ФЕЂА КУЛЕНОВИЋ

FEĐA KULENOVIĆ

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BUSINESS MODEL CANVAS

A shared language for describing, visualising, assessing, and changing business models

Ima te li poduzetnički duh?

Da li konstantno razmišljate kako da stvorite vrijednost i izgradite novi biznis ili da **poboljšate i transformirate vašu organizaciju?**

Da li pokušavate **naći invoativne načine poslovanja** da zamijenite stare i dotrajale modele?

DOBRO DOŠLI :)

How do you imagine your organization's business model might look two, five, or ten years from now?

Will you be among the dominant players?

Will you face competitors brandishing formidable new business models?

ŠTA JE BUSINESS MODEL CANVAS?

Business model opisuje logiku kako organizacija **STVARA, ISPORUČUJE I ZADRŽAVA VRIJEDNOST**

ŠTA JE BUSINESS MODEL CANVAS?

9

BLOKOVA IZGRADNJE

4

**GLAVNE
OBLASTI POSLOVANJA**

**KLIJENTI
PONUDA
INFRASTRUKTURA
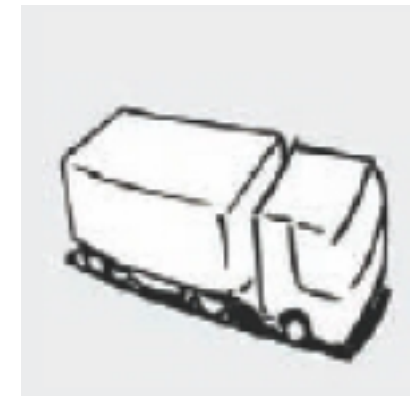FINANSIJSKA ODRŽIVOST**

9

BLOKOVA IZGRADNJE

SEGMENT KLIJENATA

PONUDA VRIJEDNOSTI

KANALI
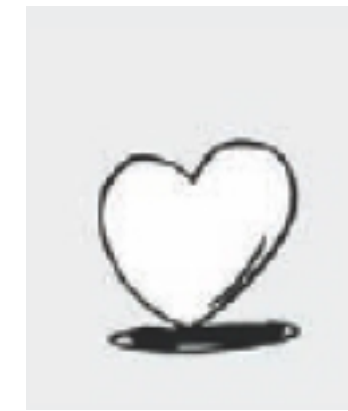
ODNOS SA KLIJENTIMA

PRIHODI

RESURSI

AKTIVNOSTI

PARTNERSTVA

TROŠKOVI

KO GA SVE KORISTI?

IBM

ERICSSON

Deloitte.

ZAJEDNIČKI DIJELJENI JEZIK

Public Works and
Government Services
Canada

The Business Model Canvas

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 Activities

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

Key Resources

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

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?

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?

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?

Customer Segments

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

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?

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?

