

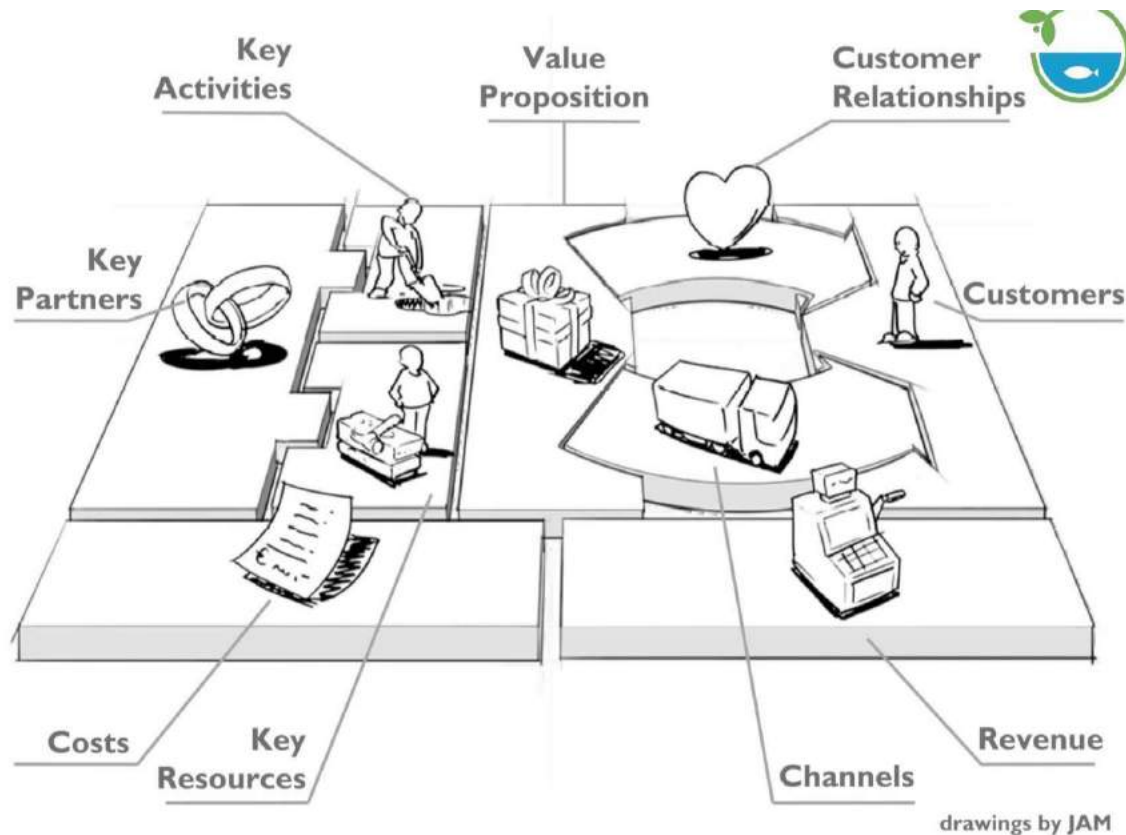
# Business analysis and innovation through the Business Model Canvas

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## A business model describes the rationale of how an organisation creates, delivers and captures value

Business model canvas: A tool to create and analyze business models. It can be used on both existing organisations and new organisation, and public, private and NGOs sectors



## 9 building blocks – the value side of the figure

Customer segments: What customers and users are you serving? What jobs do they really want to get done?

Value proposition: What are you offering them? What value does it create for them? What problem does it solve for them?

Channels: How does each customer segment want to be reached? Through which interaction points?

Customer relationships: What relationships are you establishing with each segment? Personal? Automatic? Co-creative?

Revenue streams: What are the customers willing to pay for? For what do they currently pay? What are the pricing tactics? What is the revenue model?

## 9 building blocks – the efficiency side of the figure

Key resources: What key resources – physical, immaterial, human and financial - does your value propositions require? Your distribution channels? Your customer relationships? Your revenue streams?

Key activities: What key activities – production, problem solving, relationship building - does your value propositions require? Your distribution channel? Your customer relationships? Your revenue streams?

Key partners: Who are our key partners? Who are your key suppliers? What key resources do key partners deliver? What key activities do key partners perform?

Cost structures: What are the most important costs inherent in the business model? What key resources are the most expensive? What key activities are the most expensive?



