

# **Business Model Canvas**

**: Tool to communicate your strategy**

**PORRAMATE CHUMYIM**

# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners พันธมิตร 	Key Activities กิจกรรมหลัก 	Value Propositions คุณค่าสินค้า/ บริการ 	Customer Relationships ความสัมพันธ์ กับลูกค้า 	Customer Segments กลุ่มลูกค้า 
	Key Resources ทรัพยากรหลัก 		Channels ช่องทางเข้าถึง ลูกค้า 	
Cost Structure โครงสร้างต้นทุน 			Revenue Streams รายได้หลัก 	



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 **Strategyzer**  
strategyzer.com

# แบบจำลองธุรกิจ (BUSINESS MODEL)

เรื่องมือในการ **“สื่อสารเป็นภาพใหญ่ เชิงกลยุทธ์”**

ที่ทำให้ทุกคนในทีมเข้าใจ  
เป็นภาพเดียวกัน - **ภาพในหัวเป็นแบบเดียวกัน**

ใช้ **“ออกแบบ + แก๊ซ”** เพื่อเป็นทางเลือกต่างๆ (หลายๆโมเดล)  
เพื่อให้ธุรกิจใหม่หรือที่มีอยู่มี**วิธีการที่ทำให้เติบโต**



BACKSTAGE

FRONTSTAGE



# INNOVATION TRINITY



The diagram consists of three overlapping circles: a light blue circle on the left, a yellow circle on the right, and a green circle at the bottom. Each circle is connected to a corresponding colored rectangular box. The intersection of all three circles is marked with a small white dot.

**BUSINESS VIABILITY**  
**"CAPTURE VALUE"**

**CUSTOMER DESIRABILITY**  
**"CREATE VALUE"**

**TECHNICAL FEASIBILITY**  
**"DELIVER VALUE"**

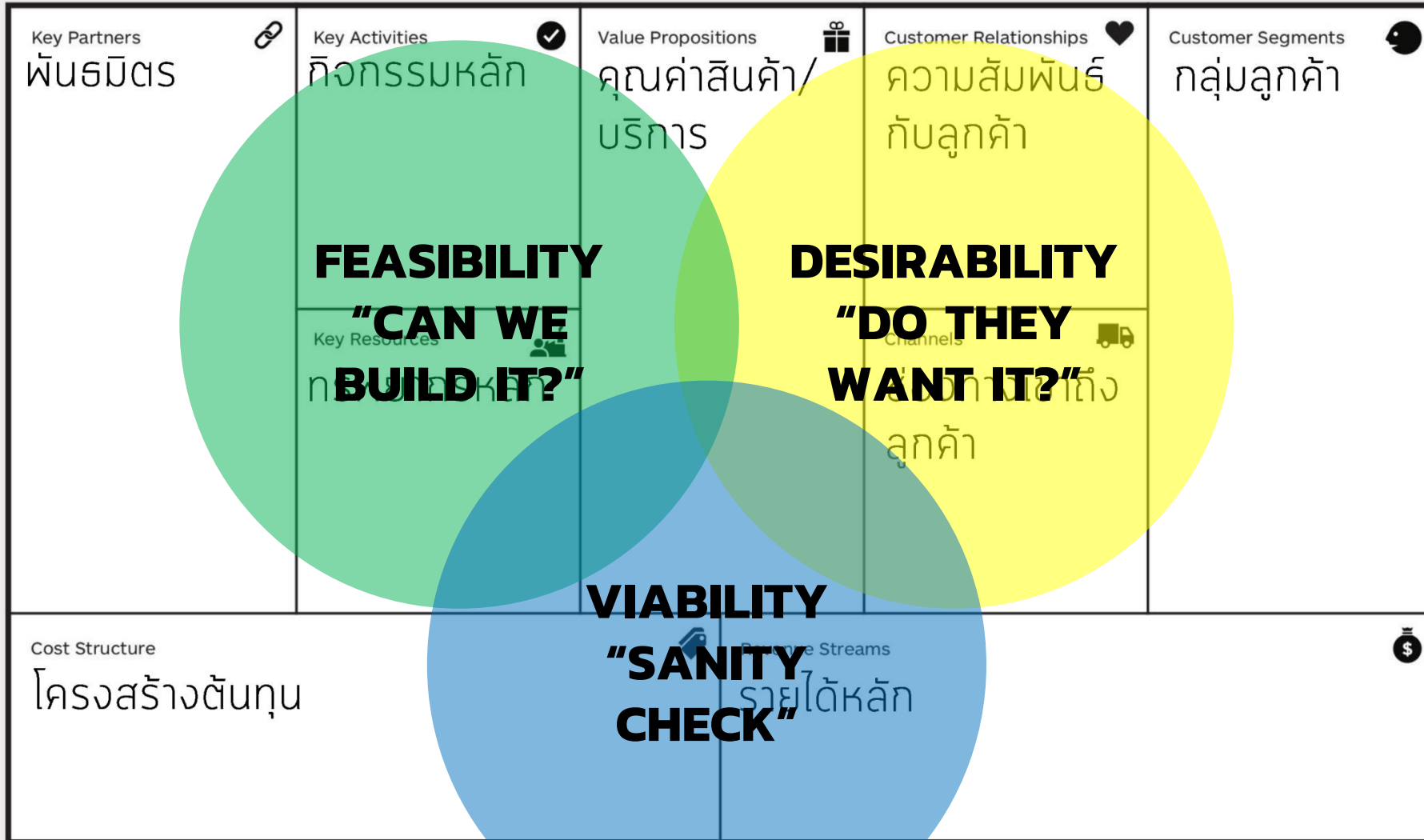
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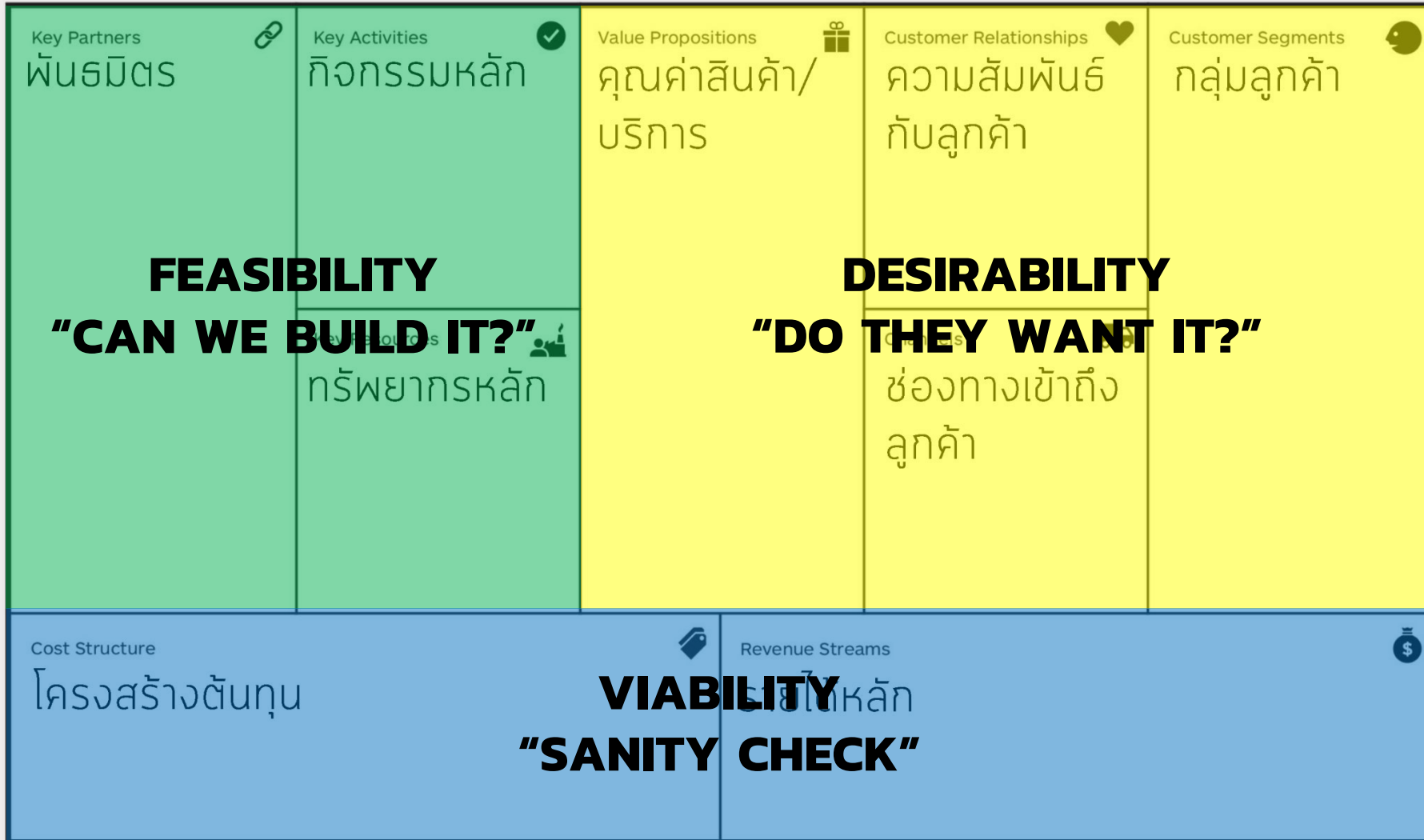
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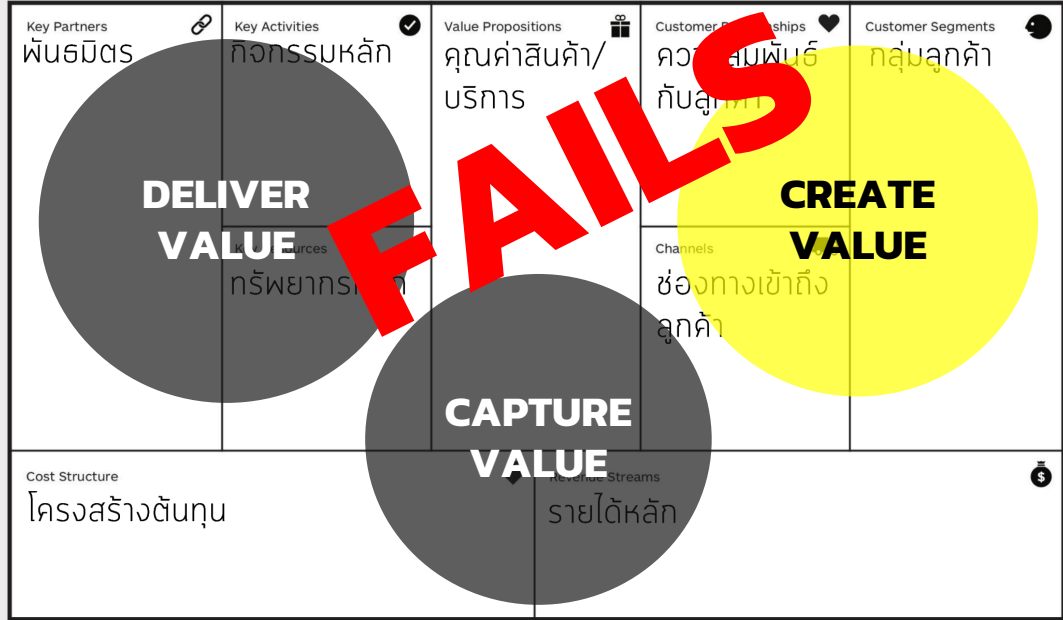
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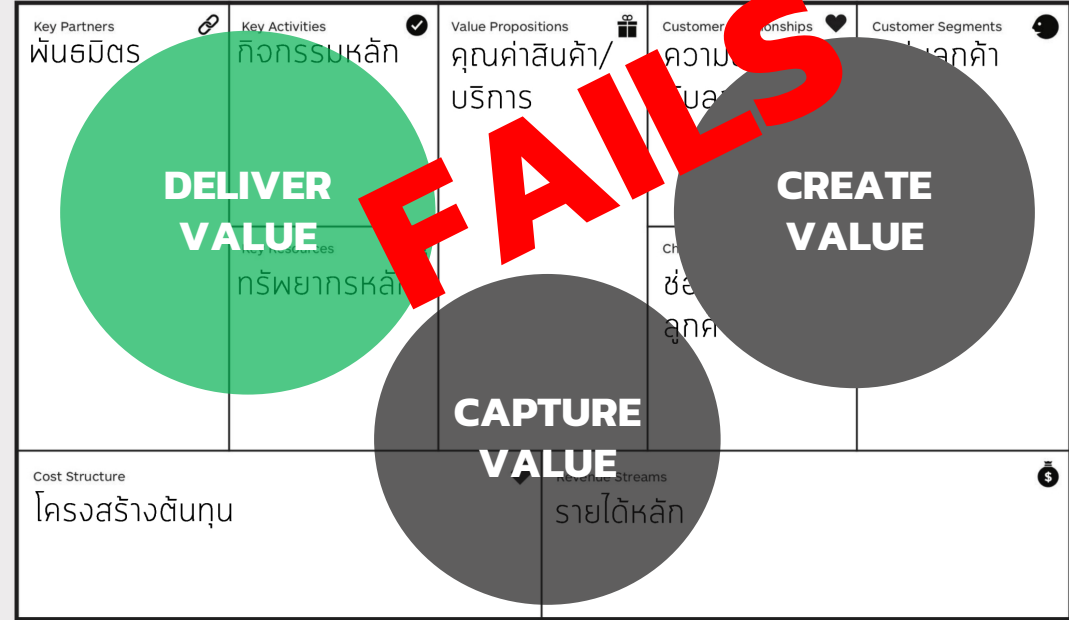
### The Business Model Canvas

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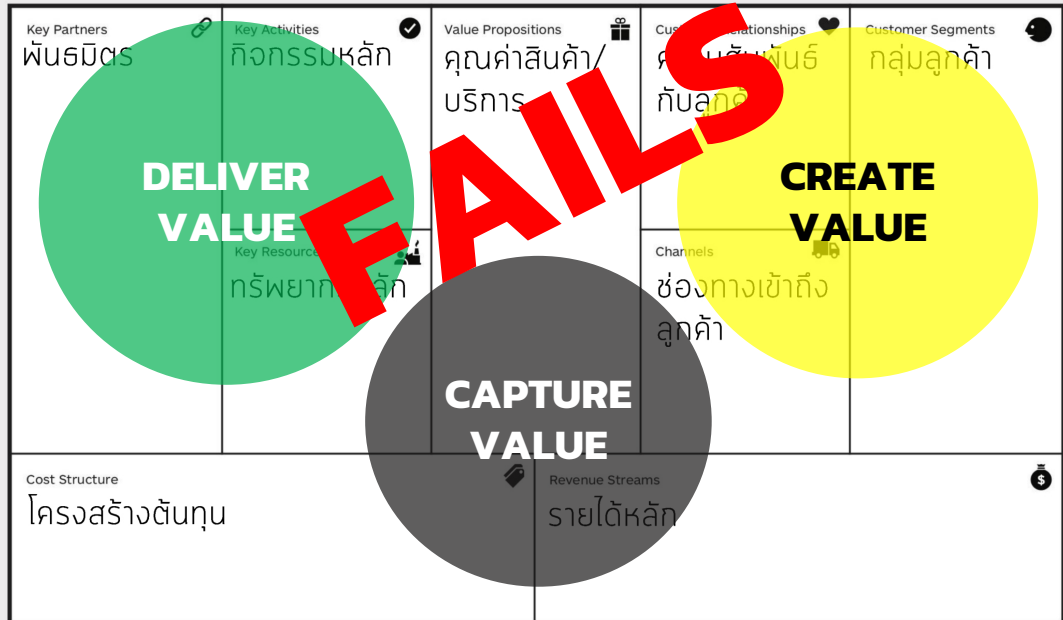
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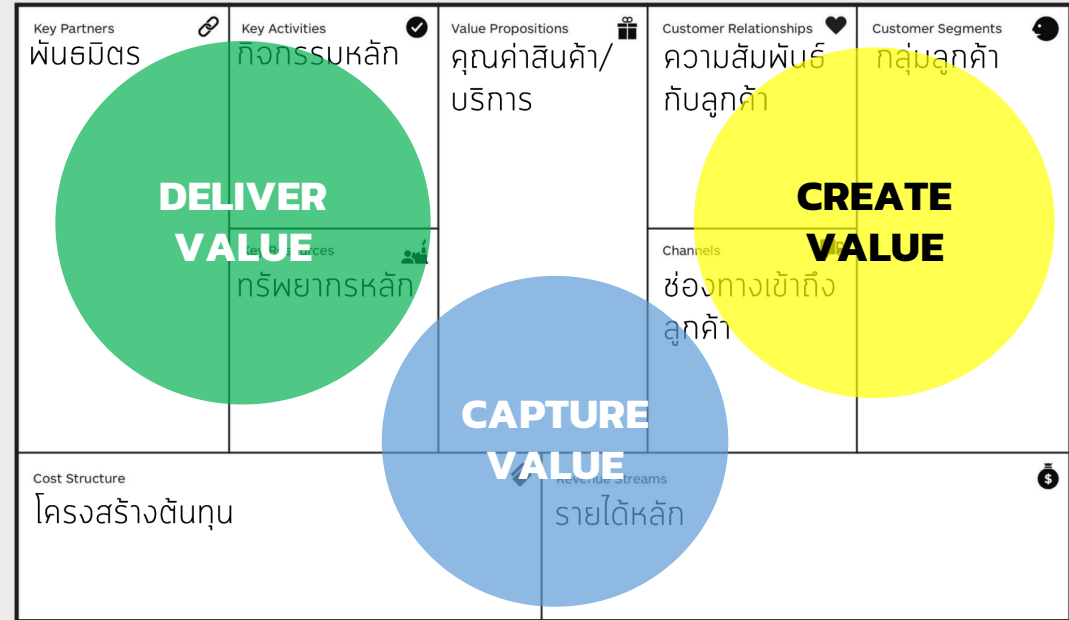
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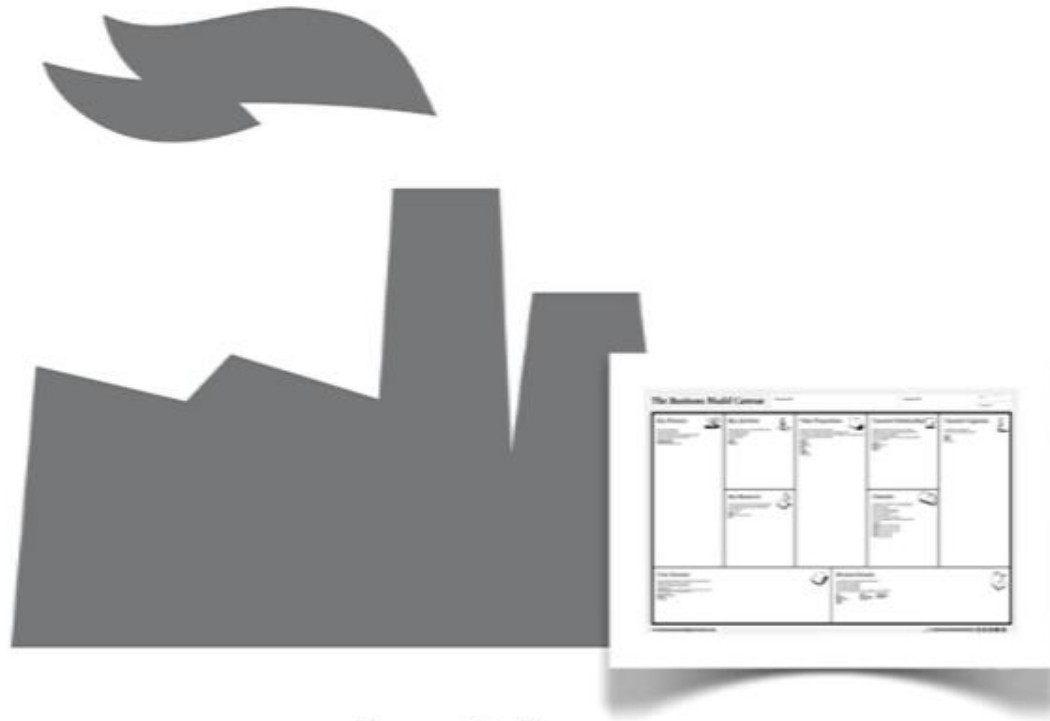




business  
models expire  
like a yogurt in  
the fridge

*Improve*

*Invent*



**existing**



**new**

# Ground rules

# Rule #1

Use sticky notes!

**Avoid writing  
directly on a  
canvas**

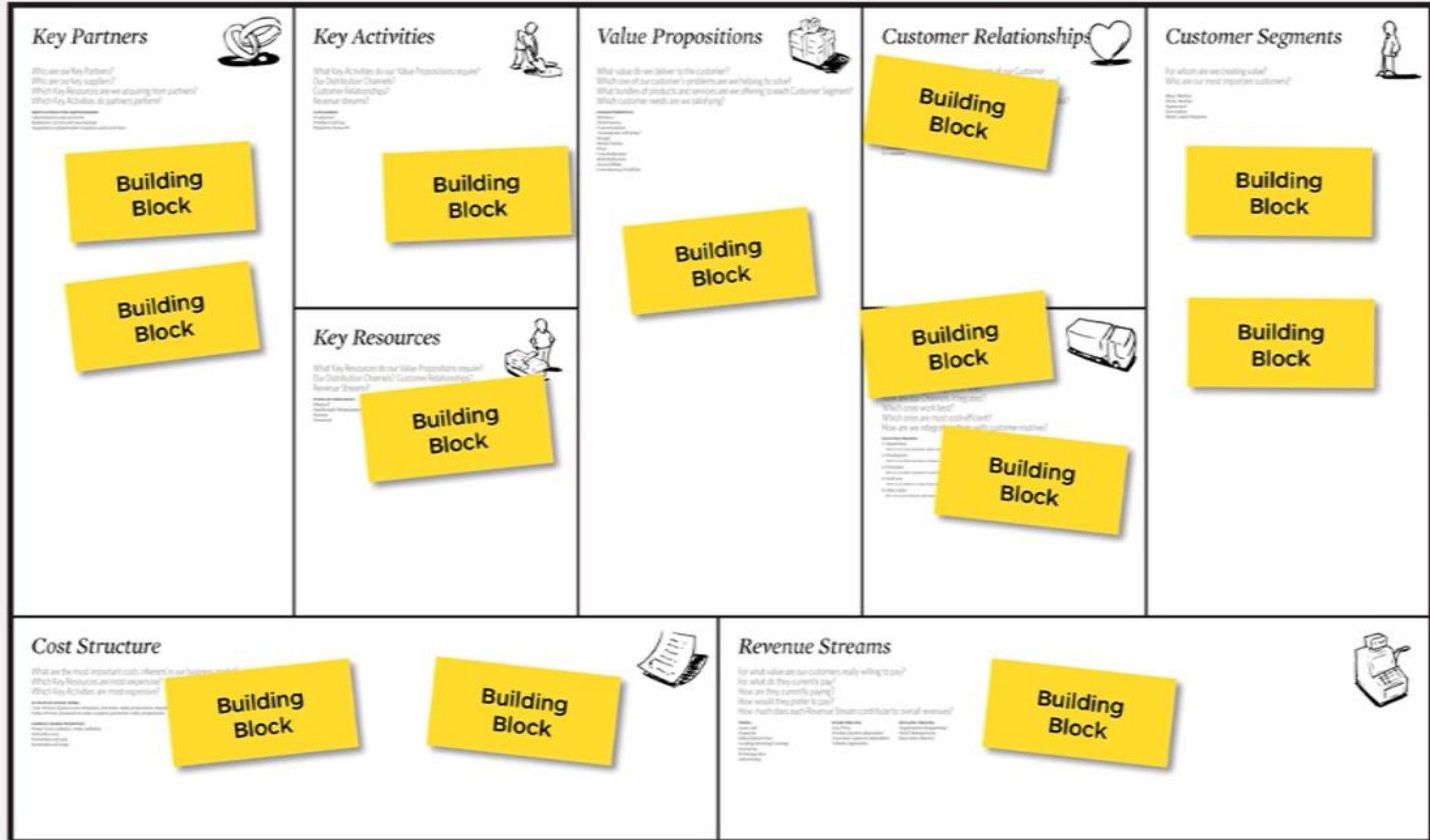
# The Business Model Canvas

Designed for:

Designed by:


On:

Iteration:





# Rule #2



blah  
blah blah blah  
blah ...

