

BUSINESS MODELS

Biz Model Camp
Hub Berkeley, CA

AlexOsterwalder.com
@business_design

3 points

1

TIME MACHINE

1958



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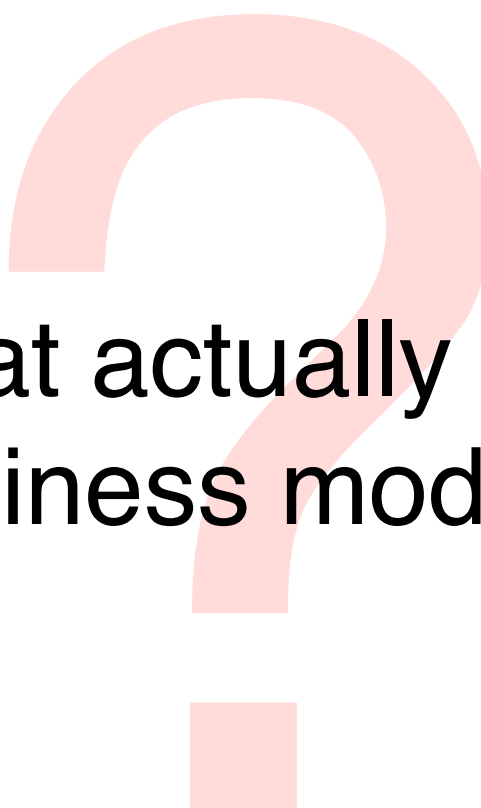
what's the core take-
away here?

they didn't give a ~~d%*&Y~~
about the ~~status-quo~~ models

the business model
“trumps”/enables the
~~technology innovation~~

there was no way they
could ~~prove~~ their business
models would work

2



**What actually is a
business model?**

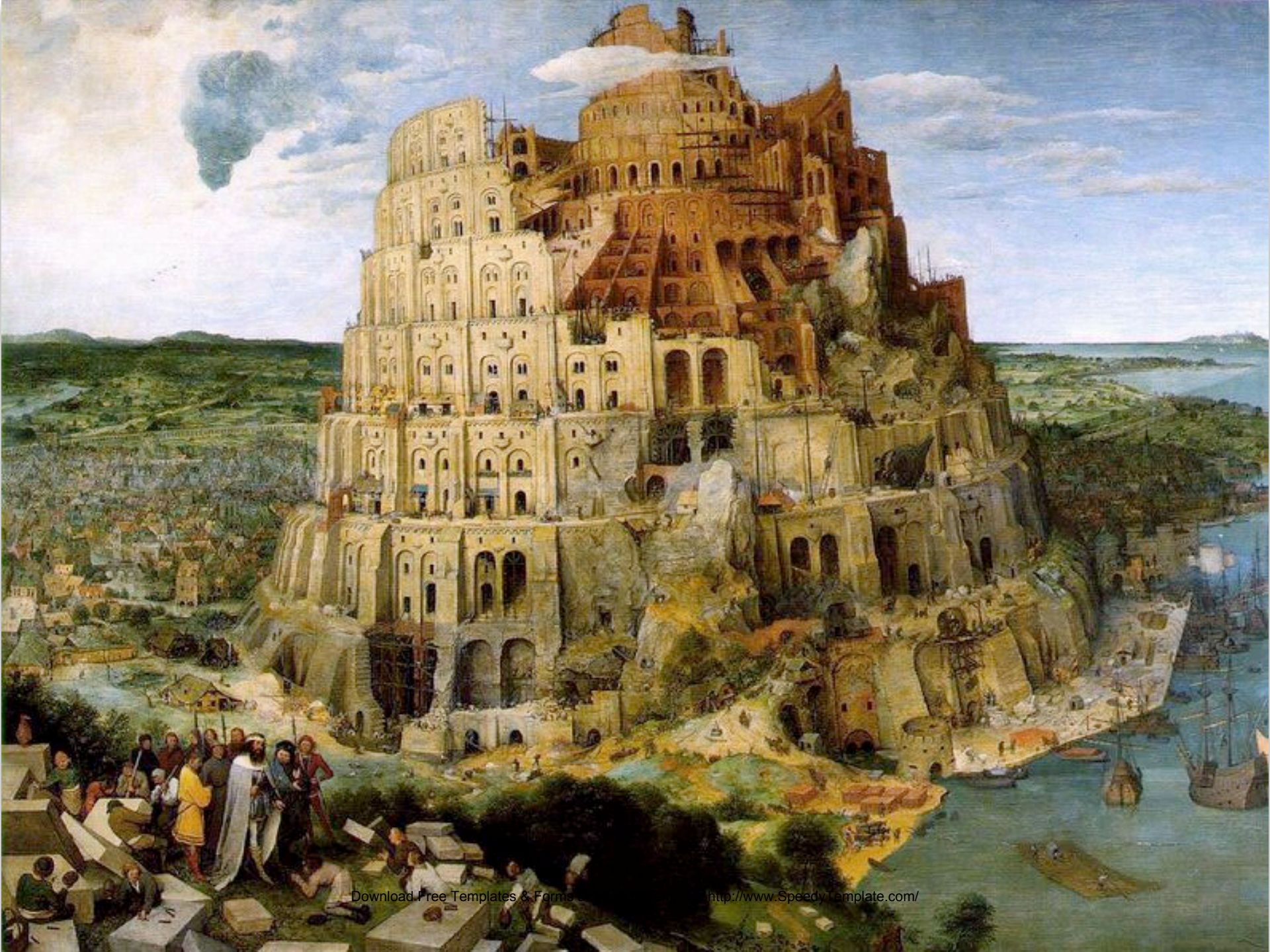
buzz group

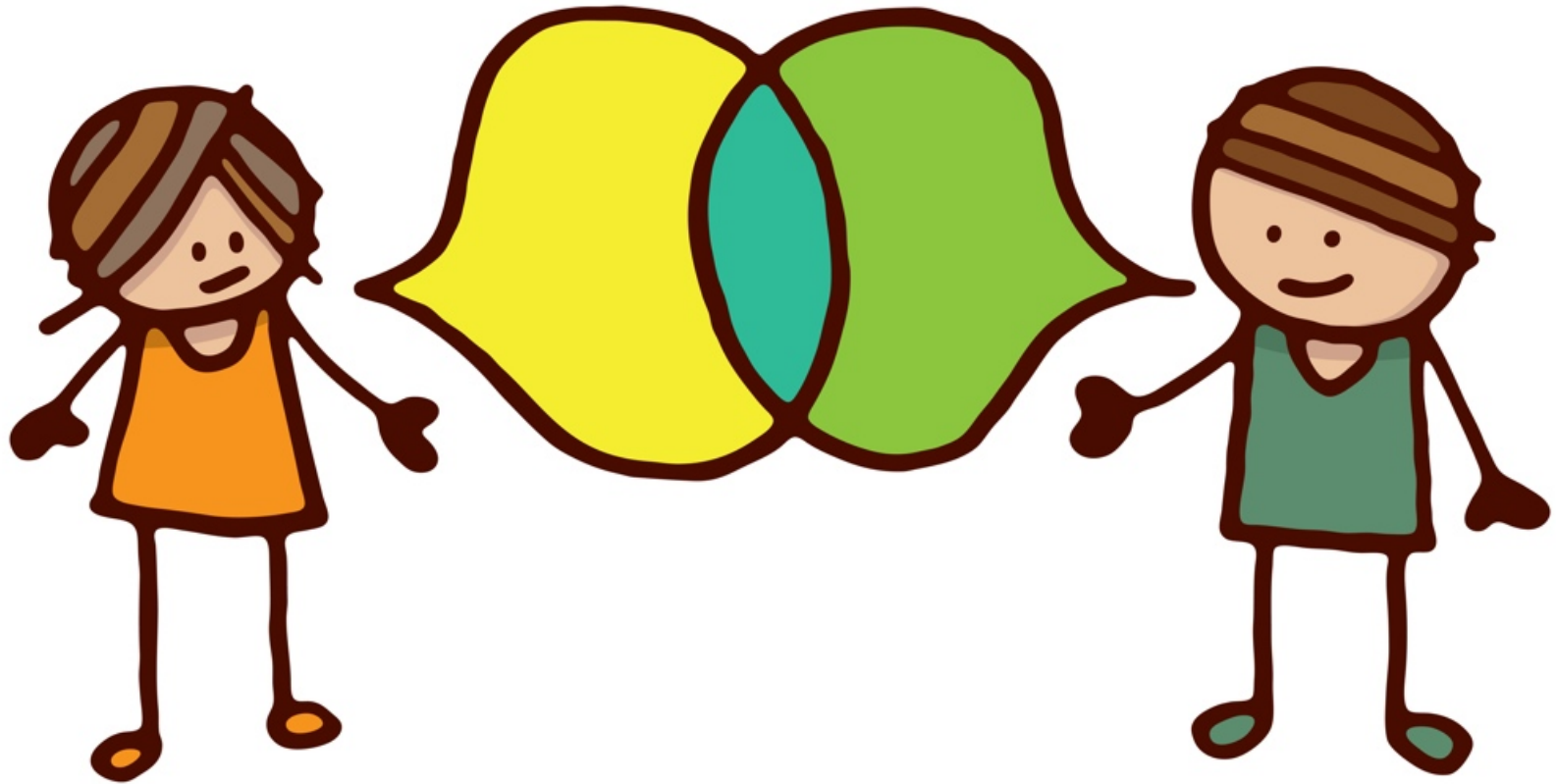


discuss with your seat neighbor
what a business model is and
write down your **definition**



what elements did you
mention in your definition?





