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| **Key Partners**  What business are we in?  Who has a specialty we can leverage?  Are there any risks depending on a partner? | **Key Activities**  Which activities are most important?  Which activities can’t be easily substituted?  What activities could be outsourced? | **Value Proposition**  What does my customer want?  Why do they want that?  What are my customer’s pain points that I can fix? | | **Customer Relationships**  Short-term or long-term relationship?  Is it a personal or automated relationship?  What tone for communication? | **Customer Segments**  Who is my customer?  Is customer different to end user and beneficiary?  What are characteristics of customers?  Who would be a good persona to use as a reference point? |
| **Key Resources**  What are our key resources?  How can we protect our key resources?  What should we outsource and what should we do ourselves? | **Channels**  Where do we first engage our customers?  What channels best match our value proposition?  Are we experts at our chosen channels? |
| **Cost Structure**  What do we need to spend money on?  Which costs are one-off and which are ongoing?  Which are fixed and which are variable? | | | **Revenue Streams**  What is our pricing strategy? Does this match our value proposition?  Do we understand our customer’s purchase behaviour?  Are our customers both willing to pay and able to pay? | | |