

БИЗНЕС-МОДЕЛЬ СТАРТАПА



ЦЕЛЬ



Александр Остервальдер разработал инновационную модель бизнес-процессов на основе четкой практической методологии, простой в применении как для корпораций и малого бизнеса, так и для стартап проектов



БИЗНЕС –МОДЕЛЬ И ЕЕ ОТЛИЧИЕ ОТ БИЗНЕС-ПЛАНА

	Бизнес-модель	Бизнес-план
Разработанность инструментария	В зависимости от подхода, составляющие элементы различаются	Четкая структура, разработанная методология, элементы практически совпадают в разных подходах
Необходимость первоначальных знаний	Можно создавать не имея «специальных» знаний	Требует определенного периода обучения
Фокус	Отражает специфику бизнеса	Больше сфокусирован на шагах реализации стратегии
Основная задача	Показать источники прибыли	Составить план достижения поставленных целей
Преимущества	Простая и наглядная, показывает суть бизнеса	В случае тщательной проработки уменьшает риски, инструмент привлечения инвесторов
Недостатки	Излишне схематична, часто отсутствует план по реализации стратегии	Сложный инструмент, требующих специальных знаний

**В стартапах
планы
терпят
неудачу.**



БИЗНЕС –МОДЕЛЬ И ЕЕ ОТЛИЧИЕ ОТ БИЗНЕС-ПЛАНА


«Бизнес-модель описывает основную причину того, как организация создает, приносит и получает прибыль»

БМ



**Вот 9 строительных
элементов любой бизнес-
модели**

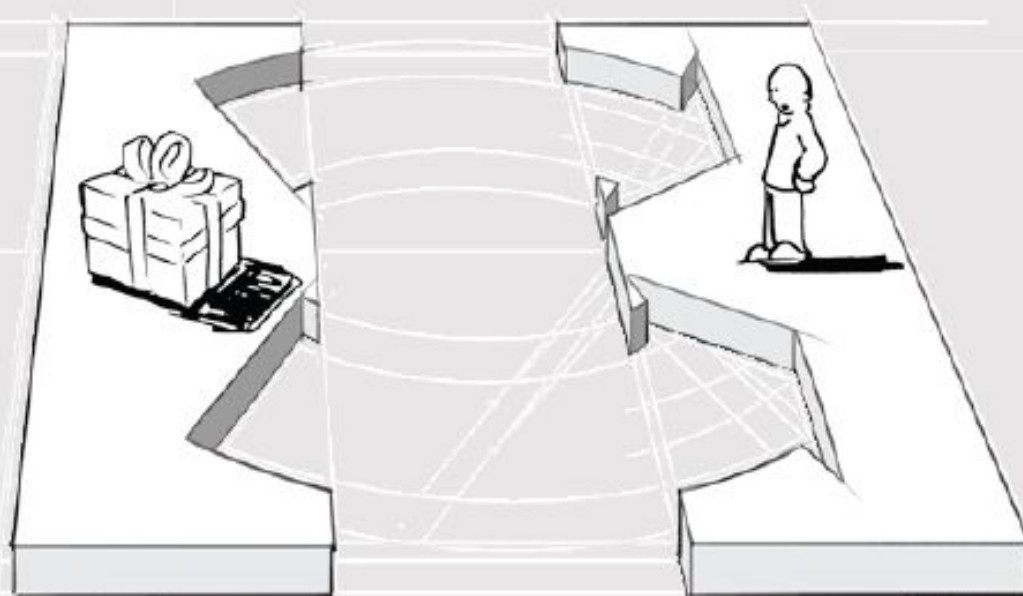
СЕГМЕНТЫ КЛИЕНТОВ



Каких клиентов и пользователей вы обслуживаете?

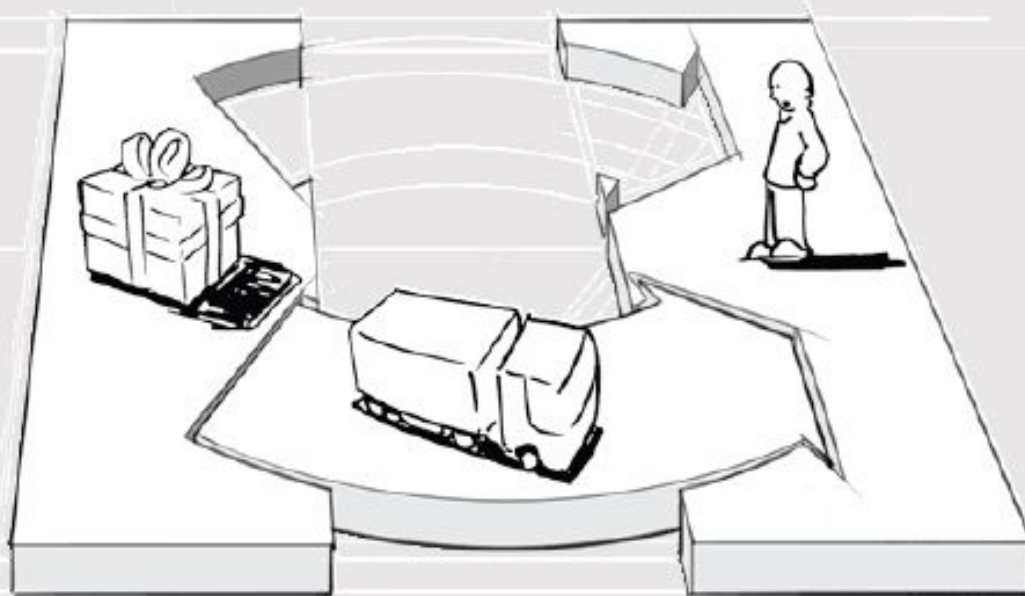
Что они в действительности хотят, чтобы вы делали?

