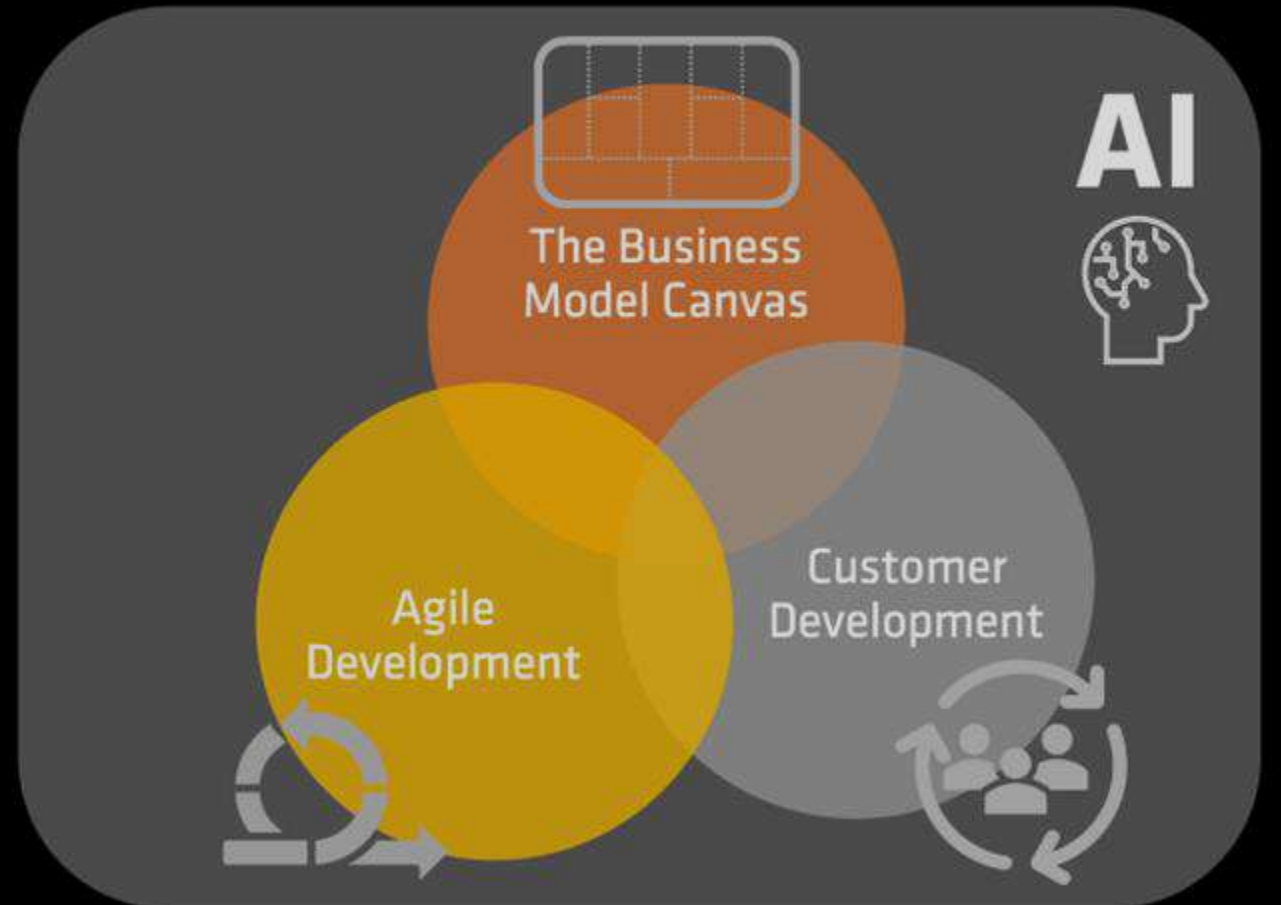


Entrepreneurship, Innovation and Technology Transfer

An Introduction to the Business Model Canvas

Luis Caldas de Oliveira



TÉCNICO LISBOA

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phone



For-profit Versus Non-profit Organizations

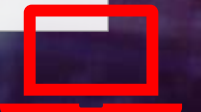
For-profit organization

- Primary goal of earning profit for owners and shareholders

For simplicity we will focus on these

Non-profit organization

- Primary goal of serving public interest or community needs



A close-up, shallow depth-of-field photograph of a printed circuit board (PCB). The board is populated with