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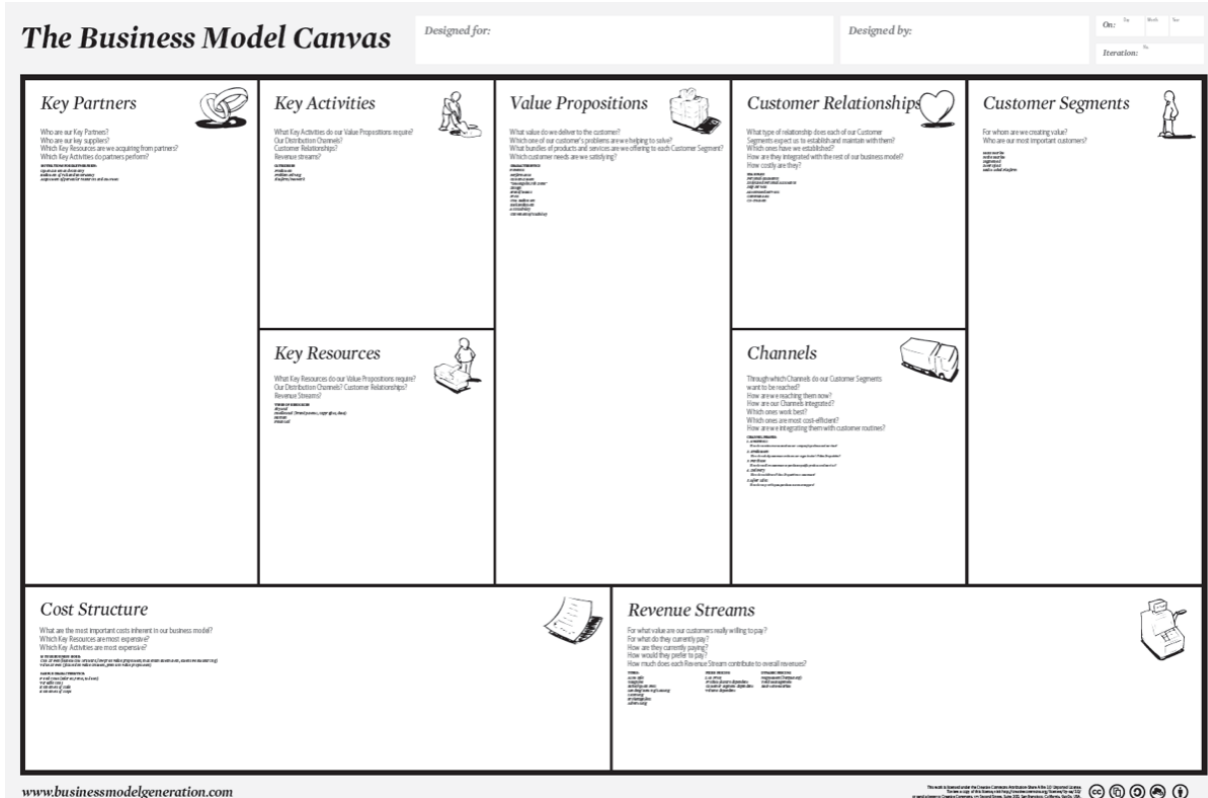
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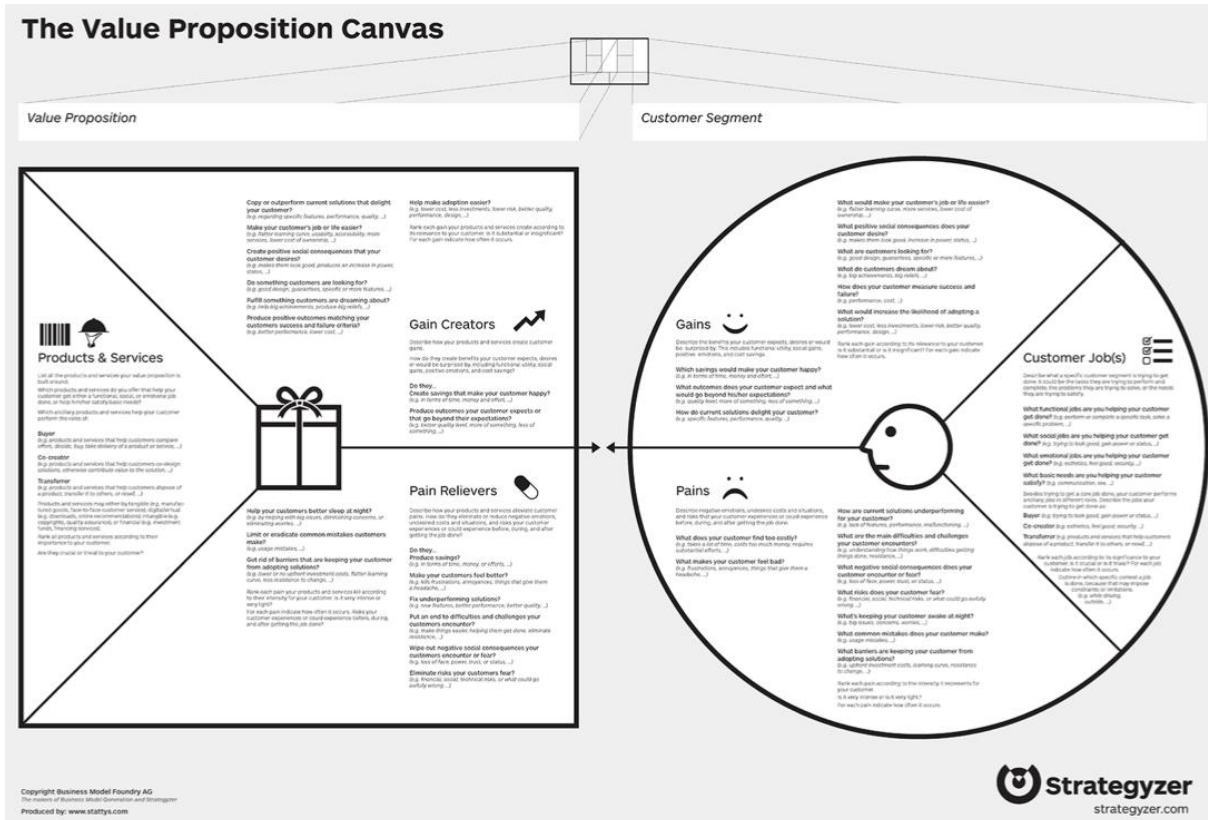
1 – Business Model Canvas



<https://www.strategyzer.com/canvas/business-model-canvas>

Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons, p.44.

2 – Value Proposition Canvas



<https://www.strategyzer.com/canvas/value-proposition-canvas>

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: How to create products and services customers want. John Wiley & Sons, p.36-37.

3 – Social Business Model Canvas

Social Business Model Canvas



Key Resources <i>What resources will you need to run your activities? People, finance, access?</i>	Key Activities <i>What programme and non-programme activities will your organisation be carrying out?</i>	Type of Intervention <i>What is the format of your intervention? Is it a workshop? A service? A product?</i>	Segments Beneficiary	Value Proposition Social Value Proposition Impact Measures
Partners + Key Stakeholders <i>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i>		Channels <i>How are you reaching your beneficiaries and customers?</i>	Customer <i>Who are the people or organisations who will pay to address this issue?</i>	Customer Value Proposition <i>How will you show that you are creating social impact?</i> <i>What do your customers want to get out of this initiative?</i>
Cost Structure <i>What are your biggest expenditure areas? How do they change as you scale up?</i>		Surplus <i>Where do you plan to invest your profits?</i>	Revenue <i>Break down your revenue sources by %</i>	

Inspired by The Business Model Canvas

<https://www.socialbusinessmodelcanvas.com/>

4 – Mission Model Canvas

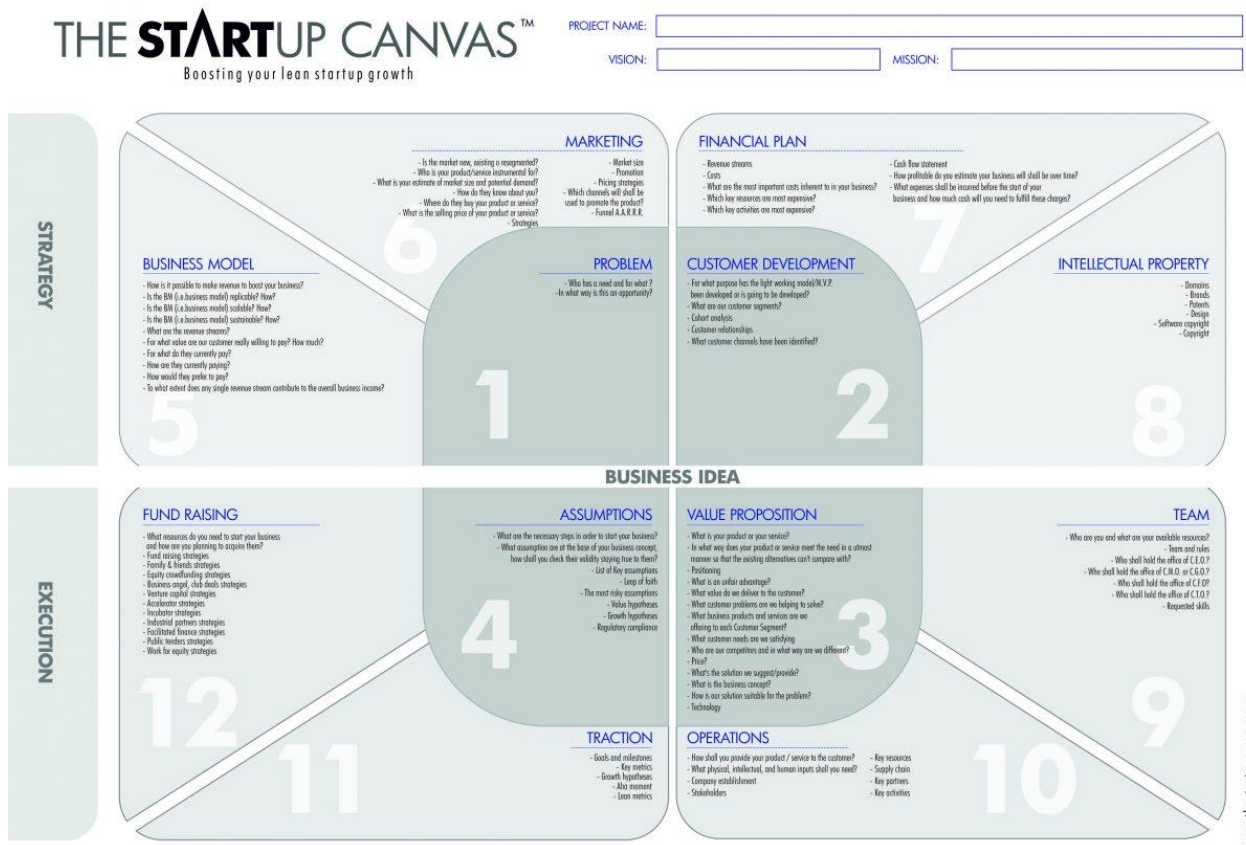
The Mission Model Canvas					Mission/Problem Description:	Designed by:	Date:	Version:
Key Partners	Key Activities	Value Propositions	Buy-in & Support	Beneficiaries				
	Key Resources		Deployment					
Mission Budget/Cost		Mission Achievement/Impact Factors						

<http://masterfacilitator.com/wp-content/uploads/2016/12/the-mission-model-canvas.pdf>

<https://steveblank.com/2016/02/23/the-mission-model-canvas-an-adapted-business-model-canvas-for-mission-driven-organizations/>

<https://www.strategyzer.com/blog/posts/2016/2/24/the-mission-model-canvas-an-adapted-business-model-canvas-for-mission-driven-organizations>

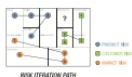
5 – Startup Canvas



<https://thestartupcanvas.com/en/>

6 – Lean Canvas

PROBLEM List your top 1-3 problems.	SOLUTION Outline a possible solution for each problem.	UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth paying attention.	UNFAIR ADVANTAGE Something that cannot easily be bought or copied.	CUSTOMER SEGMENTS List your target customers and users.
	KEY METRICS List the key numbers that tell you how your business is doing.			
EXISTING ALTERNATIVES List how these problems are solved today.	HIGH-LEVEL CONCEPT List your X for Y analogy e.g. YouTube = Flickr for videos.	CHANNELS List your path to customers (inbound or outbound).	EARLY ADOPTERS List the characteristics of your ideal customers.	
COST STRUCTURE List your fixed and variable costs.		REVENUE STREAMS List your sources of revenue.		



Lean Canvas

Created by Spark99 // Online version available at www.leancanvas.com

<https://leanstack.com/lean-canvas/>

7 – Team Canvas








Team Canvas

Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com

Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

Team name

Date

PEOPLE & ROLES What are our names and the roles we have in the team? 	COMMON GOALS What do you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded? 	VALUES What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team? 	RULES & ACTIVITIES What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do? 
			
PERSONAL GOALS What are our individual personal goals? Are there personal agendas that we want to open up? 		NEEDS & EXPECTATIONS What each one of us needs to be successful? What are our personal needs towards the team to be at our best? 	
STRENGTHS & ASSETS What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team? 		WEAKNESSES & RISKS What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face? 	













Team Canvas by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk
 Team Canvas is inspired by Business Model Canvas by Strategyzer.

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<http://theteamcanvas.com/>

8 – Project Canvas

Project name		Project owner	
Purpose What is the intent of this project? Why are we doing this project? 	Scope What does this project contain? What does this project not contain? 	Success Criteria What do we need to achieve in order for the project to be successful? How can the Success Criteria be measured? 	
Milestones When will we start the project and when is the final deadline? What are the key milestones and when will they occur? How can the milestones be measured? 		Outcome What is the end result? - A book - A website - An event 	
Actions Which activities need to be executed in order to reach a certain milestone? 			
Team Who are the team members? What are their roles in the project? 	Stakeholders Who has an interest in the success of the project? In what way are they involved in the project? 	Users Who will benefit from the outcome of the project? 	
Resources What resources do we need in the project? - Personnel (staff, training, server) - Financial (money) - Human (time, knowledge) 	Constraints What are the known limitations of the project? - Personnel (staff, training, server) - Financial (money) - Human (time, knowledge, political) 	Risks Which risks may occur during the project? How do we treat these risks? 	

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www.projectcanvas.dk

<http://www.projectcanvas.dk/index.html>

9 – #EMG Canvas (Event Canvas™)

#EMG Canvas

Event name:

Stakeholder:

Day

Month

Year

Designed for:

Designed by:

Version:

Pains What are his / her fears, frustrations, obstacles? What risks does he/she face?	Commitment What sacrifice is he/she expected to make to attend this event (time, trade offs, opportunity cost)? What is the (tangible non-monetary investment)?	Return What is he/she looking for? What would he/she expect in return?	Gains What does he/she want, need, dream about? What would make his/her job easier?
Entering behaviour How would you describe his/her current behaviour? What are his/her present skills, knowledge level, attitude, orientation? What does he/she say and do?	Customer journey What chronological main points does he / she experience? What are the make or break moments? How can this be a positive experience?		Exiting behaviour What is his/her desired behaviour? What are his/her desired skills, knowledge, attitude and connections?
Jobs to be done What functional jobs are you helping him/her get done? What social jobs are you helping him/her get done? What emotional jobs are you helping him/her get done? What basic needs are you helping him/her satisfy?		Promise What does the event promise to deliver? How does the event get her/his functional, social or emotional jobs done?	
Instructional Design What does he/she need to learn? What skills, knowledge, attitude, and whom does he/she need to get to know? How will he/she best learn that?			
Expectation What are his/her expectations of this event? How does he/she measure success and failure?	Cost What are the costs of this event?	Revenue What are the revenue streams of this event?	Satisfaction How does he/she assess this experience compared to his/her expectations?

EventModelGeneration.com

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#EMG canvas version 20140214

<https://edco.global/>

10 – Customer Journey Canvas









<http://masterfacilitator.com/wp-content/uploads/2016/12/CustomerJourneyCanvas.pdf>

11 – Product Canvas

THE PRODUCT CANVAS

romanpichler

 NAME The name of the product. <input type="text"/>	 GOAL Your overarching goal. <input type="text"/>	 METRICS The measures to determine if the goal has been met. <input type="text"/>
 TARGET GROUP <p>The users and the customers with their needs. Personas are a great way to describe the target group.</p>	 BIG PICTURE <p>The desired user experience (UX): the user journeys, the product functionality, the visual design, and the nonfunctional properties. Epics, scenarios, storyboards, workflows, design sketches, mock-ups, and constraint stories are helpful techniques.</p>	
 PRODUCT DETAILS <p>The goal of the next iteration and specific actionable items to reach the goal. The items are ordered from one to n, and may be captured as detailed user stories.</p>		










www.romanpichler.com
 Template version 10/16

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<https://www.romanpichler.com/blog/the-product-canvas>

12 – Internal Communication Canvas

 KEY STAKEHOLDERS / PARTNERS <p>List your key partners here who should get informed of selected internal topics. List also the topic on which the partner should be informed. >></p>	 KEY COMMUNICATION ACTIVITIES <p>Describe your key internal communication activities here. >></p>	 VALUE PROPOSITION AND COMMUNICATION GOALS <p>What value does internal communication deliver to the organization and to the employees? Insert the main goals for the internal communication strategy here. >></p>	 EMPLOYEE RELATIONSHIPS <p>Describe what each employee segment expects from internal communication. >></p>	 EMPLOYEE SEGMENTS <p>Describe your different employee segments here and how do their needs differ >></p>
 COMMUNICATION TEAM RESOURCES <p>List the key resources of the communication team here including external resources available to you. >></p>		 COMMUNICATION CHANNELS <p>Describe 1) how you plan to communicate with each employee segment 2) what different channels do you use. >></p>		
 COMMUNICATION COST STRUCTURE <p>Describe your cost structure here and budget for the internal communication. >></p>			 ADDED VALUE <p>List what additional value your internal communication creates to the organization. >></p>	

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<https://eee.do/internal-communication-canvas/>

13 – Empathic Negotiation Canvas

The Empathic Negotiation Canvas

Created by: No: External Negotiator: Date: Strategy:

Think and Feel

What have we said?
What have we heard?
What have we said?
What have we heard?

Hear

What have we said?
What have we heard?
What have we said?
What have we heard?

See

What have we said?
What have we heard?
What have we said?
What have we heard?

Say and Do

What have we said?
What have we heard?
What have we said?
What have we heard?

Me

Pain

What have we said?
What have we heard?
What have we said?
What have we heard?

Gain

What have we said?
What have we heard?
What have we said?
What have we heard?

Key Objective

What have we said?
What have we heard?
What have we said?
What have we heard?

Point of Interest

What have we said?
What have we heard?
What have we said?
What have we heard?

Relationship

What have we said?
What have we heard?
What have we said?
What have we heard?

Think and Feel

What have we said?
What have we heard?
What have we said?
What have we heard?

Hear

What have we said?
What have we heard?
What have we said?
What have we heard?

See

What have we said?
What have we heard?
What have we said?
What have we heard?

Say and Do

What have we said?
What have we heard?
What have we said?
What have we heard?

External Negotiator

Gain

What have we said?
What have we heard?
What have we said?
What have we heard?

Pain

What have we said?
What have we heard?
What have we said?
What have we heard?

Giving

What have we said?
What have we heard?
What have we said?
What have we heard?

Taking

What have we said?
What have we heard?
What have we said?
What have we heard?

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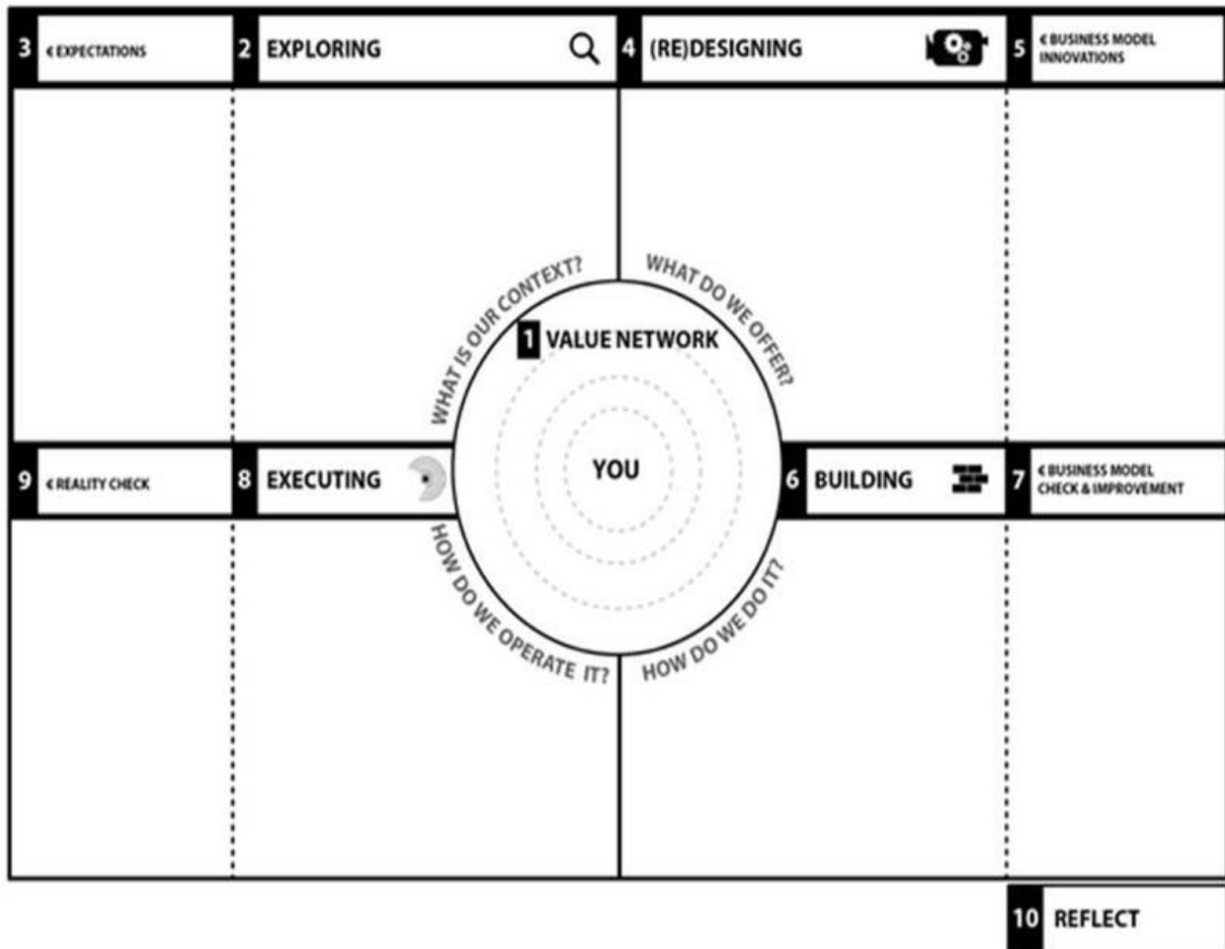
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Visit <http://www.stattys.com>
Version: 1.0

<https://www.stattys.com/en/negotiation-canvas-a3-pdf-download-version>

14 – Service Innovation Canvas

THE SERVICE INNOVATION CANVAS

designthinkers



<https://www.facebook.com/photo.php?fbid=10150630398704277&set=a.10150602571524277.395083.857404276&type=3&theater=>

15 – Open Innovation Canvas

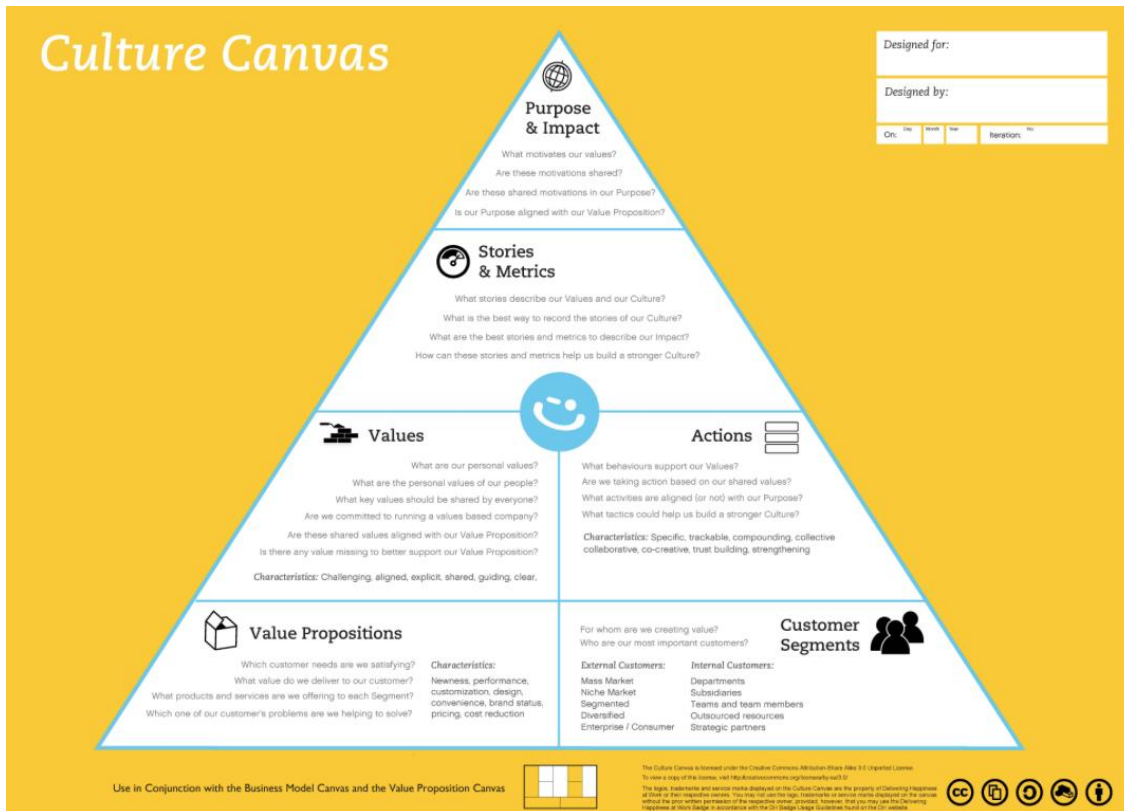
Internal		External	
Strategy ? Insert <p>Nadamos na praia da tecnologia e navegamos na porção humana. No processo de aprender-render conhecimentos para evoluir</p>		Market ? Insert <p>Profissionais em primeiros cargos de gestão</p> <p>Outros produtos focados em entry level</p> <p>O produto oferecido possui como valor trazer conhecimento através de treinamentos para empresas que necessitem deste serviço</p>	
Process ? Insert <p>O desenvolvimento de treinamentos é baseado em processos estruturados que identificam a carência do mercado para determinados assuntos específicos que precisam ser aprimorados</p> <p>O processo busca integrar pessoas com tecnologia para trazer conhecimento através de treinamentos</p>	Culture ? Insert <p>A premissa da cultura deve ser baseada nos valores compartilhados dentro da empresa, garantindo sempre pensamentos íntegros e pessoas éticas</p> <p>Os funcionários devem ser encorajados a criatividade de seu desenvolvimento, sempre abertos para apresentarem ideias e inovações para os diferentes desafios e projetos propostos</p> <p>Ética</p> <p>Ética é inegociável</p>	Network ? Insert <p>Clientes que possuam déficit em uma estrutura bem elaborada de treinamentos</p> <p>Parceiros especializados para prover treinamentos com qualidade e eficácia</p>	Product ? Insert <p>Um portal customizado de acordo com as necessidades da empresa</p> <p>Conhecemos a concorrência e melhoramos os serviços que eles fornecem.</p> <p>Fazemos o mesmo mas fazemos MELHOR.</p>
People ? Insert <p>O time como um todo possui seu valor, mas as responsabilidades são divididas e/ou compartilhadas com base em seus cargos e dsf</p> <p>Há profissionais que possuem como responsabilidade a interação com a equipe de atuação, ou seja, os funcionários para garantir que a entrega final seja feita. Há outros responsáveis por interagir com o mercado como um todo, captando esses possíveis clientes</p>			
Technology ? Insert		Trends ? Insert	
Brainstorming Space ? Insert Brainstorm Mode			



Open Innovation Canvas by *Insight Innovation GmbH* is licensed under a *Creative Commons Attribution-ShareAlike 3.0 Unported License*.

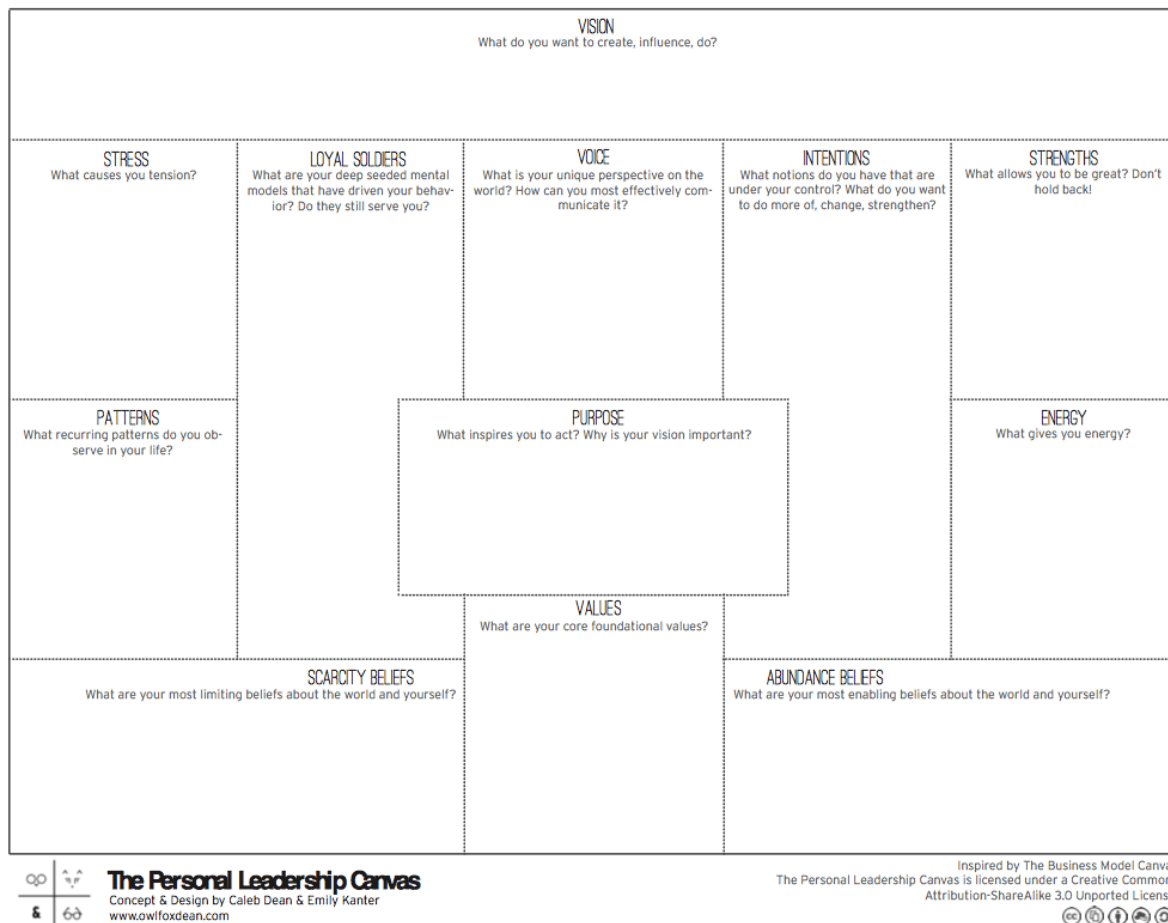
<https://canvanizer.com/canvas/open-innovation-canvas-demo>

16 – Culture Canvas



<https://blog.deliveringhappiness.com/blog/how-to-keep-the-culture-conversation-going>

17 – Personal Leadership Canvas



<http://www.owlfoxdean.com/leadership-canvas/>

18 – Strategic Change Canvas

VISION: WHAT IS THE VISION FOR THIS CHANGE?		IMPORTANCE: WHY IS THIS CHANGE IMPORTANT TO OUR ORGANIZATION?			
SUCCESS MEASUREMENTS: HOW WILL WE MEASURE SUCCESS?		PROGRESS MEASUREMENTS: HOW WILL WE SHOW PROGRESS TOWARDS OUR VISION?			
WHO AND WHAT IS AFFECTED?: WHAT PEOPLE, DEPARTMENTS AND PROCESSES NEED TO CHANGE IN ORDER TO REALIZE OUR VISION?					
HOW WILL WE SUPPORT PEOPLE?: WHAT ACTIONS WILL WE (THE CHANGE SPONSORS AND CHANGE TEAM) DO TO SUPPORT PEOPLE THROUGH THE CHANGE?					
WHAT IS OUR PLAN? OPTIONS: A LIST OF POSSIBLE EXPERIMENTS	-1 MONTH EXPERIMENTS LIKELY TO BE INTRODUCED IN ABOUT A MONTH	NEXT THE NEXT MOST IMPORTANT CHANGES TO INTRODUCE	PREPARE EXPERIMENTS BEING PLANNED AND VALIDATED	INTRODUCE EXPERIMENTS IN PROGRESS	REVIEW EXPERIMENTS BEING REVIEWED

<https://leanchange.org/resources/canvases/>

19 – Meeting facilitation Canvas

Facilitator Name: _____

The Meeting Facilitator Canvas
Created by Mike Sutton

Purpose 1 What are we trying to achieve? Are we trying to make a decision, brainstorm options/action or sync up? What would happen if we didn't achieve this purpose?	Agenda 3 How will we achieve the purpose? What will we talk about - who will lead it and for how long? <table border="1"> <thead> <tr> <th>Who</th> <th>What</th> <th>How long?</th> </tr> </thead> <tbody> <tr> <td>ex 1: Mike</td> <td>Current state of the world</td> <td>15m</td> </tr> </tbody> </table>	Who	What	How long?	ex 1: Mike	Current state of the world	15m	Preparation 4 When and where will we have this conversation? What preparations need to be made? Pre-meeting: Date & Time: Duration: Location booked: Invitation sent to all contributors? Reminder sent? Special Instructions Post-meeting: Completed canvas sent to all contributors?:			
Who	What	How long?									
ex 1: Mike	Current state of the world	15m									
Contributors 2 Who needs to be part of this conversation and in what capacity? What is the expected contribution of each contributor <table border="1"> <thead> <tr> <th>Who</th> <th>What</th> <th>Required?</th> <th>Attended?</th> </tr> </thead> <tbody> <tr> <td>ex 1: Mike</td> <td>Knows the bug</td> <td>Yes</td> <td>Yes</td> </tr> </tbody> </table>	Who	What	Required?	Attended?	ex 1: Mike	Knows the bug	Yes	Yes	Key Points 5 What key points were raised - which ones need to be followed up? What was parked? Parking Lot:		
Who	What	Required?	Attended?								
ex 1: Mike	Knows the bug	Yes	Yes								
Actions 6 What happens next? Who is doing what and by when? <table border="1"> <thead> <tr> <th>Who</th> <th>What</th> <th>By when</th> <th>Done?</th> </tr> </thead> <tbody> <tr> <td>ex 1: Mike</td> <td>Deliver the workshop</td> <td>Fri, 14/11</td> <td>In progress</td> </tr> </tbody> </table>			Who	What	By when	Done?	ex 1: Mike	Deliver the workshop	Fri, 14/11	In progress	If there is to be a follow up, who is organising and facilitating it?
Who	What	By when	Done?								
ex 1: Mike	Deliver the workshop	Fri, 14/11	In progress								

amazemeet.com

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<http://thetoolkitproject.com/tool/the-meeting-facilitator-canvas#sthash.VIqla5ym.dpbs>

20 – OS Canvas

The OS Canvas Organization:

Structure & Space	Authority & Decisions	Information & Communication
Policy & Governance	Purpose & Values	Meetings, Rhythm & Coordination
Strategy & Innovation	Resource Allocation, Targets & Forecasts	People, Development & Motivation

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THE READY
theready.com

<https://medium.com/the-ready/the-os-canvas-8253ac249f53>

21 – Lean UX Canvas

Lean UX Canvas Title: Date:
Iteration:

Business Problem What business have you identified that needs help? <div style="text-align: center; font-size: 48px;">1</div>	Solution ideas List product, feature, or enhancement ideas that help your target audience achieve the benefits they're seeking. <div style="text-align: center; font-size: 48px;">5</div>	Business Outcomes (Changes in customer behavior) What changes in customer behavior will indicate you have solved a real problem in a way that adds value to your customers? <div style="text-align: center; font-size: 48px;">2</div>
Users & Customers What types of users and customers should you focus on first? <div style="text-align: center; font-size: 48px;">3</div>		User Benefits What are the goals your users are trying to achieve? What is motivating them to seek out your solution? (e.g., do better at my job OR get a promotion) <div style="text-align: center; font-size: 48px;">4</div>
Hypotheses Combine the assumptions from 2, 3, 4 & 5 into the following template hypothesis statement: "We believe that [business outcome] will be achieved if [user] attains [benefit] with [feature]." Each hypothesis should focus on one feature. <div style="text-align: center; font-size: 48px;">6</div>	What's the most important thing we need to learn first? For each hypothesis, identify the riskiest assumption. This is the assumption that will cause the entire idea to fail if it's wrong. <div style="text-align: center; font-size: 48px;">7</div>	What's the least amount of work we need to do to learn the next most important thing? Brainstorm the types of experiments you can run to learn whether your riskiest assumption is true or false. <div style="text-align: center; font-size: 48px;">8</div>

Download this canvas at: www.jeffgothelf.com/blog/leanuxcanvas Adapted from Jeff Patton's Opportunity Canvas. Download at: <http://pattonassociates.com/opportunity-canvas/>

<https://jeffgothelf.com/blog/leanuxcanvas/>

22 – Opportunity Canvas

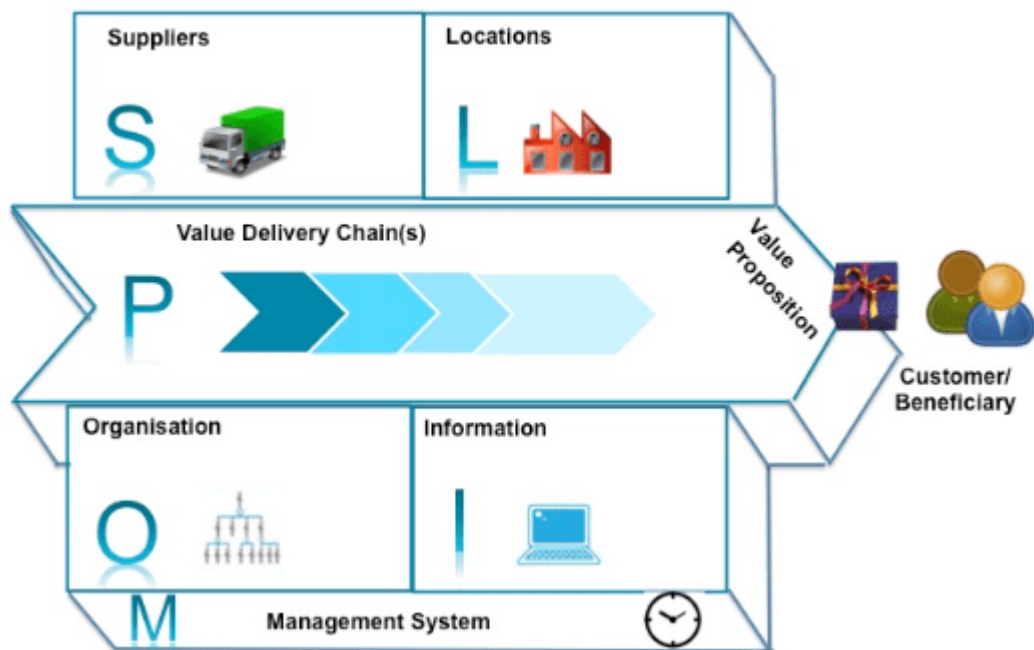
Opportunity Canvas			Title: _____		Date: _____
			Iteration: _____		
Users & Customers <small>What types of users and customers have the challenges your solution addresses?</small> <small>Look for differences in user's goals or users that would affect their use of the product. Separate users and customers into different types based on those differences that make a difference. It's a bad idea to target "everyone" with your product.</small>	Problems <small>What problems do prospective users and customers have today that your solution addresses?</small> <small>What needs, goals, or jobs-to-be-done should your solution address?</small>	Solution ideas <small>List product, feature, or enhancement ideas that solve problems for your target audience.</small>	How will users use your solution? <small>If your target audience has your solution, what will they do differently as a consequence? And, how will that benefit them?</small>	User Metrics <small>What specific user behaviors can you measure that will indicate they try, adopt, use, and place value in your solution?</small>	
	Solutions Today <small>How do users address their problems today?</small> <small>List competitive products or work-around approaches your users have for meeting their needs.</small>		Adoption Strategy <small>How will customers and users discover and adopt your solution?</small>		
Business Challenges <small>How do the customers' and users' and their challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How?</small>	Budget <small>1. What might it cost your organization if you don't create this solution?</small> <small>2. What might your organization earn or save if you do?</small> <small>3. Given that, what would your organization budget to create this solution?</small>	Business Benefits and Metrics <small>What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually buying and using your solution.</small>			

(cc) BY-ND-SA Download at: <http://pattonassociates.com/opportunity-canvas/>

<https://www.jpattonassociates.com/opportunity-canvas/>

23 – Operating Model Canvas

The Operating Model Canvas



<https://operatingmodelcanvas.com/>

24 – Corporate Rebel Canvas

CORPORATE REBELS CANVAS

COMPANY NAME

CORPORATE REBELS

PURPOSE AND VALUES

NETWORK OF TEAMS

SUPPORTIVE LEADERSHIP

EXPERIMENT AND ADAPT

FREEDOM AND TRUST

DISTRIBUTED AUTHORITY

RADICAL TRANSPARENCY

TALENTS AND MASTERY

www.corporate-rebels.com


info@corporate-rebels.com


+916 46 01 61 05


CORPORATE REBELS EXPERIMENT CANVAS

COMPANY NAME

CORPORATE REBELS







GOAL

EXPERIMENT

MEASURE

<https://corporate-rebels.com/trend-3-experiment-adapt/>

25 – CV/Résumé Canvas

The CV/Résumé Canvas

Designed For: _____ Designed By: _____

Key Partners References - Personal - Previous employer(s) - Educational	Experience What you have done - Job roles - Volunteering - Sports - Music - Personal projects - University/College work Skills Key skills (meet job descrip.) - Communication - Interpersonal - Intrapersonal - Problem solving - Analytical - Computer software - etc.	Value Provided What are your USP's? - What additional skills do you have? - Have you won any awards? - Do you have any unique experience? - Are you proactive with your learning? - Have you had any special training? - What sets you apart from others? - How will you go above and beyond?	Network Get your foot in the door - Do you know anyone that works there? - Where do they network? - Are the recruiters on Twitter & LinkedIn? - How can you start a conversation with them? Channels How are you going to communicate? - Paper CV - Digital CV (PDF) - Business Card - Website - Email - Twitter - Facebook - LinkedIn - YouTube - Forums	Employers Where do you want to work? - Industry type - Size - Culture - Reputation Who do you want to work for? - Your dream job - The best in the industry - Stepping stone company What job role? - HR - Marketing - Finance - Management - Admin - Support - IT - etc.
Skill & Knowledge Gaps What do you need to improve? - Key skills - Networking - Advanced software - Design - Financial & analytical - Working in teams		Learning Opportunities & Solutions How can you solve the skill & knowledge gaps? - Traditional education - Short courses - Books - Blogs, podcast's, webinars and video - Online courses (e.g. Khan Academy)		

Created by Jaz Blakeston-Petch
 jbp@co.uk | jbp@petch | jbp@petch.co.uk

www.businessmodelgeneration.com
 This canvas is an adaptation of their work

www.institute-for-strategy-execution.org
 I-Strategy Execution

<https://www.scribd.com/doc/95122043/The-CV-Resume-Canvas>

26 – Strategy Execution Canvas

The Strategy Execution Canvas

TEAM

TEST YOUR STRATEGY Develop your List of NOES. What are the things your team will not do. LIST OF 5 NOES 1 2 3 4 5	COMMUNICATE YOUR STRATEGY H3 Communicator. How to get the strategy in the Heads, Hearts and Hands of all team members. 1 2 3	CASCADE YOUR STRATEGY Develop a high level Balanced Scorecard F 1 2 C 1 2 IP 1 2 LG 1 2
STRATEGY PROGRESS Define what success looks like – the finish line – and identify sign posts to show you the way. FINISH LINE KPI'S	MUST WIN PROJECTS Select 3 crucial projects & develop a 'Project on 1 Page' 1 2 3	AWESOME HABITS +2/-2 Team Habits. Identify 2 team behaviors to increase / decrease + 1 2 - 1 2
BAD GUY #1 Select a bad guy, define current threat level and combat plan. THREAT LEVEL: 1 2 3 4 5 6 7 8 9 10 COMBAT PLAN	BAD GUY #2 Select a bad guy, define current threat level and combat plan. THREAT LEVEL: 1 2 3 4 5 6 7 8 9 10 COMBAT PLAN	BAD GUY #3 Select a bad guy, define current threat level and combat plan. THREAT LEVEL: 1 2 3 4 5 6 7 8 9 10 COMBAT PLAN

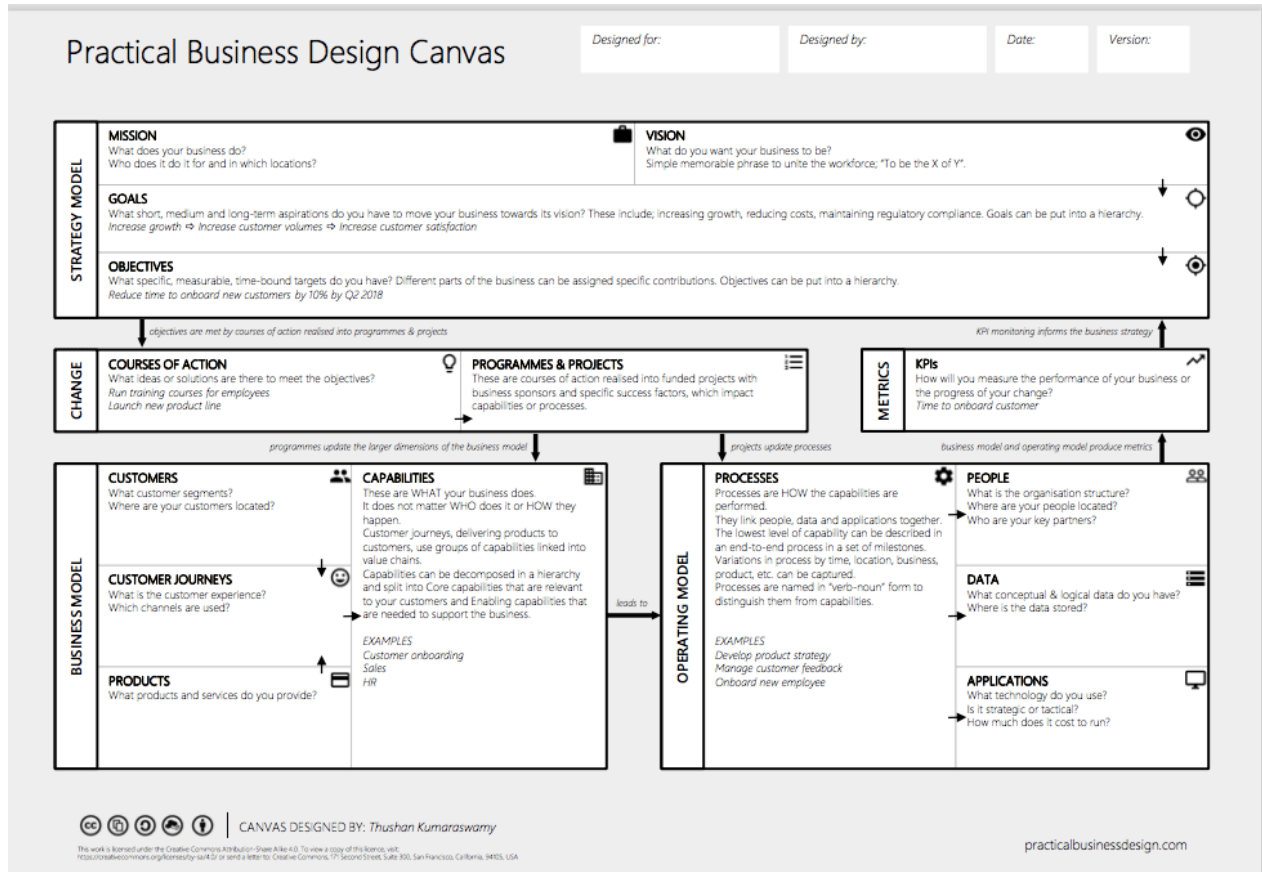
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I-StrategyExecution.org

INSTITUTE FOR STRATEGY EXECUTION

https://jeroen-de-flander.com/The_Institute_for_Strategy_Execution%E2%80%9393Strategy_Execution_Canvas.pdf

27 – Practical Business Design Canvas



<http://practicalbusinessdesign.com/>

28 – Workshop Preparation Canvas

Workshop Title:

Date:

Workshop Preparation Canvas

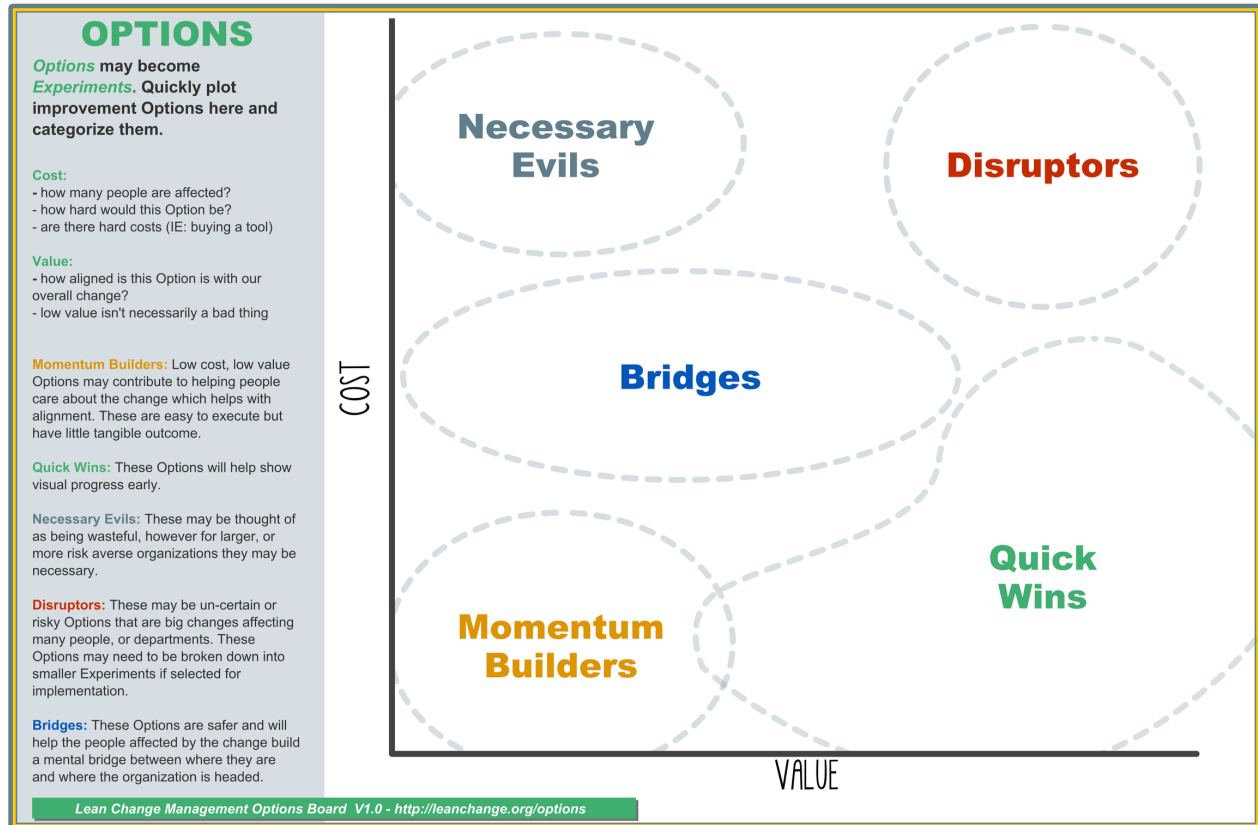
Created by Toby Sinclair

Purpose <p>Why is this workshop happening? What is the intended legacy of this workshop? What is the consequence of not holding this workshop?</p>		
Practicalities <p>Where and when will the workshop take place? What room setup is required? What materials are required?</p>	Participants <p>Who is going to be there? What is their role in the workshop? What are their needs?</p>	Products <p>What are the inputs to the session? What needs to be prepared beforehand? What tangible items will we leave with?</p>
Process <p>What is the agenda? What steps are required to meet the purpose? When will the breaks be?</p>		Principles <p>"We work best when..." How will decisions be made? What are the workshop values?</p>

©TobySinclair_

<https://www.tobysinclair.com/workshop-planning-template>

29 – Strategic Canvas

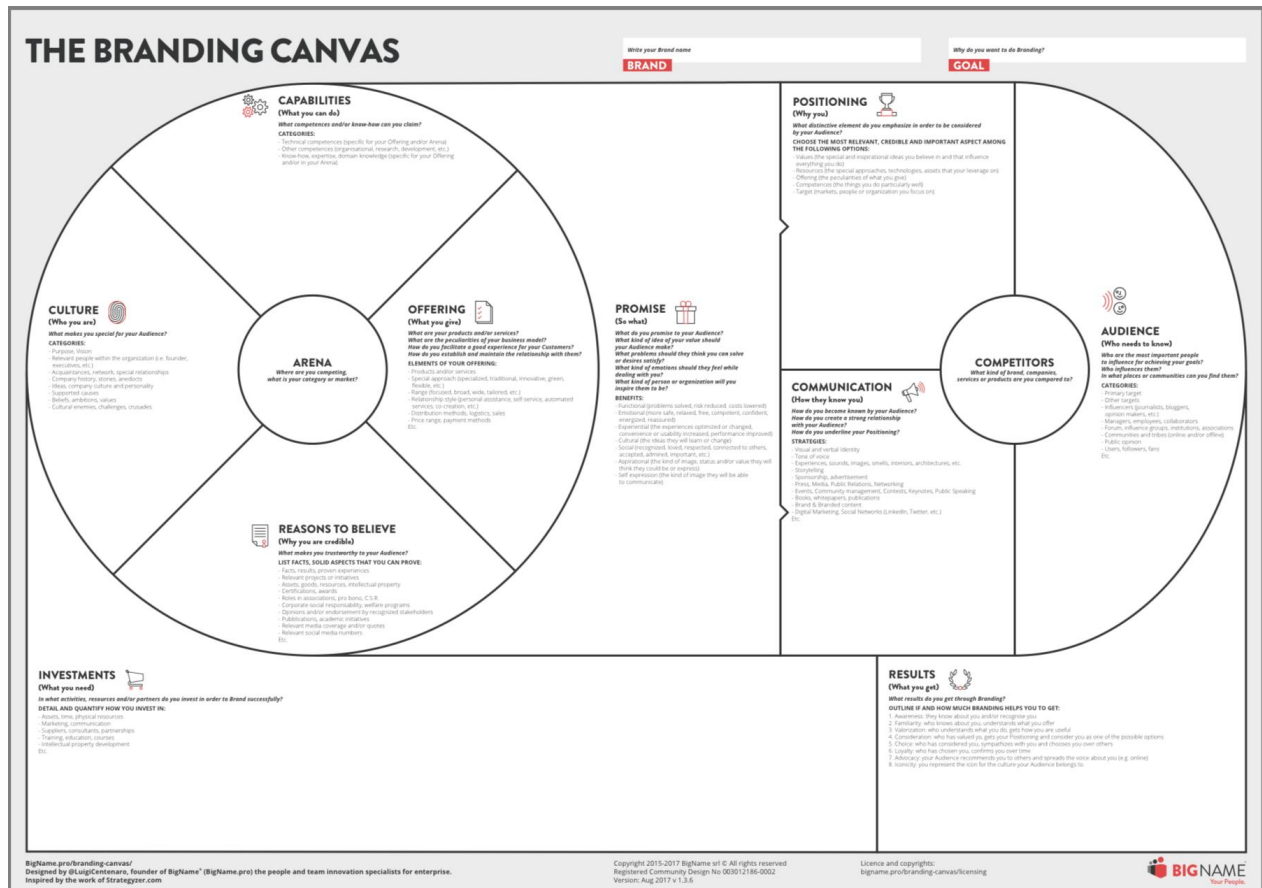


Experiment Tracker		<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p style="color: green; font-size: small;">SUCCEEDED!</p> <p style="color: orange; font-size: small;">SORTA WORKED</p> <p style="color: red; font-size: small;">FAILED</p> </div> <div style="width: 70%; border-bottom: 1px solid black;"></div> </div>		
THEME	PREPARE	INTRODUCE	REVIEW	INSIGHTS

Lean Change Management Experiment Board V1.0 - <http://leancchange.org/experiment>

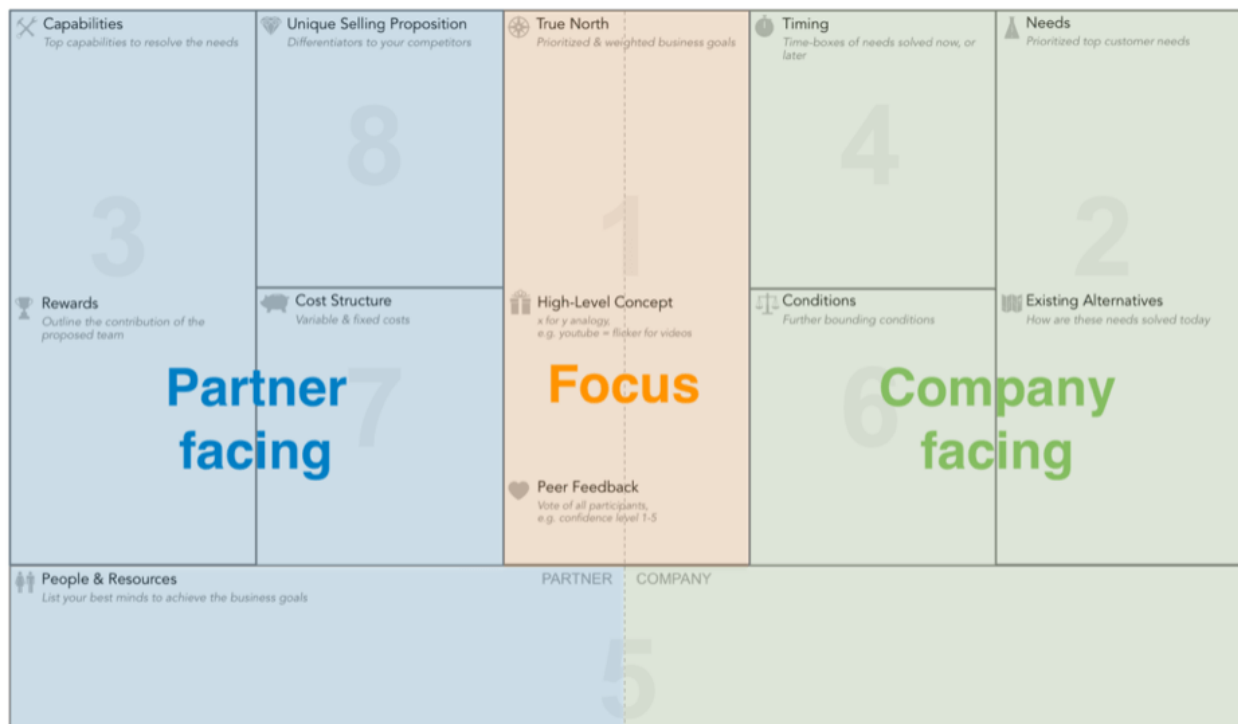
<https://leancchange.org/resources/canvases/>

30 – Branding Canvas



<https://bigname.pro/branding-canvas/>

31 – Lean Procurement Canvas



<https://www.lean-agile-procurement.com/lean-agile-procurement-approach/#lap-approach-step-by-step>

32 – Innovators Canvas

- Low Risk or Validated Assumption
- Med Risk or Partially-Validated Assumption
- High Risk or Invalidated Assumption

THE INNOVATOR'S CANVAS

Key Resources	Metric That Matters <small>Stage 1. Empathy & burning pain discovery.</small>	Brand Promise – The Why		Customer Relationships	Customer Segment	
	<small>Stage 2. Problem – solution fit.</small>					
	<small>Stage 3. Product – market fit.</small>	Value Proposition				
	<small>Stage 4. The metric for scaling.</small>					
Key Partners	Unfair Advantage	Products & Services	Gain Creators	Channels	Gains	Job to be Done
			Pain Killers		Pains	
Cost Structure			Revenue Streams			

<https://www.ignitionframework.com/the-innovators-canvas-a-step-by-step-guide-to-business-model-innovation/>

33 – Engagement Canvas

ENGAGEMENT CANVAS

Company		Employee(s)		
Why You Exist: <i>What is the purpose, mission, or belief that inspires your company to exist?</i>	Key Strategies: <i>What do you focus on in order to accomplish the mission? What is it about the approach of the business that is special and necessary for success? (i.e. innovation, customer happiness, quality)</i>	Culture Aspirations: <i>This is a description of what your culture would look like if your vision for an engaged workplace was realized.</i>	Unique Organizational Characteristics: <i>These are the attributes about your organization that make it a unique place for employees.</i>	Engagement Exemplified: <i>Give examples of employees who are highly engaged. Think of the employees that you would fight hard to keep and list their common engagement characteristics.</i>
1	2		5	
	Key Metrics: <i>How do you measure your key strategies? (i.e. NPS®, productivity, quality score, online product ratings, revenue growth, service response time)</i>	Culture Statement: <i>This is a simple, clear statement describing your culture that everyone can understand and easily articulate.</i>	Communication Channels: <i>How do you reach and interact with employees?</i>	Constituencies: <i>Identify segments of employees within your organization who have distinct needs.</i>
	3	7	6	4
Resources Applied: <i>What resources have you already invested to improve employee engagement? (i.e. people, programs, tools)</i>		Englify Score: 	3 Key Employee Needs: <i>Identify three employee needs that you think will improve engagement.</i>	
8		9	10	

<https://thecanvasrevolution.com/product/engagement-canvas>

34 – Collaborative Engagement Canvas

COLLABORATIVE ENGAGEMENT CANVAS		Client / Project:	Version:
ISSUE What is the core issue being addressed? What risks are present?	PLAYERS & ROLES <div> Project Team Who are the core decision makers on the project? Who are the key points of contact for day-to-day issues? </div> <div> Campaign Team Who are the leaders attached to this wider initiative? How can this group best be engaged and demonstrate leadership through their advocacy and participation? </div> <div> Campaign Advocates Who are the external stakeholders who might champion this initiative? How can we engage and involve these individuals and groups early on and throughout to gain momentum? </div> <div> STAKEHOLDER MAP <i>This often requires separate workshop</i> Who are your stakeholders? (Formal and informal) What are your relationships with them? How do they interact with each other? Are there any issues, politics, baggage? What key use cases need to be prioritized? </div> <div> DETRACTORS Who might be skeptical about this initiative? </div>		
OBJECTIVES & DESIRED OUTCOMES What are the requirements and opportunities of this initiative? <div> MUST HAVES NICE TO HAVES </div>	DATA & ANALYTICS What type(s) of information will help you to achieve your objectives and reach your desired outcomes? What types of reports and data formats will be the most useful to you? How often should different reports be generated?		
KEY CONSTRAINTS What will influence decisions and possibilities and needs to be closely considered in planning this initiative? <i>Timelines, relationships, budget, governance, etc.</i> <div> CAN INFLUENCE BEYOND SCOPE OF CONTROL </div>	CONTENT STRATEGY Are there specific questions that you want answers to or topics that your community wants to engage around? Are there natural themes or categories by which to organize your approach? <i>This often requires a separate workshop to fully develop.</i>		
WIIFM/FOLLOW THROUGH <i>(What's in it for me?)</i> Why will different stakeholders take part in the exercise? What value (<i>tangible and intangible</i>) does this exercise deliver to participants? What will be done with the results, and how can I stay informed?			
COMMUNICATIONS & PROMOTION What opportunities exist to ensure the success of this initiative? What opportunities are there to leverage existing channels, events, networks, etc.?			
PARKING LOT – OPPORTUNITIES / ASIDES / ETC			

Created by Publivate - Proprietary and confidential

<https://medium.com/@brycecolenbrander/the-collaborative-engagement-canvas-619930c9c17c>

35 – Great Team Canvas (TRIBE Canvas)

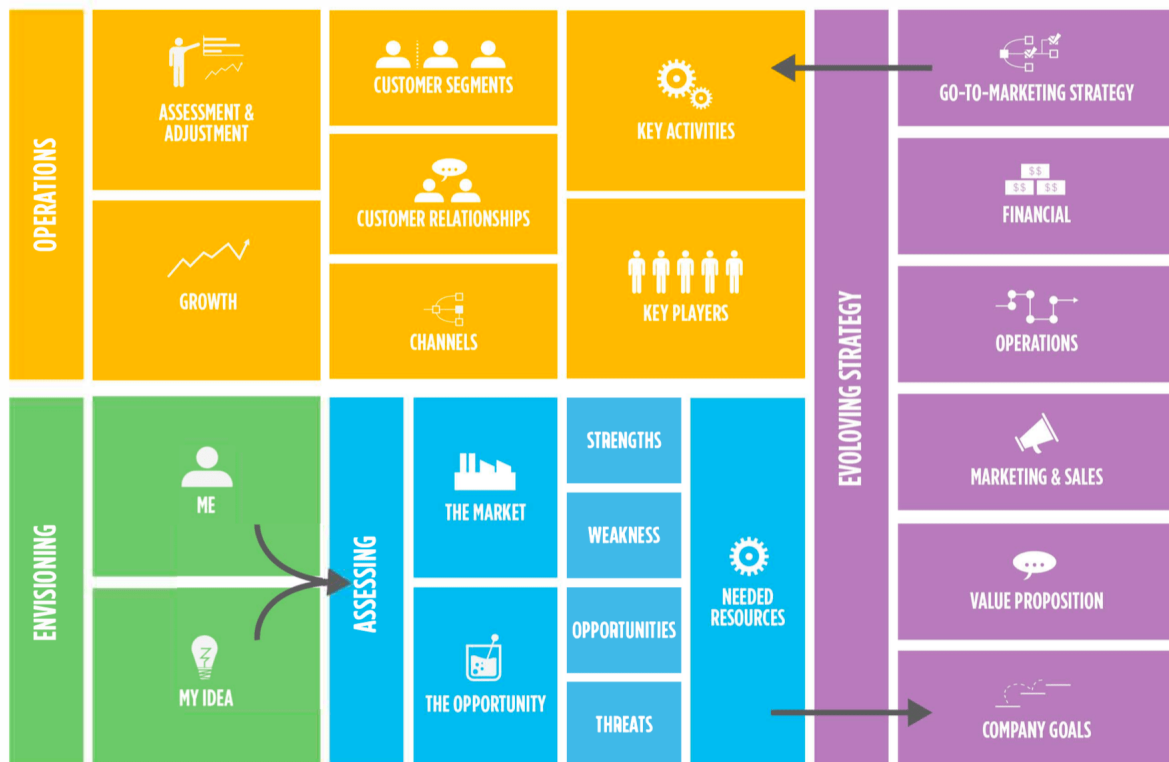


<https://great-teams-academy.com/>

<https://slideplayer.com/slide/15277629/>

36 – Business Approach & Structure Elements Board

BUSINESS APPROACH & STRUCTURED ELEMENTS (BASE) BOARD



BUSINESS APPROACH & STRUCTURED ELEMENTS (BASE) BOARD - EXPLAINED

This is the evolved version of the Business Model Canvas. This starts at the bottom left with 'ME' and moves counter clockwise through 'OFFERING' and then on to 'STRATEGY' and completed with 'OPERATIONS'.



Designed by: Steven Fisher and Ja-Nae Duane
The makers of The Startup Equation



BASE Board by Steven Fisher and Ja-Nae Duane is licensed under a Creative Commons Attribution-NonCommercial-NoDerivs 3.0 Unported License.

