Deliverable 5.1 - version 1

Networked Business Model Canvas

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Networked Business Model Canvas is a generative tool developed for exploring alternative open design-led business models in distributed value creation settings. This tool will be utilised throughout work package 5 as part of the co-creation workshops to explore alternative businesses, and it can be utilised by anyone interested in exploring alternative value creation practices in distributed value creation settings. The steps to using this generative tool are explained below and it is described further in the following pages.

How to use the Networked Business Model Canvas

1. Pick your main stakeholders and other stakeholders. Main stakeholders can be *value-creation-for-self* (i.e. responsible consumer, active user, prosumer/maker/DIY-er) and/or *value-creation-for-others* (i.e. local, regional or global/mass producer) stakeholders. *Please refer to DF-MOD deliverable 3.1.*

2. Identify your stakeholders' inputs, processes & outputs, using the main canvases. Inputs and outputs should be divided into resources/objects/services & knowledge. One stakeholder's output can be other stakeholders' input. *There should be no input-input or output-output relations.*

Types of inputs, processes and outputs vary greatly according to stakeholder type. E.g. For a value-creation-for-self stakeholder, inputs can be products, services, community knowledge, etc. and outputs can be personalised products, the things created using products (e.g. meals made with kitchen appliances), sharing of DIY process, etc. For a value-creation-for-others stakeholder, inputs can be material resources, parts or components from other producers, equipment, user feedback, etc. and outputs can be products, services, spare parts, manuals, etc.

2. Identify other stakeholders and their inputs, processes & outputs, using the mini-canvases.

3. Draw the direct and indirect links between inputs and outputs. *Direct links* are for what is directly provided by an output. E.g. material resources, products, direct communication. *Indirect links* are for knowledge or resource as part of an output that is not its direct purpose. Eg. openly shared knowledge, parts developed for other purposes. *Links can only be drawn from output into input.*

4. Identify and briefly explain the values generated for each link. Different kinds of value can be generated by each link, including economic, environmental, social and cultural values. You should place value tags on direct or indirect links. *An output that is not linked to an input does not generate value.*

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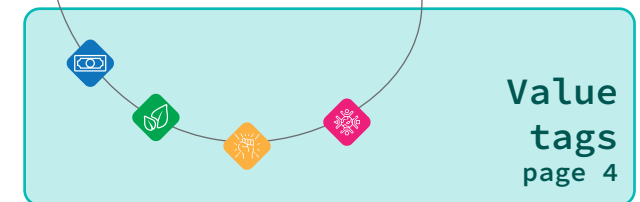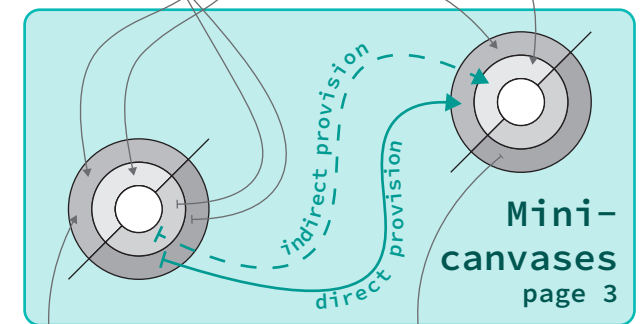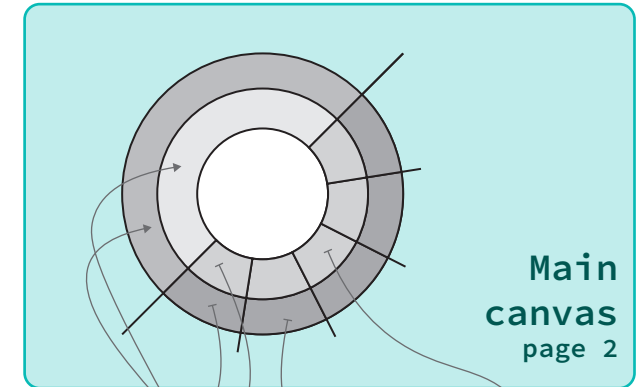
Networked Business Model Canvas
Main canvas

Main canvases are large canvases for stakeholders you and/or your participants intend to explore inputs, outputs and processes of.

The **upper left side** of the canvas is for *inputs.* These can be in the forms of resources, objects, services and knowledge.