various electronic components, including integrated circuits, resistors, and capacitors. A prominent white, oval-shaped component is in sharp focus in the lower right foreground. The background is blurred, showing more of the board's intricate circuitry and components. The lighting is dramatic, with warm yellow and orange tones highlighting the board's surface.

Business Model

A strategic framework that describes how a company generates, delivers, and captures value.



Business Model Canvas

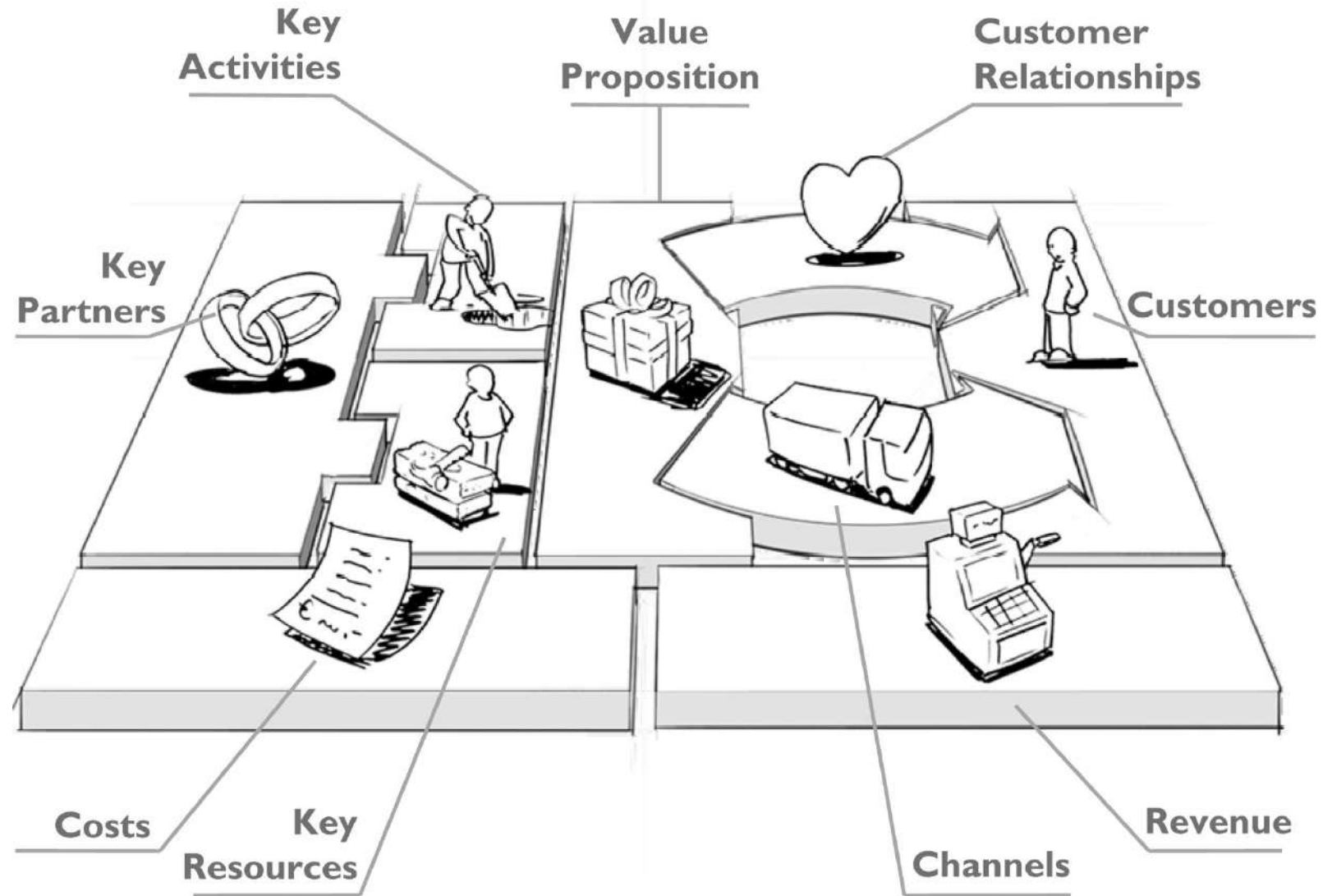
“Once you understand business models you can then start prototyping business models just like you prototype products”

