

Business Model Innovation Challenges and Visual Solutions

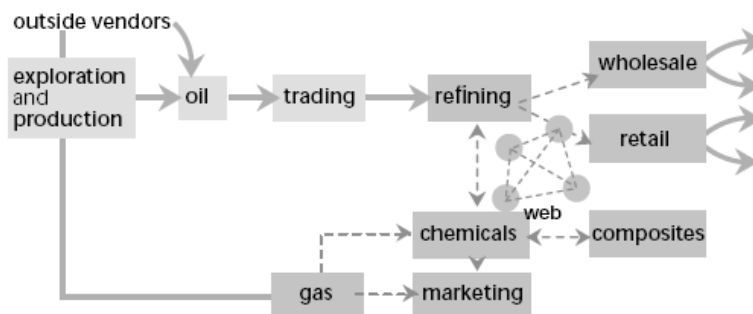
This document is a collection of visual frameworks designed to support the challenges that have to be met in the business model innovation process. In order to compile this collection, we have screened four literature streams, namely business model innovation, innovation processes, knowledge creation, and problem solving in groups. As reported below, the visual frameworks are classified according to the challenges they pose in either the cognitive or organizational dimension (i.e. complexity, dominant logic, knowledge and resources, values, team).

Visual Solutions for Cognitive Challenges

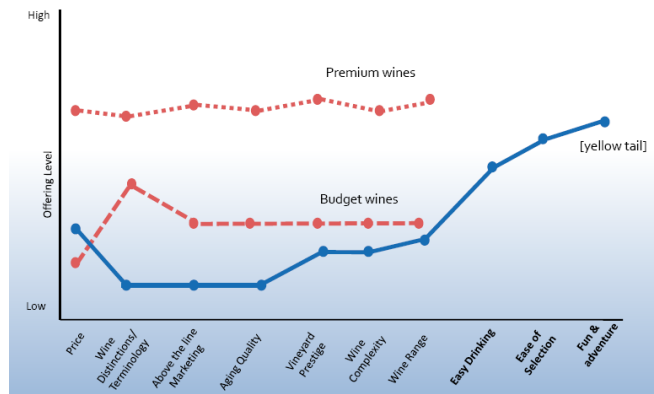


Organigraph (Mintzberg & Van der Heyden 1999)

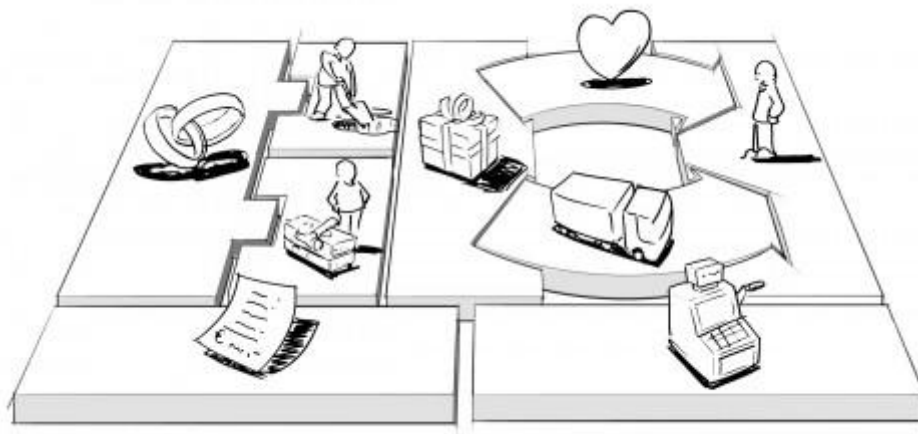
Organigraph of a Petrochemical Company



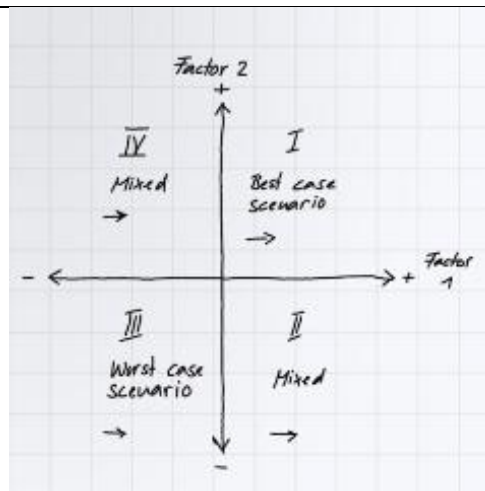
Organigraph (Mintzberg & Van der Heyden 1999)



