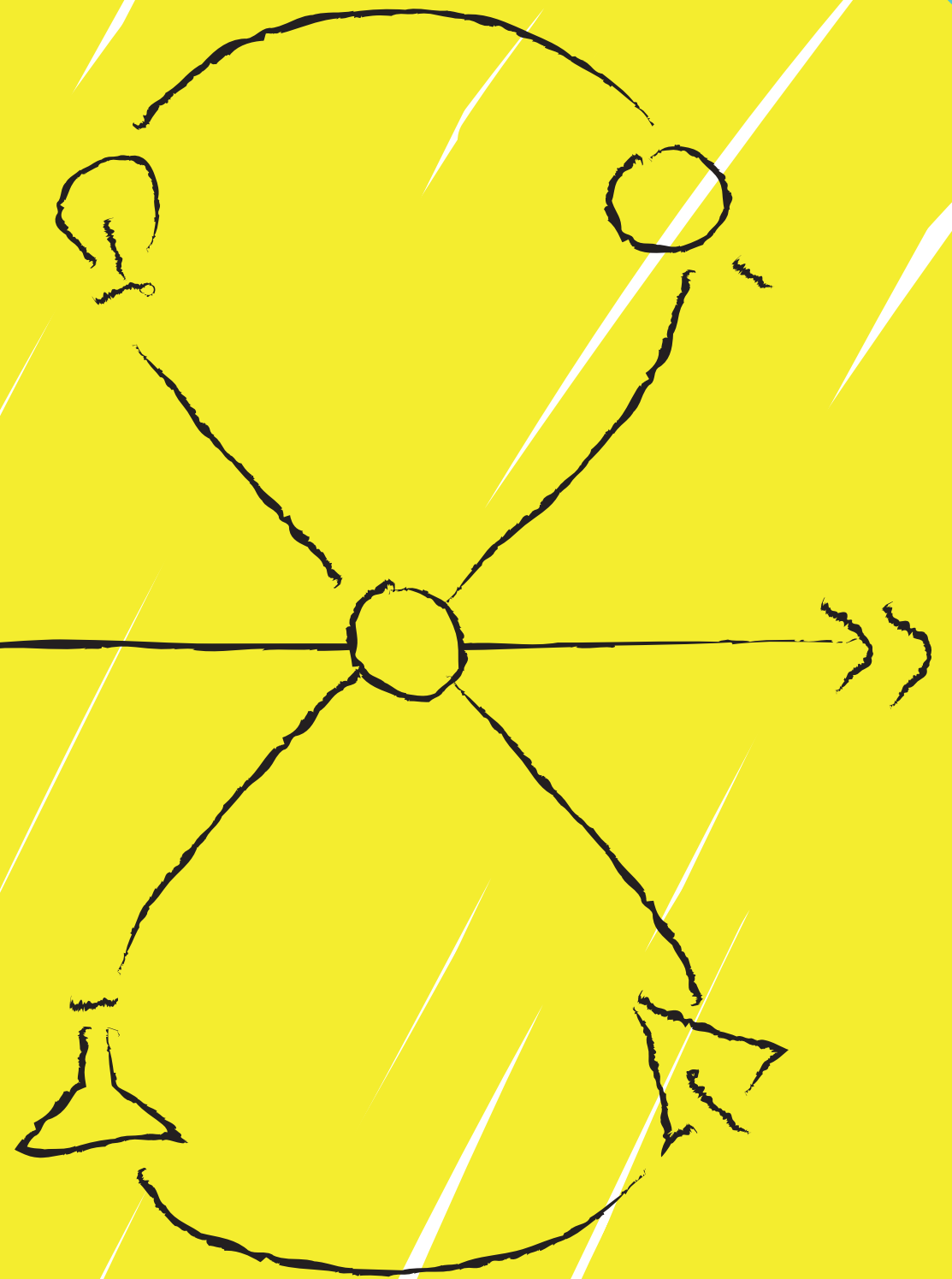


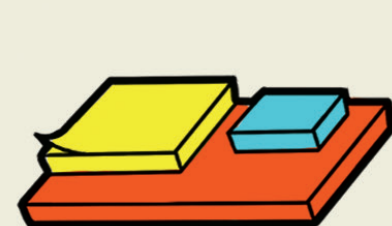
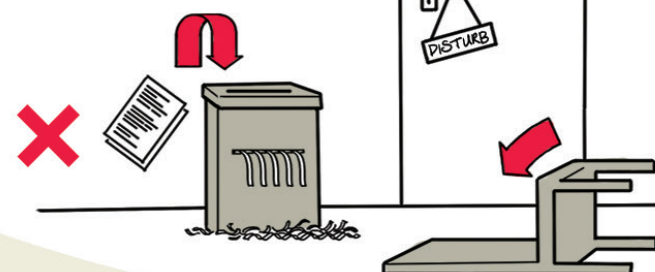
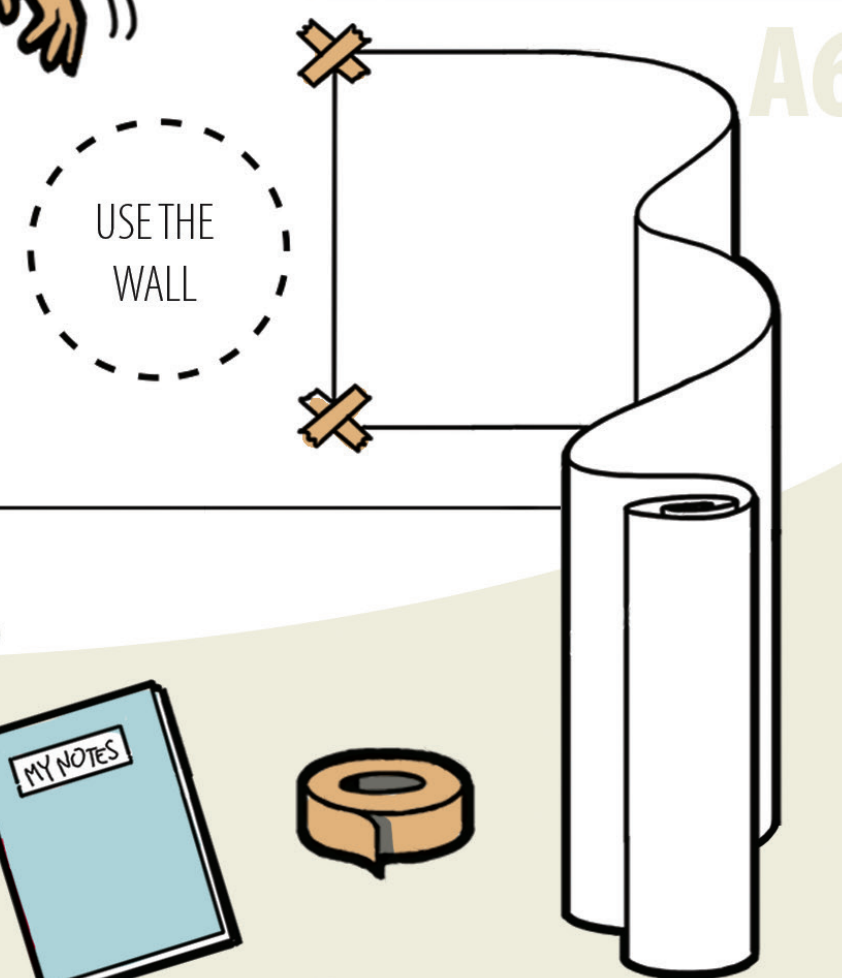
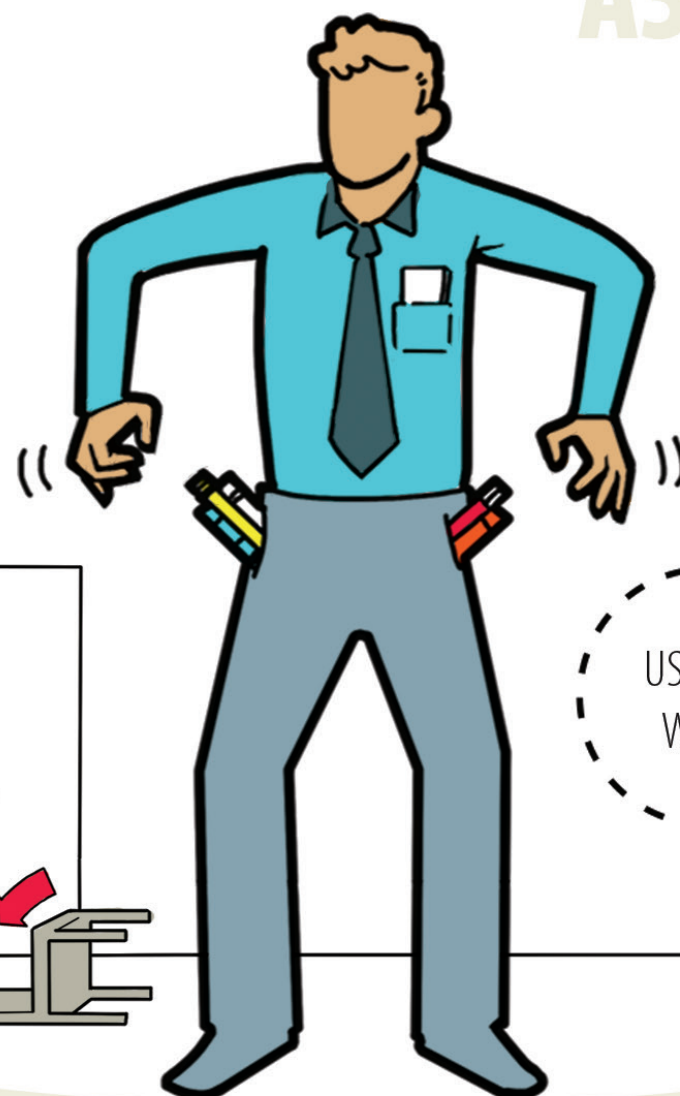
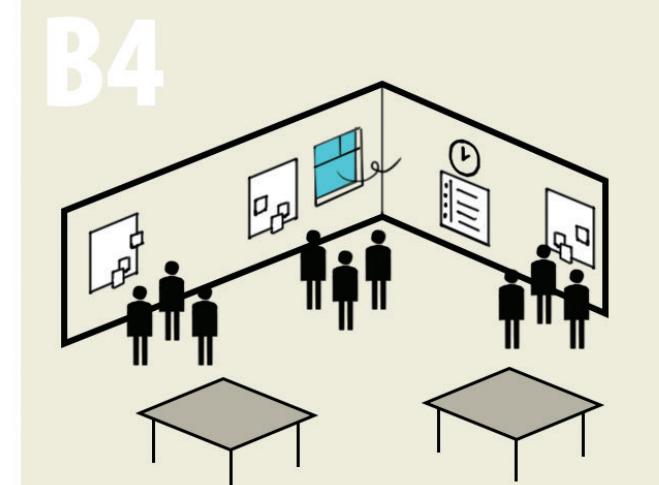
