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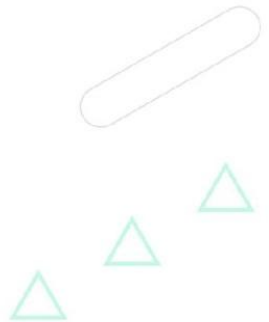
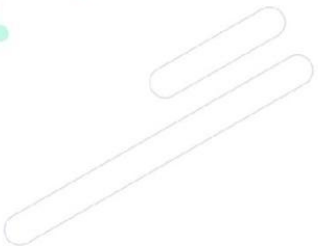
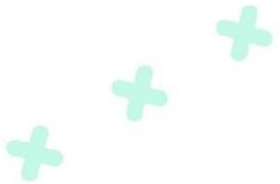
Centro de Desarrollo  
Tecnológico

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**INGENIERA INDUSTRIAL**  
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## ¿QUÉ ES?

- Herramienta que nos permite entender nuestro modelo de negocio.
- Es una técnica eficaz para pintar un cuadro del funcionamiento de las empresas.





# BUSINESS MODEL CANVAS

## The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<p><b>Key Partners</b> </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>INTERACTIONS AND EXCHANGE</b> Complement our offering Reduction of risk and uncertainty Assession of particular resources and activities</p>	<p><b>Key Activities</b> </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p><b>CATEGORIES</b> Production Problem Solving Platform/Network</p>	<p><b>Value Propositions</b> </p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS</b> Newness Performance Customization "Getting the job done" Design Brand/Status Price Cost Reduction Risk Reduction Flexibility Convenience/Usability</p>	<p><b>Customer Relationships</b> </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><b>CHANNELS</b> Physical presence Personal customer assistance Self Service Automated services Communities Co-creation</p>	<p><b>Customer Segments</b> </p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>MARKET SEGMENTS</b> New Market Segment Demographic Multi-sided Platform</p>																								
<p><b>Key Resources</b> </p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand, patents, copyrights, etc.) Human Financial</p>		<p><b>Channels</b> </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><b>CHANNEL CHARACTERISTICS</b></p> <ol style="list-style-type: none"> <li><b>Acquisition</b> How do we raise awareness about our customer's products and services?</li> <li><b>Evaluation</b> How do we help customers evaluate our organization's Value Proposition?</li> <li><b>Purchase</b> How do we allow customers to purchase specific products and services?</li> <li><b>Delivery</b> How do we deliver a Value Proposition to customers?</li> <li><b>After sales</b> How do we provide post-purchase customer support?</li> </ol>																										
<p><b>Cost Structure</b> </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><b>KEY RESOURCE BUNDLE</b> Cost Driver (drives) our structure, our price value proposition, maximum automation, extensive outsourcing Value Driver (drives) our value creation, premium value proposition</p> <p><b>SAMPLE CHARACTERISTICS</b> Fixed Costs (rent, rent, utility) Variable costs Economies of scale Economies of scope</p>		<p><b>Revenue Streams</b> </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><b>REVENUE STREAM CHARACTERISTICS</b></p> <table border="0" style="width: 100%;"> <tr> <td><b>FIXED REVENUE</b></td> <td><b>FIXED REVENUE</b></td> <td><b>FIXED REVENUE</b></td> </tr> <tr> <td>Annual fee</td> <td>Subscription fee</td> <td>Usage fee</td> </tr> <tr> <td>License fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> <tr> <td>Subscription fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> <tr> <td>License fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> <tr> <td>Usage fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> <tr> <td>Usage fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> <tr> <td>Usage fee</td> <td>Usage fee</td> <td>Usage fee</td> </tr> </table>			<b>FIXED REVENUE</b>	<b>FIXED REVENUE</b>	<b>FIXED REVENUE</b>	Annual fee	Subscription fee	Usage fee	License fee	Usage fee	Usage fee	Subscription fee	Usage fee	Usage fee	License fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee	Usage fee
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| **DESIGNED BY:** Business Model Foundry AG  
The makers of Business Model Generation and Strategyzer

**Strategyzer**  
strategyzer.com

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## LOS NUEVE MÓDULOS

1. Clientes
2. Propuesta de valor
3. Canales
4. Relación con los clientes
5. Ingresos
6. Recursos clave
7. Actividades clave
8. Asociaciones clave
9. Costos



# 1. CLIENTES

Una organización atiende clientes...

Detallar, de la forma más exacta que puedas, a qué tipo de persona va dirigido tu producto o servicio.

Edad, sexo, estudio... ¡TODO!



## 2. PROPUESTA DE VALOR

... Solucionando sus problemas o atendiendo sus necesidades...

No es sobre tu idea a producto, se trata de identificar qué necesidad resuelves.

Hacer que se diferencie de la competencia



## 3. CANALES

Las organizaciones se comunican y proporcionan valor de varias maneras.

¿Cómo conseguimos que nuestro producto llegue al cliente?

Medios físicos, internet, voz a voz...





## 4. RELACIONES CON LOS CLIENTES

Definir qué tipo de relación prefieren: personal, automática, autoservicio, operación única, suscripción...

