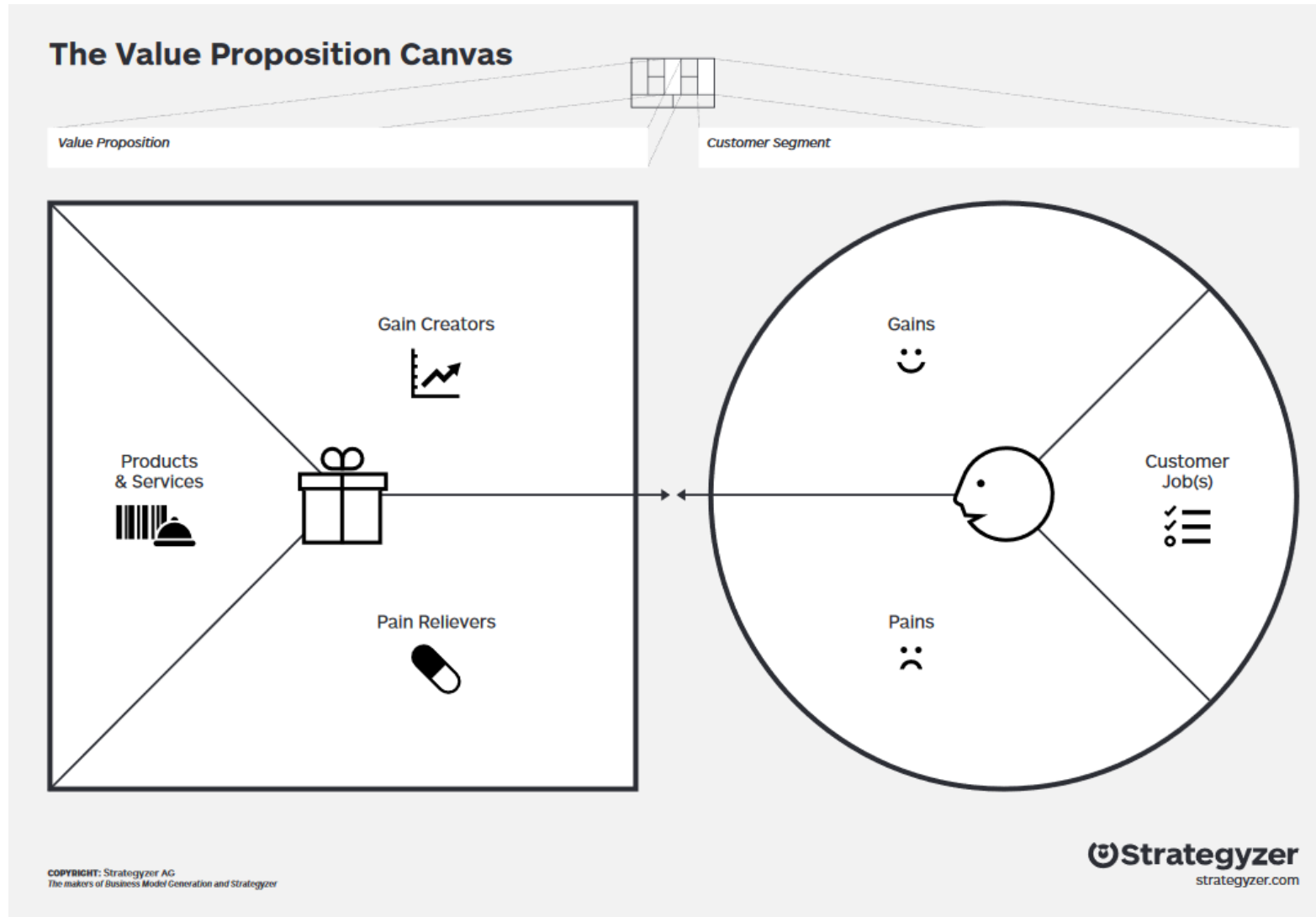


Business Lean Canvas

Program Studi Arsitektur

1 Maret 2019

Value Proposition Canvas



Lean Canvas

Project Name

01-Jan-2016

Iteration #x

Problem Top 3 problems	Solution Top 3 features	Unique Value Proposition Single, clear, compelling message that states why you are different and worth paying attention	Unfair Advantage Can't be easily copied or bought	Customer Segments Target customers	
Existing Alternative	Key Metrics Key activities you measure		Channels Path to customers		Early Adopters
	Cost Structure Customer Acquisition costs Distribution costs Hosting People, etc.		Revenue Streams Revenue Model Life Time Value Revenue Gross Margin		

