

Interactive Session on Cooperation Platform Strategy Business Model Canvas of the Platform

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What's the purpose of the session?

To collect inputs and facilitate knowledge sharing to support the preparation of the Platform's business plan.

What is a Business Model?

A business model describes the rationale of how an organization creates, delivers, and captures value.

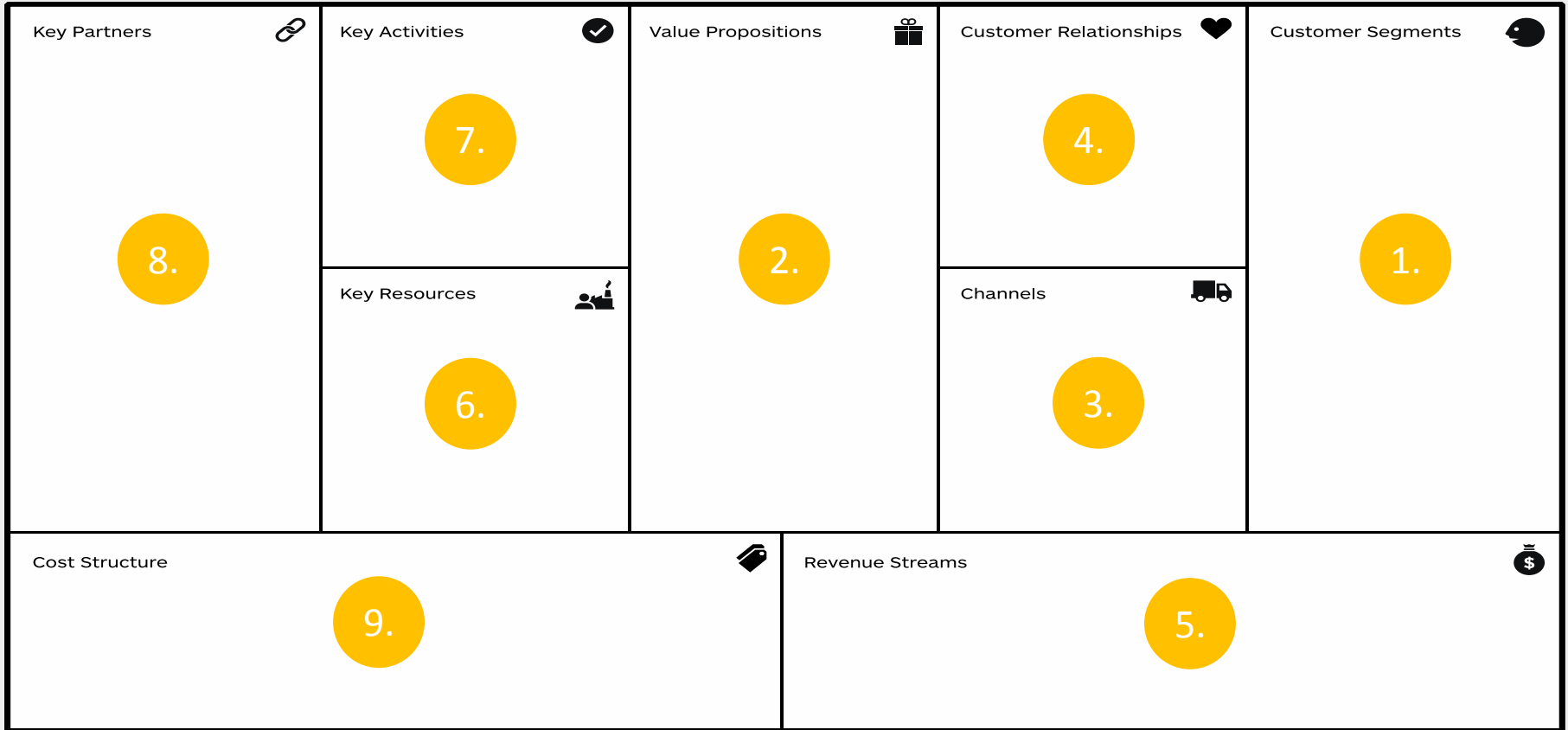
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



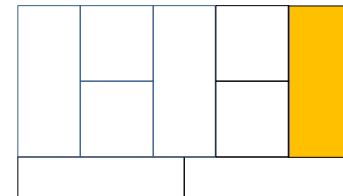
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A closer look at the building blocks



1. Customer Segments

- Defines the different groups of people or organizations the “enterprise” aims to reach and serve
- Groups the customers into distinct segments with common needs, common behaviours or other attributes
- Conscious decision is needed which segments to serve and which to ignore
- Example: European funding bodies



2. Value Propositions

- Identifies the bundle of products / services that create value for the specific customer segments
- Answers the question: what value do we deliver to the customer?
- Some examples of value categories:
 - Newness
 - Better performance
 - Tailor-made
 - Special design
 - Brand / status
 - Low price
 - Cost reduction
 - Accessibility
 - Convenience / usability



