

# ***PMU-C MASTERCLASS***

## ***BUSINESS MODEL CANVAS :***

***Tool to communicate your strategy***

***ดร.ประเมษฐ์ ชุ่มยิ้ม***

***Senior Advisor, FoodInnopolis Accelerator (FIA),  
Technology Management Center, NSTDA***

# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners พันธมิตร 	Key Activities กิจกรรมหลัก 	Value Propositions คุณค่าสินค้า/ บริการ 	Customer Relationships ความสัมพันธ์ กับลูกค้า 	Customer Segments กลุ่มลูกค้า 
	Key Resources ทรัพยากรหลัก 		Channels ช่องทางเข้าถึง ลูกค้า 	
Cost Structure โครงสร้างต้นทุน 			Revenue Streams รายได้หลัก 	



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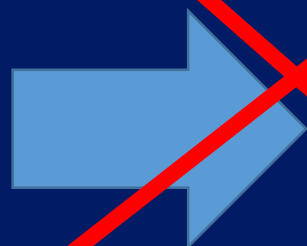
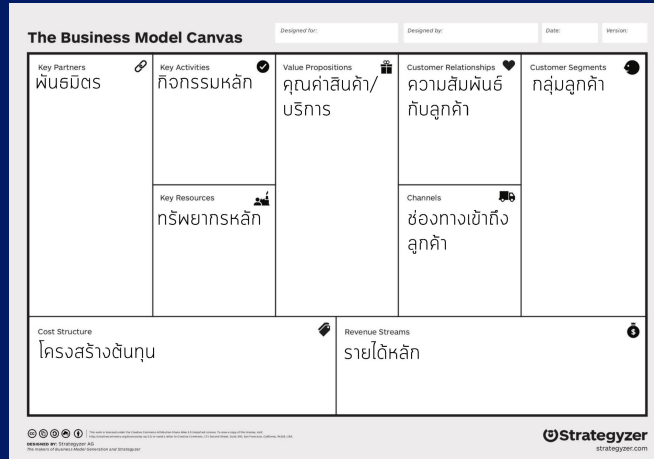
# แบบจำลองธุรกิจ (BUSINESS MODEL)

เครื่องมือในการ**สื่อสารเป็นภาพเชิงกลยุทธ์**

ที่ทำให้ทุกคนในทีมเข้าใจ  
เป็นภาพเดียวกัน - **ภาพในหัวเป็นแบบเดียวกัน**  
(ป้องกันการคุยกันไม่รู้เรื่อง)

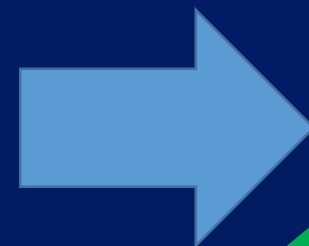
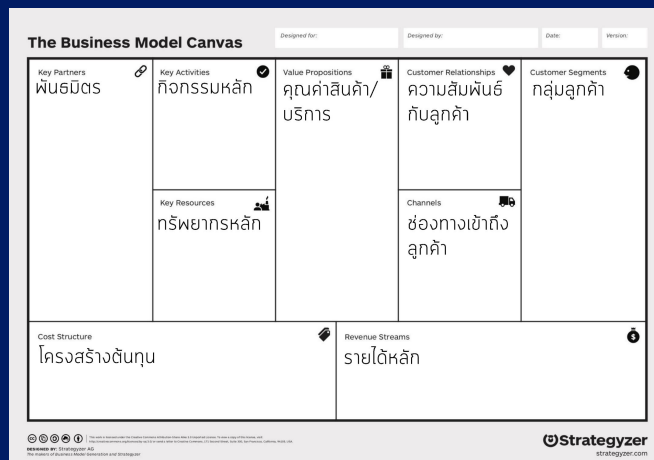
ใช้ "**ออกแบบ + แก๊ซ**" เพื่อเป็น**ทางเลือกต่างๆ (หลายๆโมเดล)**  
เพื่อให้ธุรกิจใหม่หรือที่มีอยู่มี**ทางเลือกที่เดินได้และเติบโต (ทำเงิน)**

# นักวิจัยเป็นคนสร้างและพัฒนา BMC



ถ่ายทอดเทคโนโลยีหรือขาย  
ให้กับบริษัท

# เจ้าของธุรกิจ และ นักวิจัย ร่วมกันสร้างและพัฒนา BMC



ขายผลิตภัณฑ์ บริการ เทคโนโลยี  
ให้กับลูกค้าของบริษัท

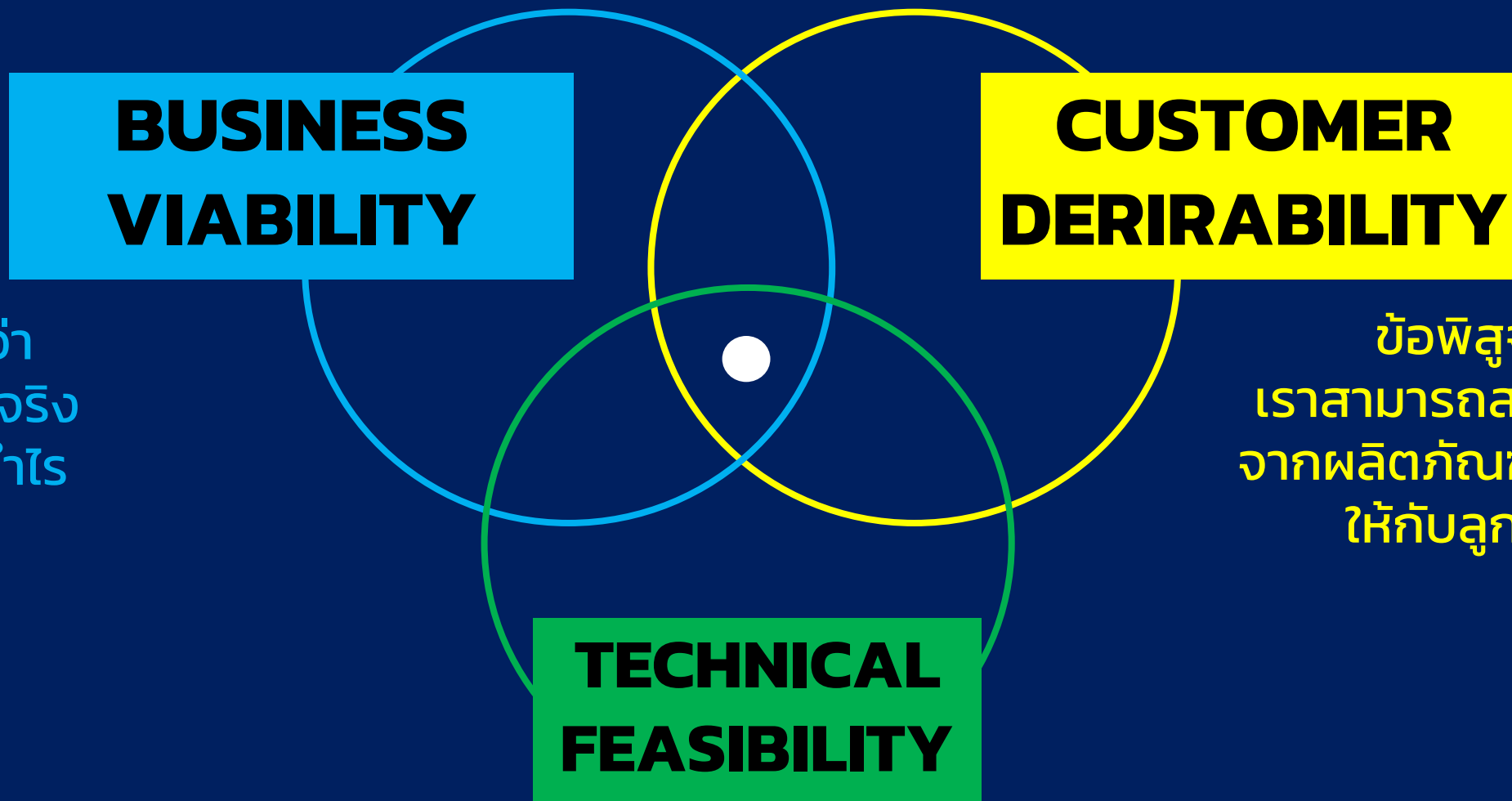




BACKSTAGE

FRONTSTAGE

# INNOVATION TRINITY



ข้อพิสูจน์ว่า  
ธุรกิจเดินได้จริง  
มีรายได้ มีกำไร

ข้อพิสูจน์ว่า  
เราสามารถสร้างคุณค่า  
จากผลิตภัณฑ์และบริการ  
ให้กับลูกค้าได้

ข้อพิสูจน์ว่าเราสามารถสร้างคุณค่า  
ได้จริง บริหารจัดการได้

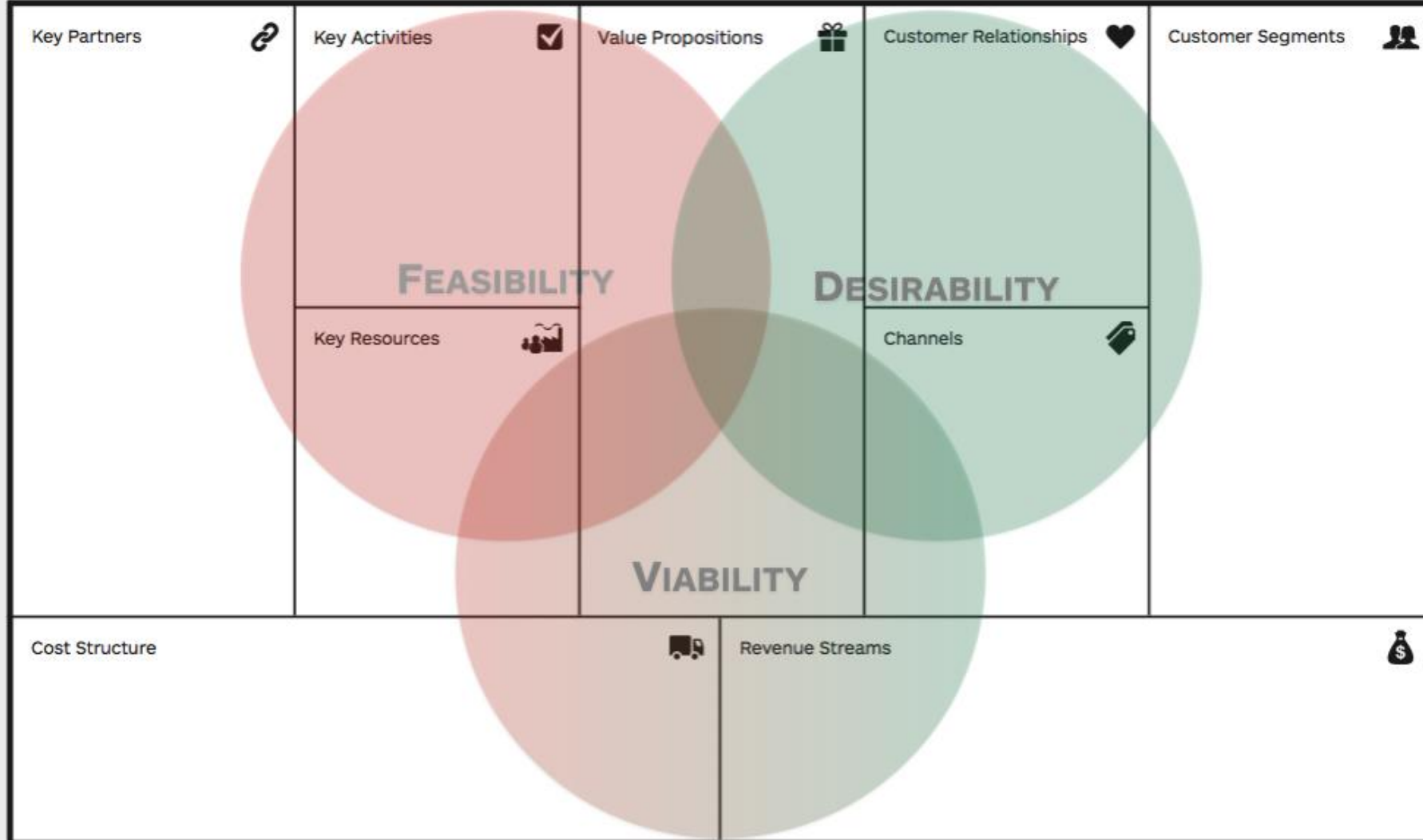
# The Business Model Canvas

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Version:



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[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

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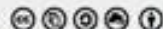
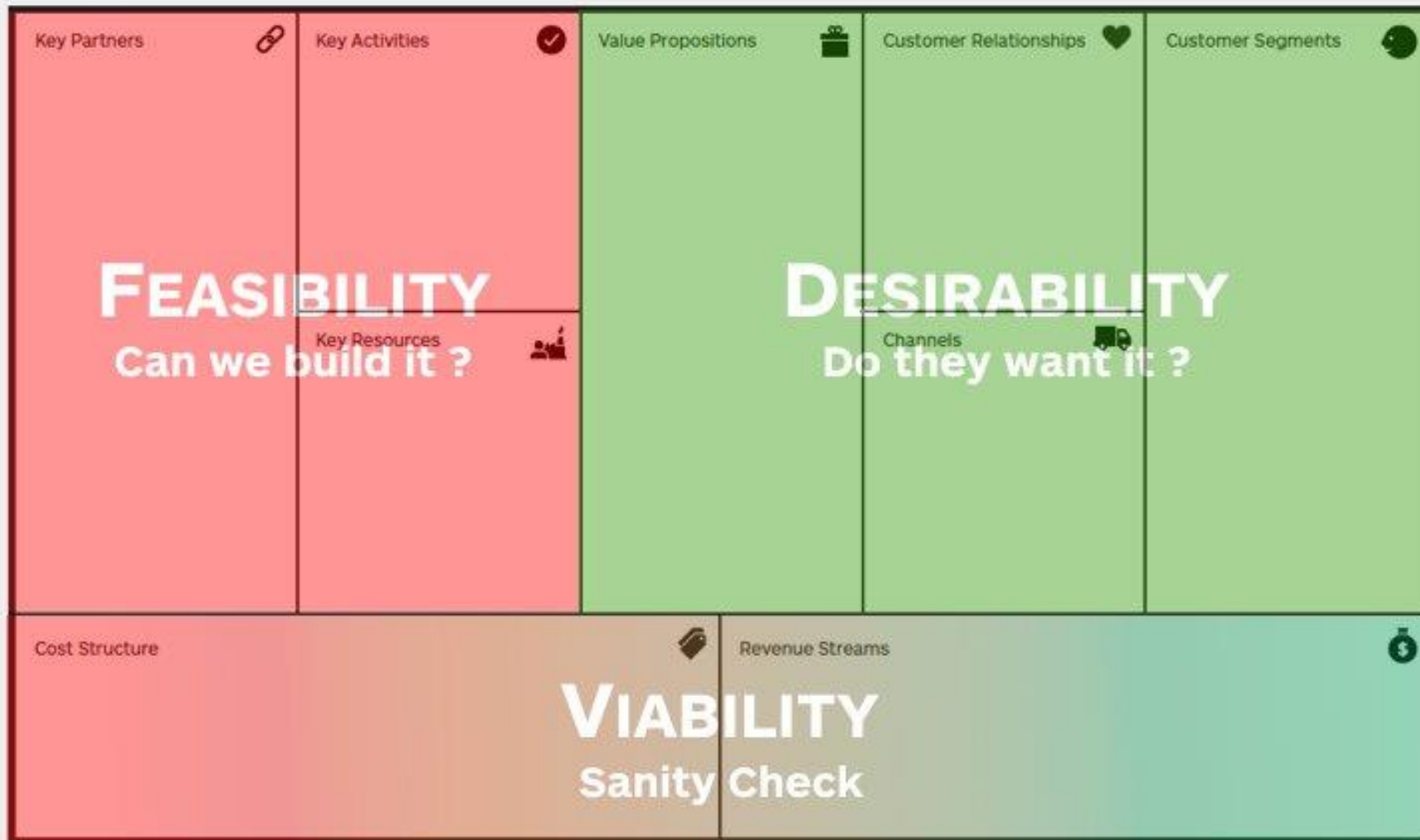
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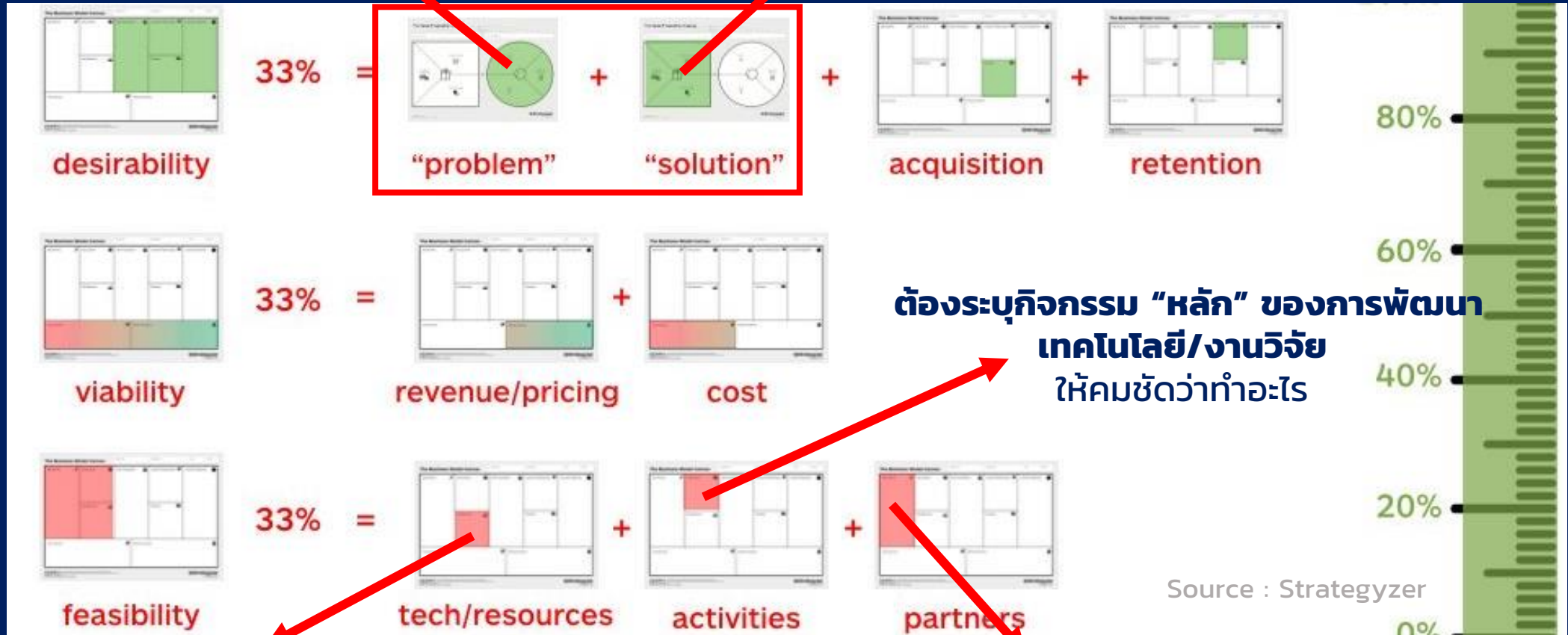
 **Strategyzer**  
strategyzer.com

## โจทย์ที่มาจากตลาด/ลูกค้า

- ต้องมีอยู่จริง (Proof of demand)
- รู้จักผู้เล่นในตลาด (Existing alternatives)
- พอมะรู้ขนาดของตลาด (Market size)
- Etc.

## Solution ที่มาจาก "เอกชน + นักวิจัย"

- "FIT" กับโจทย์ของตลาด (Problem solution fit)
- มีความใหม่และทันเวลาตลาด (Time-to-market)
- สามารถพัฒนาไปเป็นธุรกิจได้จริง (Marketable)
- Etc.



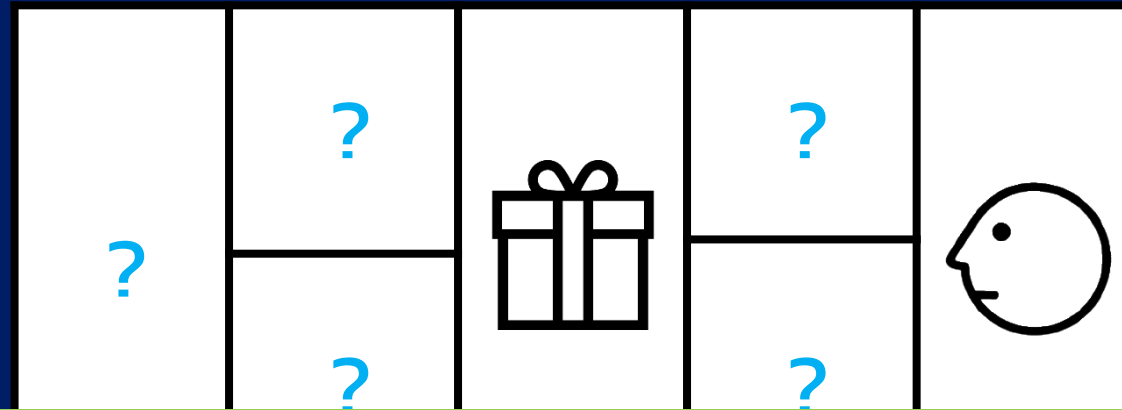
ต้องระบุกิจกรรม "หลัก" ของการพัฒนา  
เทคโนโลยี/งานวิจัย  
ให้คมชัดว่าทำอะไร

เทคโนโลยี/ผลิตภัณฑ์ที่มาจากงานวิจัย คือ "Key Resources"

- TRL 4 ++
- มีแผนพัฒนาขึ้นมาจนออกสู่ตลาดได้จริง

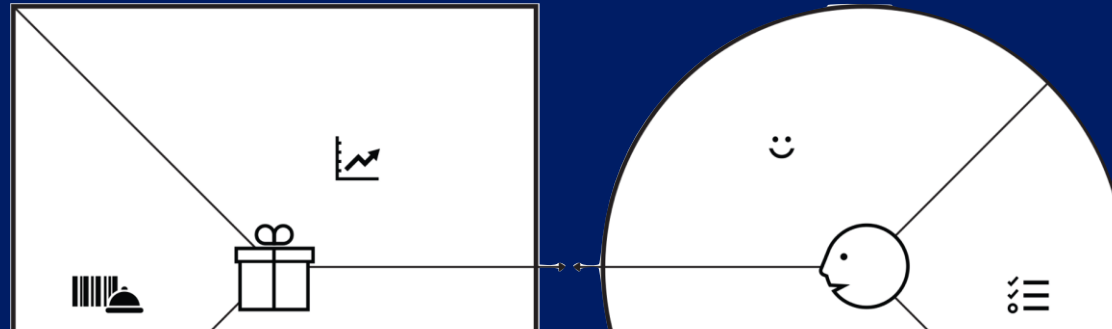
นักวิจัย/มหาวิทยาลัย มีบทบาทเป็นหนึ่งใน "Key Partners"  
ของภาคเอกชนที่เป็นคนพัฒนาธุรกิจจากเทคโนโลยี/งานวิจัย

# ความสัมพันธ์ของ Business Model Canvas และ Value Proposition Canvas



**BMC - describes how you create value for your business**

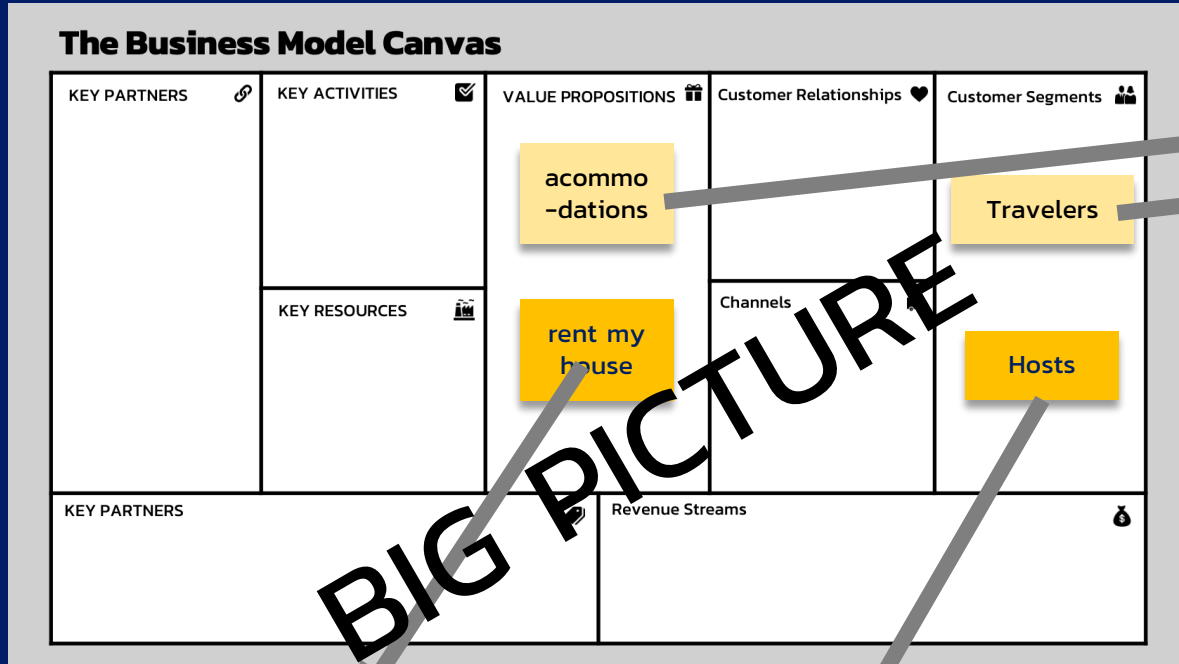
BMC ใช้ริบาย "ภาพใหญ่เชิงกลยุทธ์ในการสร้างคุณค่าให้กับธุรกิจ" หรือ "ทำในการทำธุรกิจ → ที่จะทำธุรกิจทำเงินได้"



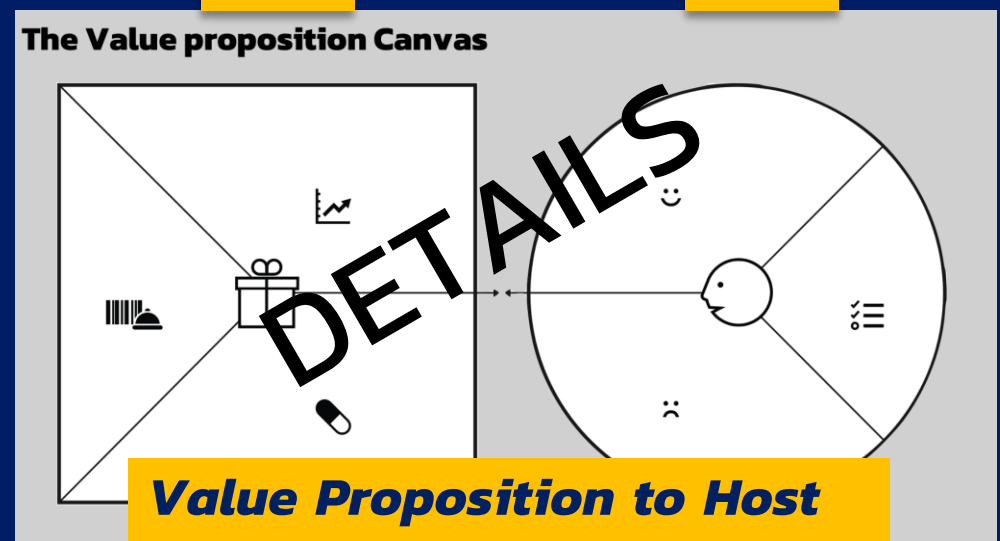
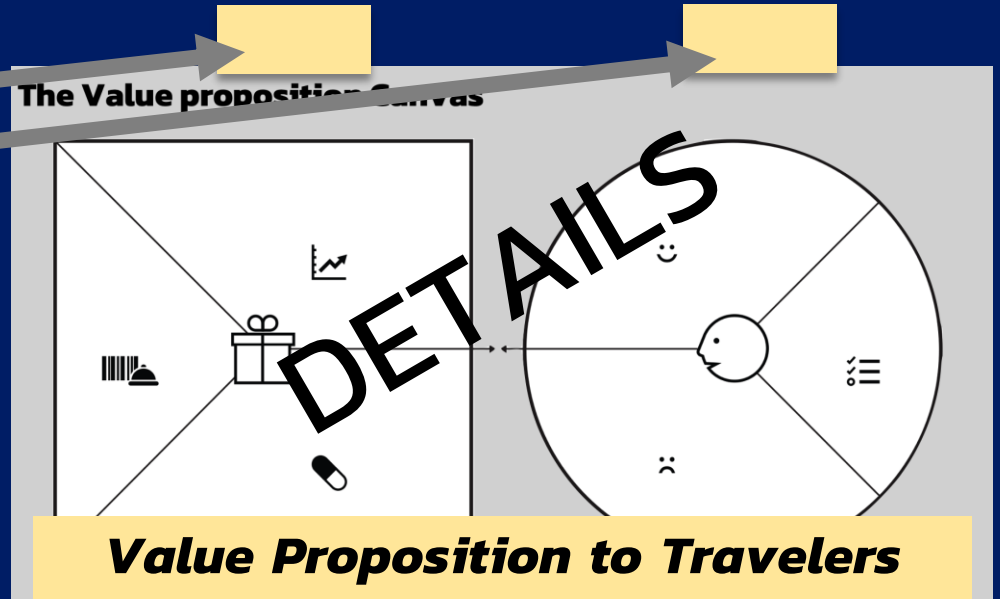
**VPC -describes how you create value for your customer**

VPC ใช้ริบาย "ภาพเจาะลึกรายละเอียดโจทย์ของลูกค้าแต่ละกลุ่ม" เพื่อสร้าง Solution ที่มี Value ต่อลูกค้าแต่ละกลุ่มได้ตรงประเด็น

# BMC & VPC RELATIONSHIP SAMPLE : AIRBNB BUSINESS MODEL

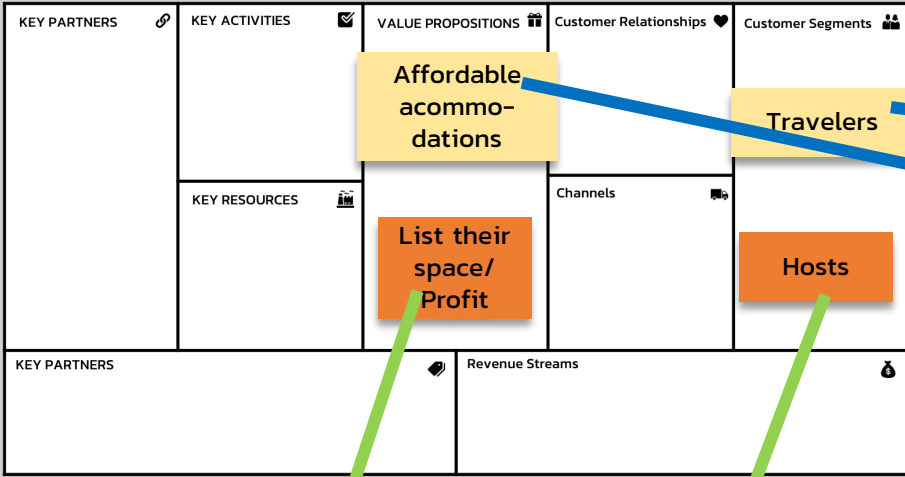


**BIG PICTURE**

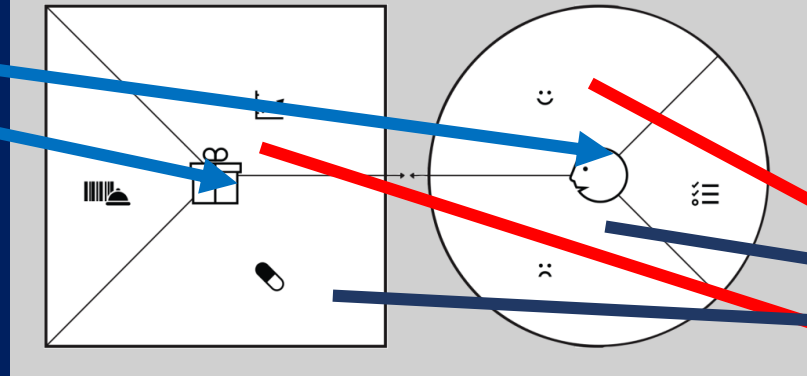


# AIRBNB BUSINESS MODEL : TWO-SIDED MARKET (เป็นตัวกลางที่มีตลาดสองฟาก)

## The Business Model Canvas



## The Value proposition Canvas



**Ad-Lib Value Proposition Template**

Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to create value. Prototype three to five different directions by filling out the blanks in the ad-lib below.