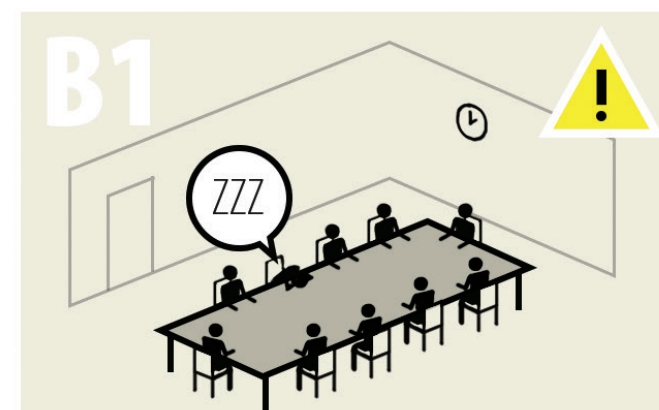
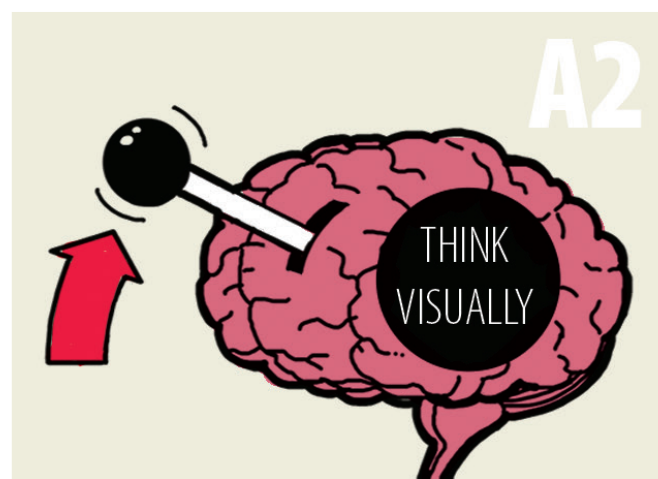
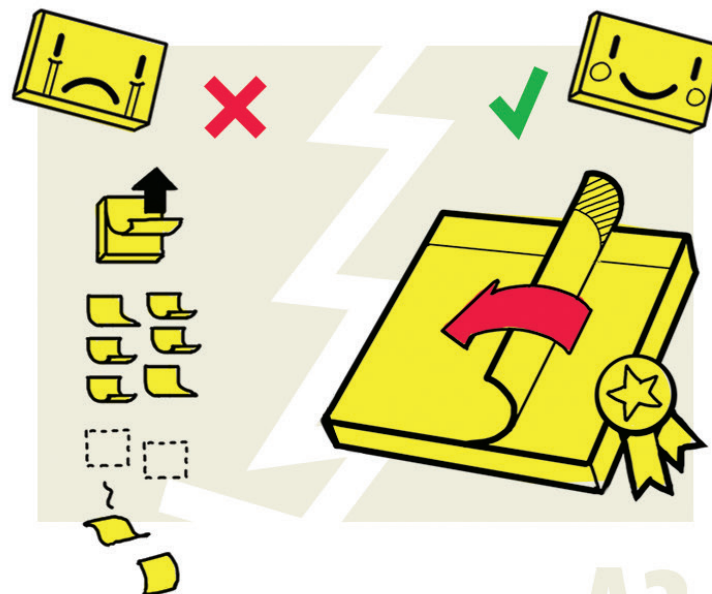
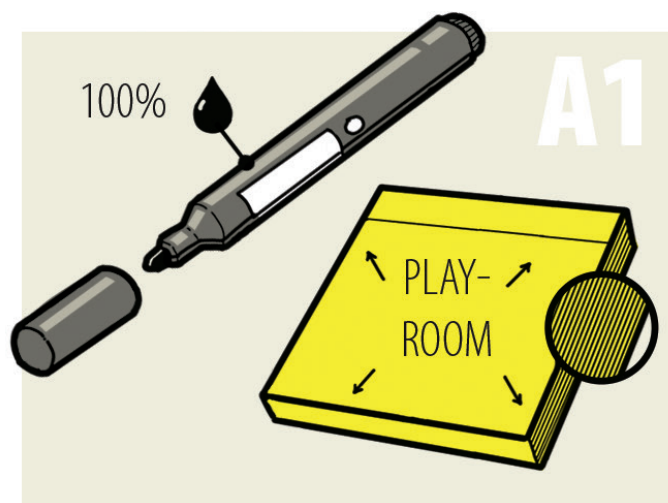
A  
PRACTICAL WORKBOOK  
COMPANION TO THE BOOK:  
**DESIGN A  
BETTER BUSINESS**