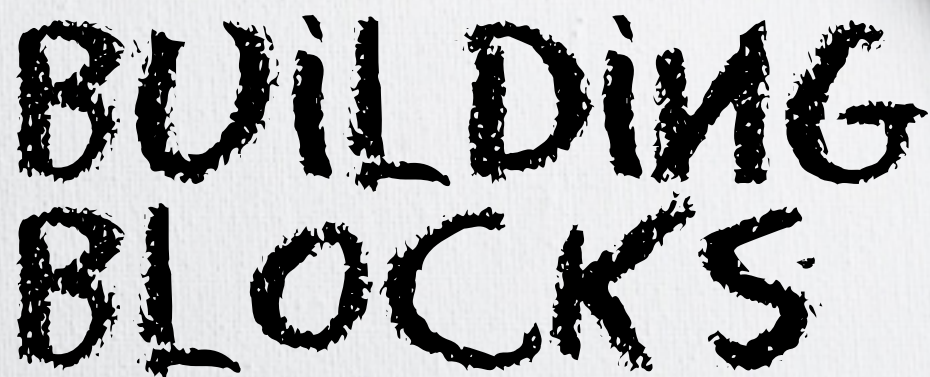
BUSINESS MODEL CANVAS



to describe, challenge,
design, and invent
business models more
systematically

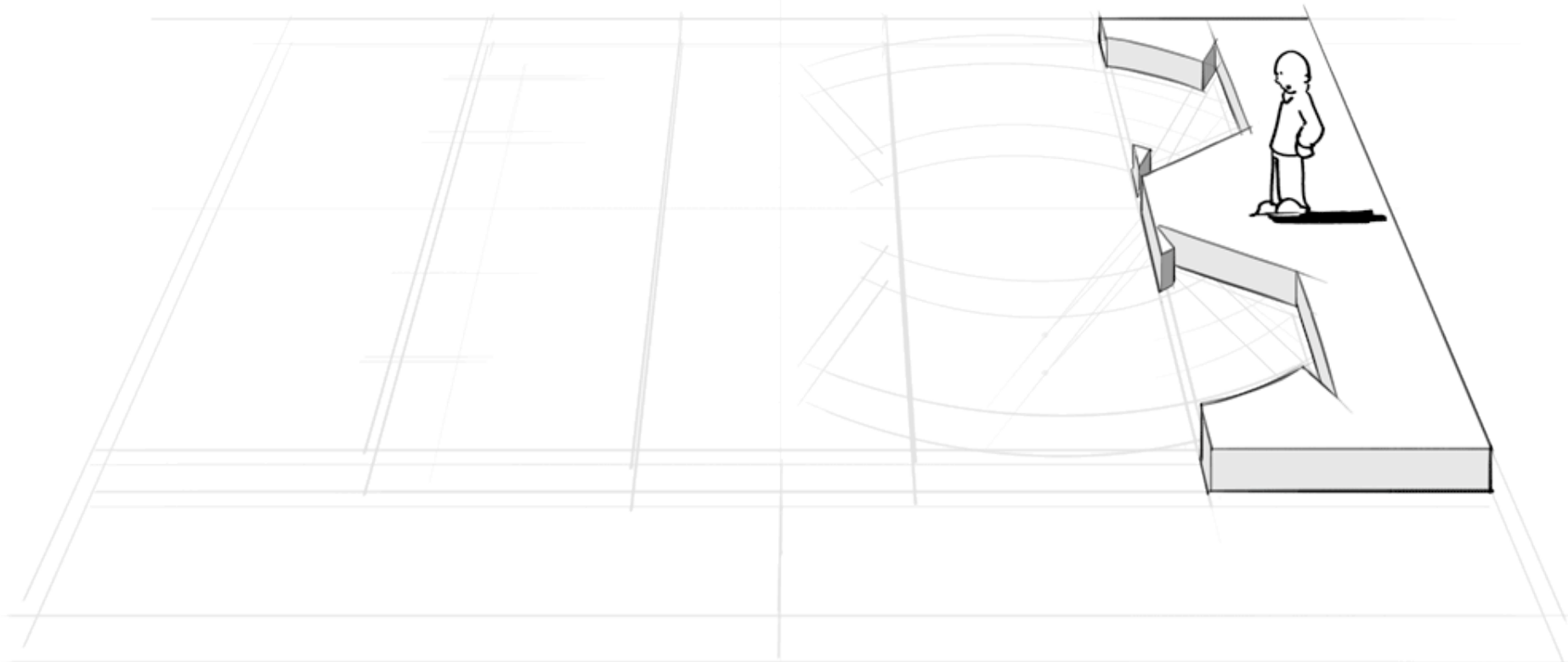


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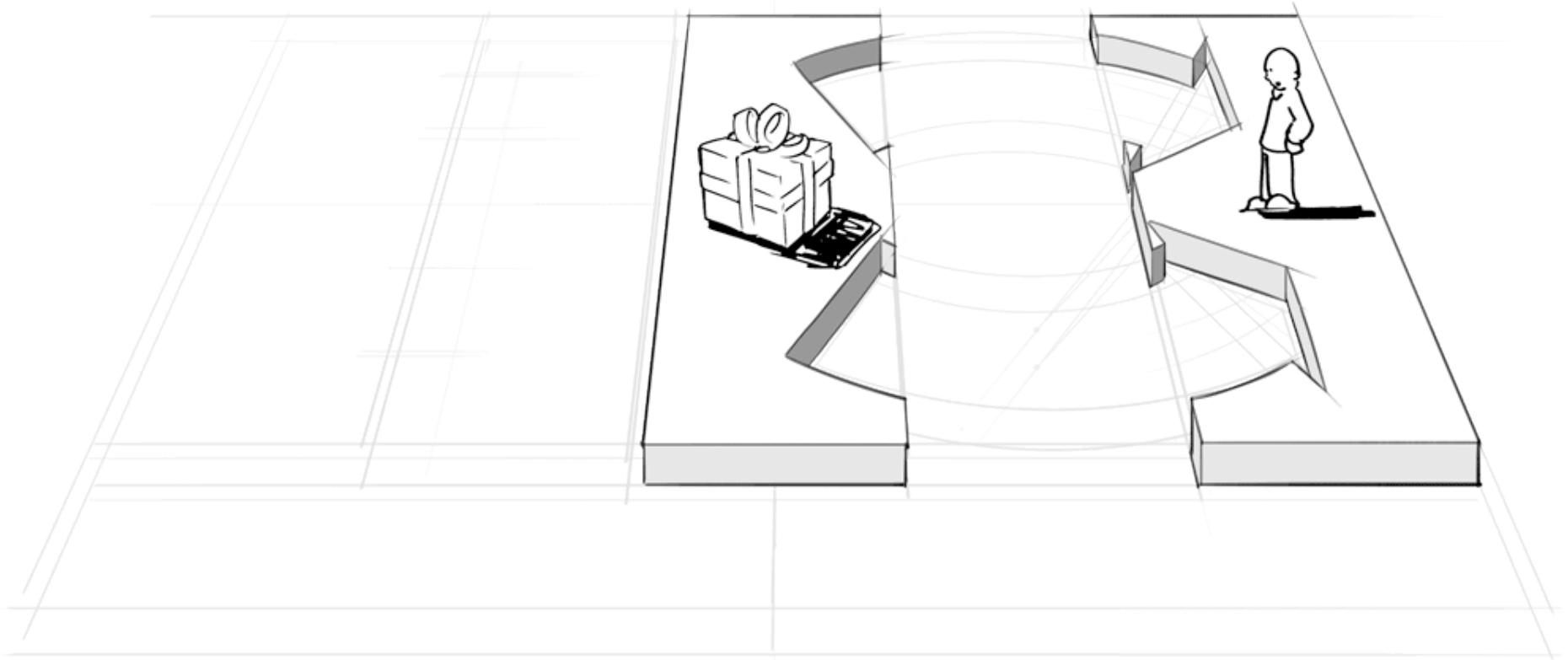


