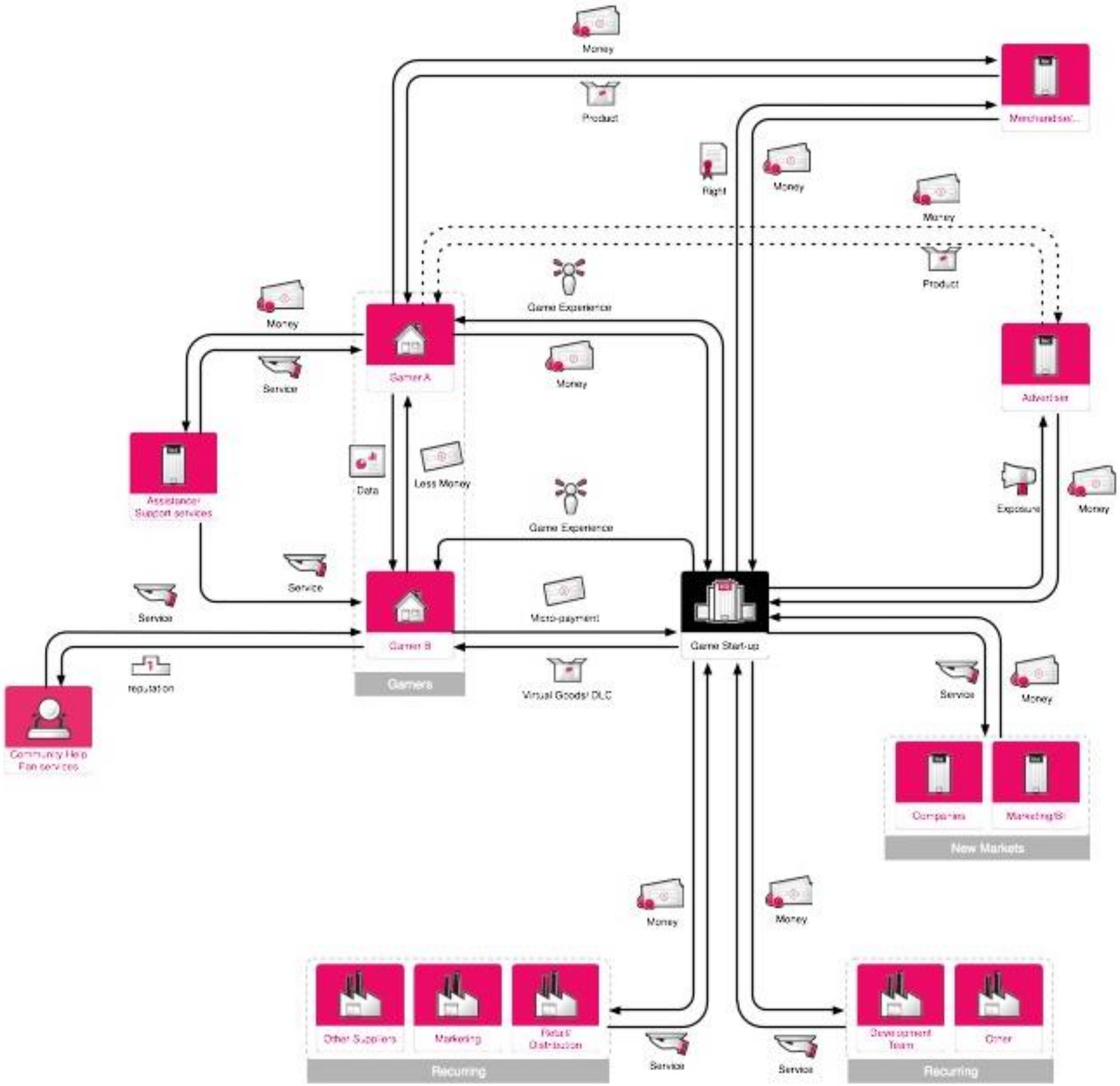
Please tweet responsibly.