# **FAST PASS WORKBOOK:** I WANT TO **DESIGN A NEW STRATEGY**

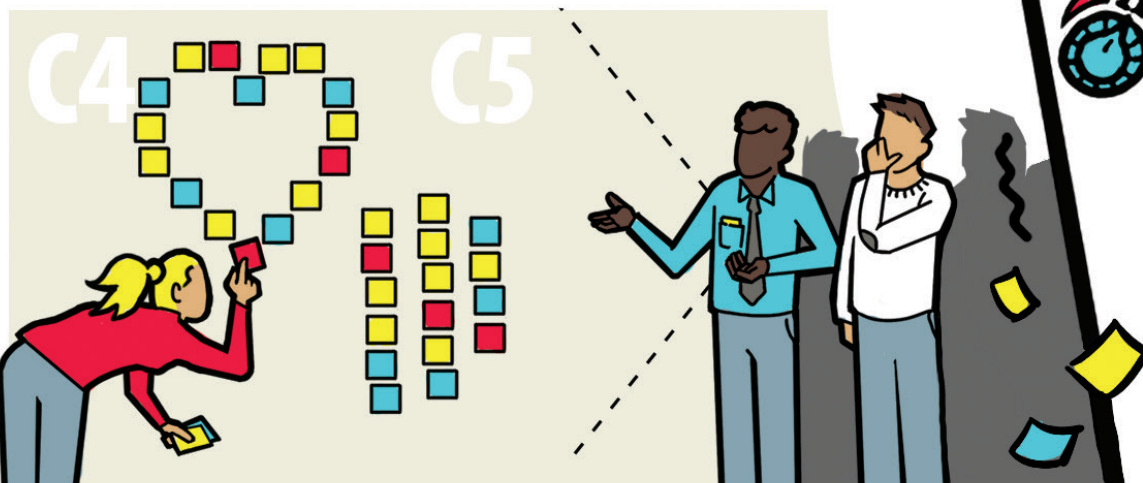
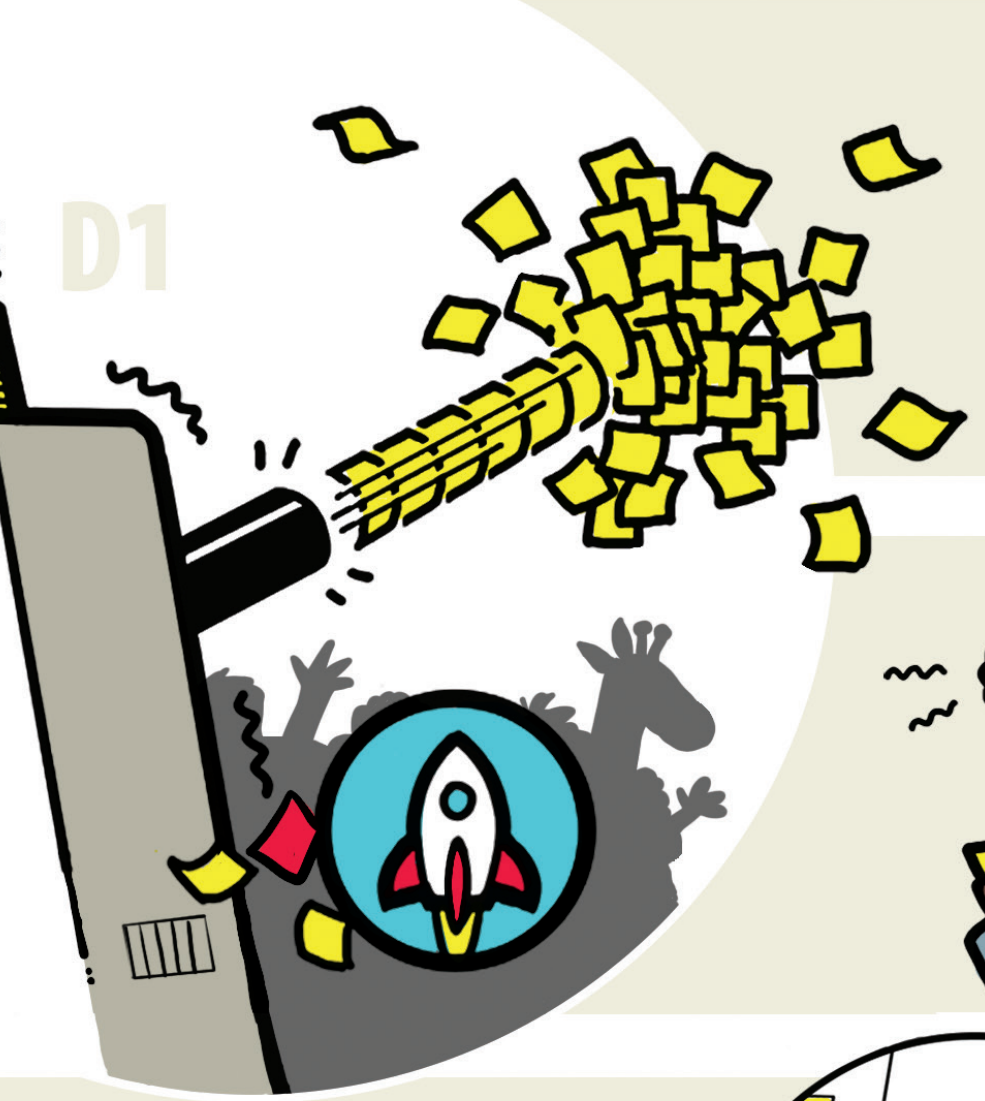
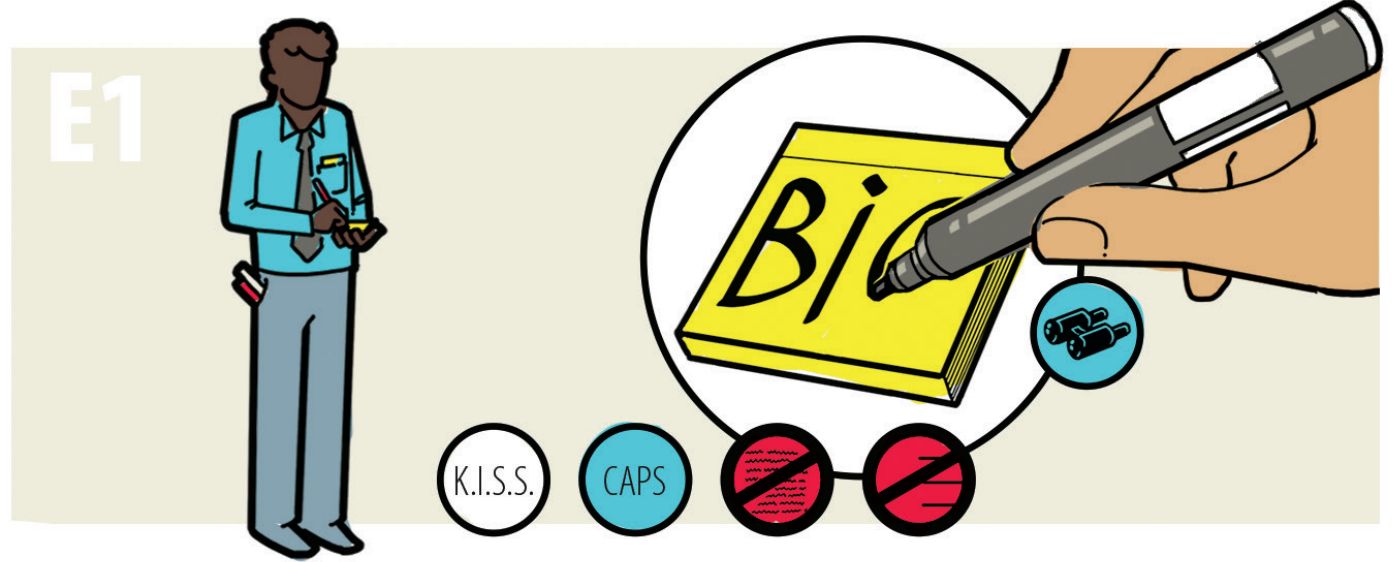
## PRACTICE **A BETTER BUSINESS**