PRODUCT

MARKET

Lean Canvas

Project Name

01-Jan-2014

Iteration #x

Problem <i>Top 3 problems</i> <i>For the customer segment you are working with, describe the top 1-3 problems they need solved.</i>	Solution <i>Top 3 features</i> <i>Don't fully defining a solution. Simply sketch out the top features or capabilities for each problem.</i>	Unique Value Proposition <i>Single, clear, compelling message that states why you are different and worth paying attention</i> <i>A good UVP gets inside the head of your customers and focusses on the benefits your customers derive after using your product.</i>	Unfair Advantage <i>Can't be easily copied or bought</i>	Customer Segments <i>Target customers</i> <i>A customer is a someone that pays for your product.</i> <i>You can't effectively build, design, and position a product for everyone.</i>
	Key Metrics <i>Key activities you measure</i>		Channels <i>Path to customers</i> <i>Inbound and Outbound</i> <i>Direct and Indirect</i>	
Cost Structure <i>Customer Acquisition costs</i> <i>Distribution costs</i> <i>Hosting</i> <i>People, etc.</i>			Revenue Streams <i>Revenue Model</i> <i>Life Time Value</i> <i>Revenue</i> <i>Gross Margin</i>	

PRODUCT

MARKET

Template Lean Canvas

TEMPLATE KANVAS RAMPING



MASALAH ❶ <ul style="list-style-type: none"> ▪ Buat daftar 1 hingga 3 masalah teratas. ▪ Buat daftar alternatif yang ada. 	SOLUSI ❷ <p>Buat daftar 3 fitur teratas.</p>	PROPOSISI NILAI UNIK ❸ <p>Satu pesan yang jelas dan meyakinkan, mengapa Anda berbeda dan pantas dibeli.</p>	KEUNGGULAN YANG TIDAK ADIL ❹ <p>Jelaskan mengapa solusi Anda tidak mudah disalin atau dibeli.</p>	SEGMENT PELANGGAN ❺ <ul style="list-style-type: none"> ▪ Apakah segmen pelanggan terutama B2B, B2C, atau keduanya? ▪ Identifikasi segmen, niche dan pengguna awal. ▪ Identifikasi peran pengguna lainnya yang akan berinteraksi dengan pelanggan ini.
	METRIK UTAMA ❻ <p>Aktivitas utama yang Anda ukur</p>		SALURAN ❼ <p>Jalur ke pelanggan</p>	
STRUKTUR BIAYA ❽ <p>Buat daftar berikut:</p> <ul style="list-style-type: none"> ▪ Biaya Akuisisi ▪ Pelanggan Biaya Distribusi ▪ Biaya Tetap ▪ Biaya Variabel 		ALIRAN PENDAPATAN ❾ <p>Buat daftar berikut:</p> <ul style="list-style-type: none"> ▪ Model Pendapatan ▪ Nilai Seumur Hidup ▪ Pendapatan ▪ Margin Kotor 		

Case Study: Cloudfire Problem and Customer Segment

The demand for photos and videos taken increased significantly after the baby was born. They were sleep-deprived and found the existing solutions time-consuming and painful to use.

PROBLEM Sharing lots of photos/videos is time- consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

Cloudfire: Unique Value Proposition

Given the current list of existing alternatives, Ash Maurya decided to use speed as the “difference that would matter” for the UVP and “no uploading” as the keywords to position around.

PROBLEM Sharing lots of photos/videos is time- consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook	SOLUTION	UNIQUE VALUE PROPOSITION The Fastest Way to Share Your Photos and Videos <i>High-level concept:</i> Photo and video sharing without the uploading	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

Cloudfire: Solution

Based on a list of problems, Ash created a short list of top features to include in the Minimum Viable Product or MVP.

