

# چطور یک پیتزای خوب بپزیم؟

رساله‌ای در باب درک مدل کسب و کار  
روز دوم

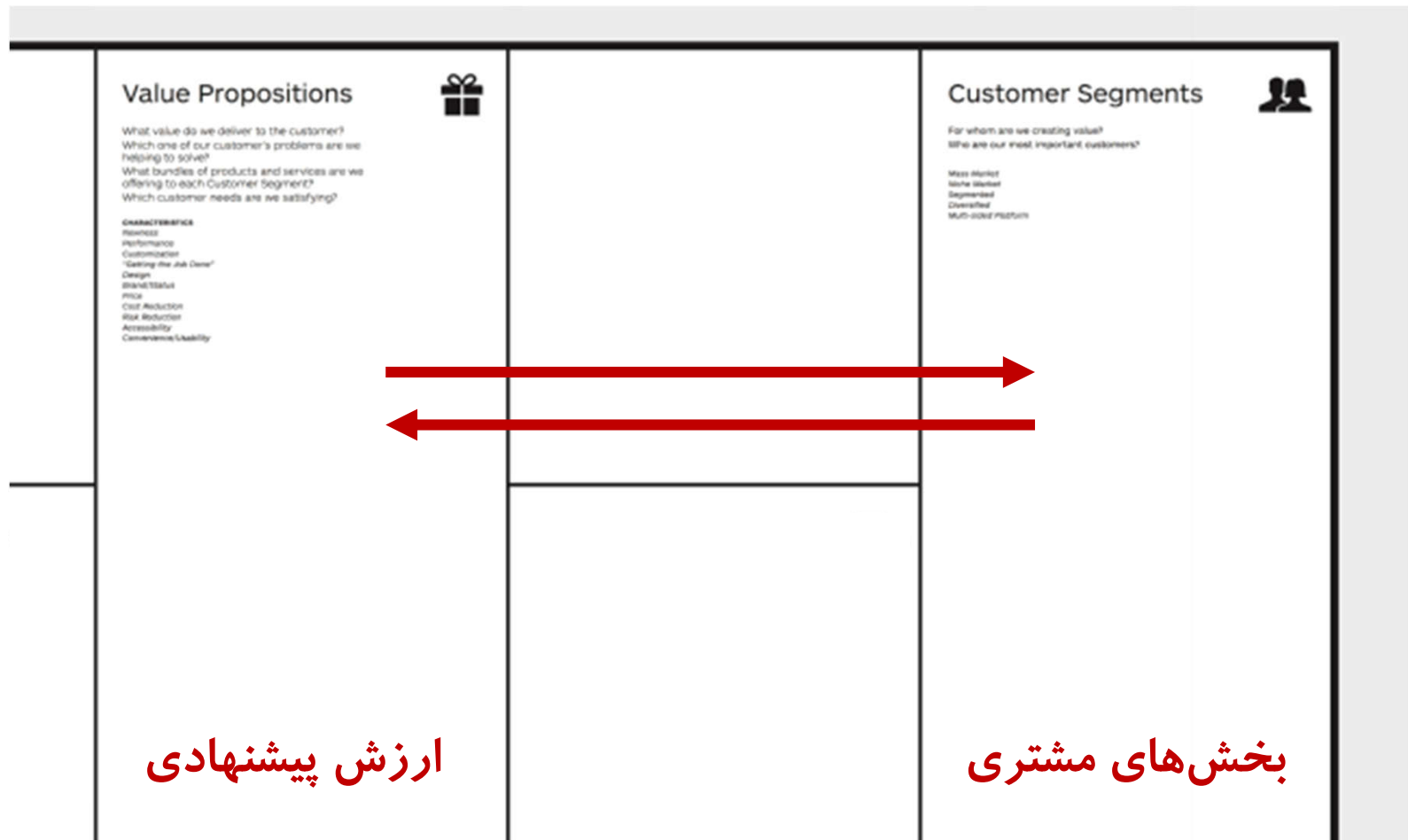
آبان ۱۳۹۹



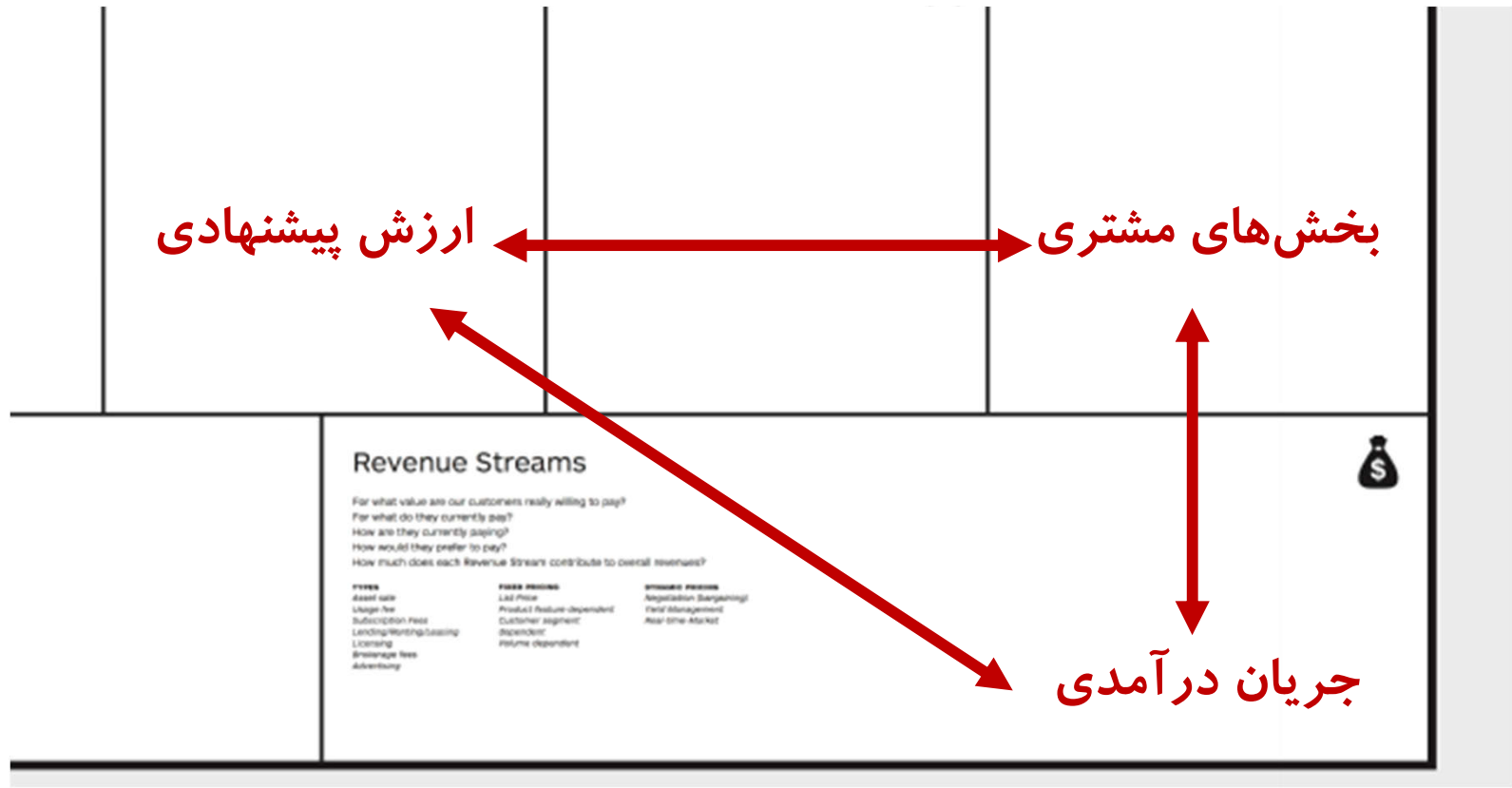
# ارباب ابزارها



# بوم مدل کسب و کار: مشتری و ارزش



# بوم مدل کسب و کار: مشتری، ارزش و درآمد



# بوم مدل کسب و کار: راه‌های ارتباط با مشتری



# بوم مدل کسب و کار: کارهایی که باید انجام بدهیم



# بوم مدل کسب و کار: هزینه‌ی انجام کارها





# بوم مدل کسب و کار: روشی برای کاهش هزینه‌ها



## ارزش پیشنهادی

## ارتباط با مشتری

## بخش های مشتری

## کانال های توزیع

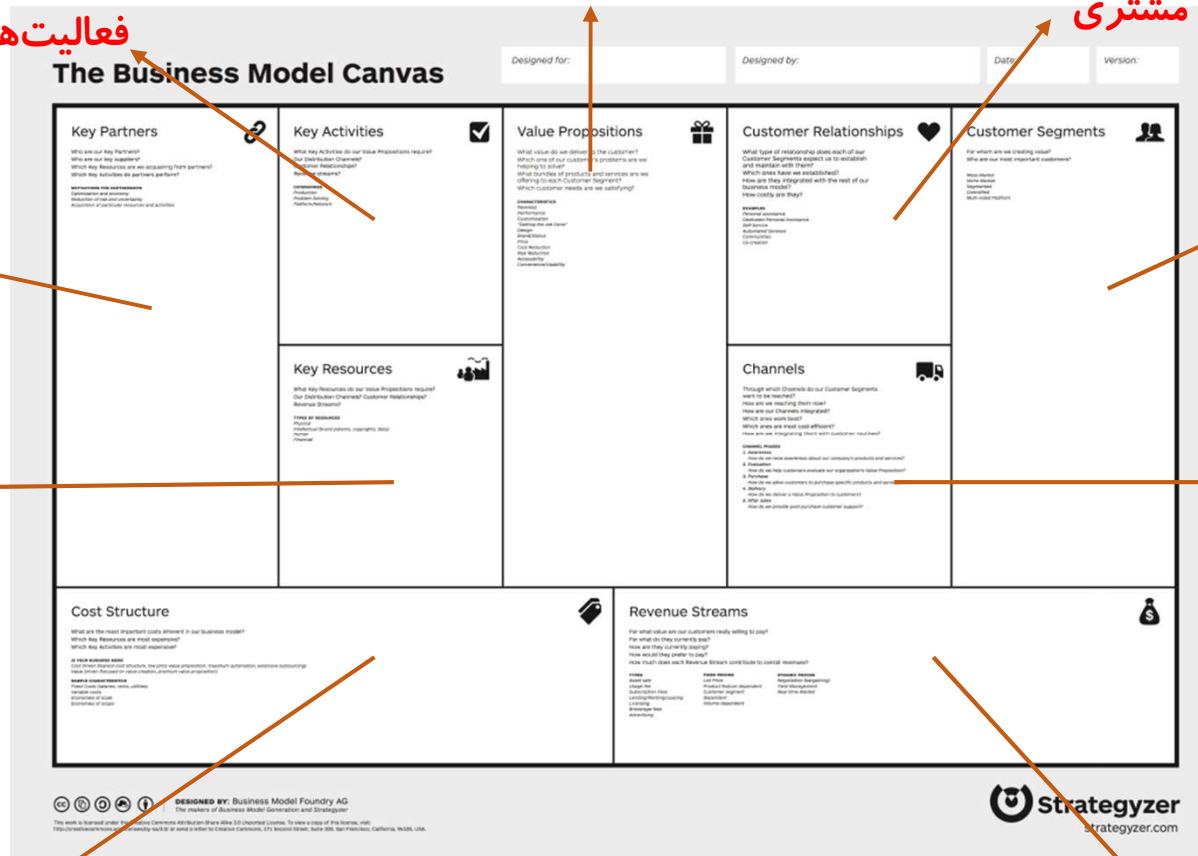
## جریان های درآمدی

## فعالیت های کلیدی

## شرکای کلیدی

## منابع کلیدی

## ساختار هزینه





# هزار راهِ فریب ...

**The Business Model Canvas**

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

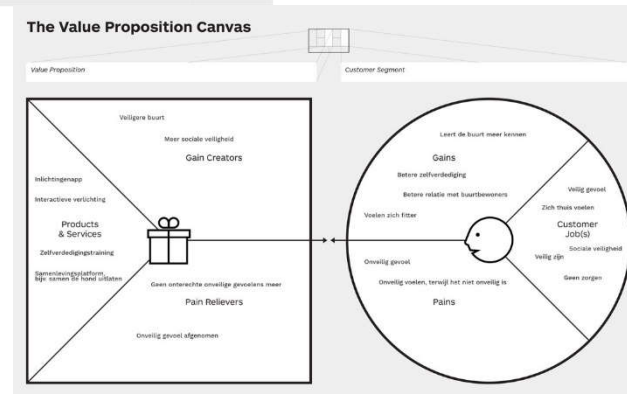
<b>Key Partners</b> Who are the key partners that the business needs to reach its vision? Which key resources do they provide? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?	<b>Key Activities</b> What key activities must the business perform to make its business model work? Which key resources do they use? Which key channels do they use? Which key segments do they serve?	<b>Value Propositions</b> What value do we create for our customer? What problem do we solve for our customer? What need do we satisfy for our customer? What benefit do we provide for our customer? What pain do we relieve for our customer? What gain do we create for our customer?	<b>Customer Relationships</b> What type of relationship does the business create with its customers? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?	<b>Customer Segments</b> Who are the target customers that the business wants to reach? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?
<b>Key Resources</b> What key resources must the business have to make its business model work? Which key activities do they use? Which key channels do they use? Which key segments do they serve?	<b>Channels</b> How does the business reach its customers? Which key resources do they use? Which key activities do they perform? Which key segments do they serve?		<b>Revenue Streams</b> How does the business generate revenue? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?	
<b>Cost Structure</b> What are the most important costs that the business must incur to make its business model work? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?		<b>Revenue Streams</b> How does the business generate revenue? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?		

