



Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers

Alexander Osterwalder , Yves Pigneur , Alan Smith (Designer)

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Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need *Business Model Generation*. Co-created by 470 -Business Model Canvas- practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common Business Model patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model--or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue streams, costs, and your core value proposition.

Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to -the business model generation!-

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Details

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should analyze as you read and spend some time digesting each piece of the book as you read through it.

Arjen says

The subtitle of this book says "A Handbook for Visionaries, Game Changers, and Challengers". I'm sorry but I have to completely disagree. This is "A Handbook *by* Visionaries, Game Changers, and Challengers" and, in my opinion, "A Handbook for your boring conservative boss, the neighbourhood bakery selling the same old loafs of bread in the same shop for 30 years, the mayor of your incredibly dull town and for your parents".

In other words, it makes business models fun, comprehensible and accessible to idiots and entrepreneurs whose current business model is based on intuition and static noise. There is absolutely no single reason why you should not read, buy or steal this book. Even if you hate business, corporations, the capitalist system, only listen to suicidal black metal and have three adopted stray dogs with herpes, read this book. You will be delighted and me too because by the time you have finished this book you will have revolutionised revolution so I don't have to take another xeroxed, unreadable flyer from your smelly Occupy camp site in my town but rather be blown away by your disruptive new approach to anarChy (spell checkers should be exempt from checking words like anarchy).

In one of my other reviews I complained about the layout of a book (<http://www.goodreads.com/review/show/...>). This book singlehandedly makes up for *all* terribly designed books. This book makes all people with an eReader or tablet ridiculous.

Go get it!

Michael Scott says

Business Model Generation is one of my first readings on economics. (In my defense, I have prior experience with modeling in general, and some experience with economic models in comp.sci. and the market of distributed computing systems.)

This book turned out to be a mixed blessing. On the positive side, it's an easy-to-grasp, well-structured, richly illustrated book on the concepts, patterns, and processes that underlie the generation and use of business models. I particularly enjoyed reading about the Business Model Canvas, which is a visual tool to describe and analyze business models. I read with interest the Business Model Patterns, with summaries of six general business models. I was captivated by the Strategy chapter, which focuses on how the business model affects the short- and long-term strategy of a company. I loved the comp.sci.-oriented examples, and in particular the example of Amazon's Web Services (in the emerging global IT market of cloud computing).

On the negative side, the book is overall very high-level, and it did not tell me much that I didn't know. As a consequence, I would rate this book as a beginner's guide into business models. In addition, the chapter on design tools is vague and includes seemingly overlapping tools, and the chapters from Process until the end seem rehashed from the previous chapters (in their defense, two of these three chapters should be treated as conclusion-like); in other words, about half of this book was not adding much to my mental picture of the topic.

All in all, a good book for a beginner like me, but I'm not sure I'd recommend it to any professional. On the

other hand, why would a professional be asking for my opinion about this book!?

Marko Savi? says

Why is this book worth reading for?

1. Because it has a great design.
2. Because it was published as a innovative business model.
3. Because it can easily change your life.

If you don't believe me, read this review.

I wouldn't know exactly if there is a definition in a book, but Wikipedia says business model describes the rationale of how an organization creates, delivers, and captures value (economic, social, or other forms of value). From the experience in this book I would add that in the first place there is a design thinking needed to generate business models because you have to combine rational and intuitive thinking. Design thinking.

If you would like to remember only one thing about this book, then remember: **business model canvas**. It has nine building blocs, left side presents the rationale and the right side presents the intuitive part. The canvas covers four main areas of business:

- + customers,
- + offer,
- + infrastructure, and
- + financial viability.

In business model canvas the intuitive or value-side is presented by: + customer segments, + customer relationships, + channels, and + revenue streams. The rationale or cost-side of canvas includes: +key activities, + key resources, key partners, and cost structure. Bost side are connected with value propositions.

You may freely download business model canvas at the business model generation web-site. So until know, you probably know that design approach or design thinking is necessary in every innovative, competitive, and/or growth business model. Authors of the book have proven it on the case of this book, that is a management book of the year 2011 in Germany.