**OBJECTIVE:** Quickly shape potential value proposition directions  
**OUTCOME:** Alternative prototypes in the form of "pitchable" sentences

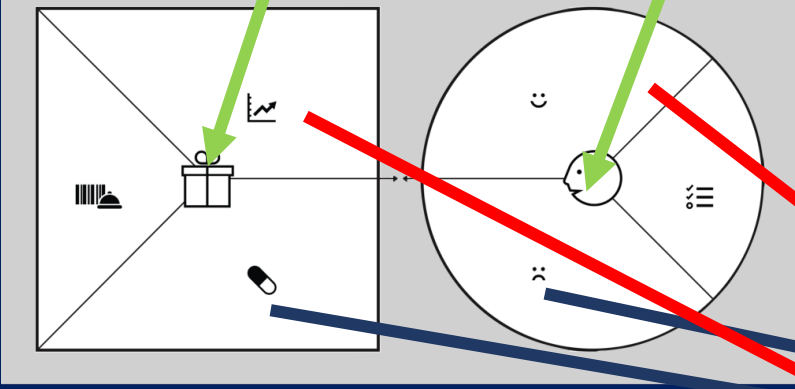
**Airbnb is a community-based, two-sided online platform**

Our help(s) **Travelers** who want to **Book affordable accommodations** by **and** (unlike )

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## The Value proposition Canvas



**Ad-Lib Value Proposition Template**

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**OBJECTIVE:** Quickly shape potential value proposition directions  
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**Airbnb is a community-based, two-sided online platform**

Our help(s) **Hosts** who want to **List their space/ Profit** by **and** (unlike )

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## AAIRBNB : Value Proposition Description

**Airbnb is a community-based, two-sided online platform that facilitates the process of booking private living spaces for travelers. On the one side it enables owners to list their space and earn rental money. On the other side it provides travelers easy access to renting private homes.**

**With over 1,500,000 listings in 34,000 cities and 190 countries, its wide coverage enables travelers to rent private homes all over the world. Personal profiles as well as a rating and reviewing system provide information about the host and what is on offer. Vice versa, hosts can choose on their own who to rent out their space to.**



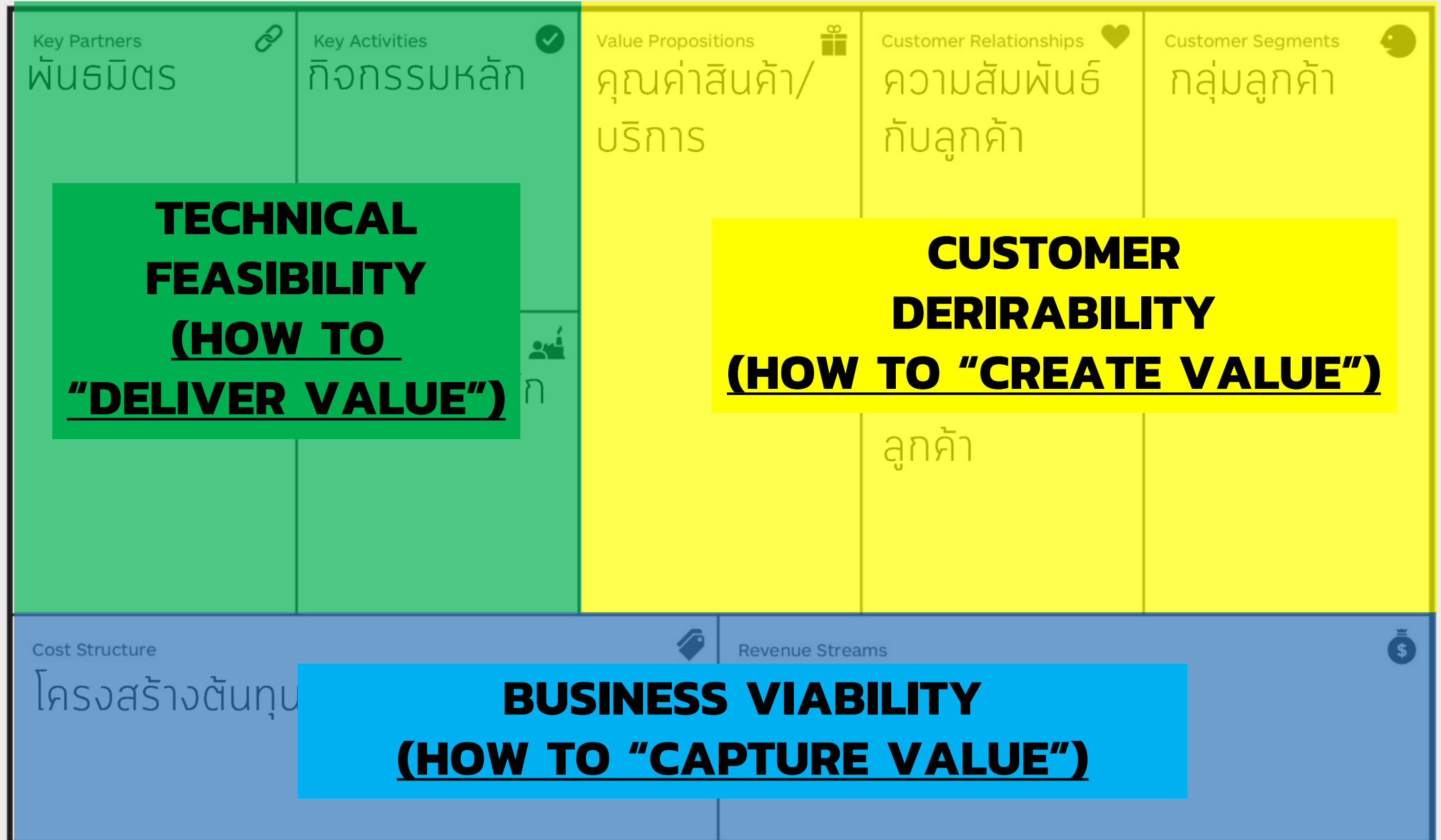
# The Business Model Canvas

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Designed by:

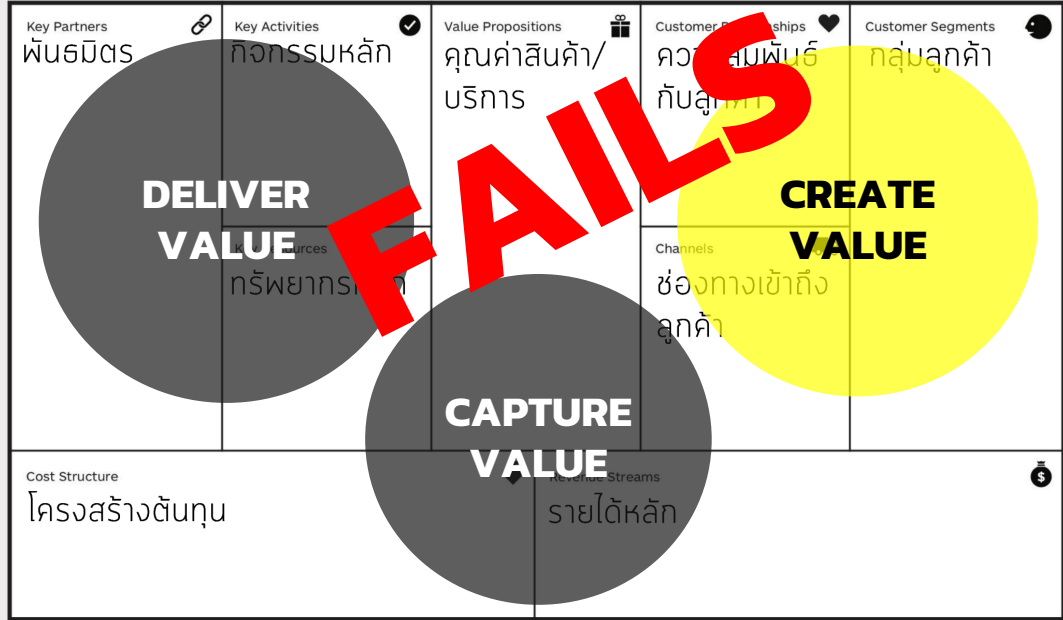
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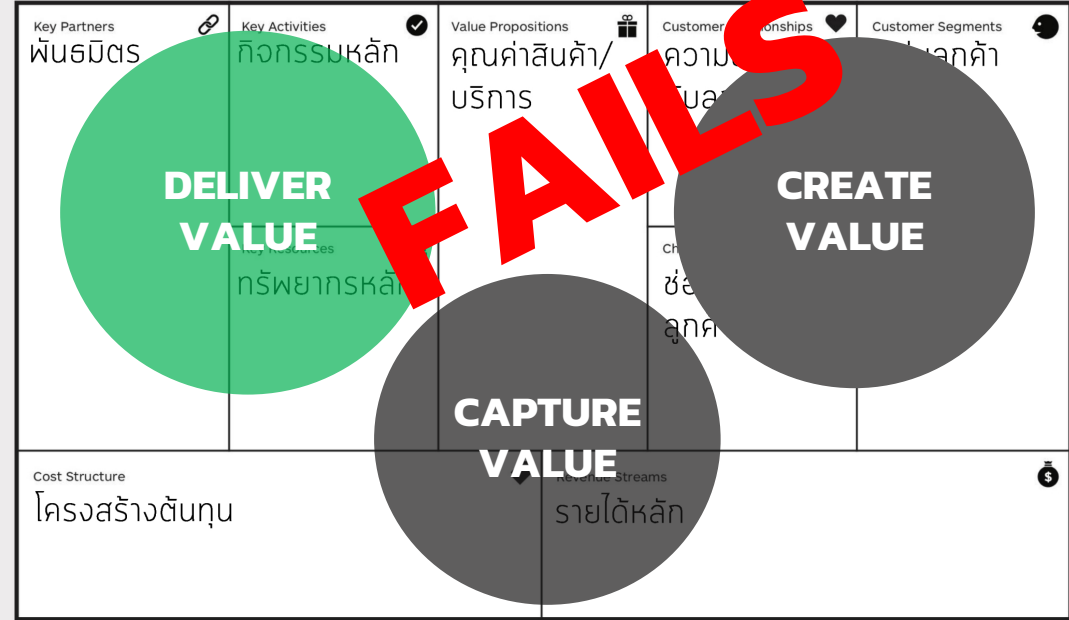
### The Business Model Canvas

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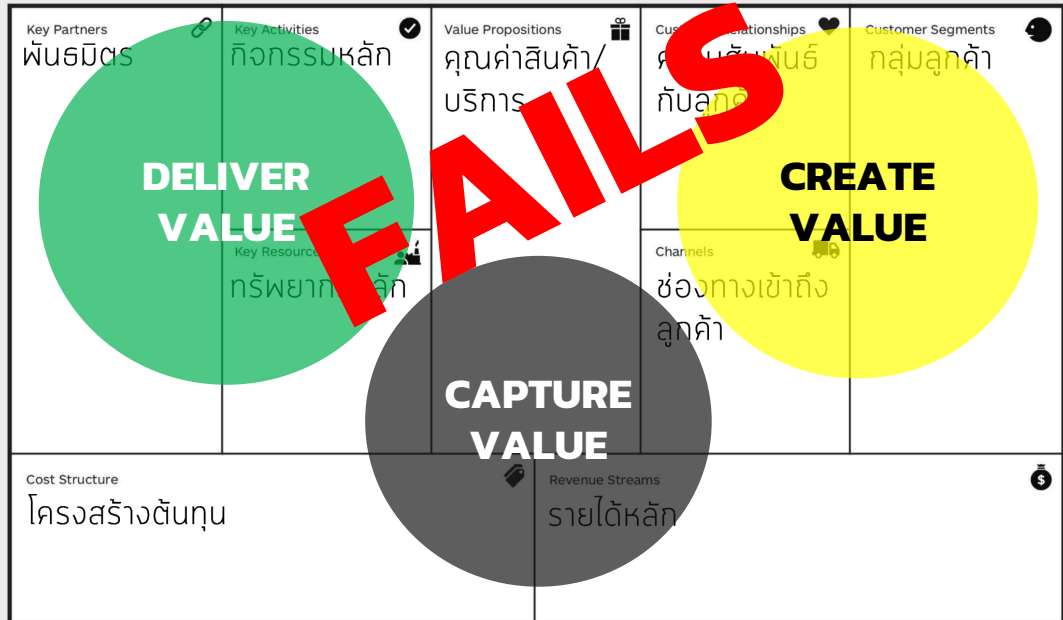
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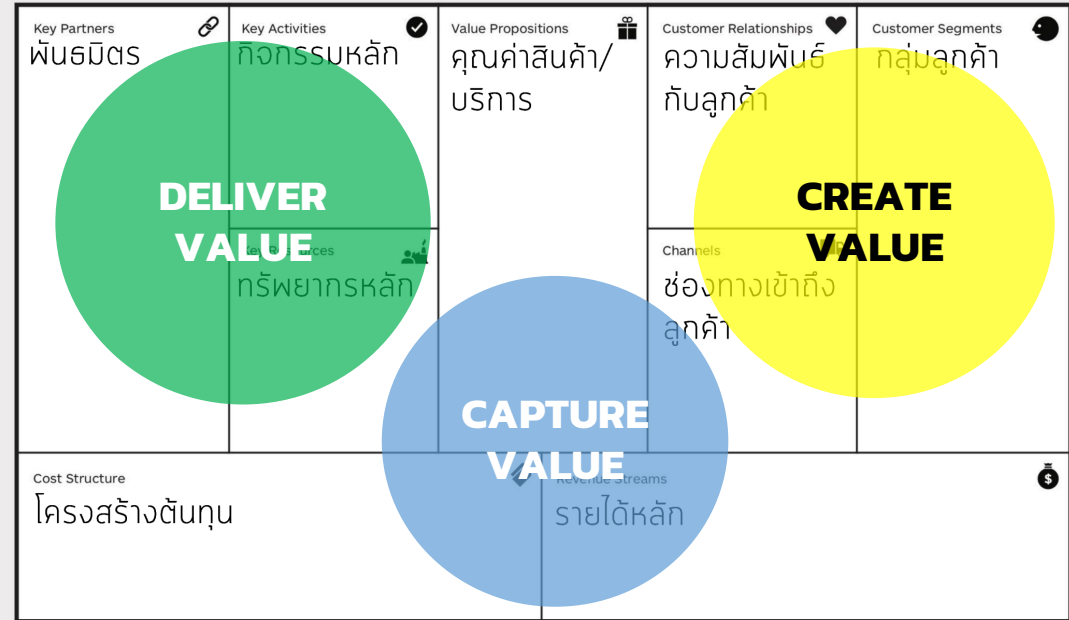
### The Business Model Canvas

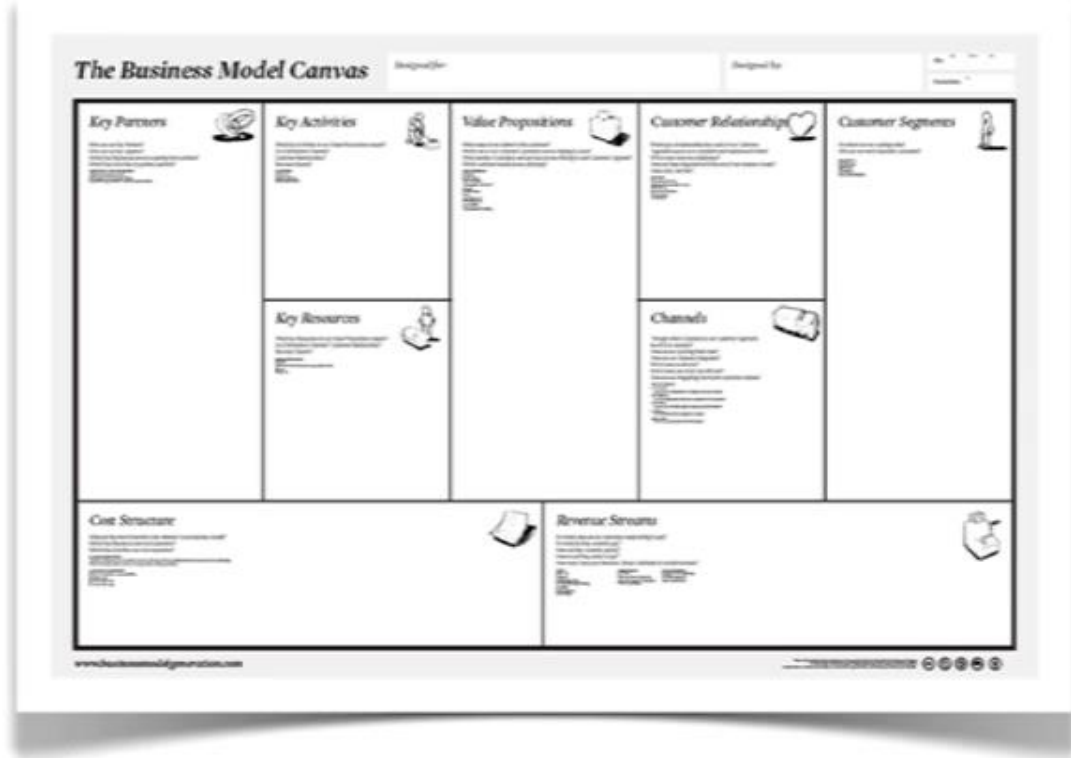
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### The Business Model Canvas

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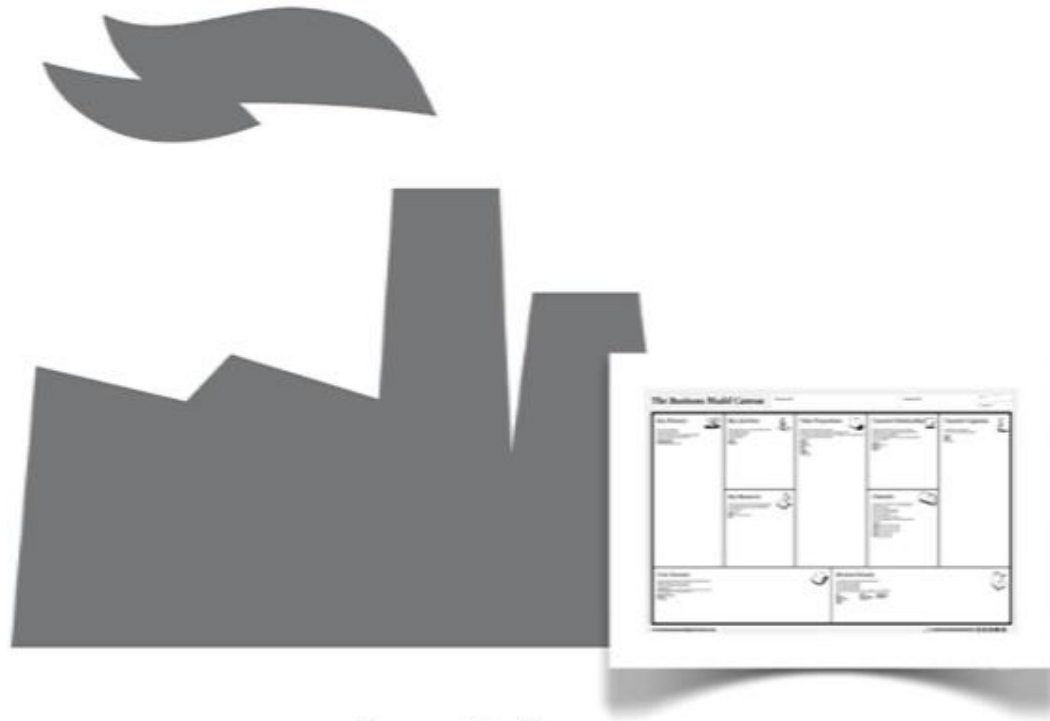
**Analog**



**Digital**

*Improve*

*Invent*



**existing**

**new**

# Ground rules

**กติกาพื้นฐานในการทำ Business Model**

# Rule #1

Use sticky notes!

**Avoid writing  
directly on a  
canvas**

**ไม่เขียนลงไปตรงๆบนคานวาส**

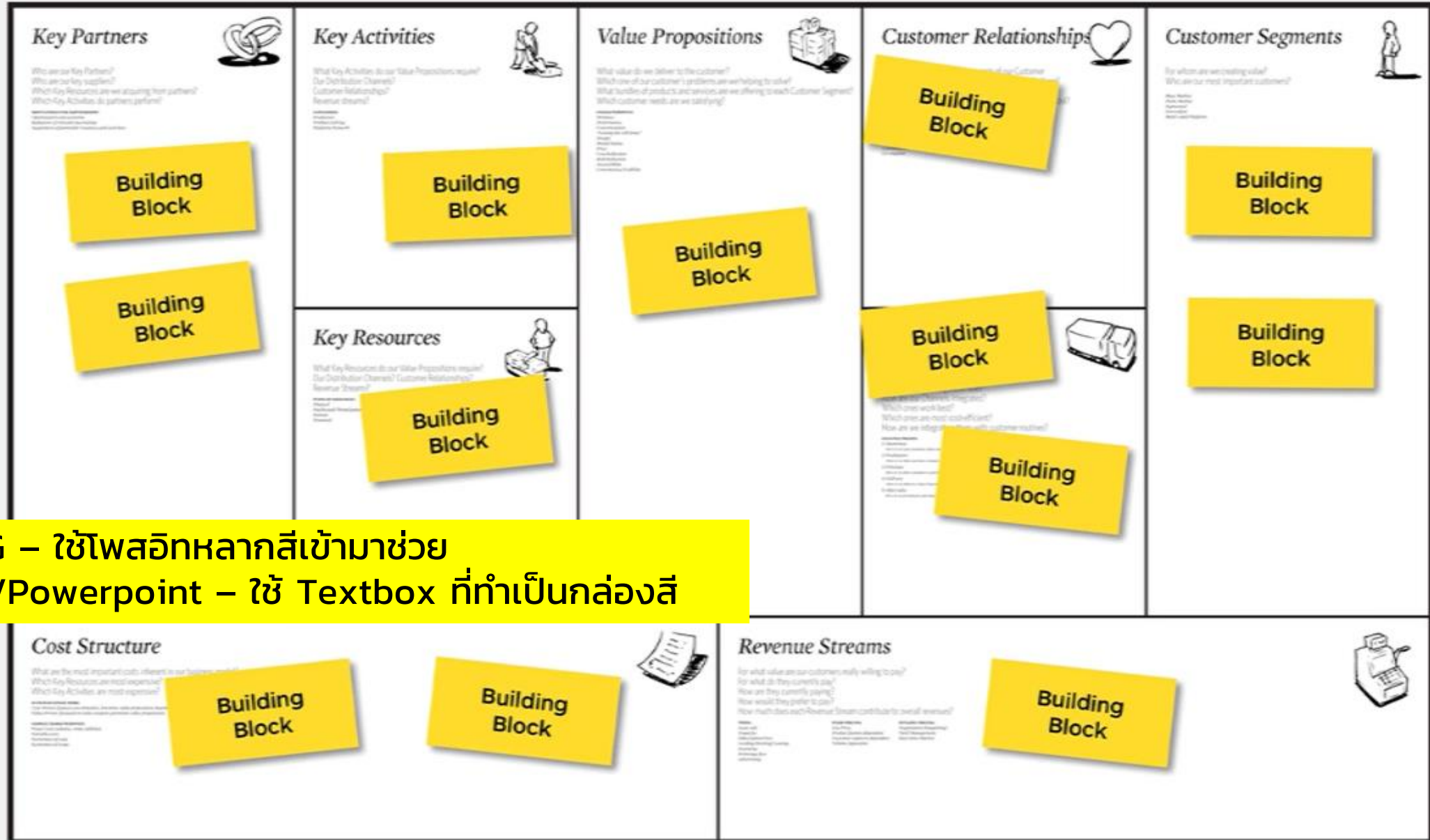
# The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:



ANALOG – ใช้โพสต์อิทหลากสีเข้ามาช่วย  
DIGITAL/Powerpoint – ใช้ Textbox ที่ทำเป็นกล่องสี

# Rule #2



**Don't get  
stuck with  
*blah blah blah***

**ตัดสินใจร่วมกันผ่านการเขียน**



# Rule #3



**Start with  
*any* building  
block**

**เริ่มจากช่องไหนก่อนก็ได้**

# Rule #4

- Never
- Use
- Bullets

***Never use  
bullet points***

**ไม่ใช่จุดแสดงหัวข้อย่อย**








# The Business Model Canvas

Designed for:

Designed by:

Date:

Iteration:

<h3>Key Partners</h3>  <p>Who are our key partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Key Partners:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Activities:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul>	<h3>Value Propositions</h3>  <p>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?</p> <p>Value Propositions:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect as to establish and maintain with them? Which one/how we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>Customer Relationships:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Customer Segments:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul> <div data-bbox="1905 434 2186 582" style="background-color: yellow; padding: 5px; border: 1px solid black;"> <ul style="list-style-type: none"> <li>• SALES</li> <li>• RETAIL</li> <li>• WEB</li> </ul> </div>																		
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Key Resources:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul> <p>Key Activities:</p> <ul style="list-style-type: none"> <li>1. _____</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ul>		<h3>Revenue Streams</h3>  <p>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?</p> <table border="0"> <tr> <td>Revenue Streams:</td> <td>Revenue Streams:</td> <td>Revenue Streams:</td> </tr> <tr> <td>1. _____</td> <td>1. _____</td> <td>1. _____</td> </tr> <tr> <td>2. _____</td> <td>2. _____</td> <td>2. _____</td> </tr> <tr> <td>3. _____</td> <td>3. _____</td> <td>3. _____</td> </tr> <tr> <td>4. _____</td> <td>4. _____</td> <td>4. _____</td> </tr> <tr> <td>5. _____</td> <td>5. _____</td> <td>5. _____</td> </tr> </table>			Revenue Streams:	Revenue Streams:	Revenue Streams:	1. _____	1. _____	1. _____	2. _____	2. _____	2. _____	3. _____	3. _____	3. _____	4. _____	4. _____	4. _____	5. _____	5. _____	5. _____
Revenue Streams:	Revenue Streams:	Revenue Streams:																				
1. _____	1. _____	1. _____																				
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4. _____	4. _____	4. _____																				
5. _____	5. _____	5. _____																				

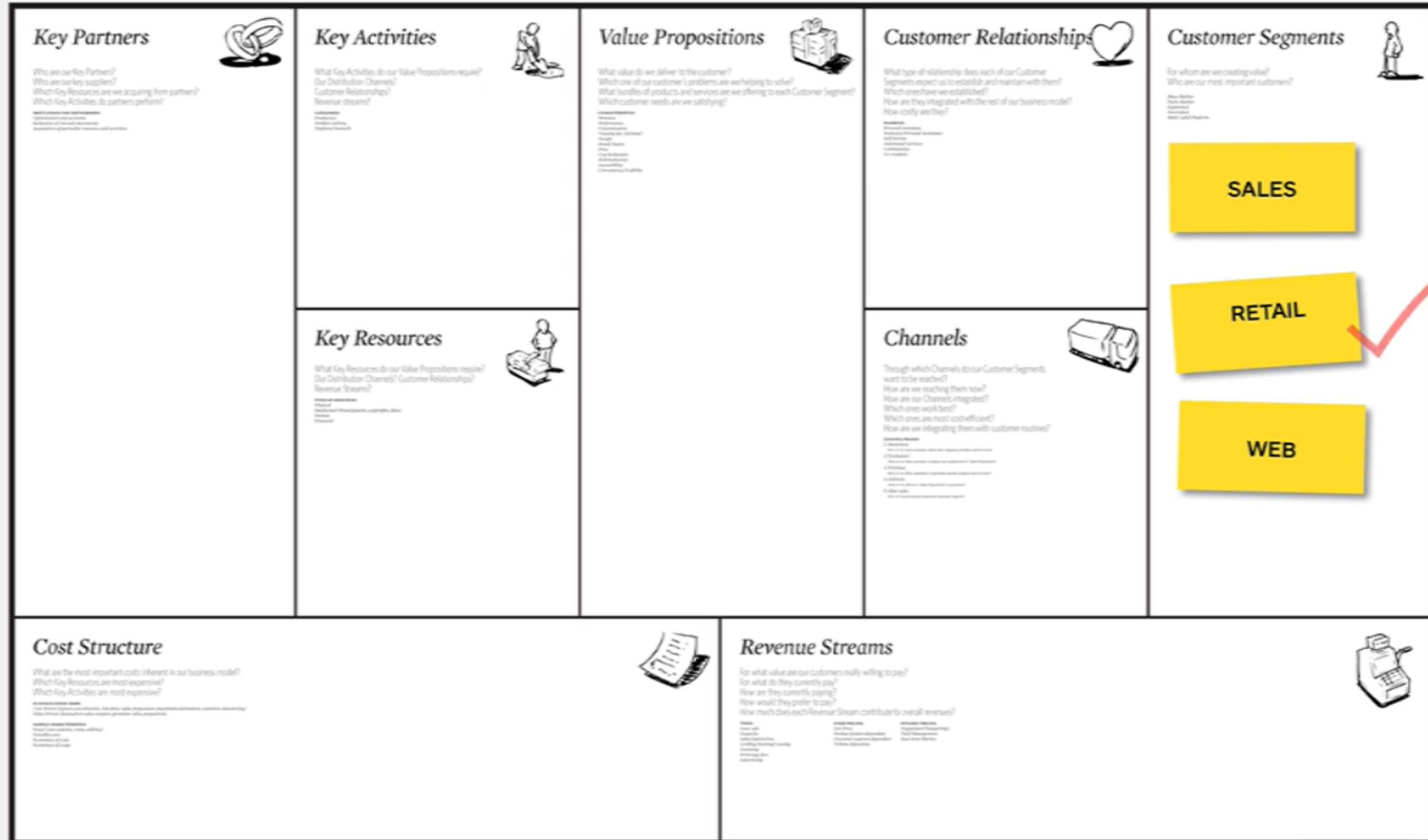
# The Business Model Canvas

Designed for:

Designed by:

Date:

Revision:



# Rule #5

Too much  
detail is more  
blah blah blah  
blah blah blah

## Avoid too much detail

**ไม่เขียนรายละเอียดมากเกินไป  
(เพราะโมเดลธุรกิจต้องการเห็นภาพใหญ่)**

# Traveling Oral Surgery

## KEY PARTNERS

- Practice Administrators provide access to the Dental Clinics
- Dental Clinics provide access to the indigent population and the facilities to provide advanced oral care services
- Oral Surgeons provide the needed skills the
- perform the advanced oral care
- Dental anesthesiologists as required to perform surgeries

## KEY ACTIVITIES

- Performing oral surgeries and advanced oral care/procedures
- Billing and submitting claims to Medicaid
- Staffing for performance of surgeries

## KEY RESOURCES

## VALUE PROPOSITIONS

- Medicaid benefits from the reduction of ongoing costs of oral hygiene by providing preventative care

## Customer Relationships

- An arms length, Very impersonal relationship with Medicaid
- A one-to-one personal relationship with dental care

## Channels

## Customer Segments

- Medicaid
- Dental Clinics
- Indigent Population
- Parents of Children w/ Dental Needs on Medicaid
- Children w/ Dental Needs

## Cost Structure

- on and compliance ongoing costs
- Dental facilities in scheduled locations
- Personnel required for operation and procedures
- Dental supplies necessary for surgery and advance care procedures

## Revenue Streams

- We will make money by directly submitting claims and billing to Medicaid
- These will be fees for oral surgeon, the anesthesiologist, and the required facilities
- The dental clinics and the indigent population are not actual payers but are fees beneficiaries of the model

# ไม่ลงรายละเอียดแบบนี้เพราะ “ไม่เห็นเป็นภาพใหญ่”

<b>KEY PARTNERS</b> <ul style="list-style-type: none"><li>Practice Administrators provide access to the Dental Clinics</li><li>Dental Clinics provide access to the indigent population and the facilities advance services</li><li>Oral Sur needed</li><li>perform oral care</li><li>Dental a as requi surgerie</li></ul>	<b>KEY ACTIVITIES</b> <ul style="list-style-type: none"><li>Performing oral surgeries and advanced oral care/procedures</li><li>Billing and submitting claims to Medicaid</li><li>Staffing for performance</li></ul>	<b>VALUE PROPOSITIONS</b> <ul style="list-style-type: none"><li>Medicaid benefits from the reduction of ongoing costs of oral hygiene by providing preventative care</li></ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"><li>An arms length, Very impersonal relationship with Medicaid</li><li>A one-to-one personal relationship with dental</li></ul>	<b>Customer Segments</b> <ul style="list-style-type: none"><li>Medicaid</li><li>Dental Clinics</li><li>Indigent Population</li><li>Parents of Children w/ Dental Needs on Medicaid</li></ul>
<b>Cost Str</b> <ul style="list-style-type: none"><li>on and</li><li>Dental facilities in scheduled locations</li><li>Personnel required for operation and procedures</li><li>Dental supplies necessary for surgery and advance care procedures</li></ul>	<b>Revenue</b> <ul style="list-style-type: none"><li>Medicaid</li><li>These will be fees for oral surgeon, the anesthesiologist, and the required facilities</li><li>The dental clinics and the indigent population are not actual payers but are fees beneficiaries of the model</li></ul>			

## ไม่ใช่ BMC Best Practice เพราะ

1. ไม่เห็นภาพใหญ่
2. Direct writing on canvas
3. กลไกของแต่ละช่องไม่ไปด้วยกัน (NO-corresponding elements)
4. มี Orphan elements ปรากฏอยู่หลายที่มาก
5. ใช้ Bullet points
6. Etc.



# The Business Model Canvas

Designed for:

# Granularity

Designed by:

On:

Iteration:





# The Business Model Canvas

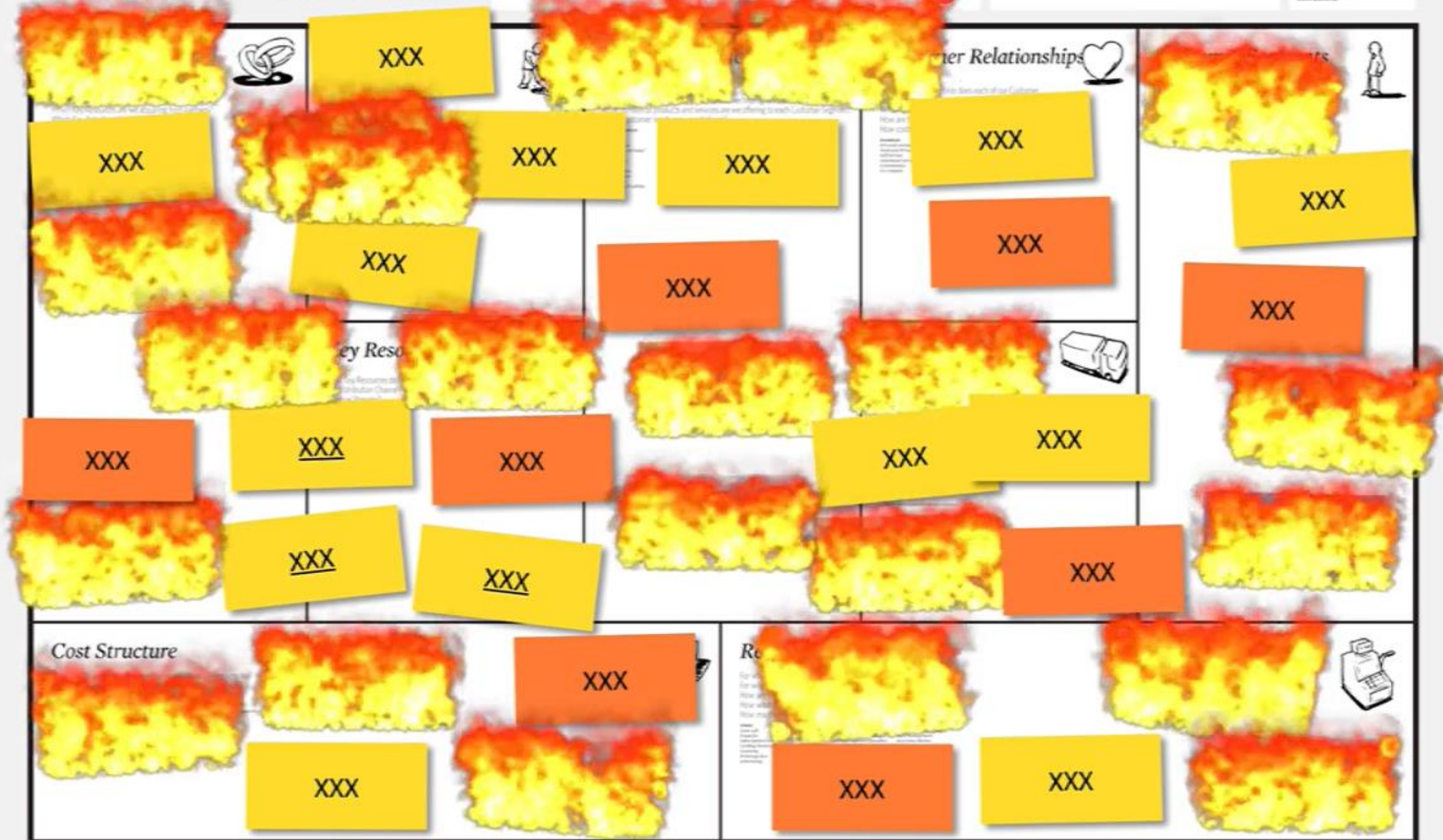
Designed for:

# Granularity

Designed by:

On:

Iteration:



# The Business Model Canvas

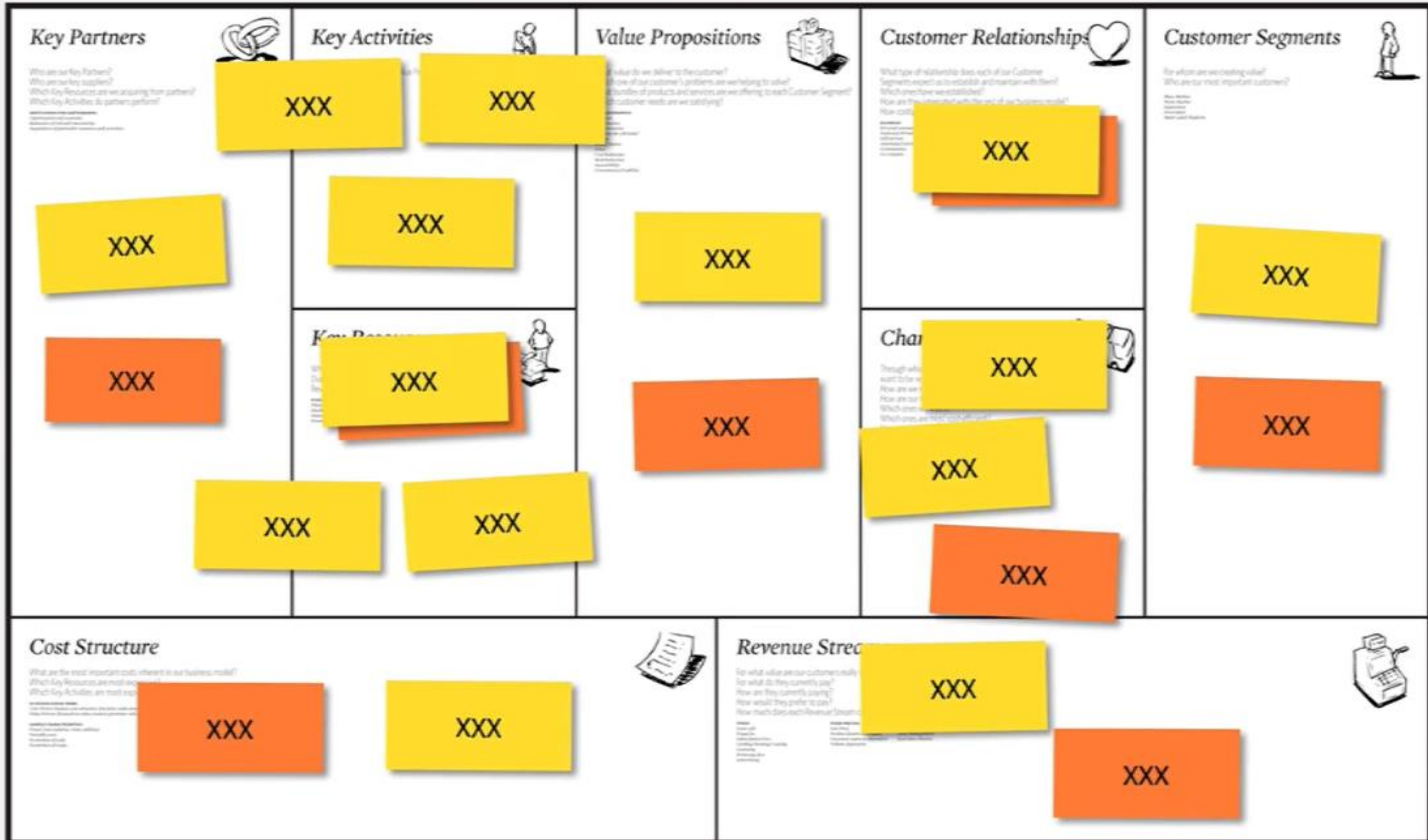
Designed for:

# Big picture

Designed by:

Date:

Iteration:



# Rule #6



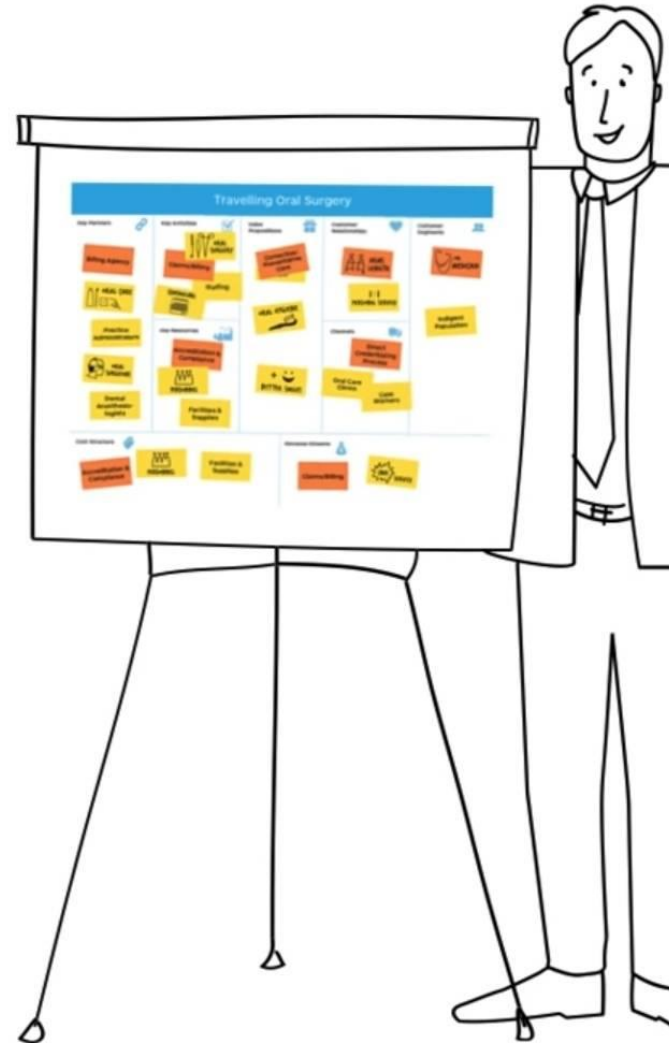
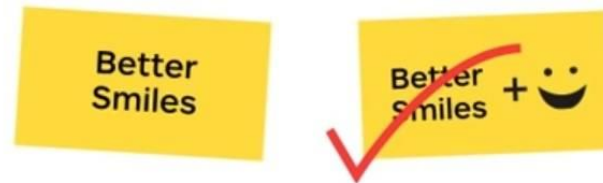
**Be precise for  
every building  
block**

**ทำให้คมชัดทุกประเด็นที่เขียน**

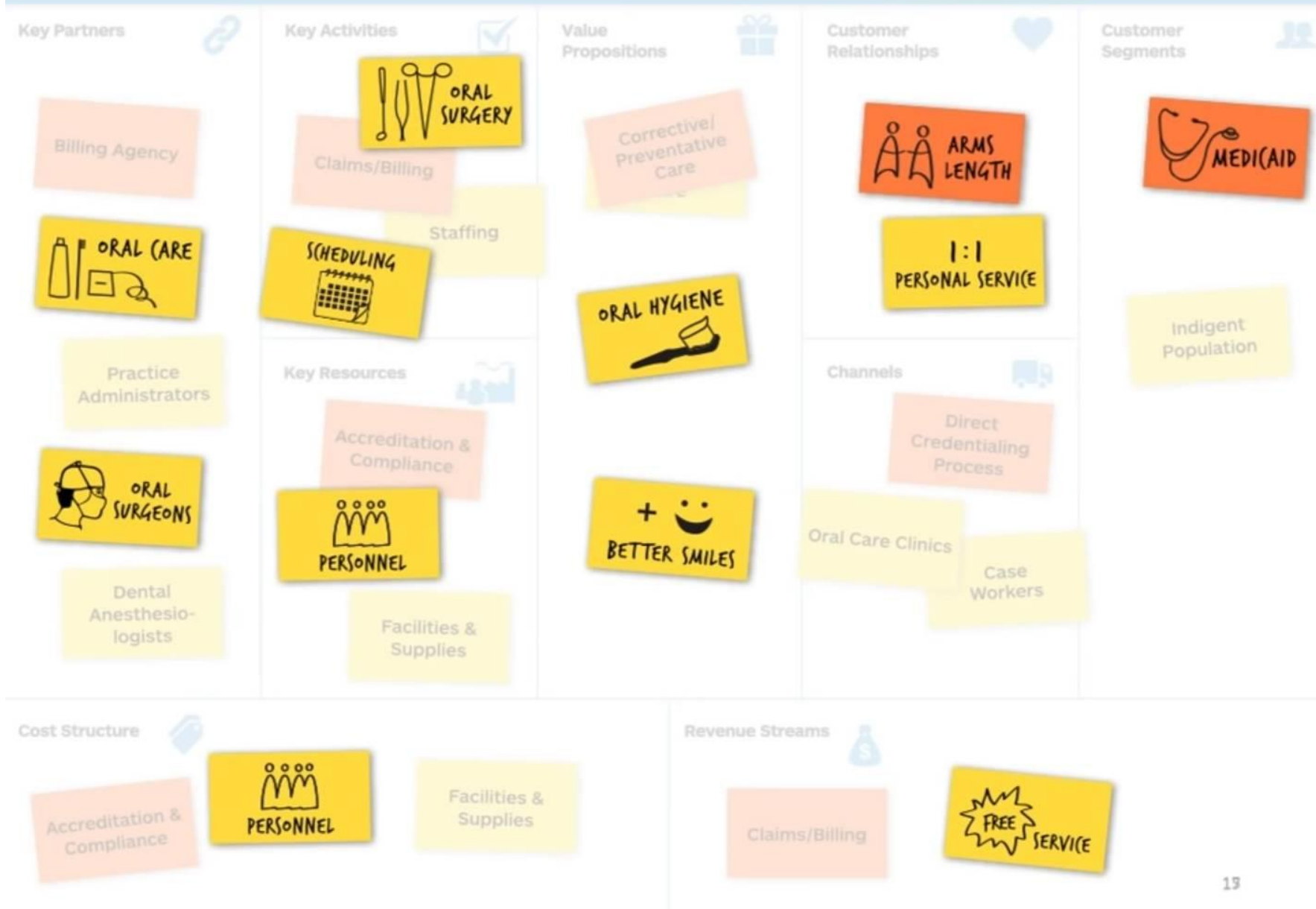


# สามารถวาดรูปประกอบได้

Use words  
*and*  
visuals



# Traveling Oral Surgery



# Summary

Source : Alex Osterwalder & Yves Pigneur - Strategyzer

Use sticky notes!

