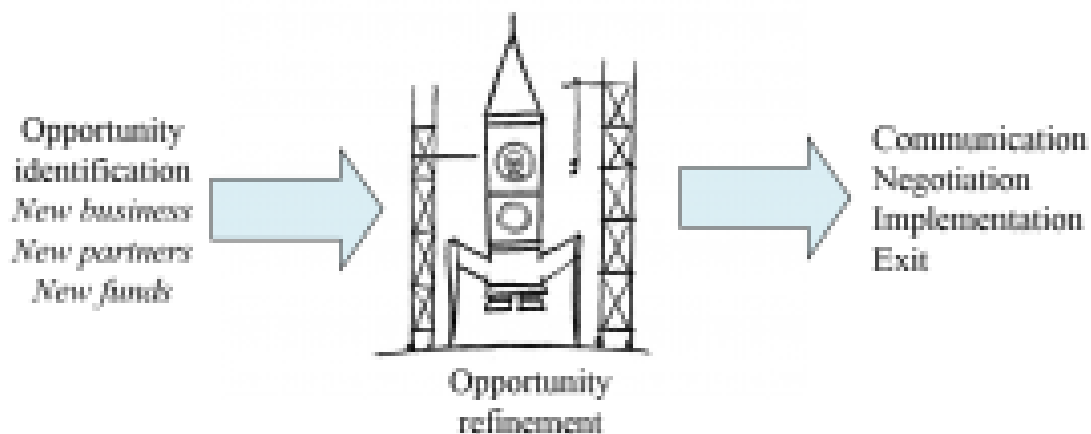
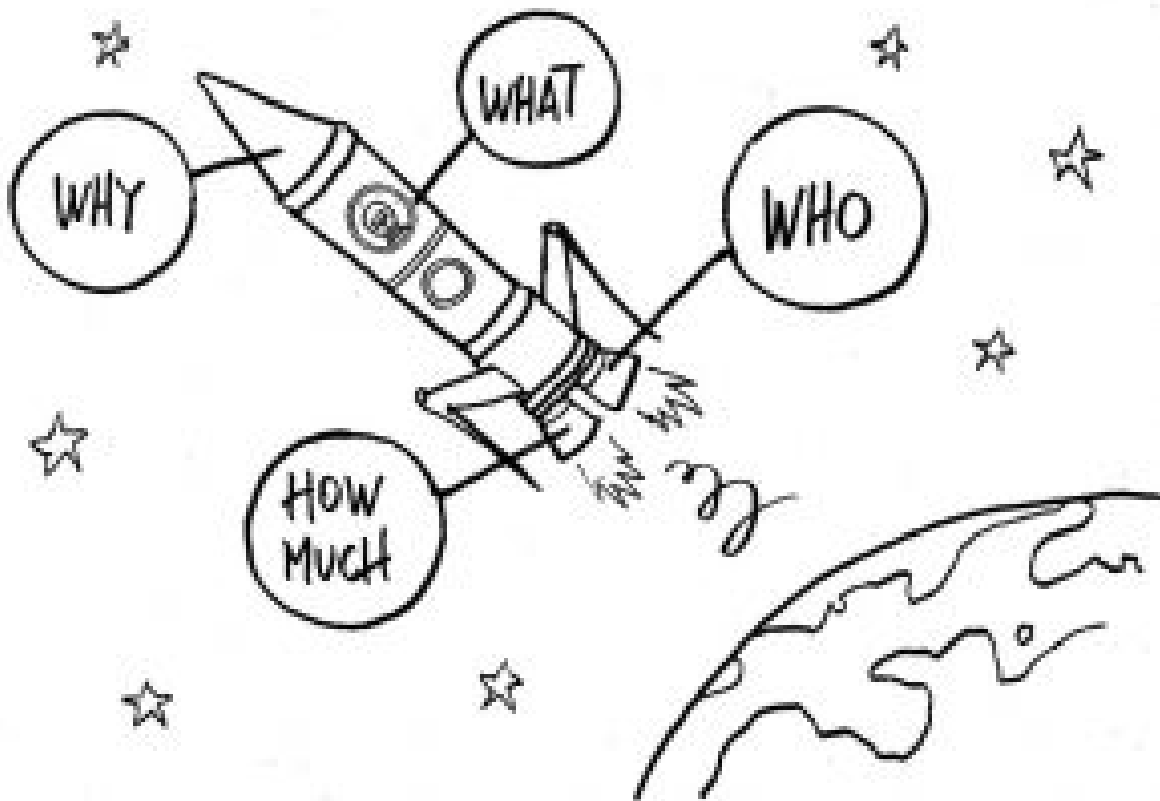


By Benoît Gailly, 17 January 2018

Business model design: asking the right questions



Designing or improving a **successful business model**, business planning, means on one hand building and validating a credible story regarding how specific resources could be (better) mobilized to solve a specific problem and on the other hand selling that story to the relevant internal and external stakeholders.



A business model will be convincing if its design addresses in a consistent way four key questions: 1) **Why** is there a problem and why are we well positioned to solve it? 2) **What** exactly could be sold to whom and how? 3) **Who** needs to be mobilized? 4) **How much** is at stake?

HOW MUCH ?

- New financing
- New profit sharing
- New exits

WHO ?

- New governance
- New partners
- New roles



WHY ?

- New needs
- New sources of competitive advantage

WHAT ?

- New value propositions
- New value chains

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Finding new ways to address the why, what, who and how much key questions around the same innovation opportunity can allow managers to design **innovative (and more sustainable) business models**.



Successful entrepreneurs and investors do not plan to fail. They prioritize the “why?” and “who?” key questions when assessing an innovative business opportunity. They know that the technology specifications (“what?”) and financial spreadsheets (“how much?”) will change and will need a lot of time and further effort to be fixed.

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Keywords: *business model, business plan, pitch, planning fallacy, storytelling*

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The key questions: Why (us)? What? Who? How much?

Keywords: business model canvas, why/what/who/how much?

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Designing innovative business models

Keywords: new business model design, sharing economy, sustainable business model

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Do not plan to fail

Keywords: business model success and failure factors

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