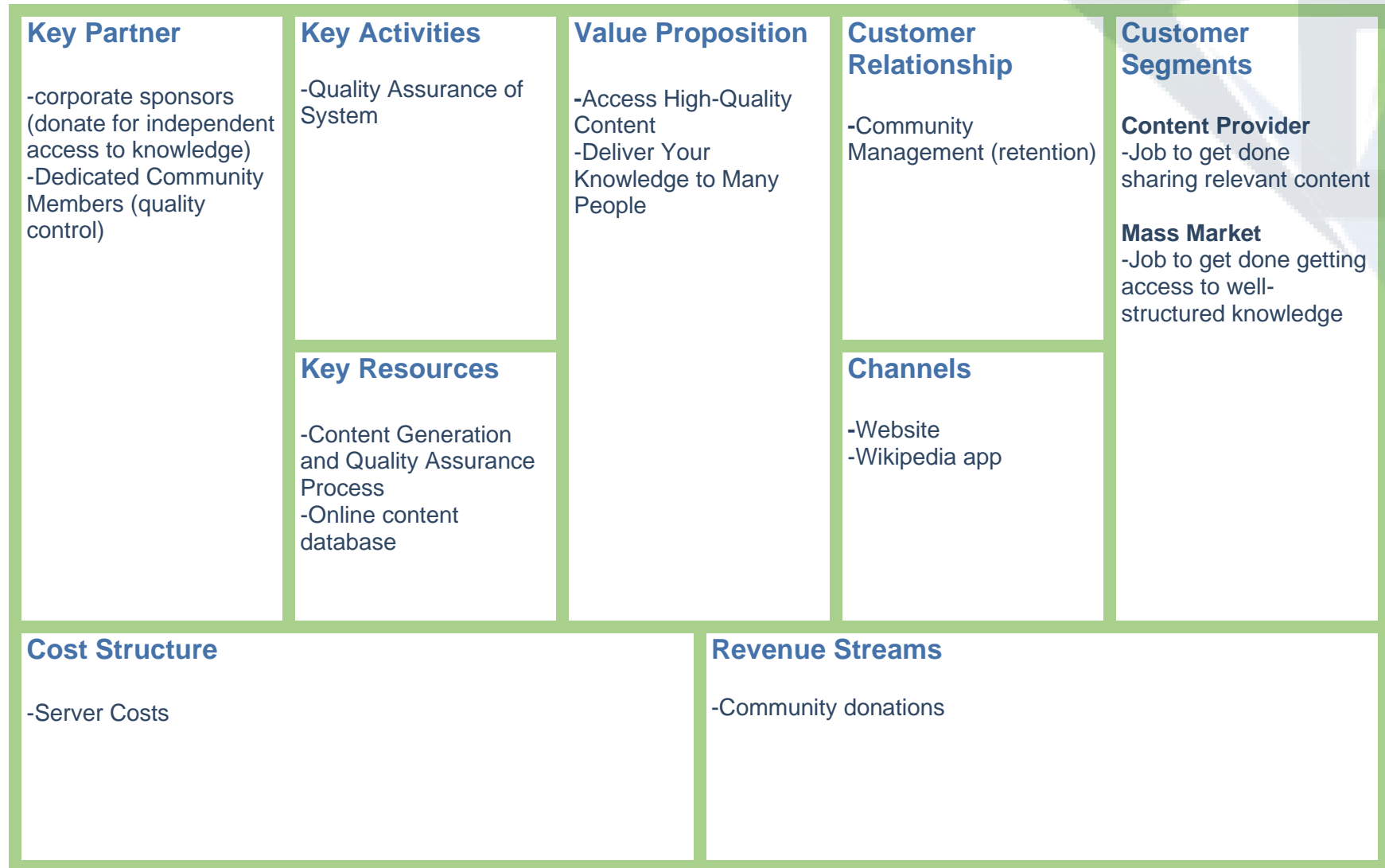# Business Model Canvas Example: Alibaba

Key Partner

-MYbank (grants credit to customers)
-Alimama (advertising partner) gives merchants a one-stop for buying an ad to promote their wares on Alibaba
-Alipay cross-border e-payment service is a payment solution that allows buyers to pay for goods sold on international partner merchant websites

Key Activities

-Loan services (Providing loans for customers; risk management)
-Marketing and sales (selling ads, and seek for B2B customers)
-Data management (buying behavior, offer optimization, individual recommendations for customers)

Key Resources

-Company brand (world's largest retailer)
-Online marketplace
-customer data & algorithms (buying behavior for pinpointed advertising)

Value Proposition

-Access a global market
-Pinpointed advertising for products and special customer segments
-Ensure a safe supply and secure payment transactions for the online customer

Customer Relationship

To hosts & guests:
-Self-service: help center; user guide (acquisition/ retention)
-Community (acquisition to build trust/ retention)