The Business Model Canvas

LIJEVA STRANA MOZGA
LOGIKA

DESNA STRANA MOZGA
EMOCIJE

Key Partners

Value Propositions

Key Resources

Channels

Cost Structure

Revenue Streams

www.businessmodelgeneration.com
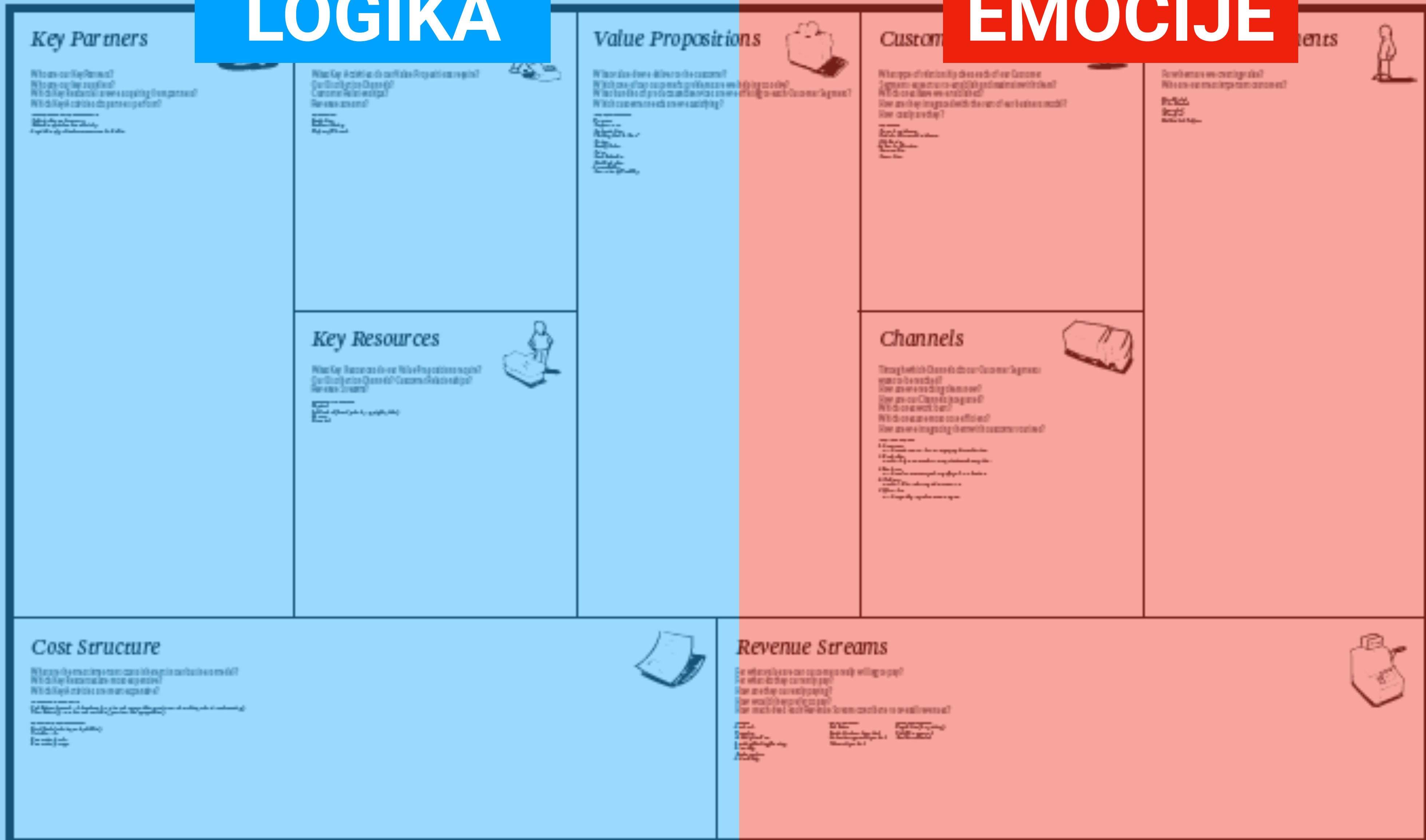
VJEŽBA: KANALI, KLIJENTI, PRIHODI

IDENTIFICIRAJTE SVE RELEVANTNE **KANALE, KLIJENTE I PRIHODE**

KAKVE TO IMA VEZE SA NAMA?

DONATORI

ORGANIZACIJA CIVILNOG DRUŠTVA

GRAĐANI/ DRUŠTVO

BUSSINESS MODEL CANVAS ZA NVO

NONPROFIT BUSINESS MODEL CANVAS 3

OPERATIONS LEVEL → | ♥ | ENGAGEMENT LEVEL →

KEY PARTNERS

Who are our key partners and suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Example partnerships:

1. Strategic alliances between non-competitors
2. Coopetition: strategic partnerships between competitors,
3. Joint ventures to create new "x"
4. Cause Marketing alliances
5. Advocacy alliances
6. Buyer-supplier relationships to assure reliable supplies.

KEY ACTIVITIES

Which key activities do our social value propositions require? What activities are needed to sustain operations? Examples:

1. marketing
2. campaigns
3. events
4. production
5. development
6. training
7. networking
8. research
9. service delivery

KEY RESOURCES

Which Key Resources do our Value Propositions require? What other key resources are needed at the engagement level? The operations level? Examples:

1. physical,
2. intellectual
3. human
4. financial

SVP
(social value proposition)

What programs and services do we deliver? What problems or challenges are we trying to solve? What value do will we deliver to co-creators? What's in it for our co-creators?