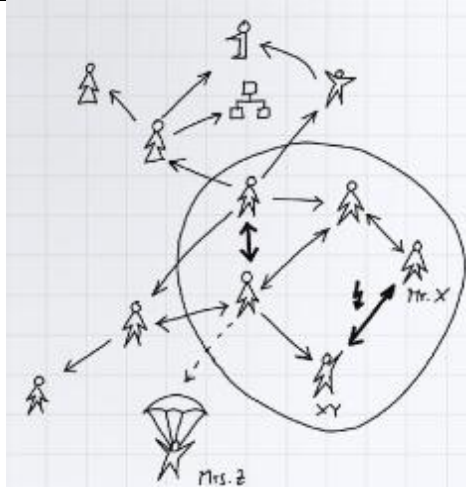
Strategy Canvas (Kim & Mauborgne 2005)



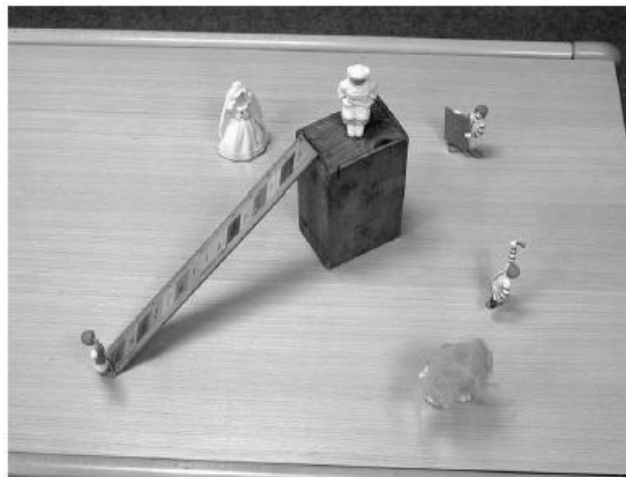
Business Model Innovation Canvas (Osterwalder & Pigneur 2009)



Scenario Diagram (Eppler & Pfister 2010)



Social Network Sketch (Eppler & Pfister 2010)

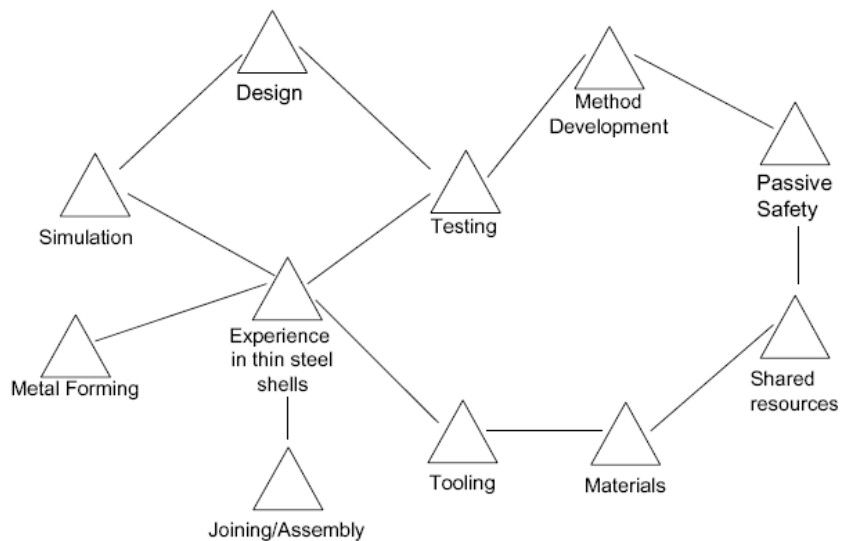


Rapid Prototyping with Objects (Huff & Jenkins 2002)

