

Μονοπάτια Επιχειρηματικότητας

ΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑ
Επιχειρηματικός Καμβάς

Ναούμ Λιώτας

*Σύμβουλος Ανάπτυξης Ανθρ. Δυναμικού, Επιμορφωτής,
Business Coach, Ψυχοθεραπευτής Gestalt*

Ο Επιχειρηματικός Καμβάς

- Είναι ένας σύντομος τρόπος να οργανώσετε τις επιχειρηματικές ιδέες σας
- Είναι πολύ πιο εύκολο στο να έχει κανείς μια εποπτική εικόνα από ένα business plan.
- Μπορεί κανείς να έρθει και να προσθέσει ανά πάσα στιγμή κάτι.
- Χωρίζετε στις κύριες περιοχές μιας επιχείρησης

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

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?

KEY RESOURCES AND ACTIVITIES:
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

KEY RESOURCES
Production
Problem Solving
Platform Network

Value Propositions



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?

VALUE PROPOSITIONS
Innovation
Performance
Customization
"Getting the Job Done"
Design
Price/Value
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience Usability

Customer Relationships



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?

EXAMPLES
Personal assistance
Individual Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



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

MARKET SEGMENTS
Mass Market
Niche Market
Segmented
Divorced
Multi-sided Platform

Key Resources



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

KEY RESOURCES
Physical
Intellectual (brand names, copyrights, data)
Human
Financial

Channels



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?

CHANNEL STRATEGIES
1. Direct sales
How do we create maximum direct sales company production and cost control
2. Indirect sales
How do we help customers realize our organization's Value Proposition?
3. Purchase
How do we create maximum sales per item per production and cost control
4. Delivery
How do we deliver our Value Proposition to customer?
5. After sales
How do we provide post-purchase customer support?

Cost Structure

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

KEY RESOURCES AND ACTIVITIES:
Cost Drivers (Customer cost structure, low-price value proposition, maximum automation, extensive outsourcing)
Value Drivers (Focused on value creation, premium value proposition)

KEY COST STRUCTURES:
Fixed Costs (salaries, rent, utilities)
Variable Costs
Formulation of scale
Economies of scope



Revenue Streams

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?

REVENUE STREAMS
Transaction
Asset sale
Usage fee
Subscription Fee
Licensing/Strategic Licensing
Licensing
Freemium (free + advertising)
Advertising
Usage-based
List Price
Product/Service dependent
Customer segment dependent
Volume dependent
Usage-based
Negotiated/longstanding
Trial Management
Real-time Market
Volume dependent



Κύριοι Συνεργάτες (Key Partners)

- Σε αυτή την περιοχή καταγράφει κανείς τα εξής:
 - Ποιες είναι οι κύριες συνεργασίες;
 - Ποιοι είναι οι κύριοι προμηθευτές;
 - Ποιους πόρους παίρνουμε από τους συνεργάτες μας;
 - Ποιες δραστηριότητες θα αναλάβουν οι συνεργάτες μας;

Κύριες Δραστηριότητες (Key Activities)

- Σε αυτή την περιοχή καταγράφει κανείς τα εξής:
 - Ποιες κύριες δραστηριότητες απαιτούνται από τις «προτάσεις αξίας» (value proposition) που κάνουμε;
 - Από τα κανάλια διανομής που έχουμε;
 - Από τις σχέσεις με τους πελάτες που θέλουμε να έχουμε;
 - Από τις πηγές εσόδων μας;

Κύριοι Πόροι (Key Resources)

- Ποιους πόρους απαιτεί η «πρόταση αξίας» που κάνουμε;
 - Τα κανάλια διανομής;
 - Οι σχέσεις με τους πελάτες
 - Οι πηγές εσόδων μας;

Πρόταση Αξίας (Value Proposition)

- Ποια είναι η αξία που προσφέρουμε στους πελάτες μας;
- Ποιο πρόβλημα των πελατών μας επιλύουμε;
- Τι πακέτα υπηρεσιών ή/και προϊόντων προσφέρουμε σε κάθε τμήμα της αγοράς;
- Ποιες ανάγκες των πελατών μας ικανοποιούμε;