**Rule #1**  
Use sticky notes on the canvas

blah  
blah blah  
blah blah ...

**Rule #2**  
Just start. No  
*blah blah blah*



**Rule #3**  
Start *anywhere*,  
and with any  
building block.

- Never
- Use
- Bullets

**Rule #4**  
Never use  
bullet points

Too much detail  
is more blah blah  
blah blah blah blah  
blah blah blah blah

**Rule #5**  
Avoid too  
much detail



**Rule #6**  
Be precise for  
each building  
block







### **Demographics:**

38, married, 2 children, \$98'000 income, etc.

### **Psychographics:**

Hard-working, believes in meritocracy, supports gay marriage etc.

### **Behavior:**

Marathon runner, dislikes watching TV, does homework with kids every day, etc.

### **Jobs-To-Be-Done:**

Manage family, keep kids' grades up, keep up-to-date professionally, help project team hit deadlines, etc.

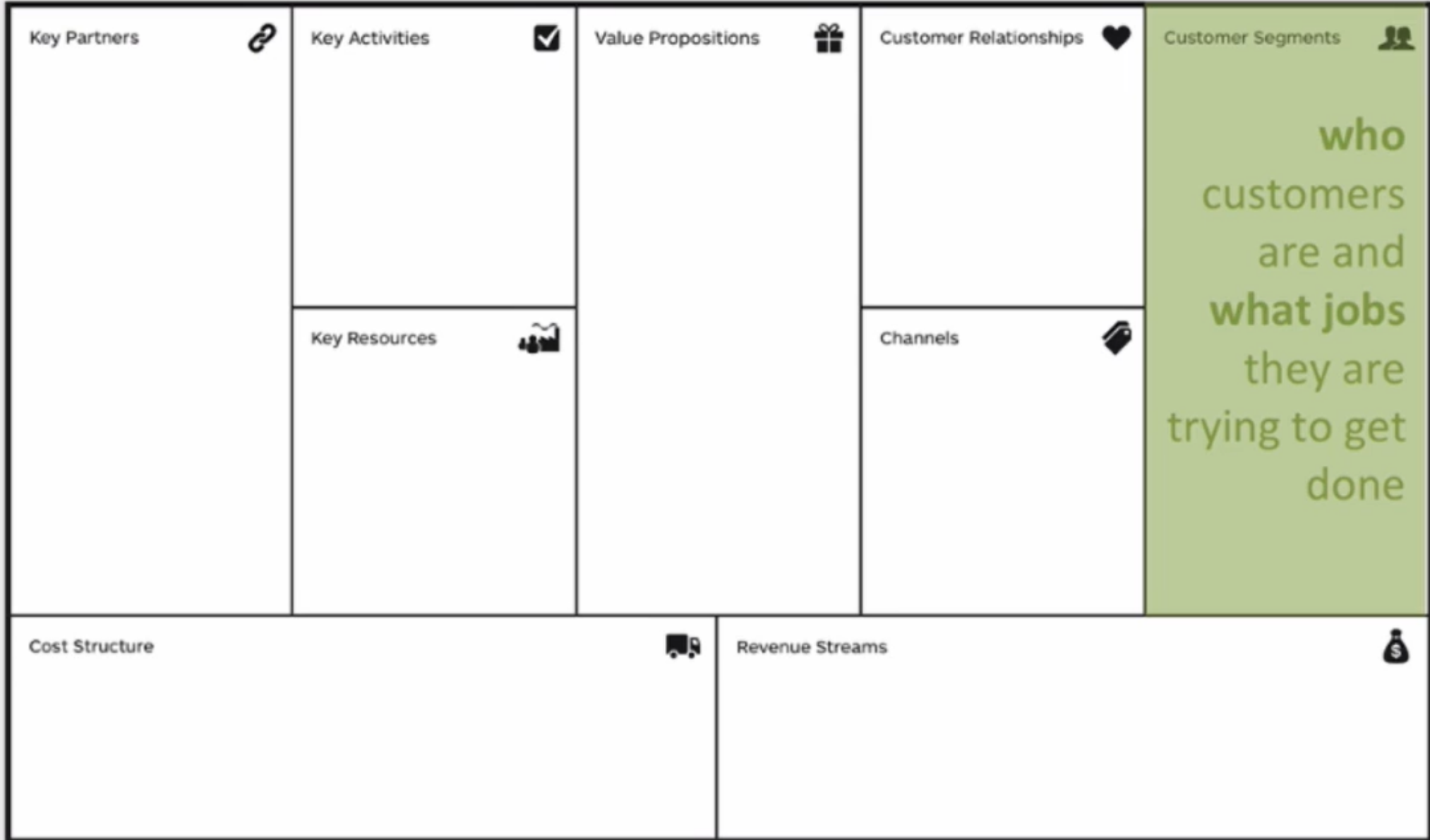
# The Business Model Canvas

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Source : Alex Osterwalder & Yves Pigneur - Strategyzer

# #NOTE

ซึ่งจะเป็นที่มาของจำนวน Value Proposition(s)  
ต้อง "เท่ากับ" จำนวน Segments ที่แบ่งและต้อง "Specific (เฉพาะ)"  
กับแต่ละกลุ่มที่มีโจทย์ (JTBD) ไม่เหมือนกันว่า "ประโยชน์ที่แต่ละกลุ่มจะได้รับคืออะไร"  
ซึ่งเราเรียกว่า "Co-responding Value Propositions แบบ Multiple FITS"

## Google Business Model

Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
Distribution Partners	R&D – Build New Products, Improve Existing products	Web Search, Gmail, Google+	Automation (where possible)	Internet Users
Open Handset Alliance	Manage Massive IT Infrastructure	Targeted Ads using Adwords (CPC)	Dedicated Sales for large accounts	Advertisers, Ad Agencies
OEMs (for Chrome OS devices)		Extend Ad campaigns using AdSense		Google Network Members
	Key Resources	Display Advertising Mgmt Services	Channels	Mobile device owners
	Datacenters	OS and Platforms – Android, Chrome OS	Global Sales and Support Teams	Developers
	IPs, Brand	Hosted web-based Google Apps	Multi-product Sales force	Enterprises
Cost Structure		Revenue Streams		
Traffic Acquisition Costs	R&D Costs (mainly personnel)	Ad Revenues – Google websites	Ad Revenues – Google n/w websites	
Data center operations	S&M, G&A	Enterprise Product Sales	Free	

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# #NOTE

แบ่ง Segment(s) ตาม  
Jobs-to-be-done  
ที่แตกต่างกัน

ใช้แต่ Keywords

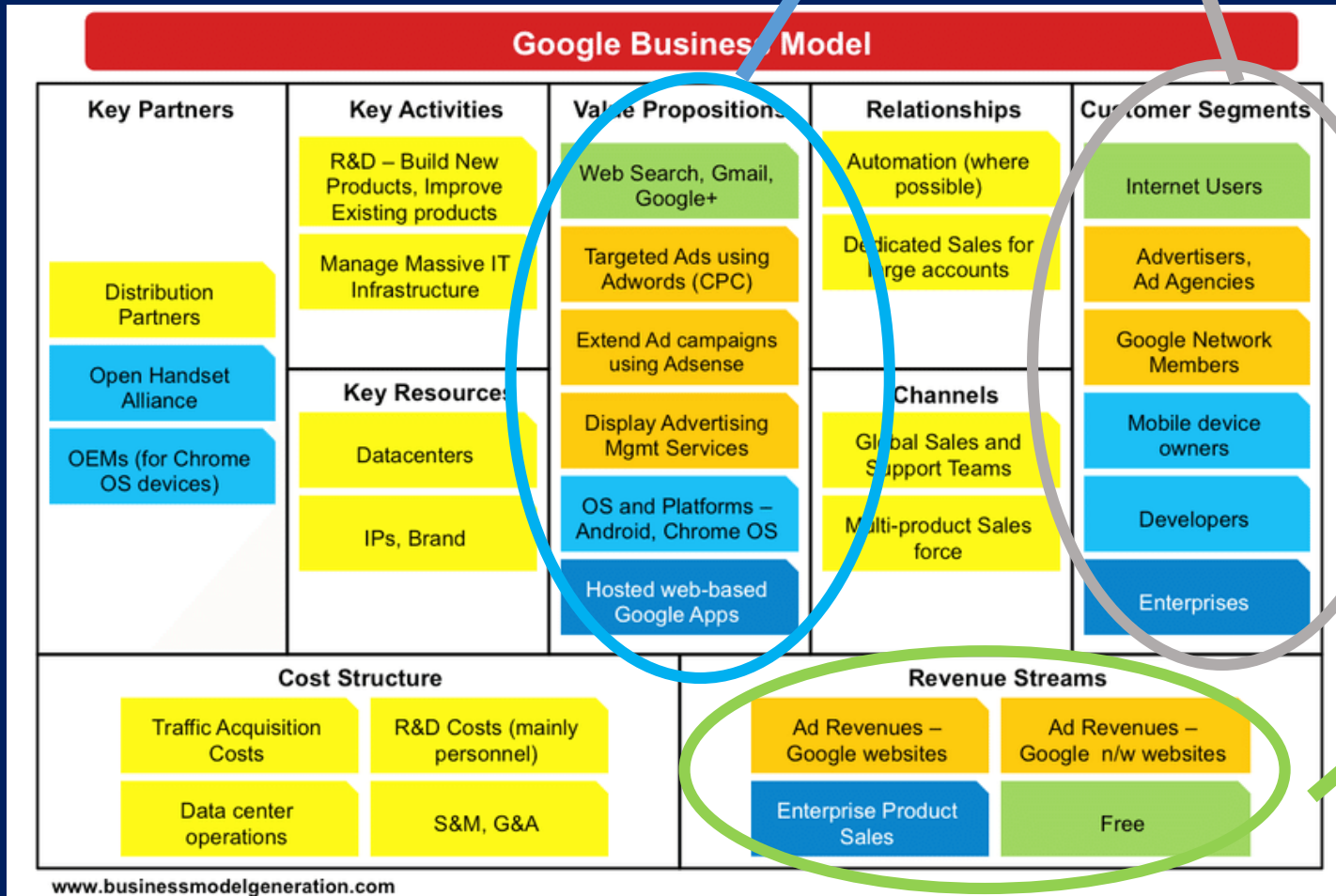
ในตัวอย่างมี 4 Segments  
(อาจจะมี Sub-segments ได้)

# #NOTE

รูปแบบหรือกลไกในการทำเงินจากลูกค้า  
แต่ละกลุ่ม ก็จะต้องเฉพาะและประกอบ  
เป็นธุรกิจได้ (มีหลายรูปแบบ\*\*)

# HOW TO CREATE VALUE FOR YOUR CUSTOMER(S)

## วิธีสร้างคุณค่าให้กับลูกค้าแต่ละกลุ่ม

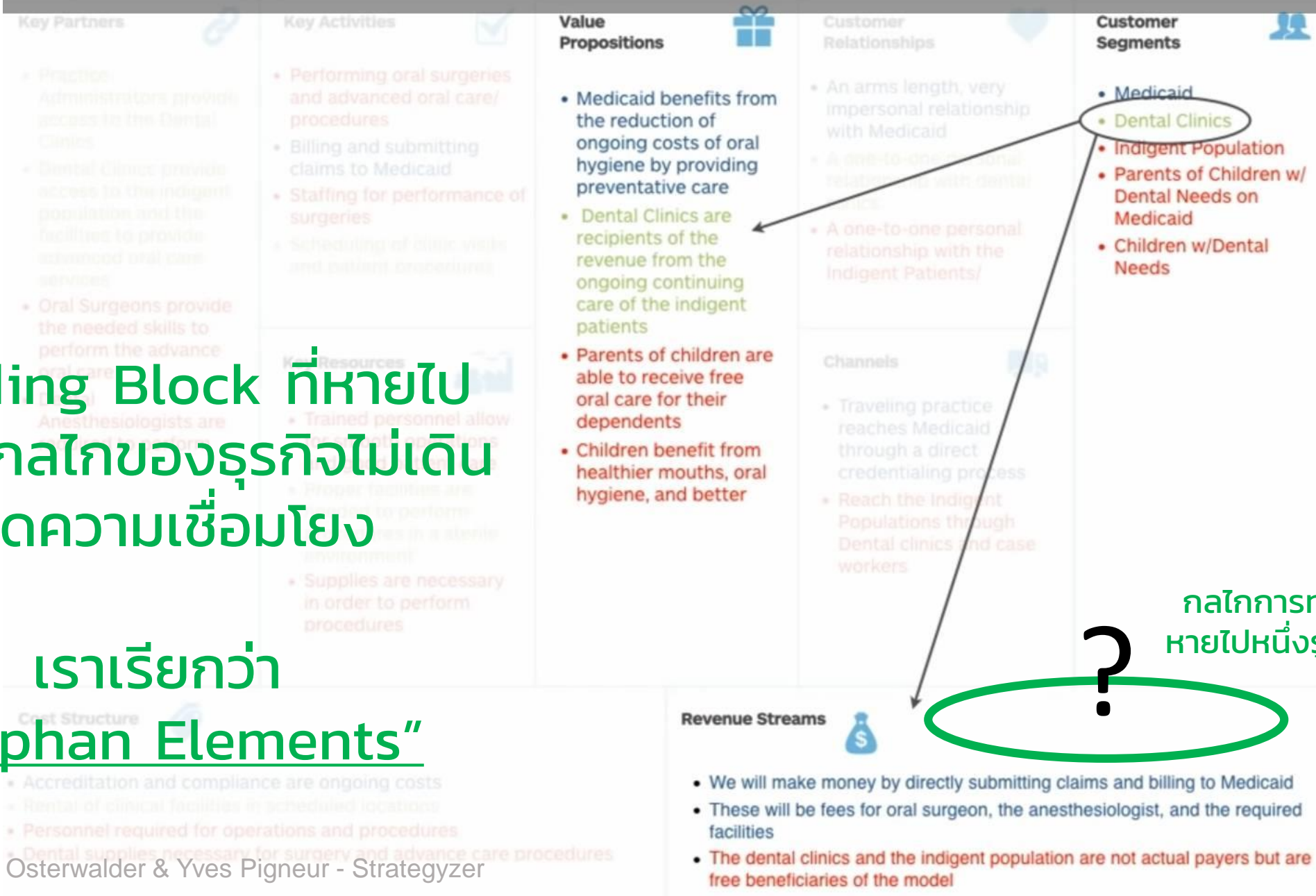


**HOW TO CREATE VALUE  
FOR YOUR BUSINESS**

วิธีต่างๆในสร้างคุณค่าให้กับธุรกิจ  
(วิธีการทำเงินจากลูกค้าแต่ละกลุ่ม)



# Travelling Oral Surgery



Building Block ที่หายไป  
จะทำให้กลไกของธุรกิจไม่เดิน  
ขาดความเชื่อมโยง

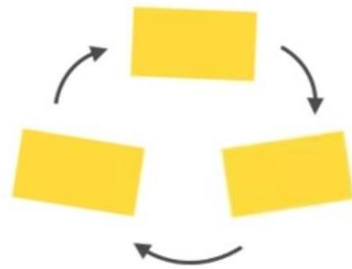
เราเรียกว่า

“Orphan Elements”

กลไกการทำเงิน  
หายไปหนึ่งรูปแบบ

# เชคดูว่า BMC ของเรามี “หัวข้อกำพร้า”หรือไม่ เพราะทุก Building Blocks ต้องเชื่อมโยงกันหมด

Orphan  
Elements





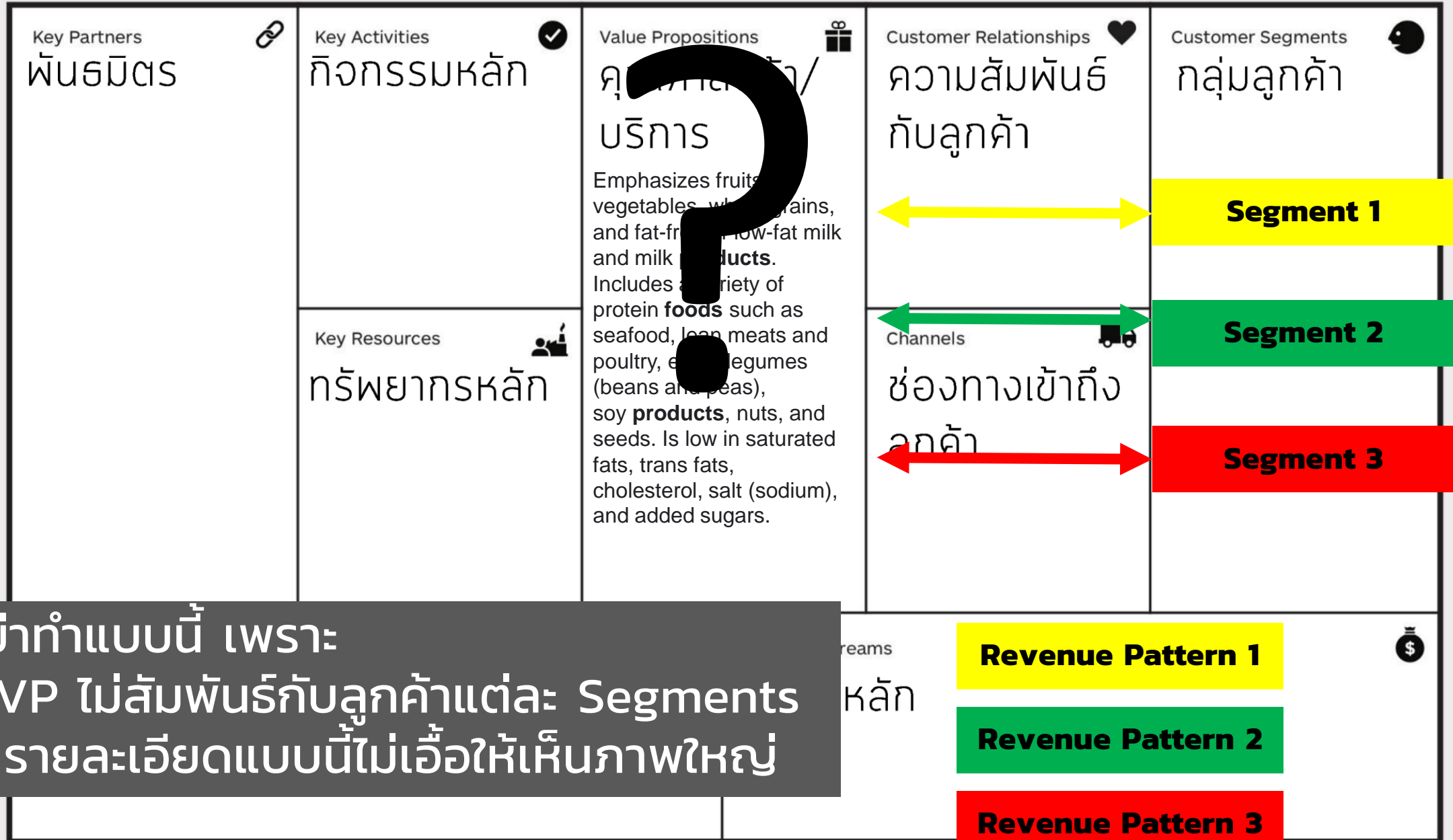
# The Business Model Canvas

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Version:



อย่ทำแบบนี้ เพราะ  
 1. VP ไม่สัมพันธ์กับลูกค้าแต่ละ Segments  
 2. รายละเอียดแบบนี้ไม่เอื้อให้เห็นภาพใหญ่

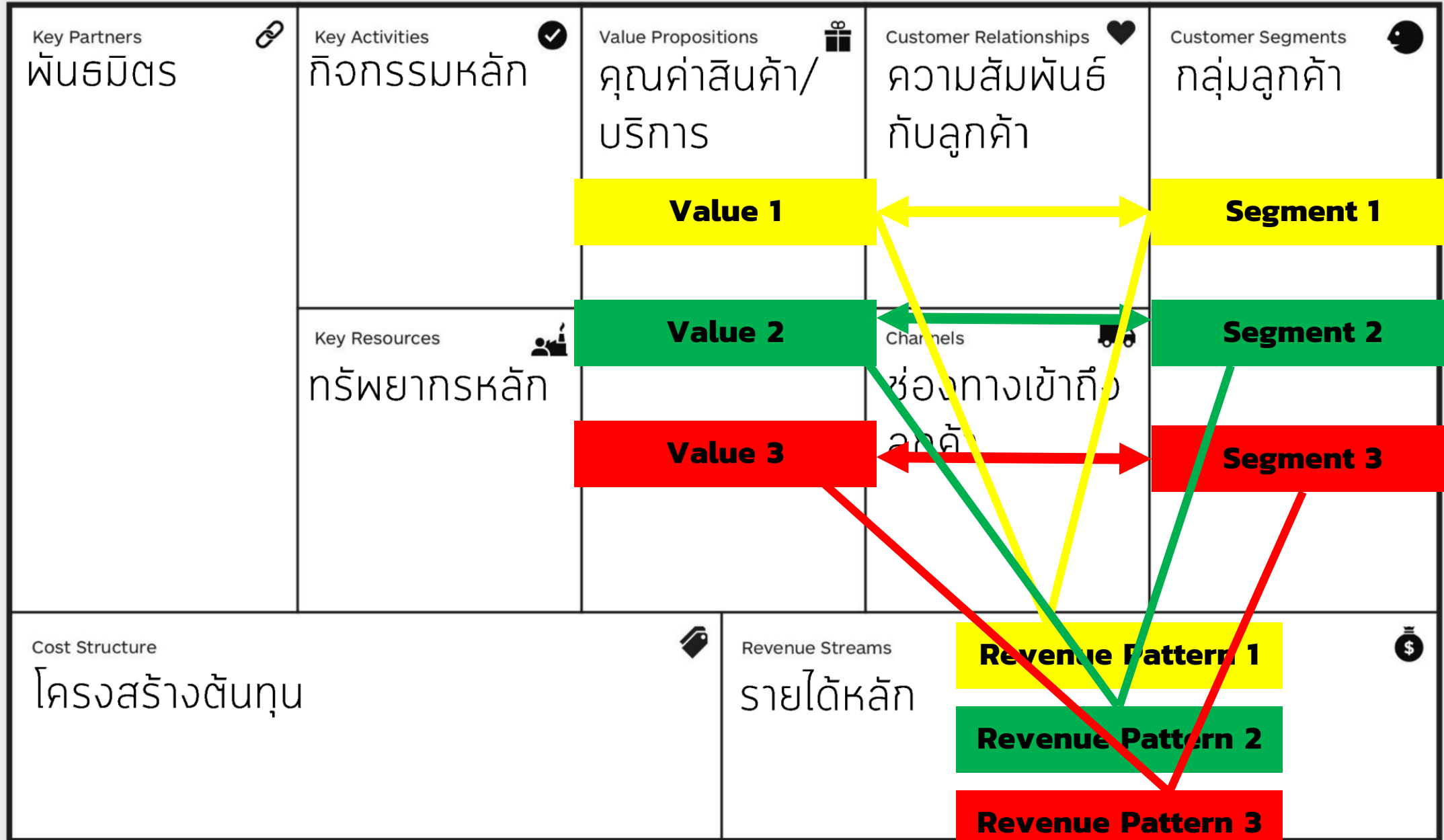
# The Business Model Canvas

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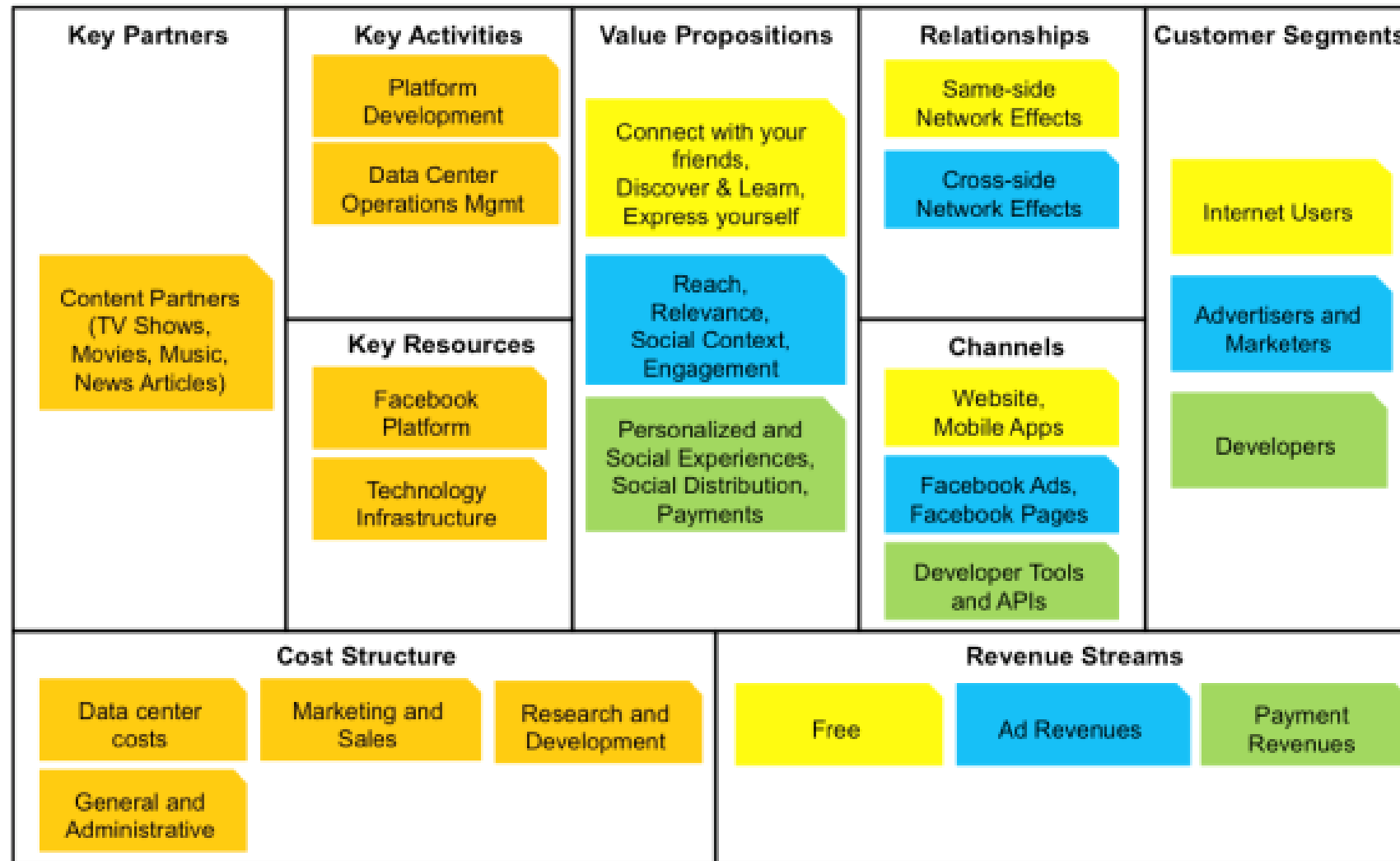
Designed by:

Date:

Version:



## Facebook – World's leading Social Networking Site (SNS)



The background of the slide is a solid blue color. In the center, there are several overlapping, semi-transparent blue gears of various sizes, creating a mechanical or industrial aesthetic.

# Direct vs Indirect Customers (Intermediaries)



**Nestlé**  
**(e.g. Yogurt Brand)**

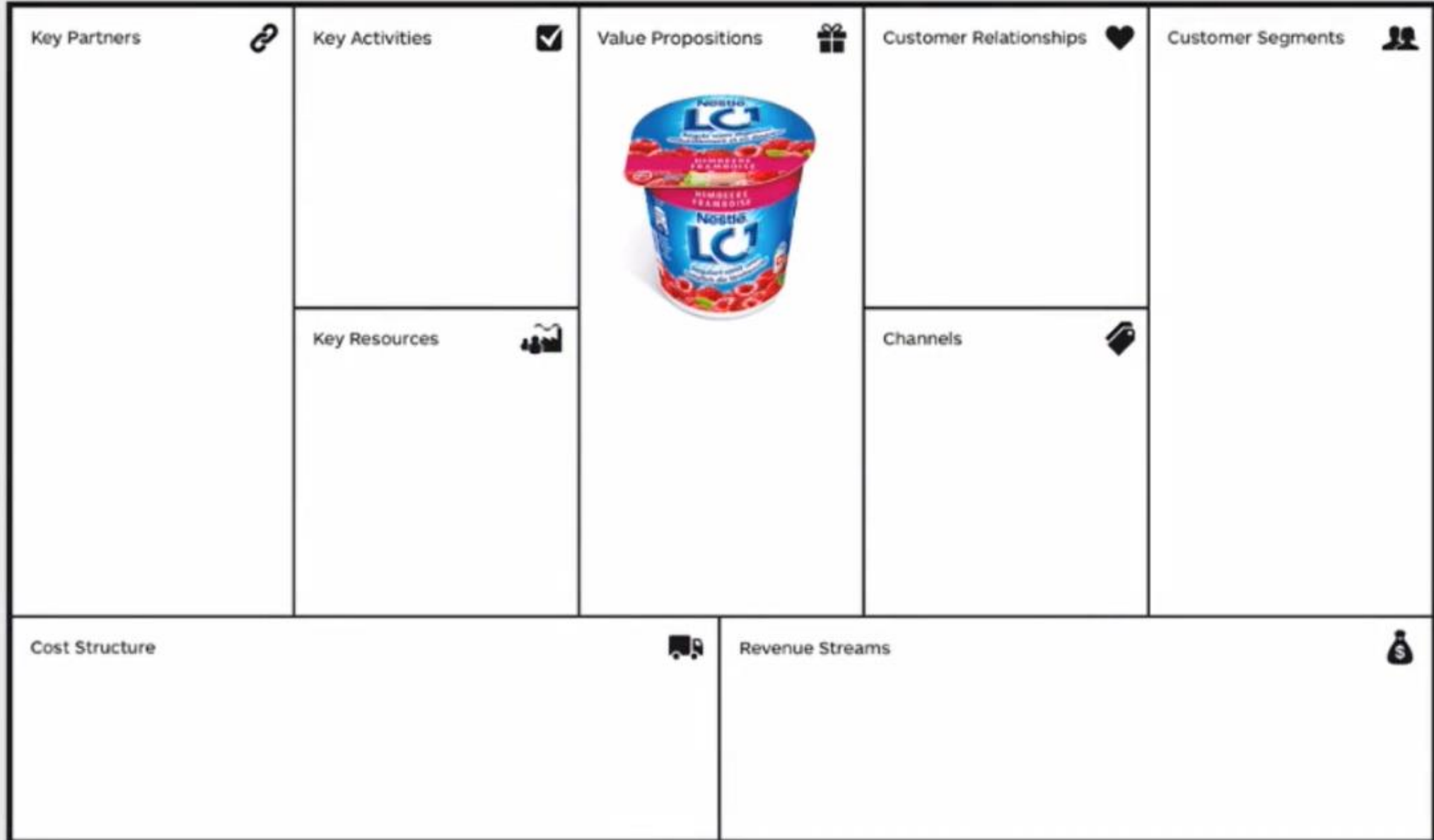
# The Business Model Canvas

Designed for:

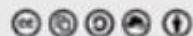
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Version:



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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is this the real customer?