ПРЕДЛАГАЕМЫЕ ПРЕИМУЩЕСТВА



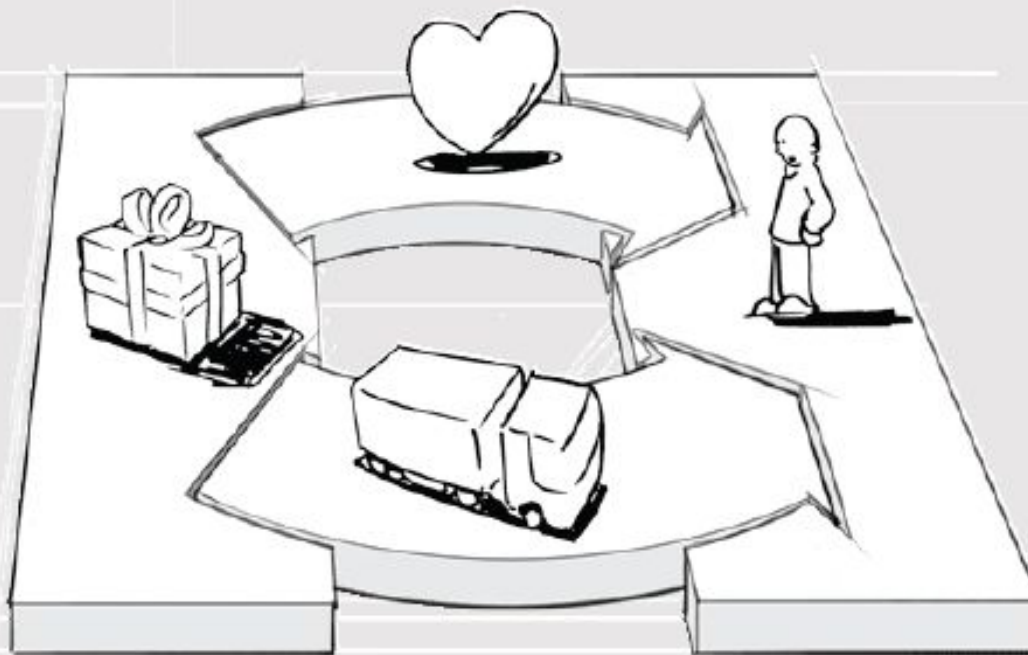
Что вы им предлагаете? Что для них делается? Нужно ли им это?

КАНАЛЫ



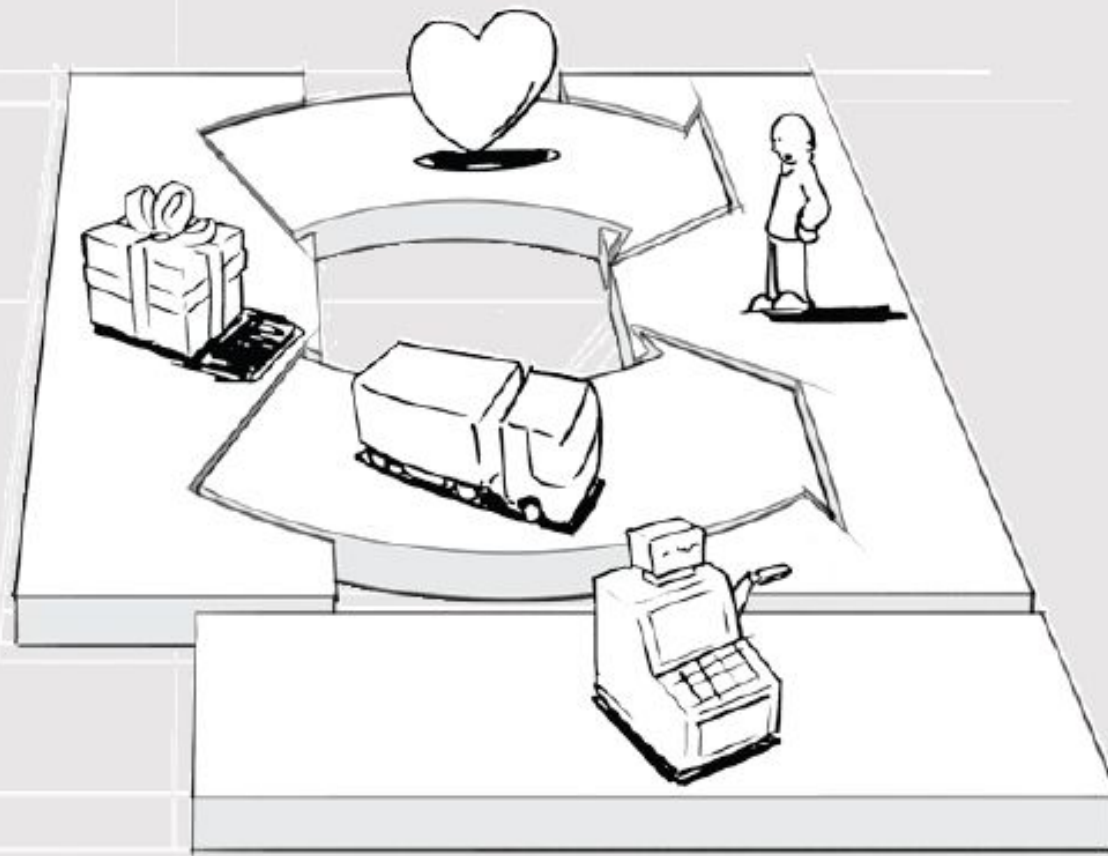
Каким способом каждый сегмент клиентов хочет получить предлагаемые преимущества?
Через какие пункты взаимодействия?