Written by Patrick van der Pijl, Justin Lokitz, and Lisa Kay Solomon  
Designed by Erik van der Pluijm & Maarten van Lieshout









ISBN  
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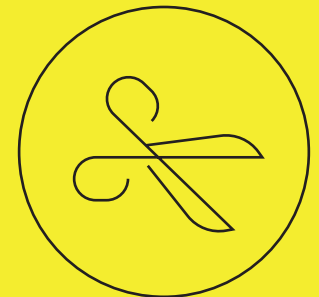


# PRACTICE, PRACTICE &... ACTIVATE

This workbook is a great partner in crime for you and the book "Design a Better Business". The latter was published early 2017 and is a huge success. Translated it many languages. It gives you an indepth view of all the tools and skills you need to change your business into a future proof organisation with a winning business model and a team of highly motivated people to support you.

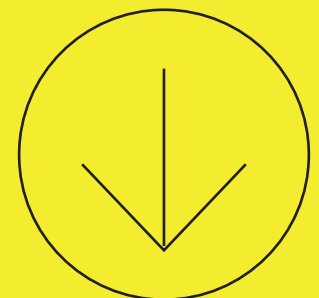
As we stated then, and will state here now, there is no such thing as a silver bullet. You can read as many books as you want, and be able to recite different methodes. Yet, nothing beats practice! That's why we had others share their experiences with you in the book "Design a Better Business". Now, we provide you this workbook so you can practice and learn with your team as much as you want and need. And by the time you'll start attacking the real challenges, you'll be a skilled designer, with numerous new tools under your belt.

Practicing with different tools will not only help you to understand the full power of a tool and how it can support you in designing better business. It will also help you to set others up for success: you can help them use the tools in their journey.



## CUT AND PASTE

We've design this workbook in such a way that you can cut out the pages with the templates without destroying its functionality.



## DOWNLOAD

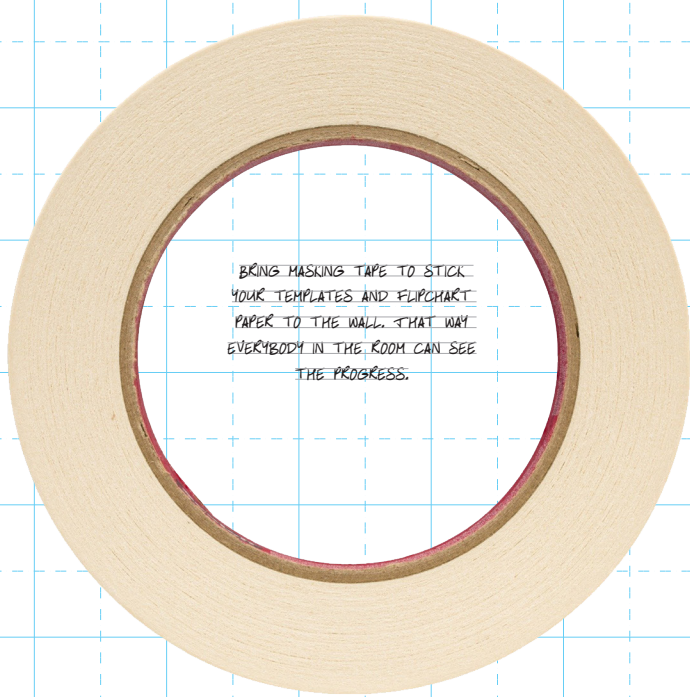
All the canvasses in this workbook can be downloaded directly from [www.designabetterbusiness.com](http://www.designabetterbusiness.com)

# GETTING STARTED: YOUR TOOLKIT

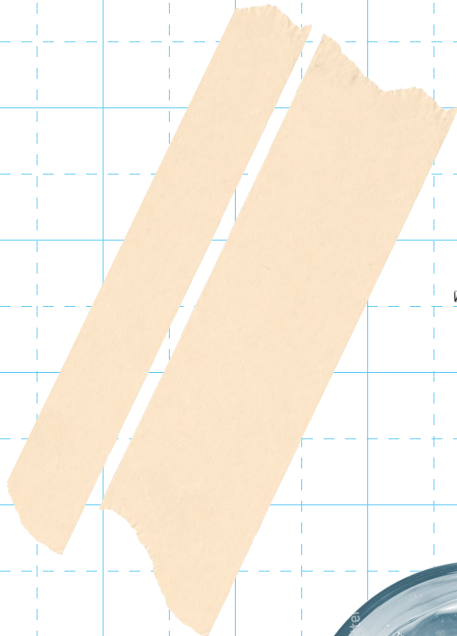
When you go to the beach you'll have a bag with towel, sun cream, cooler, book, sunglasses with you. When you organize a meeting you also need to come prepared. Surely not with sunglasses and a towel, but a meeting requires a certain set of items that you cannot do without. Never trust someone else to bring them for you (except for water and snacks). You want to be the owner of the amount and quality of material that you and your fellow meeting members need to work with. Better safe than sorry.



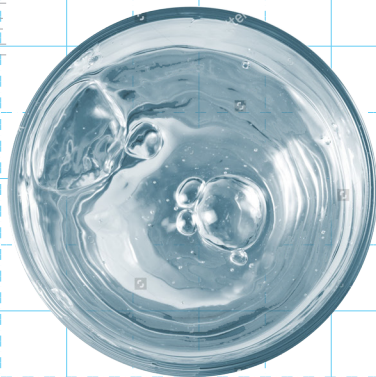
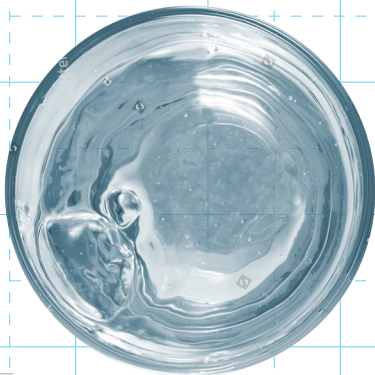
THERE ARE MANY DIFFERENT BRANDS OF STICKIES. CHEAP OFTEN MEANS LESS STICKYNESS. PER TABLE YOU'LL PROBABLY NEED A PACKET OF 3" X 3" STICKIES (5 COLORS) AND 3 OR 4 PADS OF THE 6" X 4". MAKE SURE PEOPLE WRITE BIG AND AND ONLY WRITE 1 IDEA OR TOPIC PER STICKY. IT WILL HELP IN READABILITY. (AND IT PREVENTS BLAH-BLAH).



BRING MASKING TAPE TO STICK YOUR TEMPLATES AND FLIPCHART PAPER TO THE WALL. THAT WAY EVERYBODY IN THE ROOM CAN SEE THE PROGRESS.



ALWAYS MAKE SURE THAT THERE IS ENOUGH WATER IN THE ROOM. PEOPLE GET PARCHED WHEN THEY'RE BEING CREATIVE. A BOTTLE OF WATER PER TABLE SHOULD SUFFICE. NEVER LET THEM RUN ON EMPTY!