<p>Key partnerships</p> <ul style="list-style-type: none"> <li>Technology partners</li> <li>Resource partners</li> <li>Scale partners</li> <li>Distribution partners</li> <li>Development partners</li> <li>Network partners</li> <li>Media partners</li> <li>Etc</li> </ul>	<p>Key activities</p> <ul style="list-style-type: none"> <li>Advisory services</li> <li>Production of ...</li> <li>Organisation</li> <li>Workshop</li> <li>Planning</li> <li>Transportation</li> <li>Service</li> </ul>	<p>Value propositions</p> <ul style="list-style-type: none"> <li>Image</li> <li>Money savings</li> <li>Experience</li> <li>Learning</li> <li>Simplicity</li> <li>Environmental improvement</li> <li>Risk management</li> <li>Status</li> <li>Growth</li> <li>Productivity</li> <li>Relaxation</li> <li>Access</li> </ul>	<p>Customer relationships</p> <ul style="list-style-type: none"> <li>Personal</li> <li>Self service</li> <li>Automatic</li> <li>Communities</li> <li>Co-creation</li> </ul>	<p>Customer segments</p> <ul style="list-style-type: none"> <li>Mass market</li> <li>Niche market</li> <li>B to C</li> <li>B to B</li> <li>Gender</li> <li>Age</li> <li>Incomes</li> <li>Place of origin</li> <li>Interests</li> <li>Behaviour</li> <li>Group constellations</li> </ul>
<p>Cost structure</p> <ul style="list-style-type: none"> <li>Salary</li> <li>Machines and equipment</li> <li>Variable costs</li> <li>Fixed costs</li> <li>Interest on loans</li> <li>Time as a cost</li> </ul>		<p>Revenue streams</p> <ul style="list-style-type: none"> <li>Sales of products</li> <li>Leasing</li> <li>Subscription</li> <li>User fees</li> <li>Donations</li> <li>Transaction fee</li> <li>Royalty</li> <li>Brokerage fees</li> <li>Advertising</li> <li>Sponsorship</li> </ul>		
<p>Key resources</p> <ul style="list-style-type: none"> <li>Physical</li> <li>Human</li> <li>Financial</li> <li>Immaterial</li> </ul>		<p>Channels</p> <ul style="list-style-type: none"> <li>Own sales</li> <li>Agents</li> <li>Market</li> <li>Wholesale</li> <li>Own shop</li> <li>Partner shops</li> <li>Web-shop own</li> <li>Web-shop others</li> <li>Presale</li> <li>Sale</li> <li>After sale</li> </ul>		

# Example: Adriana's honey bee farm – open for tourists



## Customer segments: What costumers and users are you serving? What jobs do they really want to get done?

- A honey agent who collects the honey during the season.
- Tourists who incidently pass by the premises. Adriana sells in both in standard glass jars, and in cheramic pots produced by a friend.
- Tourists and locals purchasing at the weekly market in town for consumption.
- Special interest guests (leisure bee farmers) from the region and abroad.

*Differentiated segments – needs, distribution channels, relation types, rentability, willingness to pay*

Value proposition: What are you offering them? What value does it create for them? What problem does it solve for them?

Honey agent: He wants as big amounts as possible, packaged in standardised formats. Convenience. Certification of origin.

Tourists: Taste. Experience and authenticity of the area. Souvenirs. Gifts that can impress/self-esteem.

Locals: Taste, price. Support a local enterprise/patriotism

Special interest guests: Knowledge, taste, environmental experience, authenticity They want to learn and get inspiration, and to know the region better.

*Andriana offers values far beyond the honey*



Channels: How does each customer segment want to be reached? Through which interactions points

Honey agent: Call by telephone, coordinated with route planning

Tourists: Signboard along the road, booth at the local market

Locals: Booth the local market

Special interest tourists: Coincidental contacts established through chairmen to 2 bee keeper associations from the neighbouring region

*Andriana has not given this a lot of effort! For example she is not in the formal tourism marketing*

Customer relationships: What relationships are you establishing with each segment? Personal? Automatic, Co-creative

Honey dealer: Difficult relationship, Adriana tries to automatize it

Tourists and locals: Enjoyable, narratives included

Special interest: Mutual learning, trustful, enjoyable

*Adriana is a "people person"*

Revenue streams: What are the costumers willing to pay for? For what to they currently pay? What is the pricing tactics? What is the revenue model?

Honey dealer: Most of the pay from the honey dealer. Low kilo price.