FAQ

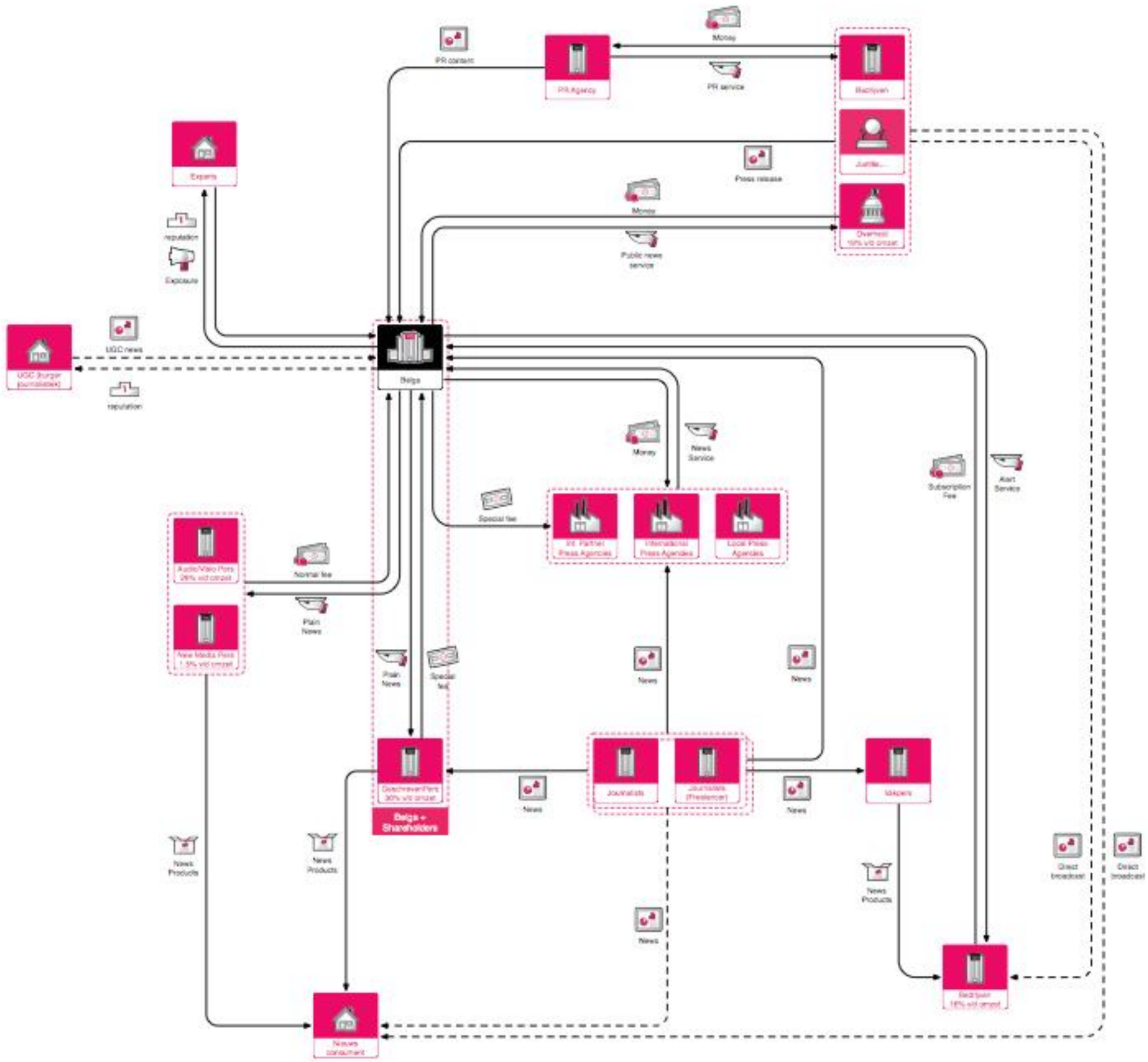
Transactions



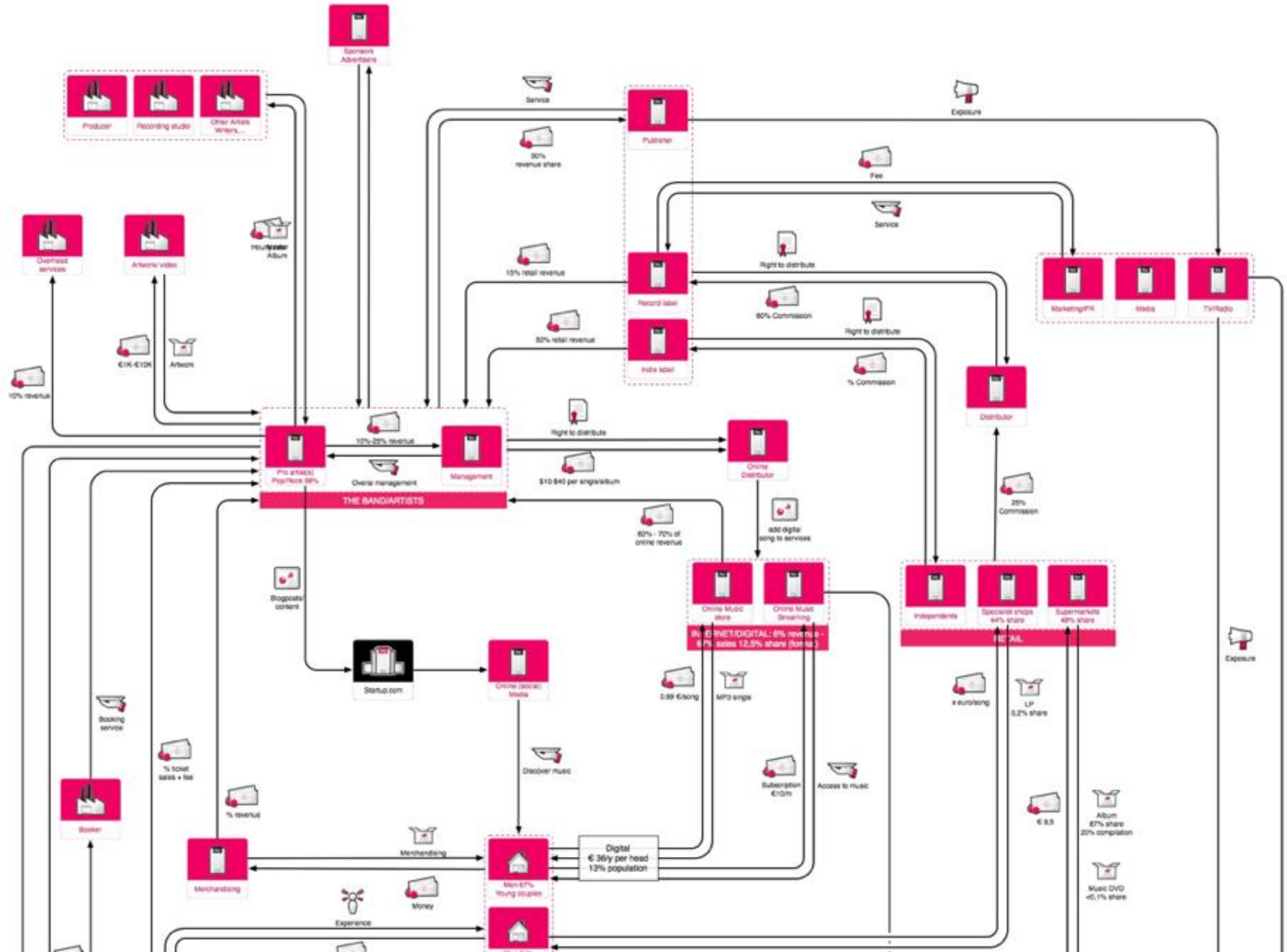
Ecosystem: example game industry



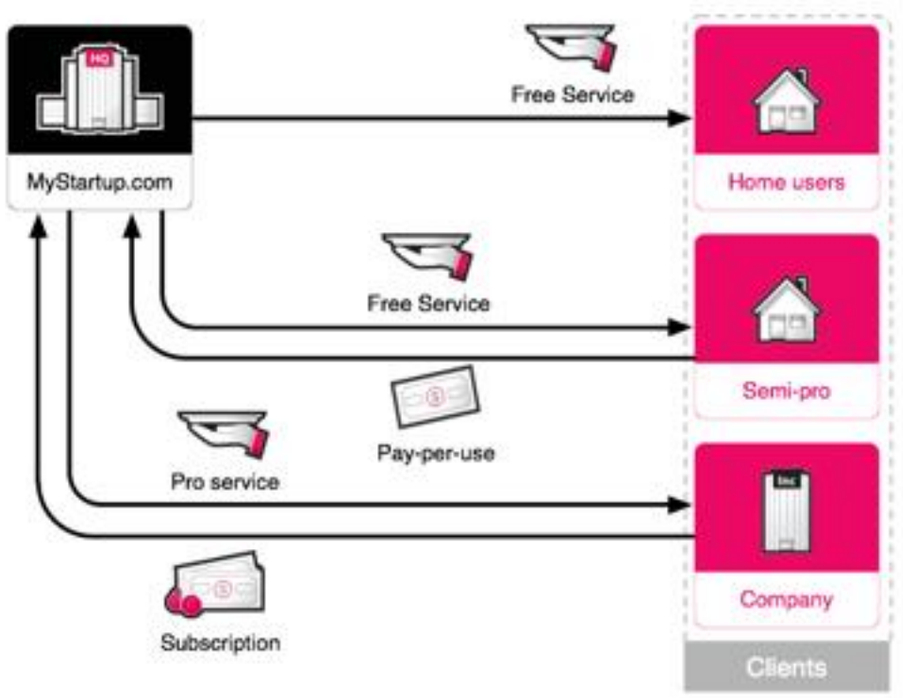