ОТНОШЕНИЯ С КЛИЕНТАМИ



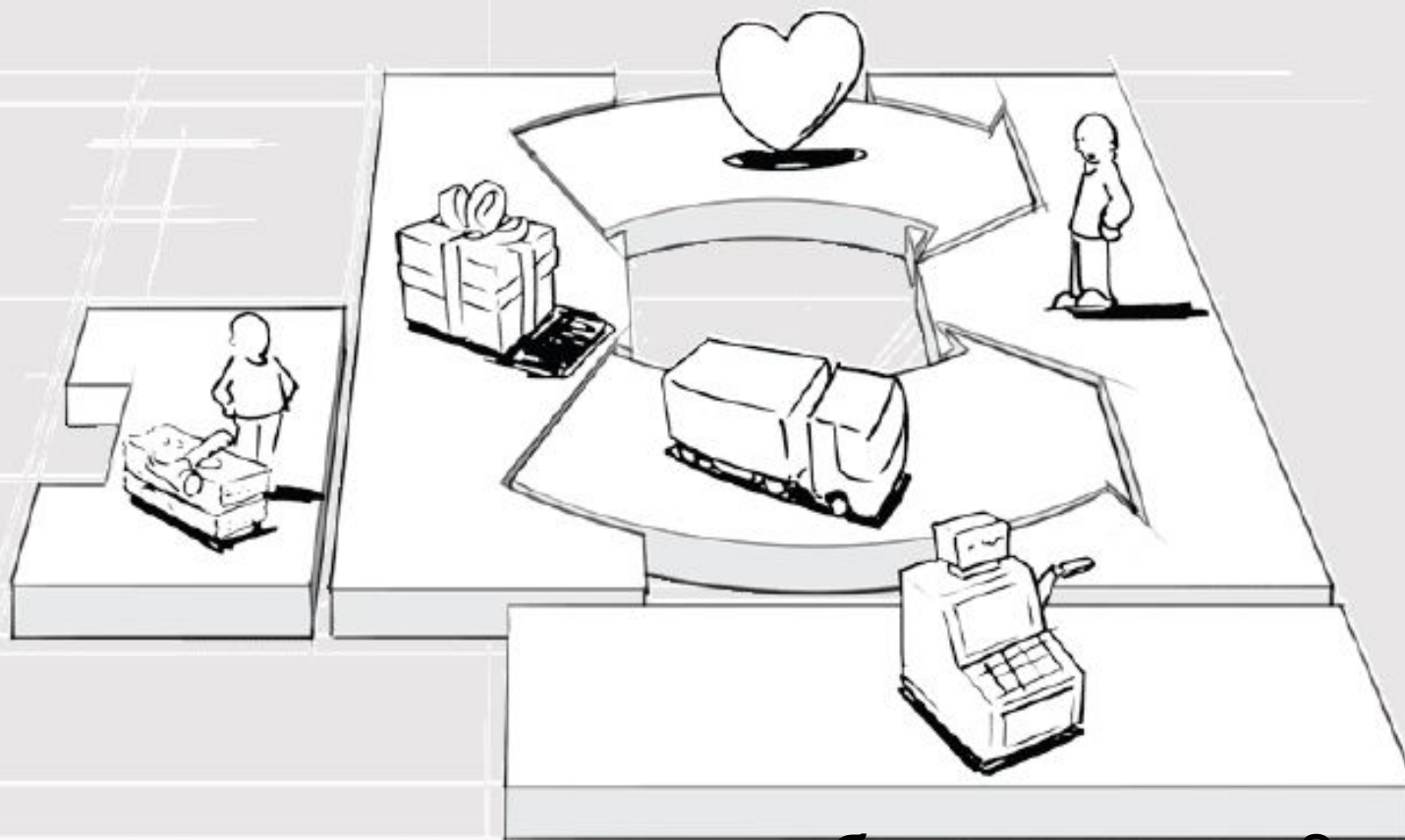
Какие отношения вы выстраиваете с каждым сегментом? Личные? Автоматизированные? Корыстные? Направленные на удержание?