<https://startupequation.com/2016/03/base-board-visual-guide-building-business/>

37 – Event Storyboard Canvas

EVENT STORYBOARD CANVAS, #ESB

Designer name(s): _____ Client: _____ Date: _____

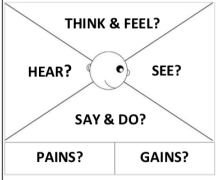
Event name: _____ Version: _____

1 What are your goals

4 Customer Journey StoryBoard

2 When are you satisfied

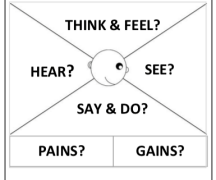
3 Who is your customer



Empathy map


Start ----- Time line ----- End

5 What does your event achieve (ROI)



Empathy map


Empathy map is developed by Scott Matthews of XPLANE

STORYBOARD CANVAS 

Event StoryBoard Canvas (#ESB) by Martijn Timmermans & Tim Corporaal is licensed under a Creative Commons Attribution-NoDerivatives 4.0 International License. For permissions beyond the scope of this license please visit www.StoryBoard.events

Version: 041115: 0.1


[StoryBoard.events](http://storyboard.events)



<http://storyboard.events/download.php>

38 – Co.Starters Canvas


CUSTOMER
WHO DO YOU SERVE?



PROBLEM
WHAT IS THE PROBLEM YOUR CUSTOMER HAS?




SOLUTION
WHAT DO YOU OFFER YOUR CUSTOMER?
WHAT DOES YOUR CUSTOMER GET?




MESSAGE
WHAT IS YOUR STORY?
HOW DOES YOUR CUSTOMER HEAR IT?




REVENUE
HOW DO YOU MAKE MONEY FROM YOUR CUSTOMER?



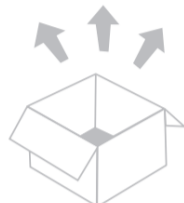
ALTERNATIVES
HOW IS YOUR CUSTOMER CURRENTLY SOLVING THE PROBLEM?
WHAT ARE THE ALTERNATIVE SOLUTIONS TO THE PROBLEM? WHAT'S THE COMPETITION?




BENEFIT
WHY DOES YOUR CUSTOMER WANT YOUR PRODUCT OR SERVICE? HOW DO YOU SOLVE THE PROBLEM?




DISTRIBUTION
HOW DOES YOUR PRODUCT OR SERVICE GET TO YOUR CUSTOMER?




ADVANTAGE
WHAT GIVES YOU THE EDGE OVER THE ALTERNATIVES?
WHY ARE YOU THE BEST PERSON TO DO THIS?



STARTUP NEEDS
WHAT ARE YOUR ONE-TIME NEEDS TO GET STARTED (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITIES)?




COSTS
WHAT ONGOING NEEDS ARE ESSENTIAL TO KEEP YOU GOING (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITIES)?




NAME _____

CO.STARTERS
CANVAS

COMING SOON



NOW OPEN



<https://costarters.co/canvas/>

39 – Lean Communications Framework Canvases

39a – Lean Publicity Canvas™

LEAN PUBLIC RELATIONS CANVAS™

DESIRED OUTCOME							
						HYPOTHESIS	
ASSUMPTIONS							
KEY RELATIONSHIPS				MUTUAL BENEFIT			
TIMING				CONVERSATION PLATFORM			
						RISKIEST ASSUMPTION	
						THE LEAN PUBLIC RELATIONS COMPANY	
RELATIONSHIP EXPERIMENT		BENEFIT EXPERIMENT		TIMING EXPERIMENT		PLATFORM EXPERIMENT	
WHAT ARE WE TESTING?		WHAT ARE WE TESTING?		WHAT ARE WE TESTING?		WHAT ARE WE TESTING?	
EXPERIMENT		EXPERIMENT		EXPERIMENT		EXPERIMENT	
MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME
WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?	

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39b – Product Marketing Fit Canvas™

PRODUCT MARKETING FIT CANVAS™

DESIRED OUTCOME							
						HYPOTHESIS	
ASSUMPTIONS							
POSITIONING				ACTION			
TIMING				ASK MECHANISM			
						RISKIEST ASSUMPTION	
						THE PRODUCT MARKETING FIT COMPANY	
POSITIONING EXPERIMENT		ACTION EXPERIMENT		TIMING EXPERIMENT		ASK EXPERIMENT	
WHAT ARE WE TESTING?		WHAT ARE WE TESTING?		WHAT ARE WE TESTING?		WHAT ARE WE TESTING?	
EXPERIMENT		EXPERIMENT		EXPERIMENT		EXPERIMENT	
MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME
WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?	

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39c – Lean Public Relations Canvas™

LEAN PUBLICITY CANVAS™

DESIRED OUTCOME				HYPOTHESIS			
ASSUMPTIONS							
PUBLICATIONS		JOURNALIST RELATIONSHIPS		RISKIEST ASSUMPTION			
ANGLE		SOURCES					
THE LEAN PUBLICITY COMPANY							
PUBLICATIONS EXPERIMENT		JOURNALIST EXPERIMENT		ANGLE EXPERIMENT		SOURCES EXPERIMENT	
WHAT ARE WE TESTING		WHAT ARE WE TESTING		WHAT ARE WE TESTING		WHAT ARE WE TESTING	
EXPERIMENT		EXPERIMENT		EXPERIMENT		EXPERIMENT	
MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME	MEASURE	OUTCOME
WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?		WHAT DID WE LEARN?	

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<https://comms.bar/reinventing-pr-marketing-publicity-entrepreneurs/>

40 – Project Canvas (1)

PROJECT CANVAS

Title: _____ Project target: _____



1. SCOPE
must have nice to have if possible out of scope

2. USERS
What are the main user groups?
For whom do we do it?

3. BENEFITS
What problem do we solve for the user?

4. STAKEHOLDERS
Who are the stakeholders?
What is their position on the project?

5. RISKS
What events could have a negative impact on the project in the (near) future?
Identify the impact. How can you avoid / reduce / redirect the major risks?

6. TEAM
SPONSOR
STEERING GROUP (only decision makers)
PROJECTLEADER
PROJECTTEAM
SOUNDING BOARD

7. RESOURCES
Who and/or what DO we need to make our project succeed?

8. BUDGET
Expenditure Revenue

9. ACTIONS
What must we do to develop and launch the project?

10. PLANNING First, determine the milestones and then the actions needed to get to that milestones. Then determine the dates for completion.

NOW

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<http://www.bedenk.be/en/blog/the-project-canvas>

41 – Ways of Working Canvas

WAYS OF WORKING Canvas

Use this canvas to facilitate a conversation with your team around how you want to work and what you expect from one another. Fill it out together using words and images, or print large scale and populate with sticky notes. As you complete each section be sure to synthesize your results into a key statement or bulleted list you agree on.

Team:	
Date:	

1. What do we value? What qualities and behaviors are important to us as individuals? Which ones are shared among us?	2. How will we behave based on these values? Explore the categories below.		
	Communicate When, how, and with what channels?	Collaborate When will we show one another our work? How will we work together on ideas? What tools will we use?	Measure Our Work What does success look like? How will we know we've reached it?
	Provide Feedback How do we expect performance feedback will be delivered and managed?	Make Decisions Is it through consensus or is there designated decision-maker? How do we know who the decision-maker is? How will decisions be communicated?	Recognize One Another How do we individually like to be rewarded? Do we have specific goals or milestones we'll celebrate together?
	Handle Conflict What does healthy conflict look like for us? What would unhealthy conflict look like?	Prioritize Work How will we resolve conflicting priorities?	What is your team archetype? What is our spirit animal, superhero, or historical representative?
3. What commitments can we make to one another based on this? How will we each show up differently as individuals and team members? What behavior change can we hold one another accountable to?			

XPLANE

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<https://xplane.com/diverse-teams-and-ways-of-working/>

42 – Story Canvas™

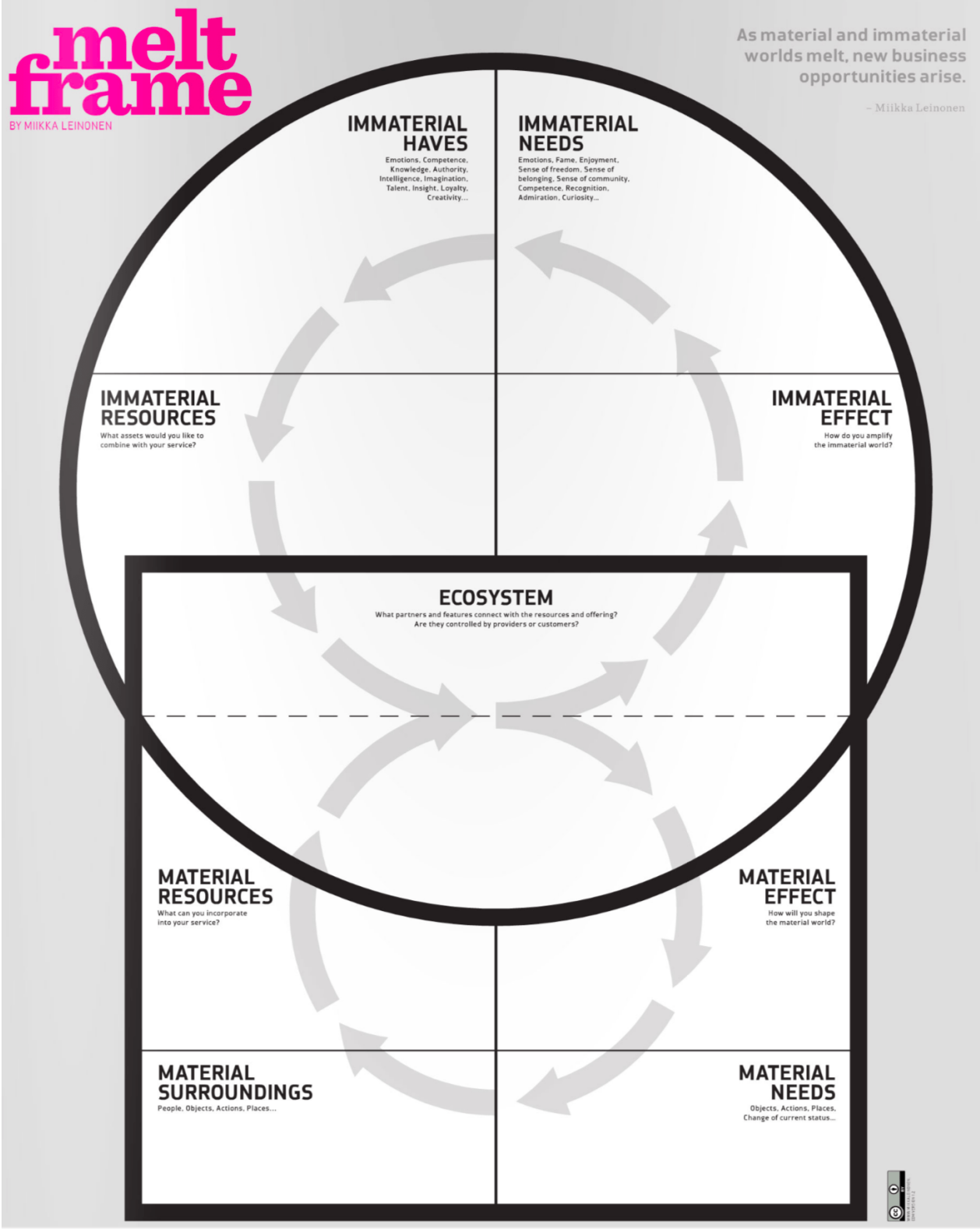
TITLE	HERO	X-FACTOR
QUEST What actions does the Hero take to resolve the problem? What specific challenges arise? How does s/he overcome them?		
PROBLEM What does the Hero need to do? What Problem must s/he Resolve? If—	...	
DEFINE NOW WHAT?	Hero uses Insights to (re)define the Problem.	
DREAM WHAT IF?	Hero imagines Resolutions and generates an Idea.	
DARE WHAT HAPPENS?	Hero tries Idea out and observes what happens to produce Intel.	
DISCOVER SO WHAT?	Hero analyzes Intel to develop Insights.	
PURPOSE Why does this story matter? How will it change the world? —then		
RESOLUTION What happens at the end? What does success look like?		
INTEL What facts are critical to the Quest?	INSIGHTS What does the Hero learn during the Quest?	IDEAS What opportunities emerge during the Quest?

STORY CANVAS™

WWW.DENISEWITHERS.COM

<https://www.denisewithers.com/>

Denise Withers, Story Design: The Creative Way to Innovate. Nlab, 2017.



<https://issuu.com/miikka>

Life Model Canvas®

Name:

Date:

Iteration #

PERSONAL

FAMILY

CAREER

Values

Clear values that resonate with your heart, mind, body & spirit

Goals

Top 3 goals

Moonshot

The "Impossible" Dream

Key Activities

Key activities that will contribute to the success of goals across one or more tracks

Support Systems

Environment, people, accountability partners, business partners, organizations & resources guiding or supporting your path to success

Obstacles












What keeps you up at night?
 What people, or organizations or behaviors are restricting your success?
 What challenges are you facing in personal life, family or career?
 What do you avoid talking or thinking about that maybe no one knows about but affects you deeply?

Inspirations

What makes you excited to wake up in the morning?
 What do you share with your friends and those closest to you with excitement?
 What wouldn't you change in your life for anything?
 Who do you respect, admire, love and why?

<http://www.lifemodelcanvas.org/>

The Pitch Canvas©

<p align="center">Simple Statement of what change you and your product are making in the world.</p> <p align="center"><small>A memorable one-sentence explanation of what you do for customers.</small></p> <p align="right"></p>	
<p>Pain (+ Gain)</p> <p>What problem are you solving for your customers? What opportunities do you provide for people to be faster, more cost-effective, more efficient, happier, safer...? How many people need this problem solved - market size? Have you validated that people will pay to have it solved?</p> <p align="right"></p>	<p>Product</p> <p>As simple as possible: what does your product do for customers? How does it work? How have you tested it with customers? (Be sure not to let the product dominate the pitch.)</p> <p align="right"></p>
<p>Product Demo</p> <p>Live demo? (always risky, but powerful if it works...) Or screenshots? Physical product? Can you show a real customer using it?</p> <p align="right"></p>	<p>What's Unique</p> <p>Technology/Relationships/Partnerships How do you help your customers get results differently to your competition, or alternatives? Show you have researched the market and know what competition is out there.</p> <p align="right"></p>
<p>Customer Traction</p> <p>Success so far? Pilot customers? Major brands? Progression in users or downloads? Customer reference quotes or movies? PR coverage? Competition wins? Use data and facts to strengthen your case.</p> <p align="right"></p>	<p>Business Model</p> <p>How do you get paid? What's the opportunity for growth? How can you scale beyond your current scope: new industries, territories, applications of partnerships and technology?</p> <p align="right"></p>
<p>Investment</p> <p>Have you invested money yourself? Have you raised money so far? How much are you looking for now? How many, and what type of investor are you looking for? What expectations do you have of your investors; network, expertise? What big things will you use the investment for? What milestones will you reach with the money?</p> <p align="right"></p>	<p>Team</p> <p>What relevant experience does your team have that supports your story? Brands worked for? Achievements? Sales success? What binds you together as people and as entrepreneurs?</p> <p align="right"></p>
<p align="center">End statement with call to action</p> <p align="center"><small>Finish the pitch strongly with a clear request for the audience to take action - what is their first next step?</small></p> <p align="right"></p>	
<p align="center">Why You?</p> <p align="center"><small>NOTE: Why You? can show up in any part of the pitch.</small></p> <p align="center"><small>Why do you care about solving this problem for your customers? How has your life been affected by this industry and business? Why should your audience have confidence that you will do what you say you are going to do?</small></p> <p align="right"></p>	



DESIGNED BY: Best 3 Minutes Presentation Services
Developed from an original idea by David Beckett

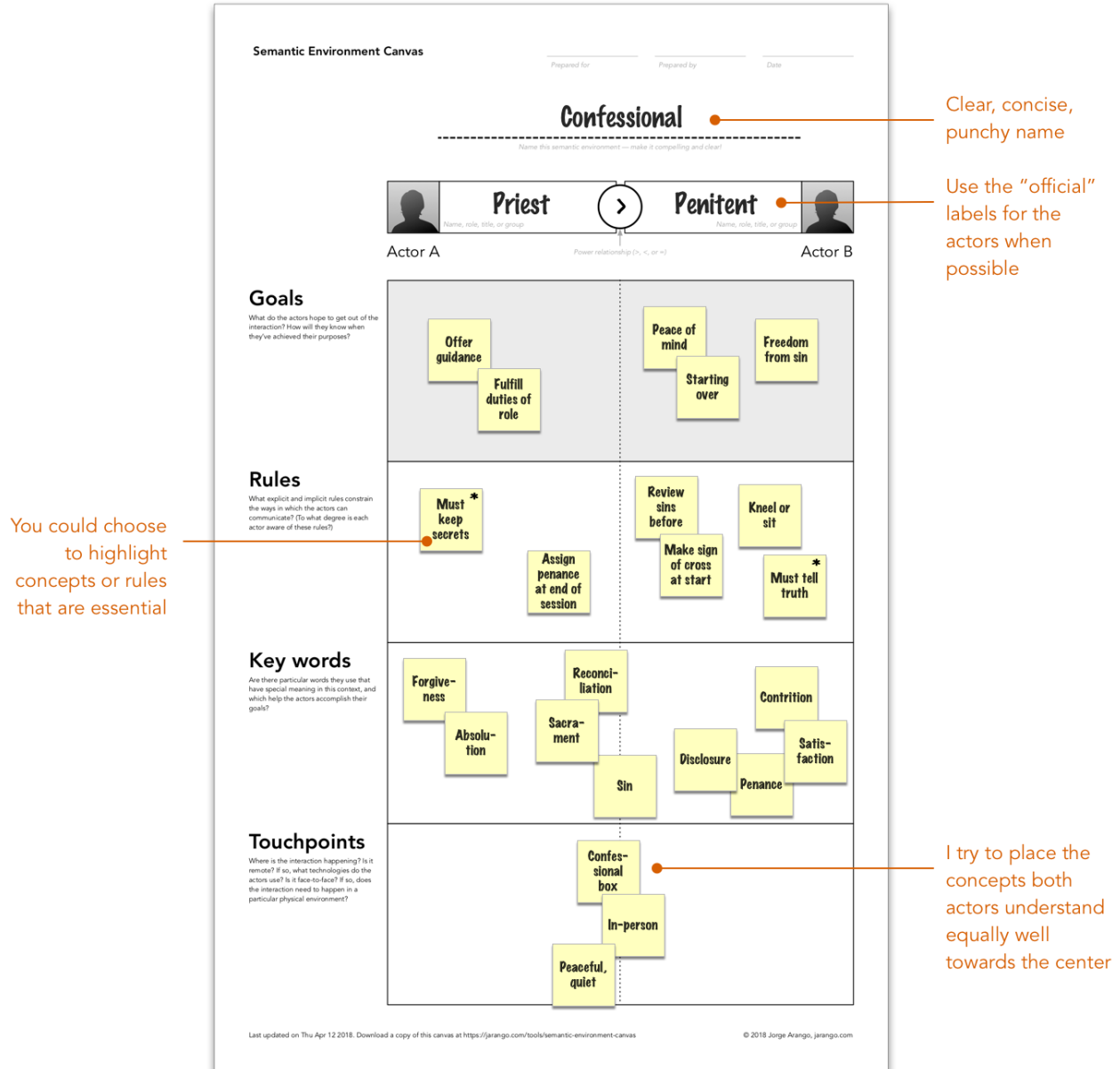
Best 3 minutes

Version 7.6. Produced by David Beckett and Geert van Vlijmen. Illustrations: BirgitSmit.com
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Please feel free to share The Pitch Canvas©.
Ensure you reference Best3Minutes.com after each use.

<https://best3minutes.com/>

46 – Semantic Environment Canvas



<https://jarango.files.wordpress.com/2018/04/2018-04-12-semantic-environment-canvas.pdf>

47 – Data Ethics Canvas



<https://theodi.org/article/why-we-need-the-data-ethics-canvas/>

48 – Ethics Canvas

The ADAPT Centre for Digital Content Technology is funded under the SFI Research Centres Programme (Grant 13/RC/2106) and is co-funded under the European Regional Development Fund.

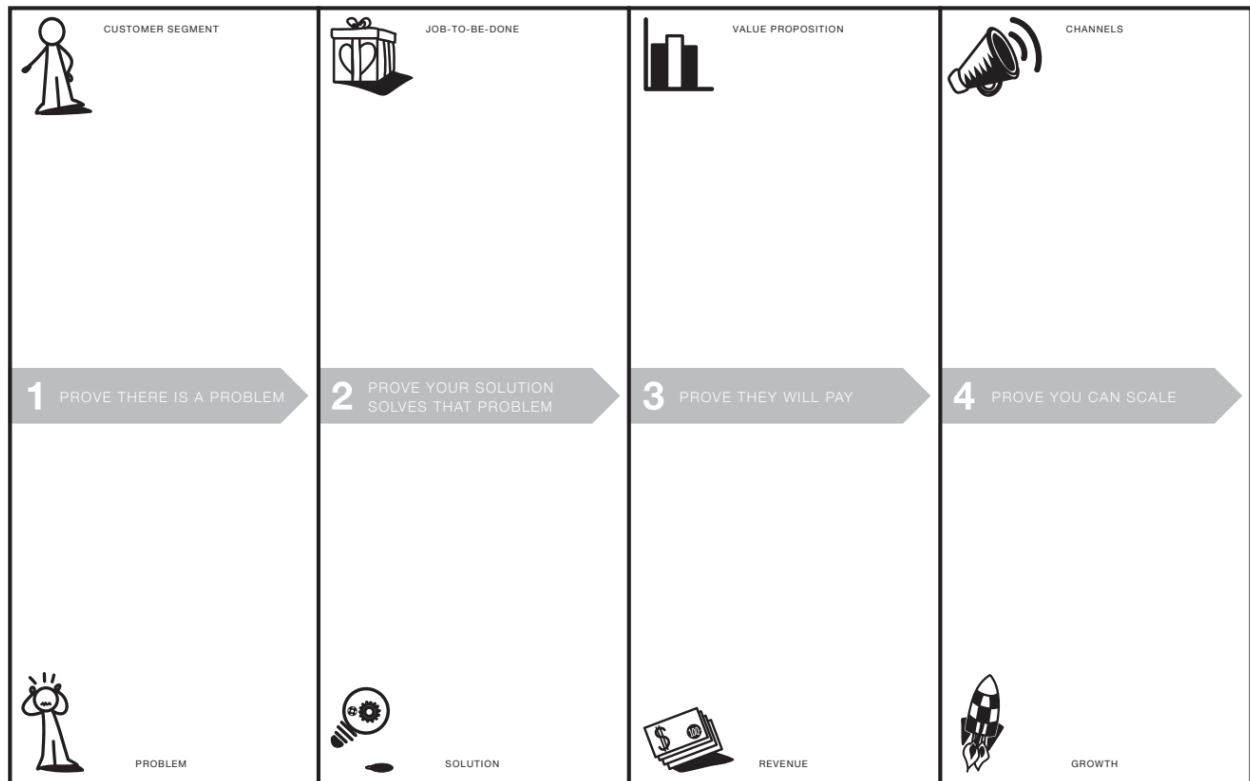
Ethics Canvas		Project Title:	Date:	Ethics Canvas v1.8 - ethicscanvas.org © ADAPT Centre & Trinity College Dublin & Dublin City University, 2017	
Individuals affected Identify the types or categories of individuals affected by the product or service, such as men/women, user/non-user, age-category, etc.	Behaviour Discuss problematic changes to individual behaviour that may be prompted by the application e.g. differences in habits, time-schedules, choice of activities, people behaving more individualistic or collectivist, people behaving more or less materialistic.	What can we do? Select the four most important ethical impacts you discussed. Identify ways of solving these impacts by changing your project's product/service design, organisation. Or by providing recommendations for its use or spelling out more clearly to users the values driving the design.	Worldviews Discuss how the general perception of somebody's role in society can be affected by the project.	Groups affected Identify the collectives or communities, e.g. groups or organisations, that can be affected by your product or service, such as environmental and religious groups, unions, professional bodies, competing companies and government agencies, considering any interest they might have in the effects of the product or service.	
1	3	4	5	6	2
Product or Service Failure Discuss the potential negative impact of your product or service failing to operate as intended, e.g. technical or human error, financial failure/ receivership/acquisition, security breach, data loss, etc.	Relations Discuss problematic differences in individual behaviour such as differences in habits, time-schedules, choice of activities, etc.	Problematic Use of Resources Discuss possible negative impacts of the consumption of resources of your project, e.g. climate impacts, privacy impacts, employment impacts etc.	Group Conflicts Discuss the impact on the relationships between the groups identified, e.g. employers and unions.		
7	8				



The Ethics Canvas is adapted from Alex Osterwalder's Business Model Canvas. The Business Model Canvas is designed by: Business Model Foundry AG. This work is licensed under the Creative Commons Attribution-Share Alike 3.0 unported license. To view a copy of this license, visit <https://creativecommons.org/licenses/by-sa/3.0/>. To view the original Business Model Canvas, visit <https://strategyzer.com/canvas>.

<https://www.ethicscanvas.org/index.html>









49 – NEXT Canvas



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<https://next.amsterdam/canvas>

NEXT
AMSTERDAM

<https://togroundcontrol.com/files/2021/01/NEXT-Canvas.pdf>

 <p>Customer Segment</p> <p>Who are you solving a problem for? The smaller and more homogeneous the better. You can more easily solve their similar huge problem. In the Scale phase, you will expand the customer segment to adjacent customer segments with similar problems.</p>	 <p>Job to be Done</p> <p>What is your customer trying to achieve? The JTBD describes why your customer might buy from you, because the reason we hire services or buy products depends on our goals and the context that we currently live in.</p>	 <p>Value Proposition</p> <p>What value are you bringing to your customer with your solution? Even when you get the solution right, you still need to bring value for the customer to pay for your solution. You want to be Notion and not MS Word.</p>	 <p>Channels</p> <p>How will you reach your customer now you are scaling? Will that be outbound or inbound? Social or paid advertising. This is closely linked to how you will make money.</p>
 <p>Problem</p> <p>What problem is your customer experiencing? Is it a vitamin or a pain killer and is it big enough to build a solution for?</p>	 <p>Solution</p> <p>How are you solving the problem of your customer and how are you fulfilling their job to be done? What type of solution do you want to build, and which features are most important?</p>	 <p>Revenue Model</p> <p>How will you make money? A subscription or one-off payments? Who is your customer and who is only using your solution?</p>	 <p>Growth Engine</p> <p>How will you grow? Will you grow via paid advertising, repeated use or word of mouth?</p>

<https://togroundcontrol.com/canvas/>

50 – Wardley Mapping Canvas

Wardley Mapping Canvas	
1. Scope <small>What is it that you are mapping? What does it include? What does it not include?</small>	3. Users <small>Who uses or interacts with the thing you are mapping?</small>
2. Purpose <small>What is the purpose of the thing you are mapping? Why does it exist?</small>	4. User Needs <small>Copy your Users over. What do your users need from you? What is each user's journey?</small>
5. Value Chain <small>Copy the Users over, with their needs underneath. What sorts of things do you need to be doing to fulfil those needs? Arrange them according to dependence – create a Value Chain.</small>	6. Map <small>Copy the Value Chain over. Place each element along the X Axis (evolution).</small>

Visible ↑

Invisible ↓

Visible ↑

Invisible ↓

Genesis Custom Product (+rental) Commodity (+utility)


Canvas designed by Ben Mosior. Visit <https://hiredthought.com/wardley-mapping> for more information.

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<https://miro.com/blog/wardley-maps-whiteboard-canvas/>

<https://hiredthought.com/2018/10/13/the-wardley-mapping-canvas/>

51 – Council Business Model

Service name				RedQuadrant 	
1) Core purpose and outcomes		4) Statutory duties		5) Core activities	
2) Core customers		3) Demand drivers		6) Key measures and assumptions?	
				8) Major current initiatives	
				7) Key partners and interdependencies	
				9) Key risks	
14) Other notes		10) Transformation / invest to save		12) Cost structure	
				13) Funding streams	

<https://www.dropbox.com/s/kag43hjvahn0ypy/RedQuadrant%20council%20business%20model%20%27c>

anvass%27.pdf?dl=0

52 – Jobs-to-be-Done Canvas

STRATEGYN
Jobs-To-Be-Done Canvas™
Powered by Outcome-Driven Innovation®
v1.9

Job Executor e.g., the end user

Core Functional Job-to-be-Done Verb + Object of the verb + Contextual clarifier

CONSUMPTION JOBS	1. DEFINE	2. LOCATE	3. PREPARE	4. CONFIRM
Executor <input type="checkbox"/> Acquire/Purchase <input type="checkbox"/> Receive <input type="checkbox"/> Install <input type="checkbox"/> Setup <input type="checkbox"/> Learn <input type="checkbox"/> Use / Interface with <input type="checkbox"/> Store <input type="checkbox"/> Move <input type="checkbox"/> Maintain <input type="checkbox"/> Repair <input type="checkbox"/> Upgrade <input type="checkbox"/> Replace <input type="checkbox"/> Dispose	Plan, Select, Determine • • • What aspects of getting the job done must the customer define upfront to proceed?	Gather, Access, Retrieve • • • What inputs or items must be located - tangible/intangible - to do the job?	Setup, Organize, Examine • • • How must the customer prepare the inputs and environment to do the job?	Validate, Prioritize, Decide • • • What must the customer verify before proceeding to ensure success?
RELATED JOBS	5. EXECUTE	6. MONITOR	7. MODIFY	8. CONCLUDE
What technology or product assumptions are you making? Or are you considering an altogether new product? Which of these jobs must be executed to support product consumption? Who is responsible for execution?	Perform, Transact, Administer • • • What must customers do to execute the job successfully?	Verify, Track, Check • • • What must the customer monitor to ensure the job is successfully executed?	Update, Adjust, Maintain • • • What might the customer need to alter for the job to be completed successfully?	Store, Finish, Close • • • What must the customer do to finish the job?
EMOTIONAL JOBS	DESIRED OUTCOMES (For core and consumption jobs)			
What other functional jobs is the executor trying to get done before, during, or after executing the core job? How do job executors want to feel by getting the job done? How do they want to be perceived by others?	Overserved (reduce cost/complexity) What outcomes do you hypothesize are not important yet highly satisfied? These are opportunities for cost reduction.		Table Stakes (must address) What outcomes do you hypothesize are very important and also very satisfied? These must continue to be satisfied.	
	Appropriately Served (maintain status quo) What outcomes do you hypothesize are neither important or satisfied? These needs should not be considered.		Underserved (add value) What outcomes do you hypothesize are very important and not well satisfied? These are opportunities to add value.	
	Irrelevant (do not address / stop addressing)			
	Outcome = Direction + Metric + Object of Control + Contextual Clarifier			

<https://jobs-to-be-done.com/the-jobs-to-be-done-canvas-f3f784ad6270>

53 – Canvas Canvas

The Canvas Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

Pain	Key activities	Value Proposition	Reason	Canvas User Segments
	Cost Structure		Disney Channel	
Rights protection		Legitimacy		

© 2014 Benoit Dessauzy
Designed by Benoit Dessauzy

What a pity, I have no logo to put here

<https://www.linkedin.com/pulse/today-i-bring-humanity-ultimate-canvas-benoit-dessauzy/>

56 – UX Strategy Canvas

UX Strategy Canvas by UXstudio

Previous business goals:

User problems (prioritized)		Intrinsic Motivations	How will we solve these problems?
Funnel Acquisition Activation Retention Revenue Referral	Metric	Value	Where is the bottleneck? How can we solve it?
Competitors Pros	Contras	Us Pros	How can we highlight our strengths? Which weaknesses can be solved easily?
		Contras	
Summary of the new strategy:			Features to kill:

<https://uxstudioteam.com/ux-blog/ux-strategy-canvas/>

57 – Learning Experience Canvas

LEARNING EXPERIENCE CANVAS com

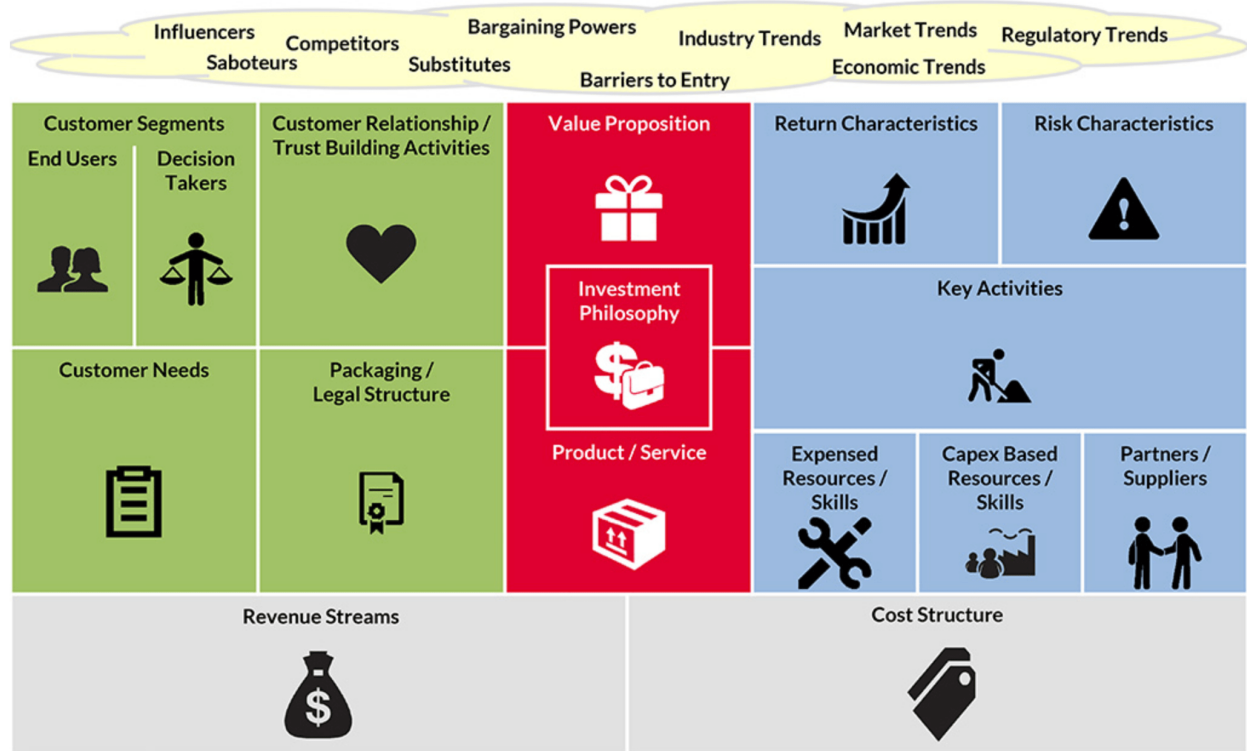
SESSION

LEARNING OUTCOMES Behavior Insight Skill Knowledge		STRATEGY	ENVIRONMENT Physical Virtual Social Cultural		LOCATION
PEOPLE			CONSTRAINTS		RESOURCES
ACTIVITIES			PROCESS		

CREATED BY NIELS FLOOR
CC BY-SA

<https://lxd.org/learning-experience-canvas/>

58 – Wealth Management Canvas



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<https://www.innovate-d.com/insight-013>

Diderich, Claude, *Initiating the Strategy Process Using Design Thinking* (March 6, 2017). Posted: 7 Mar 2017. Available at <http://dx.doi.org/10.2139/ssrn.2927941>

59 – Branding Components Canvas

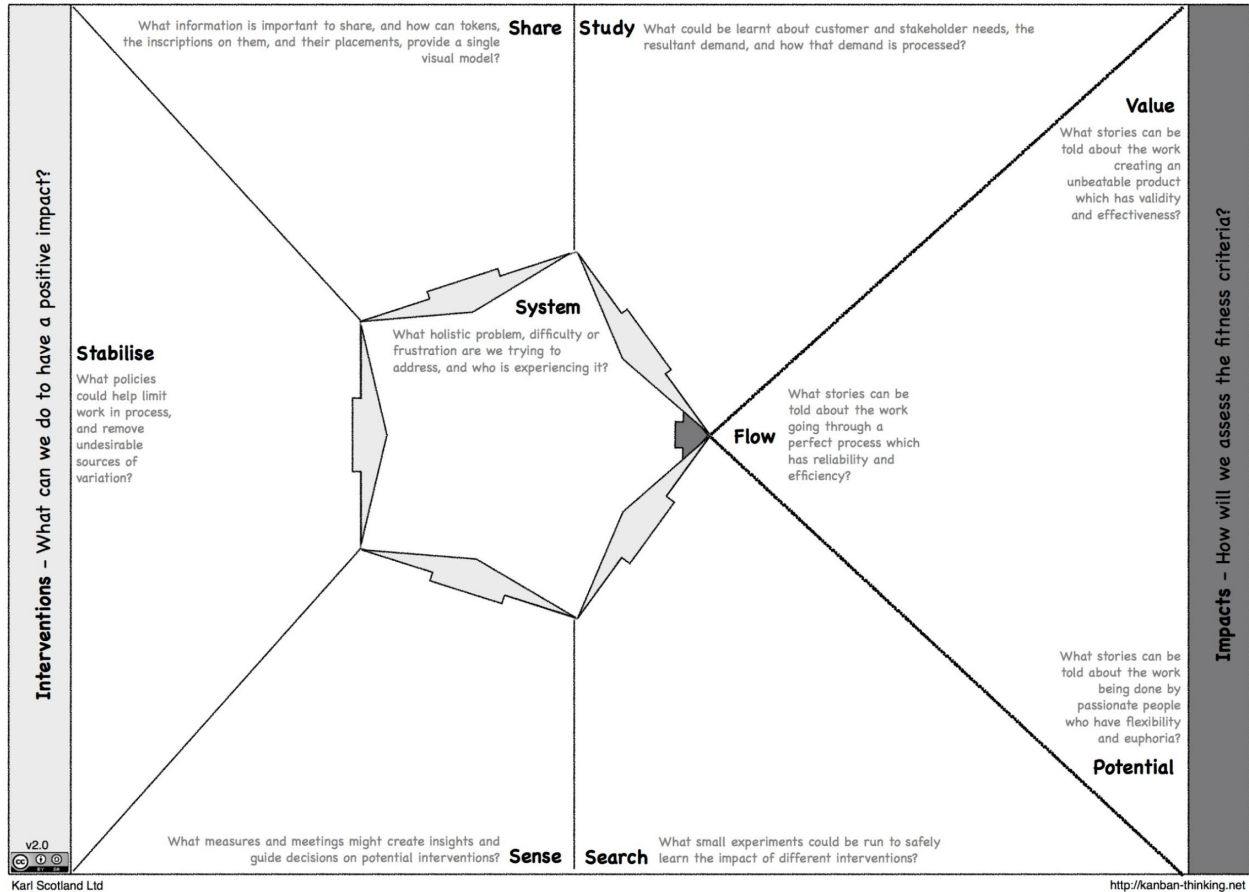
Branding Components Canvas

	Story		Symbols	Strategy
Persona A descriptive summary of your target customer (Using the Buyer Persona template)	Brand Personality 6 words that describe your brand personality, voice and values (use the Brand Personality Adjective Board for this)	Name Your business or product name	Typography The arrangement of type (typeface, size, length, spacing, etc.) that best helps convey your brand's story.	Awareness The channels, methods and materials you will use to help your target customer become aware of your brand.
	Brand Description Describe what this Brand Personality Adjective means for you and your organisation	Unique Value Proposition For _____ (target customer) who _____ (statement of the need or opportunity) our (product/ service name) is _____ (product category) that (statement of benefit) _____.	Colour Palette The 2-5 colours that represent your brand personality and help communicate your brand story to your target customers.	Sale The channels, methods and materials in your brand will present itself at the time of sale.
Hero Journey The heart and soul of your brand - the story of how your solution helps your target customer achieve their deepest held aspirations (Using the Hero's Journey Template)	Brand Adjectives Do Do use the Brand Adjective like this		Logo The primary symbol used to embody and communicate the brand.	Delivery How your branding and brand promise will be incorporated at the time of delivery.
	Brand Adjective Don't Don't use the Brand Adjective like this	Promise The promise your brand makes is a to-the-point and an easy to remember version of your positioning statement or Unique Value Proposition. The bumper sticker for your brand (2-5 words)	Imagery Example images and guidelines used to ensure the images used in conjunction with your brand are consistent with the brand story.	Use or Post-Delivery The ways in which your customers will interact with and share your brand with others.

<https://www.inboundrocket.co/>

<https://inboundrocket.co/blog/how-to-measure-the-success-of-your-brand-building-campaigns/>

60 – Kanban Canvas



<http://kanban-thinking.net/>

61 – Service Model Canvas

Service:

Created by:

Date:

USERS		SERVICE DELIVERY		PERFORMANCE
1. Users Who are / will be the service users? Who are the most important users?	2. Service proposition Why would someone use the service? What value does the service bring?	5. Actors Who is / will be involved in delivering the service? Who are / will be the key partners, suppliers and stakeholders?	6. Key activities Which key activities are required to deliver the service? What resources are required for those activities? Which are the most important activities?	9. ROI How will the service deliver an ROI? What are the costs vs the benefits? How can the service be delivered more cost effectively?
3. Channels Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available? Which channels are most cost effective? Which channels are users like to favour?	4. Usage How should / do users use the service? How frequently is / will the service be used?	RISKS		10. KPIs Which KPIs are / can be used to track the performance of the service? What are the key KPIs?
		7. Challenges What current challenges exist? What challenges do you foresee in the future?	8. Competitors What other similar services are available? Who are the key competitors? What other options do users have?	

USERS		SERVICE DELIVERY		PERFORMANCE
1. Users Who are / will be the service users? Who are the most important users? <ul style="list-style-type: none">• Music lovers – Likely to already have a well established music collection (physical or digital). Want access to lots of music and to listen to the latest tracks.• Music likers – Not as fanatical about their music but still plays an important part of their life. Might not have an established music collection and more likely to listen to the radio than their own music.• Music rarelys – Rarely actively listens to music (it might be on in the background) and wouldn't consider themselves a music lover. Will occasionally seek out music e.g. dinner party background music.• Music likers likely to be the larger group but music lovers more important as likely to be early adopters and trend setters.	2. Service proposition Why would someone use the service? What value does the service bring? <ul style="list-style-type: none">• Ability to play (almost) any music at will.• Access to music anywhere (e.g. home, work)• Discover great music• No longer have to carry music collection with you (e.g. physical CDs, MP3s).• Find out what others are listening to.• Find out what the latest music is.• Show off your great music taste to friends.• Create shared listening experiences (e.g. playlist).• Create anywhere playlists.• Run out of space on your phone / MP3 player? Never have to worry about available space again.	5. Actors Who is / will be involved in delivering the service? Who are / will be the key partners, suppliers and stakeholders? <ul style="list-style-type: none">• Support staff (e.g. customer service)• Artists• Music labels• Music bloggers and journalists• Media (e.g. Radio, music TV channels)	6. Key activities Which key activities are required to deliver the service? What resources are required for those activities? Which are the most important activities? <ul style="list-style-type: none">• Signing artists• Curating content (e.g. Playlists)• Blogging• Promoting Spotify (e.g. music festivals, music websites)• Updating website and app• Resolving support issues	9. ROI How will the service deliver an ROI? What are the costs vs the benefits? How can the service be delivered more cost effectively? <ul style="list-style-type: none">• Customers upgrading to premium subscriptions• Advertising revenue stream (free subscription only)• Partners (e.g. music labels) paying to be featured• App purchase royalties• Music royalty payments• Infrastructure costs (e.g. web servers)• Product development costs (e.g. website, apps)• Support costs (e.g. help)• Customer self service (to reduce support costs)
3. Channels Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available? Which channels are most cost effective? Which channels are users like to favour? <ul style="list-style-type: none">• Streaming via website• Mobile app• Desktop app• Apps likely to provide best user experience, but require initial download overhead.	4. Usage How should / do users use the service? How frequently is / will the service be used? <ul style="list-style-type: none">• Self-service (inc. resolving problems)• Balanced usage (to avoid peaks of demand)• Share and recommend service to friends and family• Create playlists• Download apps (e.g. mobile)• Seek out recommendations and new music• Daily usage for power users• A few times a week for regular users• Monthly, or less for infrequent users• Very long user life cycle (if the service continues to deliver and benefits outweigh the costs)	7. Challenges What current challenges exist? What challenges do you foresee in the future? <ul style="list-style-type: none">• Persuading artists to buy-in to the royalty model• Persuading customers to upgrade from the free service, to the premium service• Changing in-grained music listening habits (e.g. radio, buying albums)• Differentiating from other similar music streaming services (e.g. napster)• Technology not ready yet for all users (e.g. Broadband connection)• Music labels / Artists pulling music• Undercut by competition (e.g. subscription price)	8. Competitors What other similar services are available? Who are the key competitors? What other options do users have? <ul style="list-style-type: none">• Other streaming services e.g. Amazon Prime music, napster• Digital downloads e.g. iTunes, Google play• Illegal download sites e.g. BitTorrent• Physical music e.g. CDs• Radio• Music TV channels	10. KPIs Which KPIs are / can be used to track the performance of the service? What are the key KPIs? <ul style="list-style-type: none">• Number of subscriptions• % of premium subscriptions• Song plays• Frequency of use• Shares (e.g. playlists)• Number of available songs / artists• Customer satisfaction (e.g. Net promoter score)• App purchases• Email subscriptions• Music discovery usage (e.g. Radio, Discover feature)












<http://www.uxforthemasses.com/updated-service-model-canvas/>

www.uxforthemasses.com










62 – People Canvas - Explanation

PEOPLE CANVAS - EXPLANATION

<div><div><div>MAIN BLOCKERS WITH MAXIMUM STAKE & POWER</div><div></div></div><div><div><div>- Who has the power and inclination to derail the initiative?</div><div>- What is their primary motivation?</div><div>- Someone entrenched in the old/existing way of doing things?</div><div>- Who doesn't want to change?</div></div><div><div>ACTION STEPS – What can be done to bring them onboard? How can we reduce their impact?</div></div></div></div>	<div><div><div>WHO ELSE IS COMPETING FOR A SHARE OF THE PIE?</div><div></div></div><div><div><div>- Who else is most likely to win investor attention?</div><div>- Who else is working on something similar?</div></div><div><div>ACTION STEPS – What can we learn from competitors? How can we improve our offering to make it better? Is there an opportunity for collaboration?</div></div></div><div><div><div>SOURCE OF ALTERNATE FACTS AND INFORMATION</div><div></div></div><div><div><div>- Who has contrary facts and information to what you are trying to achieve?</div></div><div><div>ACTION STEPS – What additional data/information can we present to them?</div></div></div></div></div>	<div><div><div>WHAT ARE YOU TRYING TO ACHIEVE?</div><div></div></div><div><div><div>- What sort of balance do you want to achieve with regards to key stakeholders and people around you?</div></div></div></div> <div><div><div>SOURCE OF FUNDING AND BUDGET?</div><div></div></div><div><div><div>- Who manages the budget?</div><div>- Who can fund the initiative?</div></div><div><div>ACTION STEPS– Ensure we have a killer pitch. What sort of financial analysis is required?</div></div></div><div><div><div>BIGGEST SOURCE OF KNOWLEDGE & EXPERTISE</div><div></div></div><div><div><div>- List down SMEs to help you</div><div>- Think about the best people to include in your team</div><div>- Who is the best source of data?</div></div><div><div>ACTION STEPS– What can be done to bring them onboard? How can we reduce their impact?</div></div></div></div></div>	<div><div><div>BIGGEST SUPPORTERS WITH MAXIMUM STAKE & POWER</div><div></div></div><div><div><div>- Define key partners</div><div>- Who has the biggest network?</div><div>- Who can put in a good word for us?</div><div>- Who can eliminate obstacles?</div></div><div><div>ACTION STEPS– How do we keep them updated? How can we actively involve them to improve the chances of success?</div></div></div></div>
<div><div><div>PAINS</div><div></div></div><div><div><div>- Time investment to manage stakeholders</div><div>- Specific meetings, events, group sessions, chats that need to be set up</div><div>- Material, case studies and collateral that should be shared with stakeholders</div></div></div></div>	<div><div><div>GAINS</div><div></div></div><div><div><div>- Tangible benefits because of managing key stakeholders</div><div>- Savings in project development time and cost by managing them better</div><div>- Timely identification of the project proponents</div></div></div></div>		

<https://medium.com/@asimmehr/the-people-canvas-67902bc02a46>


















63 – Growth Hacking Canvas

The Growth Hacking Canvas					Designed for:	Designed by:	Notes:
Organic Channels 	Lexicon ABC	Brand Experiences 	Value Propositions 	Segments & Personas 			
	Assets 						
Paid Channels 	Activities 						
Promotional Infrastructure 		Branding 					

<https://www.alexandercowan.com/growth-hacking-canvas/>

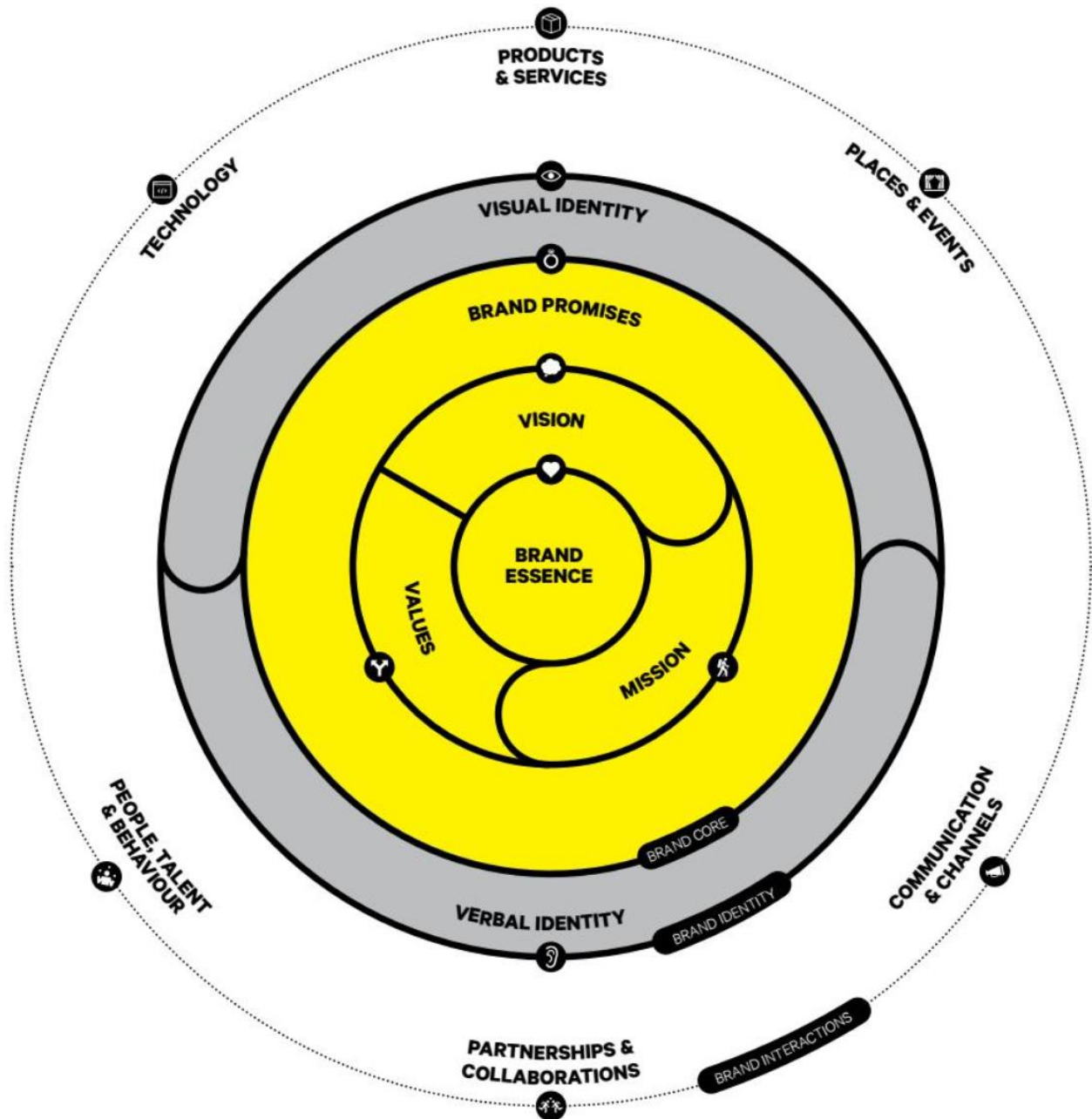
<https://www.alexandercowan.com/growth-hacking-canvas/>

64 – Brand Canvas

Story 		Symbols 		Strategy 	
 Name	Your business or product's name	 Persona	 Typography The arrangement of type (typeface, size, line length, spacing, etc.) that best helps convey your brand's story	 Awareness	The channels, methods and materials you will use to help your target customer become aware of your brand
 Positioning Statement	For (target customers) Who are dissatisfied with (current alternatives), Our product is a (new product category) That provides (key problem solving capability), Unlike (alternative) We have assembled (key whole product features).	A descriptive summary of your target customer (expanded version of customer segment in Innovator's Canvas)	 Color Palette The 2-5 colors that represent your brand personality and help communicate your brand story to your target customers	 Sale	The channels, methods and materials in which your brand will present itself at time of sale
 Promise	The bumper sticker for your brand (2-5 words)	 Storyboard	 Logo The primary symbol used to embody and communicate the brand	 Delivery	How your branding and brand promise will be incorporated at the time of delivery
 Personality	6 Words that describe your brand personality, voice and values	The heart and soul of your brand – the story of how your solution helps your target customer achieve their deepest held aspirations.	 Imagery Example images and guidelines used to ensure the images used in conjunction with your brand are consistent with the brand story	 Post-Delivery	The ways in which your customers will interact with and share your brand with others

<https://ignitionframework.com/the-brand-canvas-how-to-create-and-communicate-a-compelling-brand/>

65 – Brand Thinking Canvas




<https://www.the-brandling.com/blog/using-the-brand-thinking-canvas-digitally?rq=Brand%20Thinking%20canvas>

https://www.researchgate.net/publication/348756556_Effective_Marketing_of_Social_Enterprises_in_Africa_-_Lessons_from_Three_Peak_Performers_in_Ghana

66 – Team Working Agreement Canvas (Scrum)

Working Agreement Canvas



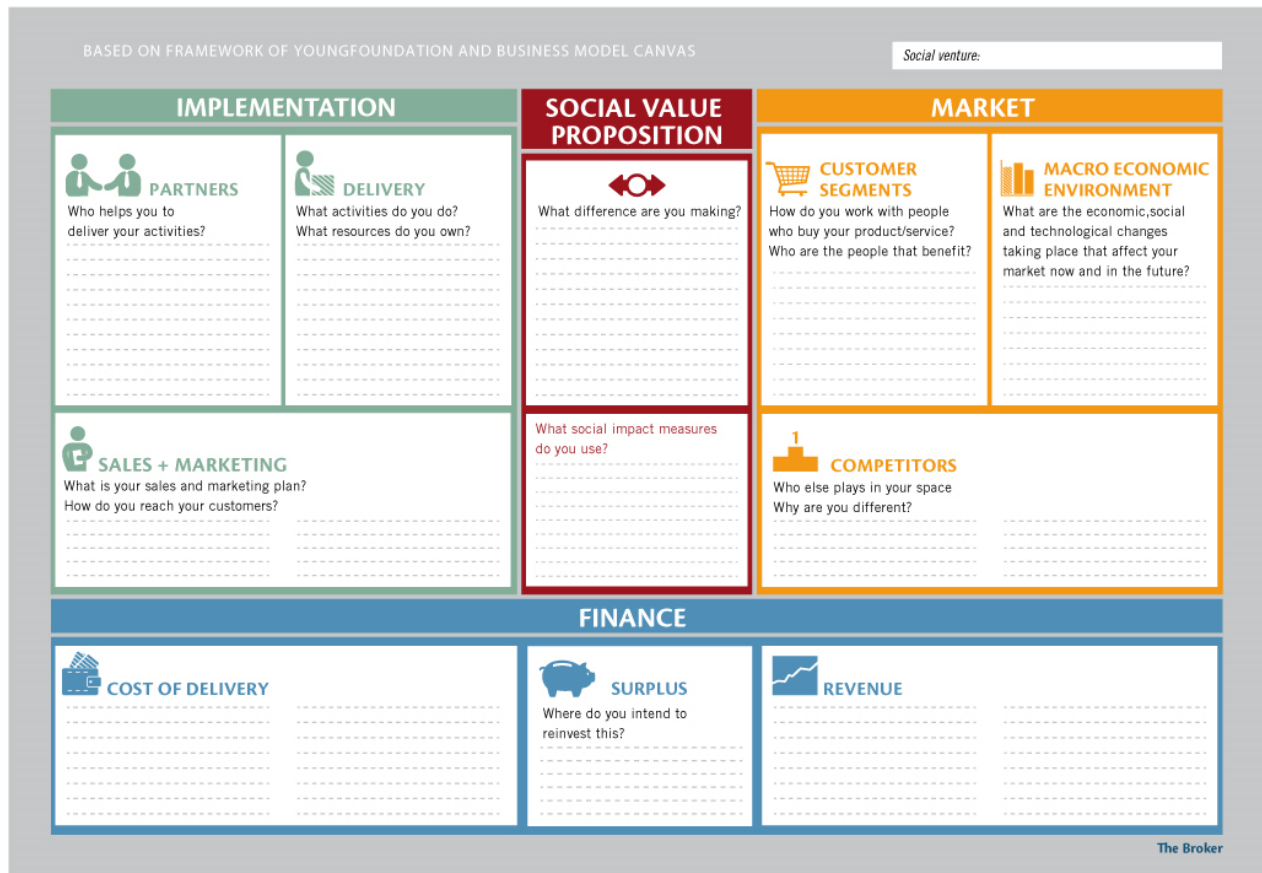
1. Team Name Something cool			2. Team Motto Can we think of a catch phrase?							
3. Team Mission Why does this team exist? How does it align to what the business wants to achieve?		4. Roles & Responsibilities Who is the PO? The SM? The other Team Members? Is there single accountability for specific things? Is there a back-up?		5. Metrics Team: Product(s): What data will we collect to see if our products are successful? If we are as a team?						
6. Strengths & Skills Besides what we were hired to do, what else do we do well? What are our superpowers?		7. Gaps & Growth Opportunities What are we lacking? How will we become more cross-functional as a team? More T-shaped as individuals?		8. Celebrate & Improve How do we want to celebrate successes? How will we have fun together? How do we plan to learn from our failures?						
9. Values <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 33%; padding: 5px;"><u>Company</u></td> <td style="width: 33%; padding: 5px;"><u>Scrum</u></td> <td style="width: 33%; padding: 5px;"><u>Team</u></td> </tr> <tr> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center; padding: 5px;"> Openness Courage Focus Commitment Respect </td> <td style="width: 33%;"></td> </tr> </table>			<u>Company</u>	<u>Scrum</u>	<u>Team</u>		Openness Courage Focus Commitment Respect		10. Norms & Guidelines What code of conduct do we want to have pertaining to: events, decision making, communication, conflict resolution, workload, collaboration, and creating an environment where everyone feels comfortable expressing their opinions without fear?	
<u>Company</u>	<u>Scrum</u>	<u>Team</u>								
	Openness Courage Focus Commitment Respect									
11. Events Sprint Length = SP: DS: SR: Retro: BLR: Time? Place? Other Attendees?										

Date:
Version:
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<https://www.scruminc.com/team-working-agreement-canvas/>

67 – Social Business Model Canvas (1)

THE SOCIAL BUSINESS MODEL CANVAS








<https://www.thebrokeronline.eu/doing-social-business-right/>

68 – Community Canvas



<https://community-canvas.org/>










69 – Work Choice Canvas

 Purpose Whose lives will I work to improve, and how?	 Development What learning will my work create?	 Company Who will I work with? In what type of organization?
 Incomes What's paying my rent, and what else am I getting out of it?	 Consequences What downsides will I need to manage?	

Work Choice Canvas | Designed by Steffen Frischat, on the shoulders of Alex Osterwalder, Jenny Blake, Frederic Laloux and many others




<https://medium.com/@steffenfrischat/stuck-in-the-wrong-job-never-again-d4585397a3b9>

70 – Team Trust Canvas

Team Trust Canvas			Designed for:	Designed by:
Clarity  A Team experiences trust when they see transparency and mistrust when things are ambiguous. How shall we build and support the clarity, openness and transparency? How can we avoid the uncertainty and vagueness?	Connection  How can we avoid the uncertainty and vagueness? It is natural for people to follow others and build relationships. How can we connect and engage with each other? How can we improve our relationships and reduce conflicts?	Compassion  Team members need to care about each other. Are we ready to show concerns? Are we ready to be compassionate?		
Values  People want to trust those who support their values. How can we align them?	Competency  We have confidence in those who stay fresh, innovative and competent. How do we grow our competency?	Commitment  We trust only those who demonstrate a commitment to action. How do we take responsibility and fulfill it?		
What else is important for us? 				
Contribution  People are motivated and engaged when they deliver results. People trust results. Is anything getting done? How do our rules and policies promote getting things done? How do our organization's culture reward results?	Consistency  We like to see the things done consistently. Is our trust and confidence rising or falling each Sprint?			
©AlexeyPikulev Trust Canvas by InTeamWeTrust.com is licensed under a Creative Commons Attribution 3.0 Unported License				

<https://inteamwetrust.com/team-trust-toolbox/team-trust-canvas/>

71 – Agile Project Canvas v.2

Problem  1		Scope • Key Features • Goals • Project Category 4 Possible technical solutions • Project Type • Systems • Tools • Language • Libraries 6		Business readiness  5		Elevator pitch <i>For [target and user] who [state a need or opportunity], the [project name] is a [project category] that brings [top benefit]. Unlike [current or competitive solution] our project [state solution differentiation]</i> 8 Desired team • Core Team • Specialists • Dependent Teams 7		Customer segments  2	
Risks • Identify risks • Identify the possibility of facing it 9									
Cost • Financial (\$) • High level Sizing • Team • Source of Funds 10					Benefits • Top 3 Benefits • Key Metrics • User and Business Value • Risk reduction • Opportunity enablement 3				
Out of scope	Unresolved	Backlog	Ready to start	In progress	Ready to discuss	Done			

<https://leanpub.com/runyourprojectagile-saidthecto/read>

72 – Culture Canvas (2)

PEOPLE → ACTIONS → RESULTS		
PURPOSE <p>What is the purpose of the team?</p>		DESIRED OUTCOMES <p>What does success look like? When are we done?</p>
WHO <p>Who is in on the team? What roles are required?</p>	SHARING INFORMATION <p>What tools do we use and how?</p>	PROGRESS & KPIs <p>What does progress look like?</p>
	MAKING DECISIONS OR SOLVING A PROBLEM <p>When do we meet in person and when online? When a problem arises, who deals with it and how?</p>	
SOCIAL PLAYGROUND <p>This is the team's agreement about communication expectations.</p> <p>Availability Responsiveness Emergency Politeness</p>	DOING WORK <p>What is the actual work that needs to be done?</p>	RITUALS <p>What do you do consistently? What are the values of the team?</p>
	STOP DOING <p>What will we stop?</p>	

<https://culturecanvas.biz/#why>

73 – Experience Canvas

Experience Canvas				
Hypothesis: We think that will have the following effect				Date:
				Iteration:
Problem <p>What triggered the hypothesis?</p> <p>Clearly list challenges, issues, analytics facts and assumptions</p>	Idea <p>Early thoughts/options to solve this?</p> <p>Best practices Patterns Comparative reviews</p>	Value <p>What is the likely user benefit and business benefit?</p> <p>Expected user gains \$ business benefits Technical benefits Competitor analysis Expected analytics change</p>	Stakeholders <p>Who needs to be happy and actually has a say in it, who needs to be informed?</p> <p>Driver: Team below Approver: 1 (max 3) Consulted Informed</p>	Personas <p>Who will use this?</p> <p>Build on the persona sets we already have or create ad-hoc personas</p>
	MVE <p>The smallest, easiest, fastest-to-make version of your idea that you can reasonably launch as an experience.</p>		Team <p>Keep it small and keep it balanced. Shouldn't overlap with Stakeholders above.</p>	
End to end demo <p>Tell a story end to end from the very beginning on</p> <p>5 key scenarios end to end as role play, sketches, lo-fi and hi-fi prototypes, real code, the MVE</p>			Test results <p>Test early and often with humans and customers</p> <p>Test results and recommendations</p>	

<https://www.atlassian.com/blog/archives/fight-the-dark-side-of-lean-ux-with-the-experience-canvas/amp>

74 – Minimum Viable Brand Canvas™ (MVB)

VITALS

ORGANIZATION:

PERSONA SEGMENT:

DATE:

ITERATION NO:

MVB CANVAS™

BUILD, TEST, AND ITERATE YOUR MINIMUM VIABLE BRAND



DESIGNED BY: Jeremiah Gardner & Dee Copeland Patience
From The Lean Brand | LeanBrandBook.com | #TheLeanBrand

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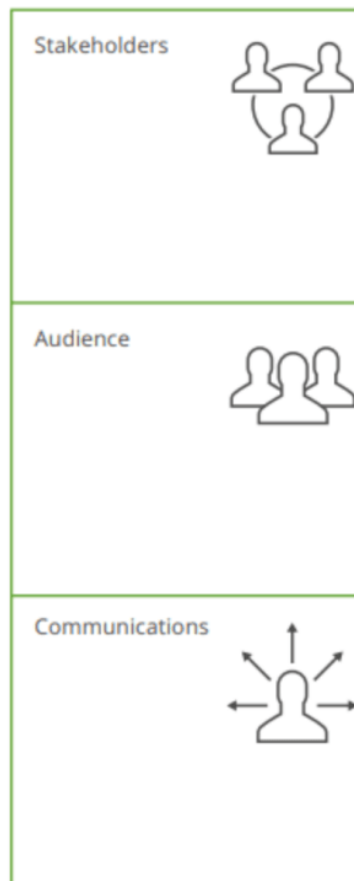
<http://leanbrandbook.com/stack/>

75 – Collaborative Innovation Canvas

ALIGNMENT



PEOPLE



PROCESS



<https://blog.hypeinnovation.com/the-collaborative-innovation-canvas-a-visual-strategy>

76 – Problem-Solution Fit Canvas

Problem-Solution Fit canvas

Purpose / Vision: _____ Version: _____

Define CS, fit into CL	1. CUSTOMER SEGMENT(S) CS	6. CUSTOMER LIMITATIONS EG. BUDGET, DEVICES CL	5. AVAILABLE SOLUTIONS PROS & CONS AS	Explore AS, differentiate
	2. PROBLEMS / PAINS + ITS FREQUENCY PR	9. PROBLEM ROOT / CAUSE RC	7. BEHAVIOR + ITS INTENSITY BE	
Focus on PR, tap into BE, understand RC	3. TRIGGERS TO ACT TR	10. YOUR SOLUTION SL	8. CHANNELS of BEHAVIOR CH	Extract online & offline CH of BE
	4. EMOTIONS BEFORE / AFTER EM		ONLINE OFFLINE	

Problem-Solution fit canvas is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License. Designed by Daria Neprikhodina / ideahackers.nl - we tailor ideas to customer behaviour and increase solution adoption probability.



IdeaHackers.NL

<https://medium.com/@epicantus/problem-solution-fit-canvas-aa3dd59cb4fe>

77 – Design Ops Canvas

Design Ops Canvas BETA

Designed for: _____ Designed by: _____ Date: _____ Version: _____

What do we do? What is the value we provide? What does "good" look like? What is our process and/or operating rhythm? What methods and tools do we use? What are our inputs and outputs? How do we work together?	Who are we?  Teammates Who are we looking for? How do we recruit people? How do we develop our people? How do we retain people? Stakeholders Who are our most valuable partners? What makes them successful? What obstacles stand in their way? How do we work with them? Support What support and resources do we need?		How do we communicate? How do we communicate internally, within our teams? How do we communicate externally, with other stakeholders? How do we educate and evangelize? How do we give and get feedback? How do we share our knowledge and new learnings?
What constrains us? What regulatory, security, or other realities constrain what is possible? How do we manage conflicts and tradeoffs? How do we manage risk?	How are we structured? Balance How do we balance autonomy and the common good?  Autonomy The freedom and independence we need to do great work. Common good The things we need to do consistently in order to work well together.	Management What is our mission? How do we set goals? How do we track and measure success? How are we structured? Who is responsible for what?	What else? What else should we be thinking about?

v 006. Last updated on 4 December 2017. Sources: Dave Malouf, Abby Covert, Kristin Skinner, Lou Rosenfeld, Dave Mastrorand.