CHISEL OR WEDGE TIP

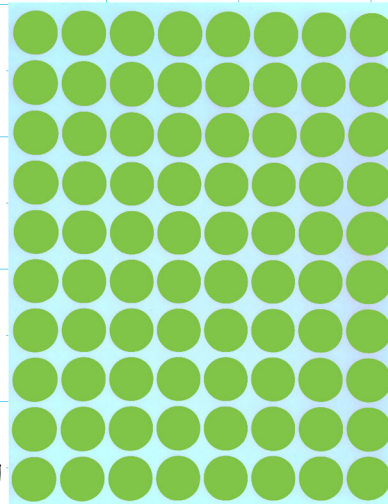
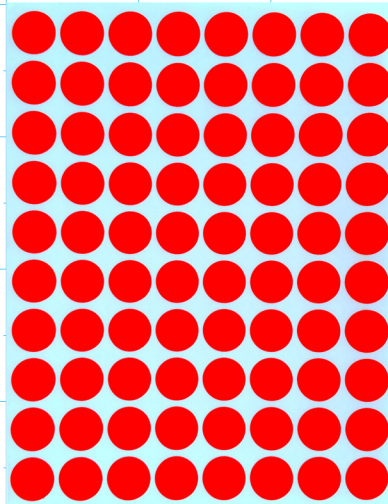
FINE POINT

MARKERS COME IN MANY FORMS AND SHAPES. TRY DIFFERENT BRANDS AND YOU'LL DEFINITELY FIND YOUR FAVORITES. MAKE SURE YOU'LL HAVE MARKERS WITH A FINE TIP AND WITH A CHISEL OR WEDGE TIP. AND BESIDES BLACK BRING COLORS! 1 FINE TIP MARKER PER PARTICIPANT AND A SET OF COLORED MARKERS PER TABLE WILL DO.

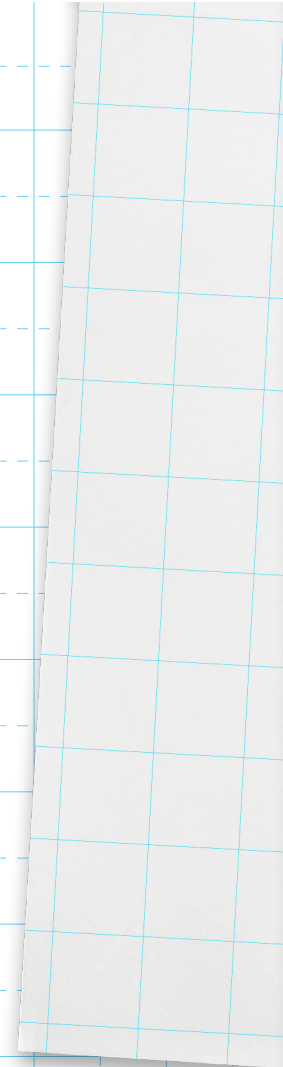
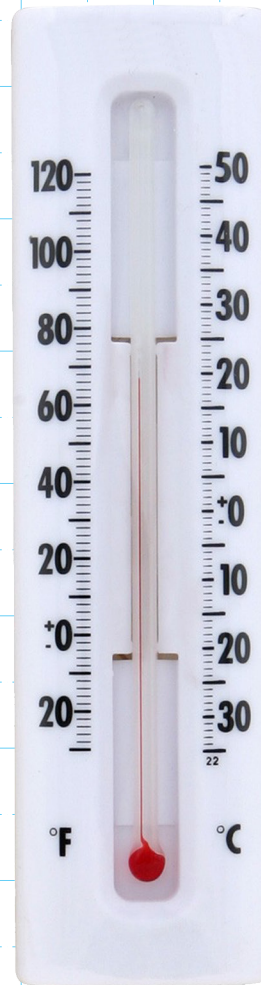




BRING A PHOTO CAMERA OR USE YOUR SMART PHONE TO REGISTER ALL THE (FILLED IN) TEMPLATES AND FLIPCHART SHEETS. IT HELPS YOU TO GIVE BACK THE PROGRESS, INSIGHTS AND DECISIONS OF THE MEETING. YET ANOTHER REASON WHY PEOPLE SHOULD WRITE BIG AND IN CAPITALS ON STICKIES.



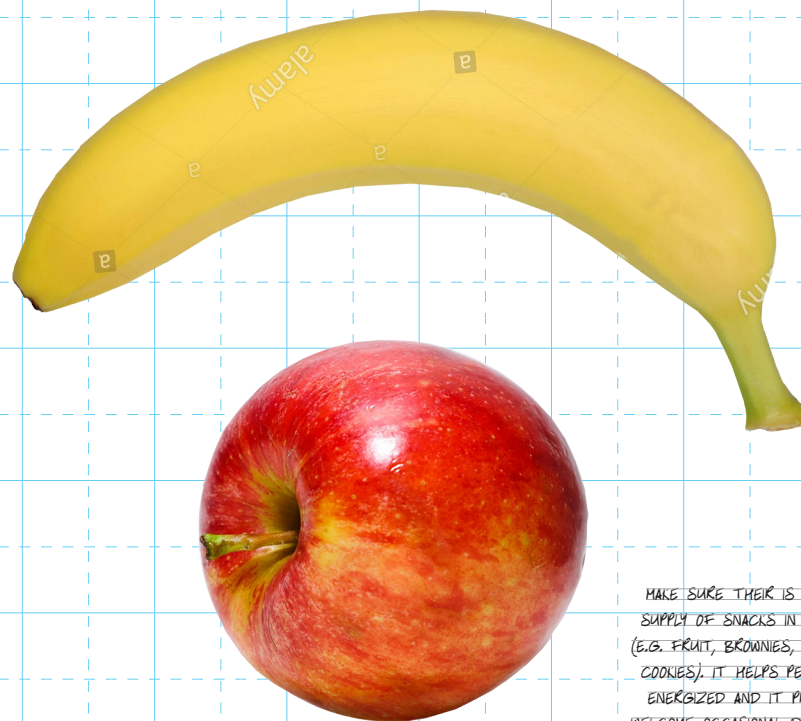
ROOM TEMPERATURE IS VERY IMPORTANT. ALTHOUGH YOU CAN NEVER GET IT RIGHT, IT IS WORTH KEEPING IT PART OF THE SETUP. TOO WARM AND EVERYBODY FALLS ASLEEP. TOO COLD AND PEOPLE START COMPLAINING. YOU SHOULD BE OKAY IF YOU'LL KEEP THE TEMPERATURE AROUND 68 DEGREES F.



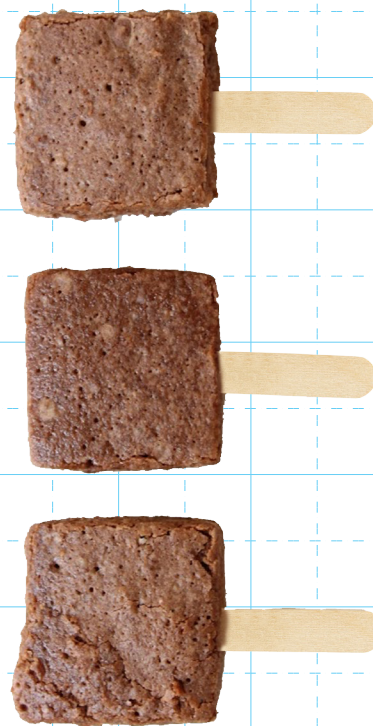
NEVER LEAVE HOME WITHOUT FLIPCHART PAPER! MAKE SURE YOU'LL HAVE TO FLIPCHARTS (+ FULL STACK FOR EACH) FOR YOURSELF IN FRONT OF THE ROOM. THE BEST PAPER IS WHITE. IF YOU NEED SUPPORT WRITING IN A STRAIGHT LINE YOU CAN GO FOR PAPER WITH LINES OR GRID. BESIDES YOURSELF, YOU'LL NEED 1 PAD OF PAPER PER TEAM.

AVOID GRAY QUALITY. IT IS DULL, DIFFICULT TO READ LIVE AND ON PHOTO. AND WHO WOULD LIKE TO SEE THEIR IDEA ON „TOILET PAPER“?

