## Business Model Canvas\* for designing e-services based on open data

\* By A. Osterwalder

Maxim Arzumanyan
State University of Telecommunications



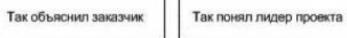




аналитик

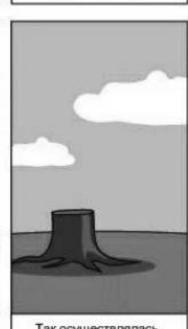








Такой счет был выставлен заказчику





Так проект был документирован

Так продукт был проинсталлирован

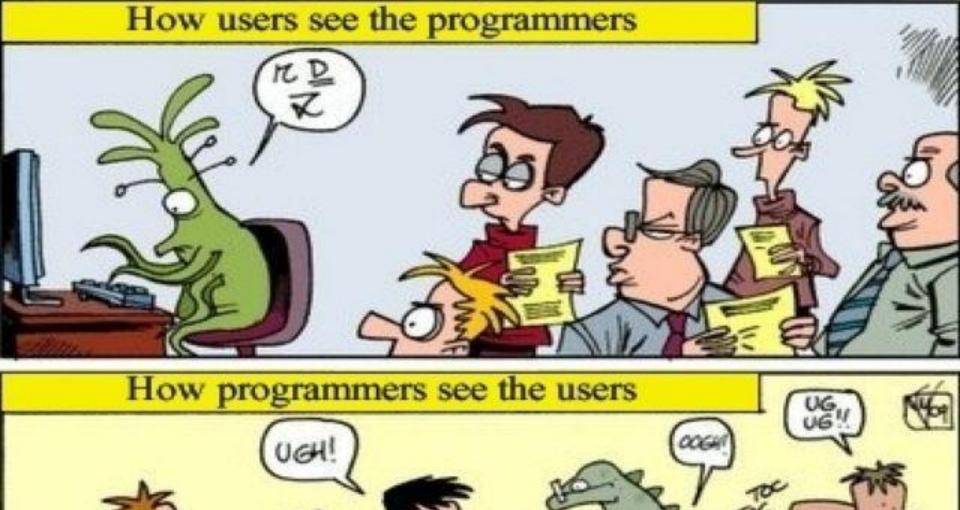
Так осуществлялась ику техническая поддержка

А вот чего на самом деле хотелось заказчику

## Two different planets...

# **Software developers Business people**



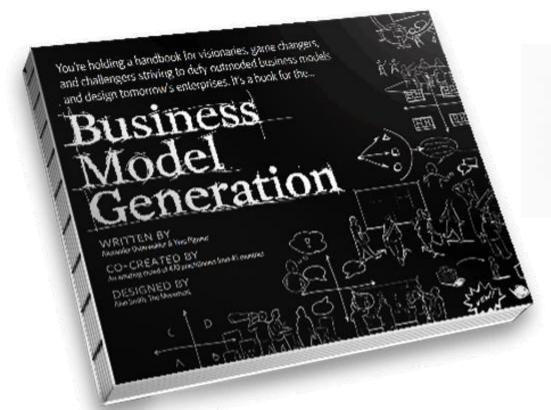






- «...so you should have the picture that helps you to understand each other. Without this picture – all your talks is nothing...
- People may say the same word and don't understand you each other.
   But when you brain your understanding, map it to the formal chart, picture, diagram, it is much better then any talk or any text...»

T. Gavrilova

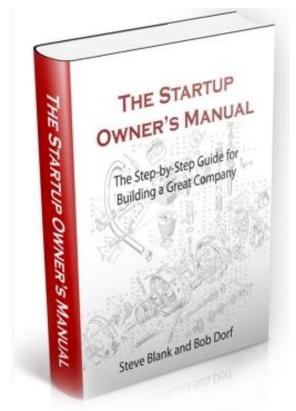


"Business model innovation is about new ways of creating, delivering and capturing value."