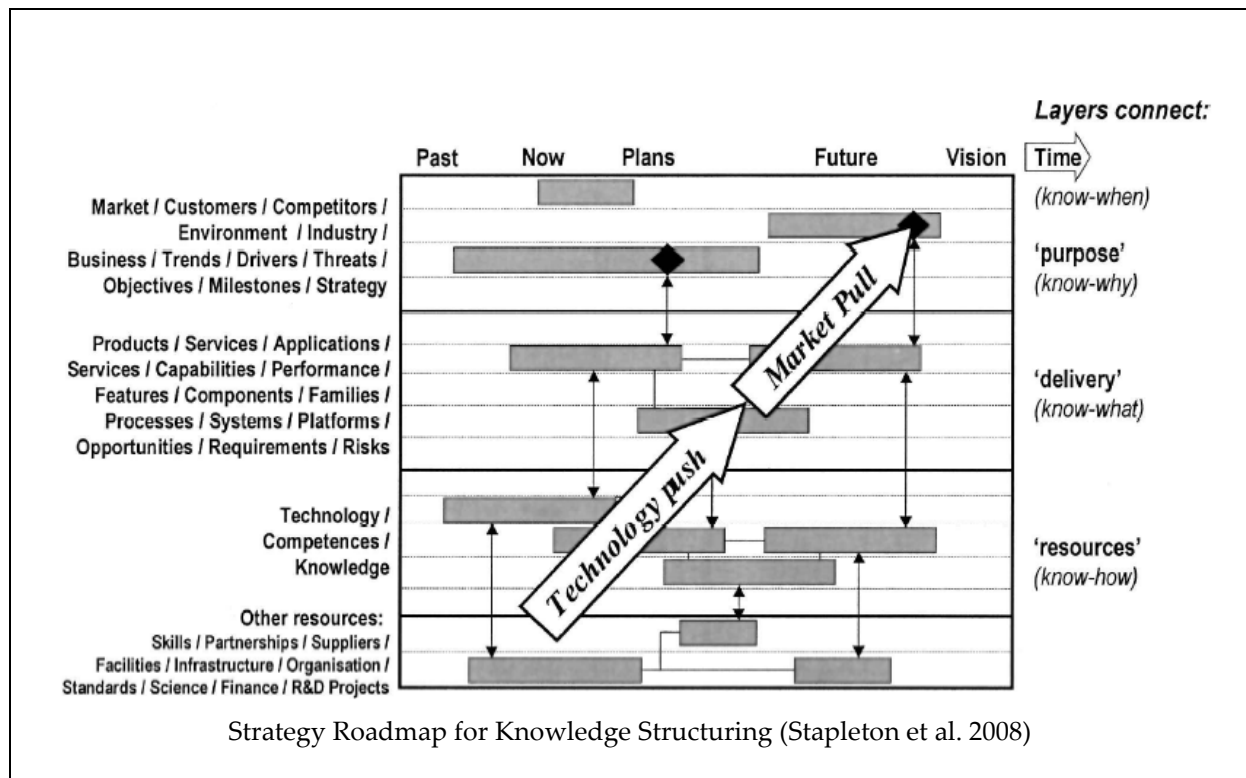


Collaborative Visualization Software (Eppler 2005)

Visual Solutions for Organizational Challenges



Resource Map of Competence Representation (Klein et al. 1998)



References

- Eppler, M.J. (2005) let's focus: A Visual Knowledge Communication Suite Enabling Knowledge Dialogues, in: Tochtermann, K., Maurer, H. (Eds.) *Proceedings of the 5th International Conference on Knowledge Management (Iknow)*, Graz (Austria).
- Eppler, M.J. & Pfister, R. (2010) *Sketching at Work: A Guide to Visual Problem Solving and Communication : for Managers, Consultants, Sales Professionals, and Trainers*, mcm institute: St. Gallen.
- Huff, A.S. & Jenkins, M. (2005) *Mapping Strategic Knowledge*, Sage: London.
- Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy*. Boston: Harvard Business School Press.
- Klein, J., Gee, D., & Jones, H. (1998). Analysing clusters of skills in r&d—core competencies, metaphors, visualization, and the role of it. *R&D Management*, 28(1), 37.
- Mintzberg, H., & Van der Heyden, L. (1999). Organigraphs: Drawing how companies really work. *Harvard Business Review*, 77(5), 87-94.
- Osterwalder, A., & Pigneur, Y. (2009). *Business model generation. Handbook for visionaries, game changers, and challengers*: OSF.
- Stapleton, G., Howse, J., Lee, J., Blackwell, A., Phaal, R., Eppler, M., et al. (2008). Strategy roadmaps: New forms, new practices. In *Diagrammatic representation and inference* (Vol. 5223, pp. 127-140): Springer Berlin / Heidelberg.