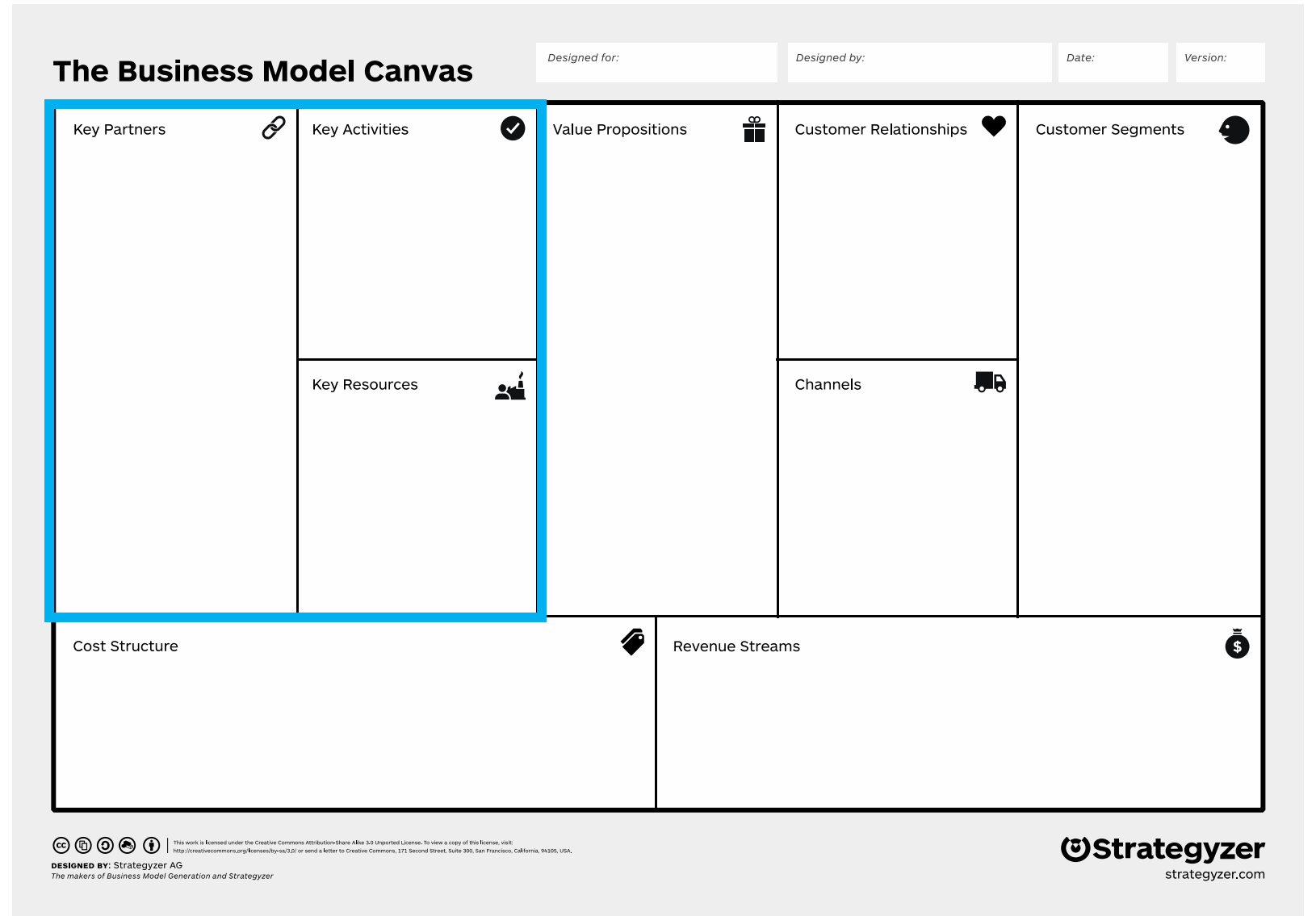


Nine Components of the Business Model Canvas

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Key Partners
6. Key Resources
7. Key Activities
8. Key Partnerships
9. Cost Structure
10. Revenue Streams