Ecosystem: example news industry

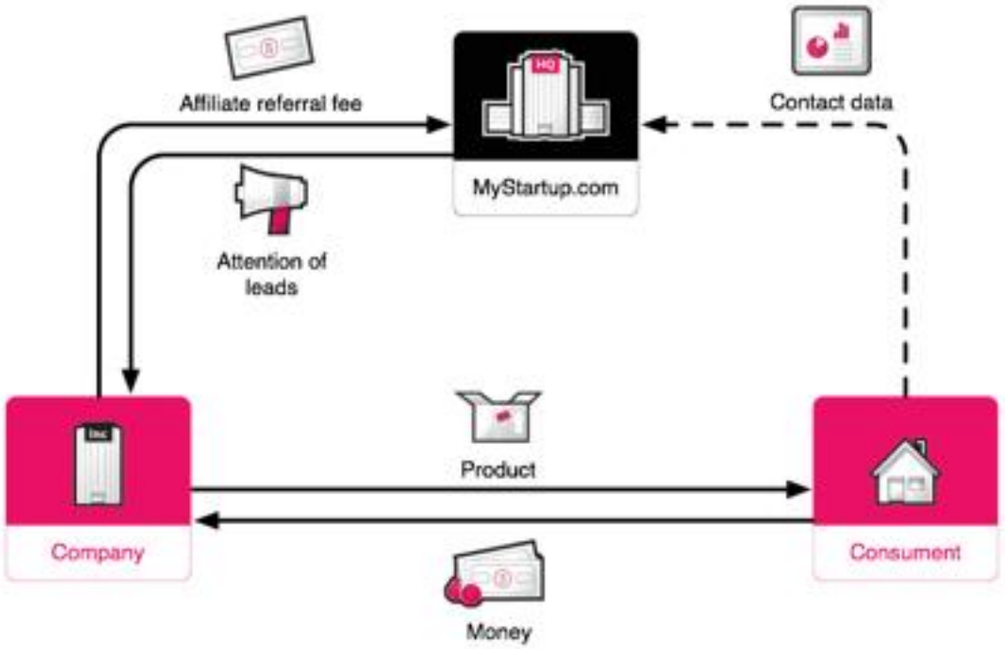


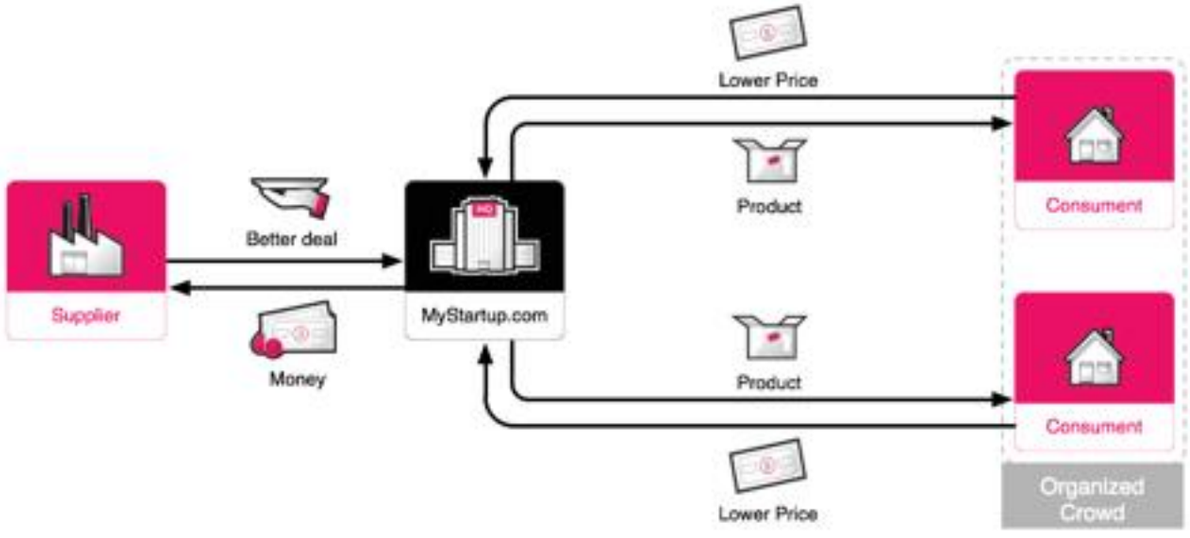
Ecosystem: example music industry



Patterns!