**Don't get  
stuck with  
*blah blah blah***

# Rule #3



**Start with  
*any* building  
block**

# Rule #4

- Never
- Use
- Bullets

***Never* use  
bullet points**










# The Business Model Canvas

Designed for:

Designed by:

Date:

Iteration:

<h3>Key Partners</h3>  <p>Who are our key partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Activities:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>	<h3>Value Propositions</h3>  <p>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?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect as 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?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Partners:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>	<div style="background-color: yellow; padding: 5px; border: 1px solid black;"> <ul style="list-style-type: none"> <li>SALES</li> <li>RETAIL</li> <li>WEB</li> </ul> </div>
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>		<h3>Revenue Streams</h3>  <p>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?</p> <p>Key Partners:</p> <p>Key Resources:</p> <p>Key Channels:</p> <p>Key Customer Segments:</p>		

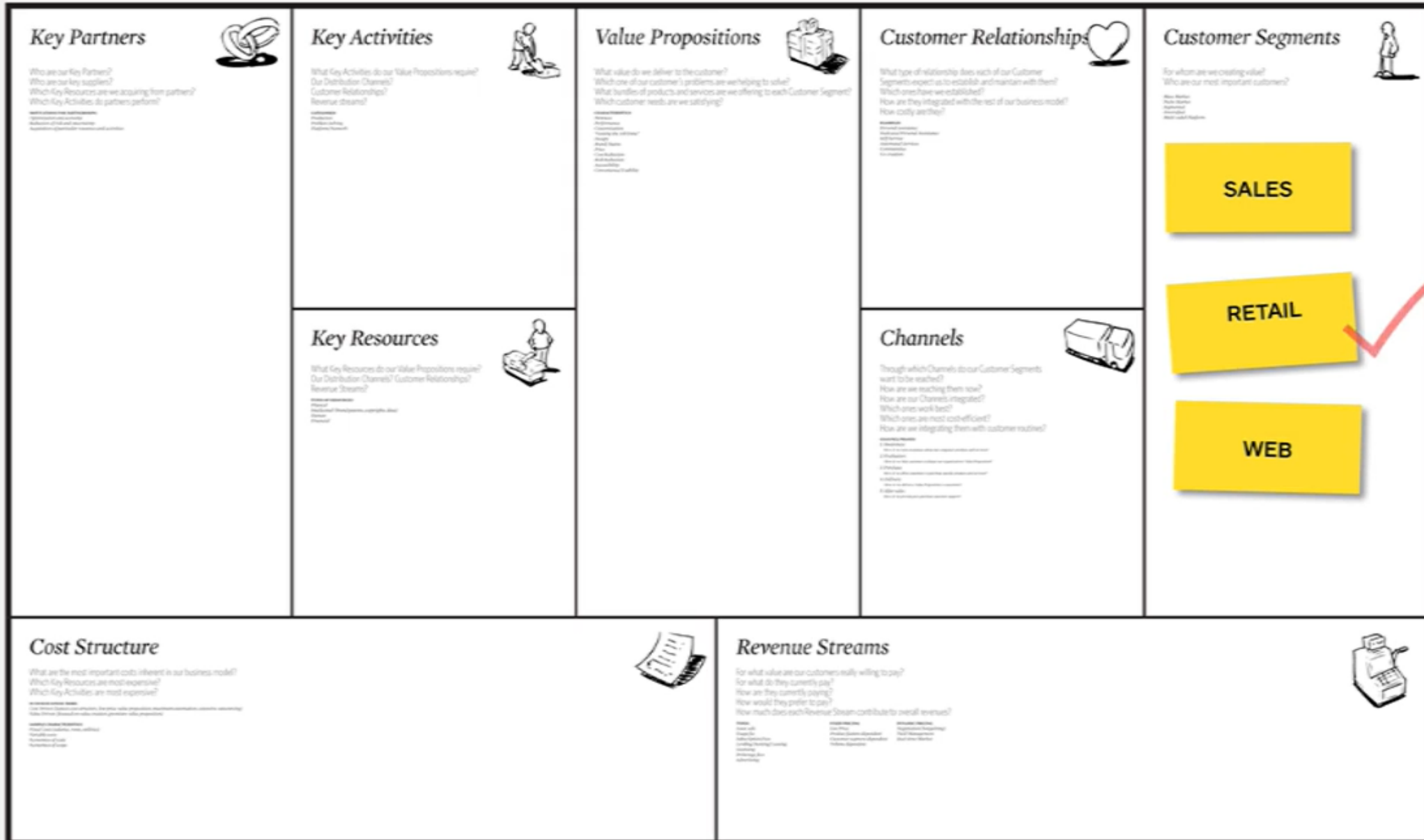
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Designed for:

Designed by:

Date:

Revision:





# Rule #5

Too much  
detail is more  
blah blah blah  
blah blah blah

# Avoid too much detail

# Traveling Oral Surgery

## KEY PARTNERS

- Practice Administrators provide access to the Dental Clinics
- Dental Clinics provide access to the indigent population and the facilities to provide advanced oral care services
- Oral Surgeons provide the needed skills the
- perform the advanced oral care
- Dental anesthesiologists as required to perform surgeries

## KEY ACTIVITIES

- Performing oral surgeries and advanced oral care/procedures
- Billing and submitting claims to Medicaid
- Staffing for performance of surgeries

## KEY RESOURCES

## VALUE PROPOSITIONS

- Medicaid benefits from the reduction of ongoing costs of oral hygiene by providing preventative care

## Customer Relationships

- An arms length, Very impersonal relationship with Medicaid
- A one-to-one personal relationship with dental care

## Channels

## Customer Segments

- Medicaid
- Dental Clinics
- Indigent Population
- Parents of Children w/ Dental Needs on Medicaid
- Children w/ Dental Needs

## Cost Structure

- on and compliance ongoing costs
- Dental facilities in scheduled locations
- Personnel required for operation and procedures
- Dental supplies necessary for surgery and advance care procedures

## Revenue Streams

- We will make money by directly submitting claims and billing to Medicaid
- These will be fees for oral surgeon, the anesthesiologist, and the required facilities
- The dental clinics and the indigent population are not actual payers but are fees beneficiaries of the model

# Traveling Oral Surgery

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# The Business Model Canvas

Designed for:

# Granularity

Designed by:

On:

Iteration:





# The Business Model Canvas

Designed for:

# Granularity

Designed by:

On:

Iteration:





# The Business Model Canvas

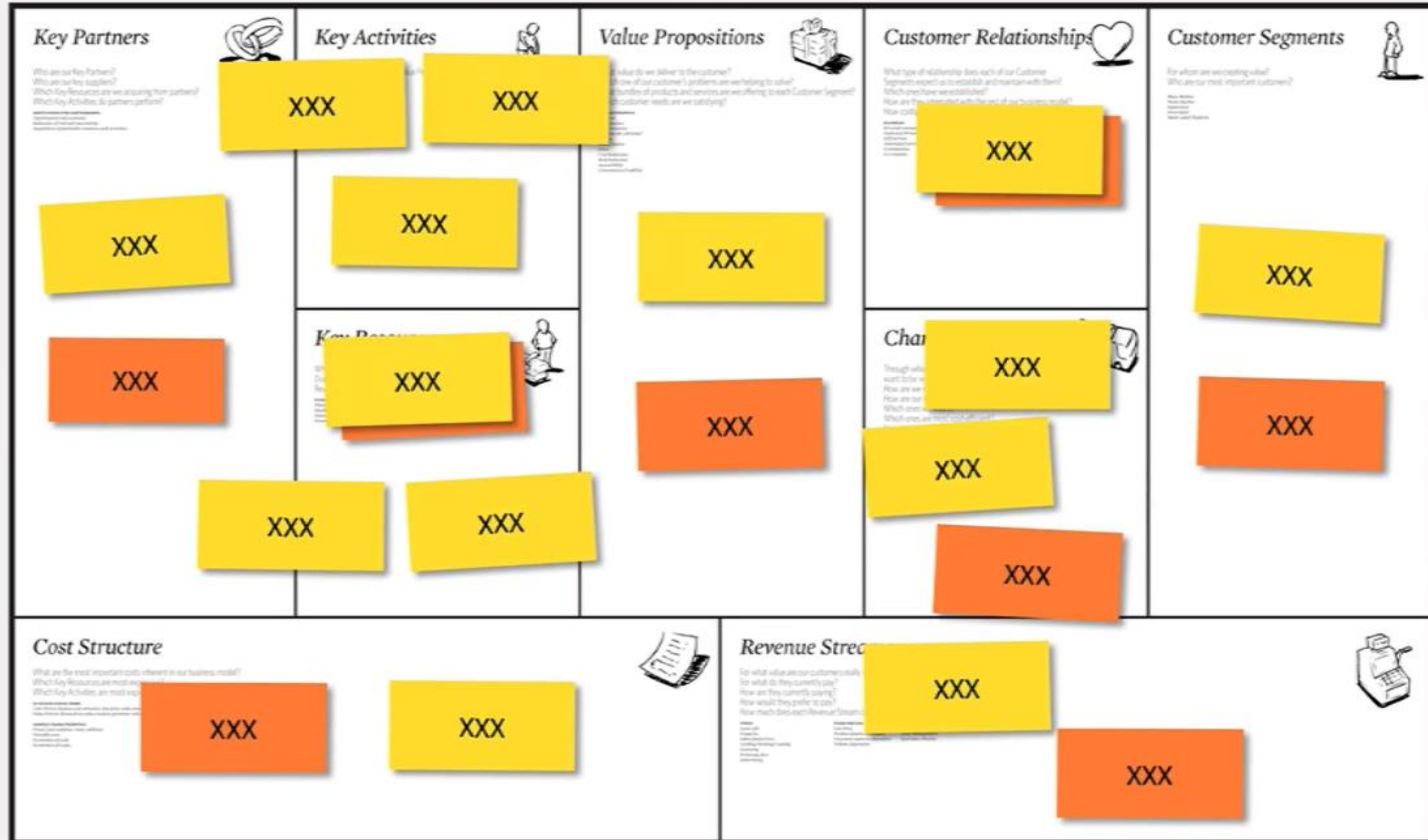
Designed for:

# Big picture

Designed by:

Date:

Iteration:



# Rule #6



**Be precise for  
*every* building  
block**

# Summary

Source : Alex Osterwalder & Yves Pigneur - Strategyzer

Use sticky notes!

**Rule #1**  
Use sticky notes on the canvas

blah  
blah blah  
blah blah ...

**Rule #2**  
Just start. No  
*blah blah blah*



**Rule #3**  
Start *anywhere*,  
and with any  
building block.

- Never
- Use
- Bullets

**Rule #4**  
Never use  
bullet points

Too much detail  
is more blah blah  
blah blah blah blah  
blah blah blah blah

**Rule #5**  
Avoid too  
much detail



**Rule #6**  
Be precise for  
each building  
block





**Demographics:**

38, married, 2 children, \$98'000 income, etc.

**Psychographics:**

Hard-working, believes in meritocracy, supports gay marriage etc.

**Behavior:**

Marathon runner, dislikes watching TV, does homework with kids every day, etc.

**Jobs-To-Be-Done:**

Manage family, keep kids' grades up, keep up-to-date professionally, help project team hit deadlines, etc.

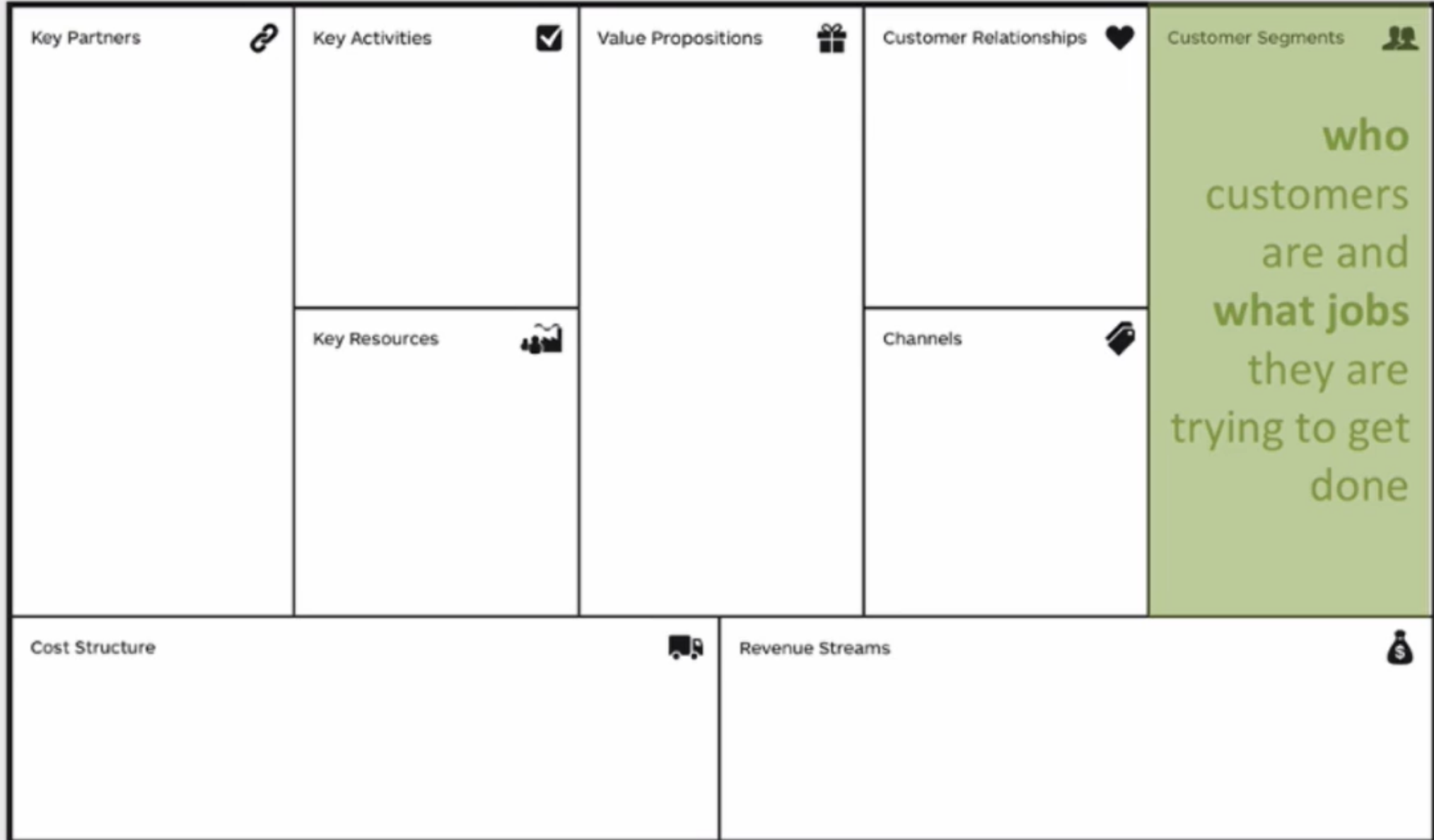
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# HOW TO CREATE VALUE FOR YOUR CUSTOMER(S)

วิธีสร้างคุณค่าให้กับลูกค้าแต่ละกลุ่ม

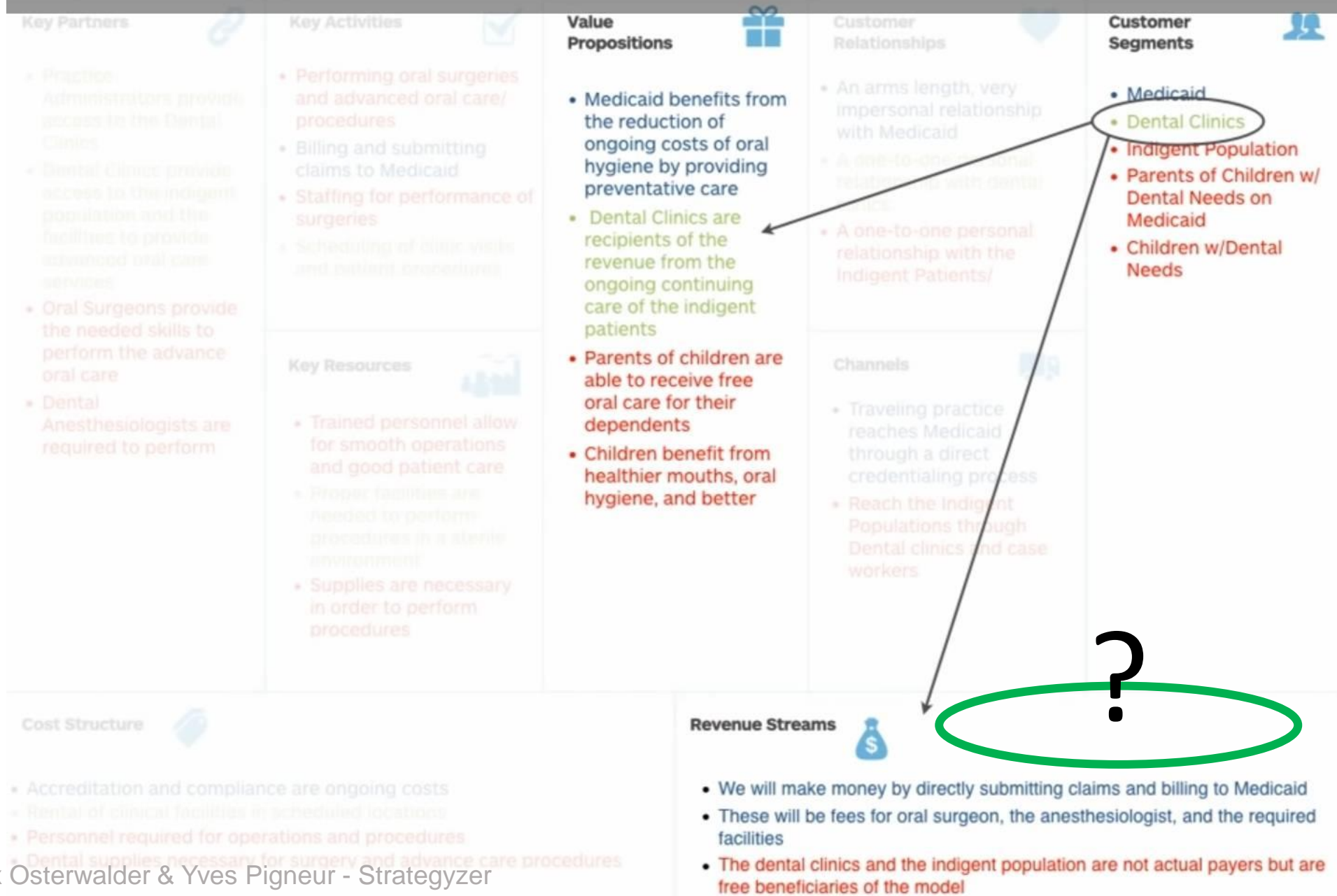
## Google Business Model

Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
<ul style="list-style-type: none"> <li>Distribution Partners</li> <li>Open Handset Alliance</li> <li>OEMs (for Chrome OS devices)</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D – Build New Products, Improve Existing products</li> <li>Manage Massive IT Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Web Search, Gmail, Google+</li> <li>Targeted Ads using Adwords (CPC)</li> <li>Extend Ad campaigns using AdSense</li> <li>Display Advertising Mgmt Services</li> <li>OS and Platforms – Android, Chrome OS</li> <li>Hosted web-based Google Apps</li> </ul>	<ul style="list-style-type: none"> <li>Automation (where possible)</li> <li>Dedicated Sales for large accounts</li> </ul>	<ul style="list-style-type: none"> <li>Internet Users</li> <li>Advertisers, Ad Agencies</li> <li>Google Network Members</li> <li>Mobile device owners</li> <li>Developers</li> <li>Enterprises</li> </ul>
	<b>Key Resources:</b> <ul style="list-style-type: none"> <li>Datacenters</li> <li>IPs, Brand</li> </ul>		<b>Channels:</b> <ul style="list-style-type: none"> <li>Global Sales and Support Teams</li> <li>Multi-product Sales force</li> </ul>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>Traffic Acquisition Costs</li> <li>R&amp;D Costs (mainly personnel)</li> <li>Data center operations</li> <li>S&amp;M, G&amp;A</li> </ul>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>Ad Revenues – Google websites</li> <li>Ad Revenues – Google n/w websites</li> <li>Enterprise Product Sales</li> <li>Free</li> </ul>		

HOW TO CREATE VALUE  
FOR YOUR BUSINESS

วิธีต่างๆในสร้างคุณค่าให้กับธุรกิจ  
(วิธีการทำเงินจากลูกค้าแต่ละกลุ่ม)

# Travelling Oral Surgery



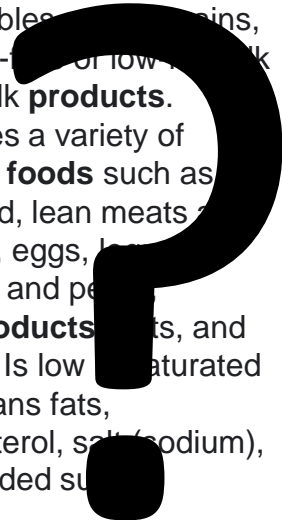
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ไม่ควรทำแบบนี้ เพราะ