Channels

-Alibaba Apps
-Website

Customer Segments

Risk-averse online buyers (B2C & B2B)
-Job to get done: Safe online buy of products (at competitive prices) with worldwide delivery.
Advertisers for the various groups of customers:
-Job to get done increase the sales volume with specific advertising.
Suppliers looking for a wider range
-Job to get done provide their products online and sell them to global customers

Cost Structure

-Technological infrastructure

Revenue Streams

-Advertising for a desktop solution
-Transaction fees for products
-Advertising mobile app (revenue 1.7 billion U.S. dollars

Business Model Canvas Example: Airbnb

Key Partner

-Rental Hosts
-Super Hosts
-Experiences Hosts
-Large Landlord
-Tourism Partners
-Communities
-Biz Travel Managers
-commercial Partners
-Insurances
-Investors
-Lobbyists
-Associates

Tech Partners

-Inventory Integration
-Biz Travel Platform
-And many others

Key Activities

-Minimize Risks
-Deliver Consistency
-Remove Frictions
-Grow Network Effects
-More Guests/Hosts
-New Offerings
-Technology

Key Resources

-Active Hosts, Guests
-Brand
-Data assets
-Algorithms
-Tech Platform
-Skilled Staff
-Playbooks
-Acquisitions

Value Proposition

VP to guests:
 -Choice & Variety
-Amenities
-Often Cheaper
-Higher Value
-Authentic Stays
-Local Experiences
VP to hosts:
-Income Generation
-Ease of Getting Started
-Good, Screened Guests
-Management Tools
-Extensive Resources
VP to biz travelers:
-Amenities
-Home Feeling
VP to all:
-Risk Minimization
-Ease of Transaction

Customer Relationship

To hosts & guests:
-Safety/Security
-Support
-Issues Management
To Communities:
-Good Neighbor
-Good Citizen
To all:
-Responsible Hosting

Channels

Sales, marketing:
-Word of Mouth
-Digital Marketing
-Media Coverage
-Discounts, Promo
-Associates
-Referrals
Transactions:
-App, Website
-Host/Guest

Customer Segments

Guests:
-Traditional Geo-Demo
   -Higher Education
   -Higher Income
   -30-40-Year-Old
-Leisure (Single V Family)
Business (Short V Long)
Hosts:
-Maximizes
-Opportunity Seekers
Microsegments:
-For various purposes, e.g. optimized ranking, matching, improving VP, trends, etc.

Cost Structure

-Cost of Revenue:
   -Insurance
   -Payment Processing
   -IT Infrastructure
-General & Admin
   -G & A Staff, Legal

-Research & Development
   -Technology Platform
   -New Offerings
-Sales & Marketing
   -Customer acquisition, discounts, promos, referrals, associates, etc.

Revenue Streams

-Commissions on Transaction Value
-Urban/Suburban/Rural
-Q4 '19: $1.1b

Pricing
-Rental Guests: up to 14.2%
-Rental Hosts: 3%
-Event Hosts: 20%
-Event Guests: 0%
-Hotels: 14-16%
-Host Cost Base Important

Business Model Canvas Example: Wikipedia

Key Partner

-corporate sponsors (donate for independent access to knowledge)
-Dedicated Community Members (quality control)

Key Activities

-Quality Assurance of System

Key Resources

-Content Generation and Quality Assurance Process
-Online content database

Value Proposition

-Access High-Quality Content
-Deliver Your Knowledge to Many People

Customer Relationship

-Community Management (retention)

Channels

-Website
-Wikipedia app

Customer Segments

Content Provider
-Job to get done sharing relevant content

Mass Market
-Job to get done getting access to well-structured knowledge

Cost Structure

-Server Costs

Revenue Streams

-Community donations

Business Model Canvas Example: Zara

Key Partner

-Shopping centers (prime locations)
-Suppliers and manufacturers (80% manufactured in Europe)
-Trend-scouts (bloggers, celebrities)
-Fashion Magazines (ads)

Key Activities

-Store management
-Logistics
-Brand management (uses location, store layout as an advertisement)
-Customer service
-Design and manufacturing (new items are presented weekly)

Key Resources

-Human Resources
-Factories
-Brand

Value Proposition

-Fast trend following fashion items at prime locations

Customer Relationship

-Purchase Advice (acquisition and upselling)
-Newsletter (upselling)
-Exchange of the goods (retention)

Channels

-Retail Stores
-Mobile App
-Web Store
-Bloggers

Customer Segments

Young fashion-conscious woman (searching for the latest trend)
-Job to get done getting modern fashion for an affordable price

Cost Structure

-Operation of retail stores and expensive locations
-Marketing (only 0.3% of the revenue)
-Human Resources
-Production and Distribution

Revenue Streams

-Direct sale of fashion items in the store and online