Alexander Osterwalder



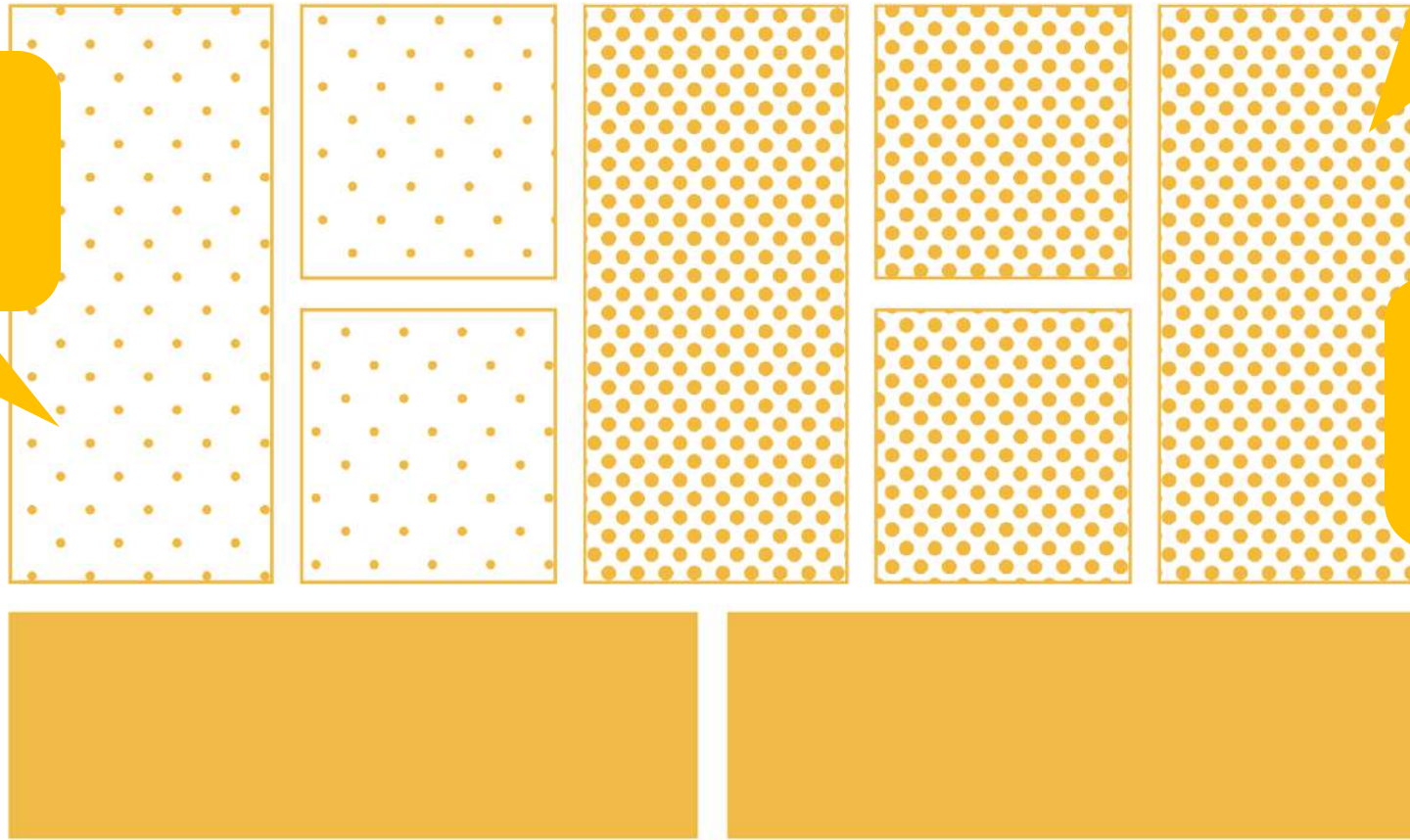
The Business Model Canvas (BMC)