Key Resources, Activities & Partnerships

Lisa DeCarlo

The Canvas: Left Side

Key Resources

Most important assets required to offer and deliver the right side

Key Activities

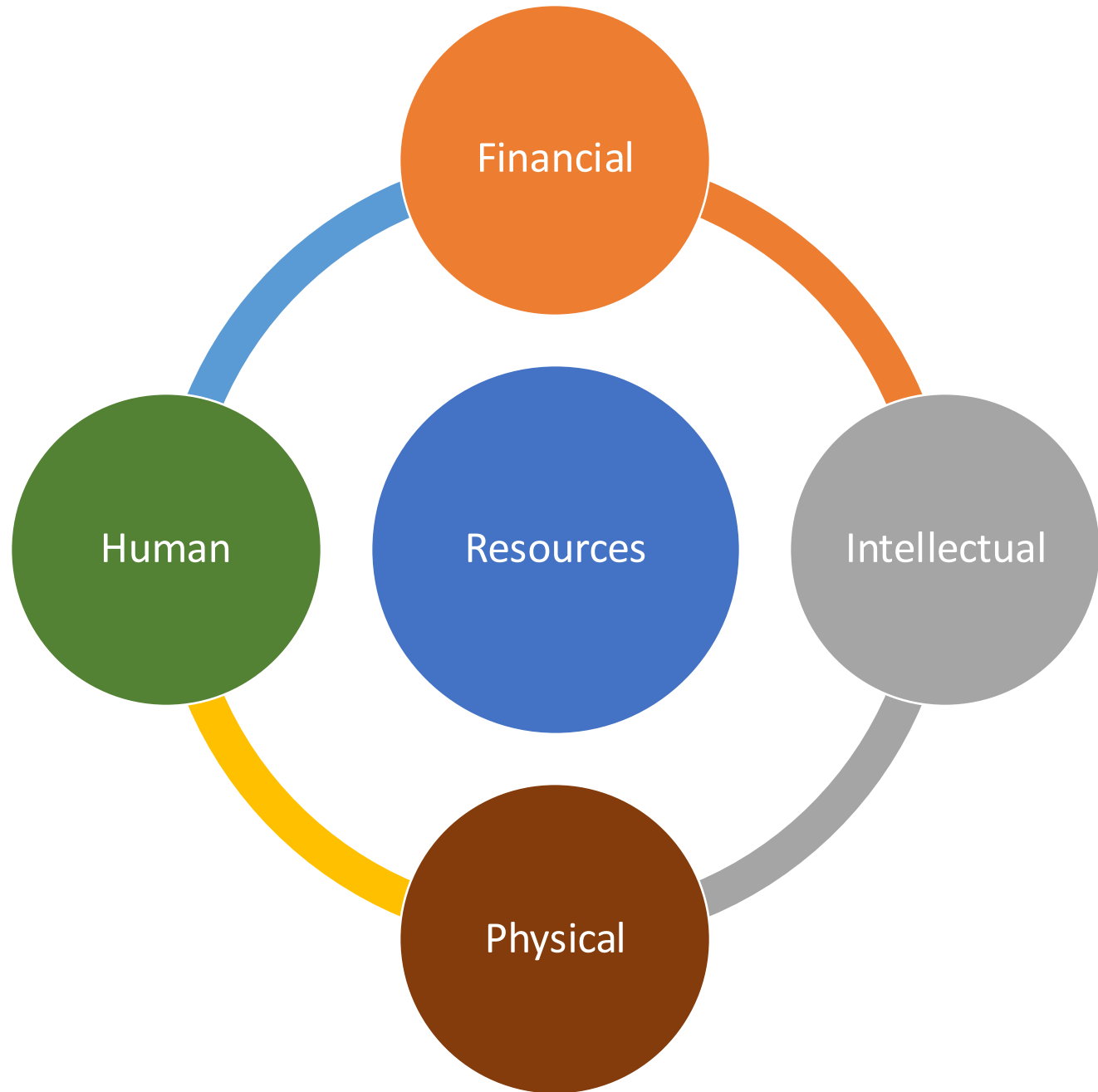
Most important activities you want to perform well

Partnerships

Shows the network of suppliers and partners that bring external resources and activities

Key Resources

**The most
important assets
to make a
business model
work.**



Exercise



What Key Resources do the Browns CURRENTLY need in order to operate their business model?



Brainstorm using post it's



Consolidate your ideas onto your worksheets

Key Activities

- **The most important things a company must do to make a business model work.**
- **Key Questions:**
 - What activities do our Value Propositions require?
 - Our Distribution Channels?
 - Customer Relationships?
 - Revenue Streams?
- **Categories**
 - Production (manufacturing)
 - Problem solving (consultancies, hospitals, etc.)
 - Platform/network (eBay, Microsoft)

Exercise



What Key Activities does the Brown Family Farm CURRENTLY need to perform in order to operate its business model?



Brainstorm using post its



Consolidate your ideas onto your worksheets



Key Partnerships

The network of suppliers and partners that make a business model work.

Key Questions:

- Who are our key partners?
 - Who are our key suppliers?
 - Which Key Resources are we acquiring from partners?
 - Which Key Activities do partners perform?
- ✓ They provide something the business cannot operate without
 - ✓ They significantly reduce risk or cost
 - ✓ They enable scalability or efficiency
 - ✓ They offer a specialized resource or skill not available in-house
 - ✓ They create strategic advantages (exclusivity, differentiation, or market access)

Key Partnerships

Four basic types:

- Strategic alliances between non-competitors – shared goal
 - Waze/Spotify, Starbucks/Barnes & Noble
- “Coopetition”: Strategic relationship between competitors
 - Pfizer/Moderna, Amazon/3rd Party, Zelle
- Joint ventures to develop new business
 - Waymo/Volvo, Apple/Goldman Sachs
- Buyer-supplier relationships to assure reliable supply
 - Tires/Car, Seeds/Fertilizer/Equipment

