



GROWING TOGETHER IN THE AMERICAS

DIGITALISATION FOR INTERNATIONAL TRADE
CHALLENGE



Agenda

1. **Important announcements**
2. **Business Model**
3. **Types of business relationships**
4. **Platforms Business Model**
5. **Q&A**



Important Announcements



Tomorrow we will have our first Inspirational session

Wednesday 27 April



Take advantage of the **Q&A session** to ask questions that benefit everyone.



Remember that in the **ConnectAmericas Academy** in the section Topic 3, class 2 this material is available in English, Spanish and Portuguese.



The **chat** is only for comments you want to share - remember we're reading you!



If you have any problems, please contact us at:

creciendojuntas@connectamericas.com



You will find the **feedback of the individual challenge** in the ConnectAmericas Academy by the end of the week.



This is a learning environment, we come to learn, to make mistakes, to reflect, to change our minds, and **it's all good!**

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**A business model
describes the rationale
for how an organization
creates, delivers and
captures value**

Customer segment

The different groups of people or organizations an enterprise aims to reach and serve.

- Which classes are you creating values for?
- Who is your most important customer?



- People interested in technology
- People who seek exclusivity and recognition
- High income
- Simple functionality

Business Model-Canvas

KEY PARTNERS



KEY ACTIVITIES



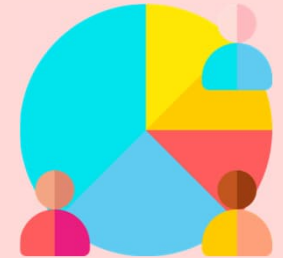
VALUE PROPOSITION



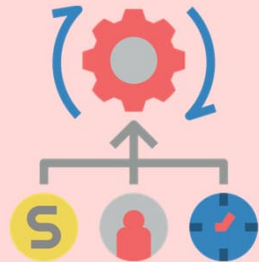
CUSTOMER RELATIONSHIP



CUSTOMER SEGMENT



KEY RESOURCES



DISTRIBUTION CHANNEL



COST STRUCTURE



REVENUE STREAMS



Value Proposition

The bundles(s) of products and services that create value for a specific customer segment.

- What core value do you deliver to the customer?
- Which customer needs are you satisfying with your products and services?



- Exclusivity and recognition
- The Apple experience
- Performance and simple functionality
- Innovation
- Design and aesthetics

Customer Relationship

The types of relationships a company establishes with specific customer segments

- What relationship the target customer expects you to establish with them?
- How can you integrate that into your business in terms of cost and format?



- Personalised in-store support
- Apple technical support with technology experts
- Real-time support application
- Official Stores

Distribution Channel

Describes how a company communicates with and reaches its customer segments

- Through which channels do your customers want to be reached?
- Which channels work best?
- How can they be integrated into your and your customer's routines?



- Ishop
- Apple.com
- Other authorised distributors

Revenue Streams

The cash a company generates from each Customer Segment. (Costs must be subtracted from revenues to create earnings)

- For what value are your customers willing to pay?
- What and how do they currently pay?
How would they prefer to pay?
- How much does every revenue stream contribute to the overall revenue?



- Sale of products and accessories
- Subscription services: Apple Music
- Sale of apps on Apple Store
- Exclusive Brand license and patents

Key Activities

The most important things a company must do to make its business model work

- What key activities does your value proposition require?
- What activities are the most important in your distribution channels, customer relationships, revenue streams?



- Design
- Software development
- Manufacture
- Product distribution
- Customer service

Key Resources

The most important assets required to make a business model work

- What key resources does your value proposition require?
- What resources are the most important in distribution channels, customer relationships, revenue stream?



- Intellectual resources
- Software developers
- Infrastructure
- New producto designers

Key Partners

The network of suppliers and partners that make the business model work

- Who are your key partners/suppliers?
- What are the motivations for the partnerships?

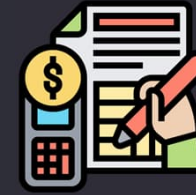


- Apple Store Software developers
- Hardware manufacturing
- Content creators
- Advertisers

Cost structure

All costs incurred to operate a business model.