## Business Model Canvas

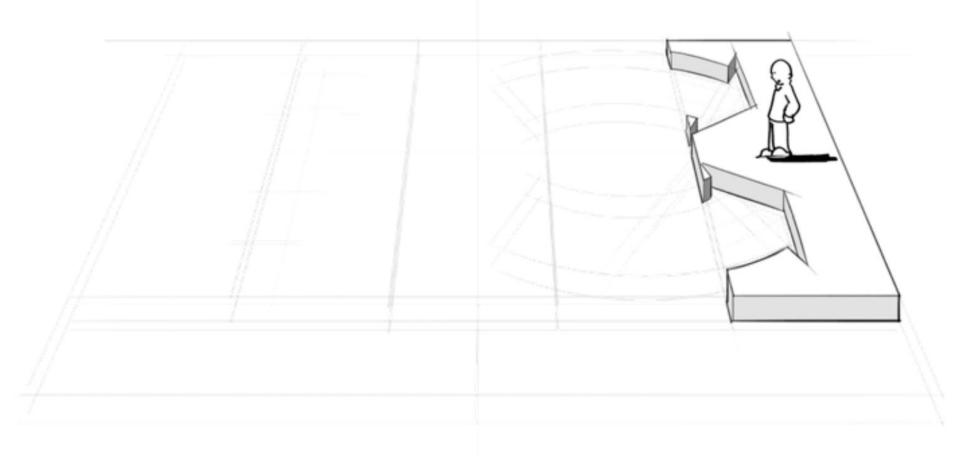
Alexander Osterwalder



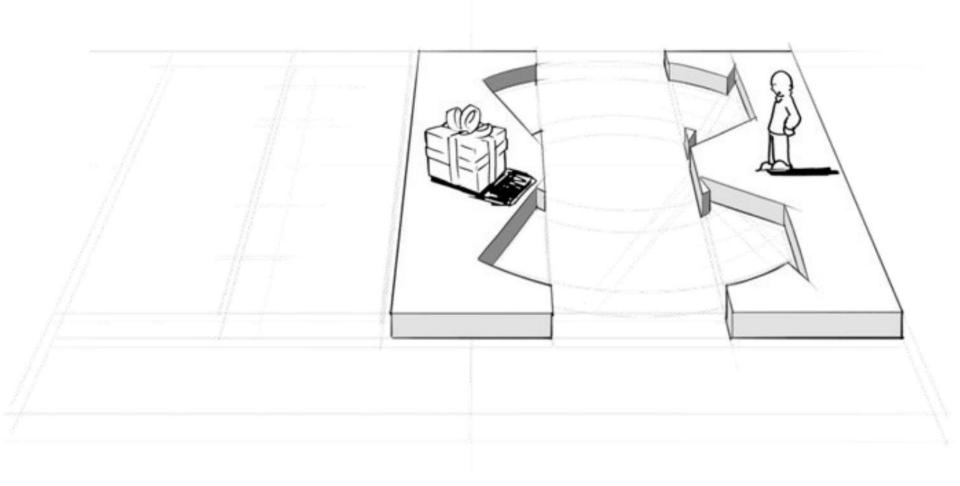
### Video



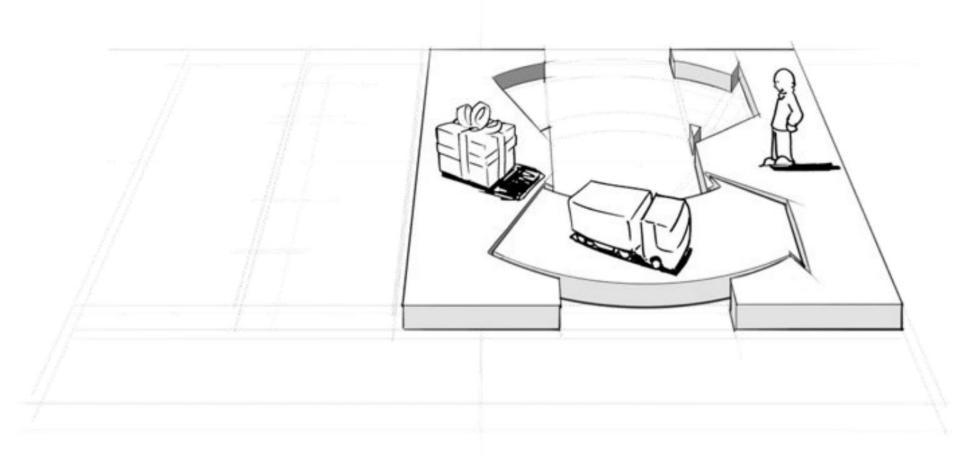