RELATIONS

What kind of relationships do co-creators want from us? What bonds do we establish and maintain with them?

1. community
2. co-creation
3. accountability
4. self-service
5. direct action
6. automated

CHANNELS

How do we reach co-creators? How do they want to be reached re: the delivery of our Value Propositions? How do we provide ongoing communications, support, and awareness? Examples:
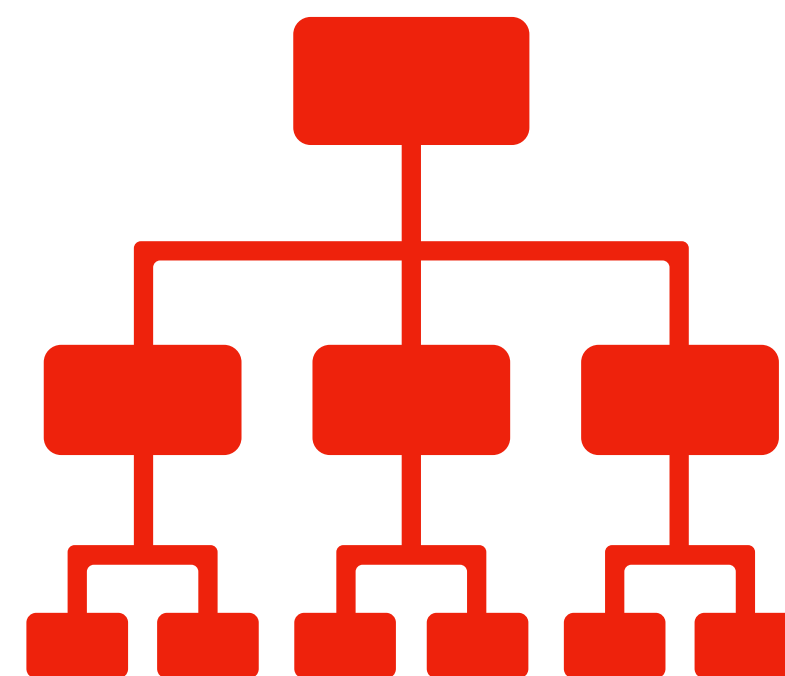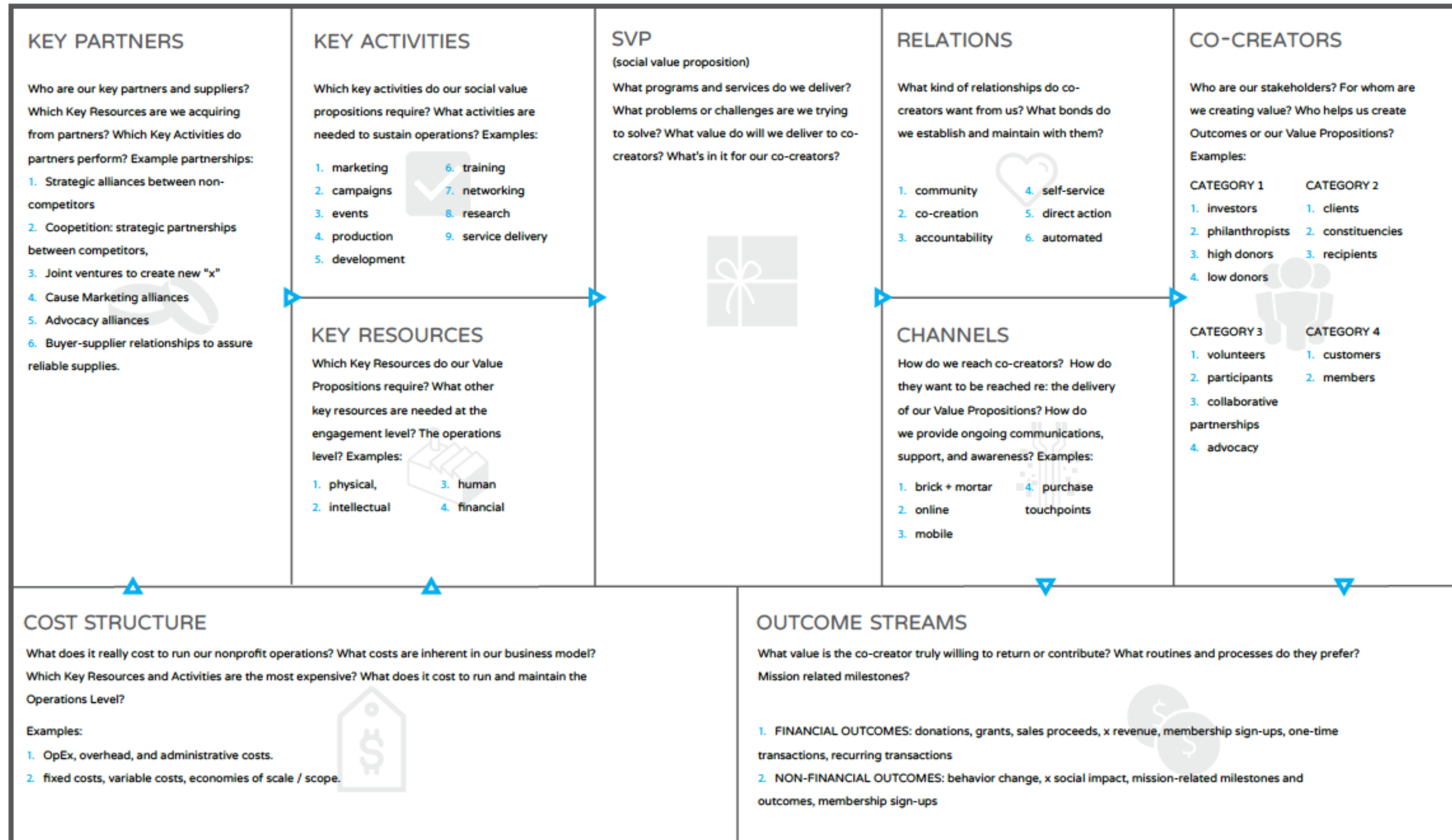
1. brick + mortar
2. online
3. mobile
4. purchase touchpoints

