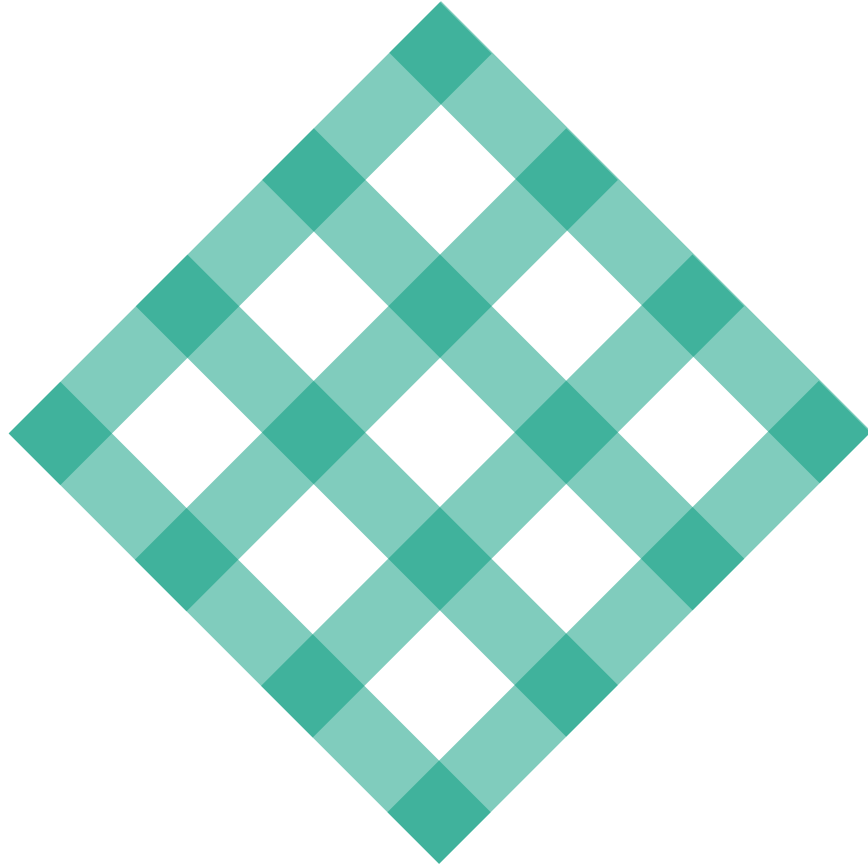# Visioning & Ideation

> ❝
>
> *If you want to make positive, future-oriented change in your organization you'll need to go beyond writing long-winded paper visions and come to a shared agreement about what you are going to fight for together, and what steps you are going to take to get "there."*
>
> DAVID SIBBET

What's it all about?

Based on the Business Model Canvas this tool takes you onto the next stage after you have done an initial assessment of the building blocks of your business model. It encourages you to be expansive in your ideas and honest about the assumptions that underlie your business model. This process encourages you to expand your thinking and to then develop criteria to help you make choices about your priorities.

What's it for?

The purpose of the model is to create a shared language for describing, visualising, assessing and changing business models. It is intended to be a practical guide, which will give you a deep insight into your future business model and generate shared understanding of the value your business creates.

Using the tool

The main element of the tool is the business model canvas, which encourages you to take a holistic view of your organisation. You can print off the canvas attached, download a copy or create a large canvas with flip chart paper. As part of your process of creating your new business model it is suggested you use an ideation process (Osterwalder & Pigneur, 2010), which involves several steps and key questions:

Canvas block	Prompts
1. Team composition	• Is your team sufficiently diverse to generate fresh business model ideas? • If you are a sole trader or micro-business, think about involving your friends, stakeholders or peers.
2. Immersion	• Which elements must you study in more depth before generating business model ideas? • This may be a long period of research or a few workshops.
3. Expanding	• What innovations can you imagine for each business model building block? • Generate as many ideas as possible, using all nine building blocks as a starting point.
4. Criteria selection	• What are the most important criteria for prioritising your business model ideas? • Having generated a lot of ideas, you now need to determine how you will select your preferred options.
5. Prototyping	• What does the complete business model for each shortlisted idea look like? • Try and move to a shortlist of 3 to 5 possible innovations. Use the business model canvas to sketch out and test each idea as a business model prototype.

What Next?

Take a really wild idea that you may have been harbouring for a while. Use the canvas to assess its potential as a new business model. Where are its strengths and weaknesses? Is it an idea that you might now pursue?

Quick tips

- Work with a mixed group of stakeholders and use post-its, images, symbols and text to fill in your canvas

- Try not to rush the immersion stage but equally don't be paralysed by analysis

- Use the model intuitively and creatively

- Use the canvas to review other businesses in your sector. Consider where your new usiness model

References

Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. New Jersey, USA: John Wiley & Sons Inc.

Business Model Canvas

'A business model describes the rationale of how an organisation creates, delivers and captures value.'

