



# Business Model Canvas

Rapid Business Planning

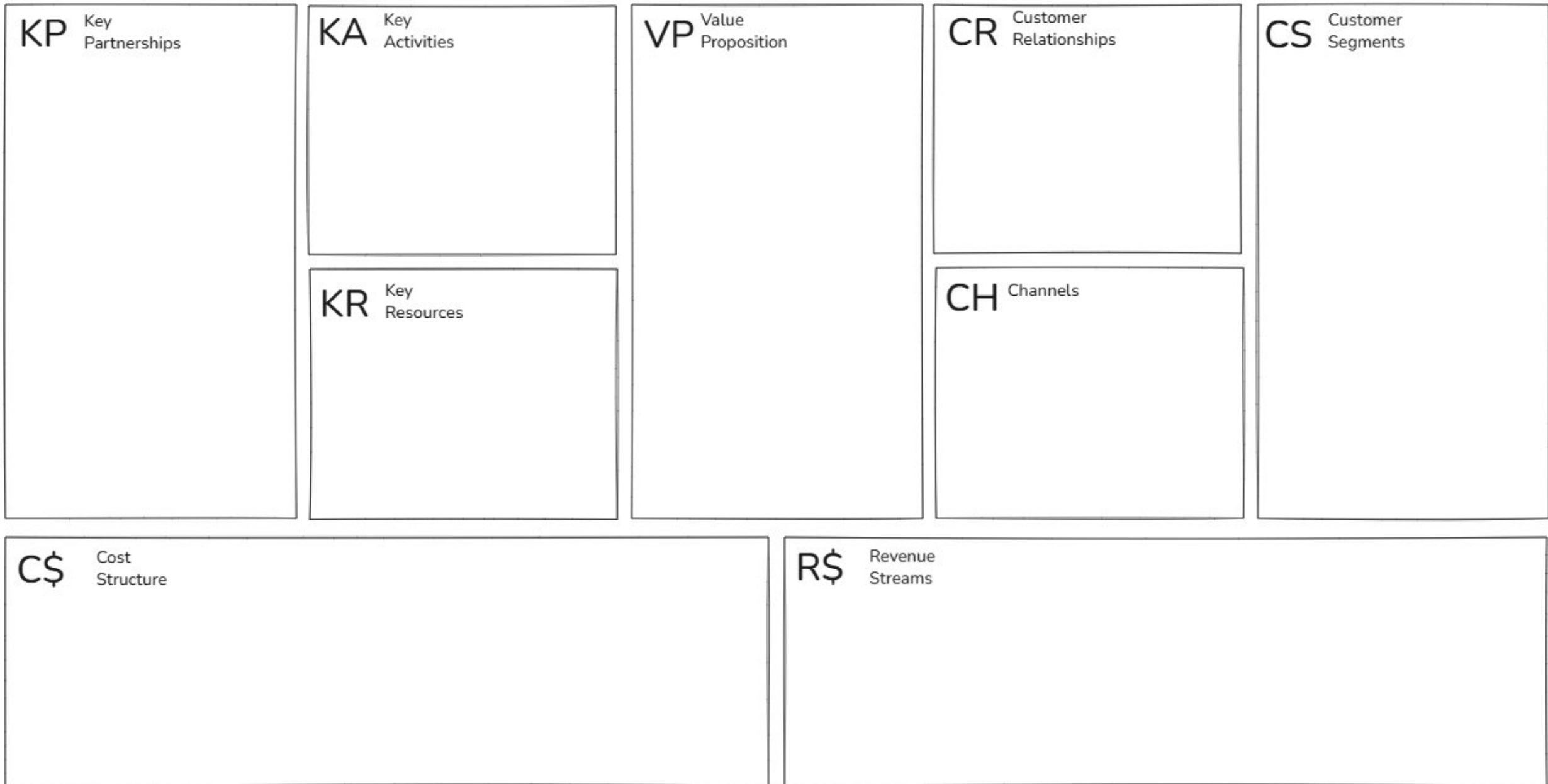
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Learn the concepts  
Plan faster