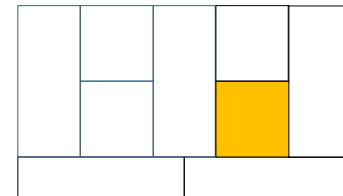
- Describes how the organization reaches its customer segments to deliver value

Channel functions:

- Raising awareness
- Helps customer to evaluate value proposition
- Facilitate purchase of products / services
- Facilitates delivery of value proposition
- Enables after sales support

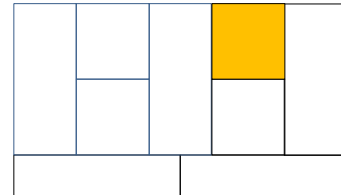
Channel types:

- Sales force
- Web sales
- Own stores
- Partner stores
- Wholesaler




4. Customer Relationships

- Describe the relationship the organization builds with the specific customer segments
- Its main functions are **customer acquisition**, **customer retention**, **boosting sales**
- Some examples of customer relationship categories:
 - Personal assistance
 - Dedicated personal assistance
 - Self-service
 - Automated service
 - Customer communities
 - Co-creation

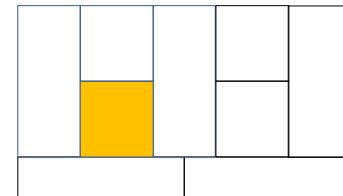


5. Revenue Streams

- Describe the main sources of revenue for the organization
- Two main types: a) transaction revenues, b) recurring revenues
- Possible ways to generate revenues:
 - Asset sale
 - Usage fee
 - Subscription fees
 - Lending / renting / leasing
 - Licensing
 - Brokerage fees
 - Advertising
 - (Grants)

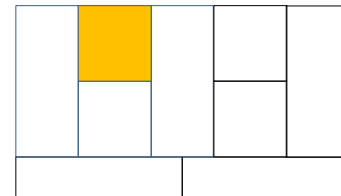


- Identifies the most important assets necessary to make the business model work
- Main categories of key resources:
 - Physical (buildings, vehicles, machines, etc.)
 - Intellectual (brand, know-how, database, copyright ...)
 - Human
 - Financial



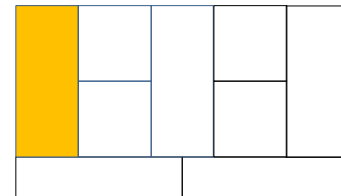
7. Key Activities

- Identifies the most important things the organization need to do to make the business model work
- Main categories of key activities:
 - Production
 - Problem solving
 - Platform / network related activities (platform management, service provisioning, platform promotion)



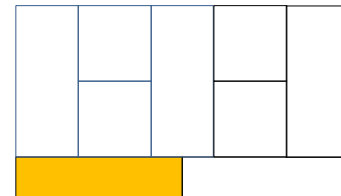
8. Key Partners

- Identifies the partners necessary to make the business model work
- Motivations include: a) optimization / economy of scale, b) reduction of risk, c) acquisition of resources and activities
- Main types of partnerships:
 - Strategic alliances between non-competitors
 - Coopetition: strategic partnership between competitors
 - Joint ventures to develop new businesses
 - Buyer-supplier relationships

