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|  | **Business Operations** | | **Selling Something** | |  |
|  | **Institutions** | **Individuals** |  |
| **External** | [**11) Key Partners**](#_11)_Key_Partners)  The key external organizations (collaborators, suppliers, service providers, etc.) that help you develop or make your product or service. | [**12) Channels & Customer Relationships**](#_12)_Channels_&)  The way in which you deliver your product/ service as well as engage with and support customers and influencers. | [**6) Authorities**](#_6)_Authorities)   * Payors * Regulators * Med Specialty Boards * Patient Advocacy Groups | [**5) Experts**](#_5)_Experts)   * Clinical Champions * Anti-Buyers * KOLs * Patients/Families | **Influencers** |
| [**2) Economic Buyers**](#_2)_Economic_Buyers)   * Decisions Makers (local and "corporate") * VAC (w/Technical Buyers) | [**1) Users**](#_1)_Users)   * Practitioners (direct and indirect) * Patients and Family | **Customers** |
| **Internal** | [**10) Key Resources**](#_9)_Key_Resources)  The key assets (physical, financial, intellectual, human, etc.) controlled by the business that provide a competitive advantage | [**9) Key Activities**](#_10)_Key_Activities_1)  The key things the business does in creating and delivering the value prop. & support customers (core competencies) | [**4) Value Quantification**](#_4)_Value_Quantification)   * Safety, and/or * Outcomes, and/or * Economics, etc. | [**3) Value Promise**](#_3)_Value_Promise)   * Job-to-be-done/ Needs and Wants * Benefit Statement | **Value Prop.** |
| [**8) Transaction Model**](#_8)_Transaction_Model)   * Basis * Pricing * Payment terms | [**7) Market Size**](#_7)_Market_Size)   * # of Buying Entities * # of Uses per * Adoption rate | **Revenue Stream** |
| **Calcs** | **Cost Structure**  The fixed and incremental costs to operate the business and deliver/support the solution | | **Revenue Projections**  The projected flow of cash into the business as a function of time | | **Calcs** |
| **Business Economics**  Operating Statement, Cash flow/needs, Balance sheets, Cap Table, etc. | | | |

# 1) Users

* Practitioners
  + Direct and
  + Indirect
* Patients(?)

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| Hypothesis Statement | Status | Evidence | Implications |
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*[Return to Top Summary Page](#_Healthcare_Business_Model)*

# 2) Economic Buyers

* Decisions Makers (local and "corporate")
* VAC (w/Technical Buyers)

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*[Return to Top Summary Page](#_Healthcare_Business_Model)*

# 3) Value Promise

* Job-to-be-Done/Needs and Wants
* Benefit Statement

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 4) Value Quantification

* Safety
* Outcomes
* Economics, such as cost savings and/or revenue generation
* Etc.

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 5) Expert Influencers

* Clinical Champions
* Anti-Buyers
* KOLs
* Patients/Families
* Etc.

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 6) Authority Influencers

* Payors
* Regulators
* Medical Specialty Boards/Colleges
* Patient Advocacy Groups
* Etc.

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 7) Market Size

* # of buying entities
* # of Uses per
* Adoption Rate

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 8) Transaction Model

* Basis
* Pricing
* Payment terms

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 9) Key Resources

The key assets that the business controls (physical, financial, intellectual, human, etc.) providing a sustainable competitive advantage. Some examples include:

* Physical
* Intellectual property (IP)
* Human
* Financial,
* Etc.

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 10) Key Activities

The key things the business does to create and deliver the value proposition & support customers, etc.. (core competencies)

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[*Return to Top Summary Page*](#_Healthcare_Business_Model)

# 11) Key Partners

The network of key suppliers, collaborators, service providers, etc. that help you develop and/or make your product or service.

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*[Return to Top Summary Page](#_Healthcare_Business_Model)*

# 12) Channels & Customer Relationships

The way in which you deliver your product/ service as well as engage with and support customers and influencers.

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*[Return to Top Summary Page](#_Healthcare_Business_Model)*