DESIGNED BY: Business Model Factory AG  
 THE CANVAS OF BUSINESS MODEL INNOVATION

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<b>PROBLEM</b> What problem does the customer have? What need does the customer have? What pain does the customer have?	<b>SOLUTION</b> What solution does the customer need? What benefit does the customer need? What gain does the customer need?	<b>UNIQUE VALUE PROPOSITION</b> What unique value does the business provide? What problem does the business solve? What need does the business satisfy? What benefit does the business provide? What pain does the business relieve?	<b>UNFAIR ADVANTAGE</b> What unfair advantage does the business have? What problem does the business solve? What need does the business satisfy? What benefit does the business provide? What pain does the business relieve?	<b>CUSTOMER SEGMENTS</b> Who are the target customers that the business wants to reach? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?
<b>EXISTING ALTERNATIVES</b> What existing alternatives does the customer have? What problem does the customer solve? What need does the customer satisfy? What benefit does the customer provide? What pain does the customer relieve?	<b>KEY METRICS</b> What key metrics does the business use to measure its performance? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?	<b>HIGH-LEVEL CONCEPT</b> What high-level concept does the business have? What problem does the business solve? What need does the business satisfy? What benefit does the business provide? What pain does the business relieve?	<b>CHANNELS</b> How does the business reach its customers? Which key resources do they use? Which key activities do they perform? Which key segments do they serve?	<b>EARLY ADOPTERS</b> Who are the early adopters that the business wants to reach? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?
<b>COST STRUCTURE</b> What are the most important costs that the business must incur to make its business model work? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?		<b>REVENUE STREAMS</b> How does the business generate revenue? Which key resources do they use? Which key activities do they perform? Which key channels do they use? Which key segments do they serve?		

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# مسافری از مریخ

B2C vs. B2X

## تفاوت اول: مشتری

- ✓ افراد مختلف ...
- ✓ دیپارتمان‌های مختلف ...
- ✓ کاربران مختلف ...
- ✓ مشتری متفاوت با کاربر ...

- ✓ افراد مختلف ...
- ✓ دیپارتمان‌های مختلف ...
- ✓ کاربران مختلف ...
- ✓ مشتری متفاوت با کاربر ...

# تفاوت ذاتی مفهوم مشتری



## تفاوت دوم: ارزش پیشنهادی

- ↙ اهمیت پشتیبانی و خدمات پس از فروش
- ↙ مشکل اصلی سازمان: داخلی؟ خارجی؟ فرآیند؟
- ↙ خطر شخصی سازی بی نهایت!
- ↙ توجیه هزینه ها

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لزوم نگاه عمیق تر به «ارزش»

- ↙ تفاوت در روش بازاریابی
- ↙ سهولت شناسایی پذیرندگان آغازین
- ↙ دشواری انتخاب پذیرندگان آغازین
- ↙ وصول مطالبات و اثر آن بر جریان نقدی

## تفاوت سوم: جریان درآمدی

- ↙ تفاوت در روش بازاریابی
- ↙ سهولت شناسایی پذیرندگان آغازین
- ↙ دشواری انتخاب پذیرندگان آغازین
- ↙ وصول مطالبات و اثر آن بر جریان نقدی

لزوم مدل‌های درآمدی خلاقانه‌تر

## تفاوت چهارم: ساختار هزینه

- ↙ اهمیت پشتیبانی و خدمات پس از فروش
- ↙ نیاز به دریافت مجوزها ...

- ↙ اهمیت پشتیبانی و خدمات پس از فروش
- ↙ نیاز به دریافت مجوزها ...

لزوم نگاه عمیق‌تر به «هزینه»

↙ اهمیت شبکه‌سازی

↙ لزوم توجه به پیچیدگی ساختار تصمیم‌گیری

↙ هزینه سوییچ بین محصولات برای سازمان مشتری

↙ اهمیت شبکه‌سازی

↙ لزوم توجه به پیچیدگی ساختار تصمیم‌گیری

↙ هزینه سوییچ بین محصولات برای سازمان مشتری

# مسافری از مریخ!



تا می‌توننی کانکت شو!



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@10ampodcast  
@MZargarpour

m.zargarpour@gmail.com