

Discipline

Business design

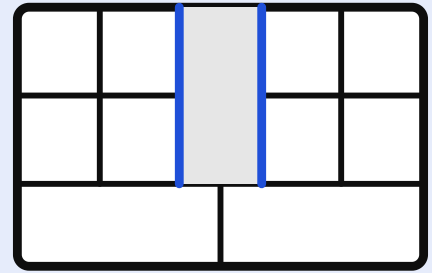
Applies design methods to the business model: how an organization creates value for someone, how it delivers it and how it sustains itself.

In Spanish

Diseño de negocio

Origin

Martin (2009); Osterwalder and Pigneur (2010)



What it deals with

Companies tend to repeat what they already do well, and they struggle to explore new ideas that can't be measured yet.

Principles

Explore and exploit

Balance what already works with what is being discovered.

Visible models

Draw the business so it can be discussed and changed.

Test cheaply

Validate the business hypotheses before investing.

Applications in design

✓ Use it like this

Draw the business model alongside the customer journey.

✗ Avoid

Designing a service without knowing who will pay for it, or how.

👁 Don't fall for it

A business model is a hypothesis: test it piece by piece.

Models



Model

Ten Types of Innovation

Innovation isn't just the product: ten types, from the profit model to brand and engagement.

Methods and tools



Approach

Jobs to be done

Understanding what progress a person seeks in a situation and what they "hire" a product for.



Process

Lean Startup

Build the minimum, measure how people respond and learn, in short cycles.



Method

Value Proposition Canvas

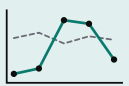
Checking whether what you offer responds to what a type of customer is trying to do, suffers and wants.



Method

Business Model Canvas

A sheet with nine blocks to see, on one page, how a project creates value and sustains itself.



Method

Four Actions Framework

Rethinking an offering by asking what to eliminate, reduce, raise and create.

Connections

Related to

■ Product design

■ Strategic design

■ Product-service systems

Authors and works

2009	Roger L. Martin	Described how knowledge moves from mystery to heuristic to algorithm, and why design helps along that path.
2010	Alexander Osterwalder and Yves Pigneur	Proposed a nine-block canvas to describe and design business models.

Sources

Original sources

- Martin, R. L. (2009). *The design of business: Why design thinking is the next competitive advantage*. Harvard Business Press.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. Wiley.

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