BUILDING
BLOCKS

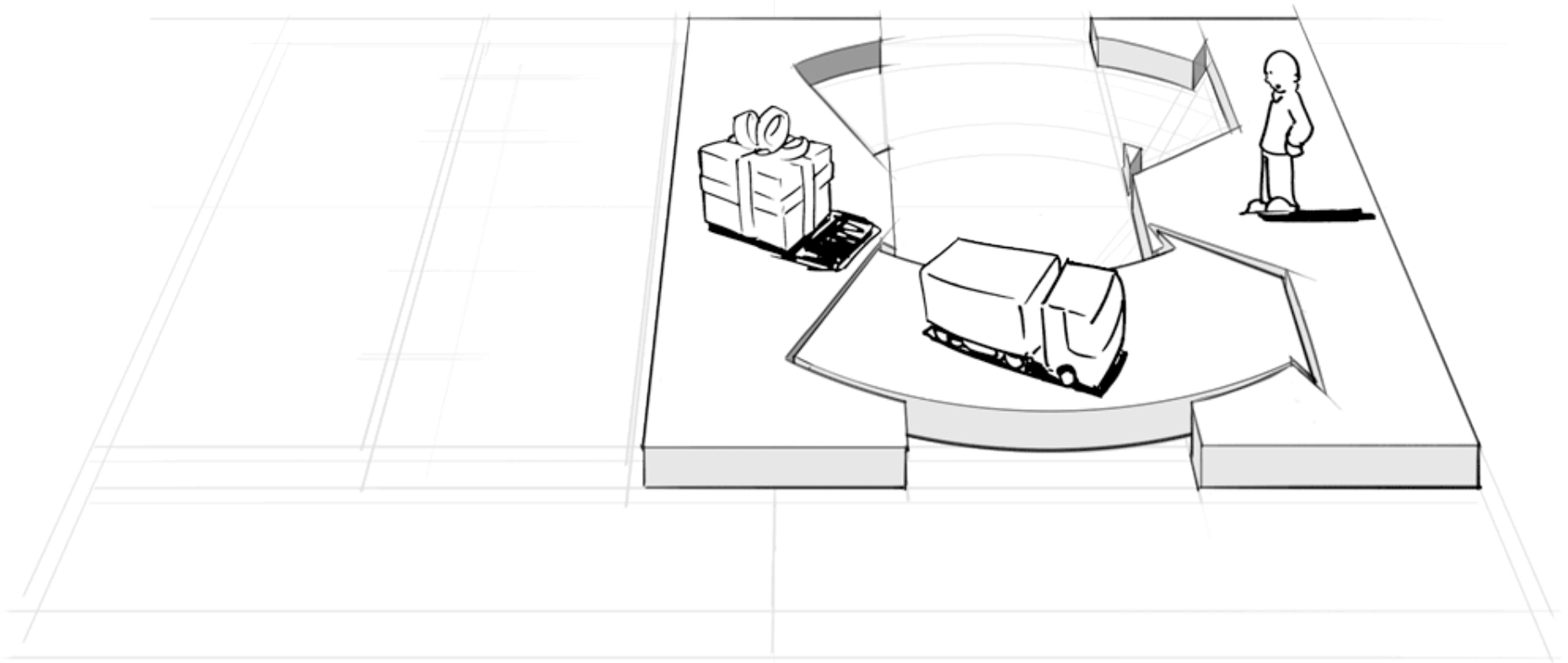
CUSTOMER SEGMENTS



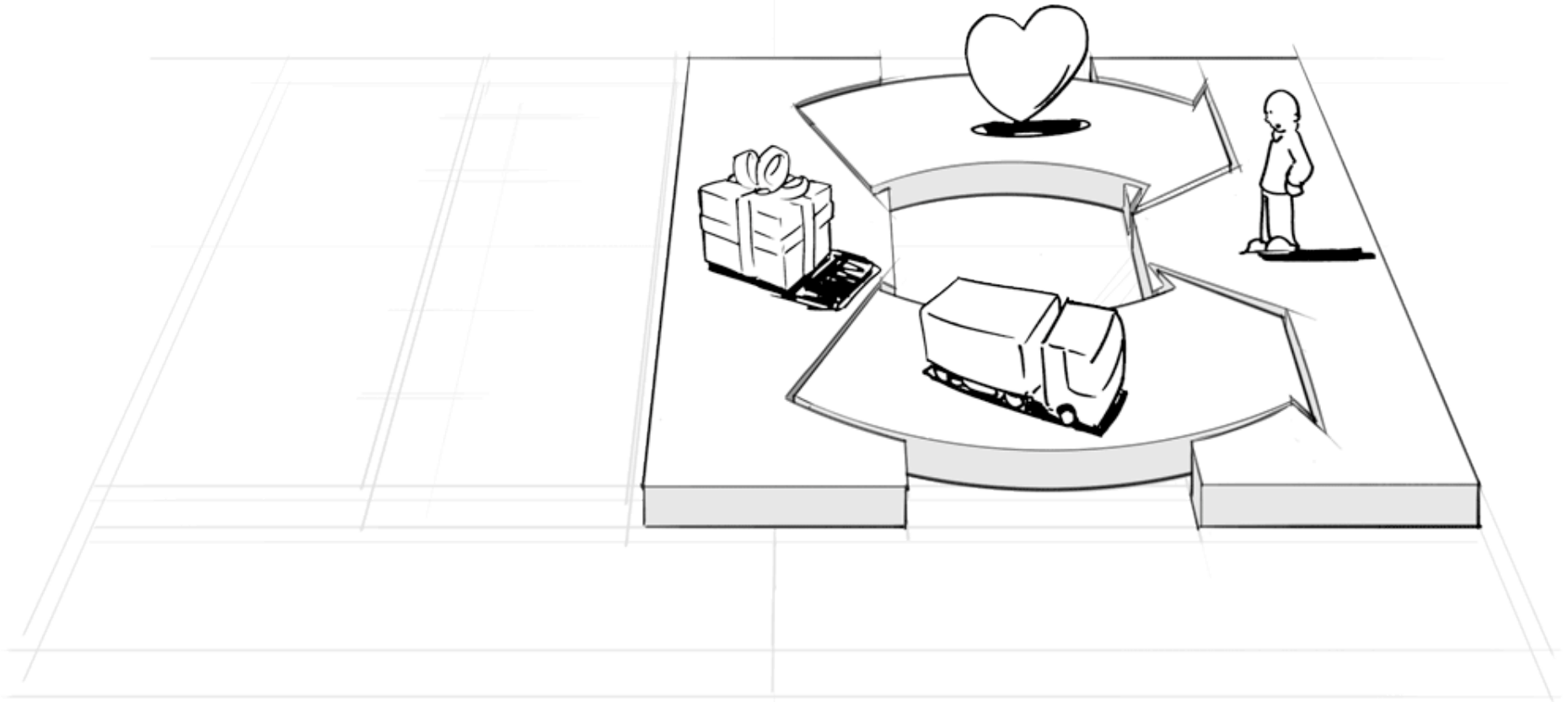
VALUE PROPOSITIONS



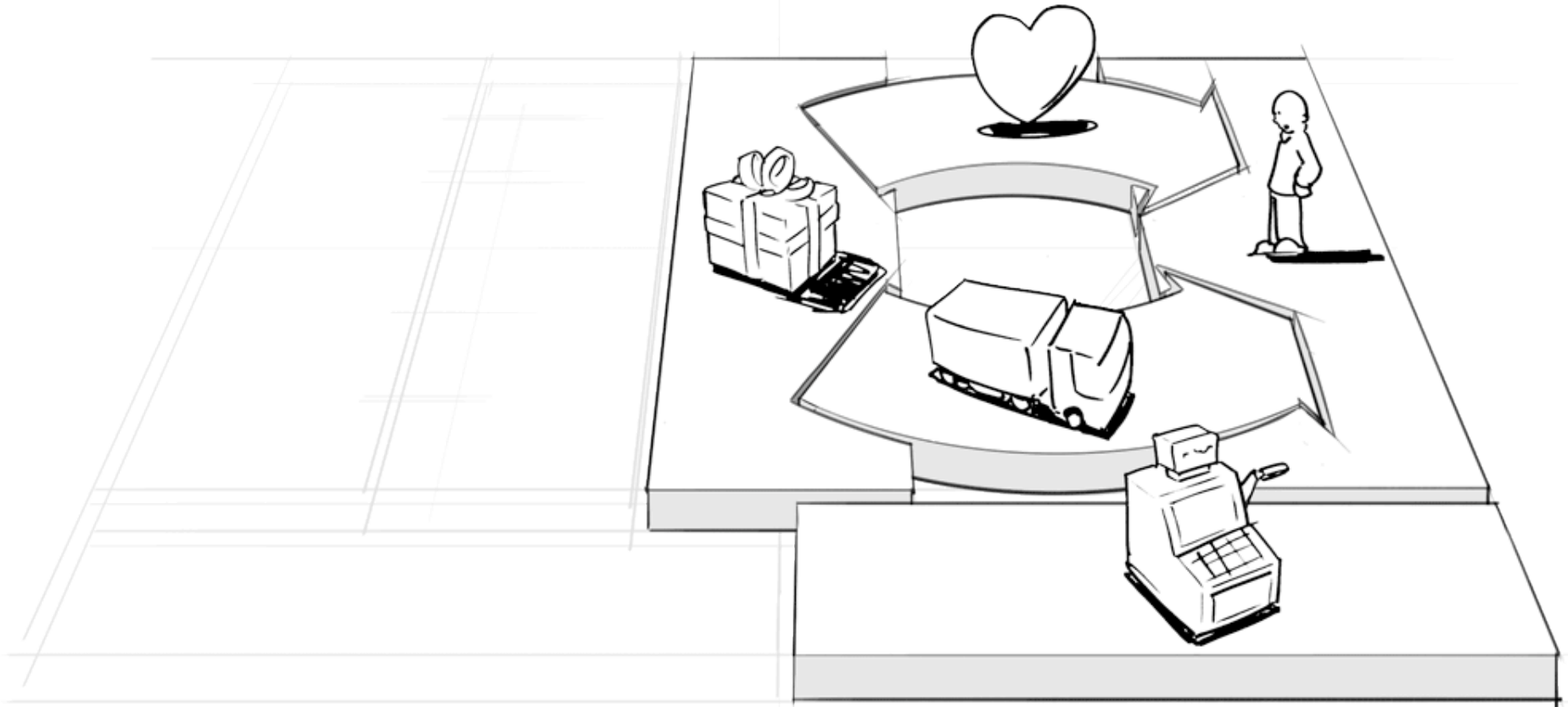
CHANNELS



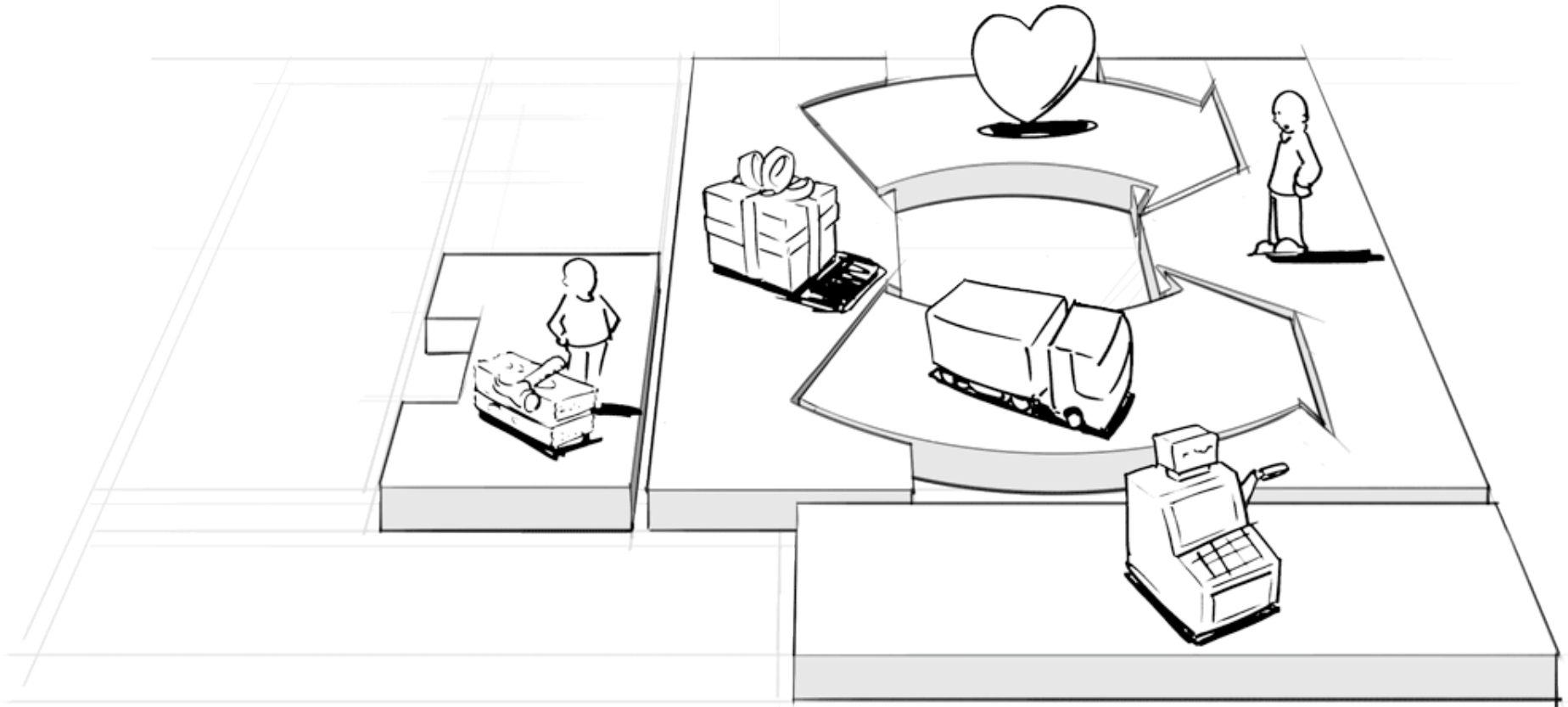
CUSTOMER RELATIONSHIPS



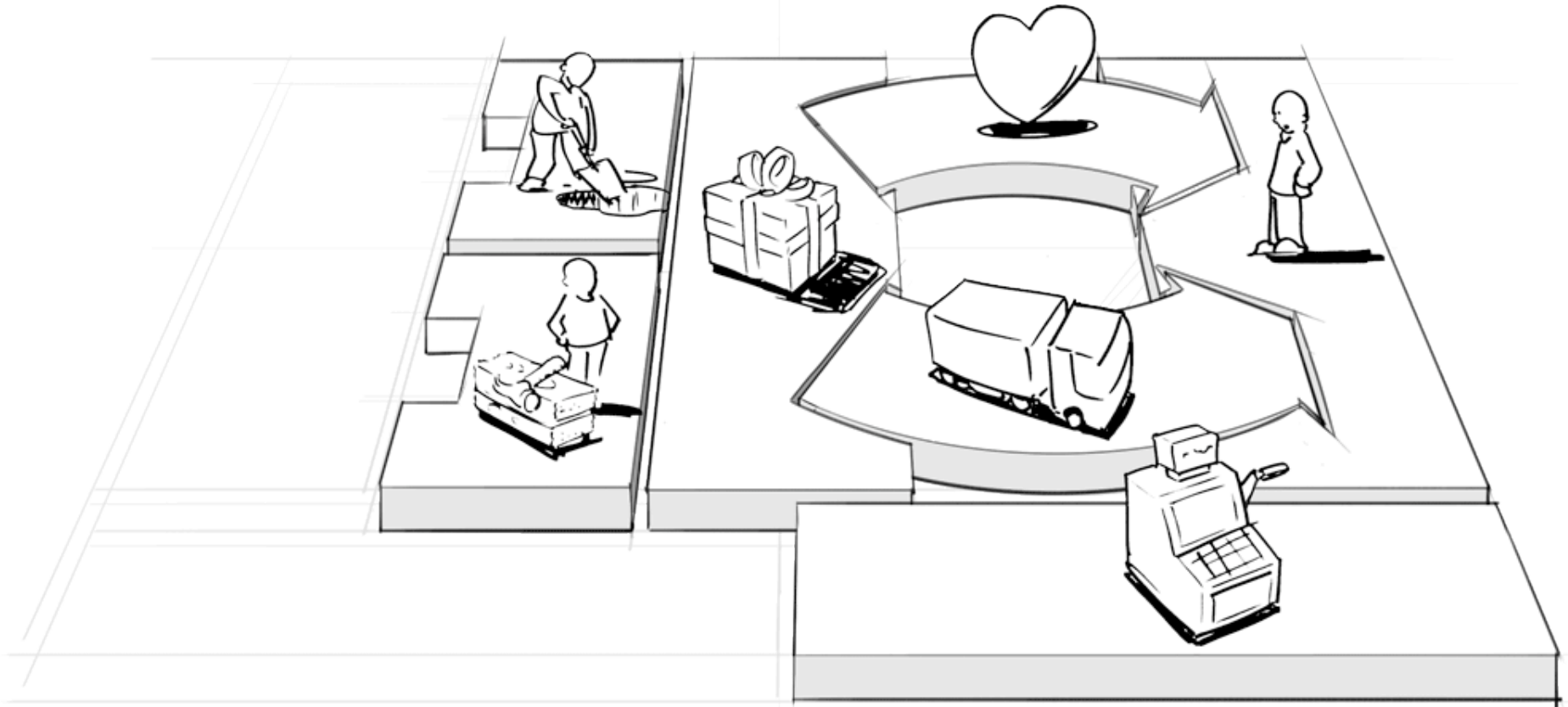
