
WHAT ELSE?

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Prototyping is potentially the most important part of the book and tools provided.

My reasoning is based upon the stress and resistance that established organizations are facing in the process of innovating their own business models. Therefore a very potent strategy is prototyping—in order to create buy-in processes needed.

Terje Sand, Norway

Typically when an organization looks at improving their business model, it is as a result of gaps.

Visualizing your current business model can demonstrate the logical gaps that exist and make them tangible as action items.

Ravila White, United States

In established companies, there are often ample physical "product ideas" that never get serious consideration because they don't immediately fit the prevailing business model.

Gert Steens, Netherlands

Do not get too attached to the first idea or implementation.

Build in feedback loops and monitor early warning signals to explicitly challenge your original concept and be willing and able to completely change it if required.

Erwin Fieft, Australia

The freemium business model as the reverse of insurance—insightful!

Makes me want to turn other models upside down!

Victor Lombardi, United States

A business model is the

"CORE CONTENT"

or the

"SHORT STORY"

of the company (actual or prospective).

A business plan is the "guideline for the action" or the "full story."

Fernando Saenz-Marrero, Spain

When I work with non-profits the first thing I tell them is that they in fact have a "business" (model) in that they must create and capture value, whether that value comes from donations, subscriptions, and so on.

Kim Korn, United States

Begin with the end in mind while taking the end client perspective.

Karl Burrow, Japan

It's one thing to map out a Business Model Canvas. But for creating a business model that in itself is a breakthrough innovation, it is helpful to use tools used to create breakthrough innovation in other industries, such as in design.

Ellen Di Resta, United States

Aravind uses the Freemium Business Model to enable FREE eye surgery for the poor in India. Business model innovation can really make a difference!

Anders Sundelin, Sweden

I find that although most managers understand strategy concepts, they have a tough time applying these concepts at their level of the organization.

However, discussions about business models connect the high-level concepts to day-to-day decision-making. It's a great middle ground.

Bill Welter, United States

Personas, Scenarios, Visualization, Empathy maps, and so on are techniques that I have used since the late 1990s in user experience type projects. In the last few years I have seen that they are incredibly effective at a strategy/business level.

Eirik V Johnsen, Norway

If solving humanity's current problems requires rethinking how value is generated and for whom, then business model innovation is the premier tool to organize, communicate, and implement that new thinking.

Nabil Harfoush, Canada

I'm interested in hearing how people are integrating technology ideas into their models using the Canvas. We've explored adding it as a separate layer (above or below financial) but have now settled on integrating it as notes on each of the 9 key areas. From this we then step back and develop a separate integrated technology plan.

Rob Manson, Australia

YOUR BUSINESS MODEL IS NOT YOUR BUSINESS

It's a method of inquiry to help you understand what to do next. Testing and iteration is key.

Matthew Milan, Canada

Multi-sided platforms are actually rather easy at the business model level; the difficulty comes in execution: attracting the "subsidized side," pricing on both sides, vertical or horizontal integration, how to change the business model in step with the size of the market on each side.

Hampus Jakobsson, Sweden

BUSINESS MODEL INNOVATION COMBINES *creativity* WITH A *structured approach*—THE BEST OF BOTH WORLDS.

Ziv Baida, Netherlands

Many of my clients do not have a holistic view of their business model and tend to focus on trying to address the immediate problem. The Business Model Canvas provides a framework that helps clarify the why, who, what, when, where, and how.

Patrick van Abbema, Canada

I love the idea of using these tools to design businesses and to tinker under the hood of the engine of an organization.

Michael Anton Dila, Canada

There are **thousands of business models to be investigated** and many **thousands of people who are interested** in them.

Steven Devijver, Belgium

Simplicity is very important to explain the patterns and to trigger the non-professional's involvement in business innovation.

Gertjan Verstoep, Netherlands

We have been working too long and too hard for companies with bad or improper business models.

Lytton He, China

The term business model is thrown around a lot and more frequently than not to mean an incomplete understanding of what makes a business a business (mostly just the financial/revenue aspect).

Livia Labate, United States

Business model innovation is one of the

LEAST USED & MOST POWERFUL

ways to create sustainable profit growth, economic development and create new 'markets' and 'industries'.

Deborah Mills-Scofield, United States
