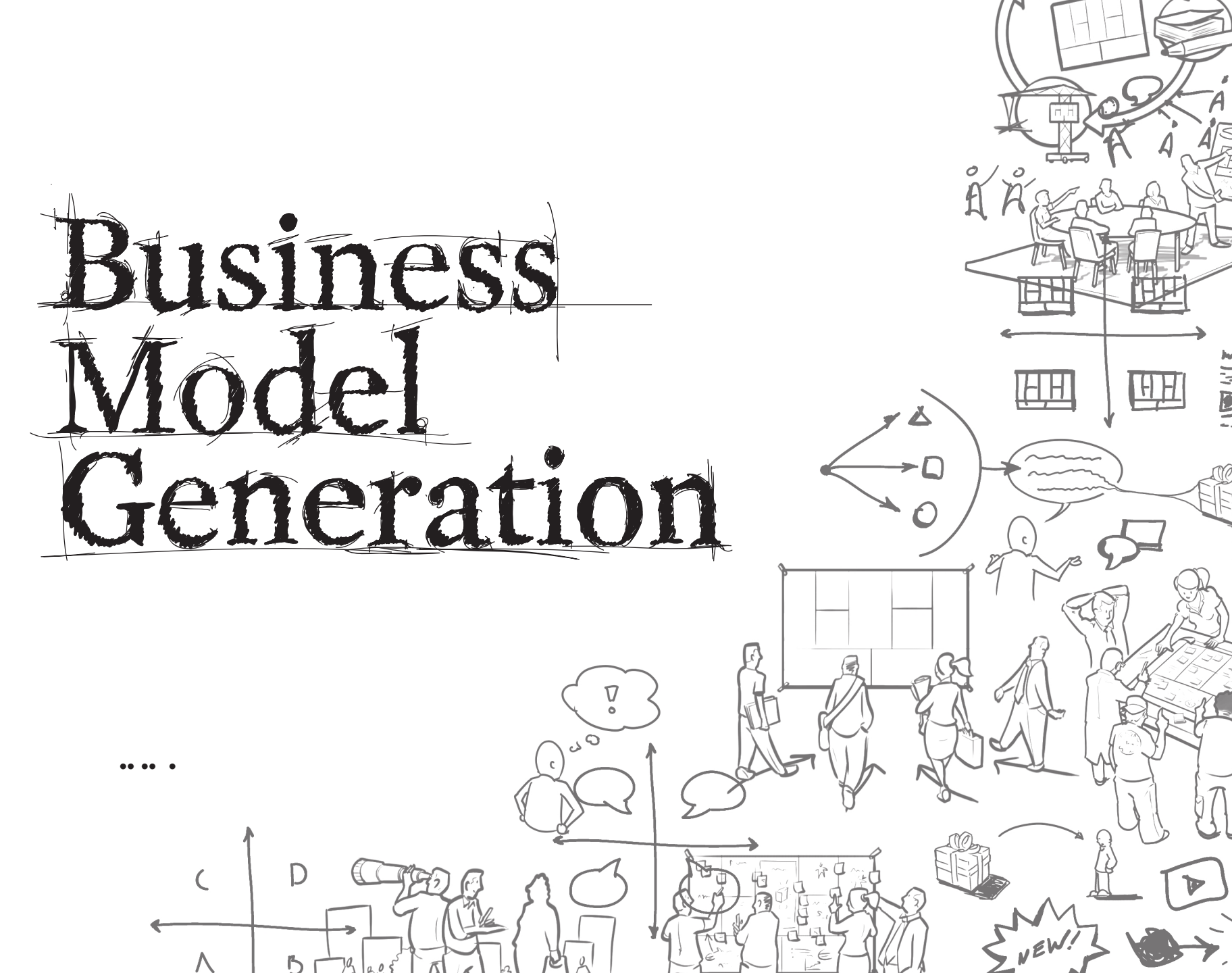
Business Model Generation



Business Model Generation

This book is printed on acid-free paper.

Copyright © 2010 by Alexander Osterwalder. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at http://www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our web site at www.wiley.com.

