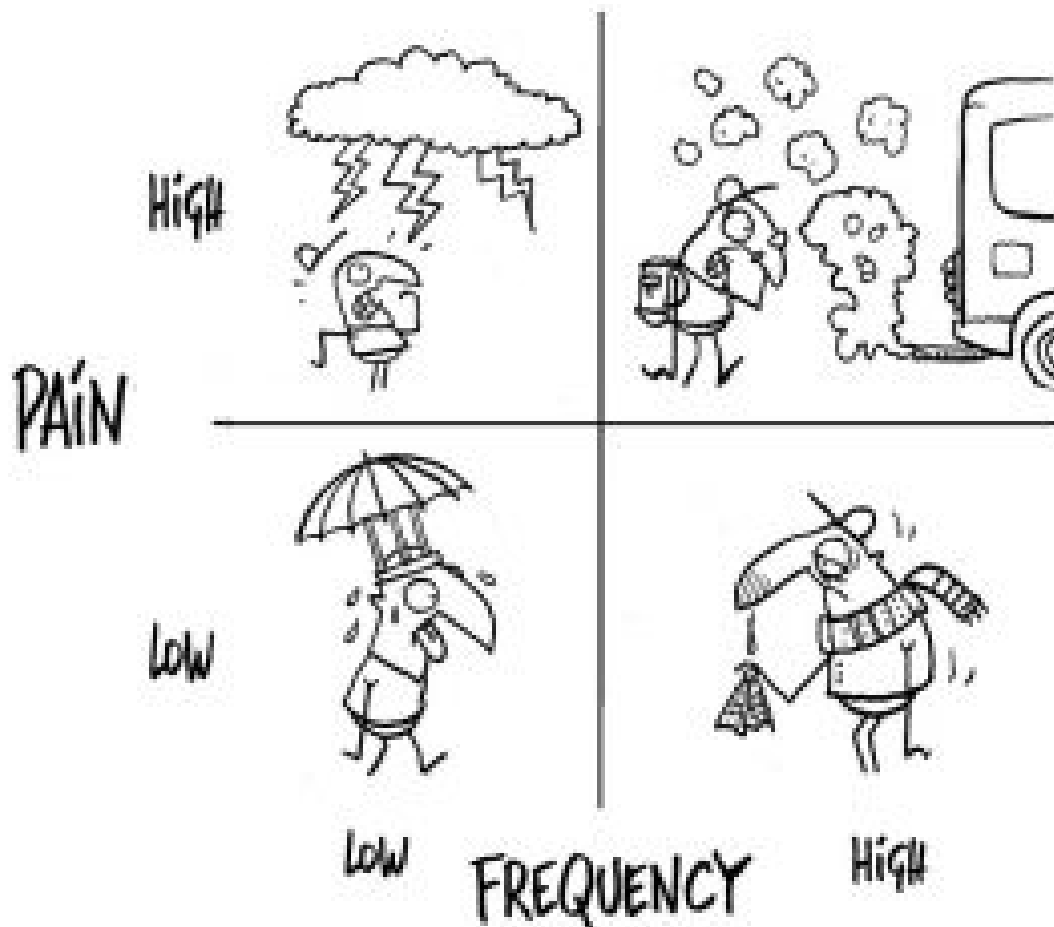
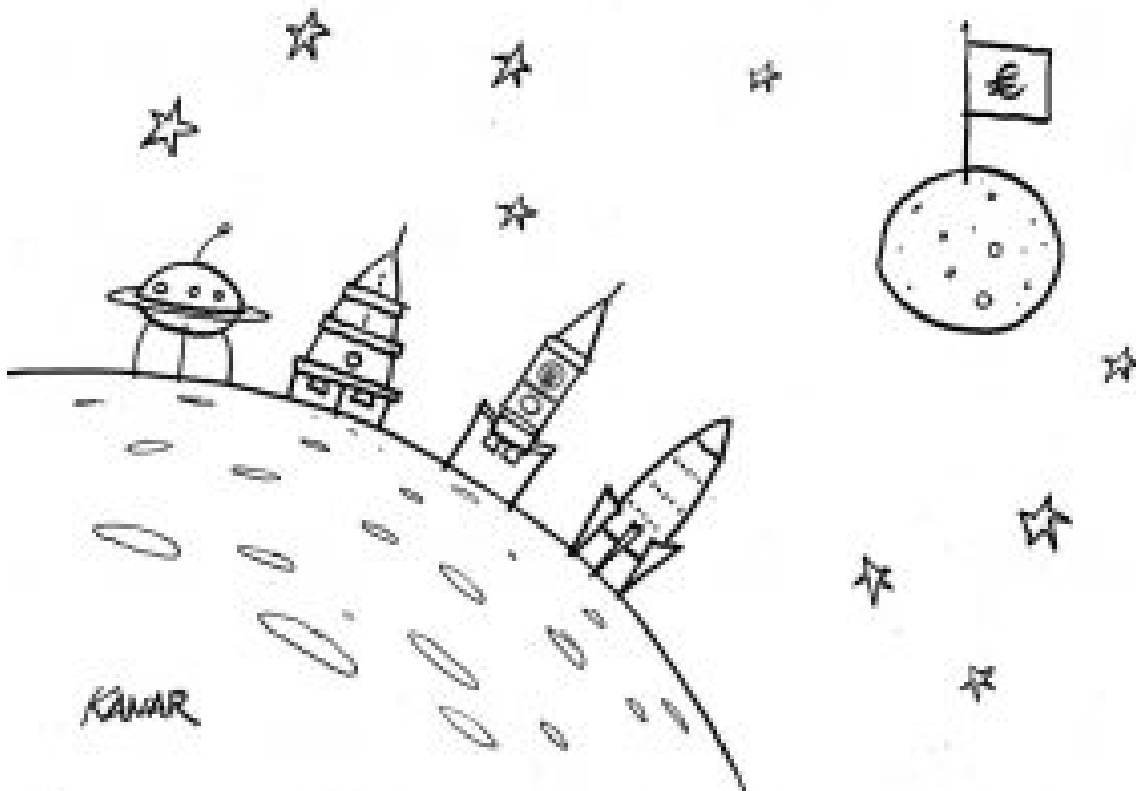


By Benoît Gailly, 17 January 2018

Designing competitive business models: Why and what?



The first (obvious but still too often forgotten) strategic challenge of a successful business model is to **address somebody's problem**. It must demonstrate that potentially enough people out there have a problem and that the problem is painful enough for them to be ready to both adopt and pay for a new solution.



The second strategic challenge of a successful business model is to be **better positioned than others**. The innovators and their organization must demonstrate that they could address a relevant problem or meet a need better than the available alternatives, based on their scope as well as their scale, unique assets and/or agility.



On the other hand, the first operational challenge of a successful business model is to conceive an initial **value proposition**, which some people will actually be ready and able to find, adopt and pay for. What will be on the first invoice?



The second - and too often forgotten - operational challenge of a successful business model is to set up, integrate and scale up over time a **competitive and sustainable value chain**, including the right design, operations, client management and support activities.

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Keywords: *empathic design, market analysis, segmentation, target market*

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Keywords: industrial design, product/market positioning, prototypes, value proposition

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Keywords: client management, operations, sales & marketing, support, value chain design

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