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“real” direct customer

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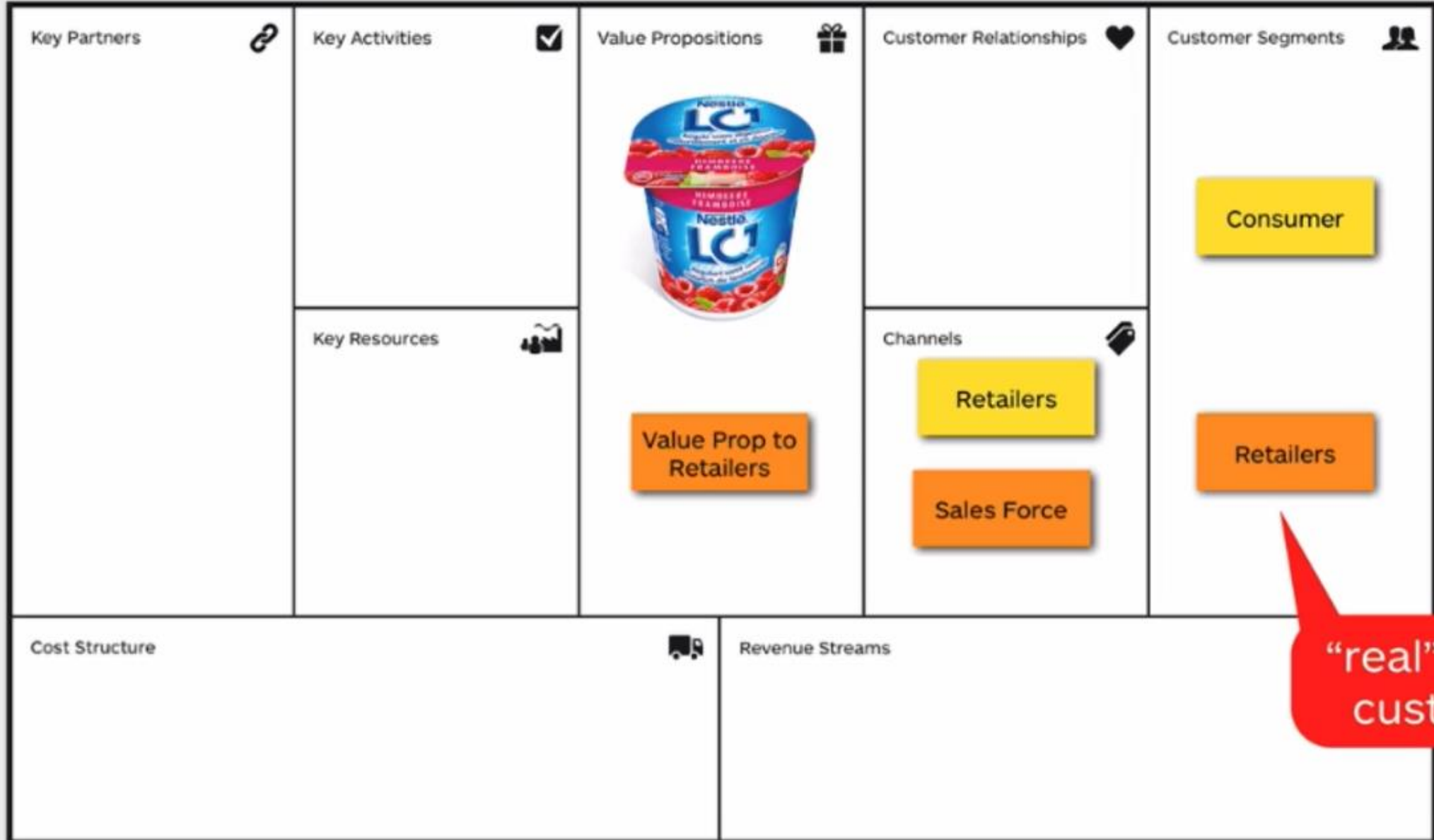
# The Business Model Canvas

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“real” direct customer

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**Business Models with intermediaries  
have two customer segments and you  
need to create value for both**

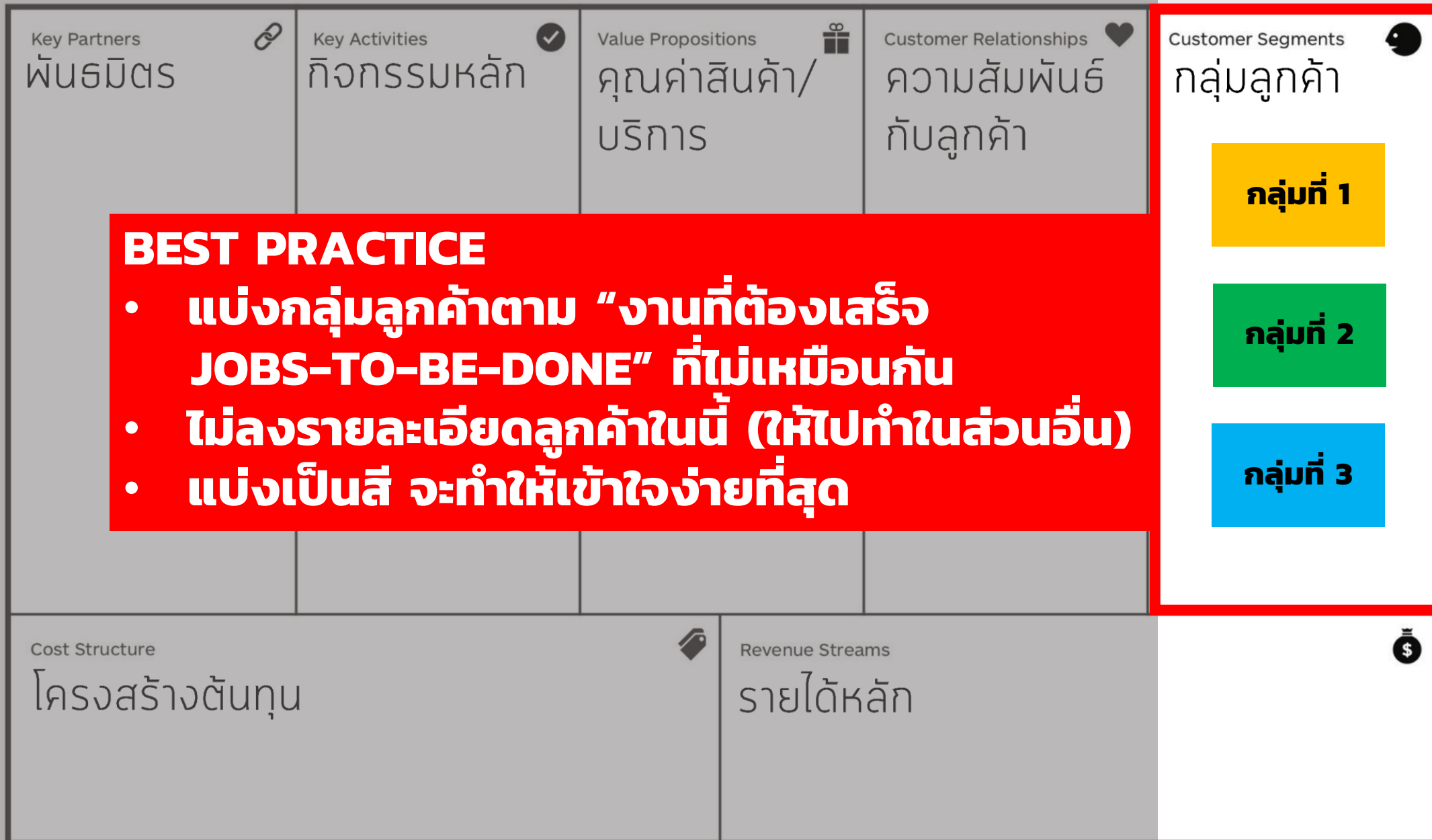
# The Business Model Canvas

Designed for:

Designed by:

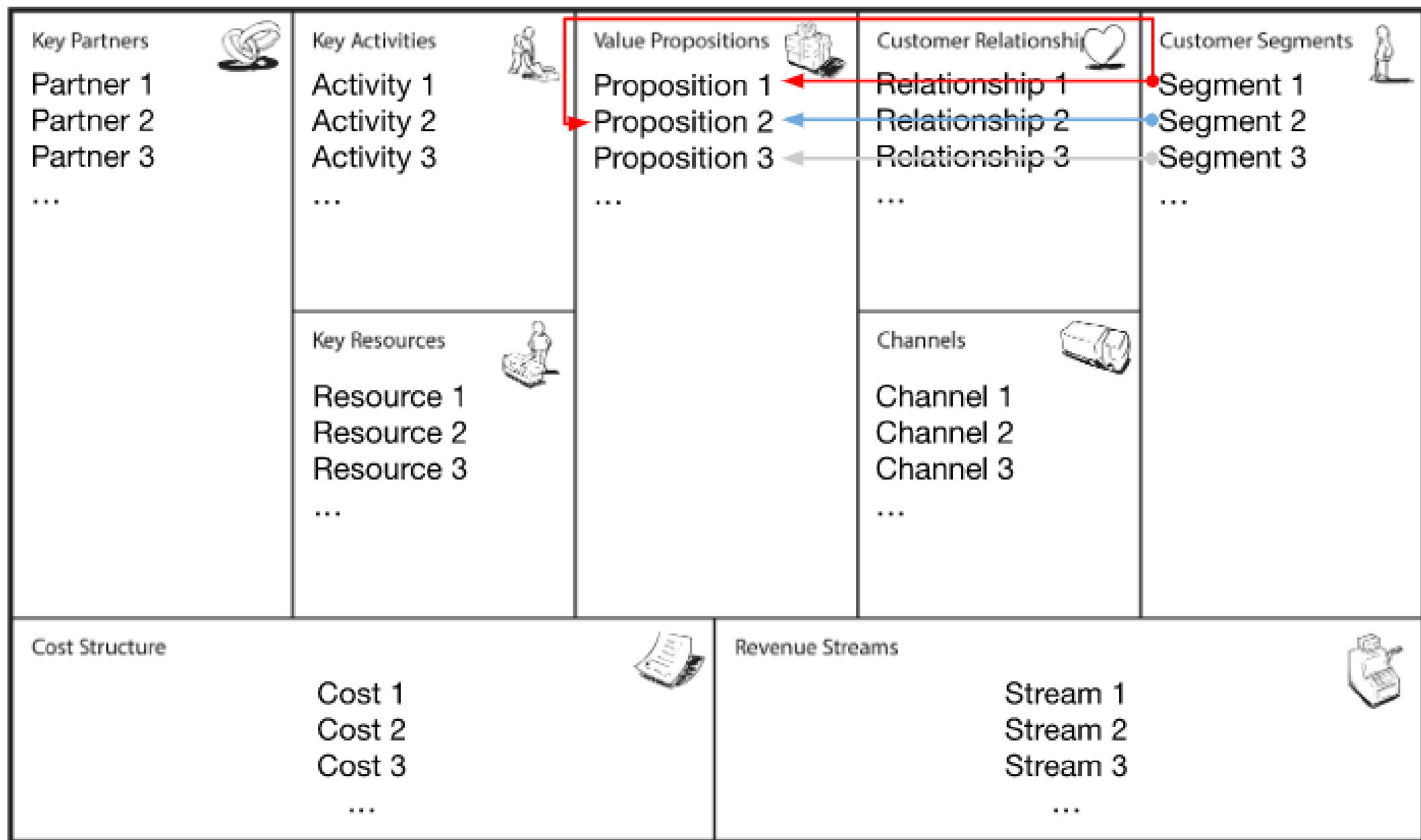
Date:

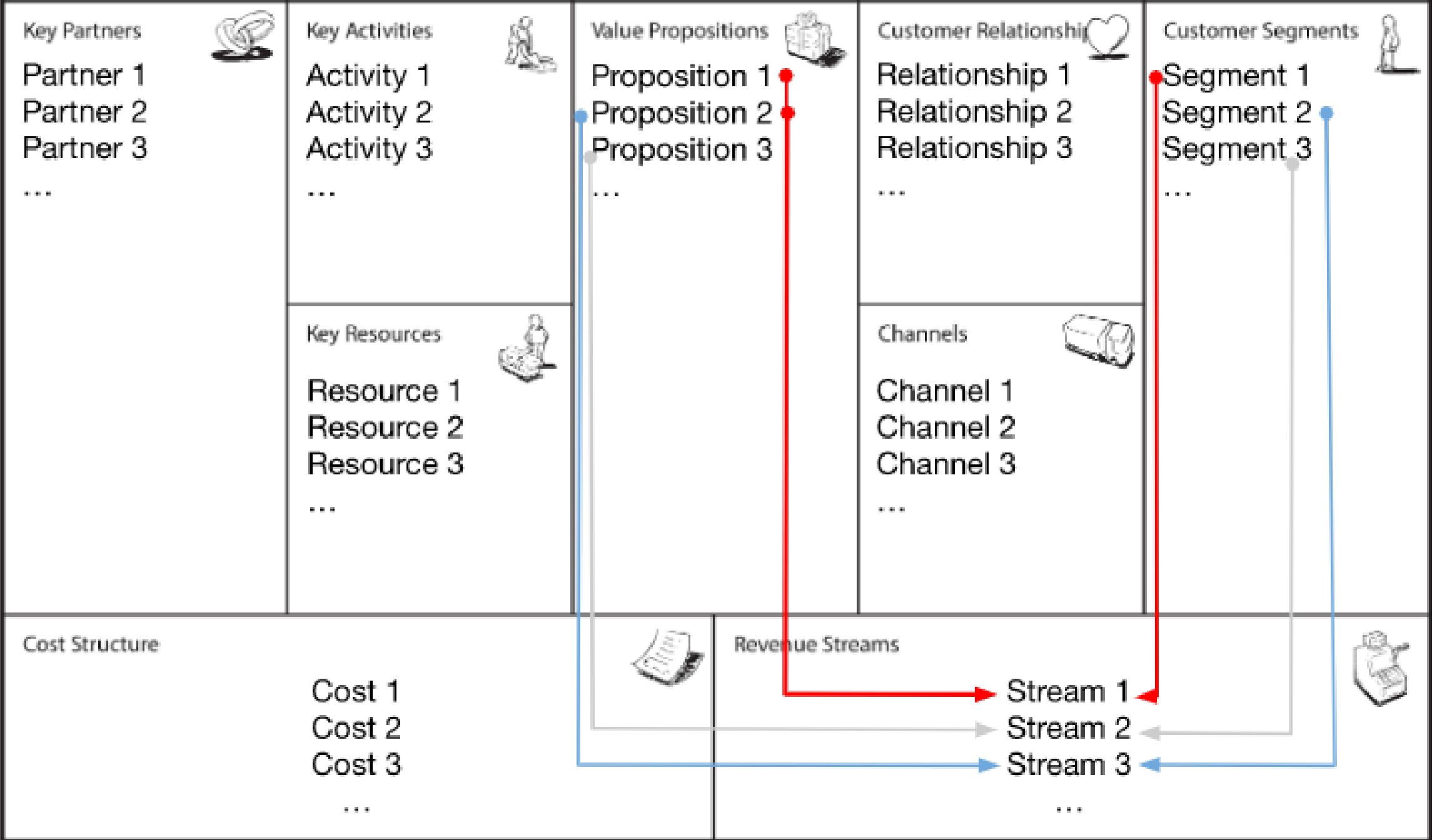
Version:



## BEST PRACTICE

- แบ่งกลุ่มลูกค้าตาม “งานที่ต้องเสร็จ JOBS-TO-BE-DONE” ที่ไม่เหมือนกัน
- ไม่ลงรายละเอียดลูกค้าในนี้ (ให้ไปทำในส่วนอื่น)
- แบ่งเป็นสี่ จะทำให้เข้าใจง่ายที่สุด





# The Business Model Canvas

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Designed by:

Date:

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## VALUE PROPOSITIONS(S)

ข้อเสนอที่มีคุณค่าต่อลูกค้าแต่ละกลุ่ม

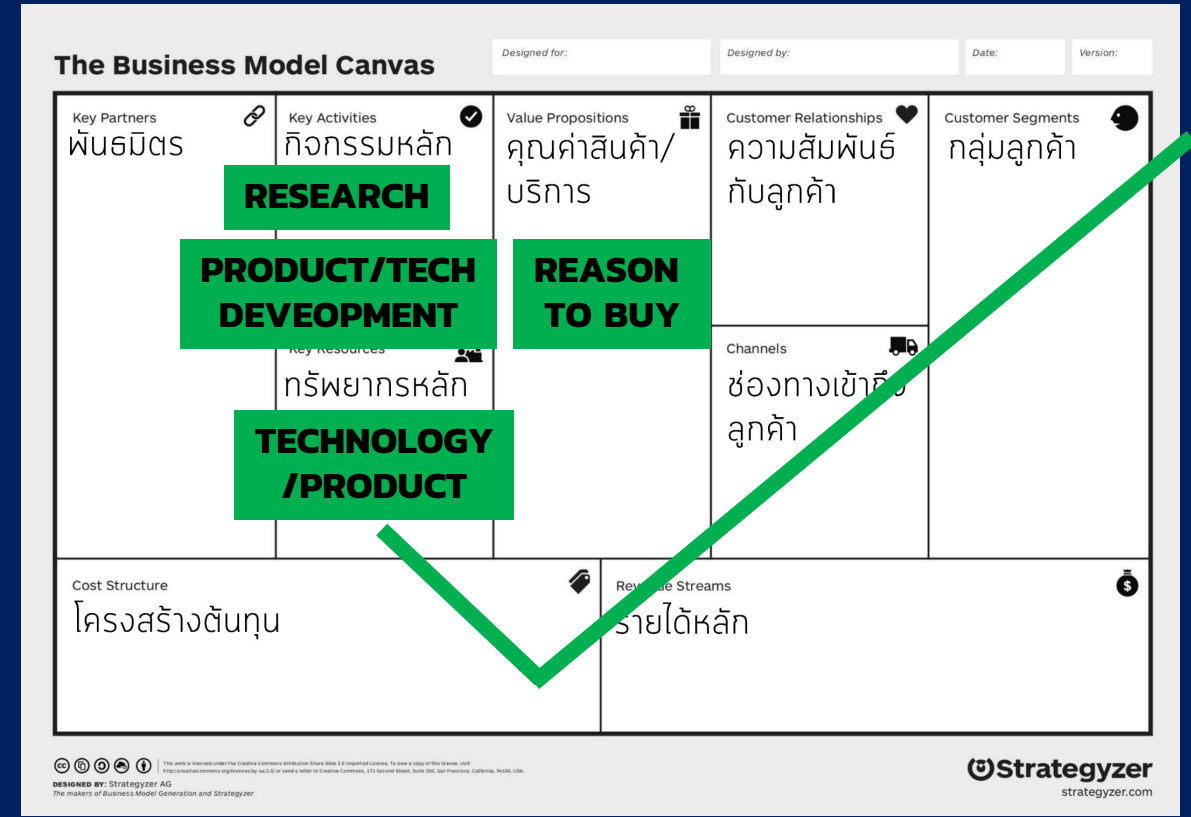
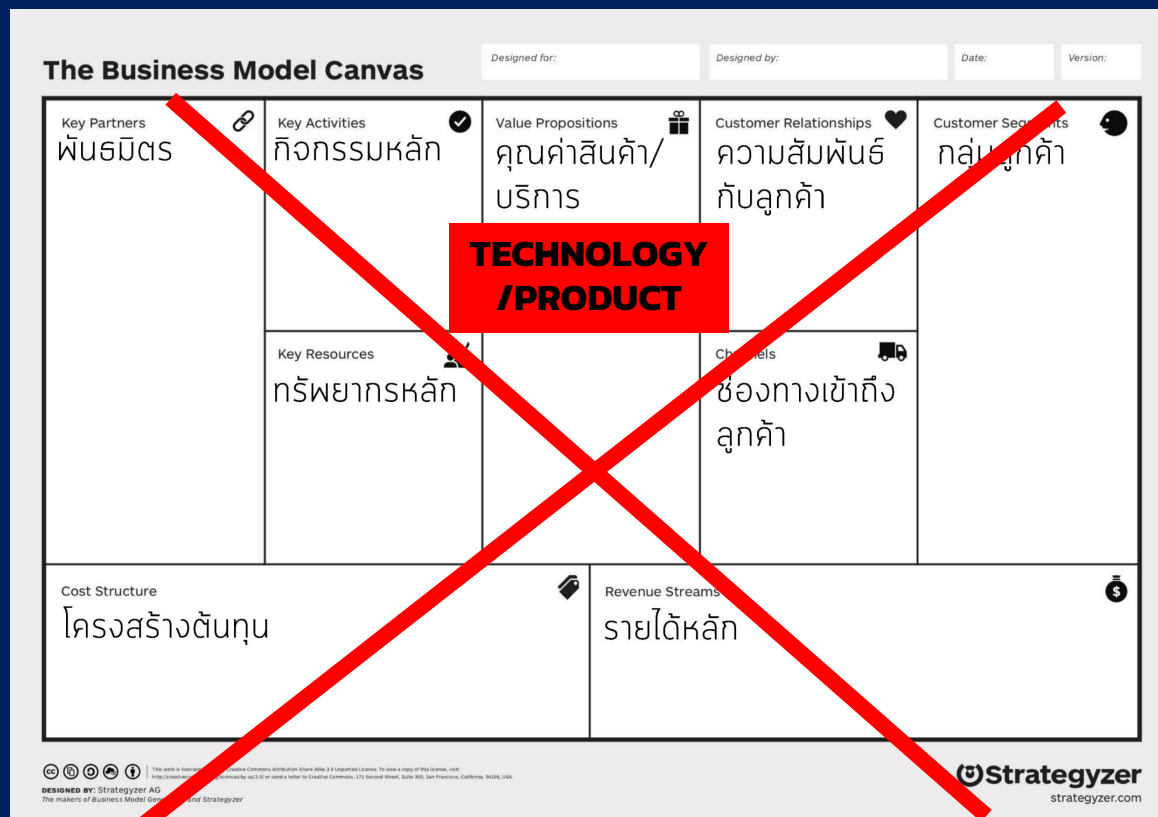
**\*\*HOW\*\*** ผลิตภัณฑ์และบริการของเรา ตอบโจทย์ลูกค้า  
แก้ปัญหา และ เพิ่มประโยชน์ให้กับลูกค้าแต่ละกลุ่ม

อะไรเป็นเหตุผลที่ลูกค้า “เลือกเป็นลูกค้าเรา” โดยไม่เลือกคู่แข่ง

**VALUE PROPOSITIONS** **\*\*ไม่ใช่\*\*** ตัวเทคโนโลยี/งานวิจัย/ผลิตภัณฑ์  
แต่คือ “ประโยชน์ปลายทางที่ลูกค้าแต่ละกลุ่มจะได้รับ”

# YOUR PRODUCT OR RESEARCH/TECHNOLOGY IS NOT YOUR VALUE PROPOSITIONS

BUT IT IS YOUR "KEY RESOURCES" & "KEY ACTIVITIES"





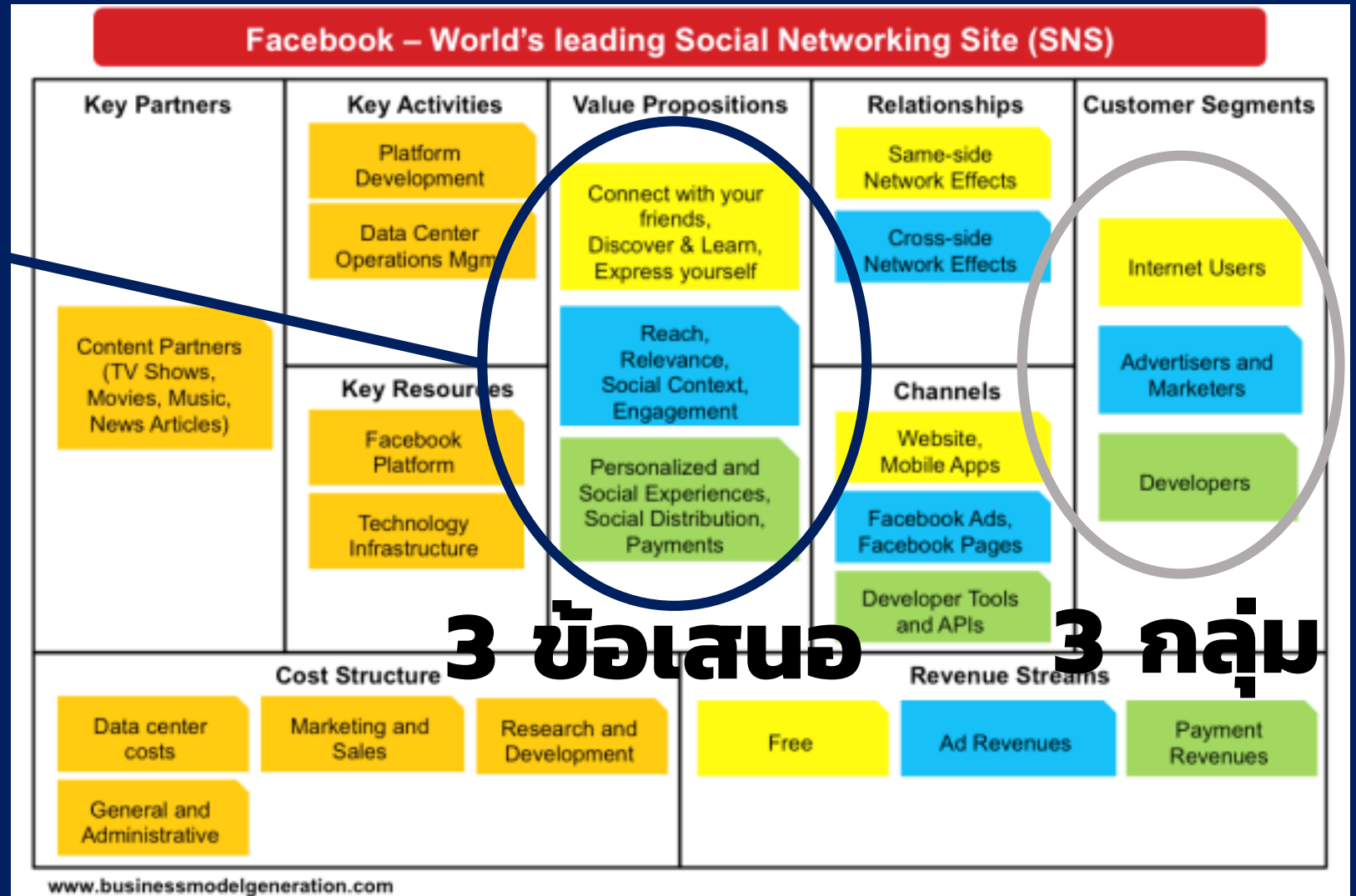
# Value Propositions (ข้อเสนอที่มีคุณค่า)

แปลว่าให้เขียน "ข้อเสนอ"  
หรือ "ประโยชน์ที่ลูกค้า  
แต่ละกลุ่มจะได้รับ"

"ไม่ใช่" ตัวผลิตภัณฑ์  
หรือ เทคโนโลยี  
หรืองานวิจัย

**#NOTE**  
ไม่เขียน "WHAT"  
แต่เขียน "SO WHAT"  
ลูกค้าได้อะไร

ตัวอย่างของธุรกิจที่เป็นแบบ "Multiple Segments"  
คือจำเป็นต้องประกอบไปด้วยลูกค้าหลายกลุ่ม (Segments) เข้าด้วยกัน  
ธุรกิจถึงจะเดินไปได้และเติบโต



A large, faint, light-yellow watermark of the Nestlé logo is centered in the background. It consists of a square frame containing five vertical bars of varying heights, with two horizontal bars at the bottom.

**Nestlé**  
**(e.g. Yogurt Brand)**

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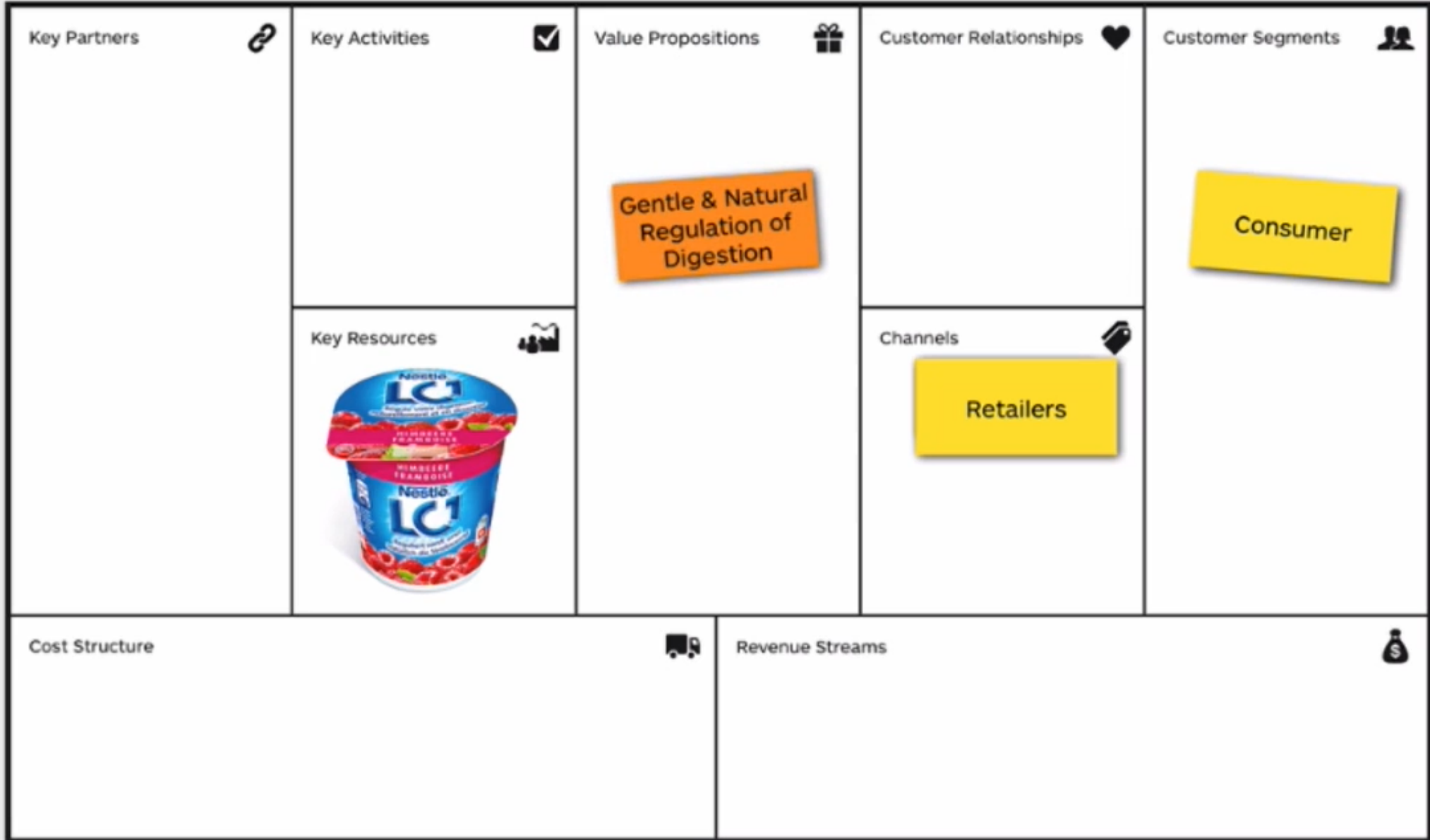
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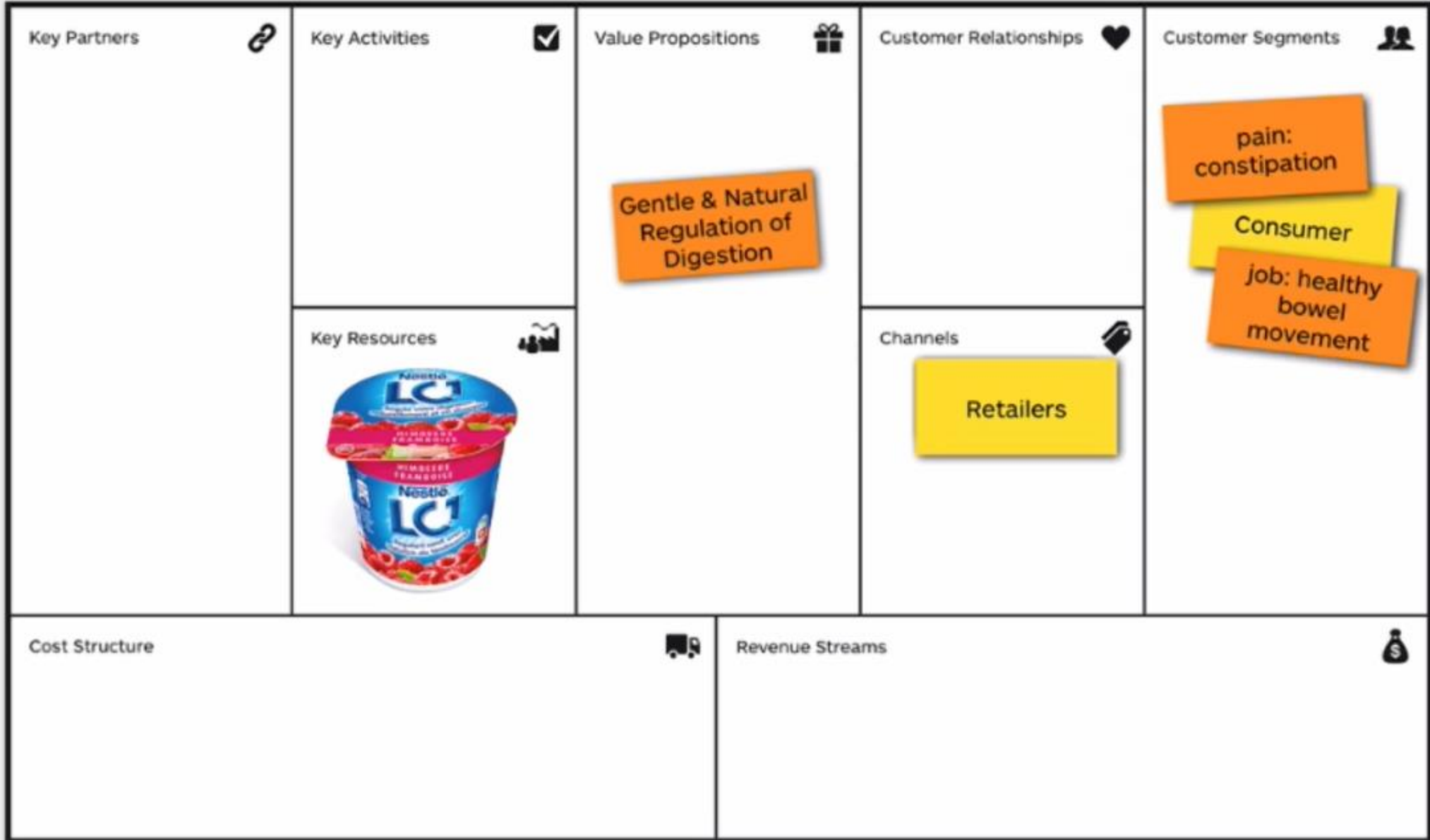


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describes how you create customer value / not "just" the product



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# Global Hygiene Product Company (Washroom Installations)

Source : Alex Osterwalder & Yves Pigneur - Strategyzer

# The Business Model Canvas

## Hygiene Product Company

Date:

Version:

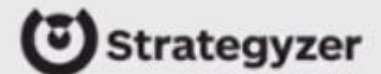


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# The Business Model Canvas

Hys

what's their job-to-be-done?

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# The Business Model Canvas

## Hygiene Product Company

Date:

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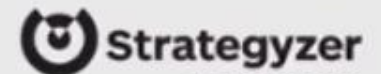
what's their job-to-be-done?