CO-CREATORS

Who are our stakeholders? For whom are we creating value? Who helps us create Outcomes or our Value Propositions? Examples:

CATEGORY 1
1. investors
2. philanthropists
3. high donors
4. low donors

CATEGORY 2
1. clients
2. constituencies
3. recipients

CATEGORY 3
1. volunteers
2. participants
3. collaborative partnerships
4. advocacy

CATEGORY 4
1. customers
2. members

COST STRUCTURE

What does it really cost to run our nonprofit operations? What costs are inherent in our business model? Which Key Resources and Activities are the most expensive? What does it cost to run and maintain the Operations Level?

Examples:

1. OpEx, overhead, and administrative costs.
2. fixed costs, variable costs, economies of scale / scope.

OUTCOME STREAMS

What value is the co-creator truly willing to return or contribute? What routines and processes do they prefer? Mission related milestones?

1. FINANCIAL OUTCOMES: donations, grants, sales proceeds, x revenue, membership sign-ups, one-time transactions, recurring transactions
2. NON-FINANCIAL OUTCOMES: behavior change, x social impact, mission-related milestones and outcomes, membership sign-ups

MISSION FOCUSED BUSINESS MODEL CANVAS

8. KEY PARTNERS	**7.** KEY ACTIVITIES	**2.** MISSION OFFERING (PROGRAM OFFERING)	**4.** BENEFICIARY RELATIONSHIPS	**1.** BENEFICIARY SEGMENTS
	6. KEY RESOURCES		**3.** DISTRIBUTION CHANNELS	

9. COST STRUCTURE	**5.** IMPACT METRICS

DONOR FOCUSED BUSINESS MODEL CANVAS

8. KEY NON-PROGRAM PARTNERS	**7.** KEY NON-PROGRAM ACTIVITIES	**2.** DONOR FOCUSE VALUE PROPOSITION	**4.** DONOR RELATIONSHIPS	**2.** DONOR SEGMENTS
	6. KEY NON-PROGRAM RESOURCES		**3.** DISTRIBUTION CHANNELS	

9. NON-PROGRAM COST STRUCTURE	**5.** IMPACT METRICS

EXPLANATION