1. VP ไม่สัมพันธ์กับลูกค้าแต่ละ Segments
2. รายละเอียดแบบนี้ไม่เอื้อให้เห็นภาพใหญ่

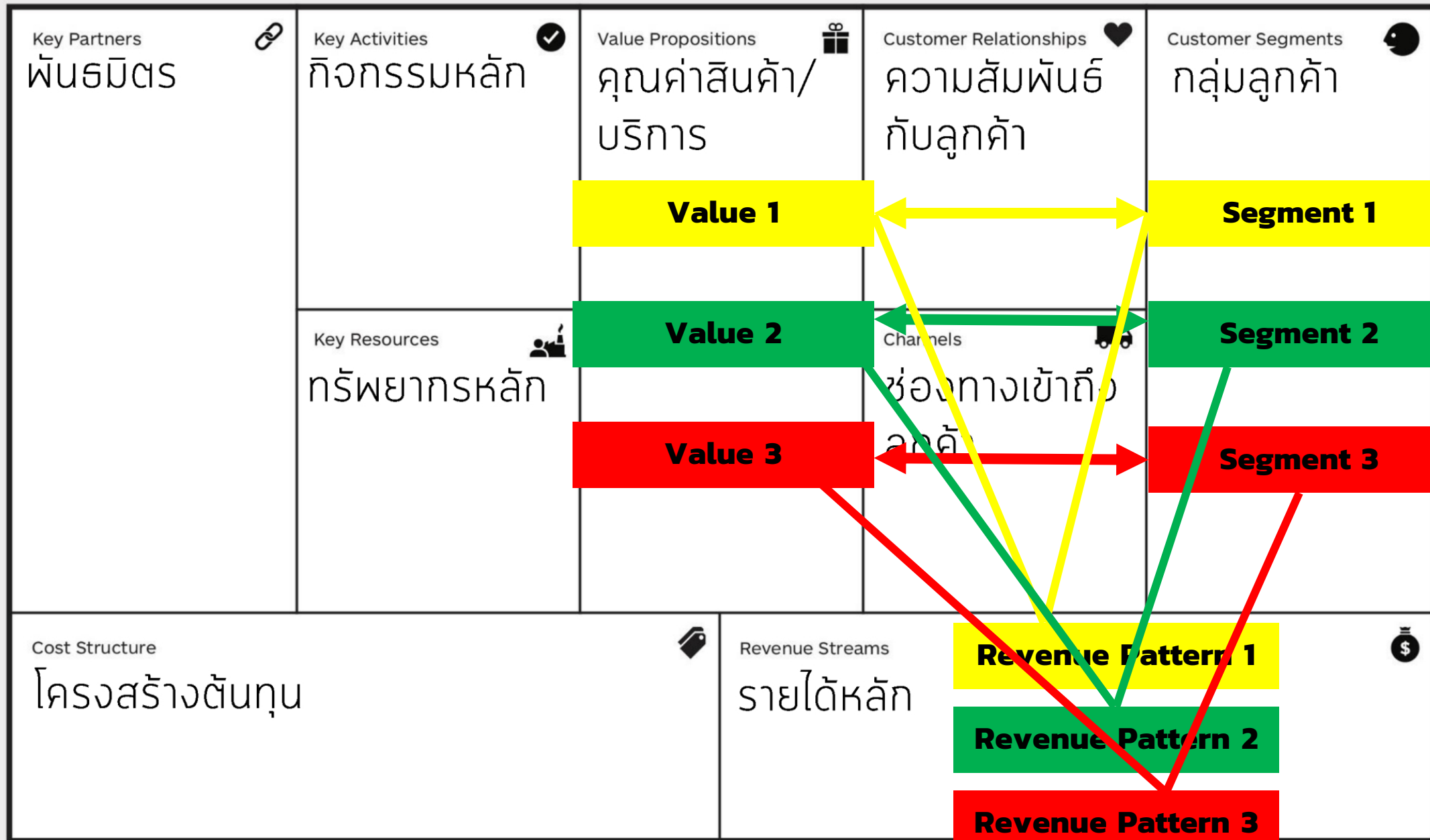
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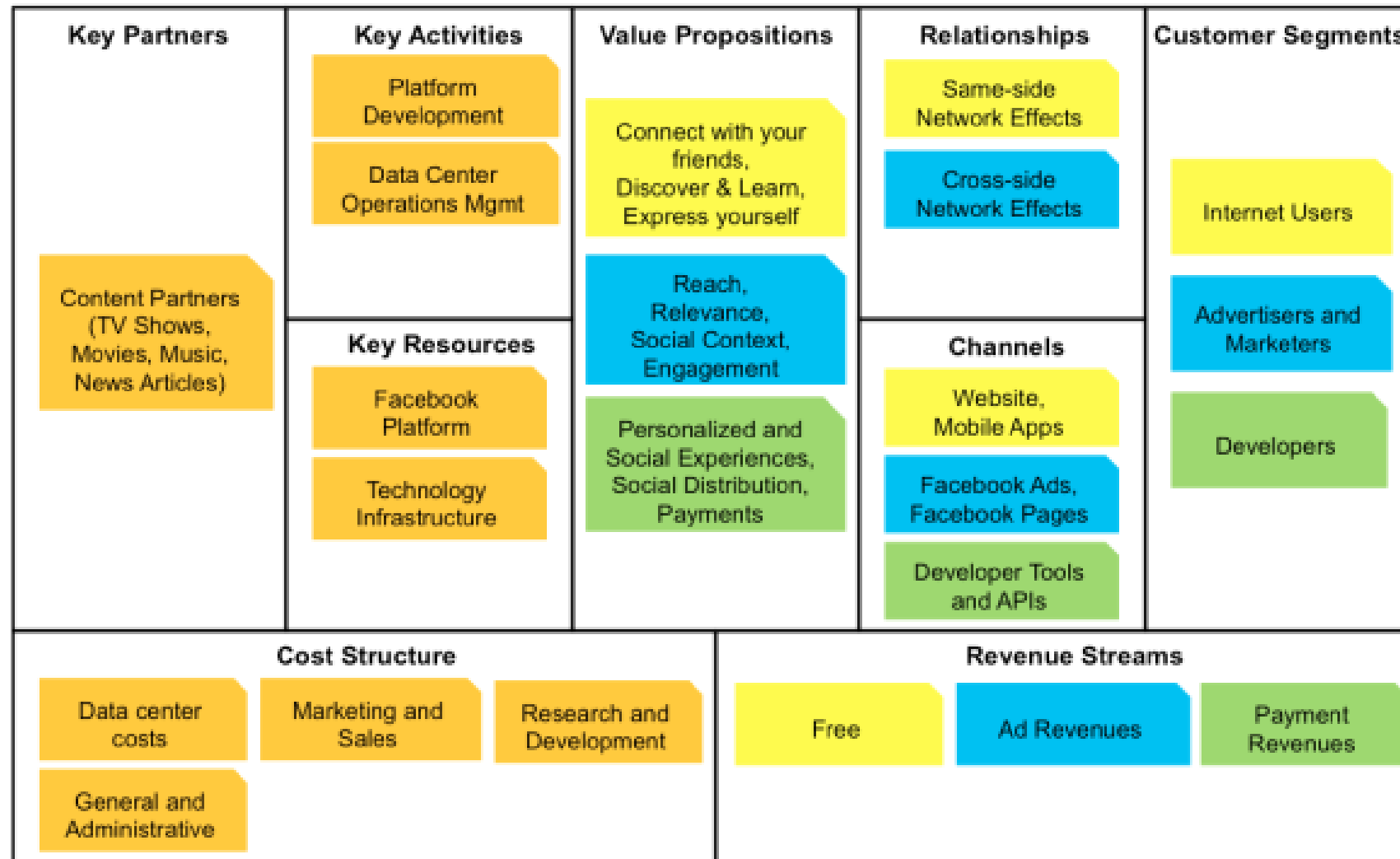
Date:

Version:





## Facebook – World's leading Social Networking Site (SNS)





# The Business Model Canvas

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Version:



## VALUE PROPOSITIONS(S)

ข้อเสนอที่มีคุณค่าต่อลูกค้าแต่ละกลุ่ม

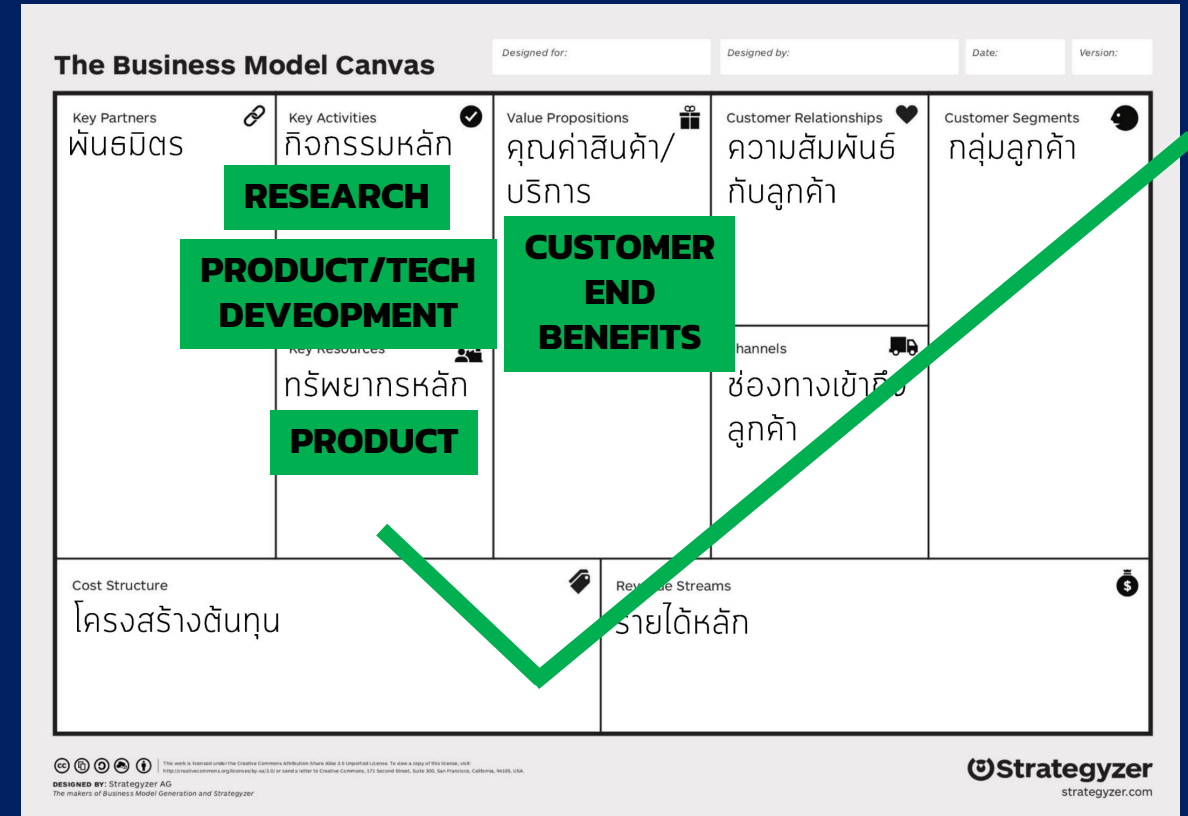
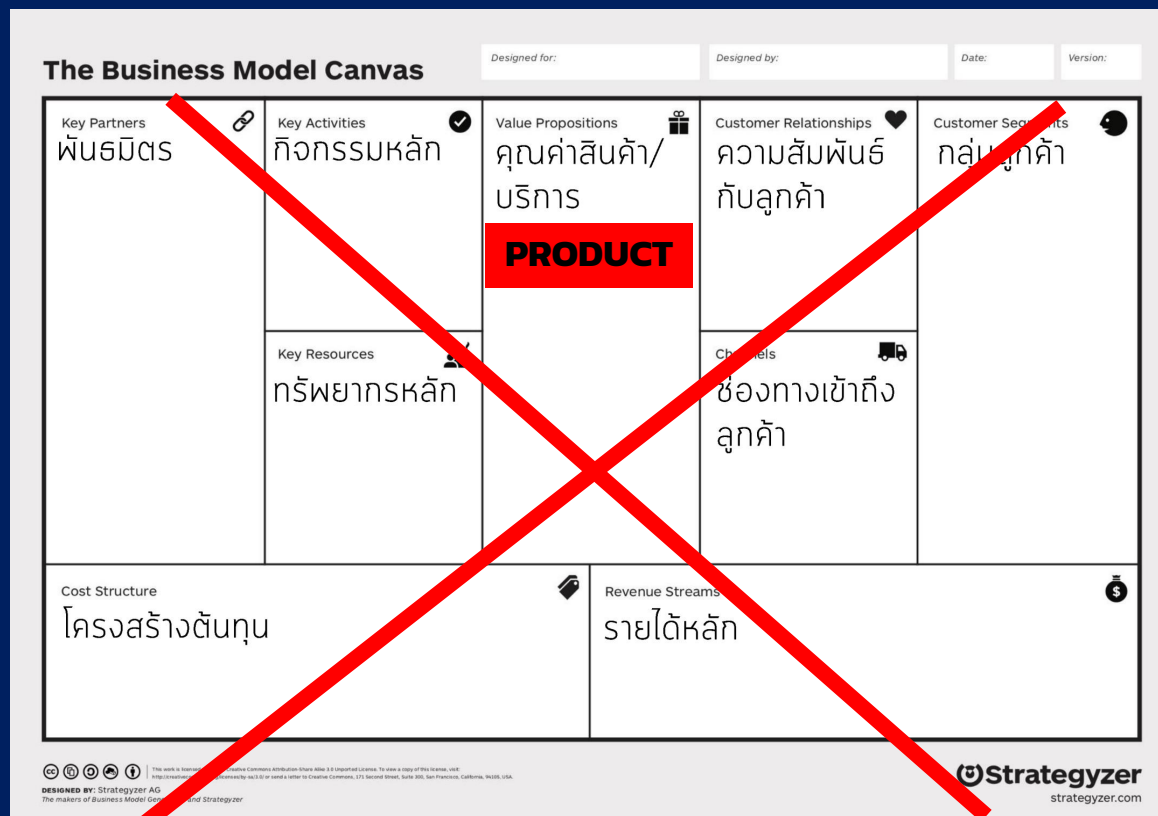
**\*\*HOW\*\*** ผลิตภัณฑ์และบริการของเรา ตอบโจทย์ลูกค้า  
แก้ปัญหา และ เพิ่มประโยชน์ให้กับลูกค้าแต่ละกลุ่ม

อะไรเป็นเหตุผลที่ลูกค้า “เลือกเป็นลูกค้าเรา” โดยไม่เลือกคู่แข่ง

**VALUE PROPOSITIONS** **\*\*ไม่ใช่\*\*** ตัวเทคโนโลยี/งานวิจัย/ผลิตภัณฑ์  
แต่คือ “ประโยชน์ปลายทางที่ลูกค้าแต่ละกลุ่มจะได้รับ”

# ผลิตภัณฑ์ของเรา ไม่ใช่ VALUE PROPOSITIONS

แต่เป็น "KEY RESOURCES (ทรัพยากรหลัก)"

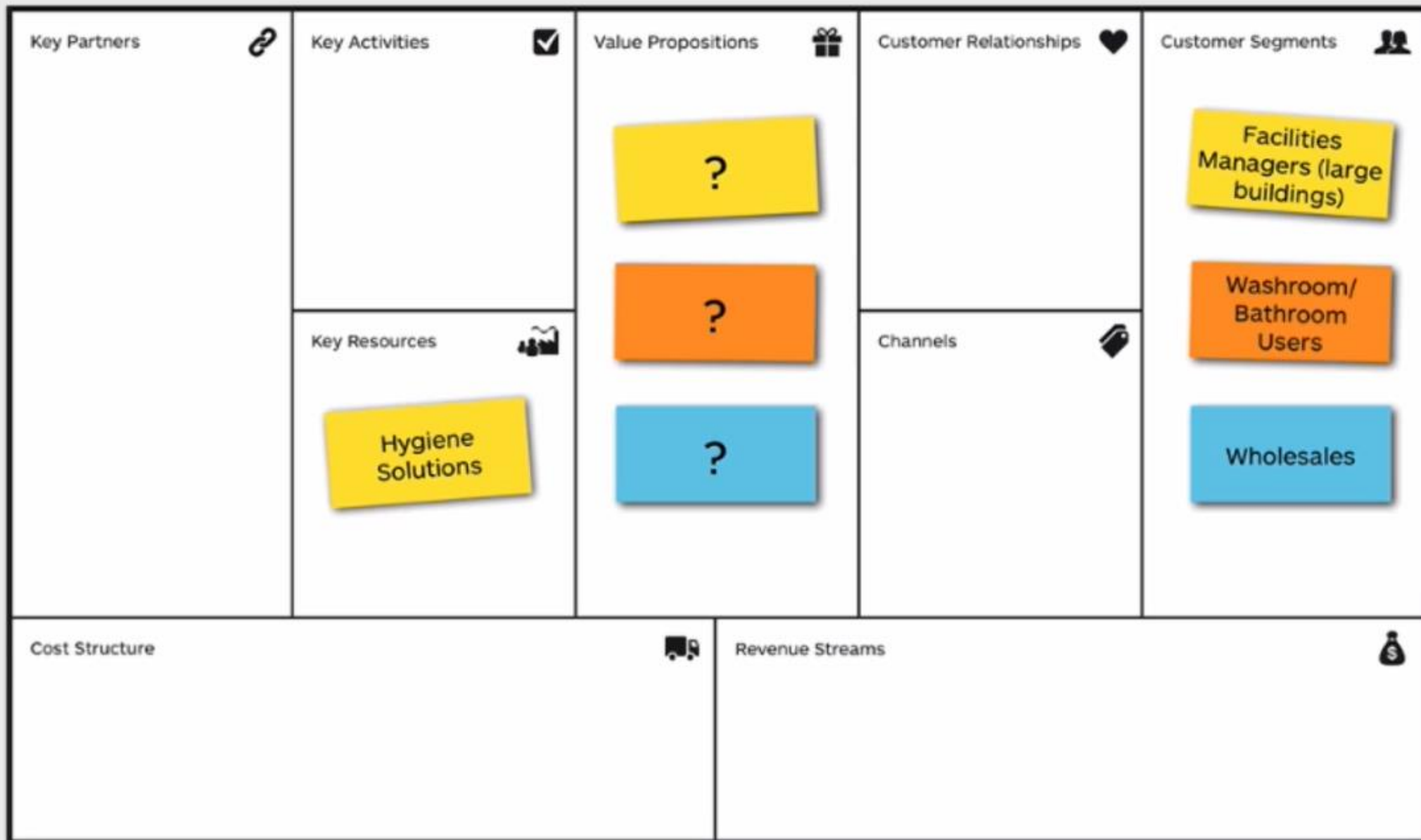


# The Business Model Canvas

## Hygiene Product Company

Date:

Version:

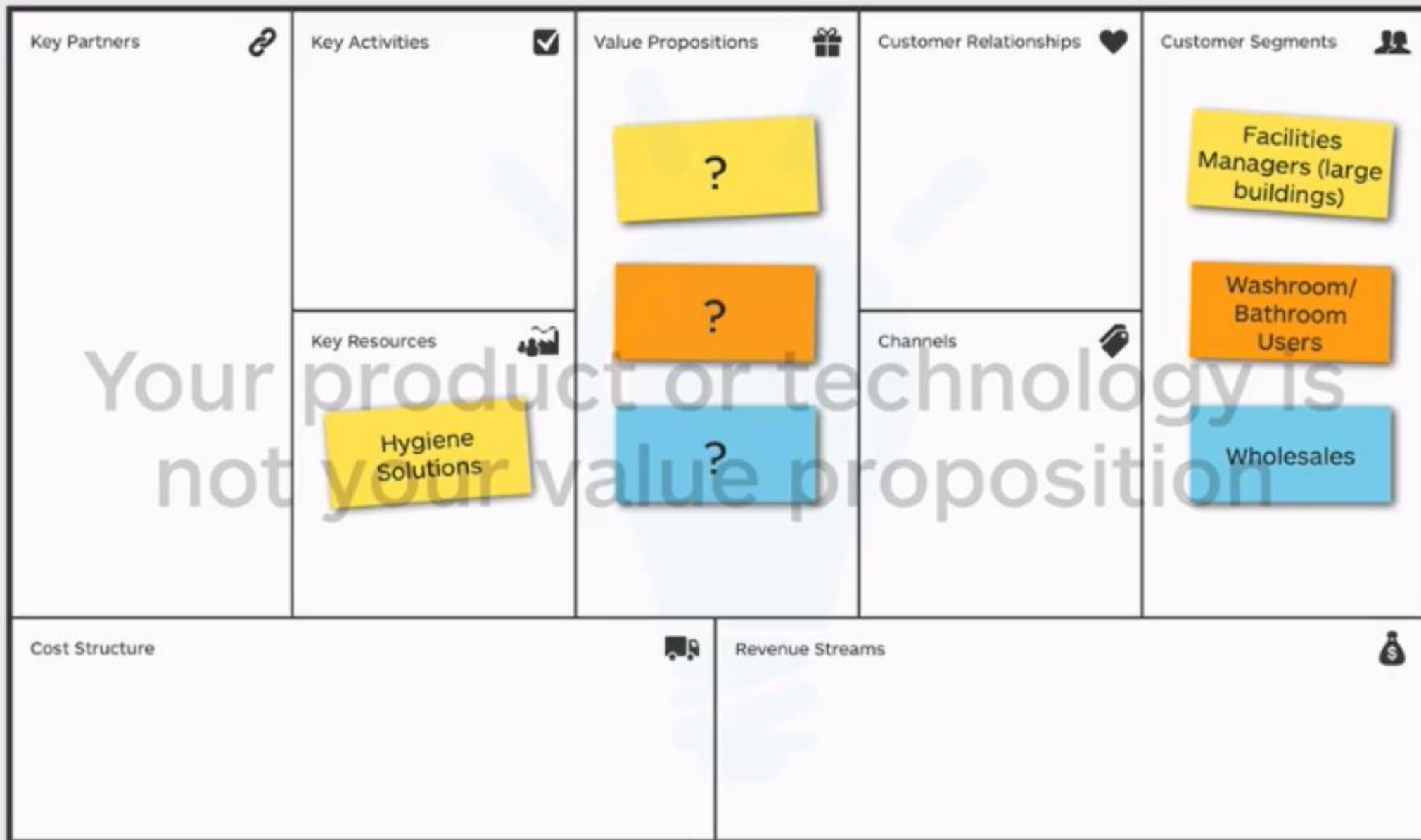


# The Business Model Canvas

Designed: Hygiene Product Company

Date:

