

THE UNITE BUSINESS MODEL CANVAS

OPERATING MODEL		VALUE MODEL	EXPERIENCE MODEL
Value Chain › What are our Values Chains and key processes? What are our key value creating activities? Do we have several key Value Chains? › Which activities in the Value Chain are we responsible for and which are our partners responsible for? › Can we leverage the customer? Do we want them to carry out certain steps in the Value Chain by themselves?	Value Proposition › What is our Value Proposition (high-level)? › What value do we deliver to the customer? › Does this Value Proposition solve their Jobs to be Done? › Which products & services are we offering to each Customer Segment? › Beyond this, what value do we propose to our stakeholders & key partners?	Brand › What is your core brand promise that attracts buyers and conveys a distinct identity? What do you ultimately stand for? › How are you perceived today vs. how you want to be perceived in the future? › To what degree does your brand help you in the marketplace, and how can you improve your brand equity? › How can you implement your brand experience across all touchpoints?	
Key Resources › What are the key resources we need to create our Value Proposition? › Which assets and capabilities do we need? › Which of these capabilities are non-core? Which capabilities are core to our business? › Which capabilities truly support our differentiation? › What should we insource vs. outsource?	Product System › Which complementary products & services can you create? › How are your complementary products & services connected or bundled to create a robust and scalable system? › How can you increase interoperability, modularity and integration between your offerings? › How can you build a true ecosystem that captivates & delights customers while defending against competitors?	Customer Relationships & Engagement › What type of relationships could you have with your customers? › How can you ensure that every interaction with your customer makes them want to come back? › Based on your understanding of the JTBD of your customers, how can you develop meaningful connections between them and your company? › How can you ensure that your customers want to tell their friends about your offering?	
Key Partners › Who are our Key Partners? › Who are our key suppliers? › Which key resources are we acquiring from partners? › Which key activities outside of our Value Chain do partners perform?	SERVICE MODEL Service Model › Which differentiating, core and supporting services could you deliver? › How does your Service Model help you differentiate in the market, and can it create barriers to entry for other players/increase switching costs for your customers? › Can your Service Model help you increase loyalty and Customer Lifetime Value (CLV)?		
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?			
COST MODEL		REVENUE MODEL	
› What are the most important costs inherent in our Business Model? › Which key resources (assets & capabilities) and which key activities in our Value Chain are most expensive? › Which of our costs are fixed vs. variable? Can we turn fixed into variable costs? › How much money do we require to get going? Can we minimize that? What are the trade-offs?		› How do we earn money? What are our Revenue Streams? › For what value are our customers really willing to pay? › How much are our customers currently paying to satisfying this JTBD? What are the main substitutes for our product? › How much does each Revenue Stream contribute to overall revenue? › What other benefits are we getting?	

