Customer Journey Framework Appendices

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Business Model Canvas
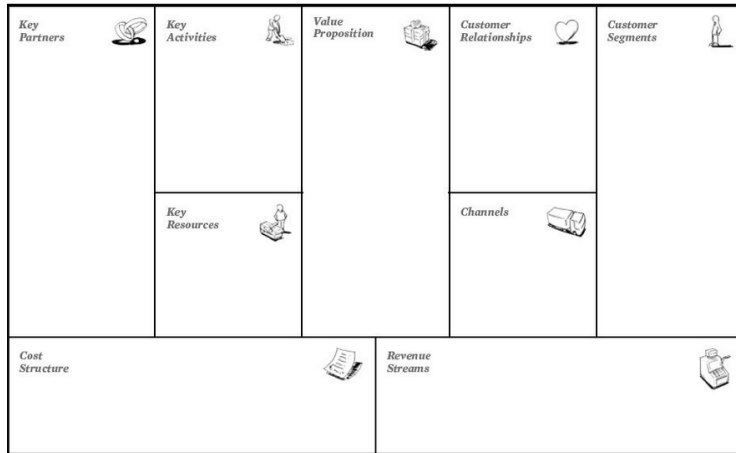## Overview & Further Resources on the framework

Business Model Canvas Introduction

What is the business model canvas?

The business model canvas is a template to document your business model. The canvas visually illustrates the various elements of your business: partners, key activities, resources, etc.

- **Note:** The Business Model Canvas was initially proposed by Alexander Osterwalder based on his earlier work on Business Model Ontology.

How does the canvas work?

A single page document

The canvas is a single page document that allows organisations to focus on what is driving their business & what is non-essential while providing flexibility and transparency

Adapted over time

The canvas should be a living document that is edited as the business grows or changes

Each segment answers clear questions

For each segment there are a few key questions that you should ask yourself or team. As an example for key partners and value proposition:

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

Value Proposition
- What core value do you deliver to the customer?
- Which customer needs are you satisfying?

Business model canvas example

Coca-Cola Sabco

The Coca-Cola Sabco example is often cited in business cases. Using colour-coded Post-It notes, one can easily see Coca-Cola's involvement (Yellow), Sabco's involvement (Green) and the new Marketing Distribution Center's (Orange).

By going through this mapping process, we can quickly see that Coca-Cola is heavily reliant on their partner for success.

Using colour-coded Post-It notes can quickly give you a visual for different aspects of your business. In some cases - as in this example – it can be 'core business' vs. 'partnership involvement', but you could also split by priority focus vs. secondary for instance, or any other facet of your business.

The ultimate advice is to be creative and utilise multiple variations and iterations.

Business model canvas links

Links to further resources

Wikipedia page

Short Introductory Video (1)

Short Introductory Video (2)

Longer Explanatory Video (1)

Longer Explanatory Video (2)

Google Sheet Template of Canvas

Google Picture Template of Canvas

Further reading:
2010. Business Model Generation, A. Osterwalder, Yves Pigneur, Alan
Smith, and 470 practitioners from 45 countries, Wiley published

Sourcing Expertise & Scoping Requirements

How to get the skills required to run this evaluation

Identifying Skills Gaps

Identify skills gaps	Sourcing Expertise

Organisations need to think about whether they have the expertise within their team to conduct an evaluation of this kind. Consider whether you have the following skills:

If the skills aren't in house consider sourcing them

	Where to look for expertise (if you don't have it)	**Approach to contracting additional expertise***

Data analytics
- Knowledge of **databases** (e.g. SQL) and basic **programming** knowledge (e.g. Python, Java)
- Proficiency with **analytic software/tools** that can handle large datasets (e.g. R, iPython)
- Track record of **presenting results** of findings clearly (e.g. from using latest visualisation tools to PowerPoint)

Where to look:
- Independent data scientists
- Small boutique consultancies with specialisation in data analytics
- Look for a track record of working in relevant markets & with relevant organisations

