

You're holding a handbook for visionaries, game changers,  
and challengers striving to defy outmoded business models  
and design tomorrow's enterprises. It's a book for the ...

# Business Model Generation

WRITTEN BY

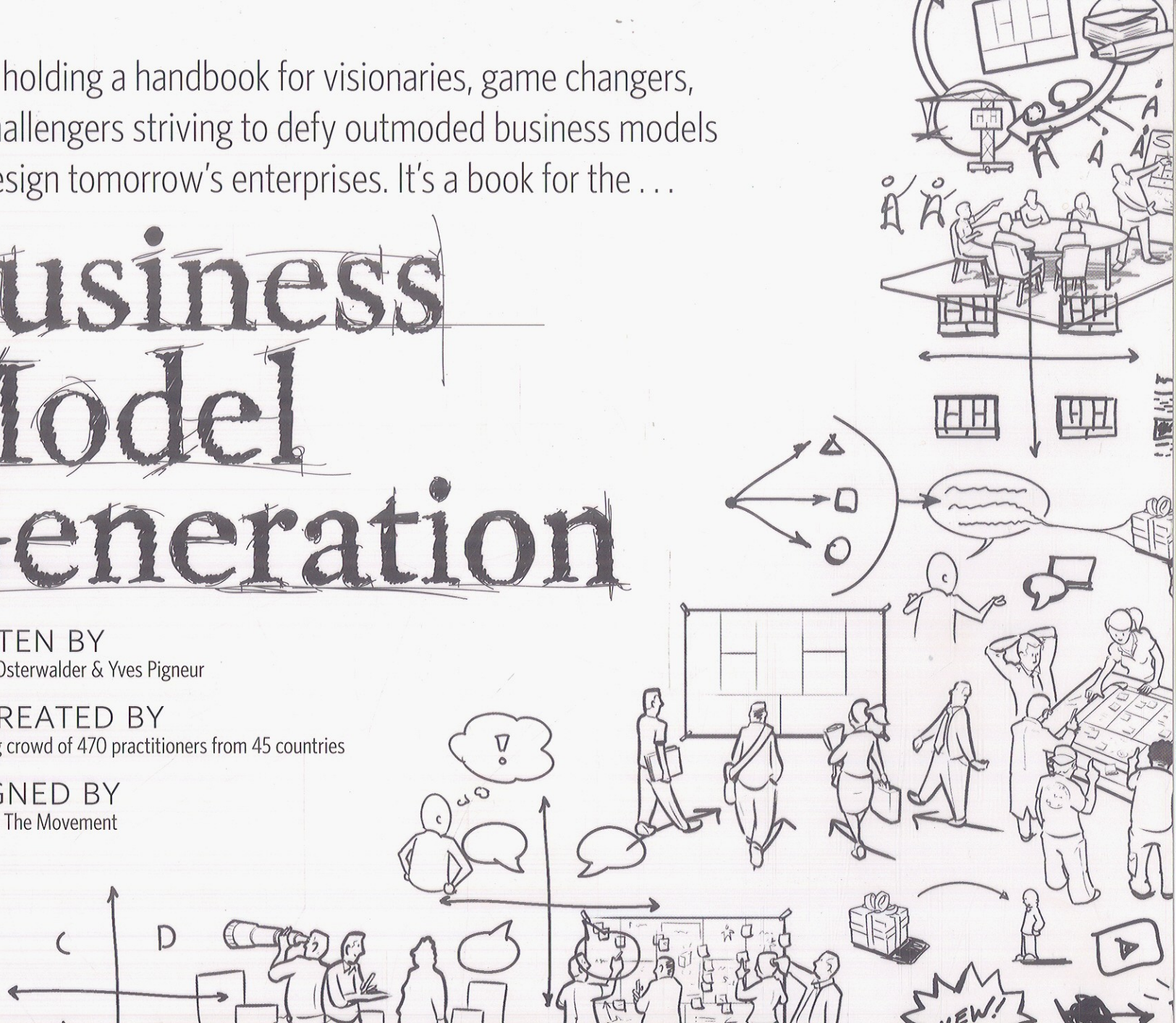
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY

An amazing crowd of 470 practitioners from 45 countries

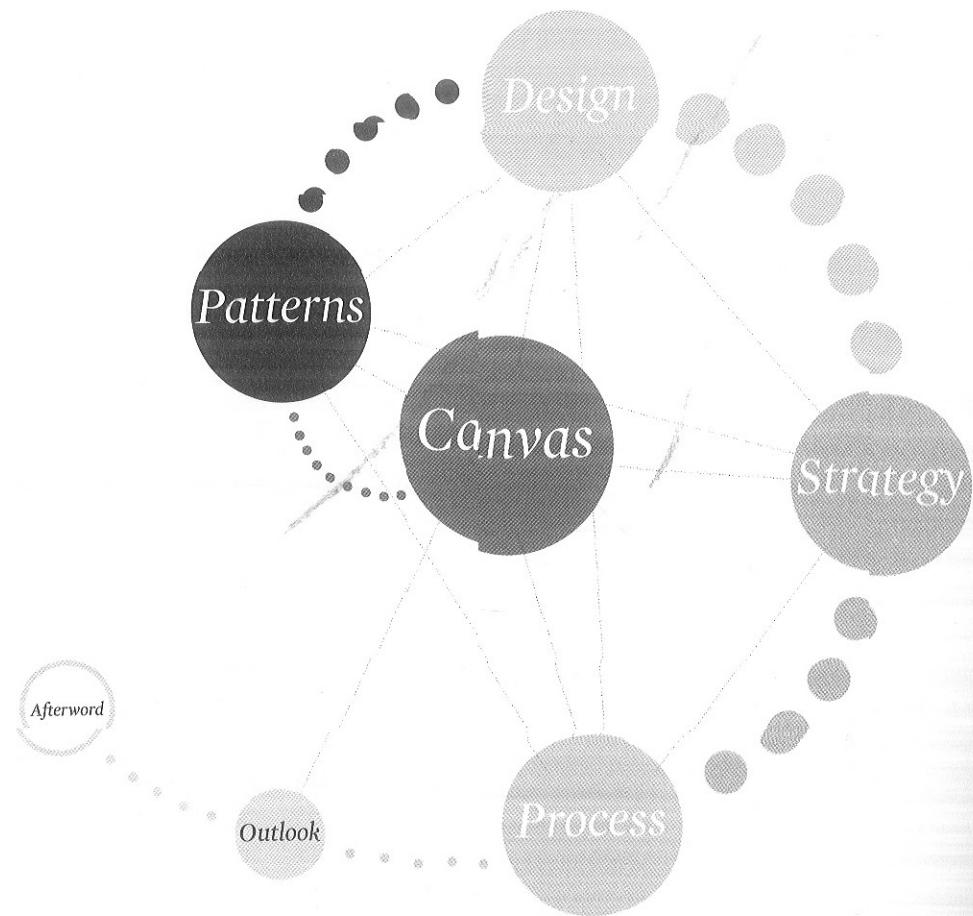
DESIGNED BY

Alan Smith, The Movement



# Table of Contents

The book is divided into five sections: ① The Business Model Canvas, a tool for describing, analyzing, and designing business models, ② Business Model Patterns, based on concepts from leading business thinkers, ③ Techniques to help you design business models, ④ Re-interpreting strategy through the business model lens, and ⑤ A generic process to help you design innovative business models, tying together all the concepts, techniques, and tools in *Business Model Generation*. ● The last section offers an outlook on five business model topics for future exploration. ○ Finally, the afterword provides a peek into "the making of" *Business Model Generation*.



## ❶ **Canvas**

- 14 Definition of a Business Model
- 16 The 9 Building Blocks
- 44 The Business Model Canvas

## ❷ **Patterns**

- 56 Unbundling Business Models
- 66 The Long Tail
- 76 Multi-Sided Platforms
- 88 FREE as a Business Model
- 108 Open Business Models

## ❸ **Design**

- 126 Customer Insights
- 134 Ideation
- 146 Visual Thinking
- 160 Prototyping
- 170 Storytelling
- 180 Scenarios

## ❹ **Strategy**

- 200 Business Model Environment
- 212 Evaluating Business Models
- 226 Business Model Perspective on Blue Ocean Strategy
- 232 Managing Multiple Business Models

## ❺ **Process**

- 244 Business Model Design Process

## ● **Outlook**

- 262 Outlook

## ○ **Afterword**

- 274 Where did this book come from?
- 276 References