ISBN: 978-0470-87641-1

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

Business Model Generation

A Handbook for Visionaries, Game Changers, and Challengers

Written by
Alexander Osterwalder and Yves Pigneur

Design
Alan Smith, The Movement

Editor and Contributing Co-Author
Tim Clark

Production
Patrick van der Pijl

Co-created by an amazing crowd of
470 practitioners from 45 countries



John Wiley & Sons, Inc.

Co-created by:

Ellen Di Resta
Michael Anton Dila
Remko Vochteloo
Victor Lombardi
Jeremy Hayes
Alf Rehn
Jeff De Cagna
Andrea Mason
Jan Ondrus
Simon Evenblij
Chris Walters
Caspar van Rijnbach
benmlih
Rodrigo Miranda
Saul Kaplan
Lars Geisel
Simon Scott
Dimitri Lévita
Johan ñrneblad
Craig Sadler
Praveen Singh
Livia Labate
Kristian Salvesen
Daniel Egger
Diogo Carmo
Marcel Ott
Guilhem Bertholet
Thibault Estier
Stephane Rey
Chris Peasner
Jonathan Lin
Cesar Picos
Florian
Armando Maldonado
Eduardo Míguez
Anouar Hamidouche
Francisco Perez
Nicky Smyth
Bob Dunn
Carlo Arioli

Matthew Milan
Ralf Beuker
Sander Smit
Norbert Herman
Atanas Zaprianov
Linus Malmberg
Deborah Mills-Sco eld
Peter Knol
Jess McMullin
Marianela Ledezma
Ray Guyot
Martin Andres Giorgetti
Geert van Vlijmen
Rasmus Rønholt
Tim Clark
Richard Bell
Erwin Blom
Frédéric Sidler
John LM Kiggundu
Robert Elm
Ziv Baida
Andra Larin-van der Pijl
Eirik V Johnsen
Boris Fritscher
Mike Lachapelle
Albert Meige
Pablo M. Ramírez
Jean-Loup
Colin Pons
Vacherand
Guillermo Jose Aguilar
Adriel Haeni
Lukas Prochazka
Kim Korn
Abdullah Nadeem
Rory O'Connor
Hubert de Candé
Frans Wittenberg
Jonas Lindelöf
Gordon Gray

Karen Hembrough
Ronald Pilot
Yves Claude Aubert
Wim Saly
Woutergort
Fanco Ivan Santos Negrelli
Amee Shah
Lars Mårtensson
Kevin Donaldson
JD Stein
Ralf de Graaf
Lars Norrman
Sergey Trikhachev
Thomas
Alfred Herman
Bert Spangenberg
Robert van Kooten
Hans Suter
Wolf Schumacher
Bill Welter
Michele Leidi
Asim J. Ranjha
Peter Troxler
Ola Dagberg
Wouter van der Burg
Artur Schmidt
Slabber
Peter Jones
Sebastian Ullrich
Andrew Pope
Fredrik Eliasson
Bruce MacVarish
Göran Hagert
Markus Gander
Marc Castricum
Nicholas K. Niemann
Christian Labezin
Claudio D'Ipolitto
Aurel Hosennen
Adrian Zaugg

Frank Camille Lagerveld
Andres Alcalde
Alvaro Villalobos M
Bernard Racine
Pekka Matilainen
Bas van Oosterhout
Gillian Hunt
Bart Boone
Michael Moriarty
Mike
Design for Innovation
Tom Corcoran
Ari Wurmann
Antonio Robert
Wibe van der Pol
paola valeri
Michael Sommers
Nicolas Fleury
Gert Steens
Jose Sebastian Palazuelos Lopez
jorge zavala
Harry Heijligers
Armand Dickey
Jason King
Kjartan Mjoesund
Louis Rosenfeld
Ivo Georgiev
Donald Chapin
Annie Shum
Valentin Crettaz
Dave Crowther
Chris J Davis
Frank Della Rosa
Christian Schüller
Luis Eduardo de Carvalho
Patrik Ekström
Greg Krauska
Giorgio Casoni
Stef Silvis

