



# The Business Model Navigator



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# Business Modelling / Enterprise Modelling

- Organization
- Customer
- Value Exchange



# Business Modelling / Enterprise Modelling

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## Columns in the Zachman Framework:

Inventory Sets -What

Process Flows -How

Distribution Networks -Where

Responsibility Assignments -Who

Timing Cycles -When

Motivation Intentions -Why

	What	How	Where	Who	When	Why
Contextual						
Conceptual						
Logical						
Physical						
As Built						
Functioning						

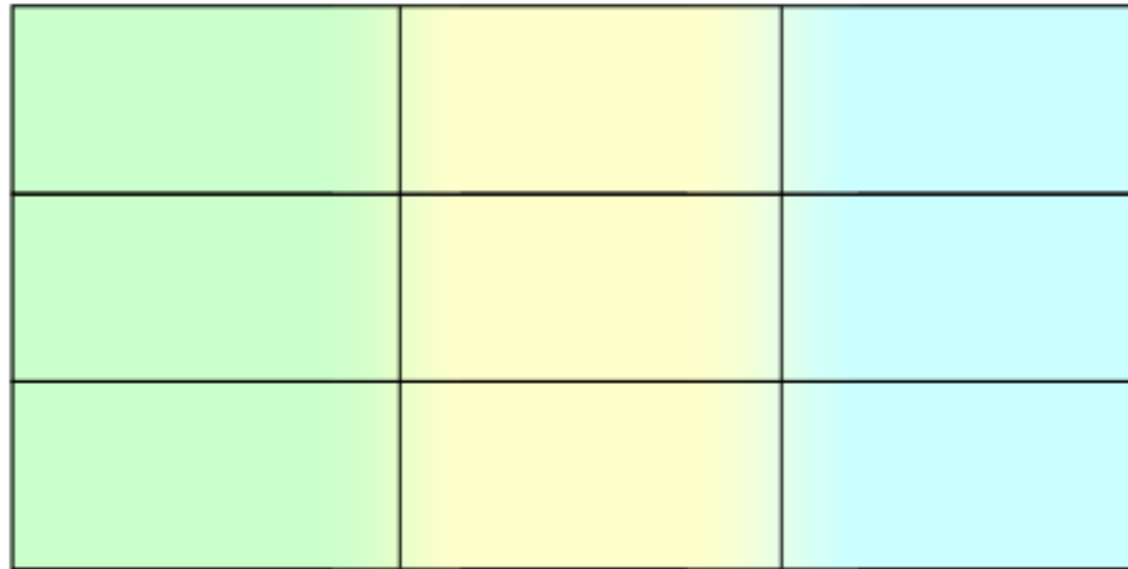


Environment

Business

Application

Technology



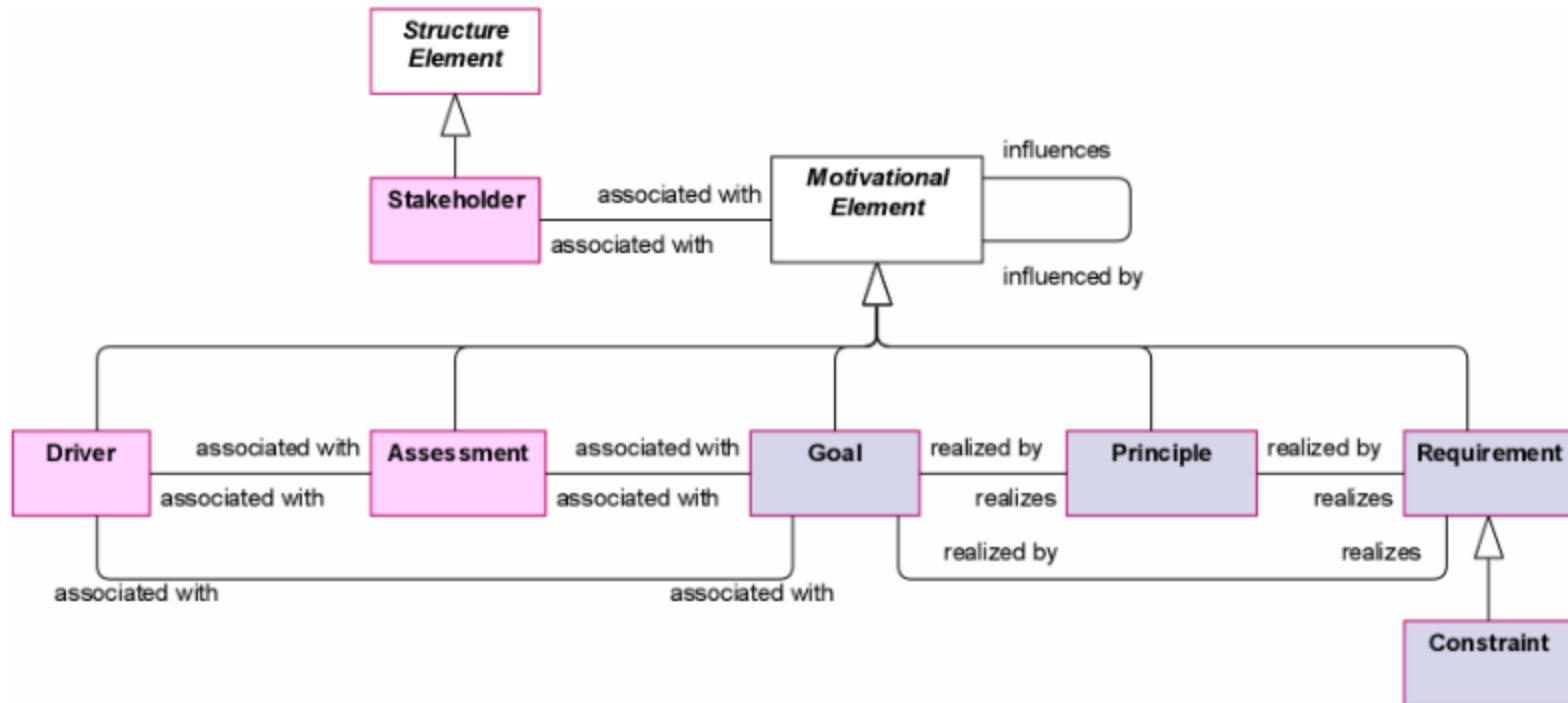
Passive  
structure

Behavior

Active  
structure



# ArchiMate - Motivation Aspect



# Organization

Inventory Sets -What