MAKE SURE YOU ALWAYS HAVE A COUPLE OF SHEETS WITH DOT STICKERS AT HAND. THERE ARE MANY OCCASIONS WHERE DOT VOTING HELPS CREATE BETTER INSIGHT AND IT BOOSTS GROUP DYNAMIC. EVERYBODY HAS TO PARTICIPATE AND VENT THEIR POINT OF VIEW.

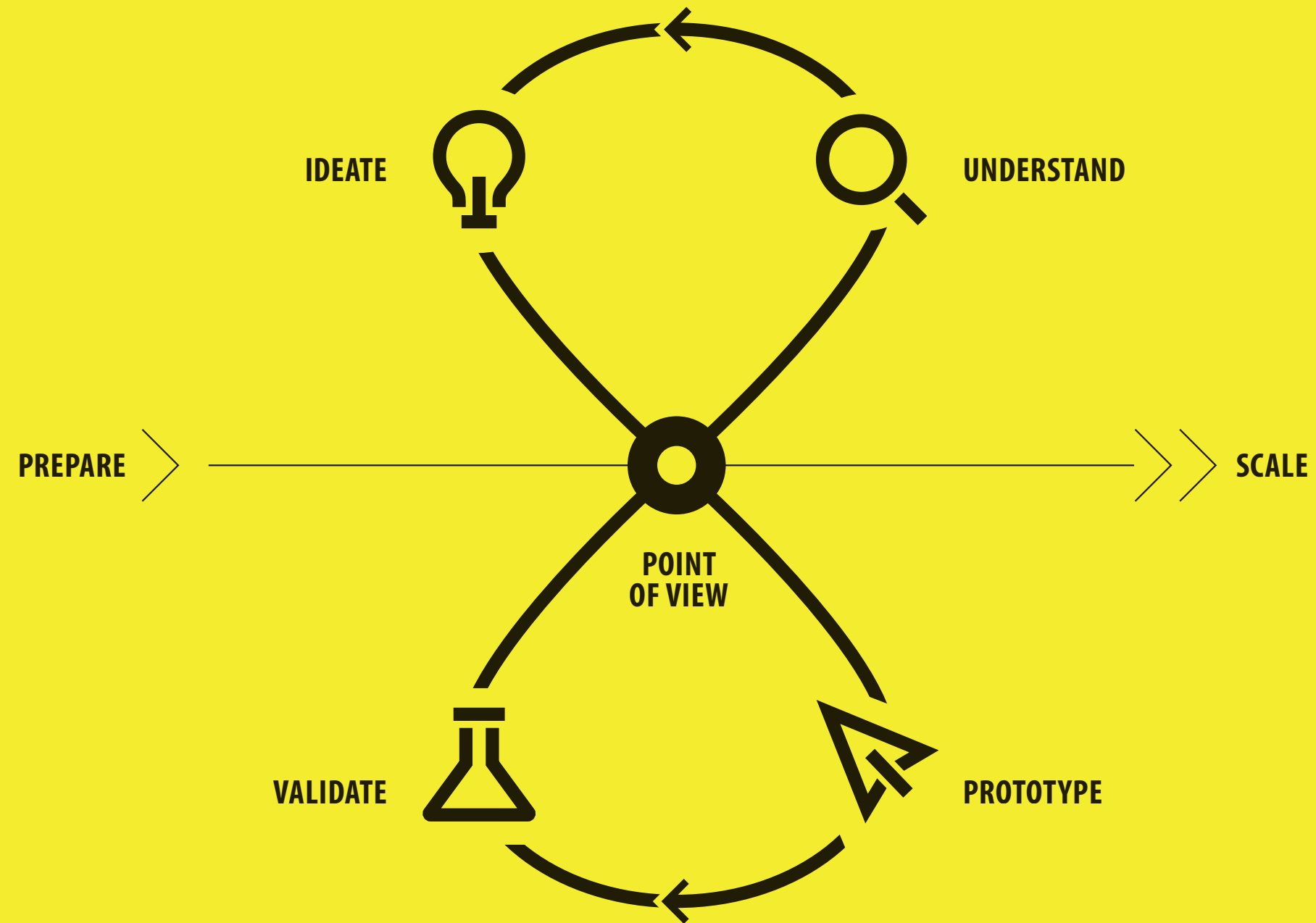


MAKE SURE THERE IS A STEADY SUPPLY OF SNACKS IN THE ROOM (E.G. FRUIT, BROWNIES, CUP CAKES, COOKIES). IT HELPS PEOPLE STAY ENERGIZED AND IT PROVIDES A WELCOME OCCASIONAL DISTRACTION.



MAKE SURE THE ROOM ISN'T COMPLETELY CUT OFF FROM THE OUTSIDE WORLD. THE MORE WINDOWS PROVIDING NATURAL DAYLIGHT AND FRESH AIR, THE BETTER!

... AND JUST TO BE ON THE SAFE SIDE: BUY MORE STICKIES, STILL! YOU DON'T WANT TO BE SHORT ON STICKIES WHEN PEOPLE ARE ON A ROLL DURING IDEATION!





# THE DOUBLE LOOP

## A DESIGN JOURNEY

In the book "Design a Better Business" we've introduced you to the double loop. A practical visualization of a rigorous design journey that is founded on a simple observation: every project, product, company, change, or idea starts with a point of view.

The double loop takes your point of view into account, while adding rigor and continuity to the design process. This means that your point of view is always informed by understanding, and that this understanding will spark new ideas, further enhancing your point of view. These ideas are prototyped and validated to test and measure their effectiveness. This, in turn, further informs your point of view and enables you to execute your ideas successfully.

This workbook is structured in such a way that it follows this double loop: the ideal journey of you as a designer. In reality this journey will never be as ideal and you'll come across tons of uncertainty. As this is a book to help you practice we've decided to forgo this reality (for now)...

Besides the templates that define a certain moment or thinking step of the process (e.g. 5 Bold Steps Vision® Canvas, Team Charter Canvas), there are also a couple of templates that will function as a repository of e.g. assumptions, design criteria like Design Criteria Canvas and Riskiest Assumption Finder. There will be a given moment when you fill them out for the first time. From that moment on you will circle back to those templates to refine, complement, adjust, review. ■

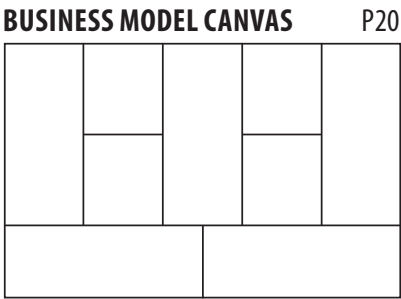
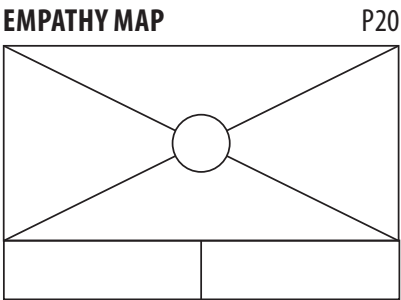
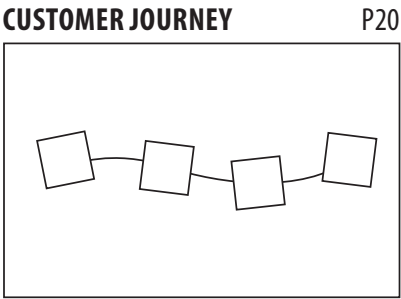
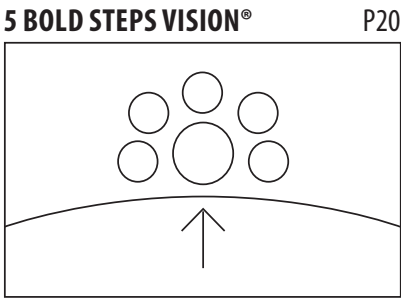
# TABLE OF **TOOLS FOR THIS WORKBOOK**