A structured method for visualizing how a business creates, delivers, and captures value.



Reducing Risks

Feasibility risk:
We can't build and
deliver



Desirability risk:
Customers aren't
interested

Viability risk:
We can't make
enough money





Value Proposition

The unique value a company offers to its customers.



A close-up photograph of a person's hands pouring coffee from a machine into a cup. The coffee has a beautiful latte art design on top. The background is dark and out of focus.

Example of a Business Model

Nestlé Nespresso



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

CUSTOMER SEGMENT

KEY RESOURCES

DISTRIBUTION CHANNELS

COST

REVENUES



Customer Problem

A specific issue or pain point that customers experience and seek to resolve

zoom

 Dropbox

 airbnb

 slack




Customer Need

Underlying desires or requirements that drive a customer's purchasing decisions.


facebook

amazon

 Apple

NETFLIX



A photograph of a busy city street at sunset. The scene is filled with silhouettes of pedestrians walking across a crosswalk. In the background, there are modern buildings with glass facades and construction cranes. The lighting is warm and golden, creating long shadows on the pavement. The overall atmosphere is one of a bustling urban environment.

Customer Segments

Groups of individuals or organizations that a business seeks to reach and serve



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

CUSTOMER SEGMENT

KEY RESOURCES



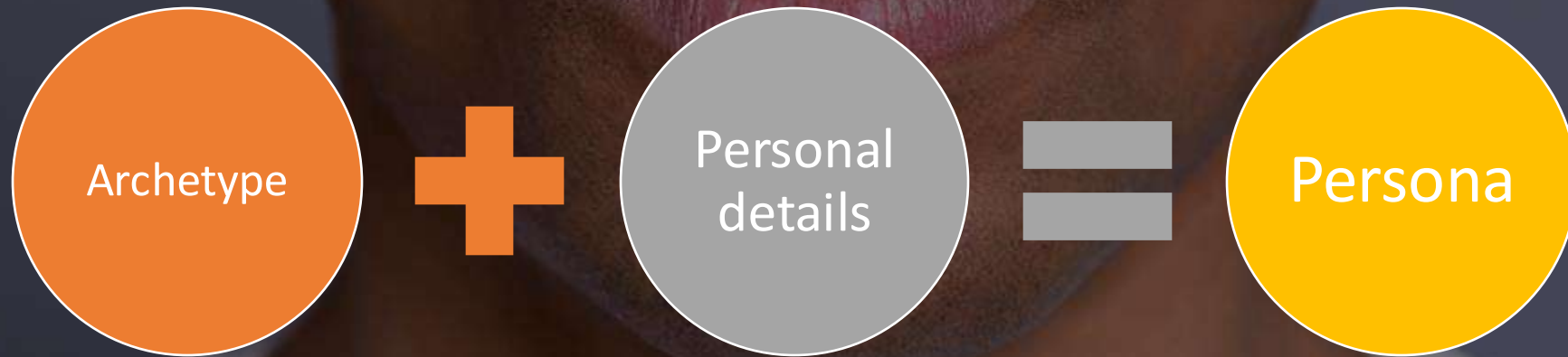
DISTRIBUTION CHANNELS

COST

REVENUES



Persona



A portrait of a fictional but realistic individual merging the characteristics of similar people





