

	<b>Learning Objectives</b>	<b>Instructions</b>	<b>Free Content</b> <i>Click the link to open resource in a browser</i>
5 min	Recall the nine building blocks of the Business Model Canvas	<b>WATCH</b> The Business Model Canvas allows you to describe any business model based on nine fundamental building blocks. It's a practical business tool to design, test, implement, and manage business models over their lifecycle.	Video: <a href="#">Introduction to the Business Model Canvas</a>
30 min	Sketch out the strategic blueprint of Google's business model for Google Search.	<b>TRY</b> Build your confidence by sketching out an actual example. Download the Business Model Canvas and map out Google's business model for Google Search. In this short exercise, don't go into the details of other offerings such as Android or Google Apps. Just sketch out the big picture for Google Search.	PDF: <a href="#">The Business Model Canvas</a>
10 min	Compare your Business Model Canvas with the version that Alex mapped out.	<b>REFLECT</b> Watch Alex Osterwalder sketch out Google's business model for Google Search. Observe how he walks you through the Business Model Canvas by building up Google's business model story one sticky note at a time.  Don't worry if your Canvas looks different than Alex's. First of all, it is not an exact science. The Business Model Canvas is a shared and practical language that conducts better strategic conversations around how organizations create, deliver, and capture value. Second, it takes time and practice to become a master at using the Canvas.	Video: <a href="#">Google Search Business Model Canvas</a>
5 min	Explain how a value proposition is empowered by a business model.	<b>WATCH</b> How do the Value Proposition Canvas and the Business Model Canvas connect? Watch Yves Pigneur explain what he means by creating value for your customer and your business.	Video: <a href="#">Business Model &amp; Value Proposition Fit</a>
30 min	Sketch out the Business Model Canvas of an existing organization.	<b>TRY</b> Apply what you have learned in your own context, and sketch out an existing business model of your choice with the help of the Business Model Canvas.  It's best to select a business model that you think is particularly interesting or a business model that you know well.	PDF: <a href="#">The Business Model Canvas</a>  PDF: <a href="#">The Business Model Canvas Instruction Manual</a>
20 min	Assess the design of your business model.	<b>ASSESS</b> Assess the design of the business model you previously mapped out with the help of seven questions.  This assessment will help you think beyond products and services and get you focused on why some business model perform better than others.	PDF: <a href="#">Seven Questions to Assess Your Business Model Design</a>
5 min	Recall the four areas that make up the Business Model Environment.	<b>WATCH</b> Business models are designed and executed in specific environments. Developing a good understanding of your organization's environment – for example your competition – helps you conceive stronger, more competitive business models.	Video: <a href="#">The Business Model Environment</a>
120 min	Sketch out the Business Model Environment for a business model.	<b>TRY</b> ap the environmental forces and trends that impact the business model you previously mapped out.  Each card of the Business Model Environment Card Deck contains trigger questions to help you identify the forces and trends that might influence your business model.	PDF: <a href="#">The Business Model Environment Card Deck</a>