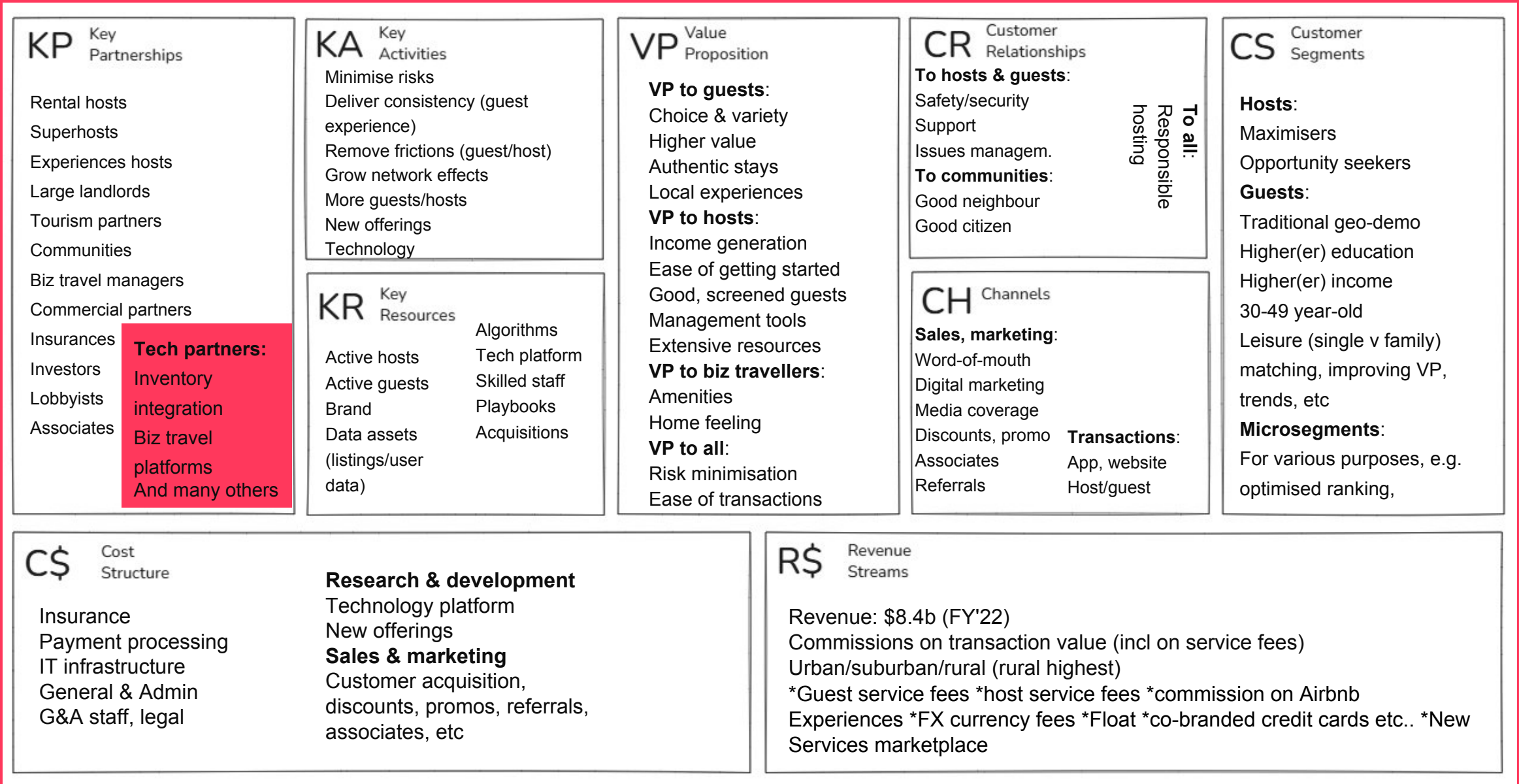
*How is your business connected to  
people and money*