<p>PROBLEM</p> <p>Sharing lots of photos/videos is time-consuming.</p> <p>Parents have no free time.</p> <p>There is lots of external demand on this content.</p> <p><i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook</p>	<p>SOLUTION</p> <p>Instant, no-upload sharing</p> <p>iPhoto/folder integration</p> <p>Better notification tools</p>	<p>UNIQUE VALUE PROPOSITION</p> <p>The Fastest Way to Share Your Photos and Videos</p>	<p>UNFAIR ADVANTAGE</p>	<p>CUSTOMER SEGMENTS</p> <p>Parents (creators)</p> <p>Family and friends (viewers)</p>
<p>COST STRUCTURE</p>	<p>KEY METRICS</p>	<p><i>High-level concept:</i> Photo and video sharing without the uploading</p>	<p>CHANNELS</p>	<p><i>Early adopter:</i> Parents with young kids</p>
<p>COST STRUCTURE</p>		<p>REVENUE STREAMS</p>		

Cloudfire : Channels

Ash planned to start with several outbound channels (friends and other parents at a daycare) for interviews, and listed a few possible, more scalable channels for later.

PROBLEM Sharing lots of photos/videos is time-consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook	SOLUTION Instant, no-upload sharing iPhoto/folder integration Better notification tools	UNIQUE VALUE PROPOSITION The Fastest Way to Share Your Photos and Videos <i>High-level concept:</i> Photo and video sharing without the uploading	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS		CHANNELS Friends Daycare Birthday parties AdWords Facebook Word of mouth	
COST STRUCTURE			REVENUE STREAMS	

Cloudfire: Cost and Revenue

Using the existing alternatives for price anchoring, which ranged from \$24 to \$39 per year for Flickr and SmugMug, to \$99/year for Apple's MobileMe (a lot more than just photos/videos), Ash decided to start with \$49/year pricing.

Prints represented a potential secondary revenue stream that could only be realized once customers derived a core UVP. The only initial costs to getting an MVP out were people costs, which he listed in the next section.

PROBLEM Sharing lots of photos/videos is time-consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook.	SOLUTION Instant, no-upload sharing iPhoto/folder integration Better notification tools	UNIQUE VALUE PROPOSITION The Fastest Way to Share Your Photos and Videos <i>High-level concept:</i> Photo and video sharing without the uploading	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS		CHANNELS Friends Daycare Birthday parties AdWords Facebook Word of mouth	
COST STRUCTURE Hosting costs - Heroku (currently \$0) People costs - 40 hrs * \$65/hr = \$10k/mo			REVENUE STREAMS 30-day free trial then \$49/yr	
Break-Even Point: 2,000 customers				

Cloudfire: Key Metrics

The Lean Canvas below maps specific user actions that correspond to each of the key metrics discussed earlier.

PROBLEM Sharing lots of photos/videos is time-consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook	SOLUTION Instant, no-upload sharing iPhoto/folder integration Better notification tools	UNIQUE VALUE PROPOSITION The Fastest Way to Share Your Photos and Videos <i>High-level concept:</i> Photo and video sharing without the uploading	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS A - Signup A - Created first gallery R - Shared an album and/or video R - Invited family and friends R - Paid after trial		CHANNELS Friends Daycare Birthday parties AdWords Facebook Word of mouth	
COST STRUCTURE Hosting costs - Heroku (currently \$0) People costs - 40 hrs * \$65/hr = \$10k/mo		REVENUE STREAMS 30-day free trial then \$49/yr		
Break-Even Point: 2,000 customers				

Cloudfire: Unfair Advantage

Even though CloudFire is built on a proprietary p2web framework that might give an early advantage, anything worth copying will be copied. So Ash Maurya decide to base the unfair advantage on something harder to replicate. In this case, community.

PROBLEM Sharing lots of photos/videos is time-consuming. Parents have no free time. There is lots of external demand on this content. <i>Existing alternatives:</i> Flickr Pro, SmugMug, Apple MobileMe, Facebook	SOLUTION Instant, no-upload sharing iPhoto/folder integration Better notification tools	UNIQUE VALUE PROPOSITION The Fastest Way to Share Your Photos and Videos <i>High-level concept:</i> Photo and video sharing without the uploading	UNFAIR ADVANTAGE Community	CUSTOMER SEGMENTS Parents (creators) Family and friends (viewers) <i>Early adopter:</i> Parents with young kids
	KEY METRICS A - Signup A - Created first gallery R - Shared an album and/or video R - Invited family and friends R - Paid after trial		CHANNELS Friends Daycare Birthday parties AdWords Facebook Word of mouth	
COST STRUCTURE Hosting costs - Heroku (currently \$0) People costs - 40 hrs * \$65/hr = \$10k/mo		REVENUE STREAMS 30-day free trial then \$49/yr		
		Break-Even Point: 2,000 customers		

