Category

Strategy

Business Model Innovation Playbook

A structured method for mapping your current business model, stress-testing it against emerging threats, and prototyping viable alternatives with the Business Model Canvas.

- Practitioner
- Intermediate
- Template Included
- Workshop Ready

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Overview

A step-by-step method to map your current business model, pressure-test it against disruption, and prototype new revenue and delivery mechanics before you commit capital to them.

How is business model innovation different from product innovation?

Product innovation changes what you sell or how good it is. Business model innovation changes how you capture and deliver value — the revenue mechanic, the channel, the cost structure. You can ship a brilliant product on a broken business model and still lose the category, which is why this playbook starts with the canvas, not a feature brainstorm.

Do we need to change the whole canvas, or can we redesign just one block?

Most successful business model changes touch three to four connected blocks, not just one. Changing the revenue stream from one-time to subscription, for example, almost always forces changes to customer relationships and key activities too. The framework's nine blocks are interdependent, which is why the fragility diagnosis step maps connections, not just isolated weak points.

How long before a new business model pilot proves itself?

Ninety days is enough to validate or kill the core economic assumption — will customers actually pay this way, and does the unit economics hold at small scale — but not enough to prove full-scale viability. Treat the 90-day pilot as a gate to a larger, funded rollout, not as the rollout itself.

What if the steering committee wants to fund all three alternatives at once?

Resist it. Running three unproven business models in parallel splits attention and capital thin enough that none gets a fair test. Recommend one primary pilot with a clear kill criterion, and keep the other two documented as a ready backlog if the first one fails.

Who should own the business model after the pilot succeeds?

Assign a single P&L owner before the pilot starts, not after it succeeds. Business models that succeed without a named owner tend to get absorbed back into the legacy operating model within two quarters because no one is accountable for protecting the new mechanic.

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