The Business Model Canvas Enhanced

Designed for:

Designed by:

Date:

Version:

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquairing from partners?
Which Key Activities do partners perform?

DIGITAL ECONOMY ASPECTS

(+) Does my value increase the more partners I have?
Why does my value increase, the more partners I have?
Can I offer more thereby?
(+) Does my value for my partners increase, if my value for my customers increases?
Why do my partners want my value to increase?
Do my partners thereby obtain a bigger customer target group?
(+) Is a partner depending on me?
Why is a partner depending on me?
(+) Am I depending on only one partner for a specific key resource or key activity?
Why am I depending on a partner?
What can I do against that dependence?
(+) Are estimated costs of change very high for me?
Which costs of change would occur (technology related, knowledge related, marketing related, psychological)?
What can I do against that costs of change?
(+) Are estimated costs of change very high for my partners?
Which costs of change would there be (technology related, knowledge related, marketing related, psychological)?
What can my partners do against these costs of change?
(+) Do my partners trust me?
Whereon do I see that trust?
Why do my partners trust me?
(+) Do I trust my partners?
Whereon do they see my trust?
Why do I trust my partners?
(+) Do my partners use standards?
What standards do my partners use?
Are those typical standards in the branch?
How long will those standards be relevant?
(+) Is the interface between me and my partners standardized?
What standards do we use?
Are those typical standards in the branch?
How long will those standards be relevant?
(+) Do my partners define the standards in the branch?
How long will those standards be relevant?
(+) Do I use my partners' core competencies?
What are the core competences of my partners?
Do I use more than their core competencies?
What?
(+) Do I have the best partner in the world for what I need?
Why is my partner the best partner in the world?
Are there any alternatives?
Which ones?
(+) Do I receive digitalized goods and services from my partners?
What goods and services?
What advantages do I have because those goods and services are digitalized?
Can I make proliferations through that without (high) extra costs?

SERVICE ASPECTS

(+) Do my key partners support me to offer individualized solutions?
What partners?
What activities do they perform for that?
What resources do the deliver for that?
Are there alternatives?
(+) Do my key partners support me to be platform and device independent?
What partners?
What activities do they perform for that?
What resources do the deliver for that?
Are there alternatives?
(+) Does the willingness to pay increase because of my key partners?
Why?
How much?
How can I maintain and extend this effect?
(+) Are my key partners visible for my customers?
What partners?
How visible are they?
What advantages and disadvantages do I have thereby?
(+) Are key activities which my partners perform and key resources which they deliver visible for my customers?
What activities?
What resources?
What advantages and disadvantages do I have thereby?
(+) Do my key partners support me in offering simple solutions?
How do they support me?
What advantages do I have thereby?
(+) Do my key partners support me in being flexible?
How do they support me?
What advantages do I have thereby?
(+) Do my key partners support me in offering all-in-one solutions?
How do the support me?
Why do they support me?
What advantages do I have thereby?
Are there alternatives?
What alternatives?

Key Activities

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

DIGITAL ECONOMY ASPECTS

(+) Is it difficult to copy my key activities?
Why is it difficult to copy my key activities?
Do I have any advantages thereby?
(+) Do my key activities increase the trust in me?
Why do my key activities increase the trust in me?
(+) Are my key activities based on standards?
Which standards?
Do I have any advantages thereby?
(+) Are my key activities my core competences?
What are my core competences?
Can I enhance my key activities based on my core competences?
Do I need further core competences?
(+) Are my key activities needed worldwide?
In which regions do I offer these key activities alone?
Which regions need this key activities urgently?
In which regions does no one provide this key activities?
(+) Are the outcomes of my key activities easy to reproduce?
Why are the outcomes easy to reproduce?
Do I have any advantages thereby?
What advantages?

SERVICE ASPECTS

(+) Do my key activities support offering individualized solutions?
How?
What advantages do I have thereby?
(+) Do my key activities increase the willingness to pay?
Why?
How much?
How can I maintain and extend this effect?
(+) Are my key activities visible for my customers?
How?
What advantages do I have thereby?
What disadvantages?
(+) Are my key activities flexible so I can react and change them if needed?
How flexible?
What advantages and disadvantages do I have thereby?
(+) Do my key activities mainly support offering all-in-one solutions?
How?
What advantages do I have thereby?

Key Resources

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

DIGITAL ECONOMY ASPECTS

(+) Are there high costs of change for my customers due to the key resources I use?
What resources cause that effect?
Why do they cause high costs of change?
Are these costs technology related, knowledge related, marketing related or psychological?
Is it possible to decrease this effect?
What can I do to preserve that effect?
(+) Are there high costs of change for myself due to the key resources I use?
What resources cause that effect?
Why do they cause high costs of change?
Are these costs technology related, knowledge related, marketing related or psychological?
Is it possible to decrease this effect?
Are there alternatives?
(+) Do the key resources I use increase the trust in me?
Which resources cause that effect?
How and why do they cause that effect?
(+) Are the key resources I use somehow standards?
What resources?
What standards?
How long will those standards be relevant?
(+) Do I need my key resources for my core competences?
What resources do I need for my core competences?
Can I save resources which I do not need for my core competences?
(+) Do I use the best resources in the world?
What resources?
Where do I get them?
Why are they the best?
(+) Are my key resources mainly digitalized?
What key resources are digitalized?
What advantages do I have thereby?
Can I thereby make proliferations without (high) extra costs?