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## Hygiene Product Company

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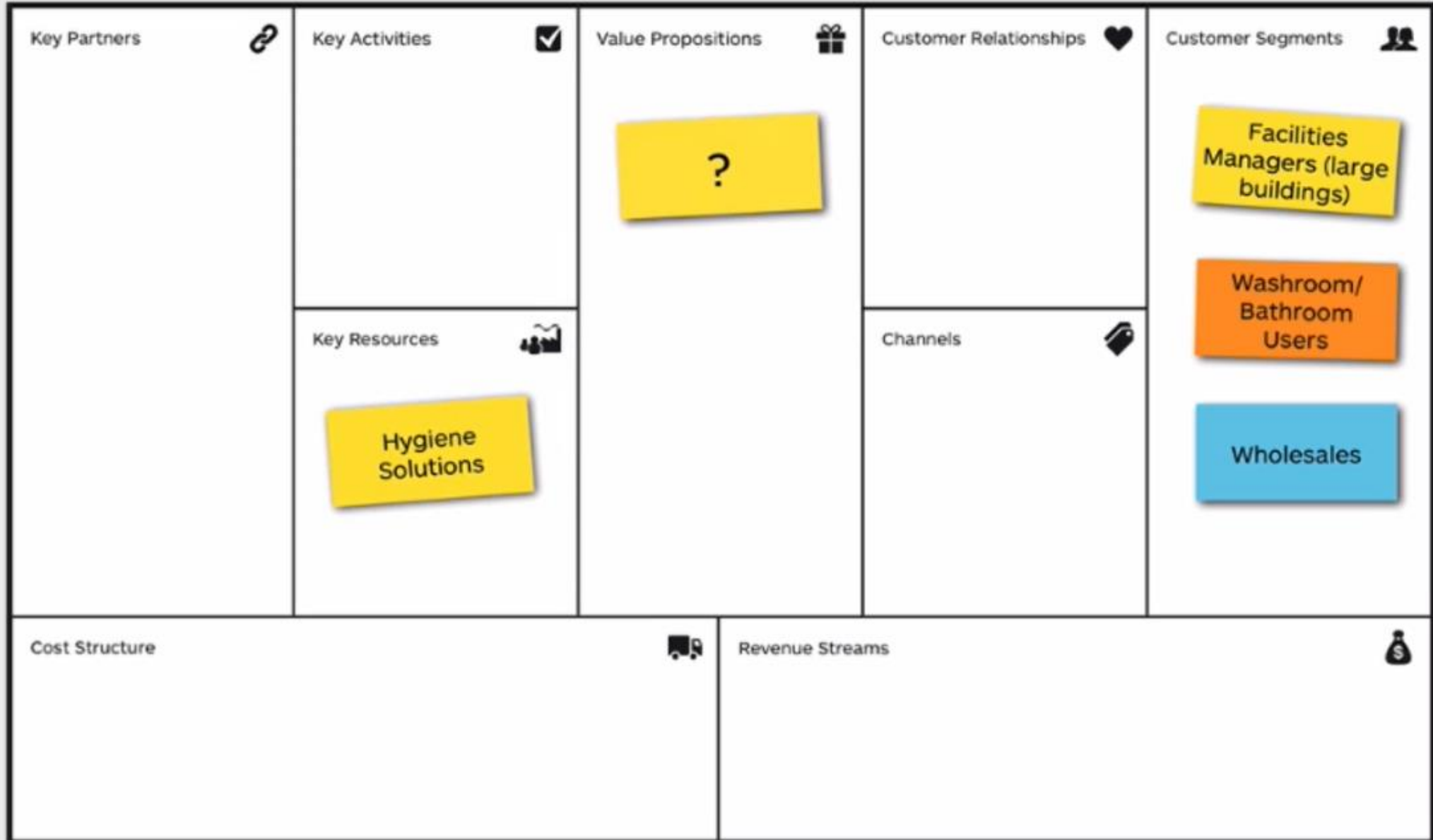


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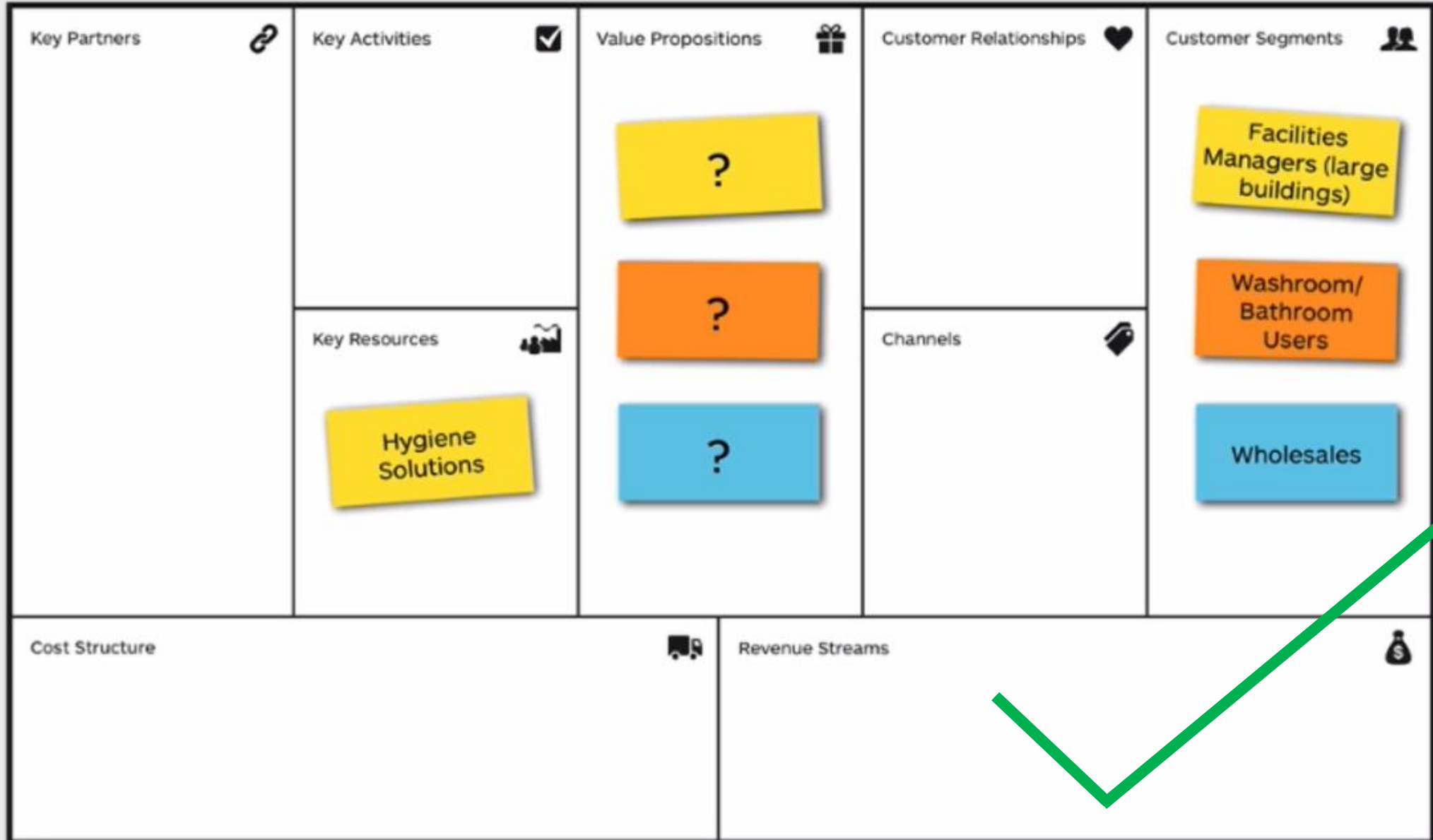


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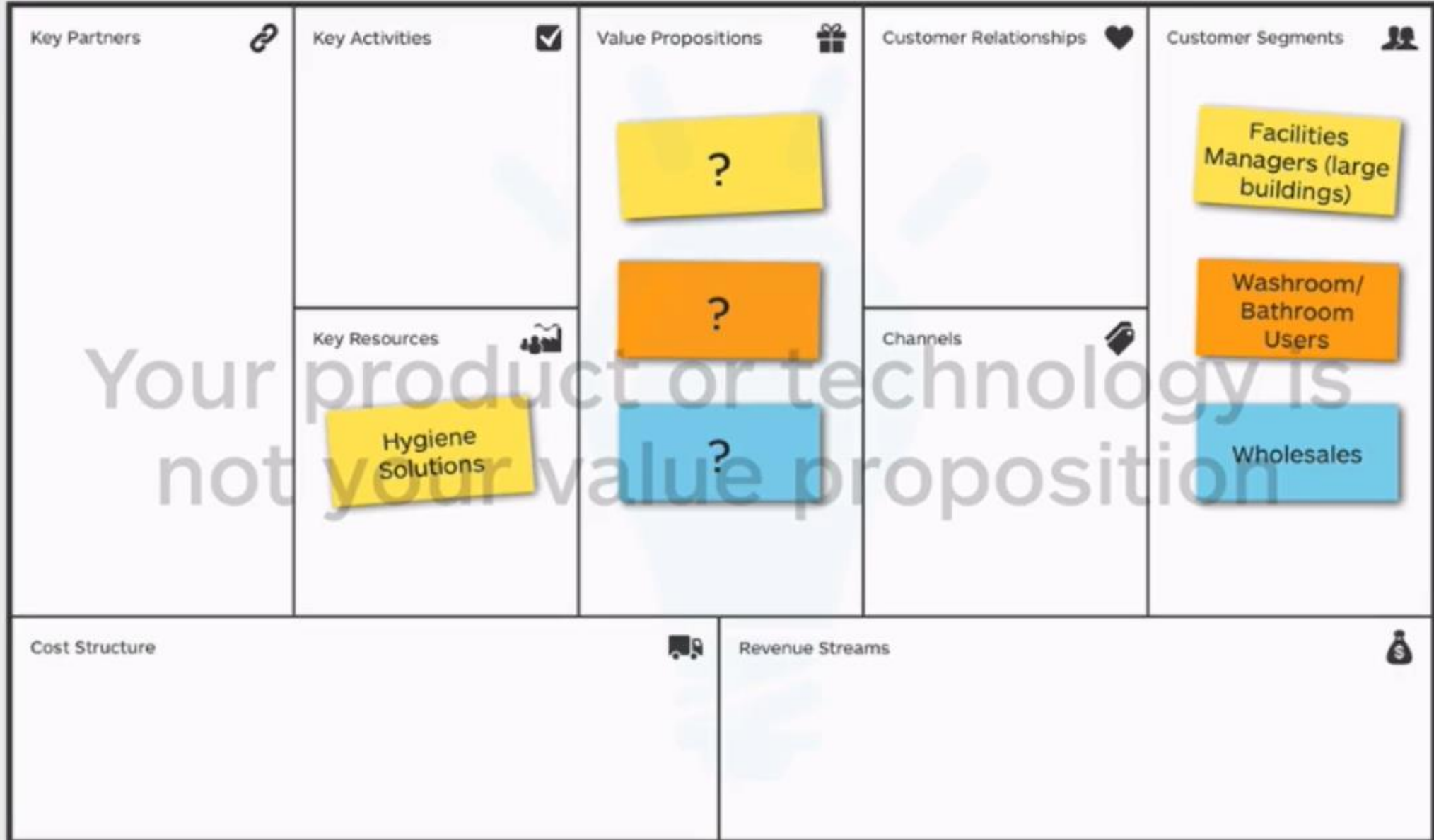
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# The Business Model Canvas

Designed: Hygiene Product Company

Date:

Version:



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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strategyzer.com



# Frequently Observed Mistake

Source : Alex Osterwalder & Yves Pigneur - Strategyzer

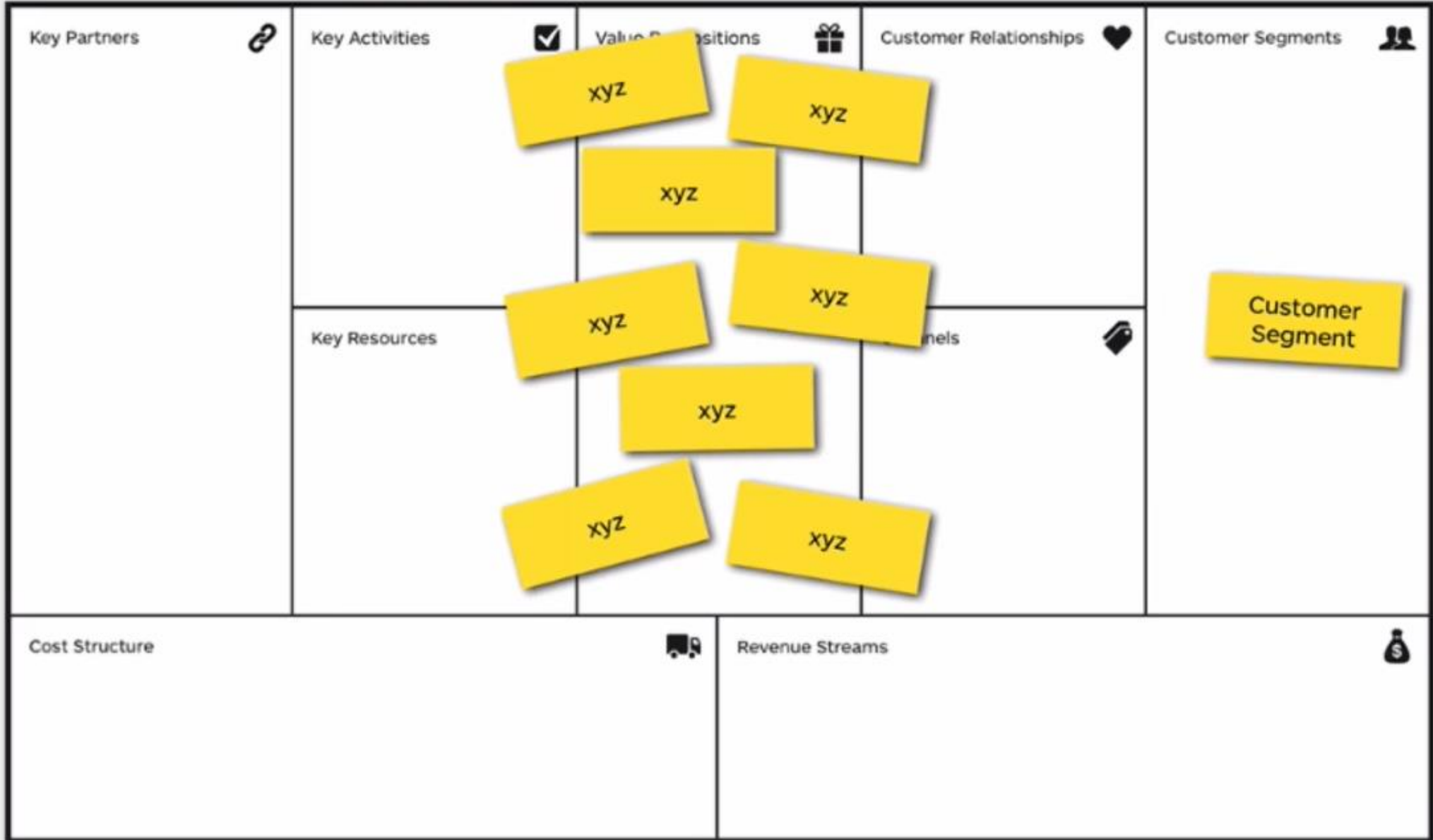
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Designed for:

Designed by:

Date:

Version:



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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**Don't forget the  
big picture**

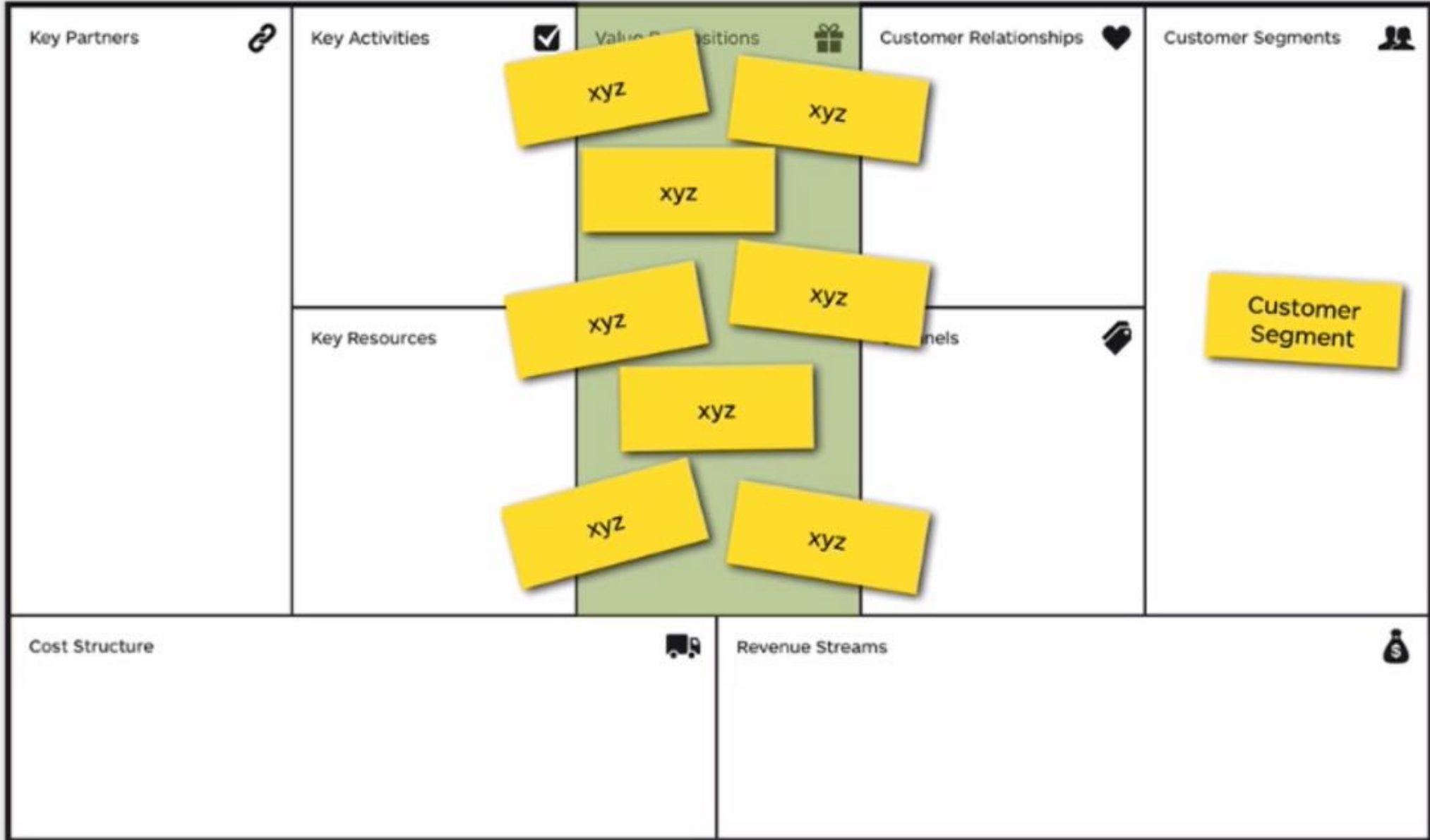
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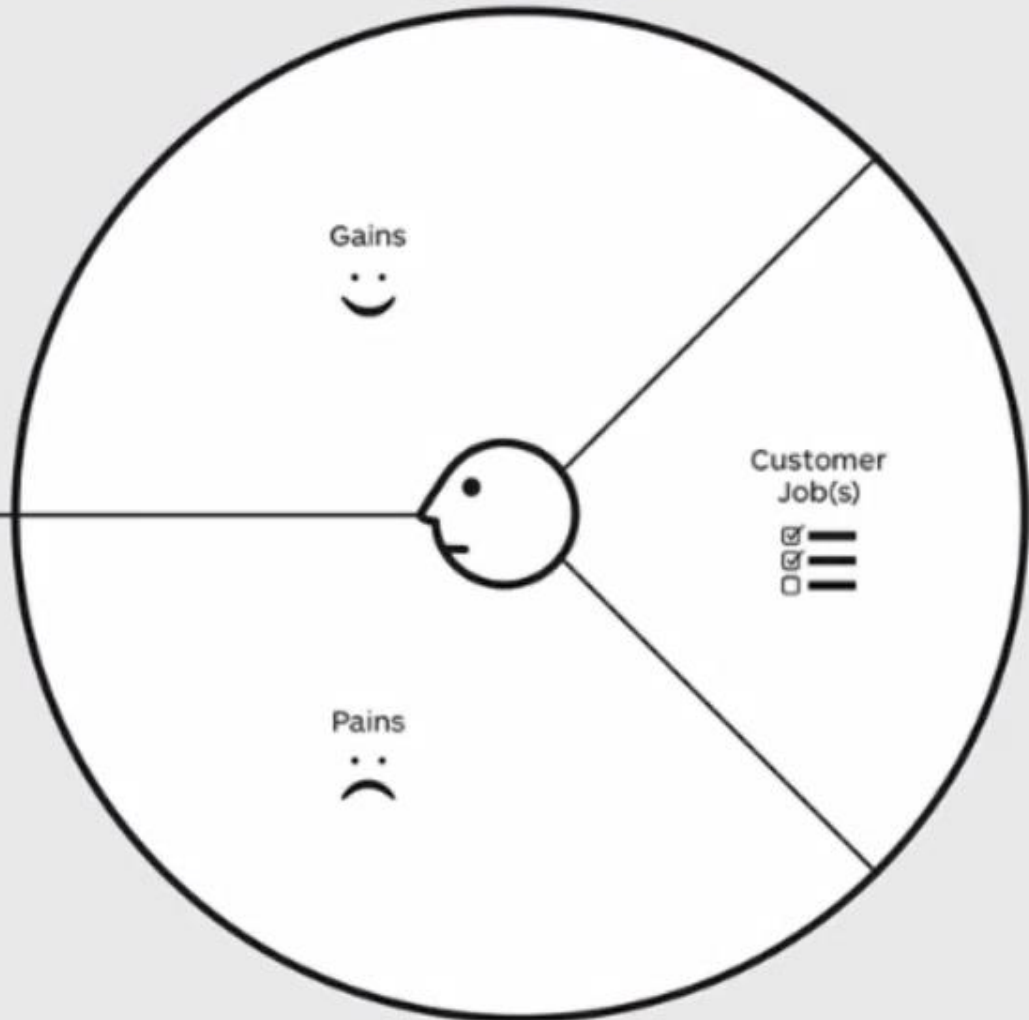
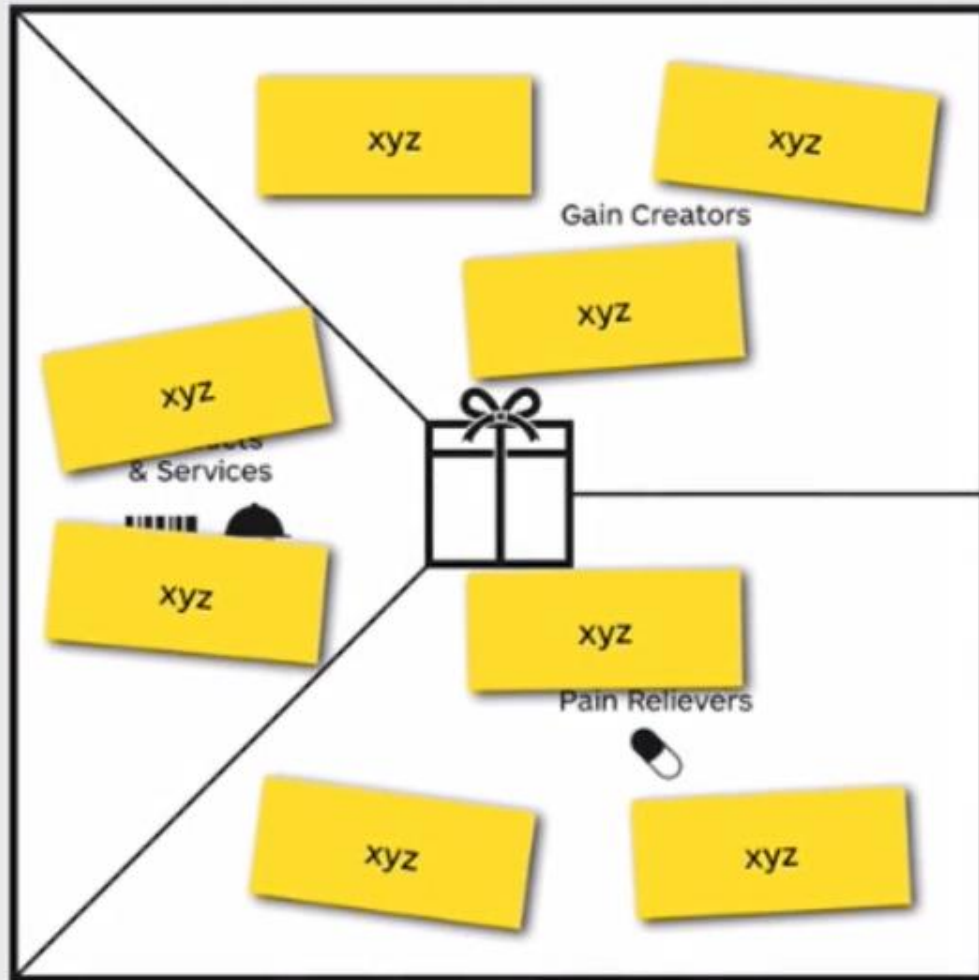
Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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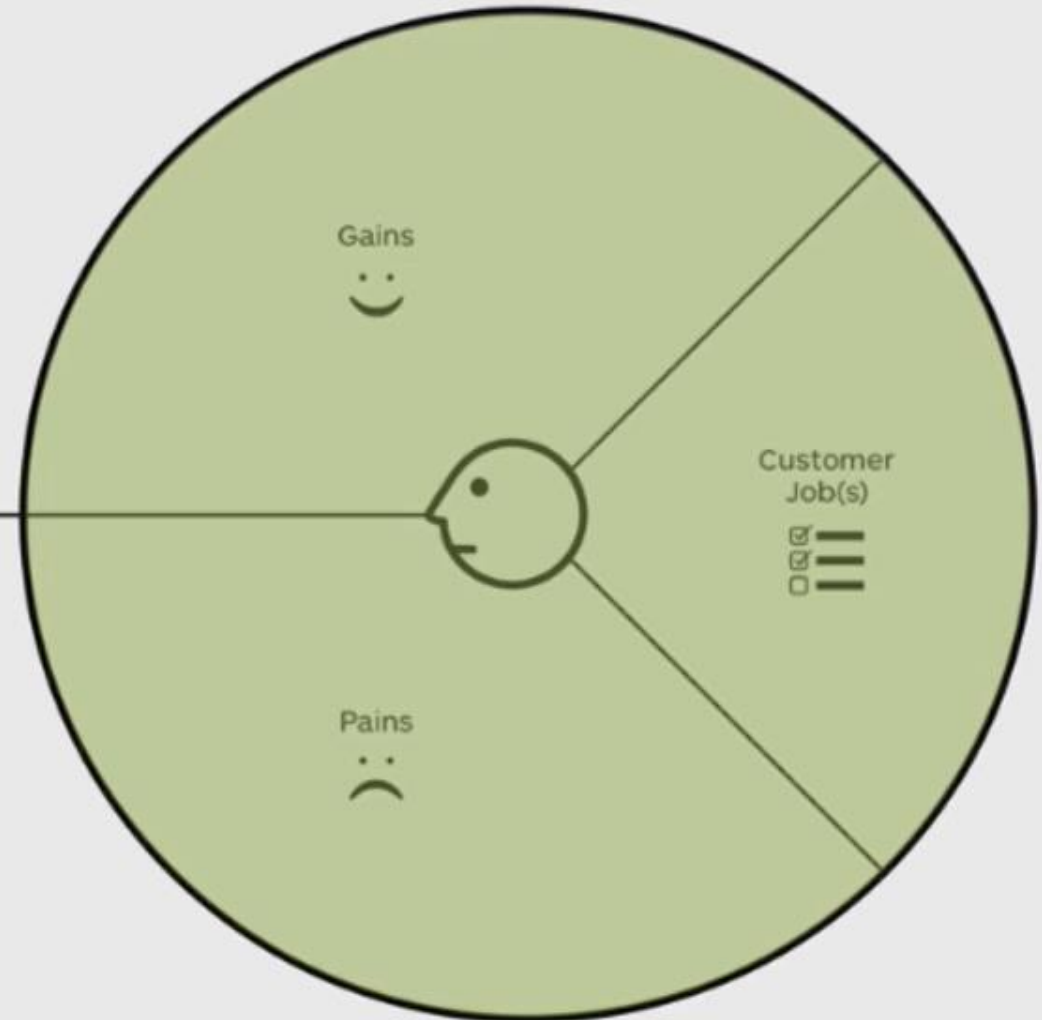
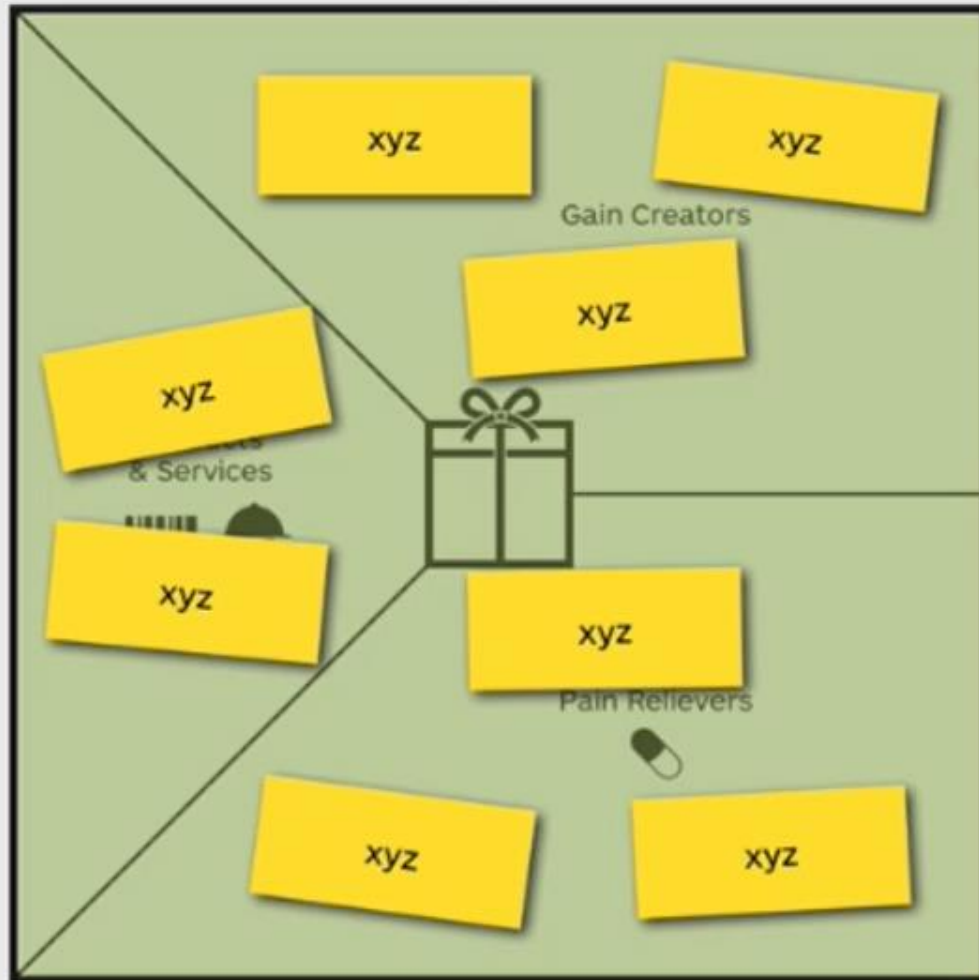
# The Value Proposition Canvas



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



# The Value Proposition Canvas



Source : Alex Osterwalder & Yves Pigneur - Strategyzer

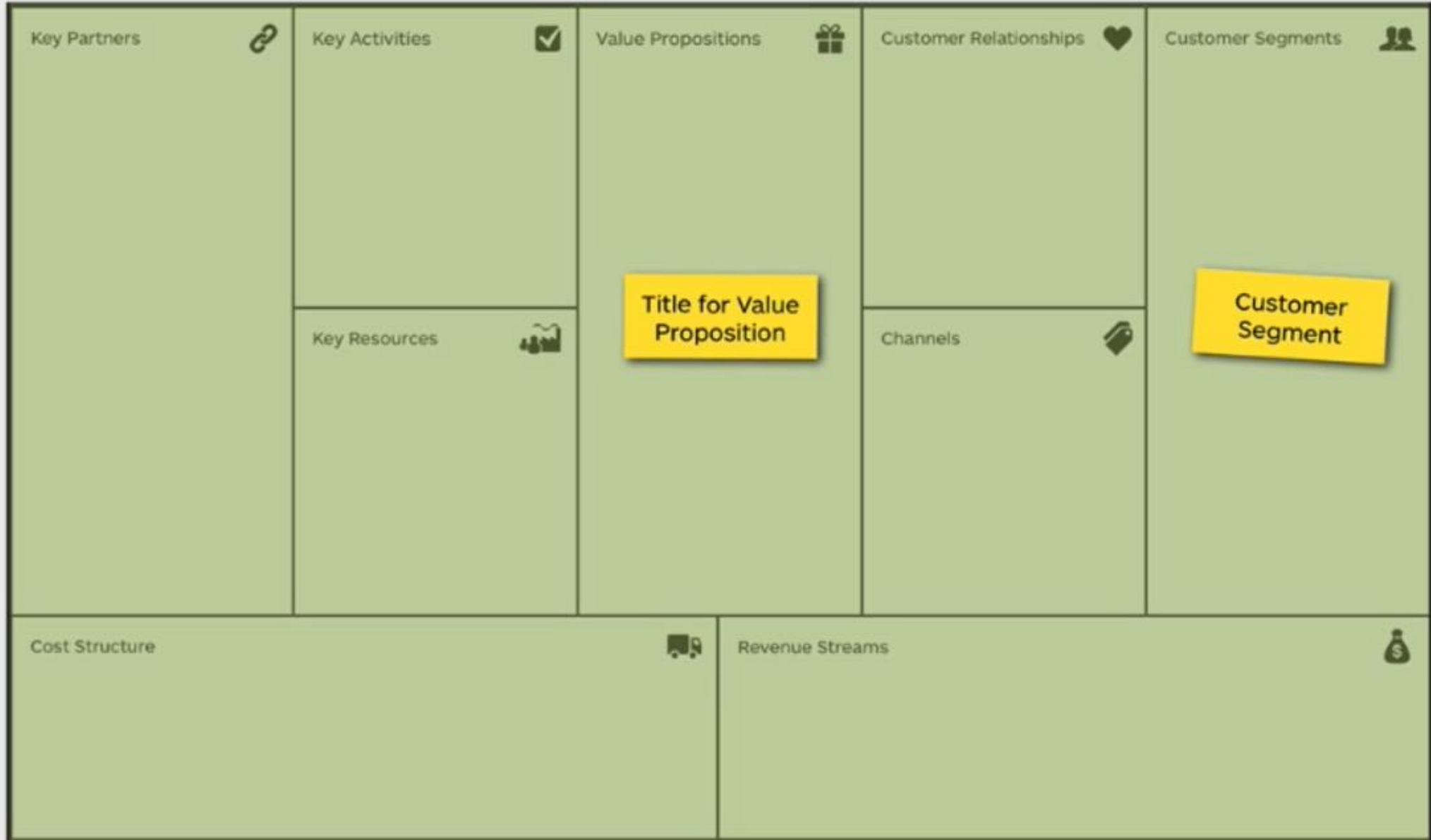
# The Business Model Canvas

Designed for:

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Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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## EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness



Provides access

## FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

# The Elements of Value Pyramid

Products and services deliver fundamental elements of value that address four kinds of needs: functional, emotional, life changing, and social impact. In general, the more elements provided, the greater customers' loyalty and the higher the company's sustained revenue growth.