© 2017. Please send feedback to Dave Gray, xplane.com

<https://gamestorming.com/mapping-design-operations/>

78 – Pitch Planner Canvas

PITCHPLANNER		TO	PITCH	BY
Everyone can pitch better! http://www.pitchplanner.com		Who are you pitching to?	e.g. sales pitch, investor pitch, partner pitch etc.	Who is pitching?
1 THEM Who are they? What is their world like?	2 CONTEXT How and where will you deliver the message? What is the time / space available?	3 YOU Why are you here? Why are you relevant?		
Their Needs What are their broader goals / key problems?	4 CONTENT Using information from sections 1,2 and 3 write your script on a blank sheet / cards / POSTITs & paste it in section 4.	Your Key Message What do you want them to remember?		
Their Objectives What is important for them to hear, feel or achieve?		Your Objectives What do you want them to think, feel and do?		
Their Reservations What do they hate or fear or DO NOT want to hear?		Call to Action What are you asking for? What do they get?		

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Download for a social post at: www.pitchplanner.com

<http://www.pitchplanner.com/>

79 – Partnership Canvas

AIM OF THE PARTNERSHIP

PARTNER

DESIRED VALUE

What asset do we seek to leverage from a partner?

e.g. the type of assets: land, buildings, plant and machinery, fixtures and fitting, technology, infrastructure.
Or intangible assets: goodwill, patents, copyrights, knowledge, reputation, scale, networks, channels, customers

(What is our partner willing to offer us?)

TRANSFER ACTIVITY

How will we collaborate to connect and transfer value with our partner?

e.g. collaborating teams, training, matching technology protocols, referral management systems, content creation

VALUE OFFER

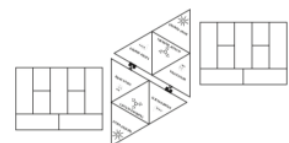
What leverage do we offer our partner?

How does our offer complement or enhance the assets we desire from our partner?
E.g. through: performance improvement, customization, design, brand value, pricing, cost reduction, risk mitigation

(What does our partner value in us?)

PARTNERSHIP CANVAS

The Partnership Canvas is best used in joint application with the Business Model Canvas (www.businessmodelgeneration.com)



Bart Doorneweert - partnershipcanvas.com


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<http://valuechaingeneration.com/2014/10/17/the-partnership-canvas/>

80 – Coaching Canvas

The Coaching Canvas <small>coachingcanvas.org</small>				
Coach:		Client:		Date:
4. Internal Conversations	2. Behaviours	1. Goal	6. Resources/Relationships	5. Required Changes
	3. Emotions		7. Strengths/Improvements	
8. Actions		9. Metrics / Dates		


Martin Alaimo
 @martinalaimo

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<http://creativecommons.org/licenses/by-sa/4.0/> - Inspired on the Business Model Canvas by Business Model Foundry AG

@kleer_la
<http://kleer.la>


<http://coachingcanvas.org/en/>

81 – Consumer Trends Canvas

CONSUMER TREND CANVAS

TREND-WATCHING

ANALYZE
APPLY

TREND

BASIC NEEDS
Which deep consumer needs and desires does this trend address?

INSPIRATION
How are other businesses applying this trend?

EMERGING EXPECTATIONS
What points of tension and new customer expectations are emerging?

DRIVERS OF CHANGE
Why is this trend emerging now? What's changing?

SHIFTS (long-term)

TRIGGERS (short-term)

INNOVATION TYPE
How/where could you apply this trend to your business?

WHO
Which customer groups could you apply this trend to?

YOUR INNOVATION

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<https://trendwatching.com/quarterly/applying-trends/consumer-trend-canvas/>

82 – Future of Work Canvas

The Future of Work Canvas

DESIGNED FOR:

DESIGNED BY:

DATE:

VERSION:

Values	People	Sustainability	Customer	Technology
	Talent		Tools	
Company Culture		Business		

DESIGNED BY: CHRIS LAKE (@lakey) at Guild.co.
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Inspired by the Business Model Canvas.

GUILD

EVERY MEMBER COUNTS

<https://guild.co/blog/introducing-the-future-of-work-canvas/>

83 – Gamification Model Canvas

GAMIFICATION MODEL CANVAS








Project name:

Design for:

On:

Design by:

Iteration:

PLATFORMS  <p>Describe the platforms on which to implement game mechanics</p> <p>What platforms do we have available for incorporating mechanics? What platforms can we use to bring mechanics to the player? What platforms will the game run on?</p>	MECHANICS  <p>Describe the rules of the game with components for creating game dynamics</p> <p>How will we use the selected components to develop behaviors? How can we explain the mechanics to our players? How can we increase the difficulty of mechanics over time?</p> <p>Examples of mechanics:</p> <ul style="list-style-type: none"> Watch this video and get 10 points Answer this survey and get expert level Complete this form and unlock this badge Buy something to complete this mission Read content before 10 minutes Recommend something and get this prize 	DYNAMICS  <p>Describe the run-time behavior of the mechanics acting on the player over time</p> <p>What dynamics will we use to create the aesthetics of our game? What dynamics work best for our players? How will these dynamics work in our game?</p> <p>Some dynamics:</p> <ul style="list-style-type: none"> Appointment Status Progression Reward Scarcity Identity Productivity Creativity Attrition 	AESTHETICS  <p>Describe the desirable emotional responses evoked in the player, when they interact with the game</p> <p>What elements will grab the attention of our players? Why should they play? How can our players have fun?</p> <p>Some aesthetics:</p> <ul style="list-style-type: none"> Narrative Challenge Relationship Discovery Expression Fantasy Submission 	PLAYERS  <p>Describe who and what the people are like in whom we want to develop behaviors</p> <p>Who are our players? What are your players like? What do our players want?</p>
COSTS  <p>Describe the main costs or investment for the development of the game</p> <p>What are the main costs of the game? What budget is available for achieving the challenges set? Can we phase costs over time, based on the achievement of objectives?</p>		REVENUES  <p>Describe the economic or social return of the solution with the introduction of gamification</p> <p>What economic or social challenges set out the game? How will we measure the success of the game? What results do we hope to achieve from the game?</p>		

WWW.GAMEONLAB.COM

Please send us your valuable feedback! canvas@gameonlab.com

Gamification Model Canvas is based on the Business Model Canvas <http://www.businessmodelgeneration.com> and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

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Villegas E., Labrador E., Fonseca D., Fernández-Guinea S., Moreira F. (2019) Design Thinking and Gamification: User Centered Methodologies. In: Zaphiris P., Ioannou A. (eds) Learning and Collaboration Technologies. Designing Learning Experiences. HCII 2019. Lecture Notes in Computer Science, vol 11590. Springer, Cham.
https://doi.org/10.1007/978-3-030-21814-0_10

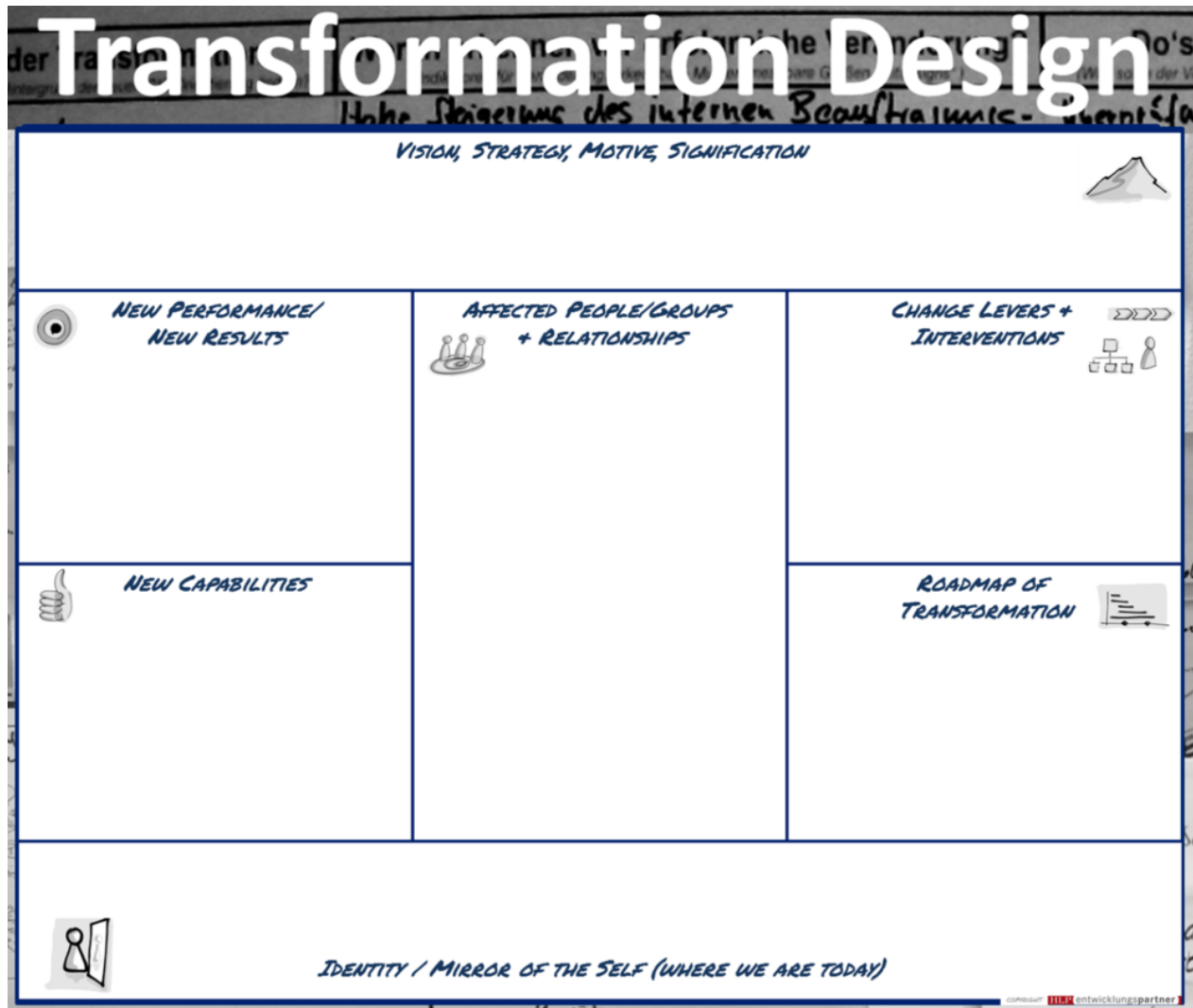
84 – Brand Strategy Canvas

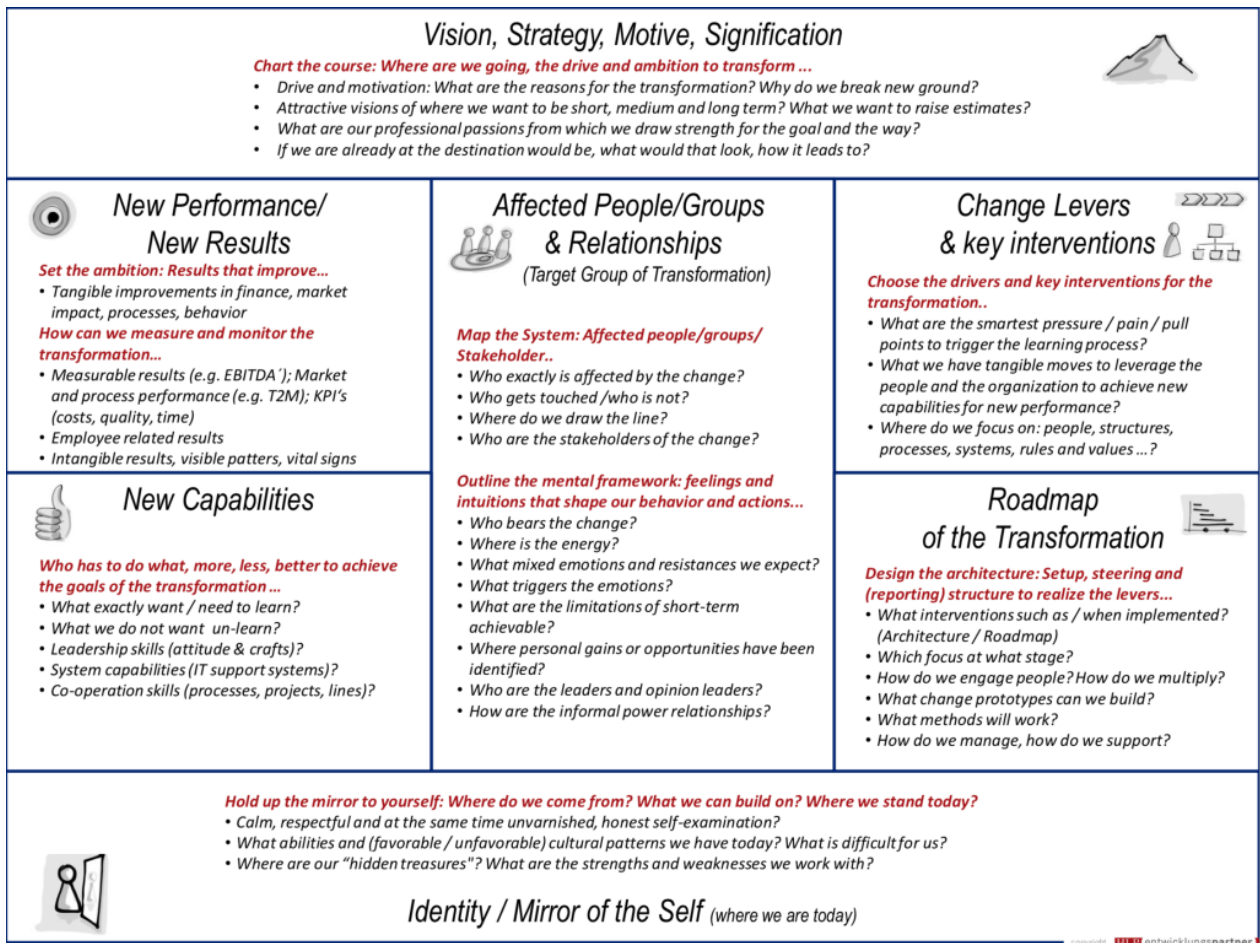
The Brand Strategy Canvas		CREATED FOR:	DATE:
		CREATED BY:	VERSION:
Customer/User Insight ^A What do people think and feel regarding the category? How are you relevant to those needs or desires? What problem(s) do you solve for them? What benefits of your company/product are most valuable to them? What most strongly influences their decisions in this category?			
Competitive Environment ^C What concepts and conventions define the category? Who are your direct and indirect competitors? What defines them? Where is the strategic void in the market? Are you disrupting the category in any way?			
Company/Product Features ^B What is the simplest description of your product and what it does? What aspects of that are different from everyone else?			
Rational Benefits ^{C D} What are the tangible benefits of the product? Which benefit is unique or most important?	Brand Positioning Statement Must meet all five criteria: important, unique, believable, actionable, sustainable.		Company Values What are the values of the company? (Usually expressed as nouns.) How do the values of the founders influence company values? How do company values influence your product, culture, or customers?
Emotional Benefits ^E What are the intangible benefits of the product? Which benefit is unique or most important?	A Audience For: Who are they and what is their most important psychographic need or desire as it relates to the brand's category?		Brand Personality What are the brand's human characteristics? (Usually expressed as adjectives.)
	B Description is: What is the simplest description of the product? Or what is the broader, more strategic frame of reference?		
	C Benefit that: What is the unique, primary benefit or point of difference of the product?		
	D Proof because: What are the factual, meaningful and provable reasons to believe the primary benefit or point of difference?		
	E Payoff so that: What is the ultimate emotional payoff for the customer or user? Does it answer the need in the audience section?		
Brand Essence What is the core idea or defining concept of the brand? Is it tangible or attitudinal? (Unique, succinct, pithy, and ideally 2-4 words.)			
Key Messages What's your story? What are the most important and differentiating aspects of the brand? How can you define them as quickly and interestingly as possible?			

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creative capital from archer ► malmo ventures

<https://caseysoftware.com/blog/brand-strategy-canvas>



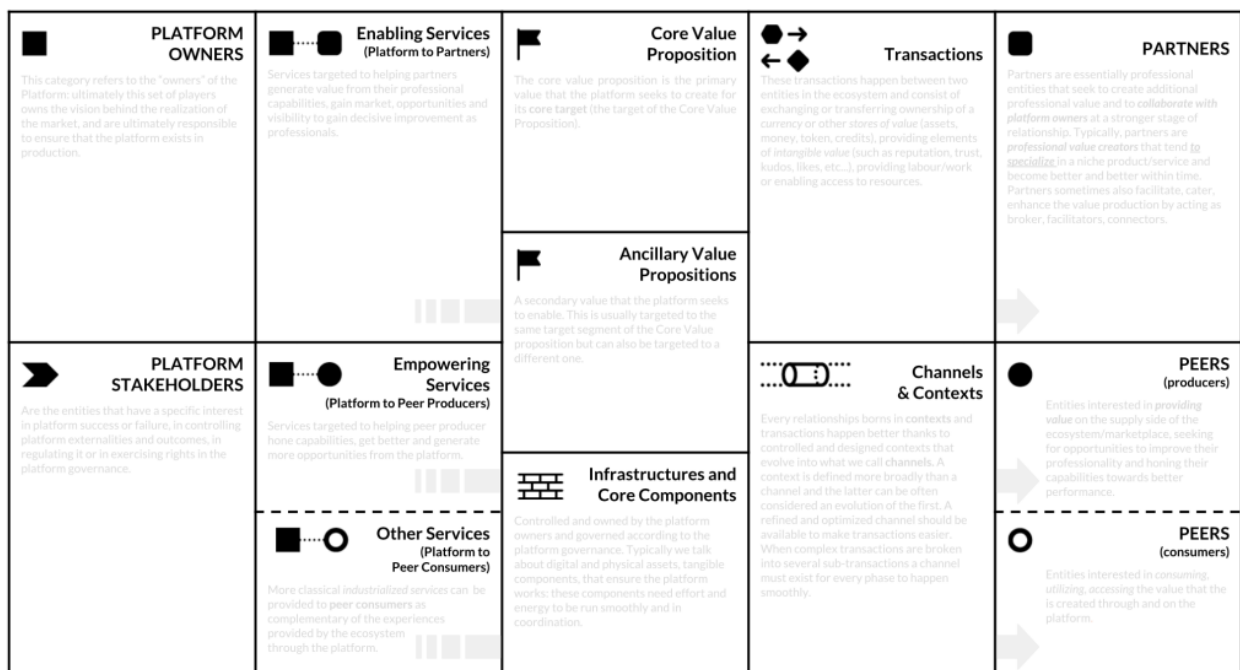


<https://leanchange.org/2013/09/building-capability-with-transformational-design/>

86 – Platform Design Canvas

THE PLATFORM DESIGN CANVAS PLATFORM DESIGN TOOLKIT 2.1

notes



PLATFORM VISION ECOSYSTEM DYNAMICS

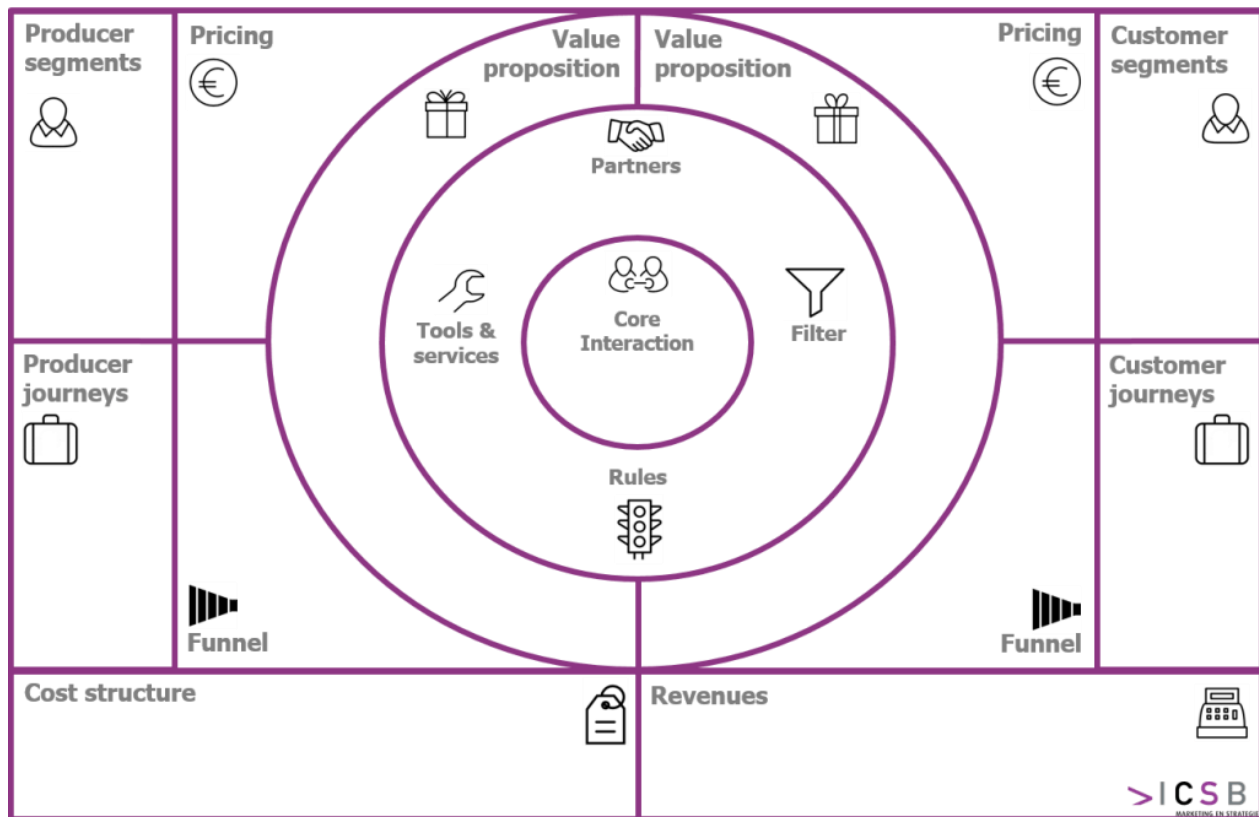


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<https://stories.platformdesigntoolkit.com/releasing-platform-design-toolkit-2-1-6d0a973e0ea9>

Digital platform canvas



<https://icsb.nl/artikelen/new-business-model-canvas-for-digital-platforms/16>

88 – Canvas4Change v.08

canvas4change

Draft v0.8 - Feedback via change@each.de

Prerequisites			Change			Expectation	
Culture	Commitment	Communication	Observe	Learn	Adjust	Business Vision & Goals	
Company and employee culture reflects, for instance, in communication transparency, error handling, or in dealing with change. 1. Are cross-company values defined and are they widely observable? 2. Do cross-business values support employees in acting in a self-determined and socially manner? 3. Do the company values support transparent communication and decision? 4. Is there an established feedback loop supporting organizational learning and development? Recommended visual tools: Culture Map	Support of the change program and its implementation by all parts and levels of the organization. 1. Are the organizational expectations clearly expressed in its vision, strategy and goals/objectives? 2. Are expectations met by appropriate culture and examples of model behavior? 3. Are expectations adjusted according to the internal and external business environment conditions? 4. Are internal conditions adjusted in favor of the holistic change program? Recommended visual tools: Vision Map, Culture Map, Radar Board	Concise, transparent and goal-oriented communication in all parts of the organization. 1. Does the communication have into account the relationship between objectives, conditions and necessity (needs)? 2. Is the communication adapted to each affected employee in their specific context? 3. Are the visual tools of the organization, implementation, and change strategy used to support transparent communication? Recommended visual tools: Stability Tree & Control Map, Radar Board, Process maps, Competency Map	Independent and varying methods for observing organizational preconditions and the implementation of change. 1. Is independent monitoring established to track progress and to continuously review the necessity of the implementation? 2. Do you continuously observe the requirements and conditions with respect to the organizational vision and goals? 3. Do you have changes of responsibility and processes into account? Recommended visual tools: Stability Tree, Radar Board, Process maps, Job-to-be-done, Customer journey, Design Thinking	Learning from actual observations in comparison to the vision and goals/objectives and vision. 1. How learning objectives and priorities have defined at the different organizational levels? 2. Do you regularly compare the status quo with the learning objectives and business values? 3. Are internal factors and preconditions critically reviewed, and are possible obstacles to change being identified? Recommended visual tools: Business Model Canvas, Canvas value proposition, Stability Tree & Control Map, Radar Board, Design Thinking	Adjust and change to move towards achieving the goals/objectives and vision. 1. Are adjustments made based on the implementation objectives and the behavior of relevant stakeholders? 2. How the meaning and the consequences of the adjustment have clearly communicated? 3. Are the conditions for the adjustment and their implementation met? Recommended visual tools: Process Map, Product Map, Process canvas, Competency Map Recommended action: Design Thinking	Business Vision & Goals Vision and goals/objectives of the company are a guide and benchmark for all areas of the enterprise. 1. Do you have a clear and compelling business vision? 2. How you derived a business strategy from this vision? 3. Do you have short, medium and long-term objectives based on this business strategy? 4. Do the adjustments have actual, needed conditions and capabilities into account? Recommended visual tools: Vision Map, Map canvas, Control Map	
Sense	Resources	Skill	Implementation			Improvement Vision & Goals	
Issues such as driver and mediator to track the meaningfulness of all activities and changes against the goals/objectives. 1. Are strategy, goals/objectives and inherent conditions established against the market conditions and competitors? 2. With respect to their vision, are the strategy, implementation and adjustment balanced from time to time against the objectives/goals and vision? 3. Do you think it important to communicate the meaningfulness of the change program and related activities? Recommended visual tools: Stability Tree, Control Map, Radar Board, Design Thinking, Vision Map	Resources to support the implementation of the change program, if necessary in the long-term. 1. Are the expectations, goals and efficiency and efficiency and according to the objectives? 2. Are the resources and efficiency and efficiency and according to the objectives? Recommended visual tools: Stability Tree, Radar Board, Job-to-be-done, value proposition Canvas	Build up knowledge and experience, use it goal oriented and benefit continuously from learning. 1. Are the conditions (culture, resources, processes, ...) for learning, review and learning appropriate and available? 2. Is active learning and creative group work encouraged? 3. Are education and training in line with the organizational vision, strategy and goals, and do they also allow for personal priorities? Recommended visual tools: Radar Board, Recommended action: Design Thinking, structured learning, Recommended organizational vision, Process maps and Roles	Operational Strategic plans and procedures provide direction and form the bridge between the goals, other goals, and preconditions. 1. Does the implementation strategy consider the current situation and conditions? 2. Does the implementation strategy consider the actual company environment or obstacles originating from corporate culture, implementation history, and/or previous change efforts? 3. Do you have defined sufficient observation points to be aware of and react timely to any business environment changes? Recommended visual tools: Stability Tree, Control Map, Radar Board, Design Thinking, Strategic Communication Canvas			Strategic Operational implementation strategy needs to be in balance with observation, learning and adjustment. 1. Is the implementation aligned towards flexibility and transparency? 2. Does the implementation take into account any changes of the internal or external business environment? 3. Is progress shown in a visually comprehensible, transparent and understandable way? 4. Are the requirements/preconditions sufficiently observed and the results included in the planning? 5. Are a simple factor and tool being used to improve communication and common understanding? Recommended visual tools: Radar Board, Control Map, Value proposition Canvas Recommended organizational vision, Process maps and Roles	Improvement Vision & Goals Vision and goals specifically for change/ improvement and its implementation. 1. Do you have a clear reason for the change? 2. How you defined the situation after the change/implementation and is it in line with the vision and goals of the organization? 3. Do the improvement objectives reflect the specific situation and opportunities of the organization? 4. Is it clear where the obstacles to change/ improvement are? Recommended visual tools: Stability Tree & Control Map, Vision & Future Vision Map, Design Map, Radar Board, Design

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<http://canvas4change.de/overview/2013/canvas4change-canvas-for-change>

89 – Project Canvas (design)

Project		Motivation			PROJECT CANVAS
Participants List the team members, stakeholders and third parties involved in the project. Indicate their names, titles and role on the project. You can also show dependencies.	Goals Indicate the primary objectives of the project, including success metrics. Distinguish between program goals and project goals in separate lists, if necessary.	Users List the users of the product or service as target groups or segments. Also indicate more specific information about users, such as persona names, if available.	Activities & Deliverables List the types of tasks and actions the team will take to reach the project goals. For each, indicate the outcomes and documents that will result from the activity. This does not include working documents, project plans and similar.	Assumptions Indicate the general assumptions the team is making about the project and solution. If possible, list the riskiest assumptions first.	
		User Benefits Show the overall value proposition and benefits users will get after the project is successfully completed.			
Risks Identify possible future events without unknown outcomes that could have a negative impact on the project. Also indicate possible mitigation measures for each, if possible.	Milestones List the key dates and events that frame the overall timeline of the project.	Constraints Identify the limits and conditional requirements that directly affect the deliverables, activities or project as a whole.	Scope Indicate the breadth of the product or service to be included for consideration for this project, including what is out of scope.		
Project End					

<https://experiencinginformation.com/2012/08/05/the-project-canvas/>
















<https://uxtogo.wordpress.com/2012/05/25/the-project-canvas-defining-your-project-visually/>

90 – Project Initiation Canvas (Service Design)

PROJECT INITIATION CANVAS

Project Title :
Department :

Date : / /

1. Context Existing context of the service. The Strength / Weaknesses / Opportunities / Threats Suggested Online method  S.W.O.T.	3. Methods Methods that enable your team to understanding the project's context, generate ideas and testing the service before implementation. Suggested Online method   Co-Design Visualisation	6. Proposition The objective of the project try to achieve. Define the measure of success. Suggested Online methods   Brief 5Ys	8. Resources Resources that support the service (eg: time, cost and knowledge etc) Suggested Online method  Service Matrix
2. Stakeholders People who are involved in the project / service. From project authority, service provider to users. Also the relation between them. Suggested Online method  Actors Map	4. Users Understand the user not only from demographic and geographic information. Also their behaviour and psychological point of view. Suggested Online methods   Profile Persona	7. Activities Service touch point involved from pre-service, during and after-service. Suggested Online methods    Service System Journey Mapping Storyboard	9. Sustain Methods to sustain the project and maximise the result and impact. Suggested Online methods   Blueprint Specification
5. Have Your Say Comments / metaphors from the users and service provider about the existing services. Suggested Online method  Co-Design			

https://issuu.com/icarr/docs/msp_report_web

MARKETING CAMPAIGN MODEL CANVAS

<https://www.slideshare.net/b2bento/mktg-campaign-modelcanvas>

92 – Negotiation Canvas

NEGOTIATION CANVAS

Title: _____ Date: _____

1) MY DESIRED OUTCOME <i>What do I want?</i>		2) THEIR DESIRED OUTCOME <i>What do they want?</i>	
3) MY KEY INTERESTS <i>Why?</i>	7) MY BARGAINING CHIPS <i>What do I have that they value?</i> <div>☆☆☆</div>	8) THEIR BARGAINING CHIPS <i>What do they have that I value?</i> <div>☆☆☆</div>	4) THEIR KEY INTERESTS <i>Why?</i>
5) MY WALKAWAY ALTERNATIVE <i>What will I do if we do not reach a deal?</i>		6) THEIR WALKAWAY ALTERNATIVE <i>What will they do if we do not reach a deal?</i>	
9) POSSIBLE SOLUTIONS <i>What solutions could work for both of us?</i>			
PS 1		PS 2	
10) AGREEMENT <i>What did we agree to?</i>			

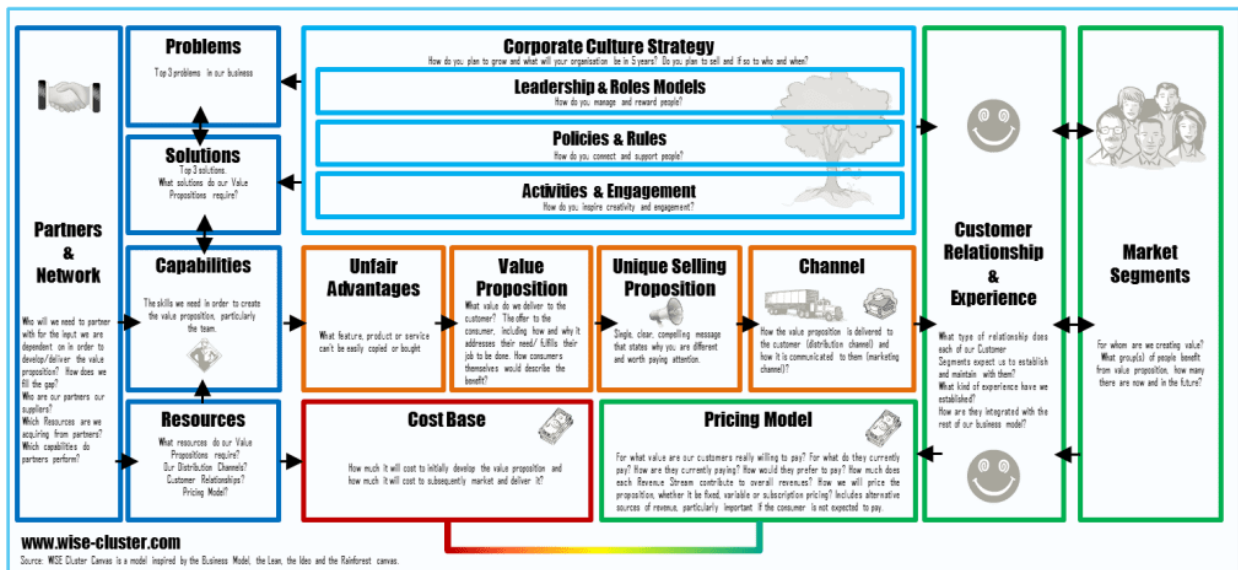
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 To view a copy please visit: <https://creativecommons.org/licenses/by-nd/4.0/>
negotiationbydesign.com



<https://negotiationbydesign.com/>


93 – Wise Cluster Canvas (1)

WISE Cluster Canvas



<http://wise-cluster.com/business-model-innovation/>

94 – Research to Impact Canvas



Research to Impact Canvas - (empty) editable version

For more information about business model canvas: <http://bit.ly/BusModCanvas>
 (adaption of the Business Model Canvas by A.Poetz & D.Phipps)
 with thanks to: Michael Johnny, Krista Jensen, Simon Landry of York University's KMB Unit
 for use by research project teams to quickly sketch out a complete KT or commercialization plan

Project Title: _____ **Funding Start Date:** _____ **Funding End Date:** _____

What is the stakeholder need you will be addressing: _____

IMPACT desired (what changes you are hoping to achieve/contribute toward achieving): _____

1. Stakeholder(s) (Target Audiences, Customers or End Users)	2. Stakeholder Engagement (CO-PRODUCTION)	3. Benefit of the RESEARCH for Stakeholders	6. Key Project & KTEE Activities	8. Key policy/practice or industry partner(s)
4. DISSEMINATION & Communication		7. Key Resources Needed to Deliver the Benefits for Stakeholders (in #3)		

5. What are the UPTAKE and IMPLEMENTATION benefits for stakeholders?

9. Budget for doing the project & KTEE activities

Notes about use of this Research to Impact Canvas:
 This tool is intended to be used for each individual research project. Within each research project will be multiple stakeholders for which the project delivers multiple benefits. Each benefit can be matched to each stakeholder segment, using either colour coding or numbering.
 The research to impact canvas is intended to be a 1-page quick snapshot of your plan. Bullet points only, no full sentences.
 Suggest printing this on 11x17" paper (or @64% on 8.5x11"), and using post-it notes to answer the questions to limit how much you can write, helping to keep each entry brief.

Short-term changes take less than 12 months to achieve
 Medium-term changes take between 1-5 years to achieve
 Long-term changes take more than 5 years to achieve
 KTEE Knowledge and Technology Exchange and Exploitation – both commercialization (technology and economic) and Knowledge Translation (e.g. social such as policy and practice changes)

<https://kidsbrainhealth.ca/index.php/impact/tools-for-impact/>

95 – Civic Tech Project Planning Canvas

Problem Statement
 What is the issue we are trying to solve?
 What are the primary challenges?

The Problem

CIVIC TECH PROJECT Planning Canvas

Users & Those Impacted
 Who will use this app/project/tool?
 Create personas or user stories based on archetypes of your target audience.
 Who will this project affect and how?
 Who is the primary beneficiary?
 Where could you encounter users for feedback?

Features & Benefits
 What will your app/project/tool do?
 What are the core essential features/components required for this project to be successful?
 How does each feature address a need or goal in your user stories/personas?
 How will it provide benefits?

Key Activities
 How will this app/project/tool come to life?
 List the tasks required to implement the project's main features.
 How will this app/project/tool get to its intended audience?
 How will we promote adoption?
 How will we maintain momentum for the development of this project?
 How will we keep the end product evergreen?


Partners
 Who could help us create this project?
 What existing organizations can help you obtain Key Resources?
 What other existing community groups will have an interest in bringing this project to life?

Project
 What will we create for the user?
 How is this addressing the Problem Statement and the Users?
 What are the goals or metrics for success of this project in the next 3 months, 6 months, 1 year?

Key Resources
 What resources are needed to complete the Key Activities for this project?
 Will you need access to a dataset or subject matter expertise?
 Where will you need help?
 Start to discuss what types of technologies would be best suited to address the requirements of this project.

The Solution

The Logistics

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<https://www.open-austin.org/civic-tech-canvas/>

96 – Media Planning Canvas

[illegible]

<https://www.jaimefernandez.com/presentando-el-media-planning-canvas/>

97 – Project Review

★ EVENT/PROJECT: _____

OUR OBJECTIVES ... WERE MET? WHY WERE THEY MET / NOT MET?

1. _____

2. _____

3. _____

4. _____

5. _____

OBSERVATIONS:

GOING FORWARD WE WILL...

...CONTINUE TO:

...STOP DOING:

...START TO:

POST-MORTEM: DATE: _____ TIME: _____ LOCATION: _____

©2016 www.hannahsanford.com

<https://hannahsanford.com/2016/11/boost-your-performance-with-regular-post-mortems-2/>

98 – Digital Leadership Canvas

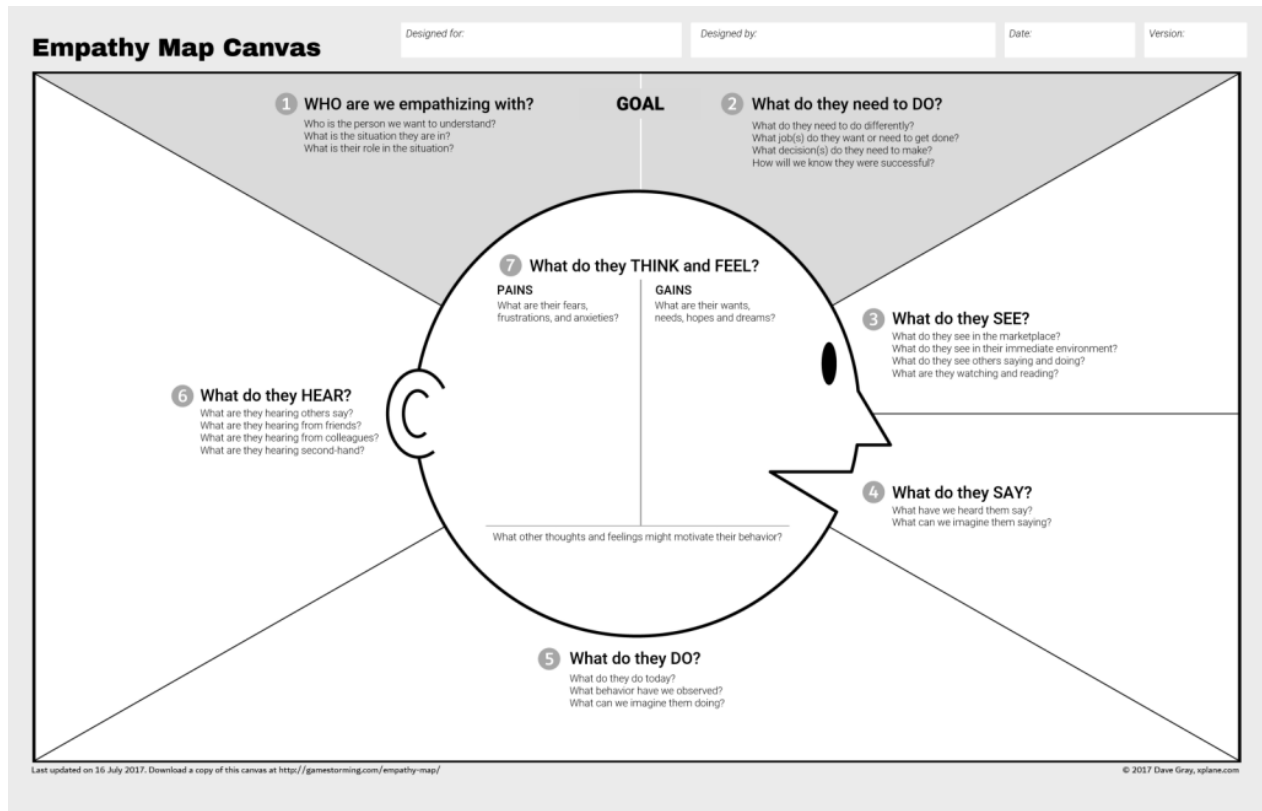
Leading in times of digital change with the Digital Leadership Canvas

Company, Organisation, Project			Name, Date	
My management and leadership qualities <small>DIVERS:</small> What visions, values, competencies and knowledge define my leadership qualities? What drives me forward? What makes me a role model?	My digital leadership style <small>SUPER POWERS:</small> What aspects of Digital Leadership do I already live? Which of my visions, values, knowledge and competencies are my super powers that enable me, as a Digital Leader, to lead my team to success?	My leadership network <small>RESOURCES:</small> Who are my travelling companions, backers, cheerleaders and supporters?	How do others perceive my leadership style? <small>CHANGE OF PERSPECTIVE:</small> How do I motivate them? Why do they support me? Which of my visions, values, knowledge and competencies define me as a Digital Leader in their eyes?	Our vision of Digital Leadership <small>GUIDING IMAGE:</small> Digital Leaders are disruptive and innovative, are courageous leaders, have excellent social skills, and are determined. They develop and share their vision with the team and empower others. They relinquish control and orchestrate possibilities. They work with data and their intuition. They approach topics with scepticism, and new ideas and people with openness. (You can insert additional items, or cross out existing ones, here.)
2	3	4	5	1
My / our challenges <small>ANALYSIS:</small> How will we, as Digital Leaders, become a bridge between the classical and digital worlds? Where do we have difficulty living our vision and achieving our objectives (field 1)?	My / our development barometer <small>MONITORING:</small> How can we measure our progress towards Digital Leadership? How do we define our progress? How do we reward ourselves?	My / our solutions <small>ACTIONS:</small> What development requirements do I / we have? What resources do I / we have that enable us to tackle my / our challenges (field 6)? What actions do I / we need to take in order to achieve our objectives (field 1)?		
6	8	7		

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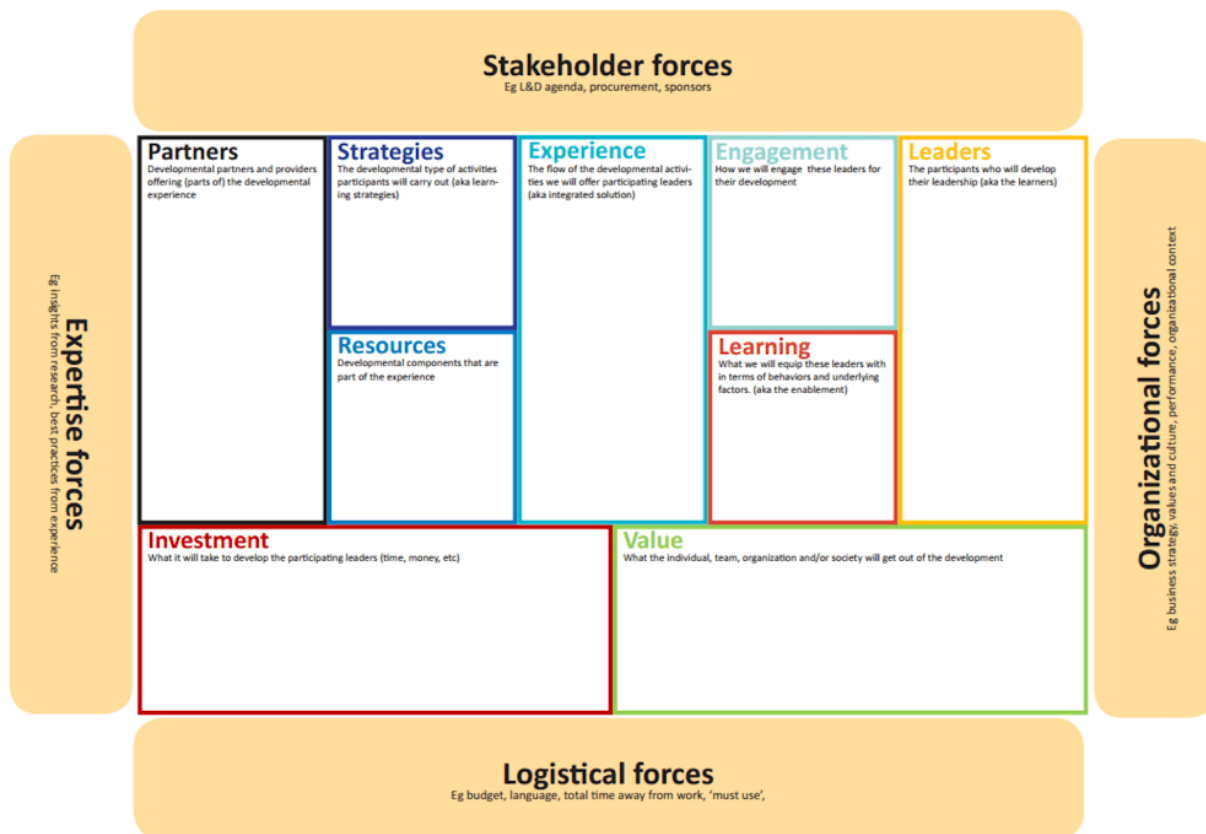
<https://ahoi-innovationen.de/leadership-canvas/>

99 – Empathy Map Canvas (2)



<https://medium.com/the-xplane-collection/updated-empathy-map-canvas-46df22df3c8a>

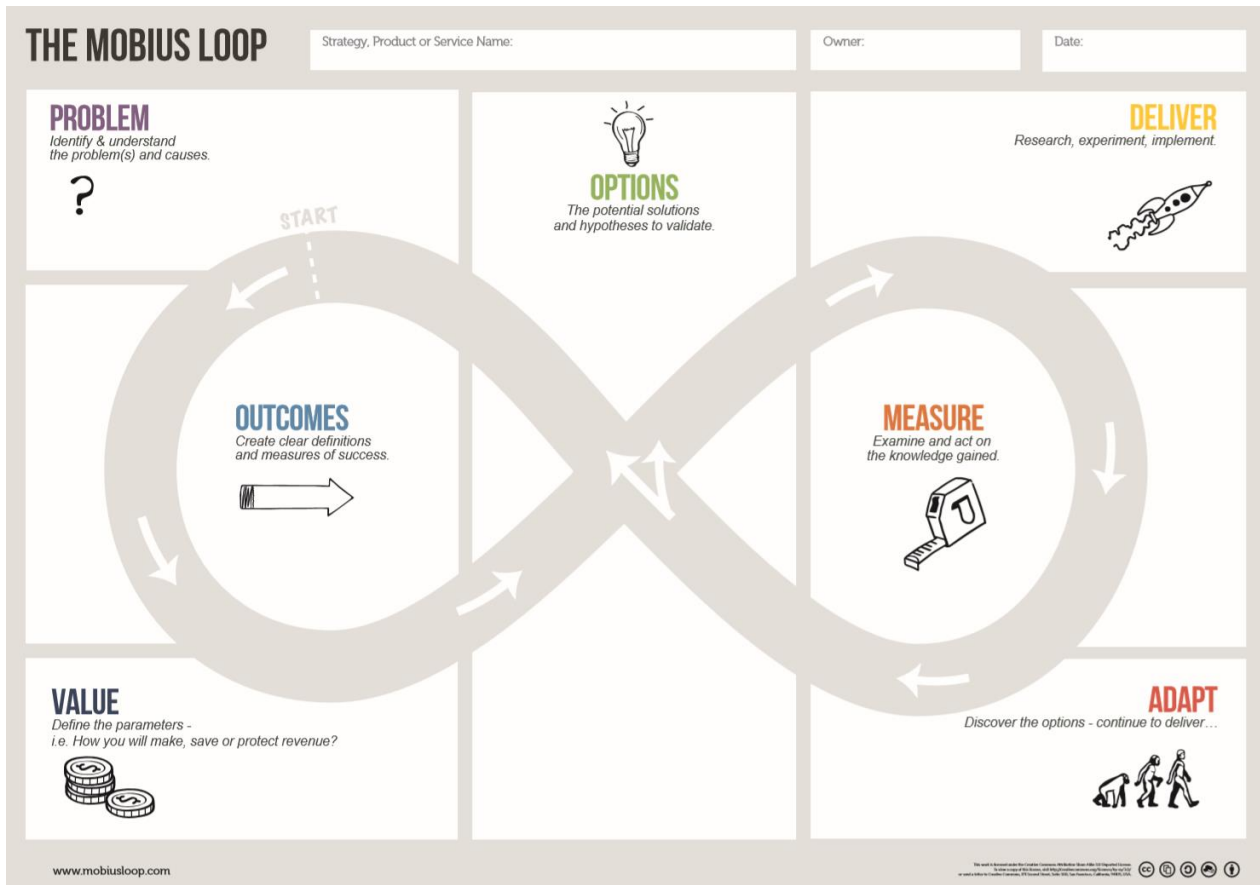
100 – Leadership Development Canvas



Adapted from the Business Model Canvas (strategyzer.com)

<https://www.ccl.org/articles/leading-effectively-articlesblog/leadership-development-canvas/>

101 – Mobius Loop



<https://mobiusloop.com/>

102 – Consumer Trends Canvas (2)

CONSUMER TREND CANVAS TREND: _____

1. ANALYZE

Basic Needs
Which deep consumer needs & desires does this trend address?

Drivers of Change
Why is this trend emerging now? What's changing?
Shifts: Long-term, widespread macro changes Triggers: Recent, short-term changes or technologies

Emerging Consumer Expectations
What new consumer needs, wants and expectations are created by the changes identified above?
Where and how does this trend satisfy them?

Inspiration
How are other businesses applying this trend?

2. APPLY

Innovation Potential
How and where could you apply this trend to your business?

Who
Which (new) customer groups could you apply this trend to? What would you have to change?

YOUR INNOVATION(S!)

trendwatching.com

<https://trendwatching.com/trends/consumertrendcanvas/>

103 – Cultural Value Proposition Canvas

Cultural Value Proposition Canvas
Impacting "the ideas, customs & social behaviour of a particular people or society"

Designed for: _____ Brand Idea: _____

On: _____ Date: _____ Iteration: _____

Consequence This reflects an evaluation of how many people's lives will be influenced in a good or bad way. In other words, the more people a CVP might affect, the more valuable it is. Score: 0 1 2 3 4 5 6 7 8 9 10	Timeliness Newer is better, and stories grow old in a hurry. What evidence and data is there to suggest it is becoming popular? Will it co-incide with an event? Score: 0 1 2 3 4 5 6 7 8 9 10	Cultural Value Proposition What value do we deliver to the individual or the community? How do we add value not noise? Which cultural needs are we satisfying?	Human Interest People are interested in other people. Taking a glimpse at somebody else's life appeals to a emotional and social part of human nature. How will a CVP effect lives and relationships? Score: 0 1 2 3 4 5 6 7 8 9 10	Conflict By standing against or being threatened by something the emphasis can make a CVP more understandable and drive people to join or sign up. This can also help signal "who" an idea is for because a CVP for everyone can be a CVP for no one. Also referred to as tension or controversy, stories get more interesting when crafted from strife. Score: 0 1 2 3 4 5 6 7 8 9 10
Proximity How close is it to our audience, their friends, families or the places that have meaning for them? Near and relevant beats distant. People focus on what is related to them and their day to day life. Score: 0 1 2 3 4 5 6 7 8 9 10	Prominence Related to human interest. People are more interested in famous people than in non-famous people. What names or salient symbols can we use? Score: 0 1 2 3 4 5 6 7 8 9 10	Existing Expectations What is the current individual or community experience? What is the functional, social and emotional status quo? How and by whom are they being served? What do we need to overcome and how do we over-deliver? Score: 0 1 2 3 4 5 6 7 8 9 10		
Value Impact What will our intervention enable people or communities to do? What "intense response" do we seek? What do we want them to think, feel and do? What scale & term: micro or macro, short or long? Score: 0 1 2 3 4 5 6 7 8 9 10				

*Few stories and ideas score highly against all six heuristics, but most good ones will score over seven in a minimum of at least two or three.

<https://davidjcarr.wordpress.com/2016/07/01/beyond-a-beautiful-tension-brand-ideas-and-cultural-conflict/>

104 – User Centred Design Canvas

User Centered Design Canvas by The Rectangles








3. PROBLEMS	4. MOTIVES	1. BUSINESS	8. COMPETITIVE ADVANTAGES	6. SOLUTIONS
		2. USERS		
	5. FEARS			
		9. UNIQUE VALUE PROPOSITION	7. ALTERNATIVES	



User Centered Design Canvas is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License – you can use it in any way you like as long as you give credits to The Rectangles by mentioning the authors or linking the site therectangles.com.

<https://ucdc.therectangles.com/#what>

105 – Startup Ecosystem Canvas v.1

STARTUP ECOSYSTEM CANVAS beta v1				
It takes a city to raise a startup. Plot out your local ecosystem below to help newcomers.				
1. IDEA 			EVANGELISTS 	Successful local founders who lead the ecosystem & frequently mentor newbies
1. Inspire Startup Media: Centralized local info, listings, news Inspirational Events: Open, inclusive beginner events	2. Educate Best Practices: Beginner knowledge-sharing events Training & Feedback: Skill & idea development programs	3. Validate Team Formation: Resources & events for teaming up Build First Product: Hackathons & resources to build		
2. LAUNCH 			GOVERNMENT 	Public organizations that facilitate local economic development
1. Start Establish: Law firms & banks for startups Workspace: Co-working and flexible workspaces	2. Develop Formalize: Accounting, Dev & HR Prepare for Seed: Incubators & advanced mentorship	3. Launch Seed Accelerators: Seed funding mentor programs Pitch & Demo: Show startups for seed investment		
3. GROWTH 			TALENT 	Local Universities: Major business or technical universities Local Employers: Major technical employers with a large workforce
1. Recognition Investor Networking: Connect founders & prof. investors Major Media: Mainstream local business press	2. Funding Angels / Micro-VCs: Seed-stage investors Venture Capitalists: Series A and beyond	3. Growth Infrastructure: Office space, HR, insurance & more Expansion: Growth accelerators/consultants		
SUCCESS STORIES 				
Successful homegrown companies that have raised significant institutional funding, employ a large workforce, or have achieved liquidity.				
Learn more about the Startup Ecosystem Canvas at http://fi.co/canvas <small>This worksheet is intended for printing on legal paper. This work was developed under a Creative Commons Attribution-NonCommercial 4.0 International License.</small>				

<https://fi.co/insight/to-grow-your-local-startup-community-first-map-it-out-introducing-the-startup-ecosystem-canvas>

106 – Satisfaction vs Loyalty

Name		Date							
The service is ...		Provided from who to who?							
<p>The service consists of...</p> <table border="1"> <tr> <td>I think</td> <td>KPI What is your measurement of success?</td> <td>The customer thinks</td> </tr> <tr> <td colspan="3" style="height: 150px;"></td> </tr> </table>				I think	KPI What is your measurement of success?	The customer thinks			
I think	KPI What is your measurement of success?	The customer thinks							
The client journey looks like this...									
		Ideas for improvement							
I need to find out more about...		<p>Action Plan</p> <table border="1"> <tr> <td>Who....</td> <td>...will do what...</td> <td>...when?</td> </tr> <tr> <td colspan="3" style="height: 50px;"></td> </tr> </table>		Who....	...will do what...	...when?			
Who....	...will do what...	...when?							

Tom Venning ©2018

[https://img1.wsimg.com/blobby/go/5768211c-9e7e-4bbf-804c-](https://img1.wsimg.com/blobby/go/5768211c-9e7e-4bbf-804c-511888df4dbf/downloads/Customer%20Satisfaction%20vs.%20Loyalty%20A3%20worksheet.pdf?ver=1564586040315)

[511888df4dbf/downloads/Customer%20Satisfaction%20vs.%20Loyalty%20A3%20worksheet.pdf?ver=1564586040315](https://img1.wsimg.com/blobby/go/5768211c-9e7e-4bbf-804c-511888df4dbf/downloads/Customer%20Satisfaction%20vs.%20Loyalty%20A3%20worksheet.pdf?ver=1564586040315)

<https://b2b-training.com/videos>

107 – Service Logic Model Canvas

Key Partners From our point of view: <ul style="list-style-type: none"> • Who are our key partners? • What are the roles of our partners? • What resources do we need from our partners? • How do the partners benefit from the cooperation? From customer point of view: <ul style="list-style-type: none"> • How does the customer experience our partners? • What kind of partnerships does the customer have and how should they be taken into account? <p style="text-align: right;">⑦</p>	Key Resources From our point of view: <ul style="list-style-type: none"> • What skills and knowledge do we need? • What other material and immaterial resources and tools are required? From customer point of view: <ul style="list-style-type: none"> • What skills and knowledge is required from the customer's side? • What other customer's material and immaterial resources and tools are required? <p style="text-align: right;">⑥</p>	Value Proposition From our point of view: <ul style="list-style-type: none"> • What value are we selling? • What are the elements of our offering? • What is unique in our offering? From customer point of view: <ul style="list-style-type: none"> • What value is the customer buying? • What are the elements of customer needing? • Which customer's challenges and problems need to be solved? <p style="text-align: right;">②</p>	Value Creation From our point of view: <ul style="list-style-type: none"> • How is our offering embedded in the customer's world? • How can we facilitate the customer to reach their goals? From customer point of view: <ul style="list-style-type: none"> • How does the value emerge in customer's practices (also from mental and emotional experiences)? • How are customer's long term benefits accomplished? <p style="text-align: right;">③</p>	Customer's World and Desire for Ideal Value From our point of view: <ul style="list-style-type: none"> • How do we get a deep insight and holistic understanding of customer's world (context, activities, practices, experiences), their future strategies, and customer's customers' world? From customer point of view: <ul style="list-style-type: none"> • Why does the customer buy? • What kind of benefits does the customer aspire? • Functional • Economic • Emotional • Social • Ethical • Symbolic • If there were no limits, what would be the customer desire for ideal situation and world? <p style="text-align: right;">①</p>
Cost Structure From our point of view: <ul style="list-style-type: none"> • What are the costs inherent in our business model? • What are our other sacrifices? From customer point of view: <ul style="list-style-type: none"> • What costs and other sacrifices are required from the customer? <p style="text-align: right;">⑨</p>	Revenue Streams and Metrics From our point of view: <ul style="list-style-type: none"> • What is our earnings logic and how is our financial feedback generated? • How can we apply customer value-based pricing? • What else valuable do we get than money? • What are the key performance metrics of our business success? From customer point of view: <ul style="list-style-type: none"> • For which benefits is the customer really willing to pay and how? • What is the financial value that the customer gets? • What are the key performance indicators of customer's business and how are we following them? <p style="text-align: right;">⑤</p>			

<http://www.naplesforumonservice.it/uploads/files/jukka.pdf>

Ojasalo, J., and Ojasalo, K. (2015), "Service logic business model canvas: implications for service business", Proceedings of the QUIS14 Quality in Service Conference, 18-21 June 2015, Shanghai, China.

<https://www.emerald.com/insight/content/doi/10.1108/JRME-06-2016-0015/full/pdf?title=service-logic-business-model-canvas>

108 – Systems Thinking Canvas

SYSTEMS THINKING CANVAS

DATE: _____

VERSION: _____

What system are you thinking about?

PARTS

What parts are present in the system? Parts can be people, ideas, artifacts, supplies, symbols, technology and colors.

WHOLES

What wholes are present in the system? Wholes can be groups of people, culture, ideas, technologies, etc.

RELATIONSHIPS

What interactions between the parts and wholes are present in the system?

BOUNDARIES

What boundaries are present in the system? What important differences are present?

PERSPECTIVE

What perspectives are in the system? What is your perspective in the system?

PATTERNS

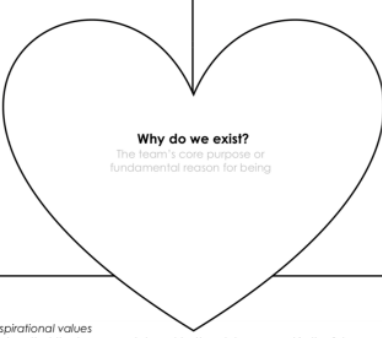
What patterns are present in the system? What do you hear/see repeatedly?


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Created for the participants of the Visual Practice Systems Scribing Lab
November 1, 2019


http://visualpracticeworkshop.com/wp-content/uploads/2017/12/SystemsScribing_Harvest.pdf

109 – Team Alignment Canvas

Team Alignment Canvas		Team	Planning period	Last updated
Who does what? <small>Name, title and purpose for each team role</small>	How will we succeed? <small>Strategies for success</small>	What do we do? <small>Simple, direct explanation of team activities</small>	What's most important, now? <small>Areas for priority and ongoing focus</small>	
			Priority objectives <small>Current objectives for improvement and focus</small>	
			Standard operating objectives <small>Ongoing team priorities that we must focus on</small>	
				
Why do we exist? <small>The team's core purpose or fundamental reason for being</small>				
How do we behave? <small>Behaviours and values required for success</small>	Aspirational values <small>Values that the team needs to get better at, to succeed in the future</small>	Permission to play values <small>Minimum standards of behaviour in the team</small>		
Core values <small>Deeply ingrained principles that define the way the team works</small>				


STRATEGY FIELD GUIDE
strategyfieldguide.com

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<https://zbi.kmz.mybluehost.me/strategyfieldguide/wp-content/uploads/2019/11/Strategy-Field-Guide-Team-Alignment-Canvas.pdf>

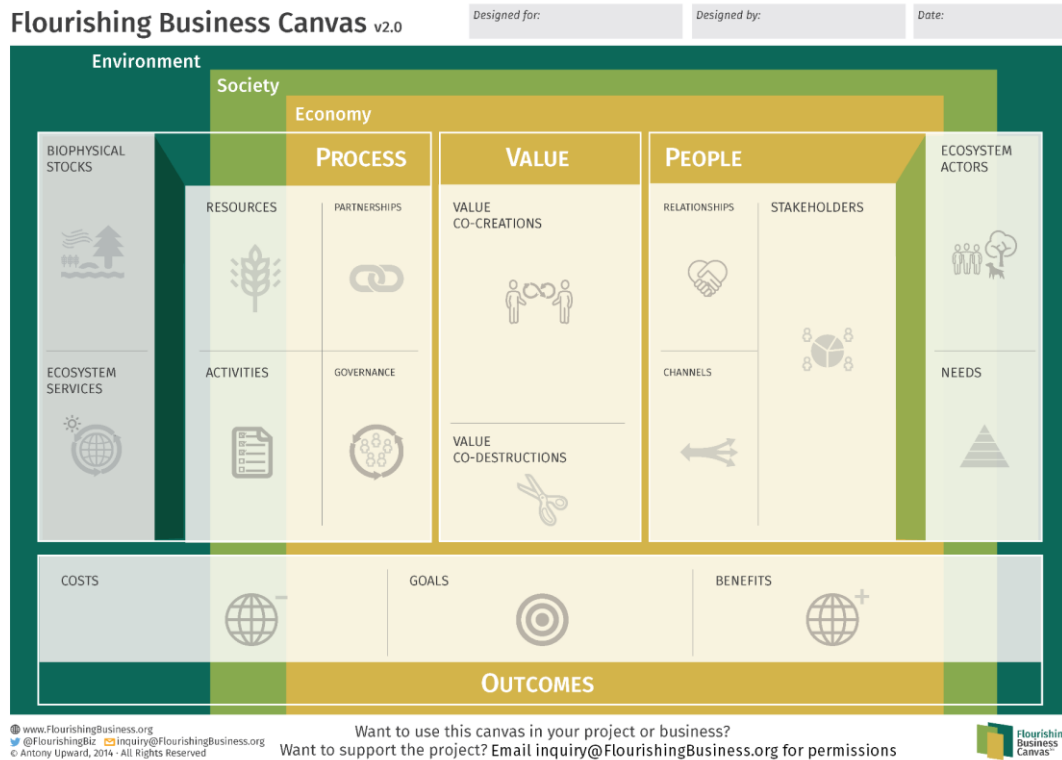
110 – Alignment Canvas

studio rupt Alignment Canvas		Department/Team/Individual	Period:	Date: Iteration:
Vision	1	Contribution		
Tactics	2	3	6	4
		Goals	Targets	Partners
				5
				Health Metrics
				7

www.studiorupt.com

<https://studiorupt.com/the-alignment-canvas/>

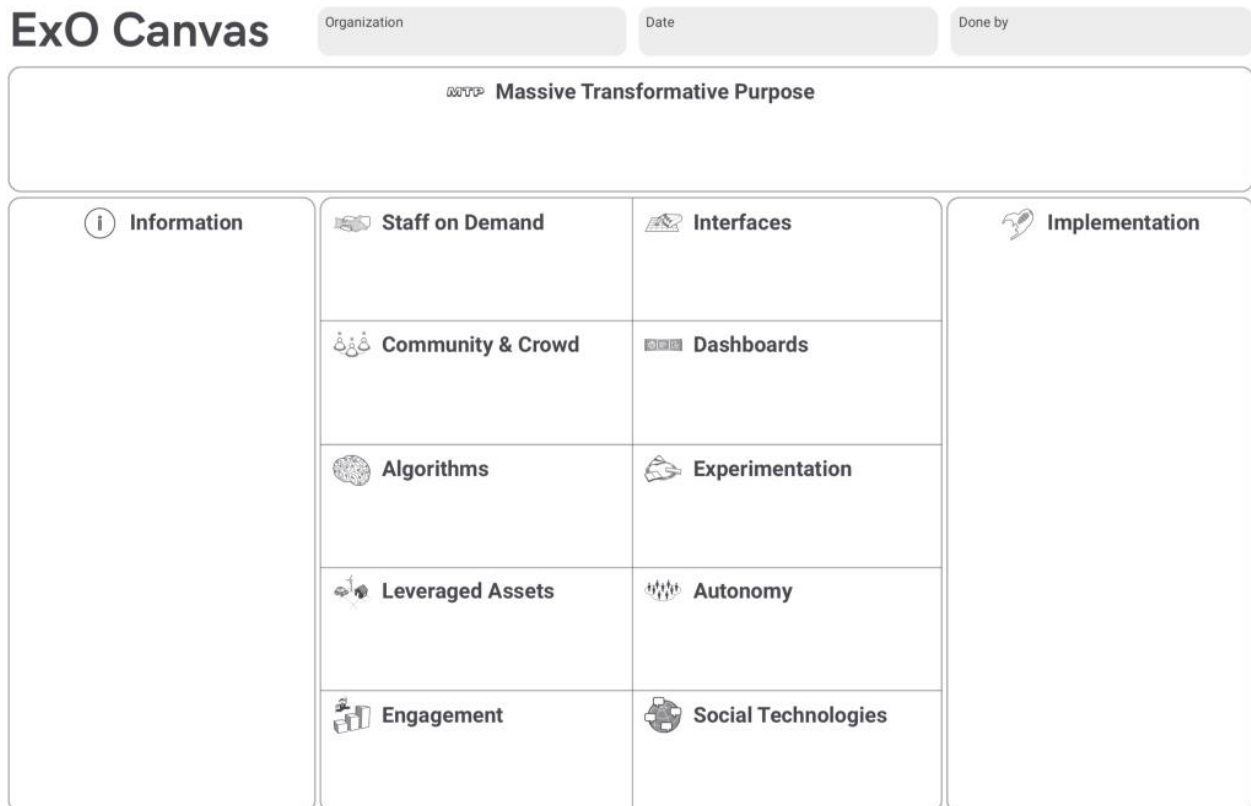
111 – Flourishing Business Canvas



<http://flourishingbusiness.org/the-toolkit-flourishing-business-canvas/>

112 – ExO Canvas

ExO Canvas



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ExO Canvas V2.0 Co-created by a group of innovation experts from all around the world. Further information at www.exocanvas.com

openexo

ExO Canvas

Organization

Date

Done by

Massive Transformative Purpose

Why does the organization exist?