- What costs the most in your business?
- Which key resources/ activities are most expensive?



- Research and innovation
- Infrastructure
- Transport
- Store maintenance
- Platform Maintenance

There are different ways of interacting with my customers

B2B



Commercial relationship between two or more companies. When one company becomes a customer of another.

B2C



Business to Consumer, referring to companies that focus on the final customer.

Example: supermarkets

B2G



Commercial relations between companies and the public administration (government). They are usually held through tenders.

C2C



It involves two or more consumers exchanging products without the involvement of the manufacturers. Usually occurs through digital platforms.

D2C



The manufacturer or distributor of a product sells it directly to the final consumer, bypassing intermediaries.

It is important to note that these business relationships are not mutually exclusive....



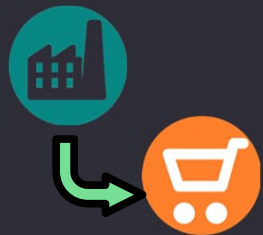
B2B



- Retailers
- Supermarkets
- Department stores



D2C



B2C



- Ice cream shops
- Restaurants

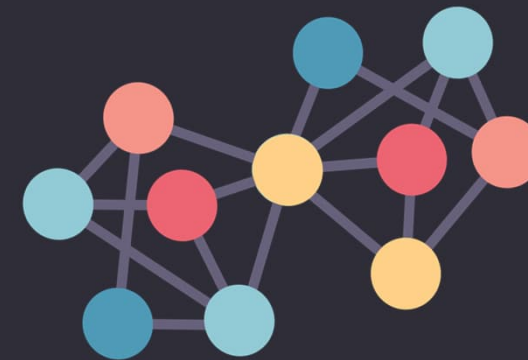
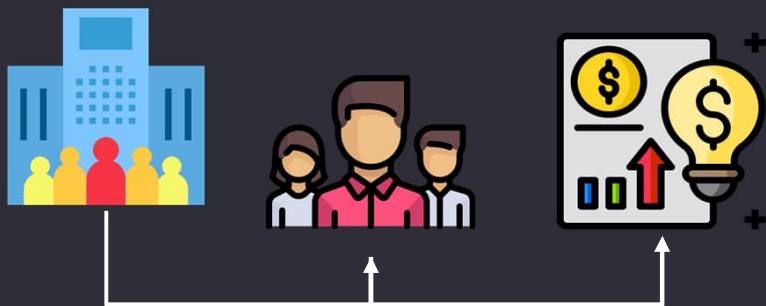




Modelos de Negocio de Plataforma,

Platforms represent a **fundamental shift** in the way companies engage with their customers

- Shifting from linear business models to **more interconnected models**, where customers **deliver and receive value**.
- Instead of creating value through product functionality, they **build ecosystems** where customers interact with each other.



Characteristics of platforms

A platform is a business that creates value by facilitating direct interactions between two or more different types of customers.

Distinct types of customers

The unique dynamics of platforms arise because they bring together different stakeholders who play different roles and provide and receive different types of value.



Content creators
Viewers
Advertisers



Connects software
developers with
businesses

Characteristics of platforms

“The value of a platform grows as more people use it”

Direct interaction

Platforms must allow the parties to interact with a certain degree of independence. Independence of interaction is why our definition of platforms does not include a supermarket connecting brands with shoppers or a vertically integrated consulting firm connecting customers with their employees.



mercado
libre



Characteristics of platforms

"Platform companies often have few assets but generate large revenues".

Facilitation

Although the interactions are not dictated by the platform, they must take place through it and be facilitated by it.

