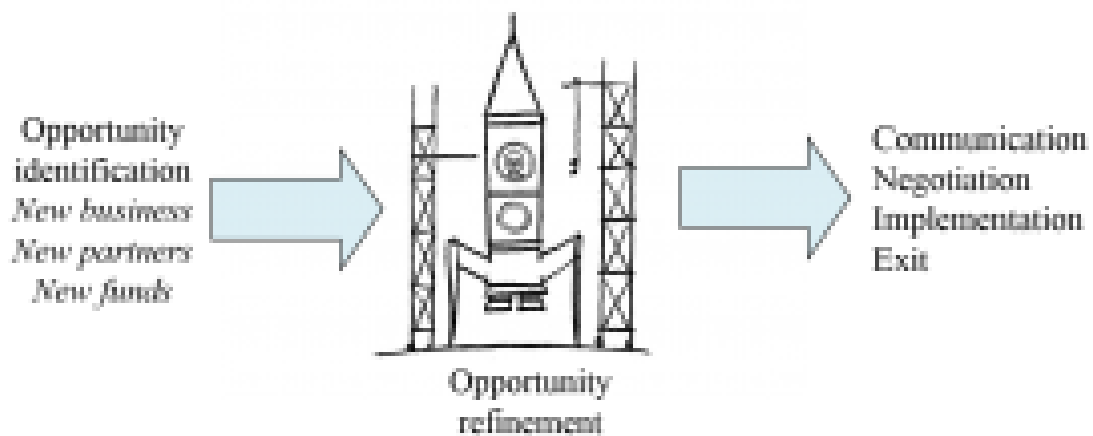
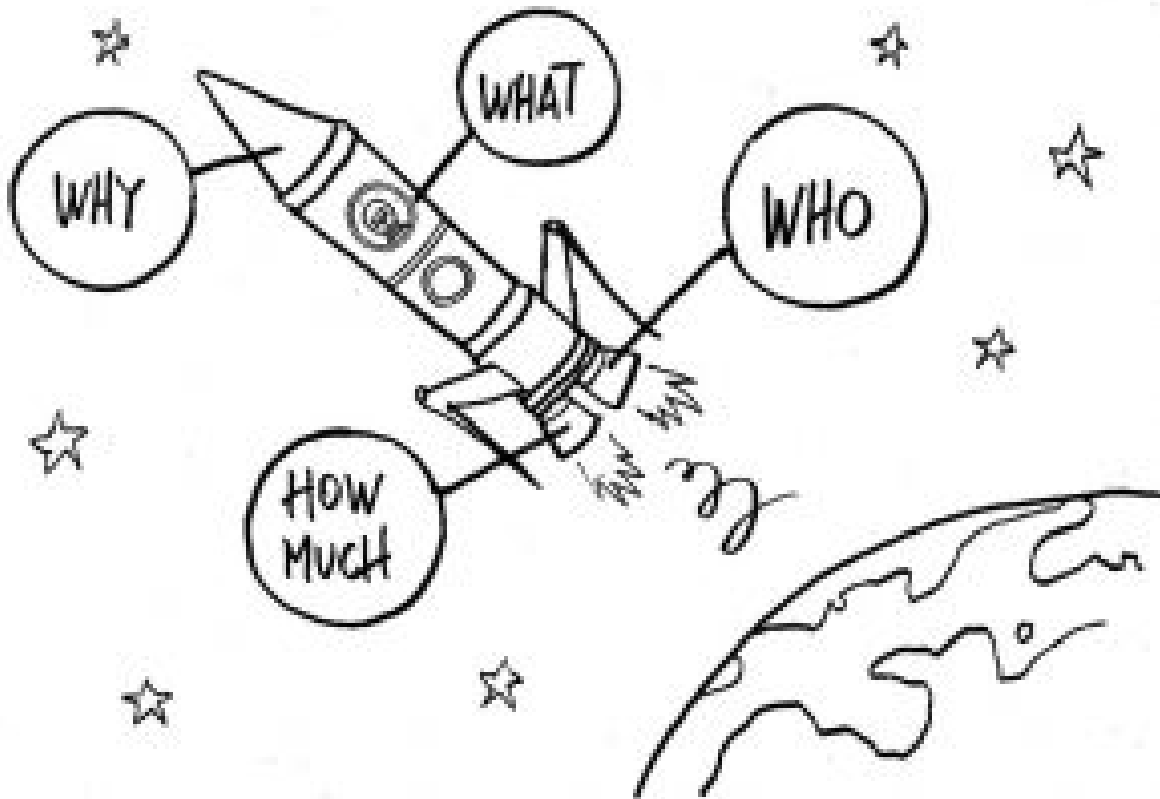


By Benoît Gailly, 17 January 2018

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



WHY ?

- New needs
- New sources of competitive advantage

WHO ?

- New governance
- New partners
- New roles

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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Successful business model design (business planning)

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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