



Business Model Canvas

ESEMPI

Presenta

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Con la collaborazione di

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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 Partnerships can be categorized as:
1. Co-opetition
2. Supplier-Integration
3. Vertical Integration
4. Strategic Alliances

**Compagnie
Taxi**

Key Activities



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

**Produzione
storie
Profilazione
utenti**

Key Resources



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

**Mgmt
piattaforma
Marchio**

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 can be categorized as:
1. New Products
2. New Services
3. New Channels
4. New Partners
5. New Business Models
6. New Revenue Streams
7. New Cost Structures
8. New Customer Segments
9. New Distribution Channels
10. New Key Resources
11. New Key Activities
12. New Key Partners

**Visite veloci
e
interessanti
sempre e
ovunque**

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?

Customer Relationships can be categorized as:
1. Personalized
2. Self-Service
3. Automated
4. Community
5. Co-Creation
6. Social Media
7. Mobile
8. Location-Based
9. Contextual
10. Personalized

**Rating
on-line**

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 would we like to use?
Which ones are we using?
How are we integrating them?

Channels can be categorized as:
1. Direct
2. Indirect
3. Hybrid
4. Digital
5. Physical
6. Social Media
7. Mobile
8. Location-Based
9. Contextual
10. Personalized

**LinkedIn
App mobile**

Customer Segments



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

Customer Segments can be categorized as:
1. Mass
2. Niche
3. Customized
4. Co-Created
5. Social Media
6. Mobile
7. Location-Based
8. Contextual
9. Personalized

**Business
executives
in viaggio**

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?

Cost Structure can be categorized as:
1. Fixed
2. Variable
3. Semi-Variable
4. Mixed
5. Hybrid
6. Digital
7. Physical
8. Social Media
9. Mobile
10. Location-Based
11. Contextual
12. Personalized

**Promozione
Costi IT**



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 revenue?

Revenue Streams can be categorized as:
1. Fixed
2. Variable
3. Semi-Variable
4. Mixed
5. Hybrid
6. Digital
7. Physical
8. Social Media
9. Mobile
10. Location-Based
11. Contextual
12. Personalized

Supplemento corsa taxi



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 Partnerships can be categorized into:
1. Supplier Partnerships
2. Distribution Partnerships
3. Complementary Partnerships
4. Co-opetition Partnerships
5. Joint Venture Partnerships



**Reti operatori
turistici**

Key Activities

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

Key Activities can be categorized into:
1. Production Activities
2. Distribution Activities
3. Service Activities
4. Support Activities



**Animazione
comunità
Profilazione
utenti**

Key Resources

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

Key Resources can be categorized into:
1. Human Resources
2. Financial Resources
3. Physical Resources
4. Intellectual Resources



**Mgmt
piattaforma
Marchio**

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 can be categorized into:
1. Functional Value
2. Emotional Value
3. Social Value
4. Symbolic Value



**Guida "vera"
e personale
Al territorio**

**Vetrina
"qualificata"**

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 we integrated with the rest of our business model?

Customer Relationships can be categorized into:
1. Personal Assistance
2. Dedicated Personal Assistance
3. Self-Service
4. Automated Self-Service
5. Community-Based
6. Co-Creation



**Community
Co-progettazione
eventi**

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?
How are we leveraging our Channels?

Channels can be categorized into:
1. Direct Channels
2. Indirect Channels
3. Owned Channels
4. Partner Channels
5. Shared Channels
6. Co-Created Channels



**Web / Social
Fiere / Riviste
setto**

Customer Segments

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

Customer Segments can be categorized into:
1. Mass
2. Niche
3. Customized
4. Co-Created
5. Community-Based
6. Multi-Sided



**Turismo
culturale**

**Operatori
Enti turistici**

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?

Cost Structure can be categorized into:
1. Variable Costs
2. Fixed Costs
3. Semi-Variable Costs
4. Overhead Costs
5. Sunk Costs
6. Opportunity Costs

Cost Structure can be categorized into:
1. Variable Costs
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6. Opportunity Costs



**Promozione
Costi IT**

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 can be categorized into:
1. Transactional Revenue
2. Subscription Revenue
3. Licensure Revenue
4. Brokerage Revenue
5. Commission Revenue
6. Advertising Revenue
7. Rental Revenue
8. Royalty Revenue
9. Contribution Margin
10. Profit Margin

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1. Transactional Revenue
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4. Brokerage Revenue
5. Commission Revenue
6. Advertising Revenue
7. Rental Revenue
8. Royalty Revenue
9. Contribution Margin
10. Profit Margin



**Free
Tariffe pubblicità
Tariffe servizi promozione**

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 Partnerships
Distribution
Procurement
Logistics
Research and Development
Human Resources
Infrastructure
Government
Compliance
Risk Management
Insurance
Legal
Accounting
Security
IT
Other

**Tour operators
on-line**

Key Activities



What Key Activities do our Value Propositions require?
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Revenue Streams?

**Animazione
comunità**

**Profilazione
utenti**

Key Resources



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**Mgmt
piattaforma
Marchio**

Value Propositions



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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?

Key Resources
Key Activities
Key Partners
Key Channels
Key Customer Segments
Key Revenue Streams
Key Costs
Key Risks
Key Opportunities
Key Challenges
Key Barriers
Key Enablers
Key Drivers
Key Inhibitors
Key Constraints
Key Assumptions
Key Dependencies
Key Interdependencies
Key Synergies
Key Trade-offs
Key Tensions
Key Dilemmas
Key Paradoxes
Key Contradictions
Key Ambiguities
Key Uncertainties
Key Complexities
Key Interactions
Key Dynamics
Key Feedback Loops
Key Learning Loops
Key Innovation Loops
Key Growth Loops
Key Decline Loops
Key Resilience Loops
Key Adaptability Loops
Key Flexibility Loops
Key Agility Loops
Key Responsiveness Loops
Key Proactivity Loops
Key Reactivity Loops
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Key Reactivity Loops

**Guida vera e
personale al
territorio**

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?

Community

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 efficient?
How costly are they?

Web / Social

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Customer Segments



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**Turismo
culturale**

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Promozione

Costi IT



Revenue Streams

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How much does each Revenue Stream contribute to overall revenues?

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Free – accesso singole info

Fee € – costruzione viaggio