MyStartup.com
Free Service
Home users
Free Service
Semi-pro
Pro service
Pay-per-use
Company
Subscription
Clients


Affiliate referral fee
MyStartup.com
Contact data
Attention of leads
Product
Company
Consument
Money


Lower Price
Product
Consument
Better deal
Supplier
MyStartup.com
Money
Product
Consument
Lower Price
Organized Crowd

Some examples

@nickdemey

Flattr.com

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

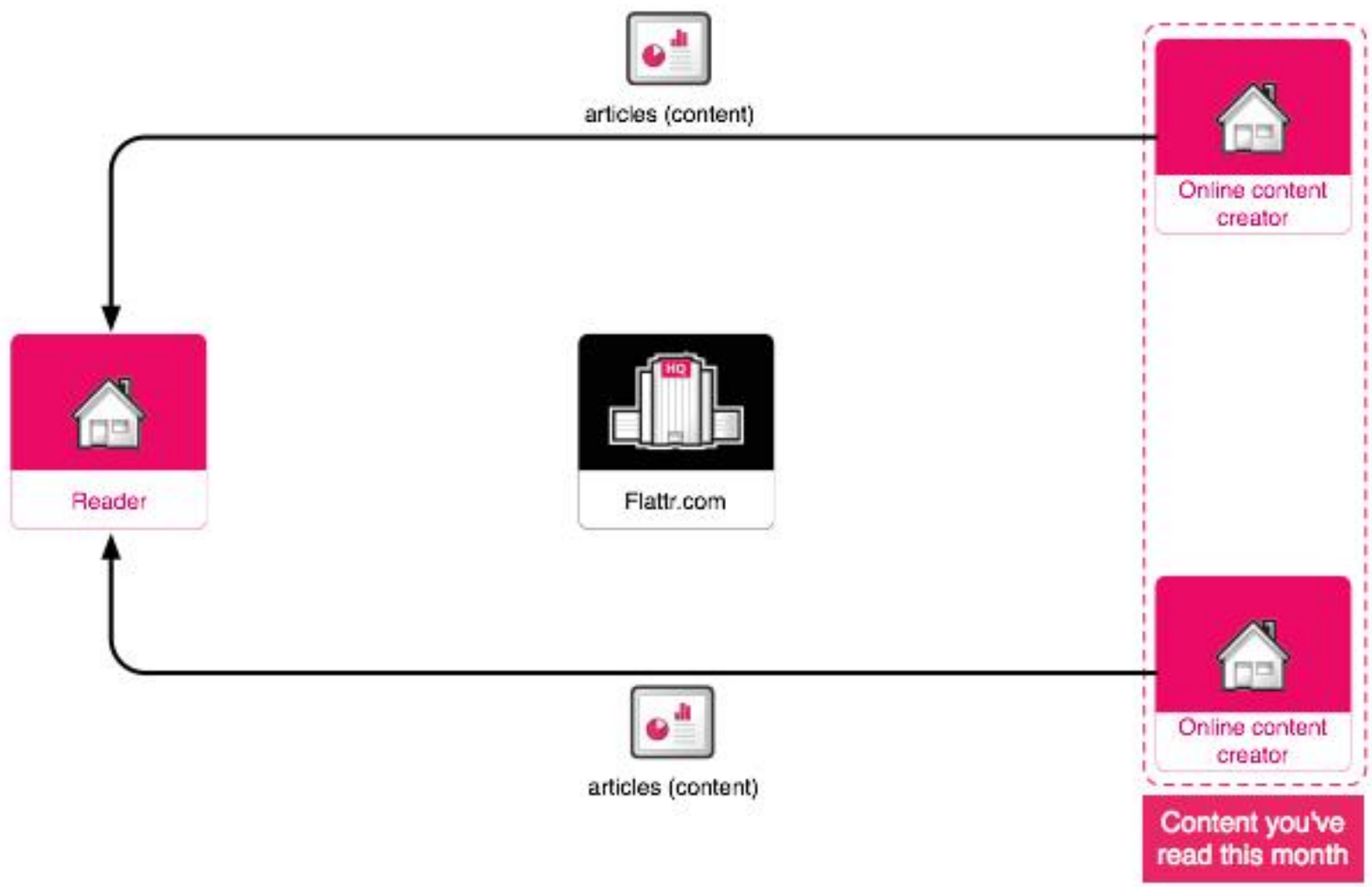
1 Wikileaks article led to +3500 donations*