**Process Flows -How**

Distribution Networks -Where

Responsibility Assignments -Who

Timing Cycles -When

Motivation Intentions -Why



**BPDM**



**SBVR™**



## BMM

Inventory Sets -What

Process Flows -How

Distribution Networks -Where

Responsibility Assignments -Who

Timing Cycles -When

Motivation Intentions -Why

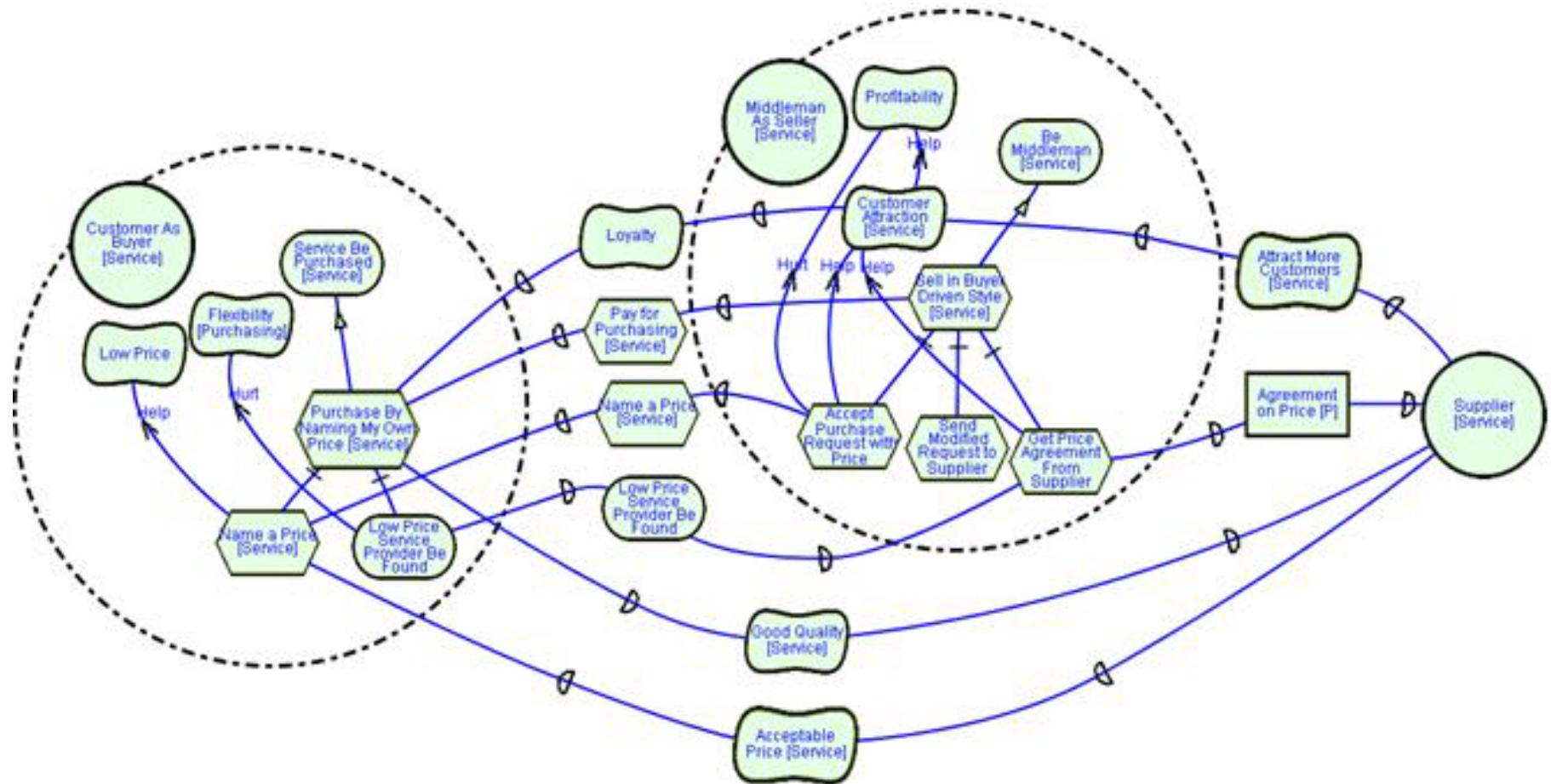




- Organization
- Customer
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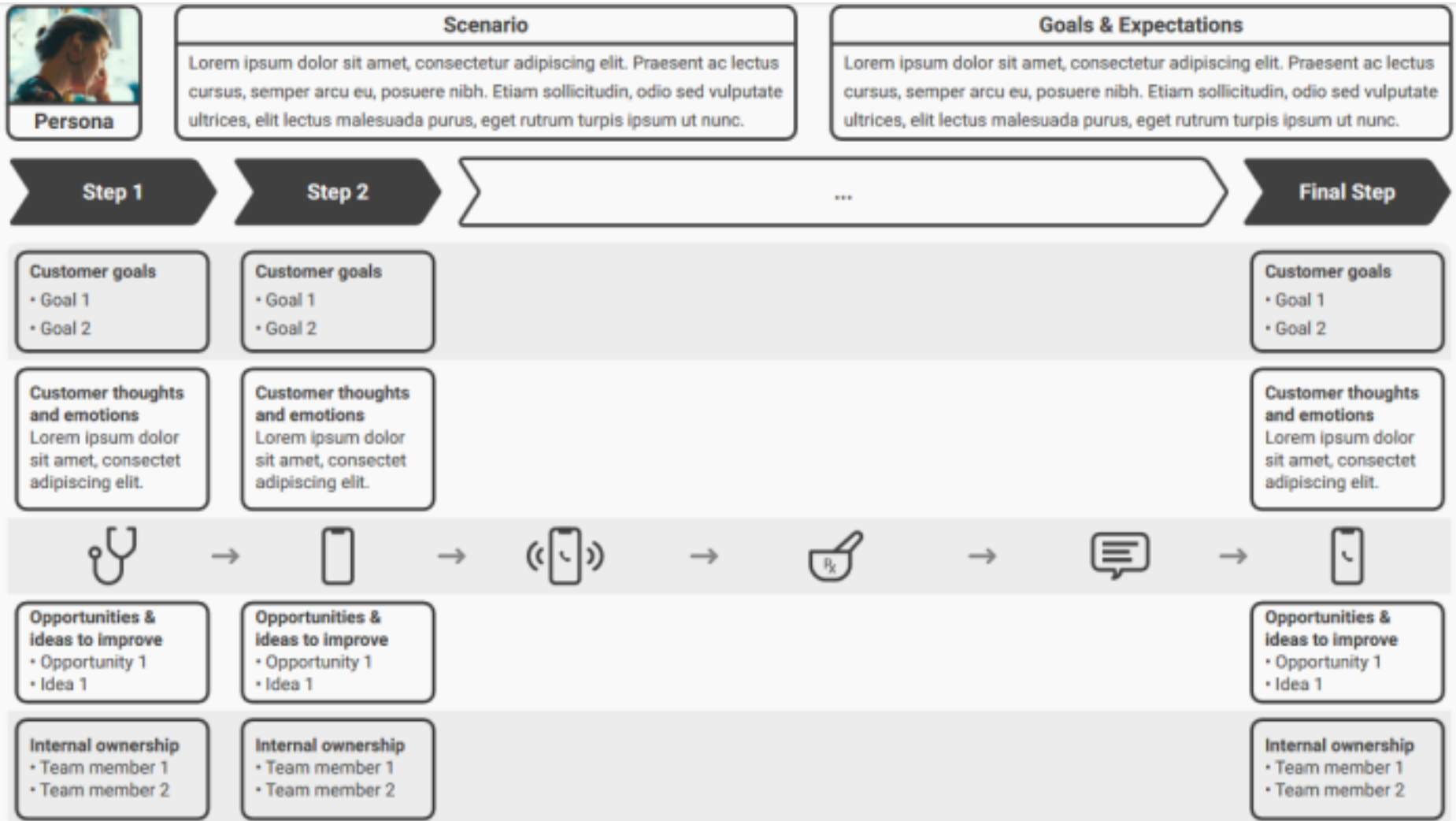


# Customer Goal Model (i\*)



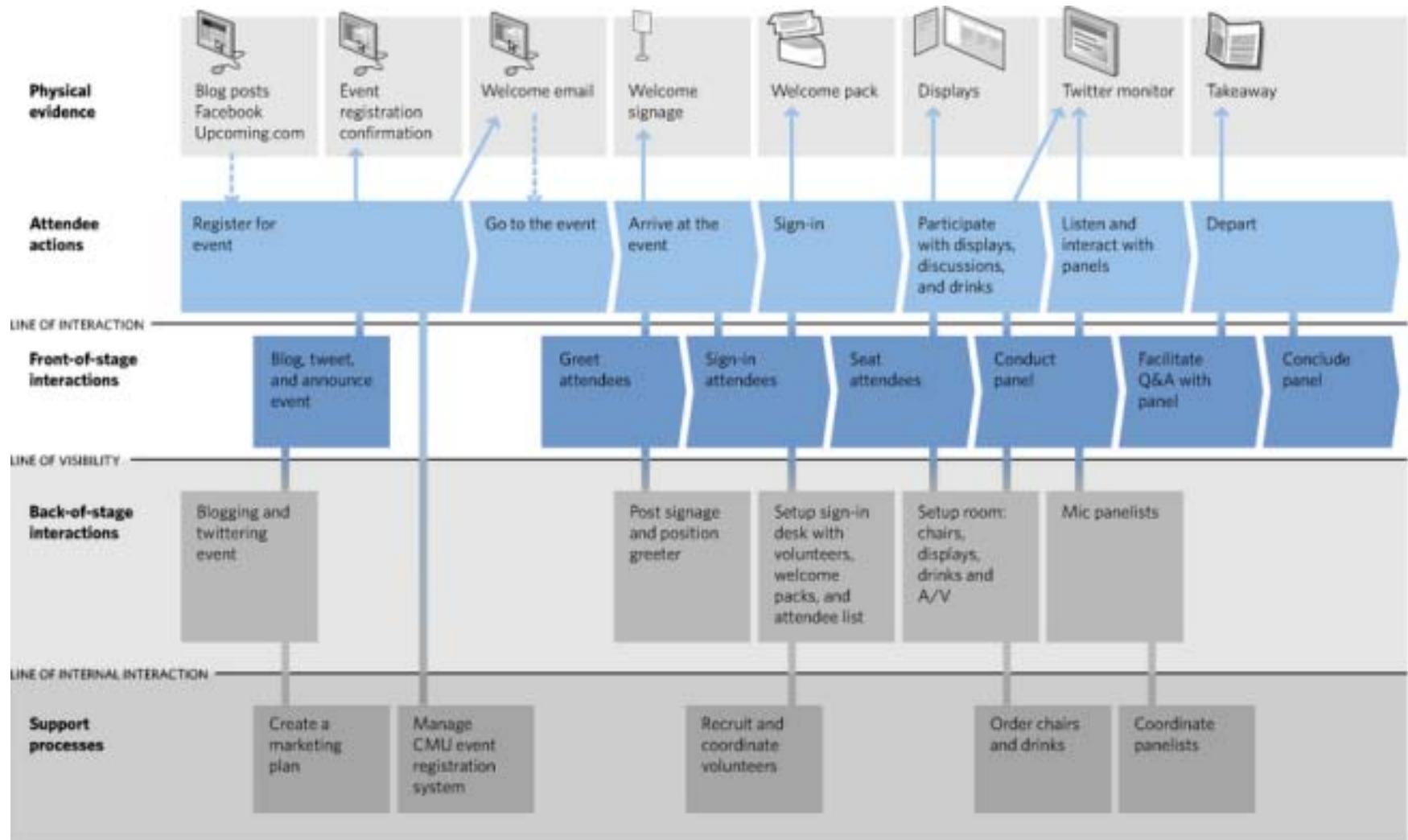


# Customer - Customer Journey Map





# Customer - Service Blueprint



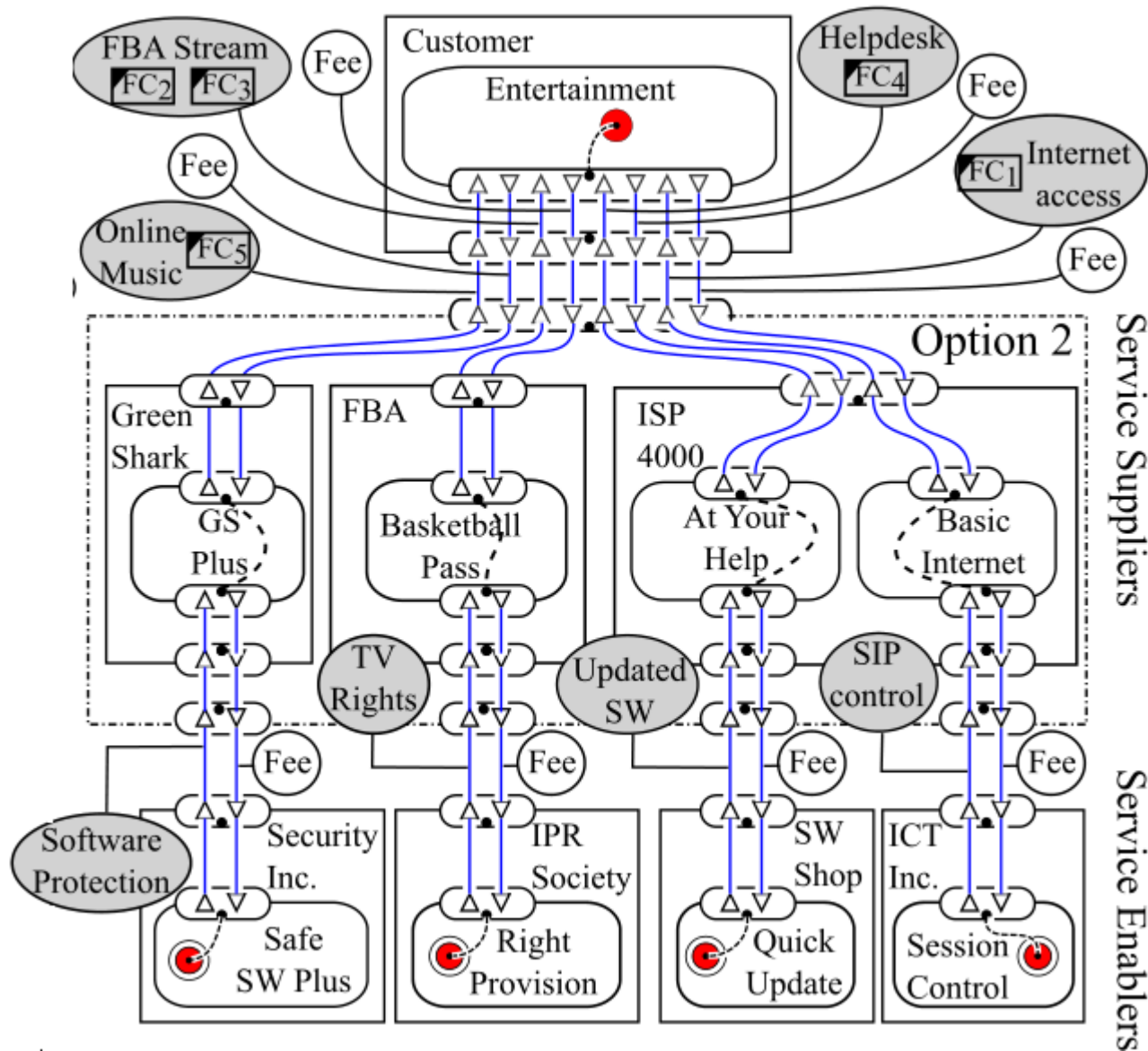
Brandon Schauer, Adaptive Path  
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- Organization
- Customer
- Value Exchange



