

# **SOCIAL AND ECONOMIC INCLUSION**

through social youth entrepreneurship

SUCESSEFUL SOCIAL ENTREPRENEURS

**BUSINESS MODEL**

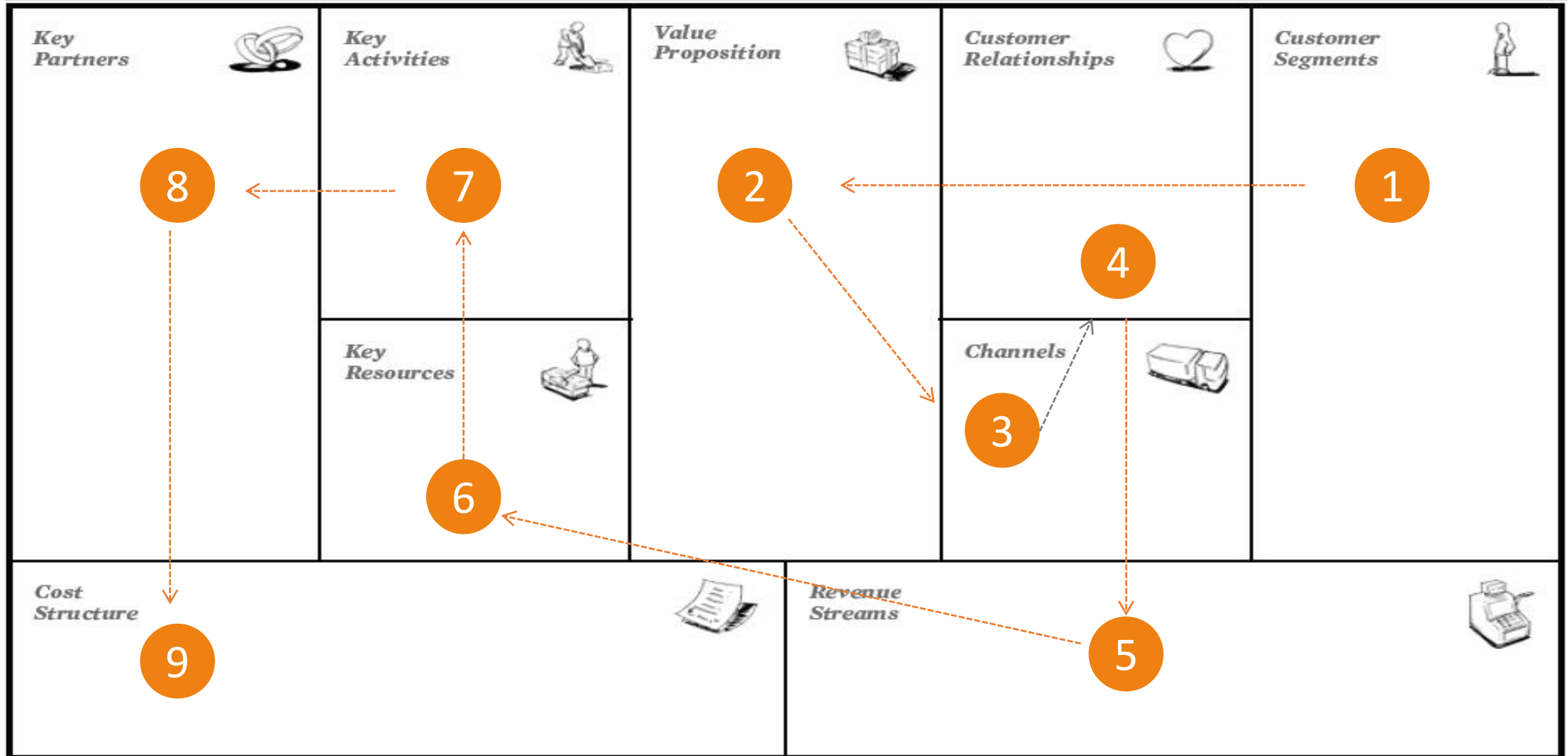


## › BUSINESS MODEL



**"The Business Model describes the rationale of how an organization creates, delivers, and captures value."**

# > BUSINESS MODEL CANVAS



# › BUSINESS MODEL CANVAS

## 1 CUSTOMER SEGMENTS

- Who are we creating value for?
- Quem são os nossos clientes mais importantes?

Pasta Market

Niche Market

Segmented

Diverse

Multicultural platforms



Accommodation

Companies

Loyalists (nespresso fans)

# › BUSINESS MODEL CANVAS

## 2 VALUE PROPOSITION

- What amount do we deliver to the customer?
- Among our customers' problems, what are we helping to solve?
- What needs are we meeting?
- What product and service package are we offering to each Customer Segment?