Peter Froberg
Lino Piani
Eric Jackson
Indrajit Datta Chaudhuri
Martin Fanghanel
Michael Sandfær
Niall Casey
John McGuire
Vivian Vendeirinho
Martèl Bakker Schut
Stefano Mastrogiacoo
Mark Hickman
Dibrov
Reinhold König
Marcel Jaeggi
John O'Connell
Javier Ibarra
Lytton He
Marije Sluis
David Edwards
Martin Kuplens-Ewart
jay Goldman
Isckia
Nabil Harfoush
Yannick
Raoef Hussainali
ronald van den hoff
Melbert Visscher
Manfred Fischer
Joe Chao
Carlos Meca
Mario Morales
Paul Johannesson
Rob Grif tts
Marc-Antoine Garrigue
Wassili Bertoen
Bart Pieper
Bruce E. Terry
Michael N. Wilkens
Himikel -TrebeA

Jeroen de Jong
Gertjan Verstoep
Steven Devijver
Jana Thiel
Walter Brand
Stephan Ziegenhorn
Frank Meeuwsen
Colin Henderson
Danilo Tic
Marco Raaijmakers
Marc Sniukas
Khaled Algasem
Jan Pelttari
Yves Sinner
Michael Kinder
Vince Kuraitis
Teo lo Asuan Santiago IV
Ray Lai
Brainstorm Weekly
Huub Raemakers
Peter Salmon
Philippe
Khawaja M.
Jille Sol
Renninger, Wolfgang
Daniel Pandza
Robin Uchida
Pius Bienz
Ivan Torreblanca
Berry Vetjens
David Crow
Helge Hannisdal
Maria Droujkova
Leonard Belanger
Fernando Saenz-Marrero
Susan Foley
Vesela Koleva
Martijn
Eugen Rodel
Edward Giesen