---

## SOCIAL IMPACT



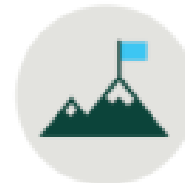
Self-transcendence

---

## LIFE CHANGING



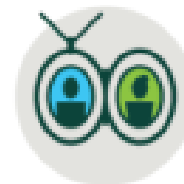
Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/  
belonging

# 30 Elements of Value for Consumers\*

# B2C

## Social Impact

- Self-Transcendence

## Life Changing

- Provides Hope
- Self-Actualization
- Motivation
- Heirloom
- Affiliation and Belonging

## Emotional

- Reduces Anxiety
- Rewards me
- Nostalgia
- Design/Aesthetics
- Badge Value
- Wellness
- Therapeutic Value
- Fun/Entertainment
- Attractiveness
- Provides Access

## Functional

- Saves Time
- Simplifies
- Makes Money
- Reduces Risk
- Organizes
- Connects
- Reduces Effort
- Avoids Hassles
- Reduces Cost
- Quality
- Sensory Appeal
- Informs
- Integrates
- Variety

# 40 B2B Elements of Value\*

# B2B

## Inspirational Value

- Vision
- Hope
- Social Responsibility

## Individual Value

- Career**
- Marketability
  - Network Expansion
  - Reputational Assurance

- Personal**
- Design & Aesthetics
  - Fun & Perks
  - Growth & Development
  - Relaxed Anxiety

**Productivity**

- Time Savings
- Decreased Hassles
- Reduced Effort
- Information
- Transparency

**Relationship**

- Responsiveness
- Expertise
- Commitment
- Stability
- Culture Fit

## Ease of Doing Business Value

- Operational**
- Connection
  - Integration
  - Organization
  - Simplification

**Access**

- Availability
- Variety
- Configurability

**Strategic**

- Risk Reduction
- Reach
- Flexibility
- Component Quality

## Functional Value

- Economic**
- Improved Top Line
  - Cost Reduction

**Performance**

- Product Quality
- Scalability
- Innovation

## Table Stakes

- Meets Specifications
- Acceptable Price
- Regulatory Compliance
- Ethical Standards

\*Rotman Management



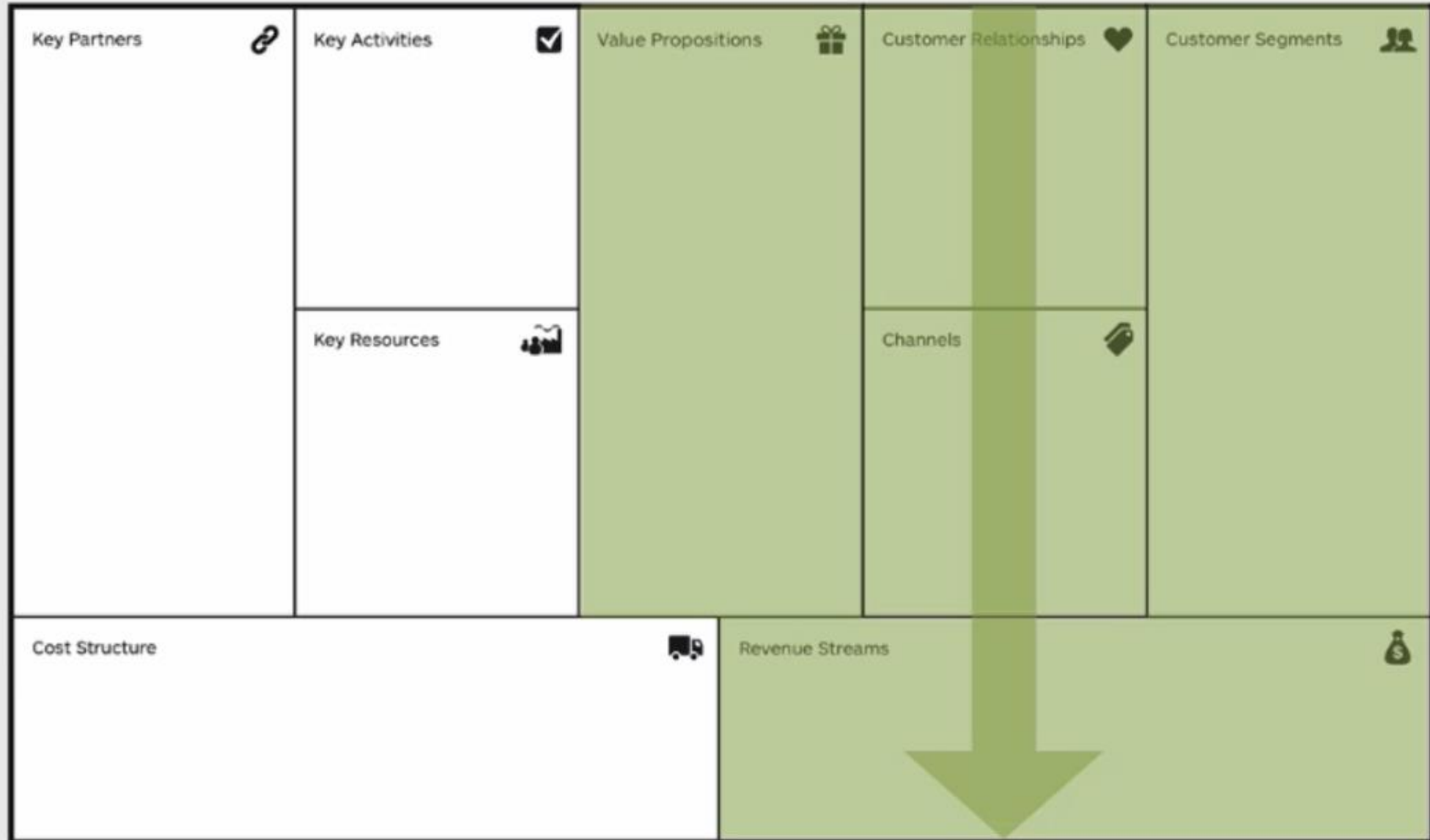
# The Business Model Canvas

Designed for:

Designed by:

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# Revenue Streams

รูปแบบของรายได้ที่เหมาะสมกับโมเดลธุรกิจมีแบบใดบ้าง

Asset  
Sales

ค่าสินค้า

Service/  
Usage Fee

ค่าบริการ

Subscrip-  
tion Fee

ค่าสมาชิก

Lending/  
Renting

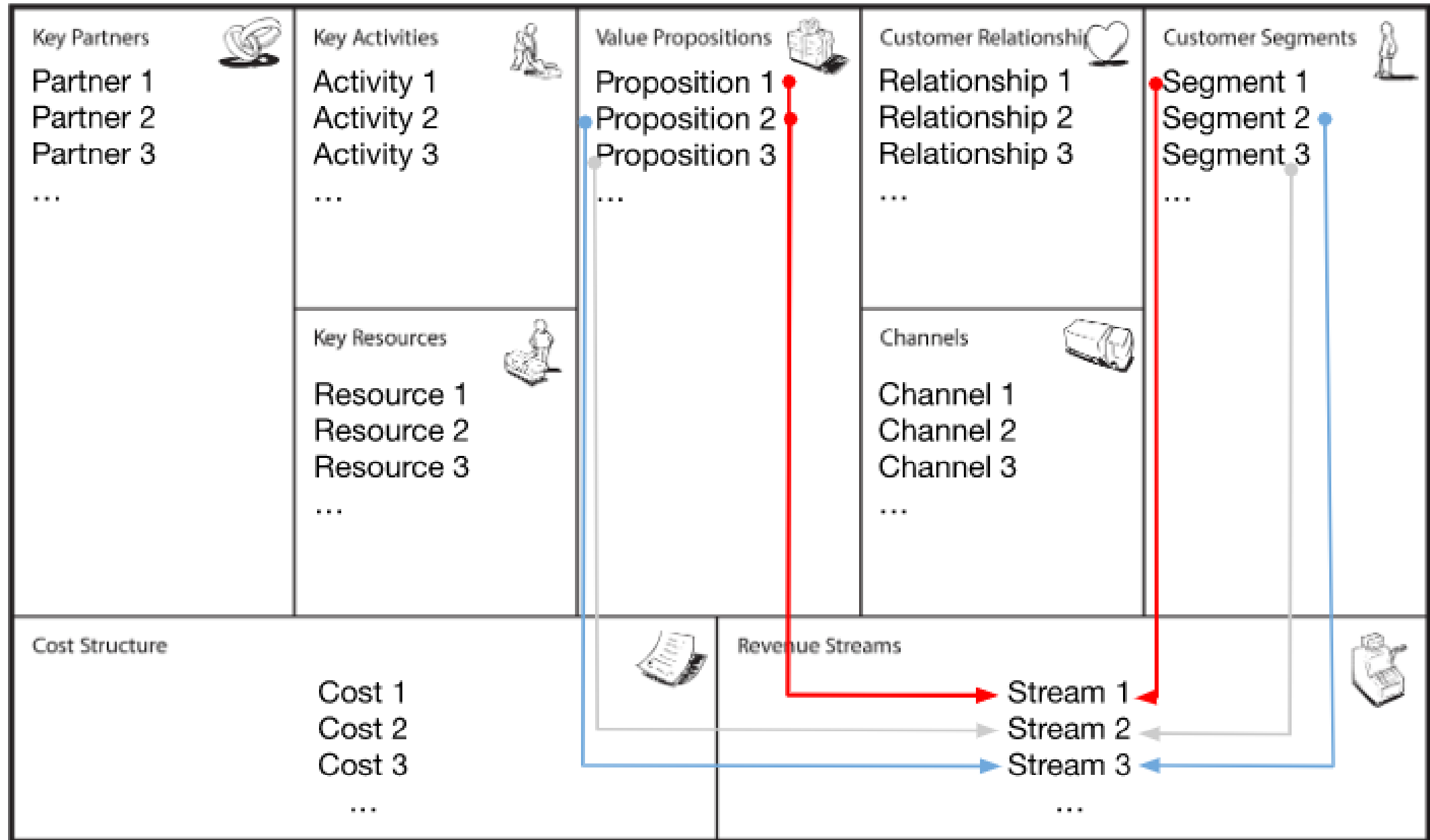
ค่าให้ยืม/  
เช่า

Licensing

ค่าอนุญาต  
ให้ใช้สิทธิ์

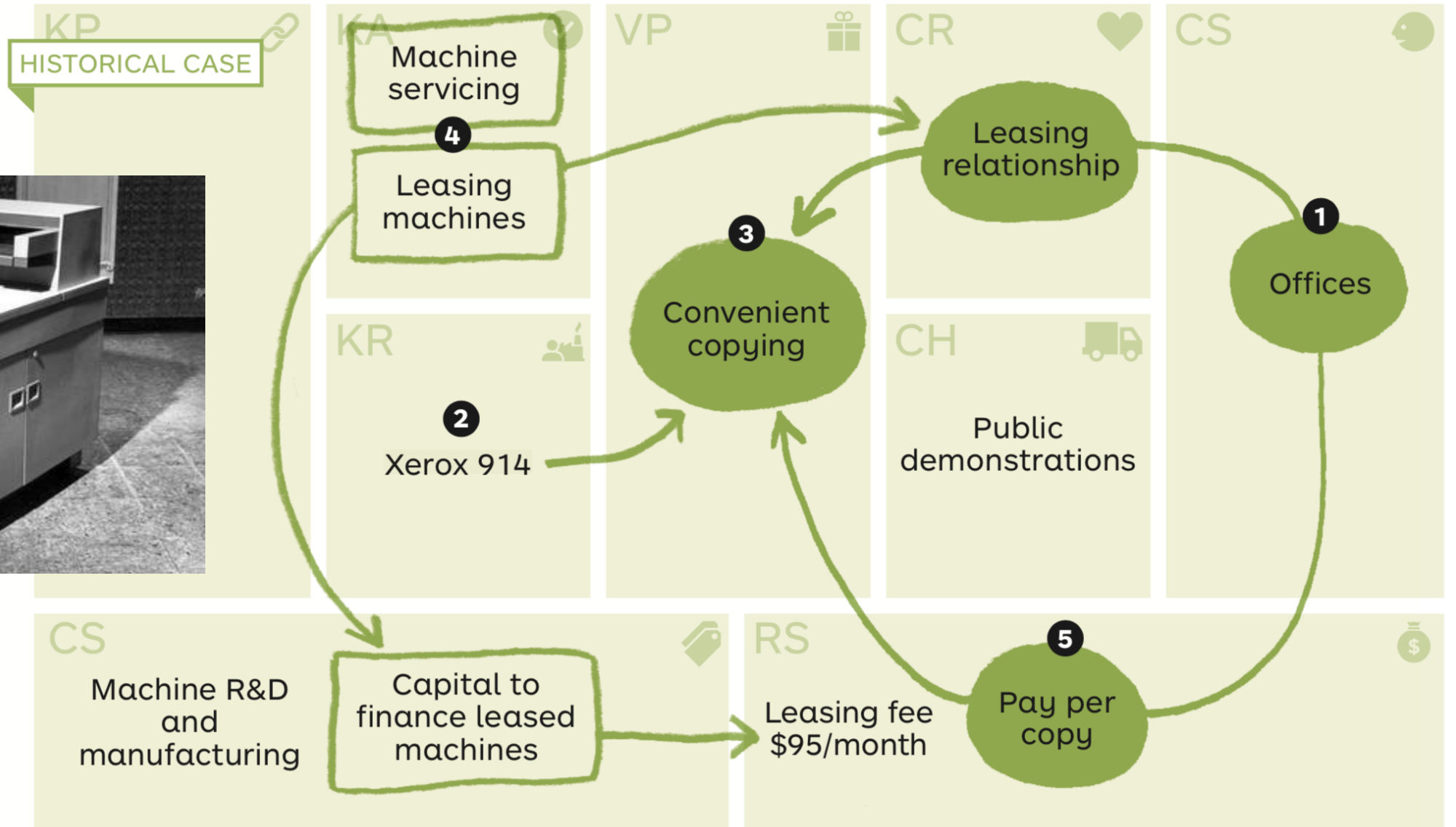
Adver-  
Tising

ค่าพื้นที่  
โฆษณา



# ***XEROX 914 MODEL***







# Gillette Business Model



1904

Business model has an element of innovation

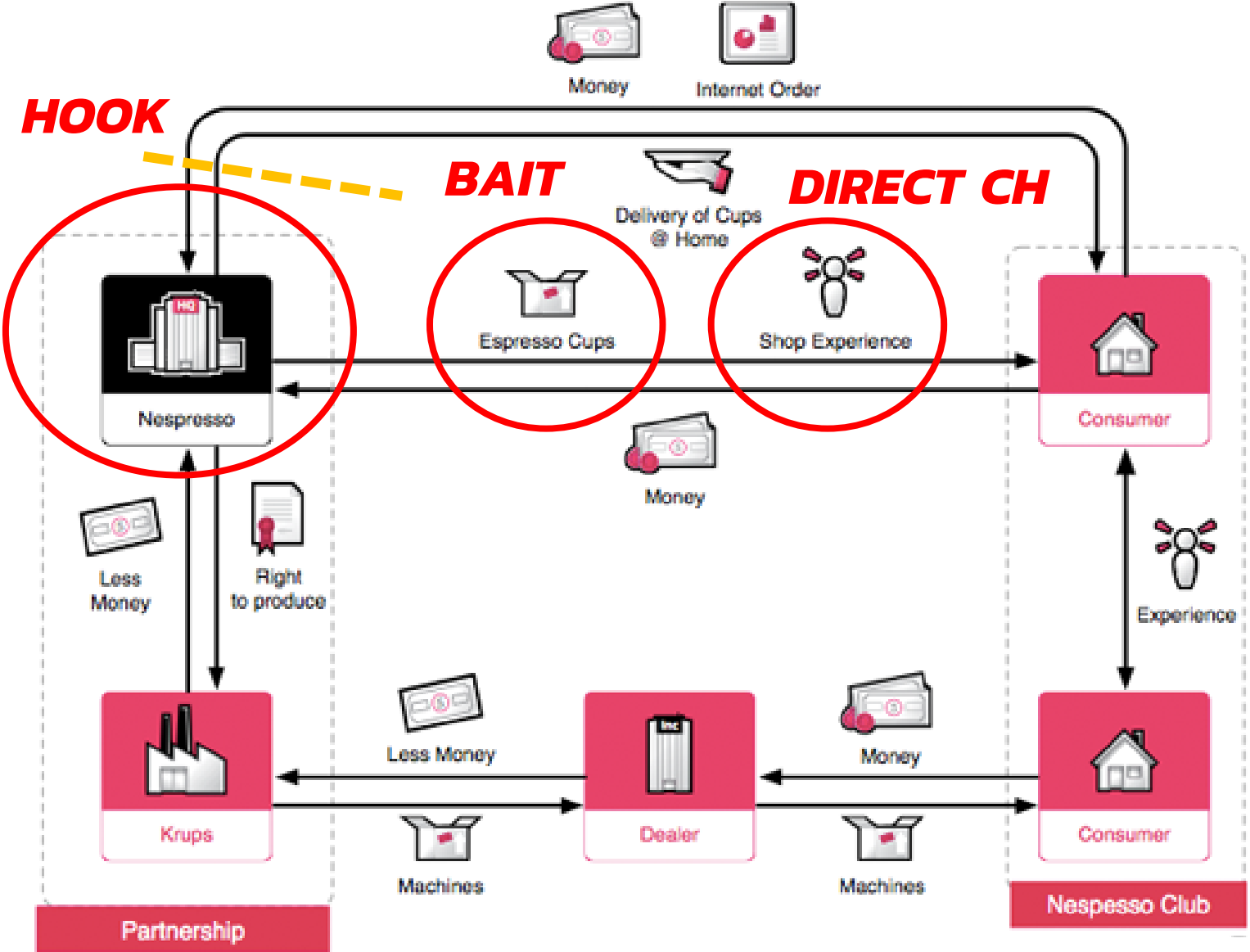


# REVENUE PATTERN TYPE : BAIT & HOOK



## Nespresso's success key drivers

1. Business model
  - Low Cost Machine
  - Premium Coffee
  - ((Bait & Hook Model))**
  
2. Marketing Strategy
  - Direct to consumer channel**
  - ((allows the brand to build a deep understanding and relationship with its drinkers))







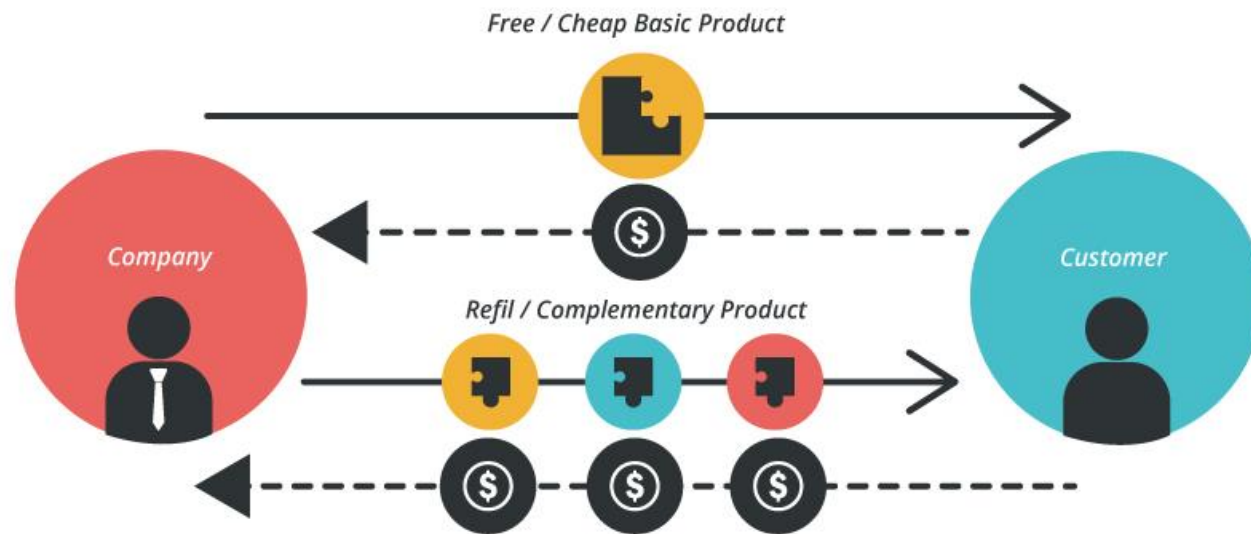
## ***Bait & Hook : Success factors***

### ***Suitability***

It is important to lock the “blade” to the “razor” and make it attractive for the customer to buy the razor item or service for a period of time.

### ***Loyalty***

The company either needs to create loyalty for their brand or prevent other firms from entering the market.



The basic product (hook) is offered cheaply or free; the complementary product or refill (bait) is sold expensively. The basic product cannot be used without the complementary product.



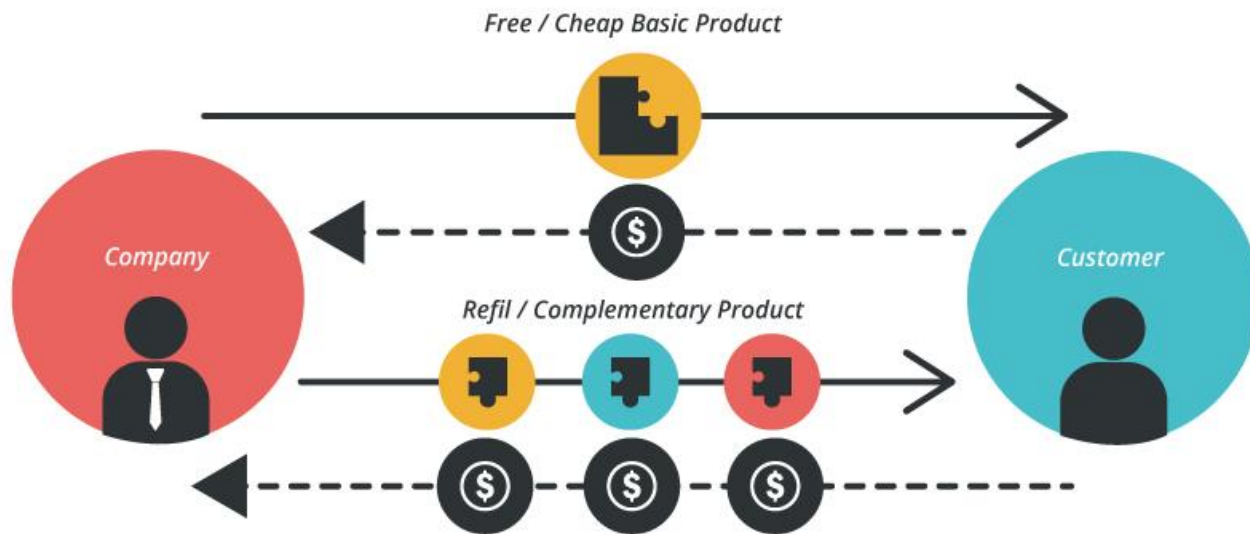
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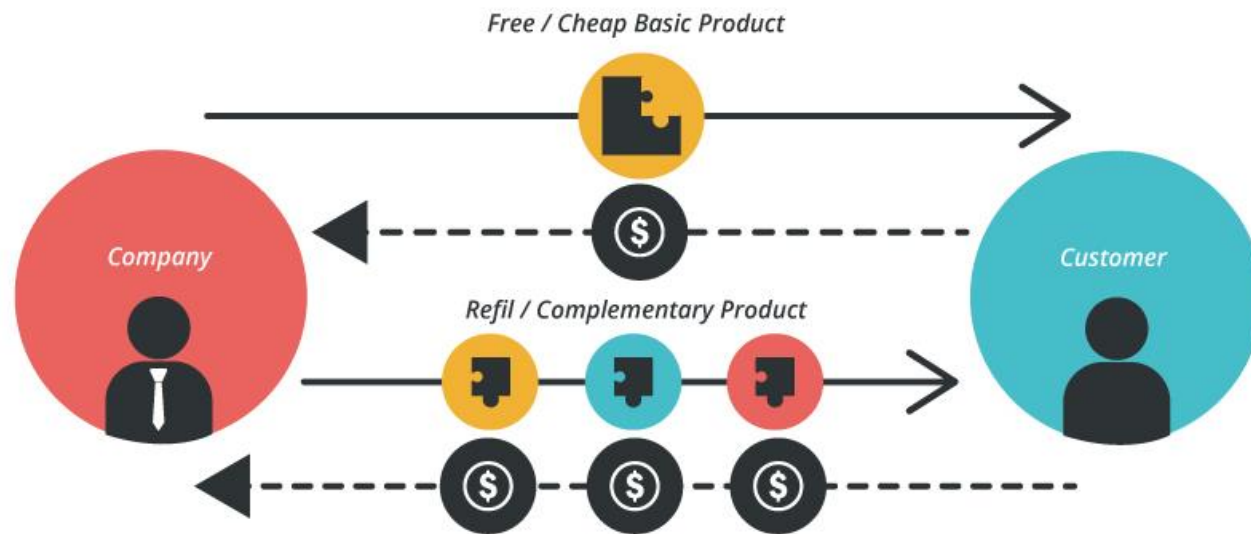
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## ***Subscription : Success factors***

### ***Design the subscription experience***

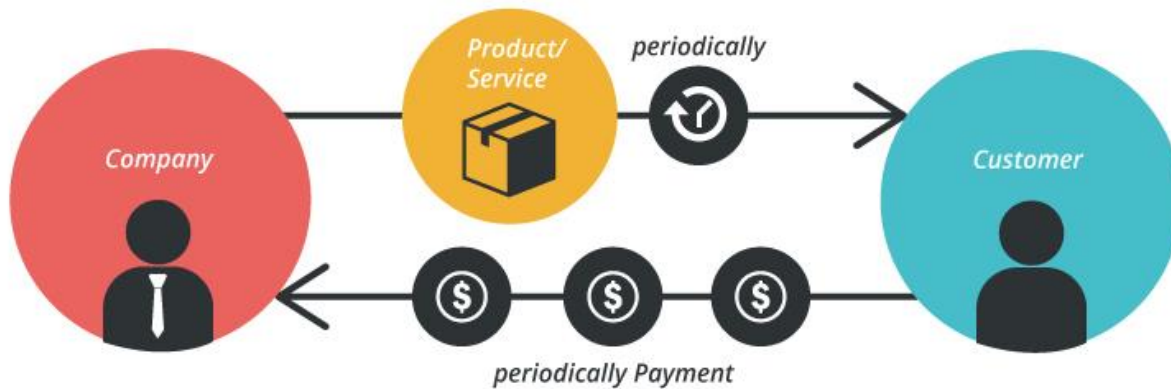
Don't just think about the service or product but also about the process during the subscription phase.

### ***Use the existing relationship to learn about the needs of your customer***

Learn about how to stay attractive over time e.g. by using customer data.

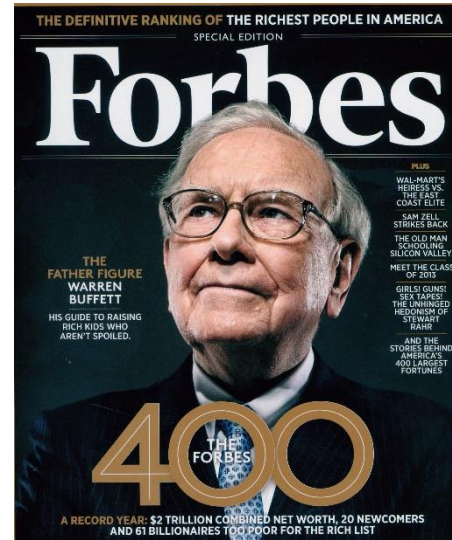
### ***Create a lock-in***

Switching costs and therefore customer retention and lock-in effects increase when users enter or collect information, build up a network or invest time in the service over time.



***With a subscription business model the company receives periodic payment in order to deliver (give access to) a product or service***





**Subscription : Success factors**

**Design the subscription experience**

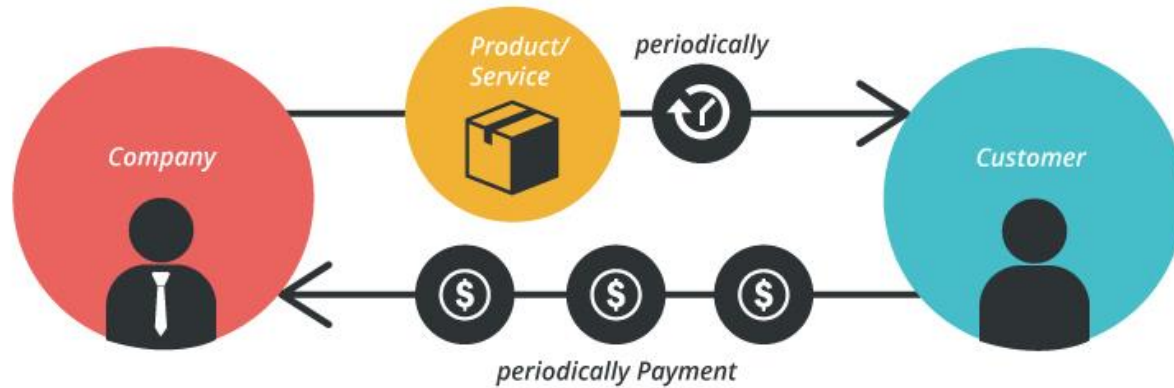
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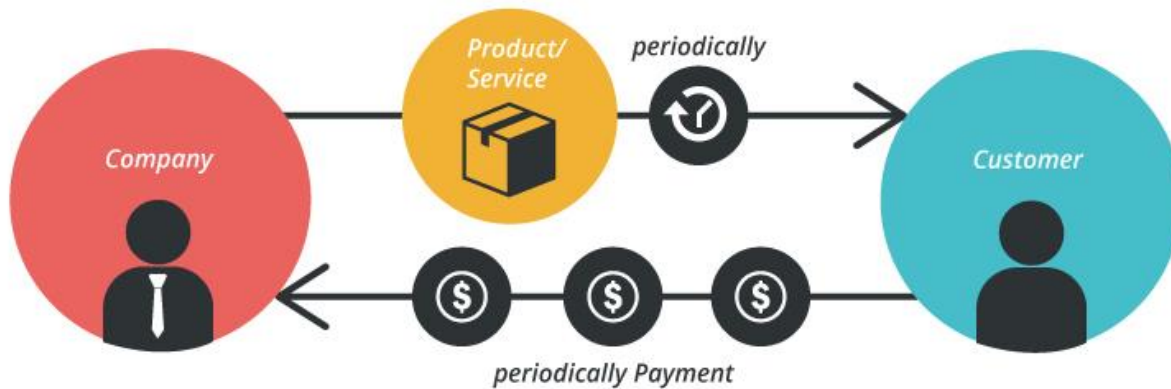


**With a subscription business model the company receives periodic payment in order to deliver (give access to) a product or service**

 Adobe Creative Cloud



1 Year Subscription



***With a subscription business model the company receives periodic payment in order to deliver (give access to) a product or service***

### ***Subscription : Success factors***

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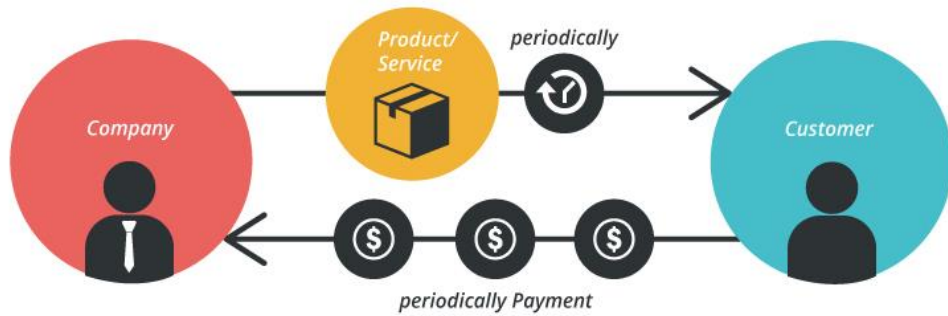
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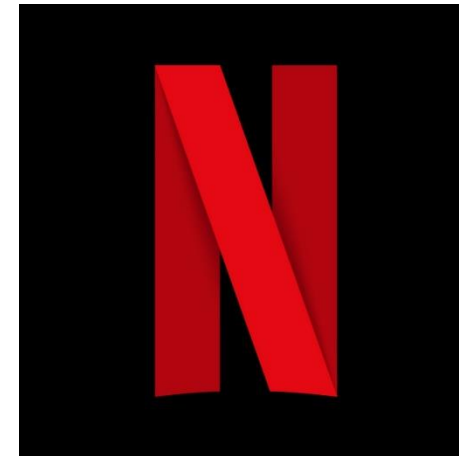
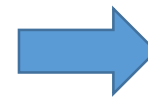
Switching costs and therefore customer retention and lock-in effects increase when users enter or collect information, build up a network or invest time in the service over time.



There are two different kinds of subscription models:  
 1. The customer receives a product / service periodically:  
 the ownership is transferred to the customer



2. The customer gains access to a service or virtual product:  
 the customer gets the right to use it  
 (SAAS = software as a service)



\*\*\*\*

Digital business models often provide a basic service for free and offer premium features together with a subscription model (LINK Freemium + Subscription pattern).

 Adobe Creative Cloud



1 Year Subscription







# COROLLA CROSS

ราคาอย่างเปิดเผย

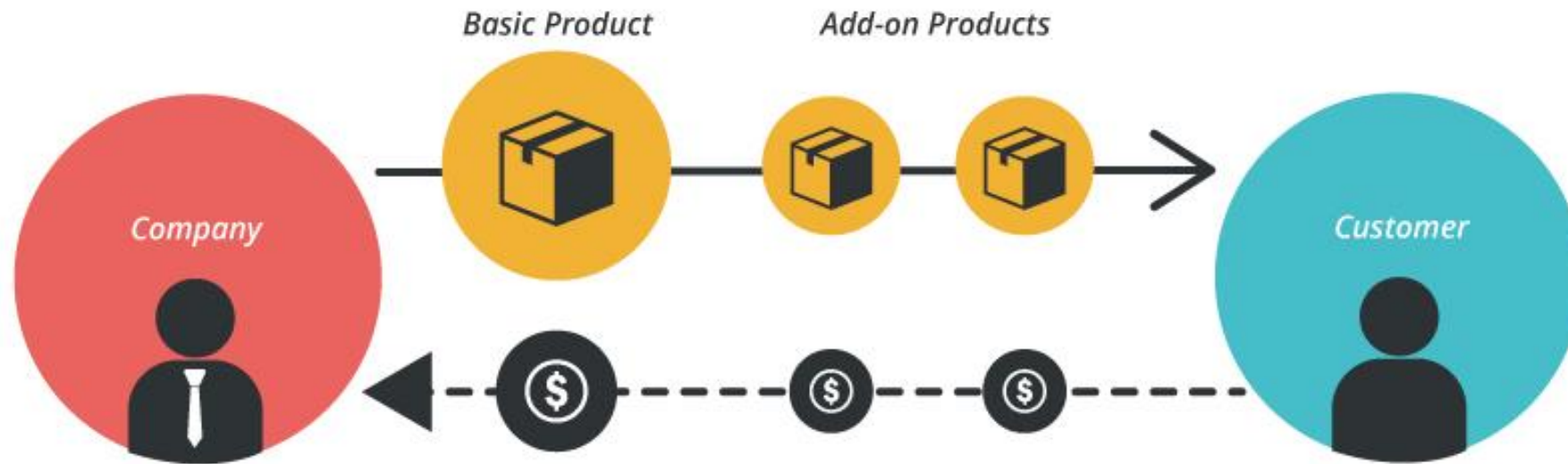
1.8 SPORT  
959,000

1.8 HYBRID SMART  
1,019,000

1.8 HYBRID PREMIUM  
1,089,000

1.8 HYBRID PREMIUM SAFETY  
1,199,000

Add-on





**COROLLA CROSS**

ราคาต่อหน่วยรวมภาษี

1.8 SPORT  
959,000

1.8 HYBRID SMART  
1,019,000

1.8 HYBRID PREMIUM  
1,089,000

1.8 HYBRID PREMIUM SAFETY  
1,199,000

**Add-on : Success factors**

**Basic Product**

Make sure that the basic product fulfills the core needs but also creates the desire for the add ons.

**Profitability**

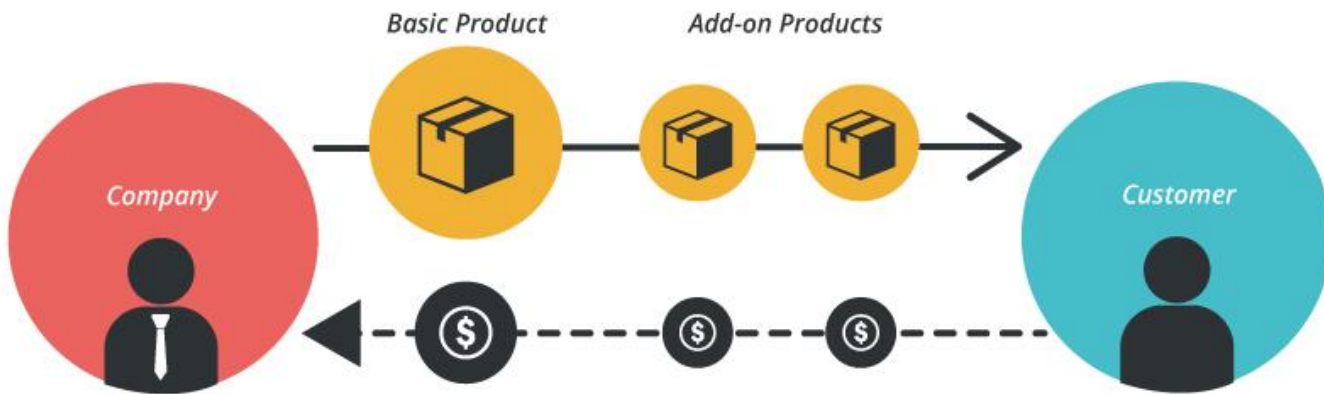
Develop a balanced pricing strategy that includes the basic product with (usually) a low or no margin and attractive add-ons with high margin.

**Test new Add-ons**

Constantly run tests with new add-ons to keep your product fresh and to learn about changing needs or undiscovered potentials.

**Customer Relationship**

Buyer-seller relationships are imperative with communication, empathy and understanding of wants and needs.