**Instructor: Brent Whistler**

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# AirBnb Example



# Booking.com Example

## KP Key Partnerships

Hotel/property owners

Major hotel chains

Affiliates

Travel agents

Corporate travel managers

Technology partners

Meta search engines

Lobbyists

## KA Key Activities

Manage network effects

Customer experience

Customer support

Grow the platform

Observe external factors

Enhance technology

Guide customer journey

## KR Key Resources

Number of hotels

Number of locations

Great content

User data/algorithms

User experience

Global network

Skilled staff

## VP Value Proposition

### For travellers:

Cheapest prices

Amount of choice

Reduction of risk

Customer service

Useful app

Useful travel content

### For hotels:

Incremental revenue

Ability to react

Global reach

Risk reduction

Additional web traffic

Market intelligence

## CR Customer Relationships

### Hotels:

Commissions

Ease of joining

No booking, no pay

### Travellers:

Customer service

Accuracy

## CH Channels

Website (mobile, desktop) App

Partner channels

Ad channels, Search

Communications channels

## CS Customer Segments

### Supply Side (Partners)

Independent Hotels & B&Bs

Major Hotel Chains

Alternative Accommodation

Hosts

### Demand Side (Travellers)

Corporate & Business Travellers

Budget-Conscious Leisure Travellers

"Genius" Program Loyalists

Package Travel Booking Users

## C\$ Cost Structure

### FY22

Marketing: \$6b (33%)

Sales: \$2b (11%)

Personnel: \$2.5b (15%)

G&A: \$0.9b (0.5%)

IT: \$0.5b (3%)

D&A: \$0.4b (3%)

## R\$ Revenue Streams

### FY22

Total revenue: \$17b

Agency business model:  $9b/17b = 53\%$  (cus pays merchant directly)

Merchant business model:  $7.2b/17b = 42\%$  (cus pays booking as merchant)

Advertising and other revenues:  $0.9b/17b = 6.6\%$

# Uber Example

## KP Key Partnerships

Drivers  
Restaurants  
National chains  
Tech partners  
Cities / communities  
Commercial partners  
R&D partners  
Investors  
Lobbyists  
Insurance  
Other, e.g. car hire, rewards cards

## KA Key Activities

Remove frictions  
Improve customer experience  
Reduce risks  
Increase technical lead  
Stimulate participation  
Scale existing cities  
Expand & grow

## KR Key Resources

Network effects  
Active riders / drivers  
Data assets  
Technology assets  
Staff  
Local teams      Digital assets  
Brand              Playbooks

## VP Value Proposition

### Riders:

Custom ride  
On-demand  
ETA prior to ordering  
Lower(er) prices  
Convenience  
Safety (improving)

### Drivers:

Income generation  
Work hours: flexible  
No boss  
App  
Safety/support

### Eats VP to consumers:

Choice  
Discovery  
Convenience  
Order tracking

## CR Customer Relationships

### Riders:

Safety, security, privacy  
Pricing

### Drivers:

Opportunity  
Fairness

### Cities:

"Good citizen"

## CH Channels

Word-of-mouth  
Media coverage  
Marketing  
Discounts, promo  
Social media, virality  
Partnerships  
Restaurant pages

## CS Customer Segments

### Riders:

Younger, urban, medium-high income  
Millennials: long-term

### Microsegments:

Purpose of rides, by routes, movement data

### Drivers:

Part-time, male, multi-homing (Lyft), college+  
By intention: In-betweeners, on-the-sider, permanent full-time

## C\$ Cost Structure

Insurance  
Payment processing  
IT infrastructure  
General & Admin  
G&A staff, legal, professional services

### Research & development

Technology platform

### Sales & marketing

Customer acquisition, discounts, promos, etc  
Driver referrals

### Driver cost base:

Depreciation  
Fuel  
Financing costs  
Licenses (if applicable)  
Maintenance, service

## R\$ Revenue Streams

Mobility (~28% commission)  
Eats (~20% commission)  
Freight  
All other  
Increasing: Advertising

# Remember Busy Buzz Café?

Let's go through it for Busy Buzz

What about your business?



# Key partnerships



## **What / Why**

External companies, suppliers, or organizations you need to make your business model work.

Why: show how you reduce risk, optimize your operations, scale quickly, or acquire critical resources

## **Examples (for my coffee cart)**

- Local Coffee Roasters
- Dairy & Alternative Milk Vendors
- Commissary Kitchen / Storage Facility
- Property Owners & Local Council
- Equipment Suppliers & Technicians
- Local Bakeries



# Key Activities

## What / Why

The most important daily actions your company must execute to make its business model work.

Why it's needed: To show exactly where your time, focus, and operational budget must go to deliver your value proposition.