Approach:
- Ensure interviews focus on individual(s) who will do the data analytics & assess their competency to deliver
- Get a technical expert to asses candidates if you have limited domain knowledge
- Responsible for data extraction, customer journey analysis, and presentation
- Focused brief budget limit ~30k USD

Qualitative Research
- Ability to use appropriate **sampling techniques** to structure research
- Knowledge of **customer interview techniques** (e.g. ethnographic interview approaches)
- Track record of **product/service analysis** with ability to provide targeted product recommendations

Where to look:
- Independent research consultants
- Market research firms with a focus on ethnography
- Look for a track record of working in relevant markets & a network of local connections in target market

Approach:
- Provide clear scope of 2-3 questions oriented in the customer journey & data analytics
- Ensure they have a strong on-ground team who understand target market
- Responsible for research design, delivery, and presentation of findings
- Focused brief budget suggestion ~20k USD

Business model analysis
- Strong knowledge of **relevant business models,** tools and frameworks
- Ability to **analyse financials** and provide assessment of cost-revenue structure
- Track record of synthesising findings to provide data driven **strategic/product recommendations**

Where to look:
- Independent business/management consultants
- Small management consultancies with specialisation in emerging markets and relevant sectors
- Look for a track record of similar work

Approach:
- Provide this framework and ask them to build their engagement around it
- Ensure sample work is seen and discussed in detail to ascertain quality of delivery
- Responsible for business model analysis and synthesis of all findings for recommendations
- Focused brief budget suggestion ~20k USD (~30k with project management of evaluation)

* Note: all budgets are purely indicative

Operational Project Guidance

Further operational considerations for running an evaluation

Keep your findings organised

A workbook for end-to-end operation

For each of our evaluations we kept collective notebooks to share insights and findings across members of the evaluation team. This approach is valuable to:

Keep findings in one place
- Share across teams quickly
- Create a great record of the engagement
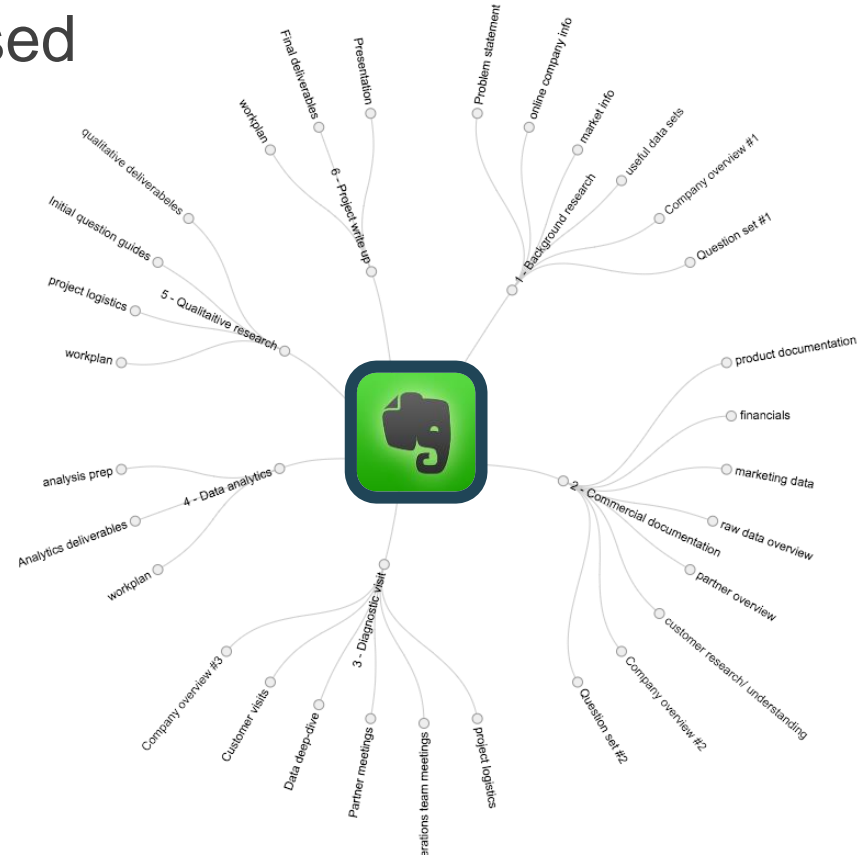- Quickly locate relevant findings from project

