

Business IP Canvas

Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Market Segments
<p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> <p>What is relevant from the point of IP: # Do you outsource manufacturing of certain components to third parties? If so, do you have an agreement in place that specifies what IP rights are involved in the 'knowledge' transfer? (E.g., patents, know-how, manufacturing designs, any copyright protected materials.) # Do you acquire third-party IP that you implement in your product/service? E.g., software modules, certain hardware sub-components. # Is there any shared IP (through collaborative R&D projects) that is part of your solution? # Is there any other entity that can commercialise to the same IP as you? If so, do you consider them your competitors in the future, as you expand into other markets? # Do you have NDAs in place? Be aware of confidential information you are disclosing (your information) and receiving (your partner's information). # Do you have a confidentiality/trade secret policy in place? You need to record this information to (1) track the (co-)users of your IP and (2) have clarity about third-party IP implemented in your solution. Royalties/licensing fees that you pay represent costs that you should consider to include in your pricing policy.</p>	<p>What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?</p> <p># Do you need to strengthen the IP protection of your solution? # Are you considering creating a diverse IP portfolio, including e.g., design protection, copyrighted materials, patents, trade secrets? # Do you plan to apply for (more) patents? # Did you do a trade mark analysis of your company/product name? # Consider FTO-analysis before the product launch. Consult an IP lawyer/specialist about this matter. # Do you need to acquire an IP licence to minimise the risk of IP right infringement? # Any chances of cross-licensing of your IP rights with your competitors or other parties? # Any chances of joining a patent pool as a licensing option? # If your R&D works have been financed in a publicly funded project, review the contractual obligations with regard to the ownership and use of IP (foreground and background).</p>	<p>Under this category, you should enlist all identified IP that relates to your solution (owned by your company and/or from third parties).</p> <p>If you are already recording your IP rights in a more formalised way – e.g., in an IP register – only indicate this here. In an IP register, you should catalogue all IP rights: (un)registered and non-registrable. E.g., patent applications, granted patents, abandoned patents, trade secrets, copyrights (source code modules), designs, trademarks. Include NDAs and R&D contracts (from 'Key partners') to complete the IP picture of your company.</p>	<p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying?</p> <p>Defining your value proposition (VP) is the focal point of the business model canvas. VP is equally important when it comes to identifying and understanding your IP-related potential. A separate table should guide you in defining your IP assets based on your VP. Here are just a few explanatory comments: Try to rank your VP characteristics. This will support you in taking decisions with regard to the shape of your IP portfolio. This way you gain valuable information on the importance of each IP right that relates to a specific feature of your VP. The difference between this section and 'Key resources' is that here you (1) attempt to match IP rights with</p>	<p>What type of relationship does each of our customer segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p># Do you intend to involve your customers (B2C) in designing new products/services? As in 'co-creation'. Please define terms for the ownership and use/exploitation of 'co-created' ideas. This usually happens in a manner of a licence (exclusive, non-exclusive). Open source and/or Creative Commons licenses can be useful here. Please also consider whether to include compensation of co-creators. # Do you intend to collaborate with your customers (B2B) on joint further developments of your technology? It is important to contractually specify the ownership and exploitation rights of the foreground IP (i.e., IP generated during the project).</p>	<p>Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>What is relevant from the point of IP: # Indirect distribution / White label? Does the agreement includes IP clauses? Which IP rights (e.g., patents, secret know-how, designs) are involved and which exploitation rights are granted? # Direct online distribution (e-commerce)</p>	<p>For whom are we creating value? Who are our most important customers? Is our customer base a mass market, niche market, segmented, diversified, multi-sided platform?</p> <p>In the 'Business IP canvas', this box changes its profile, and focuses on the target market and your competitors – from the IP perspective. The following questions should help you to gather specific information: # Do you know your competitors' IP practices? Do they apply for patent protection? Do you monitor such activities? Consult your patent attorney on this. Do your competitors release their source code (as open source)? How does their IP practice reflect their business model? # Who is the strongest 'inventor' in the specific market? # Are IP rights respected in your target market? # How does the supply chain in the target market look like? In which countries are products/components being produced, and to which are they distributed, and sold? # Where does your company fit in the supply chain structure of the target market? # In case of IP licensing, how will your potential licensee use your IP? Will they use it to produce goods? Do they acquire IP to block other competitors? The better you know the target market, the clearer perspective you will have when it comes to IP strategy. When it comes to learning about the IP practices of your competitors, it's not so much about doing the same thing, as about understanding how they play their game and how their IP-</p>

Cost Structure

What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?

IS YOUR BUSINESS MORE: Cost-driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), or value-driven (focused on value creation, premium value proposition).

SAMPLE CHARACTERISTICS: Fixed costs (salaries, rents, utilities), variable costs, economies of scale, economies of scope.

How much can you spend on IP registration/applications? Do you have budget restraints?

What are the costs incurred up until now?

Please include costs of IP applications (patent attorney fees, office fees), royalties for photos, graphics, videos, etc.

Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each revenue stream contribute to overall revenues?

TYPES: Asset sale, usage fee, subscription fees, lending/renting/leasing, licensing, brokerage fees, advertising

FIXED PRICING: List price, product feature dependent, customer segment dependent, volume dependent

DYNAMIC PRICING: Negotiation (bargaining), yield management, real-time-market

What are the prospects of generating revenues through the licensing of your technology?

Licensing your technology (i.e., IP rights) can be your business model (one of them, depending on the market).

How much value can you capture from it?

Which IP rights could you license?