What is the target of the organization?

What is the purpose of the organization?

Do kids and grandmas understand it?



Information

What data do we have?

What data do we need?

How will we collect data for the algorithms?

Is the data we need available?

Can we buy it? Rent it? Make it?



Staff on Demand

Can we build a cloud of external "employees"?
How could we have the best employees for each activity?
How should we find and hire? By using an agency? Direct?
Local? Remote? Platform?



Community & Crowd

Is there an existing community we can leverage?
How will we turn external community into advocates?
How will we create value for my community?
How can the community create value for my product?



Algorithms

Why are we developing algorithms?
Which labor/activity/task can we automate?
Which algorithm/systems/platforms are you going to use to process/leverage the information you have?



Leveraged Assets

What type of fixed costs can we move off the balance sheet by renting them?
What processes can we outsource?
Is there spare capacity lying around which we could re-purpose?



Engagement

What contests/promotions can be created to increase customer acquisition?
How can we leverage gamification to improve our products and services?
How can you make people use your product every day?



Interfaces

Can we build an API that connect our systems with the community?
Can we create a marketplace to drive growth?
What can we do to provide my product/service in a self-service mode?



Dashboards

Why do you need to have real-time data?
What real-time data do you need to track/measure?
What systems will you use in order to measure that data?
What will you do with this data?



Experimentation

What do you want to learn and what experiments will you run to do it?
How will you measure the success of the experiments?
How can we encourage experimentation within the organization?



Autonomy

How can we reduce decision-delay or approval-chains?
How can we avoid too much management and allow the staff to grow?
Is there a framework/tools we could use? (OKR, Holacracy, etc.)



Social Technologies

How will we leverage social technologies to improve communication (within our team/community/clients)?
What social network/tools can we use?
Can we use social tools to do some of the work for us?



Implementation

How will we implement the right culture along the whole organization? How will we measure it?

How will we drive the organization toward the MTP? How will we measure it?

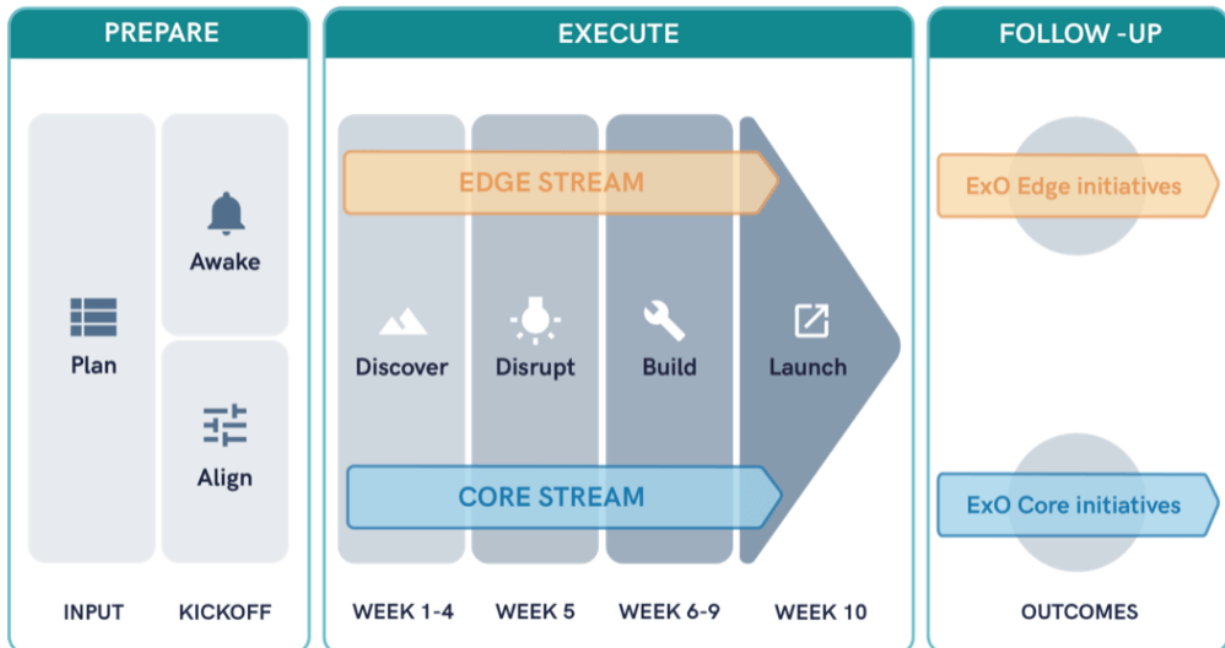
What collection of projects should we run to implement the above attributes?

What are the key elements everyone on the team has to agree on?



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ExO Canvas V2.0 Co-created by a group of innovation experts from all around the world. Further information at www.exocanvas.com



<https://www.openexo.com/>

113 – Competitive Positioning Canvas

COMPETITIVE POSITIONING CANVAS

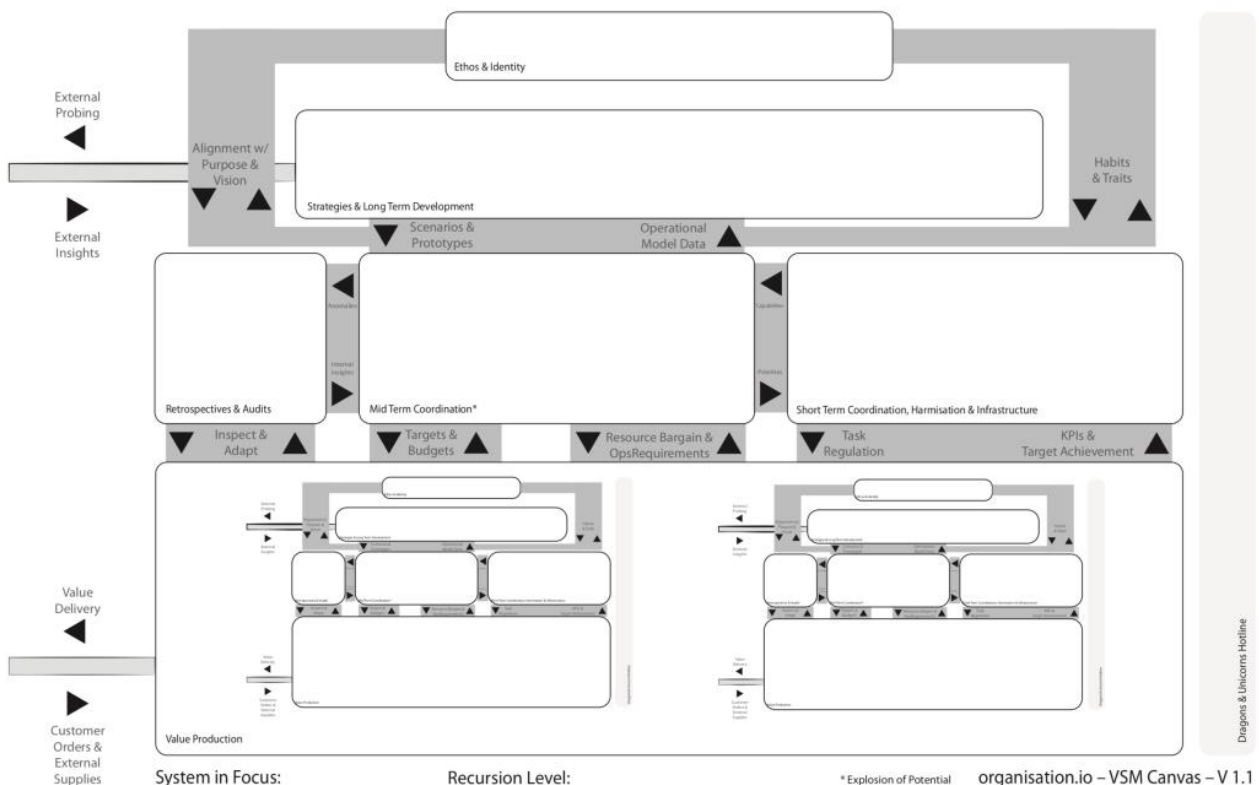
Customer jobs-to-be-done		Rational decision factors		Emotional decision factors
Customers / Job(s) to be done		Value	Costs	
Needs and desires derived from customer jobs-to-be-done		Must have & nice to have traits <ul style="list-style-type: none"> Features Ease of use/ sophistication Offerings quality Configurability Support service Availability Uniqueness Customization 	Price & cost of access <ul style="list-style-type: none"> Cheapest Value for money Competitive price Premium price Perceived free goodies Price transparency Finding costs Cost of access Due diligence costs Reputation/Brand value 	<ul style="list-style-type: none"> Personalization Choice Uniqueness Fair price Trust Status Popularity Reputation
Value proposition / Offering	Unique	<ul style="list-style-type: none"> Capabilities Technologies Know-how and experience Access to natural resources Patents and intellectual property Features Novelty 	<ul style="list-style-type: none"> Pricing model Bundling Distribution network 	
	Superior	<ul style="list-style-type: none"> Quality of offering After-sales support Skills of labor Quality and quantity of natural resources Quantity of features 	<ul style="list-style-type: none"> Price level Search costs to find offerings Due diligence costs 	<ul style="list-style-type: none"> Perceived innovativeness Access to customers Distributors Perceived offering status Opinion leaders/influences
	Indifferent	<ul style="list-style-type: none"> Easily replicable traits Traits with a competitive disadvantage Functions required to get the job done but not explicitly valued by customers 	<ul style="list-style-type: none"> Easily replicable traits Traits with a competitive disadvantage Functions required to get the job done without explicit customer price sensitivity 	<ul style="list-style-type: none"> Easily replicable traits Traits with a competitive disadvantage Must have functional requirements without any emotional importance/relevance

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<https://www.innovate-d.com/insight-101/>

114 – Viable Systems Model Canvas v 1.1







<http://intelligente-organisationen.de/free-release-viable-system-model-canvas>

115 – Team Alignment Map

Team Alignment Map

Mission:
Period:

<div> Joint Objectives  </div> <div>What do we intend to achieve together?</div>	<div> Joint Commitments  </div> <div>Who does what?</div>	<div> Joint Resources  </div> <div>What resources do we need?</div>	<div> Joint Risks  </div> <div>What can prevent us from succeeding?</div>

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DESIGNED BY: Stefano Mastrogiacomo
teamalignment.co

<https://www.teamalignment.co/tools>

Avdiji, Hazbi; Chandra-Kruse, Leona; and Missonier, Stephanie, "Sharing Leadership through Digital Collaborative Objects" (2018). Research Papers. 151.

https://aisel.aisnet.org/ecis2018_rp/151

116 – Startup Canvas v.2

Startup Canvas

https://www.basverhoeven.me/startup-canvas

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The diagram is a business model canvas template. It features a central diamond shape divided into four quadrants, each containing a QR code and the text 'Quick Pitch'. The quadrants are labeled: Top (Target Segments), Bottom (Problems & Needs), Left (Early Adopters), and Right (Whole Product). Surrounding the central diamond are eight rectangular sections, each with a QR code and a title: Top-Left (Target Segments), Top-Right (Added Values), Bottom-Left (Cost Structure), Bottom-Right (Earning Strategy), Middle-Left (Early Adopters), Middle-Right (Whole Product), Far-Left (Problems & Needs), and Far-Right (Strategic Partners). Each section contains a brief description of the component.

Target Segments
For whom are we creating value? Who will pay for that value?
What is the size of this segment?

Problems & Needs
What is annoying or troubling our target segment(s)?

Added Values
What value are we delivering to our users and customers?

Strategic Partners
Who are our partners? What parties could provide the parts of the whole product that we will not provide ourselves?

Quick Pitch
How do we describe the product and it's value? Try to explain it in:
- One to three words
- One sentence (~ 5 seconds)
- A few sentences (~ 30 seconds)

Early Adopters
Who are our early adopters? What do people in this group have in common?

Current Solutions
Who is out there? Who or what is currently (partly) solving similar problems and/or meets the needs?

Whole Product
What are we shipping and what is needed for the customer to have a compelling reason to buy?

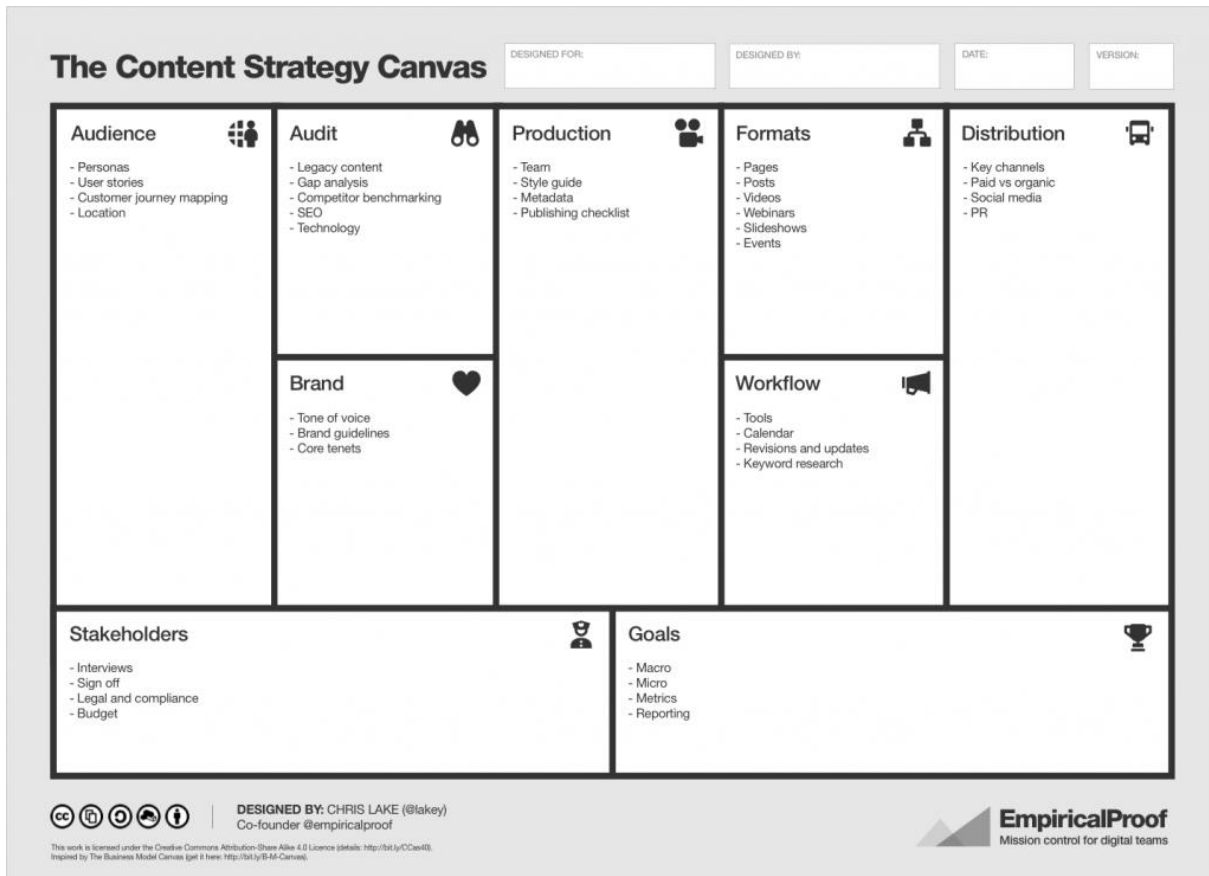
Cost Structure
What costs do we have to make in order to deliver the whole product?

Earning Strategy
What are our benefits? What value are our customers willing to pay for? How are they going to pay and how much? How often?

Growth Strategy
How do we get, keep and grow our customers? How can we trigger the customer to buy (more and again)?
How can we trigger the user to use the product (more and again)?

<https://www.basverhoeven.me/startup-canvas>

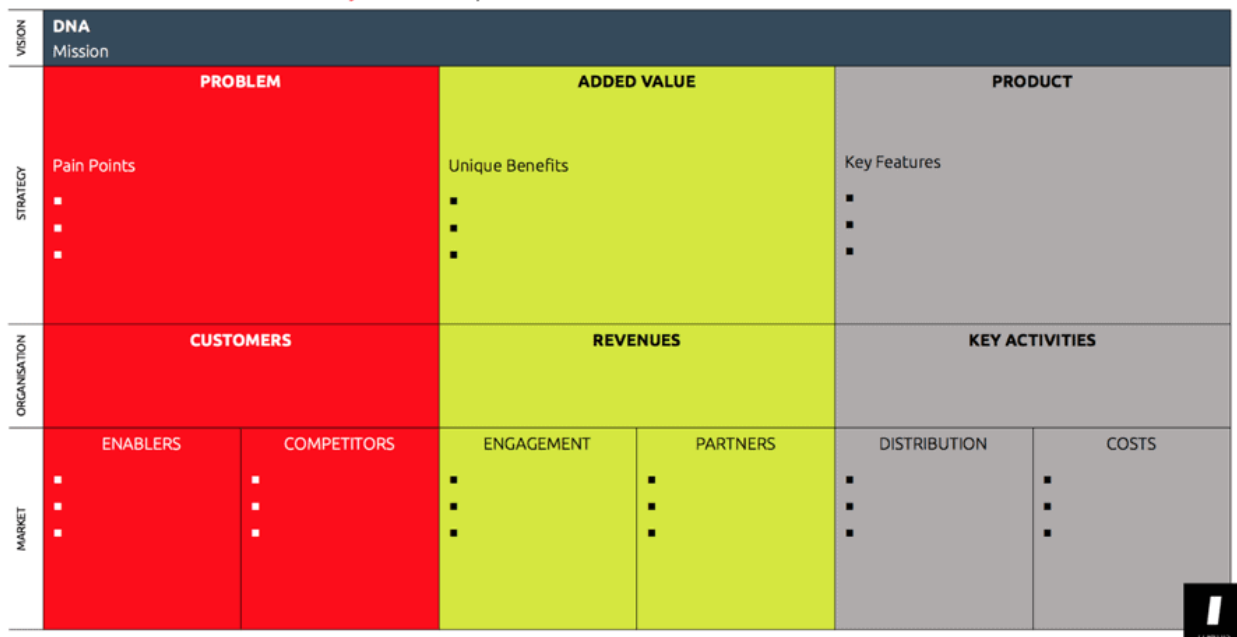
117 – Content Strategy Canvas



<https://www.searchenginewatch.com/2016/03/22/introducing-the-content-strategy-canvas/>

118 – Focused Innovation Canvas

Focused Innovation Canvas by innovation copilots



<https://www.icopilots.com/added-value-focus/its-time-to-let-go-of-the-canvas-11839>

119 – Blue Canvas

Team or Company Name: COMPANY NAME		Date: MM/DD/YY	
The Blue Canvas (BMC 2.0)			
7. Key Resources <ul style="list-style-type: none"> What Key Resources does our Value Proposition require? Financial, Physical, IP, HR? What kind of input our processes need? (Goods, Services, Information) 	6. Key Activities <ul style="list-style-type: none"> What Key Activities does our Value Proposition require? Manufacturing? Software? Supply chain? Logistic? Where and how our processes and people interfaces with our partners? What key technology supports our VP? 	2. Value Proposition <ul style="list-style-type: none"> What job are we helping our customers to do? What key LOSS will your customer suffer without your help? What value do we deliver to the customer? How can we create a value proposition profile that is unique and selling? Which one of our customer's problems are we helping to solve? Which customer needs are we satisfying? Which are the key features of our product that match customers problem / needs? 	4. Channels <ul style="list-style-type: none"> Through which Channels do our Customer Segments want to be reached? Which is the easiest (convenient) way for our customers to get our products/services? Which is the most effective way for us to consistently deliver our products/services? What complementary services can vehiculate your VP?
8. Key Partners <ul style="list-style-type: none"> Who are our Key Partners? Who are our Key Suppliers? What are we getting from them? What are we giving them? What key services are they performing? Which of our processes are they sustaining? 		3. Customer Relationships <ul style="list-style-type: none"> How we will get, keep and grow our customers? Who owns the FPOC first point of contact with the customer? What is our "Category", "Positioning", "Brand", "Unique Selling Proposition"? What is the old game they are playing and the new game you are proposing? What challenge/contradiction moves client out of the status quo? What Stories will build your trust? 	1. Customer segments <ul style="list-style-type: none"> Who are our most important customers' SEGMENTS? How are they connected and through which channel they refer each other when making a buying decision? What are their archetypes? What job do they want us to get done for them? Which is the Community you are willing to join? Which is the Role this Community will recognize to you? Who are the Peers that can lend you their Trust to be introduced and recognized in this Community? Who are our "early evangelists" who are trying to build the solution themselves? Who are the decision makers? What kind of value (how much money / how much self-gratification) are they aspiring to get? What kind of budget to they have?
9. Cost Structure <ul style="list-style-type: none"> What are the most important costs inherent in our business model? Opex, Capex, Risks Mitigation 		5. Revenue Streams <ul style="list-style-type: none"> How do we make money? What is the revenue model? (production, retail, rental, subscription, pay per use...) What are our pricing tactics? 	

Sources: www.businessmodelgeneration.com You can use this template quoting Alex Osterwalder as Author and Flavio Tosi as Reviser r. 3.0 15/02/2021
www.business-exploration.com \ = Points added by Flavio Tosi - Points from Steve Blank - © ing. Flavio Tosi, 2022 - Albo Ingeg. Firenze #3581

https://www.business-exploration.com/blue_canvas.html

120 – A business model canvas for the 21st century

A BUSINESS MODEL CANVAS FOR THE 21ST CENTURY

Original business model canvas found on Strategyzer.com

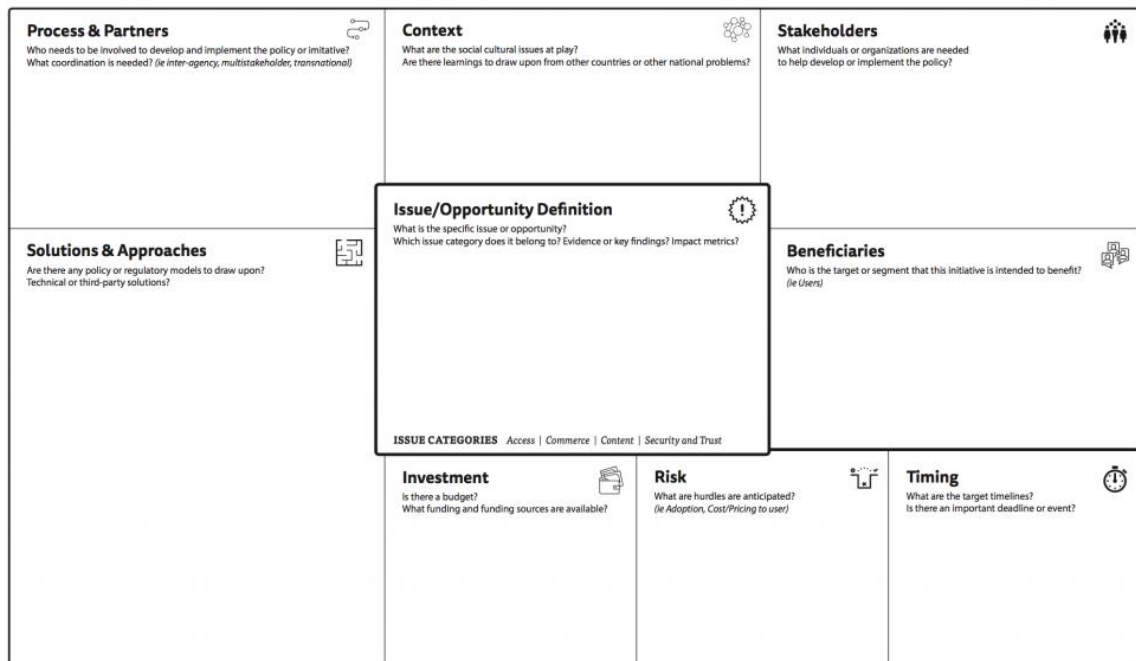
PLANET How is your business having a net positive effect on the life-supporting systems of the Earth?	PURPOSE What is your company's reason for being?					COMMUNITY How is your business actively serving the society and community in which it lives?
	KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS	
		KEY RESOURCES		CHANNELS		
GOVERNANCE How is your business sharing its prosperity with all who have contributed to its success?						

SCHOOL OF
 CREATIVE
 LEADERSHIP

<https://www.greenbiz.com/article/business-model-canvas-21st-century>

121 – Digital Policy Model Canvas

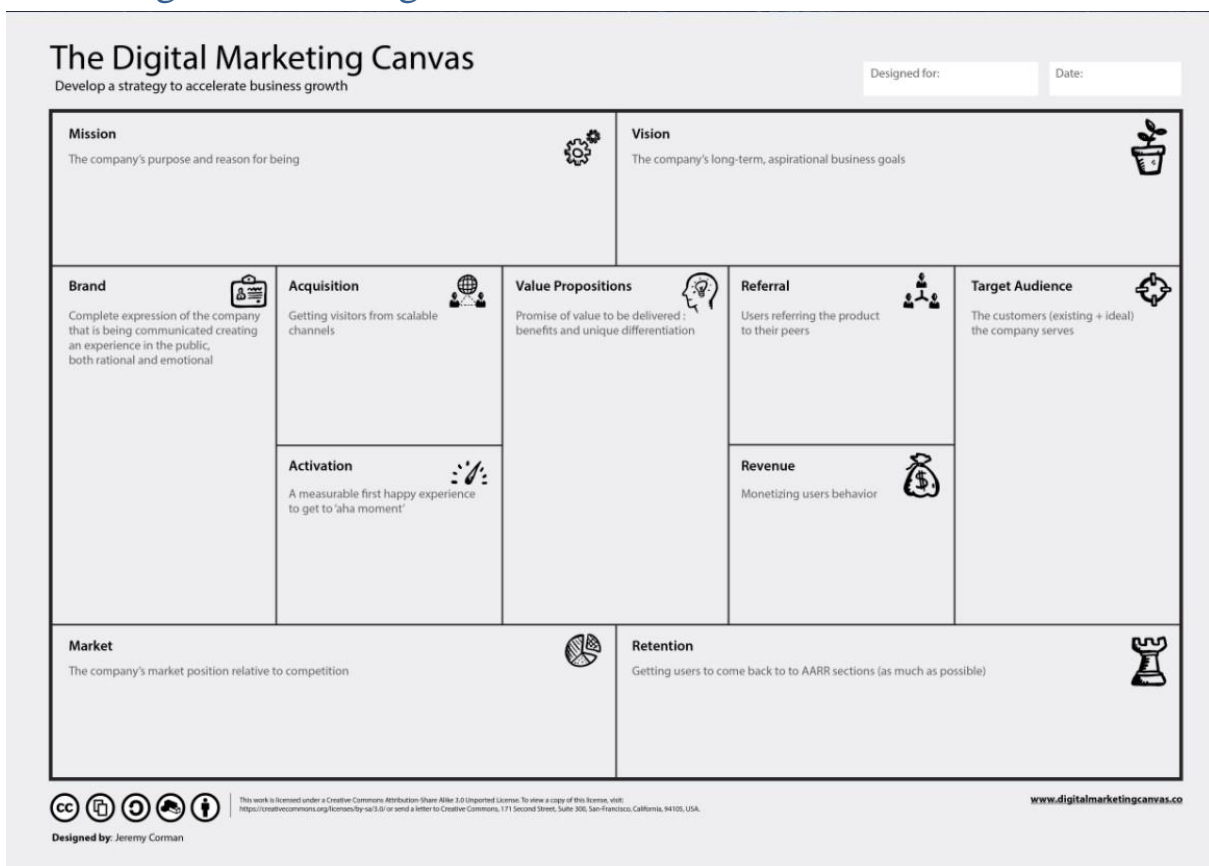
Digital Policy Model Canvas



September 15, 2017 - v1.0
Created by the Transnational Network on National Digital Policy at the World Economic Forum - [weforum.org](https://www.weforum.org)
Inspired by and based on Strategyzer's Business Model Canvas <https://strategyzer.com/canvas/business-model-canvas>
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<https://oecd-opsi.org/toolkits/digital-policy-model-canvas/>

122 – Digital Marketing Canvas



https://www.tuzzit.com/en/canvas/digital_marketing_canvas

<https://oecd-opsi.org/toolkits/digital-policy-model-canvas/>

<https://blog.thegovlab.org/post/introducing-the-digital-policy-model-canvas>

123 – Lean Marketing Canvas[©]

LEAN MARKETING CANVAS

Progettato per: _____ Progettato da: _____ Data: / /

<p>ISSUES problemi principali da risolvere</p> <p>CAUSES identifica le cause</p> <p>BEST PRACTICE soluzioni esistenti alternative ai problemi</p>	<p>SOLUTIONS soluzioni ad ogni problema/issue</p> <p>PERFORMANCE / KPI risultati ottenuti in termini quantitativi e qualitativi / metriche chiave</p>	<p>VALUE PROPOSITION perché scegliere la tua soluzione</p> <p>KEY ADVANTAGE elemento chiave non copiabile</p>	<p>COMPETITIVE INTELLIGENCE competitor e leader di mercato benchmark di riferimento</p> <p>CHANNELS distributivi, promozionali e di comunicazione</p>	<p>CUSTOMER clienti principali</p> <p>USER utenti principali di riferimento</p> <p>PROMOTER - EVANGELIST chi adotterà per primo la soluzione chi diffonderà per primo la tua idea</p>
<p>COSTS - ACTIVITIES attività, risorse e partner</p>		<p>REVENUE STREAMS - REVENUE MANAGEMENT revenue marketing, lifetime value, gross margin, sales strategy</p>		

LEAN MARKETING CANVAS creato da ALESSANDRO MARTELLUCCI
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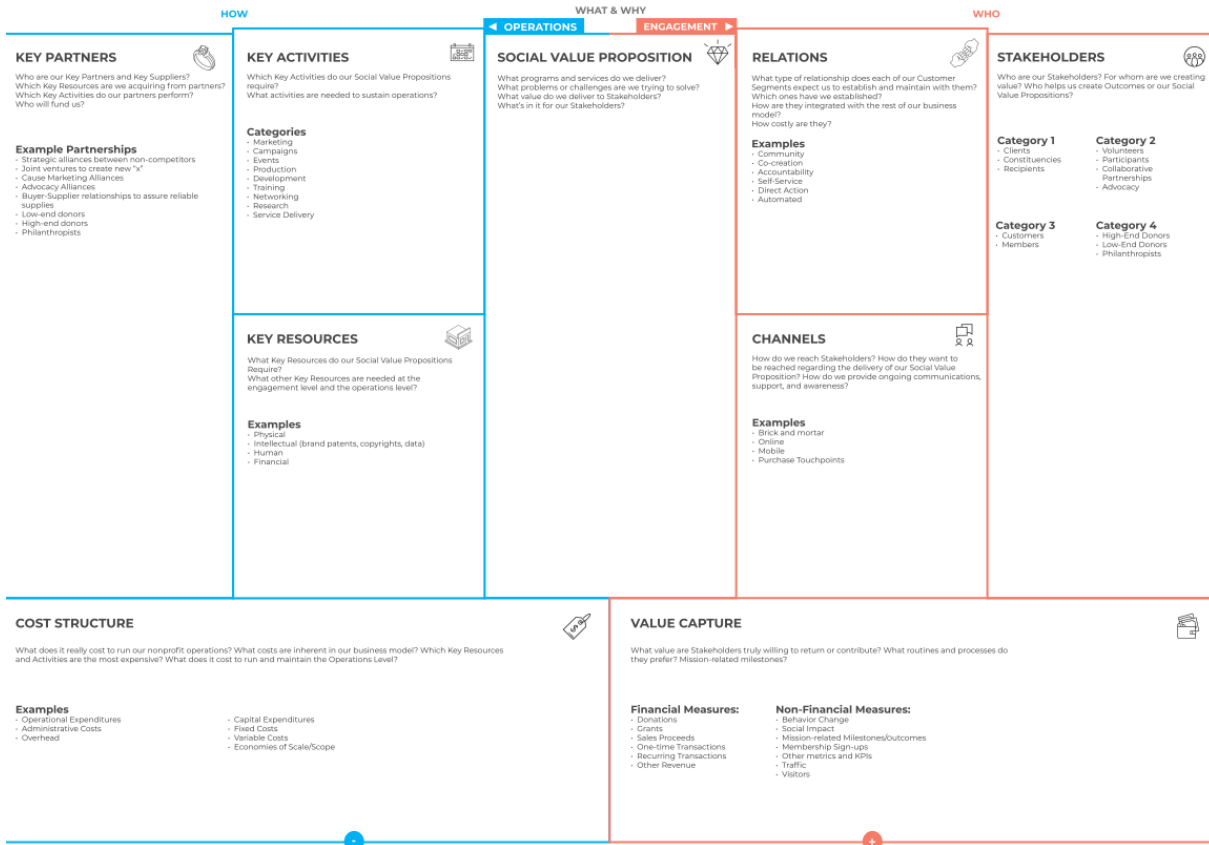
<https://www.marketinglean.it/lean-marketing-canvas/?lang=en>

124 – Sustainable Business Model Canvas

<p>Positive Impacts (Maximise)</p> <p>What are positive 2nd and 3rd order impacts of your product on planet, society, the economy or your organisation (e.g. brand)? How can these impacts be maximised along the complete product life cycle?</p>			<p>Negative Impacts (Minimise)</p> <p>What are negative 1st, 2nd and 3rd order impacts, and how can these be minimised? Is harmful waste generated that requires expensive disposal? Are there rebound & induction effects or new technological risks?</p>		
<p>Sustainable Partners</p> <p>Who are possible partners in becoming more sustainable?</p> <p>How can we make the whole supply chain sustainable, transparent and circular?</p> <p>Can we cooperate with partners from other industries to form an industrial symbiosis?</p> <p>Can we shape anticipated environmental regulations by partnering and cooperating with relevant regulatory bodies?</p>	<p>Sustainable Value Creation</p> <p>Which are our key activities? How can we adjust them (e.g. manufacturing) to ensure sustainability?</p> <p>Which enabling sustainable technologies can be used?</p>	<p>Sustainable Value Proposition</p> <p>Which problem do we solve, which value do we create?</p> <p>What are function & form of our product or service?</p> <p>Can we solve our customers' problems more sustainably?</p> <p>Can we transform sustain-ability into customer value?</p> <p>Is ownership necessary or is the product as a service model applicable?</p> <p>Can we extend the product life cycle?</p>	<p>Sustainable Customer Relation</p> <p>Which customer relationships satisfy customer expectations and are sustainable?</p> <p>How can we make current relationships more sustainable?</p>	<p>Responsible customers</p> <p>Who are our customers? How can we enable them to act sustainably?</p> <p>Which target customers may help to promote our sustainable solution?</p>	<p>Sustainable Tech & Resources</p> <p>Which 1) natural, 2) energy and 3) technical resources do we need?</p> <p>Can we substitute any for more sustainable resources?</p>
<p>Cost Structure & Additional Costs</p> <p>What are the required costs and investments for my endeavour?</p> <p>Which resources / activities are the least sustainable? Do sustainable alternatives exist? Is switching economically reasonable?</p>			<p>Subsidisation</p> <p>Do tax bonuses & subsidies or 3rd party funding exist for my endeavour?</p>	<p>Revenue & Sustainability Premium</p> <p>Which are existing and possible revenue sources?</p> <p>Are customers willing to pay a premium for sustainability?</p> <p>Can we create a unique advantage due to sustainable proposition elements?</p> <p>Do price structures exist that incentivize sustainable customer behaviour?</p>	
<p>Sust. Channels</p> <p>How can we make our distribution channel more sustainable and circular?</p> <p>How do we best communicate the sustainable aspect of our product / service?</p>			<p>End of Life</p> <p>What happens at the end of the product life cycle?</p> <p>Can the product be profitably recycled, upcycled, reused, refurbished?</p>		

<https://www.threebility.com/post/the-sustainable-business-model-canvas-a-common-language-for-sustainable-innovation>

125 – Nonprofit Business Model Canvas



The Nonprofit Business Model Canvas

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<https://www.skylance.org/nonprofit-business-model-canvas>

126 – 4 Returns Landscape Business Model Canvas

4 Returns Landscape Business Model Canvas





Deijl, R. van der, S.W. Moolenaar & N. Orentlicher, 2020. 4 Returns Landscape Business Model Canvas.

<https://4returns.earth/toolbox/4-returns-business-model-canvas/#contact>

127 – Platform Business Model Canvas

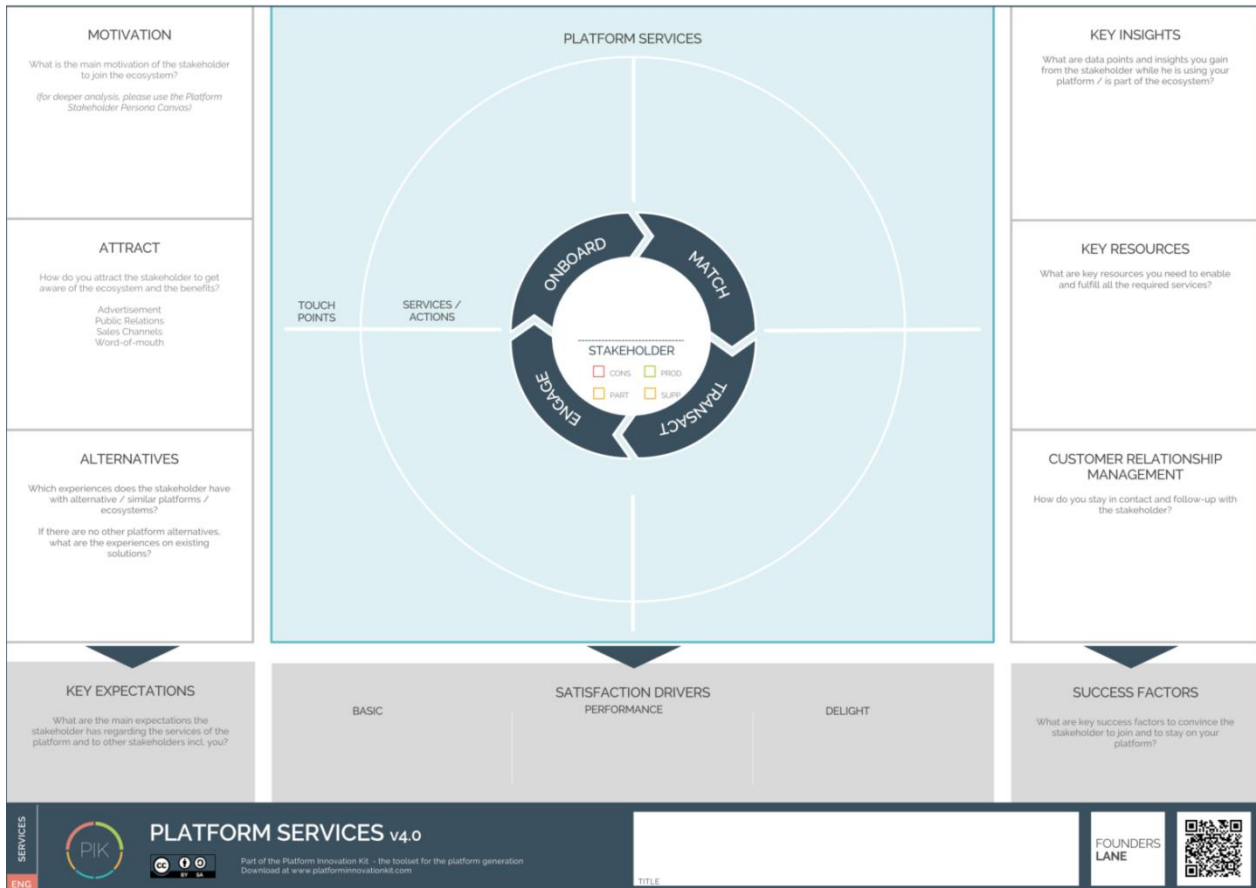
SUPPLIERS Who are your key suppliers?	PEOPLE & SKILLS What are key people resources & skills required for running & emerging the ecosystem / platform?	CORE SERVICES What are the core services the platform offers? Which services are key differentiators to the competition? Which services help the stakeholders to • On board • Match • Transfer • Engage	VALUE PROPOSITION <div> CORE VALUE What is the core value transferred or exchanged inside the ecosystem? </div> <div> MISSION What is the core mission of the ecosystem -> This expresses the Why? </div> <div> USP What is your Unique Selling Proposition compared to alternative solutions? </div>	EXPERIENCE What are the key touchpoints to the stakeholders? How do you reach & connect the stakeholders to the ecosystem / platform? <div> NETWORK EFFECTS How can the platform experience be enhanced to stimulate same-side and cross-side network effects? Examples: • Direct messaging </div>	CONSUMERS Segments Needs
INVESTORS Who are core and strategic investors? interested in the long-term success of the ecosystem: regulation and governance.	DATA What are key data segments you have to handle? What dataflows are core of your platform?				PRODUCERS Segments Needs
SUPPORTERS Who are your core supporters & enablers providing e.g. key infrastructure elements.	INFRASTRUCTURE What are key infrastructure elements you have to put in place to make the ecosystem work.				PARTNERS Segments Needs
COST STRUCTURE What are key cost structure elements, responsible for 80% of the costs? CAPEX / OPEX.			CORE METRIC What are the north star metrics you focus on? How do you measure success of the ecosystem?	VALUE CAPTURE Revenue Data Insights Others	


PLATFORM BUSINESS MODEL CANVAS v3.0
Part of the Platform Innovation Kit - the toolset for the platform generation
Download it: www.platforminnovationkit.com



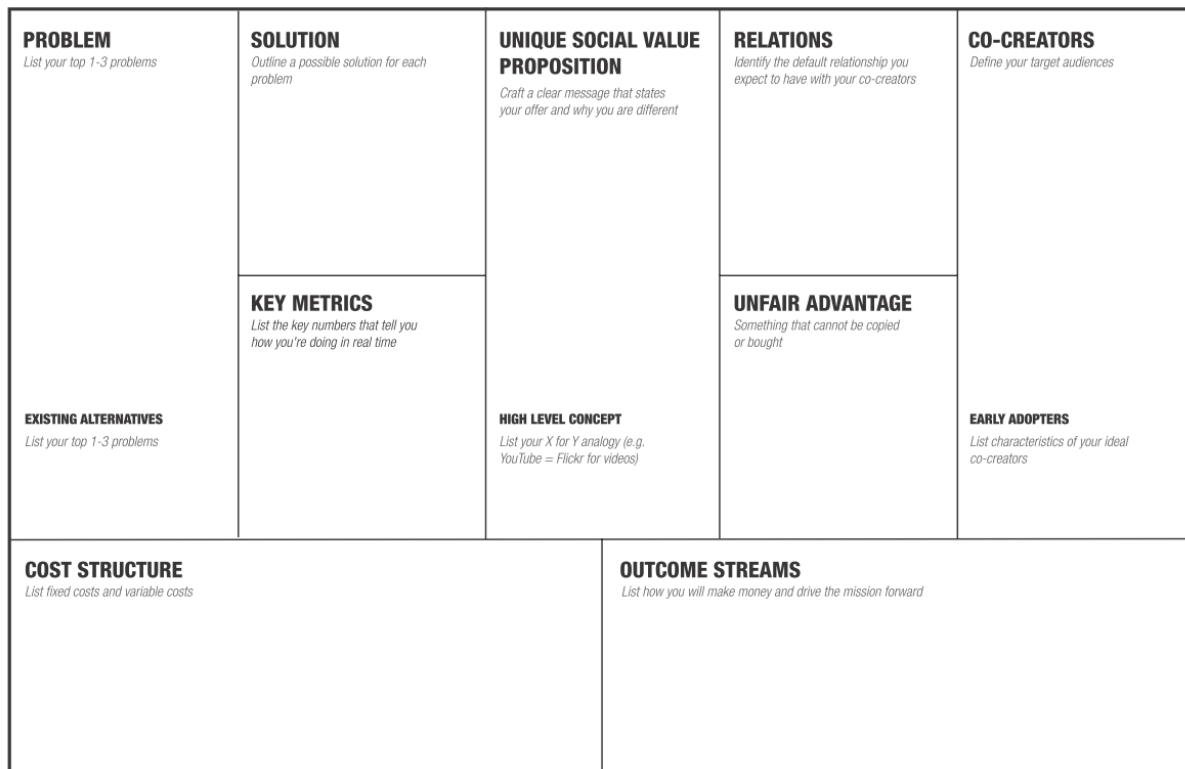
<https://platforminnovationkit.com/pik4/>
http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page
<https://www.canvasgeneration.com/canvas/platform-business-model-canvas/>

128 – Platform Service Canvas v4.0



<https://www.canvasgeneration.com/canvas/platform-service-canvas/>

129 – Lean Nonprofit Canvas (LNBC)



1	2	3	4	5
	6		7	
8				9

Suggested Fill Order

<https://www.skylance.org/lean-nonprofit-canvas>

Lean Nonprofit Canvas

Canvases merged: Ash Maurya's Lean Canvas + Bryann Alexandros's Nonprofit Business Model Canvas
Credit: Michael Idris Merchant | www.linkedin.com/in/mimmerchant/

130 – Innovator’s Canvas 3

Project Name		Designed By		Date & Iteration	
Customer Segment		Channel(s)		Mission Statement	
		Awareness			
Problem Statement		Sale		Value Proposition	
Job to Be Done	Gains	Delivery	Gain Creators	Product/Service	Physical
	Pains	Support	Pain Killers		Financial
Revenue Structure Pricing & Frequency		Cost Structure Total Cost of Running the Business			Value Creation
		Acquisition & Support			General & Administrative
		Cost of Goods & Services			
Overall Market Dynamics					
Customer Trends	Market Size	Current Channels	Current Solutions/Providers	Technology Trends	Industry Trends

<https://www.ignitionframework.com/innovators-canvas-3-quickly-effectively-document-validate-innovation-idea/>

131 – Team Service Model Canvas

Team Name:

Team Service Model

Key Partners <small>Key Partners provide a Key Resource and/or perform a Key Activity on your team's behalf. Describe your Key Partners. Distinguish between true partners (without whom delivery and/or follow-up would be impossible) and ordinary suppliers who are readily replaceable.</small>	Key Activities <small>Describe the activities most essential to delivering benefits and following up with clients/customers.</small>	Benefits Offered <small>How do people benefit from the work your team does? Be specific. Benefits could include:</small> <ul style="list-style-type: none"> - Basic need fulfillment (food, clothing, shelter, health care, security) - Emotional satisfaction - Social need fulfillment - Increased enjoyment - Lower cost - Reduced risk - Improved performance - Better convenience or usability - Improved operations - Better society 	Roles/Relationships <small>Characterize the role your team plays or the relationship it has with each client or customer segment (for example: revenue or profit center, consultant, product/service producer, change agent, etc.).</small>	Clients/Customers <small>Who benefits from your team's work? Who depends on your work to get their own work done? Be sure to describe both external and internal clients/customers.</small>
Key Resources <small>Five types include:</small> <ol style="list-style-type: none"> 1. People 2. Intellectual (methodologies, processes, brands, patents, etc.) 3. Physical (buildings, machinery, supplies) 4. Financial (cash, cash equivalents) 5. Culture (values, purpose, beliefs) <small>Describe resources essential to creating/delivering benefits and following up with clients/customers.</small>		How They Know the Team/How the Team Delivers <small>Describe these five service stages:</small> <ol style="list-style-type: none"> 1. Awareness How do people find out about the benefits your team provides? 2. Evaluation How do people know you are the right team to do the work? 3. Agreement How do you agree upon the terms of the service(s) your team will provide? 4. Delivery Describe where/how your team delivers service. 5. Follow-up How does your team follow up to make sure clients/customers are satisfied? <small>In each stage, what portion of activity is conducted in-person? Remotely?</small>		
Costs and Consequences <small>Describe the financial costs your team incurs (salaries, benefits, key operating expenses). Describe the non-financial consequences of doing your work. Consequences might include:</small> <ul style="list-style-type: none"> - High employee turnover - Suboptimal financial contribution - Worker disengagement - Missed opportunity - Stress, burnout, isolation, or injury - Adverse social impact or damaged reputation 		Compensation and Rewards <small>Describe the compensation your team enjoys (revenue, budget allocation, grants, donations, etc.). Which form of compensation is most important? Describe the non-financial rewards your team enjoys (social contribution, recognition, sense of belonging, mastery, learning). Which non-financial rewards are most important?</small>		

BusinessModelForTeams.com - The Team Service Model (v1.1.0) is derived from work by Strategyzer.com and is licensed under Creative Commons CC BY-NC-SA. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-sa/4.0/>

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<https://community.businessmodelyou.com/page/personal-business-model-canvas>

132 – Project Business Model Canvas

The Project Business Model Canvas

Designed for:
The knowledge project
"Project Business Model"

Designed by:
Jörgen Dahlberg,
Eva Kammerfors

On: 2013

Iteration 1.0



The Project Business Model Canvas is innovated on ideas from www.businessmodelgeneration.com

<https://enklare.wordpress.com/2013/03/04/the-project-business-model/>

133 – Smart City Model Canvas









Smart City - Business Model Canvas				
Key Actors	Key Activities	Value Proposition	Actor Relationships	Network Beneficiaries
<p>Who are the smart city network key actors? (Completed by the solution provider in collaboration with the City)</p> <p>•Actor 1 (city) •Actor 2 (end-user) •Actor 3 (core partner) •Actor 4 (supporting partner)</p> <p>Who are the key suppliers? (Completed by the smart city solution provider)</p> <p>•Supplier 1 •Supplier 2 •Supplier 3</p>	<p>Which key activities are required to realize the value proposition (i.e. build distribution channels, customer relationships, revenue streams, build products/services/platforms, install equipment)</p> <p>(Completed by each actor involved in realizing the smart city solution) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>What value does each actor delivers? Which of the end users' problems is the smart city project helping to solve? What bundles of products and services does the project offers to each end user? Which end-users needs is the project satisfying? (i.e. performance, customization, price, getting the job done, cost reduction, risk reduction, accessibility, convenience/usability) What are the respective target values/thresholds/KPIs to be reached?</p> <p>(Completed by each actor involved in the smart city project creating value) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>Which type of relationship does each actor expect within the network? Which ones are established? How are they integrated with the rest of our business model? How costly are they?</p> <p>(Completed by each actor involved in realizing the smart city solution) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>Which target users is the value created for? How the target users benefit from the value created and what are their needs? What specific values each network beneficiary gets? (i.e. Community, business, research organizations, decision-making bodies/government and non-profit).</p> <p>(Completed by the smart city solution provider in collaboration with each actor involved in realizing the project) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>
Key Actors Offerings (*)	Key Resources and Infrastructure	Data (*)	Deployment Channels	
<p>What offerings does each actor deliver? (i.e. technology, development of products/processes/services, R&D, Citizen Engagement)</p> <p>(Completed by the smart city Key Actors in collaboration with the city) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>What key resources are required to realize the Value Proposition (buildings, vehicles, machines, systems, point-of-sale systems, and distribution, networks) Our deployment channels? Our actor relationships? Revenue streams?</p> <p>(Completed by the smart city solution provider in collaboration with the city) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>What data will be made available from the services designed? To whom and under what conditions? Availability and types of Open Data (i.e. energy efficiency, climate indicators, traffic etc)</p> <p>(Completed by the smart city solution provider in collaboration with the city and actors involved) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	<p>Through which channels do our customers want to be reached? How are we reaching them now? How are our channels integrated? Which ones work best? Which ones are most cost efficient? How are they integrating with the customer routines?</p> <p>(Completed by the smart city solution provider in collaboration with the city and actors involved) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>	
Key Actors Co-creation Operations (*)				
<p>Which key operations do the key actors perform? (i.e. sourcing of materials, systems's design, operation and monitor and impact monitoring of the smart city solutions, deliver value, city coverage and links to other stakeholders e.g. innovation hubs)</p> <p>(Completed by the smart city Key Actors in collaboration with the city) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>				
Budget Cost		Revenue Streams		
<p>What are the most important costs inherent for each actor deploying a smart city solution? Which key resources are the most expensive? Which key activities are the most expensive? What cost can be covered by each actor? Is there opportunity for blending public funding with private financing? Which costs are covered by each mechanism? (Completed by the smart city solution provider in collaboration with the city) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>		<p>For what value are the network beneficiaries really willing to pay? For what do they currently pay? How are they currently paying? How much would they prefer to pay? How much does each revenue stream contributing to overall revenues? Which actors have revenues? What are the non-monetary revenues?</p> <p>(Completed by the smart city solution provider in collaboration with the city) Actor 1 (city): Actor 2 (end-user): Actor 3 (core partner): Actor 4 (supporting partner):</p>		
Environmental Impacts: Costs and Benefits		Social Impacts: Values and Costs		
<p>What is the ecological cost of the smart city solution? (i.e. Greenhouse gas emissions, land use, energy and water used) What is the ecological benefit of the smart city solutions? % of reducing energy consumption % reducing the environmental footprint (Completed by the smart city solution provider and the smart city)</p>		<p>What is the negative social value generated by the Smart City Solutions? (i.e. Social exclusion, digital literacy, accessibility to advanced services etc.) What is the positive social value generated by the Smart City Solutions? (i.e. Growth, job creation, air quality, less traffic etc.) (Completed by the smart city solution provider and the smart city)</p>		

Giourka, P.; Sanders, M.W.J.L.; Angelakoglou, K.; Pramangioulis, D.; Nikolopoulos, N.; Rakopoulos, D.; Tryferidis, A.; Tzovaras, D. The Smart City Business Model Canvas—A Smart City Business Modeling Framework and Practical Tool. *Energies* 2019, 12, 4798.
<https://doi.org/10.3390/en12244798>

134 – Canvas Canvas (2)

The Canvas Canvas

If you don't feel the urge to create your own Canvas, you probably don't feel your pulse either. (Caution: might contain traces of sarcasm.)

1. Your motivation What do you want to achieve with this Canvas? Is it progress in your career, more visibility among experts or potential clients or <i>an actual contribution to progress?</i> (hopefully, not the latter, because a Canvas is clearly not the option of choice for this noble ambition!) 	3. Target Audience Who shall hire/pay/see you (for that next job – let's be honest)? 	5. The Hot Topic What is currently important for your audience? Which topic would make them look smart among <i>their</i> peers? 	6. Associated Buzzwords Look at the sub headlines of the most important blog posts or articles (or simply take the ones you found first!) # of fields in your canvas 5 to 10 is perfect! Less appears too easy to be smart & more tends to become messy! 
2. Your current skills Leave blank – doesn't matter for creating a compelling canvas! Awesome, right? 	4. Requirements Imagine to be your own target audience: What kind of a canvas would they love? Complex or Simple Beautiful or Pragmatic Buzzwordy or with Real "Expertise" 	8. Fancy Title It is getting serious: this is important! Capitalize on everything you have – you want traction! Combine the identified keywords from (5) & (6) with strong language like „inspirational“, „real“ or „slick“. Start with „The“, because of reasons! End with „Canvas“, because this is how you do it! <i>Nail it!</i> 	7. Shape Blocks, circles, diamonds, triangles? Use shapes your audience knows & spare your creativity for (8). Throw the buzzwords from (6) randomly into the shape. <i>The less logic, the more consultancy €ffort!</i> 

Congratulations! You just invented: The _____ Canvas

Your next Steps:

1: Register a domain, because **this WILL skyrocket**.
A one-pager is enough. Remember: *you are cutting-edge*.

2: Spread the word over all channels you have
& don't be shy: *The masses want to know!*

3: Don't rest: create more Canvases,
because *there can never be enough Canvases!*

Author: **Christoph Döhlitzsch**



<https://medium.com/swlh/the-canvas-canvas-6fd0fd888cd3>

135 – City Model Canvas (CMC)

1. Mission achievement: What is the ultimate goal that the city seeks to achieve?

6. Key partnerships <i>Who can help the city deliver the proposed value to the beneficiaries? Who can access key resources that the city council does not have?</i>	7. Key activities <i>What must the city council do to create and deliver the proposed value?</i>	2. Value proposition <i>What specific problems does the proposed service solve or alleviate?</i>	4. Buy-in & support <i>Whose buy-in is needed in order to deploy the service (legal, policy, procurement, etc.)?</i>	3. Beneficiaries <i>Who will directly benefit from the proposed services?</i>
	8. Key infrastructure & key resources <i>What key resources does the city council have to create and deliver the value?</i>		5. Deployment <i>How will the city solve the problems of the Value proposition specifically?</i>	
9. Budget costs <i>What costs will the creation and delivery of the proposed services entail?</i>			10. Revenue streams <i>What sources of revenue for the city do the proposed services provide? What other sources of revenue does the city have?</i>	
11. Environmental cost <i>What negative environmental impacts can the proposed services cause?</i>			12. Environmental benefits <i>What environmental benefits will the proposed services deliver?</i>	
13. Social costs <i>What are some of the potential social risks that the proposed service entails? Who is most vulnerable as a result?</i>			14. Social benefits <i>What social benefits will the proposed services bring about? For whom will these benefits materialise?</i>	

<https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5b318b5b8&appId=PPGMS>

Timeus, K., Vinaixa, J. & Pardo-Bosch, F. (2020). Creating business models for smart cities: a practical framework. *Public Management Review*. 1-20. 10.1080/14719037.2020.1718187.

136 – Growth Marketing Blueprint™

THE GROWTH MARKETING BLUEPRINT™
Design your growth. Systematically design, develop and implement growth.

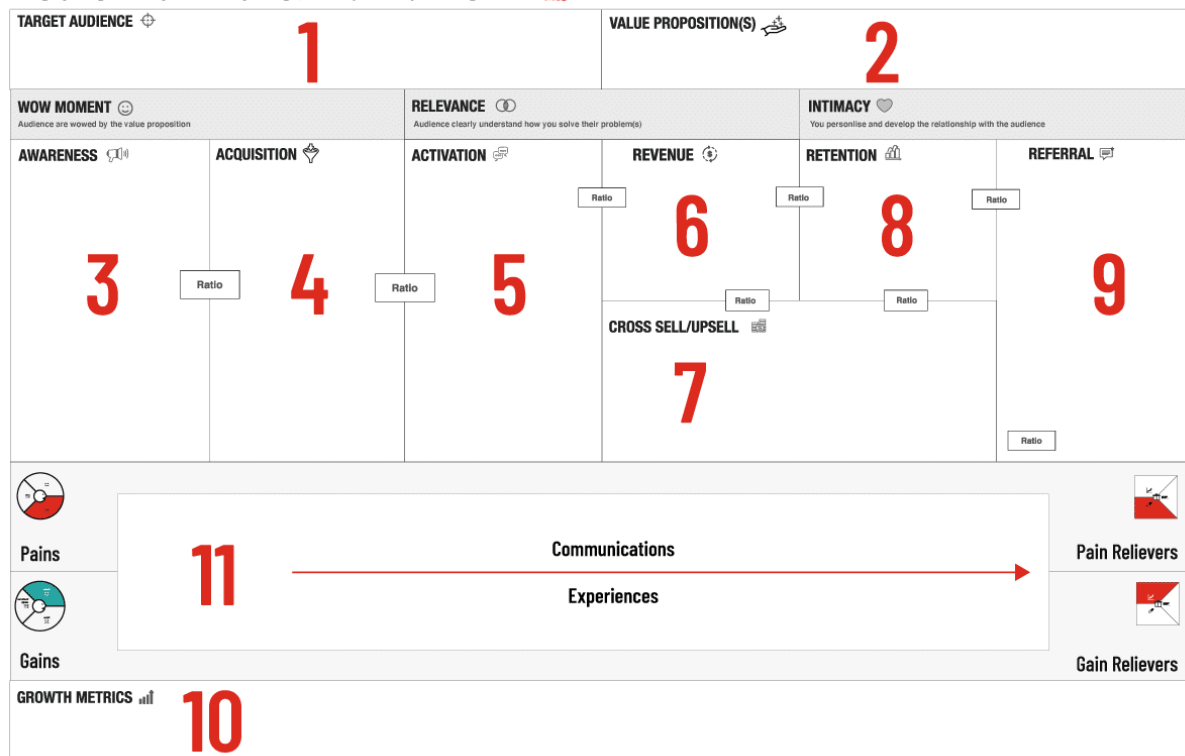


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Designed for:

Date:



<https://www.garyfox.co/canvas-models/growth-marketing-blueprint-canvas/>

137 – Digital Strategy Canvas

Digital Strategy Canvas				For:	Status:	Date:
Our Organisation Strategic Context What are our organisational priorities? Business plan? Strengths, weaknesses, opportunities, threats?				Our Customers Customer Intelligence Who are our key customer segments? What difference do we want to make in our customers' lives? Who are we asking them to become? (see 'Who do you want your customers to become?' by Michael Schrage) What do we know about their experience of our organisation and our digital programmes?		
Our Digital Programmes Management and Governance How are our digital programmes managed? What is our governance process? Regular communications? Dashboard?				Customer Relationships What forms of customer relationship do we support (members, email subscribers, social media followers, etc...)? What are we doing to recruit, develop and retain customers?		
Staffing and Resources What is our staffing and resource position relative to our needs? What is our capacity to recruit, develop and retain staff? Agency relationships?		Monitoring, Support, Maintenance and Development How are our digital programmes supported? What mechanisms are in place to keep them maintained? What is our backlog of development work?		Our Environment Key Technologies, Social Media and Digital Services What are the significant developments?		
Traffic How are our traffic figures? Where is our traffic coming from? What mechanisms are we using to generate traffic?	Content What is the state of our content? How is our capacity to create new content?	Infrastructure What is the state of the infrastructure for our digital programmes (servers, systems, page templates, etc)?	Services What digital services do we provide? What state are they in? Value Capture How do we capture value from the services we provide? How do we measure that value?	Peers and Rivals Who are our peers and rivals? How do our digital programmes compare to theirs?		
Key Suppliers and Partners Who are the key suppliers and partners for our digital programmes?		Expenditure on Digital What are we spending on our digital programmes?		Income from Digital What money is coming in through our digital programmes?		
Related Public-Facing Activities What public-facing activities are we planning that relate to our digital programmes? Exhibitions? Campaigns? Education?				Cultural Trends What cultural trends will impact our organisation? Our customers?		
				Local Trends What local trends will impact our organisation? Our customers?		

www.cogapp.com/digital_strategy_canvas © Cognitive Applications Limited, 2017

<https://www.cogapp.com/digital-strategy-canvas>

138 – Forrester’s Business Innovation Canvas











FORRESTER®

Business Innovation Canvas

Designed for:

By:

Version:

 Your customers For whom are we creating value? <ul style="list-style-type: none"> • Demographics • Geography • Growth rate • Personas • Digital profile • Social profile • Ecosystem • Motivations • Goals 	 Pain points What pain points do customers experience in their journey to outcome today?	 Value propositions <ul style="list-style-type: none"> • How can we create new value for these customers? • How will we help satisfy customers' desires? • How will new products/services better help customers toward outcomes? 	 Your technologies <ul style="list-style-type: none"> • What are the critical technology capabilities we will leverage? • How can we maximize agility? 	 Cost structure <ul style="list-style-type: none"> • What are the critical costs? • Which resources are most expensive? • Which activities are most expensive? • How can we minimize fixed costs? • How can we maximize cash flow?
 Desired outcomes What outcomes do these customers most desire? <ul style="list-style-type: none"> • Outcome • Time period • Related outcomes 			 Strategic capabilities <ul style="list-style-type: none"> • What are the critical (strategic) business capabilities will we leverage? • How can we maximize agility? 	
 Existing products <ul style="list-style-type: none"> • What products do customers currently use to achieve their desired outcome? • What do customers currently pay? • How long does it take to get to the desired outcome? 		 Ecosystem capabilities Which business partner capabilities do we need?		 Revenue streams <ul style="list-style-type: none"> • What are customers willing to pay for the value we bring? • How are they paying now, and how would they prefer to pay? • Types (e.g., asset sale, usage fee, license, advertising, and commission) • Fixed pricing (e.g., market, list, features, customer segment, and volume) • Dynamic pricing (e.g., real-time market, yield [outcome], and negotiated)

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<https://go.forrester.com/blogs/business-innovation-canvas/>

139 – Digital Transformation Canvas

Digital Transformation Canvas

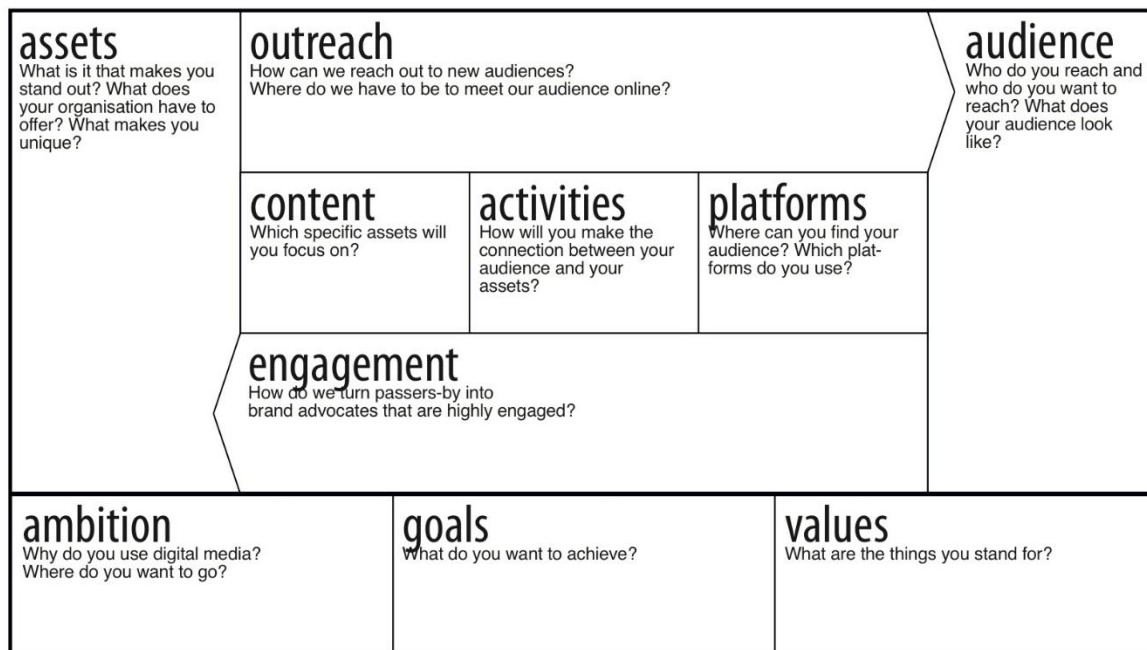
The 7 Action Fields of Transformation

1 Customer Centricity Organisations place a strong focus on customer orientation, personalised offers, digital communication and sales channels. 	2 New Technologies This includes platforms and apps as well as the connection of industrial components and consumer products (Industry 4.0 and Internet of Things). 	4 Digital Business Development Organisations are challenging existing products and services in order to provide new or extended services/business models through innovations, new platforms and cooperations. 	6 Digital Leadership & Culture Digitalisation is driving a change process which leads to an adaptation of management principles and new organisational forms. 
3 Cloud and Data Digital activities require data-driven models and systems, smart data and a flexible, web based IT infrastructure. 	5 Process Engineering Processes should be standardized, streamlined, faster and more efficient and, where possible, be digitised and automated. 	7 Digital Marketing With digital marketing, new and sometimes automated approaches in sales, communication, customer service and relationship management arise. 	