**Useful for product and pricing strategy: The basic product can be bought and used for a good price and satisfies the core need. Various additional elements are available to enhance the product and cost extra money.**



## ***Add-on : Success factors***

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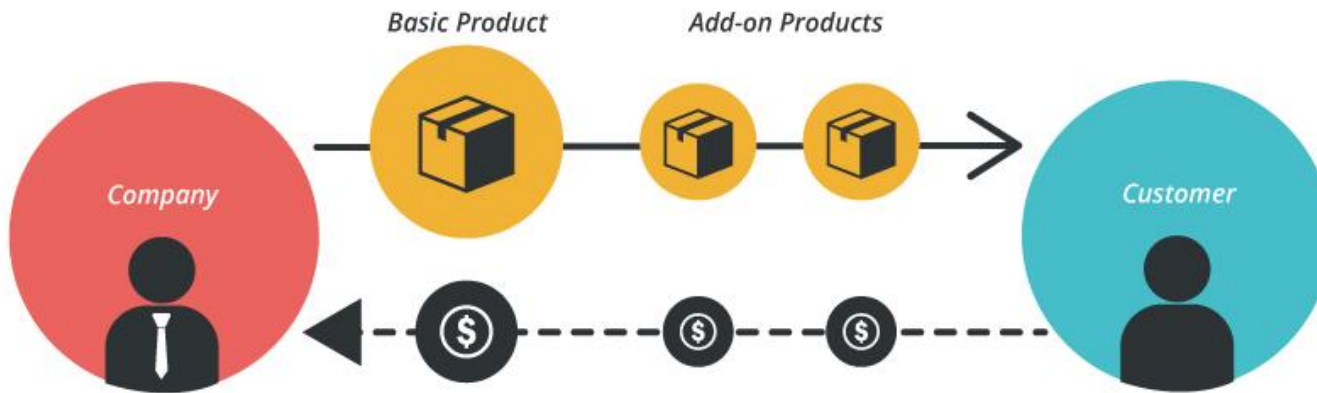
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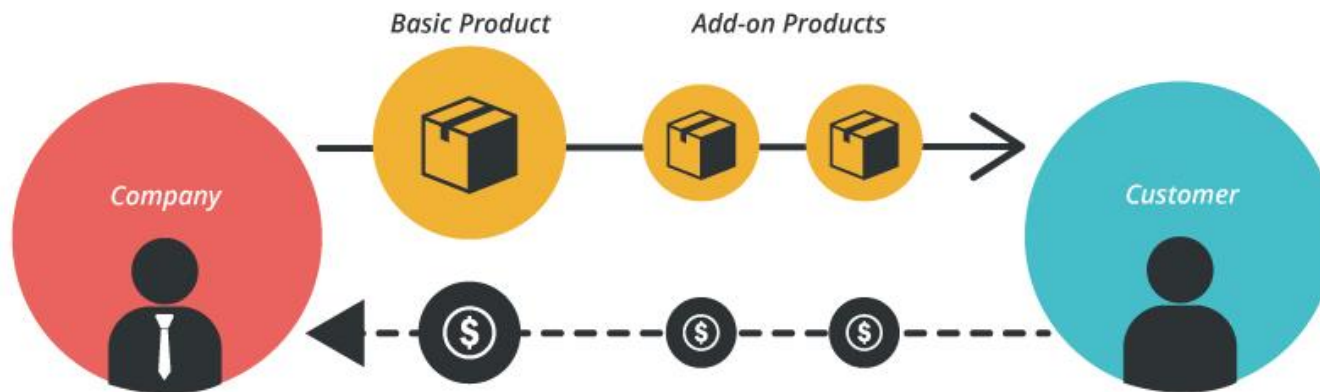
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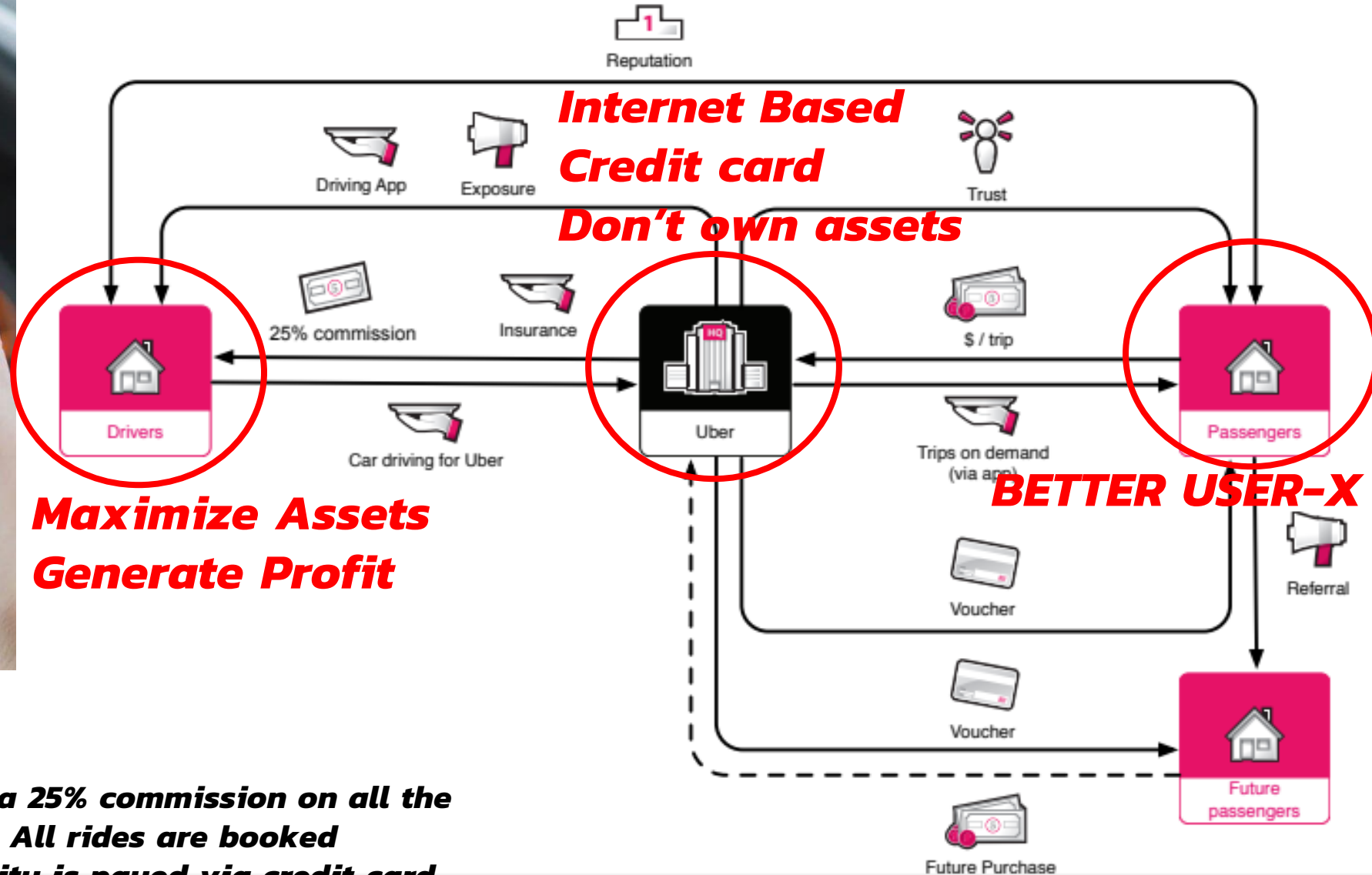
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# REVENUE PATTERN TYPE : TRANSACTION CUT (FROM SHARING ECONOMY)

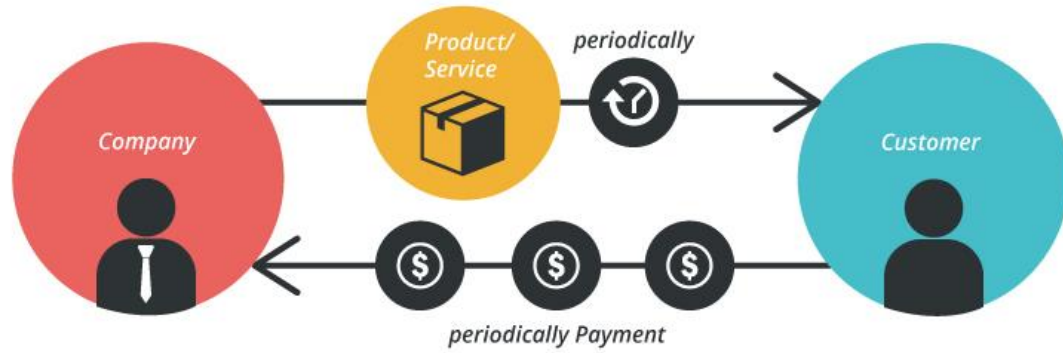


**How do they make money?**

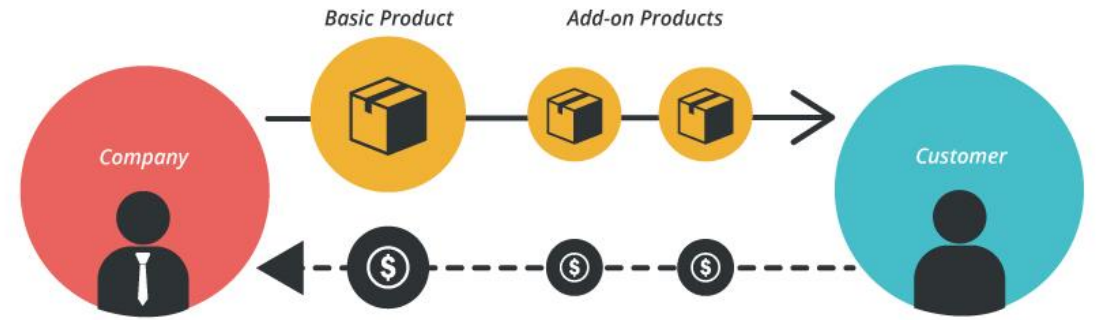
**Business Model : Uber charges a 25% commission on all the rides made through its service. All rides are booked through the app and the majority is payed via credit card.**



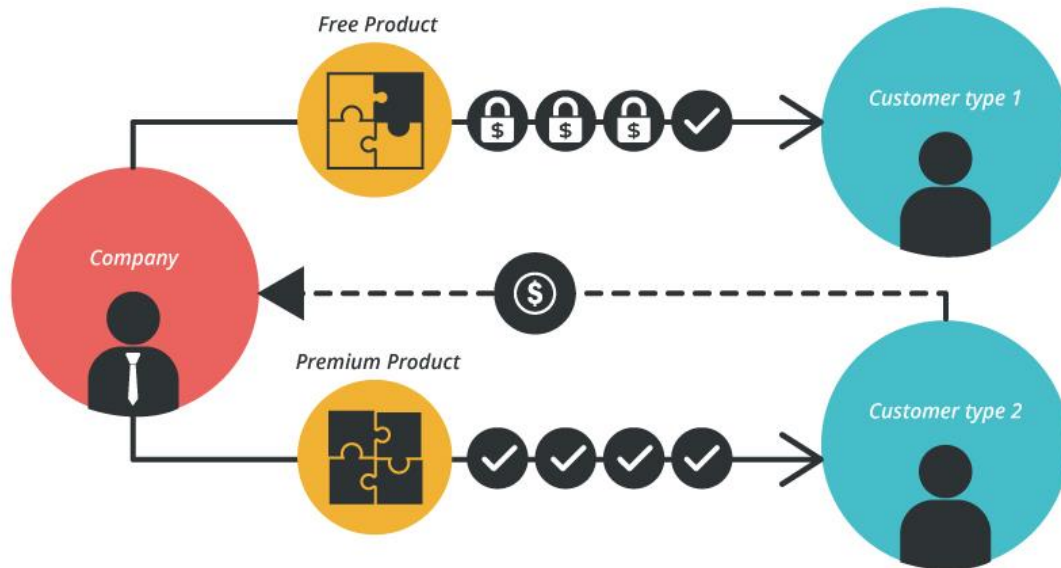
Subscription



Add-on



Freemium



Hook & Bait



**BREAK**

**10 min**

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Date:

Version:



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# Channels

ช่องทางในการสื่อสาร ซื่อขาย และ สนับสนุนลูกค้าแต่ละกลุ่ม

## Awareness

ลูกค้าจะรับรู้ถึงสินค้าและบริการของเราได้อย่างไร

## Evaluation

ลูกค้าจะมองเห็นคุณค่าและบริการของเราได้ทางใดบ้าง

## Purchase

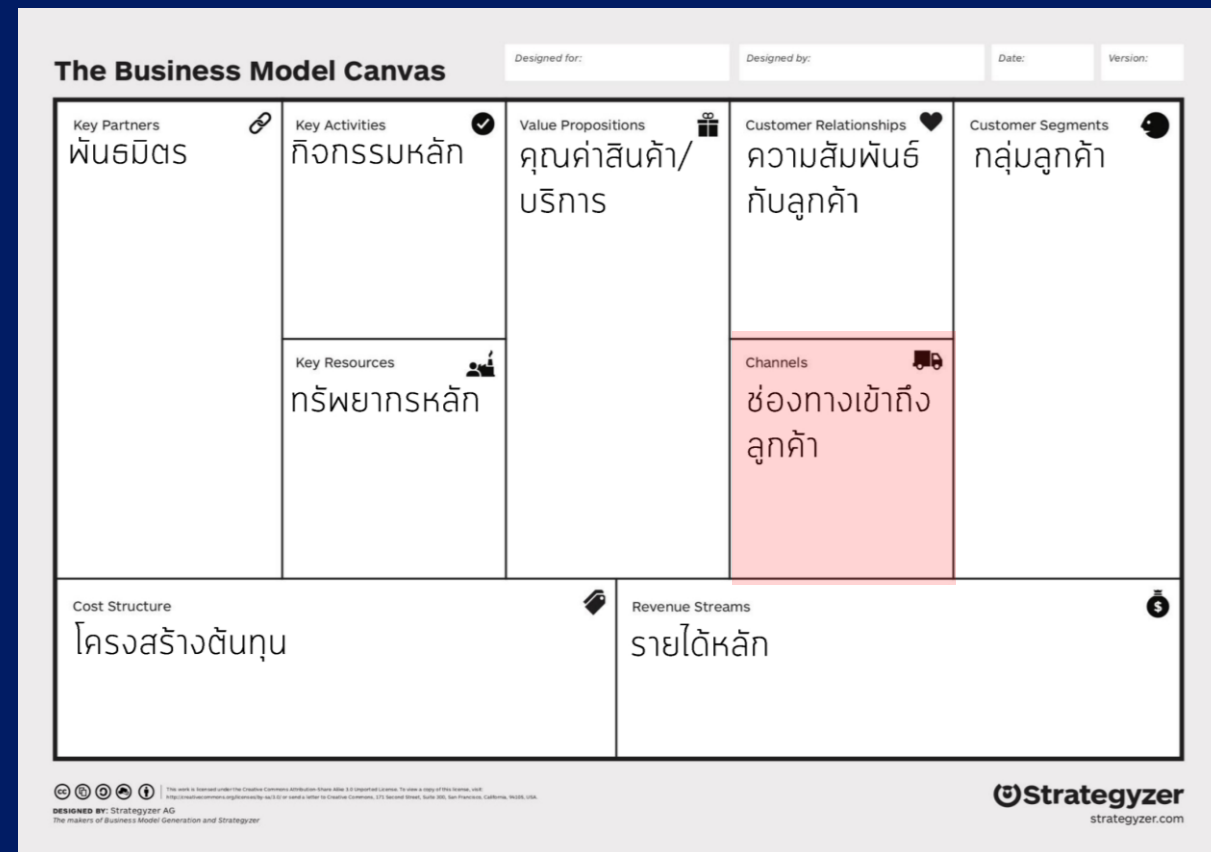
ช่องทางที่ลูกค้าจะสามารถซื้อสินค้าและบริการจากเราได้

## Delivery

ช่องทางที่เราส่งมอบสินค้าและบริการให้ลูกค้า

## After-sale

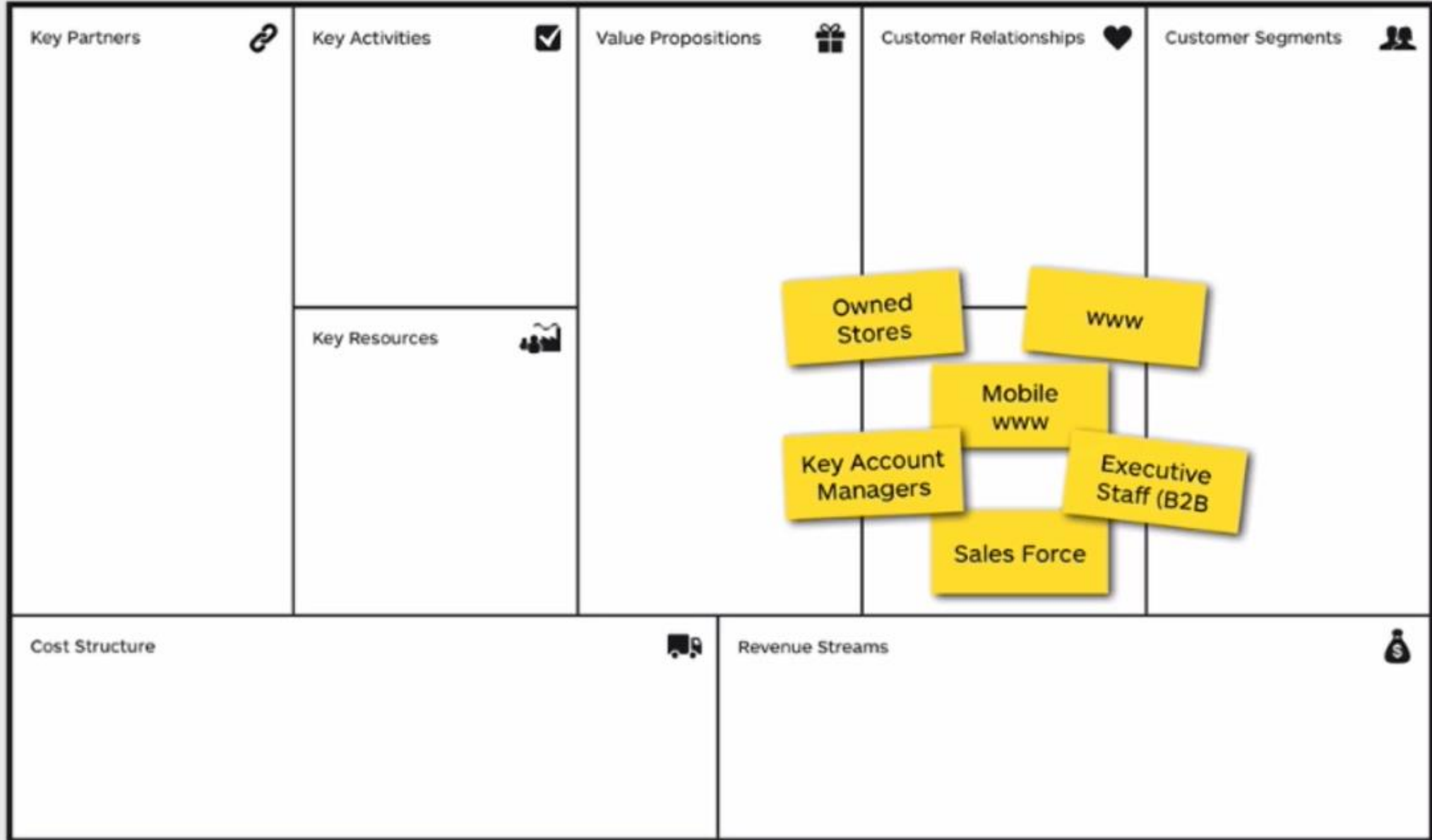
เราดูแลลูกค้าหลังการขายอย่างไร



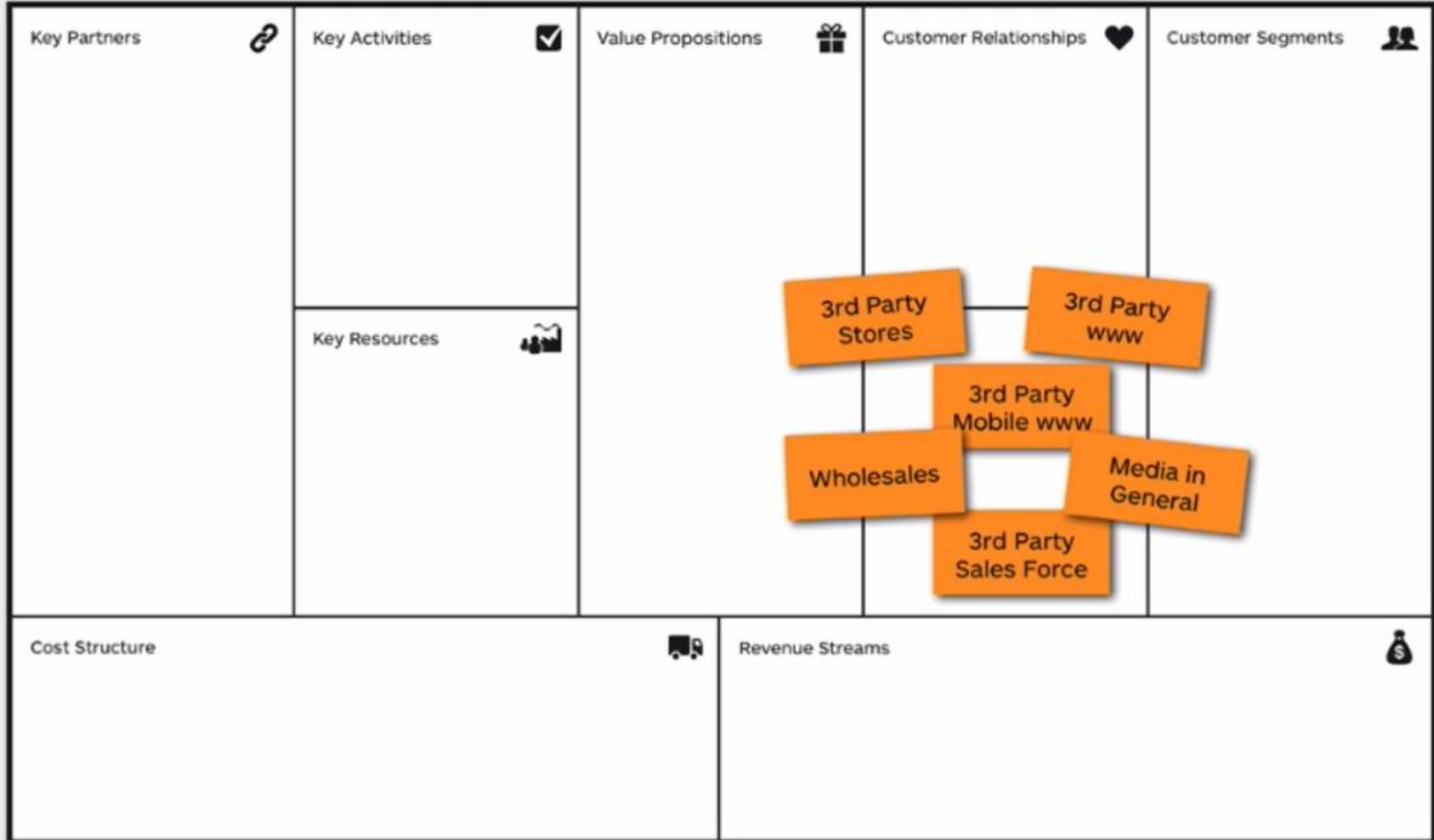


# **Direct vs Indirect Channels (Intermediaries)**

Source : Alex Osterwalder & Yves Pigneur - Strategyzer



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



Source : Alex Osterwalder & Yves Pigneur - Strategyzer



A large, faint watermark of the Nestlé logo is centered in the background. It consists of a square frame containing five vertical bars of varying heights, with two horizontal bars at the bottom.

**Nestlé**  
**(e.g. Yogurt Brand)**

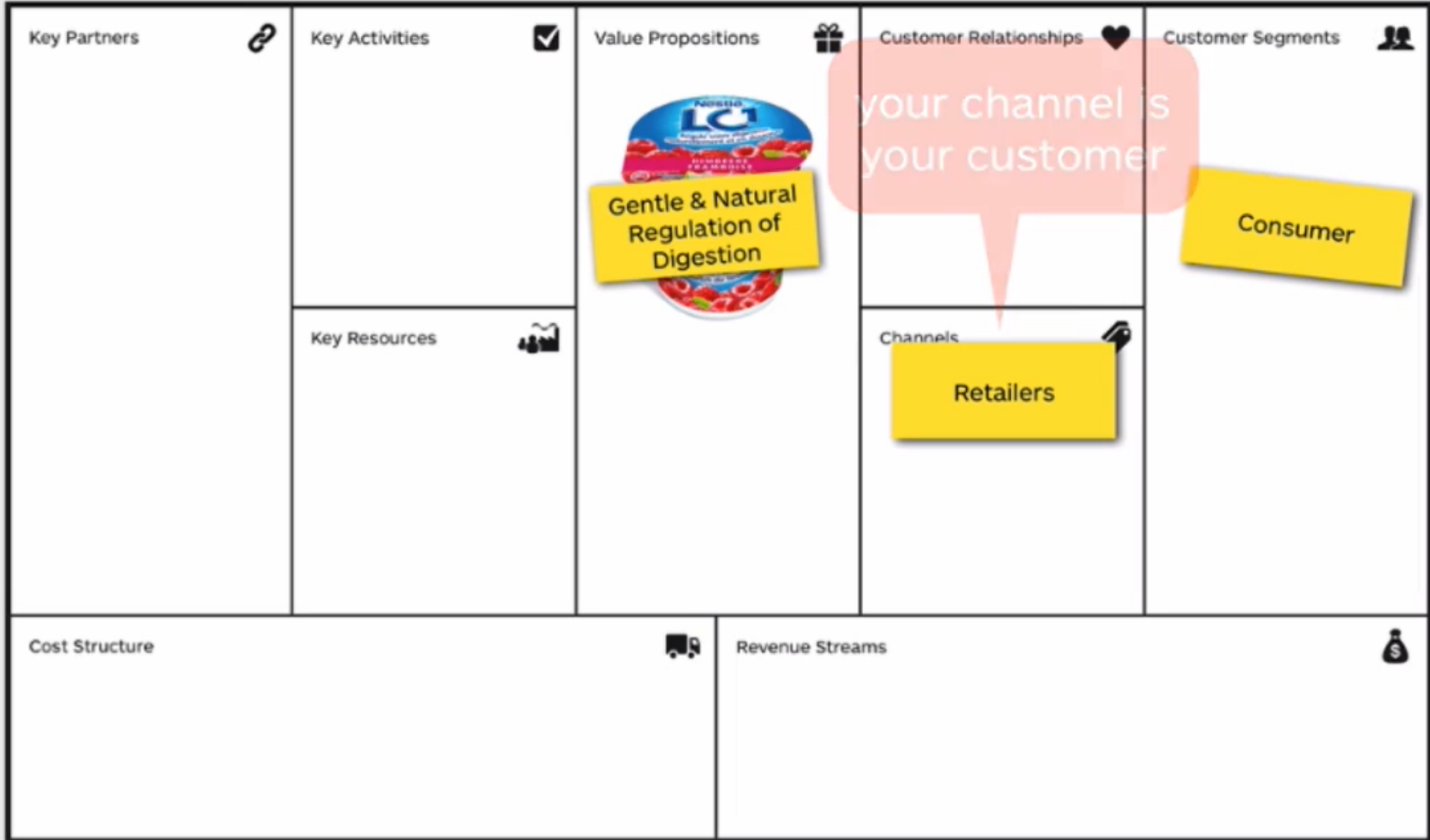
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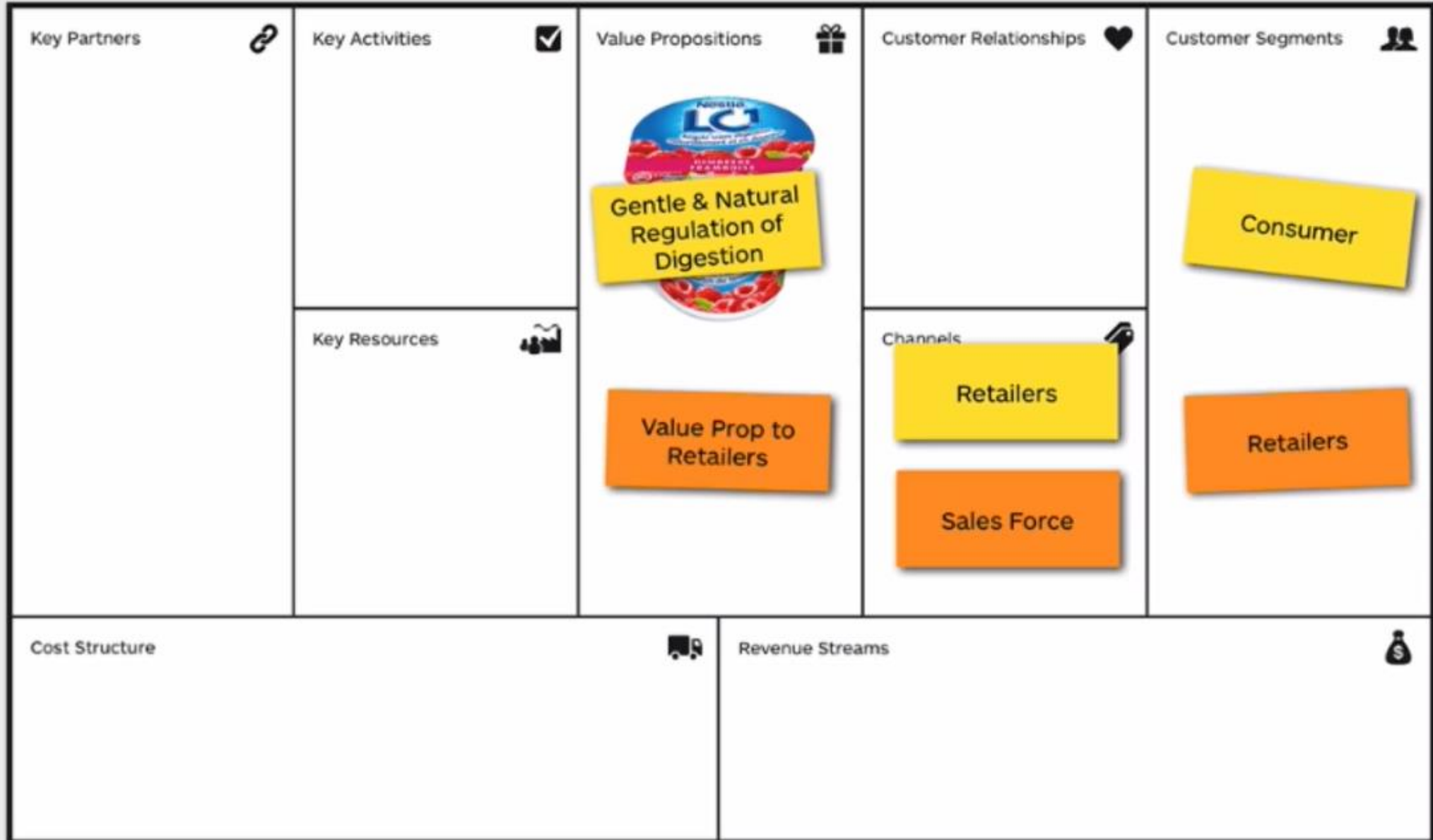
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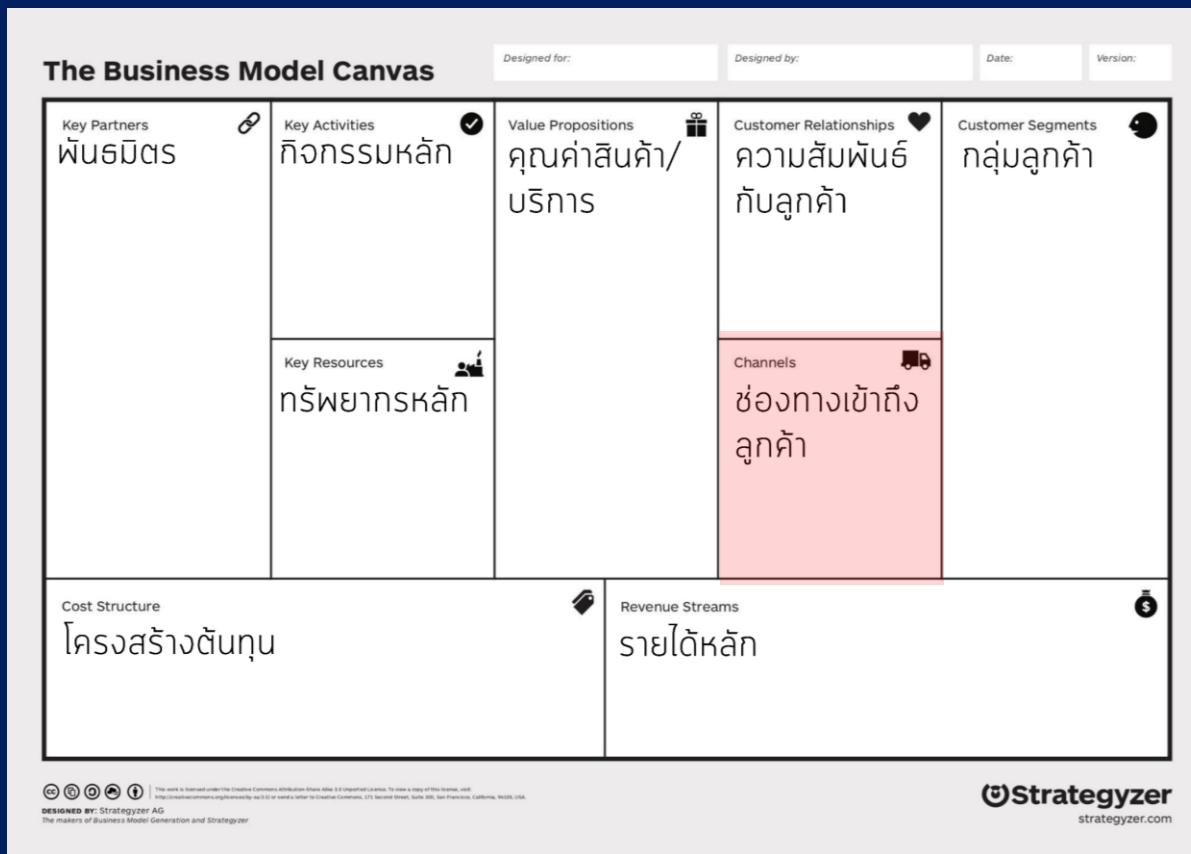


Source : Alex Osterwalder & Yves Pigneur - Strategyzer



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ผลิตภัณฑ์	ประเภทลูกค้า	Channel Key Metrics						
		ลูกค้าจะรู้จักเราได้อย่างไร	ลูกค้าจะหาข้อมูลเพิ่มเติมได้จากที่ใด	ถ้าตัดสินใจซื้อแล้วลูกค้าจะติดต่ออย่างไร	ลูกค้าจะซื้อผลิตภัณฑ์ได้ที่ไหนบ้าง	ลูกค้าจะจ่ายเงินอย่างไร	ลูกค้าจะได้รับผลิตภัณฑ์อย่างไร	บริการหลังการขายคืออะไร
VP 1	CS 1	A1	B1	C1	D1	E1	F1	G1
VP 2	CS 2	A2	B2	C2	D2	E2	F2	G2

# The Business Model Canvas

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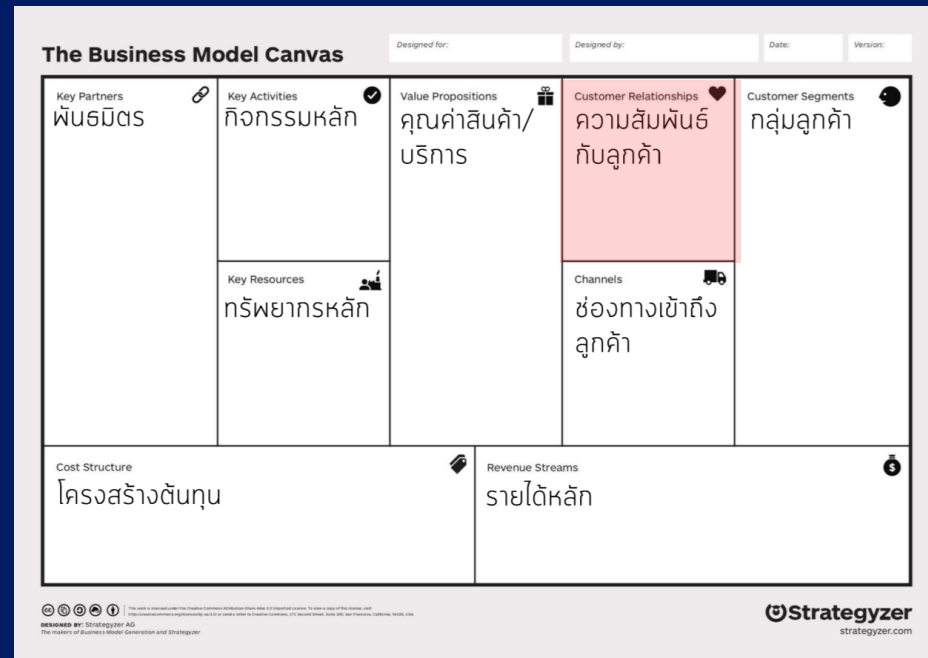


Source : Alex Osterwalder & Yves Pigneur - Strategyzer



DESIGNED BY: Business Model Foundry GmbH, Switzerland  
[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

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**GET**



**GROW**

**KEEP**

VIRAL LOOP



- **การให้ความช่วยเหลือส่วนบุคคล (Personal Assistance)**

การให้ความช่วยเหลือส่วนบุคคล หรือการให้บริการ ปฏิสัมพันธ์แบบ 1-1 ตัวอย่างเช่น Call Center, Live Chat, อีเมล, และ ช่างเทคนิค ซ่อมบำรุง หรืออื่นๆ

- **การให้ความช่วยเหลือแบบผู้ช่วยส่วนตัว (Dedicated Personal Assistance)**

การให้ความช่วยเหลือหรือการให้บริการแบบผู้ช่วยส่วนตัว ที่ผู้ให้บริการรู้จักกับลูกค้าเป็นอย่างดี ความสัมพันธ์กับลูกค้าไปอีกระดับ ตัวอย่างเช่น ช่างตัดผม, เซลล์ประกัน, และ ที่ปรึกษา Agency หรือ Specialist ต่างๆ

- **การบริการตนเอง (Self-Service)**

การบริการตนเอง คือการรักษาความสัมพันธ์โดยการมอบสิ่งอำนวยความสะดวกทุกอย่างที่จำเป็นต่อลูกค้า ให้ลูกค้าสามารถบริการตนเองได้ ตัวอย่างเช่น บุกเพต์โรงแรม, ตู้ ATM, และ เครื่องจ่ายเงิน Self-Service Supermarket

- **การบริการด้วยระบบอัตโนมัติ (Automated Services)**

การบริการด้วยระบบอัตโนมัติ คือการใช้เทคโนโลยีเข้ามาช่วยให้ลูกค้าสามารถบริการตนเองได้เต็มที่ ตัวอย่างเช่น ตู้ Kiosk เช็คอินขึ้นเครื่องบิน, ระบบซื้อขายหุ้น Streaming Pro, และแอปพลิเคชันการเงินของธนาคาร

- **ความสัมพันธ์แบบเครือข่าย (Communities)**

ความสัมพันธ์แบบเครือข่าย หรือที่มาในลักษณะในการให้บริการแบบชุมชน ฟอรัม, กลุ่ม

- **ความสัมพันธ์แบบช่วยกันสร้าง (Co-Creation)**

ความสัมพันธ์แบบช่วยกันสร้าง ที่บริษัทอนุญาตและส่งเสริมให้ผู้ใช้ส่วนหนึ่งสามารถสร้างบริการ สินค้าให้กับลูกค้าอีกกลุ่มหนึ่ง ตัวอย่างเช่น Youtube

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# Key Resource (TO HAVE)

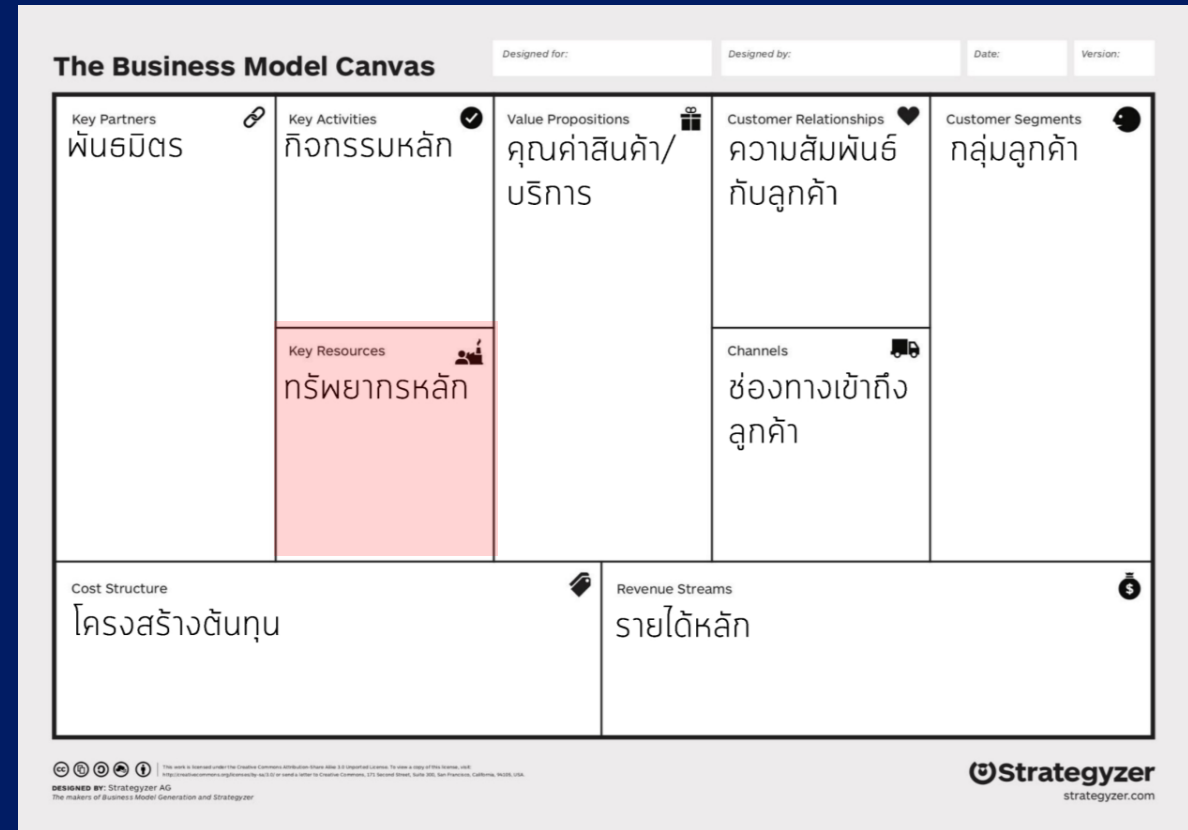
ทรัพยากร“ที่สำคัญมากๆ” ที่เราต้องมีเพื่อสามารถนำมาสร้างคุณค่าให้กับธุรกิจได้