REVENUE STREAMS



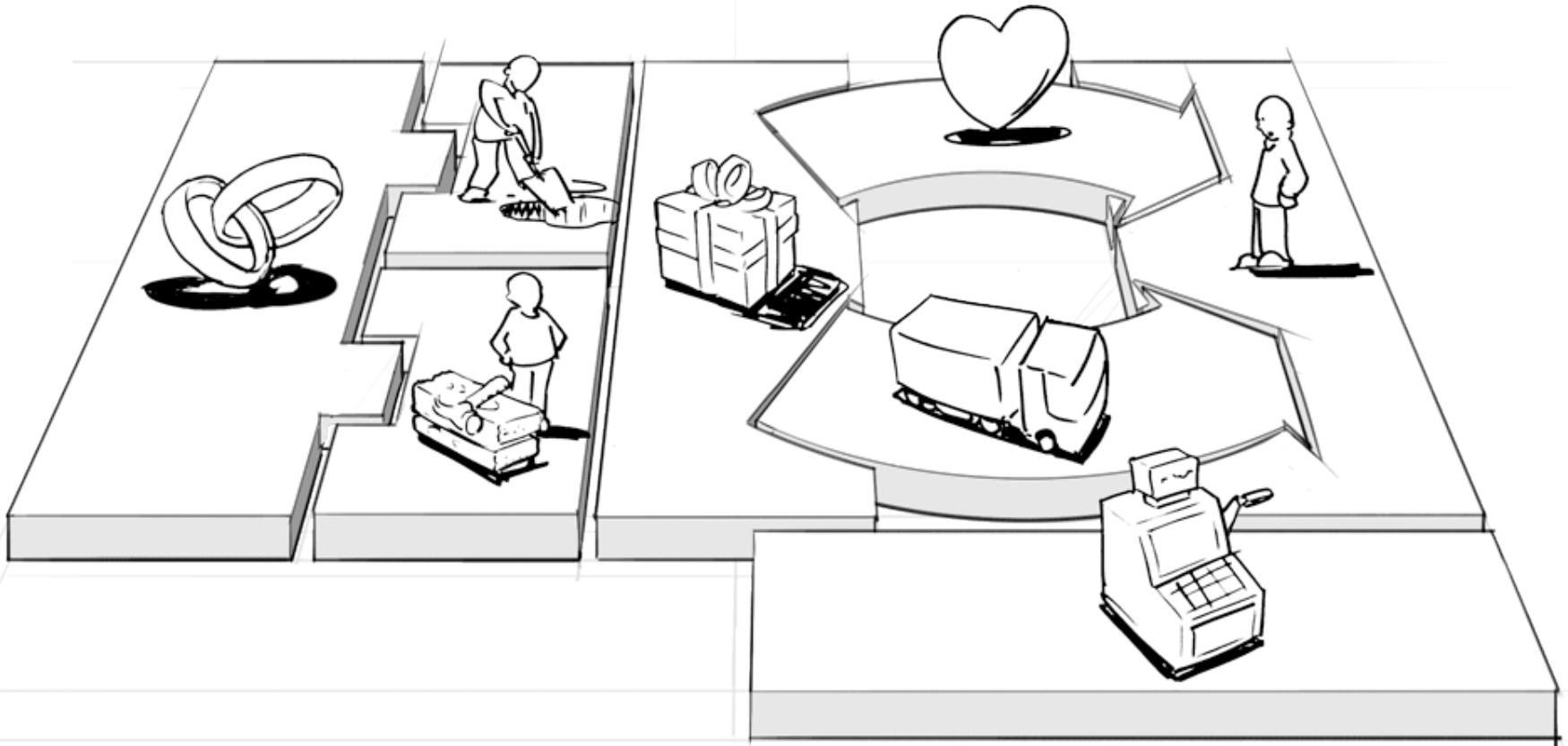
KEY RESOURCES



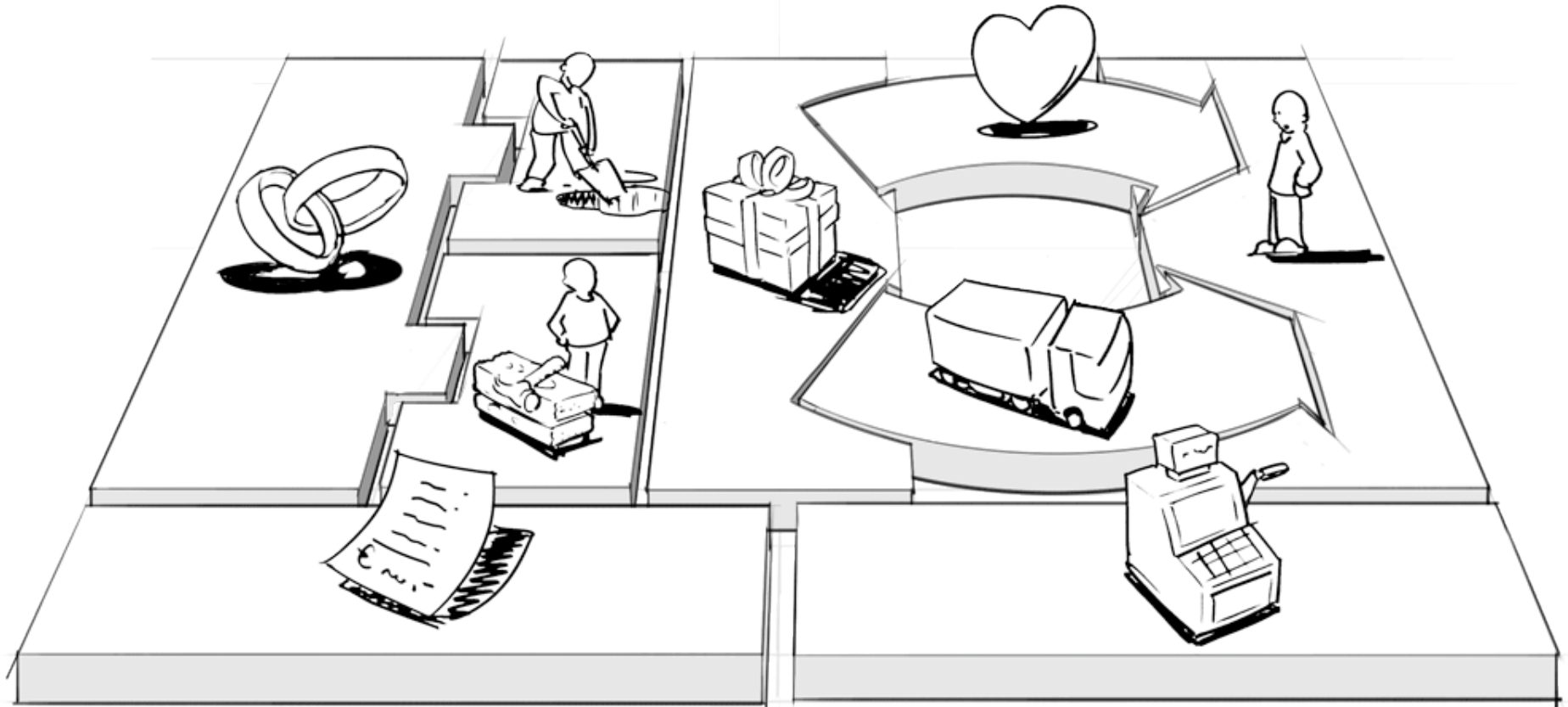
KEY ACTIVITIES

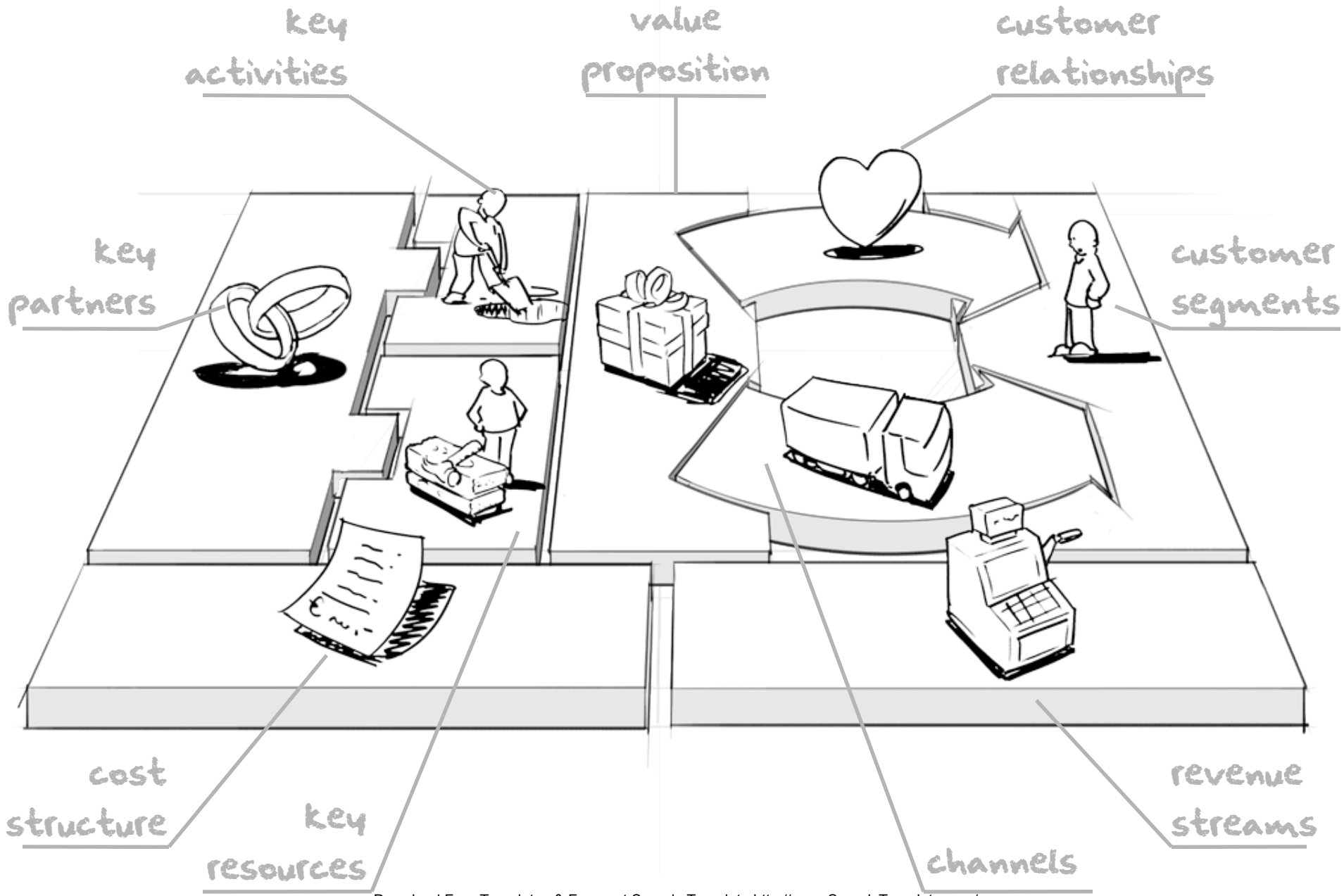


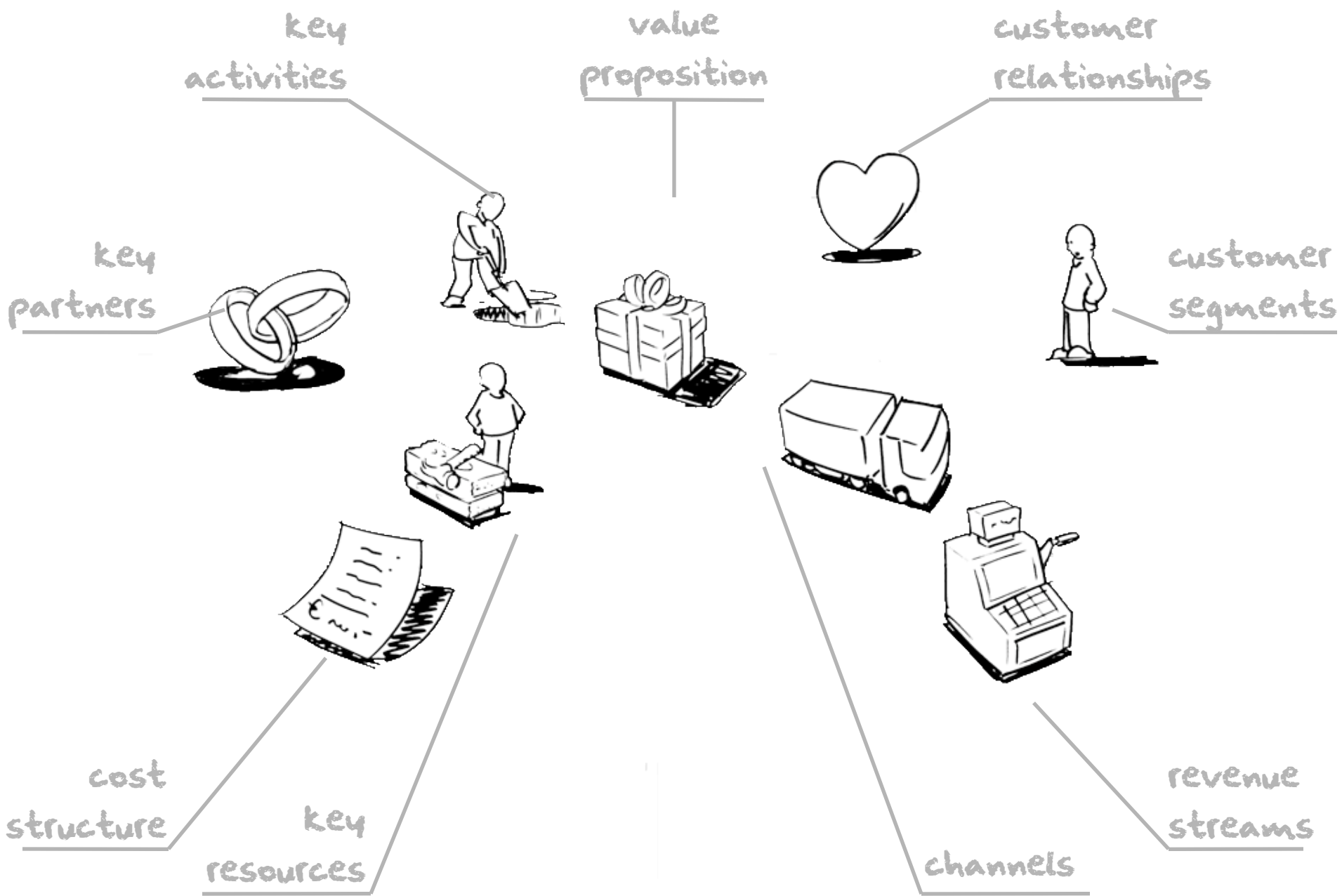
KEY PARTNERS

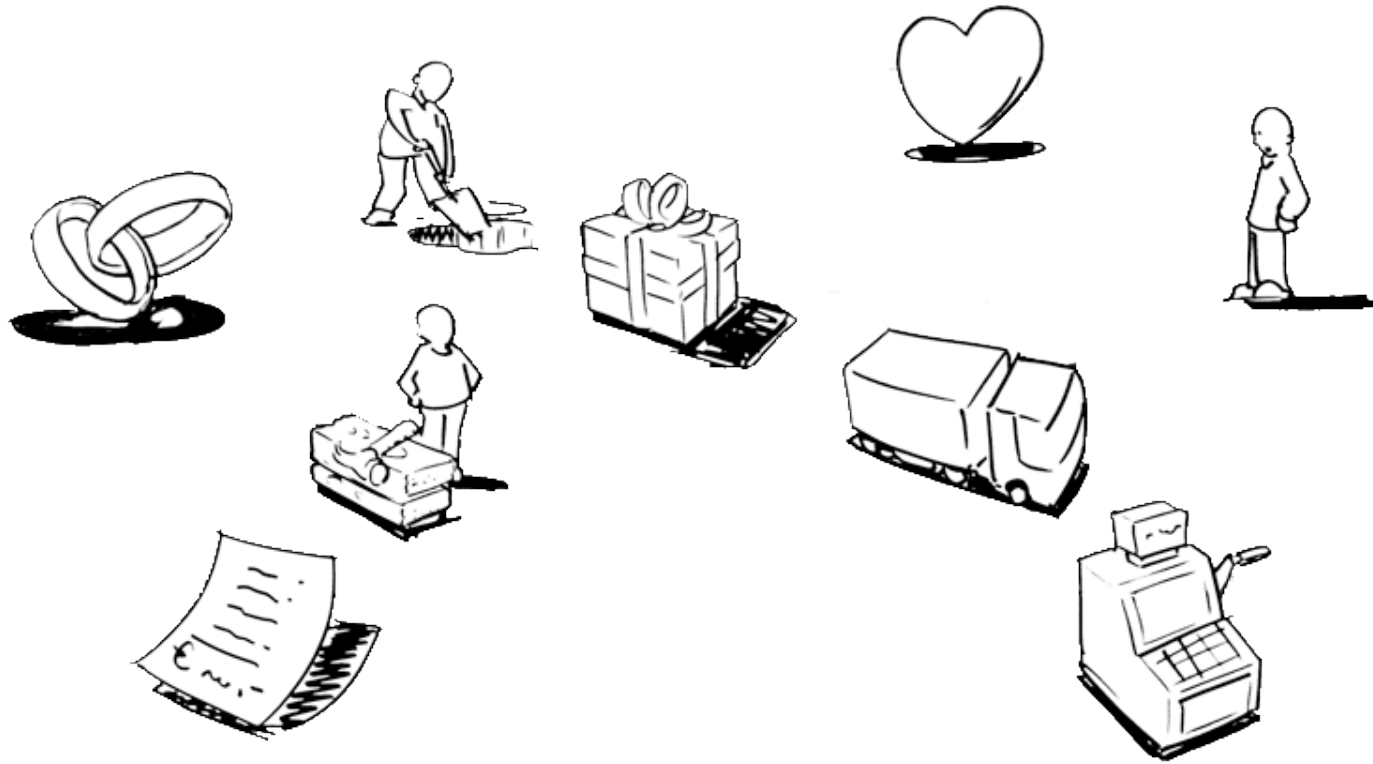