# Value Exchange





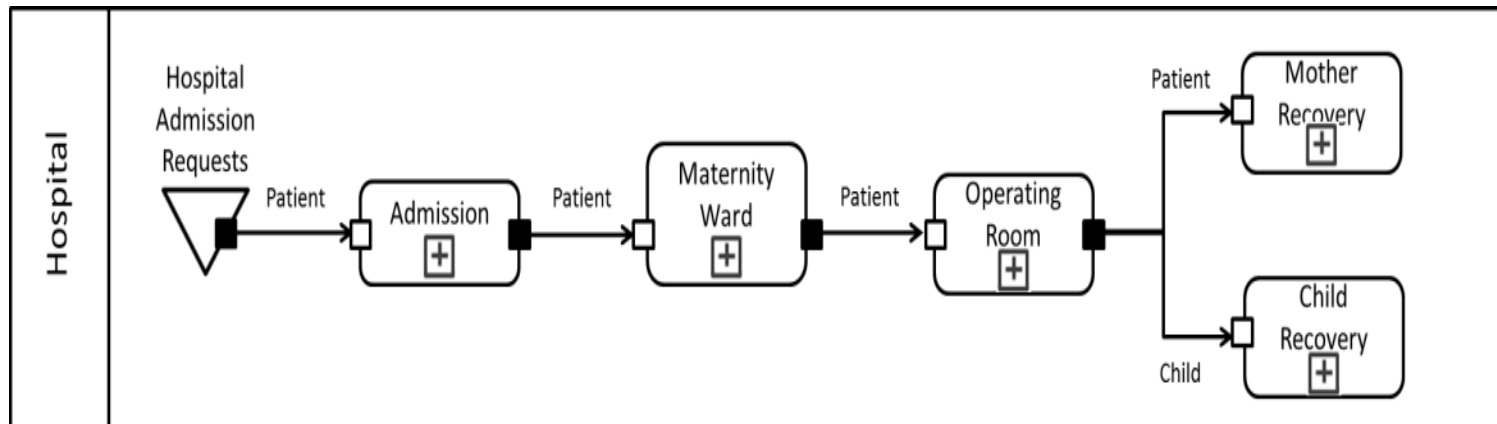
# Value Delivery Modeling Language



"The purpose of VDML is to provide a standard modeling language for analysis and design of the operation of an enterprise with particular focus on the creation and exchange of value."



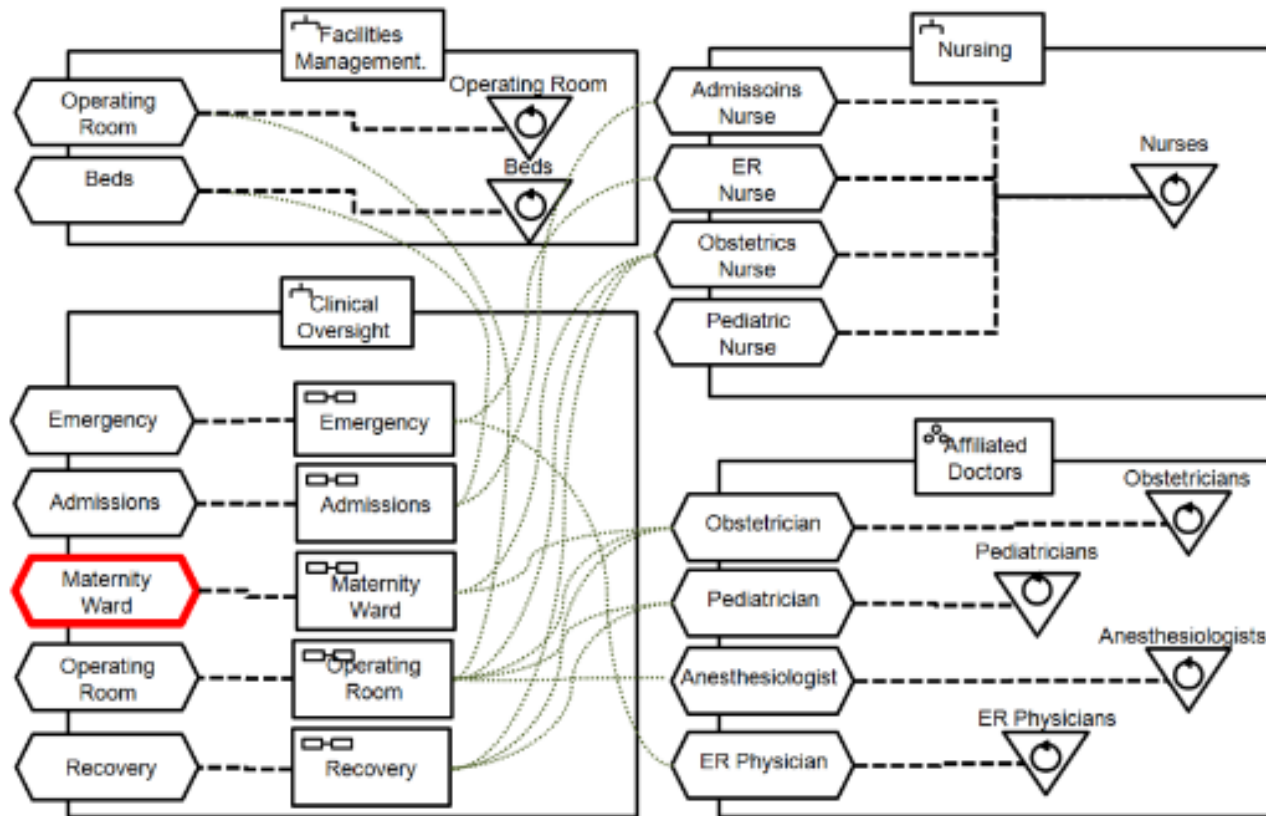
# Activity Diagram

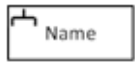
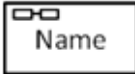