SERVICE ASPECTS

(+) Do I have the necessary resources to offer individualized solutions?
What resources?
What individualized solutions can I offer with these resources?
(+) Do my key resources increase the willingness to pay?
Why?
How much?
How can I maintain and extend this effect?
(+) Do my customers know what resources I use?
How?
What advantages and disadvantages do I have through that?
(+) Can I use different resources if I have to?
How?
What alternatives?
What are the consequences?
(+) Do my key resources contribute to all-in-one solutions?
What all-in-one solutions need which key resources?
How big is my contribution to those all-in-one solutions?
Do I use key resources for not all-in-one solutions?
Can I change that?

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?

DIGITAL ECONOMY ASPECTS

(+) Is the value I deliver connected to high costs of change for my customers?
Why is there such a connection?
Are these costs technology related, knowledge related, marketing related or psychological?
Is it possible to avoid these costs?
(+) Does the value I deliver increase the trust in me?
Why does the value I deliver increase the trust in me?
Can I increase this effect?
How?
(+) Is the value I deliver a standard?
What value?
What standard?
How long will those standards be relevant?
(+) Does the value I deliver originate from my core competences?
What core competences are producing that value?
Can I use other core competences to increase the value I deliver?
(+) Is the value I deliver needed in the whole world?
In which regions do I offer this value alone?
Which regions need this value urgently?
In which regions does no one provide this value?
(+) Is the value I deliver digitalized?
What advantages do my customers have thereby?
Can my customers use my value to make proliferations without (high) extra costs?
Can I reproduce my value without (high) extra costs?

SERVICE ASPECTS

(+) Can I offer higher value than others since I offer individualized solutions?
Why is my value higher thereby?
How much higher?
How does the individualization look like?
(+) Do I have a higher value since I offer platform and device independent solutions?
Why is my value higher thereby?
How much higher?
What do I have to do to be platform and device independent?
(+) Does the value I offer increase the willingness to pay?
Why?
How much?
(+) Is my value higher than the value of others because I am very transparent?
How am I transparent?
What advantages and disadvantages do I have thereby?
(+) Is my value higher than the value of others because my solutions are simple?
How are the simple?
What advantages do I have thereby?
Are there any disadvantages?
(+) Am I flexible enough regarding my value propositions?
How often do I change my value propositions?
How much do those changes differ from the standard?
What advantages do I have thereby?
(+) Do I deliver all-in-one solutions ?
How do these all-in-one solutions look like?
Which problems do the solve?
Are there alternatives to solve those problems?
How do I differ from those alternatives?

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?

DIGITAL ECONOMY ASPECTS

(+) Do good customer relations lead to more customers and therefore my value secinds?
Why is my value for the customers higher the more customers I have?
(+) Do my customers trust me?
Why do the trust me?
Do they trust me more than my competitive firms?
How can I increase that trust?
(+) Do I maintain my customer relations world wide?
How do I do that?
Do I act individually based on the region?
How?
(+) Do I maintain my customer relations in a digital way?
Can I maintain more customers with less effort thereby?
How do those customer relations look like?

SERVICE ASPECTS

(+) Do I have individual customer relations?
In which way are the individual?
What effort comes with that individualization?
What advantages do I have thereby?
(+) Can I increase the willingness to pay with my customer relationship?
How?
How much higher?
(+) Are my customer relations transparent?
Why are the transparent?
How?
Is this visible for potential new customers?
(+) Is it easy for my customers to get in contact with me?
Why is it easy?
What advantages do I have thereby?
(+) Can I adapt or change my customer relationships if needed?
What are the consequences?
What advantages do I have thereby?
Do I have to adapt or change them very often?
(+) Are my customer relationships part of my all-in-one solutions?
What part?
What advantages do I have thereby?

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?

DIGITAL ECONOMY ASPECTS

(+) Do I use channels which reach many potential customers?
Which channels?
Will the number of potential customers reached in these channels increase presumably?
(+) Do I use channels which many other firms are using too?
Which other firms are using these channels?
Are those competitive firms?
Do those firms provide complementary products?
Is it possible to establish new partnerships?
(+) Do I use channels which increase the trust in me?
Which channels?
Why do they increase the trust in me?
Can I increase that effect?
(+) Is the interface between me and my customers standardized?
What standards do we use?
Are those typical standards in the branch?
How long will those standards be relevant?
(+) Do I use channels which are reaching the whole world?
Which channels?
Can I provide individual information for each region through that channels?
Do I do that?
(+) Do I use digitalized channels?
Which channels?
Can I thereby reach many potential customers without (high) extra costs?