Tourists and locals: Higher price, special packaging gives the highest price, but the cheramic containers are expensive

Special interest: Do not pay for anything except for the honey and other materials that they acquire.

*Is Andriana in a revenue trap?*

Key resources: What key resources – physical, immaterial, human and financial - does your value propositions require? Your distribution channels? Your customer relationships? Your revenue streams?

- Production and storage facilities
- Sales corner in the facilities
- The surrounding landscape including the publicly owned nature park and the plum tree fields next to Adriana's farming plot without which she could not produce her honey
- Adrianas work and competence and the husband's and sister's during the season
- A well operated market place in the small town and an appealing booth

*The environment is key to Adriana's production, and she does not have the full control herself*



Key activities: What key activities – production, problem solving, relationship building - does your value propositions require? Your distribution channel? Your customer relationships? Your revenue streams?

Hive management

Harvesting, extracting, straining, packaging

Creating and delivering narratives

Selling in the market

Collaborating with the neighbouring nature park and farm

Administration

Designing, selection and purchase of packaging

Bee health activities

Etc.

*Adriana performs a diverse portfolio of tasks, perhaps not being fully aware of all of them*

Key partners: Who are our key partners? Who are your key suppliers? What key resources do key partners deliver? What key activities do key partners perform?

Public authorities and nature area management unit  
Neighbouring farmers  
The local bed and breakfast, owned by her uncle  
The bee producer association

*The development of a public/private partnership might be critical for Adriana, and Adriana can be of importance for them as well*

Cost structures: What are the most important costs inherent in the business model? What key resources are the most expensive? What key activities are the most expensive?

Time allocation to different activities by Adriana – time is a scarce resource  
The special interest open house is expensive compared to the revenues generated  
Packaging is critical, expensive  
Etc

*Economies of scale and seasons are critical*



Business model canvas for a cluster organization with the task of fostering integrated economic development through sustainable use of natural resources and greening of value chains. A bee and honey region?



# 9 building blocks – Bee region cluster

Customer segments: What customers and users are you serving?

Bee farmers

Other food producers

Spa providers

Event bureaus

Hotels and restaurants

Tourist office

Nature park management

Tour guides

Ect?

# 9 building blocks - Bee region cluster

Value proposition: What are you offering them? What value does it create for them? What problem does it solve for them?

Supply knowledge that is otherwise difficult to identify

Ensure cost savings

Keep up the spirit in difficult times

Talk the language of the authorities

Stimulate entrepreneurs to close gaps in the value chain

Connect

Etc?

# 9 building blocks – Bee region cluster

Channels: How does each customer segment want to be reached?  
Through which interactions points?

Personal contacts and consultations

Meetings

Co-creating workshops

Website tools

Social media

Liaison making

Ect

## 9 building blocks – Bee region PMU

Customer relationships: What relationships are you establishing with each segment? Personal? Automatic? Co-creative?

Trustbuilding and personal  
Connective  
Communities  
Etc



# 9 building blocks – Bee region PMU

Revenue streams: What are the costumers willing to pay for? For what do they currently pay? What is the pricing tactics? What is the revenue model?

Donor funding

User fees

Subscription fees

Transactions fees

Book sales

Etc?

## 9 building blocks – Bee region PMU

Key resources: What key resources – physical, immaterial, human and financial - does your value propositions require? Your distribution channels? Your customer relationships? Your revenue streams?

Manpower with agriculture and food knowledge

Manpower with tourism knowledge

ICT power

Strategic external connections

?

## 9 building blocks – Bee region cluster

Key activities: What key activities – production, problem solving, relationship building - does your value propositions require? Your distribution channel? Your customer relationships? Your revenue streams?

Highly targeted advisory packages

Web tools

Concepts for events and event management

Trail brochures

Etc

# 9 building blocks – Bee region cluster

Key partners: Who are our key partners? Who are your key suppliers? What key resources do key partners deliver? What key activities do key partners perform?

Public authorities

Agricultural organisations

Tourism organisations

Donor organisations

Bee enthusiasts' groups and organisations locally and outside

Media

Honey chefs

Volunteer organisations

Nature protection organisations

Etc

# 9 building blocks – Bee region cluster

Cost structures: What are the most important costs inherent in the business model? What key resources are the most expensive? What key activities are the most expensive?

Salaries

Event costs

ICT

Travel

Etc

# Now: Your wonderful cases