Version:





**Your product or technology is  
not your value proposition**



**It's how specifically you  
create value for a  
customer segment**

# Value Propositions (ข้อเสนอที่มีคุณค่า)

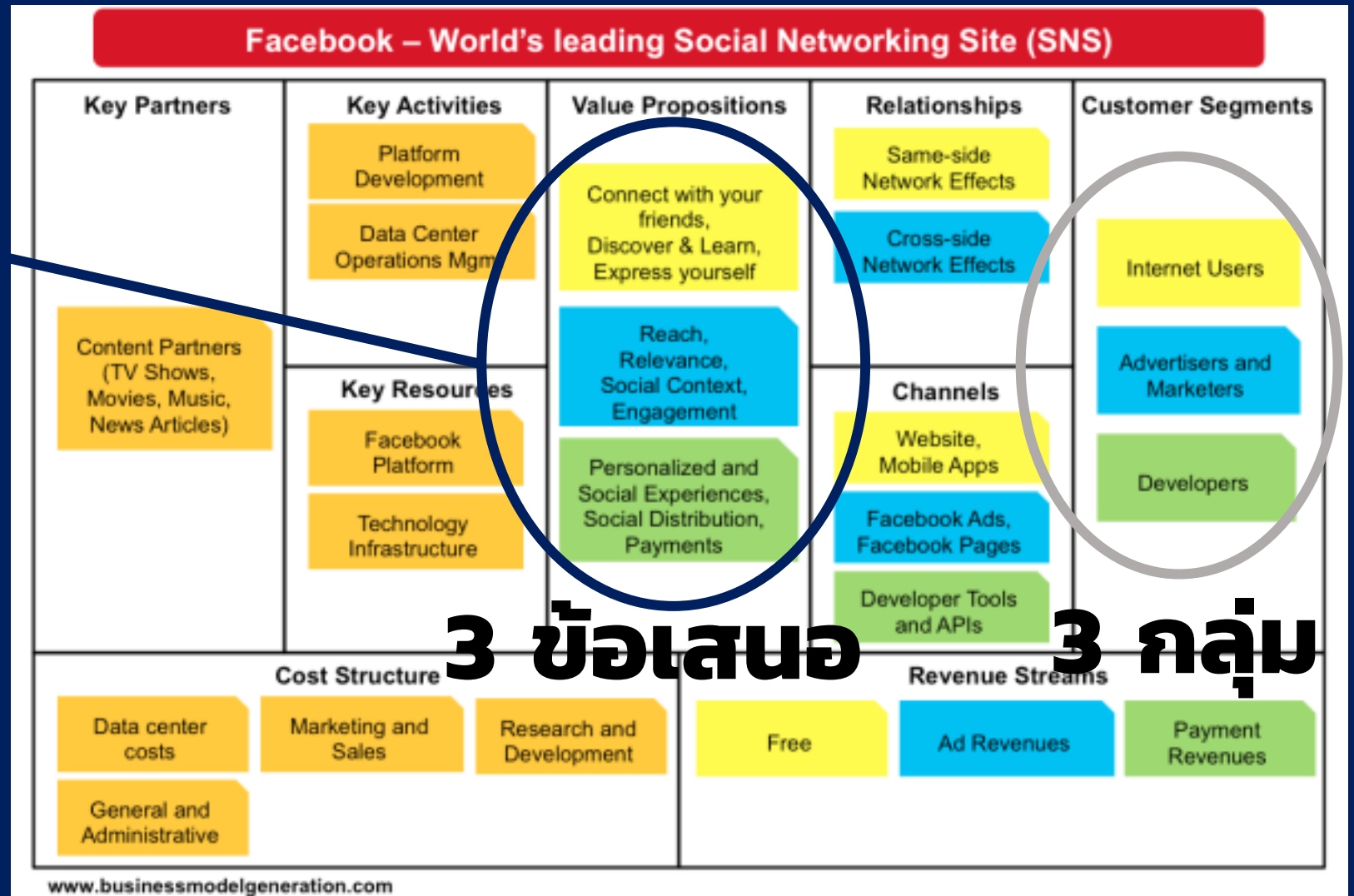
แปลว่าให้เขียน “ข้อเสนอ”  
หรือ “ประโยชน์ที่ลูกค้า  
แต่ละกลุ่มจะได้รับ”

“ไม่ใช่” ตัวผลิตภัณฑ์  
หรือ เทคโนโลยี  
หรืองานวิจัย

**#NOTE**

ไม่เขียน “WHAT”  
แต่เขียน “SO WHAT”  
ลูกค้าได้อะไร

ตัวอย่างของธุรกิจที่เป็นแบบ “Multiple Segments”  
คือจำเป็นต้องประกอบไปด้วยลูกค้าหลายกลุ่ม (Segments) เข้าด้วยกัน  
ธุรกิจถึงจะเดินไปได้และเติบโต





## EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness



Provides access

## FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

# The Elements of Value Pyramid

Products and services deliver fundamental elements of value that address four kinds of needs: functional, emotional, life changing, and social impact. In general, the more elements provided, the greater customers' loyalty and the higher the company's sustained revenue growth.

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## SOCIAL IMPACT



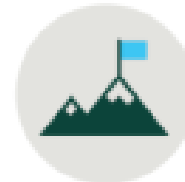
Self-transcendence

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## LIFE CHANGING



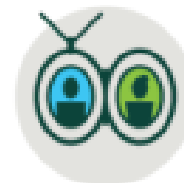
Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/  
belonging



# 30 Elements of Value for Consumers\*

# B2C

## Social Impact

- Self-Transcendence

## Life Changing

- Provides Hope
- Self-Actualization
- Motivation
- Heirloom
- Affiliation and Belonging

## Emotional

- Reduces Anxiety
- Rewards me
- Nostalgia
- Design/Aesthetics
- Badge Value
- Wellness
- Therapeutic Value
- Fun/Entertainment
- Attractiveness
- Provides Access

## Functional

- Saves Time
- Simplifies
- Makes Money
- Reduces Risk
- Organizes
- Connects
- Reduces Effort
- Avoids Hassles
- Reduces Cost
- Quality
- Sensory Appeal
- Informs
- Integrates
- Variety

# 40 B2B Elements of Value\*

# B2B

## Inspirational Value

- Vision
- Hope
- Social Responsibility

## Individual Value

- Career**
- Marketability
  - Network Expansion
  - Reputational Assurance

- Personal**
- Design & Aesthetics
  - Fun & Perks
  - Growth & Development
  - Relaxed Anxiety

**Productivity**

- Time Savings
- Decreased Hassles
- Reduced Effort
- Information
- Transparency

**Relationship**

- Responsiveness
- Expertise
- Commitment
- Stability
- Culture Fit

## Ease of Doing Business Value

- Operational**
- Connection
  - Integration
  - Organization
  - Simplification

- Access**
- Availability
  - Variety
  - Configurability

- Strategic**
- Risk Reduction
  - Reach
  - Flexibility
  - Component Quality

## Functional Value

- Economic**
- Improved Top Line
  - Cost Reduction

- Performance**
- Product Quality
  - Scalability
  - Innovation

## Table Stakes

- Meets Specifications
- Acceptable Price
- Regulatory Compliance
- Ethical Standards

\*Rotman Management

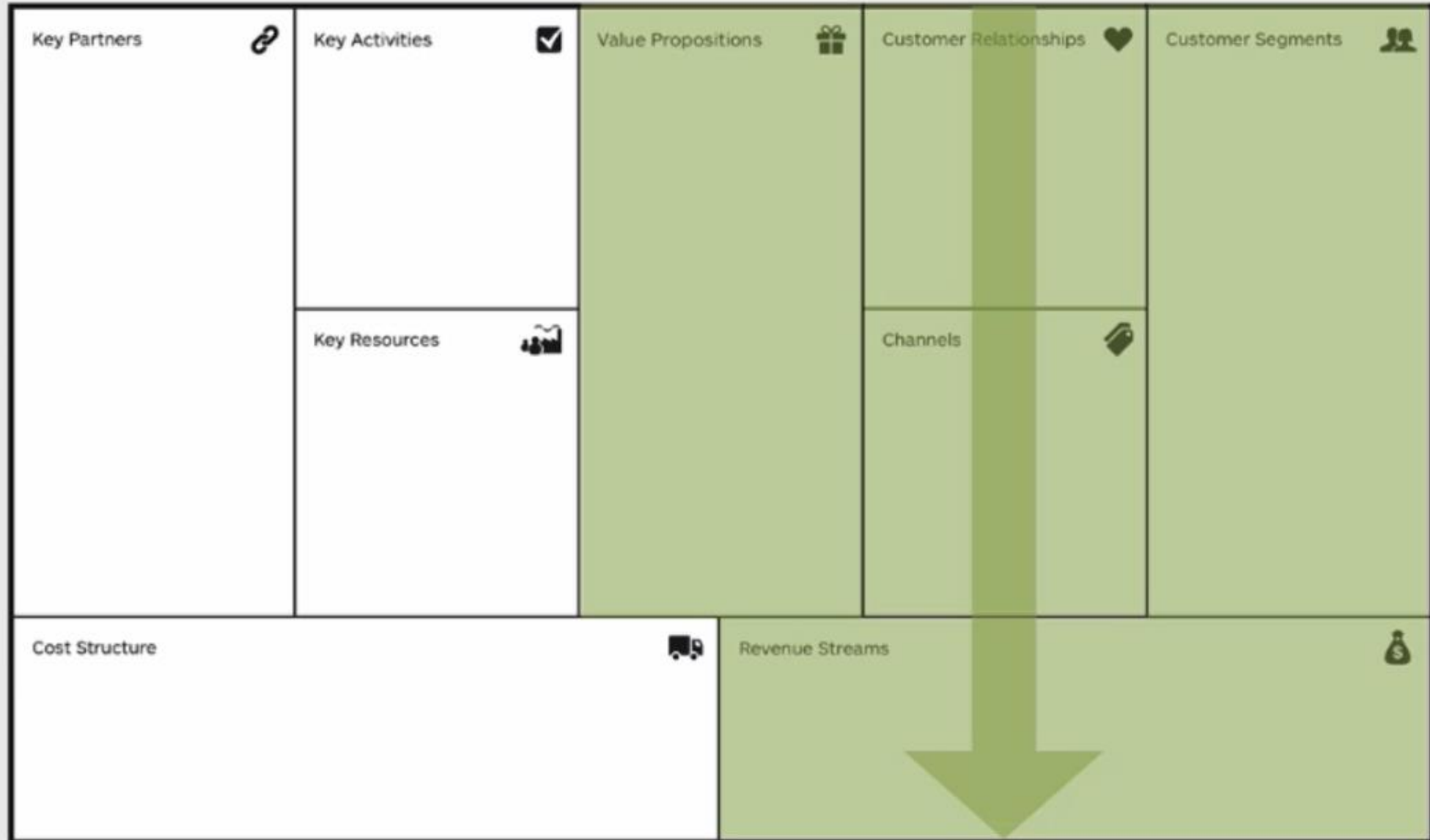
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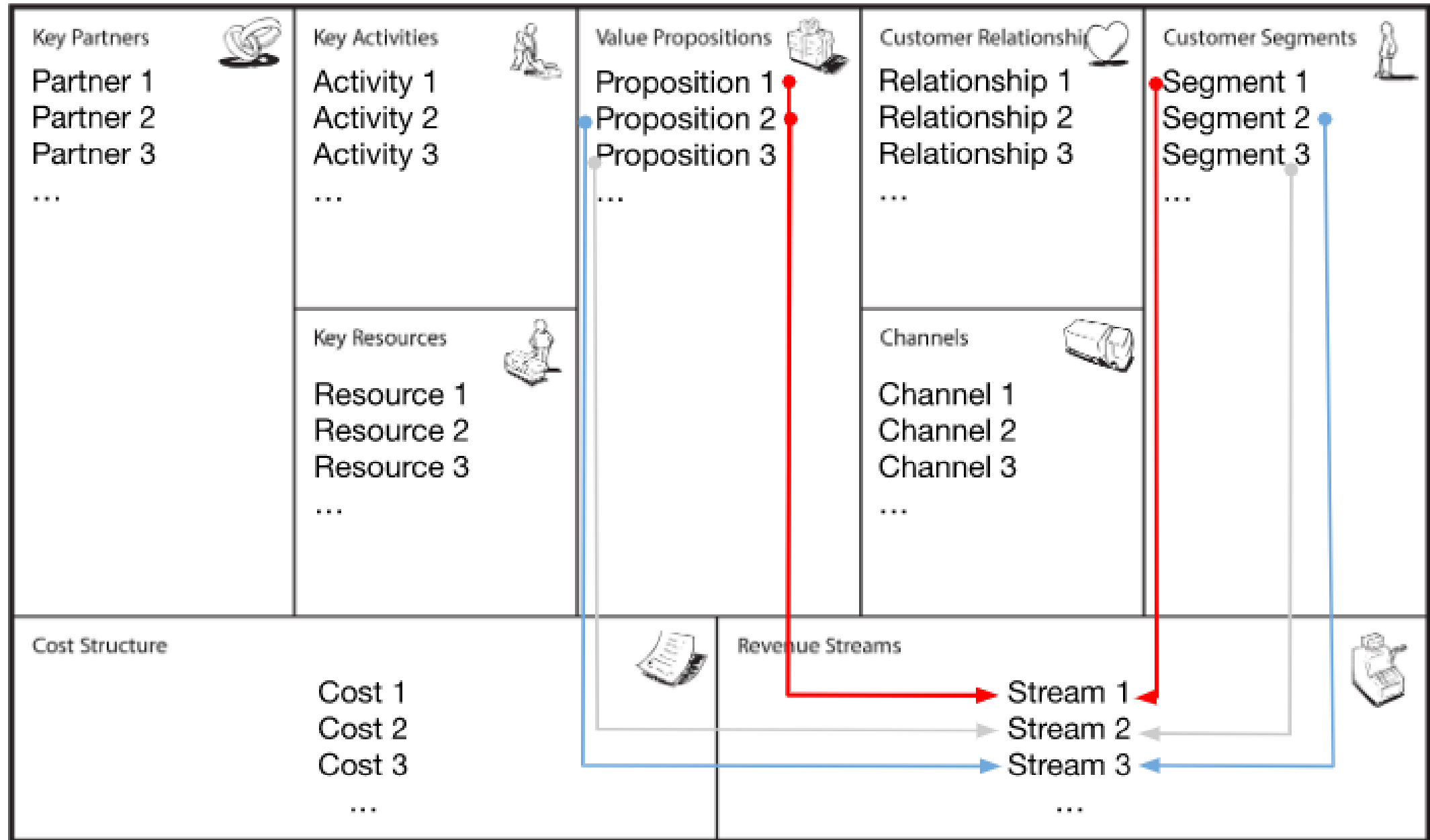
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Designed by:

Date:

Version:







def.

## revenue stream

(pro·to·typ·ing)

- \* how you earn money from a customer segment
  - \* how your business model captures value in return for creating and delivering customer value
- \* outcome of your choices regarding value proposition, customer segments, channels, and relationships
  - \* should always be bigger than the cost structure

def.  
**asset sale**  
(as·set sale)

**\* generated from the transfer of ownership rights of a tangible or intangible asset**

asset sale



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def.  
**rental fee**  
(rent·al)

**\* generated by temporarily granting someone the exclusive right to use a particular (physical) asset for a fixed period in return for a fee**



rental/lease/lending





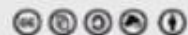
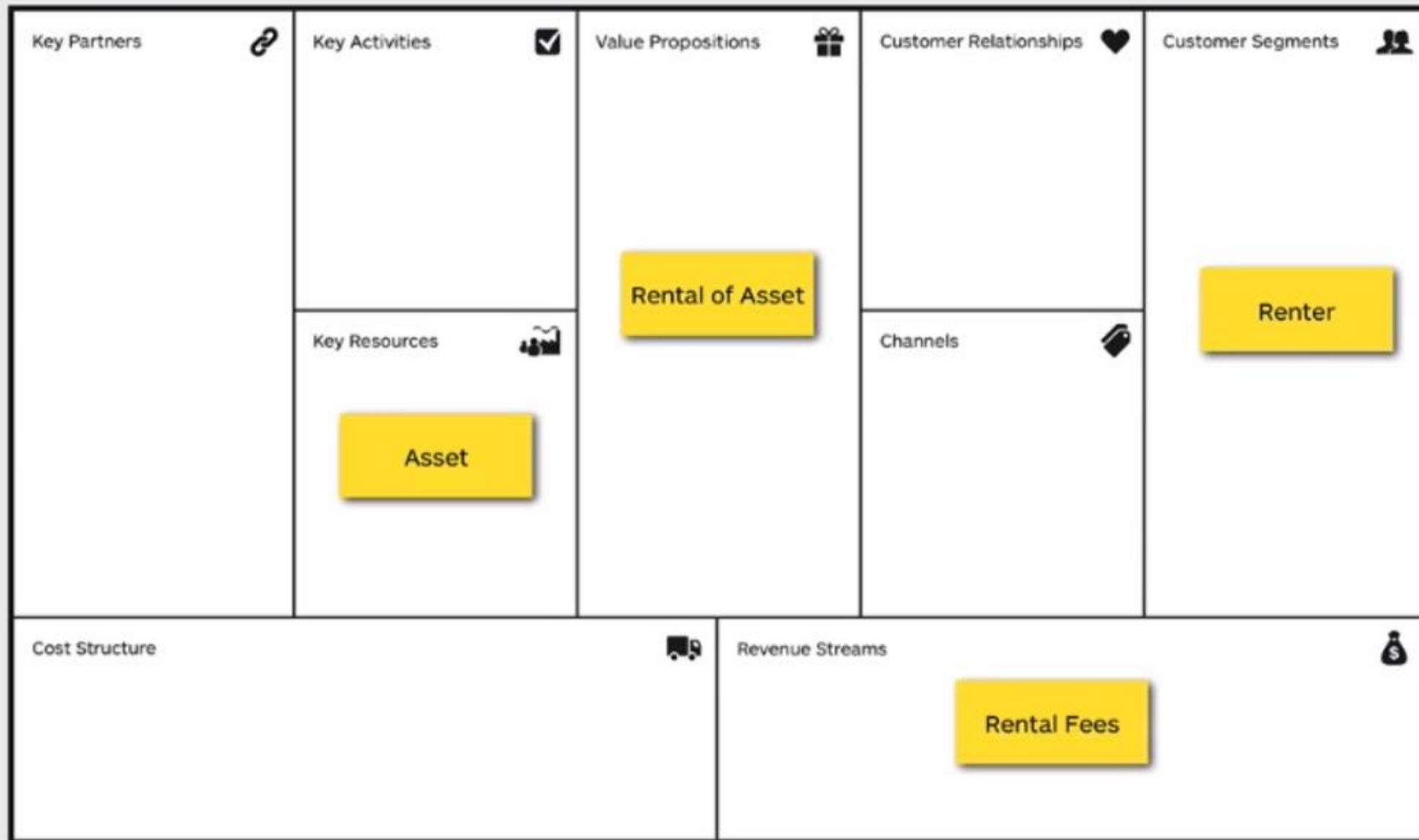
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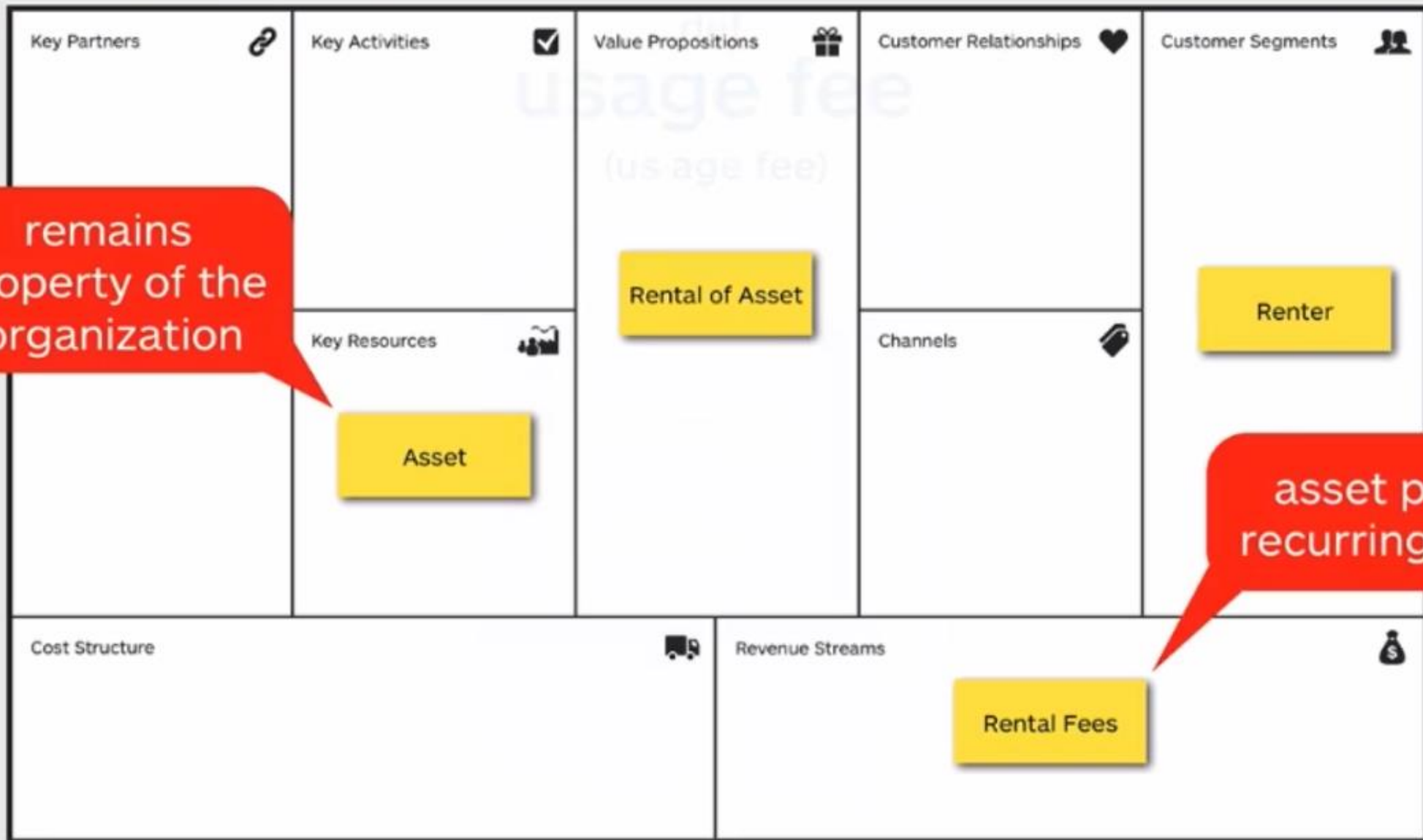


