

Read the Case Study

- “Do I have to train everyone myself?”
- “We are first and foremost problem-solvers.”
- “The Consortium: Are you in?”
- Take notes on the key issues.
- Discuss the problems and the opportunities with your team.

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Client Segments

- How do you differentiate the types of clients that we serve?
 - Does the client segment require and justify a unique approach and a distinct offer?
 - Is the client segments reached through different channels?
 - Is a different type of relationship required?
 - Are they willing to pay for different aspects of the offer?

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Key Resources

- What key resources are required to:
 - attract clients?
 - manage our channels?
 - create the value proposition?
 - deliver that value to clients?
 - maintain revenue streams?




Key Activities

- How do we create value for the client?
- How do we sustain the value proposition?
- How do we sustain client relationships?
- How do we sustain revenue streams?
- How do we build partnerships?



Key Partnerships

- Who are our key partners?
- Which key activities can be performed by partners?
- Which key resources can be obtaining from partners?



Patterns in Business Models

- Unbundling
 - Analyzing services to identify undesirable trade-offs
 - Innovations, client relations, infrastructure management
- The Long Tail
 - Providing less of more; focussing on a large number of niche markets
- Multi-sided Platforms
 - Bringing together 2 distinct groups of clients who rely on each other for value
- Free as a Business Model
 - Provide an initial free service to generate client relationships
- Open Business Model
 - Sharing intellectual property or key resources/activities to generate value and revenue streams

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The Business Model Canvas

Key Partnerships	Key Activities	Value Proposition	Client Relationships	Client Segment
	Key Resources		Channels	
Cost Structure		Revenue Streams		

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"Some say that the profession is being hollowed out." (paraphrased)
Bill Birdsell, former President, OAA

Other interests in the design/construction sector are demanding and imposing new business models on the profession.
We can be reactive or proactive.

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Resources

- <http://www.businessmodelgenerator.com>
- <http://www.youtube.com/watch?v=QoAOzMTLP5s>
- <http://www.entrepreneur.com/formnet/businessplantemplates.html>
- <http://www.mindtools.com/index.html>
- <http://alumni.media.mit.edu/~brooks/storybiz/kurtz.pdf>
- <http://opmexperts.com/A%20Leader%27s%20Framework%20for%20Decision%20Making%20-%20HBR.pdf>

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