



Instructions V.2.1

INSTRUCTIONS

I created this tool to challenge you to think better about your business. *GameChanger: The Business Innovation Game* is a tool that can be used to discuss, describe, play with, and challenge your business model. The goal is to create new ways of thinking and get business leaders out of the same thinking they have used for years. *GameChanger* uses the Business Model Canvas, a strategy tool created by Alexander Osterwalder. The Business Model Canvas is used to describe a business model visually so that strategy discussions can be more engaging and fruitful.

GameChanger: The Business Innovation Game can be used at least three different ways:

- 1) As a resource to design or describe a business model. Use the cards to think about your existing or desired business model, and create the model any way you want.
- 2) As a single player game used to challenge your business innovation thinking. Deal a Business Model by selecting a card from each of the 11 Business Model decks. Think through how you can utilize each of the selected business model elements as you build out your model. You will begin to see how some business model elements work with others and some don't. You will gain insight and creative breakthroughs by using BIG in this way.
- 3) As a game for a team or multiple teams. Teams can compete to build the best model, or a single team can use the Innovate! and other Action! card decks to force

changes on a business model so that your team can discuss new options for your business and identify potential breakthroughs that can enable you to dominate your market.

If you have any questions about the game, feel free to contact me at:

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I hope you enjoy your game and I welcome your thoughts for improvements and testimonials about how it rocked your world.

Enjoy!



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Game Setup

1. Print the Business Model Canvas. You can find multiple sizes here (11 x 17 works best): <http://bigthinkin.com/products/game-changer-business-innovation-game/the-business-model-canvas/>
2. Place card decks on appropriate parts of the Business Model Canvas, like the picture.
3. Choose which game mode you will play, and proceed to the appropriate instructions for that game.



GAME MODE 1 – DESIGN

In the Design Game Mode, the focus is defining your business model.

1. Setup an 11 x 17 sheet of paper or larger with the Business Model Canvas printed or drawn on it.
2. Separate the card decks similar to the picture above.
3. Begin with Customer Segments and identify the Customer Segment(s) your company targets. Be as specific as you can. Use the Customer Segment cards for ideas, but write the Customer Segments on the Canvas, or on sticky notes that you place on the Canvas.
4. Keep going through the following order:
 - a. Value Propositions
 - b. Channels
 - c. Customer Relationships
 - d. Revenue Streams – Types
 - e. Revenue Streams – Pricing
 - f. Revenue Streams – Payment
 - g. Key Resources
 - h. Key Activities
 - i. Key Partnerships
 - j. Cost Structures
5. When you are finished describing your current business model, assure that you have captured everything. Often, it is helpful to use a different colored sticky note or marker color for each Customer Segment. If there is a Value Proposition that is only for one Customer Segment, then

use that Segment's sticky/marker color. This helps you quickly see what parts of your business model are specific to a Segment and which are not.

6. If you choose, you can look through or draw cards to get ideas of how you could change your business model.

GAME MODE 2 – CHALLENGE

The Challenge Mode gets your creative juices flowing.

1. Setup an 11 x 17 sheet of paper or larger with the Business Model Canvas printed or drawn on it.
2. Separate the card decks similar to the picture above.
3. Begin with the Customer Segments card deck and deal one card. This Customer Segment card will represent your primary Customer Segment. Clearly define who that is in as much differentiating detail as you can. You may need to be creative about industry or other factors.
4. Keep going through the following order:
 - a. Value Propositions – deal a card and consider how you will provide that value to your primary Customer Segment.
 - b. Channels – How will you sell and distribute your offering to your Customer Segment?
 - c. Customer Relationships – What kind of relationship (if any) will you build with your Customer Segment over time?
 - d. Revenue Streams – Types – How will you make money from selling your offering?

- e. Revenue Streams – Pricing – How will you price your offering?
 - f. Revenue Streams – Payment – How will you collect payment for selling your offering?
 - g. Key Resources – What resources are needed to support the revenue generating half of the business model?
 - h. Key Activities – What activities must you perform well and regularly to be successful?
 - i. Key Partnerships – What other people or companies will you need to be successful?
 - j. Cost Structures – How much does it cost to run the company?
5. When you are finished describing your current business model, assure that you have captured everything. Often, it is helpful to use a different colored sticky note or marker color for each Customer Segment. If there is a Value Proposition that is only for one Customer Segment, then use that Segment's sticky/marker color. This helps you quickly see what parts of your business model are specific to a Segment and which are not.

GAME MODE 3 – TEAM INNOVATE!

Add in some randomness and other people, maybe even a bit of competition, and you have Innovate!

TIPS ON USING THE CARDS

When I have a group of people in the room, it is often people from different companies, or from different divisions within a company, which allows for some friendly competition.

The cards are a way to get them to start thinking.

I use the cards to first describe their existing model. Once they have the cards laid out on the canvas, I then get them to start thinking deeper and more specifically about each card, and to then write the more specific concept on the canvas.

Once they have the current state canvas (how their company is *now*), I get them to start thinking about what they could change. Sometimes, that can be to try to come up with new ideas on their own, but I find that executives are often heads-down focused and too linear thinking, which is why I have the Innovate! deck. That's the real power behind the cards. I get them to flip an Innovate! card, follow the directions, and then consider how that would change the business model in each other area (if it's a Customer Segment card, what changes to Channels, VP, etc. will have to be made?).

After about three cards, and not letting them skip any cards, they start opening their mind, and the discussion level starts increasing. They don't need to make the changes from the Innovate! Cards in their business model, but by thinking through the changes that would be necessary, ideas will start popping up.

Sometimes, I will also introduce some competition into the environment and have multiple teams try to develop an optimal business model based on specific constraints, such as markets or profitability. After giving the teams a sufficient amount of time to innovate (30 minutes to two hours), we get everyone together to discuss ideas and potential business model changes.

The final version of the model then may combine elements from the multiple teams (and sometimes not). Try using a few different approaches in your consulting and business model design and see what works best for you.

Please share your thoughts and ideas.

- Craig Mathews

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