COST STRUCTURE

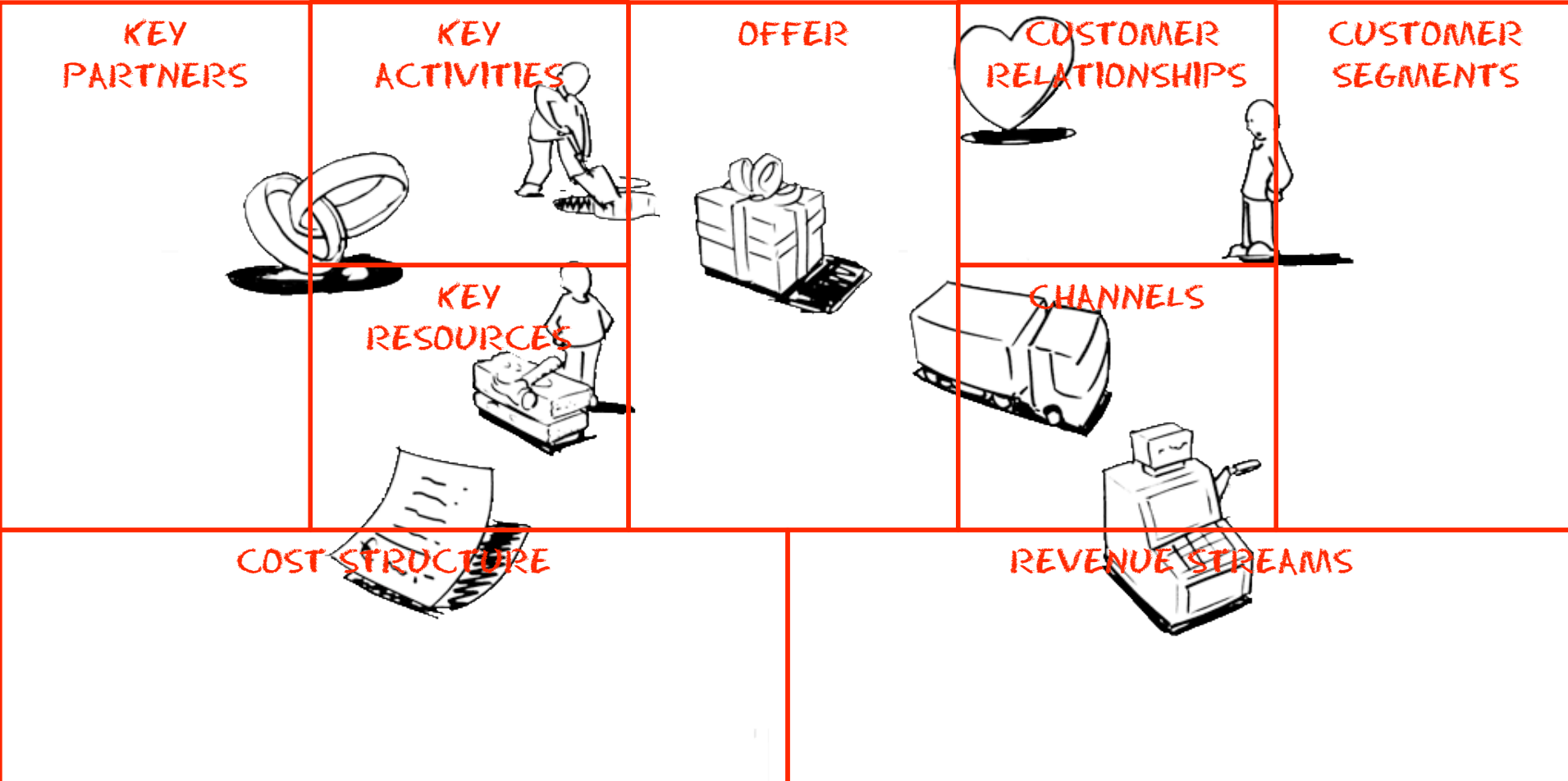








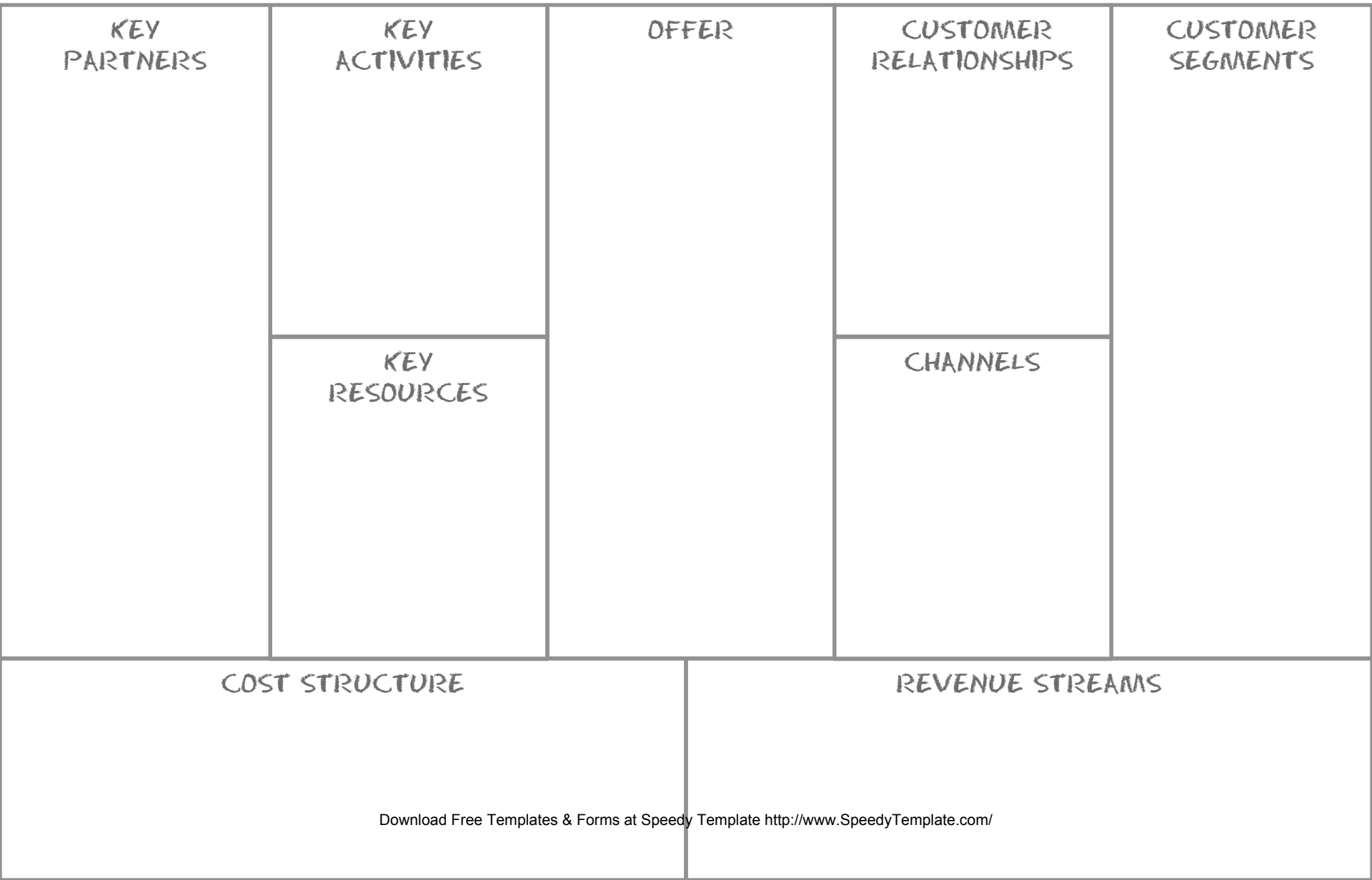
CANVAS OVERLAY



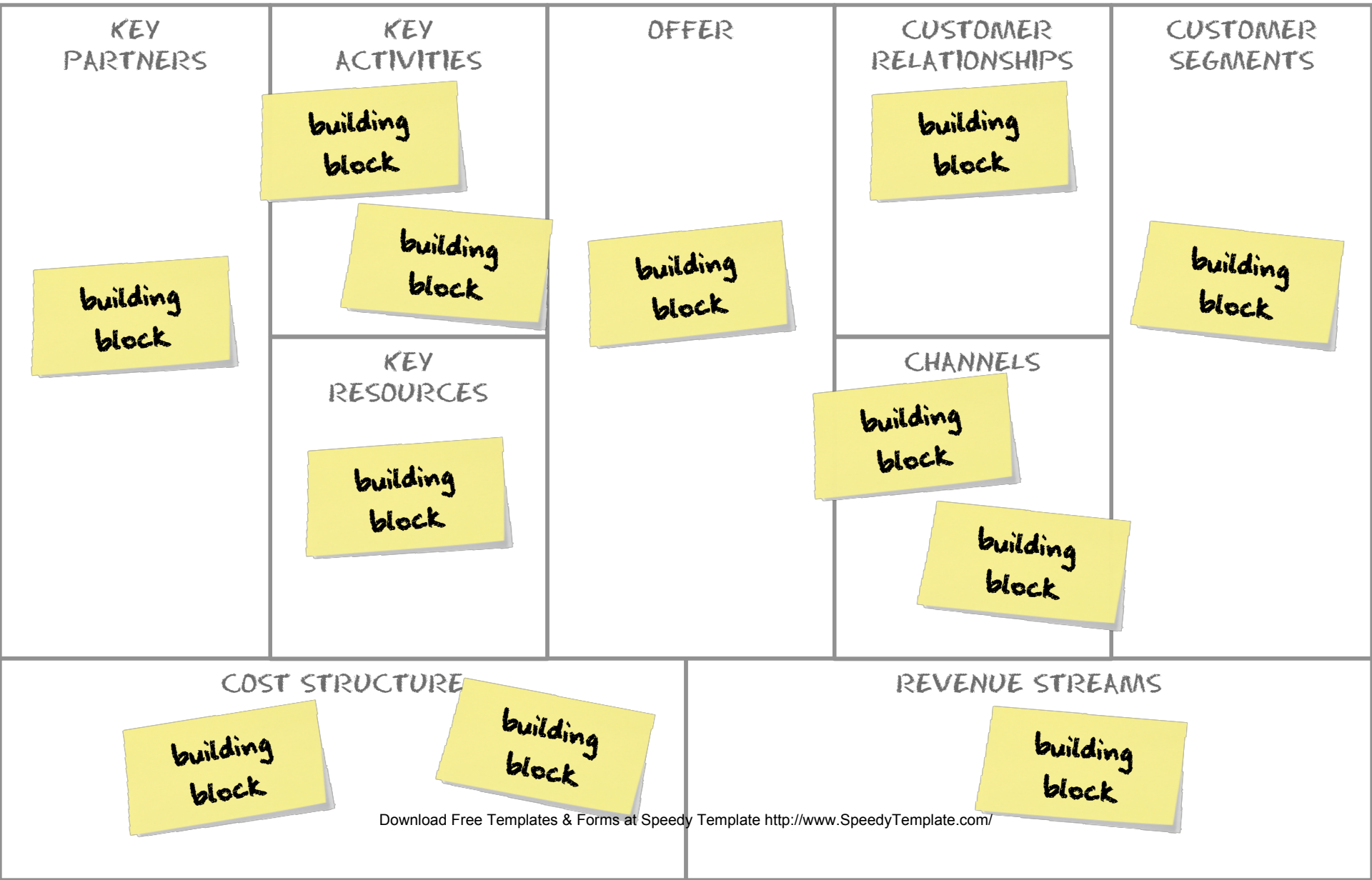
CANVAS OVERLAY

KEY PARTNERS	KEY ACTIVITIES	OFFER	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