ПОТОКИ ВЫРУЧКИ



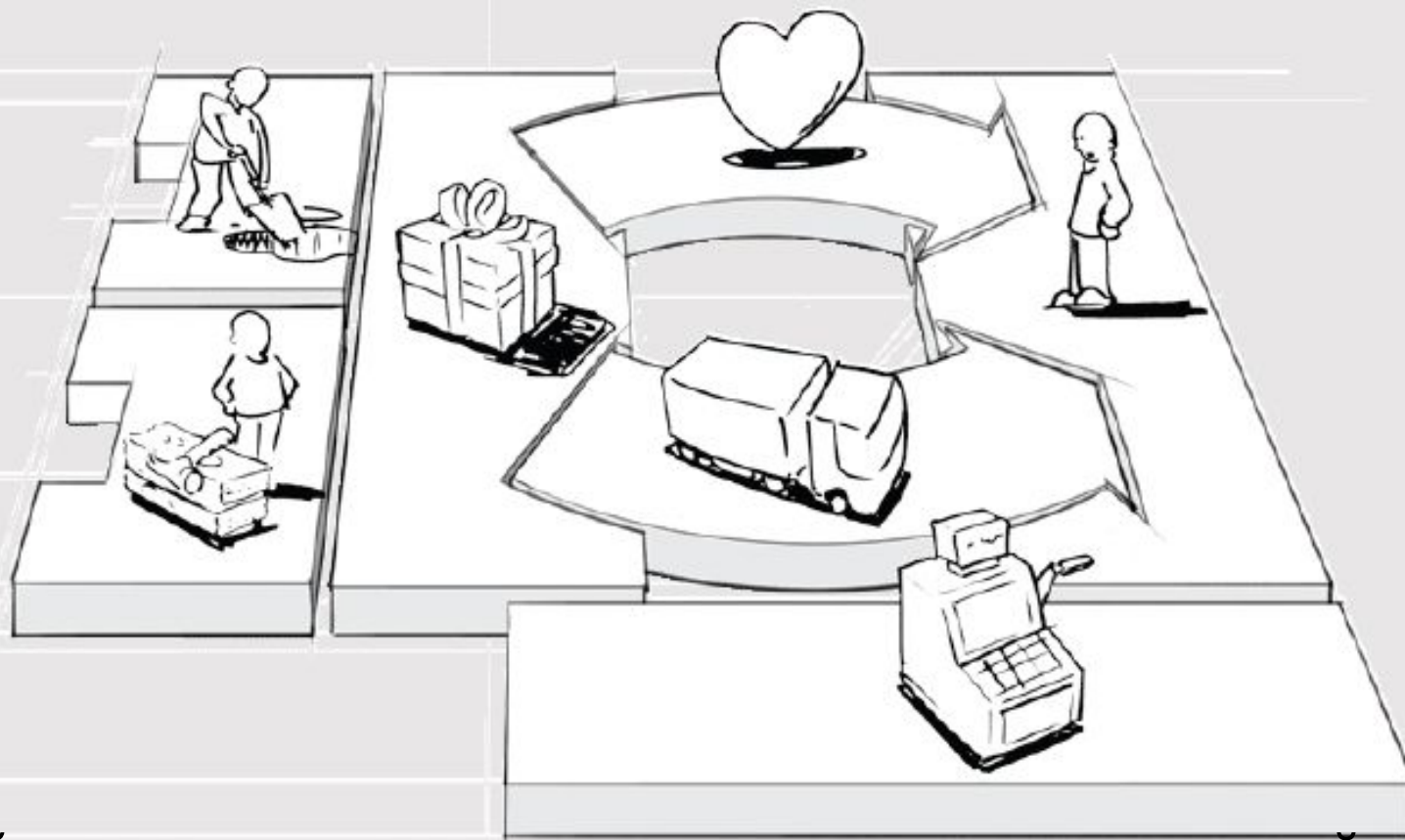
За что клиенты действительно хотят платить?
Как? Получение выручки носит регулярный
характер или зависит от сделок?