*flattr.com/thing/42799/Afghanistan-War-Diary-2004-2009

The Business Model behind Flattr.com

a service to structure donations for content

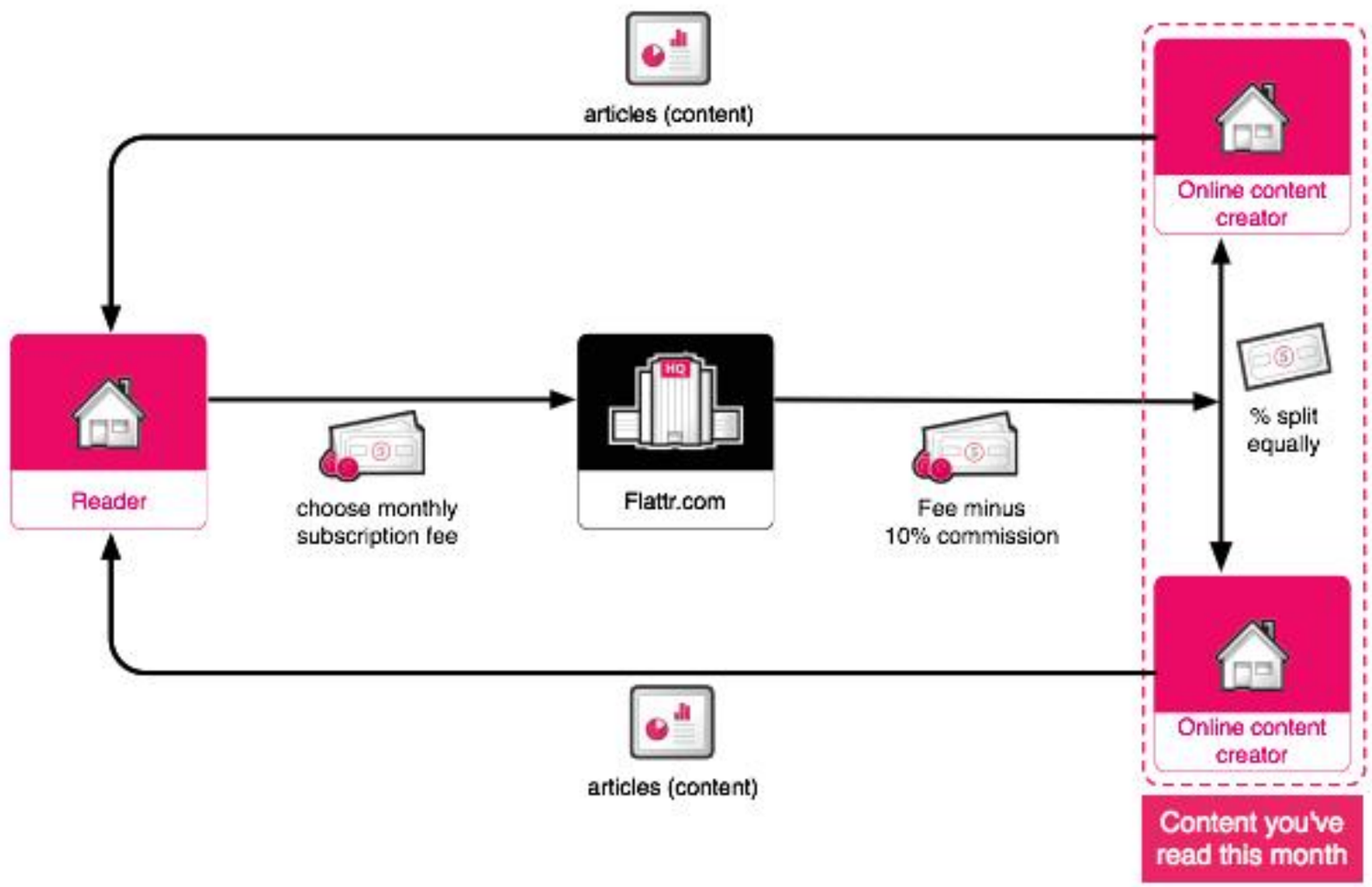
Online readers consume tons of content monthly. Strong content can be 'flattred' via a button. (similar to 'like' on Facebook)



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*

*quirky.com/products/30-Cloak-iPad-Case

Quircky.com - co-creation product development

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

quirky

Log in to your account Sign Up 0

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!

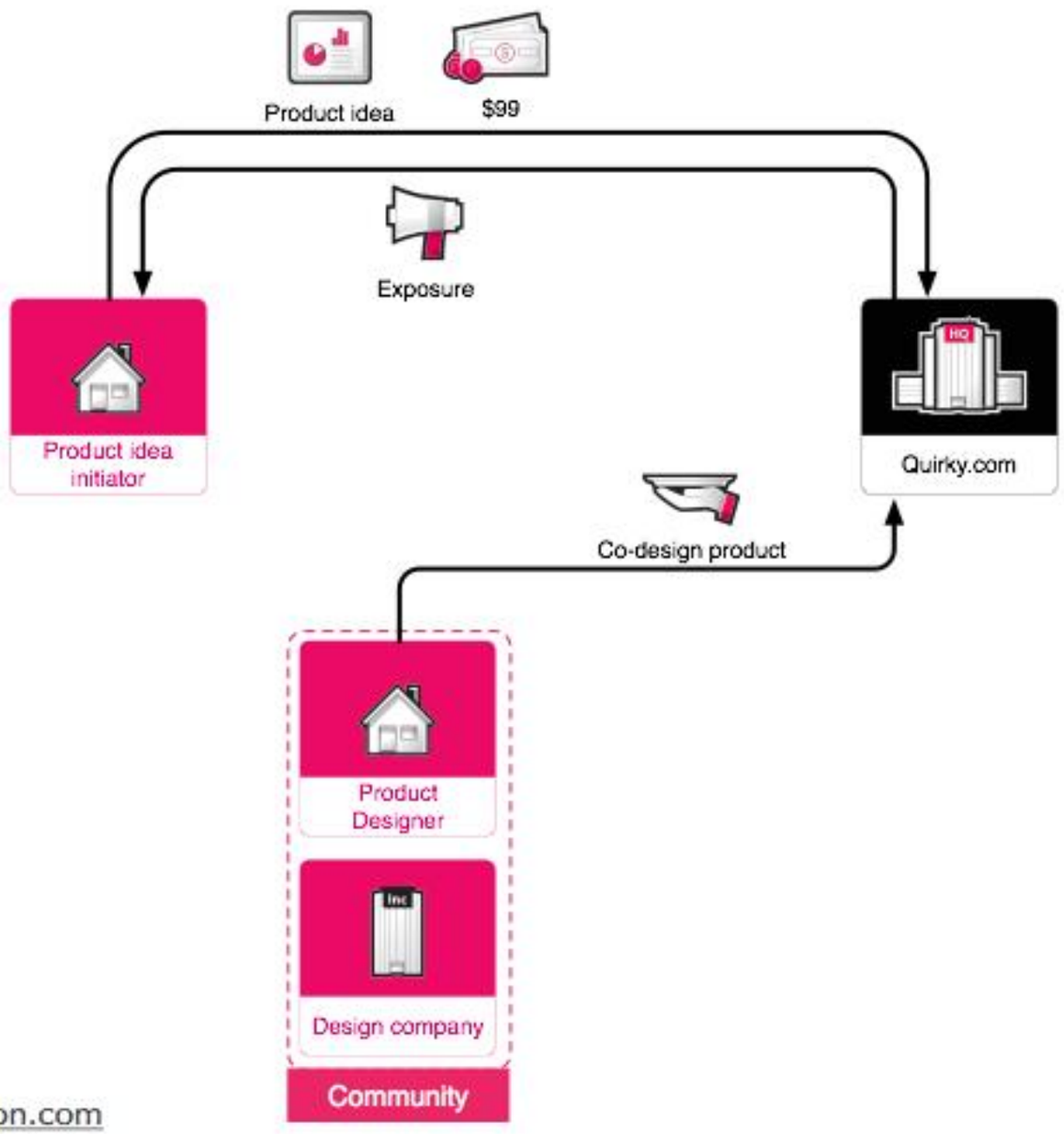
Highlights | Reviews | Influence & Stats | Press

