

# THE BUSINESS MODEL

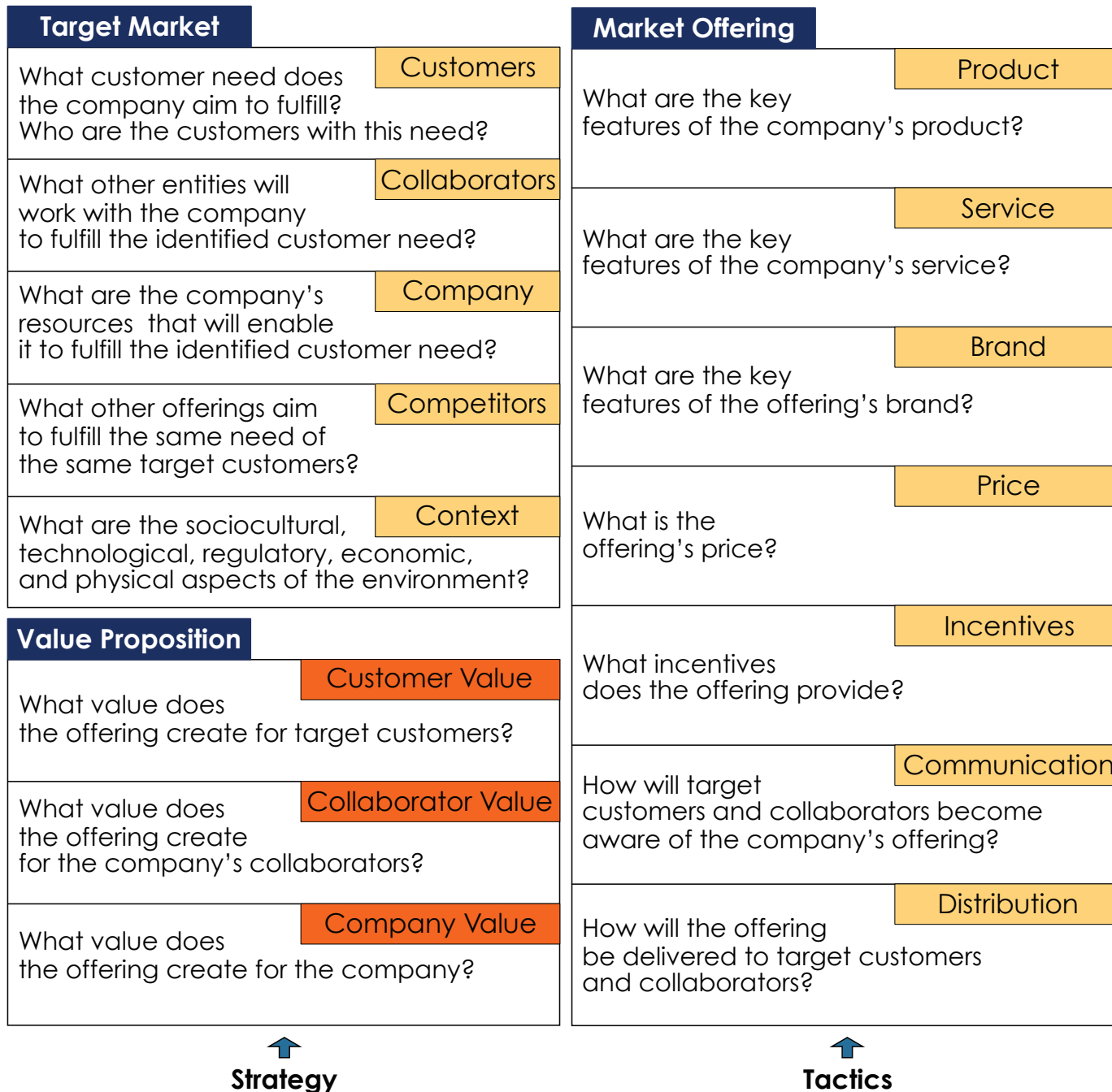
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HOW TO DEVELOP NEW PRODUCTS,  
CREATE MARKET VALUE AND MAKE  
THE COMPETITION IRRELEVANT



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# The Market Value Map



# The Customer Value Map

<b>Target Customers</b>	<b>Customer Offering</b>
<p style="text-align: right;"><b>Customer needs</b></p> <p>What customer need does the company aim to fulfill?</p>	<p style="text-align: right;"><b>Product</b></p> <p>What are the key features of the product that the company offers to target customers?</p>
<p style="text-align: right;"><b>Customer profile</b></p> <p>Who are the customers with this need?</p>	<p style="text-align: right;"><b>Service</b></p> <p>What are the key features of the service that the company offers to target customers?</p>
<b>Competition</b>	<p style="text-align: right;"><b>Brand</b></p>
<p style="text-align: right;"><b>Key competitors</b></p> <p>What other offerings aim to fulfill the same customer need?</p>	<p>What are the key aspects of the offering's brand?</p>
<p style="text-align: right;"><b>Value proposition</b></p> <p>What value do these offerings create for target customers?</p>	<p style="text-align: right;"><b>Price</b></p> <p>What is the offering's price for target customers?</p>
<p style="text-align: right;"><b>Offering attributes</b></p> <p>What are the key aspects of the competitive offerings?</p>	<p style="text-align: right;"><b>Incentives</b></p> <p>What incentives does the offering provide to target customers?</p>
<b>Customer Value</b>	<p style="text-align: right;"><b>Communication</b></p>
<p style="text-align: right;"><b>Reason to choose</b></p> <p>What value does the offering create for target customers? Why would customers choose this offering?</p>	<p style="text-align: right;"><b>Distribution</b></p> <p>How will the offering be delivered to target customers?</p>

