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DESIGNING BUSINESS IN AN EVER-CHANGING CONTEXT

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PhD+ Programme UNIPI

May 9, 2017

HOW TO BUILD A BUSINESS AND SCALE IT ACCORDINGLY?

THE ULTIMATE
A TEAM

"It is not about how smart you are. It is about how you are smart."

Jonathan Mooney

DIFFERENT VIEWS

YOU NEED TO HAVE THE **RIGHT** STRATEGIC CONVERSATIONS WITH THE **RIGHT** PEOPLE AT THE **RIGHT** MOMENT

"We need to have **a more dynamic methodology** for innovation than static business plans. An approach that **stress-tests** your business ideas with real market forces and **iterates through** plan A, plan B, plan C, until you have nailed it."
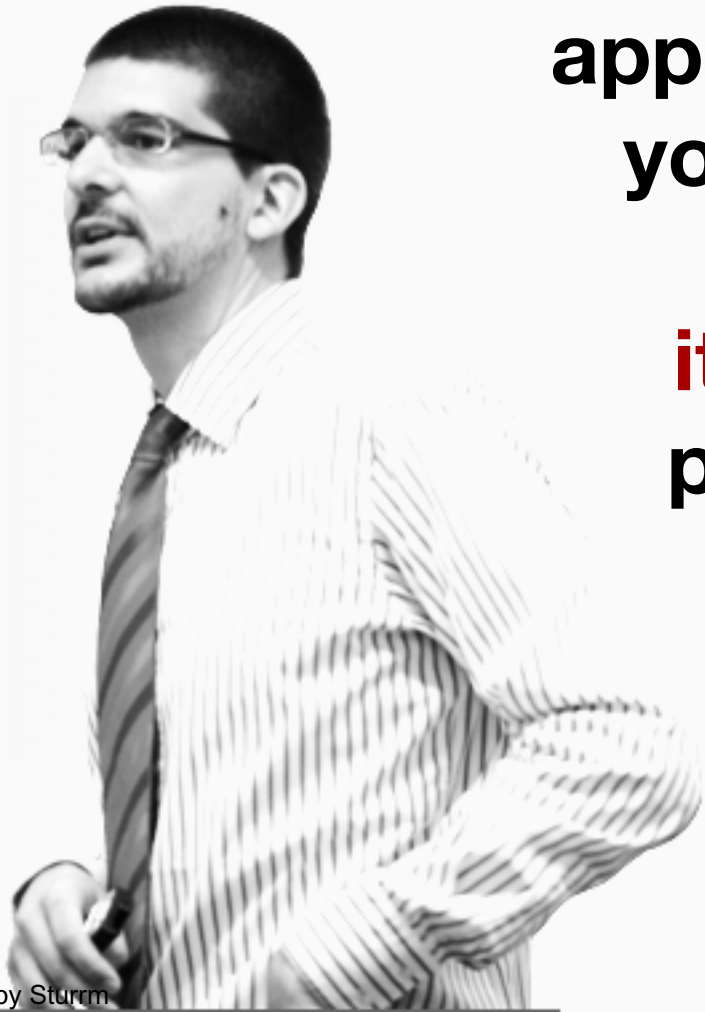
Alexander Osterwalder