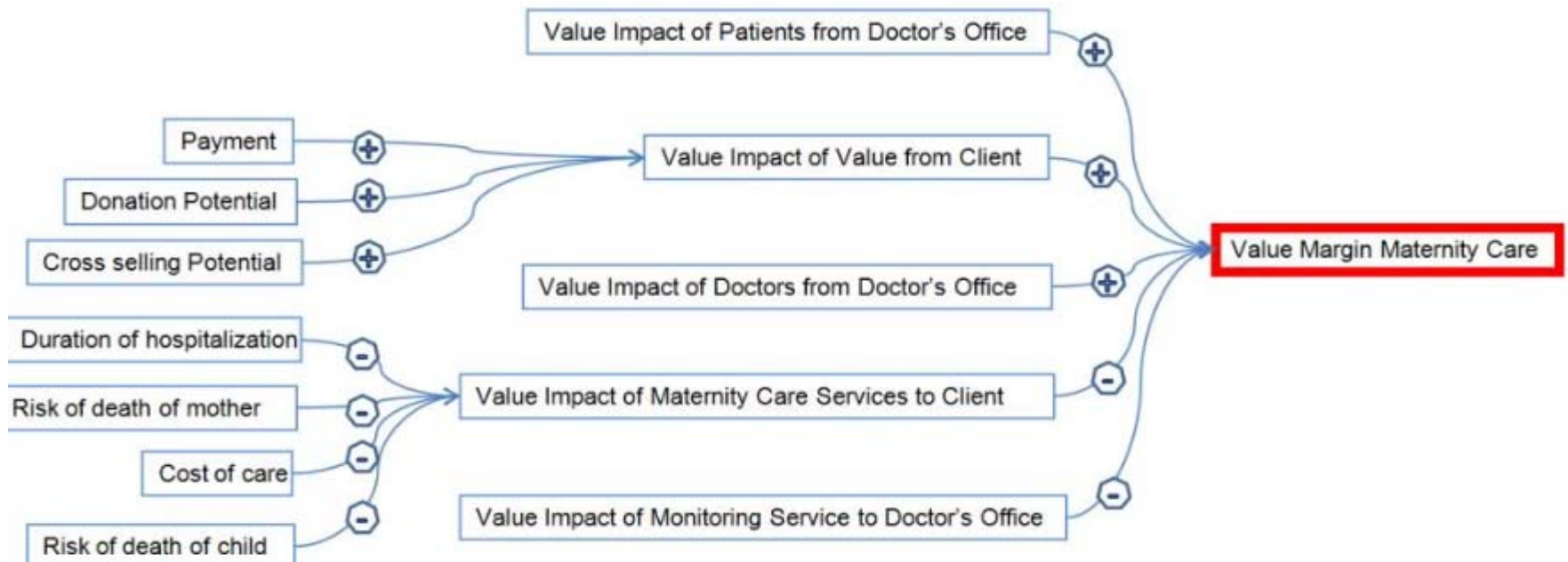
# Capability Management Diagram

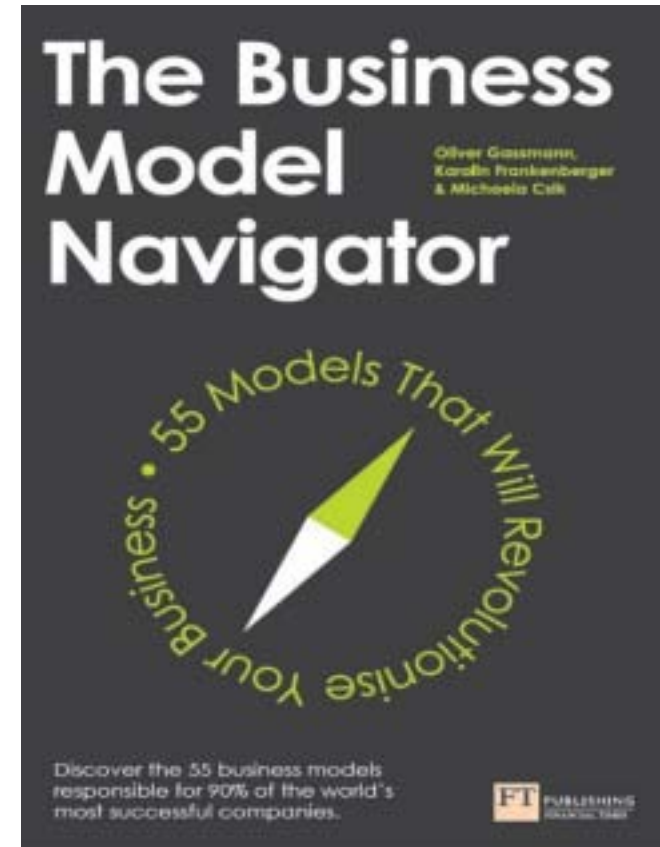


Legend	
Symbol	Meaning
 Name	OrganizationUnit
 Name	CapabilityMethod
 Name	Store
 Name	CapabilityOffer
- - - -	Supports (a CapabilityOffer)
.....	Supports (a CapabilityMethod)



# Measurement Dependency Diagram







"A pattern language is nothing more  
than a precise way of describing  
someone's experience"

Christopher Alexander



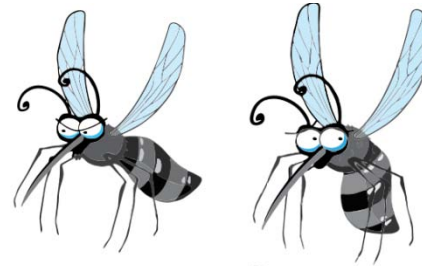
# Muster *[Pattern]*

- in short: a solution for recurrent problems
- abstract, i.e. suitable for a class of specific problems

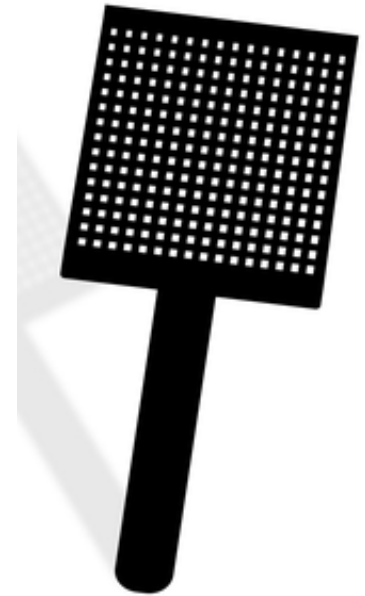


## Definition by Alexander

Each pattern is a three-part rule, which expresses a relation between a certain context, a problem, and a solution.



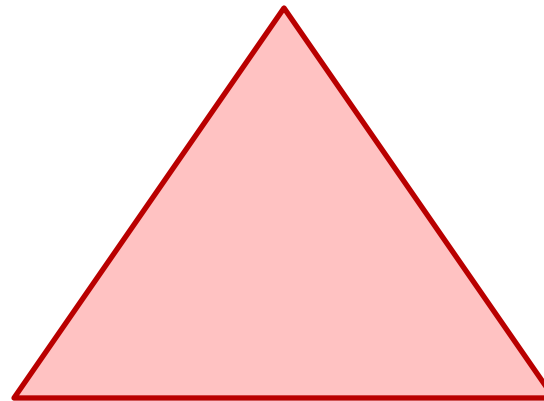
Problem

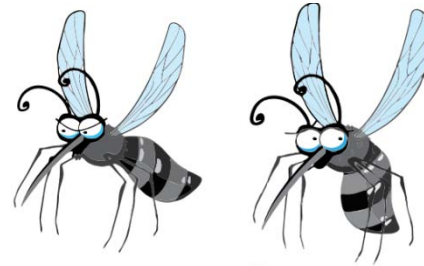


Solution

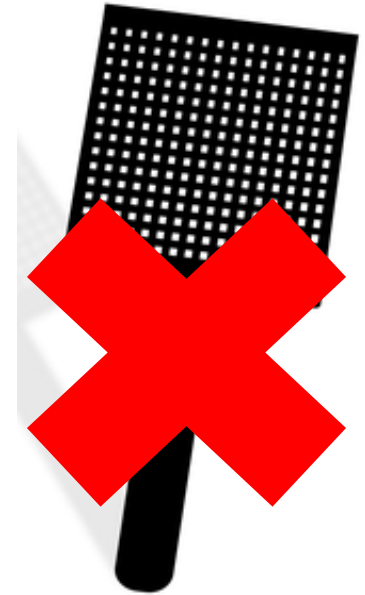


Context





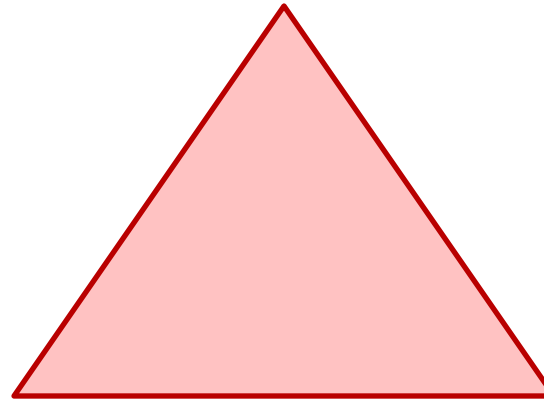
Problem



Solution



Context







# Benefits of Patterns

- Conservation of Knowledge: Solutions can be re-used again and again.
- Experience can be shared with inexperienced persons.
- Shared Vocabulary



# The Timeless Way of Building



Christopher Alexander

# A Pattern Language

Towns · Buildings · Construction



Christopher Alexander  
Sara Ishikawa · Murray Silverstein  
with  
Max Jacobson · Ingrid Fiksdahl-King  
Shlomo Angel

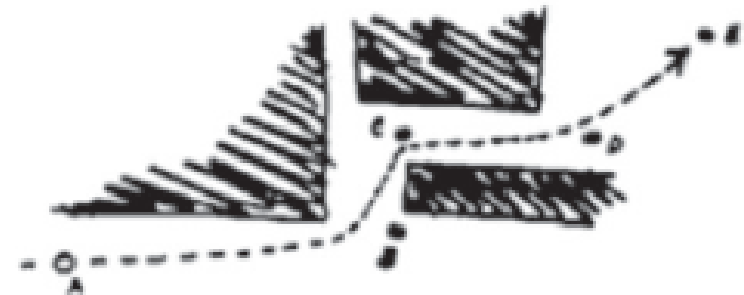




**NOW PATHS AND GOALS (120):** Usually, this pattern deals with large paths in a neighborhood, and comes much earlier in a language. But I used it in a special way. It says that the paths which naturally get formed by people's walking, on the land, should be preserved and intensified. Since the path to our front door cut right across the corner of the place where I had planned to put the platform, I cut the corner of the platform off.



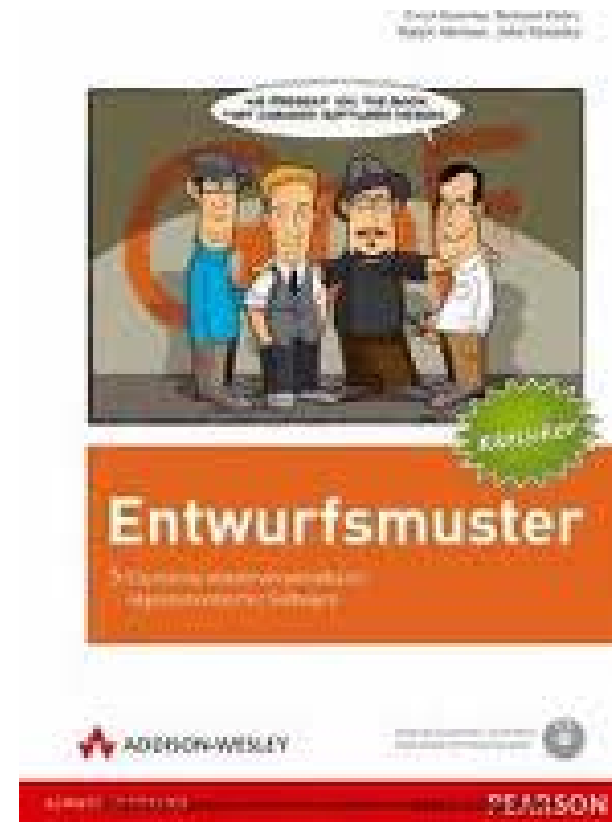
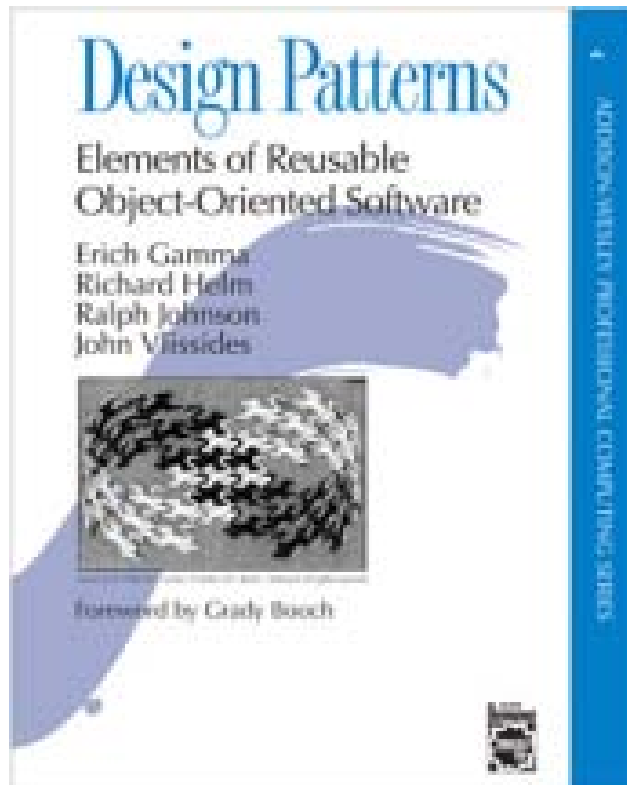
*Series of goals.*



*The actual path.*



People liked our book very much. We were surprised though, when we found out computer programmers liked it, because it was about building not programming. But the programmers said, "this is great, it helps think about patterns in programming and how to write reusable code that we can call upon when we need it."