Σχέσεις με Πελάτες (Customer Relationships)

- Τι είδους σχέση καλλιεργούμε με κάθε τμήμα της αγοράς; Τι περιμένουν οι πελάτες από εμάς και πως διατηρούμε αυτή τη σχέση;
- Ποιες σχέσεις έχουμε ήδη καλλιεργήσει;
- Πως ταιριάζουν με το υπόλοιπο επιχειρηματικό μας μοντέλο;
- Πόσο στοιχίζουν οι σχέσεις αυτές;

Κανάλια (Channels)

- Μέσω ποιων καναλιών επιθυμούν οι πελάτες μας να τους προσεγγίσουμε;
- Πως τους προσεγγίζουμε τώρα;
- Πως σχετίζονται μεταξύ τους τα διαφορετικά κανάλια που χρησιμοποιούμε;
- Ποια κανάλια λειτουργούν καλύτερα;
- Ποια κανάλια είναι τα πιο αποδοτικά σε επίπεδο κόστους;
- Πως τα συνδέουμε με τις συνήθειες των πελατών μας;

Τμήματα αγοράς (Customer Segments)

- Για ποιους δημιουργούμε αξία;
- Ποιοι είναι οι πιο σημαντικοί μας πελάτες;

Δομή Κόστους (Cost Structure)

- Ποια είναι τα πιο σημαντικά κόστη που σχετίζονται με το επιχειρηματικό μας μοντέλο;
- Ποιοι πόροι είναι οι πιο ακριβοί;
- Ποιες κύριες λειτουργίες είναι οι πιο ακριβές;

Πηγές Εσόδων (Revenue Streams)

- Για ποια αξία είναι πράγματι διατεθειμένοι να πληρώσουν οι πελάτες μας;
- Για ποιο πράγμα πληρώνουν ήδη;
- Πως πληρώνουν τώρα;
- Πως θα προτιμούσαν να πληρώσουν;
- Πόσο συνεισφέρει στα συνολικά έσοδα κάθε πηγή εσόδων;

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Key Partners



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Which Key Activities do partners perform?

KEY RESOURCES AND ACTIVITIES:
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

KEY RESOURCES
Production
Problem Solving
Platform Network

Value Propositions



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?

VALUE PROPOSITIONS
Innovation
Performance
Customization
"Getting the Job Done"
Design
Price/Value
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience Usability

Customer Relationships



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?

EXAMPLES
Personal assistance
Individual Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



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

MARKET SEGMENTS
Mass Market
Niche Market
Segmented
Divorced
Multi-sided Platform

Key Resources



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

KEY RESOURCES
Physical
Intellectual (brand names, copyrights, data)
Human
Financial

Channels



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?

CHANNEL STRATEGIES
1. Direct sales
How do we reach customers directly via company's production and/or service?
2. Indirect sales
How do we help customers realize an opportunity via a third party?
3. Purchase
How do we let our customers purchase goods and services?
4. Delivery
How do we deliver a Value Proposition to customer?
5. After sales
How do we provide post-purchase customer support?

Cost Structure

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

KEY RESOURCES AND ACTIVITIES:
Cost Drivers (dominant cost structure, low-price value proposition, maximum automation, extensive outsourcing)
Value Drivers (focused on value creation, premium value proposition)

KEY COST STRUCTURES:
Fixed Costs (salaries, rent, utilities)
Variable Costs
Economies of scale
Economies of scope



Revenue Streams

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?

REVENUE STREAMS
Transaction
Asset sale
Usage fee
Subscription Fee
Licensing/Strategic Licensing
Licensing
Brokerage fee
Advertising
Transaction
Lump Price
Product/Service dependent
Customer segment dependent
Volume dependent
Accessories/Services
Negotiated/Long-term
Trial Management
Real-time Market
Volume dependent



Παράδειγμα: Η εταιρεία Amazon

The Amazon logo consists of the word 'amazon' in a bold, black, lowercase sans-serif font. Below the text is a thick, orange curved arrow that starts under the 'a' and points to the right, ending under the 'n'.