ОСНОВНЫЕ РЕСУРСЫ



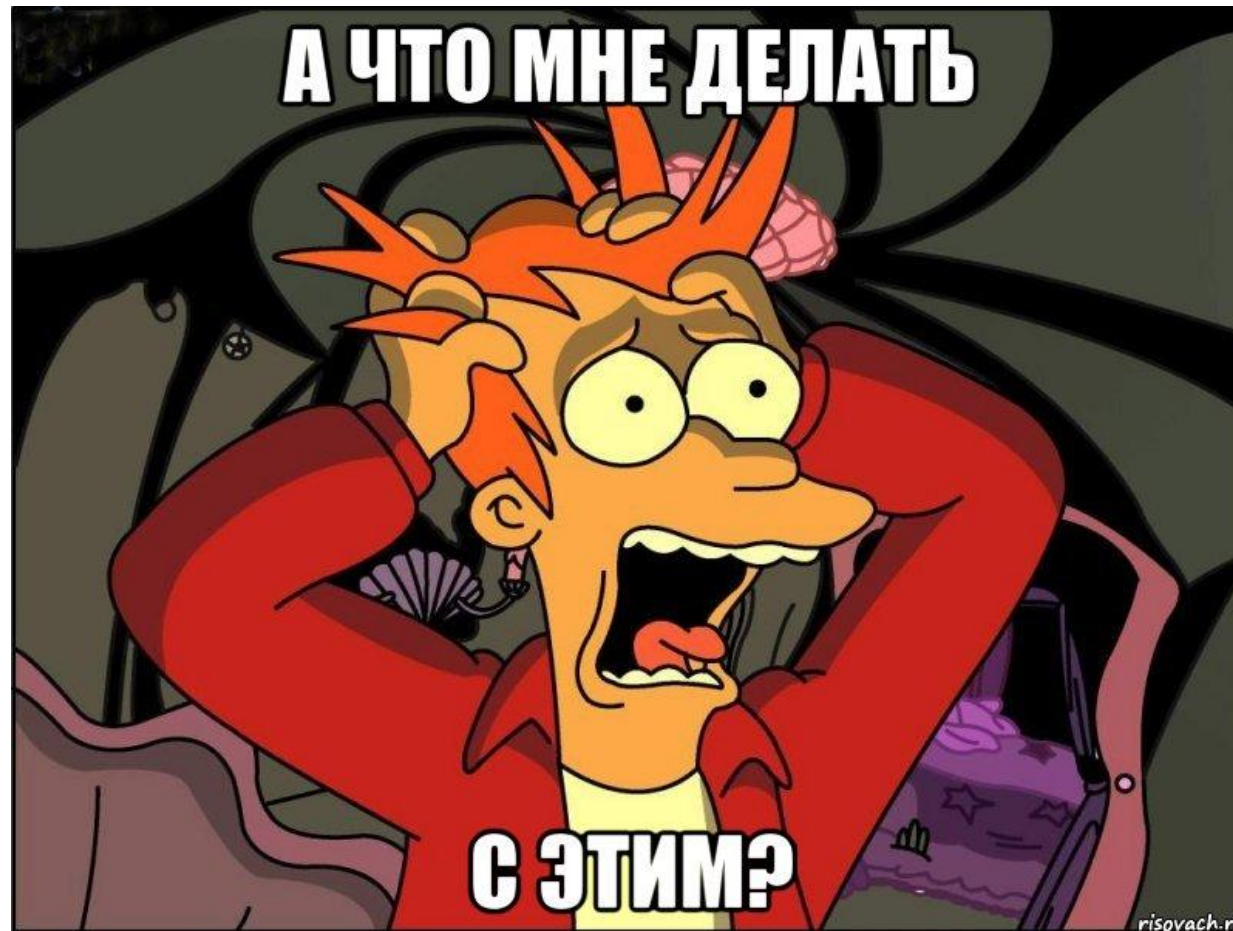
Какие ресурсы поддерживают вашу бизнес-модель?
Какие активы имеют большое значение?

ОСНОВНЫЕ НАПРАВЛЕНИЯ ДЕЯТЕЛЬНОСТИ












Какие действия вам нужно хорошо выполнять в вашей бизнес-модели? Что играет ключевую роль?

WTF?



ИСПОЛЬЗОВАТЬ ИНСТРУМЕНТ!

The Business Model Canvas Designed for: Designed by: On: Iteration:

<p>Key Partners</p>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Partners are we acquiring from/starters? Which Key Activities do partners perform? What do we expect from them? What do they expect from us?</p>	<p>Key Activities</p>  <p>What Key Activities do our Value Propositions require? Customer Relationship Management? Customer Support? Revenue Drivers? Channels?</p>	<p>Value Propositions</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 addressing? What are our unique value propositions? What are our channels? What are our customer relationships? What are our customer segments?</p>	<p>Customer Relationships</p>  <p>What type of relationship does each of our Customer Segments expect as the standard interaction with the provider? How do we create, build and maintain this relationship? How are they interacting with the rest of our business model? How costly are they?</p>	<p>Customer Segments</p>  <p>For whom are we creating value? Who are our most important customers? What are their jobs-to-be-done? What are their pain points? What are their gains-from-channels?</p>
<p>Key Resources</p>  <p>What are the Resources do our Value Propositions require? Customer Relationship Management? Customer Support? Revenue Drivers? Channels? Key Partners?</p>		<p>Channels</p>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them today? How are our Channels interacting? Which channels are best? Which channels are most cost-efficient? How are we integrating channels to the customer solution? What are our channels? What are our customer relationships? What are our customer segments? What are our key partners? What are our key activities? What are our key resources?</p>		
<p>Cost Structure</p>  <p>What are the most important costs drivers in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? What are our cost structures? Which Key Resources are most expensive? Which Key Activities are most expensive? What are our cost structures? Which Key Resources are most expensive? Which Key Activities are most expensive?</p>			<p>Revenue Streams</p>  <p>For what value are our customers really willing to pay? How much do they currently pay? How are they currently paying? How are we doing better today? How much does each Service Stream contribute to overall revenue? What are our revenue streams? What are our revenue streams? What are our revenue streams? What are our revenue streams? What are our revenue streams?</p>	