Channels

The various methods and pathways a company uses to communicate with and reach its customer segments



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

CUSTOMER SEGMENT

KEY RESOURCES



DISTRIBUTION CHANNELS



COST

REVENUES



Types of Channels

Physical

Virtual

Direct

Indirect

Sales

Communication

Distribution

Support





Customer Relationships

Strategies for how to get, keep, and grow customers



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

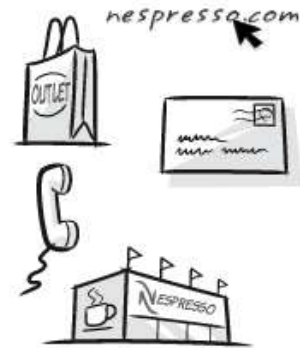
CUSTOMER SEGMENT

KEY RESOURCES

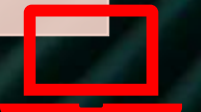
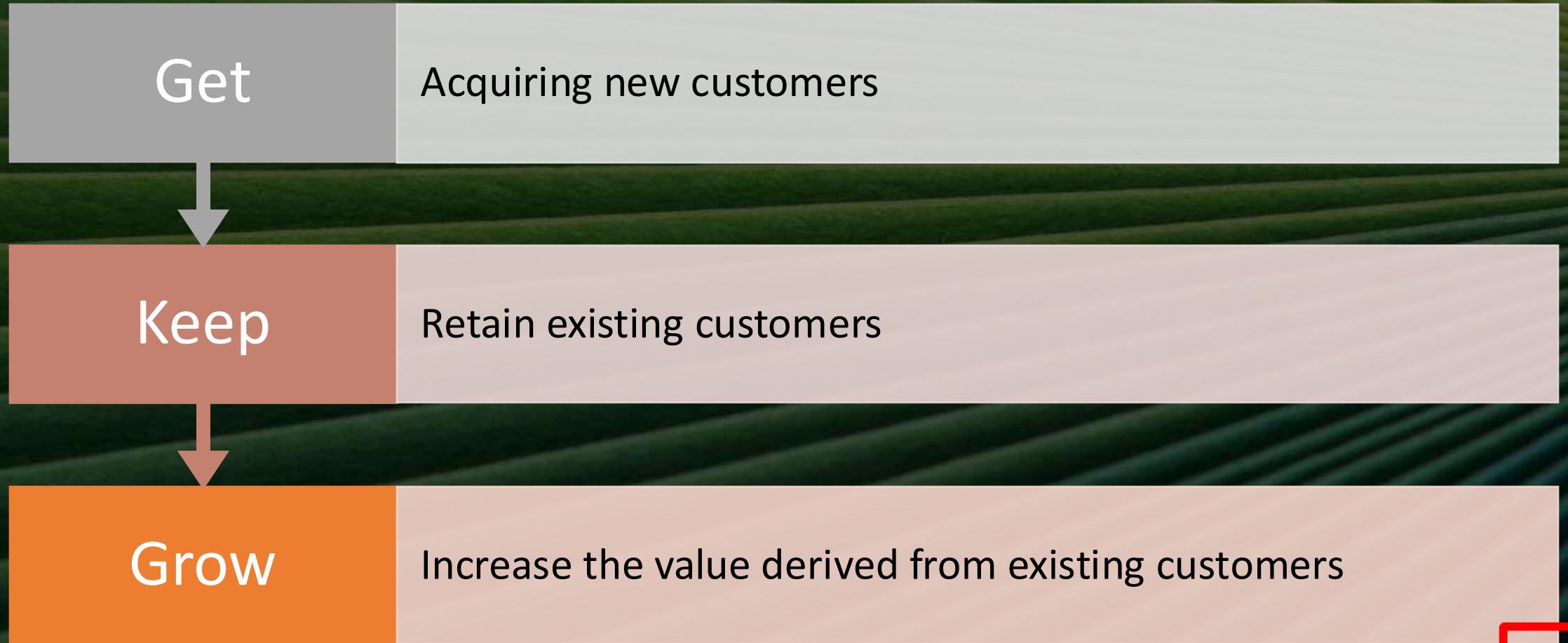
DISTRIBUTION CHANNELS

COST

REVENUES



Get, Keep and Grow Customers



Revenue Streams

The background features a dark purple and blue color palette with various geometric shapes and lines. A prominent dark blue arrow points upwards and to the right. There are also several jagged, dotted lines in shades of green and blue, suggesting a fluctuating trend or data series.