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remains property of the organization

asset provides recurring revenue

def.  
**usage fee**  
(us·age fee)

- \* generated by the use of a particular service
- \* the more the service is used, the more the customer pays



usage fee

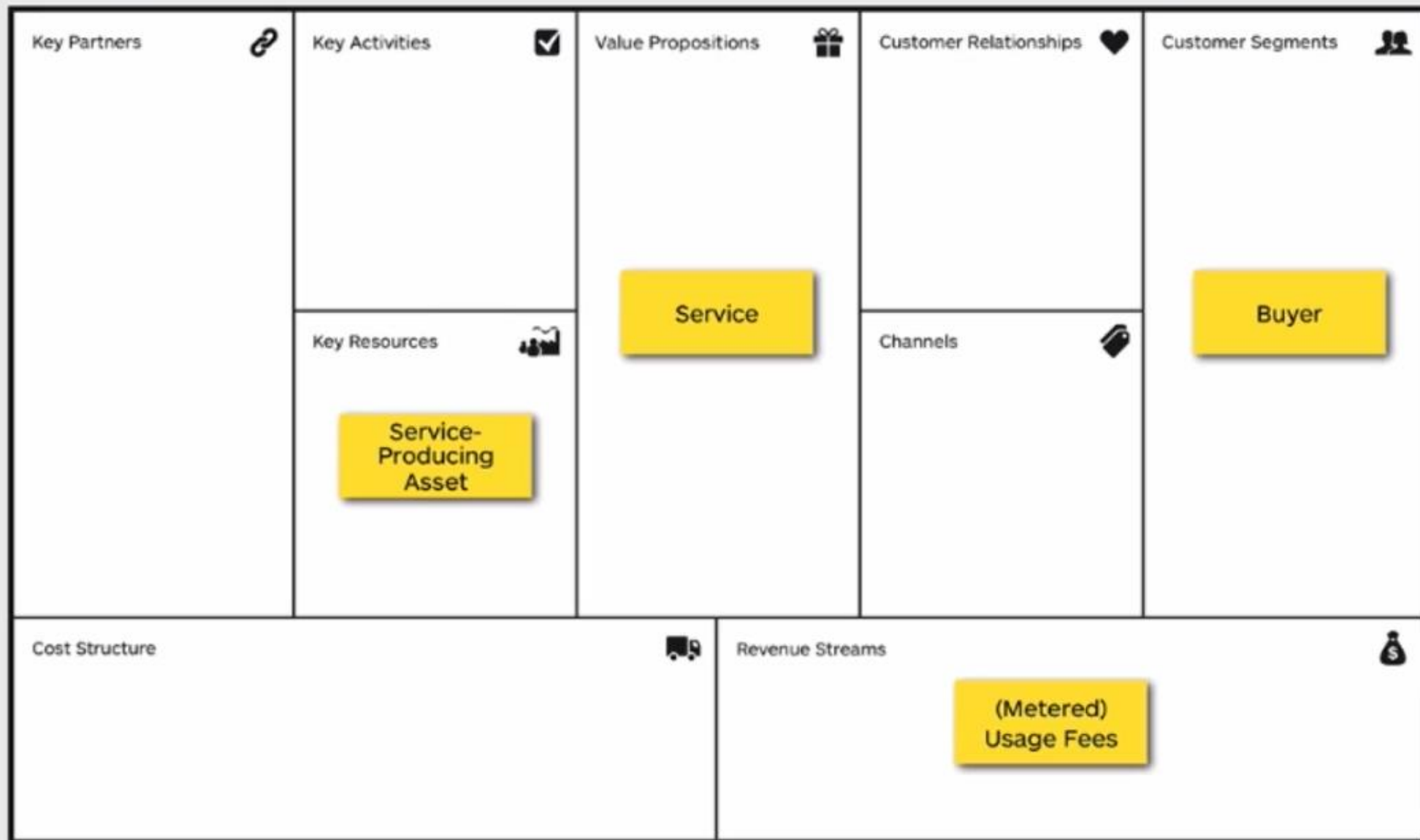
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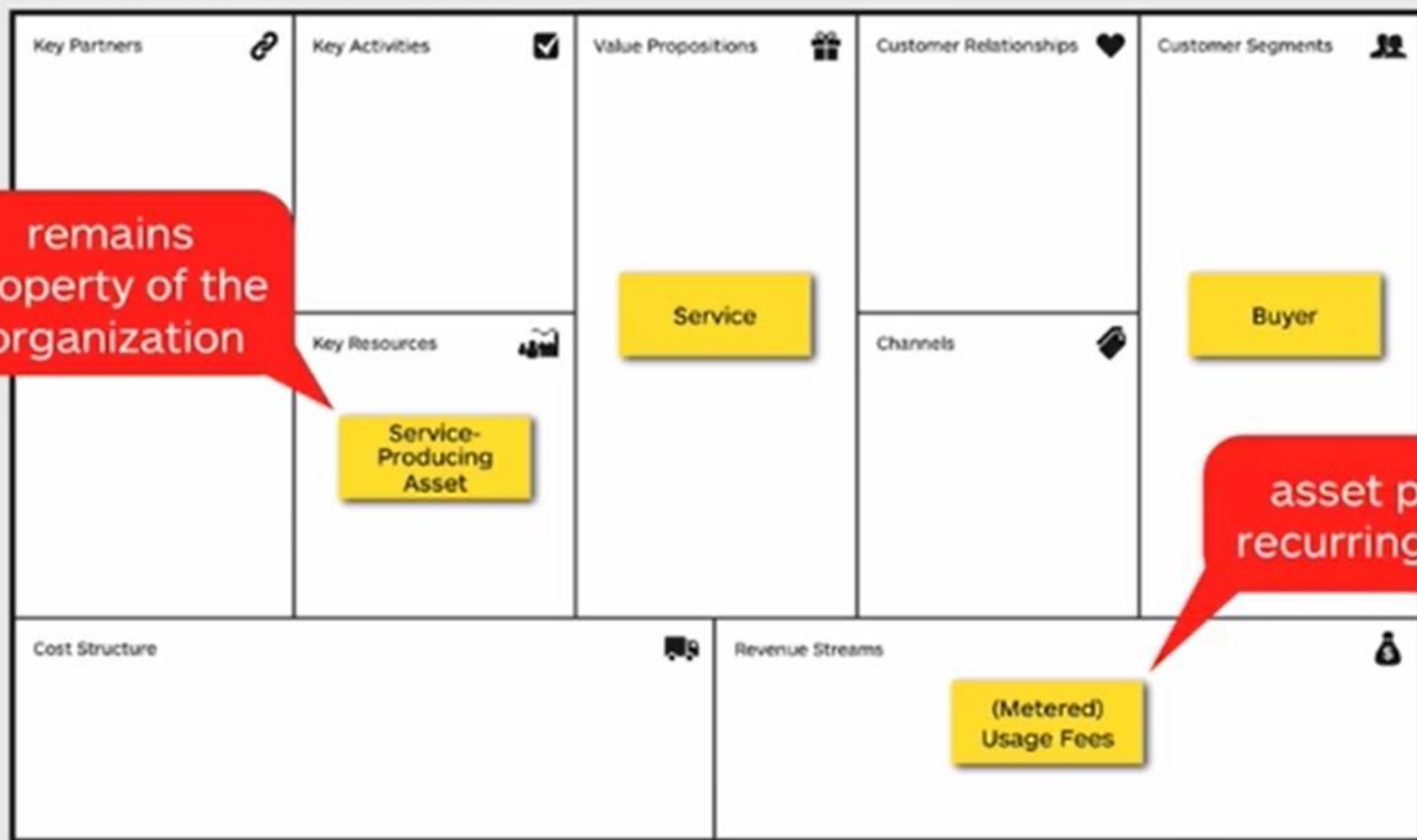
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remains property of the organization

asset provides recurring revenue



def.  
**licensing fee**  
(li·cens·ing fee)

**\* generated by giving customers permission to use protected intellectual property in exchange for licensing fees**



licensing fees

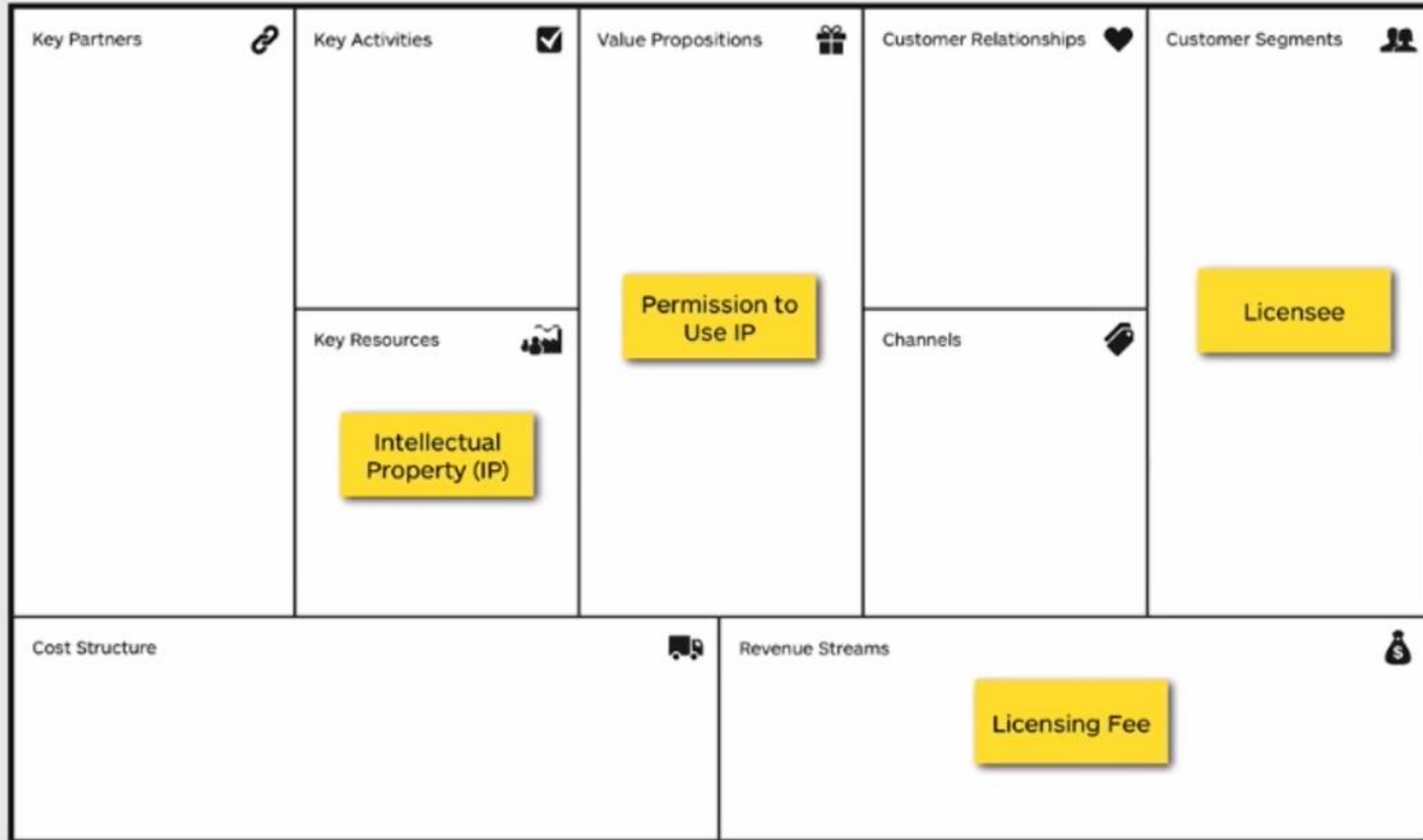
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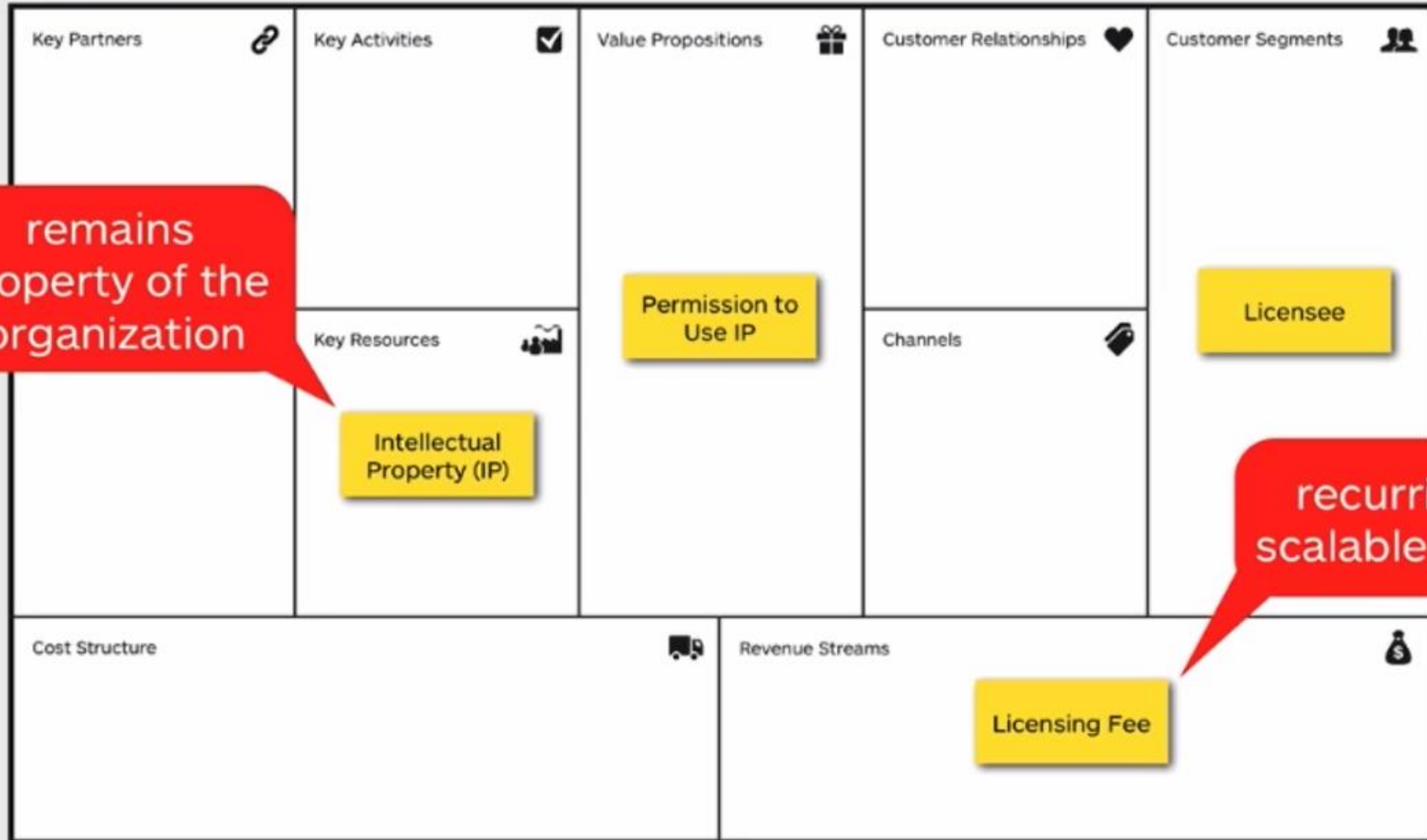
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remains property of the organization

recurring AND scalable revenues

def.  
**advertising fee**  
(ad·ver·tis·ing fee)

**\* generated for giving visibility to a particular product, service, brand or other item**



5A51

OFF  
DUTY

OFF  
DUTY



NEVER  
HIDE



advertising



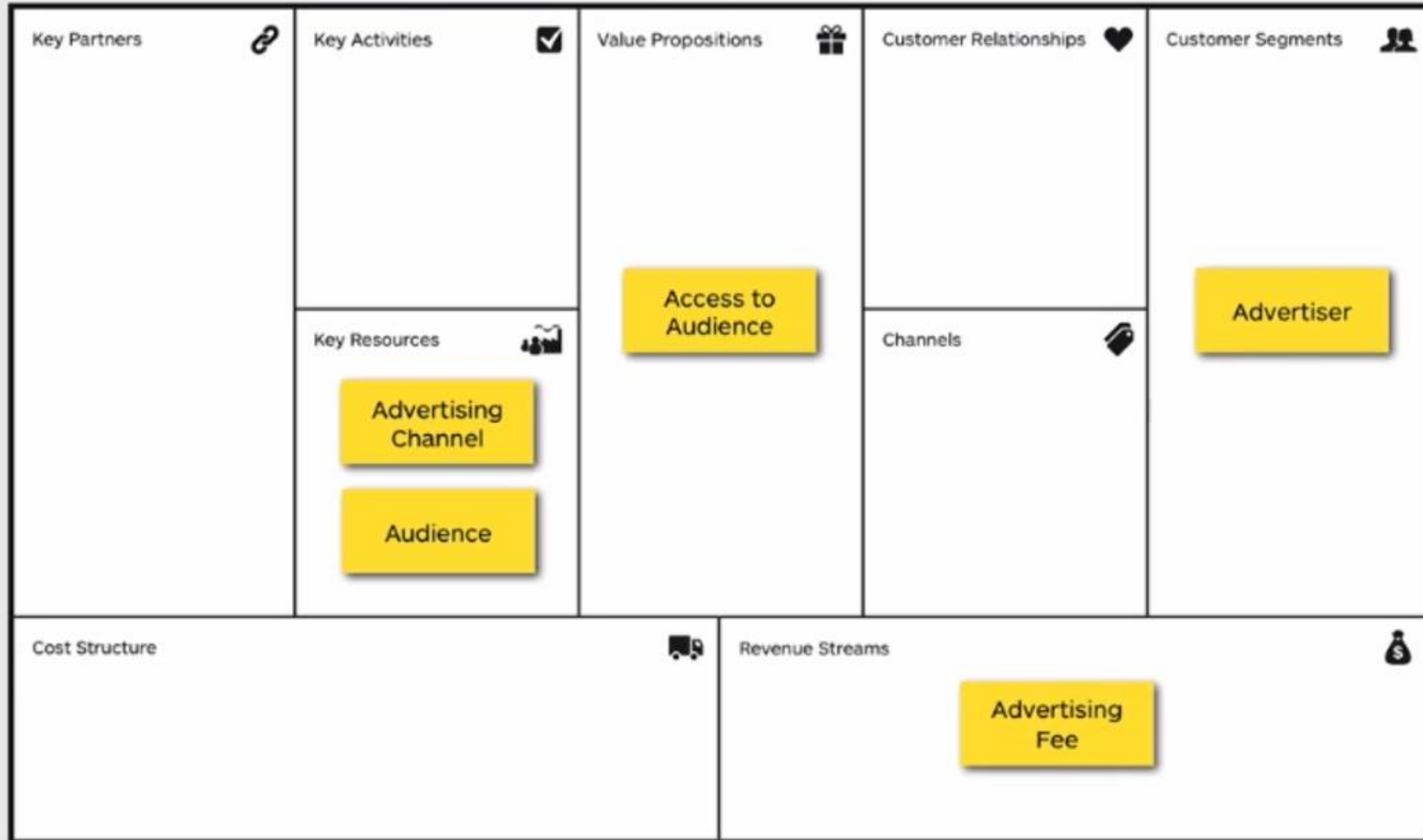
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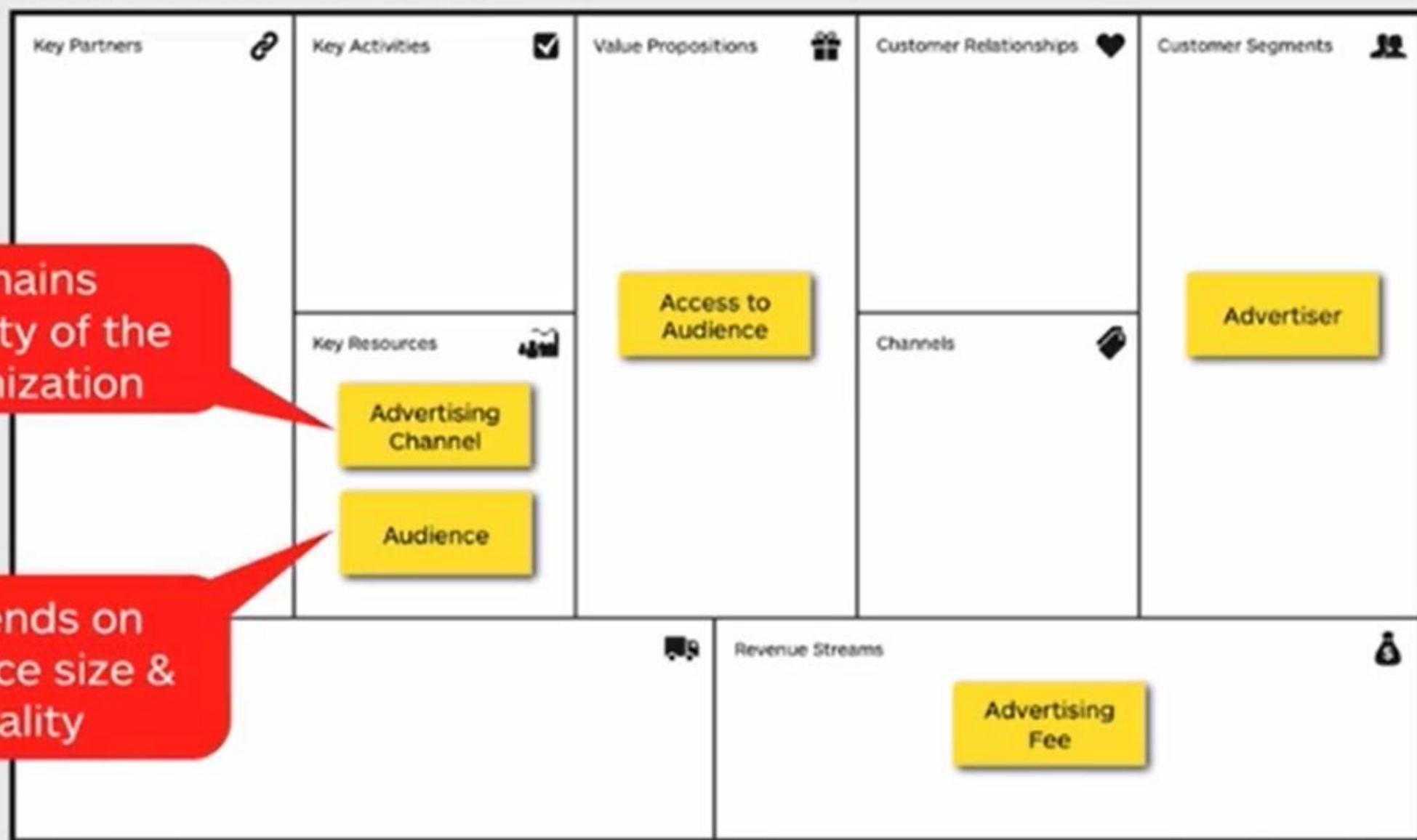
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remains  
property of the  
organization

depends on  
audience size &  
quality

def.