Three motivations

1. Optimization and economies of scale
2. Reduction of risk and uncertainty
3. Acquisition of particular resources and activities

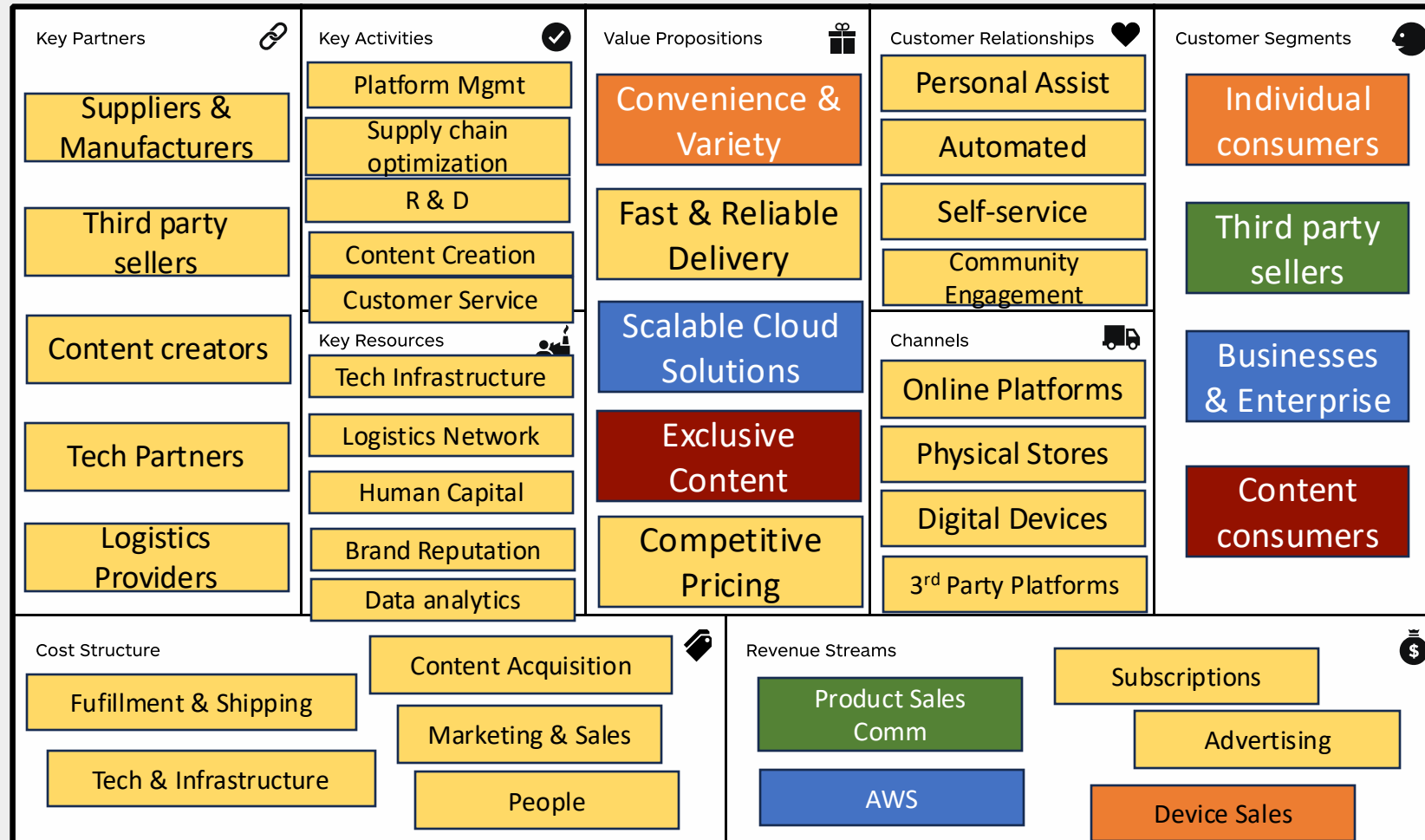
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



This work is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License. To view a copy of this license, visit: <http://creativecommons.org/licenses/by-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

DESIGNED BY: Strategyzer AG
The makers of Business Model Generation and Strategyzer

Exercise



What Key Partnerships does the Brown Family Farm CURRENTLY need in order to operate its business model?



Brainstorm using post-its



Consolidate your ideas to complete the worksheet

Learning Objectives

- Every Business Model requires Key Resources and Key Activities.
- Key Resources can be physical, financial, operational, intellectual, or human.
- Key Activities should be focused on doing just what you need to deliver the Value Proposition.
- Key Resources and Key Activities are included in the Cost and Expenses (\$C) Building Block.
- Key Partners/Suppliers - The “key” is to gain access to the special capabilities your business model needs for success.