How a company generates income from selling its products or services to customer segments



STRATEGIC PARTNERS

KEY ACTIVITIES

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CUSTOMER RELATIONSHIP

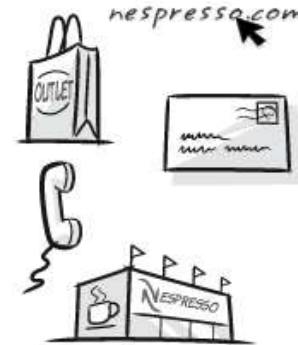
CUSTOMER SEGMENT

KEY RESOURCES

DISTRIBUTION CHANNELS

COST

REVENUES



Revenue Model Vs Pricing Tactics

Revenue
model

One-time sale, subscription fees, advertising revenue, licensing fees, etc.

Pricing
tactics

Discounts, bundling, penetration pricing, premium pricing, yield management, etc.



A man wearing a white hard hat and safety glasses is working on a control panel in a factory. The panel has several buttons and gauges. The background shows industrial machinery and pipes.

Key Resources

Essential assets required to make the business model work effectively



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

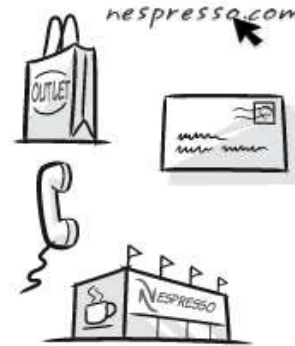
CUSTOMER SEGMENT

KEY RESOURCES

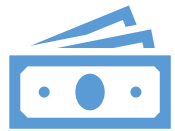
DISTRIBUTION CHANNELS

COST

REVENUES



Examples of Key Resources



Financial

capital, lines of credit, etc.



Physical

manufacturing plants,
machinery, delivery
vehicles, etc,



Intellectual

patents, trade secrets,
customer data, etc.



Human

technicians, sales,
administrative support, hr,
etc.



A blurred background image of a business meeting. In the foreground, a woman with dark hair, wearing a light-colored blazer, is smiling and shaking hands with another person whose hand is visible from the left. In the background, another woman with long brown hair is also smiling. They are seated at a dark table with papers on it. The overall atmosphere is professional and positive.

Key Partners

Entities that provide essential resources or perform specific activities to support the business