Marc Faltheim
Nicolas De Santis
Antoine Perruchoud
Bernd Nurnberger
Patrick van Abbema
Terje Sand
Leandro Jesus
Karen Davis
Tim Turmelle
Anders Sundelin
Renata Phillippi
Martin Kaczynski
Frank
Bala Vaddi
Andrew Jenkins
Dariush Ghatan
Marcus Ambrosch
Jens Hoffmann
Steve Thomson
Eduardo M Morgado
Rafal Dudkowski
António Lucena de Faria
Knut Petter Nor
Ventenat Vincent
Peter Eckrich
Shridhar Lolla
Jens Larsson
David Sibbet
Mihail Krikunov
Edwin Kruis
Roberto Ortelli
Shana Ferrigan Bourcier
Jeffrey Murphy
Lonnie Sanders III
Arnold Wytenburg
David Hughes
Paul Ferguson
Frontier Service Design, LLC
Peter Noteboom
Ricardo Dorado
John Smith
Rod
Eddie
Jeffrey Huang
Terrance Moore
nse_55
Leif-Arne Bakker
Edler Herbert
Björn Kijl
Chris Finlay
Philippe Rousselot
Rob Schokker
Wouter Verwer
Jan Schmiedgen
Ugo Merkli
Jelle
Dave Gray
Rick le Roy
Ravila White
David G Luna Arellano
Joyce Hostyn
Thorwald Westmaas
Jason Theodor
Sandra Pickering
Trond M F òvstegaard
Jeaninne Horowitz Gassol
Lukas Feuerstein
Nathalie Magniez
Giorgio Pauletto
Martijn Pater
Gerardo Pagalday Eraña
Haider Raza
Ajay Ailawadhi
Adriana Ieraci
Daniël Giesen
Erik Dejonghe
Tom Winstanley
Heiner P. Kaufmann
Edwin Lee Ming Jin
Stephan Linnenbank
Liliana
Jose Fernando Quintana
Reinhard Prügl
Brian Moore
Gabi
Marko Seppänen
Erwin Fielt
Olivier Glassey
Francisco Conde Fernández
Valérie Chanal
Anne McCrossan
Larsen
Fred Collopy
Jana Görs
Patrick Foran
Edward Osborn
Greger Hagström
Alberto Saavedra
Remco de Kramer
Lillian Thompson
Howard Brown
Emil Ansarov
Frank Elbers
Horacio Alvaro Viana
Markus Schroll
Hylke Zeijlstra
Cheenu Srinivasan
Cyril Durand
Jamil Aslam
Oliver Buecken
John Wesner Price
Axel Friese
Gudmundur Kristjansson
Rita Shor
Jesus Villar
Espen Figenschou-Skotterud
James Clark
Jose Alfonso Lopez
Eric Schreurs
Donielle Buie
Adilson Chicória
Asanka Warusevitane
Jacob Ravn
Hampus Jakobsson
Adriaan Kik
Julián Domínguez Laperal
Marco W J Derksen
Dr. Karsten Willrodt
Patrick Feiner
Dave Cutherell
Di Prisco
Darlene Goetzman
Mohan Nadarajah
Fabrice Delaye
Sunil Malhotra
Jasper Bouwsma
Ouke Arts
Alexander Troitzsch
Brett Patching
Clifford Thompson
Jorgen Dahlberg
Christoph Mühlethaler
Ernest Buise
Alfonso Mireles
Richard Zandink
Fraunhofer IAO
Tor Rolfsen Grønsund
David M. Weiss
Kim Peiter Jørgensen
Stephanie Diamond
Stefan Olsson
Anders Stølan
Edward Koops
Prasert Thawat-chokethawee
Pablo Azar
Melissa Withers
Edwin Beumer
Dax Denneboom
Mohammed Mushtaq
Gaurav Bhalla
Silvia Adelhelm
Heather McGowan
Phil Sang Yim
Noel Barry
Vishwanath Edavayyanamath
Rob Manson
Rafael Figueiredo
Jeroen Mulder
Emilio De Giacomo
Franco Gasperoni
Michael Weiss
Francisco Andrade
Arturo Herrera Sapunar
Vincent de Jong
Kees Groeneveld
Henk Bohlander
Sushil Chatterji
Tim Parsey
Georg E. A. Stamp
Markus Kreutzer
Iwan Schneider
Michael Schuster
Ingrid Beck
Antti Äkräs
EHJ Peet
Ronald Poulton
Ralf Weidenhammer
Craig Rispin
Nella van Heuven
Ravi Sodhi
Dick Rempt
Rolf Mehnert
Luis Stabile
Enterprise Consulting
Aline Frankfort
Manuel Toscano
John Sutherland
Remo Knops
Juan Marquez
Chris Hopf
Marc Faeh
Urquhart Wood
Lise Tormod
Curtis L. Sippel
Abdul Razak Manaf
George B. Steltman
Karl Burrow
Mark McKeever
Linda Bryant
Jeroen Hinfelaar
Dan Keldsen
Damien
Roger A. Shepherd
Morten Povlsen
Lars Zahl
Elin Mørch Langlo
Xuemei Tian
Harry Verwayen
Riccardo Bonazzi
André Johansen
Colin Bush
Alexander Korbee
J Bartels
Steven Ritchey
Clark Golestani
Leslie Cohen
Amanda Smith
Benjamin De Pauw
Andre Macieira
Wiebe de Jager
Raym Crow
Mark Evans DM
Susan Schaper

Are you an entrepreneurial spirit?

yes _____ no _____

Are you constantly thinking about how to create value and build new businesses, or ho to improve or transform your organization?

yes _____ no _____

Are you trying to find innovative ways of doing business to replace old, outdated ones?

yes _____ no _____

If you've answered "yes" to any of these questions, welcome to our group!

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the business model generation.

Today countless innovative business models are emerging. Entirely new industries are forming as old ones crumble. Upstarts are challenging the old guard, some of whom are struggling feverishly to reinvent themselves.

How do you imagine your organization's business model might look two, five, or ten years from now? Will you be among the dominant players? Will you face competitors brandishing formidable new business models