➤ **PREPARE**

● **POINT OF VIEW**

🔍 **UNDERSTAND**

YOUR  
JOURNEY  
TO DESIGN  
**A NEW  
STRATEGY**







IDEATE



PROTOTYPE

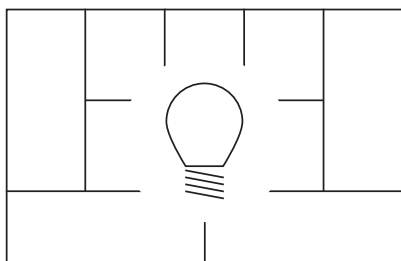


VALIDATE

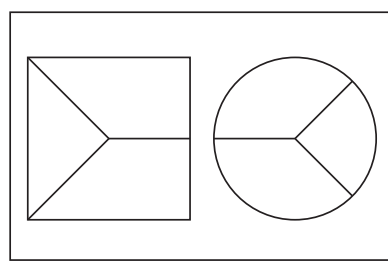


SCALE

BUSINESS MODEL IDEATION P20



VALUE PROPOSITION P20



AS MENTIONED IN THE BOOK „DESIGN A BETTER BUSINESS“ YOUR JOURNEY IS NEVER A STRAIGHT LINE. REALITY WILL SHOW YOU, YOU’LL BE MEANDERING AND PIVOTING THROUGH THE DOUBLE LOOP A COUPLE OF TIMES.

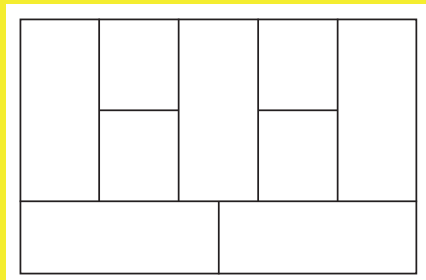


I WANT TO DESIGN  
**A NEW STRATEGY**

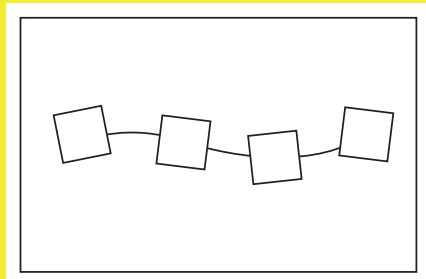


## UNDERSTAND YOUR CURRENT BUSINESS MODEL AND YOUR CUSTOMER

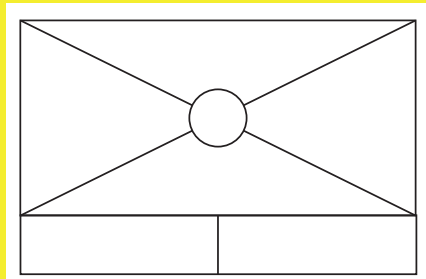
BUSINESS MODEL CANVAS P20



CUSTOMER JOURNEY P20

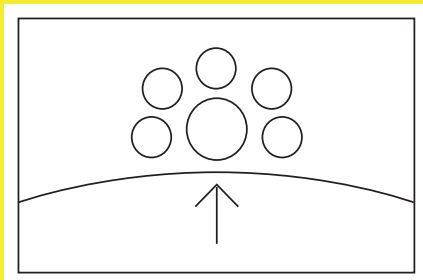


EMPATHY MAP P20



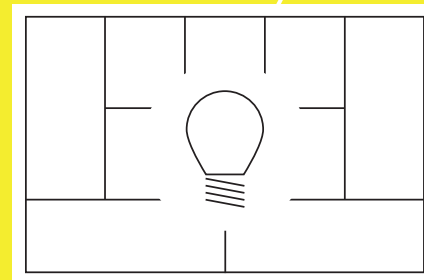
## DEVELOP A POINT OF VIEW BY CREATING YOUR 5 BOLD STEP VISION®

5 BOLD STEPS VISION® P20



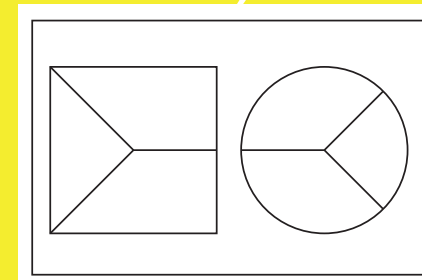
## IDEATE NEW BUSINESS MODEL OPTIONS

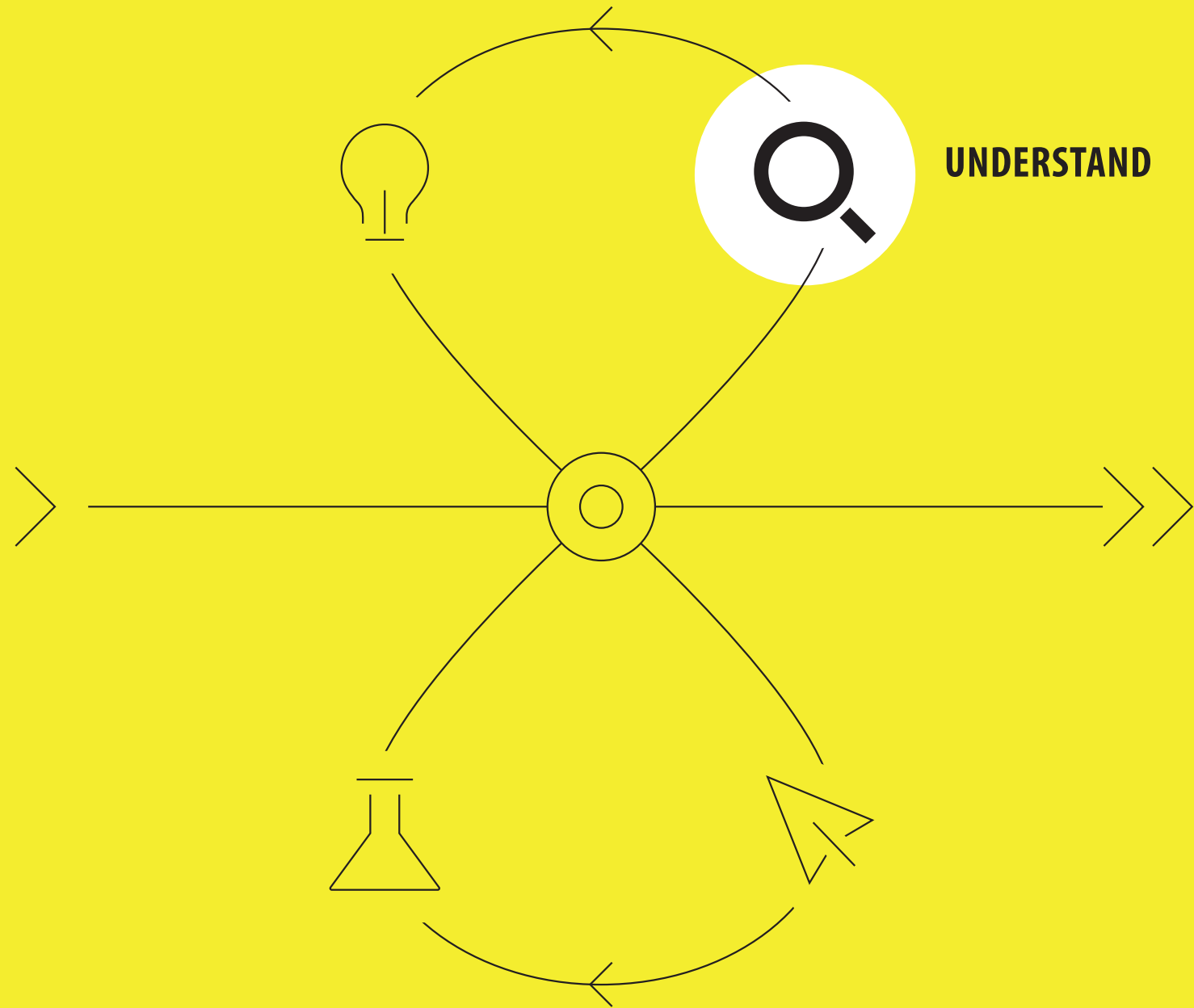
BUSINESS MODEL IDEATION P20



## PROTOTYPE AND VALIDATE NEW VALUE VALUE PROPOSITIONS

VALUE PROPOSITION P20





**UNDERSTAND**

# UNDERSTAND

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## INSIGHTS

Session



± 90 MIN

pressure cooker



3 - 5

people per group

# STEP BY STEP GUIDE

## 1 BEFORE YOU START

Arrange for a comfortable environment.  
Surely not a meeting room.