Lean Canvas for Airbnb

Contoh Kanvas Ramping: Airbnb

Masalah 1 <i>Mencari kamar untuk disewa ketika hotel penuh</i> <i>#pembeli</i> <i>Mendapatkan uang tambahan dengan menyewakan kamar di rumah/apartemen Anda</i> <i>#penjual</i> Alternatif yang Ada <i>Kamar hotel #pembeli</i> <i>Couch Surfing #pembeli</i> <i>Menginap di rumah teman #pembeli</i> <i>Hanya dapat menyewakan seluruh apt #penjual</i>	Solusi 4 <i>Pasar yang menghubungkan tamu dengan tuan rumah.</i> Metrik Utama 6 <ul style="list-style-type: none"> Jumlah malam dipesan tamu Jumlah pencantuman #penjual Jumlah pencarian #pembeli 	Proposisi Nilai Unik 3 <i>Mendapatkan uang tambahan #penjual</i> <i>Menemukan alternatif kamar hotel #pembeli</i> KONSEP TINGKAT TINGGI <i>Couch-surfing untuk para profesional</i>	Keunggulan yang Tidak Adil 5 Saluran 5 <ul style="list-style-type: none"> Baliho Iklan online Dari mulut ke 	Segmen Pelanggan 2 <ul style="list-style-type: none"> Tamu #pembeli Tuan rumah #penjual Pengguna Awal <i>Pelancong yang menghadiri acara/konvensi #pembeli</i> <i>Orang dengan kamar ekstra untuk disewakan #penjual</i>
Struktur Biaya 7 <ul style="list-style-type: none"> Situs web Iklan Biaya karyawan 		Aliran pendapatan 6 <i>Biaya pemesanan</i>		

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Lean Canvas for Facebook – Pengiklan + Mhs

Contoh Kanvas Ramping: Facebook - Pengiklan + Mahasiswa



<p>Masalah 1</p> <p>Jaringan sosial online yang ada gagal mewujudkan tujuan intinya dan dicirikan oleh:</p> <ol style="list-style-type: none"> 1. Teman sebagai rencana versus teman sebenarnya 2. Kualitas percakapan yang rendah 3. Keterlibatan pengguna yang rendah <p>Pengiklan menginginkan khalayak yang sangat ditargetkan dan aktif. #pelanggan</p> <p>Alternatif yang Ada</p> <p>Friendster, Myspace #pengguna</p> <p>Iklan spanduk, Google AdWords, Yahoo #pelanggan</p>	<p>Solusi 4</p> <p>Alih-alih mencoba membuat jaringan sosial baru, menghilangkan gesekan dari jaringan sosial yang sudah ada seperti di kampus</p> <p>Metrik Utama 6</p> <p>Valuasi \$100jt dalam 2 tahun</p> <p>Metrik traksi #pelanggan: Impresi, klik, konversi</p> <p>Metrik traksi #pengguna: DAU/</p>	<p>Proposisi Nilai Unik 3</p> <p>Terhubung dan Berbagi dengan Teman Anda (Bukan Orang Asing) #pengguna</p> <p>Menjangkau khalayak pengguna aktif yang sangat tersegmentasi</p> <p>KONSEP TINGKAT</p> <p>Friendster untuk mahasiswa #pengguna</p>	<p>Keunggulan yang Tidak Adil 9</p> <p>Keterlibatan pengguna yang tinggi melalui jaringan berarti lebih banyak klik untuk pengiklan #pelanggan</p> <p>Saluran 5</p> <ul style="list-style-type: none"> • Model penggunaan viral #pengguna • Kampus terkemuka awal #pengguna • Platform berbasis lelang #pelanggan • Penjualan langsung 	<p>Segmen Pelanggan 2</p> <p>Mahasiswa #pengguna Pengiklan #pelanggan</p> <p>Pengguna Awal</p> <p>Kampus terkemuka dimulai dari Universitas Harvard #pengguna Pengiklan yang ingin menjangkau mahasiswa #pelanggan</p>
<p>Struktur Biaya 7</p> <ul style="list-style-type: none"> • Orang: tidak dibayar • Biaya hosting: \$85/bulan 	<p>Aliran pendapatan 8</p> <p>Mata Uang Derivatif: Rata-rata 300 tayangan halaman per bulan per #pengguna</p> <p>Pendapatan iklan: \$1 CPM, \$X CPC, \$Y CPA #pelanggan</p> <p>Nilai Tukar Mata Uang Derivatif: ARPU = \$0,30/bulan</p>			

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