What other detail where interesting to me? Really a lot of them. The book had really great impact on me. And I even managed, with the help of my twitter profile and my followers to get to the Business models workshop and Masterclass held in Munich. Dan Roam's has designed great visual presentation of the business model with the best visual approach I've seen, presenting all nine building blocks of building model canvas:

On the broad scale business models could be divided into cost driven <=> value driven but many business models fall in between these two extremes. Business models with

- + similar characteristics, or
- + similar arrangements of business model building blocks, or of
- + similar behaviours

are called business model patterns. Where it is worth knowing that a single business model can incorporate several of these patterns.

Concepts described in this book include patterns such as: Unbundling, the Long Tail, Multi-Sided Platforms, Free, and Open Business Models. Every pattern is described with its context (before), challenge, solution (after), rationale, and really nice examples.

This part of the book helped me to find a way how to unbundle design services of my company. It is still very interesting to see the explanation of unbundling the business of mobile telecommunications firms, explained in the book on the cases of France Telekom, KPN and Vodafone. The author has mentioned also Bharti Airtel, one of the first mobile telcos that unbundled really in a strategic way, and is now one of India's leading telcos focusing on its core competency: building Customer Relationships.

One other case was also very interesting, namely the transformation of the book publishing industry. Every author today has a possibility to publish his/hers book. Because the publishing business models have changed. While in the past the publishing houses had to decide if it's profitable for them to copyedit, design, print and promote a book, today cost of self-publishing can be taken almost completely by the author with connection to publishing platforms like Lulu.com. And in case of failure nobody gets hurt (well, the self-esteem of the author, maybe).

If you are going to try to sketch your business model remember: the entire business model design process should be guided from a customer perspective. The author calls it: it's about THEM! Customer-centric business model design. It means shifting yours and everybody's perspective from YOU. Away from organization-centric business model design. Just forget this perspective. Otherwise business model could also be:

- + resource-driven,
- + offer-driven,
- + customer-driven,
- + finance-driven,
- + multiple-epicenter-driven.

Once you have your business model canvas you have the opportunity to look at your canvas from the broader environment. You should or could include the key trends, market forces, macroeconomic forces and industry forces. Add some other details like your team, finance... and you have almost completed business plan. But first test your business model. And this is the greatest advantage of business model generation, you don't need to make a whole plan to see or realize if your idea/product/service works or not.

The entire business model design process should be guided from a customer perspective. It's about THEM! Customer-centric business model design. It means shifting yours and everybody's perspective away from YOU (as a organization or company). Go away from organization-centric business model design.

One other very interesting connection is with the Blue Ocean Strategy concept. Especially when you are developing/designing your value proposition it could be very useful and efficient to use four actions framework of what to eliminate, what to reduce, which factors to raise in which to create new? Or use the empathy map to design or find your customer profile. What does the person feel, what does she see, what does she say and do, and what does she hear. Out of that you'll be able to find out your customer profile pains and gains.

You don't have to be some serious manager to design a business model. Sometimes it's even better if you are not one. Because ideation is the crucial art to be mastered if you are to design a viable new business models. At least a little bit of creativity is therefore needed and we all know managers are not really creative most of the time. Children could do much better.

To warm up before you start designing or generating your business model you may use the silly cow exercise. Here's how it works:

"Instruct participants to sketch out three different business models using a cow. Ask them to first define some characteristics of a cow (produces milk, eats all day, makes a mooing sound, etc.). Tell them to use those characteristics to come up with an innovative business model based on a cow. Give them three minutes.

Keep in mind that this exercise can backfire, as it is indeed quite silly. But it has been tested with senior executives, accountants, risk managers, and entrepreneurs, and usually is a great success. The goal is to take people out of their day-to-day business routines and show them how readily they can generate ideas by disconnecting from orthodoxies and letting their creative juices flow." Danny Beckett Jr.