Ποια είναι η Amazon;

- Εταιρεία πώλησης προϊόντων λιανικής βασισμένη στο internet
- Ξεκίνησε ως βιβλιοπωλείο
- Πρόσθεσε CDs και DVDs
- Και συνέχισε με ηλεκτρονικά και συνέχισε να προσθέτει...

-
- Παράγει και δικές της ηλεκτρονικές συσκευές



Πρόταση Αξίας της Amazon

Value Propositions



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?

Κλίμακα Παράγοντες
 Αξία
 Απόδοση
 Ολοκληρωμένο
 "Covering the Full Order"
 Design
 Brand/Status
 Price
 Cost Reduction
 Risk Reduction
 Availability
 Convenience/Usability

- Εύρος Προϊόντων
- Διαθεσιμότητα
- Τιμή
- Εμπειρία Πελάτη
- Παγκόσμια αγορά
- Ταχύτητα και ευελιξία
- Ελαστικότητα
- Χαμηλότερα Κόστη
- Προτάσεις κοντινών προϊόντων
- **Kindle**

Τμήματα Αγοράς

Customer Segments



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

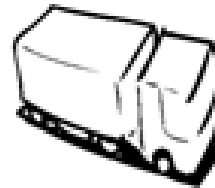
Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platforms

**-Εστίαση σε αγορά
στόχο σε
συγκεκριμένα μέρη**

**-Έφηβους, νεαρούς
ενήλικες και
ενήλικες αναγνώστες**

Κανάλια

Channels



Through which Channels do our Customer Segments want to be reached?
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 Which ones work best?
 Which ones are most cost-efficient?
 How are we integrating them with customer routines?

CHANNEL FRAME:

1. Awareness
How do we make ourselves clear our category's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

INTERNET

Εφαρμογές Κινητών
 Διανομείς της Amazon.com

Σχέσεις με τους πελάτες

Customer Relationships



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?

Automation
Personal assistance
Dedicated Personal Assistance
Self-Service
Assisted Service
Communities
Co-creation

Αυτόματη Εξυπηρέτηση

- Πολιτική Επιστροφής Προϊόντων
- Εμπιστοσύνη
- Διαφανής και ξεκάθαρη αντιμετώπιση

Πηγές εισοδήματος

Revenue Streams

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?

Types

Asset sale
Usage fee
Subscription Fee
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

Fixed Pricing

List Price
Product feature dependent
Customer segment dependent
Volume dependent

Dynamic Pricing

Negotiation/Bargaining
Yield Management
Real-time Market

Πώληση αγαθών (Πουλάω λίγα από πολλά)

- Λιανική Πώληση
- Προμήθεια από πωλήσεις μεταπωλητών
- Συνδρομή (Prime)

Ηλεκτρονικά βιβλία και περιεχόμενο kindle



Κύριοι Πόροι

Key Resources

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



Types of Resources

Physical

Intellectual (brand names, copyrights, data)

Human

Financial

Φυσικοί Πόροι: Αποθήκες
Ηλεκτρονική Πλατφόρμα
και Εφαρμογή

Πνευματική Ιδιοκτησία:
Kindle Platform

Κύριες Δραστηριότητες

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

customization
Production
Problem Solving
Platform/Network

Ανάπτυξη και συντήρηση της
πλατφόρμας, του λογισμικού
και της εφαρμογής

Συνεχής Καινοτομία

Νέα Προϊόντα και νέοι τρόποι
παράδοσης
Δίκτυο Διανομής

Κύριοι Συνεργάτες

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?

MOTIVATIONS FOR PARTNERING:
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Προμηθευτές και
Κατασκευαστές

Δίκτυο Πωλητών

Συνεργασία με
Κοινωνικά Δίκτυα για
Πρόωθηση

Εκδότες

Κόστος

Cost Structure

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

IN YOUR BUSINESS MODEL:
Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS:
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope



-Δομή Χαμηλού Κόστους
-Ανάπτυξη και Συντήρηση Πλατφόρμας και
Λογισμικού

Οικονομίες Κλίμακας



KEEP

CALM

AND THANK YOU

FOR YOUR

ATTENTION