## CUSTOMER SEGMENTS



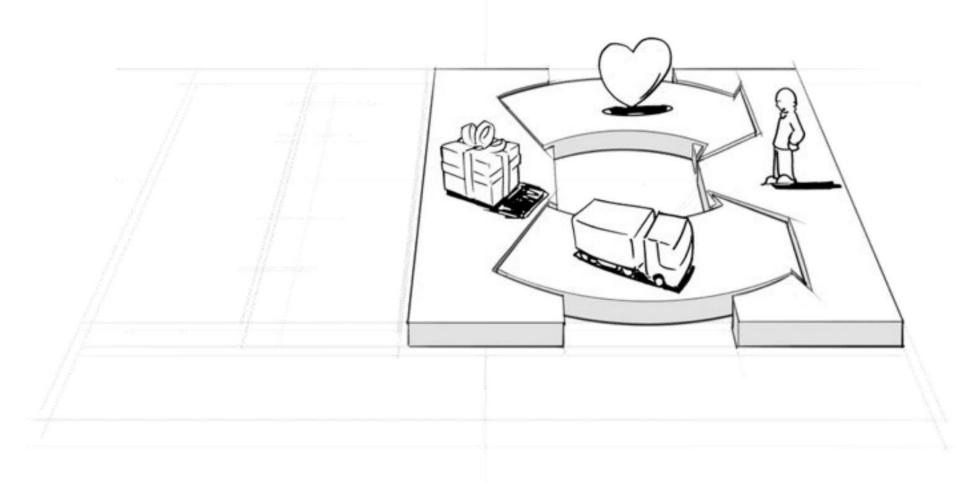
## VALUE PROPOSITIONS



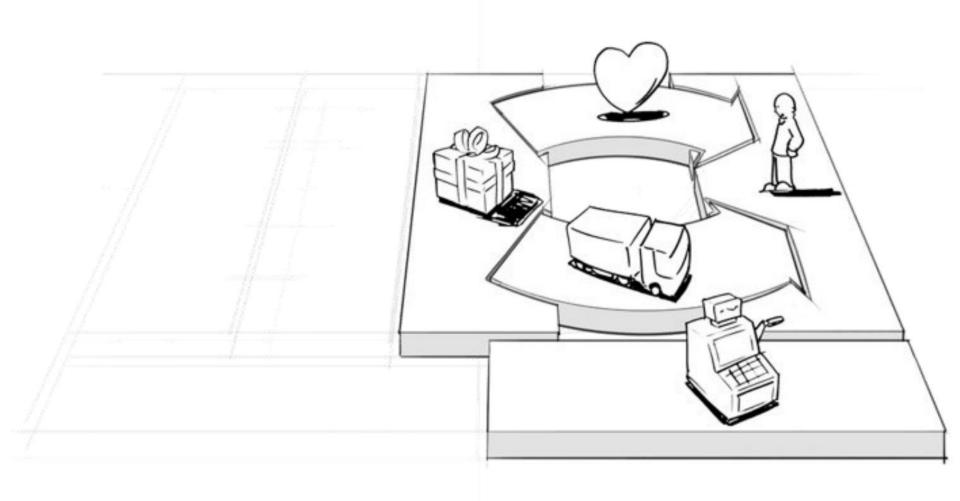
## CHANNELS



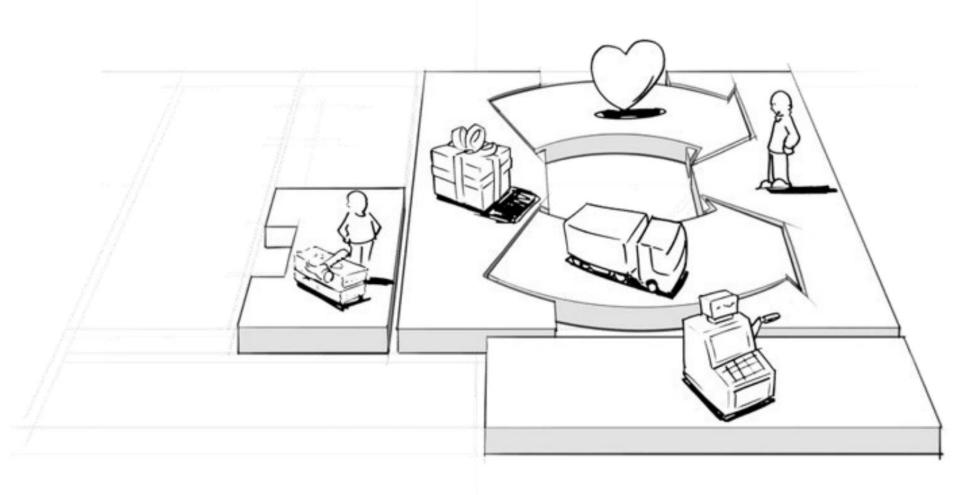
### CUSTOMER RELATIONSHIPS