The **lower right side** of the canvas is for *outputs.* These can be in the forms of resources, objects, services and knowledge. This side is divided into five so that you can group the outputs for different stakeholders.

The **outer circle** of the canvas (darker) is for placing *resource, object and service inputs and outputs.*

The **middle circle** of the canvas (lighter) is for placing *knowledge inputs and outputs.*

The **inner circle** of the canvas (white) is for identifying *any processes of the stakeholder to transform inputs into outputs.*

The main canvases are for value-creation-for-self (i.e. responsible consumers, active users, prosumers/makers/DIY-ers) and value-creation-for- others (i.e. local, regional or global/mass producers) stakeholders.

distributed fabrication through mass-produced open designs

Participant Name

Stakeholder type

inputs
outputs

knowledge resources
objects
services

Stakeholder type

Stakeholder type

Stakeholder type

Stakeholder type

Stakeholder type

processes

inputs
outputs

2

distributed
fabrication
through
mass-produced
open designs

Networked Business Model Canvas
Other stakeholder mini-canvases

Mini-canvases are smaller versions of main canvases and are for other stakeholders in distributed value creation networks.

The **upper left side** of the canvas is for *inputs.* These can be in the forms of resources, objects, services and knowledge.

The **lower right side** of the canvas is for *outputs.* These can be in the forms of resources, objects, services and knowledge.

The **outer circle** of the canvas (darker) is for placing *resource, object and service inputs and outputs.*
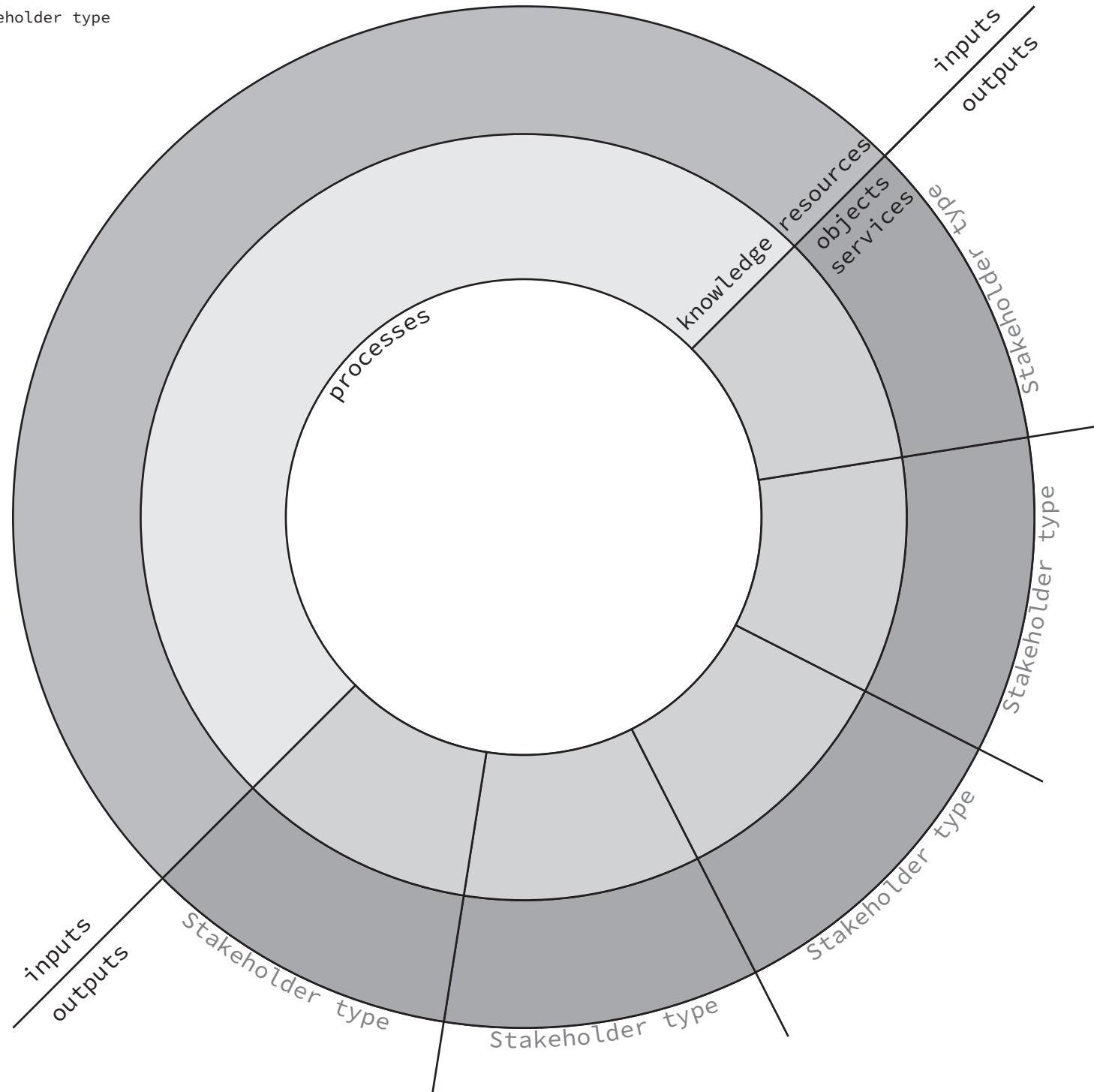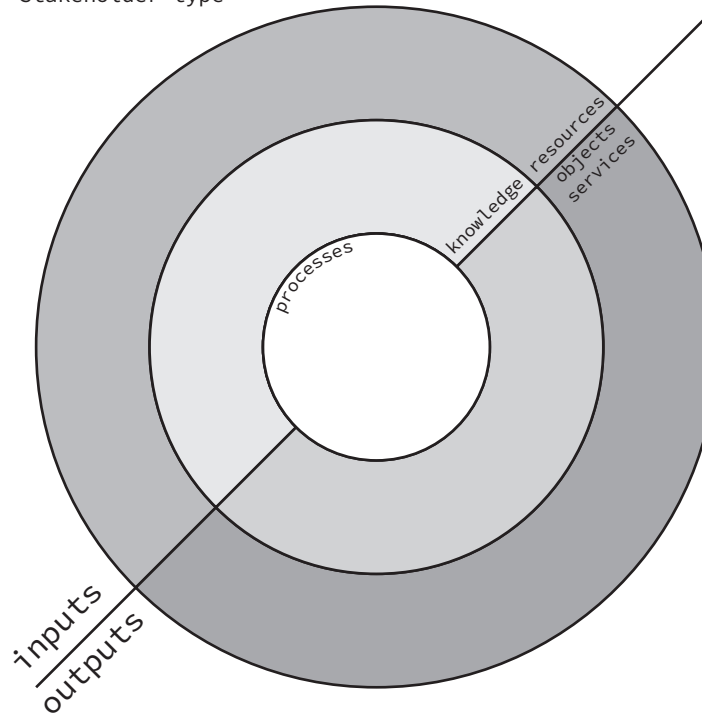
The **middle circle** of the canvas (lighter) is for placing *knowledge inputs and outputs.*