<https://www.marcpeter.com/>

140 – Digital Engagement Framework

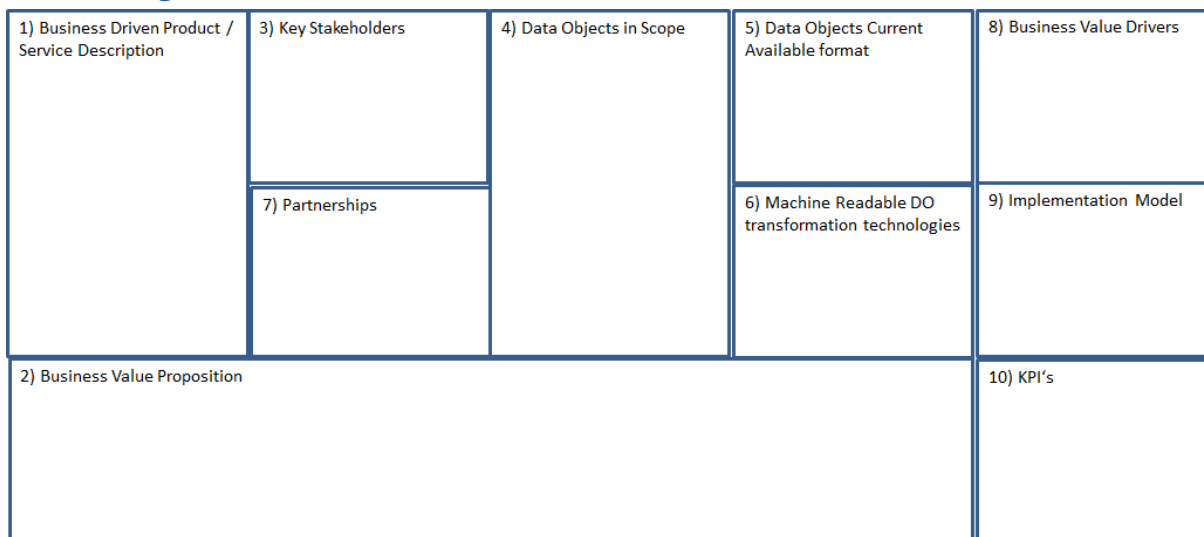
digital engagement framework



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<https://themuseumofthefuture.com/2012/05/22/duende-a-story-about-digital-strategy/>

141 – Digital Transformation Canvas (2)



<https://medium.com/@ricardoivison/the-digital-transformation-canvas-a56b29ed219d>

142 – Personal Service Model

Name:

Personal Service Model

Who Helps You <small>Who helps you with your work? Helpers might include:</small> <ul style="list-style-type: none"> - Coworkers - Leaders - Suppliers - External professionals - Mentors or professional association colleagues - Spouse or friend 	What You Do <small>List the most important activities you perform at work. Which activities are essential to how you deliver and Roles/Relationships?</small>	Benefits You Offer <small>How do people benefit from the work you do? Be specific. Benefits could include:</small> <ul style="list-style-type: none"> - Basic need fulfillment (food, clothing, shelter, healthcare, security) - Emotional satisfaction - Social need fulfillment - Increased enjoyment - Lower cost - Reduced risk - Improved performance - Better convenience or usability - Improved operations - Better society 	Roles/Relationships <small>Characterize the role you play or the relationship you have with each client or customer (for example: caregiver, consultant, revenue producer, leader, persuader, etc.).</small>	Who You Help <small>Describe the people (clients or customers) who benefit from the work you do. Be specific: describe both external and internal customers. External customers are people outside your organization. Internal customers are people inside your organization who depend on you to get their own work done.</small>
Who You Are <small>What excites you most about your work? What do you find most exciting about your work? Describe what you do best at work. Describe any personal values or beliefs that influence your work.</small>		How They Know You/How You Deliver <small>Describe these five service stages:</small> <ol style="list-style-type: none"> 1. Awareness How do people find out about the benefits you provide? 2. Evaluation How do people know you are the right person to do the work? 3. Agreement How do you agree upon the terms of the service(s) you will provide? 4. Delivery Describe where/how you deliver service. 5. Follow-up How do you follow up to make sure clients/customers are satisfied? <small>In each stage, what portion of activity do you conduct in-person? Remotely?</small>		
Costs and Consequences <small>Everyone decides time and energy to work. What do you give to your work? What do you give up in order to do your work? What does work take away from you? Describe any negative consequences of doing your work.</small>		Compensation and Rewards <small>Work rewards can be financial (salary, benefits, etc.) or non-financial (social contribution, recognition, sense of belonging, professional development, etc.). Which financial reward is most important to you? Which non-financial reward gives you the most satisfaction?</small>		

<https://community.businessmodelyou.com/page/personal-business-model-canvas>

143 – Platform Design Canvas Toolkit 2.2

THE PLATFORM DESIGN CANVAS PLATFORM DESIGN TOOLKIT 2.2

PLATFORM OWNERS <small>This category refers to the "owners" of the Platform: ultimately this set of players owns the vision behind the realization of the market, and are ultimately responsible to ensure that the platform exists in production.</small>	Enabling Services (Platform to Partners) <small>Services targeted to helping partners generate value from their professional capabilities, gain market, opportunities and visibility to gain decisive improvement as professionals.</small>	Core Value Proposition <small>The core value proposition is the primary value that the platform seeks to create for its core target (the target of the Core Value Proposition).</small>	Transactions <small>These transactions happen between two entities in the ecosystem and consist of exchanging or transferring ownership of a currency or other stores of value (assets, money, token, credits), providing elements of intangible value (such as reputation, trust, kudos, likes, etc.), providing labour/work or enabling access to resources.</small>	PARTNERS <small>Partners are essentially professional entities that seek to create additional professional value and to collaborate with platform owners at a stronger stage of relationship. Typically, partners are professional value creators that tend to specialize in a niche product/service and become better and better within time. Partners sometimes also facilitate, cater, enhance the value production by acting as broker, facilitators, connectors.</small>
PLATFORM STAKEHOLDERS <small>Are the entities that have a specific interest in platform success or failure, in controlling platform externalities and outcomes, in regulating it or in exercising rights in the platform governance.</small>	Empowering Services (Platform to Peer Producers) <small>Services targeted to helping peer producer hone capabilities, get better and generate more opportunities from the platform.</small>	Ancillary Value Propositions <small>A secondary value that the platform seeks to enable. This is usually targeted to the same target segment of the Core Value proposition but can also be targeted to a different one.</small>	Channels & Contexts <small>Every relationship forms in contexts and transactions happen better thanks to controlled and designed contexts that evolve into what we call channels. A context is defined more broadly than a channel and the latter can be often considered an evolution of the first. A refined and optimized channel should be available to make transactions easier. When complex transactions are broken into several sub-transactions a channel must exist for every phase to happen smoothly.</small>	PEERS (producers) <small>Entities interested in providing value on the supply side of the ecosystem/marketplace, seeking for opportunities to improve their professionalism and honing their capabilities towards better performance.</small>
	Other Services (Platform to Peer Consumers) <small>More classical industrialized services can be provided to peer consumers as complementary of the experiences provided by the ecosystem through the platform.</small>	Infrastructures and Core Components <small>Controlled and owned by the platform owners and governed according to the platform governance. Typically we talk about digital and physical assets, tangible components, that ensure the platform works: these components need effort and energy to be run smoothly and in coordination.</small>		PEERS (consumers) <small>Entities interested in consuming, utilizing, accessing the value that the platform creates through and on the platform.</small>

notes

PLATFORM VISION ➔ ECOSYSTEM DYNAMICS

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<https://platformdesigntoolkit.com/toolkit/#download>

144 – GovTech Business Model Canvas

GovTech Business Model Canvas



Buying Process Will you need to go through an RFP and procurement? If so, map out the process. Does it make sense to land the customer by pricing below the procurement threshold initially and then land and expand?	Urgency Why now? What's changed that either makes the "pain" more pronounced, or allows you to solve the problem when it couldn't be solved before? Is there a new regulation/policy?	Stakeholders & Buyers Can your ideal user profile make the purchasing decision? Who are the stakeholders your ideal user has to go through to make a fast buying decision? Will other departments need to get involved? Are there others within the government/agency that experience the same problem and can help create urgency?
Product & Features How do you plan to build the product? Will the product be self-serve? Define the "need to have" features vs. the "nice to have" features. Are there important data security/compliance standards? What does the product roadmap look like? What integrations are important?	Issue/Opportunity Definition What is the problem you're trying to solve? Why does it create a "pain" for individuals? What process are you making more efficient? What value are you trying to create?	Ideal User Profile Who is the ideal user of the product? This should be the person that is experiencing the "pain" that your trying to alleviate. What are the responsibilities of the ideal user in small, medium, and large size governments/agencies?
Funding How do you plan to fund the company? Venture funding? Angels? Seed funds? Grants? How do you plan to get the company to cash flow break-even?	Risks & Competition What are the anticipated hurdles in adoption, the unit economics, etc? Who are the competitors and what do they offer? How are you differentiated?	Thought Leadership How do you plan to "define the new way?" Who are the thought leaders? How do you plan to share the customer success stories?

Created by Storm Ventures, inspired by the "Digital Policy Model Canvas" from the World Economic Forum

<https://blog.stormventures.com/govtech-business-model-canvas-3b8246af8a93>

145 – ROKS KPI Canvas

ROKS™ KPI Canvas

madetomeasureKPIs.com



Designed by:	Designed for:	Date	Version
KPI Name Purpose Why we should measure this?	Definition or Formula If there's any calculation, how is the measure worked out? What is and is not included in the values used?	Targets What score do we want to achieve? (If we know at this stage)	
Customers Who will use this KPI?	Production Resources What resources are needed to produce the KPI and reports?	Target Outcomes What will achieving the target deliver?	
Data Sources Where will the KPI data come from?	Problems and Errors What are the known issues with KPI production & accuracy?		
Production Cost What is the cost of implementing and producing this KPI?			

DESIGNED BY: Bernie Smith
Turning Strategy into Results

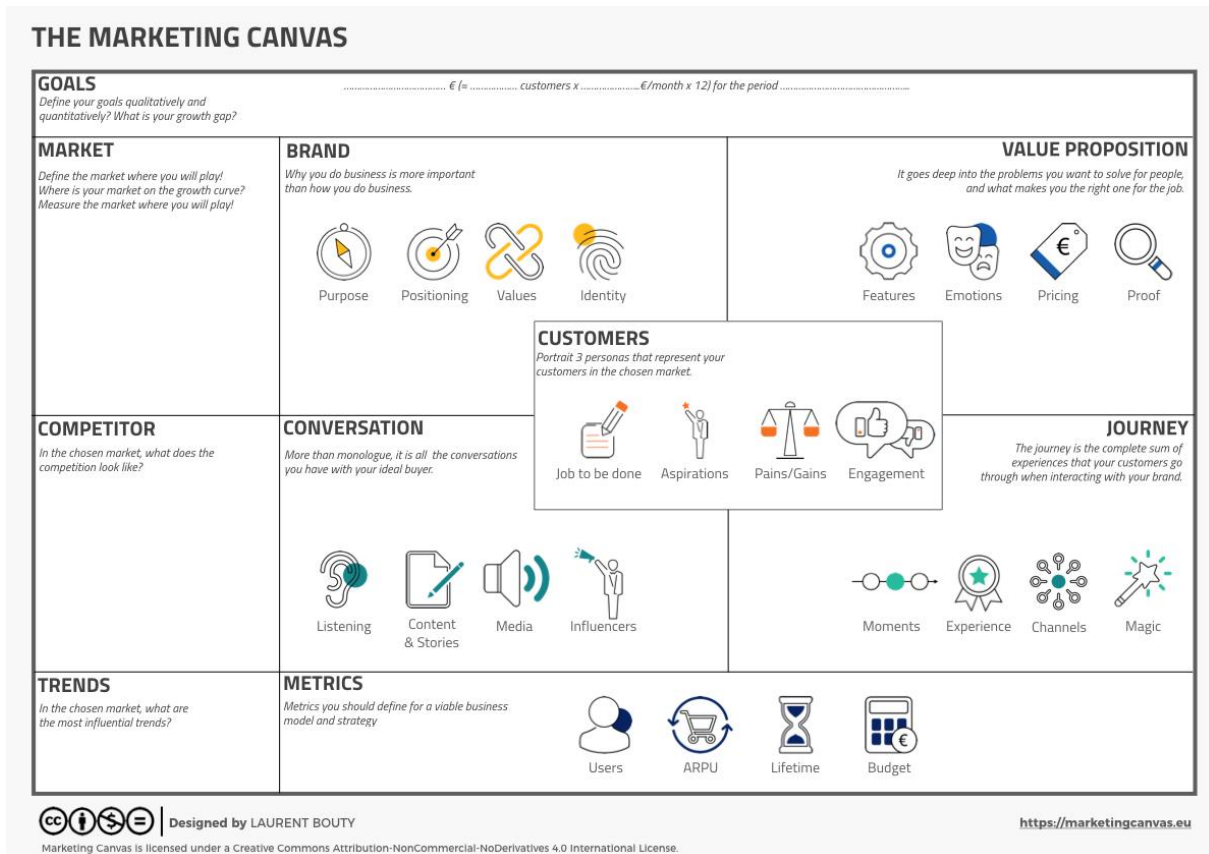
Version 1.4
26th Sept 2017



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<https://madetomeasurekpis.com/download/roks-kpi-canvas-template>

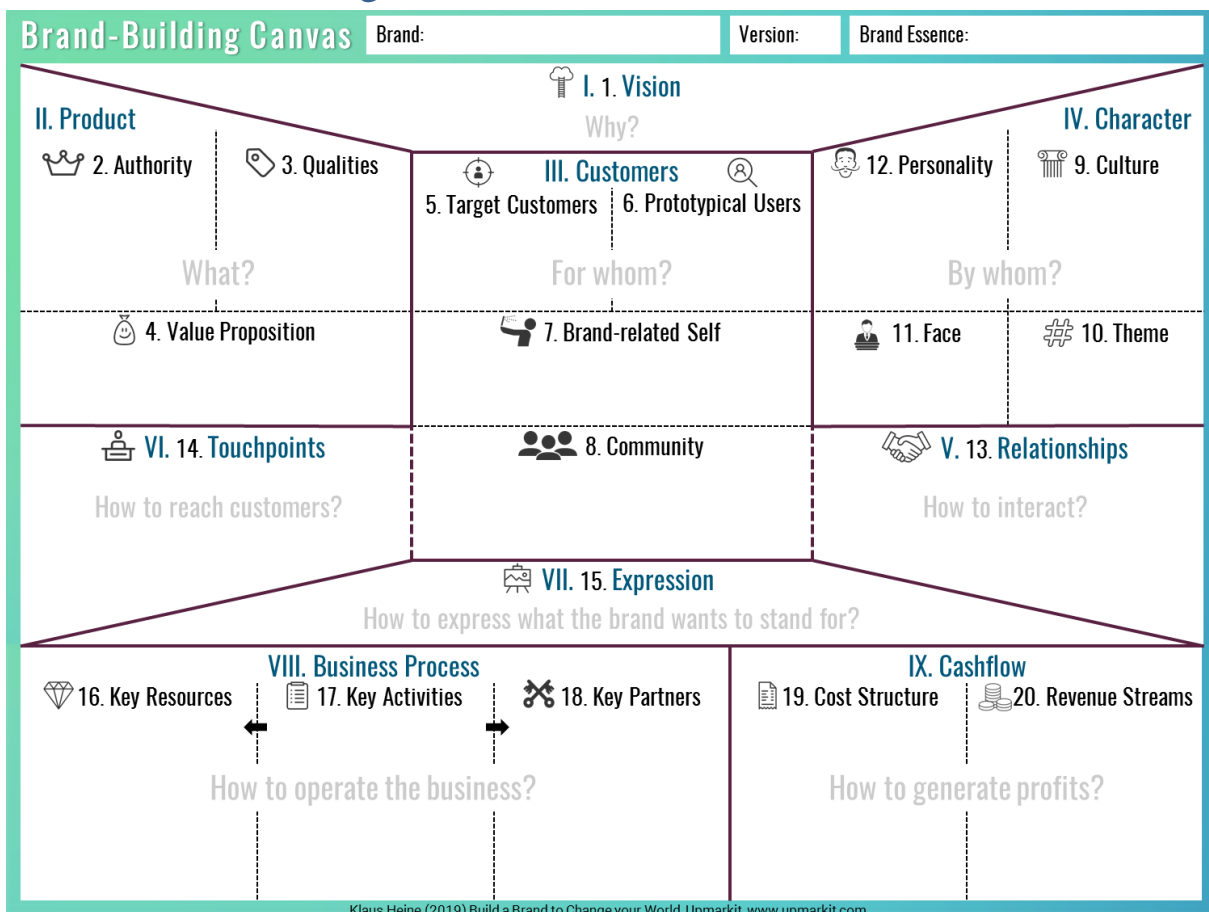
146 – Marketing Canvas



<https://laurentbouty.com/marketing-canvas-structure>

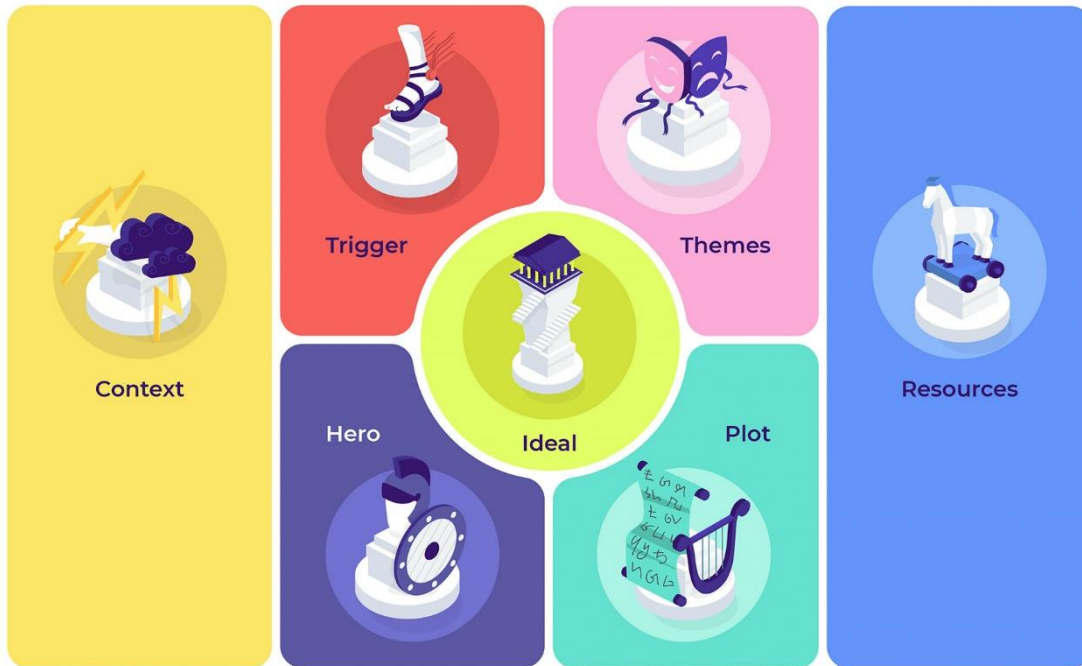
<https://laurentbouty.com/blog/2017/discover-marketing-canvas-2>

147 – Brand-Building Canvas



<https://upmarkit.com/brand-building-canvas>

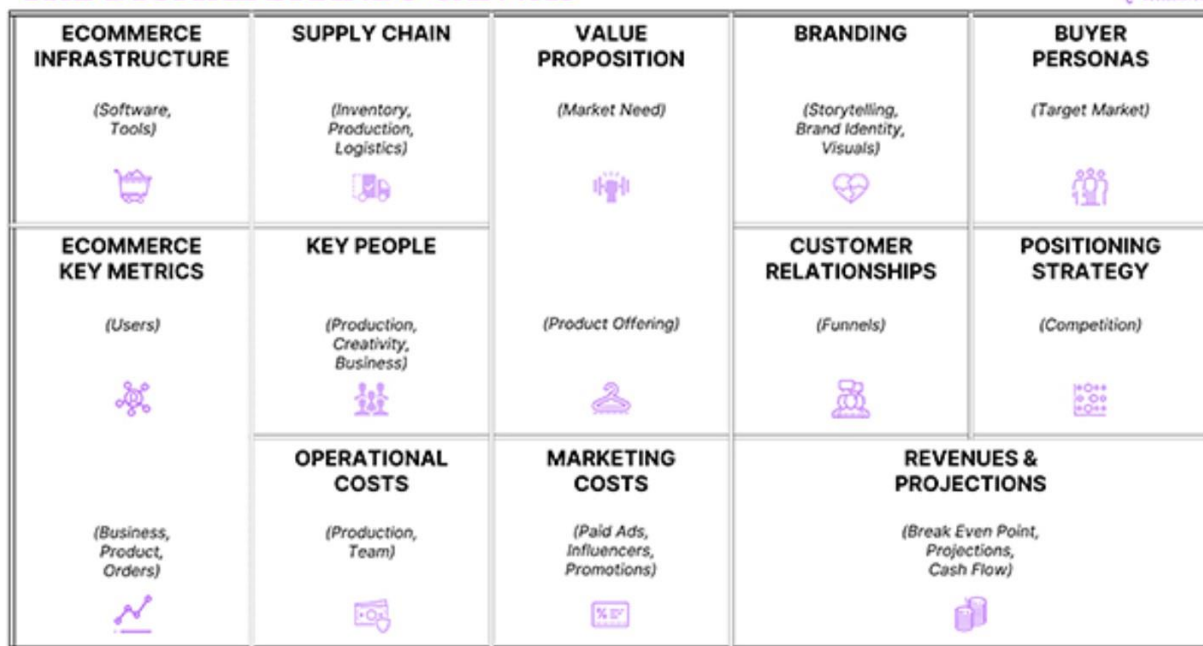
148 – Brand Story Canvas



<https://creativesupply.com/en/resources/brand-story-canvas/>

149 – Fashion Business Model Canvas

THE DIGITAL BRANDS CANVAS



<https://www.ftaccelerator.it/blog/business-model-canvas-fashion/>

150 – Agile Sprint Report Canvas

Project name
 The name of project/ product

● Personal ● Team ● Project ● Personal + Project

The Agile Sprint Report Canvas
 by Luca Merolla

Sprint name
 The name of the Sprint

Project

Metrics
 Story points: done/committed

Project

Objectives
 List all the objectives of the Sprint.

 The objectives should be set at the beginning of the

Positive
 List all the Positive aspects of the sprints:
☐ Feelings ☐ Process
☐ Methodology ☐ Etc...

Negative
 List all the Negative aspects of the sprints:
☐ Feelings ☐ Process
☐ Methodology ☐ Etc...

Progress
 List all significant progresses and improvements from the project point of view:

☐ Milestones
☐ Project scope
☐ Features ready
☐ Stakeholders
☐ Etc...

Perceived Efficiency
 Perceived efficiency as Team expressed with
☐ Mark from 0 to 10

Motivation
 Personal motivation expressed with
☐ Mark from 0 to 10

Vision
 Personal vision of the project expressed with:
☐ Mark from 0 to 10

Issues
 List all the issues faced during the sprint, like:
☐ problems that have impacted the project
☐ (usually) unpredicted technical problems

Risk/Action
 List all the risks that might materialize in future sprints. Also report the actions that should be taken in the next Sprint.
☐ (R) - Identify a risk that could occur
☐ (A) - Identify an action to be performed in the next iteration

<https://lucamerolla.wordpress.com/2014/05/16/agile-sprint-report-canvas/>

151 – Project Canvas (2)

THE PROJECT CANVAS

PROJECT TITLE:

CREATED BY: _____
 WHERE/WHEN: _____

PURPOSE
 What is the cause of the project? (also: motivation, reason)
 Why is the project important and meaningful – and for whom?
 How will the project change the future – and for whom?

BUDGET
 How much money is available?
 How flexible is the budget?

 How much money is needed for
 ... the TEAM (internal/external)?
 ... the necessary RESOURCES?

TEAM
 Who should be on it?

 Who is
 ... in the core team?
 ... in the extended team?
 ... an external partner?
 ... the project manager?

ENVIRONS
 Which known forces (events, conditions, people) affect the project

 ... as tailwind?
 ... as headwind?

WAYPOINTS
 Which stages of progress would be a good reason to celebrate?

 Are there dates for
 ... partial and interim results?
 ... visible and measurable successes?
 ... steering decisions?

QUALITY
 What makes the CUSTOMER really happy with regard to
 ... the RESULT of the project?
 ... the WAYPOINTS along the way within the project?

 How do the CUSTOMERS in the project want to be informed and brought in?

RESOURCES
 What is needed for
 ... work tools (including software)?
 ... materials?
 ... methods and models?
 ... project work spaces?
 ... meeting spaces (on-site/virtual)?

RISKS + CHANCES
 Which uncertain events would (if they occurred)
 ... endanger the project?
 ... stimulate the project?

Events that can be influenced as well as certain events should be regarded as ENVIRONS.

RESULT
 What exactly is to be delivered to the CUSTOMER at the end of the project?

 Is it most likely to be
 ... a new product?
 ... a new service?
 ... new knowledge (findings)?

CUSTOMER
 Who is the actual customer of the project, that is, who are the people that
 ... start & end the project (owners)?
 ... get the project results (recipients)?
 ... finance the project (sponsors)?

 When there are several people:
 Are there known conflicts?

TIME
 When does the project actually start? What will be required (i.e. preparations, documents)?
 When is the project really closed? What will be required (i.e. documents, approvals)?
 How flexible is the start date of the project? How flexible is the end date of the project?

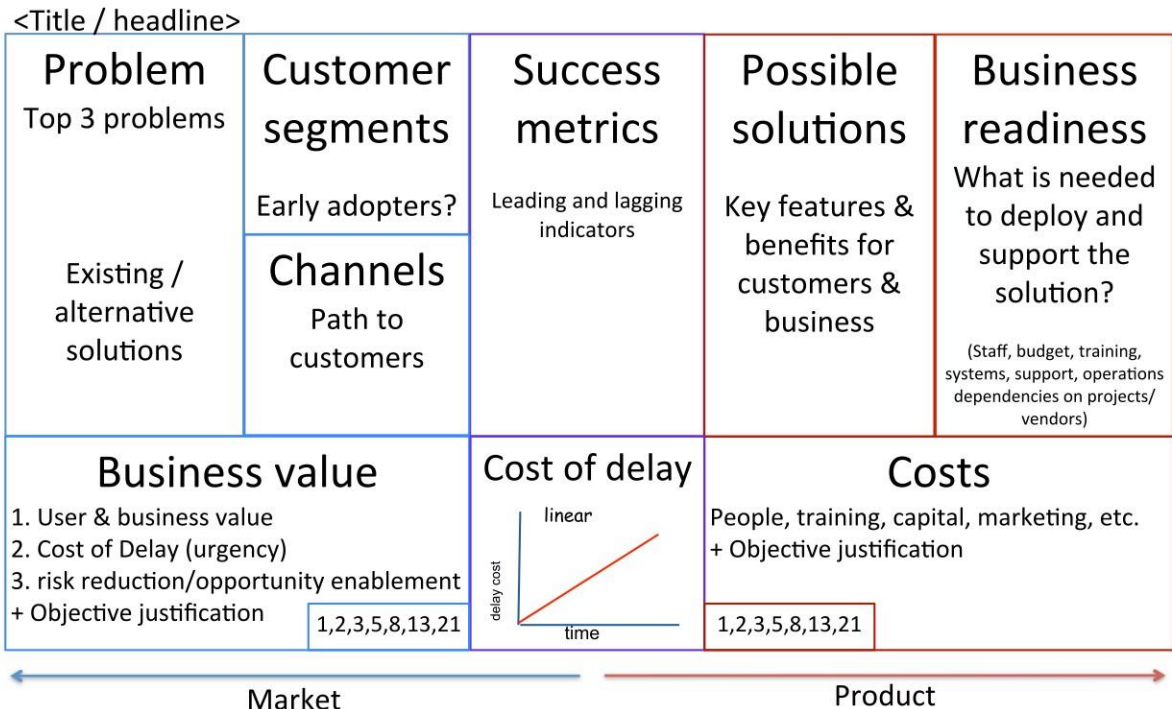
Over the fence overthefence.com/de
(THE PROJECT CANVAS Version 4.0, Apr 2018)

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<https://overthefence.com/de/project-canvas/>

152 – Lean Project Canvas

Lean Project Canvas



<https://www.agile42.com/en/blog/2013/04/11/lean-project-canvas/>

153 – Lean Change Canvas



Lean Change Canvas – Lean Change Method

Lean Change Canvas, ©Jeff Anderson, <https://leanpub.com/leanchangemethod>



R Resistance Risk: Overcoming Resistance to Change

C Change Risk: Ensuring the right Commitment










S Scope / Sustainability Risk: Implementing the right Change

<https://www.plays-in-business.com/lean-change-canvas-how-to-deliver-change-best/>

154 – AI Project Canvas

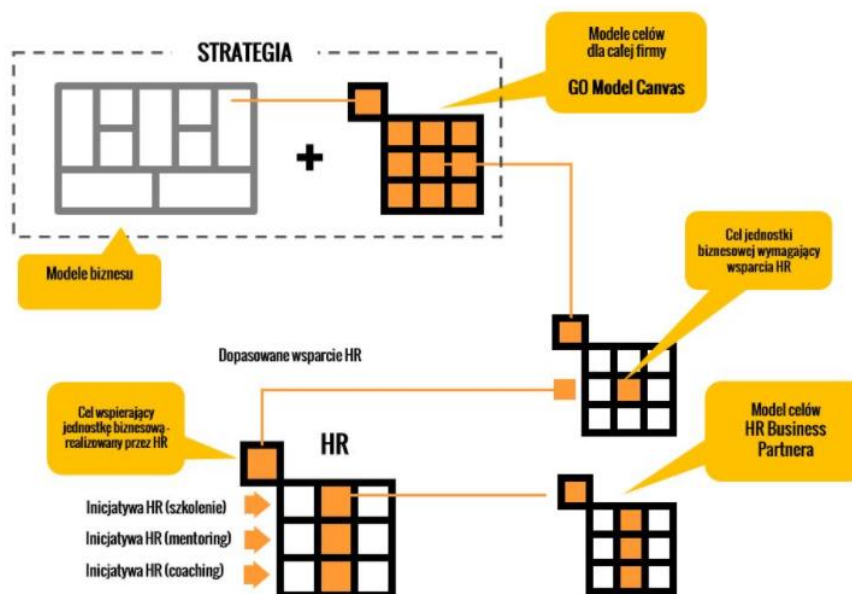
AI Project Canvas

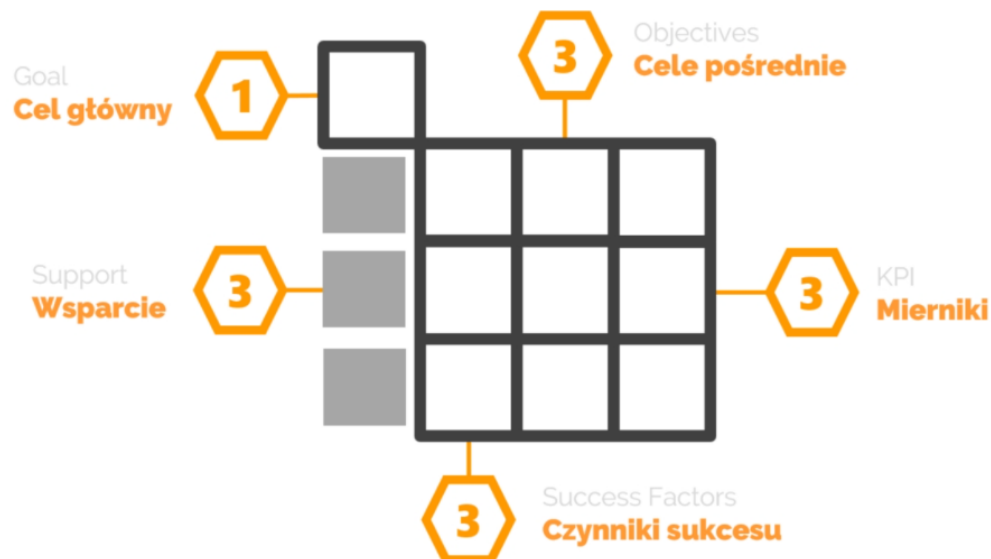
Title:

Data  <i>Which data do you need?</i>	Skills  <i>Which skills do you need for development?</i>	Value Proposition  <i>What is the value added by your project?</i>	Integration  <i>How will the project be integrated?</i>	Customers  <i>Who are the end customers?</i>
	Output  <i>Which key metric are you optimizing for?</i>		Stakeholders  <i>Who are the key stakeholders?</i>	
Cost  <i>What costs will the project incur?</i>		Revenue  <i>How will the project generate revenue?</i>		

<https://towardsdatascience.com/introducing-the-ai-project-canvas-e88e29eb7024>

155 – GO Model Canvas





<https://www.gomodelcanvas.pl/go-model>

156 – Scrum Product Canvas

<p> Name</p> <p>Product or Service Name</p>		<p> Vision Statement</p> <p>Aim of the product</p>	
<p> Personas</p> <p>Name, background and needs</p>	<p> How Personas Live the Product</p> <p>Describe how the various personas interact with the product satisfying their needs</p>		<p> User Stories</p> <p>Detailed features of the product backlog</p>
	<p> Epics</p> <p>High level main features of the product</p>	<p> Design</p> <p>Visual design</p>	
	<p> Contrains</p> <p>External constrains</p>		

<https://www.agile-scrum.be/blog/scrums-product-backlog/agile-scrum-visual-scrum-product-canvas/>

157 – Product Management Canvas (PMC)

The Product Management Canvas		Product Name:	Canvas by:	On:
				Iteration #:
Idea Problem / Opportunity: What Unique Need / Demand Need / Aspiration That Needs To Be Addressed? Idea: The idea that will address the above.	Market Market Size Market Opportunity: How much of this market size can be addressed? Key Partners: Competitors: Customer Segment B2B: Startup, SME, Business Owners, MNC B2C: BPO, LMC, SAC, LMC, PNC Early Adopters	Business Value Product - Organization Fit Product - Market Fit: Revenue Model(s) Cost Analysis: Regulatory & Compliance	Features Value Propositions / USP Other Key Features	Metrics Success Criteria: Viability Criteria: Failure Criteria
Evangelism <input type="checkbox"/> Elevator Pitch <input type="checkbox"/> Content Strategy <input type="checkbox"/> Terminology <input type="checkbox"/> SEO Strategy <input type="checkbox"/> Brand Assets (Domains, etc.) <input type="checkbox"/> Social Media Presence What Social Networks Are in Focus? Support Channels	Visual Identity <input type="checkbox"/> Name <input type="checkbox"/> Logo, Icons <input type="checkbox"/> Brand Playbook <input type="checkbox"/> Presentation & Docs Template <input type="checkbox"/> Product Docs Templates <input type="checkbox"/> Social Network Assets <input type="checkbox"/> Display Ads Assets	Go To Market <input type="checkbox"/> Time of Launch <input type="checkbox"/> Launch Strategy, Collaterals <input type="checkbox"/> Sales, Delivery Channels <input type="checkbox"/> Positioning, Promotion Strategy <input type="checkbox"/> Decision Makers, Influencers <input type="checkbox"/> Recommenders <input type="checkbox"/> Sales Collateral <input type="checkbox"/> Marketing Collateral <input type="checkbox"/> User Support Docs <input type="checkbox"/> Training Collaterals <input type="checkbox"/> Change Management	Key Resources Licenses 3rd Party Platforms Analytics Tools, SDK	Risks Shortcomings Assumptions Disruption Readiness

The Product Management Canvas, is a strategic management and entrepreneurial articulation tool. It allows you to describe a product having the highest return on investment versus risk.

Designed by Dinker Charak, <http://www.ddinnxx.com>, Version 0.7.

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<http://www.ddinnxx.com/product-management-canvas/>

158 – Pitch Canvas (2)

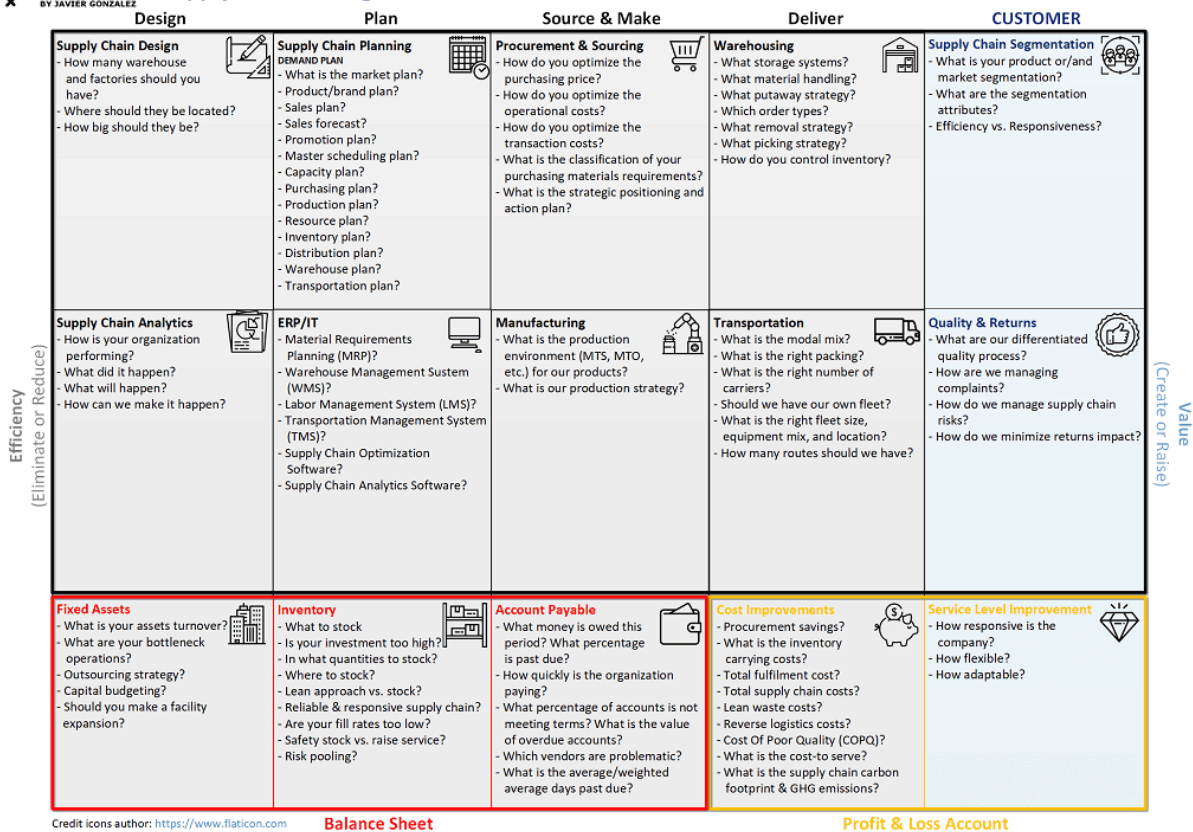
<p>Simple Statement of what change you and your product are making in the world.</p> <p><i>A memorable one-sentence explanation of what you do for customers</i></p>	
<p>Problem (pain)</p> <p><i>What problem are you solving for your customers? What does the pain result in? What opportunities do you provide for people to be faster, more cost effective, more efficient, happier, safer? How many people need this problem solved- market size? Have you validated that people will pay to have it solved?</i></p>	<p>Product (or solution)</p> <p><i>As simply as possible: what does your product do for customers? How does it work? How have you tested it with customers? (Be sure not to let the product dominate the pitch)</i></p>
<p>Product Demo</p> <p><i>Live demo? (always risky, but powerful if it works...) A screenflow movie of a working app convinces this is for real. Physical product convinces you can execute. Screenshots area also OK, but can look like a mock up moving product on screen is better.</i></p> <p><i>Can you show a real customer using it?</i></p>	<p>What's Unique (unique value proposition)</p> <p><i>Technology/Relationships/Partnerships. Have do you help your customers get results differently to your competition or alternatives? Show you have researched the market and know what competition is out there</i></p>
<p>Customer Traction</p> <p><i>Success so far? Pilot customers? Major brands? Progression in users or downloads? Customer reference quotes or movies? PR coverage? Competition wins? Use data and facts to strengthen your case</i></p>	<p>Business Model</p> <p><i>How do you get paid? What's the opportunity for growth? how can you scale belong your current scope: new industries, territories, applications of partnerships and technology?</i></p>
<p>Investment</p> <p><i>Have you invested money yourself? Have you raised money so far? How much are you looking for now? How many, and what type of investor are you looking for? What expectations do you have of your investors; networks, expertise? What big steps will you use the investment for? What milestones will you reach with the money?</i></p>	<p>Team</p> <p><i>What relevant experience and skills does your team have that supports your story? Brands worked for? Achievements? Sales success? What binds you together as people and as entrepreneurs to fix this problem? What's special about the character of your team, that will make you stand out and be memorable?</i></p>
<p>Call to Action and End Statement</p> <p><i>Finish the pitch strongly with clear request for the audience to take action - what is their first next step?</i></p>	
<p>Why You?</p> <p><i>Note: Why you? can show up in any part of the pitch. What do you care about solving this problem for your customers? How does your life been affected by this industry and business? Why should your audience have confidence that you will do what you say you are going to do?</i></p>	

<https://upmetrics.co/canvas/pitch-canvas>

159 – Supply Chain Management Canvas



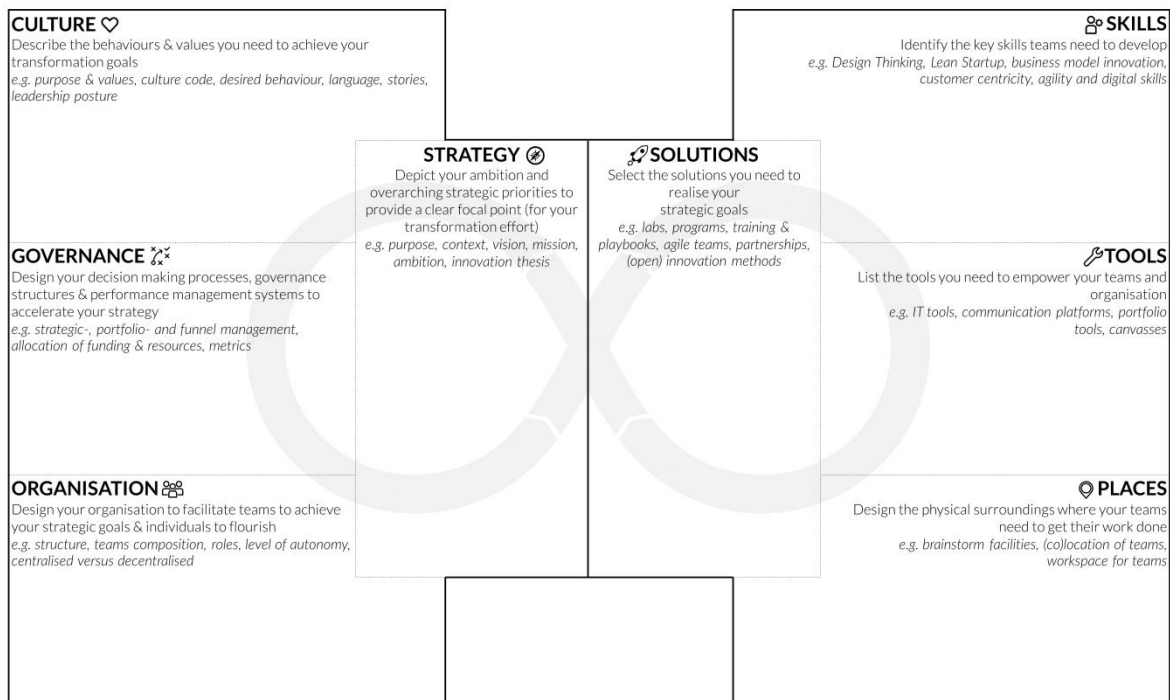
Supply Chain Management Canvas



<https://strategok.com/supply-chain-management-canvas/>

160 – Growth by Design Canvas

GROWTH BY DESIGN CANVAS



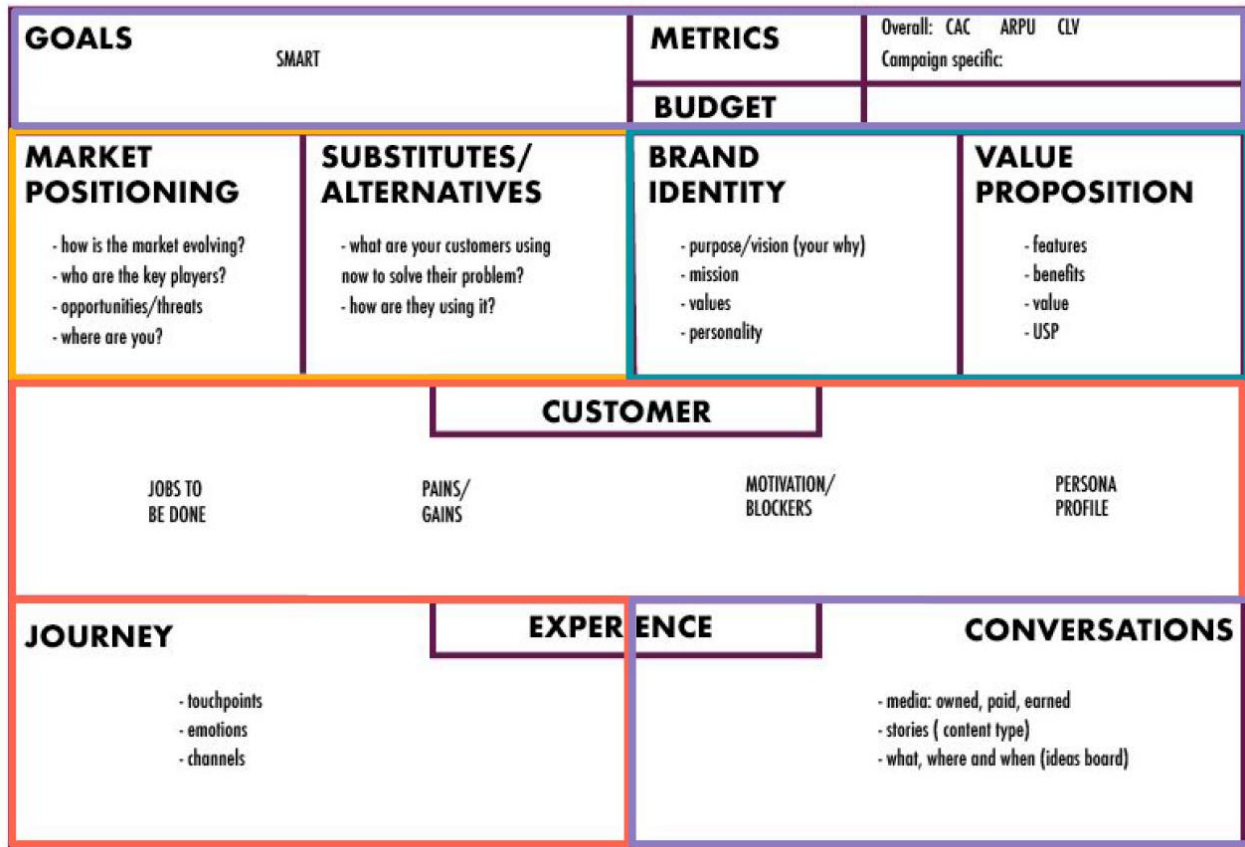
DESIGNED BY STRATEGIEMAKERS

STRATEGIEMAKERS

<https://www.growthbydesign.nl/>

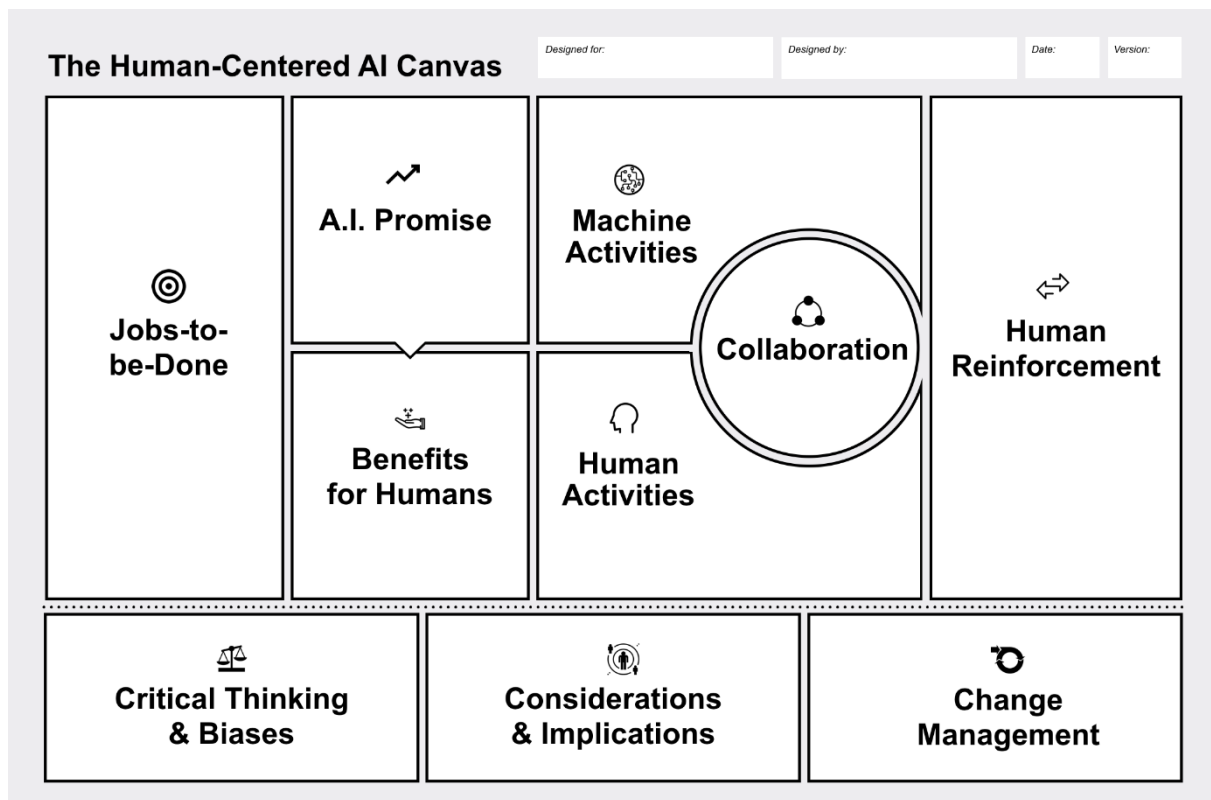
161 – Marketing Canvas 2.0

MARKETING CANVAS 2.0



<https://innovatingsociety.com/design-thinking-in-marketing-program>

162 – Human-Centered AI Canvas



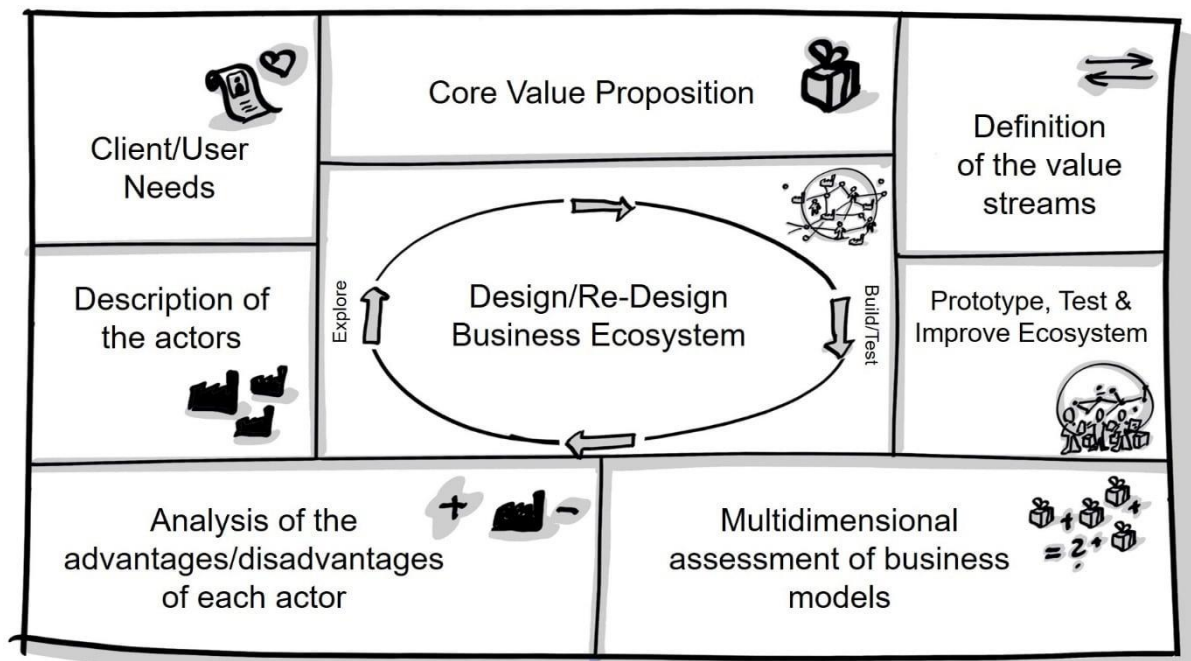
<https://medium.com/@albmlt/introducing-the-human-centered-ai-canvas-a4c9d2fc127e>

163 – Digital Business Model



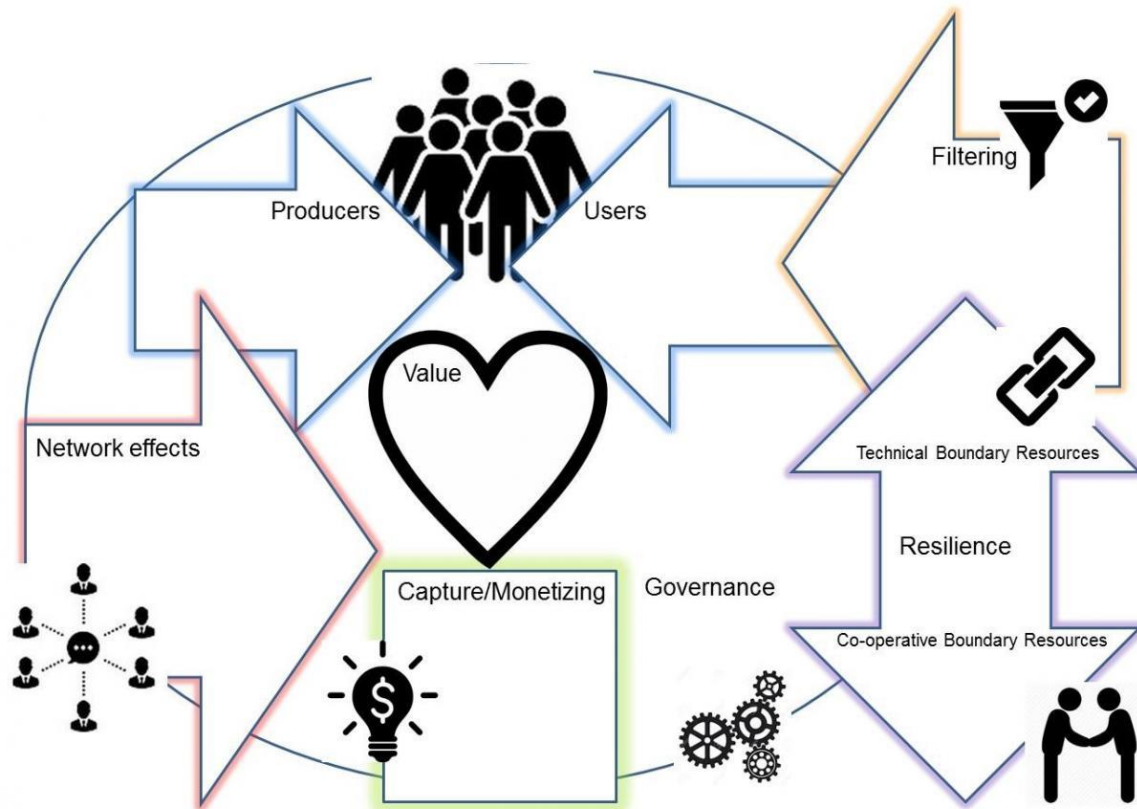
<https://www.garyfox.co/digital-business-model/>

164 – Business Ecosystem Design Canvas



<https://inform.tmforum.org/insights/2018/09/minimumviable-ecosystem-mve-key-milestone-initial-problem-scalable-solution/>

165 – Platform Ecosystem Canvas



<https://www.vttresearch.com/en/news-and-ideas/platform-ecosystem-canvas-defining-core-elements-new-economy>

Korhonen, H. et al. "The Core Interaction of Platforms: How Startups Connect Users and Producers." Technology Innovation Management Review 7 (2017): 17-29.

166 – Template for designing triple bottom line business models

template for designing triple bottom line business models

key partners <small>key partners:</small> who do you work with to deliver your value proposition? do not forget to list your partners in your social impact mission – e.g., charities, community groups, and so on ecological impact mission – e.g., eco-certification agencies, closed-loop partners, reforestation initiatives	key activities <small>key activities:</small> what do you do yourself to deliver your customer value proposition?	customer value proposition <small>value proposition:</small> what jobs do you perform for your customers? what pains do you alleviate? what gains do you contribute? also list what makes your value proposition distinctive relative to others! see link for further detail	customer relationships what kind of relationship do you maintain with your different customers? see link for examples customer channels how do you reach your customers? how do you integrate with their routines? also describe your multi-channel strategy, if any!	customer groups which customer groups do you service? note that multi-sided business models may have many different customers! also distinguish between 'users' (e.g., facebook users – who would also be their key resource) and paying customers (e.g., advertisers)
	key resources what resources you draw on to deliver your value proposition? consider physical, human, and financial resources, specifically consider your intellectual assets: ip plus intellectual capital!	social impact mission describe here your social impact mission, how do you demonstrate good citizenship? how do you contribute to your local community? how do you improve people's lives and the general societal well-being beyond your core business mission?	community relationships what relationships do you maintain with the local communities where you are present? how do you engage these communities? social channels what are the specific channels and activities through which you deliver on your social impact mission?	community stakeholders who are the beneficiaries of your social impact mission? note that your business may have direct beneficiaries (those directly targeted) and secondary ones (those experiencing secondary benefits such as greater prosperity, lower unemployment, reduced crime rate)
ecosystem services here list the natural ecosystem services your operation uses: biomass, minerals, water, air, soil, forests, non-renewable energy, we are interested in your environmental footprint	governance how do you ensure you do not lose sight on your social and environmental missions? list the governance structures and procedures that ensure that these impact propositions are incorporated in your corporate decision making!	ecological impact mission how are you going to deliver a positive impact on your natural environment? e.g., how do you minimise your ecosystem footprint, deliver a specific ecosystem impact beyond your business mission (e.g., reforestation projects), or, for example, eliminate resource-consuming activities from your business model? how do you make your business and the natural environment more ecologically sustainable?	ecosystem channels what are the specific channels and mechanisms through which you deliver your impact on the natural ecosystem? these might be internal (e.g., recycling, repairing, rematerialisation) and external (e.g., participation in specific ecosystem initiatives)	ecosystem beneficiaries who are your ecosystem beneficiaries? these may be living things (inhabitants of the ecosystem) and non-living ones (ecosystem resources such as air, water, minerals)
cost structure what is the cost structure of your business? indicate both direct costs generated by your internal activities as well as costs generated through outsourcing, license agreements, and similar, also elaborate costs associated with your social and ecological impact missions		surplus streams and mission integration does your business generate specific surpluses to support your social and ecological impact missions? these might be financial (e.g., donations by customers, share of profit) or material (e.g., collected materials for recycling), also describe here how your business, social, and ecological missions integrate and reinforce one another!	revenue streams how does your business generate revenue? indicate both primary sources of revenue (from primary interactions within the business model) and secondary sources (e.g., monetisation of data resources and additional ip generated by the primary interactions)	



Designed by [Erikko Aalto](#) (2018). PowerPoint version available from [me](#).
This canvas builds on and extends the business model canvas by [Strategizer AG](#). Hyperlinks point back to [Strategizer](#).
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http://www.businessmodelcommunity.com/Other_Resources.E.htm

http://www.businessmodelcommunity.com/fs/Root/e1y3n-triple_canvas_2018.pdf

167 – Platform Canvas



www.theplatformcanvas.com 

<https://www.theplatformcanvas.com/>

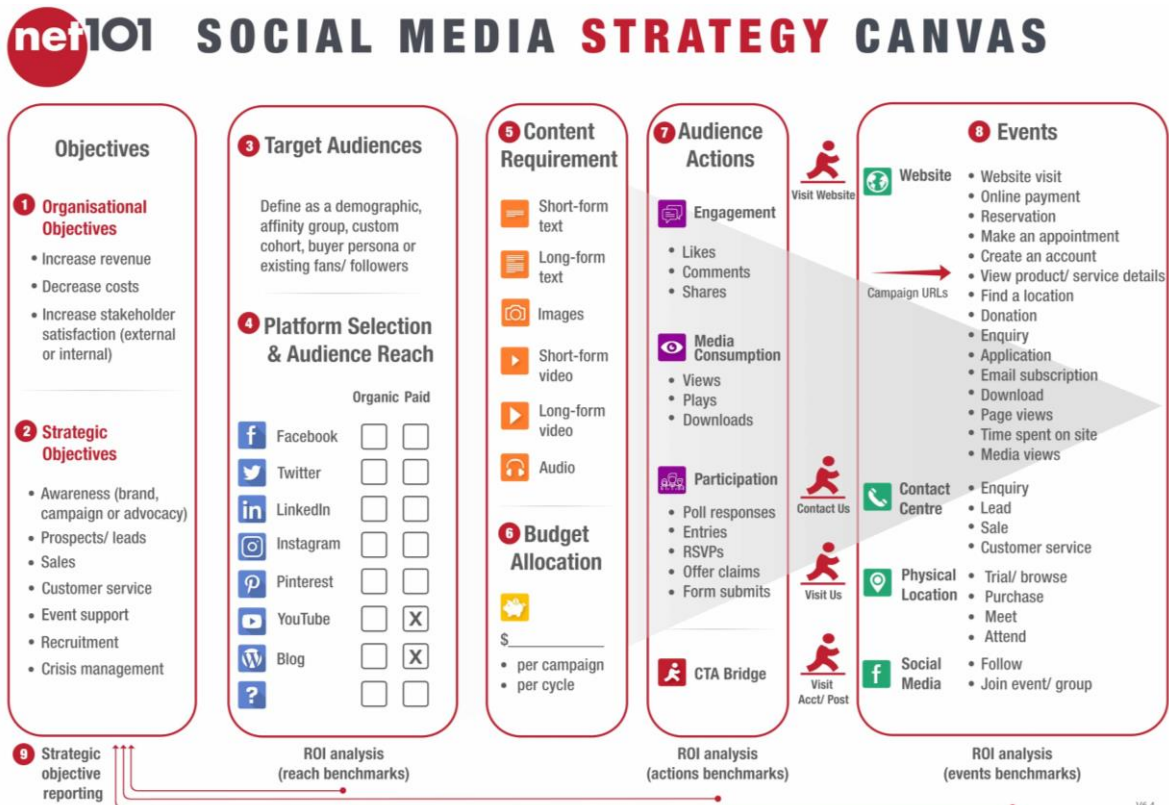
<https://www.forbes.com/sites/tedladd/2019/11/26/designing-and-analyzing-multi-sided-platform-companies-with-the-platform-canvas/?sh=4d9af36128da>

168 – Startup Canvas (2)

VALUE PROPOSITION Why you are different and worth buying?	SOLUTION Top 3 Product Features.	PROBLEM Top 3 problems you solve	CUSTOMER SEGMENTS List your target customers and users.
TEAM List you team, Founders, Advisers and Partners.	CHANNEL Path to customers for marketing & sales.	REVENUE MODEL How you make money.	
MARKET Type and size of your market Is it new, existing or re-segmented?		EXTERNAL RISKS Market or ecosystem threats beyond your control.	KEY PERFORMANCE INDICATORS Which three metrics will we use to measure our success as a company?

<https://upmetrics.co/canvas/startup-canvas>

169 – Social Media Strategy Canvas



<https://www.digital-marketing-course.com.au/blog/the-net101-social-media-strategy-canvas/>

170 – Business Transformation Canvas (BTC)

V_Jan2020

The Business Transformation Canvas (BTC) and its 10 elements

Conceptual Target State	Detailed Target State	Transformation Themes	Gap Analysis	Current State
	Culture, People and Leadership Capabilities		Culture, People and Leadership Capabilities	
Target Metrics, Performance, Customer Sensing		Roadmap & Governance	Current State Metrics, Performance, Customer Pain Points	

The Business Transformation Canvas is adapted from the Business Model Canvas (www.Strategyzer.com) and it is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License

Created by Antonio Urquiza
Based on the book The Agile Digital Enterprise

<https://agiledigitalenterprise.com/resources/>

171 – Social Lean Canvas



PURPOSE		IMPACT MODEL					
		SITUATION	PARTICIPANTS	ACTIVITY	OUTPUTS	OUTCOMES: WHAT CHANGES?	LONG TERM IMPACT
PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS			
	KEY METRICS						
EXISTING ALTERNATIVES						EARLY ADOPTERS	
COST STRUCTURE			REVENUE				

The Social Lean Canvas was created in 2014 by Impact Ventures, Steve Moulton and the Akina Foundation. It is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License. (www.impactinitiative.org.nz) and is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License.