the past was about
choosing solutions
the future is about
generating options

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...
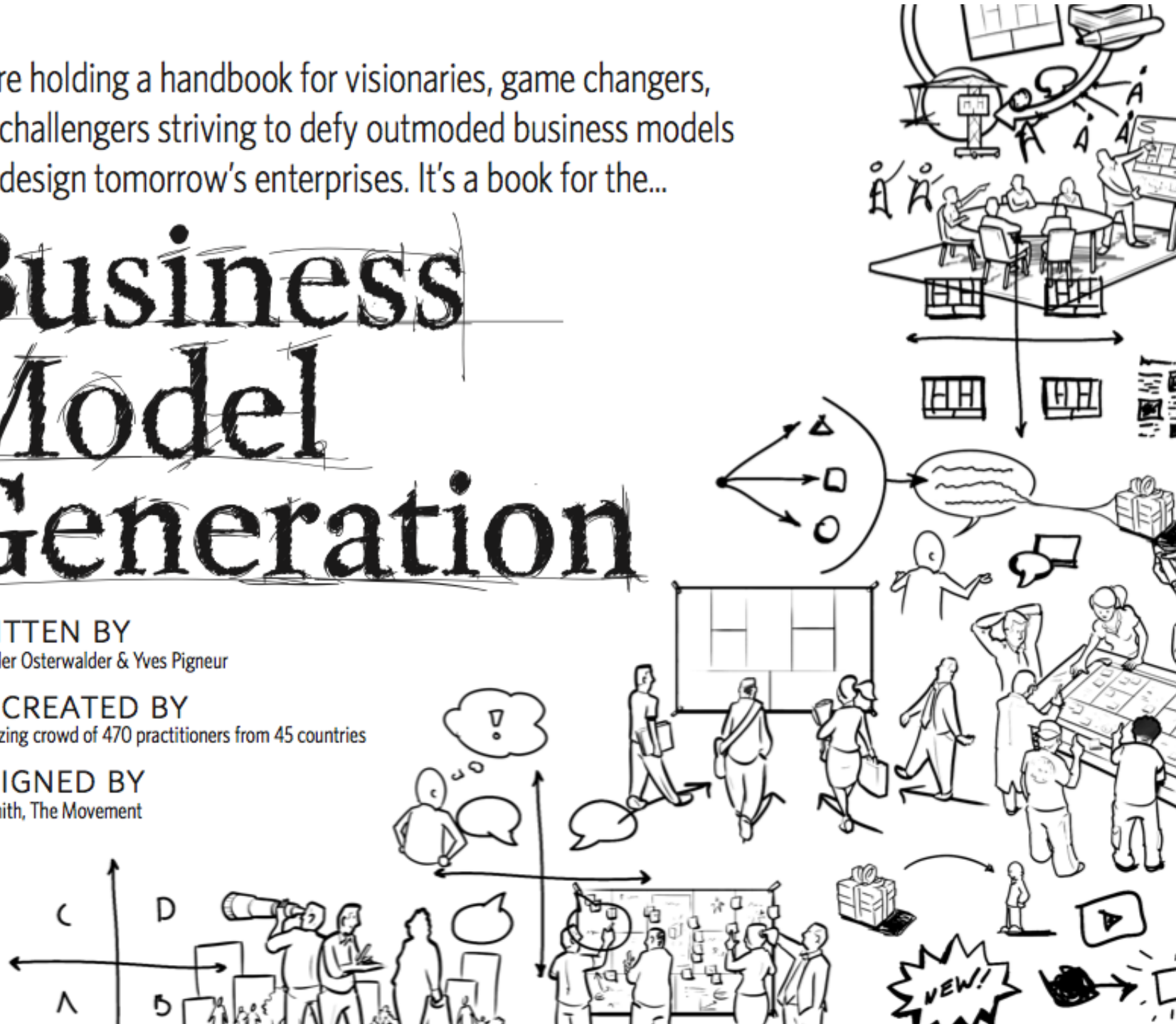
Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries
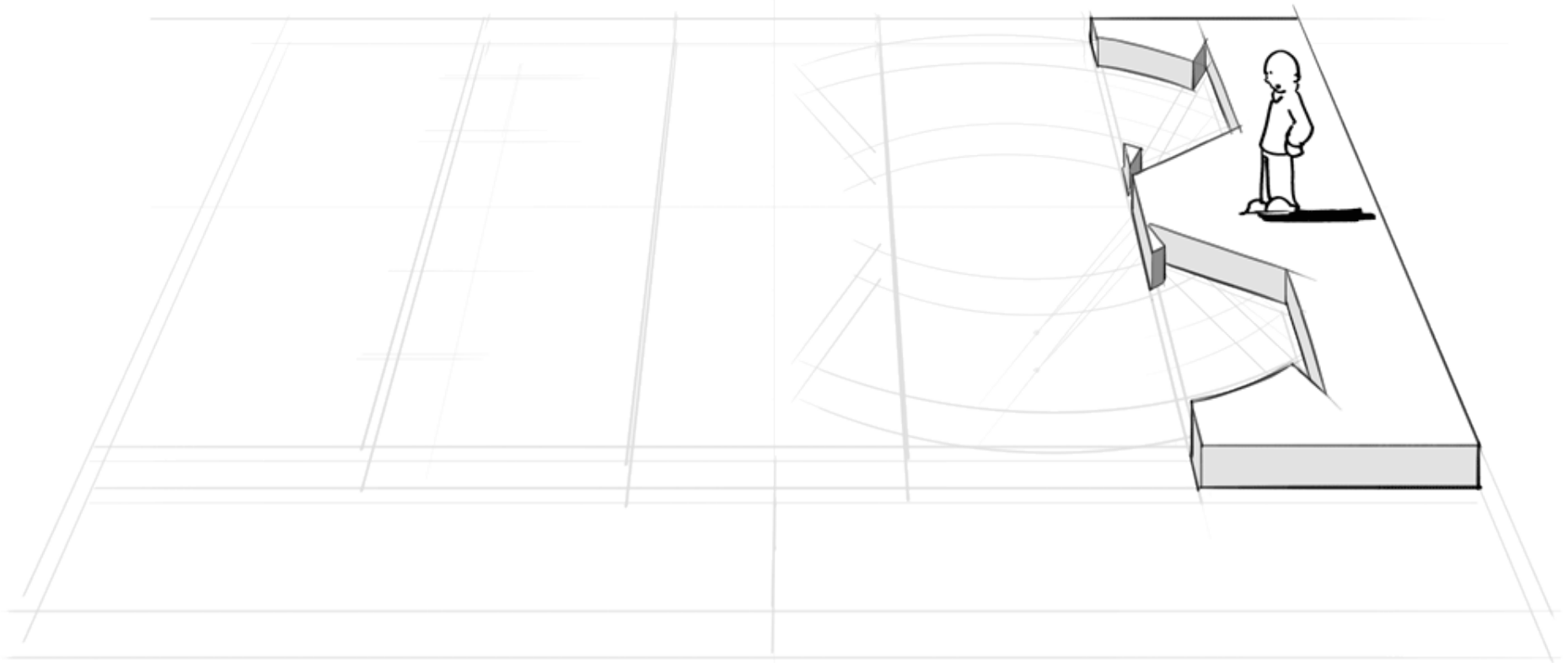
DESIGNED BY
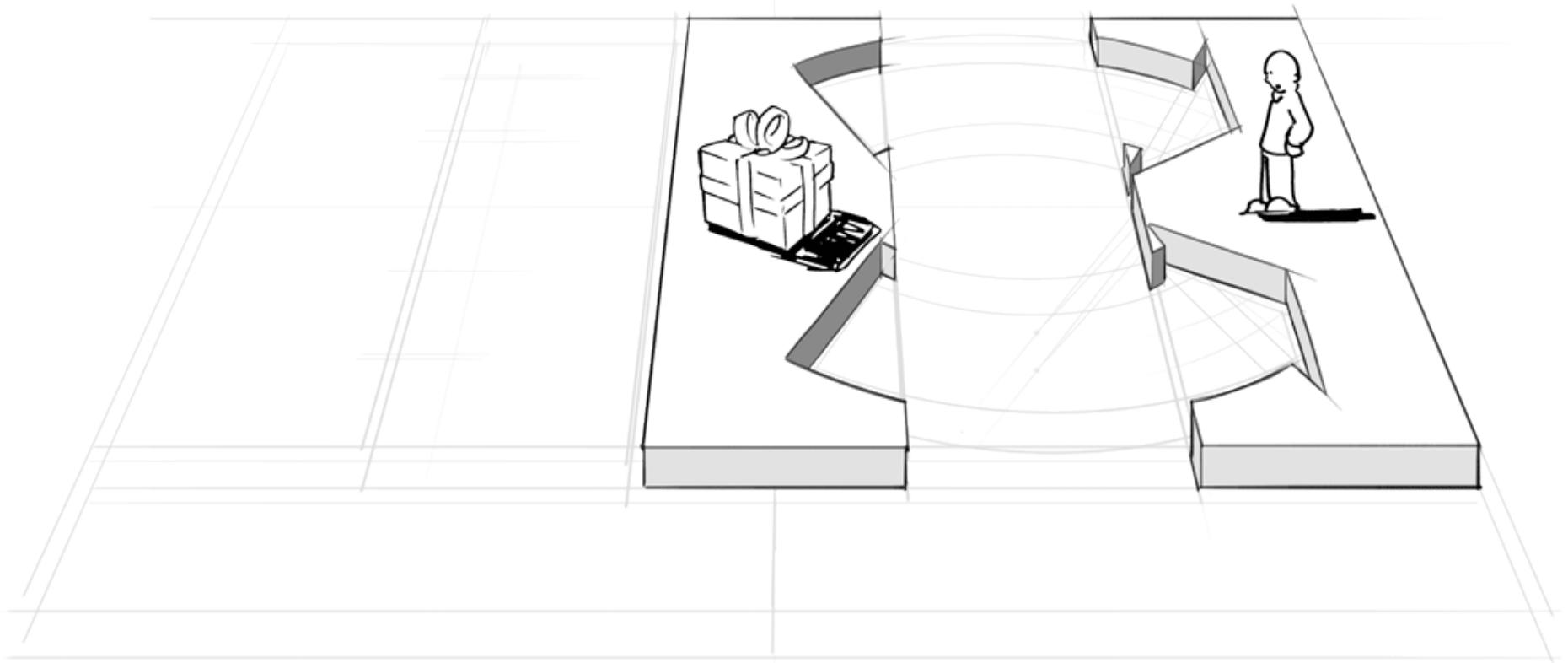Alan Smith, The Movement