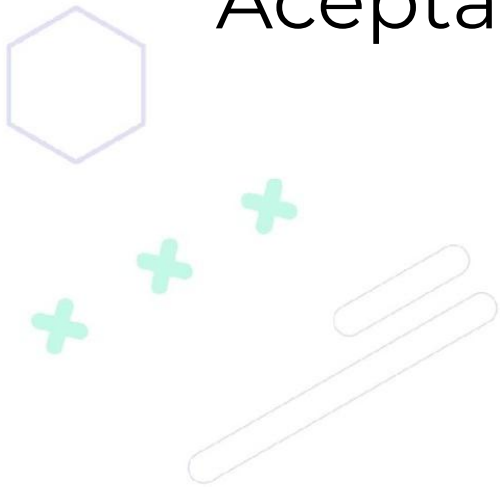
También cuál es el objetivo de esa relación: captar nuevos clientes, fidelizar u obtener más ingresos con clientes actuales.



## 5. INGRESOS

Averiguar qué valor están dispuestos a pagar los clientes.

Aceptar los métodos de pago que prefieren.

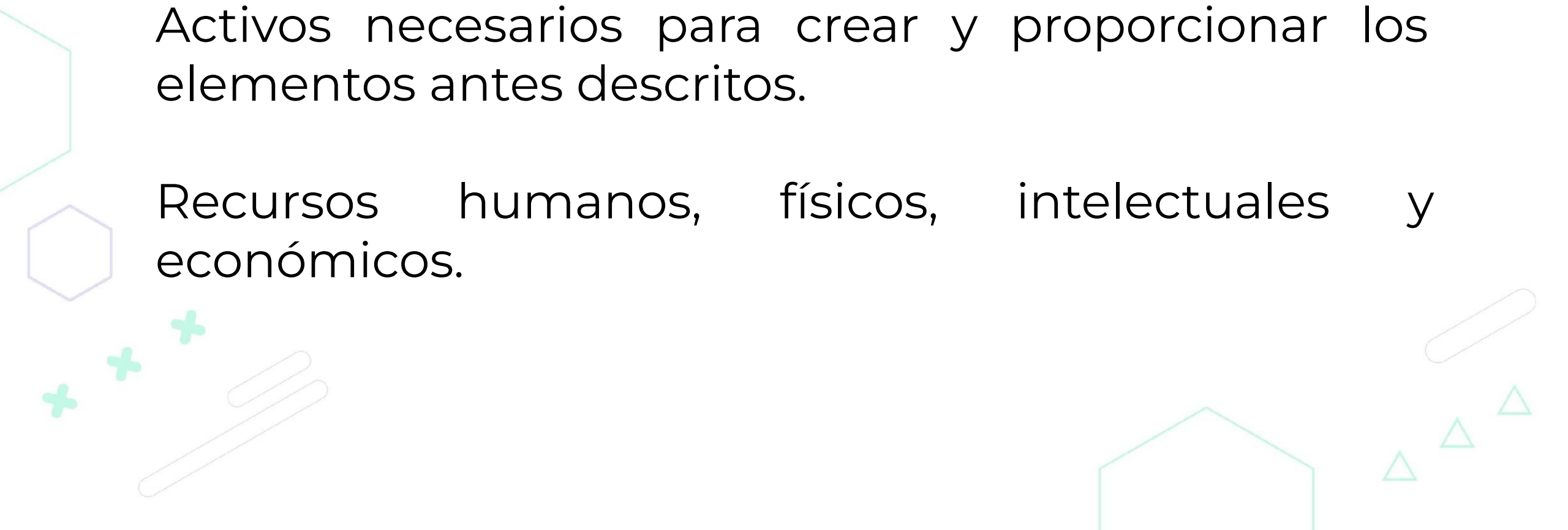




## 6. RECURSOS CLAVE

Activos necesarios para crear y proporcionar los elementos antes descritos.

Recursos humanos, físicos, intelectuales y económicos.





## 7. ACTIVIDADES CLAVE

Tareas y acciones necesarias para crear y proporcionar los elementos antes descritos.

Qué hacemos para que nuestro modelo de negocio funcione: producción, venta, soporte.





## 8. ASOCIACIONES CLAVE

Algunas actividades se externalizan y determinados recursos se adquieren fuera de la empresa.

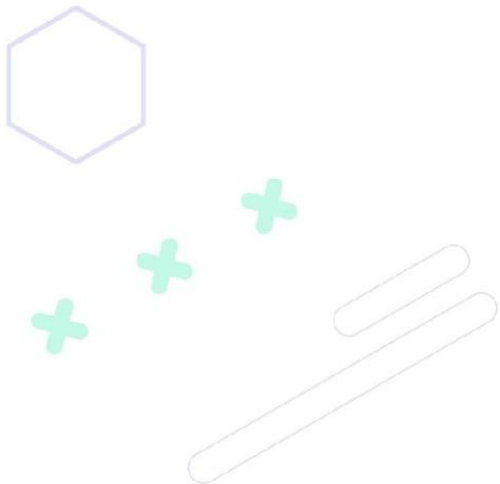
Proveedores, qué necesitamos de otros.





## 9. COSTOS

Gastos que conllevan la adquisición de recursos clave, la realización de actividades clave y trabajo con socios clave.





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