# Pattern Template

Pattern Name
Context
Problem
Forces
Solution
Consequences
Known Uses
Related Patterns

Christopher Alexander

## Pattern Name and Classification

Intent

Also Known As

Motivation

Applicability

Structure

Participants

Collaborations

Consequences

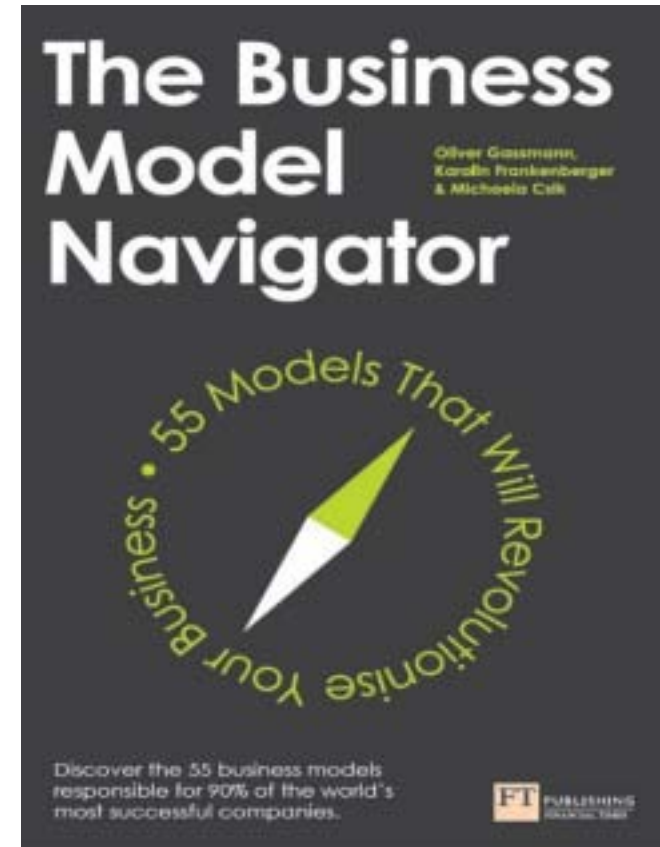
Implementation

Sample Code

Known Uses

Related Patterns

Gang of Four







A business model describes the rationale of how an organization creates, delivers, and captures value.

Osterwalder, A./Pigneur, Y.: Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, 2010



- Business Model Patterns
  - Quality Selling, Manufacturer, Layer Player, Flatrate
  - Low-Price Shopping
- Business Model Improvement Patterns
  - Today's topic
- Business Process Modelling Patterns
  - See [bpmpatterns.org](http://bpmpatterns.org)



## THE BUSINESS MODEL PATTERN DATABASE — A TOOL FOR SYSTEMATIC BUSINESS MODEL INNOVATION

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Published 16 June 2016

182 business model patterns



		Prototypical pattern	Solution pattern	Purely digital	Digitally enabled	Not necessarily digital	Physical	Financial	Human	Intellectual property	Hybrid	Product type not specified	Quality	Customization	Combination	Access/convenience	Price	Network effects	No impact on differentiation	Specific new customer segment	Lock-in existing customers	Other companies (B2B)	No impact on target customers	Brand and marketing	Sales channel	Sales model	Customer relationship management	No impact on delivery process	Make	Buy	No impact on sourcing
1		Solution provider	X			X					X				X								X					X			X
		Razors/blades		X		X						X					X						X					X			X
		Disintermediation		X		X						X							X				X		X						X
		From push-to-pull		X		X						X							X				X					X	X		
2	Weill et al. (2005)	[Physical] manufacturer	X			X	X												X				X					X	X		
		Contractor	X			X			X										X				X					X			X
		Entrepreneur	X			X		X											X				X					X	X		
		Financial broker	X			X		X										X					X					X			X
		Financial landlord	X			X		X											X				X					X			X
		Financial trader	X			X		X											X				X					X		X	
		HR broker	X			X			X										X				X					X			X
		Infomediary	X	X						X									X				X					X			X
		Inventor	X		X					X									X				X					X	X		
		IP trader	X	X						X									X				X					X		X	
		Licensing	X		X					X									X				X					X			X
		Physical broker	X			X	X												X				X					X			X
		Physical landlord	X			X	X												X				X					X			X
		[Physical] wholesaler	X			X	X												X				X					X	X		



EJIM  
19,4

492

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Received 13 October 2015  
Revised 13 January 2016  
Accepted 5 July 2016

# Business model configurations: a five-V framework to map out potential innovation routes

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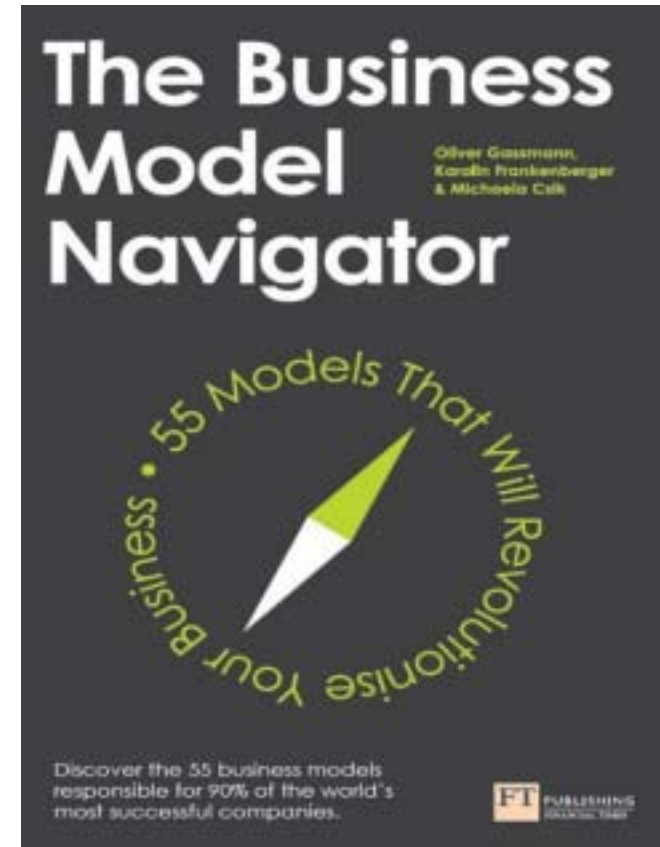
Francesco Paolone

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71 business model configurations, categorization



- Business Model Patterns
  - Quality Selling, Manufacturer, Layer Player, Flatrate
  - Low-Price Shopping
- Business Model Improvement Patterns
  - Today's topic
- Business Process Modelling Patterns
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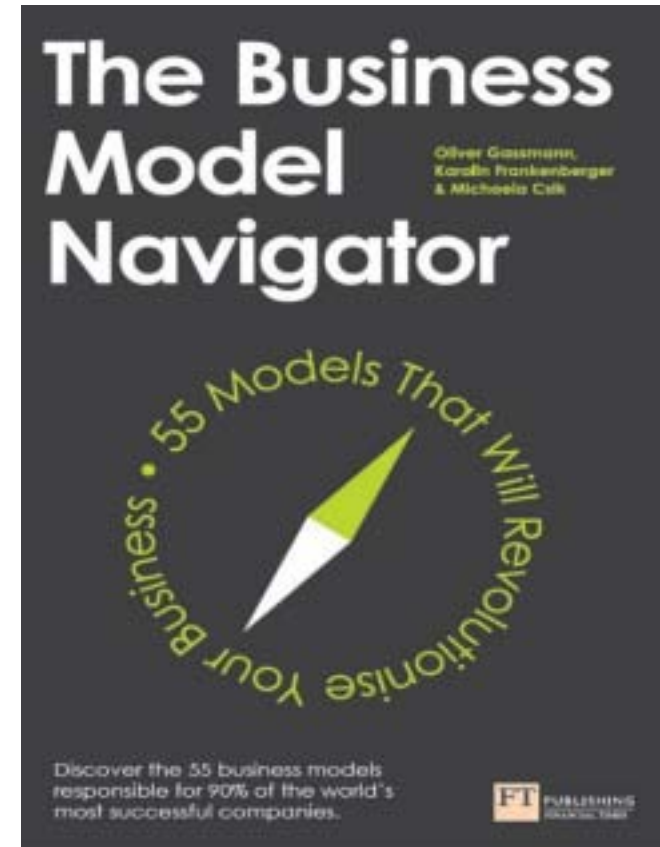


"Innovating a business model means changing at least two of those dimensions."





- Challenge No. 1: Thinking outside of one's own dominant industry logic
- Challenge No. 2: Difficulty of thinking in terms of business models rather than of technologies and products
- Challenge No. 3: The lack of systematic tools







# Navigation

- The **similarity principle** starts inside and moves outside; that is to say you begin with pattern cards for business models in related industries and progress to more dissimilar patterns, which you then adapt to your own business model.
- Unlike the similarity principle, which involves a careful search for new business models in related fields, the **confrontation principle** specifically wants to face off with extremes, that is to say you compare your current business model with scenarios in completely unrelated industries, and study the extremes in respect of their potential impact on your own current business model.



Contradiction Solver	Parameter to Reduce				
Parameter to Increase	Errors	Resource costs (1)	effort (2)	wear	other costs (3)
Speed	3; 4; 12; 32	10; 39; 31; 36	39; 41; 12 ; 6; 32		
Safety & security	3; 10; 32	1; 20	3; 20		
Usability	9	6; 7	8; 9		
Involvement customer	13	3; 6	25; 35		
Efficiency	3; 12;	3; 35	25; 16		
Effectivity	38	3; 35	25; 31		
comfort	8	18	30; 31		
Entertainment/fun	12	25	34		







How to create products and  
services customers want.  
Get started with...