Definition "business model"

A business model describes the rationale of how an organisation creates, delivers and captures value.
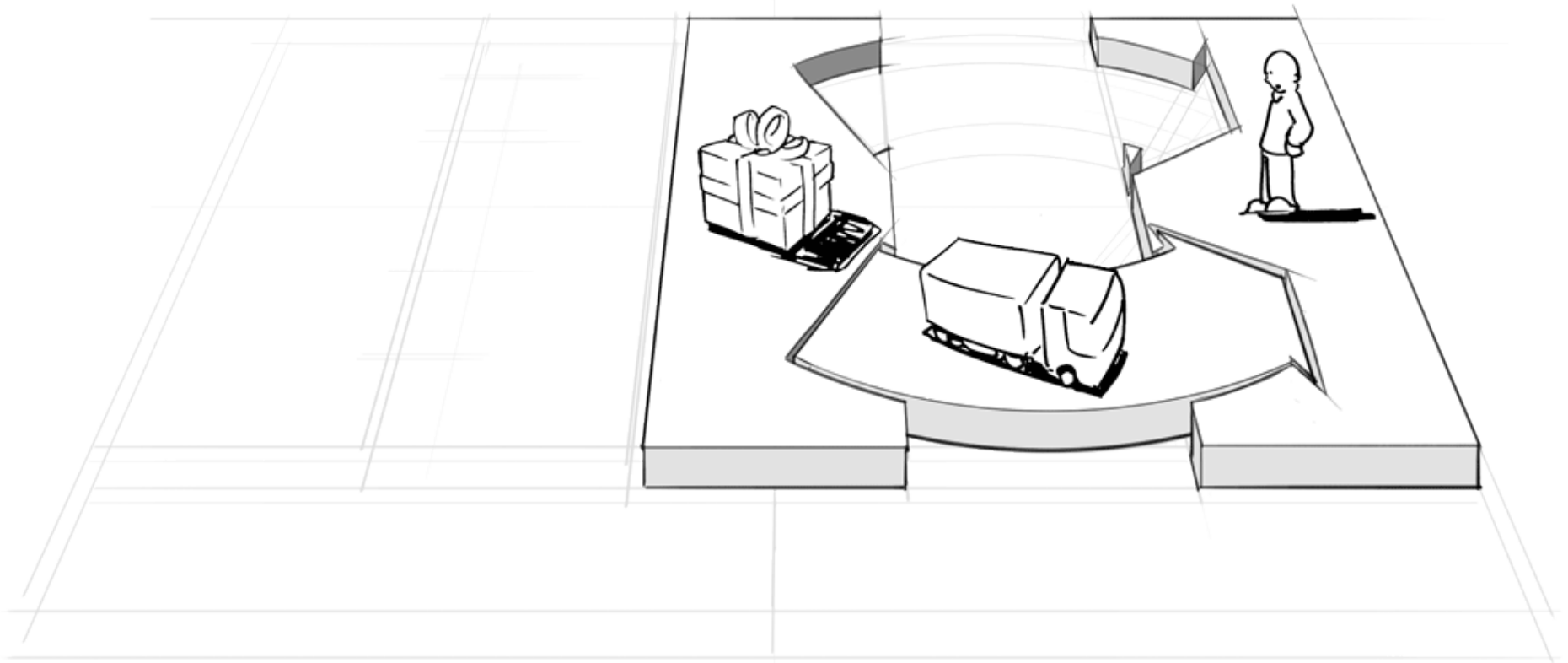