The **inner circle** of the canvas (white) is for identifying *any processes of the stakeholders to transform inputs into outputs.*
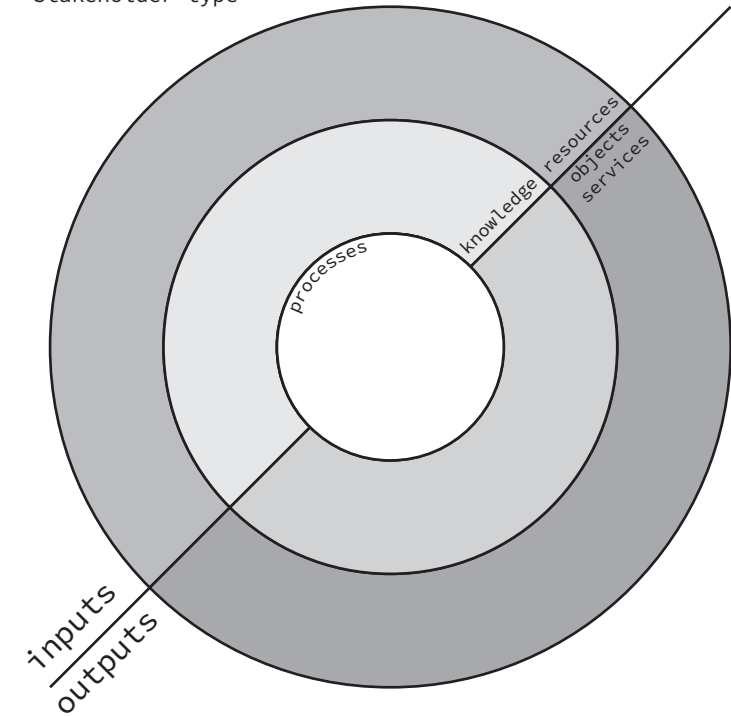
These are not for detailed exploration; hence, participants should only consider inputs, outputs and processes relevant to the main canvasses.