Optimise project write up
- Quickly refer to key data to support recommendations
- Enable evaluation team to collaborate remotely

Make projects quickly comparable
- Common information architecture enables quick comparison between projects
- Copy and paste elements from other projects quickly

Click through to use our template notebook*

Mindmap labels:
- Final deliverables
- Presentation
- Problem statement
- online company info
- market info
- useful data sets
- workplan
- 6 - Project write up
- Company overview #1
- qualitative deliverabeles
- 1 - Background research
- Question set #1
- Initial question guides
- project logistics
- 5 - Qualitaitive research
- workplan
- product documentation
- financials
- marketing data
- analysis prep
- 4 - Data analytics
- 2 - Commercial documentation
- raw data overview
- Analytics deliverables
- partner overview
- workplan
- 3 - Diagnostic visit
- customer research/ understanding
- Company overview #3
- Customer visits
- Data deep-dive
- Partner meetings
- arations team meetings
- project logistics
- Question set #2
- Company overview #2

Self Assessment

Determine whether you are ready for an Evaluation

Requirements & Brief

High level requirements	A compelling problem statement

High level requirements

Amount of data
- Historical data documenting the data model and the timeline of any changes in the service architecture, data model, and business model.

Data types
- Transactional: records a time and relevant reference data for a particular customer transaction record
- Location: records the geographical position of the GSM device of a user
- Customer demographics: records demographic information about particular customers
- System Performance: records data around operational performance of the service itself
- Marketing: records timings and relevant reference data about marketing campaigns

Senior buy-in
- The support of senior managers and those directly involved in the project are paramount to launching a successful project.

Team capabilities
- A team with the time and ability or expertise in business model analysis, data analytics and qualitative research.
- Or budget to outsource

A compelling problem statement

Once social and commercial objectives for the mobile service have been clearly and unambiguously defined, create a brief or problem statement that outlines the most poignant questions whose answers would be beneficial both commercially & socially.

Good Brief Example

We have ~200,000 users per month and would like to use our data to analyse their behaviour. What is the user journey from welcome message to key message? How does the average user utilise our service, especially in regards to free vs. paid for content? Which of our topics is most popular among users? What conclusions about our commercial & social KPIs (ARPU, churn rate, etc.) can data provide?

✓ Clearly defined and unbiased questions that can be answered by the data i.e. What conclusions does the data provide vs. does it show higher ARPU etc.

Bad Brief Example

Our actual user revenue is lower than projected revenue. This is because of technical problems including the technical platform, irregular delivery of content or no delivery at all. We have no ability to get a detailed report on this tech issues so we can see which user is facing which issue.

✗ While definitely a problem, this is not a good example for a data analytics project. The data itself doesn't seem to be captured and even if it was, it wouldn't be able to provide the answers.

Conducting a quick self-assessment

The self assessment tool

? **Is your organization ready to implement a data analytics project as described and outlined in our report?**

Take this quick self-assessment and find out. Simply go to our Google Form:

Click through to take our quick survey

Fill out the questions and within a week we will send you a rating on how prepared you are.

Data Analysis Self Assessment

* Required

What is your name? *

What is your email? *

What company do you work for?

How much historical data do you have? *

☐ Less than 6 months
☐ 6 months to 1 year
☐ 1- 3 years
☐ 3+ years

What type of data do you collect? *

Read our evaluation case studies

Human Network International

ACRE Africa

NextDrop

m4dimpact.com/analysis/case-studies

Read our Toolkit for More Information

http://www.m4dimpact.com/analysis/insights

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