www.businessmodelgeneration.com

How are we creating value?
Who are our most important customers?
What are their jobs-to-be-done?
What are their pain points?
What are their gains-from-channels?

ИСПОЛЬЗОВАТЬ ИНСТРУМЕНТ!

The Business Model Canvas Designed for: _____ Designed by: _____

On: _____ Duration: _____

<p>Key Partners </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Partners are we depending on? Which Key Partners do partners perform? Channels: Distribution: Revenue:</p>	<p>Key Activities </p> <p>What Key Activities do our Value Propositions require? Can Distribution Channels? Customer Relationships? Revenue Streams? Channels: Distribution: Revenue:</p>	<p>Value Propositions </p> <p>What value do we deliver to the customer? Which one of our customer problems are we helping to solve? What benefits of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? Channels: Distribution: Revenue: Revenue:</p>	<p>Customer Relationships </p> <p>What type of relationship does each of our Customer Segments expect to establish and maintain with us? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? Channels: Distribution: Revenue: Revenue:</p>	<p>Customer Segments </p> <p>To whom are we creating value? Who are our most important customers? Channels: Distribution: Revenue: Revenue:</p>
<p>Key Resources </p> <p>What Key Resources do our Value Propositions require? Can Distribution Channels? Customer Relationships? Revenue Streams? Channels: Distribution: Revenue:</p>		<p style="text-align: center; background-color: yellow; padding: 10px;">building block</p>	<p>Channels </p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How do our Channels integrate? Which one works best? Which ones are most cost-effective? How are we integrating channels to customer value? Channels: Distribution: Revenue: Revenue:</p>	
<p>Cost Structure </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? Channels: Distribution: Revenue: Revenue:</p>			<p>Revenue Streams </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? Channels: Distribution: Revenue: Revenue:</p>	

www.businessmodelgeneration.com

ИСПОЛЬЗОВАТЬ ИНСТРУМЕНТ!

The Business Model Canvas *Designed for:* _____ *Designed by:* _____ *On:* _____ *Duration:* _____

<p>Key Partners</p> <p>Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from outside? Which Key Activities do partners perform?</p> <p>Key Partners: Suppliers: Channels: Complements:</p>	<p>Key Activities</p> <p>What Key Activities do our Value Propositions require? Can Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Activities: Channels: Complements:</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which pain in our customers' problems are we helping to solve? Which bundles of products and services are we offering to sell? Customer Segments? Which customer needs are we addressing?</p> <p>Value Propositions: Channels: Complements:</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Are Customer Relationships profitable? How are they integrated with the rest of our business model? How costly are they?</p> <p>Customer Relationships: Channels: Complements:</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Customer Segments: Channels: Complements:</p>
<p>Key Resources</p> <p>What Key Resources do our Value Propositions require? Can Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Resources: Channels: Complements:</p>	<p>Channels</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 channels are best? Which channels are most cost-effective? How are we integrating Channels with customer relations?</p> <p>Channels: Complements:</p>	<p>Cost Structure</p> <p>What are the most important costs drivers in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Cost Structure: Channels: Complements:</p>	<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? How are they currently paying? How are they currently paying? How are they paying for it? How much does each Revenue Stream contribute to overall revenue?</p> <p>Revenue Streams: Channels: Complements:</p>	<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? How are they currently paying? How are they currently paying? How are they paying for it? How much does each Revenue Stream contribute to overall revenue?</p> <p>Revenue Streams: Channels: Complements:</p>

ИСПОЛЬЗОВАТЬ ИНСТРУМЕНТ!