## REVENUE STREAMS

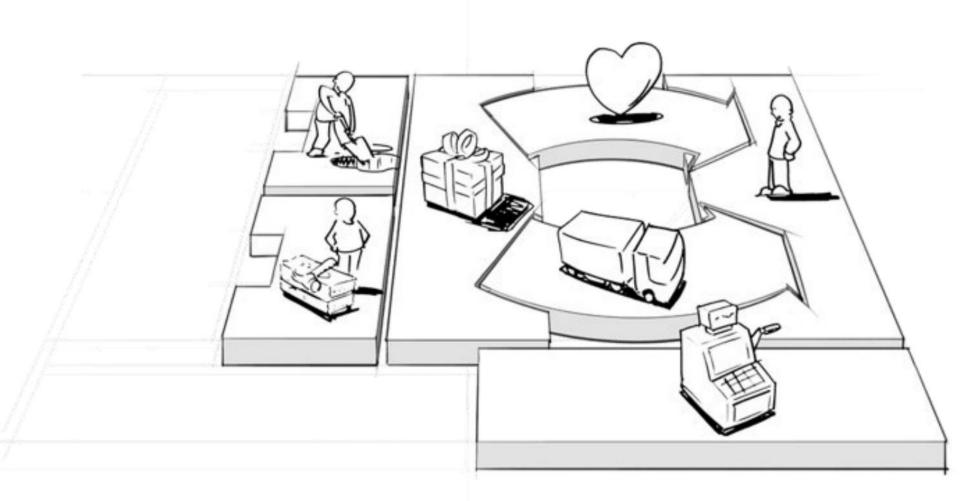


## KEY RESOURCES

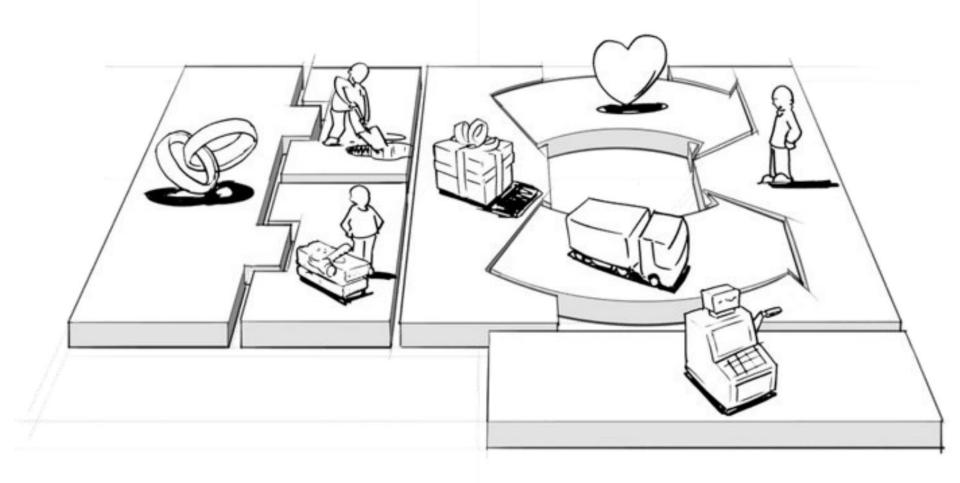


Slide from Alexander Osterwalder: Business Models Reloaded (SKOLKOVO open lecture)