Meet the Inventor

The Business Model behind Quirky.com

a co-creation platform + e-shop

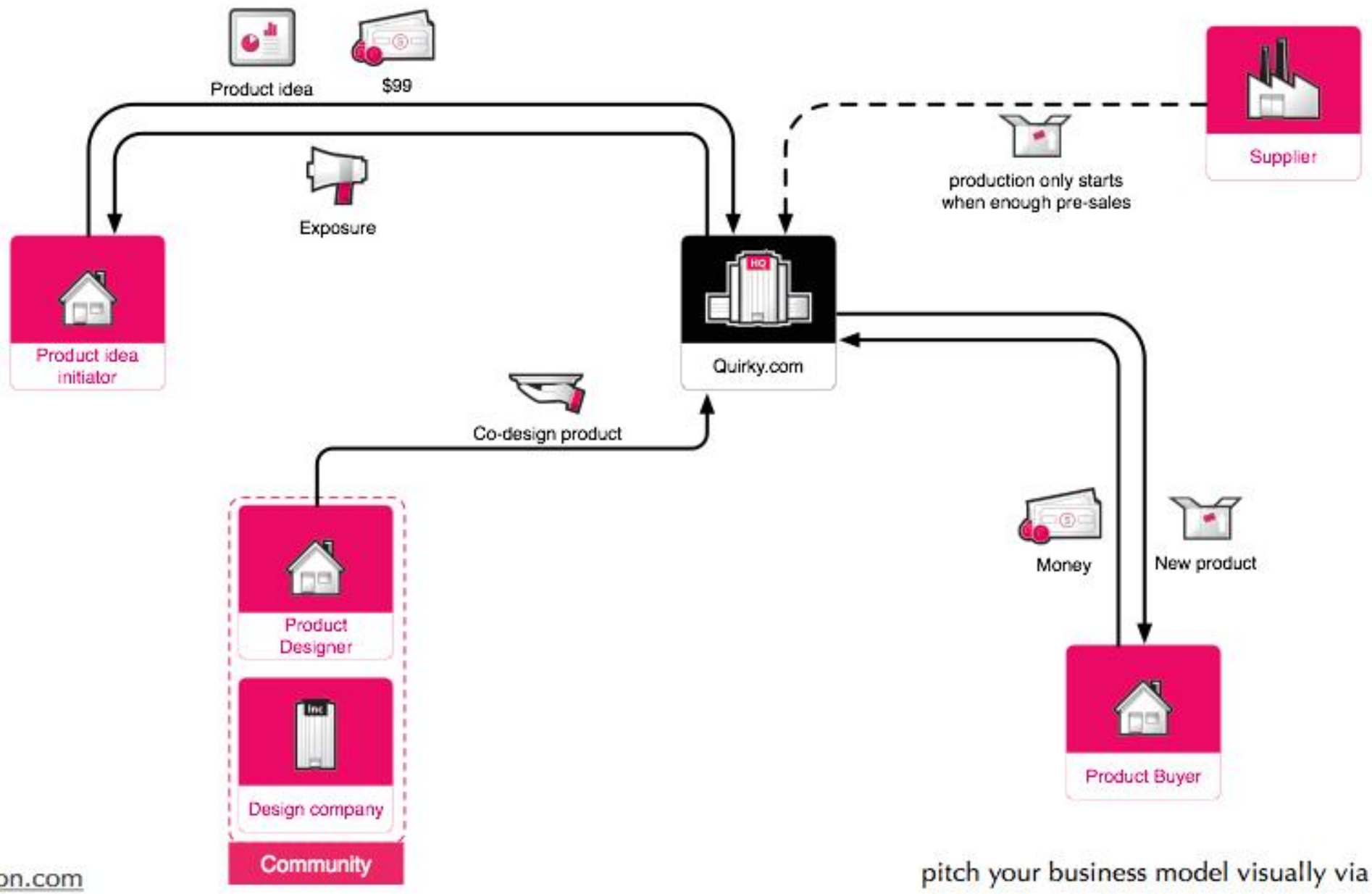
Inventors pay $99 to submit their idea to this co-creation platform. After selection a community of designers will co-design and improve this product.



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.



