



# BUSINESS MODEL PLAYBOOK

workbook

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*Navigate complex systems, simply*

# How to use this workbook

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- 1) Print off pages 3-13
  - 2) Use page 2 as a reference
  - 3) Complete the questions on page 3
  - 4) Brainstorm components of business models
    - a) Cut out the boxes on pages 4-12
    - b) Spend time generating ideas for the individual components of the business model, writing down one idea per box in the corresponding boxes
    - c) Print and cut out extras if needed
  - 5) After you finish generating ideas,
    - a) Combine those components into a business model and record it on the business model playbook sheet (page 13)
    - b) Add a business model name to reference it
    - c) Print out extra copies of page 13 as needed
  - 6) Continue writing down business models until you run out of ideas, time, or energy
  - 7) Take a break and congratulate yourself for being awesome
  - 8) Share the business model playbook with your team to get their feedback
  - 9) Make copies for your team
  - 10) Store the playbook somewhere safe for reference

# The Components of a Business Model

- **Customer Segments:** Who do you serve and what are they looking for? Are all of your customers similar or do you have drastically different types of customers?
- **Customer Relationships:** How do you interact with your customers? Is it more of a self-service interaction or are you providing face-to-face support or full on concierge service? Will anything be automated or will there be a community aspect? How do your customers or potential customers want to interact with you?
- **Channels:** How do you reach your customers? Will it be via a website, email, social media, in-person or on the phone? Which channels do your customers prefer? Which are more cost-effective?
- **Value Proposition:** The value proposition is the reason people come to your site, product, program, or business instead of others. What value do you provide them through your products and services? How do you solve your customer's problems or satisfy their needs? What makes you a better choice than the competition?
- **Measurable Definition of Success:** How will you measure your impact?
- **Activities:** How will you provide the value? What kinds of key activities will you need to perform beyond initial setup to make this solution work? Will you be actively engaged or passively involved?
- **Resources:** What kinds of assets or resources do you have to work with? Do you have existing products or infrastructure in place? What kinds of resources could you obtain? Do you need to build something or set up a new program to provide the necessary products and services?
- **Partners or Allies:** Who will you work with to provide the value? Think about who you need to help create, deliver, or market the value you are creating. What will they be providing you? What activities will they be doing to support your business?
- **Costs:** How much time or money will this business model cost you? What are the most important costs in your business model? Are they fixed or variable?

# Who's on your team?



It's time to define the boundaries of your "business." This exercise is to help you think about core resources and activities vs. customers vs. partners as you generate ideas for business models.

## 1) Core business

Who will you be including as part of your business? (Hint: you could limit the "business" to an individual, team, program, project, organization, department, or enterprise.)

## 2) Customers

Who could you serve with your business model? List some current and/or potential customers.

## 3) Partners

Given the core business you defined in question 1, who could you work with outside of your team to provide value to your customers? (For example, if you decided that your business is a department within a larger organization then your partner could be another internal group or a group external to the organization.)

Customer Segments	Customer Segments	Customer Segments
Customer Segments	Customer Segments	Customer Segments
Customer Segments	Customer Segments	Customer Segments
Customer Segments	Customer Segments	Customer Segments

Customer Relationships	Customer Relationships	Customer Relationships
Customer Relationships	Customer Relationships	Customer Relationships
Customer Relationships	Customer Relationships	Customer Relationships
Customer Relationships	Customer Relationships	Customer Relationships

Channels	Channels	Channels
Channels	Channels	Channels
Channels	Channels	Channels
Channels	Channels	Channels

Value Proposition	Value Proposition	Value Proposition
Value Proposition	Value Proposition	Value Proposition
Value Proposition	Value Proposition	Value Proposition
Value Proposition	Value Proposition	Value Proposition

Measurable Definition of Success	Measurable Definition of Success	Measurable Definition of Success
Measurable Definition of Success	Measurable Definition of Success	Measurable Definition of Success
Measurable Definition of Success	Measurable Definition of Success	Measurable Definition of Success
Measurable Definition of Success	Measurable Definition of Success	Measurable Definition of Success

Activities	Activities	Activities
Activities	Activities	Activities
Activities	Activities	Activities
Activities	Activities	Activities

Resources	Resources	Resources
Resources	Resources	Resources
Resources	Resources	Resources
Resources	Resources	Resources

Partners or Allies	Partners or Allies	Partners or Allies
Partners or Allies	Partners or Allies	Partners or Allies
Partners or Allies	Partners or Allies	Partners or Allies
Partners or Allies	Partners or Allies	Partners or Allies

Costs	Costs	Costs
Costs	Costs	Costs
Costs	Costs	Costs
Costs	Costs	Costs

# Business Model Playbook

<b>Business Model Name</b>			
<b>Customer Segments</b>			
<b>Customer Relationships</b>			
<b>Channels</b>			
<b>Value Proposition</b>			
<b>Measurable Definition of Success</b>			
<b>Activities</b>			
<b>Resources</b>			
<b>Partners or Allies</b>			
<b>Costs</b>			

## Business Model Playbook

<b>Business Model Name</b>	<i>Example "Career Planner"</i>		
<b>Customer Segments</b>	<i>Graduating students</i>		
<b>Customer Relationships</b>	<i>Community, self-service</i>		
<b>Channels</b>	<i>Website and/or in-person programs</i>		
<b>Value Proposition</b>	<i>Help graduating students transition from school life and map out a career path. Job seekers will leave with a better idea of what they need to do to embark on their desired career path.</i>		
<b>Measurable Definition of Success</b>	<i>Lower unemployment rates, higher job satisfaction</i>		
<b>Activities</b>	<i>Coaching, outreach</i>		
<b>Resources</b>	<i>Career planning materials, coaches, mentors</i>		
<b>Partners or Allies</b>	<i>Universities, professional groups</i>		
<b>Costs</b>	<i>Website development, employees, advertising</i>		