Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		**Channels**	

Cost Structure	Revenue Streams

GROUPON - Business Model Canvas by Carlo Arioli (English)

Key Partners (7)
Internet & other Coupon Provider

Tencent 腾讯 | GROUPNET

POS & Credit

LEGEND
- Consumers (grey)
- Merchants (blue)

Red: model extensions

Key Activities (5)
Editorial/Content
Email marketing
Scheduling

B2B sales force
City Planner (geo-mktg)
Contract Management

M&A

Business Intelligence Profiling

Key Resources (6)
Database email

Creative /Publisher

Sales Force + Merchant Database

Web Platform & SW Developers

Value Propositions (2)
GROUPON Collective Buying Power

Consumer
- Discount/bargain
- Crowdsourcing

Merchant
- Effective Advertising
- Fast build Prospect list
- Sell & Fulfillment Platform

Customer Relationships (3)
Consumers
- Price/convenience $$
- Trust/CRM
- Viral

Merchants
- Consulting on offer preparation
- Trust

Channels (4)
Email campaigns
Social networks
Website
Mobile Apps
B2B Sales
Merchant web portal

Customer Segments (1)
Local Consumers
- Affluent
- Student
- Singles
- ..... Etc

Merchants
- Local Shops.
- PMI/SOHO
- Global Brand
- Event Organizers

Cost Structure (9)
Consumer Acquisition Cost (marketing)

Consumer Database

IT: Application, Data Center e Connectivity

Merchant acquisition

Editorial Content prep

Revenue Streams (8)
% fee on transactions

New products: GNow! GLive !

Ancillary Serices

New products Credit Cards