STRATEGIC PARTNERS

KEY ACTIVITIES

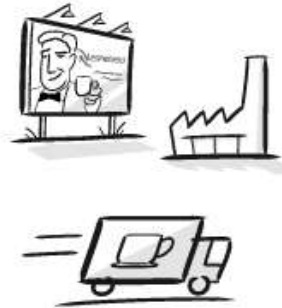
VALUE PROPOSITION

CUSTOMER RELATIONSHIP

CUSTOMER SEGMENT



KEY RESOURCES

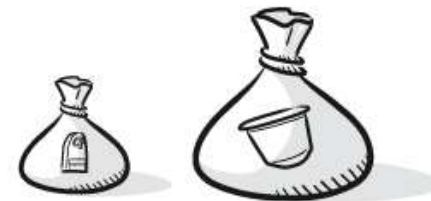


DISTRIBUTION CHANNELS



COST

REVENUES



Partners and Suppliers

Partners

Collaboration to achieve a common goal



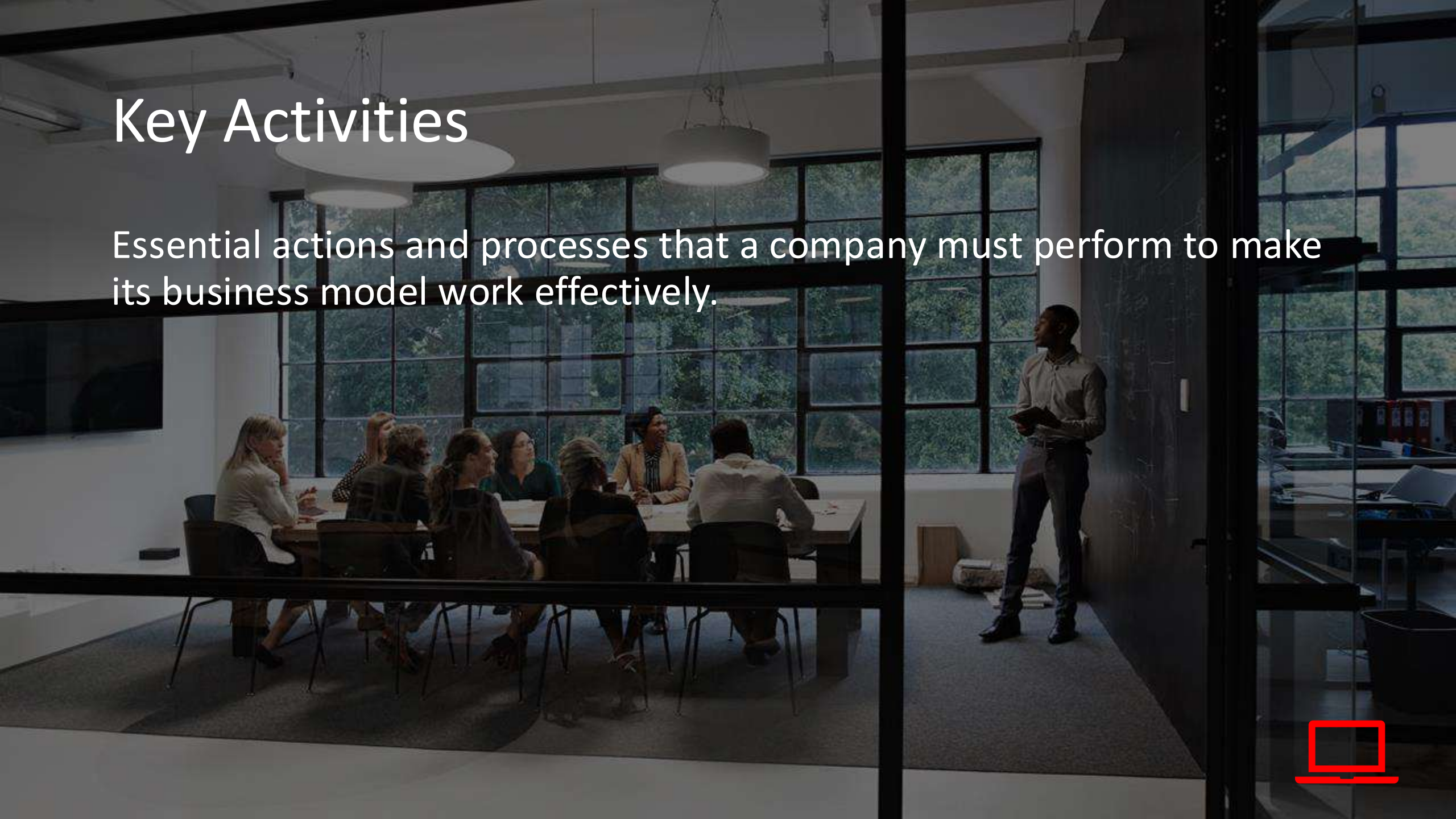
Suppliers

A type of partner that provides goods or services



Key Activities

Essential actions and processes that a company must perform to make its business model work effectively.