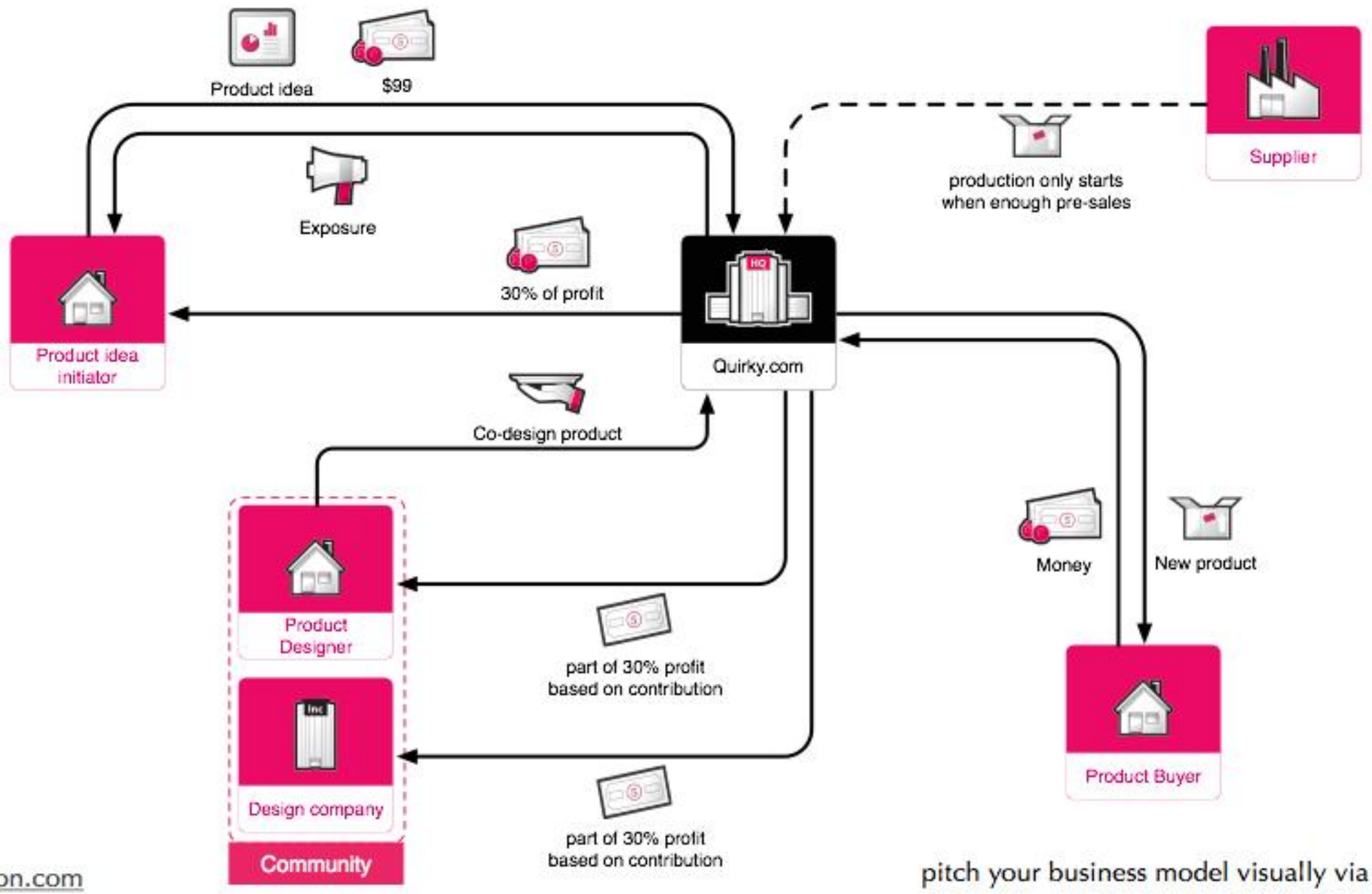
by BoardofInnovation.com

pitch your business model visually via this free template

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.



