

Finding
the White
Space



“BBVA will be a software company in the future.”



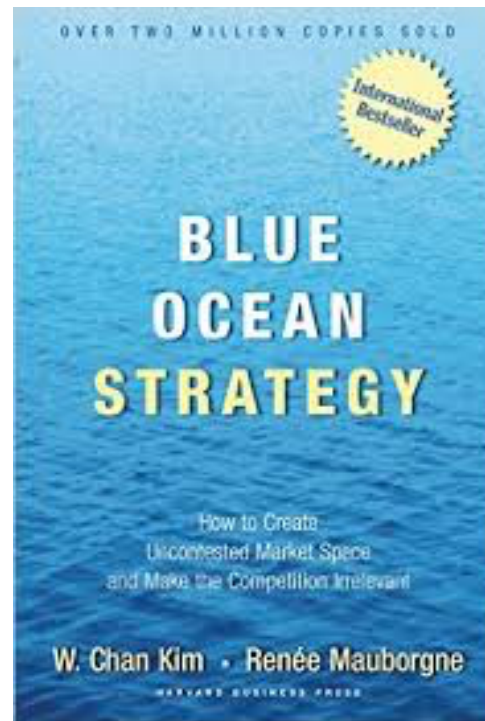
– BBVA Chairman Francisco González

Finding the White Space

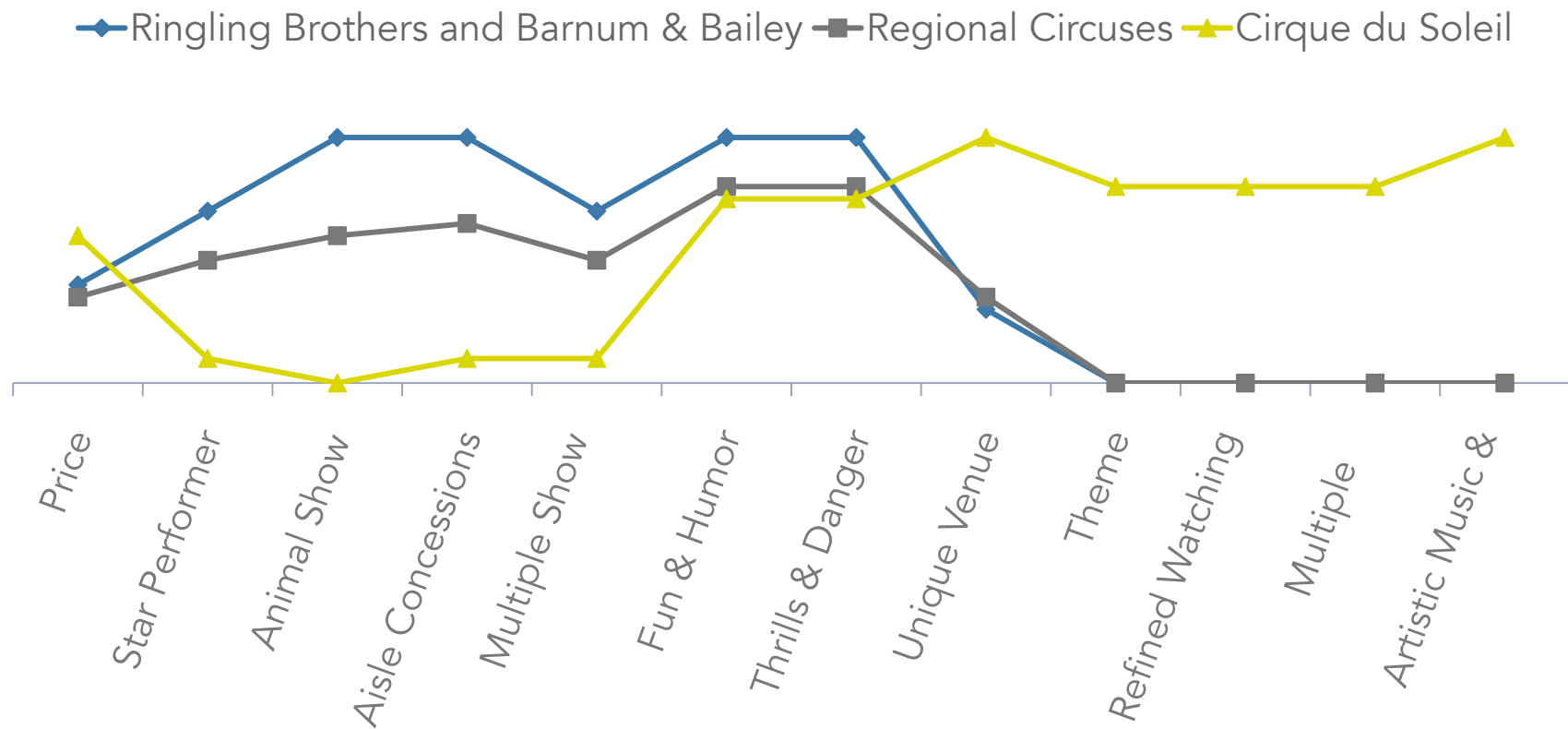
- Over-met/Under-met Needs
- Increase/Reduce
- Add/Subtract
- Strategy Map
- Business Model Canvas