## Examples

- Brewing & serving coffee
- Inventory & stock replenishment
- Daily cart setup & teardown
- Equipment cleaning & maintenance
- Point-of-sale & transaction management
- Local permit & regulatory compliance



# Key Resources



## What / Why

The most important assets (physical, human, intellectual, or financial) required to make your business model work.

Why it's needed: To show what you must own or control to create your value proposition, reach your market, and earn revenue.

## Examples

- Commercial espresso machine & grinder
- Mobile coffee cart & trailer
- Trained baristas
- Initial cash float & operating capital
- Brand name, logo, & signage
- Opening inventory (Beans, milk, cups)

# Value Proposition

## What / Why

The unique bundle of products, services, and distinct benefits that creates value for a specific customer segment.

Why it's needed: It is the core reason why customers choose your business over a competitor; it explicitly solves their problem or satisfies their need.



## Examples

- Segment: Rushed Commuters  
Speed & Convenience (Under 60-second ordering, text-ahead pick-up, prime transit location)
- Segment: Specialty Coffee Lovers  
Premium Quality (Single-origin beans, expert barista craft, custom milk alternatives)
- Segment: Budget-Conscious Locals  
Affordable Daily Routine (Low price point, high-value sizing, stamp-based loyalty perks)

# Customer Relationships



## What / Why

The specific type of interaction and ongoing connection a business establishes and maintains with its customer segments.

Why it's needed: To define how you will acquire new customers, retain existing ones, and boost sales over time.

## Examples

- Personal Assistance (Baristas greeting regulars by name, remembering custom drink orders)
- Automated Loyalty Perks (Digital punch cards or SMS rewards to drive repeat visits)
- Community Engagement (Active local social media presence, neighborhood chat groups)
- Self-Service / Speed (Fast-pass pickup lanes for quick, transactional transactions)

# Customer Segments



## What / Why

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

Why it's needed: A business cannot succeed without customers; grouping them allows you to tailor your product, marketing, and pricing to their specific needs rather than trying to please everyone.

## Examples

- **Rushed Commuters**
- **Specialty Coffee Lovers**
- **Budget-Conscious Locals**
- **Remote Workers**
- **Neighborhood Socializers**

# Channels



## What / Why

The specific touchpoints through which a company communicates with and reaches its customer segments to deliver its value proposition.

Why it's needed: It defines your entire distribution and marketing strategy; it dictates how customers first discover you, buy from you, and receive their product.

## Examples

- Order at Cart (Direct, face-to-face sales point for walk-ups)
- Mobile App Purchases (Digital ordering channel for pre-orders and remote sales)
- Gift Cards (Pre-paid customer acquisition and word-of-mouth channel)
- After-Hours Cart Events (B2B booking channel for private parties, catering, and festivals)

# Cost Structure



## What / Why

All the monetary costs and expenses incurred to operate your entire business model.

Why it's needed: To determine whether your business can actually be profitable; it details the financial outlays required to maintain your key activities, resources, and partnerships.

## Examples

### Fixed Costs:

- Cart storage & commissary kitchen fees
- Permits, licensing, and insurance
- Equipment leasing (espresso machine)

### Variable Costs:

- Raw ingredients (coffee beans, milk, syrups, pastries)
- Consumables (cups, lids, napkins, stirrers)
- Barista wages & labor
- Transaction processing fees (POS/card reader)

# Revenue Streams

## What / Why

The cash a company generates from each customer segment through various pricing mechanisms.

Why it's needed: It represents the financial arteries of your business; it proves that customers are actually willing to pay for your value proposition and shows exactly how the business sustains itself.



## Examples

- Direct Sales (One-time transaction revenue from coffee, tea, and specialty drinks)
- Food Upsells (Margin-boosting sales from pastries, snacks, and retail bean bags)
- Event Catering (Flat-fee contract revenue for private parties, weddings, and corporate gigs)
- Merchandise Sales (Branded travel mugs, t-shirts, and stickers)
- Pre-paid Gift Cards (Upfront cash flow driving future transactional sales)
- Coffee Subscriptions / Punch Cards (Recurring or locked-in revenue for frequent daily commuters)



# Who Cares? What About My Pitch?!

## Investor

- What is this?
- What do you need?
- What do I get out of it?

## You

Now have data to answer these questions!

## Funded?

**Uh.. yeah.. a lot more likely**



If you can't be bothered  
to put in this work, should  
anyone invest?