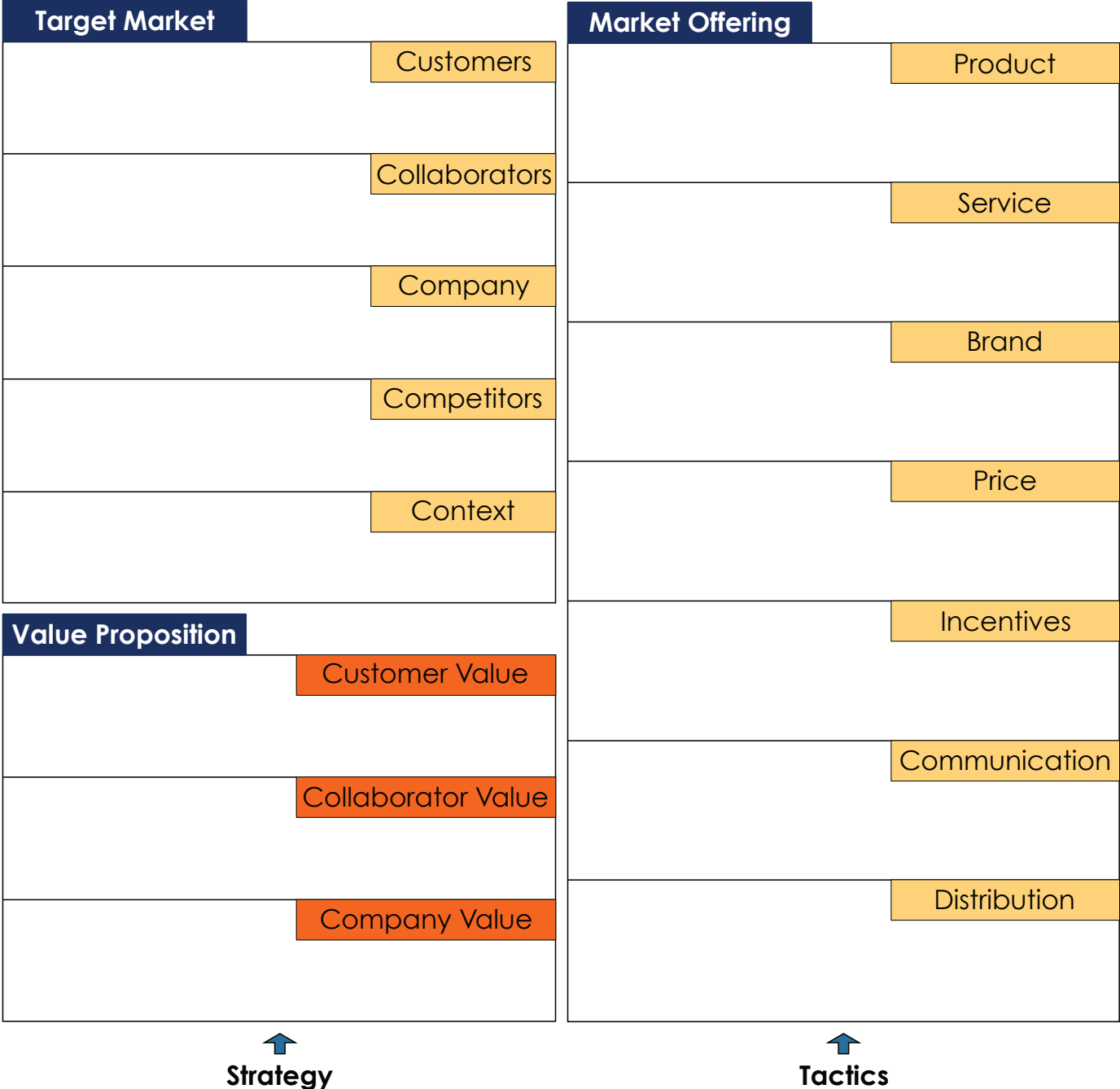
# The Collaborator Value Map

<b>Collaborators</b>	<b>Collaborator Offering</b>
<p style="text-align: right;"><b>Collaborator profile</b></p> <p>Which entities would partner with the company to create value for target customers?</p>	<p style="text-align: right;"><b>Product</b></p> <p>What are the key features of the product that the company offers to collaborators?</p>
<p style="text-align: right;"><b>Collaborator goals</b></p> <p>What goals do these collaborators pursue by partnering with the company?</p>	<p style="text-align: right;"><b>Service</b></p> <p>What are the key features of the service that the company offers to collaborators?</p>
<b>Competition</b>	<p style="text-align: right;"><b>Brand</b></p>
<p style="text-align: right;"><b>Key competitors</b></p> <p>What other offerings aim to fulfill the same collaborator goals?</p>	<p>What are the key aspects of the offering's brand?</p>
<p style="text-align: right;"><b>Value proposition</b></p> <p>What value do these offerings create for collaborators?</p>	<p style="text-align: right;"><b>Price</b></p> <p>What is the offering's price for collaborators?</p>
<p style="text-align: right;"><b>Offering attributes</b></p> <p>What are the key aspects of the competitive offerings?</p>	<p style="text-align: right;"><b>Incentives</b></p> <p>What incentives does the offering provide to collaborators?</p>
<b>Collaborator Value</b>	<p style="text-align: right;"><b>Communication</b></p>
<p style="text-align: right;"><b>Reason to choose</b></p> <p>What value does the offering create for collaborators? Why would collaborators choose this offering?</p>	<p style="text-align: right;"><b>Distribution</b></p> <p>How will the offering be delivered to collaborators?</p>

# The Company Value Map

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

# 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		Communication
Customer Value			Distribution
	Reason to choose		

# 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			Distribution
	Reason to choose		



# 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	Distribution
Reason to choose	