Blue Ocean Strategy



Blue Ocean Strategy Map



SCAMPERR Model

- Substitute
- Combine
- Adapt
- Magnify
- Minimize
- Modify
- Put to other uses
- Eliminate
- Reverse
- Rearrange

Southwest[®]



Business Model Canvas

The Business Model Canvas

Designed for:

Designed by:

Key Partners

Who are our Key Partners?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Business model innovation can be achieved through strategic alliances, partnerships, joint ventures, and other forms of collaboration.

Key Activities

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

Activities are the most important actions a company must perform to make its business model work.

Value Propositions

What value do we deliver to the customer?
Which one of our customer problems are we helping to solve?
What bundles of products and services are we offering to create Customer Segments?
Which customer needs are we satisfying?

Value propositions describe the benefits and value that a company offers to its customers.

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 integrating with the rest of our business model?
How easily can they be lost?

Customer relationships describe the types of interactions a company has with different customer segments.

Customer Segments

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

Customer segments are the groups of people or organizations that a company aims to reach and serve.

Key Resources

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

Key resources are the most important assets a company needs to make its business model work.

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How can we reach them better?
Which ones work best?
Which ones are most cost efficient?
How are we integrating them with customer routines?

Channels describe the ways a company communicates with and reaches its customer segments.

Cost Structure

What are the business operations that drive the cost in our business model?
Which Key Resources are most expensive?
Which Key Activities are most important?
Which Key Partners are most important?

Cost structure describes the most important costs a company incurs and how they relate to its business model.