<https://www.theimpactinitiative.org.nz/toolkit-for-se/social-lean-canvas>













172 – Business Innovation Canvas

Business Innovation Canvas

Company Name _____

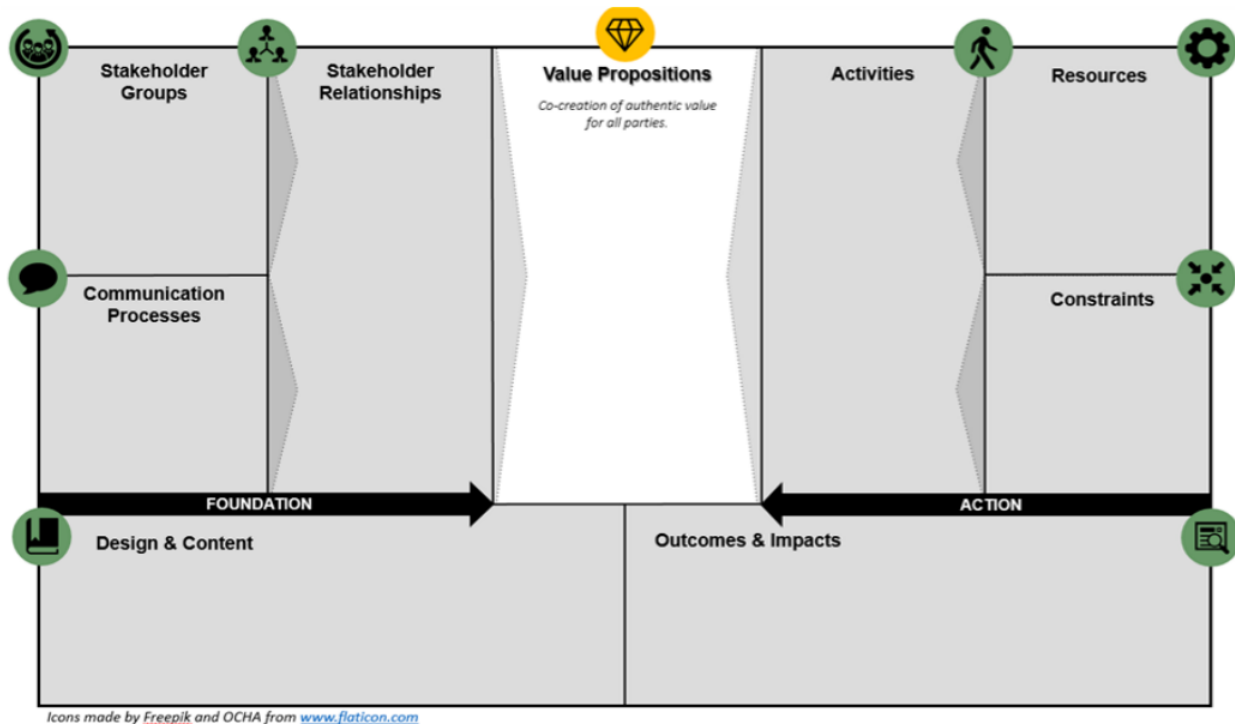
Project Name _____

Date _____

 Social context <input type="text"/> Problem/Need <ul style="list-style-type: none"> Describe the problem/need Tact understanding How the problem/need affects people How you plan to solve the problem/need Size of the problem/need Sufficiently focused problem/need Key Stakeholders <p>People</p> <ul style="list-style-type: none"> Customers Competitors Regulators Societies / councils / statutory bodies Service providers Funding agencies Distributors Retailers Manufacturers Recyclers <p>Learning Relationship</p> <ul style="list-style-type: none"> Tracking Data & statistics One on one Social media Conferences Networking events Surveys Interviews Opinion leaders <p>Key Industry Factors</p> <p>Non-Human</p> <ul style="list-style-type: none"> Economic climate Economic policy Infrastructure Prevailing business models Essential technologies Green environment requirements Market sector norms Cultural norms <p>Learning method</p> <ul style="list-style-type: none"> Data & statistics Opinion leaders Policy & reports Conferences News channels Social media 	 Means <input type="text"/> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> External Resource Network <ul style="list-style-type: none"> Technology partners Manufacture partners Service partners Distribution partners Marketing partners Platform partners Intellectual property partners Component supply partners R&D partners </div> <div style="width: 30%;"> Market Requirements <ul style="list-style-type: none"> Functional improvements Service improvements Price reduction Quality improvements Improved recycle ability Social compatibility </div> <div style="width: 30%;"> Technology <ul style="list-style-type: none"> Technological upgrade New technology New combination of technology Change technology </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;"> ERN <ul style="list-style-type: none"> New product styling options New marketing strategy New social media campaign New cultural compatibility </div> <div style="width: 30%;"> Creaitivity <ul style="list-style-type: none"> New patent potential solutions New solutions (disruptive) New solutions (continuous) </div> <div style="width: 30%;"> Ideas <ul style="list-style-type: none"> Problems from customers Problems from manufacture Problems from service providers Problems from distributors Problems from retailers Problems from industry bodies Problems from environment lobby Problems from cultural incompatibility Social upliftment challenges </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;"> Inventions </div> <div style="width: 30%;"> Inv </div> </div>	 Experimentation <input type="text"/> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 2px; margin-right: 5px;">Design</div> <div style="margin: 0 5px;">→</div> <div style="border: 1px solid black; padding: 2px; margin-right: 5px;">Make</div> <div style="margin: 0 5px;">←</div> <div style="border: 1px solid black; padding: 2px; margin-right: 5px;">Test</div> <div style="margin: 0 5px;">←</div> <div style="border: 1px solid black; padding: 2px; margin-right: 5px;">Refine</div> </div> Function Experimental Methods <ul style="list-style-type: none"> Computer Aided Design CAD Application design & coding User experience design Chemical design Electronic design Genetic design Conceptual simulations Functional Prototyping Business model canvas <p>Questions</p> <ul style="list-style-type: none"> Minimum functional criteria? Best methods? Resource availability? Capabilities? External partners? Management of tests? Results integrity? Evidence of minimum viable criteria Market Experimental Methods <ul style="list-style-type: none"> Focus group Survey Competition Living lab Scenario Social media Market standards certification Business model canvas <p>Questions</p> <ul style="list-style-type: none"> Minimum market criteria? Best methods? Resource availability? Capabilities? External partners? Management of tests? Results integrity? Evidence of minimum viable criteria Experiment check list <ul style="list-style-type: none"> Appropriate methods (including business model canvas) Minimum viable result Bias control Record of experiments <div style="margin-top: 10px;"> Function Acceptance <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">Yes</div> <div style="border: 1px solid black; padding: 2px;">No</div> </div> </div> <div style="margin-top: 10px;"> Market Acceptance <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">Yes</div> <div style="border: 1px solid black; padding: 2px;">No</div> </div> </div>	
 Aim <input type="text"/> <ul style="list-style-type: none"> Differentiate from Compete with New product / service / process New revenue stream 	 Type <input type="text"/> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Product </div> <div style="text-align: center;">  Process </div> <div style="text-align: center;">  Business Model </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Service </div> </div>	 Nature <input type="text"/> <ul style="list-style-type: none"> Improvement New Continuous New Discontinuous (Disruptive) 	 Risk <input type="text"/> <div style="display: flex; justify-content: space-between;"> <ul style="list-style-type: none"> Low Medium High <div> 6 - 9 10 - 14 15 - 18 </div> </div> <p style="text-align: right;">Total</p>
 <p style="font-size: small;">Designed by: Craig Duff for innovat4profit. This work is licensed under the Creative Commons Attribution 4.0 International License. To view a copy of this license, visit http://creativecommons.org/licenses/by/4.0/ or send a letter to Creative Commons, PO Box 1888, Mountain View, CA 94042, USA.</p>		Senior Management Approval _____	Appointed Innovation Leader _____
Appointment of innovation team _____			

<https://innovate4profit.co.za/>

173 – Curriculum Innovation Canvas

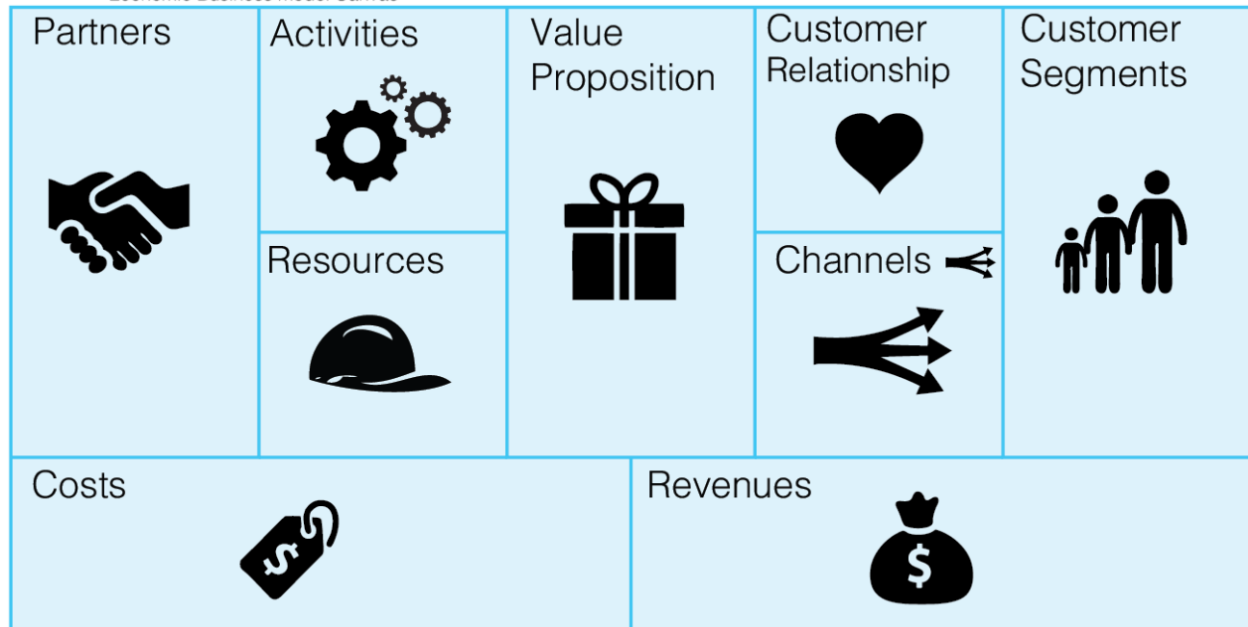


<https://files.eric.ed.gov/fulltext/EJ1139524.pdf>

174 – Triple Layered Business Model Canvas

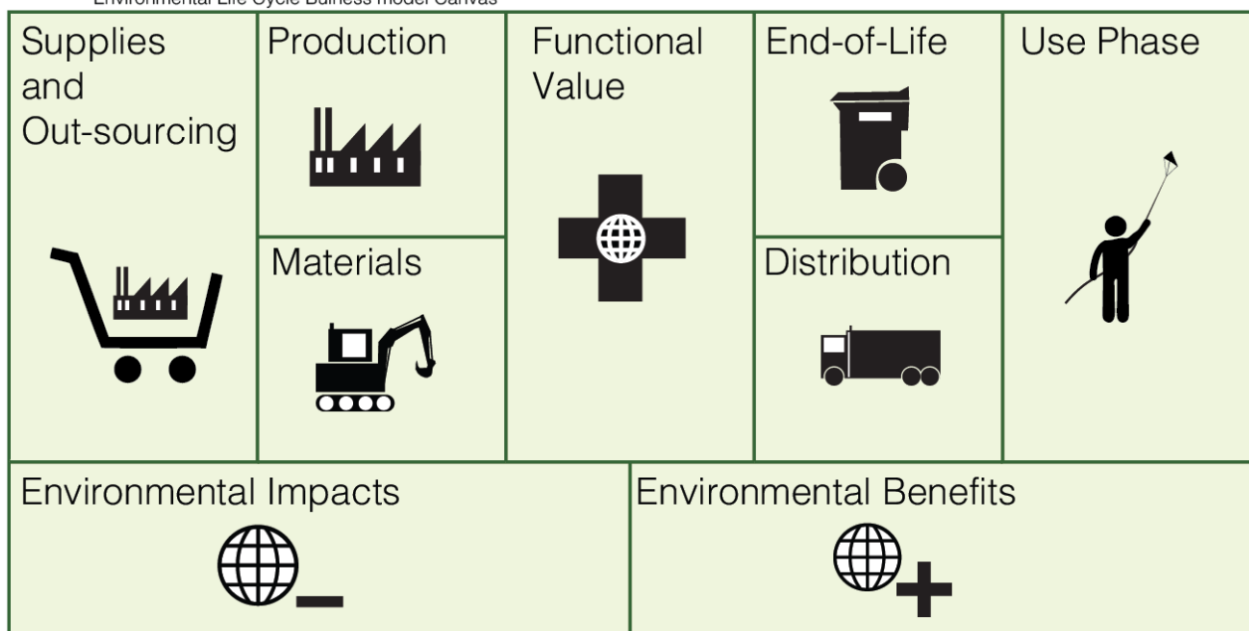
174a – Economic Business Model Canvas

Economic Business model Canvas



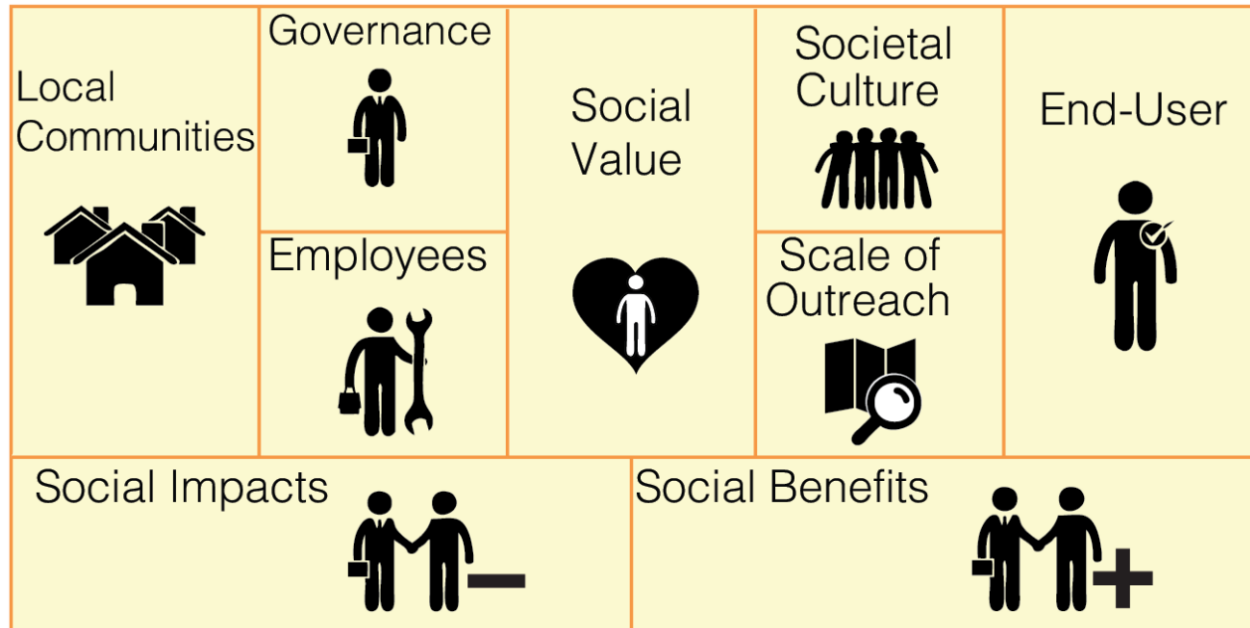
174b – Social stakeholder Business Model Canvas

Environmental Life Cycle Business model Canvas



174c – Environmental Life Cycle Business Model Canvas

Social Stakeholder Business model Canvas

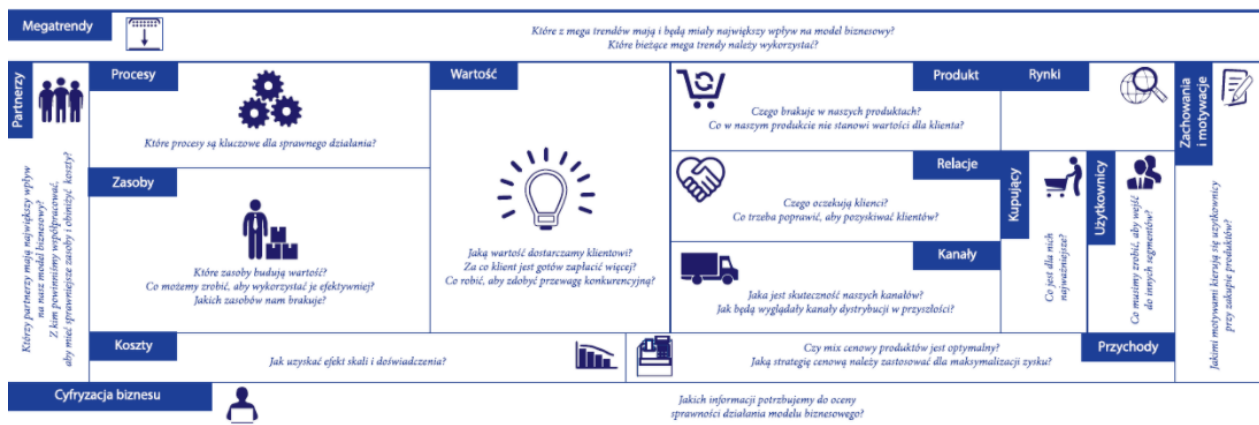


<https://sustainablebusinessmodel.org/2015/04/17/the-triple-layered-business-model-canvas-a-tool-to-design-more-sustainable-business-models/>

A. Joyce, R. L. Paquin, The Triple Layered Business Model Canvas: A Tool to Design More Sustainable Business Models. Journal of Cleaner Production, 2016, vol. 135, s. 1474–1486.

<http://dx.doi.org/10.1016/j.jclepro.2016.06.067>

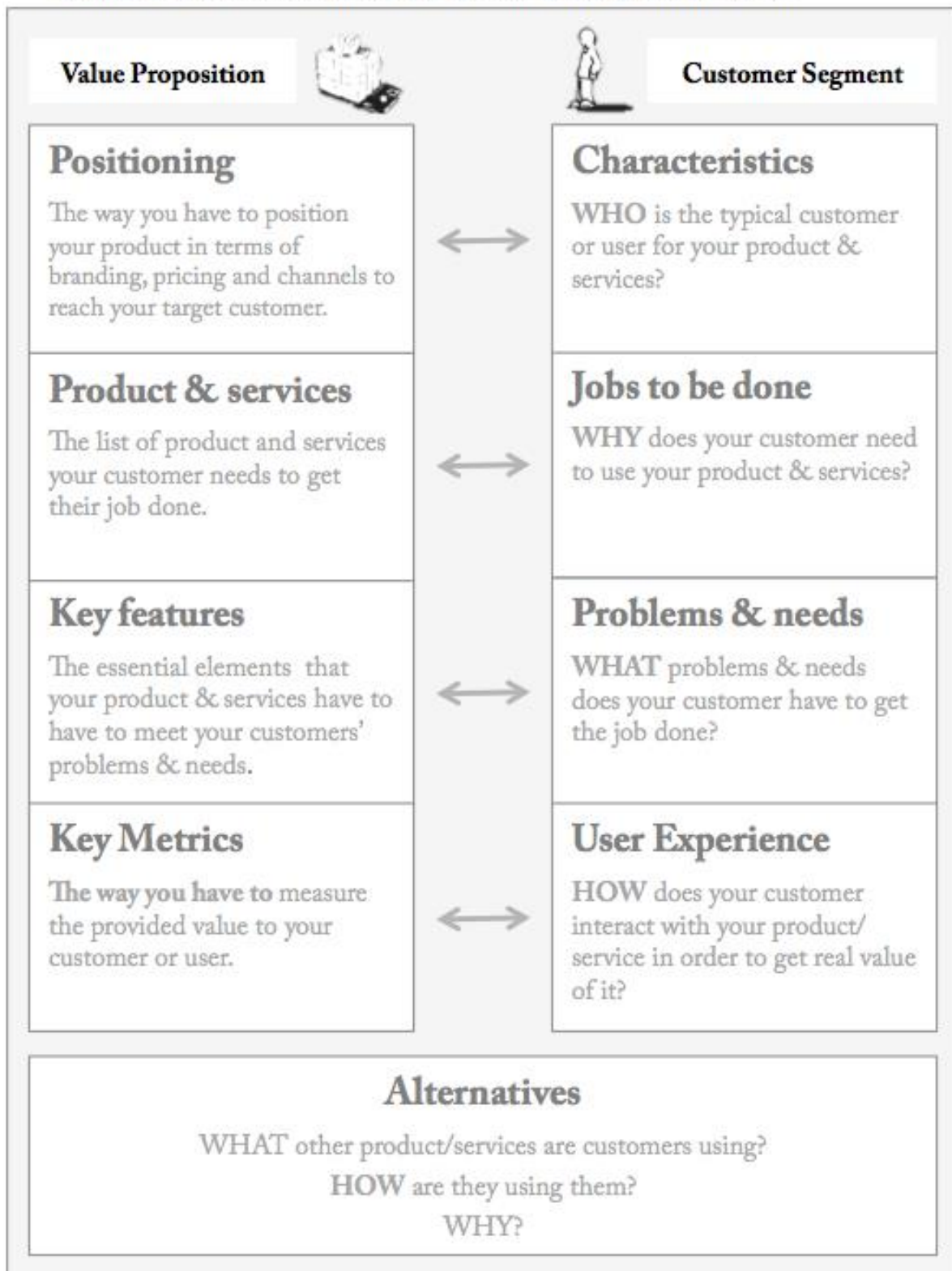
175 – Business Model Canvas M15™



<http://www.cepolska.pl/firma-doradcza-konsultingowa-model-biznesowy-firmy.html>

Product-Market Fit Canvas 1.0

Become a Co-Creator of this canvas at ProductMarketFitCanvas.com



177 – Innovator’s Canvas

- Low Risk or Validated Assumption
- Med Risk or Partially-Validated Assumption
- High Risk or Invalidated Assumption

THE INNOVATOR’S CANVAS

Key Resources	Metric That Matters Stage 1. Empathy & burning pain discovery.	Brand Promise – The Why		Customer Relationships	Customer Segment	
	Stage 2. Problem – solution fit.					
	Stage 3. Product – market fit.					
	Stage 4. The metric for scaling.					
Key Partners	Unfair Advantage	Products & Services	Gain Creators	Channels	Gains	Job to be Done
			Pain Killers		Pains	
Cost Structure			Revenue Streams			

THE INNOVATOR’S CANVAS ORDER OF VALIDATION STEPS



1. **Problem Identification:** We have verified a customer segment with a burning problem/need that they are willing to pay to fix.
2. **Problem / Solution Fit:** We have verified a solution to their problem that they would buy right now if it were available.
3. **Product / Market Fit:** We have verified a channel to reach customers for sale and delivery of solution
4. **Scalability:** We have verified that the business model can be scaled profitably and sustainably

<https://www.ignitionframework.com/the-innovators-canvas-a-step-by-step-guide-to-business-model-innovation/>

178 – Business Model Zen Canvas



Business Model **Zen Canvas**

Business Name

Group:
Version:
Date: / /

Generating Ideas What are candidate solutions for customer problem? Which ideas are in the top priorities?		Cooperator for Innovation Who should I work with to make the Solution?	Do & Test What are the concrete actions to go to market and test market hypothesis?
Customer Who is my customer?	Problem What is my customer's current needs?	Solution What are my value propositions to the customer?	Empathy How can I evoke empathy from my customer?
Exploring Opportunities What are the business opportunities according to business environments, customer needs, lifestyle, social culture and technology that are changing?		Revenue What is main revenue stream of my business?	Learn & Pivot What are the key metrics to test market hypothesis? If yes, what is the main cause of it? Do we need partial adjustment or big change?
Mission What is my promise to customer?		Market Are the needs attractive enough to the market?	Advantage Does it have unique advantages over my competitors?
Cooperator for Market Who should I work with to enter the Market?		Cost What is main cost structure of my business?	High Concept Does my concept have emotional and cultural aspects?

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<http://businessmodelzen.com>



Business Model **Zen Canvas**

Zen Checklist for business model design

Version 1.0.1

Generating Ideas <ul style="list-style-type: none"> What are the potential ideas that can be represented to solve the customer's problem? What is the closest manner to solving the customer problem among the existing solutions in the existing market? Do you think the ideas you prepared were deduced much enough? Categorize innumerable deduced ideas into three themes. What are the ideas that finally passed when they were evaluated in the aspect of customer and company? 		Cooperator for Innovation <ul style="list-style-type: none"> Who will you cooperate with for the solution completion? Is it easy to cooperate with the innovative cooperator? Don't you rely on the irreplaceable cooperation? Aren't you overlooking although you need cooperation? Who will cooperate with for the market advance? Is it easy to cooperate with market cooperator? Don't you rely on the irreplaceable cooperation? Aren't you overlooking although you need cooperation? 	Do & Test <ul style="list-style-type: none"> What action will you take specifically for the practice? What is the plan for approaching to the initial market? Isn't there any problem revealing before the practice? What resource and ability will you secure? How will you contact early adaptor? How will you compose MVP? How will you conduct A/B test?
Customer <ul style="list-style-type: none"> Who is my core customer? Who is my non-customer (STB, rejecting, potential)? How is the customer segment divided? How can you define persona? What is the object I do business? What is my promise to the customer? Are object and mission of company and the customer correspond with each other? 	Problem <ul style="list-style-type: none"> What is my customer's unsatisfied need? Is the customer aware of that problem? Is the customer aware of it as a fully important problem? Are competitors also aware of that problem? How has the customer solved that problem before? Is the importance of desire one customer feels enough? Is the number of total customers big enough? Is the feature of the business attractive to enter? 	Solution <ul style="list-style-type: none"> Did core solution come out as a result of idea conception? What is consequently my value proposal on the problem the customer has? What are competitive goods, substitute goods, and alternative goods of the solution based on the customer's problem? Did my solution have the comparative advantage competitors cannot look down on? 	Empathy <ul style="list-style-type: none"> How will you attract the empathy from the customer? How will you sell the customer's presumed needs(problem) to him/her? How will you convince the customer that your solution can solve that problem best? Does my concept have the sensitive/cultural aspect? What short and powerful slogan will you present? Can you make them your fan without persuasion?
Exploring Opportunities <ul style="list-style-type: none"> What are the new opportunity factors concerning the change of business environment? How are customer needs or customer's life style changing? What is the part to look at carefully in terms of social culture? What are the contents of the technology change that will affect in a middle and long term? What are the customer's needs that do not change regardless of this change? Besides, does the remarkable new business exist? 		Revenue <ul style="list-style-type: none"> What is the main revenue source of my business? What will account for the greatest portion among revenue source? What is the revenue source you can secure from the beginning? What is the total life time value while securing one customer? What is the main cost structure of my business? What is the fixed cost item? (independent sales) What is the variable cost item? (subordinate sales) How much it cost to secure/maintain one customer? 	Learn & Pivot (Before Action) <ul style="list-style-type: none"> What are the indexes to measure for the hypothesis confirmation during action? (After Action) <ul style="list-style-type: none"> What caused the difference between the action result and hypothesis? Is it enough by partial control? Do you need a big change?

Business Model Zen Canvas-Checklist by Business Model Zen is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License. (<http://creativecommons.org/licenses/by-nc-sa/4.0/>)

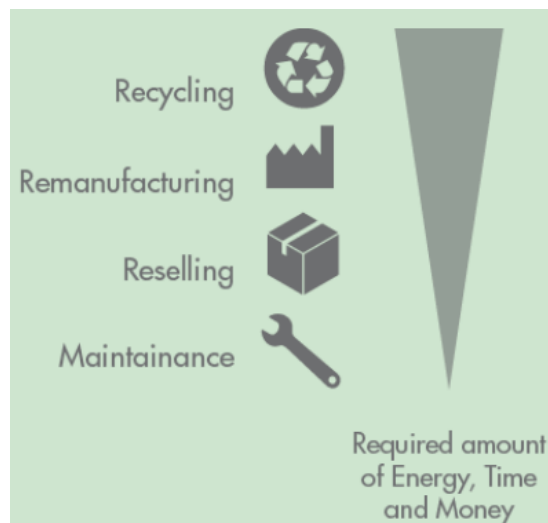
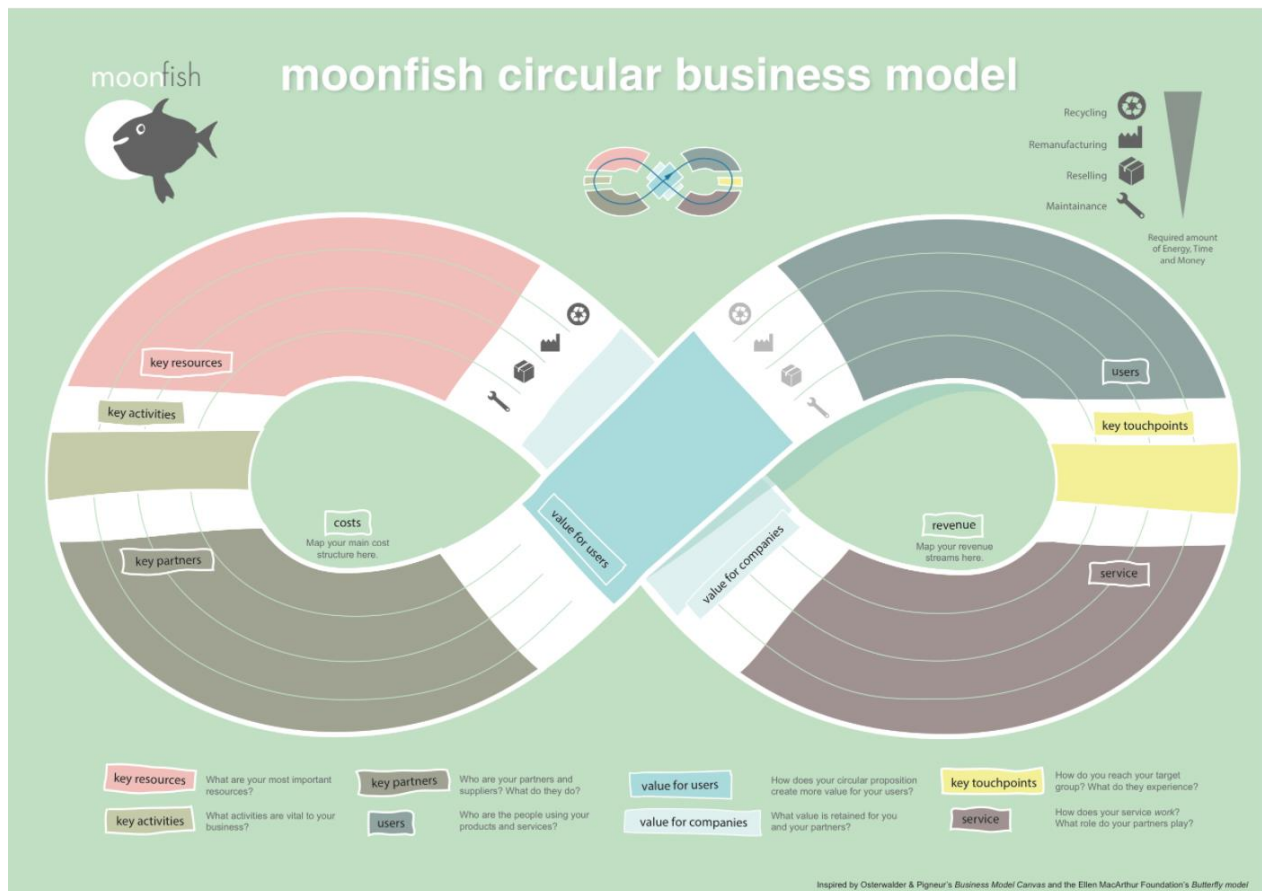


<http://businessmodelzen.com>

<http://businessmodelzen.com/business-model-zen-canvas/>
https://next.canvanizer.com/demo/business-model-zen-canvas?utm_source=newcanvas&utm_medium=link_page&utm_campaign=next

Park, Sanghyeok, & Oh, Seunghee. (2017). Design thinking and Business Model Zen linkage methodology for social innovation project implementation. *Journal of the Digital Industry Information Society*, 13 (1), 185–196. <https://doi.org/10.17662/KSDIM.2017.13.1.185>

179 – Moonfish circular business model tool











<https://strategicvalueofdesign.wordpress.com/2014/06/17/creating-sustainable-value-for-the-future/>

180 – Data Strategy Canvas (1)

Version 0.1 | measurelab.co.uk | hello@measurelab.co.uk

Data Strategy Canvas

Company name Date

SUPPLIERS  Who are the internal and external stakeholders providing inputs we use?	DATA SOURCES  What current data sources can we access? What would we like to be able to use?	SKILLS & CAPABILITIES  What skills do we have on the team, either internally or through partners? What additional skills or capabilities do we need?	CONSUMERS  Who are the internal and external stakeholders using our analytics output?
<div style="text-align: center;"> GOALS How will we support the business? What are our defensive goals? What are our offensive goals? </div>			
TOOLS & TECH  What technologies and functionality do we currently have and use? What would we like to have?		CHANNELS  Through which communications channels can we activate? What's on our wish list?	
STRENGTHS & ASSETS  What are we good at and what works to our advantage?		WEAKNESSES & RISKS  Where do we need to improve and what might threaten our future success?	






The Data Strategy Canvas was inspired by the Business Model Canvas from Strategyzer

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<https://www.measurelab.co.uk/blog/what-is-a-data-strategy-and-do-i-need-one/#gref>

181 – Data Strategy Canvas (2)

Data Strategy Canvas

 Mission:			
 Goals	 Landscape		 Solutions
	Partners:	Competitors:	
			Existing Type: <input type="text"/> Source: <input type="text"/>
 Stakeholders	Opportunities:	Threats:	New Type: <input type="text"/> Source: <input type="text"/>

<https://www.prometheusresearch.com/wp-content/uploads/2019/08/Breakthrough-Toolkit-Data-Strategy-Canvas.pdf>

182 – Data Strategy Canvas (3)

Data Strategy Canvas Demo

Sourcing +	Refinement +	Utilization +
Tools +		
People +	Partners +	
Brainstorming Space +		

The Data Strategy Canvas was designed by Datentreiber GmbH - Produced by stattys.com | 381-DATR409 | <https://www.datentreiber.de/> |
The data strategy canvas itself is licensed under the [Creative Commons Attribution-Share Alike 4.0 International License](#).

(CC BY-SA 4.0)










<https://www.datentreiber.de/methode/>

<https://canvanizer.com/new/data-strategy-canvas>

183 – Decentralized Business Model Canvas (DBMC)

Business Decentralization Canvas

Made by  MVP WORKSHOP

03 Proposed Solution 	05 Validator Incentive 	02 Value Proposition 	07 Network Governance 	01 User / Customer Segments 
	04 Reaching Trust 		08 Interaction Channels 	
06 Cost Structure 		09 Revenue Streams 		

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mvpworkshop.co

<https://medium.com/mvp-workshop/decentralized-business-model-canvas-1-9daf6e4bc9fe>

184 – Disruptive Business Model

Disruption by Design Canvas

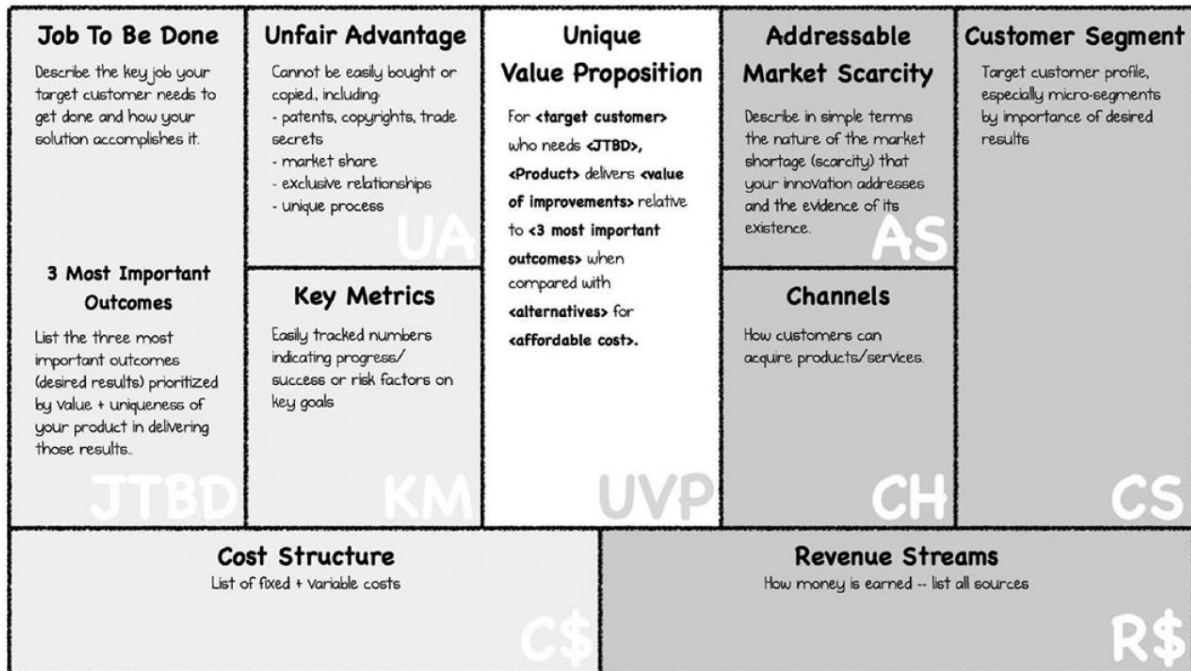


Figure 9-1. Disruption by Design Canvas is an adapted work copyrighted under the Creative Commons Attribution-Share Alike 3.0 Unported License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA. The Disruption by Design Canvas is attributed to the Business Model Canvas, created by Alex Osterwalder and Yves Pigneur, which can be found here: <http://businessmodelgeneration.com/canvas/bmc>. It is also attributed to Ash Maurya's Lean Canvas, which can be found here: <http://practicetrumpstheory.com/business-model/>.

<http://www.disruption-by-design.com/>

Paetz P. (2014) A Disruptive Business Model. In: Disruption by Design. Apress, Berkeley, CA.

https://doi.org/10.1007/978-1-4302-4633-6_9

185 – EBG Product Canvas










EBG Product Canvas 1/2

Product		Organization		Date		Version	
PRODUCT CANVAS (1/2)							
Vision What do we strive to be? What do we do that changes the world? What differentiates us? Tagline? Visual image?		Revenue Streams How do we fund our product? Where does our revenue come from?		Cost Factors What cost factors are there to discover, deliver, market, sell, and service our product? What activities and assets are most expensive? Most risky?		Channels How do we keep our customers coming back? How do we obtain, retain, and grow customer awareness of our product?	
Product Partner: Business Who are the people in the business (ours, others) who legitimize, authorize, pay for, or help us promote the product? Who has domain experience we need to draw upon?		Value What outcomes do business partners want (e.g., increased revenue, cost reduction, risk reduction, brand projection, customer satisfaction, etc.)?		Product Partner: Customer Who needs or uses our product? Who are our target customers? What market or market segment do we serve?		Value What outcomes do customer partners want (e.g., save time, reduce effort, simplify access, appeal to aesthetics, etc.)?	
Product Partner: Technology Who designs, builds, tests, deploys, services, trains, supports the product?		Value What outcomes do technology partners want (e.g., increase architectural readiness, improve reliability, reduce future cost to service, develop technical expertise, etc.)?		Product Partner: Technology Who designs, builds, tests, deploys, services, trains, supports the product?		Value What outcomes do technology partners want (e.g., increase architectural readiness, improve reliability, reduce future cost to service, develop technical expertise, etc.)?	
Competitive/Leader Landscape Who competes with us? What are their strengths? Weaknesses? Who is the leader? What is their superior capability? Competition: Capability/Threat: Leader: Superior Capability:				Innovation Waves (technology platforms standards) What changes are happening now or possibly in future to hardware, software, platforms, or standards? What trends might impact the design, development, acquisition, deployment or servicing of the product?			

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 Download the Product Canvas at: <https://www.ebgconsulting.com/ProductCanvas.pdf>
 DESIGNED BY: Ellen Gottschneider, EBG Consulting | @ellengott | version 20.02








ebgconsulting.com

EBG Product Canvas 2/2

PRODUCT CANVAS (2/2)						
Product		Organization		Date		Version
 <p>User</p> <p>People, systems, and devices that interact with the product</p>	 <p>Interface</p> <p>Connections to and from users, systems, and devices.</p>	 <p>Action</p> <p>Capabilities provided for users</p>	 <p>Data</p> <p>Data and useful information the product stores and uses</p>	 <p>Control</p> <p>Constraints, policies, regulations, and business rules enforced by the product</p>	 <p>Environment</p> <p>Technology platforms (software and hardware components, standards, and physical properties) the product conforms with</p>	 <p>Quality Attribute</p> <p>Measurable properties that qualify the product's operation and development</p>
<p> This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License</p> <p>Download the Product Canvas at: https://www.ebgconsulting.com/ProductCanvas.pdf</p> <p>DESIGNED BY: Ellen Gottesdiener, EBG Consulting @elengott version 19.01</p> <p style="text-align: right;"> ebgconsulting.com</p>						

https://www.ebgconsulting.com/blog/using-product-canvas-define-product-getting-started/?utm_source=FebBlog


186 – MatchUp Canvas

The MatchUp Canvas			
Company		Team	
Date		Version	
<p>Name</p> <p>My name Avatar</p>		<p>My Goals</p> <p>What I want to accomplish New learnings Opportunities I seek</p>	
<p>I offer...(you can depend on me for...)</p> <p>Skills, help, knowledge, capabilities, traits I can provide Things I have that I can provide to help other meet their goals What I can offer to help us achieve our team purpose</p>		<p>Who needs my skills, knowledge...</p> <p>People who need what I have to offer</p>	
<p>I need...(from others)</p> <p>Skills, help, knowledge I need to be successful What will enable me to be successful, that others can provide</p>		<p>Who can I depend on...(from others)</p> <p>People who can help me with what I need</p>	
<p> This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License</p> <p>Download the Product Canvas at: https://www.ebgconsulting.com/MatchUpCanvas.pdf</p> <p>DESIGNED BY: Ellen Gottesdiener, EBG Consulting @elengott version 20.03</p> <p style="text-align: right;"> ebgconsulting.com</p>			

<https://www.ebgconsulting.com/blog/matchup-canvas-improve-team-interdependency/>

187 – MVP Experiment Canvas

MVP Experiment Canvas				Project Name:	Made by:	START date / time:	END date / time:
4. Customer Engagement ❤️ How are you going to engage the customers who used your MVP, to learn from their experience and gather feedback to improve your Value Proposition?		7. Experiment Scenario / Workflow 🔄 HOW does that work? Describe the steps from beginning to end.		10. Results 📊 What are the qualitative and / or quantitative results of your experiment?			
1. Your Customer Segment 👤 Which segment of your target customers will experience the most value from your MVP, and can you learn from them?		2. Value Proposition 💎 My company, __ (insert of company) __, is developing __ (a defined offering) __ to help __ (a defined audience) __ (solve a problem) __ with __ (secret sauce/differentiation) __.		11. Learnings & Insights 🔑 What are your key learnings? What are your key surprises? Did you get enough results? What do they tell you about your Riskiest Assumption(s)?			
3. Channel(s) 📡 How are you going to reach your Customer Segment and "deliver" your Value Proposition to them?		8. Metrics 📈 What will you measure? (Can be multiple metrics)		VALIDATED INVALIDATED INCONCLUSIVE			
5. Riskiest Assumption(s) 🤔 What you are setting out to test with your MVP? Are these assumptions about the Problem, Solution or Implementation?		6. Experiment Format 🎭 WHAT type of experiment are you going to run?		9. Success Criteria 🏆 How do you qualify and/or quantify a successful outcome of this experiment?		12. Next steps 🚶 What do the results tell you to do next? Are you going to Pivot, Pursue, or Stop?	

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[Learn more and download the canvas at themvpcanvas.com](https://themvpcanvas.com/)

Made by **Bram Kanstein** (twitter.com/bramk)

<https://themvpcanvas.com/>

<https://bramkanstein.com/mvpcanvas/>

188 – S3 Organization Canvas

S3 Organization Canvas

rev. 2017-05-15

Name of the Organization

Author(s)

Date/Version

<div>Key Drivers</div> <div>1</div>	<div>Key Deliverables</div> <div>2</div>	<div>Customer Segment</div> <div>3</div> <div>Early Adopters</div>	<div>Unique Value Proposition</div> <div>4</div>
<div>Key Partners</div> <div>8</div>	<div>Key Resources and Skills</div> <div>7</div>	<div>Channels</div> <div>6</div>	<div>Key Challenges</div> <div>5</div>
<div>Key Metrics</div> <div>10</div>		<div>Key Values</div> <div>9</div>	
<div>Cost Structure</div> <div>11</div>		<div>Revenue Streams</div> <div>12</div>	

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<http://s3canvas.sociocracy30.org/s3-organization-canvas.html>


More information on the S3 canvas series, and versions for printing the canvas in various formats can be found at <http://s3canvas.sociocracy30.org>

<http://s3canvas.sociocracy30.org/s3-organization-canvas.html>

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189 – S3 Delegation Canvas

S3 Delegation Canvas			
rev. 2017-09-11		Name of the Domain	Delegator(s)
Author(s)		Date/Version	
Primary Driver / Mission 1	Key Responsibilities 2	Key Challenges 3	Key Constraints 4
Key Deliverables 5		Delegator Responsibilities 6	
Key Metrics 7	Key Resources 8	Evaluation 9	Dependencies 10

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<http://s3canvas.sociocracy30.org/s3-delegation-canvas.html>

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190 – S3 Team Canvas

S3 Team Canvas		Name of the Team		Date/Version	
1		People Matrix		5	
2		3		6	
4		Key Agreements		7	
		Key Values / Code of Conduct		8	
		Team Development and Goals		9	
		Personal Goals and Growing Edges			
		People's Needs and Expectations			
		Events			

rev. 2017-05-15

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More information on the S3 canvas series, and versions for printing the canvas in various formats can be found at <http://s3canvas.sociocracy30.org>

<http://s3canvas.sociocracy30.org/s3-team-canvas.html>

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191 – Learning Design Canvas V02 - LDframe

Learning Design Canvas (LDC)		Learning Setting Title:		Organizational Goals / KPIs:		Contact:		Budget:		Canvas Version:	
PARTNER & STAKEHOLDER ...who can help to create the learning setting? ...who can help to promote the learning setting? ...who can use the learning setting within the organization?		KEY ACTIVITIES ...to create the learning setting		LEARNING GOALS / VALUE FOR THE LEARNER ...in which area: Mindset- Skillset- Toolset ...the what		ENGAGEMENT & TRANSFER ...how to foster engagement and transfer? ...didactics view ...the how		LEARNER PERSPECTIVE ...know your learner. Who is your learner? What are her/his needs? Personas... ...start with why?			
KEY RESOURCES ...which know-how is needed? ...what do you need?						LEARNING DELIVERY ...how to reach the learner? ...didactics, technology and room view ...the how					
COSTS ...organizational perspective				OUTCOME – KEY METRICS / EVALUATION / ANALYTICS / BENEFITS ...mixed perspective							

tts knowledge matters developed by janfoelsing.de 2018 v01

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LDFrame.com

<https://ldframe.com/learning-design-canvas/>

192 – Organization Canvas

ORGANISATIONS-CANVAS

Entscheidungs-verfahren z.B. • konsultativer Einzelentscheid • Konsent • Konsens • Mehrheitswahl • Einzelentscheidungen • Widerstandsfrage • Integrative Decision Making (Sociocracy, Holacracy)	Rechtlicher Rahmen z.B. • AG mit Aktien für alle • GmbH • Slicing the Pie • Freelancer-Netzwerk	Hüter der Struktur z.B. • Eigentümer • Geschäftsführung/Vorstand • hierarchische Führungskraft • rechtlich verankert	System-reichweite z.B. • ganzes Unternehmen • einzelne Abteilungen	Gehaltssystem z.B. • rollenabhängig • erfahrungsabhängig • fähigkeitsabhängig • Gehaltsformel • selbst festgelegt • Festlegung in der Gruppe • Tarifsystem • erfolgsabhängig/Boni
Verteilung der Autorität z.B. • klassisch hierarchisch (oben kann unten entscheiden, abgeschlossene Einheiten) • Matrixorganisation (disziplinarischer Vorgesetzter und Projektverantwortliche) • verschachtelte Kreise mit verteilter Autorität (Sociocracy, Holacracy) • parallele autonome Teams • Cell of One • anderes...				
Arbeitsmessung z.B. • zeitbasiert (kontrolliert/nicht kontrolliert) • ergebnisbasiert • Mischform				Zugang zu Informationen welche Daten sind von wem wie einsehbar?
Einsatz von finanziellen Mitteln durch Einzelne • frei • feste Budgets • Obergrenzen • nach Freigaben • eigene virtuelle Konten			Ressourcenverteilung im Unternehmen (Finanziell, Arbeitszeit, Tätigkeiten) z.B. • einzelne Personen geben frei (z.B. Lead Link) • gemeinsamer Topf (first come, first serve) • Gremienentscheidungen • selbständig (eigene virtuelle Konten) • Mehrheitsentscheidungen	

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<https://www.creaffective.de/produkt/organisations-canvas/>

193 – Personal Business Model Canvas

Name: _____
's Personal Business Model Canvas

Date: ____/____/____
Iteration: ____

Who helps you (Key Partners) Who helps you provide value to others? Who helps you in other ways, and how? Do any partners supply key resources or perform key activities on your behalf? Could they? Key Partners could include: • Friends • Family members • Supervisors • Human resource personnel • Colleagues • Customers • Professional association members • Mentors or consultants, etc.	What you do (Key Activities) List several critical activities you perform at work each day that distinguish your occupation from others. Which of these key activities does your Value Proposition require? Which activities do your Channels and Customer Relationships require? Consider how your activities may be grouped in the following areas: • Making (building, creating, cooking, delivering, etc.) • Selling (offering, promoting, teaching, etc.) • Supporting (administering, calculating, engineering, etc.) Who you are & what you have (Key Resources) What do you get most excited about at work? Rank your preferences. Do you like doing primarily with: 1) people, 2) information/data, or 3) physical objects/technology work? Describe a couple of your abilities (things you do naturally without effort) and a few of your skills (things you've learned to do). List some of your other resources: personal network, reputation, experience, physical capabilities, etc.	How you help (Value Propositions) What value do you deliver to Customers? What problem do you solve or need do you satisfy? Describe specific benefits Customers enjoy as a result of your work. Consider whether your value provided: • Reduces risk • Lowers costs • Increases convenience or usability • Improves performance • Decreases equipment or other basic need • Fulfills social need (brand, status, approval, etc.) • Satisfies emotional need, etc.	How you interact (Customer Relationships) What kinds of relationships do your Customers expect you to establish and maintain with them? Describe the types of relationships you have in place now. Examples might include: • Personal assistance • Dedicated personal assistance • Remote service via e-mail, Skype, etc. • Colleague or user communities • Co-creation • Self-service or automated services etc.	Who you help (Customer Segments) For whom do you create value? Who is your most important Customer? Who depends on your work in order to get their own jobs done? Who are your Customer Customers?
What you give (Cost Structures) What do you give to your work (time, energy, etc.)? What do you give up in order to work (family or personal time, etc.)? Which key activities are most "expensive" (planning, learning, etc.)? List soft and hard costs associated with your work: Soft costs: • Stress or dissatisfaction • Lack of personal or professional growth opportunities • Low recognition, social contribution, etc. Hard costs: • Commuter time or travel contributions • Unreimbursed commuting or travel expenses • Unreimbursed training, education, book, materials, or other costs, etc.		What you get (Revenue Streams) For what value are your Customers truly willing to pay? For what do they pay most? How might they prefer to pay? Describe your revenue and benefits: Hard items might include: • Salary • Wages or professional fees • In-kind payments or in-kind • Health and disability insurance • Retirement benefits • Stock options or profit-sharing plans • Tuition assistance, etc. Soft factors might include: • Leadership, influence • Professional development • Recognition • Social contribution • Flexible hours or conditions, etc.		

This canvas was described in detail in the book *Business Model 'You'*, written by Tim Clark. The Personal Business Model Canvas is a derivative work from *BusinessModelGeneration.com*. Slightly re-designed by T. Tuzit (v.1.0).









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https://www.tuzzit.com/en/canvas/personal_business_model_canvas

194 – Product Vision Board Extended Canvas

THE PRODUCT VISION BOARD EXTENDED

 romanpichler

 VISION What is your motivation for creating the product? Which positive change should it bring about?			
 TARGET GROUP Which market or market segment does the product address? Who are the target customers and users?	 NEEDS Which problem does the product solve? What benefit does it provide?	 PRODUCT What product is it? What makes it stand out? Is it feasible to develop the product?	 BUSINESS GOALS How is the product going to benefit the company? What are the business goals?
 COMPETITORS Who are your main competitors? What are their strengths and weaknesses?	 REVENUE STREAMS How can you monetise your product and generate revenues?	 COST FACTORS What are the main cost factors to develop, market, sell, and service the product?	 CHANNELS How will you market and sell your product? Do the channels exist today?

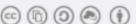
www.romanpichler.com
Template version 09/15

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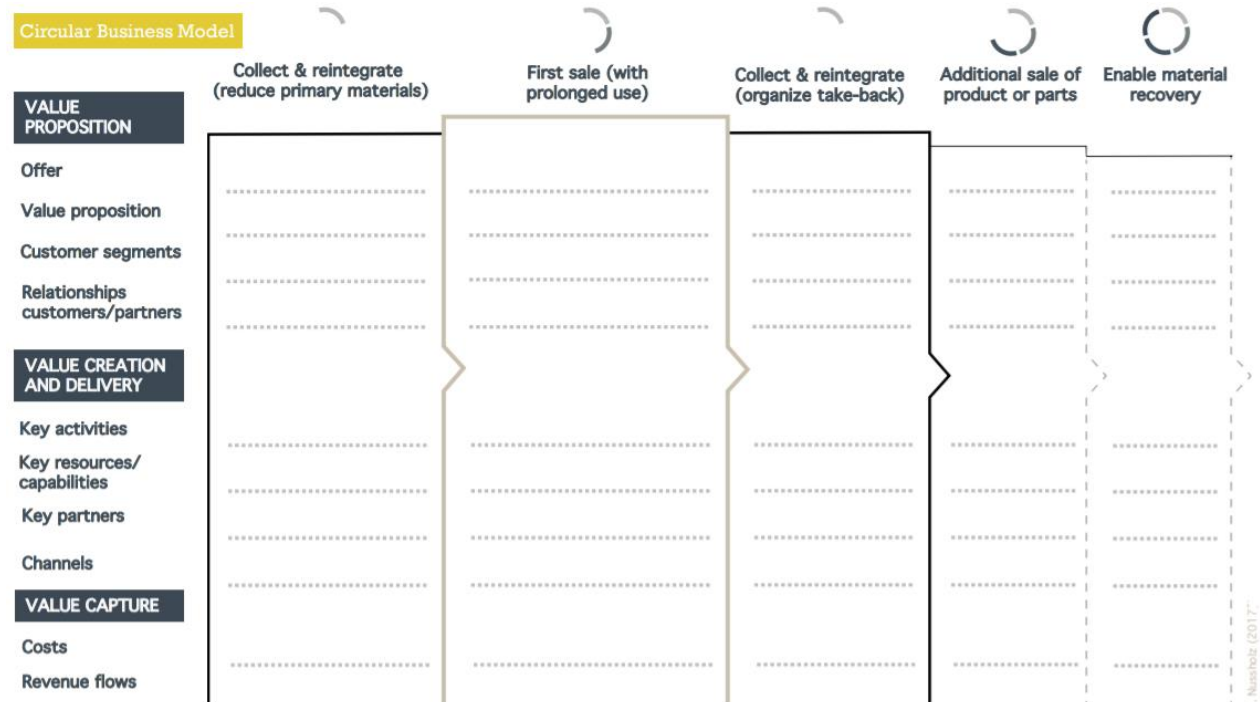
<https://www.romanpichler.com/tools/product-vision-board/>

195 – Product Market Fit Canvas

The Product/Market Fit Canvas		Designed by:	On:
CUSTOMER SEGMENT:		PRODUCT OR SERVICE:	
Characteristics & jobs to be done WHO is the typical customer for your product/service and what job(s) he/she is trying to get done?	< >	Alternatives The approach(es) your customer is currently taking to get their job(s) done, including the tools they are using	
Problems & needs WHY do your customers need to use your product/service in order to get their job(s) done?	< >	Key features The essential elements that your product or service must have to meet your customers' needs and solve their problem	
Channel HOW do your customers acquire your products/services?	< >	Value for the channel The value your channel will get by offering and selling your product	
User experience WHAT does your customer do with the product to get real value?	< >	Key metrics The key things to measure to know if your customer is getting real value. These key metrics will help you to know if you've achieved Product-Market Fit	
Co-created by a group of innovation practitioners from all around the world. Further information at www.productmarketfitcanvas.com			
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<https://conceptboard.com/blog/product-market-fit-canvas-template/>

196 – Circular business model



https://www.researchgate.net/publication/325785621_A_circular_business_model_mapping_tool_for_creating_value_from_prolonged_product_lifetime_and_closed_material_loops

197 – Elevator Pitch Canvas

Elevator Pitch Canvas

Recipients of this EP		Goal of this EP	
Product Target Group	Product, Service	Unfair Advantage	Competitors
Customer Pains	Solution: Customer Benefits	Illustrative Elements	
High-Level Concept, Your X for Y, Tagline, Zen-Statement, Describing Slogan, Shortest Description			

Elevator Pitch Canvas by **Elke Fleing** is licensed under the [Creative Commons Attribution-Share Alike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).









<https://www.canvasgeneration.com/canvas/elevator-pitch-canvas/>


198 – Blue Ocean 4 Actions Framework Canvas




<https://www.canvasgeneration.com/canvas/blue-ocean-4-actions-framework-canvas/>

199 – Minimal Viable Platform Canvas

 DESIRABILITY (Do customers want it?)		 FEASIBILITY (Can we build it?)		 VIABILITY (How do we make money?)	
KEY ASSUMPTIONS / HYPOTHESIS STAKEHOLDER ASSUMPTION <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		KEY ASSUMPTIONS / HYPOTHESIS STAKEHOLDER ASSUMPTION <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		KEY ASSUMPTIONS / HYPOTHESIS STAKEHOLDER ASSUMPTION <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
 TESTS & VALIDATION TEST METRIC / CRITERIA <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		 TESTS & VALIDATION TEST METRIC / CRITERIA <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		 TESTS & VALIDATION TEST METRIC / CRITERIA <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
REQUIRED RESOURCES			LEVERS / ASSETS		


MINIMAL VIABLE PLATFORM CANVAS v4.0


 Part of the Platform Innovation Kit - the toolset for the platform generation
 Download at www.platforminnovationkit.com

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<https://www.canvasgeneration.com/canvas/minimal-viable-platform-canvas/>

<http://platforminnovationkit.com/download->

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200 – Minimum Viable Canvas

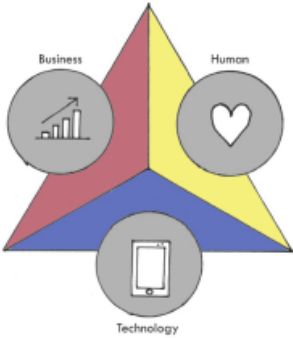
Minimum Viable Canvas


Problem	Solution	Unique Value Proposition Single, clear, compelling message that states why you are different and worth paying attention
	Key Metrics Key activities you measure	
Cost Structure Customer Acquisition Costs Distribution Costs Hosting People etc		

<https://medium.com/minimum-viable-canvas/using-the-minimum-viable-canvas-fae7e027cafc>

201 – MVP - Minimum Viable Product

IDEATION CANVAS
MVP - MINIMUM VIABLE PRODUCT

GOAL / OBJECTIVE Why are you building this MVP?	CUSTOMERS Who are the users who benefit from this product? Who are you going to test it with?
HYPOTHESIS What do you believe to be true? What do you need to validate for your product idea to be successful?	WE ARE RIGHT IF... What do you expect to discover from your test? How would you define and measure a successful MVP?
BUSINESS ELEMENTS List elements and metrics of the business viability and market-solution fit	HUMAN ELEMENTS Describe the customer experience that you need to deliver
 <p>TECHNOLOGY ELEMENTS Describe the form or tools used to build this MVP</p>	












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<https://www.5dvision.com/agile-product-frameworks/mvp/>

202 – EBM Canvas

EBM CANVAS

ZENEX MACHINA

TARGET CONDITION  <p>What do you expect to achieve? Be specific. It must be within your control. It must be a motivating force, realistic and achievable, but not a walk in the park.</p>				
OUTCOME  <p>What outcome do you expect? Which of the following KEY VALUE AREA(s) does the target condition relate to?</p>				
<input type="checkbox"/> CURRENT VALUE (CV) <input type="checkbox"/> UNREALISED VALUE (UV) <input type="checkbox"/> ABILITY TO INNOVATE (A2I) <input type="checkbox"/> TIME TO MARKET/DELIVER (T2M)				
PROBLEM  <p>What business problem are we trying to solve? Why has this business issue come about? Who has asked for this to be solved?</p>	HYPOTHESES  <p>What initiatives you're going to try to achieve the outcome? What frequency are you going to check on your hypotheses? Every Sprint? Every quarter?</p>	KEY VALUE MEASURE 1  <p>Which leading and lagging indicators will tell you you're progressing toward the outcome?</p>	VALUE  <p>What do the customers value and why?</p>	CUSTOMERS  <p>Who will the outcome benefit? List the internal stakeholders as well as the end-users/customers. How will they benefit? What's the link between customers, value and the outcome?</p>
		KEY VALUE MEASURE 2  <p>Which leading and lagging indicators will tell you you're progressing toward the outcome?</p>		
		KEY VALUE MEASURE 3  <p>Which leading and lagging indicators will tell you you're progressing toward the outcome?</p>		
COSTS  <p>How much investment are you willing to spend to deliver the outcome? List forecast Capex and Opex costs.</p>		REVENUE SOURCES  <p>Where will the investment come from to start to work on each of the hypotheses? Will each hypotheses be funded all together or only one after the other?</p>		

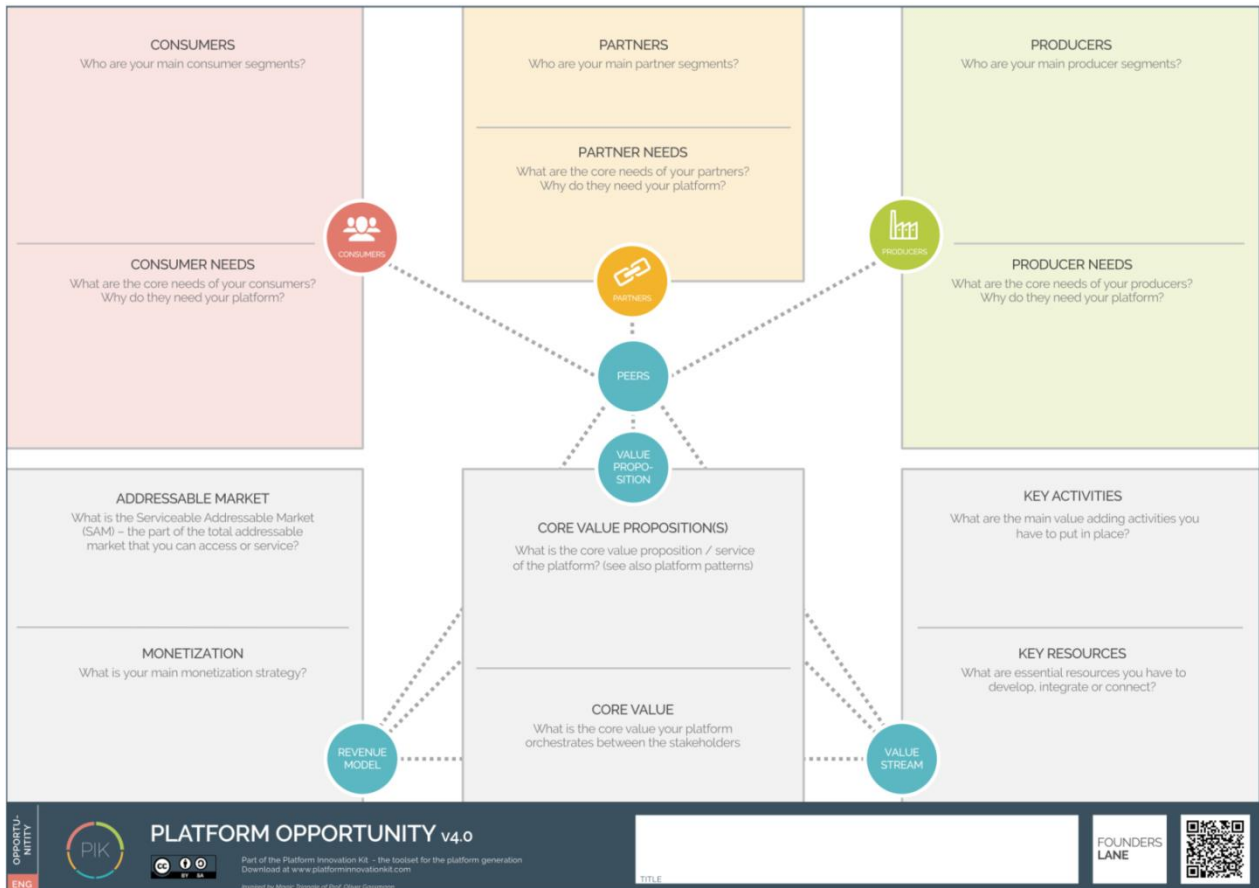
DESIGNED BY: Zen Ex Machina®

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<https://zenexmachina.com/improving-program-agility-using-evidence-based-measures-of-agility-in-okrs>

203 – Platform Opportunity Canvas 4.0



<https://www.canvasgeneration.com/canvas/platform-idea-canvas>



[http://platforminnovationkit.com/download-](http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page)

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204 – Platform Monetization Canvas

OPERATIONAL COSTS What are the costs to operate the platform business? Look at your key activities, key resources and key technologies from the Service Canvas.	ACQUISITION COSTS What are the costs to acquire the different stakeholders? - Marketing - Sales - Community - Onboarding	UNIT COSTS What are the costs to „produce“ the offered services for you as a platform?	CONSUMERS REVENUES Revenue Data Insights Others			CONSUMERS
			PRODUCERS REVENUES Revenue Data Insights Others			PRODUCERS
			PARTNERS REVENUES Revenue Data Insights Others			PARTNERS
TOTAL COSTS			TOTAL REVENUE			

MONETIZATION
ENG

**PLATFORM MONETIZATION CANVAS v3.0**
 Portal for Platform Innovation IG – the tool for the platform generation
Download it: www.platforminnovation.com

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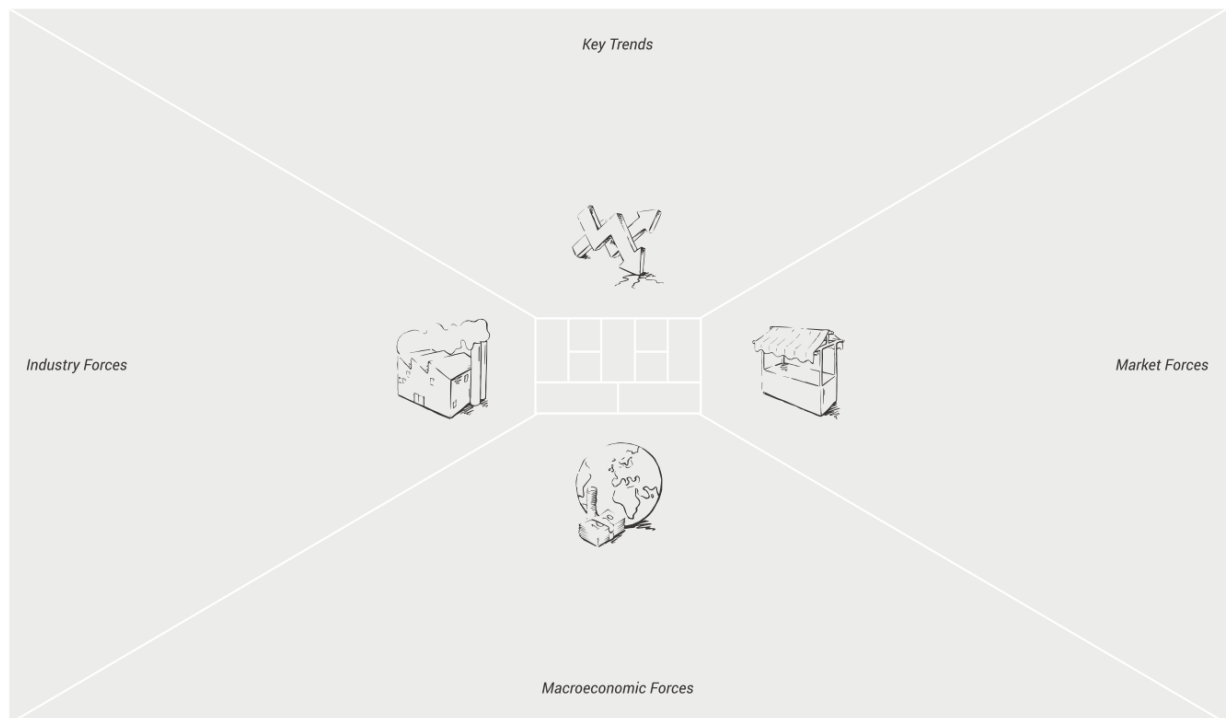
<https://www.canvasgeneration.com/canvas/platform-monetization-canvas>

205 – Trends Canvas



<https://www.canvasgeneration.com/canvas/trends-canvas/>
<https://www.wedesignthinking.com/en/tools/trend-cards/>

206 – Business Model Environment Canvas



Business Model Environment Canvas 2.0
 Inspired by the method from www.businessmodelgeneration.com

Project: Workshop: Done: ☐
 Saved online: ☐

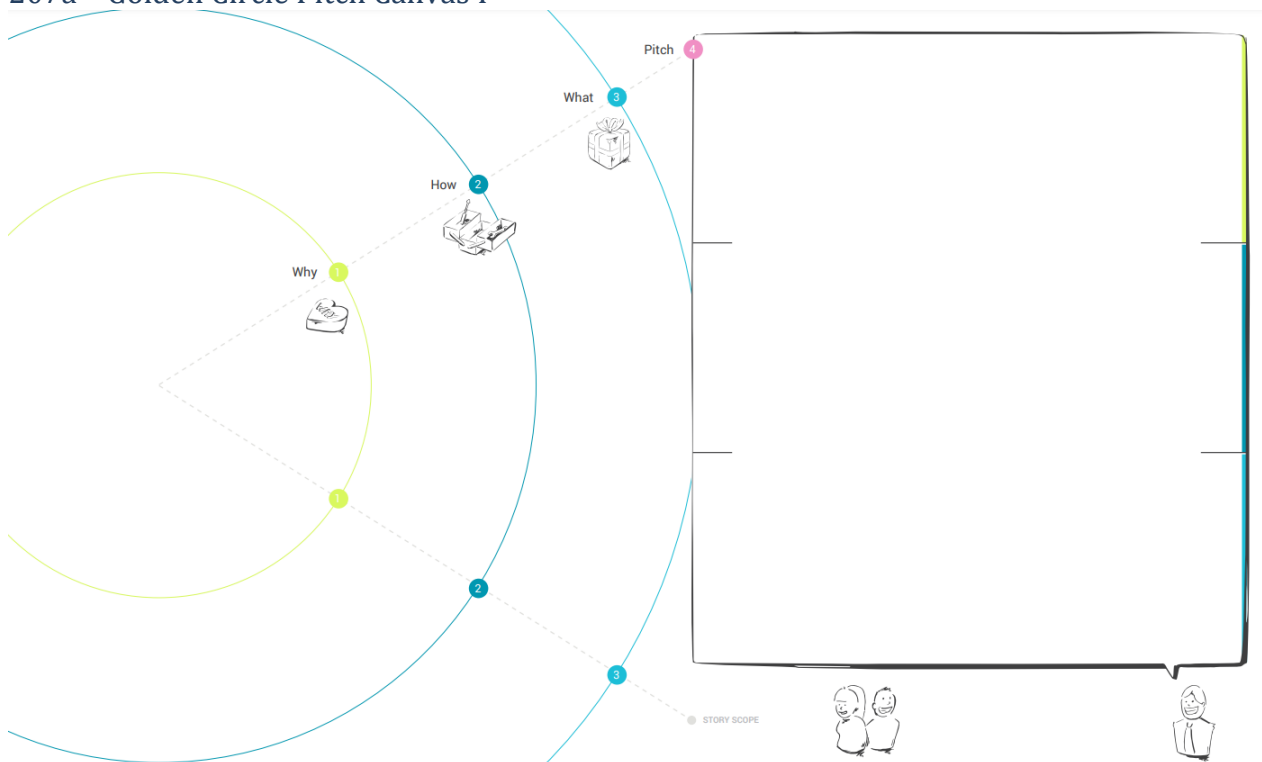
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<https://www.canvasgeneration.com/canvas/business-model-environment-canvas>