## ทรัพยากรที่เป็นรูปธรรม

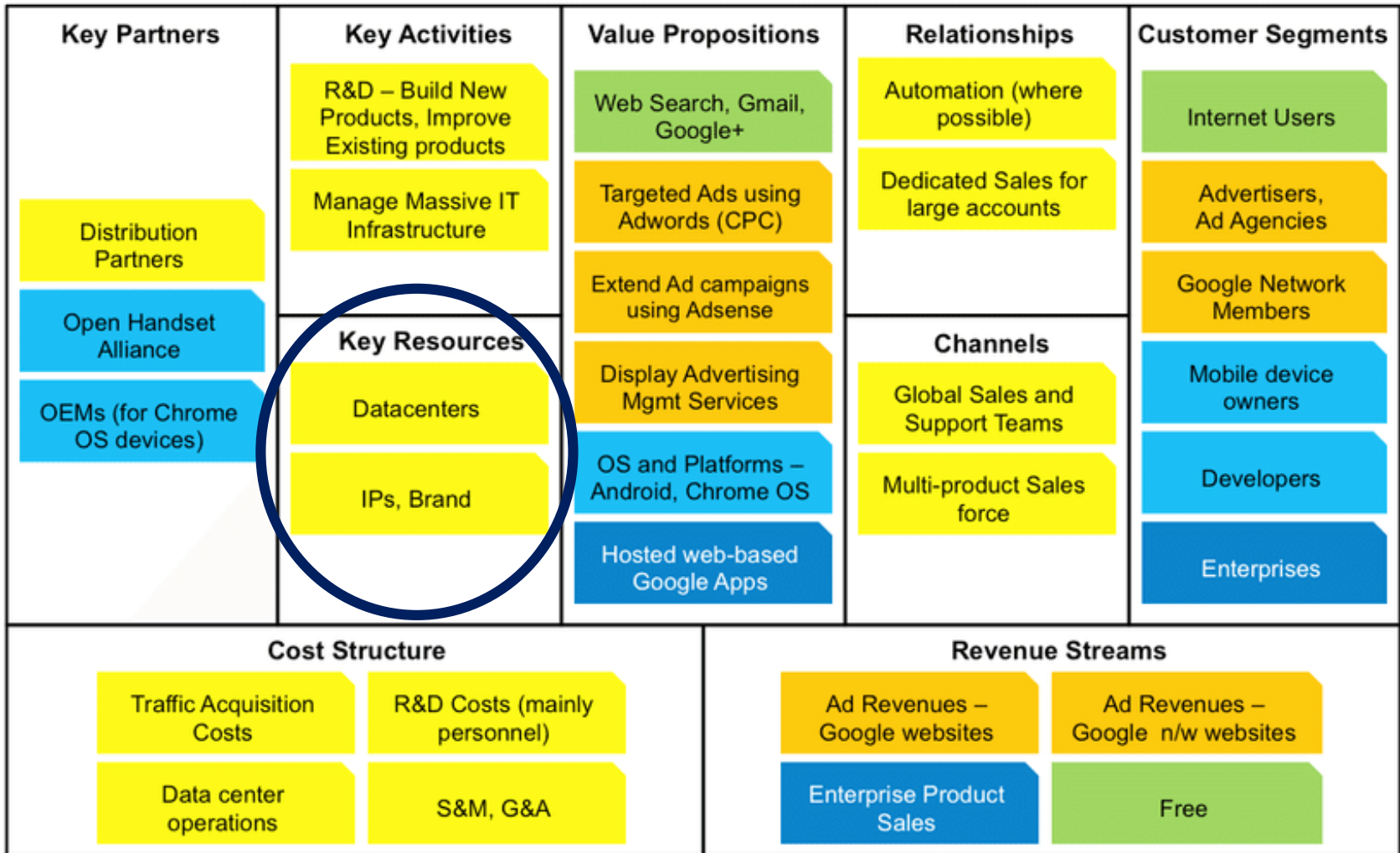
เช่น เทคโนโลยี แพลตฟอร์ม ผลิตภัณ์ที่ โรงงานฯลฯ

## ทรัพยากรที่เป็นนามธรรม

เช่น Brand Patent Special Knowledge  
ซึ่งเป็นสิ่งที่จับต้องไม่ได้ แต่มีมูลค่ามหาศาล



# Google Business Model



## Facebook – World's leading Social Networking Site (SNS)



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# Key Activities (TO DO)

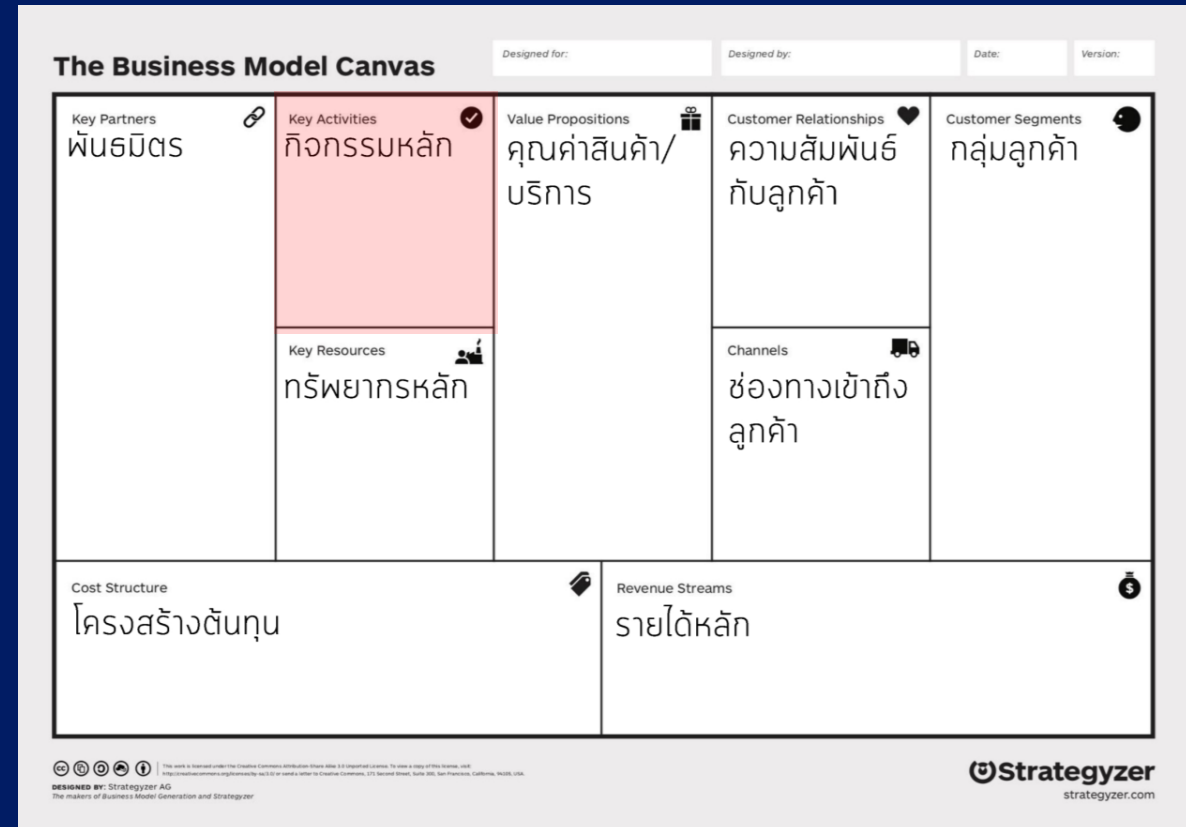
กิจกรรมหลักที่ช่วยขับเคลื่อนธุรกิจคืออะไร

อะไรคือกิจกรรม “หลัก” ที่เราต้องทำและ  
ต้องเก่งเพื่อให้ธุรกิจเดินได้และเติบโต  
(ทำให้ทางขวาของ CANVAS เดินทั้งหมด)

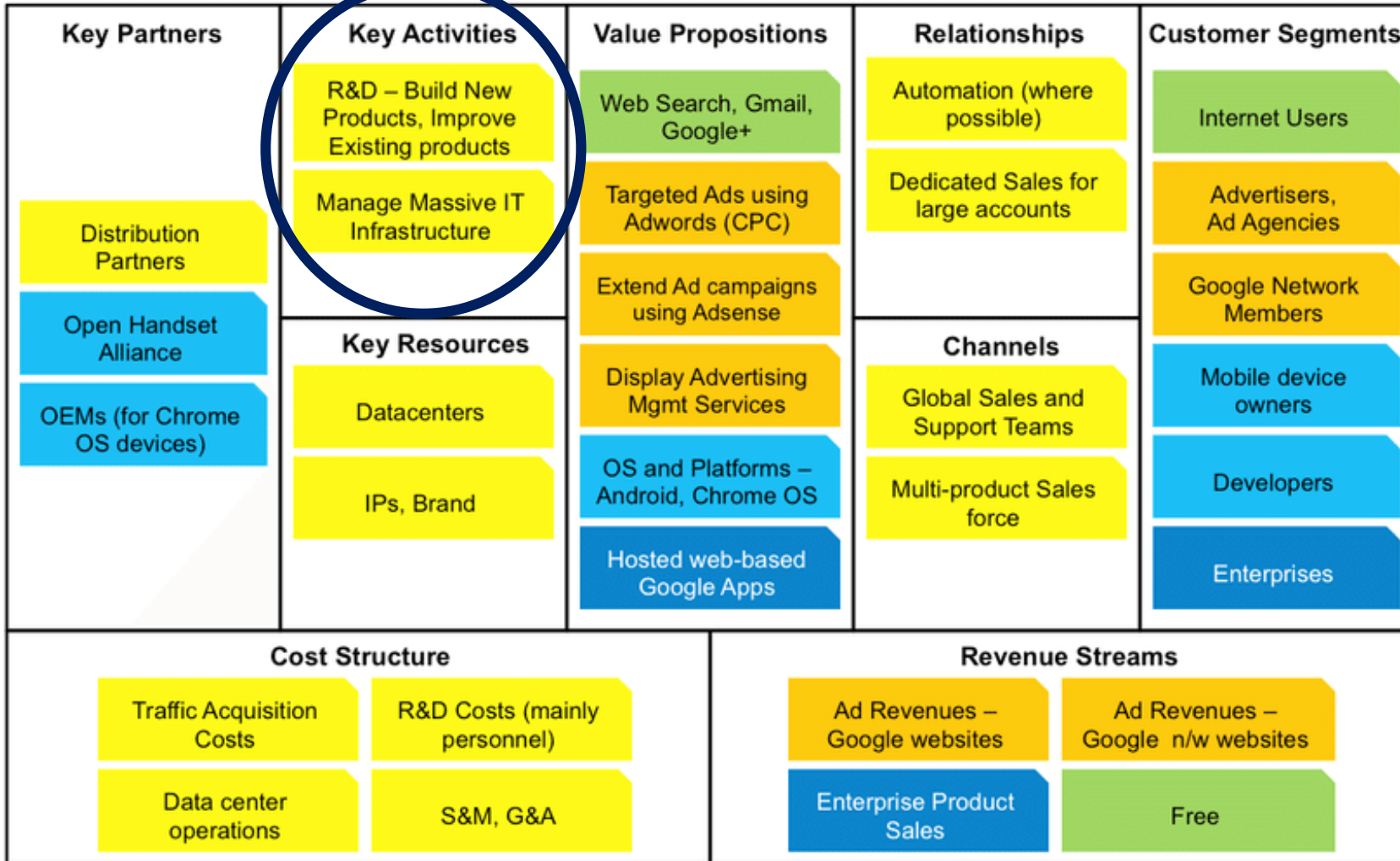
**\*\*การพัฒนางานวิจัย\*\***

**\*\*การพัฒนาเทคโนโลยี\*\***

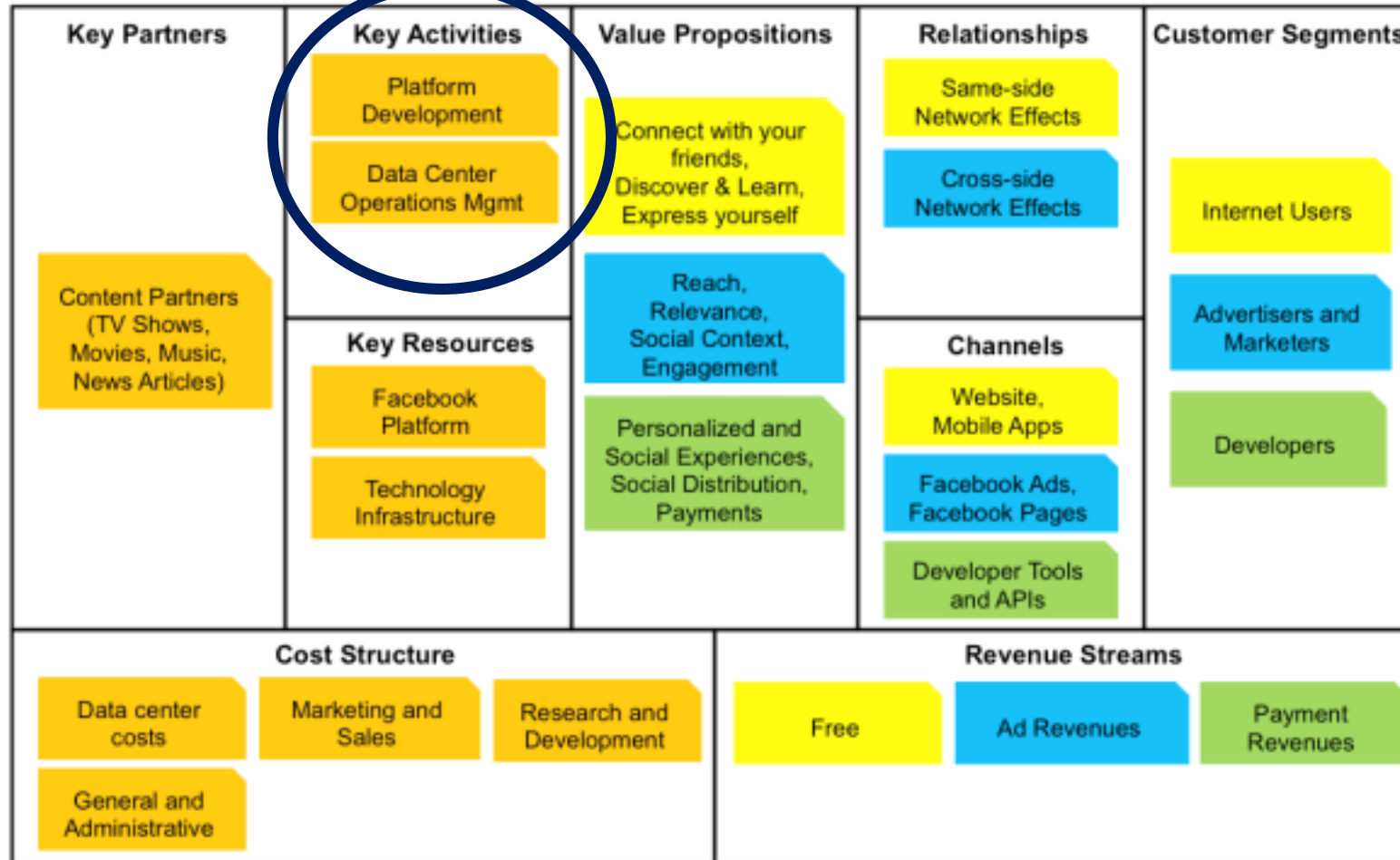
**อยู่ตรงช่องนี้**



## Google Business Model



## Facebook – World's leading Social Networking Site (SNS)



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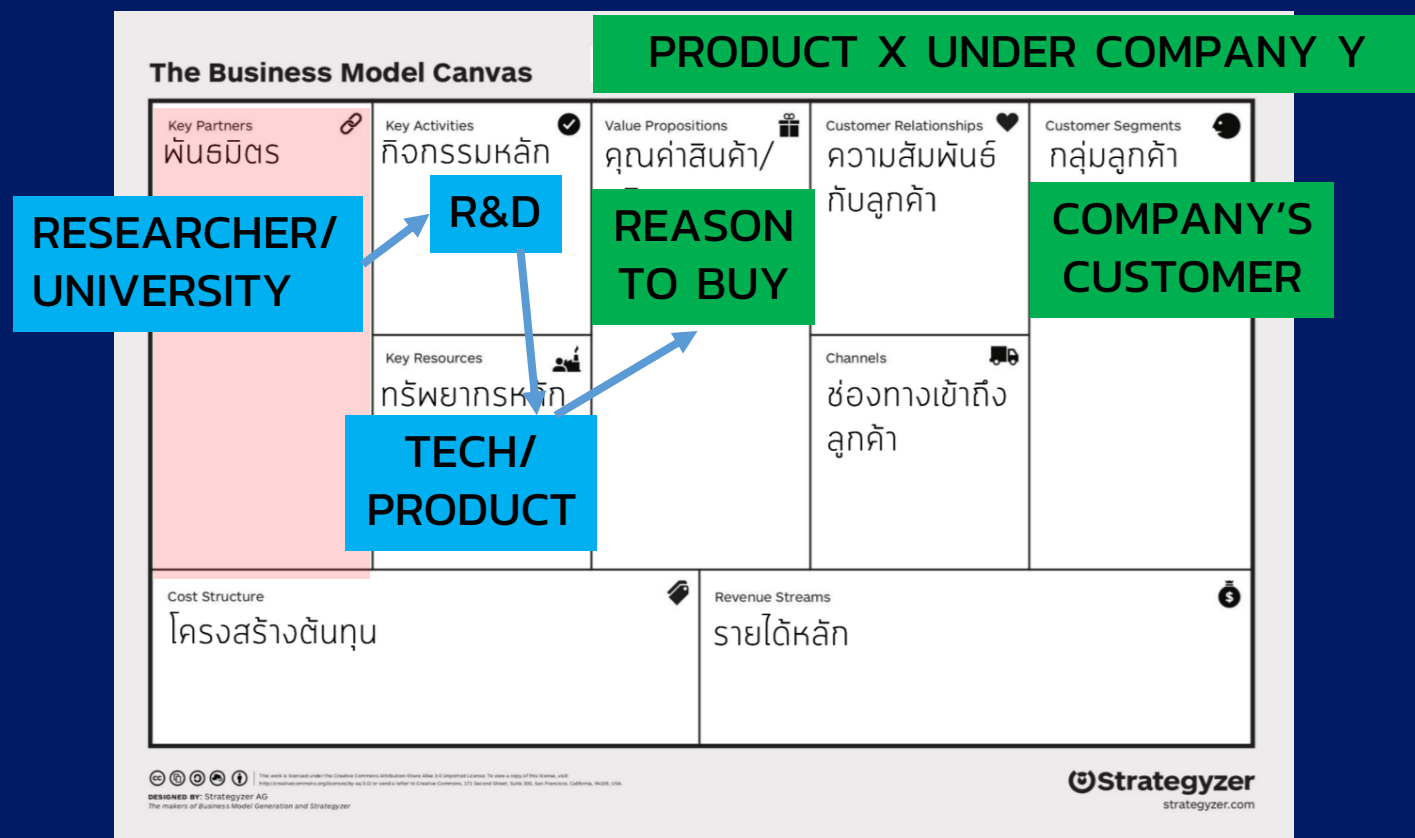
# Key Partners ต้องหาคนที่มาช่วยเรา 1. เข้าถึงทรัพยากร 2. เรื่องที่เราไม่เก่ง

**BUSINESS MODEL** สร้างและพัฒนาโดยเจ้าของธุรกิจ (BUSINESS OWNER)

ดังนั้น อาจารย์/นักวิจัย ส่วนใหญ่ (ที่ไม่ได้มีส่วนในบริษัท)

จึงต้องเป็นเพียง "KEY PARTNERS" ของบริษัท ที่เราไปช่วยเขาทำ R&D ให้เกิด TECHNOLOGY/PRODUCT ที่จะให้บริษัทนำไปสร้างธุรกิจ (ขาย)

**\*\*\*ไม่ใช่อาจารย์/นักวิจัย ขาย TECH/PRODUCT ให้กับบริษัทที่อาจารย์/นักวิจัยทำงานด้วย\*\*\***



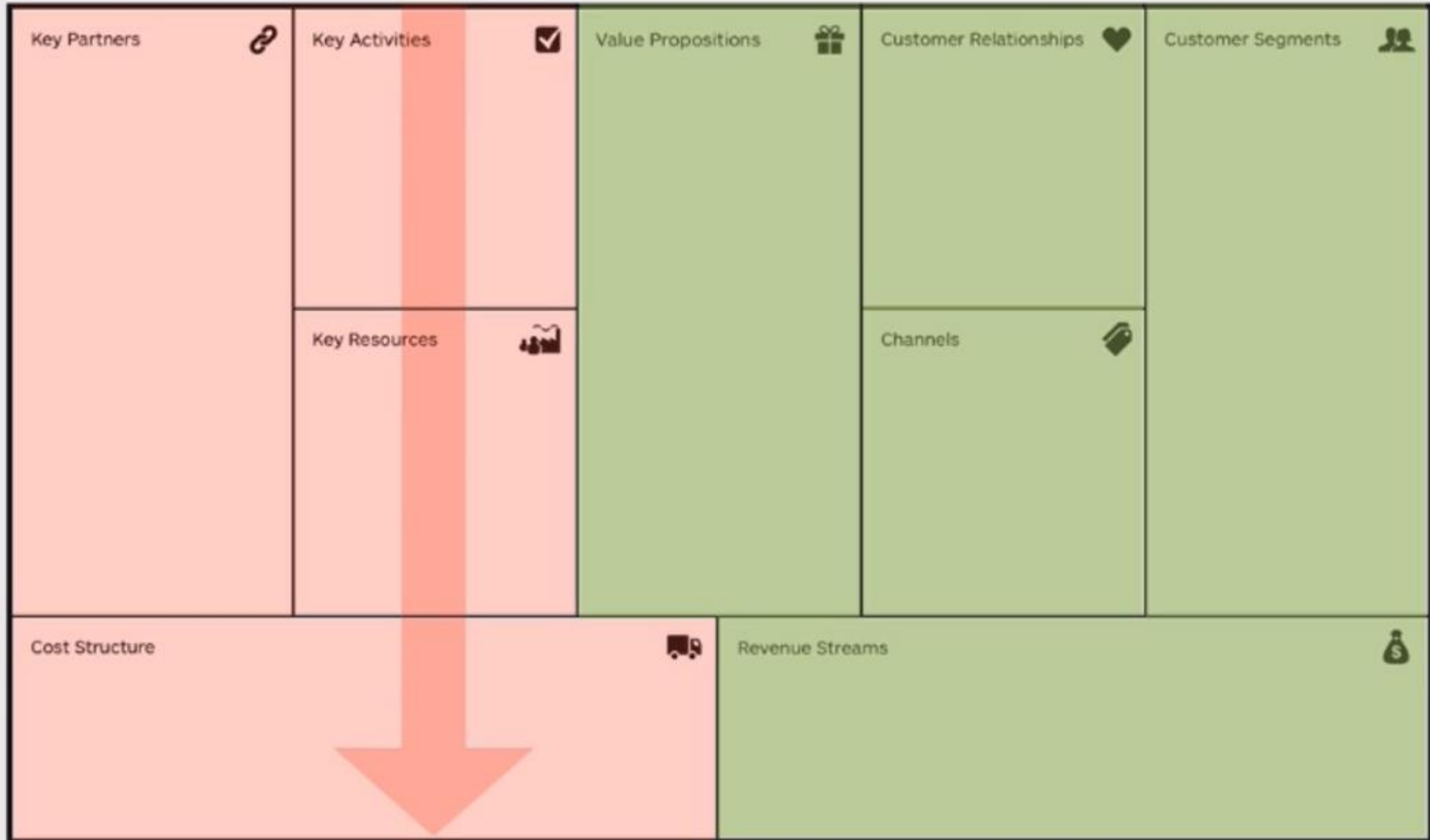
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Source : Alex Osterwalder & Yves Pigneur - Strategyzer



# Cost Structure

ค่าใช้จ่ายของธุรกิจคืออะไร

The Business Model Canvas

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Key Partners พันธมิตร	Key Activities กิจกรรมหลัก	Value Propositions คุณค่าสินค้า/ บริการ	Customer Relationships ความสัมพันธ์ กับลูกค้า	Customer Segments กลุ่มลูกค้า
	Key Resources ทรัพยากรหลัก		Channels ช่องทางเข้าถึง ลูกค้า	
Cost Structure โครงสร้างต้นทุน			Revenue Streams รายได้หลัก	

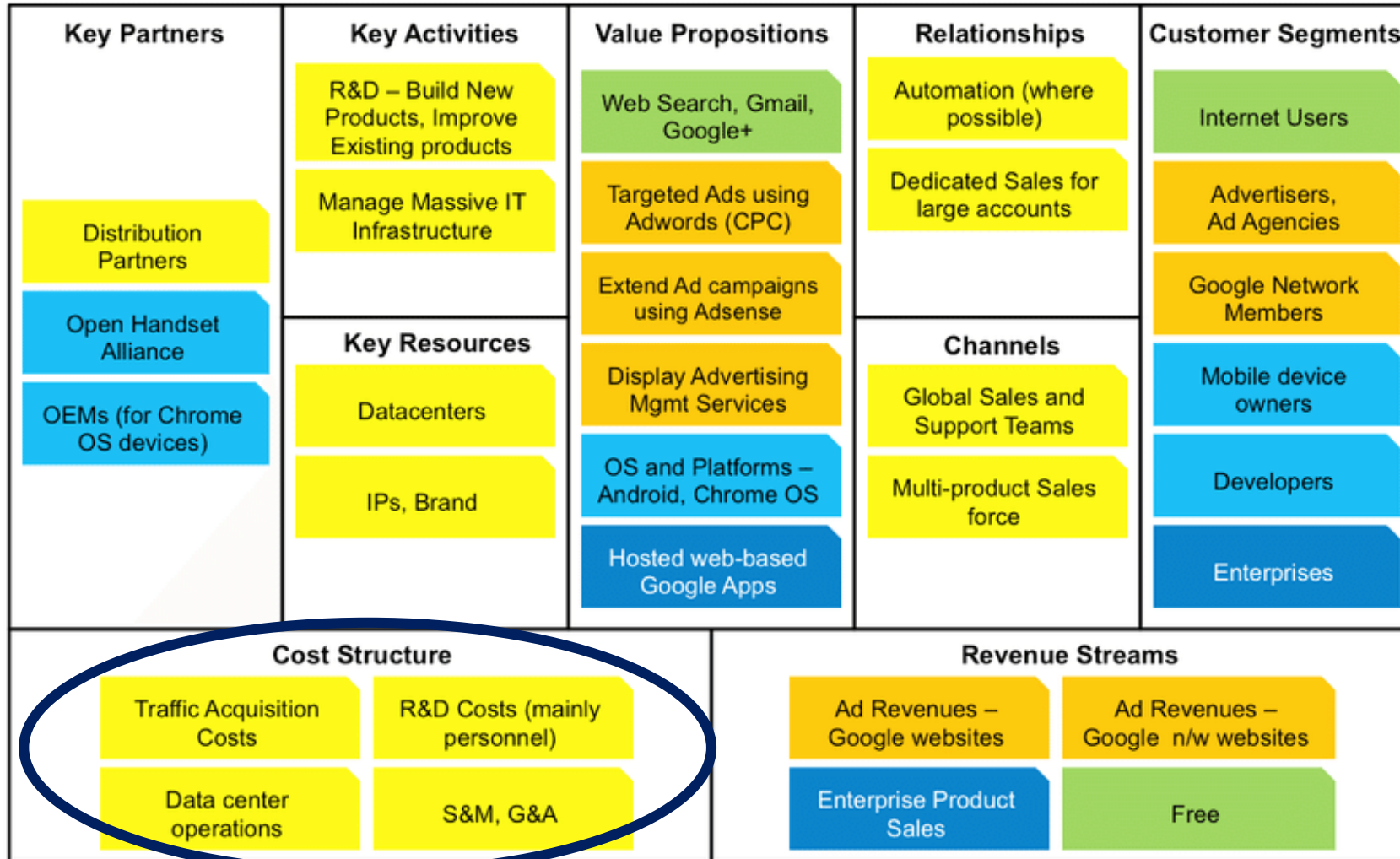
DESIGNED BY: Strategyzer AG  
The makers of Business Model Generation and Strategyzer

**Strategyzer**  
strategyzer.com

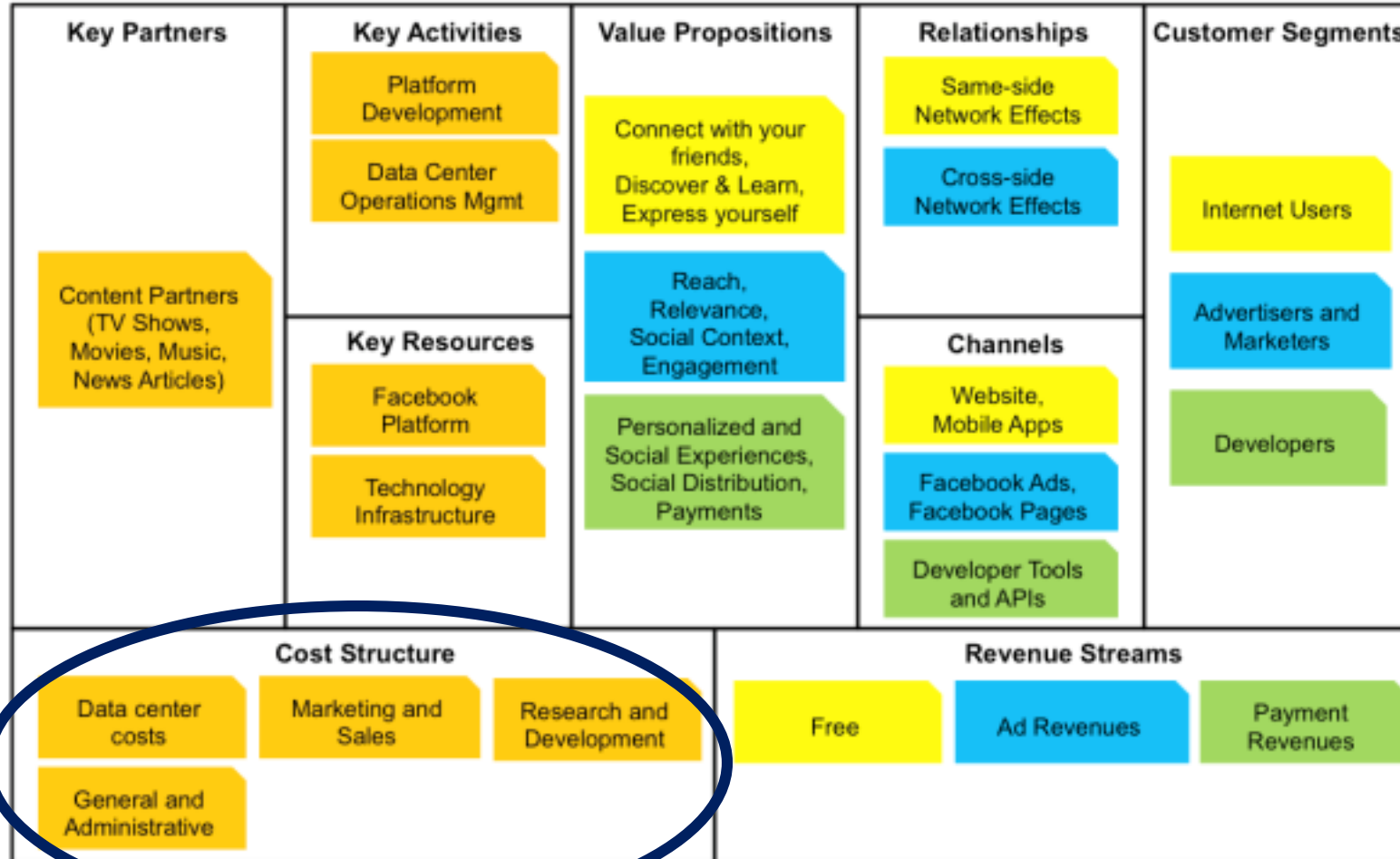
**ต้นทุนคงที่(Fixed cost)** เป็นรายจ่ายคงที่ จ่ายประจำ เช่น เงินเดือนประจำ ค่าเช่าที่

**ต้นทุนผันแปร (Variable cost)** จ่ายมากจ่ายน้อยขึ้นอยู่กับปริมาณการใช้ เช่น ค่าวัตถุดิบ ค่าการผลิต

## Google Business Model



## Facebook – World's leading Social Networking Site (SNS)







BACKSTAGE

FRONTSTAGE

## Desirability Risks (ไม่มีคนอยากได้)

Definition "Customer aren't interest in your product/service + You can't get & keep them"

**ลูกค้าไม่ซื้อผลิตภัณฑ์หรือบริการ เรารักษาลูกค้าไว้ไม่ได้**

## Feasibility Risks (เราทำไม่ได้)

Definition "You can't build your product/service + You can't manage your engine"

**เราไม่สามารถบริหารจัดการทีม ทรัพยากร  
และไม่สามารถสร้างผลิตภัณฑ์หรือบริการขึ้นมาได้**

## Viability Risks (ขายแล้วเจ๊ง)

Definition "You don't know how to earn money + You can't earn enough"

**เราไม่รู้ระบบการสร้างกำไรที่ดี หรือ บริหารจัดการแล้วขาดทุน**

# สิ่งที่ควรรหาข้อมูลและทำการบ้านเพิ่มเติม

ค่าใช้จ่ายในการลงทุน  
(Investment Cost)

การตั้งราคาขาย  
(Price Setting)

วิธีการสร้างรายได้ที่เหมาะสม  
(Revenue Pattern)

ผลตอบแทนจากการลงทุน  
(Return on Investment-ROI)

การบริหารจัดการ IP  
(IP Management)

วิธีการถ่ายทอดเทคโนโลยี  
(Tech. Transfer)

ความสามารถ/การยกระดับการผลิต  
(production & Scale-up)

ขนาดของตลาด  
(Market Size)  
TAM/SAM/SOM

ระยะเวลานำสินค้าสู่ตลาด  
(Time to Market)

การวิเคราะห์คู่แข่ง  
(Competitor Analysis)

การวิเคราะห์จุดขายและ  
จุดแตกต่างที่สำคัญ  
(Selling Points)

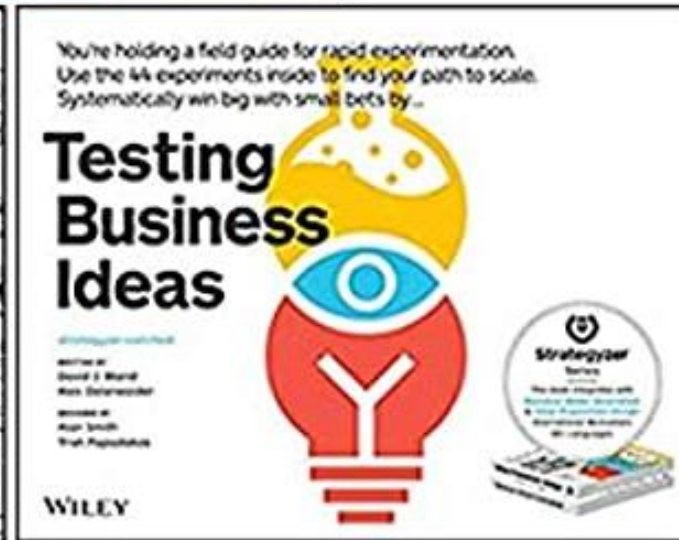
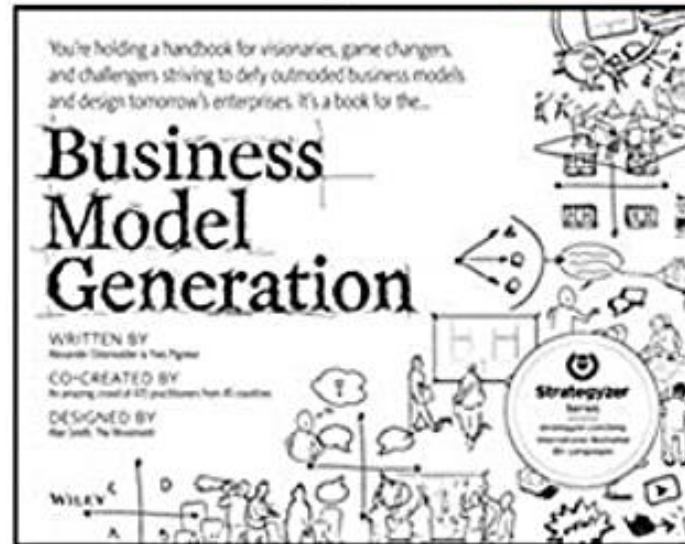
กฎ ระเบียบ มาตรฐาน  
(Reg. & standard)

**BUSINESS  
VIABILITY**

**CUSTOMER  
DERIRABILITY**

**TECHNICAL  
FEASIBILITY**





# ปรเมษฐ์ ชุ่มยิ้ม

ที่ปรึกษาอาวุโส

ผู้จัดการแพลตฟอร์มเร่งรัดพัฒนา  
ผู้ประกอบการนวัตกรรมอาหาร  
เมืองนวัตกรรมอาหาร (FI)  
FoodInnpolis Accelerator (FI-A)

สำนักงานพัฒนาวิทยาศาสตร์  
และเทคโนโลยีแห่งชาติ (สวทช.)



Q & A