Innovative business model is more important if you wish to succeed than your great idea, product or service.

Prototyping of your next business model could be done at different scales: from napkin sketch to simple or elaborated business model canvas or to the field test. Remember that your breakthrough ideas may encounter strong resistance. Either inside your organisation or outside in your environment. Don't let that stop you. Remember, innovative business model is more important if you wish to succeed than your idea, product or service.

For big picture assessment you may use simple or detailed SWOT assessment of each building block of the business model canvas. So you should be able to:

- + first have a snapshot where are you now (strengths&weaknesses), and
- + second you should be able to realize some future trajectories (opportunities&threats).

You do not need a lot of knowledge of business to start your idea, because every business model design project is unique, so build your business models ASAP.

Fab Mackojc says

Books like this help me realize that you can go very deep into business model generation and business strategy. This is a great in-depth guide to understanding one of the best business model tools out there: The Business Model Canvas.

It takes common design principles like storytelling and prototyping and brings that to business model generation. The book is very nicely designed and also offers a range of helpful tips on business strategy. The SWOT analysis section in particular is excellent at helping you think about how to improve your business model.

This would be very helpful to read if you're either starting a new business or looking to improve an existing one. Having said that, parts of this book feel very corporate-like. Especially the last section. There are parts of this book that were extremely valuable and I would rate 5 stars, but there were other parts that were pretty dry and I wouldn't rate higher than 3 / 5. Overall I give this a 4 / 5.

Peter says

Canvas

Business Model Generation is simply the go-to book for developing a business model. New start businesses have gradually transformed their approach in trying to fit into templates of business models and realised that every business has its own unique business model. "A business model describes the rationale of how an organisation creates, delivers and captures value". This book is the roadmap.

The format of the book is very engaging, very graphic, and very snappy and to the point. There has been a wealth of experience contributed to this book and nowadays there is a lot of evidence that this works. I've drawn up numerous business plans in the past and they serve only one purpose, to raise money, and then they become scrap. "Planning is everything the plan is nothing." The business models you will develop using this methodology will become a living and dynamic insight and validation that your company is on the right track and knows where it is going.

Sofia says

Posted on my book blog.

A book on business model innovation and how important that is for businesses in today's economic and technological climate.

I was torn between giving this book 3 or 4 stars. On one hand, it's a visually beautiful book which introduces some thought-provoking and useful tools, like the Business Model Canvas. On the other hand, for most subsequent chapters I felt like I was reading the same thing over and over again, with slight changes in the details. In the end, it was useful but not as informative as I would like it to be.

Still, it's a good book for beginners, and a gorgeous one at that, and one can't help getting caught up in the genuine excitement the authors seem to have for business model innovation.

Guilherme Ferreira says

Se você precisar montar um modelo de negócio para ajudar a sua empresa a inovar, ou até mesmo sobreviver. Este livro é pra você, ele apresenta-lhe o 'Business Model Canvas' (BMC), como uma ferramenta para criar, compartilhar e entender melhor modelos de negócios.

O livro aborda uma explicação profunda do BMC, detalha também padrões consolidados de modelos de negócio, ensina uma visão holística sobre o processo de design relacionado com o modelo de negócio e trás algumas partes sobre estratégia de negócios e processo de implantação do novo modelo de negócio.

Não gostei muito do projeto gráfico do livro, dá muita importância pro aspecto visual e acaba dificultando a leitura dos textos, porém o conteúdo é muito bacana e fácil de assimilar.

Kars says

This book sometimes suffers a bit from style over substance. Although a nice change from regular business books, the graphic design comes across as too eager to look trendy, and many of the illustrations aren't as illuminating as they first seem. Also, the tone of voice occasionally annoyed me with its love for buzzwords. Finally, in all honesty, it gets a bit boring and too shallow towards the end. However, the book did provide me with a useful framework for thinking about my own business and that of my clients, which was exactly why I decided to purchase it. I would say the case studies and examples are the book's strong point. While reading this book, I got a few ideas that I might act on in the near future.