# subscription fee

(sub·scrip·tion fee)



**\* generated by selling  
continuous access to a  
service**



subscription  
fee



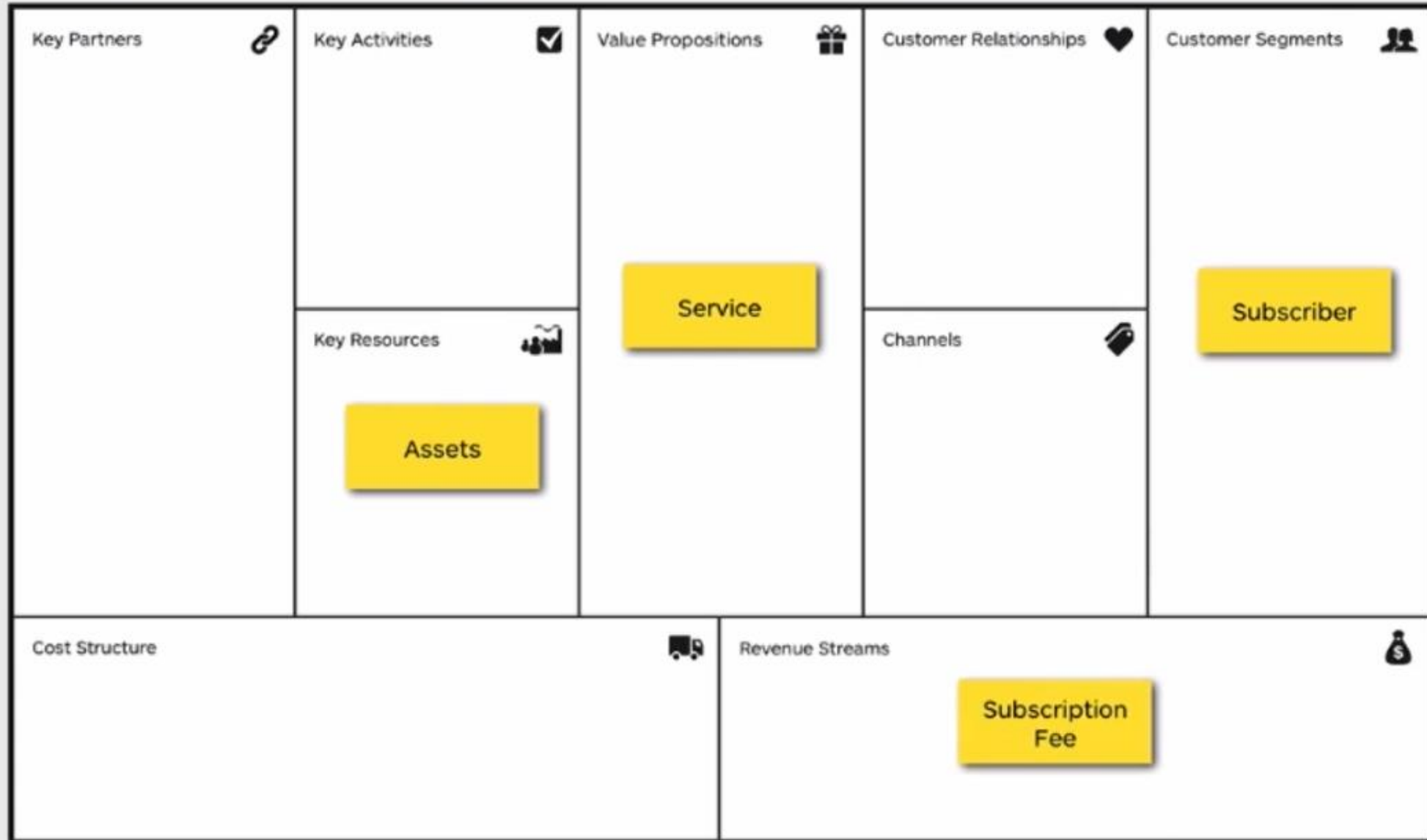
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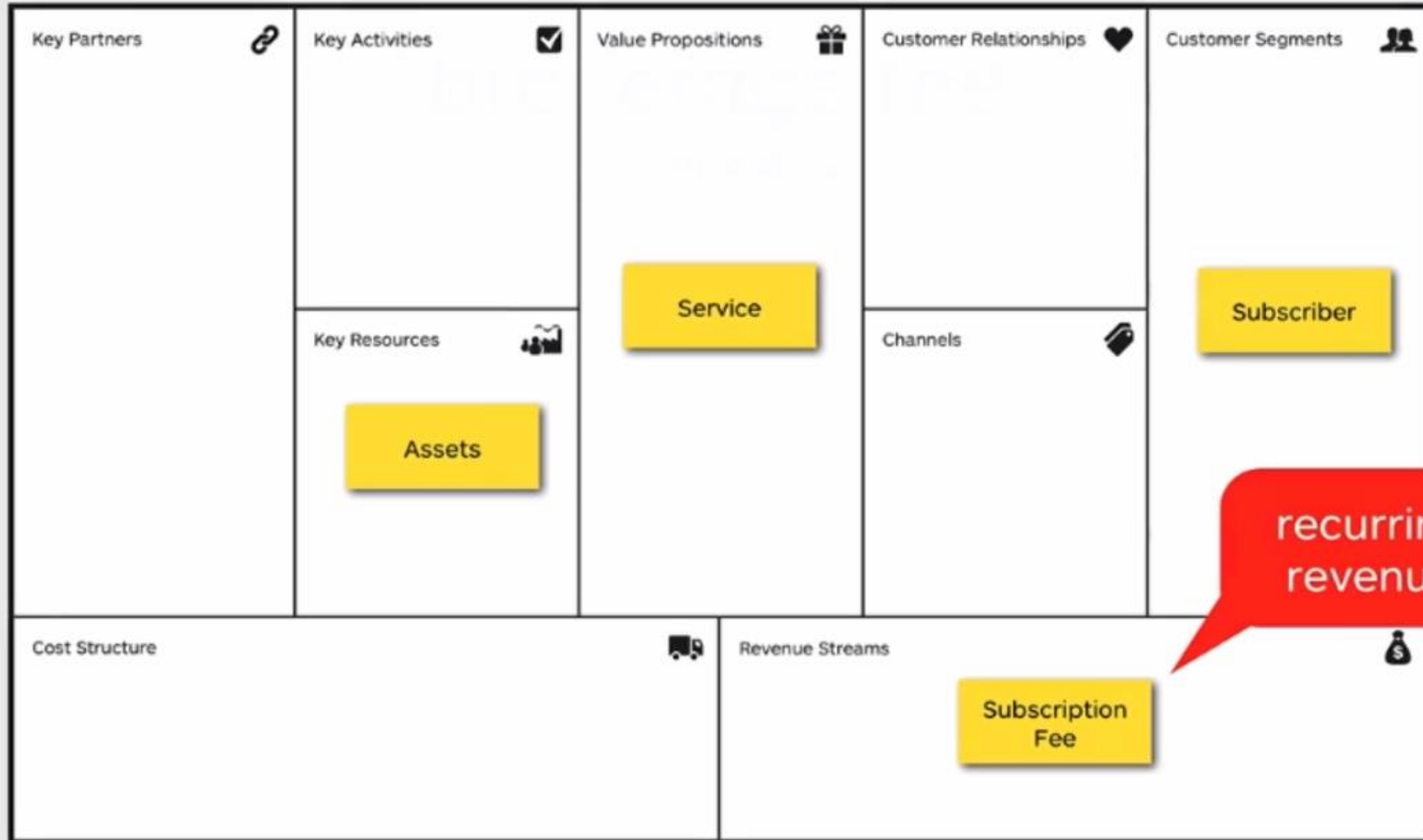
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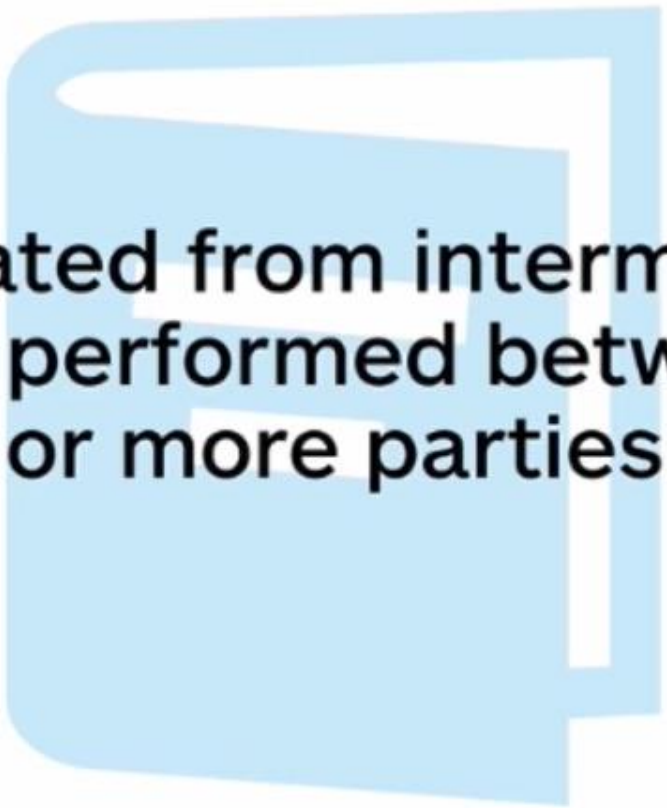




def.

# brokerage fee

(bro·ker·age fee)



**\* generated from intermediation services performed between two or more parties**

brokerage fee /  
transaction cut



I'm a (car) insurance  
broker in case you  
haven't noticed

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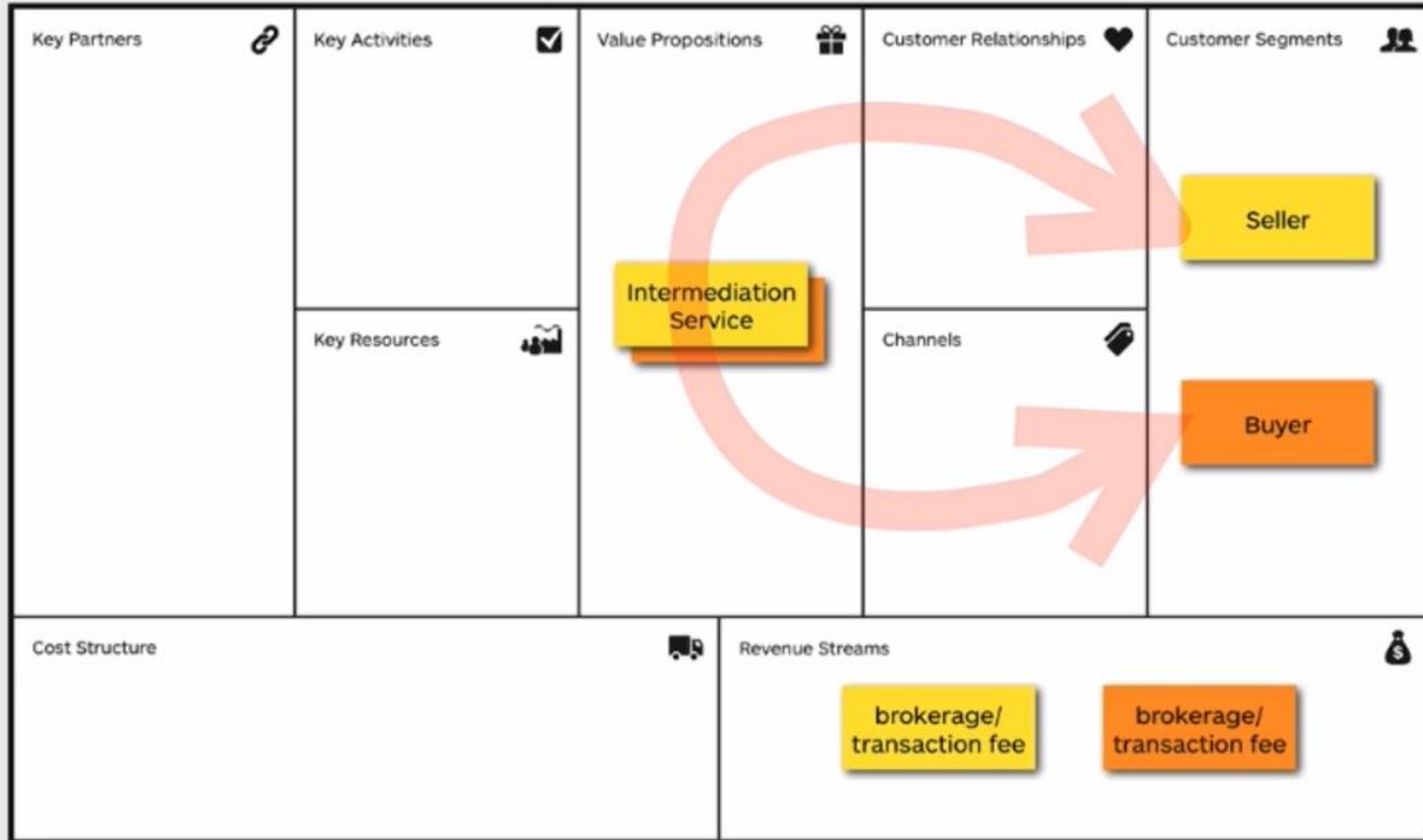
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**Frequently Observed  
(Modeling) Mistake**



make sure you clearly define  
**who** is paying and for **what** value  
(avoid orphan revenue streams)!



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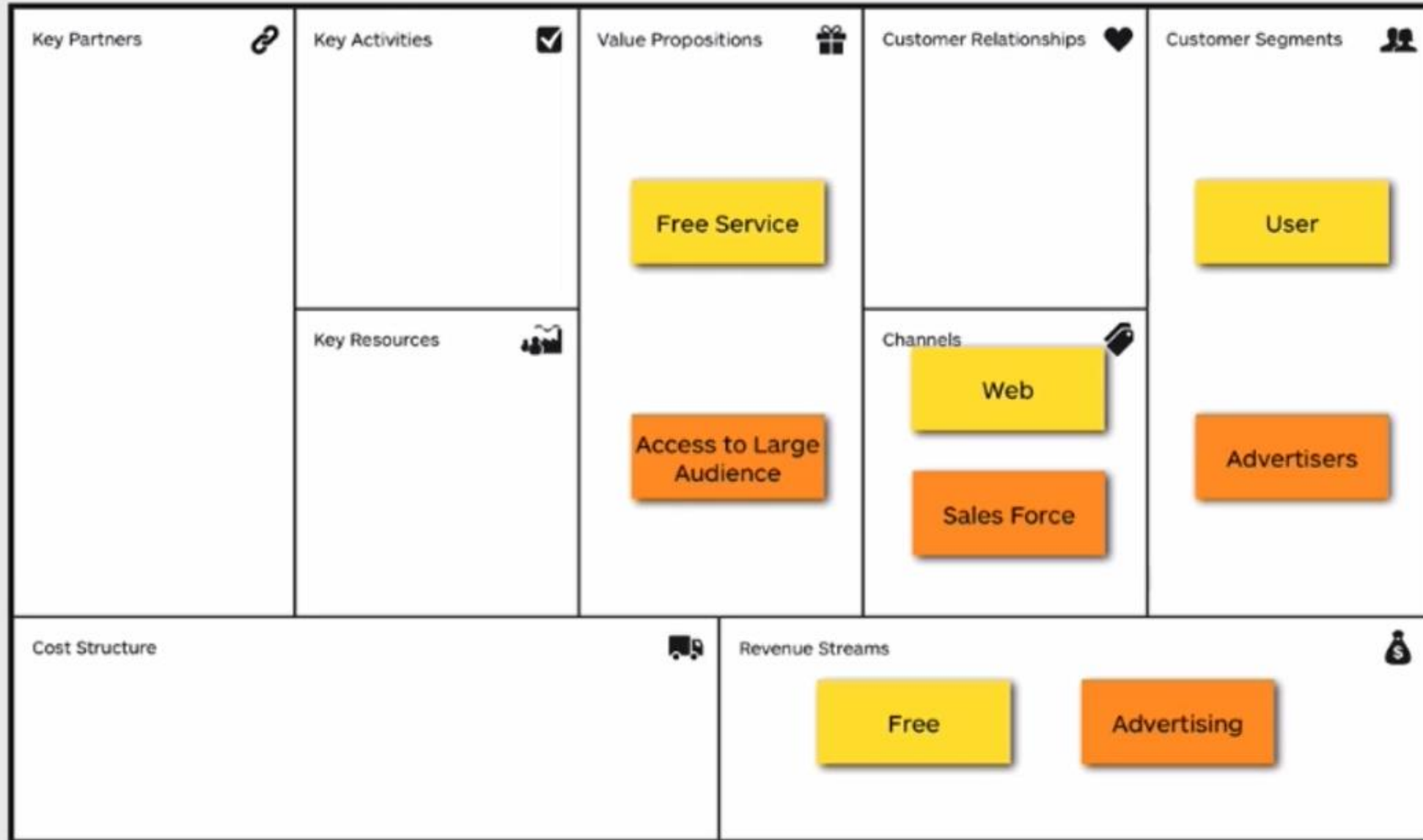
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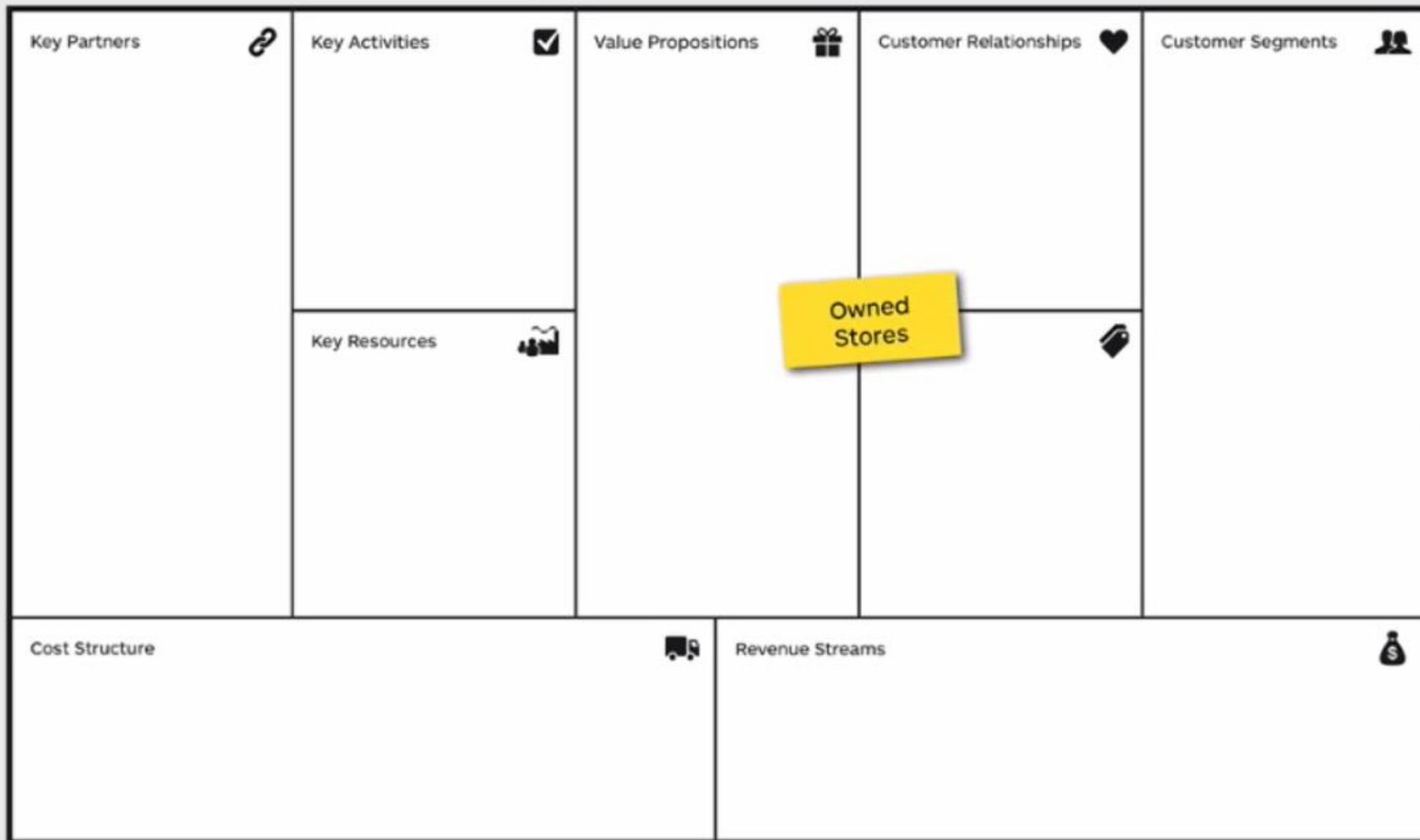
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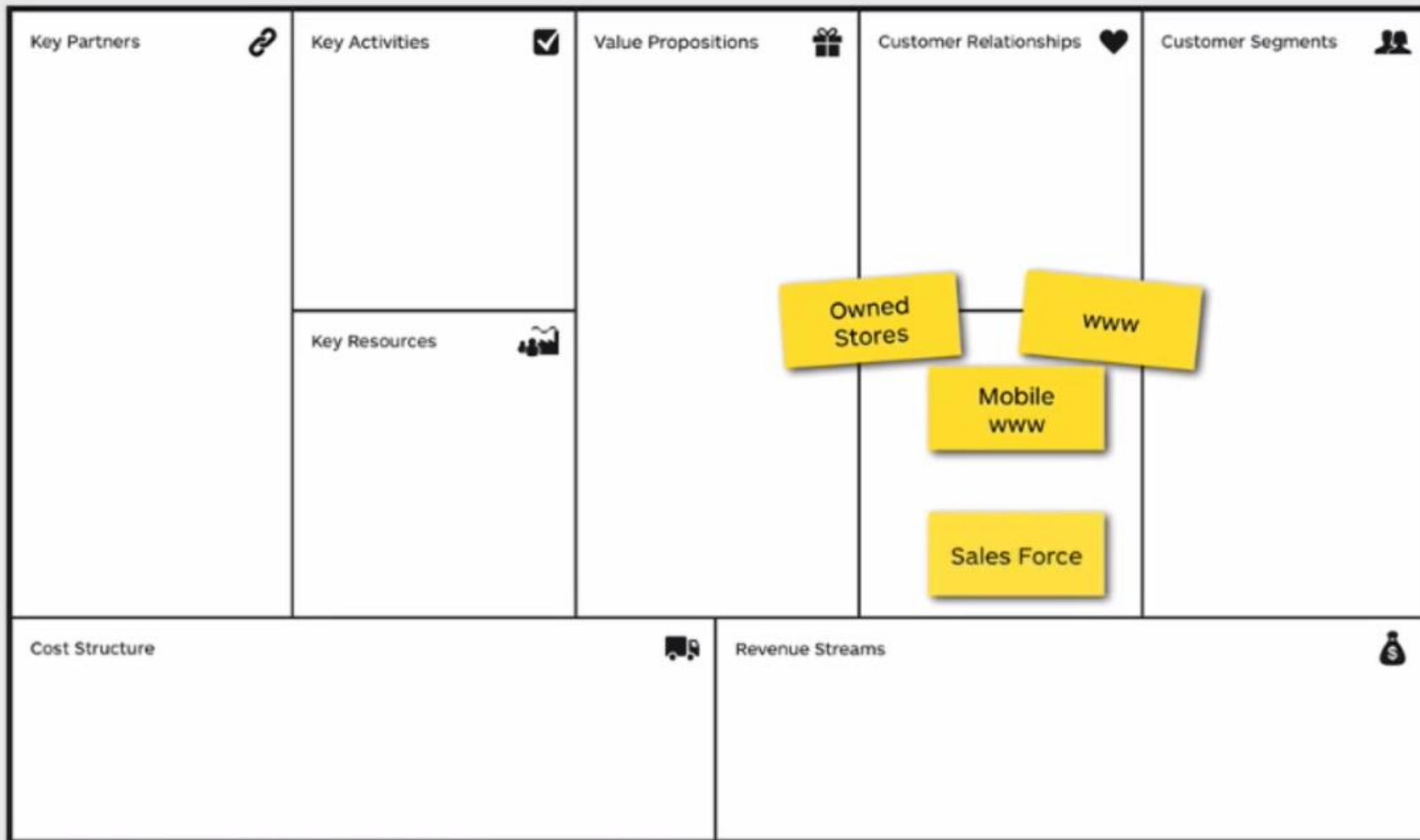