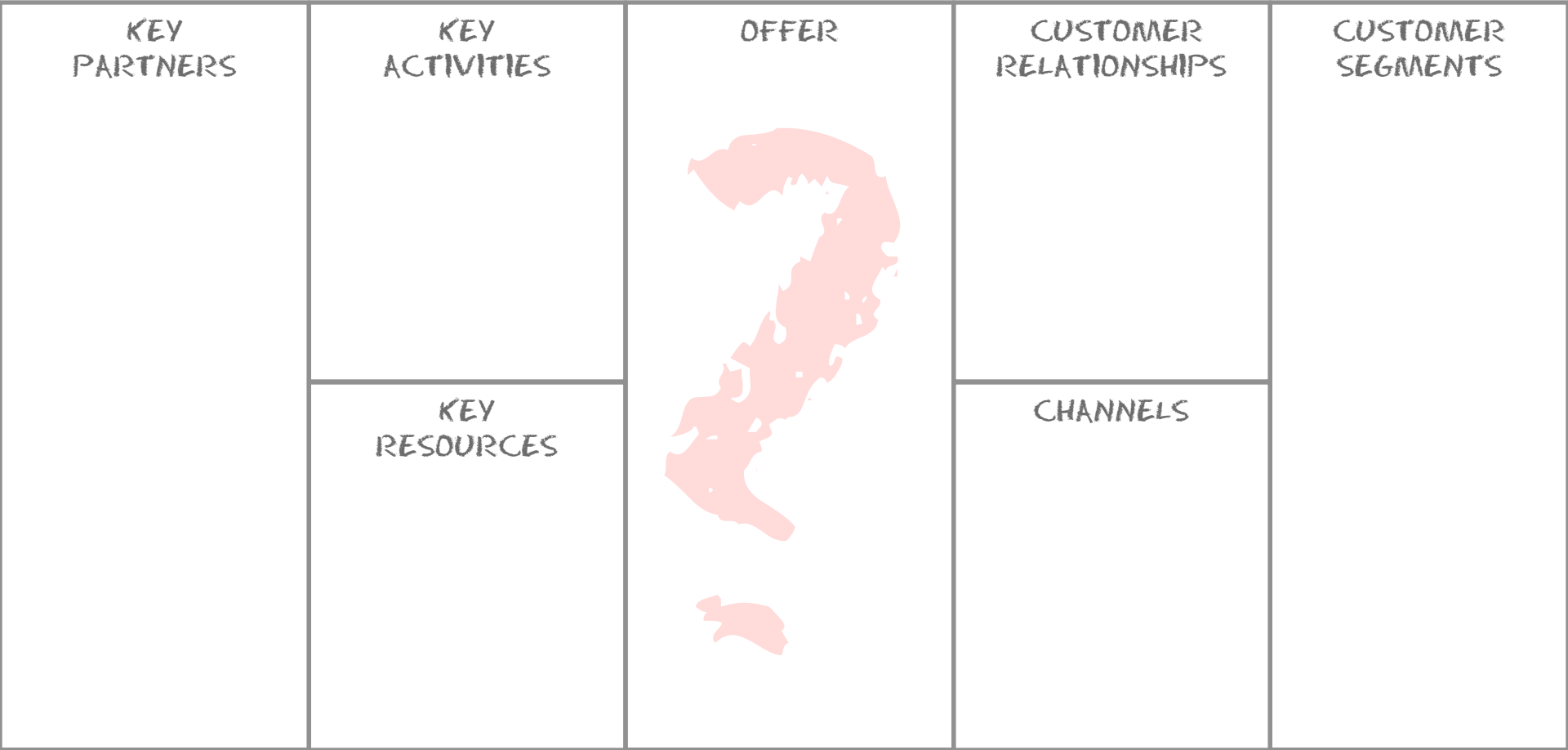
THE BUSINESS MODEL CANVAS



THE BUSINESS MODEL CANVAS



WHAT'S YOUR BUSINESS MODEL



COST STRUCTURE

REVENUE STREAMS

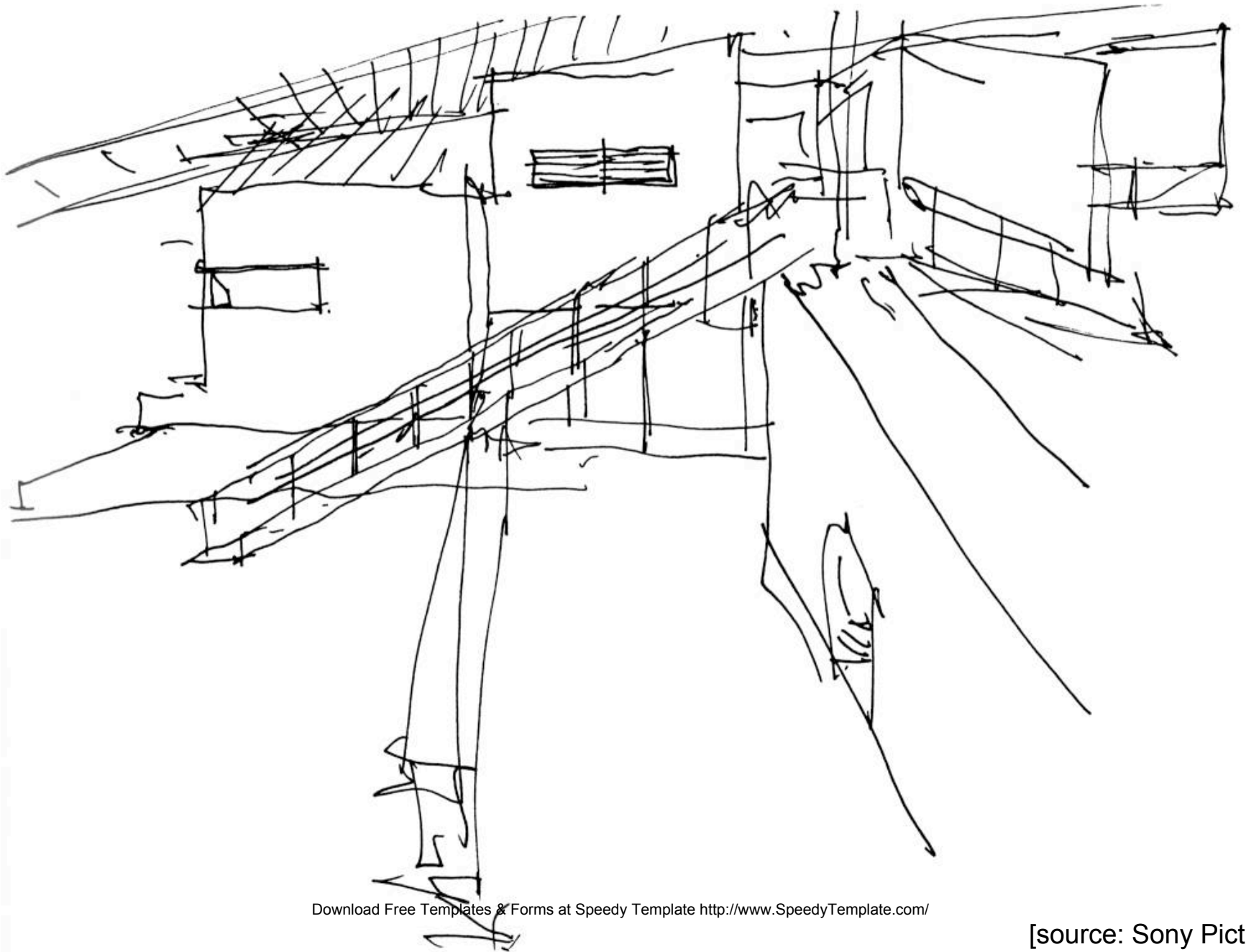
3

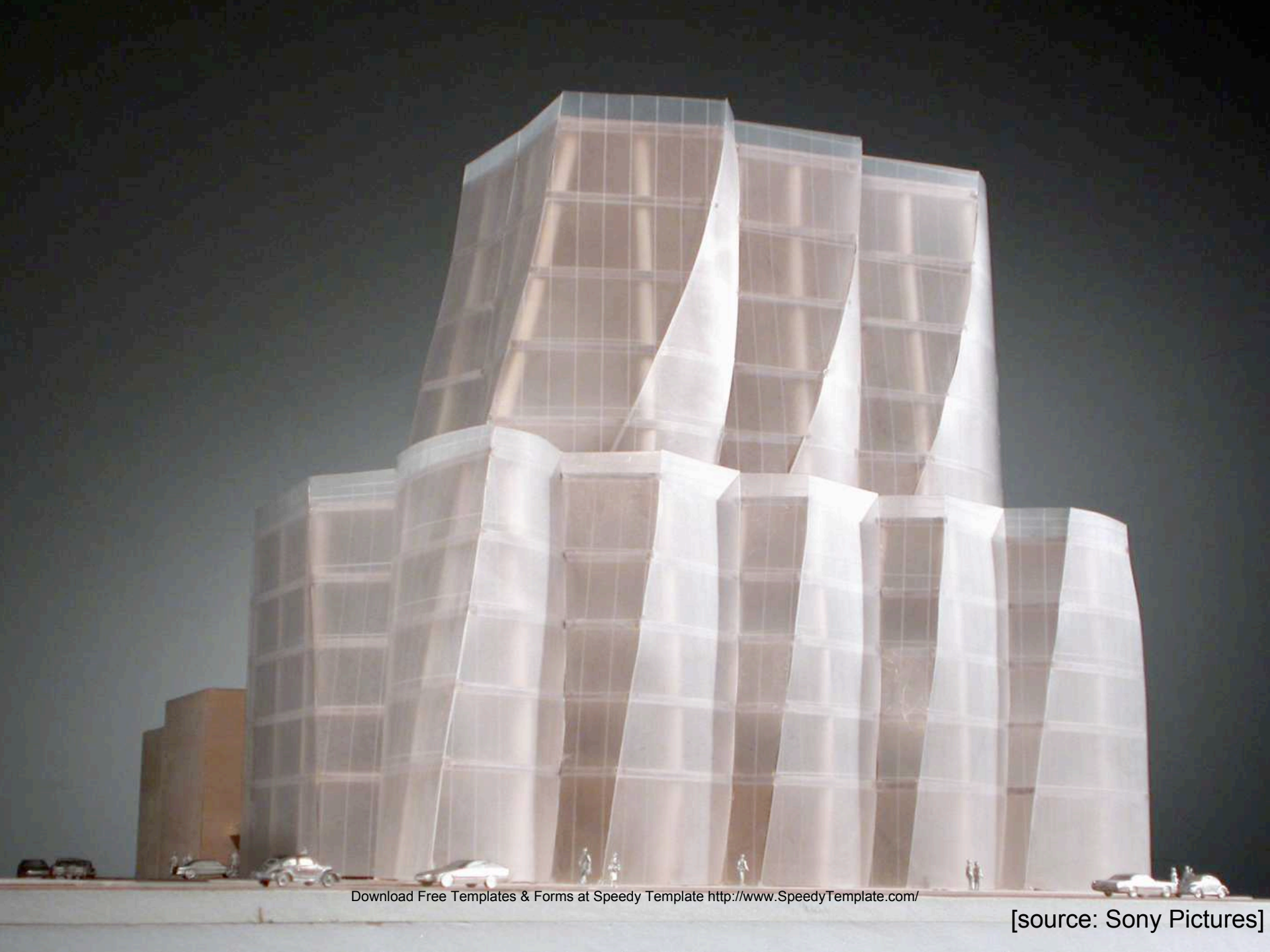


Frank
Gehry



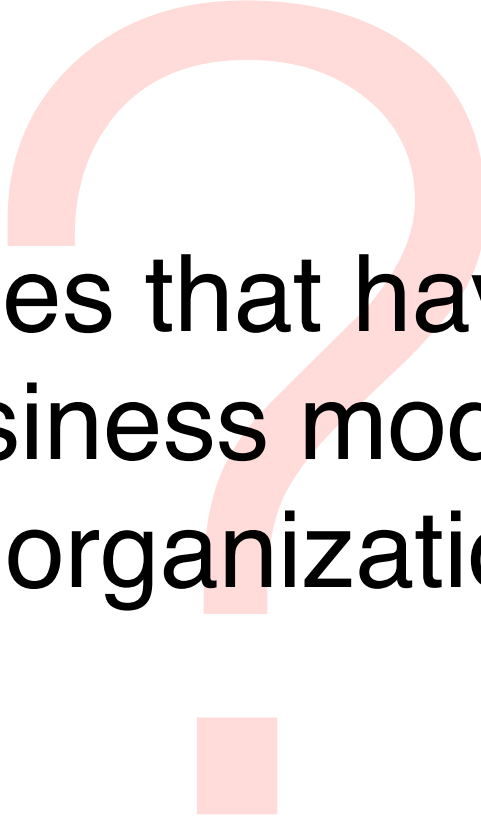






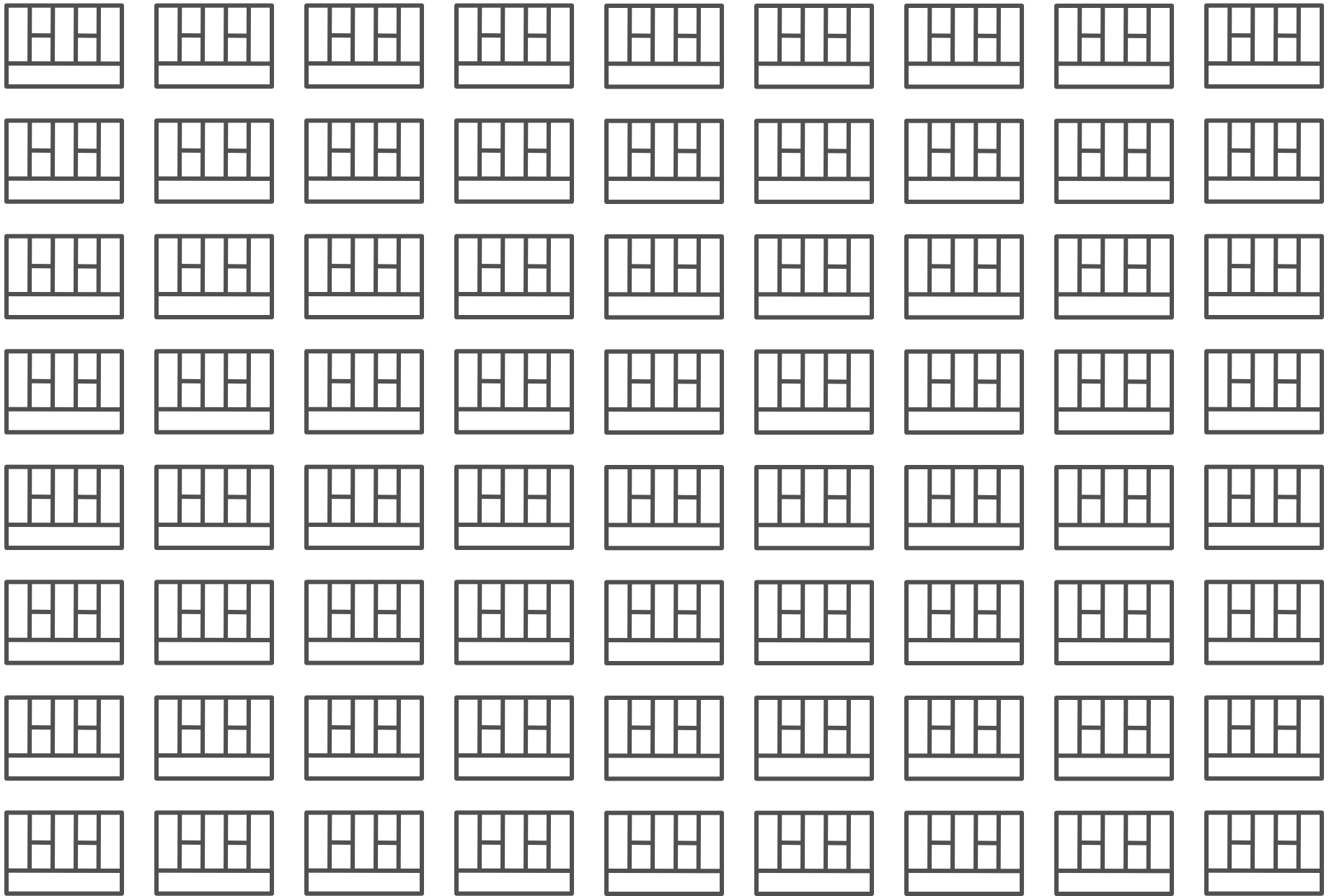


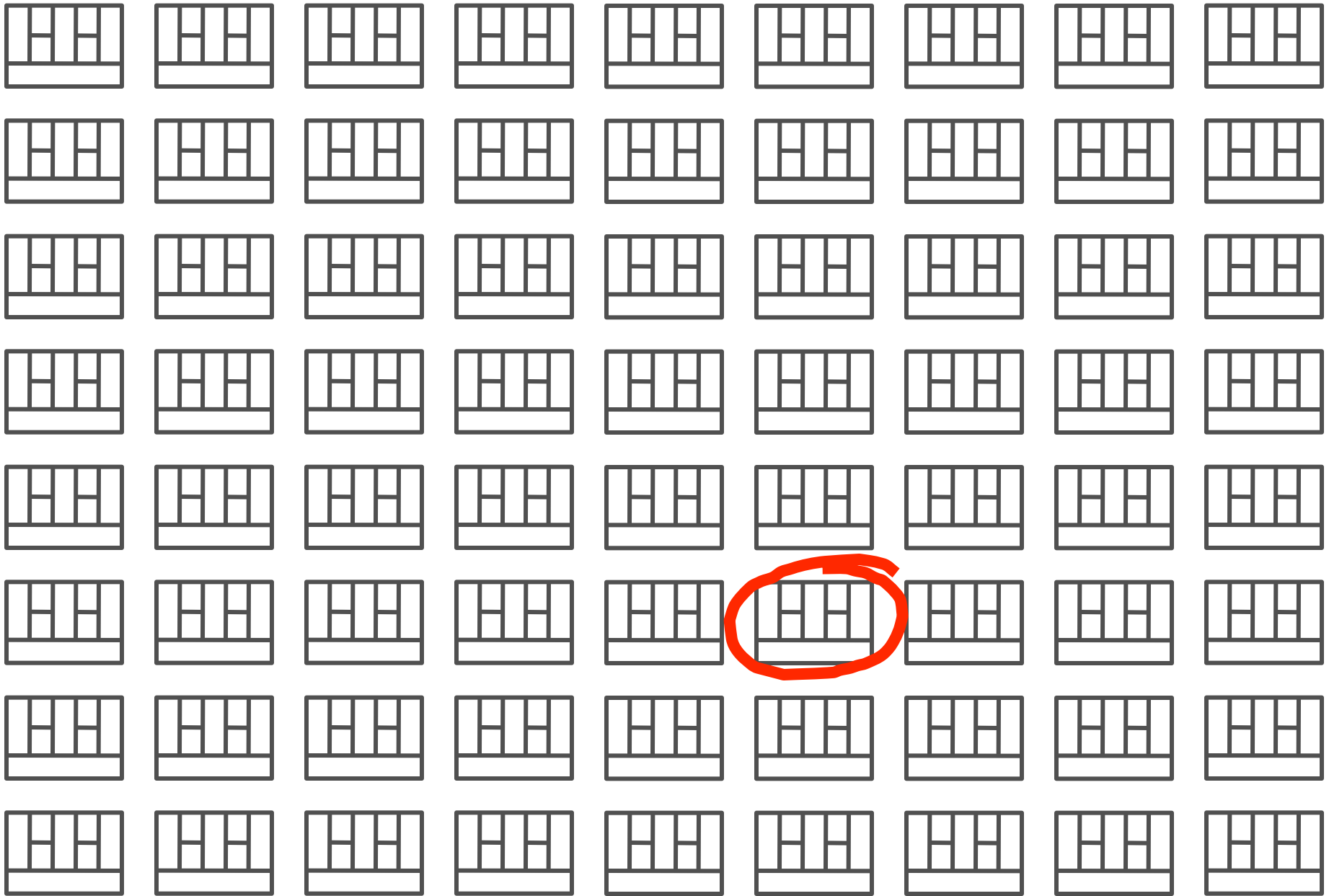




what does that have to do
with business models and
my organization?