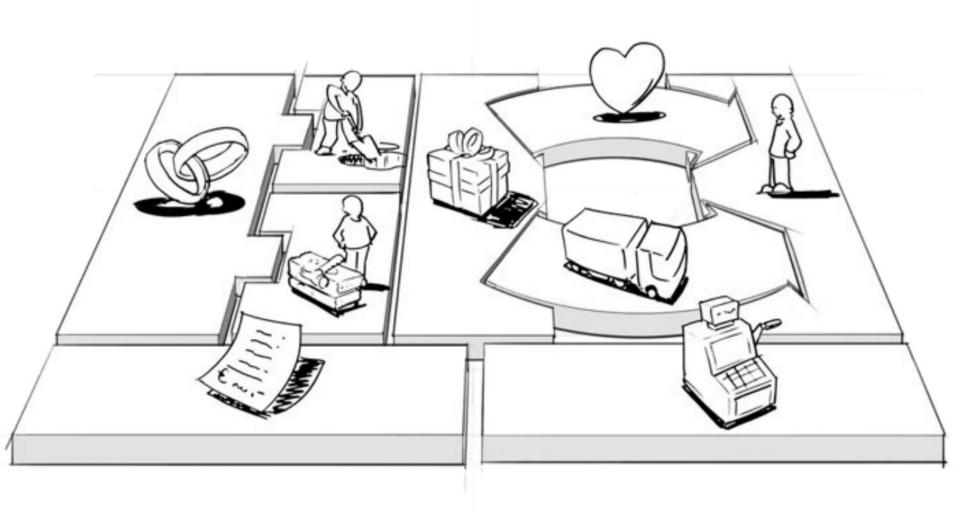
## KEY ACTIVITIES

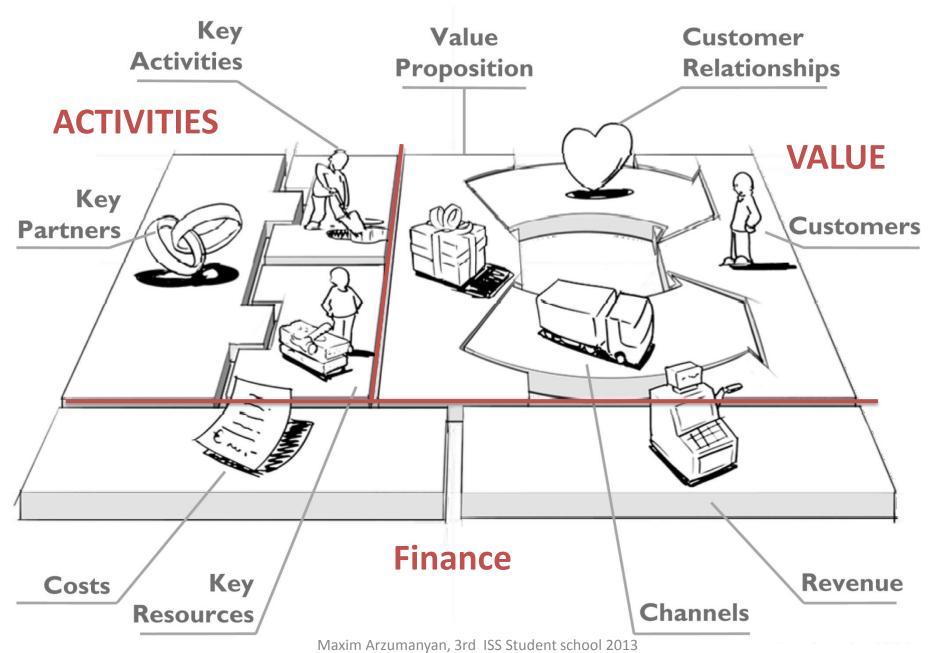


## KEY PARTNERS



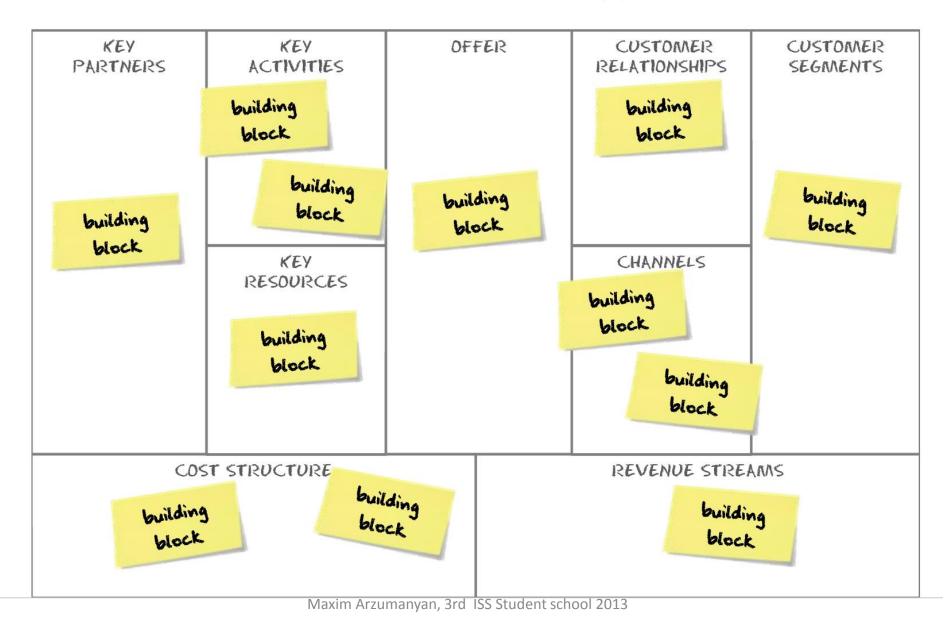
## COST STRUCTURE





Slide from Alexander Osterwalder: Business Models Reloaded (SKOLKOVO open lecture)

### THE BUSINESS MODEL CANVAS



## Business Model Canvas is a way to get...



Maxim Arzumanyan, 3rd ISS Student school 2013

### Customizing Business Model for e-services

#### The Business Model Canvas

Designed for:

Designed by:



#### **Key Partners**



Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?

#### Means integration

- Government
- Social Net
- Source of open data

#### Distribution...

*Try to use, not to* create...! Lots of things done... integrate!

#### Key Activities



What Key Activities do our Value Propositions require Our Distribution Channels?

> What is your key activities? What should you do to make service work?

#### Key Resources



What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?

> Data, infrastructure, knowledge, people, Funds (finance)

#### Value Propositions



What value do we deliver to the customer? Which one of our customer's problems are we beloing to solve? What bundles of products and services are we offering to each Customer Segment Which customer needs are we satisfying?



Right information/service **Availability** To the right customer With right price

#### Customer Relationships



How are they integrated with the rest of our business model? How costly are they?

