The Academic Value Model Canvas

Partners

Partners

Who are our key partners (e.g., employers, internship providers, businesses, research consortium)?

What do we need from them to deliver on our value proposition?

Vendors and Suppliers

Who are our key vendors and suppliers?

What key activities do they perform?

How do they help us achieve or add to our value?

Activities

Big Moves

What two or three major or "big moves" are required to achieve the Value Model?

Operational Strategies

What other key or strategic activities need to be accomplished?

Execution

How will execution of the strategies be managed, monitored, and evaluated?

Competencies

Capabilities and Organization

What capabilities does our value model require? What is our capacity?

What changes in organization and culture are required?

Resources

What resources do we need to achieve the value model and build our capabilities?

Assets

What capital, physical, intellectual, brand, and other assets do we need?

Exceptional Value

Value Proposition

What value do we deliver to our target markets, stakeholders and networks?

What requirements, needs, and constraints/barriers does our value satisfy or address?

Differentiation

How does our value proposition differentiate us among our target markets, stakeholders, and networks?

Onlyness Statement

What makes us truly distinctive?

Portfolio of Offerings

What are the major offerings (academic, co-curricular, student life, academic support, auxiliary enterprises, and the like) for exceptional value? How are they organized?

Relationships

User Relationships

What types of relationships does each of our target student and other markets expect us to deliver and maintain?

What investments are required?

Brand Relationships

What brand relationships does our Value Model require (e.g., reputation, message drivers, personality traits)?

What activities and investments are required for the brand relationships?

Channels

Delivery

How do we deliver our programs and offerings (e.g., campus-based, online)?

Market

Through what channels do we reach and communicate with our key market segments?

What are the channel phases we need to manage (e.g., awareness, evaluation, selection, loyalty)?

Communications

What other communications and brand channels do we need to manage?

Markets & Stakeholders

Markets/Segments

For whom are we creating educational value?

Who are our most important student and other market segments?

Are there any niche or specialized markets?

What are the *personas* and experience journeys of our segments?

Stakeholders

Who are our stakeholders (alumni, donors, trustees, employers)?

What are their expectations around value and engagement?

Referral Networks

Who are our referral networks (high school guidance counselors, teachers, coaches, employers)?

What are their expectations around value and engagement?

Cost Structure

What are the most important costs inherent in our Value Model?

Which activities are most expensive? Require the greatest investment?

What capabilities, resources, and assets require the greatest ongoing investment?

What cost reductions/de-investments can we achieve (e.g., efficiencies, optimization, scale)?

How will our Value Model ensure strategic re-investment in critical activities, competencies, channels, etc.?

Revenue Streams

What are our principal revenue streams? How much will each contribute to our overall revenues?

For what value are our students and markets willing to pay?

What are our core pricing policies in regards to value?

What are our discounting/dynamic pricing policies in regards to value?

What economic and other value does our model recapture from target markets, activities, and offerings?