The Business Model Canvas

Key Partners

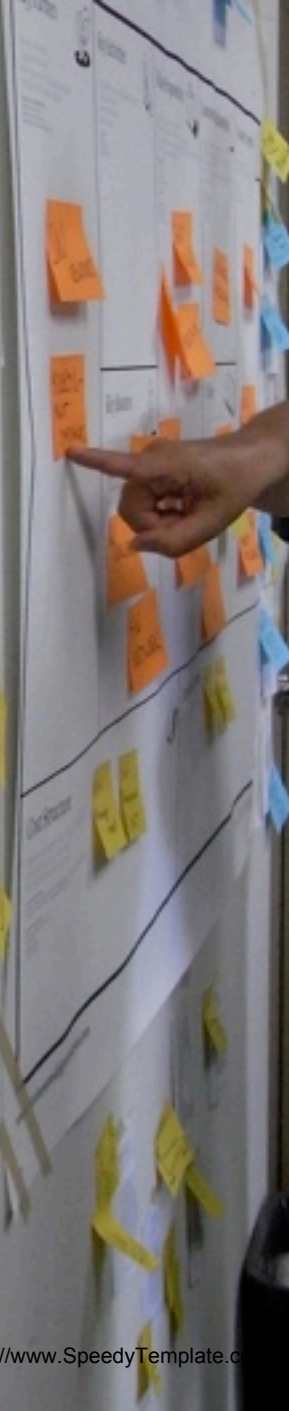
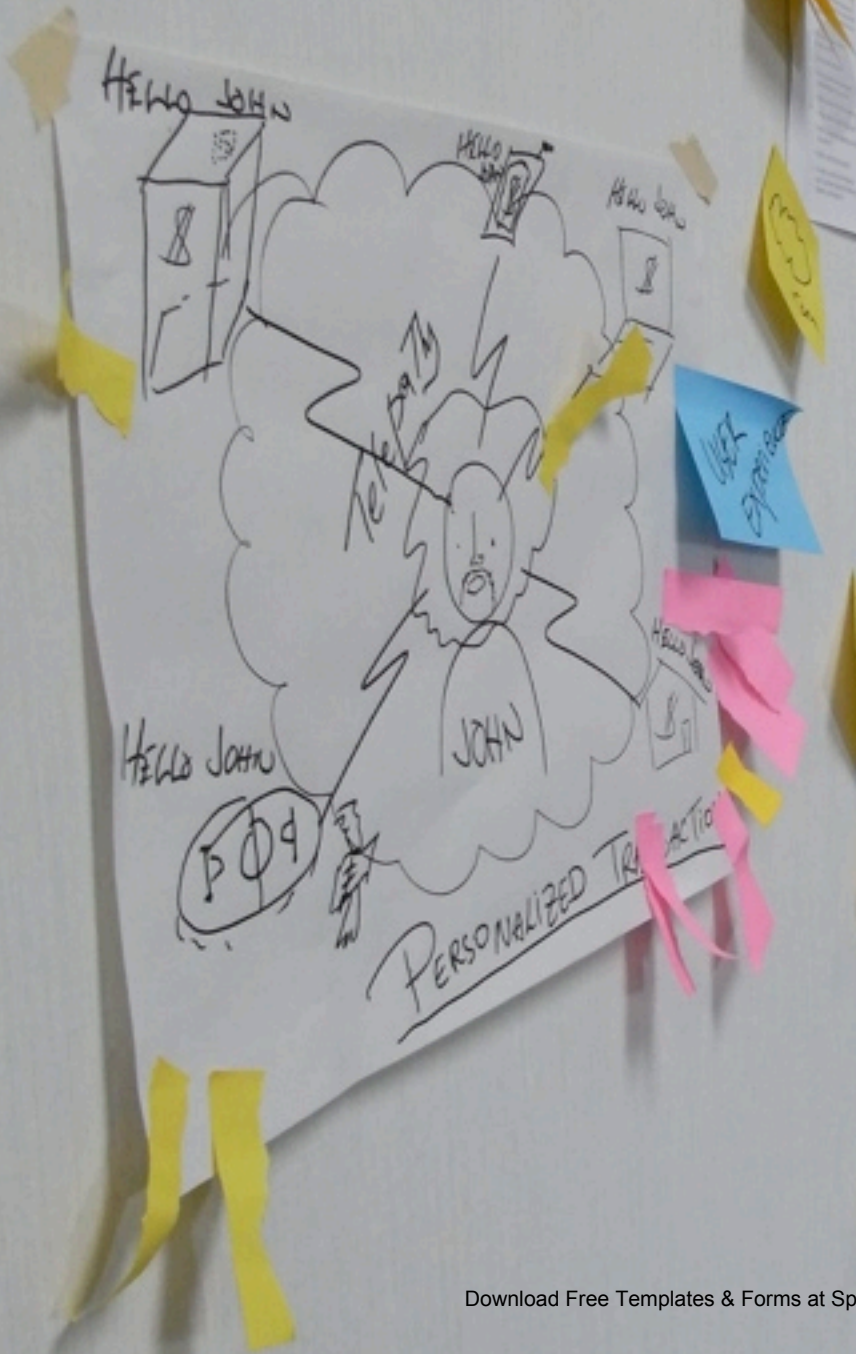
Key Activities

Key Resources

Channels

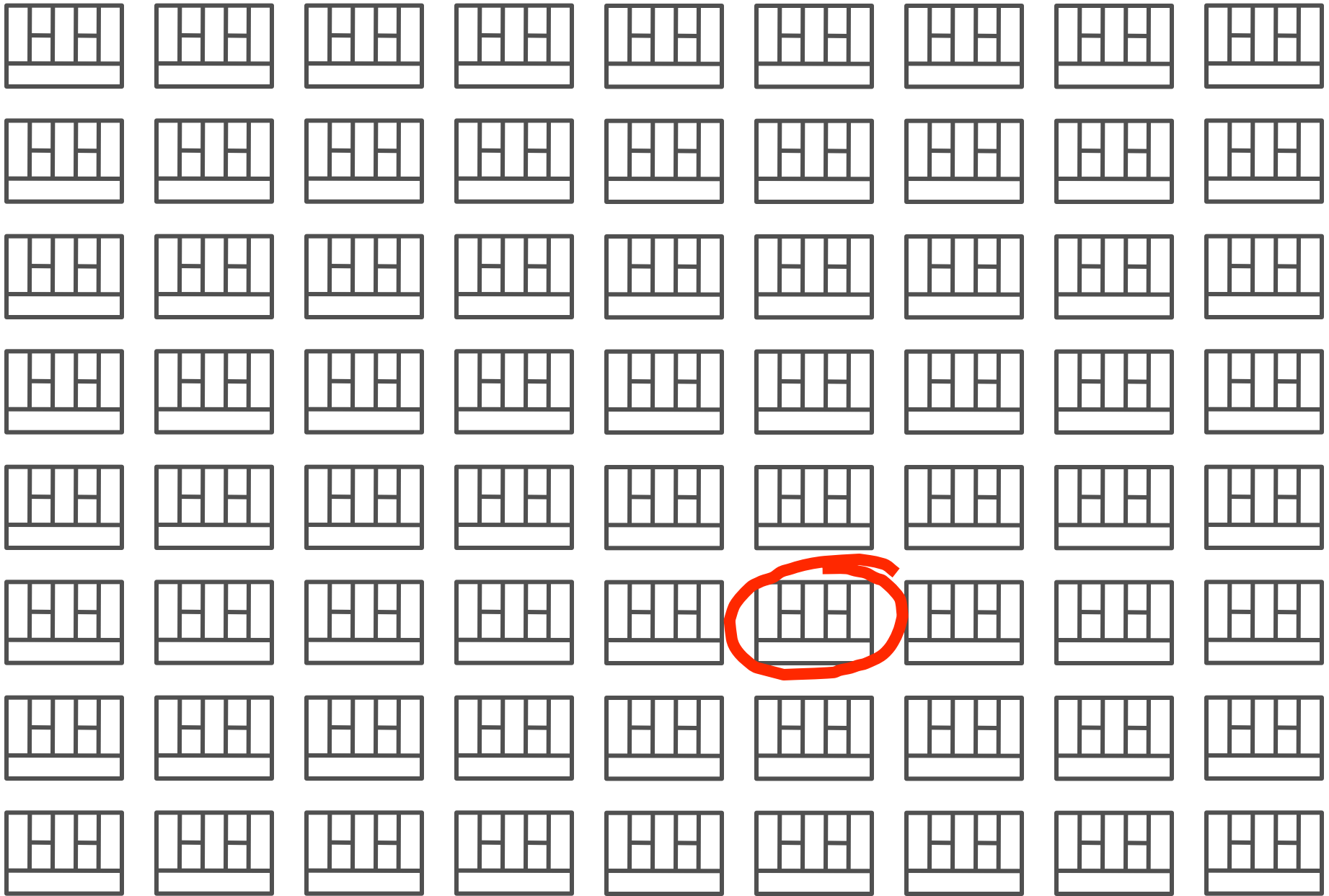
Customer Segments

Revenue Streams



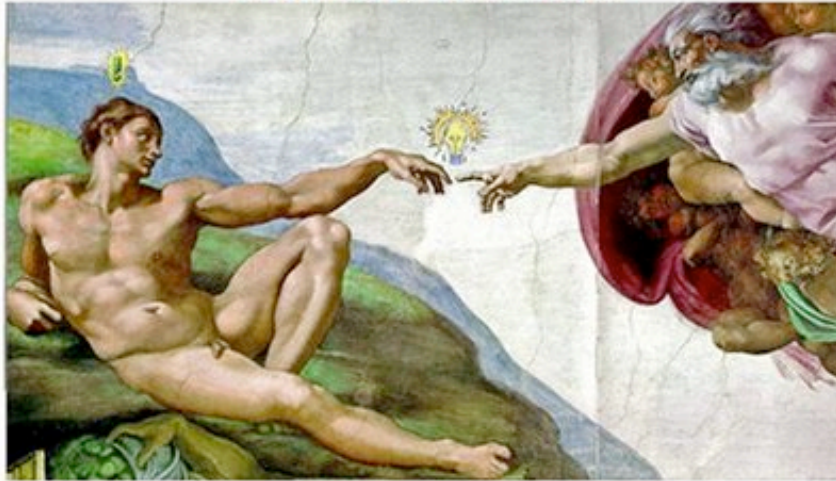
THANK YOU NOT SMOKING

- motivate
- element to create
- CASES
- how to discuss
- the per



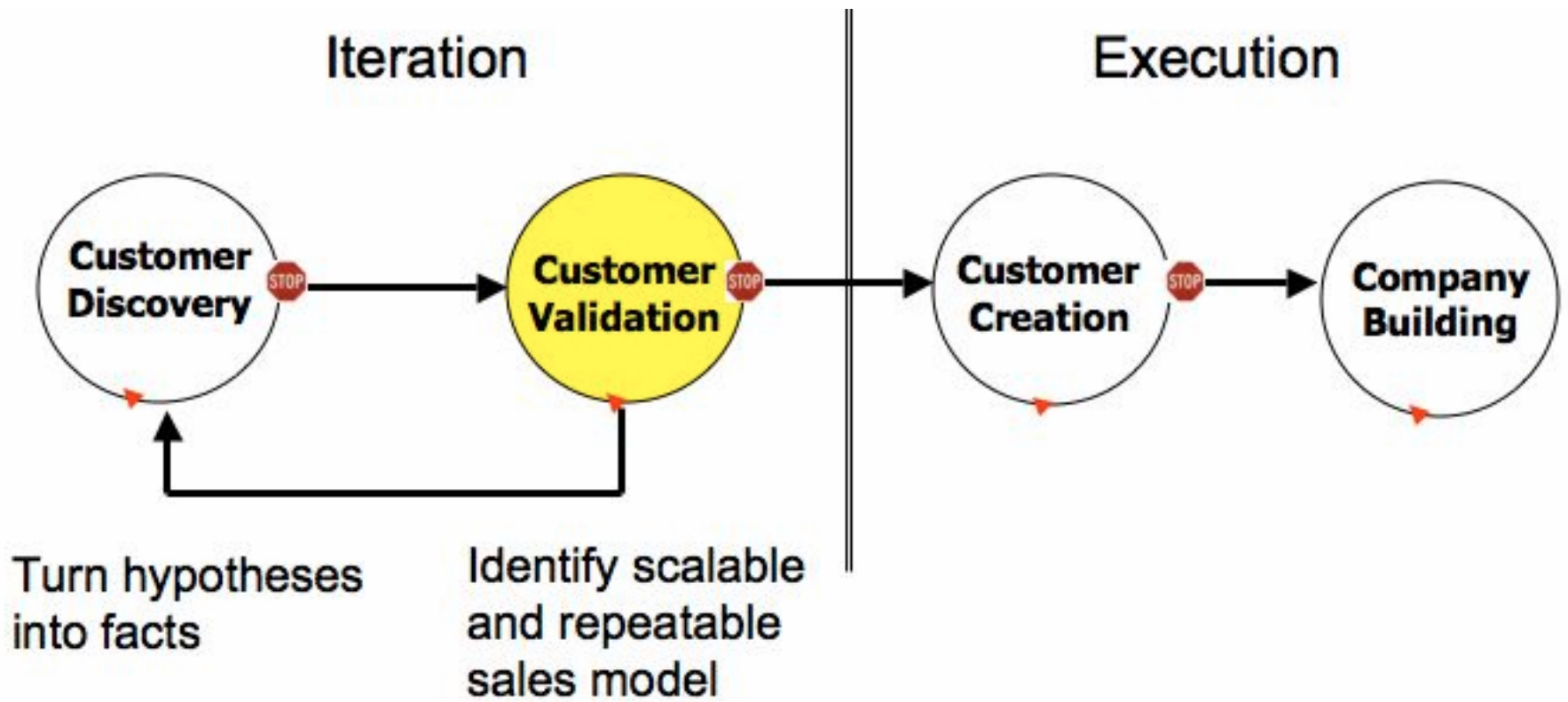
The Four Steps to the Epiphany

*Successful Strategies for
Products that Win*

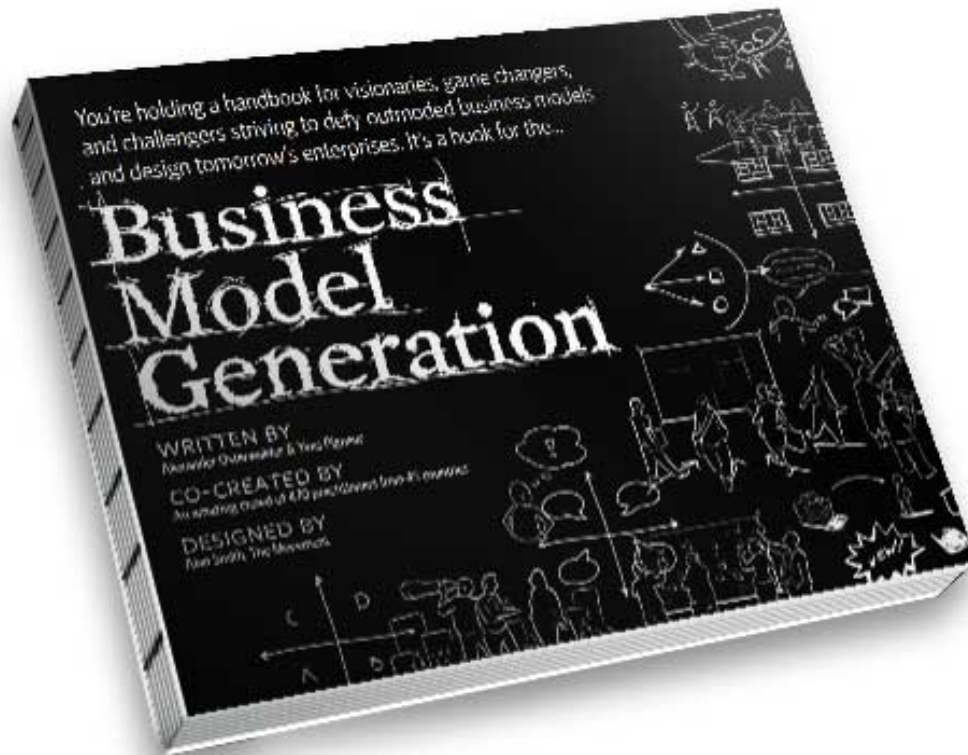


Steven Gary Blank

STEVEN GARY BLANK



one last
thing...



BUSINESSMODELGENERATION.COM

Canvas

Patterns

Design

Strategy

Process



Seven Faces of Business Model Innovation



The Senior Executive

Jean-Pierre Cuoni,
Chairman / EFG International

Focus: Establish a new business model in an old industry

Jean-Pierre Cuoni is chairman of EFG International, a private bank with what may be the industry's most innovative business model. With EFG he is profoundly transforming the traditional relationships between bank, clients, and client relationship managers. Envisioning, crafting, and executing an innovative business model in a conservative industry with established players is an art, and one that has placed EFG International among the fastest growing banks in its sector.