# Value Proposition Design

[strategyzer.com/vpd](http://strategyzer.com/vpd)

Written by  
Alex Osterwalder  
Yves Pigneur  
Greg Bernarda  
Alan Smith

Designed by  
Trish Papadakos

WILEY





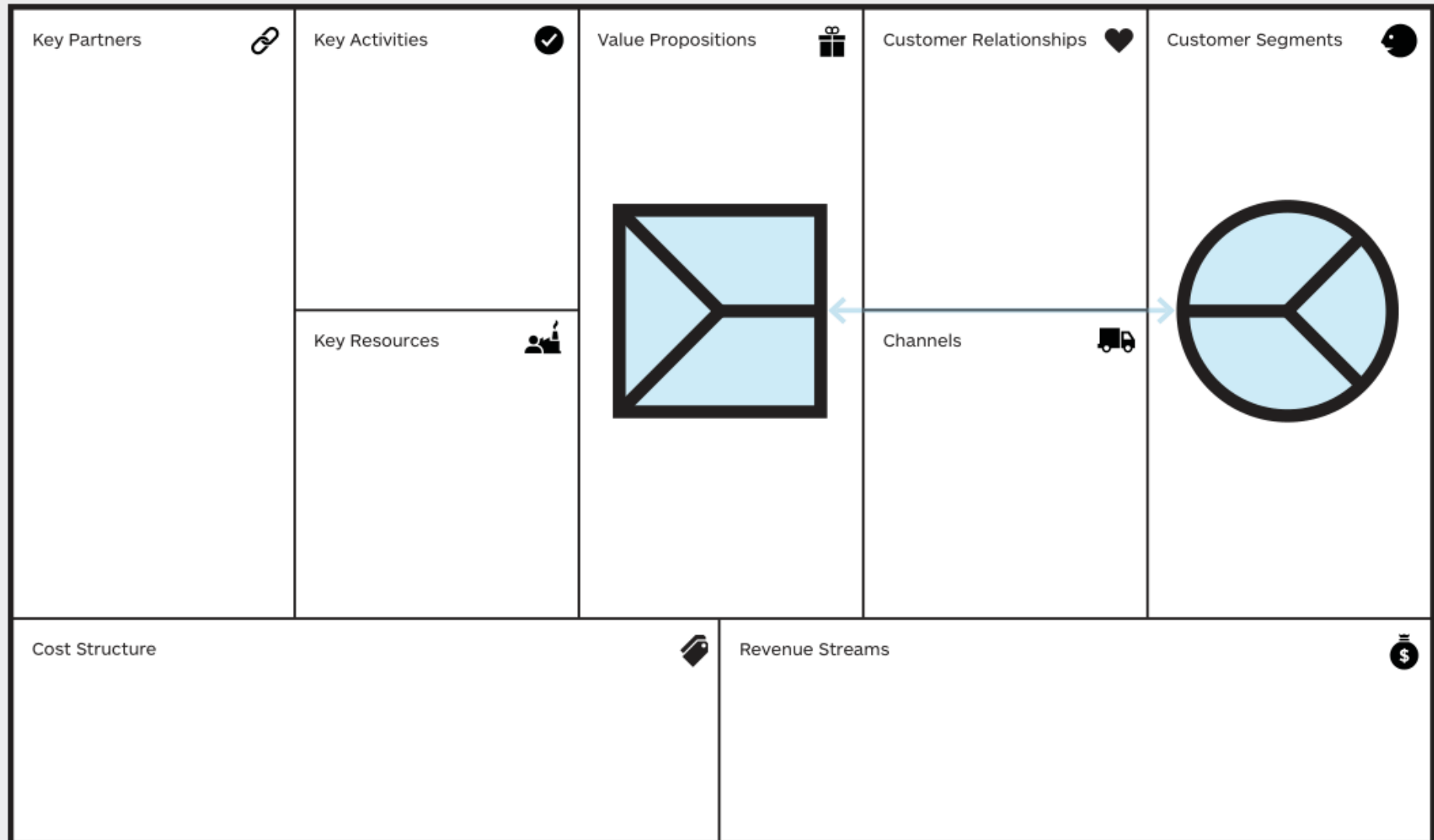
# The Business Model Canvas

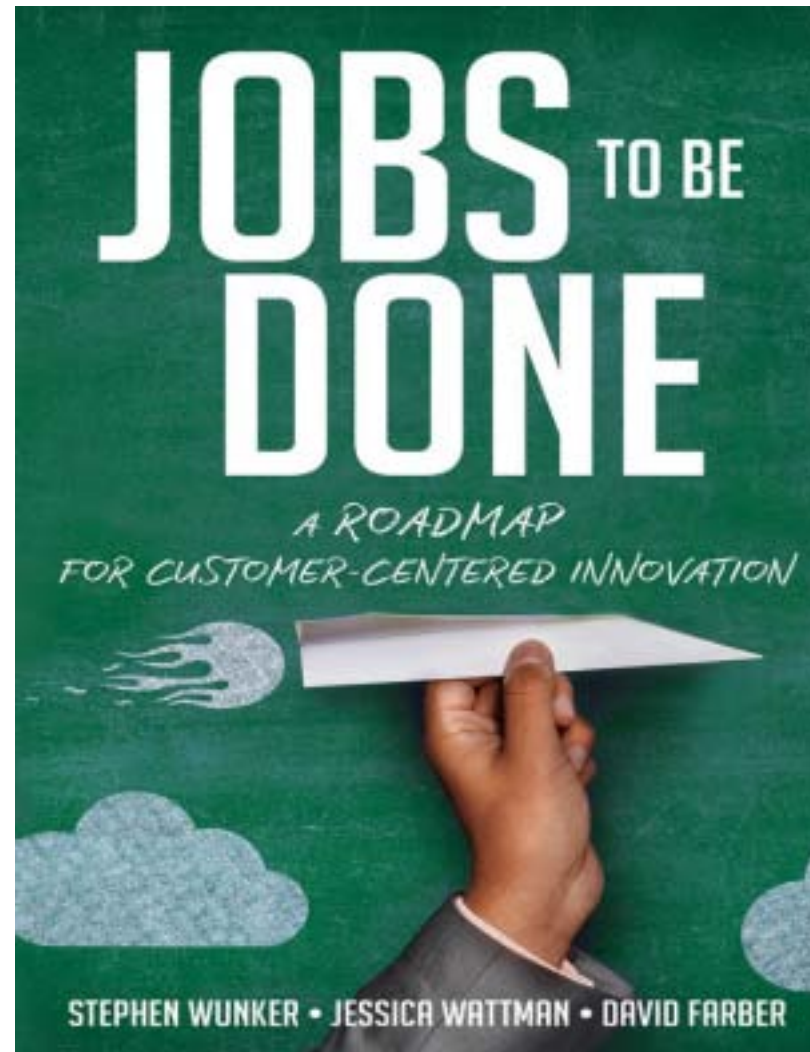
Designed for:

Designed by:

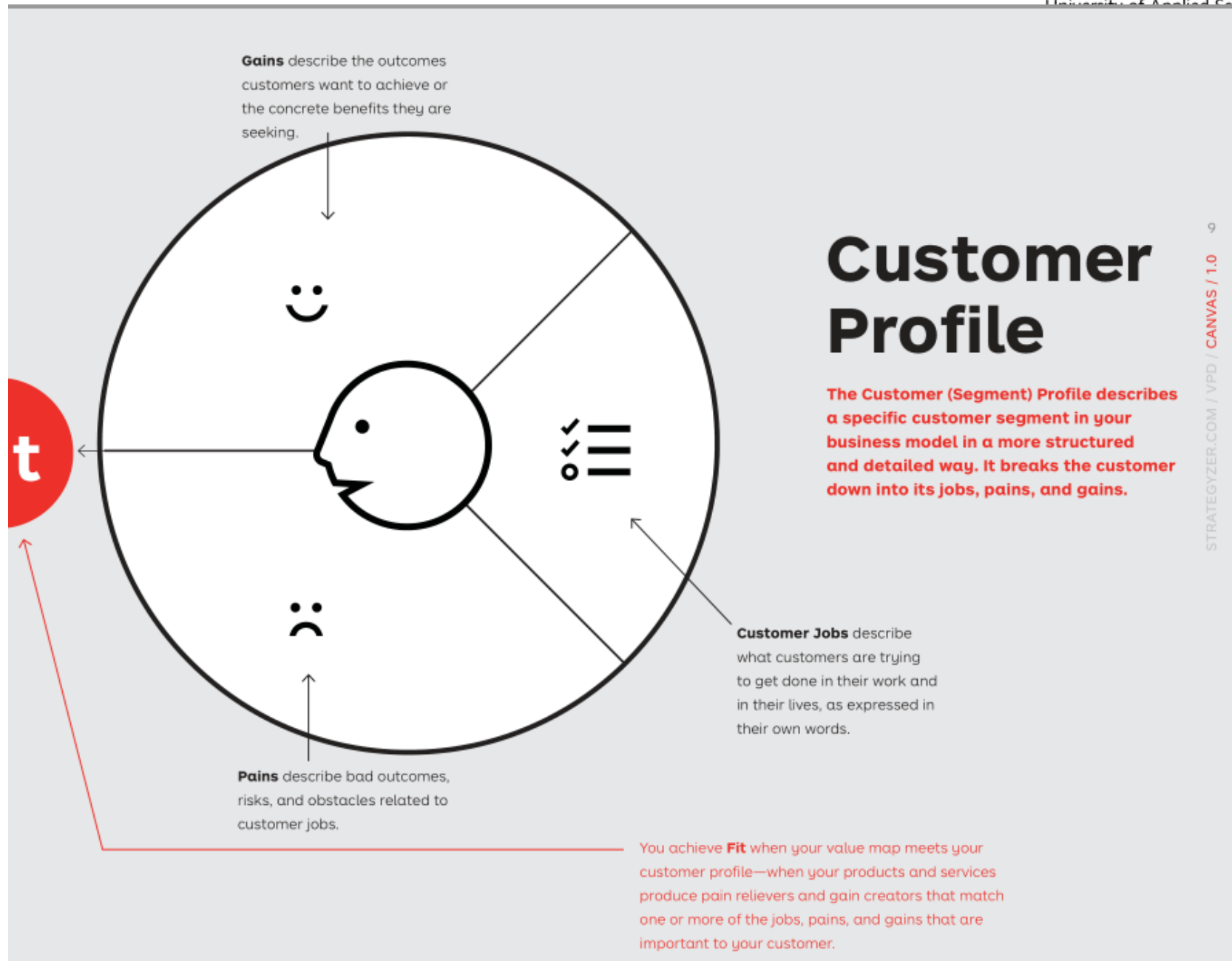
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Version:







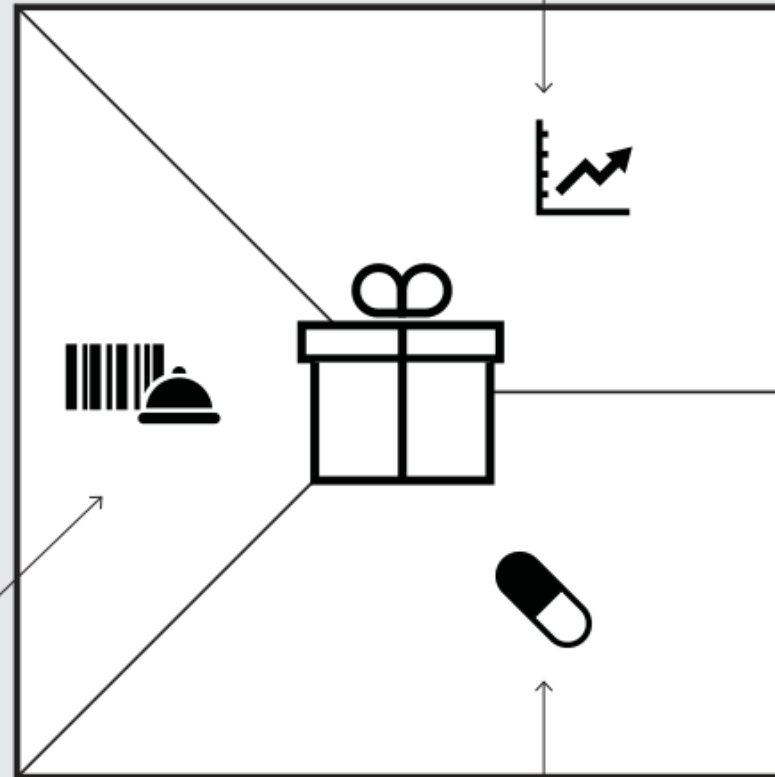




# Value Map

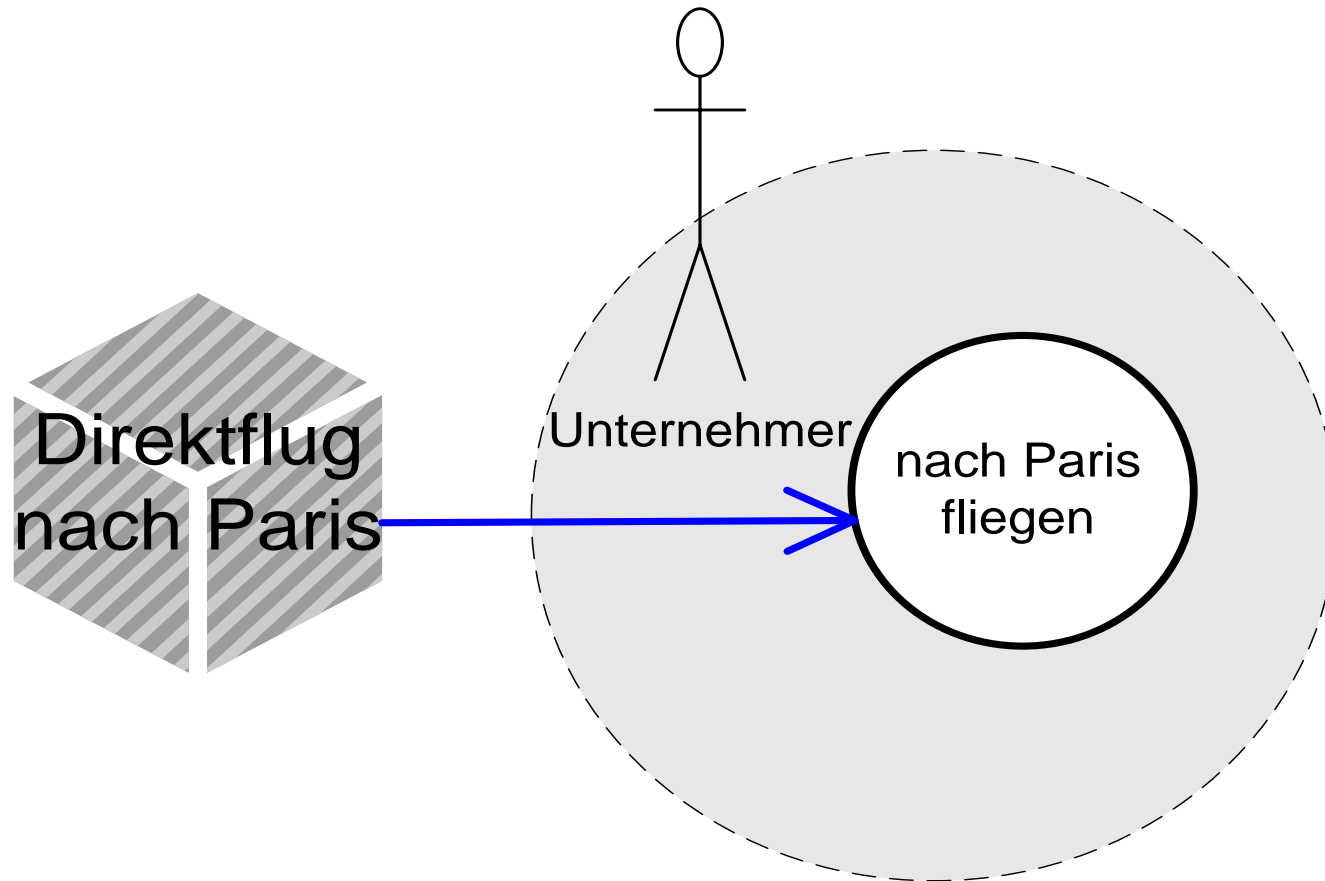
The Value (Proposition) Map describes the features of a specific value proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

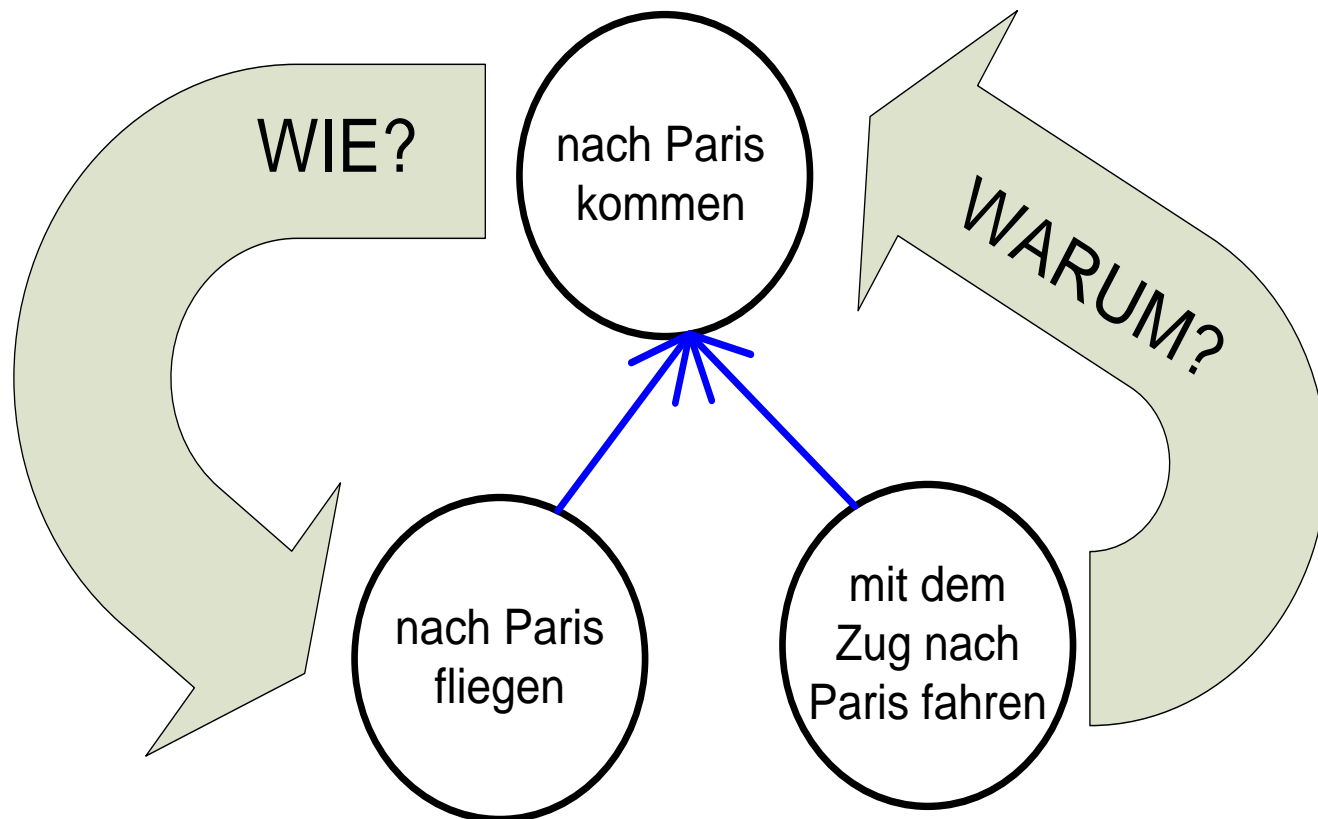
This is a list of all the **Products and Services** a value proposition is built around.