9 IMPORTANT QUESTIONS
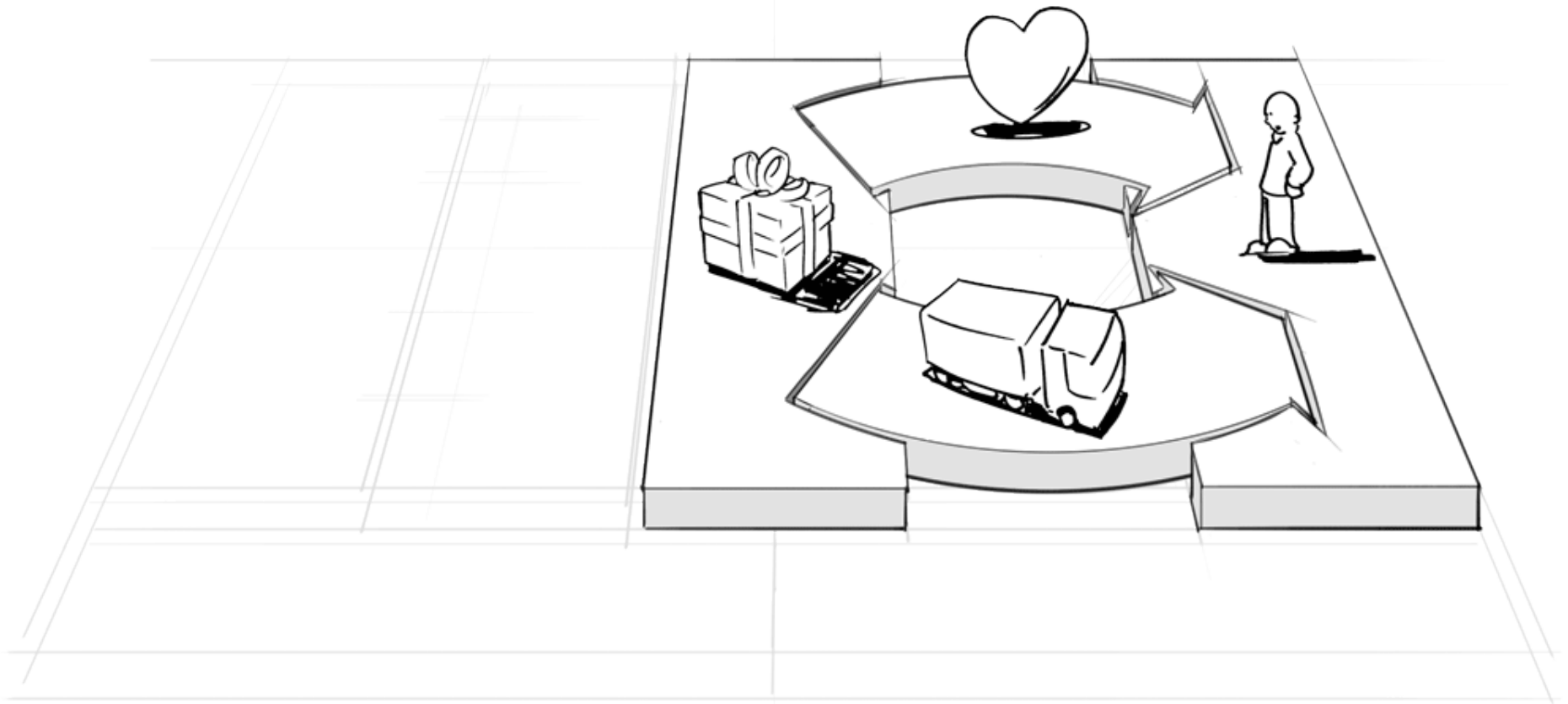
WHO ARE OUR **CUSTOMERS**?
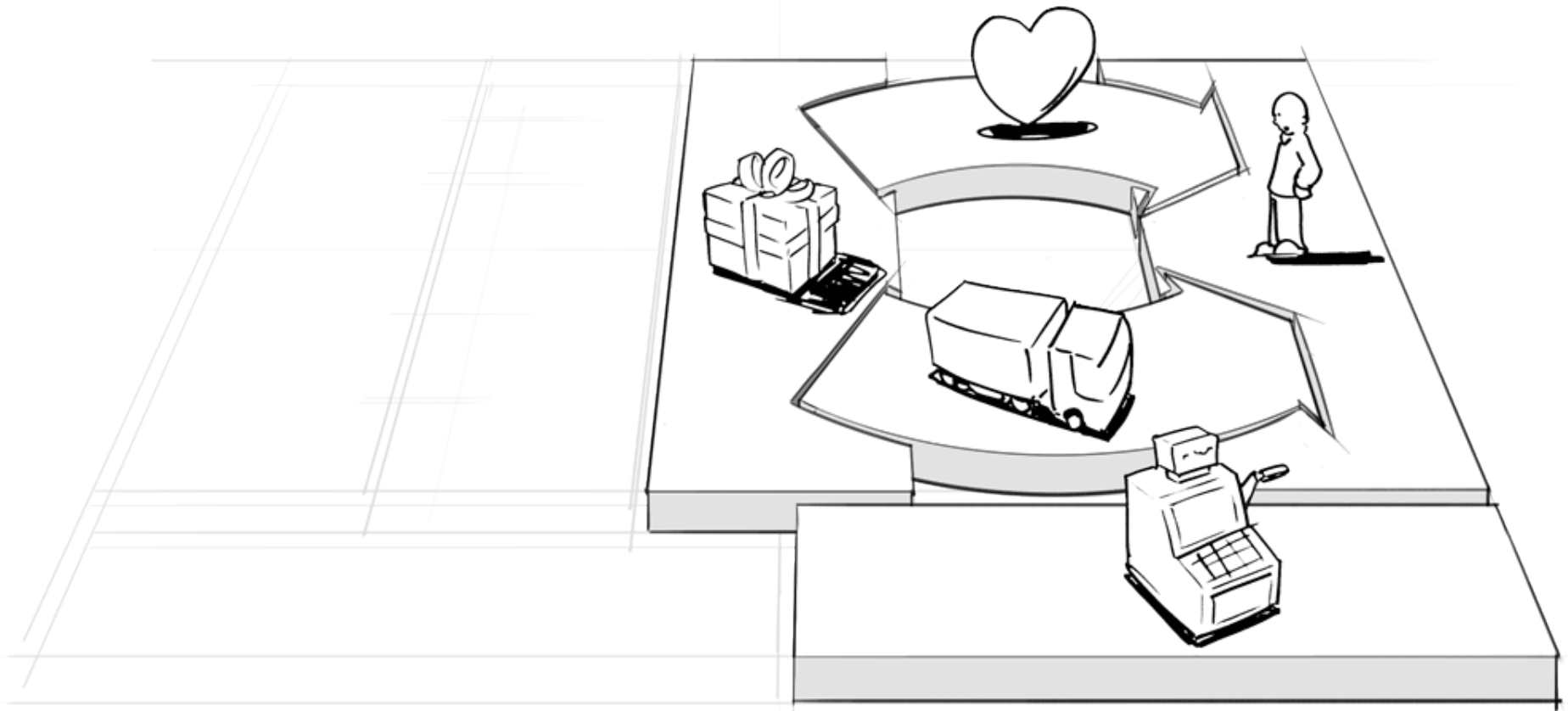
WHAT IS OUR **VALUE PROPOSITION**?