Key Partners	Key Activities	THE OFFER	Customer Relationships	Customer Segments
Who are the key suppliers and partners we need to make our model work?	What key activities does our offer require?	What are we offering?	What kind of relationship do we want with our customers?	Who and where are our customers?
Other cultural organisations, collaborators, media partners, third sector & community organisations, schools, FE & HE, business partners	*Project, fundraising, marketing and audience development*	Why choose us?	*Personal, trust, loyalty, co-creation, self-service*	*Funders, visitors, donors, friends, participants*
	Key Resources	What needs are we satisfying?	**Distribution Channels**	
	How do we deliver our offer? What key assets are required?	What products & services are we offering?	How do we communicate with and reach our customers?	
	Building, staff, board, programmes, brand, expertise, networks	*Delivering our goals (funder), experience (intellectual, sensory etc.), cultural education, health & well-being, employability, etc.*	*Front of House, website, social media, third party, print*	

Costs

What does it cost to deliver our offer via our key activities?

What are our core/fixed costs e.g. permanent staff and buildings?
What are our activity/programme/variable costs?
What is the balance between them?

Income

What are our customers willing to pay/contribute?
How much income is recurring and how much is one-off?

Combination of earned income (trading etc.), grants, donations, community/business partnerships, members and friends, special events

ALCHEMY

Alchemy was founded to help people navigate change.
We are passionate about organisational learning and
supporting people to understand change in action.
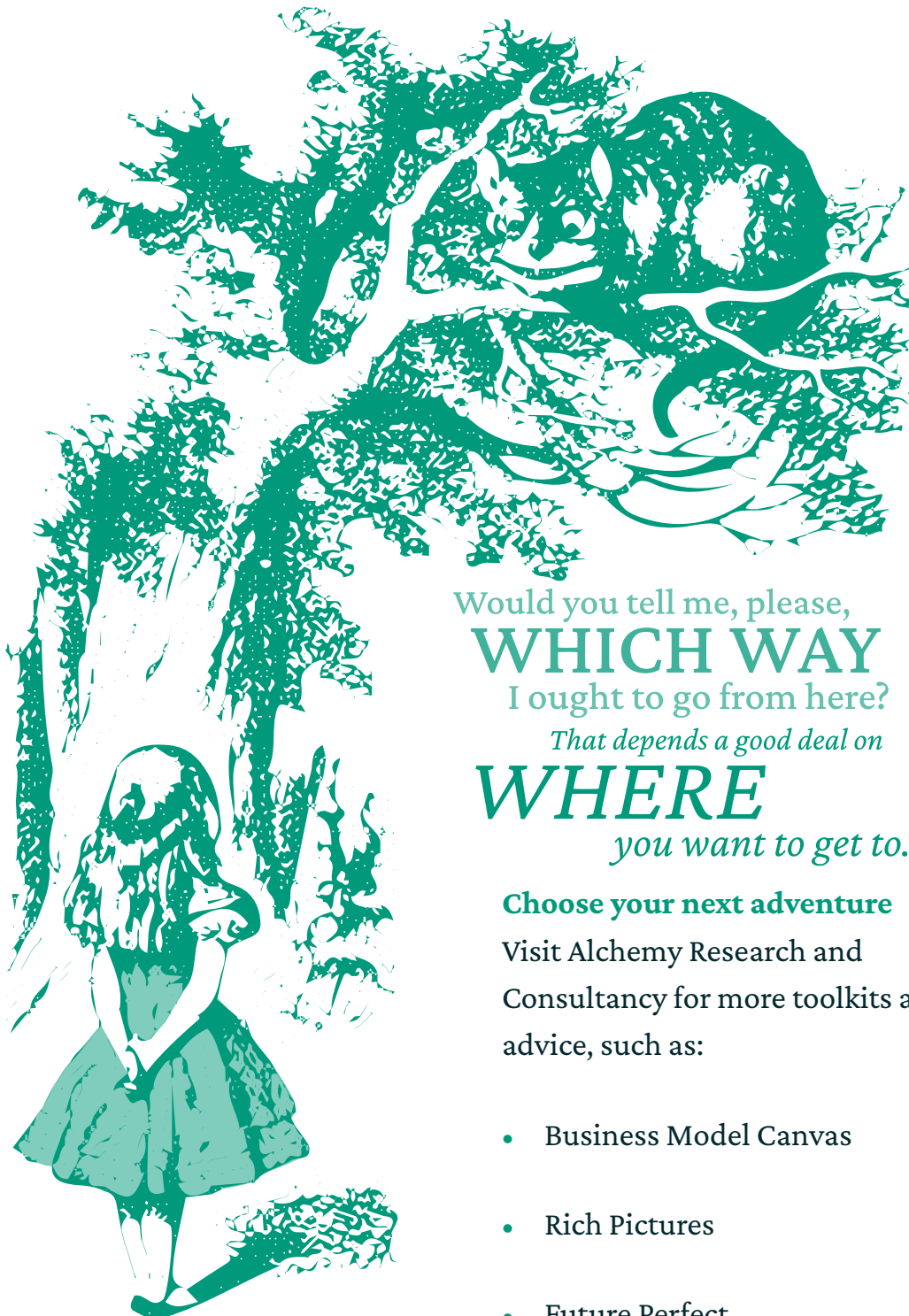
Would you tell me, please,
WHICH WAY
I ought to go from here?
That depends a good deal on
WHERE
you want to get to.

Choose your next adventure

Visit Alchemy Research and
Consultancy for more toolkits and
advice, such as:

- Business Model Canvas

- Rich Pictures

- Future Perfect