The Intrapreneur

Dagfinn Myhren,
Head of R&D Business Models / Telenor

Focus: Help exploit the latest technological developments with the right business models

Dagfinn leads a business model unit at Telenor, one of the world's ten largest mobile telephone operators. The telecom sector demands continuous innovation, and Dagfinn's initiatives help Telenor identify and understand sustainable models that exploit the potential of the latest technological developments. Through deep analysis of key industry trends, and by developing and using leading-edge analytical tools, Dagfinn's team explores new business concepts and opportunities.



The Entrepreneur

Mariëlle Sijgers,
Entrepreneur / CDEF Holding BV

Focus: Address unsatisfied customer needs and build new business models around them

Mariëlle Sijgers is a full-fledged entrepreneur. Together with her business partner, Ronald van den Hoff, she's shaking up the meeting, congress, and hospitality industry with innovative business models. Led by unsatisfied customer needs, the pair has invented new concepts such as Seats2meet.com, which allows on-the-fly booking of meetings in untraditional locations. Together, Sijgers and van den Hoff constantly play with new business model ideas and launch the most promising concepts as new ventures.



The Investor

Gert Steens, President & Investment Analyst / Obanaki BV

Focus: Invest in companies with the most competitive business models

Gert makes a living by identifying the best business models. Investing in the wrong company with the wrong model could cost his clients millions of euros and him his reputation. Understanding new and innovative business models has become a crucial part of his work. He goes far beyond the usual financial analytics and compares business models to spot strategic differences that may impart a competitive edge. Gert is constantly seeking business model innovations.



The Consultant

Bas van Oosterhout, Senior Consultant / Caggecini Consulting

Focus: Help clients question their business models, and envision and build new ones

Bas is part of Caggecini's Business Innovation Team. Together with his clients, he is passionate about boosting performance and renewing competitiveness through innovation. Business Model Innovation is now a core component of his work because of its high relevance to client projects. His aim is to inspire and assist clients with new business models, from ideation to implementation. To achieve this, Bas draws on his understanding of the most powerful business models, regardless of industry.



The Designer

Trish Papalako,
Sole Proprietor / The Institute of You

Focus: Find the right business model to launch an innovative product

Trish is a talented young designer who is particularly skilled at grasping an idea's essence and weaving it into client communications. Currently she's working on one of her own ideas, a service that helps people who are transitioning between careers. After weeks of in-depth research, she's now tackling the design. Trish knows she'll have to figure out the right business model to bring her service to market. She understands the client-facing part—that's what she works on daily as a designer. But, since she lacks formal business education, she needs the vocabulary and tools to take on the big picture.



The Conscientious Entrepreneur

Iqbal Quadir, Social Entrepreneur / Founder of Grameen Phone

Focus: Bring about positive social and economic change through innovative business models

Iqbal is constantly on the lookout for innovative business models with the potential for profound social impact. His transformative model brought telephone service to over 100 million Bangladeshis, utilizing Grameen Bank's microcredit network. He is now searching for a new model for bringing affordable electricity to the poor. As the head of MIT's Legatum Center, he promotes technological empowerment through innovative businesses as a path to economic and social development.

BUSINESS MODEL ENVIRONMENT: CONTEXT, DESIGN DRIVERS & CONSTRAINTS

BUSINESS MODELS ARE DESIGNED AND EXECUTED IN SPECIFIC ENVIRONMENTS. Developing a good understanding of your organization's environment helps you conceive stronger, more competitive business models.

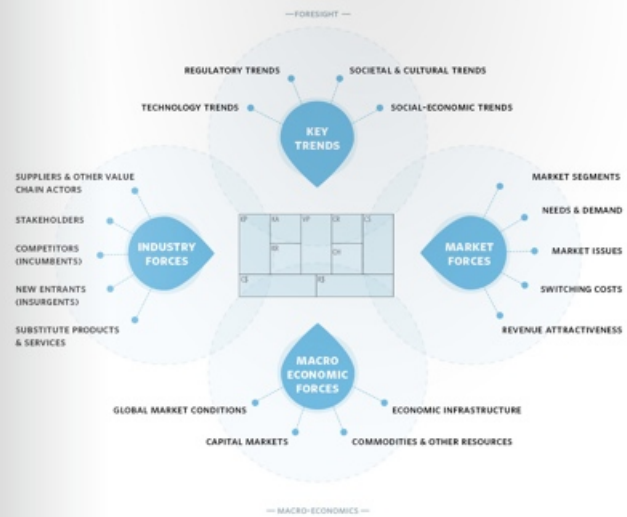
Continuous environmental scanning is more important than ever because of the growing complexity of the economic landscape (e.g. networked business models), greater uncertainty (e.g. technology innovations) and severe market disruptions (e.g. economic turmoil, disruptive new Value Propositions). Understanding changes in the environment helps you adapt your model more effectively to shifting external forces.

You may find it helpful to conceive of the external environment as a sort of "design space." By this we mean thinking of it as a context in which to conceive or adapt your business model, taking into account a number of design drivers (e.g. new customer needs, new technologies, etc.) and design constraints (e.g. regulatory trends, dominant competitors, etc.). This environment should in no way limit your creativity or predefine your business model. It should, however, influence your design choices and help you make more informed decisions. With a breakthrough business model, you may even become a shaper and transformer of this environment, and set new standards for your industry.

To get a better grasp on your business model "design space," we suggest roughly mapping four main areas of your environment. These are 1) market forces, 2) industry forces, 3) key trends, and 4) macroeconomic forces. If you'd like to deepen your analysis of the landscape beyond the simple mapping we propose, each of these four areas is backed by a large body of literature and specific analytical tools.

In the following pages, we describe the key external forces that influence business models and categorize them using the four areas just mentioned. The pharmaceutical industry, introduced in the previous chapter, is used to illustrate each external force. The pharma sector is likely to undergo substantial transformation in coming years, though it is unclear how the changes will play out. Will biotechnology companies, which are currently copying the pharmaceutical sector's blockbuster drug model, come up with new, disruptive business models? Will technological change lead to transformation? Will consumers and market demand force changes?

We strongly advocate mapping your own business model environment and reflecting on what trends mean for the future of your enterprise. A good understanding of the environment will allow you to better evaluate the different directions in which your business model might evolve. You may also want to consider creating scenarios of future business model environments (see p. 186). This can be a valuable tool for jumpstarting business model innovation work or simply preparing your organization for the future.



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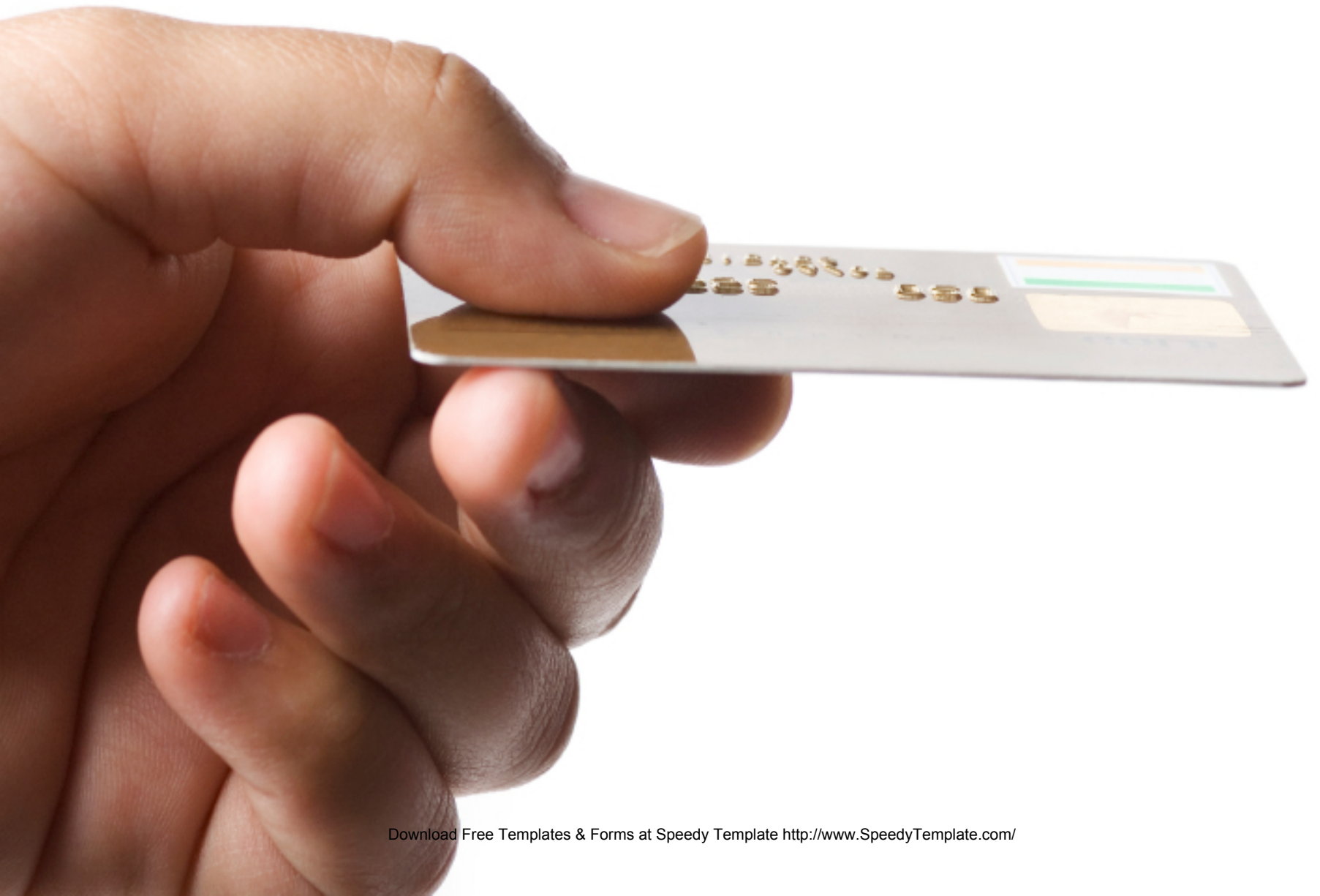
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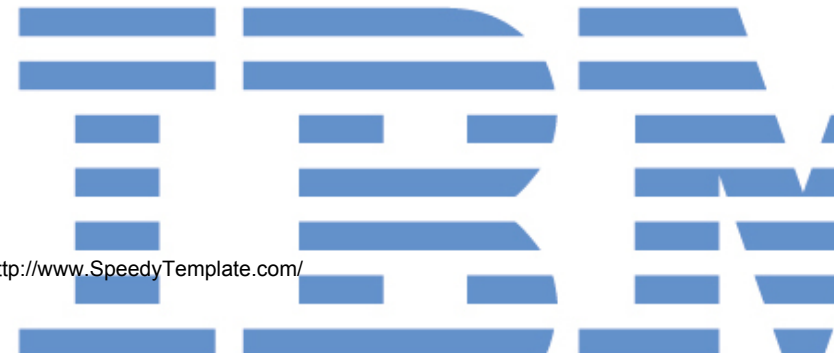


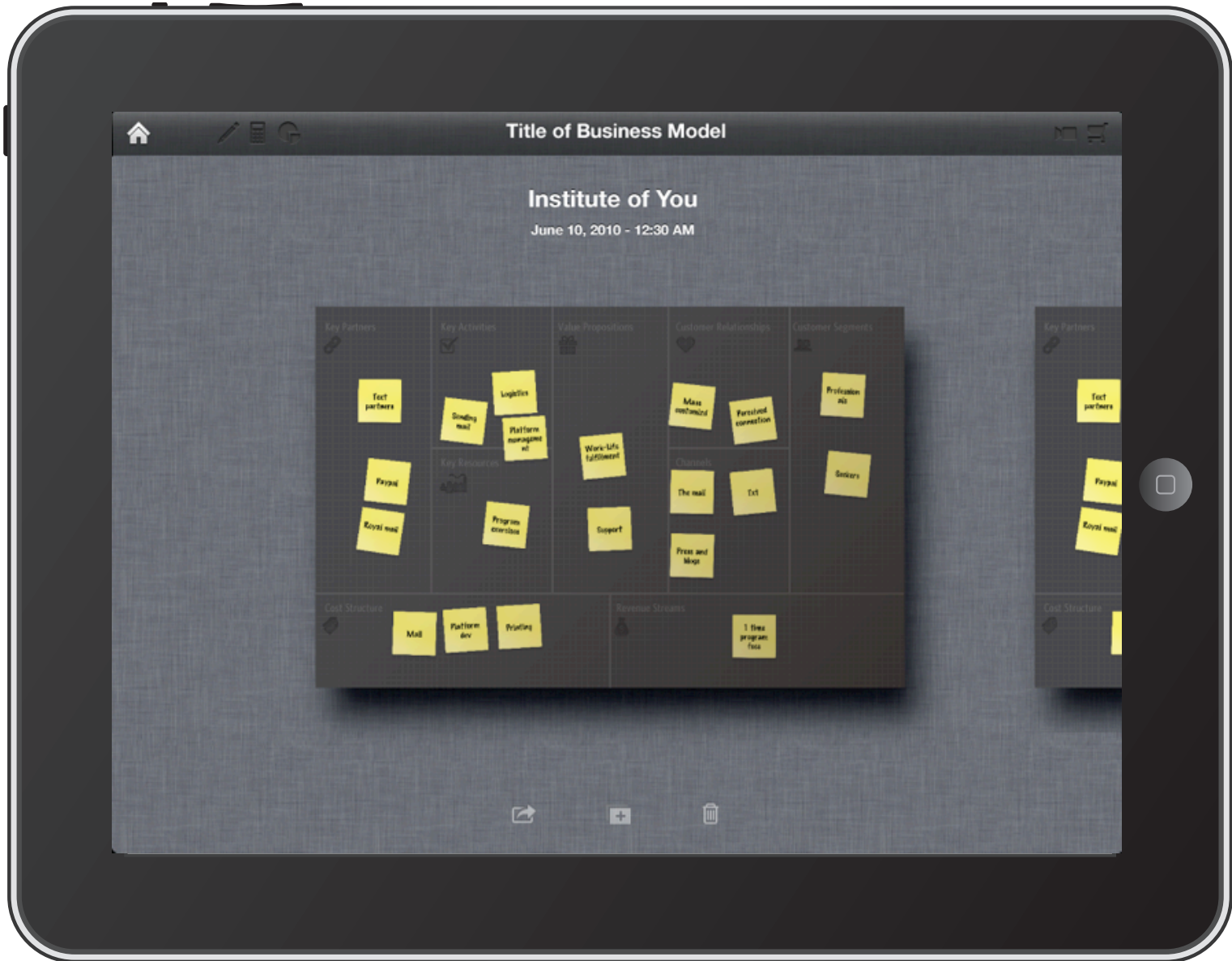
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