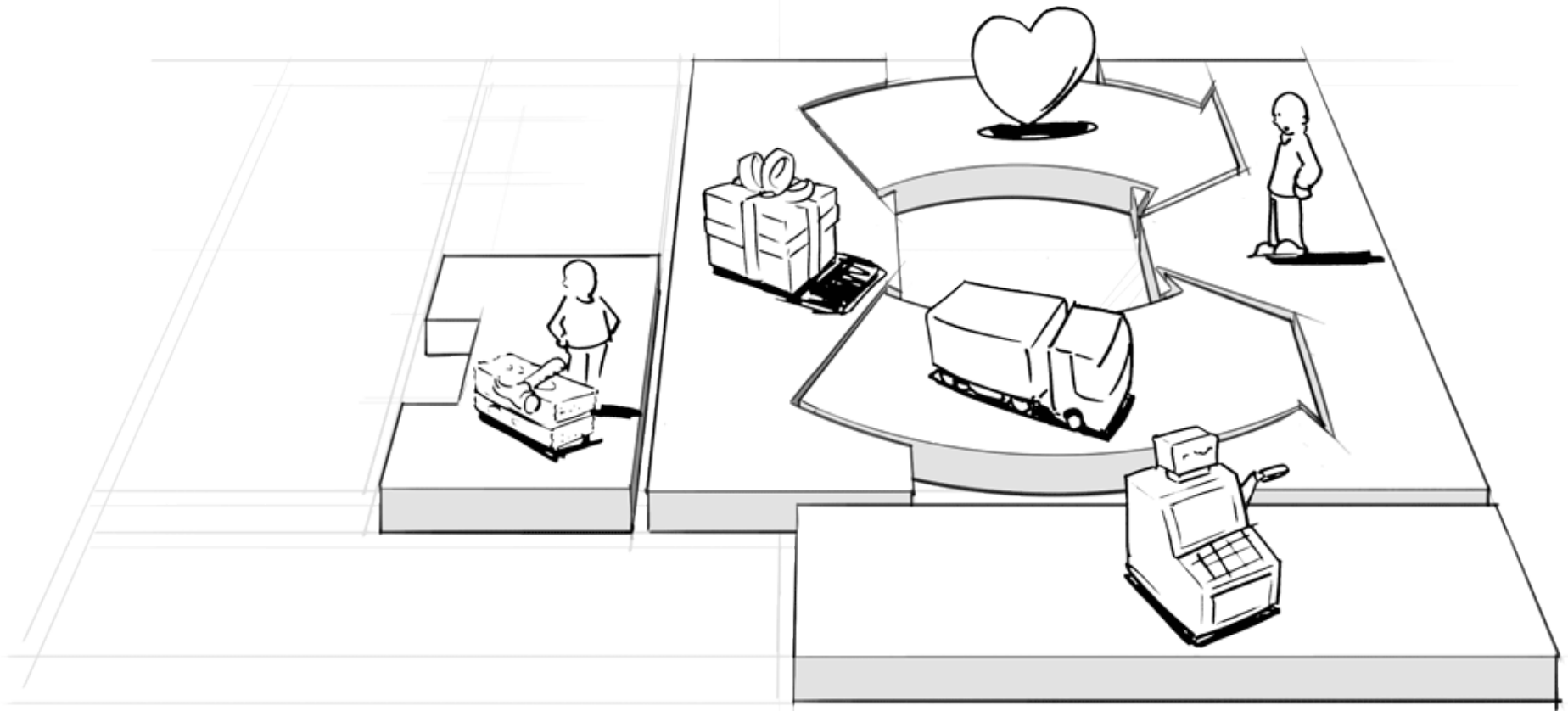
WHAT **CHANNELS** DO WE USE TO REACH OUR CUSTOMERS?
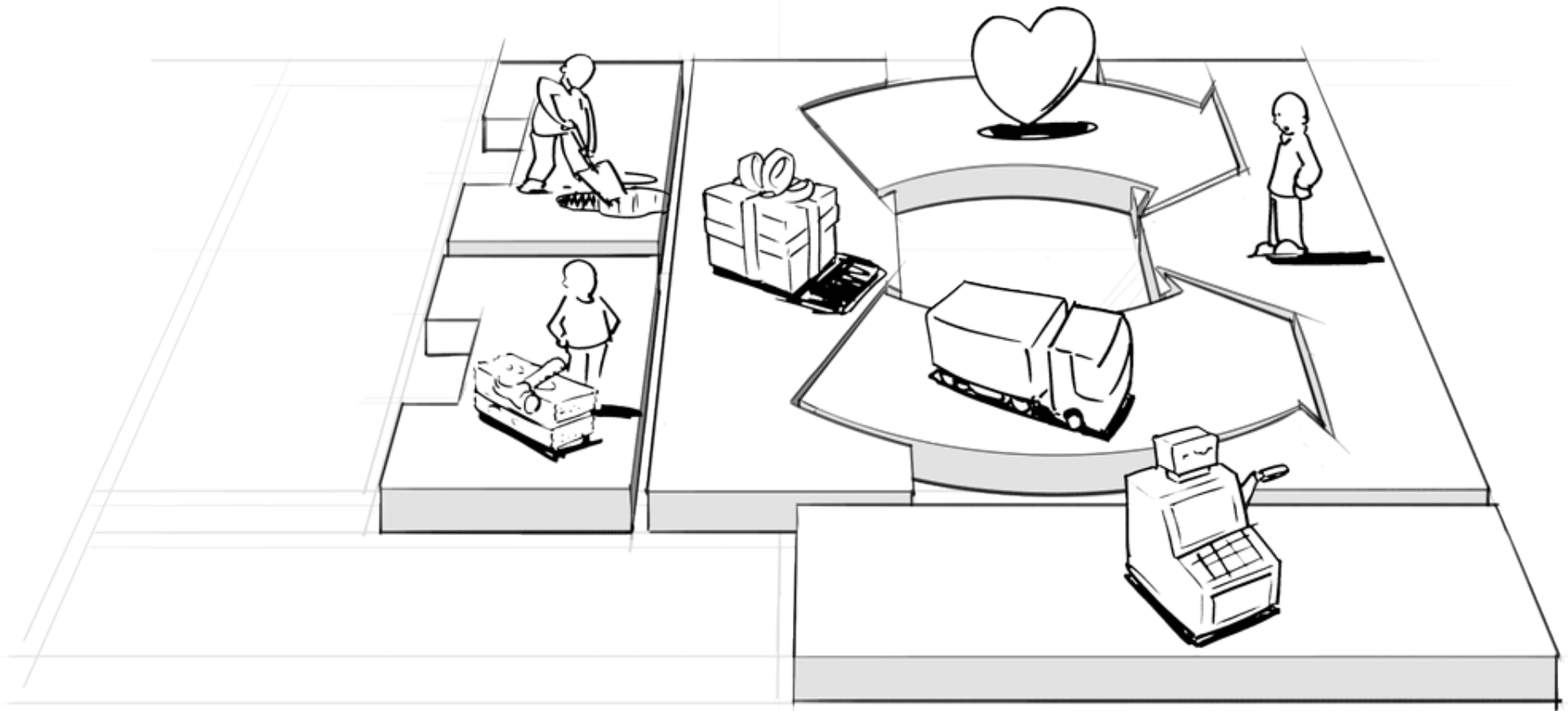
HOW DO WE BUILD A **RELATIONSHIP** WITH OUR CUSTOMERS?