207 – Golden Circle Pitch Canvas

207a – Golden Circle Pitch Canvas I



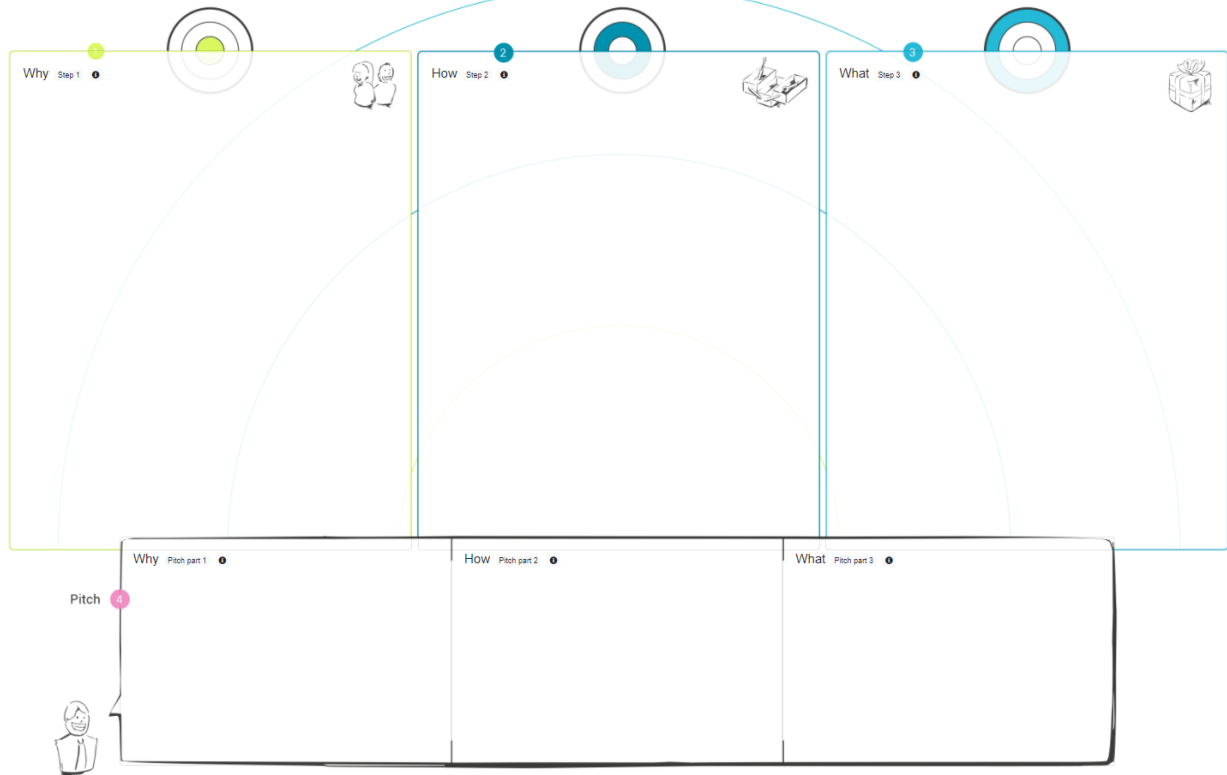
we
design
thinking

Golden Circle Pitch Template 9.0
 Brainstorm your Why, How and What, define your Story scope and create pitches for every idea, product or business. This template works great with the [Multiple Pitch Template](#), [Value Proposition Design Template](#) and [Persona Template](#).
 Inspired by the [Golden Circle](#) method by Simon Sinek. More info at www.startwithwhy.com

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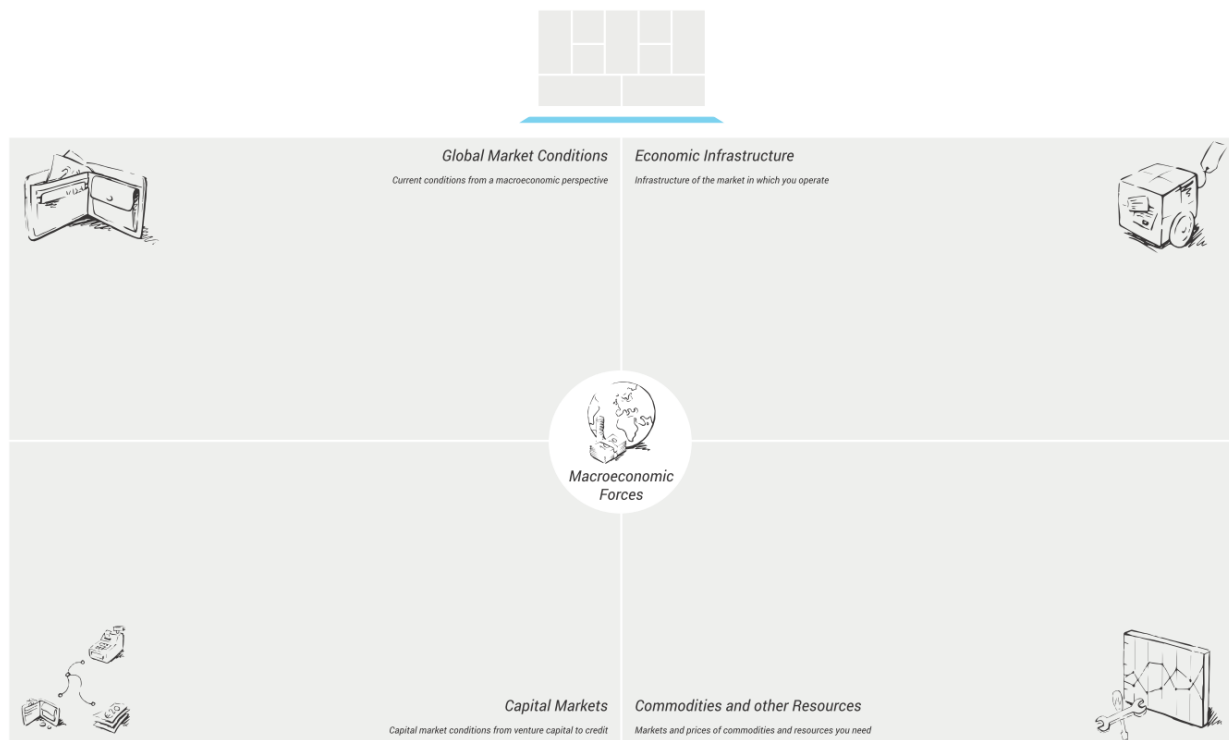
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207a – Golden Circle Pitch Canvas II



<https://www.wedesignthinking.com/en/tools/golden-circle-pitch-canvas>

208 – Business Macroeconomics Canvas



Macroeconomics Canvas 2.0
Inspired by the method from www.businessmodelgeneration.com



Project

Workshop

Done ☐

Saved online ☐

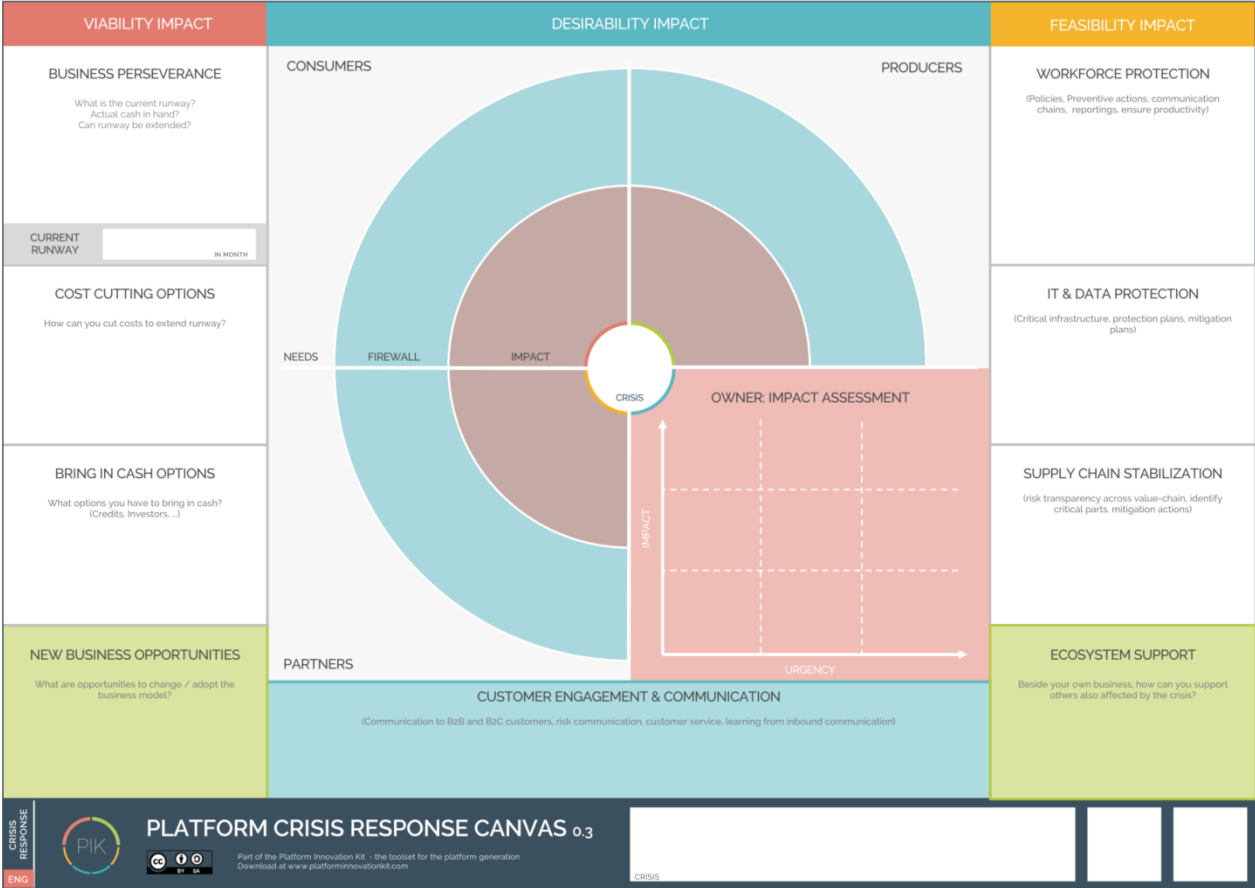
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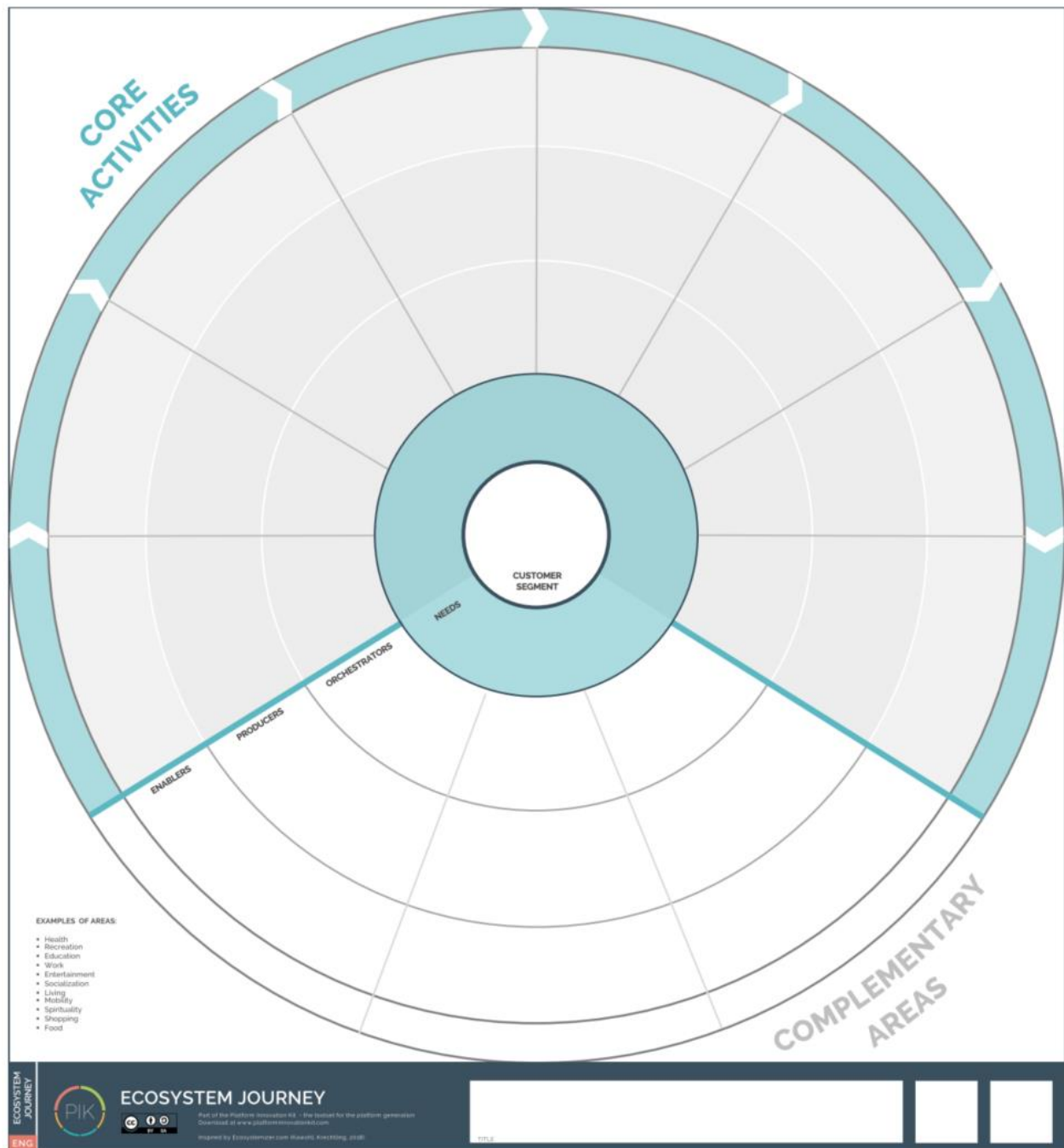
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209 – Platform Crisis Response Canvas



<http://platforminnovationkit.com/corona>

210 – Ecosystem Journey Canvas 4.0



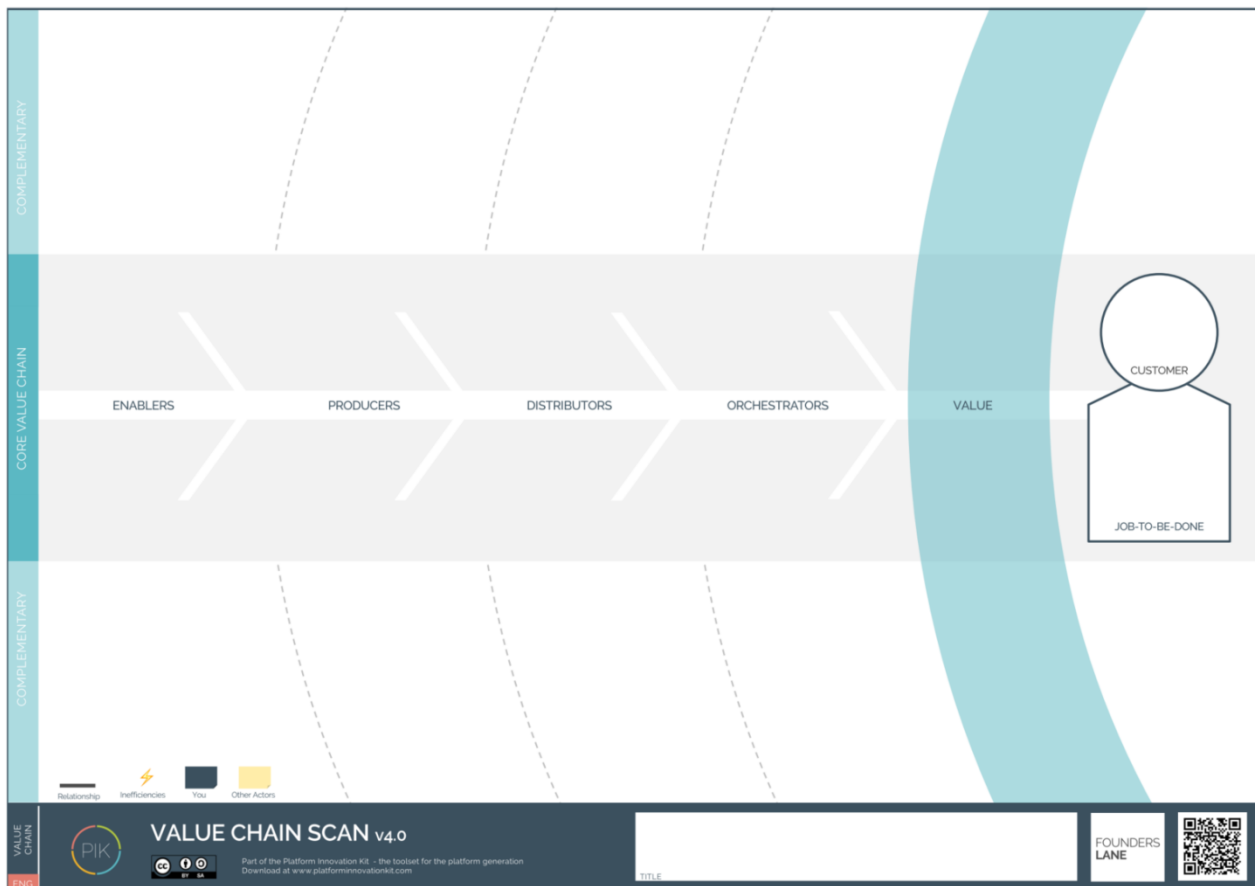
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211 – Environment Scan Canvas 4.0



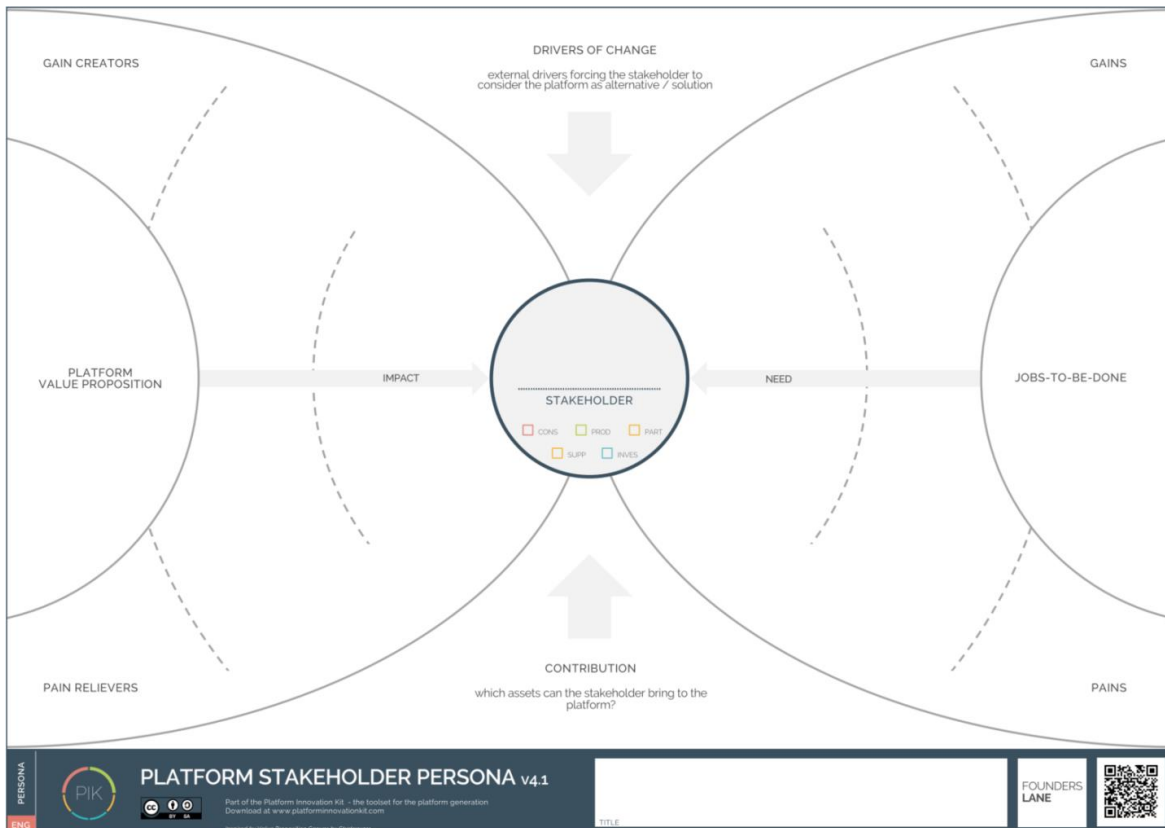
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212 – Value Chain Scan Canvas 4.0



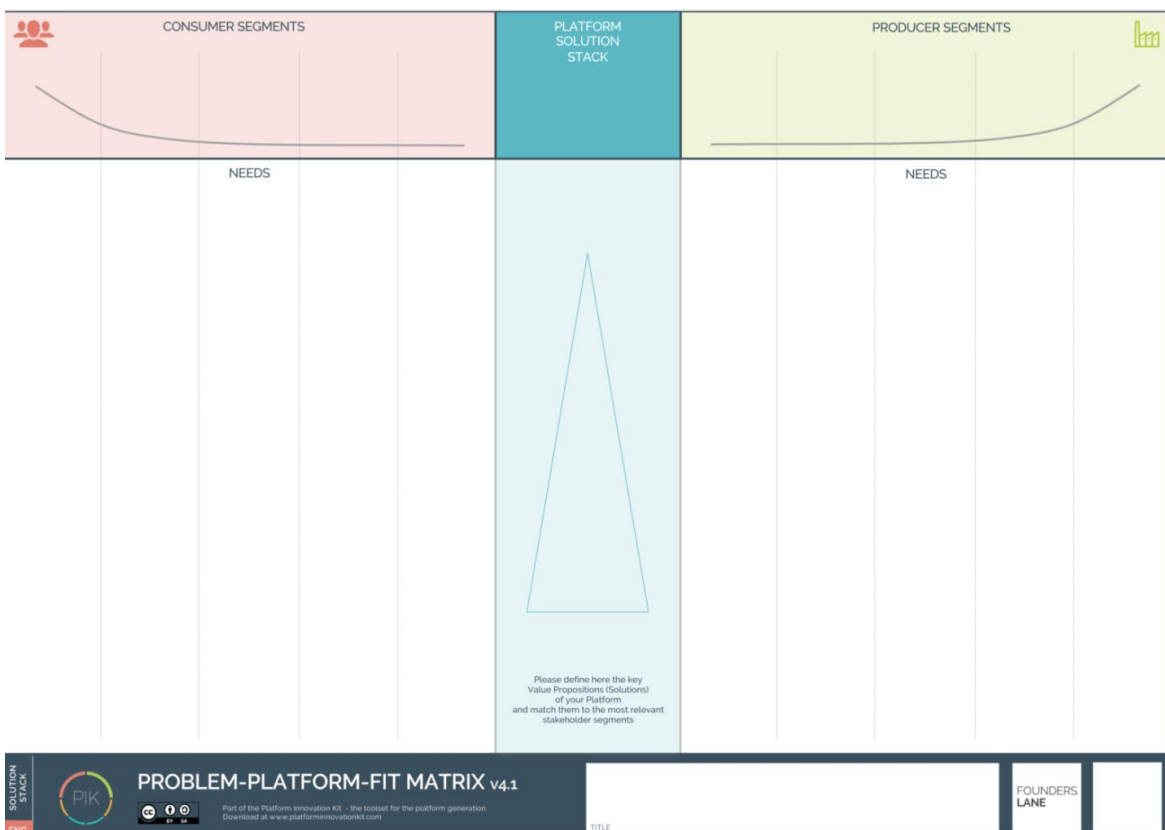
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213 – Stakeholder Persona Canvas 4.0



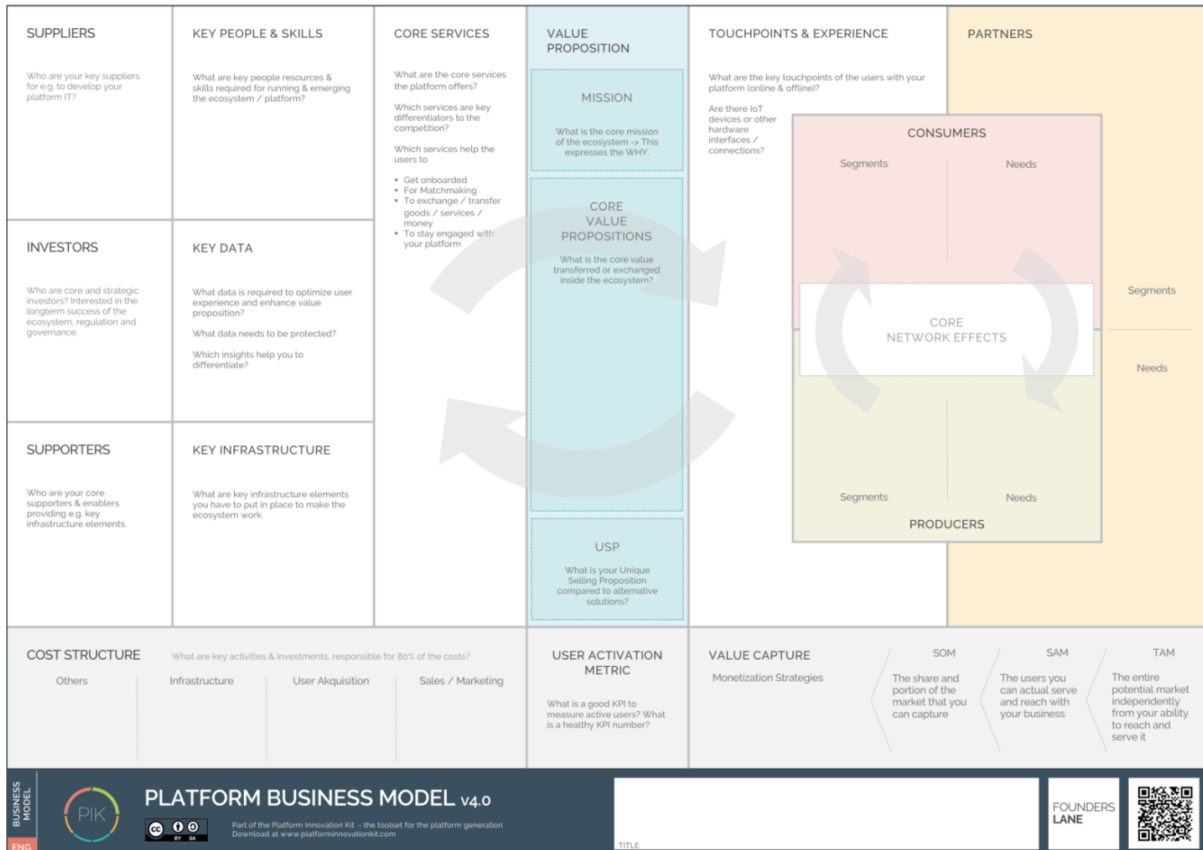
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214 – Problem-Platform-Fit Canvas 4.1



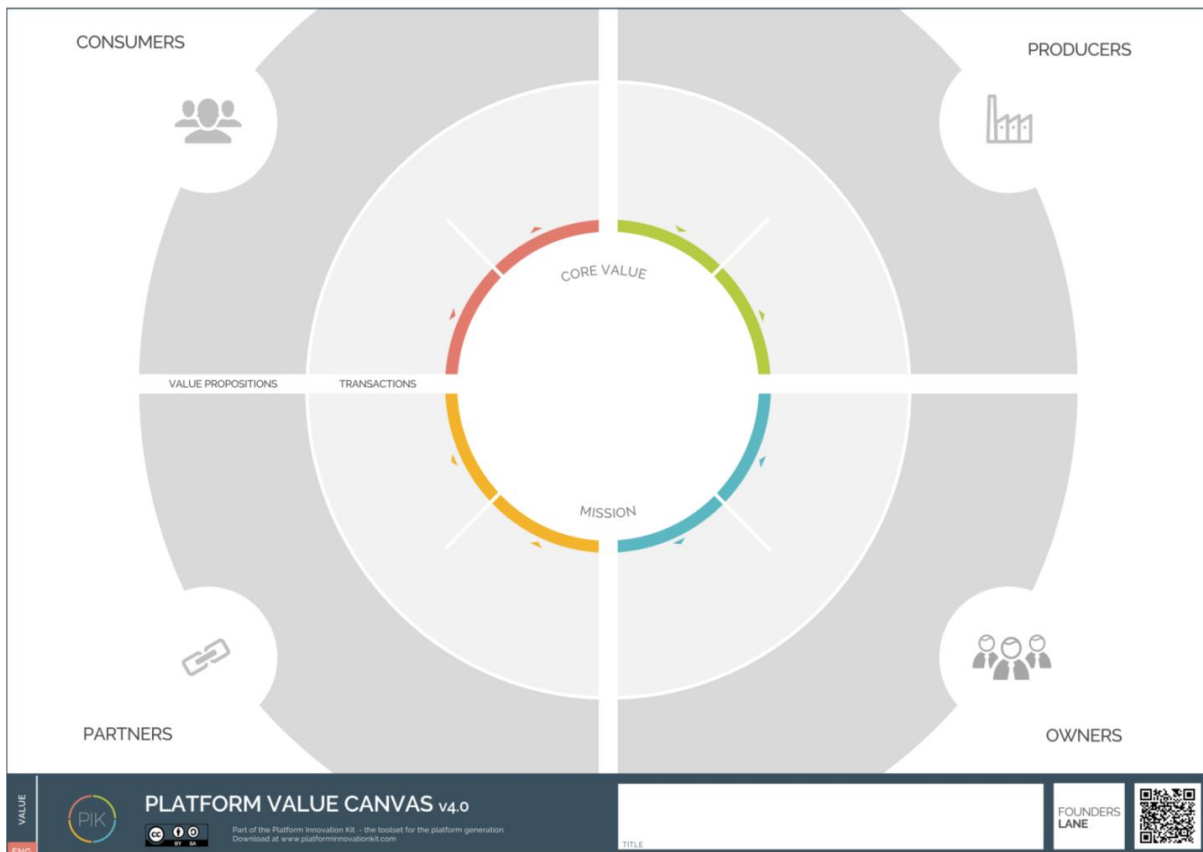
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215 – Platform Business Model Canvas 4.0



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216 – Platform Value Canvas 4.0



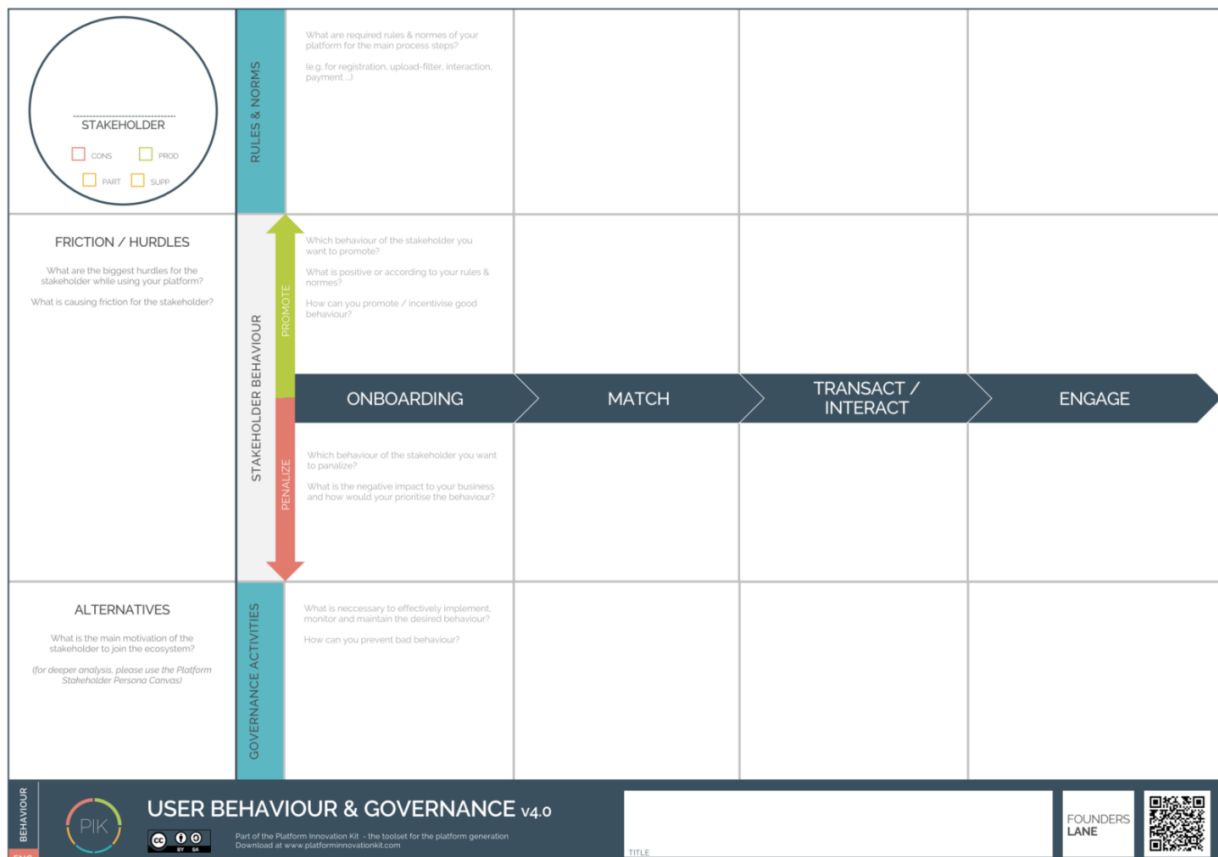
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217 – Platform Architecture Canvas 4.0



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218 – User Behaviour and Governance Canvas 4.0



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219 – Platform Monetization Canvas 4.0

OPERATIONAL PLATFORM COSTS	ACQUISITION COSTS	TRANSACTION COSTS	CONSUMER REVENUES		
			Monetization Strategies	Number of Customers / Transactions	Revenue
	ACQUISITION COSTS	TRANSACTION COSTS	PRODUCER REVENUES		
			Monetization Strategies	Number of Customers / Transactions	Revenue
	ACQUISITION COSTS	TRANSACTION COSTS	PARTNER REVENUES		
			Monetization Strategies	Number of Customers / Transactions	Revenue
TOTAL COSTS			TOTAL REVENUE		
20_...			20_...		
20_...			20_...		
20_...			20_...		


PLATFORM MONETIZATION CANVAS v4.0
Part of the Platform Innovation Kit - the toolset for the platform generation
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220 – Platform Strategy Canvas 4.0

INFLUENCER	STAKEHOLDERS	BUSINESS DRIVERS ENDOGENOUS EXOGENOUS	COMPETITION
POSITION	VISION (internal)	USP	MISSION (external)
		UNFAIR ADVANTAGES	
STRATEGIES	RESOURCE-BASED STRATEGY	BUSINESS CASE	MARKET-BASED STRATEGY


PLATFORM STRATEGY CANVAS v4.0
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http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page

221 – Network Effects Stimulation Canvas 4.0

	RELATIONSHIPS						PLATFORM OWNER	
	STAKEHOLDER	RELEVANCE	BENEFIT	VALUE PROPOSITION	BENEFIT	RELEVANCE	STAKEHOLDER	STIMULATION ACTIVITIES
CROSS-SIDE		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
CORE								
SAME-SIDE		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>				<div><div>HIGH</div><div>MID</div><div>LOW</div></div>		<div><div>HIGH</div><div>MID</div><div>LOW</div></div>
NETWORK EFFECTS STIMULATION v4.0								
Part of the Platform Innovation Kit - the toolset for the platform generation Download at: www.platforminnovationkit.com								
TITLE								
FOUNDERS LANE								

http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page

222 – Platform Evolution Canvas 4.0



http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page

223 – Minimal Viable Platform Canvas 4.0 (simple)

KEY ASSUMPTIONS
CONSUMER NEEDS / WANTS

KEY ASSUMPTIONS
PRODUCER NEEDS / WANTS

KEY ASSUMPTIONS
BUSINESS-MODEL

KEY ASSUMPTIONS
SOLUTION

DESIRABILITY
TESTS & VALIDATION

VIABILITY
TESTS & VALIDATION

FEASIBILITY
TESTS & VALIDATION

MAIN OBJECTIVE
OF THE MVP

MINIMAL VIABLE PLATFORM CANVAS v4.0

FOUNDERS
LANE

TITLE

http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page

224 – Platform Stakeholder Relationship Canvas 3.0

STAKEHOLDER RELATIONSHIPS

PLATFORM
STIMULATION ACTIVITIES

CROSS-SIDE

CORE RELATIONSHIP

SAME-SIDE

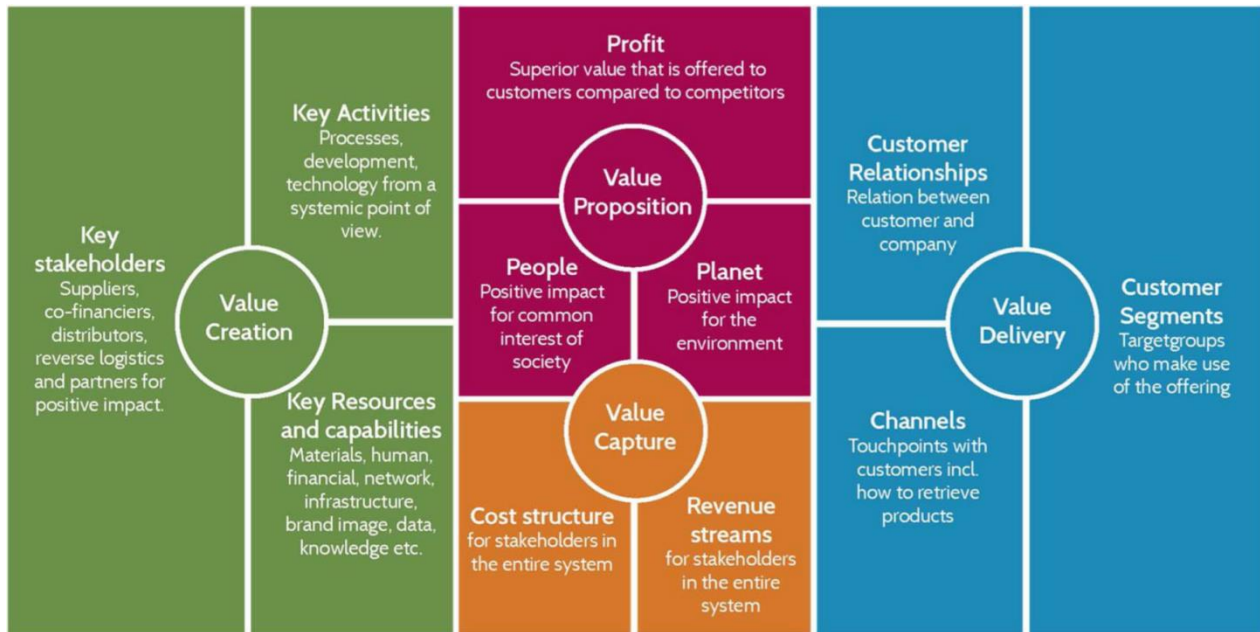
STAKEHOLDER RELATIONSHIP CANVAS v3.0

FOUNDERS
LANE

TITLE

http://platforminnovationkit.com/download-area/?utm_source=mailchimp&utm_campaign=030046cde1f0&utm_medium=page

225 – Sustainable business model canvas (2)



Bocken, N.M., Schuit, C.S., & Kraaijenhagen, C. Experimenting with a circular business model: Lessons from eight cases. *Environmental Innovation and Societal Transitions*, Volume 28, 2018, Pages 79-95.
<https://doi.org/10.1016/j.eist.2018.02.001>

226 – Team Canvas Basic

Team Canvas Basic

Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com

Most important things to agree on to kick off effective team project and get members to know each other better

Team name Date

GOALS

What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?

What are our individual personal goals?

ROLES & SKILLS

What are our names? What skills and strengths do we have on board of our group? What composition of roles would help us get where we want to be?

What are we called as a group?

PURPOSE

Why we are doing what we are doing in the first place?

VALUES

What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?

RULES & ACTIVITIES

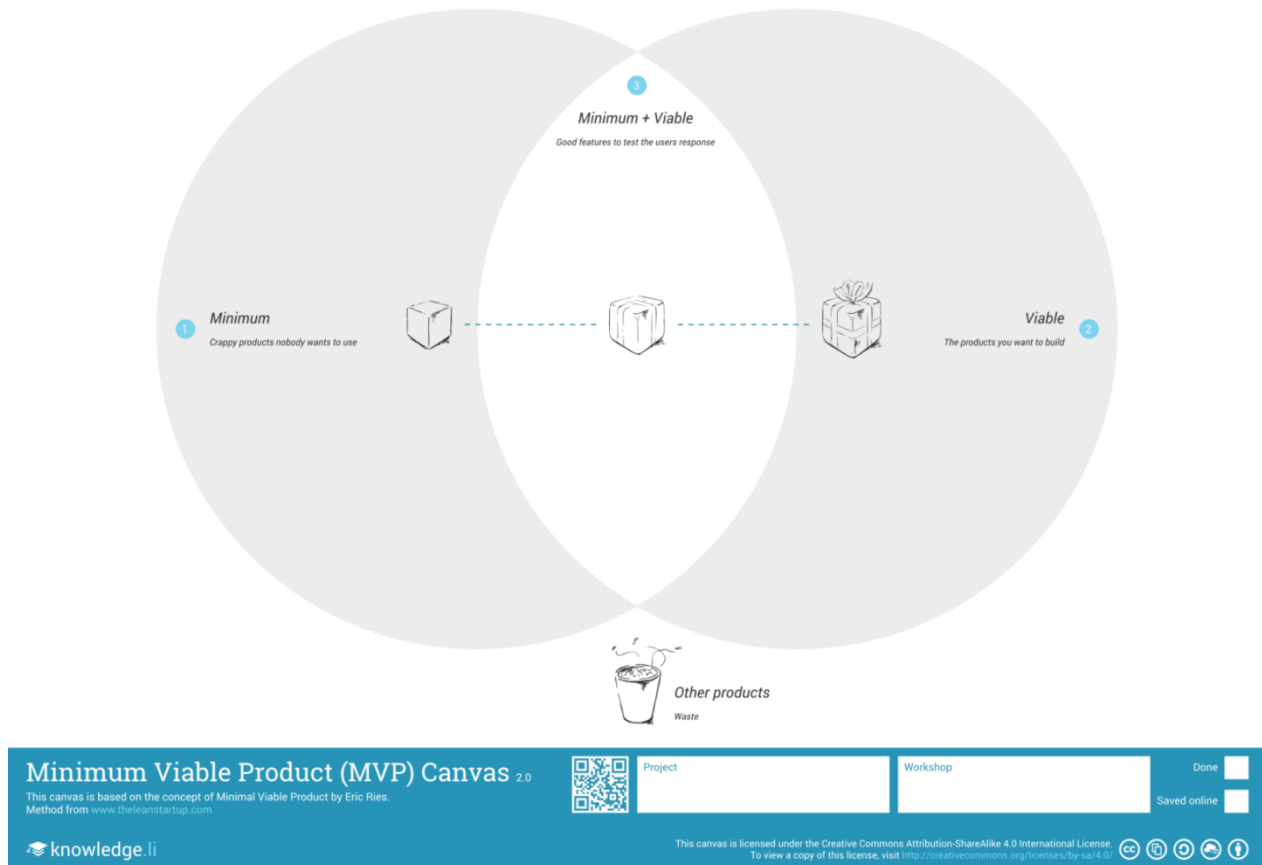
What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?

Team Canvas Basic by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk
 Team Canvas is inspired by Business Model Canvas by Strategyzer.

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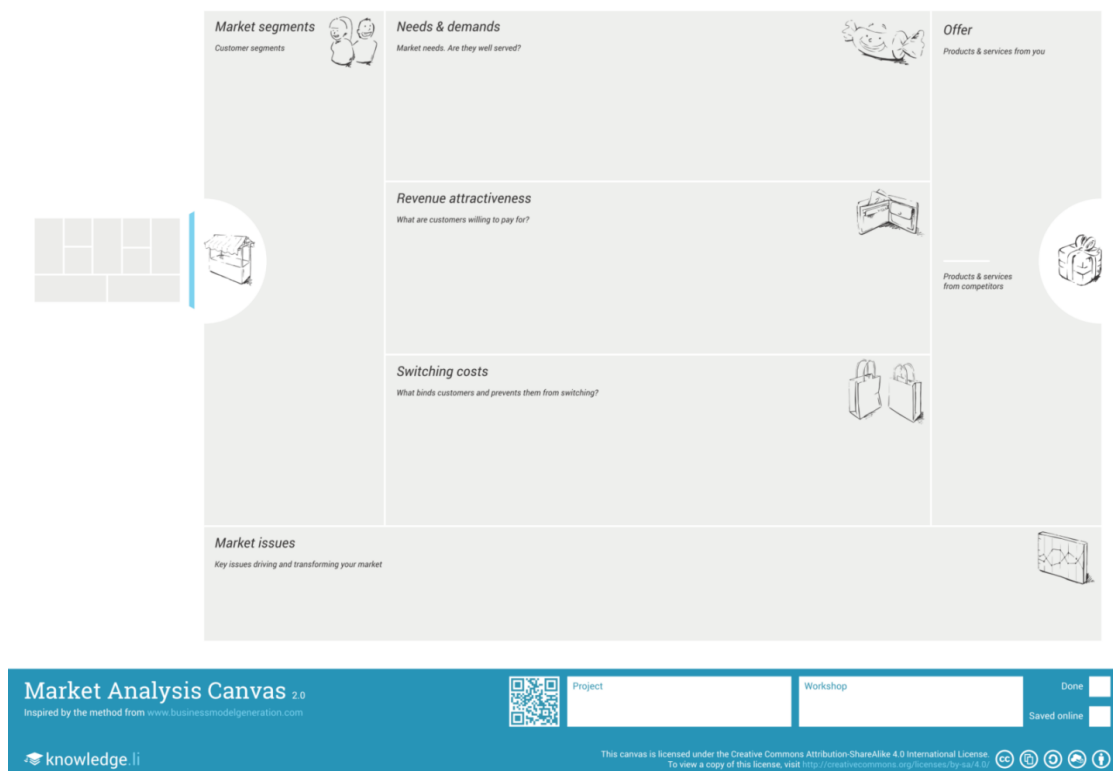
<http://theteamcanvas.com/learn>

227 – Minimum Viable Product (MVP) Canvas



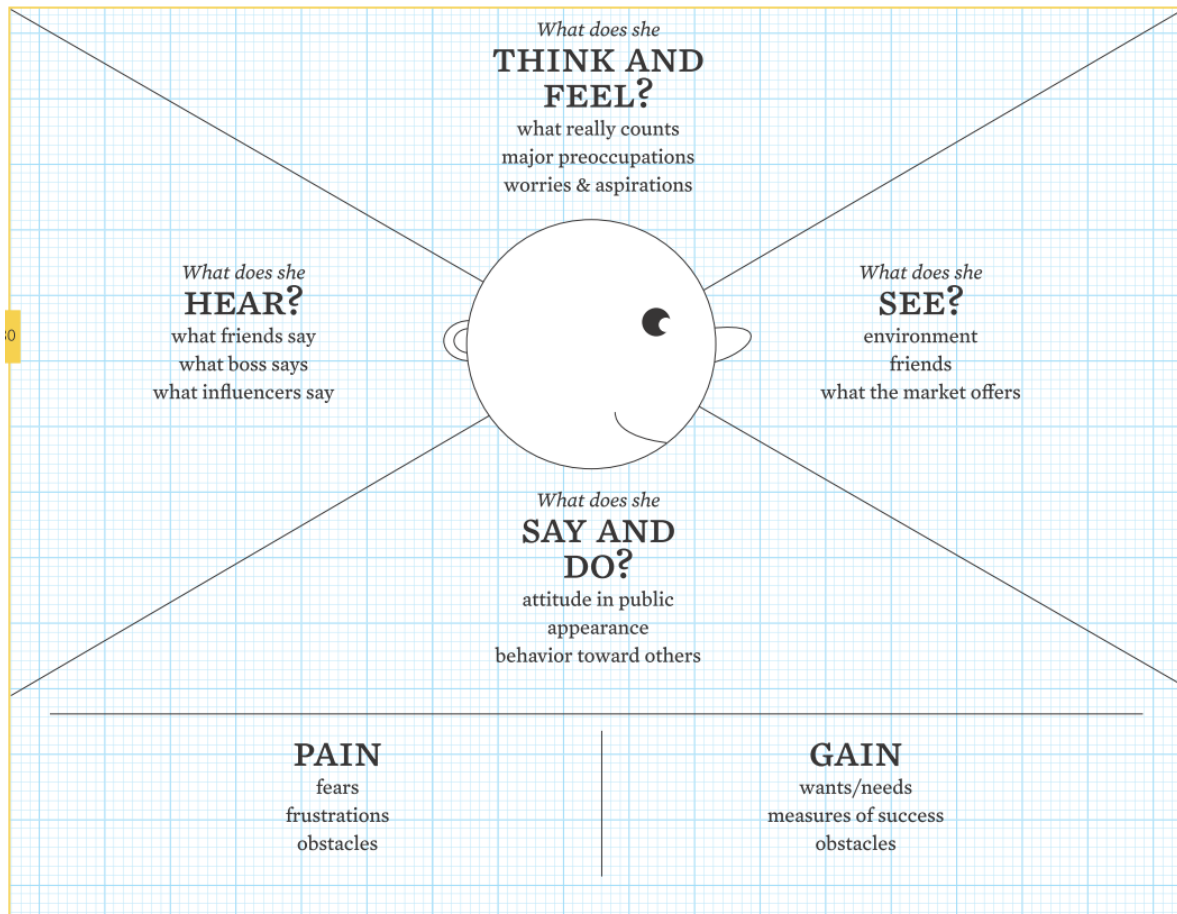
<https://www.canvasgeneration.com/canvas/minimum-viable-product-mvp-canvas>

228 – Market Analysis Canvas



<https://thecanvasrevolution.com/product/market-analysis-canvas>

229 – Empathy Map Canvas

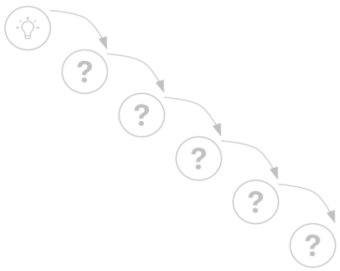


Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons, p.130.

<https://businessmodelanalyst.com/downloads/empathy-map-template>

230 – Feature Canvas (Basic version)

Feature Canvas Basic

Idea description Describe your idea in 2-3 sentences.	Contextual situations In what situations (when) might people need this feature? Think about the context of the motivation, the external trigger that causes the behavior.	Customer problems What problems our customers face? What barriers do they want to overcome?
Why? Why is it important to implement this idea? (both for customers and business) Use the 5 Whys technique to determine the root causes of this idea.		Customer outcomes What do your customers need to achieve in the way they need to achieve it? What does "success" look like for your customers?
	Restrictions and Limitations What can prevent us from solving these problems and supporting people in these situations? (what do we have now) Restrictions: technical, UI, contextual, skills and habits of users, time, financial, etc.	Capabilities What can help us to solve these problems and support people in these situations? (what do we have now) Capabilities: technical, UI, contextual, skills and habits of users, time, financial, etc.


Nick Efimov featurecanvas.com v3.2

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<http://featurecanvas.com/>

231 – Feature Canvas (Full version)

Feature Canvas

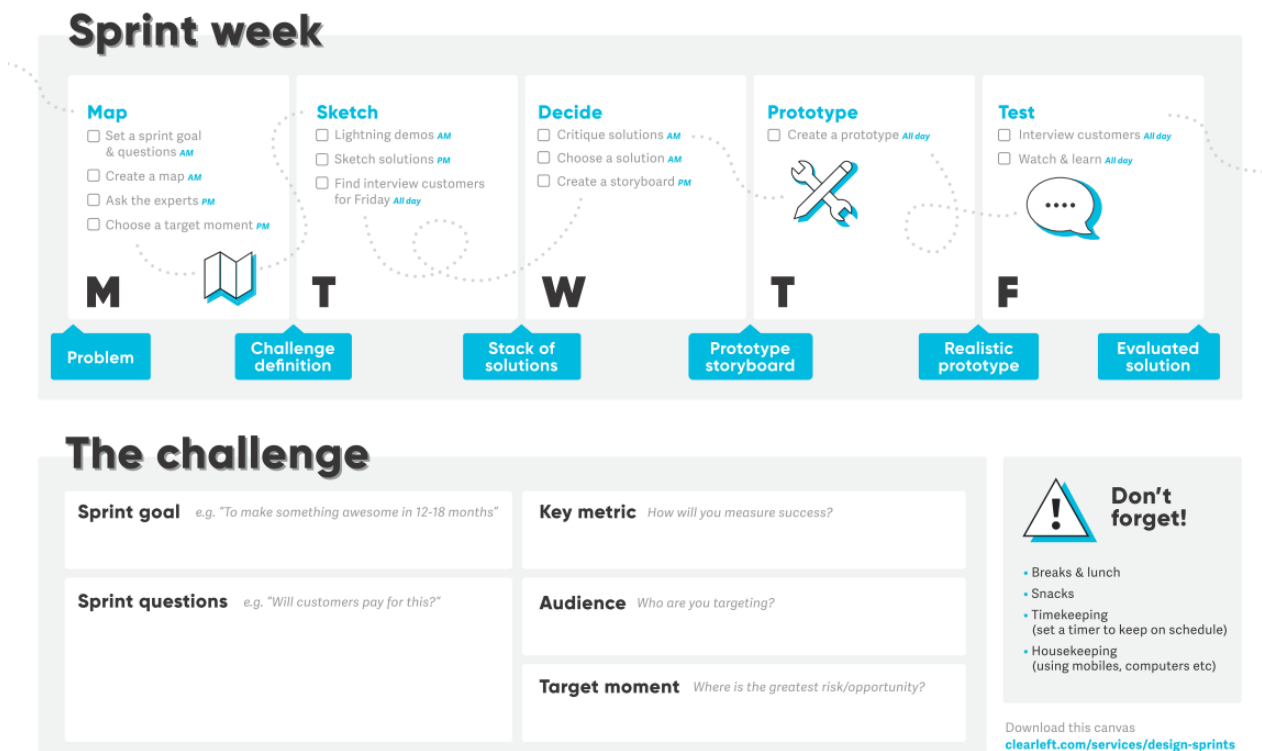
Idea description Describe your idea in 2-3 sentences.	Contextual situations In what situations (when) might people need this feature? Think about the context of the motivation, the external trigger that causes the behavior.	Customer problems What problems our customers face? What barriers do they want to overcome?	Customer tasks What customer tasks (micro-jobs) should we support?	
Why? Why is it important to implement this idea? (both for customers and business) Use the 5 Whys technique to determine the root causes of this idea.		Affected customers Who is affected by these contextual situations and problems?	Awareness Do our customers expect this new functionality? Should we help them to learn about this feature?	Support needed Do customers need some help to start working with this functionality while solving their tasks?
	Customer outcomes What do your customers need to achieve in the way they need to achieve it? What does "success" look like for your customers?	Current behavior and habits What do customers do now in these contextual situations? How do they overcome these problems?	Business outcomes What are the business goals & outcomes? Why is it important to implement this feature?	Success criteria How will we understand that this feature is valuable and usable for customers? for business? What kind of data (and research) do we need?
	Restrictions and Limitations What can prevent us from solving these problems and supporting people in these situations? (what do we have now) Restrictions: technical, UI, contextual, users' skills and habits, time, financial, etc.	Capabilities What can help us to solve these problems and support people in these situations? (what do we have now) Capabilities: technical, UI, contextual, users' skills and habits, time, financial, etc.	Key activities What key activities should we perform to deliver value to customers and the business? What is the minimum set of problems that should be solved? What is the minimum set of tasks that should be supported?	

Nick Efimov featurecanvas.com v3.2

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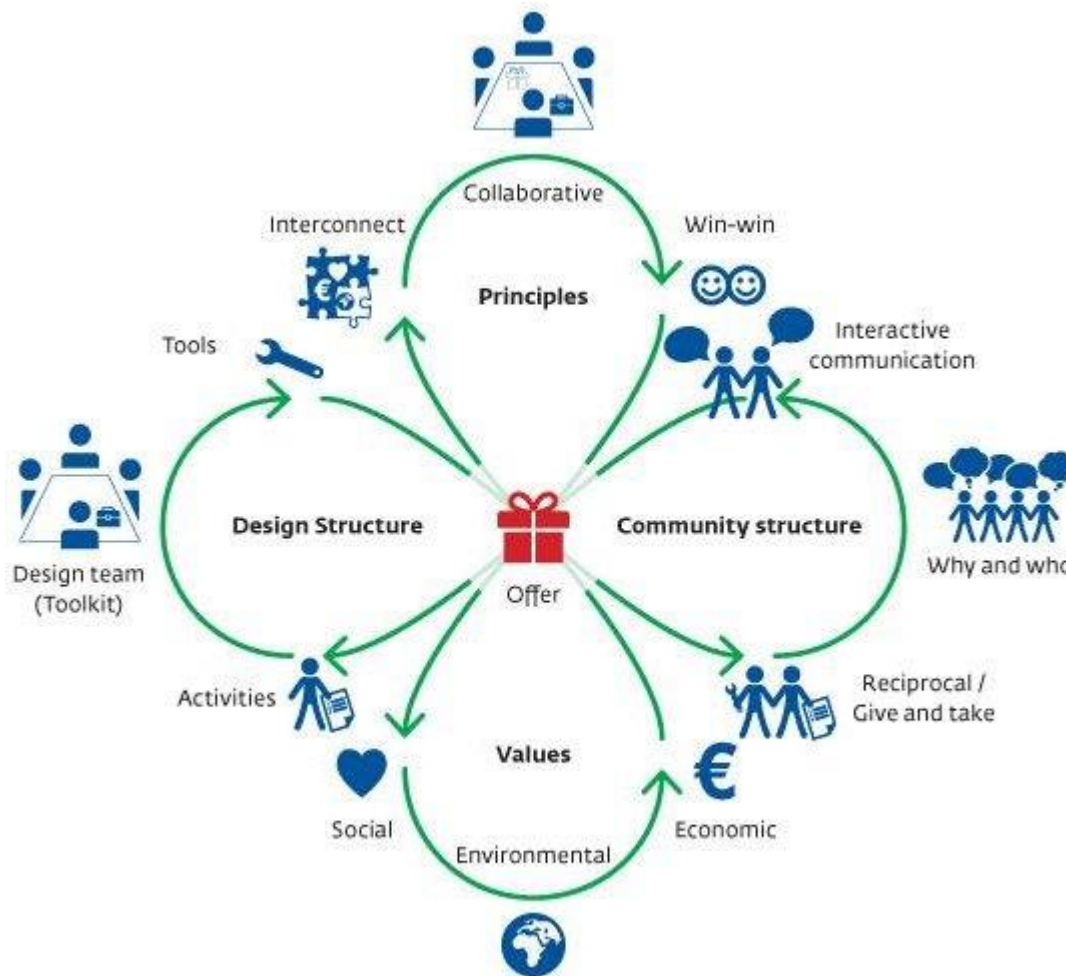
<http://featurecanvas.com/>

232 – Design Sprint Canvas



<https://clearleft.com/posts/the-design-sprint-canvas>

233 – Cloverleaf Business Model Canvas

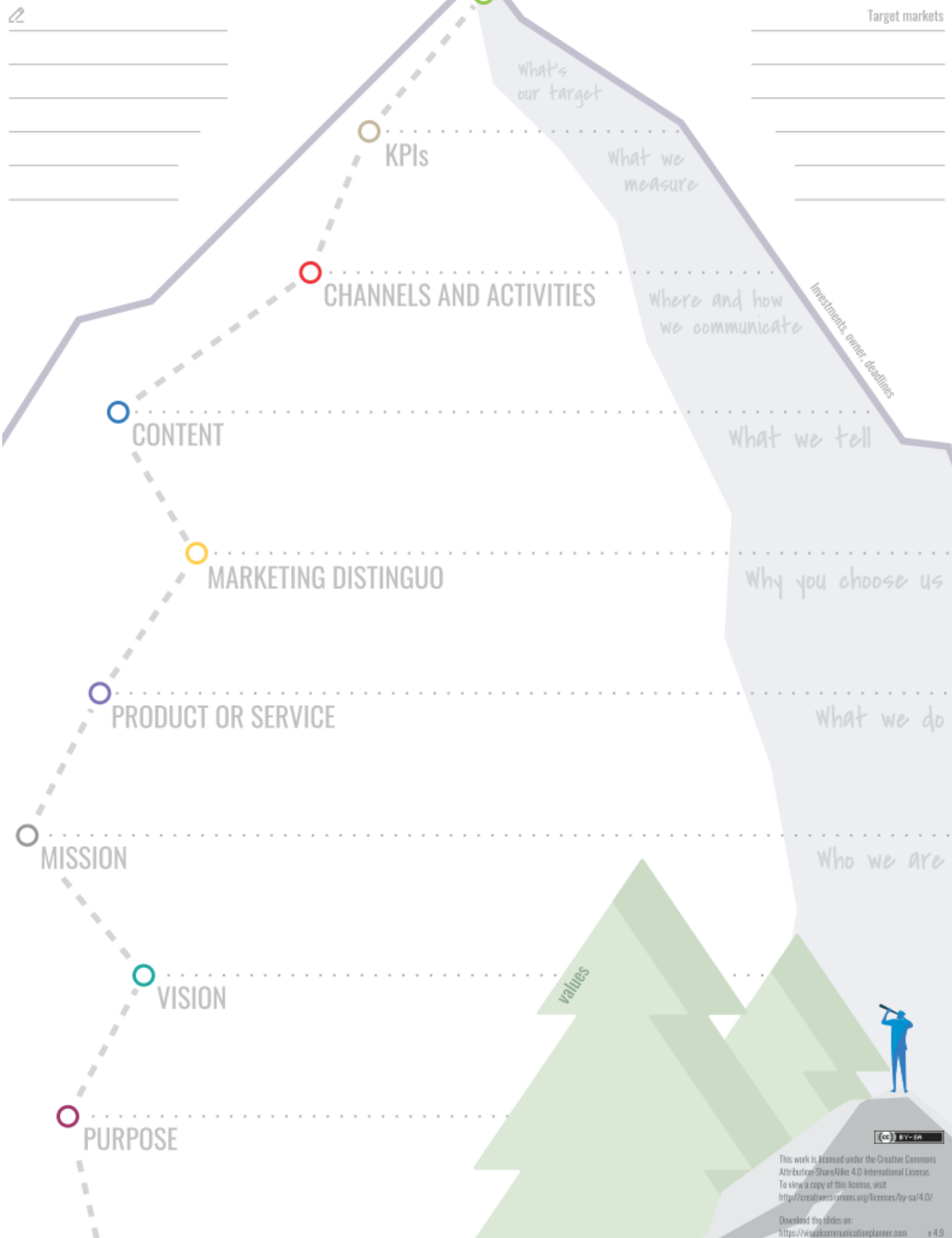


https://www.researchgate.net/publication/324159791_Sharing_Experiences_On_Embedding_Social_Enterprise_Design_And_Analysis_In_A_Business_School_Proceedings_of_the_24th_EDINEB_Contributions_of_Business_and_Economics_Education_to_Social_Innovation_Utrecht

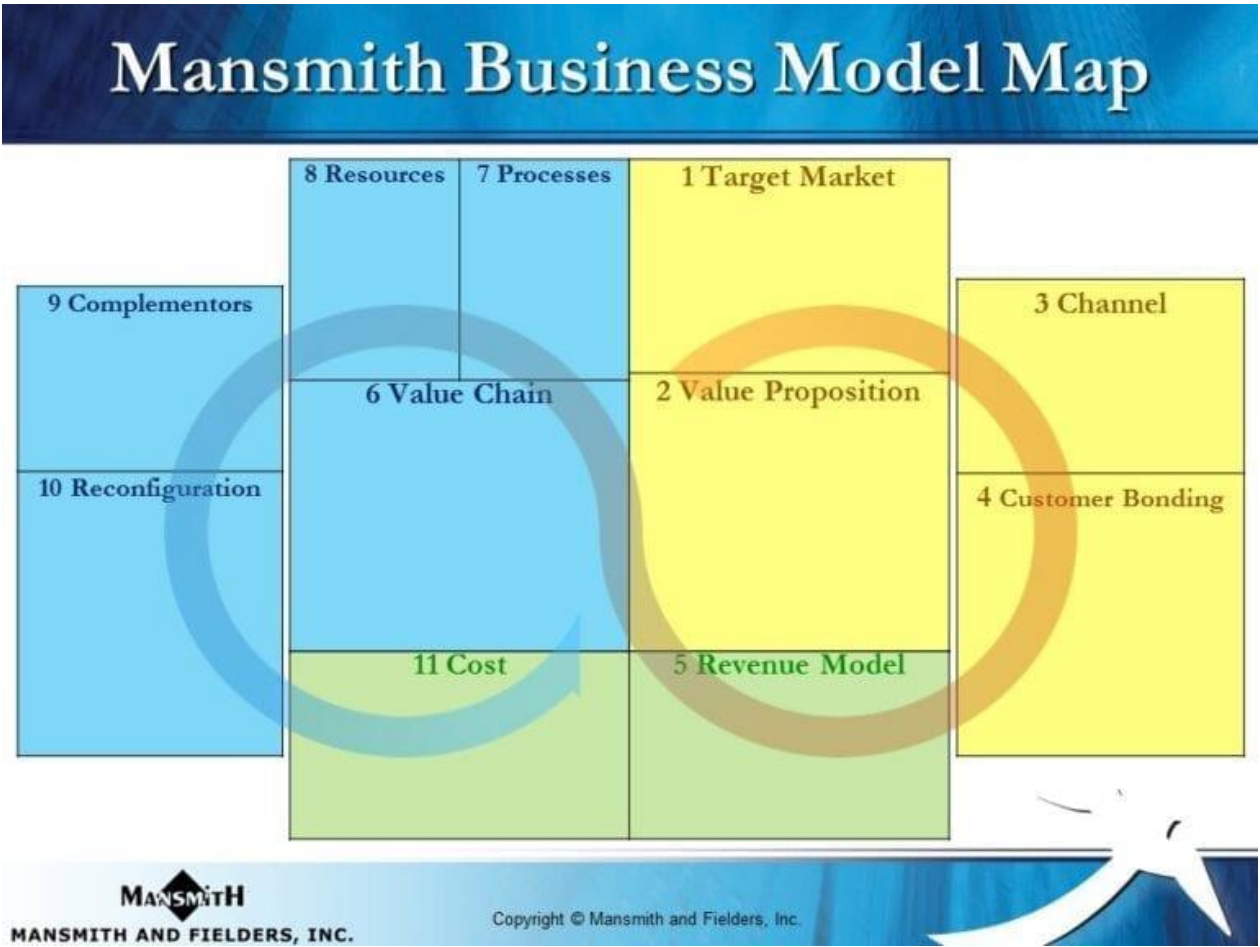
Sheombar, A., & Ravesteijn, P. (2017). Sharing Experiences On Embedding Social Enterprise Design And Analysis In A Business School Curriculum. In Proceedings of the 24th EDiNEB Conference: Contributions from Business and Economics Education to Social Innovation. Hogeschool Utrecht. <https://www.bruna.nl/images/active/InkijkPDF/cb/9789462200869.pdf>

234 – Visual Communication Planner v 4.9

YOUR LOGO
HERE



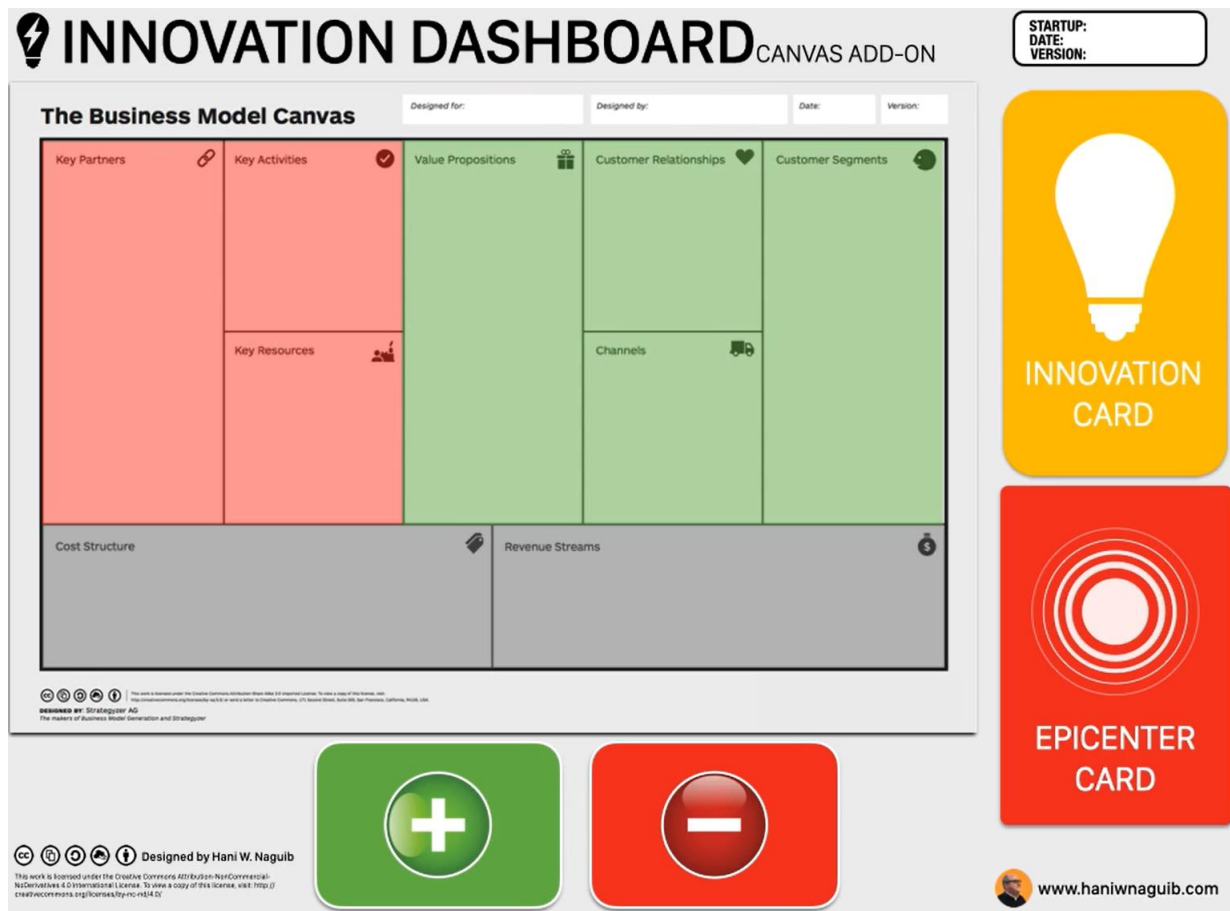
<https://visualcommunicationplanner.com/>



<https://josiahgo.com/reflections-about-business-model/>

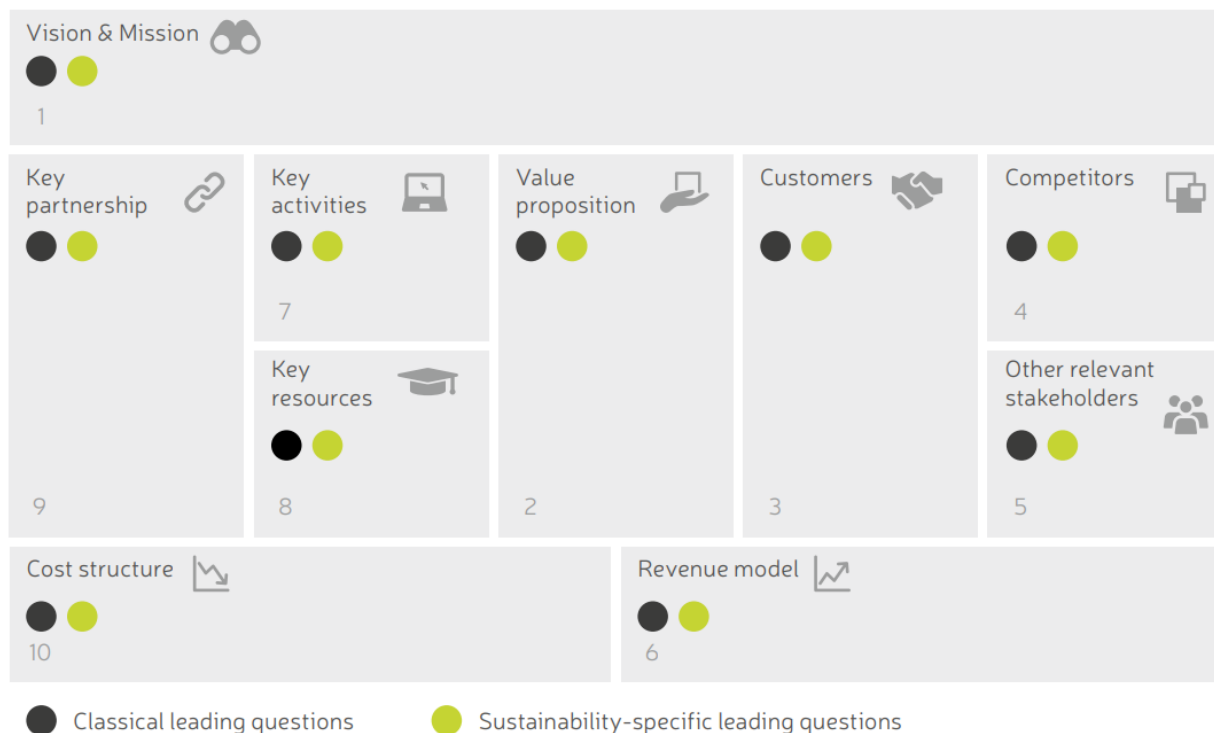
<https://josiahgo.com/the-11-building-blocks-of-a-business-model/>

236 – Innovation Dashboard Canvas Add-On



<https://www.haniwnaguib.com/innovationdashboardcanvasaddon>

237 – Sustainable Business Canvas



Tiemann, I. and Fichter, K. (2016): Developing business models with the Sustainable Business Canvas. Manual for conducting workshops, Oldenburg and Berlin.

https://start-green.net/media/cms_page_media/2015/12/8/Fichter_Tiemann_2015_Sustainable_Business_Canvas_0812.2015.pdf

238 – OKR Canvas – Exploration



GARY FOX & CO
www.garyfox.co

OBJECTIVES AND KEY RESULTS - OKR - CANVAS EXPLORATION

Date:

Strategy	Objectives	Key results	Problem	Action steps	Problem solving	Stretch/Moonshot		
	Objective:	Key Result 1:	Problem:	1. 2. 3.				
		Key Result 3:	Problem:	1. 2. 3.				
		Key Result 1:	Problem:	1. 2. 3.				
	Objective:	Key Result 1:	Problem:	1. 2. 3.				
		Key Result 3:	Problem:	1. 2. 3.				
		Key Result 1:	Problem:	1. 2. 3.				
	Objective:	Key Result 1:	Problem:	1. 2. 3.				
		Key Result 3:	Problem:	1. 2. 3.				
		Key Result 1:	Problem:	1. 2. 3.				