SERVICE ASPECTS

(+) Do I use individual channels for each customer segment?
What channels?
What are the differences?
(+) Do I use channels which could be received by many different devices?
What channels?
What devices are supported?
(+) Do the channels I use increase the willingness to pay?
What channels?
Why?
How do I take advantage from this?
(+) Is all information in my channels transparent and reasonable?
How?
What advantages do I have thereby?
(+) Do I use simple channels?
What channels?
Why are those channels simple?
What advantages do I have thereby?
(+) Can I adapt or change my customer channels if needed?
What are the consequences?
What advantages do I have retrdy?
Do I have to adapt or change them very often?
(+) Do I deliver my all-in-one solution competence through my customer channels?
How do I deliver that competence?

Customer Segments

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

DIGITAL ECONOMY ASPECTS

(+) Does my value increase the more customers I have?
Why does my value increase the more customers I have?
(+) Is a customer depending on me?
Why is a customer depending on me?
What advantages do I have thereby?
Is it possible for my customer to avoid that dependence?
How can I maintain that dependence?
(+) Am I depending on a specific customer?
Why am I depending on a customer?
What can I do against that dependence?
(+) Are estimated costs of change very high for my customers?
Which costs of change would there be (technology related, knowledge related, marketing related, psychological)?
What can my customers do against that costs of change?
How can I maintain that costs of change?
(+) Do my customers use standards?
What standards do my customers use?
Are those typical standards in the branch?
What advantages and disadvantes do I have thereby?
(+) Do my customers receive goods or services from me which are based on my core competences?
Which core competences?
How do my customers use my core competences?
Do they combine my core competences with other core competences?
Can I offer more core competences to my customers?
(+) Do I have customers on the whole world?
In which regions?
Do I have to provide individual goods or services for each region?
In which regions am I most successful?
Why?
How can I be more successful in other regions as well?
(+) Do I deliver goods or services to my customers in a digital way?
To what customer segments?
Can I thereby easily reproduce my goods or services without (high) extra costs?
Can I do that in other customer segments as well?

SERVICE ASPECTS

(+) Do I offer individualized solutions for different customer segments?
How does this individualization look like?
In which customer segments do I offer individualized solutions?
Why not in other customer segments?
(+) Do I offer the possibility to use different devices in each customer segment?
What devices?
In what customer segments?
(+) Do customer segments willingly pay more for my value proposition in comparison to alternative providers?
In what customer segments?
Why?
How much more?
How can I maintain that?
How can I reach that in other customer segments?
(+) Is my value proposition transparent in each customer segment?
How do I get that transparency?
Are there differences in transparency between customer segments?
What differences and why?
(+) Is my value proposition simple to use in each customer segment?
How do I reach that?
What advantages do I have through that?
(+) Am I flexible regarding my offers in each customer segment?
How exactly?
How can I assure that flexibility?
What advantages do I have thereby?
(+) Do I offer all-in-one solutions in each customer segment?
What are the differences between those all-in-one solutions?
Are there many common parts in those all-in-one solutions?

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?

DIGITAL ECONOMY ASPECTS

(+) Do I depend on a very expensive resource ?
Why do I need this resource?
Are there any alternatives?
What alternatives?
(+) Are most of my costs incurred from my core competences?
What costs?
For what core competences?
Can I outsource some costs in order to produce cheaper without losing my core competences?
(+) Would it be possible to produce cheaper with the same quality in other regions?
Where?
What would that mean?
(+) Are my variable costs very low since my goods or services are digitalized?
Do I have a high quantity of sales in order to take advantage of that?

SERVICE ASPECTS

(+) Do my costs increase due to offering individualized solutions?
Why do they not increase?
Can I use this in other areas as well?
(+) Do my costs increase due to offering platform and device independent solutions?
Why do they not increase?
Can I use this in other areas as well?
(+) Do my costs increase because of being transparent?
Why do they not increase?
Can I use this in other areas as well?
(+) Do my costs increase due to offering simple solutions?
Why do they not increase?
Can I use this in other areas as well?
(+) Do my costs increase because of being flexible?
Why do they not increase?
Can I use this in other areas as well?
(+) Do my costs increase due to offering all-in-one solutions?
Why do they not increase?
Can I use this in other areas as well?

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?

DIGITAL ECONOMY ASPECTS

(+) Are profits guaranteed since customers can not change to other vendors?
How high is that profit?
Why can't my customers change to other vendors?
What can I do in order to maintain that situation?
(+) Do my customers pay for my core competences?
Do they pay for other things as well?
What can I do to make my core competences more visible?
(+) Are my prices individual for each region?
Are all regions profitable?
Are some customers unsatisfied due to that individual prices?

SERVICE ASPECTS

(+) Do I earn more money due to offering individualized solutions?
Why?
How much higher?
Is the profit higher as well?
(+) Do I earn more money due to offering platform and device independent solutions?
Why?
How much higher?
Is the profit higher as well?
(+) Do I earn more money because of being transparent?
Why?
How much higher?
Is the profit higher as well?
(+) Do I earn more money due to offering simple solutions?
Why?
How much higher?
Is the profit higher as well?
(+) Do I earn more money because of being flexible?
Why?
How much higher?
Is the profit higher as well?
(+) Do I earn more money due to offering all-in-one solutions?
Why?
How much higher?
Is the profit higher as well?

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