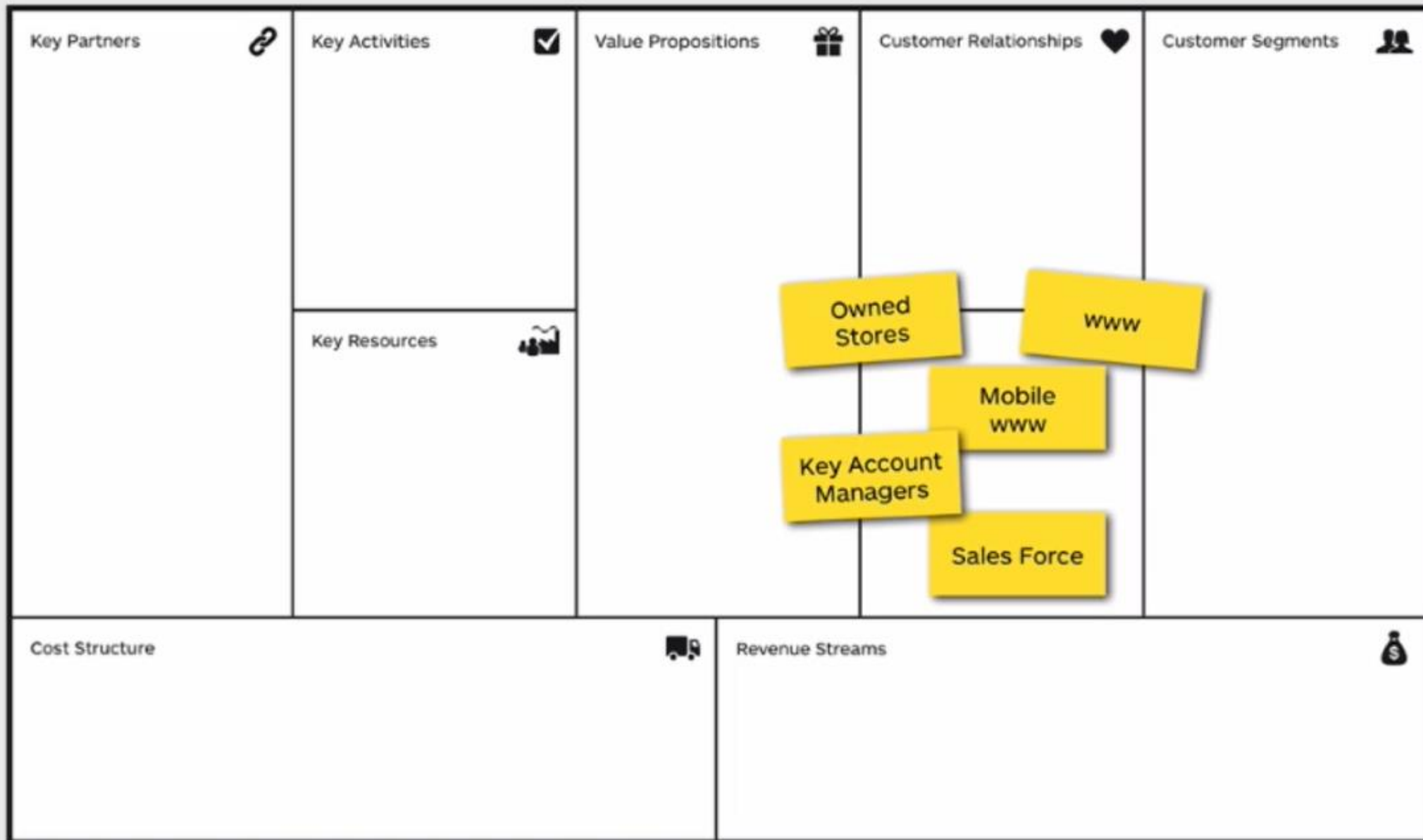
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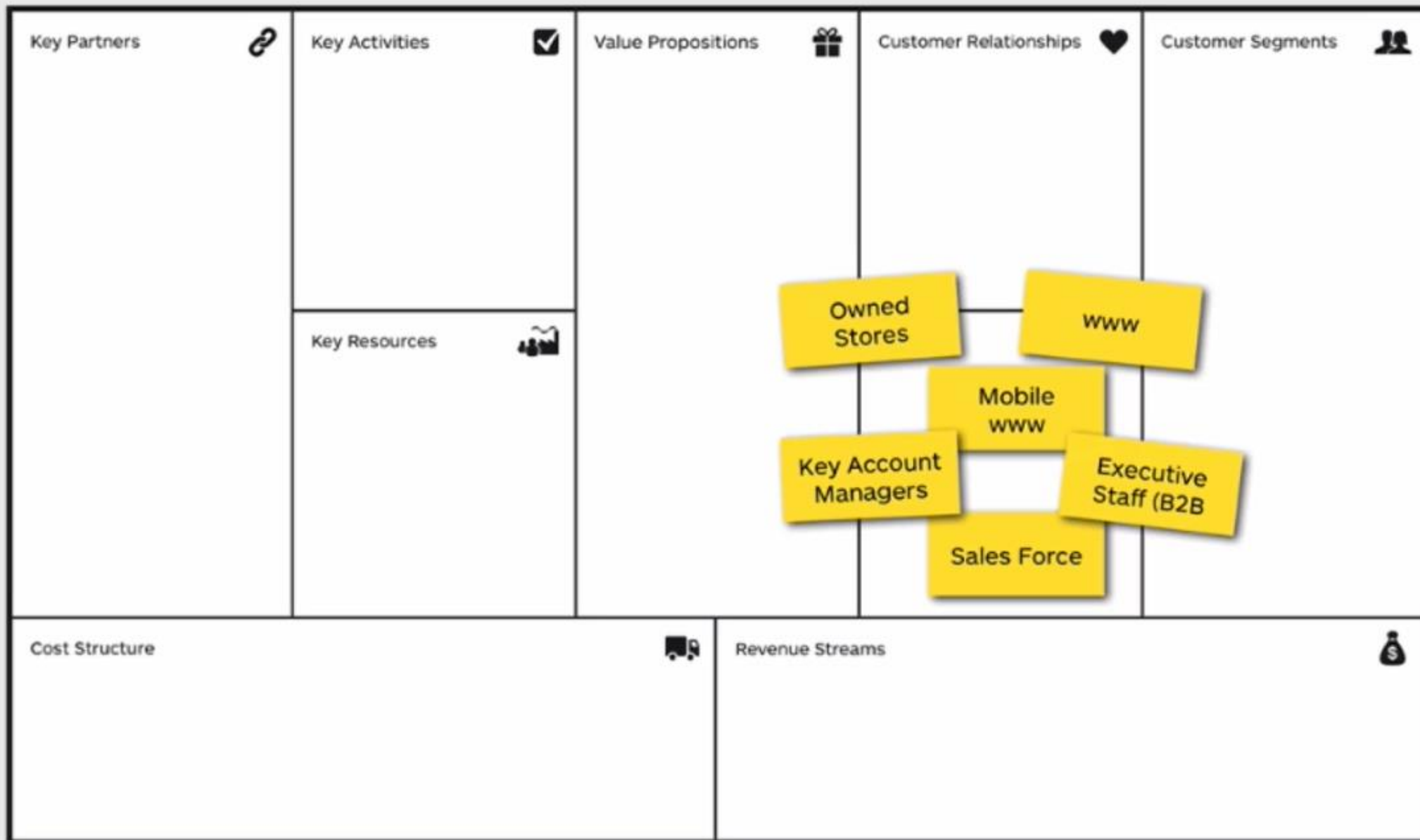
# **Direct vs Indirect Channels (Intermediaries)**

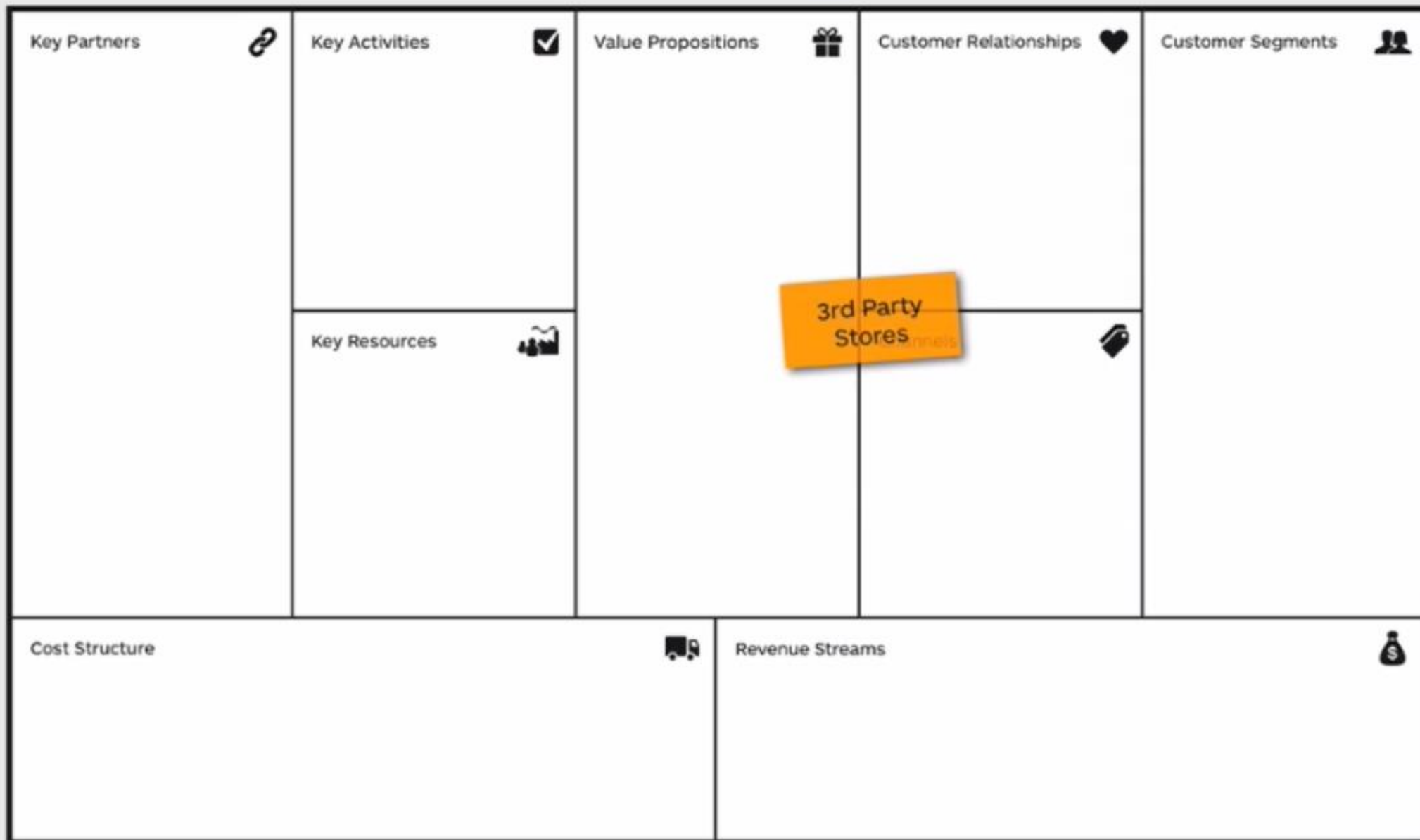


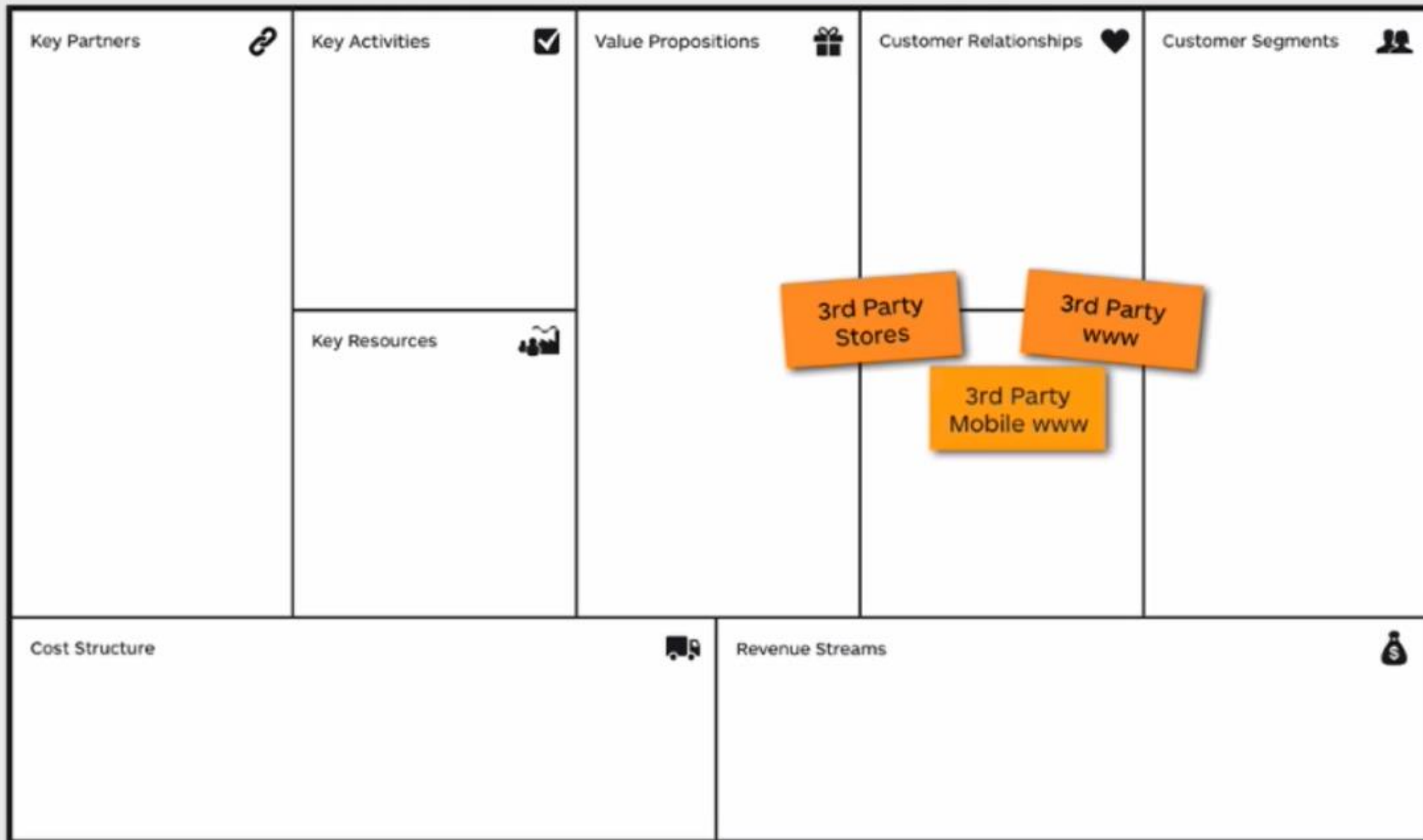




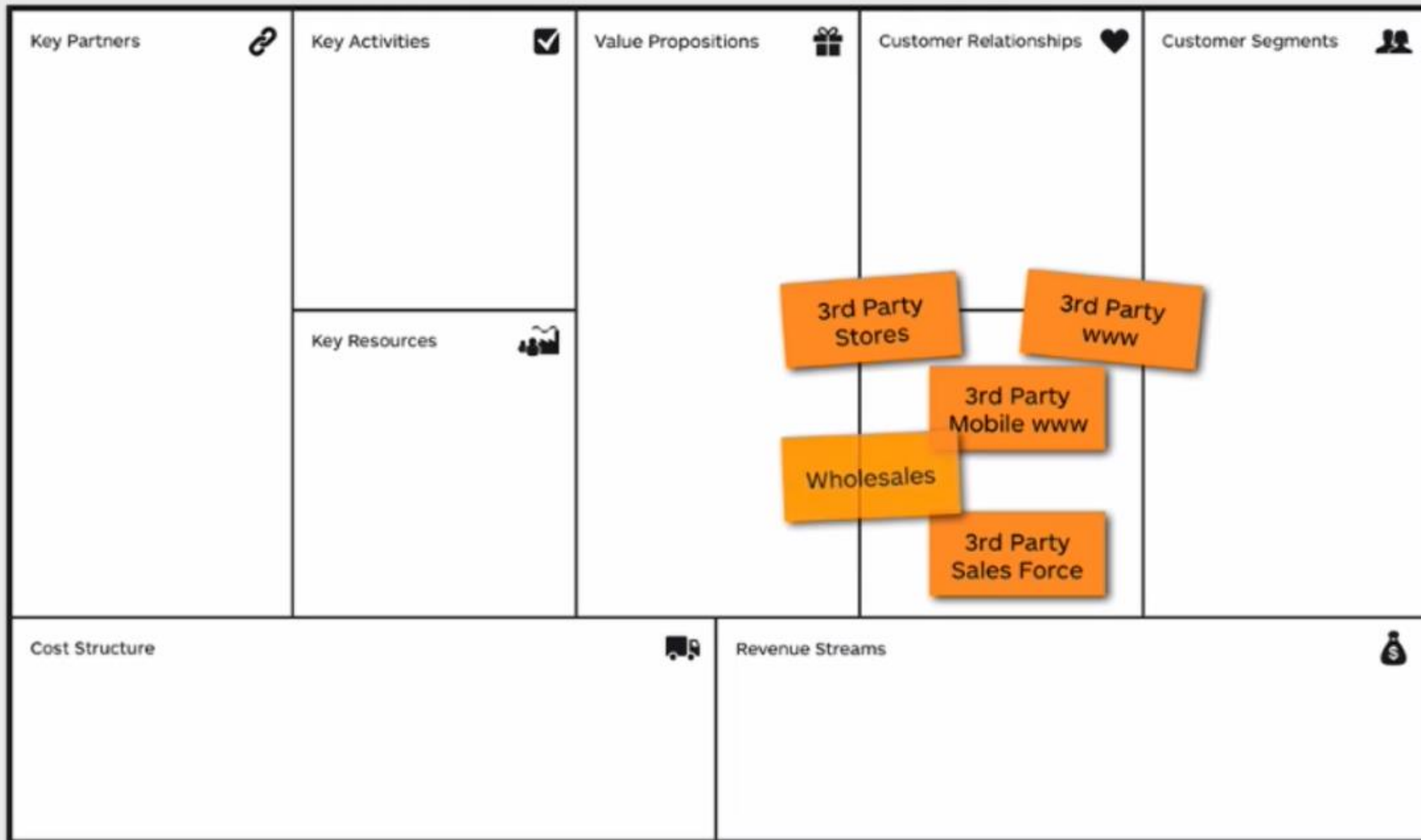












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def.