Forbes

Freelance writers
Readers
Advertisers



Tablet and cell phone users
Hardware manufacturers
Application developers
In-app advertisers

NETFLIX

KEY PARTNERS

- Investors
- Producers
- Filmmaking studios
- Cinemas
- TV chains

KEY ACTIVITIES

- R&D
- License contents
- Produce contents
- Distribute contents
- Data analytics
- Sales and marketing

KEY RESOURCES

- Brand
- App/ website
- Platform
- Employees
- Film makers/ producers

VALUE PROPOSITION

- 24/7 on demand entertainment
- High definition shows and films
- 30 day free trial
- No advertising
- Multiple screens
- Original content

CUSTOMER RELATIONSHIPS

- Self-service
- On demand
- Easy to use
- Recommendation algorithm

DISTRIBUTION CHANNELS

- Netflix App
- Online and offline advertisement
- Social media
- Any device

CUSTOMER SEGMENTS

- Micro-segmentación
2000 content preference clusters
- Usage
- Geography

COST STRUCTURE

- Production
- R&D
- Licenses
- AWS Infrastructure
- Marketing
- General / Admin
- Payment processing fees

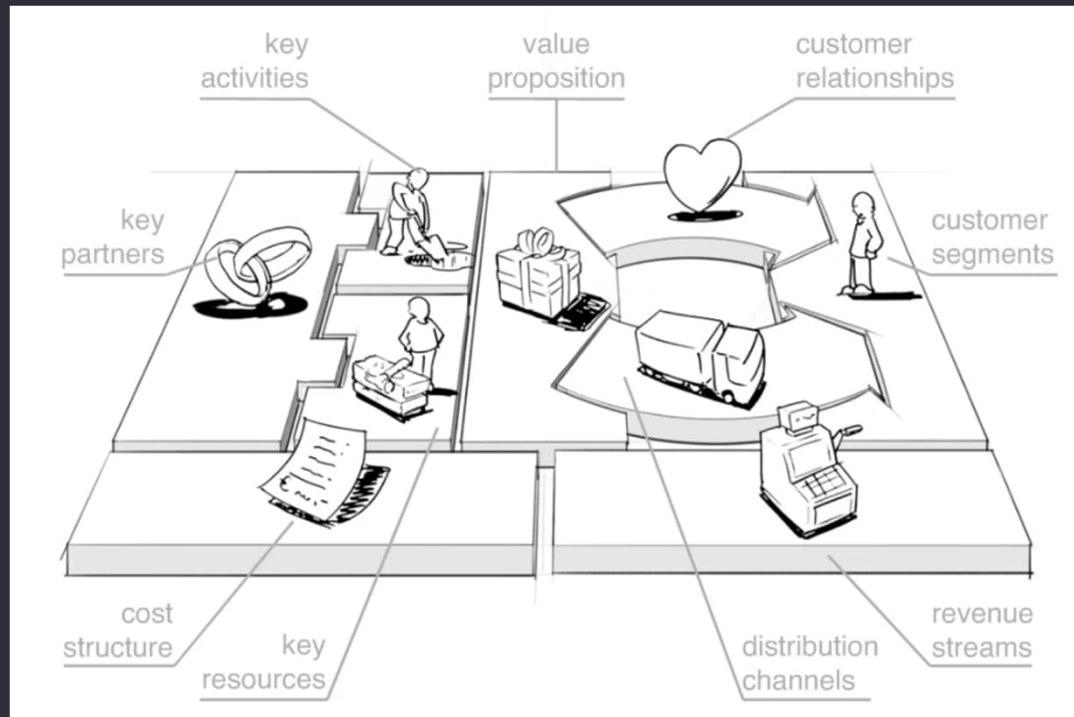
REVENUE STREAM

- Subscription
- Licensing Netflix original content

Create your own business model

1

Go to the **ConnectAmericas Academy**:
Topic 3: Business Model – Class 2:
Innovation – Let's get to work



2

Download the template to start building your business model

Let's get to work!



Working time: 15 min
Voluntary presentation: 10 min



Keep in mind that this is a descriptive exercise, meaning it should reflect **how your business operates today**

Q

&

A

THANK YOU!

See you next Tuesday



Please Access the following link and give us your feedback on today's class:

<https://forms.office.com/r/P6v0hV4k0n>

Your opinión is very important to us