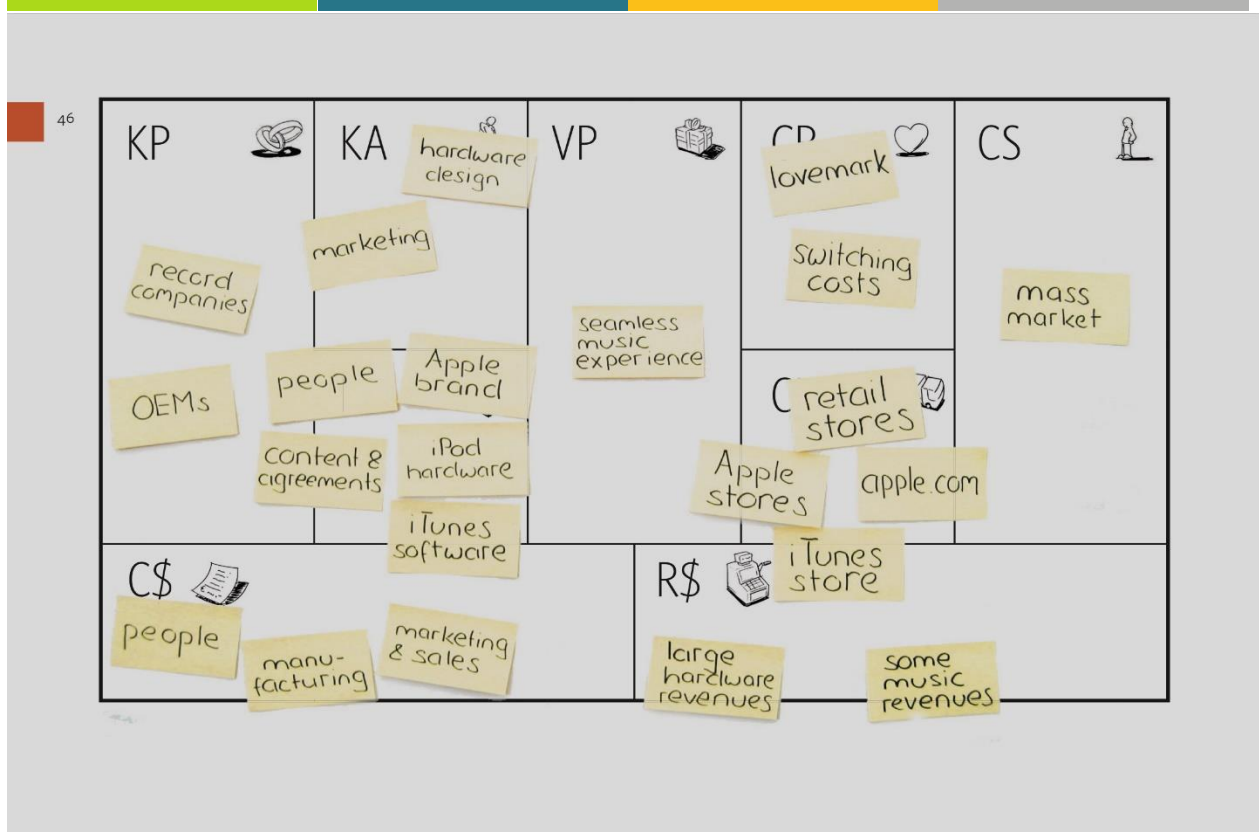


9. Cost structure

- Describes the main cost categories necessary to operate the business model
- Two main classes: a) cost-driven, b) value driven
- Main characteristics of cost structures:
 - Fixed costs (remain unchanged despite the increasing volume)
 - Variable costs (vary proportionally with the volume)
 - Economies of scale
 - Economies of scope

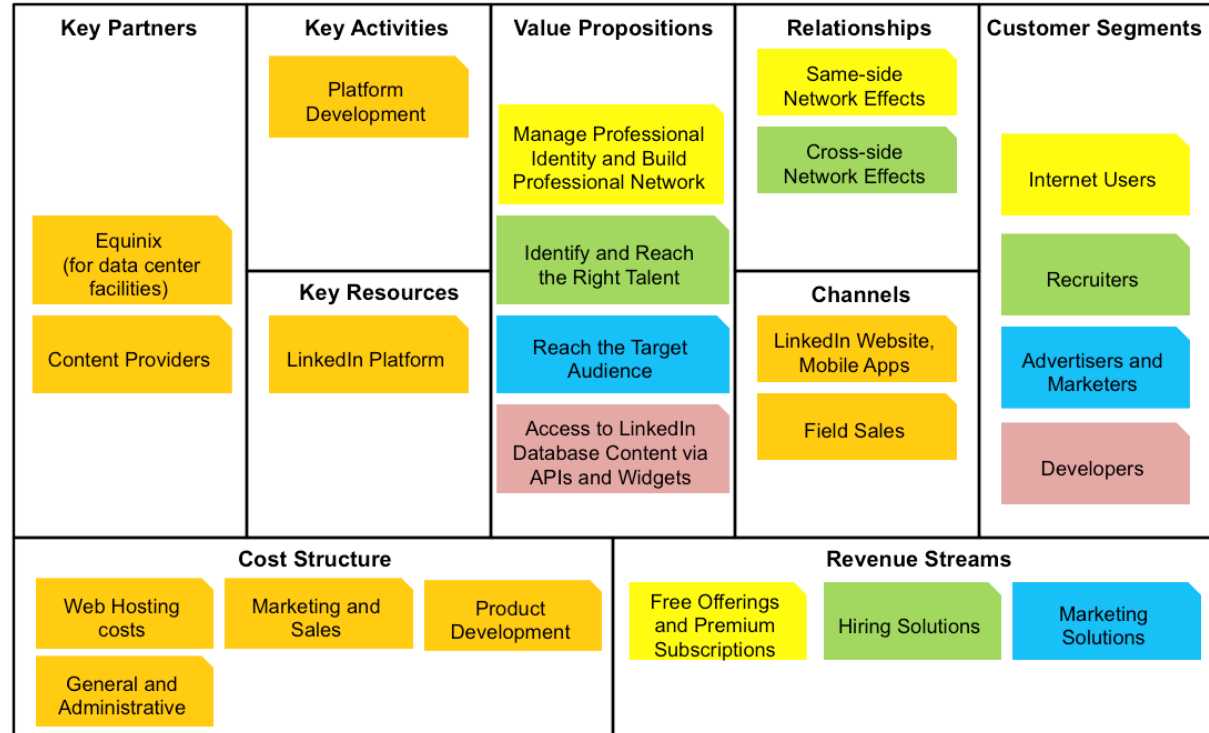


Example 1: Apple iPod / iTunes Business Model



Example 2: LinkedIn Business Model

LinkedIn – World's Largest Professional Network



WHAT will we do?

1. Forming groups
2. Group work: filling in the building blocks for the Cooperation Platform
3. Plenary presentation of the results of group work

1. Participate and co-create
2. Be present
3. Be respectful
4. Phones off or silent

Enjoy!