These can be used for value-creation- for-self and value-creation-for-others stakeholders, as well as other stakeholders not falling into these categories.

Stakeholder type

processes
knowledge resources
objects
services
inputs
outputs

Stakeholder type

processes
knowledge resources
objects
services
inputs
outputs

Stakeholder type

processes
knowledge resources
objects
services
inputs
outputs

Stakeholder type

processes
knowledge resources
objects
services
inputs
outputs

Networked Business Model Canvas
Value tags

These tags are to be used **on direct and indirect provision lines** among main and mini canvasses. You can place tags and describe how these kinds of value are being created with that relation.

Economic value

monetary gains (e.g. sales, leasing, service provision)

savings (e.g. reusing, shared use)

Environmental value

e.g. reduction of resource use, CO_2 emissions, shorter logistics distance, reuse, repair, recycling, etc.

Social value

empowerment of communities, local businesses, underserved communities (e.g. minorities, migrants, disabled, women, etc.)

Cultural value

e.g. accommodating cultural needs and preferences, novel cultural practices, etc.

Possible settings

Single main canvas

This is the best setting suitable when you are trying to explore **alternative business practices of a singular stakeholder in distributed value creation settings**. It is practical for exploring the contours of a business model and how it can operate in relation to other stakeholders.

For this setting, selecting a value-creation-for-others stakeholder (i.e. local, regional or global/mass producer) for the main canvas is advised.
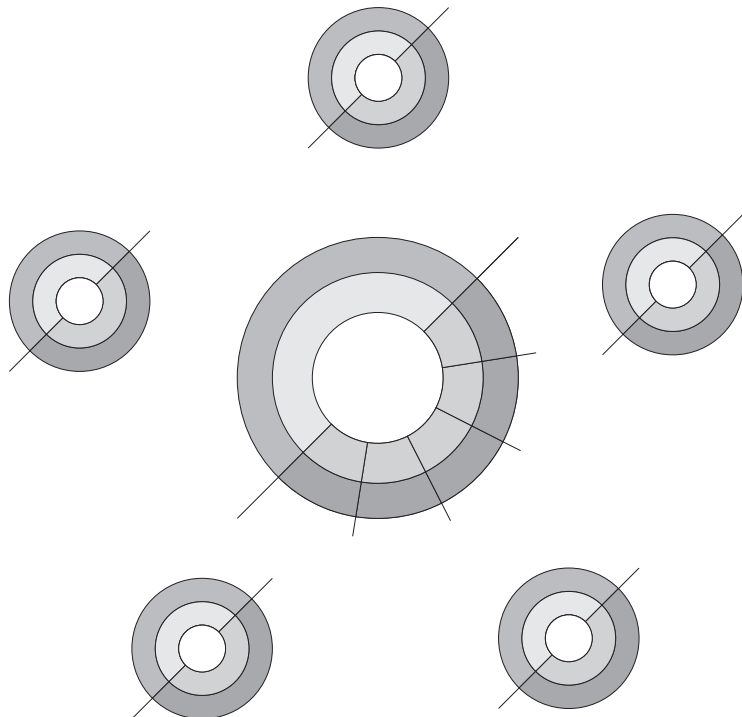
Multiple main canvases

This setting is suitable when a group of representatives of different stakeholders are trying to explore **alternative business and/or value creation practices for themselves in distributed value creation settings**. It is practical for exploring the contours of business models and value creation practices of multiple stakeholders, and how they can operate in relation to each other as well as other stakeholders.

While it is demonstrated with 3 main canvases, it can be increased to 5 main canvases. *Using more than 5 canvases may result in ineligible mapping of stakeholders with too many provision lines drawn among them.*

For this setting, the main canvases can be for value-creation-for-self and value-creation-for-others, to initiate meaningful co-design sessions.