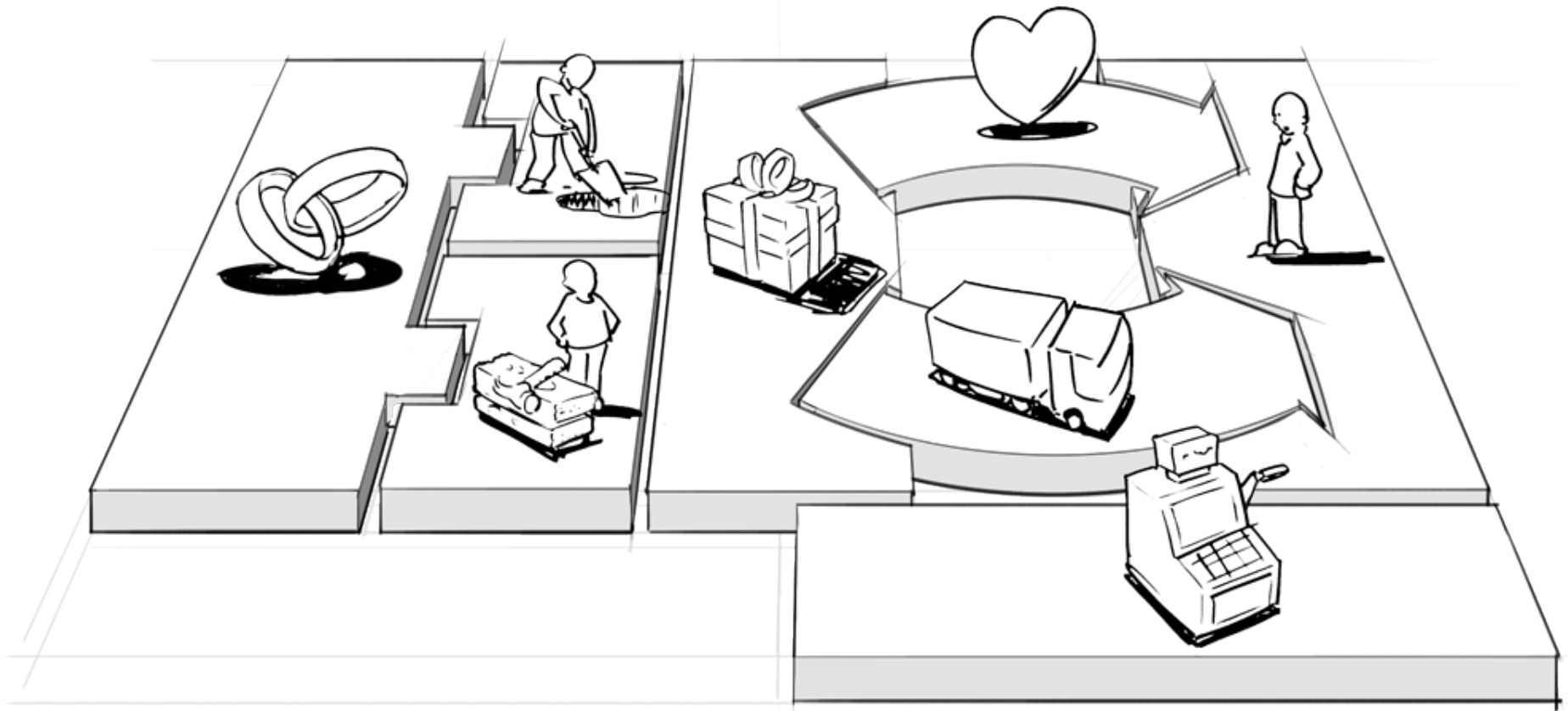
WHAT **REVENUE STREAMS** DO WE GENERATE?
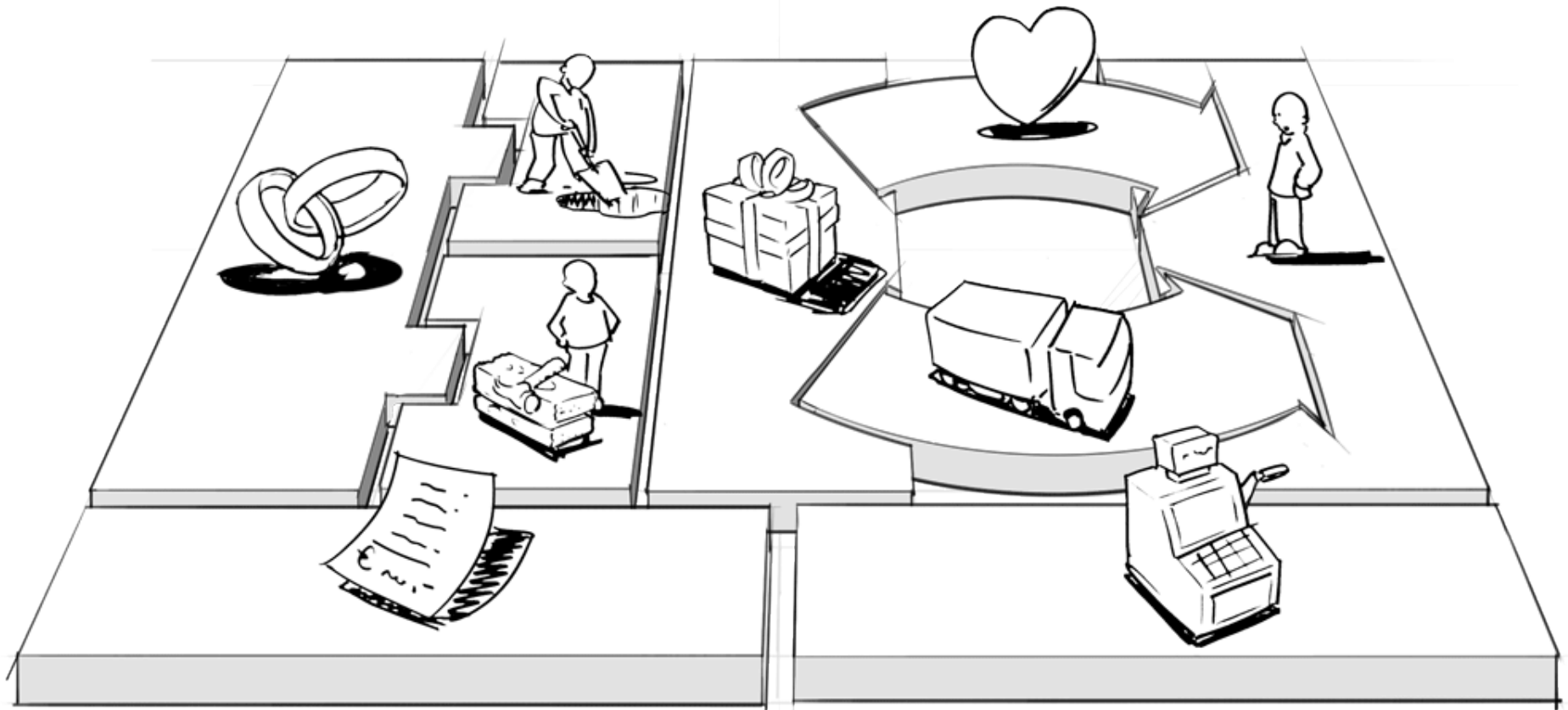
WHAT **KEY RESOURCES** DO WE NEED?