The Business Model Canvas Designed for: _____ Designed by: _____ Date: _____ Iteration: _____

<p>Key Partners</p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Partners are we sourcing from? Which Key Activities do partners perform?</p> <p>building block</p>	<p>Key Activities</p> <p>building block</p>	<p>Value Propositions</p> <p>What value does deliver to the customer? Which set of our customer problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs does our offering address?</p> <p>building block</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect? Which type of relationship are we offering? How do we acquire each Customer Segment? How do we retain each Customer Segment? How do we upsell each Customer Segment?</p> <p>building block</p>	<p>Customer Segments</p> <p>For whom are we creating value? What are our most important customer segments?</p> <p>building block</p>
<p>Key Resources</p> <p>Which Resources do we have? Possibilities: Assets? Channels? Channels? Customer Relationships? Revenue Streams?</p> <p>building block</p>		<p>Channels</p> <p>building block</p> <p>building block</p>		
<p>Cost Structure</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>building block</p> <p>building block</p>			<p>Revenue Streams</p> <p>Do we really solve our customers' problems? Why? How much are they currently paying? How are they currently paying? How would they prefer to pay? How much does each Service Stream contribute to overall revenue?</p> <p>building block</p>	

www.businessmodelgeneration.com

ИСПОЛЬЗОВАТЬ ИНСТРУМЕНТ!

Инструмент называется «Канва бизнес-модели»

Для одной и той же технологии, продукта или услуги может существовать большое количество бизнес-моделей

ЗАДАВАЙТЕ СЛОЖНЫЕ ВОПРОСЫ!

Выручка регулярная или зависит от сделок?

Сегмент рынка или массовый рынок?

Капитальные расходы или партнерство?

Один сегмент клиентов или другой?

Платно или бесплатно?

Распространение или централизация?

Товар или услуга?

Прямые или косвенные продажи?

Открыто или закрыто?

Физически или виртуально?

Авторские права или разрешение на копирование?

Собственные силы или аутсорсинг?

Масштабность или ограниченность?

Стратегия голубого или красного океана?

Личный подход или автоматизация?

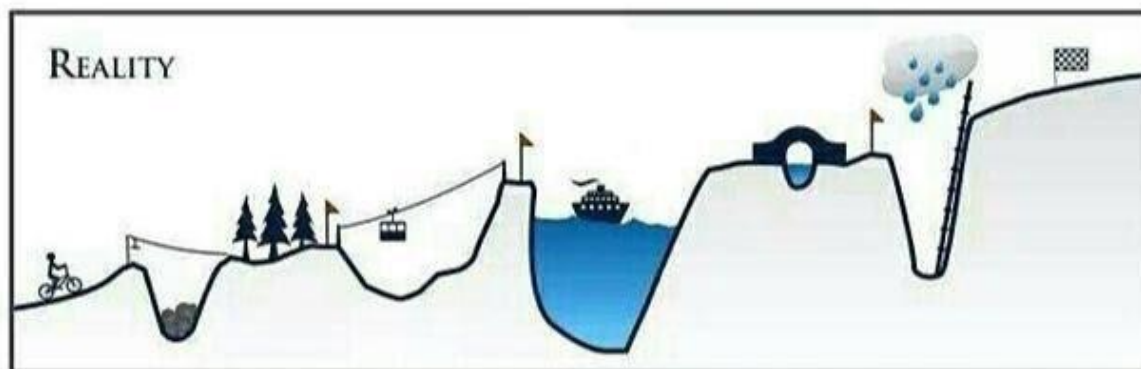
Заказное или массовое производство?

Постоянные или переменные затраты?

Реклама или продажи?

