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GUIDA PER GLI STARTUPPER

APPROFONDIMENTO 3










BUSINESS DESIGN

BUSINESS MODEL CANVAS

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Un'idea innovativa può concretizzarsi in una **value proposition** se risolve un problema o conferisce un vantaggio attraverso un business model, ovvero un'offerta di valore per dei clienti che sono disposti a pagare per questa.

“Il Business Model descrive la logica con la quale un'organizzazione crea, distribuisce e cattura valore”: lo sostiene Alexander Osterwalder, ideatore del Business Model Canvas.

<p>Key Partners </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources do we acquire from partners? Which Key Activities do partners perform?</p> <p>DEFINITION FOR ENTREPRENEURS Optimization and acquisition Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<p>Key Activities </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>EXAMPLES Production Product design Platform building Marketing/Research</p>	<p>Value Propositions </p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>EXAMPLES Reliability Performance Customization "Shedding the job" design Design Brand/Status Price Cost reduction Risk Reduction Accessibility Convenience/Quality</p>	<p>Customer Relationships </p> <p>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?</p> <p>EXAMPLES Personal assistance Dedicated/Personal Assistance and Service Automated services Communities Co-creation</p>	<p>Customer Segments </p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Alex Osterwalder Alice Muelken Suzanne Branson Giancarlo Giustolisi Markus Frey</p>
<p>Cost Structure </p> <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>IS YOUR BUSINESS MODEL Cost driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value driven (based on value creation, premium value proposition)</p> <p>FIXED COSTS Fixed Costs (salaries, rents, utilities) Variable Costs Economies of scale Economies of scope</p>	<p>Key Resources </p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>FIXED OR VARIABLE Physical Intellectual (brand patents, copyrights, data) Human Financial</p>	<p>Revenue Streams </p> <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>FIXED PRICES Asset sale Usage fee Subscription Fee Licensing/Fee/Leasing Advertising Investment fees Advertising</p> <p>FIXED PRICES Licence Product feature dependent Customer segment Usage dependent Usage dependent</p> <p>FIXED PRICES Usage dependent Product engagement Usage dependent Usage dependent</p>	<p>Channels </p> <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 work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL SELECTION</p> <ol style="list-style-type: none"> 1. Awareness How do we make customers aware of our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support? 	

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Il business model canvas è costituito da 9 voci:

1. CLIENTI

persone o organizzazioni per i quali stiamo creando valore.

2. PROPOSIZIONE DI VALORE

prodotti e/o servizi che creano valore per i tuoi clienti.

3. CANALI

descritti come i touchpoint che interagiscono con i clienti e la diffusione di valore.

4. RELAZIONI CON I CLIENTI

delineano il tipo di relazione e come si interagisce con i clienti.

5. RICAVI

meccanismi di prezzo tramite cui il tuo modello di business documenta il valore.

6. RISORSE CHIAVE

mostra quali assetti sono indispensabili nel tuo modello di business così da poter descrivere le infrastrutture di cui hai bisogno per creare e distribuire valore.

7. ATTIVITÀ CHIAVE

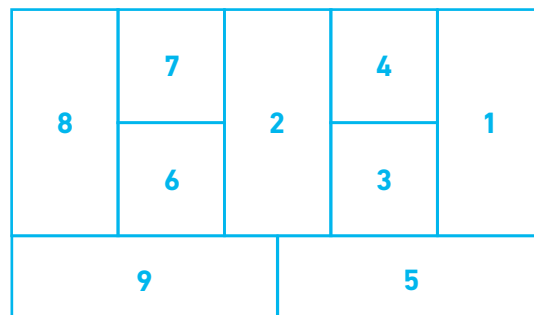
mostra di cosa hai bisogno per una buona performance.

8. PARTNER

chi può aiutarti ad accrescere il business.

9. STRUTTURA DEI COSTI

dopo aver definito tutto ciò di cui hai bisogno per il tuo business, puoi veramente definire i vari costi!



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Ci sono **3 regole base** da seguire per realizzare il business model canvas perfetto:

1

Focalizzarsi sul modello di business.

2

Non innamorarsi del primo business model canvas.

3

Provare, provare e riprovare rapidamente. E poi testare.