<https://www.garyfox.co/canvas-models/okr-canvas-pdf-templates/2/>

239 – OKR Canvas – Brainstorming



GARY FOX & CO
www.garyfox.co

OBJECTIVES AND KEY RESULTS - OKR - CANVAS BRAINSTORMING

Date:

Vision/Long term OKR				
Objective	Why	Lag measures	Lead measures	OKR
Aspirational, qualitative	Ask why, multiple times	Outcomes, impact...	Activities, milestones...	Objectives:
				Key Results:

<https://www.garyfox.co/canvas-models/okr-canvas-pdf-templates/2/>

240 – OKR Canvas – Team Board



GARY FOX & CO
www.garyfox.co

OBJECTIVES AND KEY RESULTS - OKR - CANVAS

TEAM BOARD

Date:

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE	STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
Strategic Initiative	Strategic Initiative	Strategic Initiative	Strategic Initiative
Objective	Objective	Objective	Objective
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Objective	Objective	Objective	Objective
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Objective	Objective	Objective	Objective
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...
Key Result	Key Result	Key Result	Key Result
as measured by...	as measured by...	as measured by...	as measured by...

<https://www.garyfox.co/canvas-models/okr-canvas-pdf-templates/2/>

241 – OKR Canvas

OKR Canvas

PRAGMATIC
CHANGE

VISION

Longterm, 3-5 years

STRATEGIC GOALS

Mid-term, 1-3 years

NORTHSTAR

The one metric that matters

What do you want to achieve?			
OBJECTIVES	1	2	3
How do you want to achieve it?			
KEY RESULTS	1	1	1
	2	2	2
	3	3	3

<https://pragmaticchange.com/get-your-okr-canvas>

242 – Play-to-Win Strategy Canvas v3.0

The Play-to-Win Strategy Canvas

Strategic Choice-Making

STRATEGIC ISSUE/OPPORTUNITY <i>Why is a new strategy warranted, and why does it matter?</i>	1. WINNING ASPIRATION <i>What is our measurable strategic ambition?</i>
2. WHERE TO PLAY <i>In what spaces or segments can we win with sustainability?</i>	
3. HOW TO WIN <i>What will be our unique value proposition/defensible advantage in each chosen space?</i>	
4. CRITICAL CAPABILITIES <i>What key capabilities must we possess to win?</i>	5. REQUIRED SYSTEMS <i>How will we support and sustain our critical capabilities?</i>

Reverse Engineering

What Must Be True?
For our strategy to be a winning set of choices, it must be true that...

DEPENDENT <i>Our approach is highly dependent on these conditions. If the conditions are not proven true, we will need to pivot.</i>	INDEPENDENT <i>Whether or not these conditions are proven true, they have little or no real impact on our strategy.</i>
KNOWN <i>We're certain these conditions will run based on previous experience or facts in existence.</i>	UNKNOWN <i>We're uncertain whether these conditions are true, and must experiment about them.</i>

Strategic Testing

CRITICAL RISK <i>What is the riskiest element of our strategy—the potential barrier to success?</i>	CONCEPT TEST <i>What simple, fast, and cheap experiment can we run to test the most worrisome critical risk?</i>
1. Condition <i>What condition are we most worried might not be true?</i>	2. Concern <i>Why is it so worrisome?</i>
3. Objective <i>What is it that we must learn?</i>	4. Hypothesis <i>What is our testable belief? (i.e. "If X, then Y")</i>
5. Experiment <i>How will we test our hypothesis?</i>	6. Target <i>What measure will be the standard of proof?</i>
7. Results <i>What actually happened?</i>	8. Explanation <i>What explains the results, if different from expected?</i>
9. Insights <i>What was our biggest surprise?</i>	10. Decision <i>Pivot or persevere?</i>

STRATECHIA.com
 Designed and produced by Matthew E. May
 Based in part on Playing to Win, A.G. Lafley & Roger Martin

<https://www.linkedin.com/pulse/play-to-strategy-canvas-v30-matthew-e-may/>

Play-to-Win Strategy Canvas

1. Winning Aspiration

What bold and measurable outcomes define our strategic ambition?
 What defines winning with customers? Against top competitors?

EXAMPLES
 Lead U.S. online industry in customer satisfaction and profitability
 Become the global leader in life-preserving pharmaceuticals

A winning aspiration is a future-oriented statement that focuses outward on winning with your most important customers and against the very best competitors.
 Avoid playing to play, e.g. "Increase sales 10%."

2. Where To Play

What should be our playing field? In what spaces will we compete?
 What current spaces should be changed? Where will we NOT focus?

EXAMPLES
 Geographies: customer segments: channels: products/services: production stages

Choosing where to play requires choosing where not to play. Do not attempt to be everything to everyone, everywhere.
 Strategy is about focusing resources.

3. How To Win

What are the sources of our sustainable competitive advantage?
 What key offerings differentiate us and provide superior value?

EXAMPLES
 Quality: price: speed: ease of use: design: convenience: style: unique experience

The key to winning in a given space is to consistently offer a better value proposition everywhere else. The two basic ways are low cost, or differentiation. **NEVER BOTH.**

4. Capabilities Needed

What critical skills and core activities must be performed at the highest level in order to achieve the advantage in each of our chosen spaces?

EXAMPLES
 Brand building: deep customer understanding: R&D: channel relationship-building

Avoid simply listing all current strengths. List only those that produce a competitive advantage in chosen spaces **and** that are relevant to customers.

5. Systems Required

What key management systems, processes, and structures must we have in order to sustain our competitive capabilities and support our strategic choices?

EXAMPLES
 CRM system: leadership development: salesforce management: performance reviews

List only the critical management systems that will be needed to operate, monitor, measure, support and sustain the unique set of core capabilities listed above.

6. Reverse Engineering

What must be true in order for this strategy to be a set of winning choices?
 What conditions must be met? What are the potential barriers to success?

EXAMPLES
 Industry remains stable: channels will upgrade: competitors won't wage buy war

INDUSTRY
 What must be true about the structure of our industry?
 What must be true about the attractiveness of our segments?

CUSTOMER VALUE
 What must be true about what our end customers truly value?
 What must be true about what our channels truly value?

RELATIVE POSITION
 What must be true about our capabilities vs. our competitors?
 What must be true about our costs vs. our competitors?

COMPETITION
 What must be true about how our competitors will react?

Asking "what must be true?" is a strategy's single question. Answering this question in key areas reveals the pathway to be tested before execution.

7. Strategic Tests

How will we test our "what must be true" conditions?

	1. CONDITION	2. HYPOTHESIS	3. EXPERIMENT
TEST LEVEL			
Learn	what condition are we most worried might not be true?	what is it that we must learn?	how will we test our hypothesis?
Small scale		what is our testable belief? (i.e. "If we do X, then Y will happen")	what target measure will be the standard of proof?
Definitive	why is it so worrisome?		

Start with the most worrisome assumption, and use a single, fast, and cheap test.

NAME: _____ VERSION: _____ DATE: _____

MATTHEW E. MAY.com

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<https://matthewemay.com/wp-content/uploads/2015/08/A3-P2WCanvas.pdf>

243 – OKR Canvas (1)

OKR Canvas Version 1.0

Develop your set of Objectives and Key Results in a structured process, step by step.

Your Company/Project Name

Date

Due date

1st: Your „top of the mountain“

Put here the purpose, vision, mission of your company or project. Always remember that your Objectives should bring you close towards this higher goals.

3rd: Brainstorm your Objective

Every team member write all the Objectives that come to their mind, each on one Post-it. Formulate concrete Objectives.

- // that will have a high outcome to achieving your purpose, vision, and mission.
- // that impact the achievement of your higher level OKRs (company OKRs, yearly OKRs).
- // that are ambitious and inspiring.
- // that are within your circle of influence.
- // that are indispensable.
- // that will be finished by the end of the cycle.
- // and that have no quantitative target.

4th: Put your focus on Objectives that matter

Are your Objectives in scope of your Vision, Mission, and long term OKRs and do you aim for an ambitious objective?

	High Ambition	Low Ambition
In Scope	Select as Objectives	Review Objective for for higher ambition or put in backlog
Out of Scope	Put Objectives in backlog	Eliminate Objectives

Develop your Objectives

2nd: Your higher level OKRs

Put here already existing OKRs which you are referring to with this canvas long term, middle term, and/or higher OKRs of company or department.

5th: Brainstorming of Key Results

Select the three Objectives from your „select as Objectives“ quadrant of step 4. Brainstorm your corresponding Key Results. Key Results are always quantitative, but are not binary.

- // are not milestones or tasks.
- // are independent from each other.
- // are ambitious to achieve.
- // and are **never efforts** (output) but **always impacts** (outcome) towards achieving your objective!

Put here Objective 1	Put here Objective 2	Put here Objective 3
Brainstorm KRs	Brainstorm KRs	Brainstorm KRs

6th: Prioritization of Key Results

Estimate impact and feasibility for each of the Key Results and put it accordingly on the matrix. Focus on Key Results that creates high impact but are achievable. Consolidate similar Key Results to one specific new Key Result.

7th: Finalize your Objectives and Key Results

Put in Objectives and the corresponding Key Results 1-5 with highest estimation of impact and feasibility on achieving the Objective. Try to focus on up to five Key Results. Don't select tasks or mile stones as Key Results!

Objective 1	Objective 2	Objective 3
KR 1.1	KR 2.1	KR 3.1
KR 1.2	KR 2.2	KR 3.2
KR 1.3	KR 2.3	KR 3.3
KR 1.4	KR 2.4	KR 3.4
KR 1.5	KR 2.5	KR 3.5

Develop your corresponding Key Results

OKR Modeling Template created by Sebastian Fritsch, Version 1.0 - Update October 22nd, 2020
 Download OKR Canvas at www.okr-canvas.com
 Send feedback and ideas for improvement of the OKR Modeling Canvas to info@okr-canvas.com

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<https://okr-canvas.com/>

244 – Cloud Strategy Canvas

aws CLOUD STRATEGY CANVAS

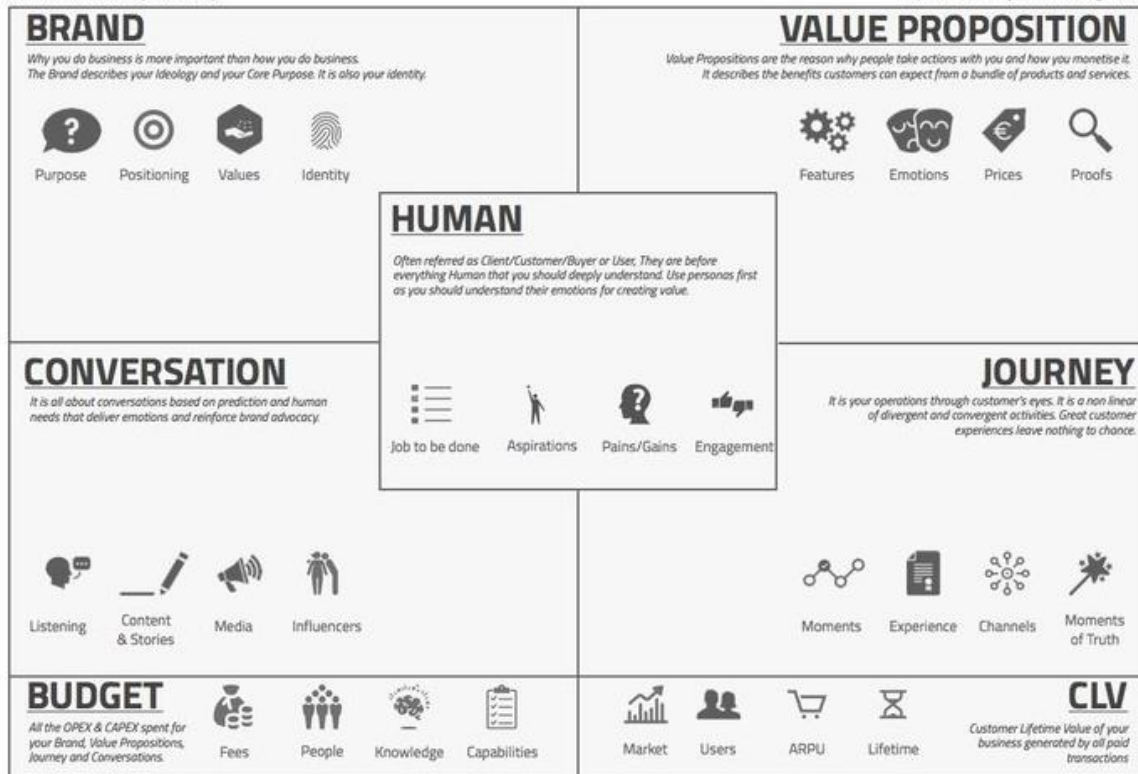
<p>CORE PURPOSE Why are you considering a move to the cloud?</p> <p>(Example: Increase the speed and agility of our technology organization.)</p> <p>BUSINESS NEEDS What key business priorities does technology need to support?</p> <p>(Examples: user growth, cost containment, competitive threats, speed to market, etc.)</p> <p>TECHNOLOGY CHALLENGES What technology challenges are limiting your ability to meet business objectives?</p> <p>(Examples: release frequency, B.I., app stability, app security, etc.)</p> <p>BIZTECH GOALS What is the desired future state of your business-enabling technology?</p> <p>(Examples: Real-time reporting, DevOps, Agile, etc.)</p>	<p>IT PORTFOLIO SNAPSHOT</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <p>1. LARGE ENTERPRISE or WEB APPS</p> <p>(e.g., SAP, WWW, other commercial off the shelf applications)</p> </td> <td style="width: 50%; padding: 5px;"> <p>2. STAGNANT</p> <p>(e.g., being used to run the business, but little/no active development)</p> </td> </tr> <tr> <td style="padding: 5px;"> <p>3. SENSITIVE</p> <p>(e.g., PII, compliance, regulated workloads that will be scrutinized from the outside)</p> </td> <td style="padding: 5px;"> <p>4. NON-PERFORMING</p> <p>(e.g., "on fire," too slow, unstable, not scaling, causing the most heartburn)</p> </td> </tr> <tr> <td style="padding: 5px;"> <p>5. NET NEW</p> <p>(e.g., new initiatives/projects being considered, greenlit, under development)</p> </td> <td style="padding: 5px;"> <p>6. DWH BIG DATA PLATFORMS</p> <p>(e.g., ESB, messaging, CMS, virtualization platforms)</p> </td> </tr> </table> <p>PRECONDITIONS FOR SUCCESS For the cloud to be a viable strategy, what must be true about:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <p>OUR PEOPLE, PROCESS, CULTURE?</p> <p>(e.g., we can map apps to cloud, we have a trained team, we can operate securely, etc.)</p> </td> <td style="width: 50%; padding: 5px;"> <p>OUR HI-LEVEL BUSINESS CASE?</p> <p>(e.g., costs less than on premises, executive sponsorship, etc.)</p> </td> </tr> </table>	<p>1. LARGE ENTERPRISE or WEB APPS</p> <p>(e.g., SAP, WWW, other commercial off the shelf applications)</p>	<p>2. STAGNANT</p> <p>(e.g., being used to run the business, but little/no active development)</p>	<p>3. SENSITIVE</p> <p>(e.g., PII, compliance, regulated workloads that will be scrutinized from the outside)</p>	<p>4. NON-PERFORMING</p> <p>(e.g., "on fire," too slow, unstable, not scaling, causing the most heartburn)</p>	<p>5. NET NEW</p> <p>(e.g., new initiatives/projects being considered, greenlit, under development)</p>	<p>6. DWH BIG DATA PLATFORMS</p> <p>(e.g., ESB, messaging, CMS, virtualization platforms)</p>	<p>OUR PEOPLE, PROCESS, CULTURE?</p> <p>(e.g., we can map apps to cloud, we have a trained team, we can operate securely, etc.)</p>	<p>OUR HI-LEVEL BUSINESS CASE?</p> <p>(e.g., costs less than on premises, executive sponsorship, etc.)</p>	<p>APPLICATIONS TO MOVE Where should we start?</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; padding: 5px;"> <p>APPLICATION/WORKLOAD:</p> <p>ATTRIBUTE:</p> <p><input type="checkbox"/> Low Risk <input type="checkbox"/> On Fire <input type="checkbox"/> Proof Point</p> </td> <td style="width: 40%; padding: 5px;"> <p>ADDRESSES:</p> <p><input type="checkbox"/> BUSINESS NEEDS <input type="checkbox"/> TECH CHALLENGES <input type="checkbox"/> BizTECH GOALS</p> </td> </tr> <tr> <td colspan="2" style="padding: 5px;"> <p>STRATEGY:</p> <p><input type="checkbox"/> REHOST <input type="checkbox"/> REPURCHASE <input type="checkbox"/> REPLATFORM <input type="checkbox"/> REARCHITECT <input type="checkbox"/> NET NEW</p> </td> </tr> </table>	<p>APPLICATION/WORKLOAD:</p> <p>ATTRIBUTE:</p> <p><input type="checkbox"/> Low Risk <input type="checkbox"/> On Fire <input type="checkbox"/> Proof Point</p>	<p>ADDRESSES:</p> <p><input type="checkbox"/> BUSINESS NEEDS <input type="checkbox"/> TECH CHALLENGES <input type="checkbox"/> BizTECH GOALS</p>	<p>STRATEGY:</p> <p><input type="checkbox"/> REHOST <input type="checkbox"/> REPURCHASE <input type="checkbox"/> REPLATFORM <input type="checkbox"/> REARCHITECT <input type="checkbox"/> NET NEW</p>	
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<p>KEY ACTIONS: READYING PEOPLE PROCESS CULTURE What must we do to ensure preconditions are in fact true?</p> <p>(Example: dedicated cloud team, secure cloud environment, identify consulting partner, etc.)</p> <p>KEY ACTIONS: BUILDING HI-LEVEL BUSINESS CASE What must we do to ensure preconditions are in fact true?</p> <p>(Example: accurate view of on-premises cost, executive sponsorship, etc.)</p>														

<https://aws.amazon.com/blogs/enterprise-strategy/the-cloud-strategy-canvas-a-users-guide/>

245 – Marketing Canvas 2.1

MARKETING CANVAS (Revision 2.1)

<https://laurentbouty.com/marketingcanvas/>



Marketing Canvas from Laurent Bouty is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

<https://laurentbouty.com/blog/2017/marketing-canvas-21-new-version>

246 – Learning Design Canvas (LDC)

Learning Design Canvas for		Author:	Date:
Participants Learners Facilitators	Organizers	Purpose The situation that calls for the learning event	Transfer: Behavior change as they apply the new KSA's
	Content Key Knowledge (K), Skills (S), & Attitudes (A)	Achievement-Based Objectives What learners will have done to engage with each content element by the end of the event	Impact: Change in the situation after transfer occurs
Time Both date(s) and total time = Finish time – start time – (breaks + meals)	Process Titles of the Learning Tasks that the learners will complete to meet every ABO		Place Geographic location and venue details

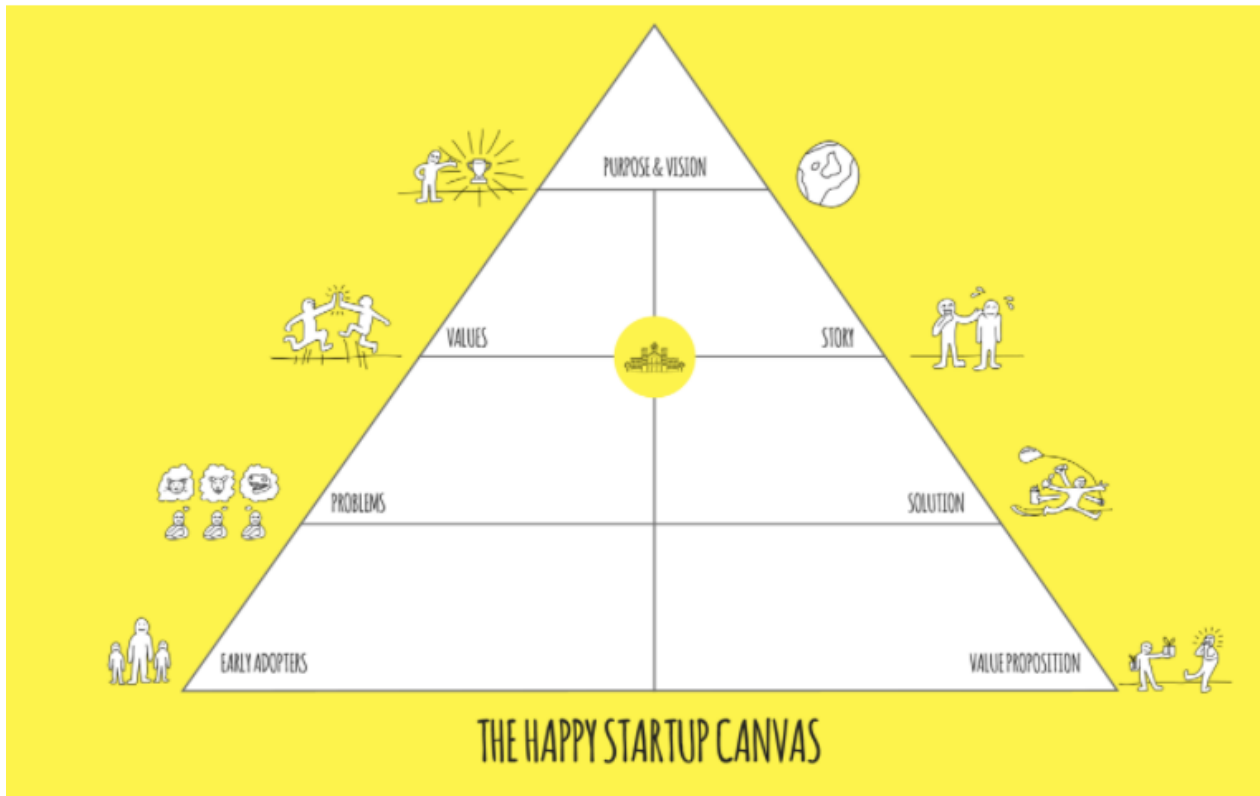
Learning Design Canvas Template by Wayne Hodgson, www.learningcycle.ca



based on Dialogue Education principles developed by Dr. Jane Vella, GLP, Inc.

<http://waynehodgson.ca/learning-design-canvas>

247 – Happy Startup Canvas



<https://medium.com/the-happy-startup-school/introducing-the-happy-startup-canvas-76a71edc4af8>

248 – Learning Design Canvas™

The Learning Design Canvas™

Instructional Designer:

Organization:



Problem Statement

What problem(s) are you trying to solve with the training?



Learning Objectives

After the training, what do you want the learners to be able to do?



Instructional Strategy

What instructional methods and strategies will you use?



Development Methods

What development methods will you use create your training and how will it be deployed?



Target Audience

Who is your target audience? What are the demographics? What are their needs and motivations?



Communication Plan

How will you communicate and rollout the training?



Success Criteria

What does success look like? What results do you hope to see as a result of the training?



Evaluation Plan

How will you evaluate the success of the training?

Delivery Date:

Instructional Design Central, LLC



<https://www.instructionaldesigncentral.com/download-canvas>

249 – Learning Event Canvas

Concept Name:

Learning Event Canvas

LEARNER Segments Aims	CONTENT Topics 	METHOD 	EXPERIENCE 	THEME Emphasis Pattern
			Place Materials/Artefacts	
PURPOSE 			MANDATE 	



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Questo
www.questo.com.au

<https://www.questo.com.au/resources/learning-event-canvas>

250 – Business Planning Canvas

IGNITIONframework

The Business Planning Canvas

Project Name		Designed By		Date & Iteration			
Customer		Channel		Solution		Organization	
🎯 Segment		🚚 Awareness & Sale		💡 Mission & Values		🏢 Name, Owners & Resources	
✓ Problem or Job to Be Done		📞 Delivery & Support		📦 Product or Service		🔧 Capabilities, Advantages & Partners	
🏪 Competition: Price & Frequency	🏪 Solution: Price & Frequency	📦 Variable Cost: Ads, Sales, Delivery & Support Costs		🏪 Variable : COGS	🏪 Profit/ea: Contribution Margin:	📦 Fixed Cost: General & Administrative	💰 Profit: OP & Breakeven Volume
📈 Market Environment							
Segment Trends	Market Size & Statistics	Current Channels & Trends		Solutions, Providers, & Technologies		Industry Dynamics	Regulatory Dynamics

<https://www.ignitionframework.com/the-business-planning-canvas-a-simple-fast-and-effective-one-page-business-planning-tool/>

251 – Machine Learning Canvas

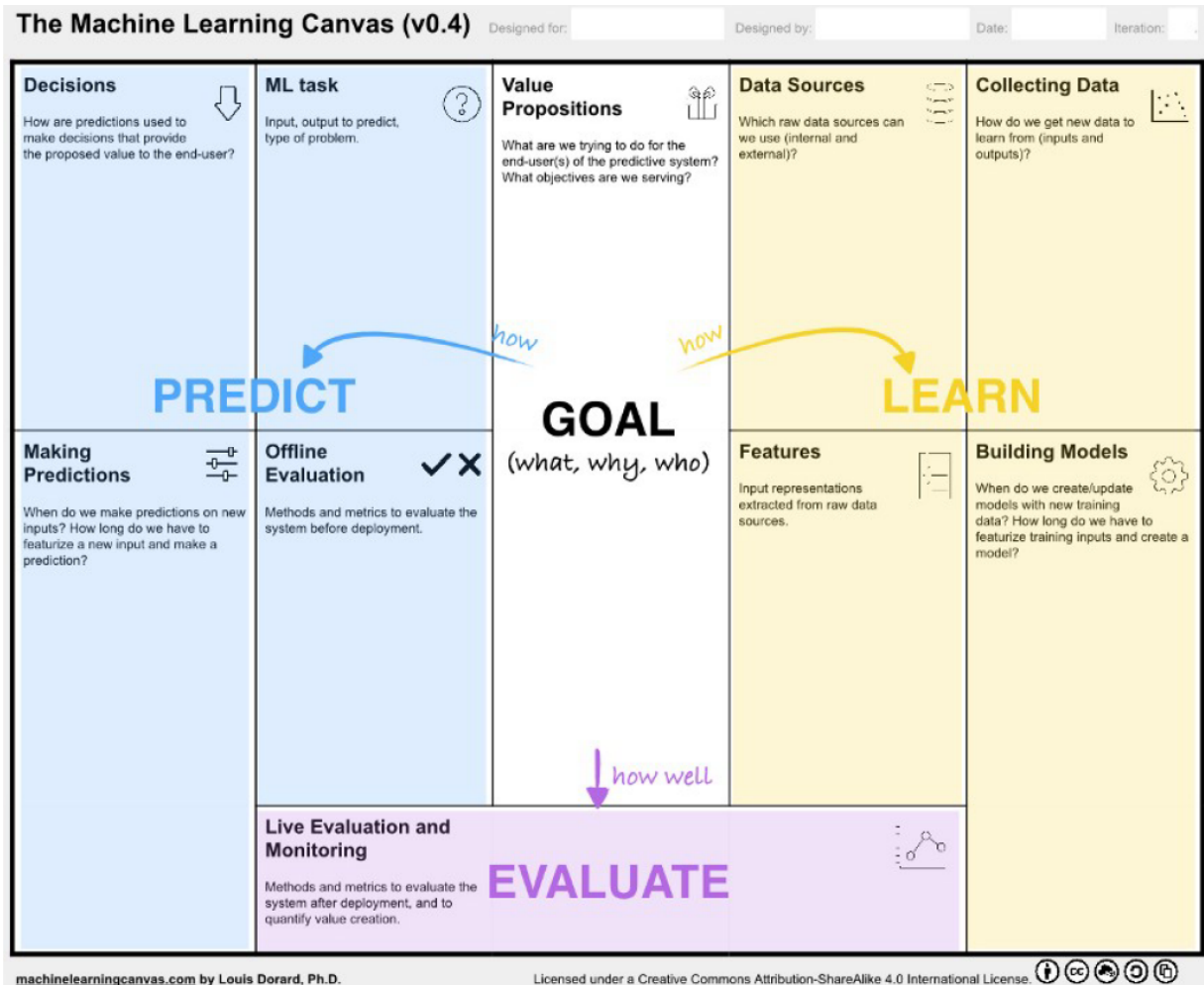
The Machine Learning Canvas (v0.4)

Designed for: Designed by: Date: Iteration:

<div>Decisions</div> <div>How are predictions used to make decisions that provide the proposed value to the end-user?</div> <div></div>	<div>ML task</div> <div>Input, output to predict, type of problem.</div> <div></div>	<div>Value Propositions</div> <div>What are we trying to do for the end-user(s) of the predictive system? What objectives are we serving?</div> <div></div>	<div>Data Sources</div> <div>Which raw data sources can we use (internal and external)?</div> <div></div>	<div>Collecting Data</div> <div>How do we get new data to learn from (inputs and outputs)?</div> <div></div>
<div>Making Predictions</div> <div>When do we make predictions on new inputs? How long do we have to featurize a new input and make a prediction?</div> <div></div>	<div>Offline Evaluation</div> <div>Methods and metrics to evaluate the system before deployment.</div> <div></div>		<div>Features</div> <div>Input representations extracted from raw data sources.</div> <div></div>	<div>Building Models</div> <div>When do we create/update models with new training data? How long do we have to featurize training inputs and create a model?</div> <div></div>
	<div>Live Evaluation and Monitoring</div> <div>Methods and metrics to evaluate the system after deployment, and to quantify value creation.</div> <div></div>			

machinelearningcanvas.com by Louis Dorard, Ph.D.

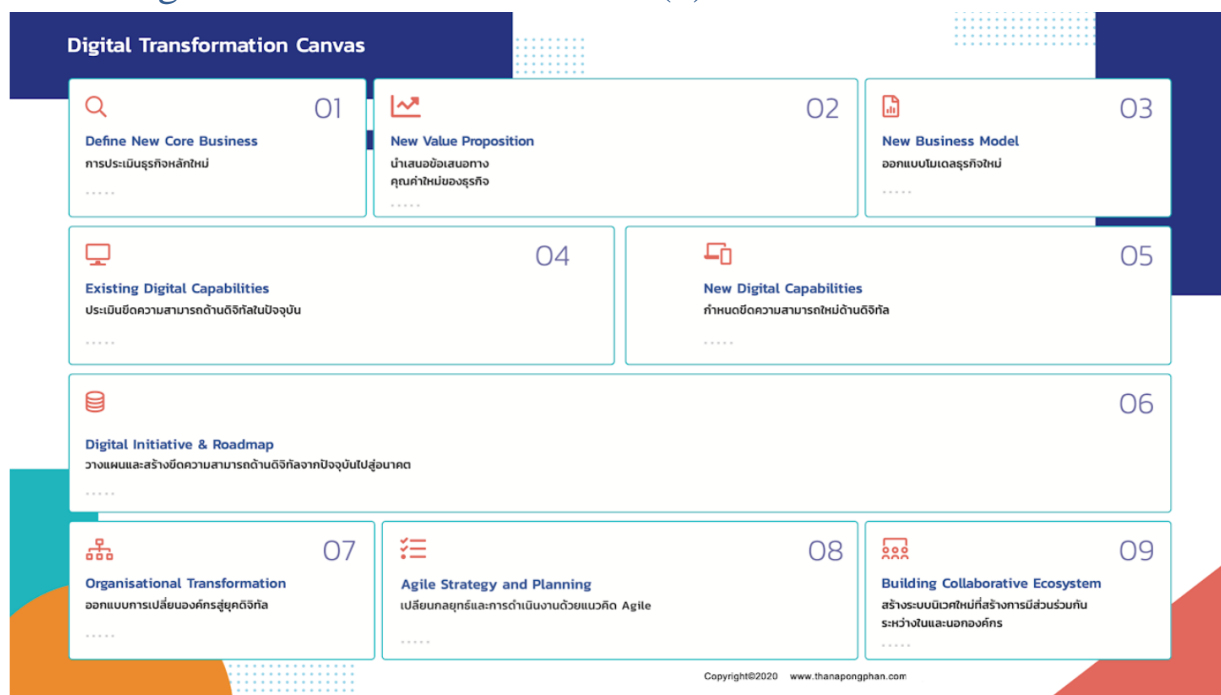
Licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



<https://www.ownml.co/machine-learning-canvas>

<https://medium.com/louis-dorard/from-data-to-ai-with-the-machine-learning-canvas-part-i-d171b867b047>

252 – Digital Transformation Canvas (3)



<https://www.thanapongphan.com/canvas>









Digital Transformation Canvas: A Business Transformation Model for New Growth Kindle Edition by Thanapongphan Thanyarattakul (Author), Dr.Nattaporn Virunhagarun (Editor), Austin Stanly Robinson (Editor), & 1 more Format: Kindle Edition January 24, 2021

253 – Sustainable business model canvas (3)

Ecosystem Services <i>ecological farming, forestry and wine agriculture</i>	Key Partnerships <i>network members</i>	Key Activities <i>organizing network and stakeholder dialogue, assisting in development of businesses strategies</i>	Value Proposition <i>financial and organizational support for certified organic food production, processing and distribution</i>	Customer Relationships <i>private and network meetings with member companies</i>	Customer Segments <i>network companies (customers because they use services and funds, only indirect engagement with end consumer)</i>
Natural Capital <i>measurable societal and ecological benefits</i>	Governance <i>financial integration to govern most parts of the supply chain</i>	Key Resources <i>relational resources, financial resources through the shareholders</i>		Distribution Channels <i>online and stationary retail, restaurants (network members)</i>	Stakeholder <i>integrated stakeholder approach for stockholders, key partners, and end customers</i>
Financial Model <i>shift from a company-specific perspective to a more regional and holistic value chain and network-perspective: RWAG holds majority of every network member, sharing the economic risk across the network</i>					

https://www.researchgate.net/publication/324544027_Local_and_sustainable_food_businesses_Assessing_the_role_of_supply_chain_coordination

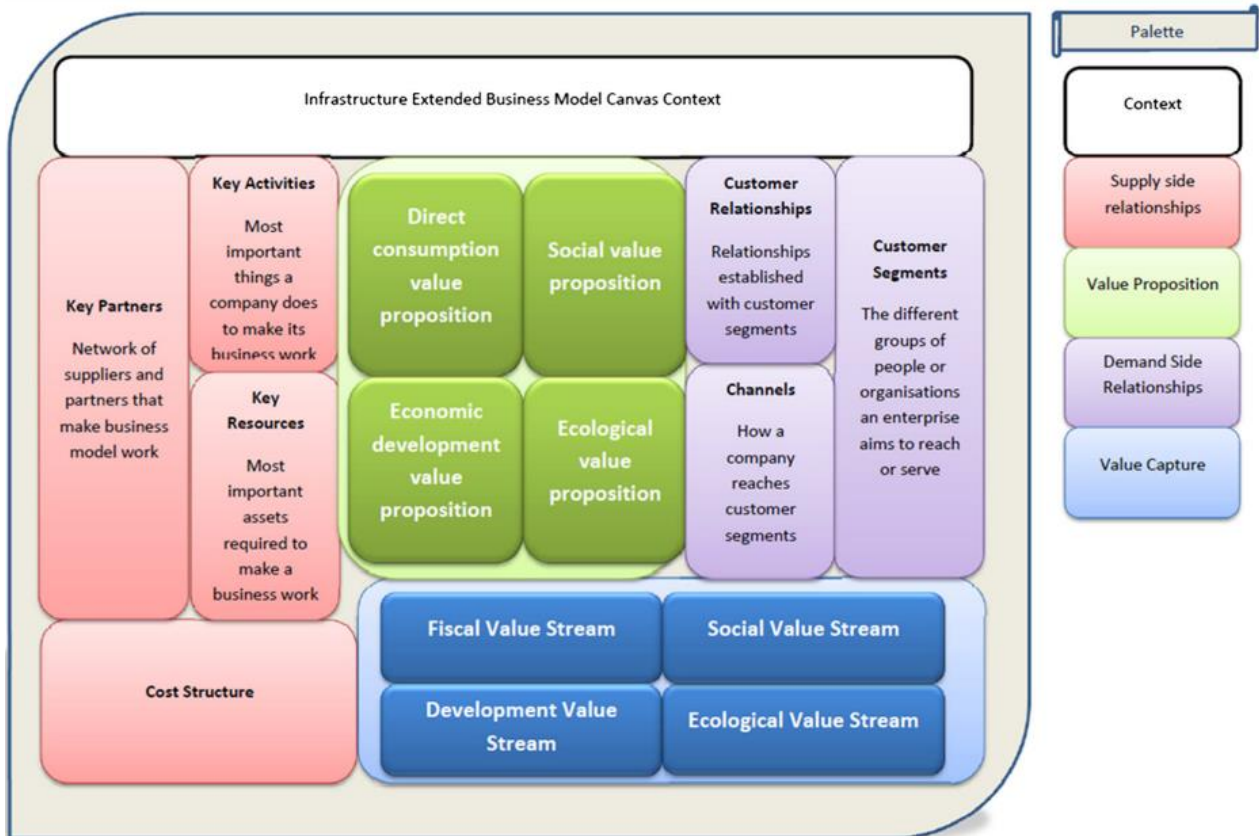
254 – Digital Marketing Canvas (DMC)

Digital Marketing Canvas		Date:	Version:
 Tactics (How?)			
 Value Proposition (Why?)	 Channel (Where?)	 Target Audience (Who?)	 Customer Journey (When?)
 Objective (What?)			
 Key Performance Indicator (KPI)			
 Metrics			

DigitalMarketingCanvas.Ca

<https://digitalmarketingcanvas.ca/>

255 – Business Model Canvas Extended for Infrastructure

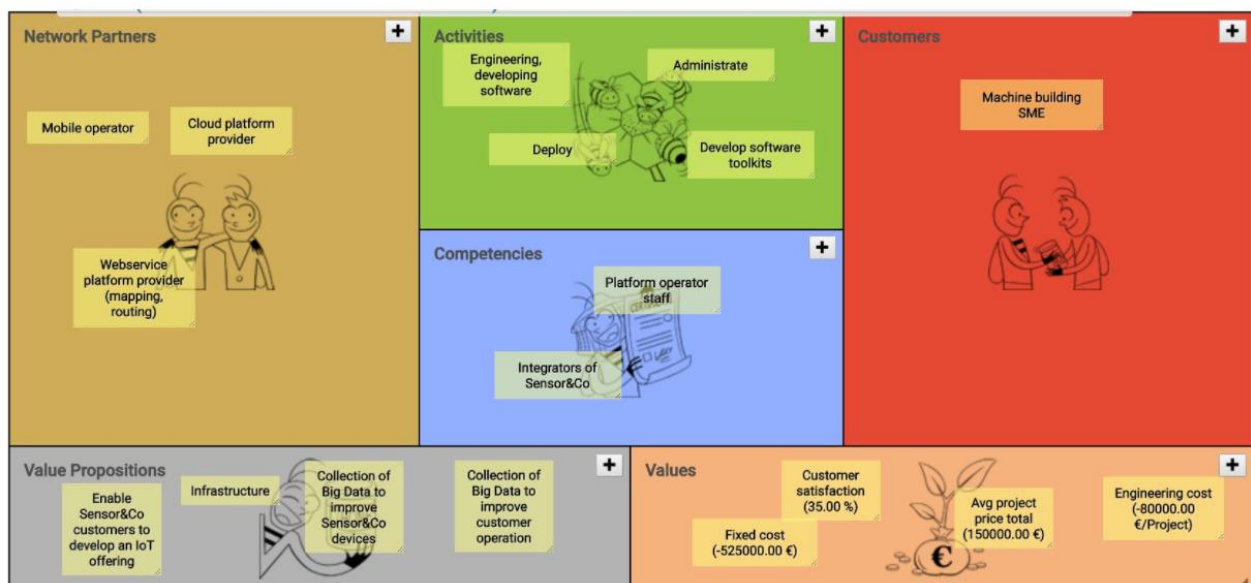


https://www.researchgate.net/publication/303069734_Low_carbon_infrastructure_investment_extending_business_models_for_sustainability

Foxon, T. J., Bale, C. S., Busch, J., Bush, R., Hall, S., & Roelich, K. (2015). Low carbon infrastructure investment: extending business models for sustainability. *Infrastructure Complexity*, 2(1), 1-13.













<https://infrastructure-complexity.springeropen.com/track/pdf/10.1186/s40551-015-0009-4.pdf>

256 – Business Model Innovation Canvas of Peter Lindgren



<https://vdmbee.com/platform/business-model-canvas/>













257 – Lean Startup Canvas

Problem  <div>Low cost, affordable SME solution</div>	Solution 	Unique Value Proposition 	Unfair Advantage 	Customer Segments 
Existing Alternatives 	Key Metrics 	High-level Concept 	Channels 	Early Adopters 
Cost Structure 			Revenue Streams 	

Lean Startup Canvas is an adaptation of the Business Model Canvas made by Ash Maurya. Here is the link to visit his personal site:
The Lean Startup Canvas is shared under the Creative Commons Attribution-Share Alike 3.0 Unported License.

<https://vdmbee.com/platform/business-model-canvases/>

258 – Lean Change Canvas (1)

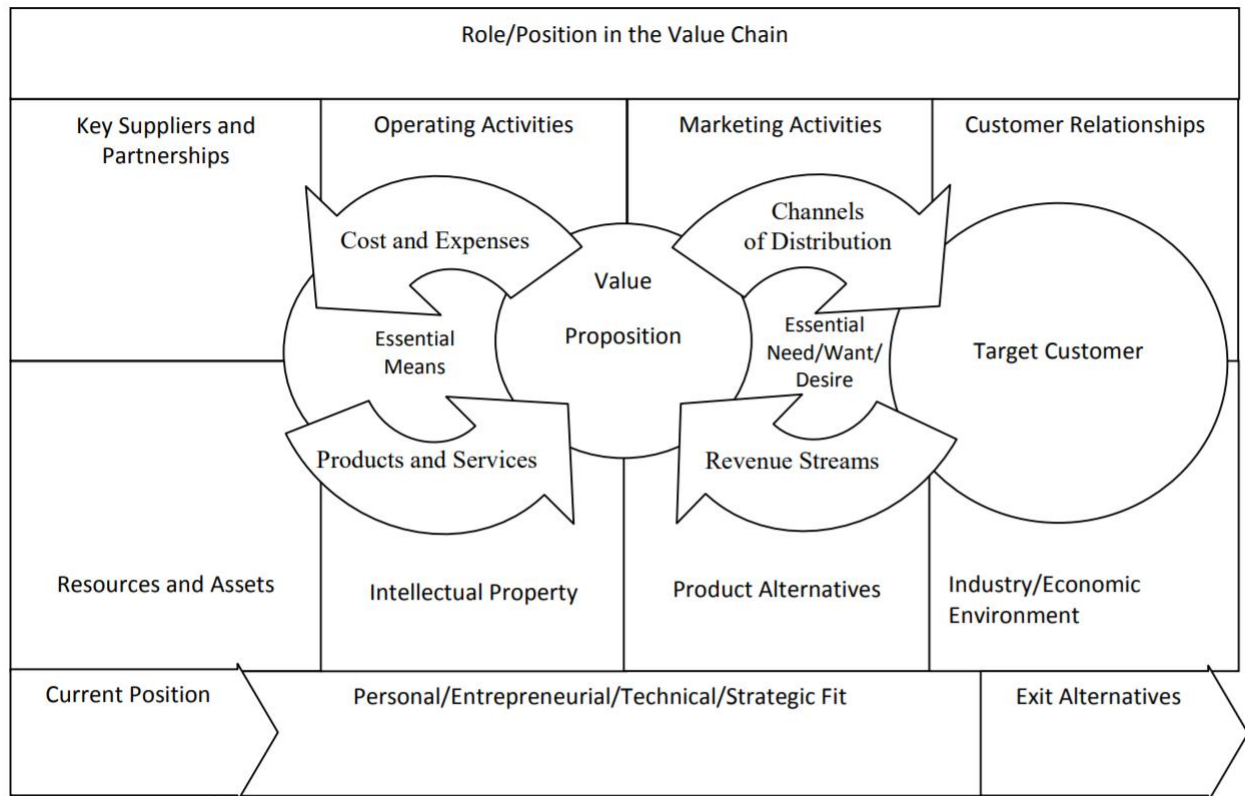
Urgency 	Target State 	Vision 	Communication 	Change Recipients 
Capability of Org to execute 	Action 	Key Behaviours 	Success Criteria 	Guiding Teams 
Required Investments 			Wins 	

Lean Change Canvas by Jeff Anderson from <http://jeffanderson.com/blog/post/2012/05/lean-change-part1-combining-kotter-and-hbr/>
The Lean Change Canvas is shared under the Creative Commons Attribution-Share Alike 3.0 Unported License.

<https://vdmbee.com/community/continuous-business-model-planning-cbmp/business-model-canvases/>

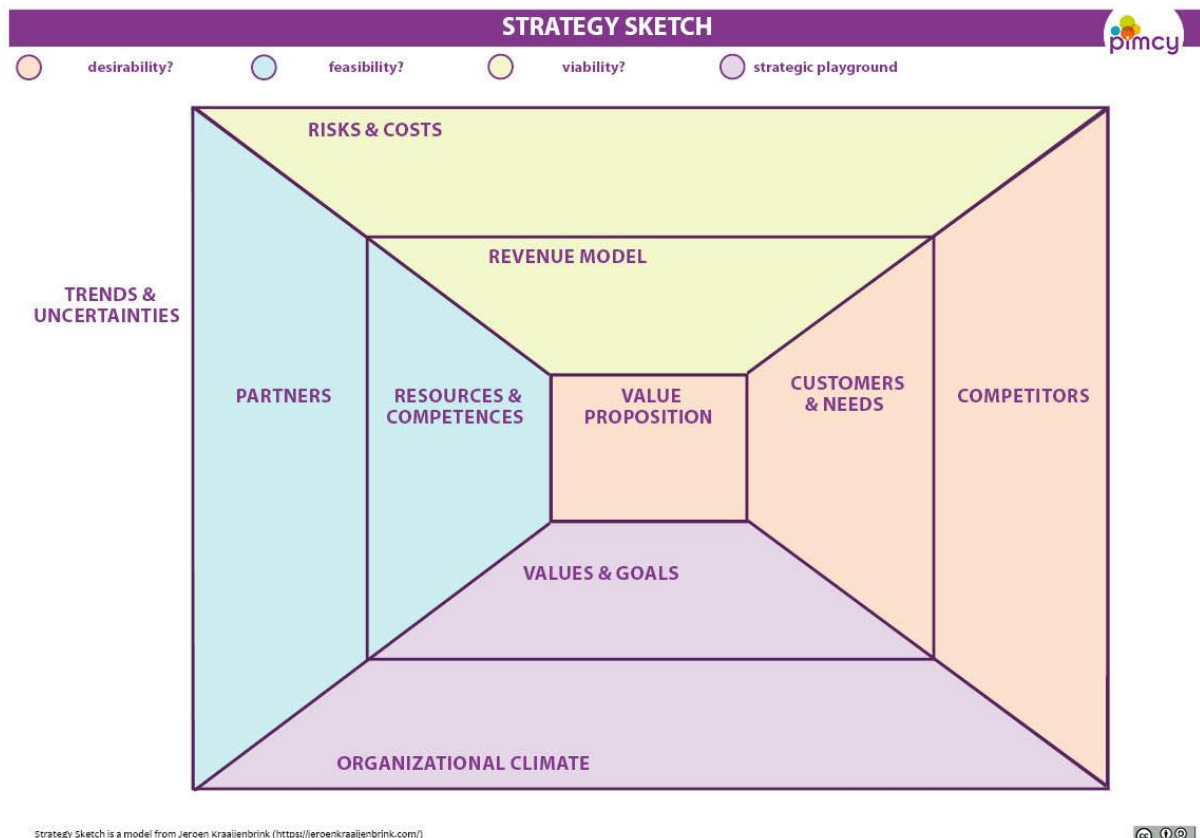
259 – Business Model Map

BUSINESS MODEL MAP (GRAPHICAL FORMAT)



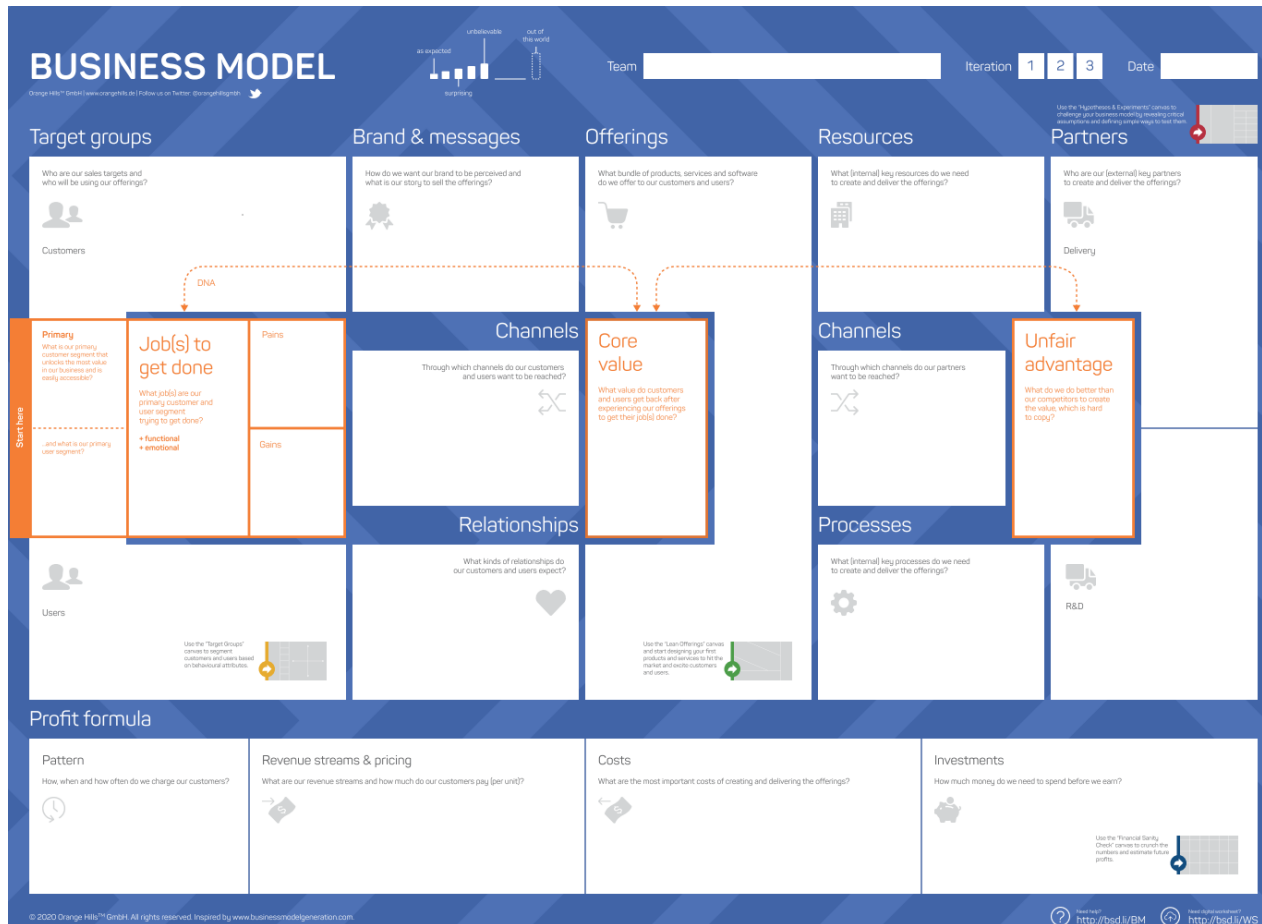
http://www.m.www.na-businesspress.com/JMDC/LeschkeJ_Web7_1_.pdf

260 – Strategy Sketch



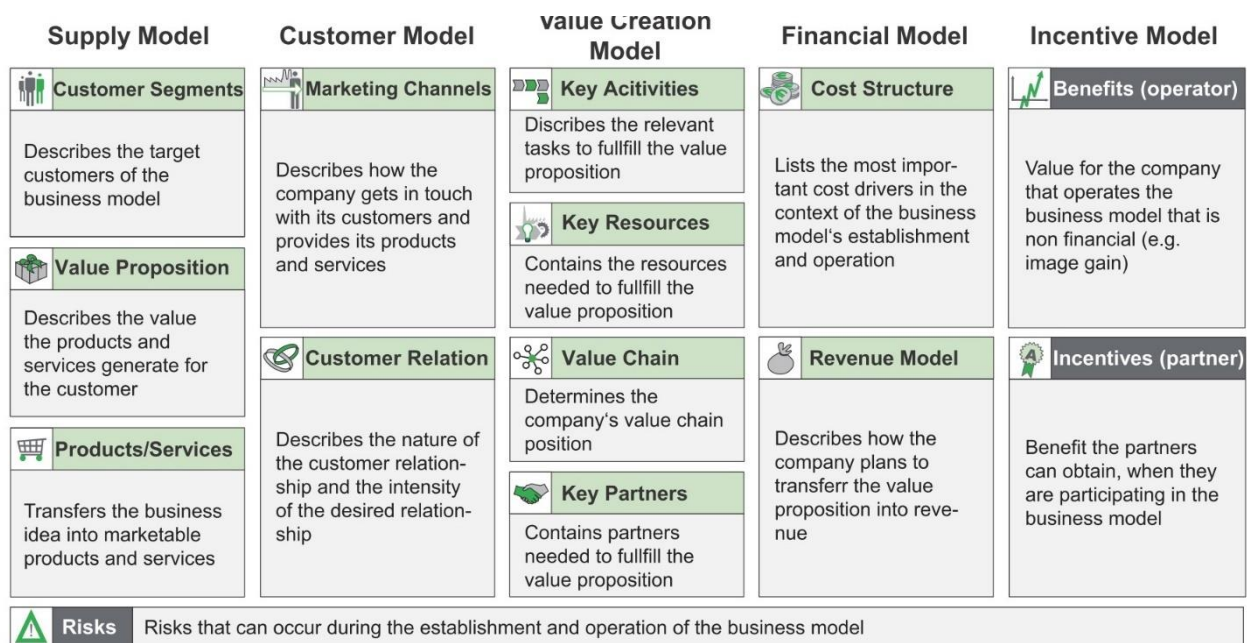
<https://www.pimcy.nl/business-model-canvas-lean-canvas-and-strategy-sketch-compared/>

261 – Business Model Orange Hills™



<https://businessdesign.org/knowledge-base/business-model>

262 – Business model framework



https://www.researchgate.net/publication/317234245_Pattern_based_business_model_development_-_identification_structuring_and_application_of_business_model_patterns







Echterhoff, B., Koldewey, C., & Gausemeier, J. (2017). Pattern based business model development – identification, structuring and application of business model patterns. Proceedings of the ISPIM Innovation Forum, Mrz. 2017 International Society for Professional Innovation Management (ISPIM).

263 – Social Business Model Canvas (2)

THE SOCIAL BUSINESS MODEL CANVAS

Social Venture:

Mission/Vision:

MARKET		VALUE PROPOSITION	IMPLEMENTATION	
CUSTOMER SEGMENTS  Who are the people who will buy your product/service? Who are the people who will benefit?	MACRO ECONOMIC ENVIRONMENT  What is your target geographic market? What are the economic, social, and technological changes taking place that affect your market now and in the future? COMPETITORS  Who else plays in your space? Why is your solution better or meets an unfulfilled need?	What problem are you trying to solve? What is the market failure? What value will you deliver to beneficiaries? ...to payers? ...to funders/donors? How will you measure social impact?	PARTNERS  Who helps you make your business model work (i.e. suppliers, distributors, strategic partners)? SALES + MARKETING  What is your sales and marketing plan? How do you reach the beneficiaries? How do you reach the payers? What type of relationship does each customer segment need/expect?	ACTIVITIES + RESOURCES  What key activities will your venture focus on to be successful? What resources do you own or need to acquire/develop (resource categories: physical, intellectual, human & financial)? What will you personally do in a typical day during the SIF fellowship?
COST STRUCTURE What are the major cost drivers?		REVENUE STREAMS Who pays for what? Donations versus earned income?		

STANFORD BUSINESS Center for Social Innovation

Inspired by The Business Model Canvas: www.businessmodelgeneration.com and the Young Foundation Social Business Model Canvas

<https://studylib.net/doc/12465559/the-social-business-model-canvas-social-venture--mission-...>

264 – Social Business Model Canvas (3)

Social Business Model Canvas

virtual collaboration template

Social Mission

Write your Social Mission statement here. Use eight words or less to work, clear target group, and action. (How will you know you have succeeded?)

Social Business Name

Key Delivery Partners

Key Activities

Social Impact Measurement System

Social Value Proposition

Relationships

Pre-Mark Impact Gap Analysis

Key Stakeholders

Competitors & Competition

Key Resources

Macro-Environment/ PESTEL

Costs - Programs, Products/Services, Fundraising, etc.

Surplus - Reinvestment / Donation, etc.

Revenue: Funding (grants/donations/awards) & Tradable Income, etc.

Facilitator Tips!

The Social Business Model Canvas allows you to work with your team to clarify what your social mission and social business building blocks to maintain your overall social impact goals.

From understanding the needs of the communities experiencing the social issues, planning out the social value proposition for beneficiaries, customers, and key partners, and clarifying the building blocks to sustain your social business activities in the long term, the Social Business Model Canvas allows you to bring everything your social mission as the central goal.

The new Social Business Model Canvas system is inspired by Stanford's original Business Model Canvas and designed to be used.

Complete the SBMC boxes by following the outlined:

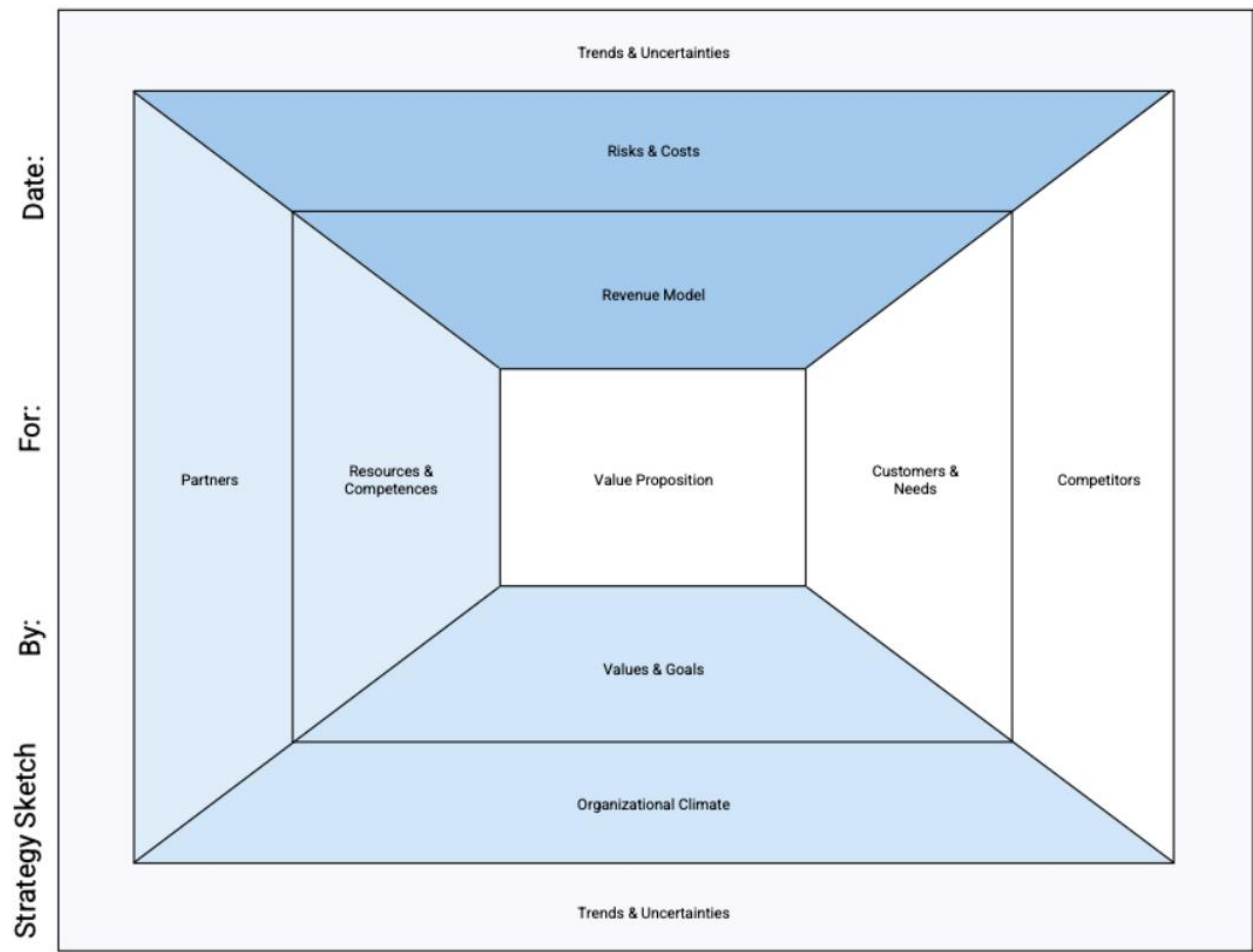
Use three different colors of post-its.

Visit the Social Business Model Canvas website for advice, readings & examples.

www.strategic.com

<https://socialbusinessmodelcanvas.swarthmore.edu/>

265 – Strategy Sketch (1)



<https://www.jeroenkraaijenbrink.com/articles/strategy-sketch-business-model-canvas>