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New | Performance | Customer Adaptation (customization)  
| Design | Brand / bylaws | Price | Cost Reduction | Risk  
Reduction | Accessibility | Convenience / ease of use



High quality espresso easily  
prepared at home

Variety of flavors

Affordable luxury

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## 3 CHANNELS

- Through what Channels do our Customer Segments want to be contacted?
- How are we contacting them now?
- How are our Channels integrated?
- Which ones work best?
- What are the most cost-efficient?
- How are we integrating with customer routines?
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Nespresso Stores

Online

Email request

Call-center

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## 4 CUSTOMER RELATIONS

- What kind of relationship does each of our Customer Segments expect us to establish and keep with them?
- What do we establish?
- Are they too burdensome?
- How do you integrate with the rest of our business model?

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Personal Assistance | Dedicated Personal Assistance  
| Self-service | Automated services | Communities |  
Co



Retention (low-priced  
machines - offers)

Nespresso Club

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## 5 YIELD FUXOS

- Why value are our customers really willing to pay?
- What are you paying for now?
- How are you paying?
- How did you prefer to pay?
- How much does each Income Flow contribute to global income?

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Asset Sale | Usage fees | Subscriptions | Loan / lease / Leasing | Licensing | Intermediation Commissions | Advertising | Fixed Prices vs Dynamic Pricing



Sales of machines with reduced or no profit margin

Recurrent sale of capsules (lock-in)



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## 6 KEY FEATURES

- What Key Resources do our Value Propositions need?
- What Distribution Channels?
- What are Customer Relations?
- What are income streams?
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Physical

Intellectuals

Human

Financial



Brand (Clooney)

Patent capsules

Variety of flavors

Service

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## 7 PRINCIPAIS ATIVIDADES

- What Key Activities Are Required by Our Value Proposition?
- What Distribution Channels?
- What are Customer Relations?
- What are income streams?
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Production

Troubleshooting

Platform / Network



Manufacturing

Marketing

R&D

Club Maintenance

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## 8 PARTNER NETWORK

- Who are our key partners?
- Who are our key suppliers?
- What key resources are we acquiring from our partners?
- What key activities do partners carry out?
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Optimization and economies of scale

Reduced risk and uncertainty

Acquisition of specific resources and activities



Machine manufacturers  
(Italian design)

Coffee producers

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## 9 COST STRUCTURE

- What are the most important costs inherent in our business model?
- What are the most expensive key features?
- What are the most expensive key activities?
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Fixed costs

Variable costs

Economies of scale



Manufacturing and marketing







B2C distribution channels

Rents Stores

Staff (training)

› BUSINESS MODEL CANVAS › SKYPE












<p><b>Key Partners</b> </p> <p>Payment systems suppliers Distribution partners (network operators, operating systems, social networks)</p>	<p><b>Key Activities</b> </p> <p>Software development</p>	<p><b>Value Proposition</b> </p> <p>Free internet sound and video calls to any part of the world Cheaper calls for phones (mobile and fixed networks)</p>	<p><b>Customer Relationships</b> </p> <p>Self-service Adapted for the use of individuals and companies (Skype Manager)</p>	<p><b>Customer Segments</b> </p> <p>Web users globally Subsegment – people who are isolated, at a distance (e.g. emigrants)</p>
<p><b>Cost Structure</b></p> <p>Software development Service platform - account managers Complaint management</p>	<p><b>Revenue Streams</b> </p> <p>Free (download allows web calls) Advertising (promotion to other brands) Skypeout - prepaid and subscription   Skype Wi-Fi - access to hotspots   Skype Manager - communication companies</p>			

› BUSINESS MODEL CANVAS › GILLETTE

**Gillette®**

**THE BEST A MAN CAN GET™**

<p><b>Key Partners</b></p>  <p>-Manufacturers -Retailers</p>	<p><b>Key Activities</b></p>  <p>-Marketing -R&amp;D (renew portfolio) -Logistics</p>	<p><b>Value Proposition</b></p>  <p>-Gillette -Refills (blades)</p>	<p><b>Customer Relationships</b></p>  <p>-Retention (prison factor soaked in supply)</p>	<p><b>Customer Segments</b></p>  <p>-Adult men and women (depending on product category)</p>
<p><b>Key Resources</b></p>  <p>-Brand -Patents (prevent replicas)</p>		<p><b>Channels</b></p>  <p>-Retail -Online</p>		<p><b>Cost Structure</b></p>  <p>-Marketing -R&amp;D -Manufacturing -Logistics / Inventory</p> <p><b>Revenue Streams</b></p>  <p>-1x acquisition of Gillette (strong discount on purchase, sometimes free) -Blade replacement frequently (purchase of refills)</p>