***Идея бизнес-
модели просто
набор гипотез.***

СНОВА ГИПОТЕЗЫ



ПРОВЕРЬ ГИПОТЕЗУ

процесс проверки бизнес-модели
называется **Разработка Клиентской Базы**

Обнаружение

Утверждение

Создание

Построен
ие

ДОКАЗАТЕЛЬСТВО РАБОТАЮЩЕЙ БМ

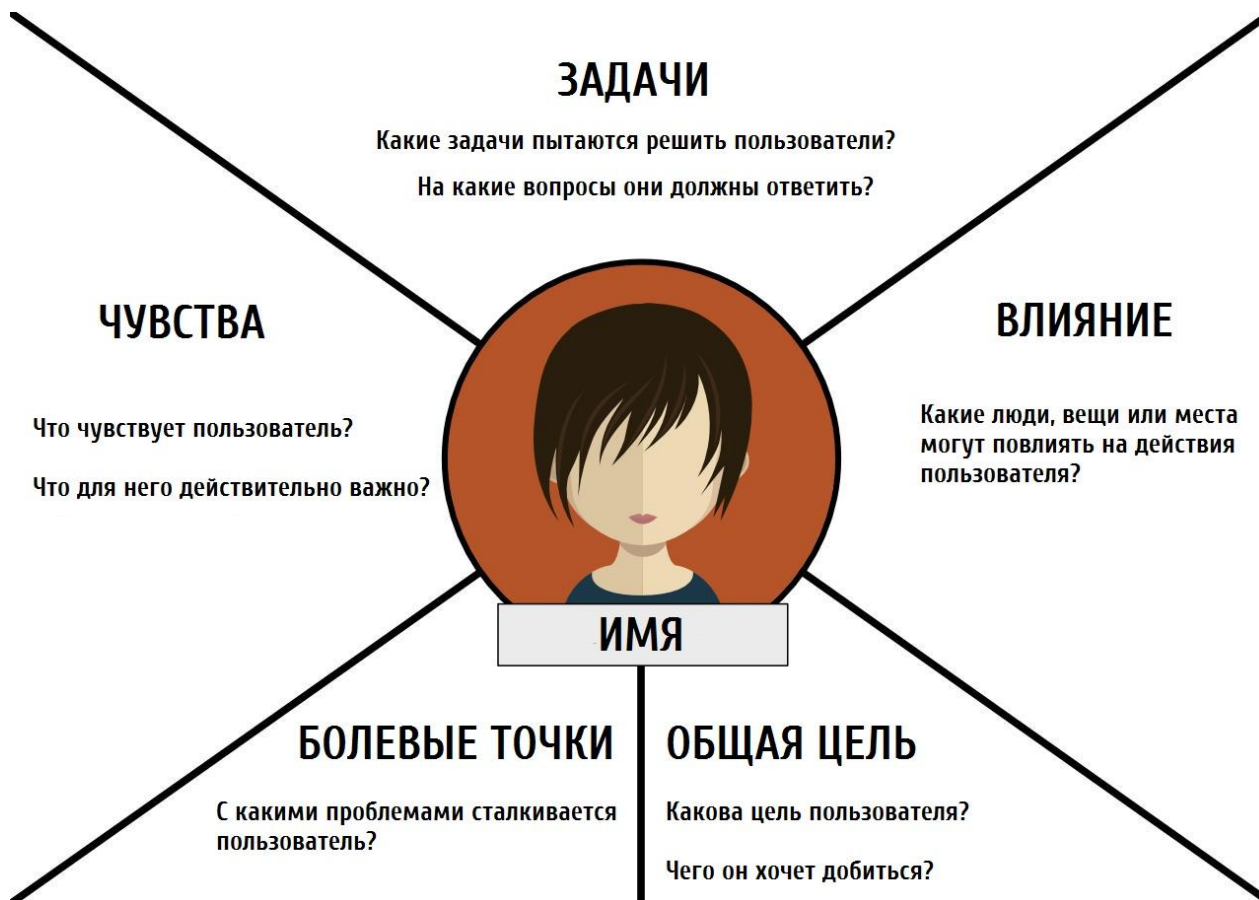
**Одним из примеров «доказательства»
служит заключение...**

сделки по продаже «минимального
жизнеспособного набора функциональных
возможностей»



**Вам нужно предоставить чек о продаже
(договор-расписку о намерении) хотя бы
одной единицы вашего товара или услуги за
N рублей.**

КАРТА ЭМПАТИИ



ПРОТОТИПИРОВАНИЕ

Прототип – это представление будущей бизнес-модели, инструмент, который служит для обсуждения, исследования или подкрепления идеи.

Прототип бизнес-модели может выглядеть как простой рисунок, или как полностью продуманная концепция

СТОРИТЕЛЛИНГ

Рассказывания историй, в сфере бизнеса недооценена, это делают крайне редко.

По своей природе новые или инновационные бизнес-модели с трудом поддаются описанию и разъяснению.

5 СТАДИЙ СОЗДАНИЯ БМ



Мобилизация

Подготовка к успешному дизайн-проекту бизнес-модели

Подготовка площадки

Соберите элементы, необходимые для успешного дизайна бизнес-модели. Объясните необходимость формирования новой бизнес-модели, опишите предпосылки проекта и определите язык для описания, дизайна и анализа, а также обсудите бизнес-модели



Понимание

Исследование и анализ элементов, необходимых для дизайна бизнес-модели

Погружение

Вы и команда дизайнеров получаете нужные вам знания: о потребителях, технологии и рыночных условиях



Дизайн

Создание и проверка жизнеспособных вариантов бизнес-моделей и выбор лучшего

Исследование

Используйте информацию и идеи, полученные на предыдущей стадии, для создания прототипов бизнес-моделей, которые можно подвергнуть изучению и тестированию, и выберите наиболее удовлетворяющий вас вариант дизайна



Применение

Проверьте прототип бизнес-модели в реальных условиях рынка

Применение

Применение на практике выбранного варианта дизайна бизнес-модели



Управление

Адаптация и модификация бизнес-модели в соответствии с реакцией рынка на нее

Эволюция

Построение структуры управления для постоянного мониторинга, оценки и адаптации или трансформации вашей бизнес-модели

Канва бизнес-модели

Александра Остервальдера и Ива Пинье







Тренер-эксперт
Анна Брусницына

Mobile: +7 (909)9428758

Skype: Abrysnika

SM для оперативной связи:

Viber, Telegram, WhatsApp +79099428758

<http://vkontakte.com/Abrysnika>

<http://twitter.com/Abrysnika>

<http://www.facebook.com/abrysnika>

Адрес: г. Москва, ул. Знаменка,
д. 8/13, стр. 2

Тел.: +7 (495) 780 -96- 71

Горячая линия :

8 800 333 68 78

www.nb-fund.ru

www.nb-forum.ru

www.nb-consult.ru

www.impulsdobra.ru

Спасибо за внимание!