BUSINESS MODEL

HOW TO DEVELOP NEW PRODUCTS, CREATE MARKET VALUE AND MAKE THE COMPETITION IRRELEVANT



ALEXANDER CHERNEV

The Market Value Map

Target Market		Market Offering		
What customer need does	Customers	What are the key	Product	
the company aim to fulfill? Who are the customers with this need?		features of the company's product?		
What other entities will work with the company	Collaborators	What are the key features of the company's se	Service	
to fulfill the identified custome	er need?			
What are the company's resources that will enable	Company		3 301 1100 .	
it to fulfill the identified custor	ner need?	What are the key	Brand	
What other offerings aim	Competitors	features of the offering's brand?		
the same target customers?	to fulfill the same need of the same target customers?		Price	
What are the sociocultural,	Context	What is the		
technological, regulatory, ec and physical aspects of the e	technological, regulatory, economic, and physical aspects of the environment?		offering's price?	
Value Proposition		What incentives does the offering provide?		
What value does the offering create for target customers?				
Calla	l \	How will target	Communication	
What value does the offering create for the company's collaborators?		customers and collaborators become aware of the company's offering?		
Cor	npany Value	How will the offering	Distribution	
What value does the offering create for the company?		be delivered to target customers and collaborators?		





The Customer Value Map

Target Customers		Customer Offering	
	Customer needs		Product
What customer need does the company aim to fulfill?		What are the key features product that the comparto target customers?	
	Customer profile		Service
Who are the customers with this need?		What are the key features of the service that the company offers to target customers?	
Competition			Brand
Key competitors What other offerings aim to		What are the key aspects of the offering's brand?	
fulfill the same customer	need?		Price
Value proposition What value do these offerings create for target customers? Offering attributes What are the key aspects of the competitive offerings? Customer Value		What is the offering's price for target customers?	е
			Incentives
		What incentives does the offering provide to target customers?	
			Communication
		How will target customers become aware of the company's offering?	
What value does the offering create for target customers? Why would customers choose this offering?			Distribution
		How will the offering be delivered to target custor	ners?

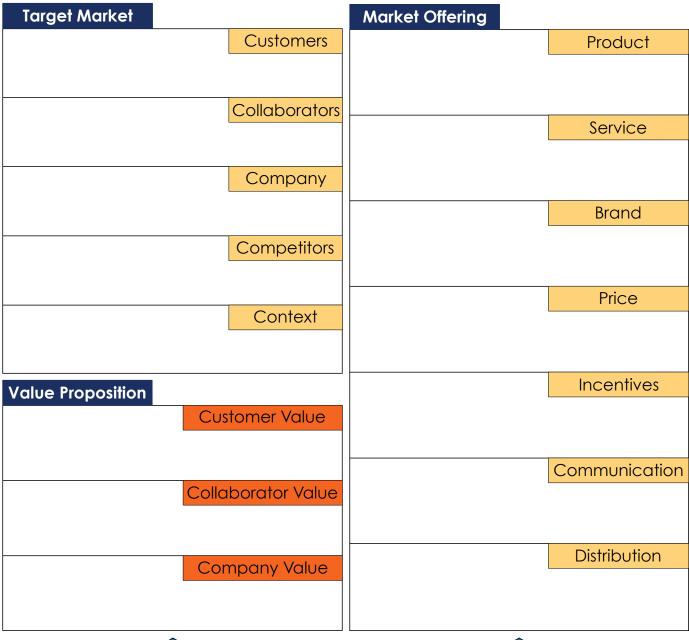
The Collaborator Value Map

Collaborators		Collaborator Offering	
	Collaborator profile		Product
Which entities would partner with the company to create value for target customers?		What are the key features product that the compar to collaborators?	
	Collaborator goals		Service
What goals do these collaborators pursue by partnering with the company?		What are the key features service that the company to collaborators?	
Competition			Brand
	Key competitors	What are the key aspects of the offering's brand?	
What other offerings a	im to fulfill the		
same collaborator go			Price
Value proposition What value do these offerings create for collaborators? Offering attributes What are the key aspects of the competitive offerings? Collaborator Value		What is the offering's price for collaborators?	
			Incentives
		What incentives does the offering provide to collaborators?	
			Communication
		How will the offering be communicated to collaborate	orators?
What value does the	Reason to choose		Distribution
What value does the offering create for column would collaborators c		How will the offering be delivered to collabora	tors?

The Company Value Map

Company		Company Offering	
	Company profile		Product
What entity is managing the offering? What are its key resources?		What are the key features of the product that the company offers to its customers and collaborators?	
	Company goals		Service
What goal does the company aim to fulfill with this offering?		What are the key features of the service that the company offers to its customers and collaborators?	
Alternative Options			Brand
Key alternatives What alternative options can		What are the key aspects of the offering's brand?	
tultill the same company	fulfill the same company goal?		Price
What value do these op	Value proposition	What is the offering's price customers and collaborat	e for its ors?
create for the company			Incentives
	Option attributes	What incentives does the to its customers and colla	
What are the key aspects of the alternative options? Company Value			Communication
		How will the offering be communicated to its customers and collaborators?	
What value does the	Reason to choose		Distribution
offering create for the company? Why should the company choose this offering?		How will the offering be d to its customers and colla	

The Market Value Map



The Customer Value Map

Target Customers		Customer Offering	
	Customer needs		Product
	Customer profile		Service
Competition			Brand
	Key competitors		
			Price
	Value proposition		
			Incentives
	Offering attributes		
	Offering diffibutes		
			Communication
Customer Value			
	Reason to choose		Distribution

The Collaborator Value Map

Collaborators		Collaborator Offering	
	Collaborator profile		Product
	Collaborator goals		Service
Competition			Brand
	Key competitors		
			Price
	Value proposition		
			Incentives
	Offering attributes		
			Communication
Collaborator Value	Reason to choose		Distribution
	Reason to choose		Distribution

The Company Value Map

Company		Company Offering	
	Company profile		Product
	Company goals		Service
Alternative Options			Brand
	Key alternatives		
			Price
	Value proposition		
			Incentives
	Option attributes		
			Communication
Company Value	Reason to choose		Distribution
	Reason to Choose		Distribution