Transactional Constant (social networks) Focus on what? attracting; keeping; extra sales

#### Channels 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?

Where to distribute, where to advertise? Where to promote?

#### **Customer Segments**



For whom are we creating value? Who are our most important customers

Who will use this? Only end customers (B2C), or company's (B2B)? Personas, POV What will be the afford to attract

customers?

#### Cost Structure

What are the most important costs inherent in our business mode? Which Key Resources are most expensive? Which Key Activities are most expensive?

Promotion / advertising Support Infrastructure (hosting)



#### Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay! How are they currently paying? How much does each Revenue Stream contribute to overall revenues?

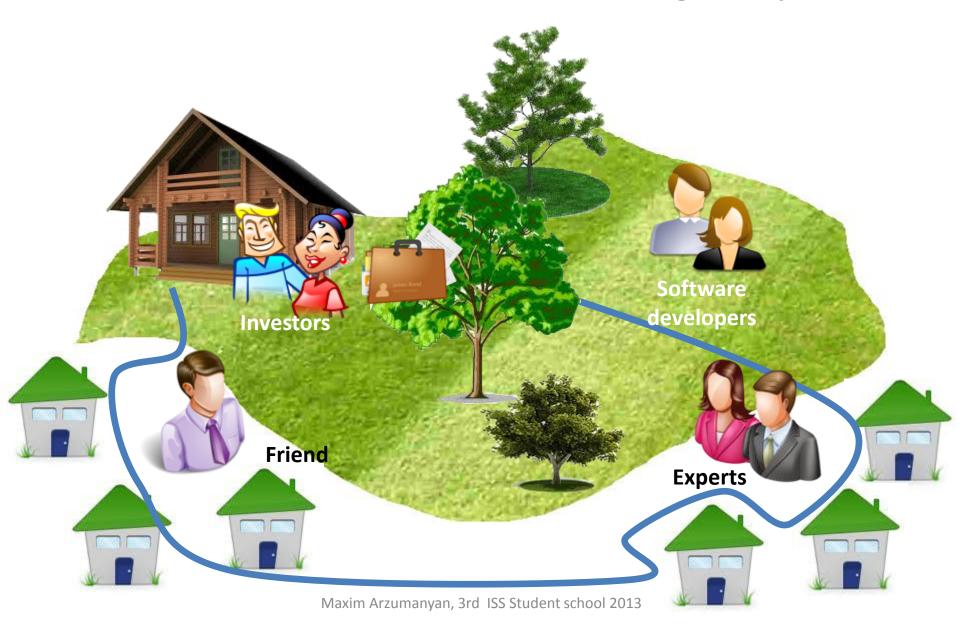




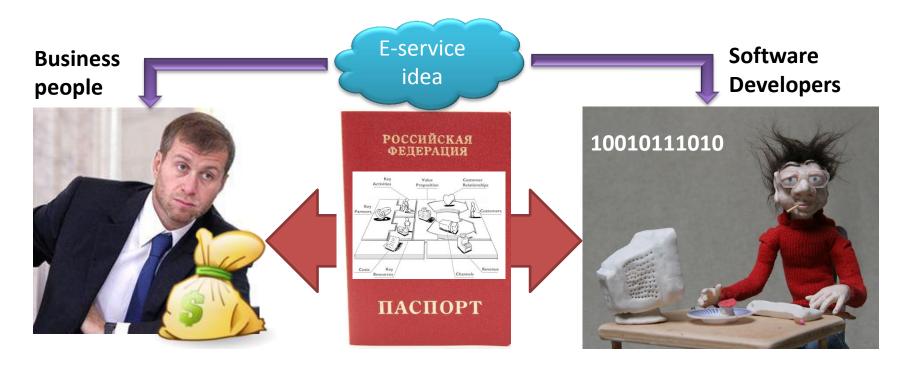
Service cost Additional services Advertising