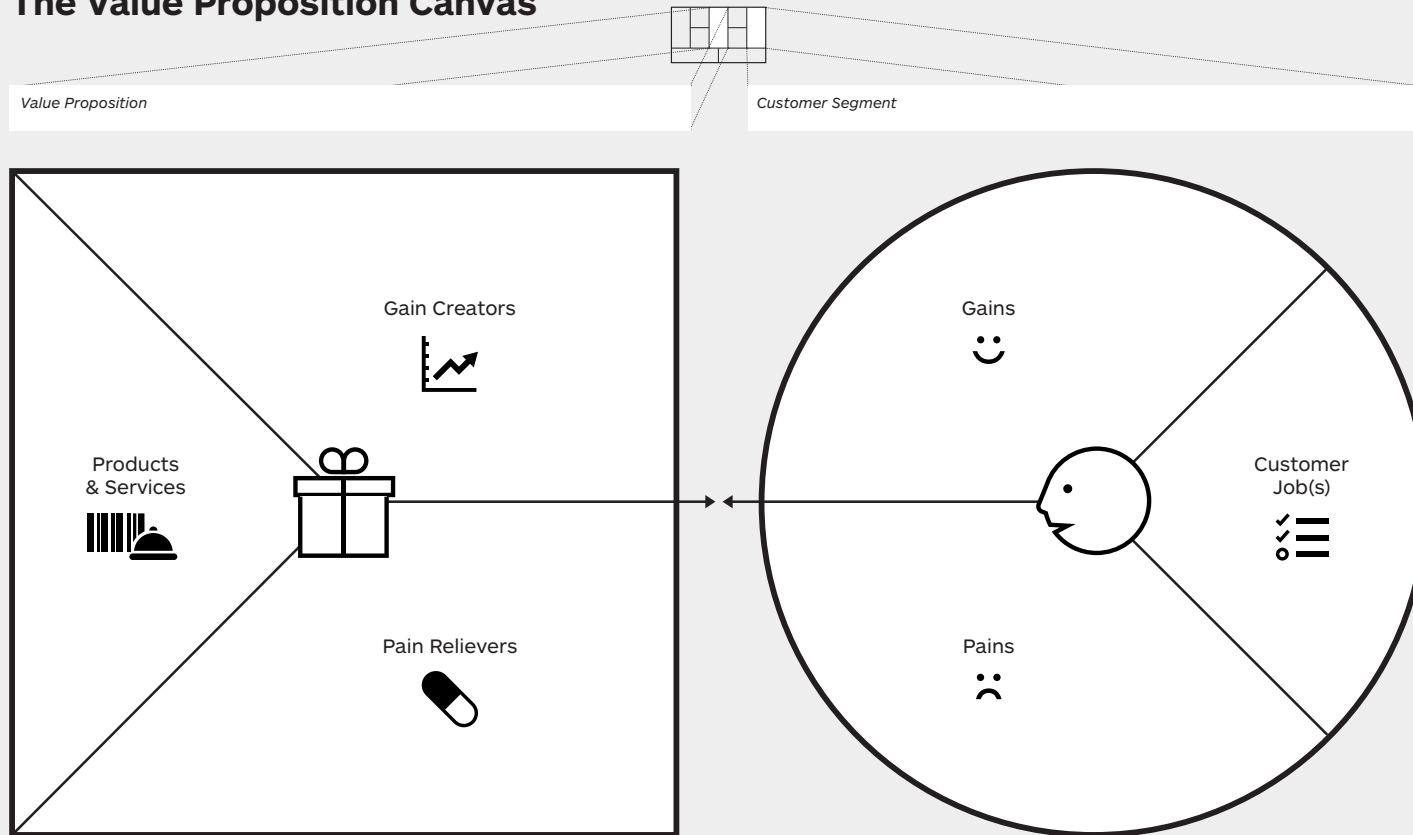
Revenue Streams

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 describe the ways a company generates revenue from its customer segments.

www.businessmodelgeneration.com

The Value Proposition Canvas



The Business Model Canvas

Designed for:

Designed by:

One: Day Month Year
Iteration: No.

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 PARTNERS KEY RESOURCES:
Partnerships and contracts
Acquisition of talent and technology
Acquisition of particular resources and activities

Key Activities



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

KEY ACTIVITIES:
Production
Distribution
Marketing
Logistics
Procurement

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:
Design
Performance
Customization
"Turning the old into the new"
Reliability
Price
Portability
Ease of use
Risk Reduction
Accessibility
Customization flexibility

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:
Personalized
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



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

KEY SEGMENTS:
Mass Market
Niche Market
Segmented
Mass Premium
Multi-Sided Platforms

Key Resources



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

KEY RESOURCES:
Physical
Intellectual
Human
Financial
Social (brand, network, reputation, data)

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?

CHANNELS:
A. Direct
B. Indirect
C. Partners
D. Multi-channel
E. Distribution
F. Retail
G. Wholesale
H. Online
I. Offline
J. Hybrid
K. Other

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:
Fixed Costs
Variable Costs
Semi-variable Costs
Cost of Sales
Operating Expenses
Marketing Expenses
Research & Development
General & Administrative
Interest
Taxes
Other

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:
A. Product
B. Service
C. Subscription
D. Usage
E. License
F. Royalty
G. Other