WHAT **KEY ACTIVITIES** DO WE NEED TO PERFORM?

WHO ARE OUR **KEY PARTNERS**?

WHAT DOES THE **COST STRUCTURE** LOOK LIKE?

BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	

COST STRUCTURE	REVENUE STREAMS

BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	

COST STRUCTURE	REVENUE STREAMS

BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	RELATIONSHIPS	CUSTOMER SEGMENTS
Who are our key partners?	What type of key activities do we perform?	What is the job that we get done?	What kind of relationship do we maintain with our customers? Personal contact? Automatic? Self-service?	**Who is the customer? For whom do we create value?**
What is our motivation to work with partners?	What key activities does the value proposition require?	What customer needs do we satisfy?		Can we distinguish different customer segments?
What key resources do we acquire through partners?	**KEY RESOURCES**	What problem do we help our customers solve?	**CHANNELS**	
What key activities do our partners perform?	What key resources does our proposition require? Physical? Intellectual? Human? Financial?	What advantages do our products and services provide our customers with? **What products and services do we deliver to our customers?**	Through what channels do we deliver our products and services?	Can we describe and quantify each customer segment?

COST STRUCTURE	REVENUE STREAMS
What are the inherent costs in our current business model? What is the size of each cost?	What revenue streams do we generate? What is the size of each revenue stream?

"The greatest danger in times of turbulence is not the turbulence itself, it is to act with yesterday's logic."
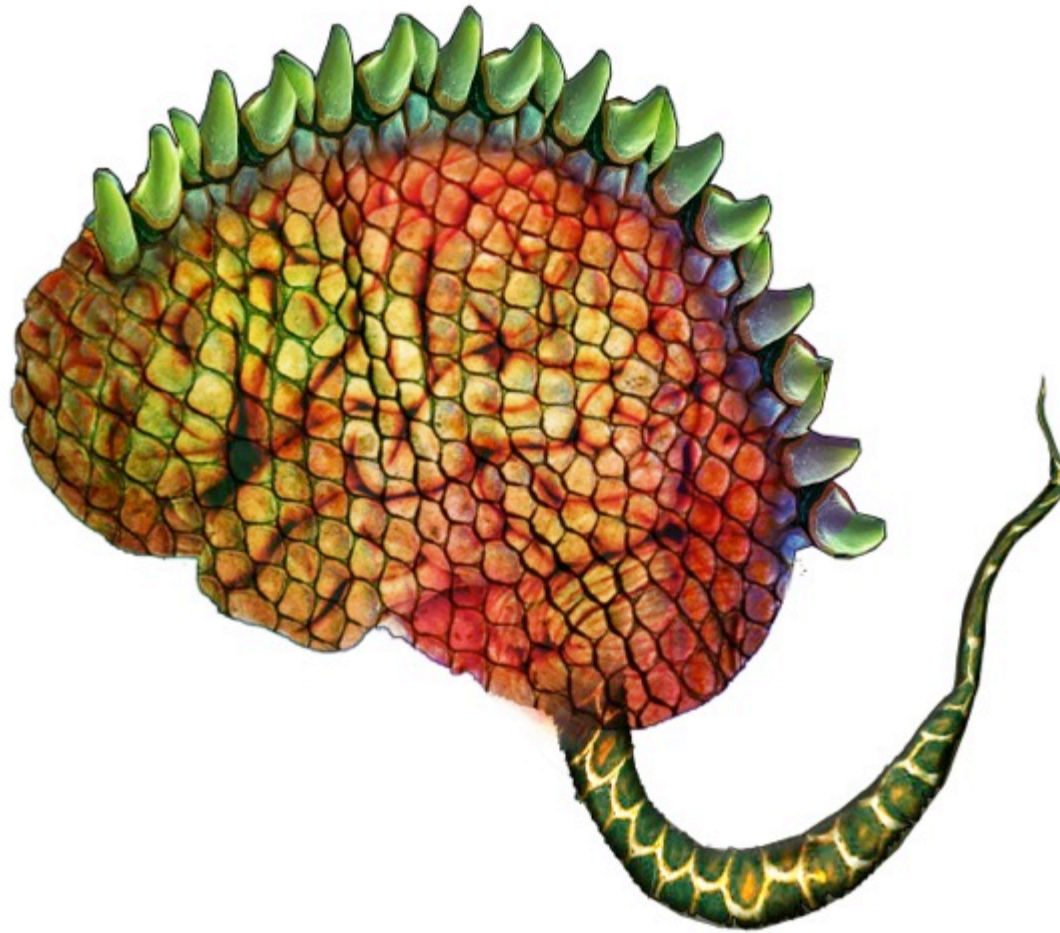
Peter Drucker

"Want to know why so many companies can't keep up with Apple? It is because they compromise, have meetings, work to fit in, fear the critics and generally work to appease the lizard."
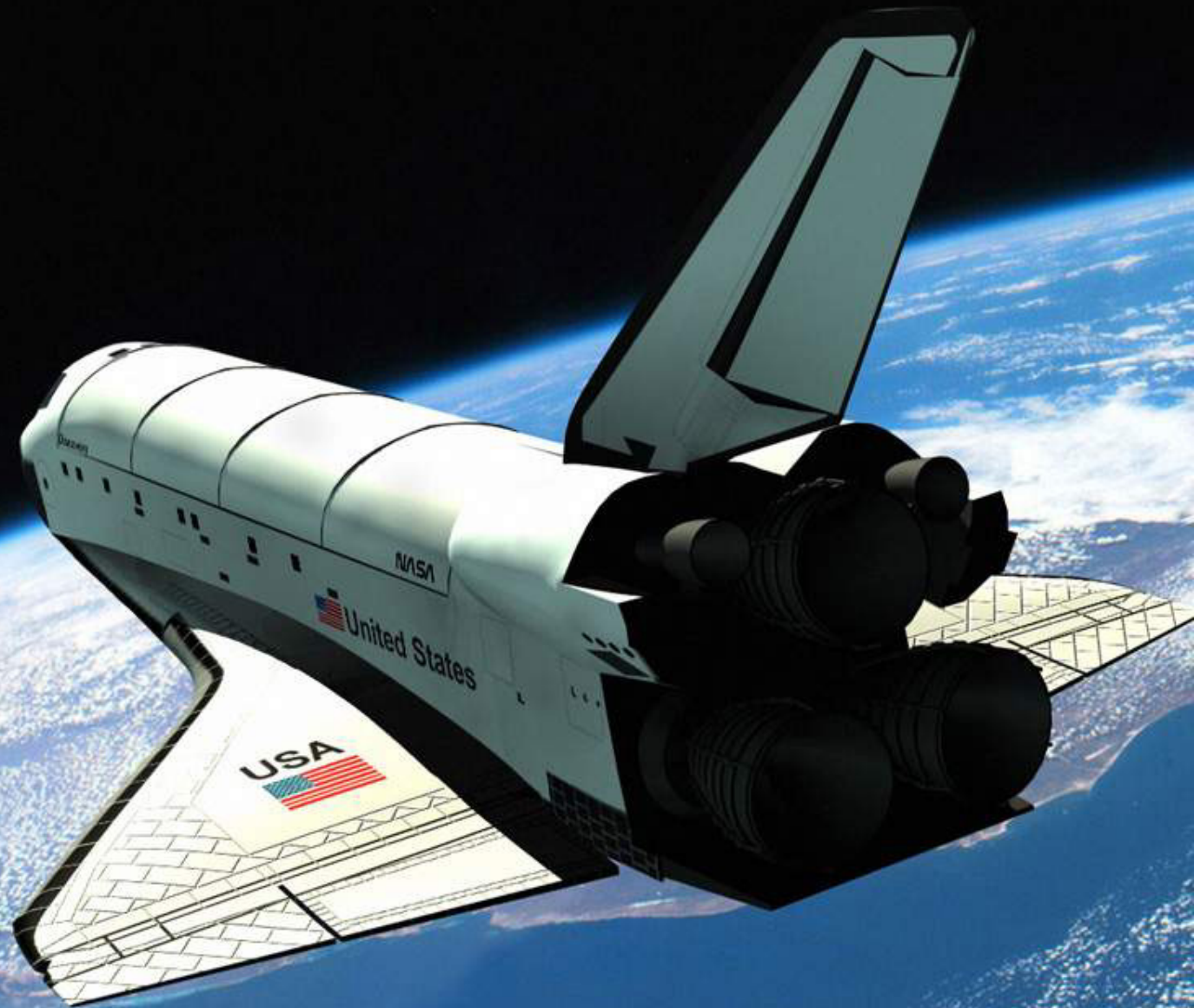
Seth Godin