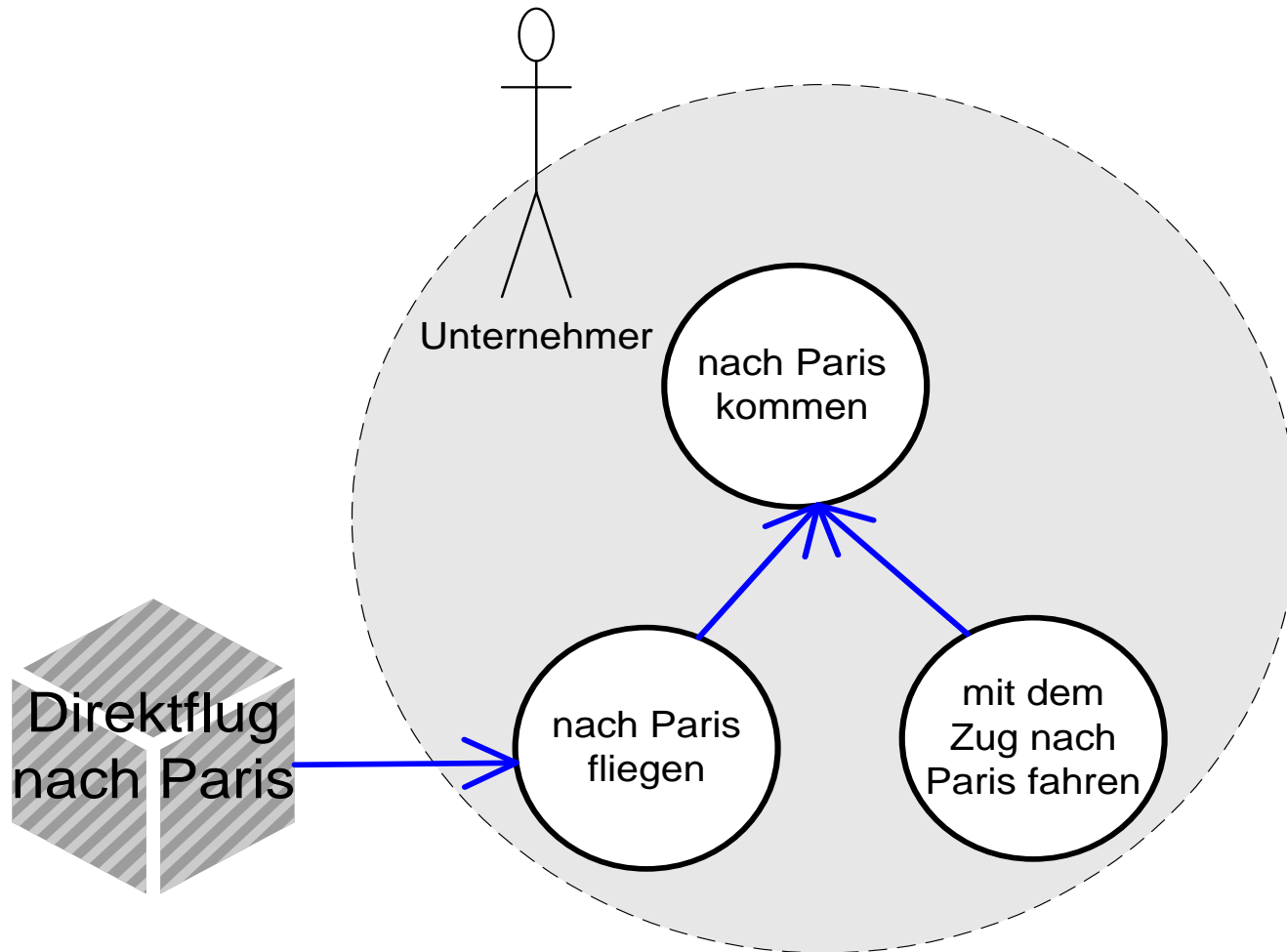


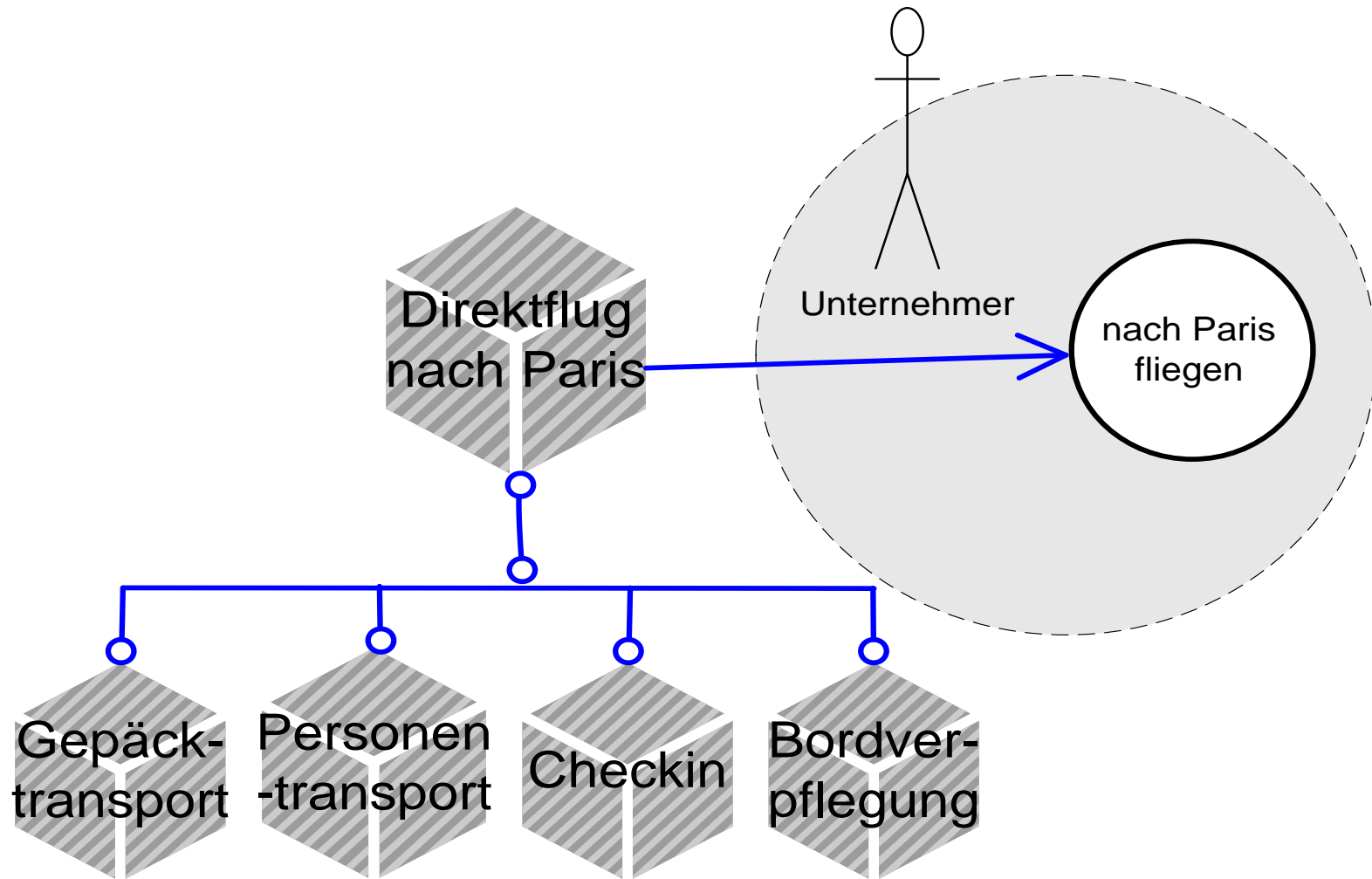
**Gain Creators** describe how your products and services create customer gains.

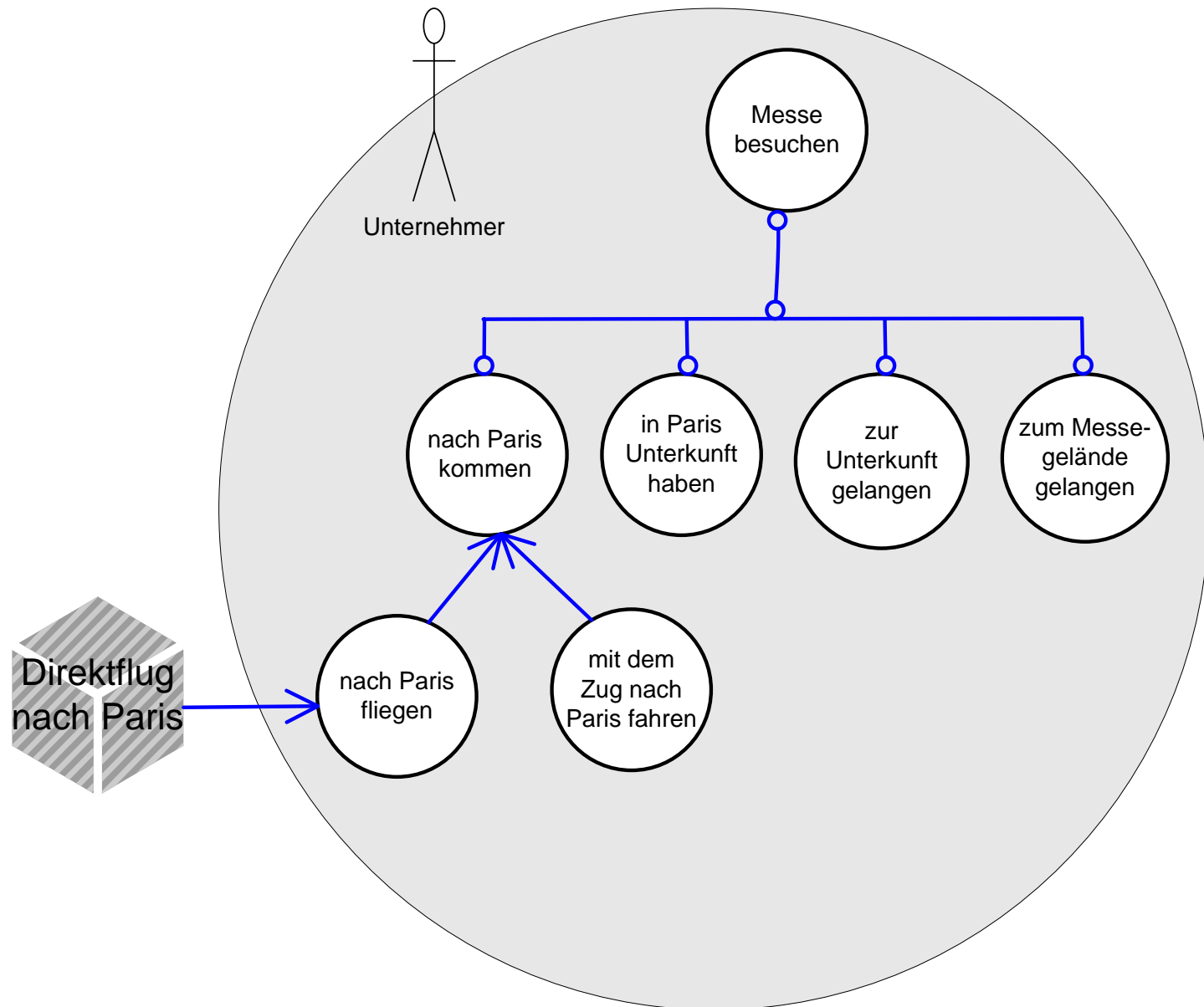
**Pain Relievers** describe how your products and services alleviate customer pains.













# Guided Questions

- Customer: Typical additional requirements
- Product: Who needs the same function?
- Process: Who needs the same abilities?
- Information: Who can benefit from what we know?  
Who knows (first) what we are interested in?





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