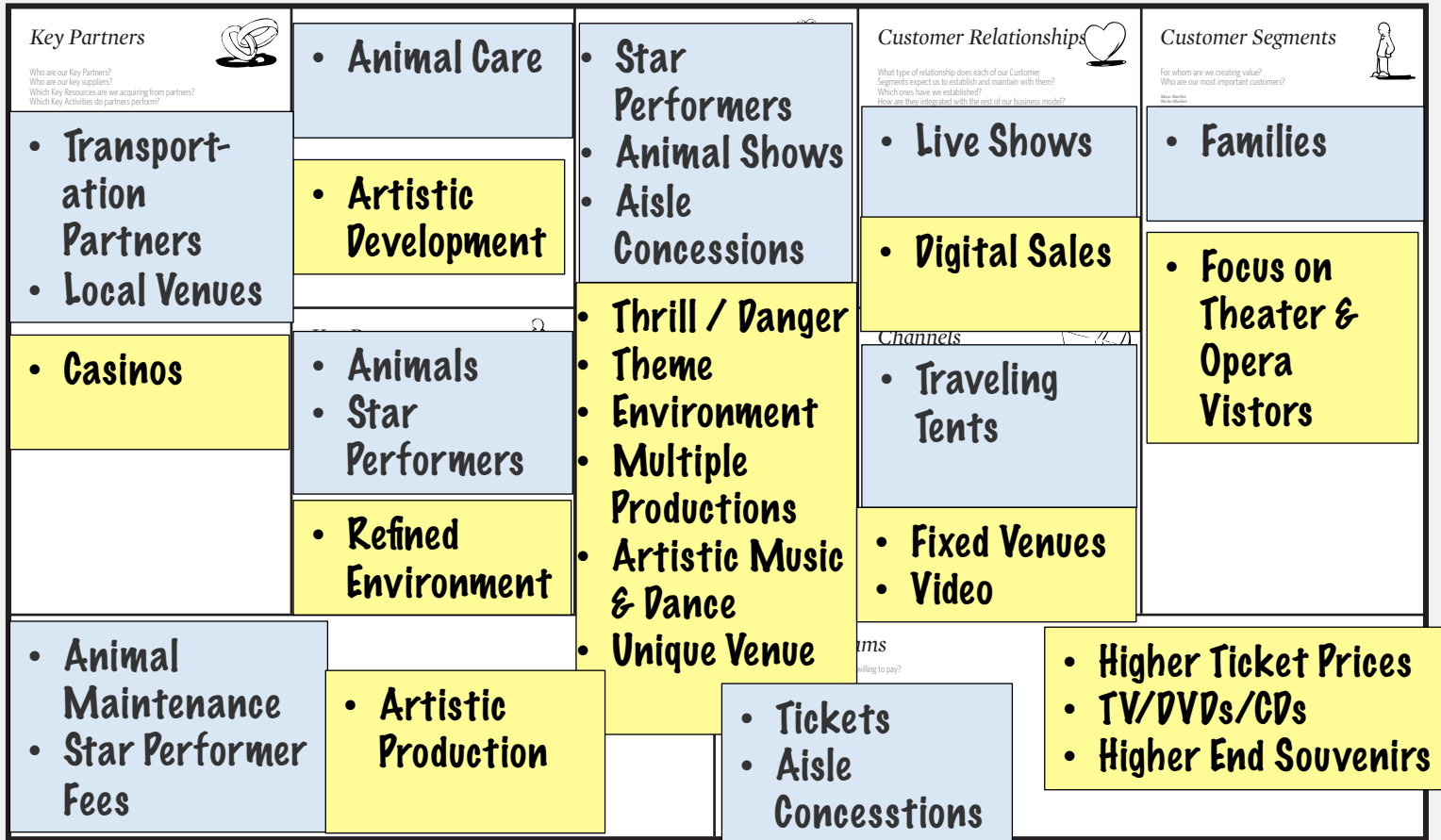
The Business Model Canvas

Designed for:

Cirque du Soleil

Designed by:

On: Day Month Year
Iteration: No

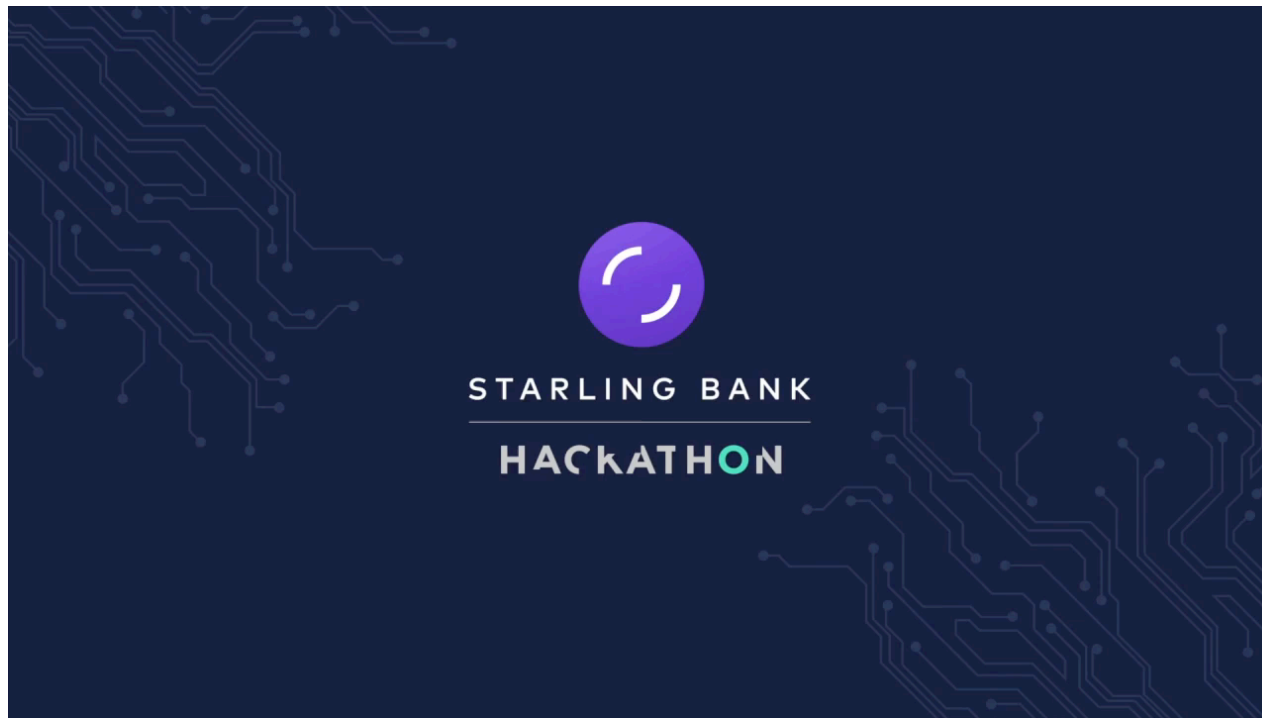


Iteration:





STARLING BANK

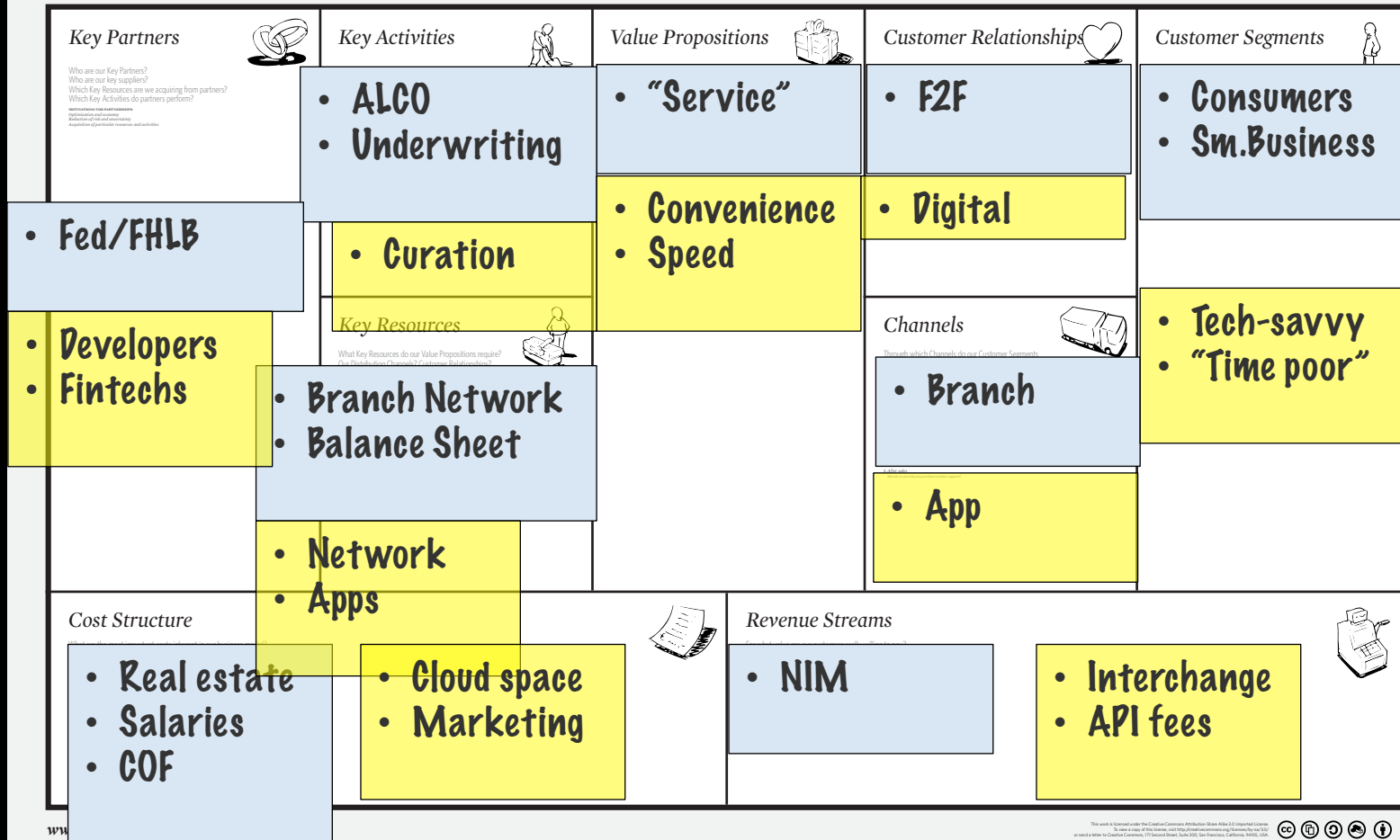


The Business Model Canvas

Designed for **Digital vs. Traditional Banks**

Designed by:

One: Day Month Year
Iteration: No.



The Business Model Canvas

Designed for:

Designed by:

One: Day Month Year
Iteration: No.

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 PARTNER KEY RESOURCES:
Partnerships and contracts
Acquisition of talent and technology
Acquisition of particular resources and activities

Key Activities



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

KEY ACTIVITIES:
Production
Distribution
Marketing
Logistics
Human Resources

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:
Design
Performance
Customization
"Turning the old into the new"
Reliability
Price
Portability
Ease of use
Risk Reduction
Accessibility
Customization flexibility

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:
Personal Assistant
Tailored Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



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

MAJOR MARKET SEGMENTS:
Mass Market
Niche Market
Segmented
Mass Custom
Multi-Sided Platforms

Key Resources



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

KEY RESOURCES:
Physical
Financial
Intellectual (Patents, copyrights, data)
Human
Social

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?

CHANNELS:
A. Channels
Direct or indirect channels (what are important and how are used)
B. Distribution
Direct or indirect channels (what are important and how are used)
C. Partners
Direct or indirect channels (what are important and how are used)
D. Delivery
Direct or indirect channels (what are important and how are used)
E. After sales
Direct or indirect channels (what are important and how are used)

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?

FIXED COSTS:
Salaries
Rent
Utilities
Insurance
Marketing
Legal
Accounting
Transportation
Research and development
Manufacturing
Distribution
Customer support
Customer service
Customer training
Customer loyalty
Customer retention
Customer feedback
Customer engagement
Customer satisfaction
Customer loyalty
Customer retention
Customer feedback
Customer engagement
Customer satisfaction

VARIABLE COSTS:
Raw materials
Manufacturing
Distribution
Customer support
Customer service
Customer training
Customer loyalty
Customer retention
Customer feedback
Customer engagement
Customer satisfaction

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:
A. Revenue
Direct or indirect channels (what are important and how are used)
B. Distribution
Direct or indirect channels (what are important and how are used)
C. Partners
Direct or indirect channels (what are important and how are used)
D. Delivery
Direct or indirect channels (what are important and how are used)
E. After sales
Direct or indirect channels (what are important and how are used)



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