### Business Model traveling map

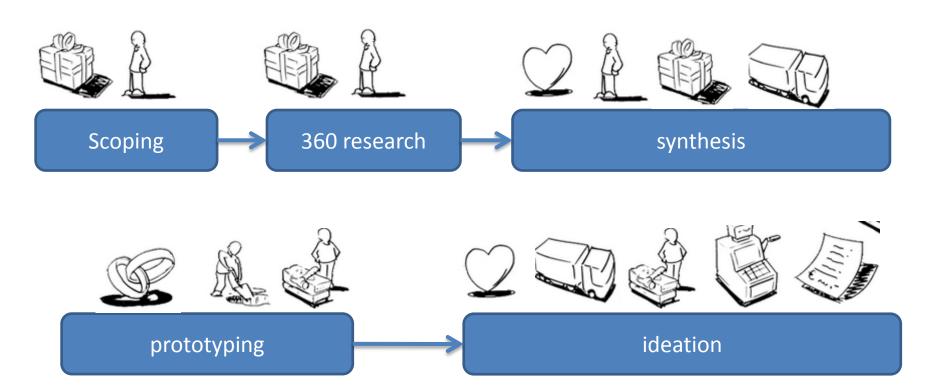


## Bridging main actors in e-service development



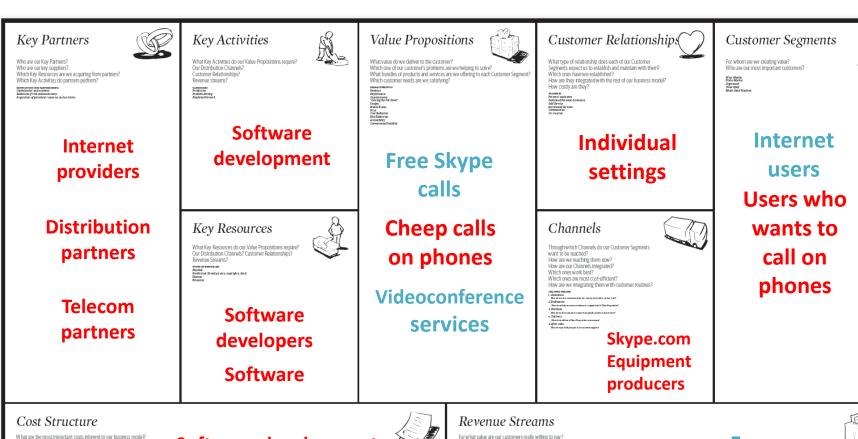
Business Model is the passport of your idea for the business perspective

## How Design Thinking may help



validation implementation

## Example: Skype business model



Which Key Resources are most expensive? Which Key Activities are most expensive?

Software development **Bag tracking** 



Forwhat value are our customers really willing to pay? How are they currently paying How much does each Revenue Stream contribute to overall revenues?



Free Skypeout

Sale equipment



### Business styles suitable for e-service

- Multiparty (multysided) platforms (apple, goggle)
  - Free advertising
- Free business model
  - Freemium
  - Bait & the key
  - Advertising
- Long tail
- Separation
- Open business models

E-services

## **Business Model Canvas**

## structure the way you...

- dream... about new service/business
- think about your idea
- communicate and discuss your idea with others
- present your idea to investors
- count if it's profitable or not
- manage and improve your service/business