STRATEGIC PARTNERS



KEY ACTIVITIES

KEY RESOURCES



VALUE PROPOSITION



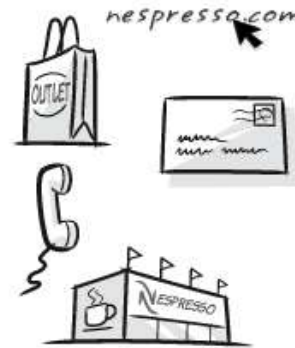
CUSTOMER RELATIONSHIP



CUSTOMER SEGMENT

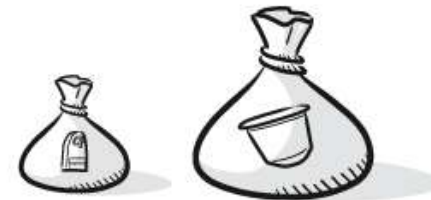


DISTRIBUTION CHANNELS



COST

REVENUES



Examples of Key Activities



Manufacturing



Sales



Customer Support



R&D



Manage Intellectual
Property



Costs

All the expenses required to operate the business effectively



125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
150	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			10,700



STRATEGIC PARTNERS



KEY ACTIVITIES



VALUE PROPOSITION



CUSTOMER RELATIONSHIP



CUSTOMER SEGMENT



KEY RESOURCES



DISTRIBUTION CHANNELS



COST

REVENUES



Types of Costs



Fixed costs

Expenses that remain constant regardless of the level of production or sales



Variable costs

Expenses that change with the level of production or sales



A close-up photograph of a person's hands holding a dark-colored coffee cup filled with a latte. The latte has intricate brown and white swirls on top. A coffee machine's spout is visible on the left, pouring coffee into the cup. The background is dark and out of focus.

Nespresso Business Model

Review



STRATEGIC PARTNERS

KEY ACTIVITIES

VALUE PROPOSITION

CUSTOMER RELATIONSHIP

CUSTOMER SEGMENT

KEY RESOURCES

DISTRIBUTION CHANNELS

COST

REVENUES



STRATEGIC PARTNERS



KEY ACTIVITIES



VALUE PROPOSITION



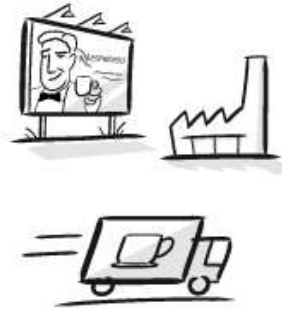
CUSTOMER RELATIONSHIP



CUSTOMER SEGMENT



KEY RESOURCES



DISTRIBUTION CHANNELS



COST



REVENUES



Use your computer or mobile phone



The BMC Tool

[Click to Copy](#)

Desirability Risk
Customers aren't interested

Value Propositions Type here	Customer Relationships Type here	Customer Segments Type here
	Channels Type here	

Team: Type here

Date: Type here

1

Feasibility Risk
We can't build and deliver

Key Partnerships Type here	Key Activities Type here
	Key Resources Type here

Team: Type here

Date: Type here

2

Viability Risk
We can't make enough money

Revenue Streams Type here
Cost Structure Type here

Team: Type here

Date: Type here

3






The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	



Turn ideas into revenue with Strategyzer's innovation programs

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Desirability Risk

Customers aren't
interested

Team:

Type here

Date:

Type here

Value Propositions

Type here



Customer Relationships

Type here



Customer Segments

Type here



Channels

Type here



Feasibility Risk

We can't build and deliver

Team:

Type here

Date:

Type here

Key Partnerships

Type here



Key Activities

Type here



Key Resources

Type here



Viability Risk

We can't make enough
money

Revenue Streams

Type here



Cost Structure

Type here



Team:

Type here

Date:

Type here



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phone



What have you learned today?



Work for Next Class

- Watch Lesson 4 (Business Models and Customer Development, Part 2) of Udacity's course on How to Build a Startup
- Based on the experts interviews and the resources you already have select a technology and a valuable application
- Conduct 10 interviews with experts and stakeholders
- Fill a first version of your Business Model Canvas



Obrigado



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