

KEY QUESTIONS

CLOVER BUSINESS MODEL CANVAS (CBMC)

You will either work on developing a New Business Model (NBM) or change an existing one. Central to an NBM is the value proposition. Using a number of building blocks, you will develop your proposition in a coherent manner. These building blocks include the principles, the design, the community, and the value-realization. Collectively, they provide you with logic for value creation.

In practice, developing a CBMC is not a 'linear' process (neatly from A to B) but, rather, iterative which means you will work a bit 'messy', i.e., a few steps forward and then one step back. While you are busy getting things right, it makes sense to watch now and then to determine whether you are on the right track. The following seven questions can help you in that respect. They are meant for you as an individual or for the group of people with whom you work on a CBMC.

(1) **THE BIG DREAM.** What's your Big Dream? Your dot on the horizon? What would you like to develop, create, or change? What problem (societal, human, etc.) would you like to help solve? Or, to ask it another way: What will you be doing and what will you earn in approximately five years' time - and what does the 'money' look like? Is it only cash, or do you see other values you create for yourself or for others? Also, if this is not your first business model, what do you derive from your experiences with your current business model?

(2) **PRINCIPLES.** What are, for you, important (basic) principles as you work towards that dream? What do you believe is actually important, and how is it reflected in the business model that you want to realize? How do these principles align with the principles mentioned in the New Business Models book, specifically, collective, shared, and multiple?

(3) **DESIGN.** With whom will you first begin? What type of people will you involve, how many people (and why), what skills do you need? Are they already in your network or do you have to search elsewhere? Moreover, what do you design together? Look for inspiration with the different trends that can be found under the umbrella of the WEconomy. What can you use as smart and innovative for your CBMC?

(4) **VALUE PROPOSITION.** What is your value proposition? What do you make, deliver, and care for? What is the added value of your NBM on an existing or a new market? Try to write a catchy one-liner. Check if this proposition already exists. Are you unique? Look at, perhaps, three already existing business models / initiatives and try to be as clear as possible to show that what you want to do is distinct.

(5) **COMMUNITY.** How do you develop your initial idea that is shared by just a few people in order to share it with a larger group of people (and how many should that be)? How do you scale your idea to initiate it and keep it viable? How many people do you need to make it work, and what should you do to not only create a community but also keep it alive. Consider rules, structure, organization, and how you think you can keep your community alive.

(6) **VALUE-REALISATION.** What values do you create with your business model, and is this also (really) the case? Is this at the expense of different types of things (raw materials, pollution, poor working conditions), or have you done everything possible to achieve a more balanced outcome? What about the balance between those values? What comes out of costs and benefits when you look at more than just money, and does this contribute to income, to "earning a living"? This can be in the form of money but complementary also in, for example, 'care-credits', mobility, or energy.

(7) **REFLECTION.** Look back to the Great Dream with which you began. Did you already - even if only approximately - turn it into a business proposition and business model to realize this dream? If so, are you satisfied, and what could be better? If not, where did it go wrong? In short: time for reflection!

Look back and see where the obstacles were. You can do so by following the steps in the design *horizontally* (design, supply, community) or *vertically* (principles, supply, and actual values).

MORE INFORMATION

For those who want to read more about the CBMC look at: Jonker. J. (eds.) (2015). *New Business Models: Working together for Value Creation*. Available as e-book as of October 2015. For any inquiries please contact Mrs. Ine Nijland, organisational support office Prof. J. Jonker, ine@inenijland.nl