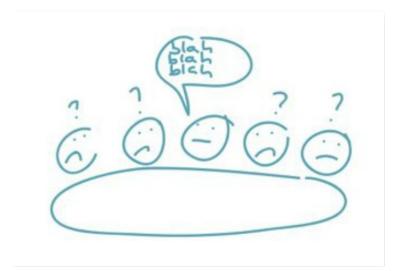




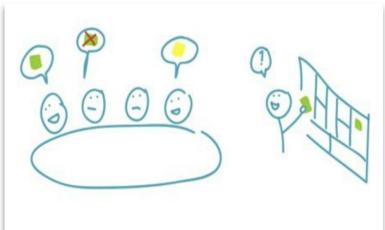


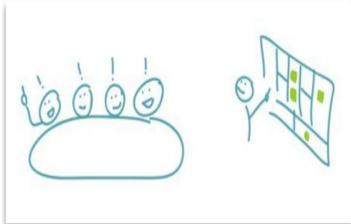


## How to structure discussions about your idea?

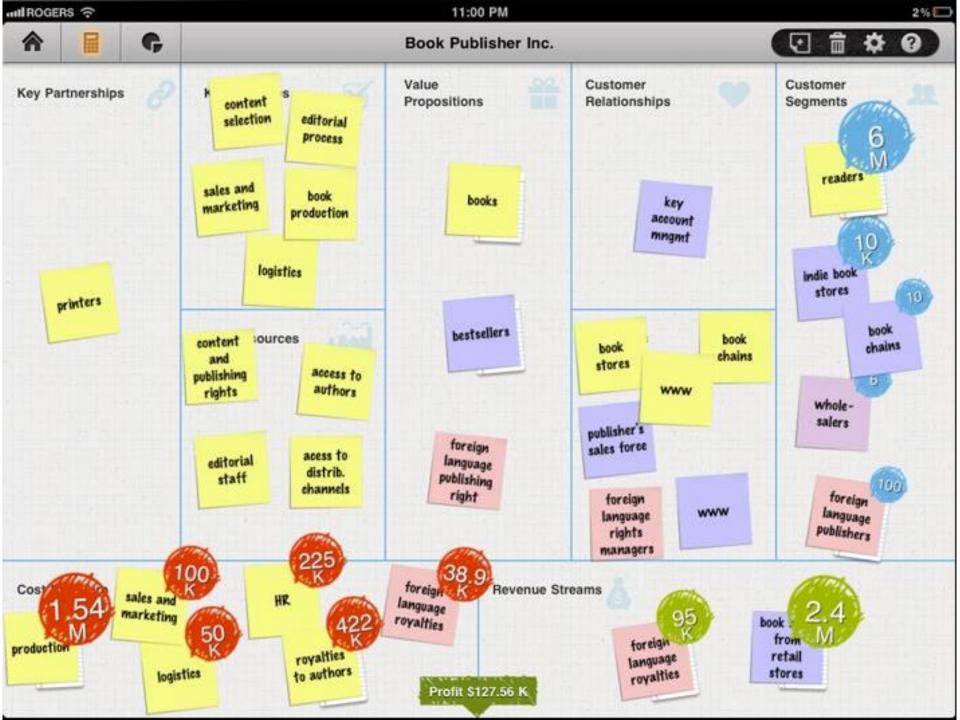




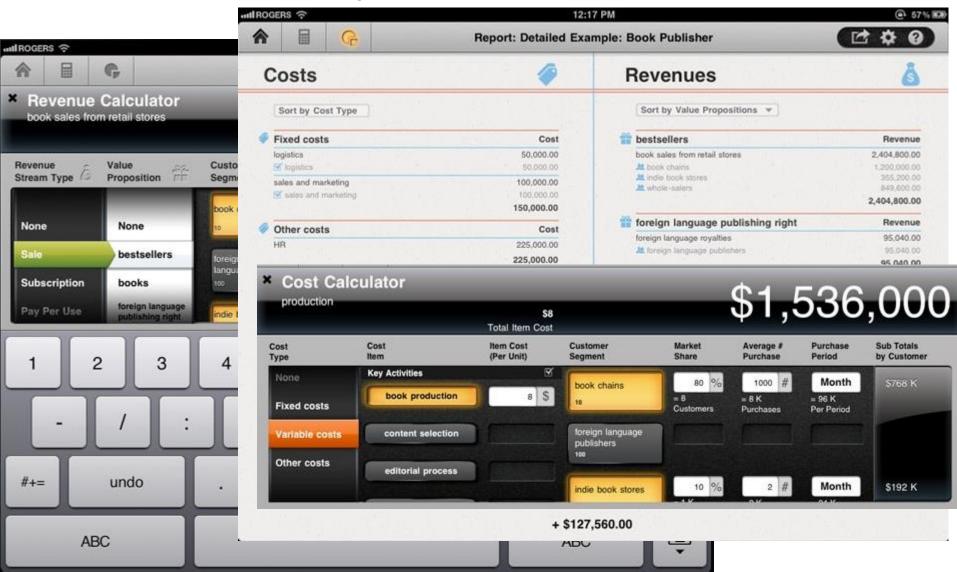




## Tools of Business Model generation

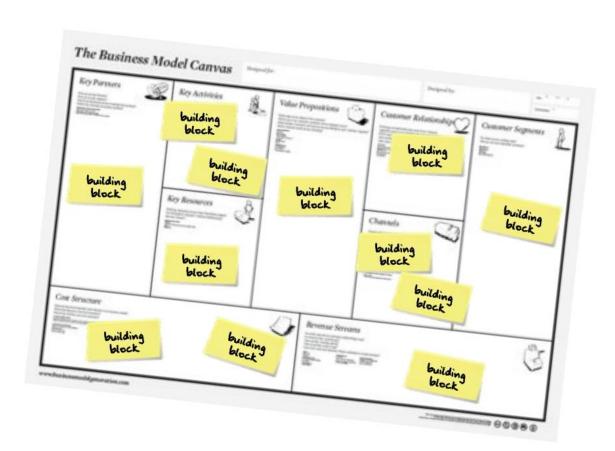


## Do we need a business plan? Lets calculate your business model!

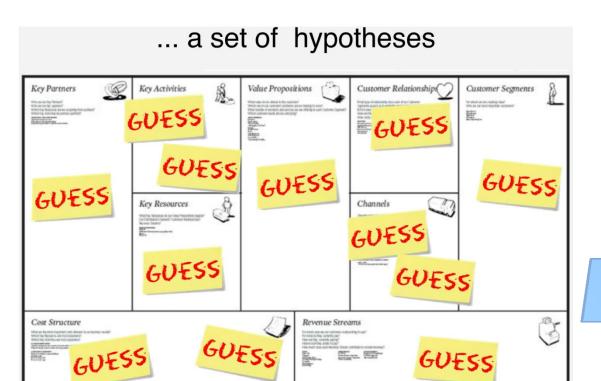


### Validation

## a business model might look great on paper...



.. but after all it is only a...



Business model layer

Hypothesis layer

Test layer