by BoardofInnovation.com

pitch your business model visually via this free template

quirky

Nick De Mey 0

Latest: Getting Started on Quirky

Search

Shop Participate Learn Community Blog

Your Account: Nick De Mey

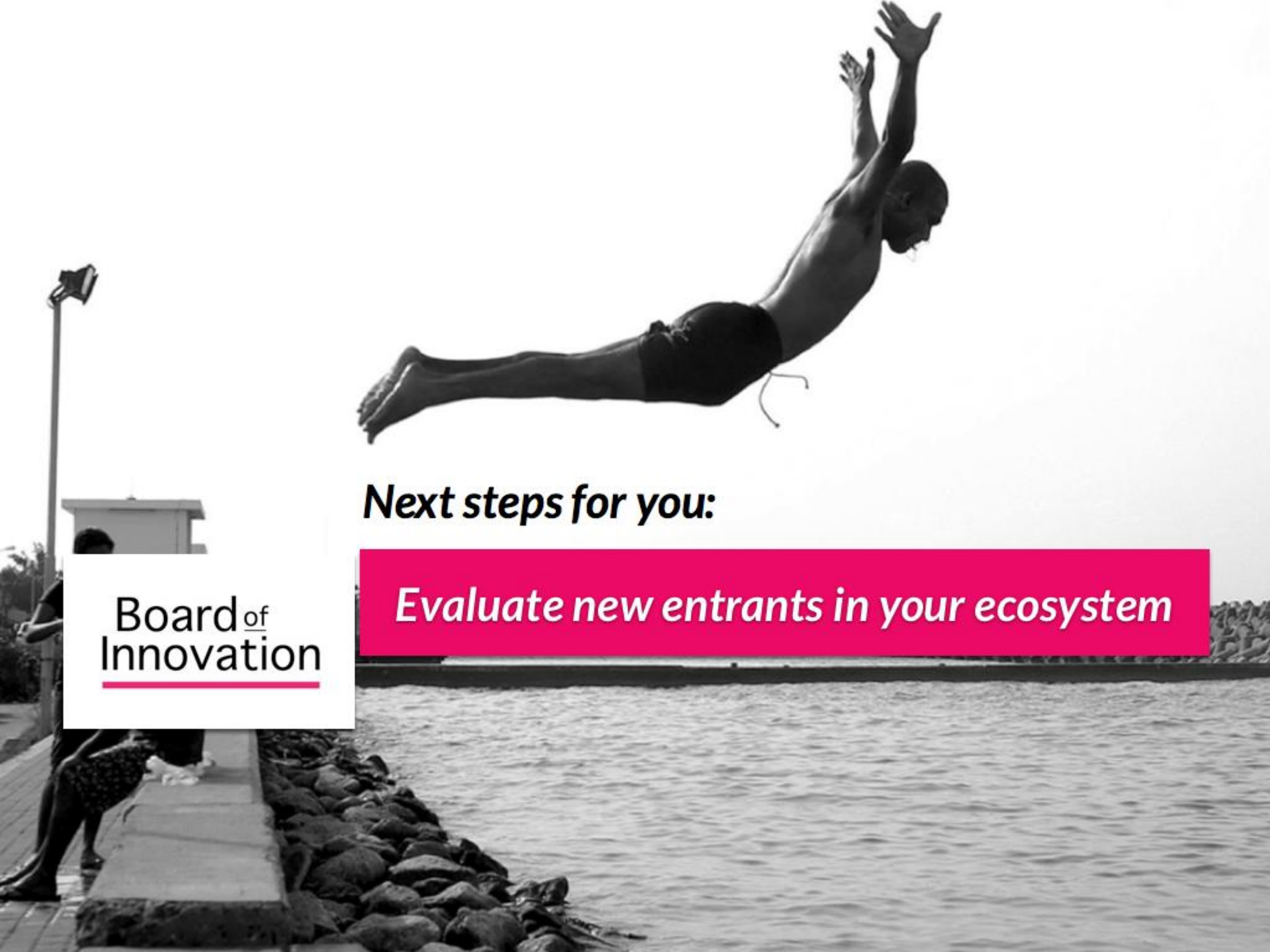
Edit Your Profile

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:

Evaluate new entrants in your ecosystem

Board of Innovation

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 Innovation

- *Evaluate new entrants in your ecosystem*
- *Keep an eye on the Gaming Industry*
- *Check out ThingLink vs Twitter*

Interactive images on Twitter via Thinglink

Armani
@armani

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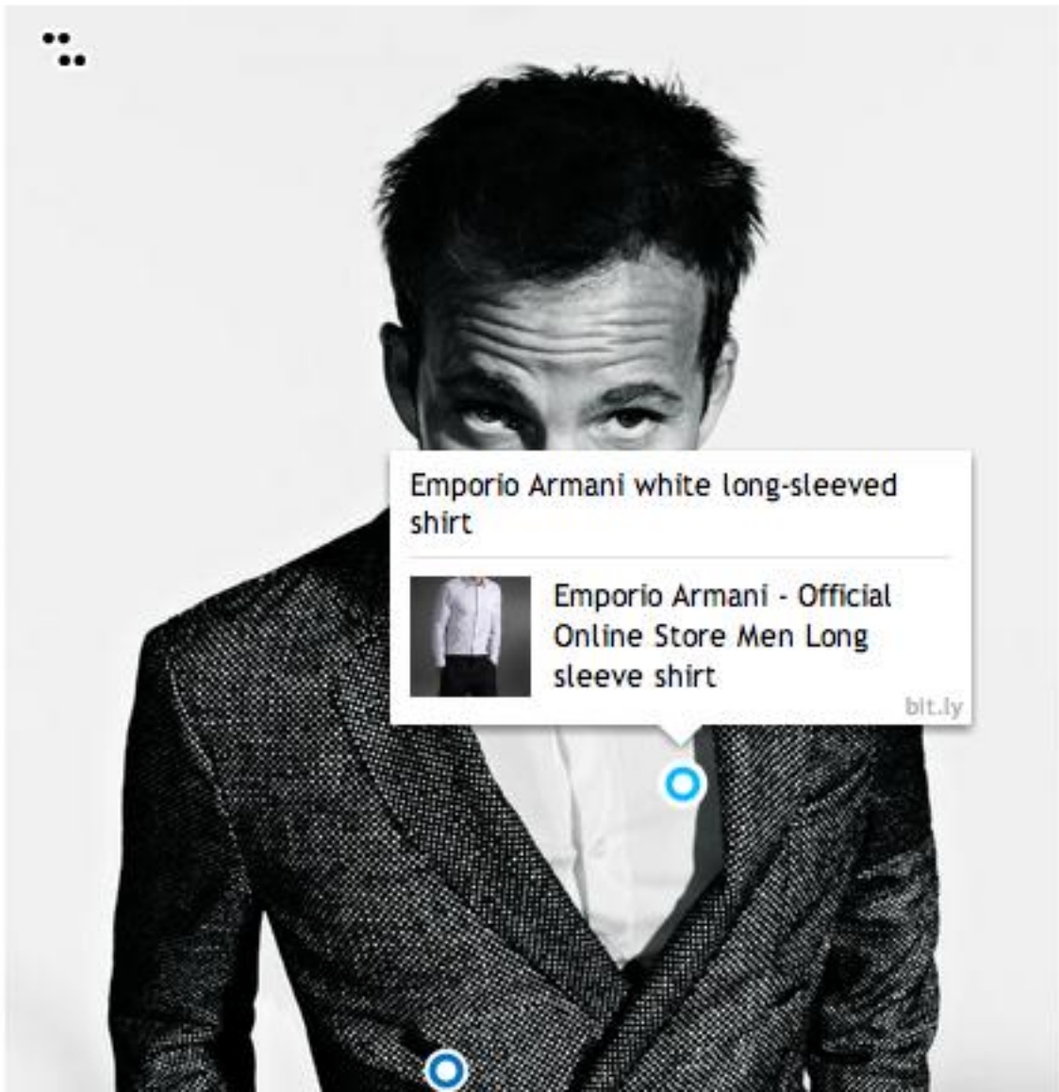

For all your Questions

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