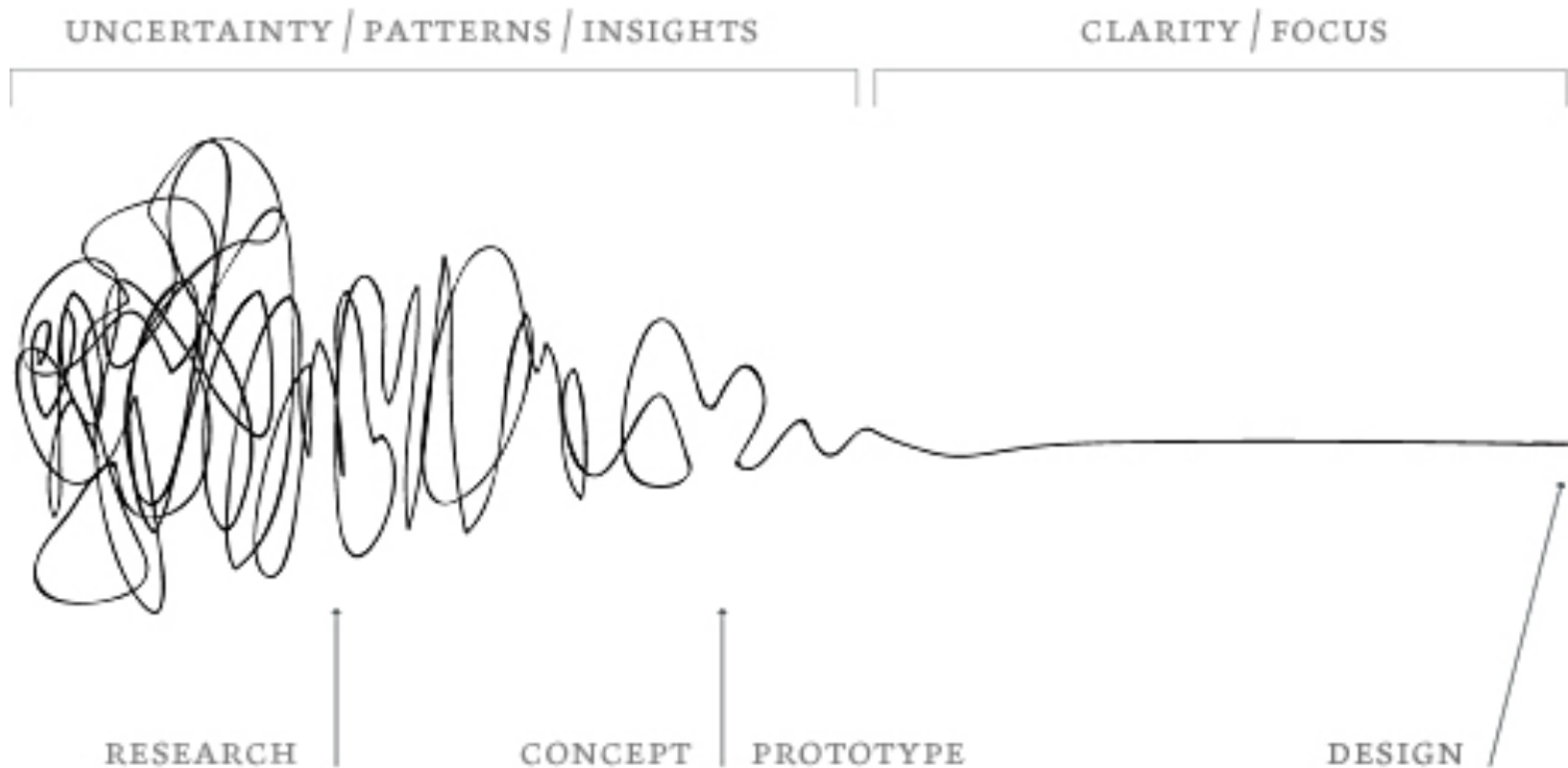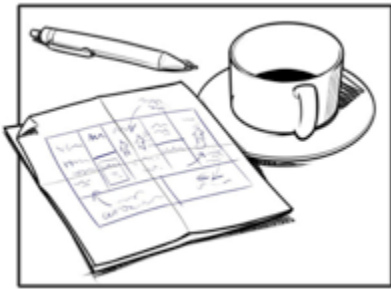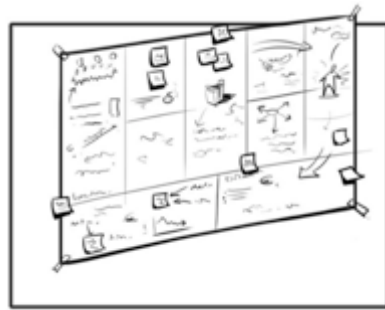# PUT OUT THE LIZARD BRAIN

JUST DO IT

RUN

for runners by runners

STRATEGY BY DISCOVERY

INVEST YOUR TIME IN THE RIGHT ACTIVITIES

UNCERTAINTY / PATTERNS / INSIGHTS   CLARITY / FOCUS

RESEARCH   CONCEPT   PROTOTYPE   DESIGN

Business Model **DESIGN**

Napkin sketch Canvas Field test Business case

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