# customer relationship

(pro·to·typ·ing)

- \* describes the nature of relationship you establish with your customers
- \* specifies how you acquire, retain, and grow customers
  - \* based on a channel

- **การให้ความช่วยเหลือส่วนบุคคล (Personal Assistance)**

การให้ความช่วยเหลือส่วนบุคคล หรือการให้บริการ ปฏิสัมพันธ์แบบ 1-1  
ตัวอย่างเช่น Call Center, Live Chat, อีเมล, และ ช่างเทคนิค ซ่อมบำรุง หรืออื่นๆ

- **การให้ความช่วยเหลือแบบผู้ช่วยส่วนตัว (Dedicated Personal Assistance)**

การให้ความช่วยเหลือหรือการให้บริการแบบผู้ช่วยส่วนตัว ที่ผู้ให้บริการรู้จักกับลูกค้าเป็นอย่างดี ความสัมพันธ์  
กับลูกค้าไปอีกระดับ ตัวอย่างเช่น ช่างตัดผม, เซลล์ประกัน, และ ที่ปรึกษา Agency หรือ Specialist ต่างๆ

- **การบริการตนเอง (Self-Service)**

การบริการตนเอง คือการรักษาความสัมพันธ์โดยการมอบสิ่งอำนวยความสะดวกทุกอย่างที่จำเป็นต่อลูกค้า  
ให้ลูกค้าสามารถบริการตนเองได้ ตัวอย่างเช่น บูทเพ็ดโรงแรม, Self-Service Supermarket

- **การบริการด้วยระบบอัตโนมัติ (Automated Services)**

การบริการด้วยระบบอัตโนมัติ คือการใช้เทคโนโลยีเข้ามาช่วยให้ลูกค้าสามารถบริการตนเองได้เต็มที่  
ตัวอย่างเช่น ตู้ Kiosk, เช็คอินขึ้นเครื่องบิน, ระบบซื้อขายหุ้น Streaming Pro, และแอปพลิเคชันต่างๆ

- **ความสัมพันธ์แบบเครือข่าย (Communities)**

ความสัมพันธ์แบบเครือข่าย หรือที่มาในลักษณะในการให้บริการแบบชุมชน, ฟอรัม, กลุ่ม

- **ความสัมพันธ์แบบช่วยกันสร้าง (Co-Creation)**

ความสัมพันธ์แบบช่วยกันสร้าง ที่บริษัทอนุญาตและส่งเสริมให้ผู้ใช้ส่วนหนึ่งสามารถสร้างบริการ สินค้าให้กับลูกค้าอีกกลุ่มหนึ่ง  
ตัวอย่างเช่น Youtube

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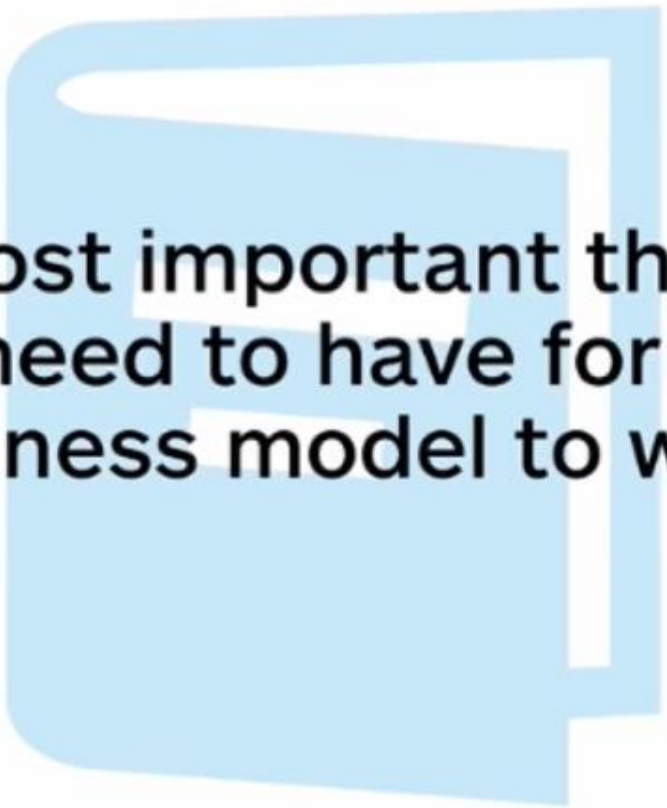
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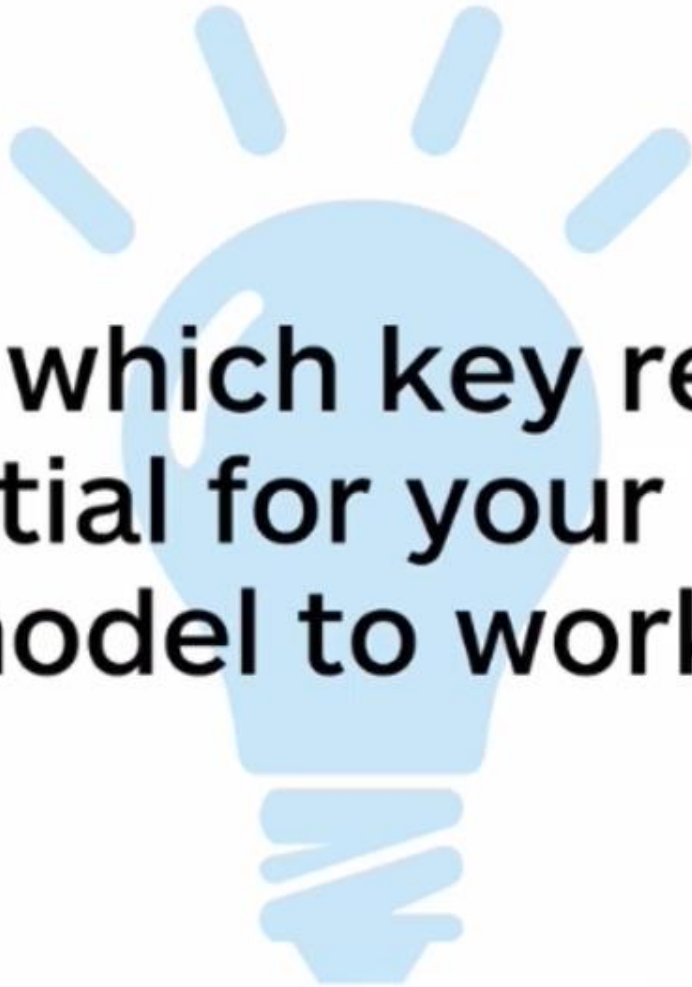
# key resources

(pro·to·typ·ing)



**\* most important things  
you need to have for your  
business model to work**





**Highlight which key resources  
are essential for your business  
model to work**

## ทรัพยากรที่เป็นรูปธรรม

- Products
- Manufacturing facilities
- Warehouses
- Storefront
- Locations
- Lab space
- Vehicles
- Machines
- Point of Sales
- Web servers
- Team Service
- Researchers
- Engineers
- Team Marketing
- Team Sales
- Operations

## ทรัพยากรที่เป็นนามธรรม

- Brand
- Proprietary knowledge
- Patents
- Copyrights
- Trademarks
- Trade secrets
- Databases

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def.  
**key activities**  
(pro·to·typ·ing)

**\* most important things you need to be able to perform for your business model to work**

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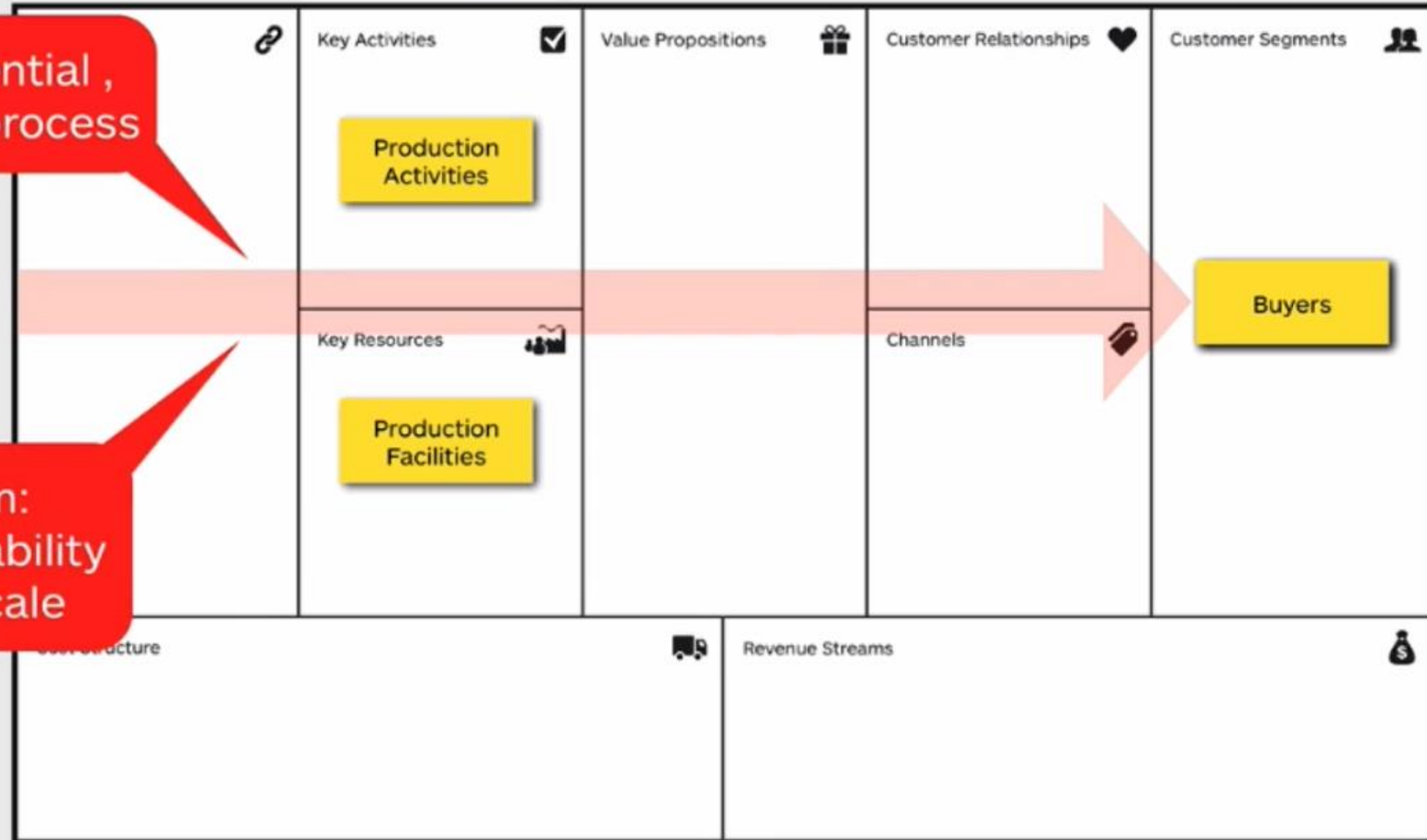
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sequential,  
linear process

aim:  
replicability  
& scale



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def.

# key partnerships

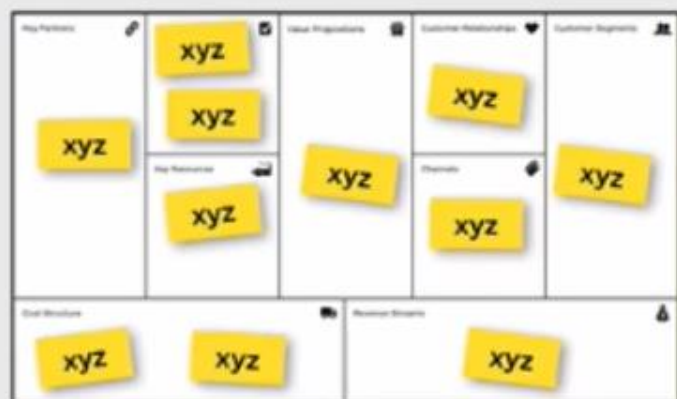
(pro·to·typ·ing)



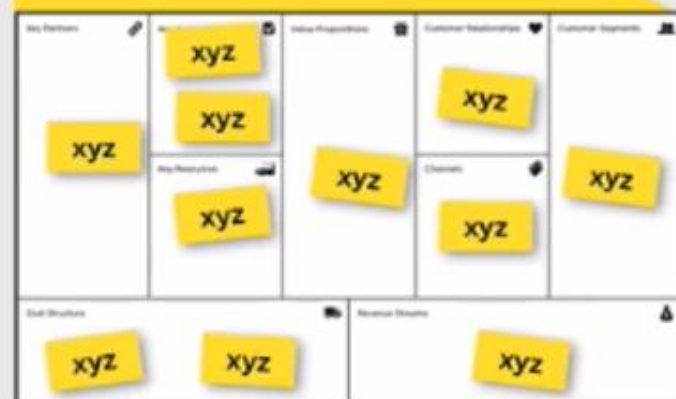
\* the network of partners and suppliers that leverage your business model and help make it work

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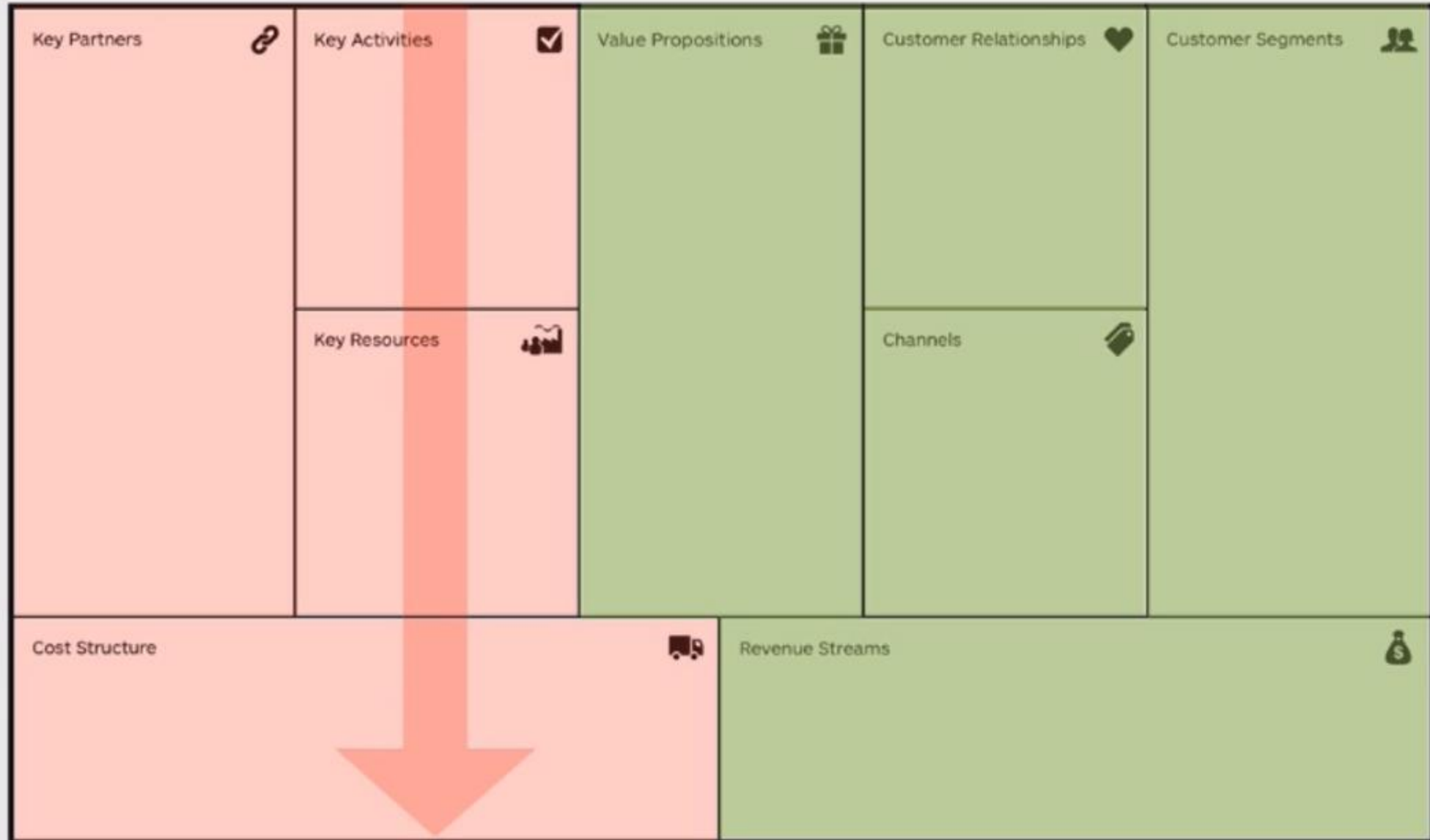
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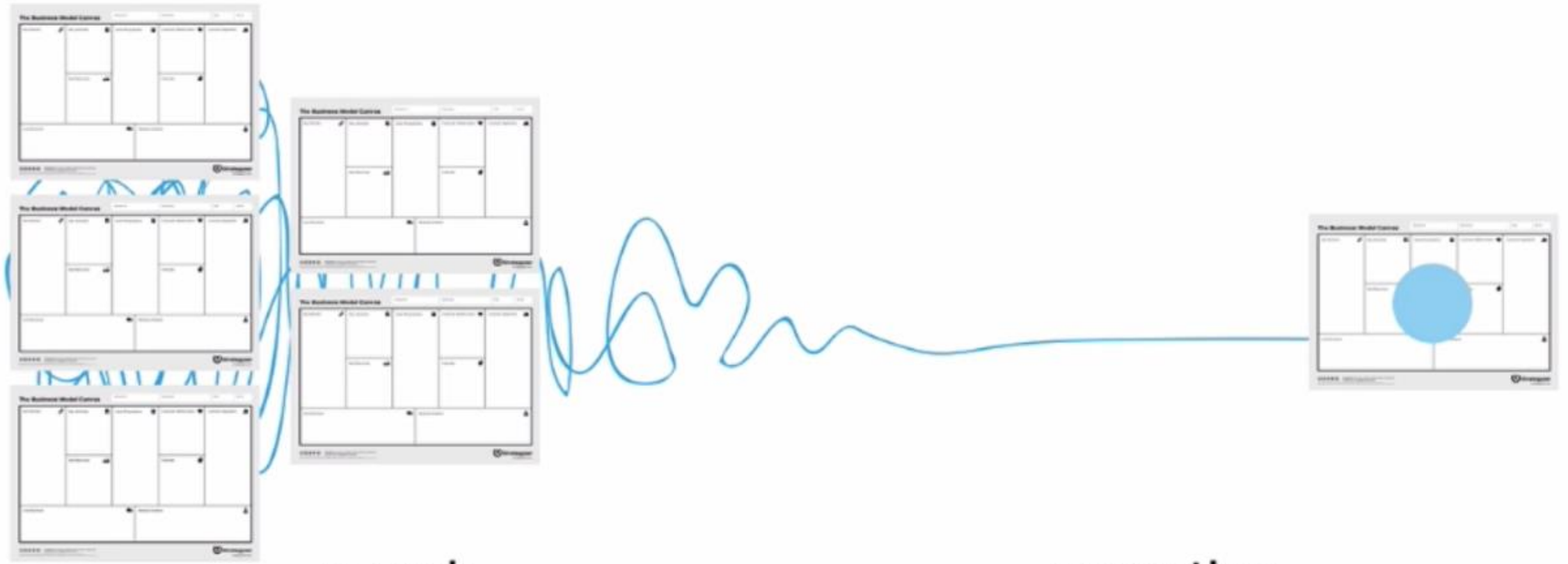
# cost structure

(pro·to·typ·ing)

- \* all costs incurred from operating your business model
- \* outcome of your choices regarding key resources, activities, and partnerships
  - \* should always be smaller than the revenue streams



there are two main type of  
costs, **fixed costs** and  
**variable costs**



search

execution



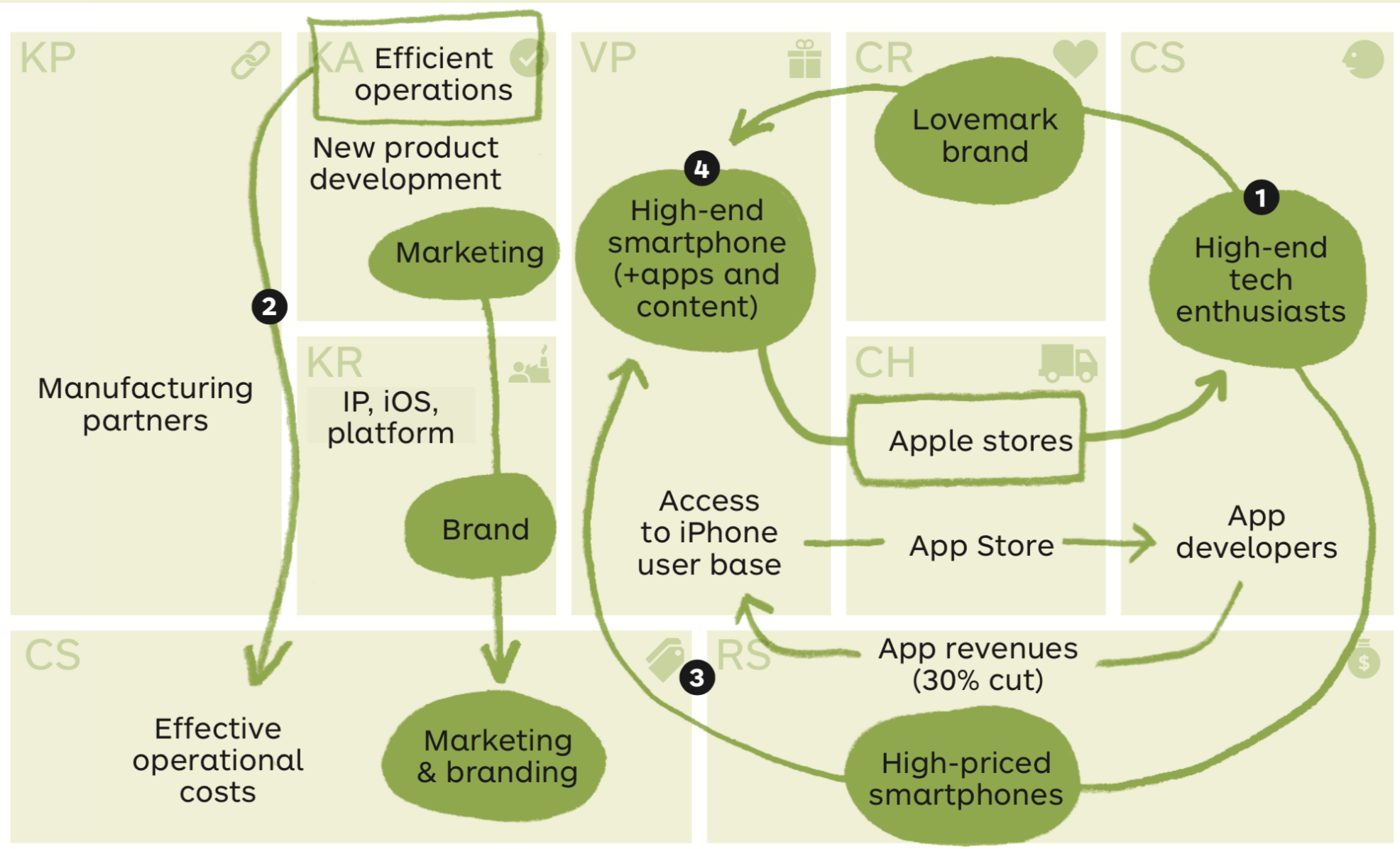
design

testing



***BUSINESS MODEL CANVAS***  
***WORKSHOP***  
***SAMPLES***





## KEY SUCCESS

1. **Delight and Surprise the High End of the Market**
2. **Control Cost**
3. **Maximize Margins and Profits from High End Market Share**
4. **Continuously Reinvent and Surprise the High End of the Market**

+++ **The App Store**