Have a discussion with the group about the year you're designing the story for as well as the magazine. In fact, the magazine in this case is very important. The group should discuss why one magazine over another. Write these on sticky notes!

### CHECKLIST

- ☐ Arrange a relaxed, positive and private environment
- ☐ Print or draw the canvas on a big sheet of paper
- ☐ Allow yourself 90 minutes of undisturbed time



AT LEAST 1 PAD  
OF STICKY NOTES  
PER PERSON



1 (FINE POINT)  
MARKER PER  
PERSON



COUPLE OF SHEETS OF WHITE  
PAPER (A4/LETTER) FOR (VI-  
SUAL) NOTE-TAKING PER PERSON

## 2 NEXT STEPS

A high-quality, practical, and inspiring vision for any organization should have three key characteristics: it needs to state where the company wants to be in the near future (2–5 years); it must contain a level of inspiration and excitement (the rallying cry); and it must detail the bold steps by which to achieve the vision.

### CHECKLIST

- ☐ Check to see how this vision resonates with others
- ☐ Incorporate the vision elements in the design criteria

# BUSINESS MODEL CANVAS EXPLAINED

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." The 5 bold steps canvas is a perfect tool to align your teams in your organization. The 5 Bold Steps Vision® Canvas was created by David Sibbet, of the Grove International.

The vision canvas will help you co-design the vision as well as the 5 bold steps to achieve that vision. Additionally, using this tool, your team will be able to clarify what supports your vision, what challenges your vision, and what opportunities are created in working toward your vision. Best of all, the vision canvas will help you derive design criteria for your business model(s) and strategy.



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A vision statement is sometimes called a picture of your company in the future. But it's so much more than that. Your vision statement is your inspiration, the framework for all your strategic planning. When creating your initial vision statement you are essentially articulating your dreams for your business. This should stand as a reminder of what you're trying to accomplish together. It may apply to your entire company or to a single division of the company. Whether for all or part of an organization, the vision statement answers the question, "Where do we want to go?"

Probably the greatest aspect of the vision canvas is that your entire vision, including actions, supports, opportunities, and challenges, will be on one sheet of paper – not a book! It's simple to share and easy to translate into concrete guidelines that decision makers (and executors) need to get their jobs done. Even better, creating a visualization of the vision, based on this canvas, will help you spread the word.

Regardless of the approach you choose to compose your vision, you'll need to involve the right people. This includes the decision makers as well as everybody else! A vision without actions or ambassadors to carry the message forward is worth no more than the paper it's printed on, no matter how well crafted.

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# BUSINESS MODEL CANVAS

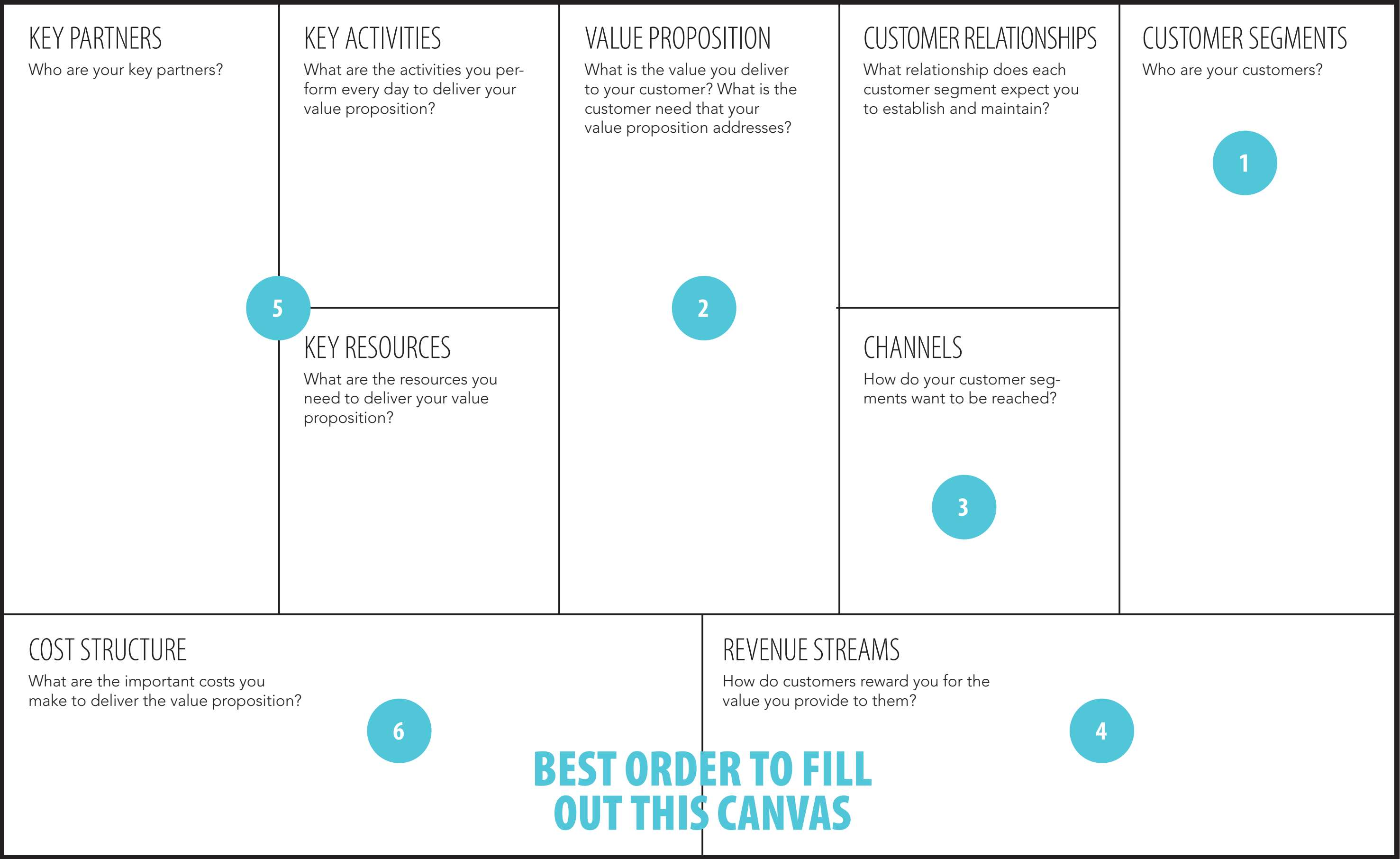
<div>KEY PARTNERS</div> <div>Who are your key partners?</div>	<div>KEY ACTIVITIES</div> <div>What are the activities you perform every day to deliver your value proposition?</div>	<div>VALUE PROPOSITION</div> <div>What is the value you deliver to your customer? What is the customer need that your value proposition addresses?</div>	<div>CUSTOMER RELATIONSHIPS</div> <div>What relationship does each customer segment expect you to establish and maintain?</div>	<div>CUSTOMER SEGMENTS</div> <div>Who are your customers?</div>
	<div>KEY RESOURCES</div> <div>What are the resources you need to deliver your value proposition?</div>		<div>CHANNELS</div> <div>How do your customer segments want to be reached?</div>	
<div>COST STRUCTURE</div> <div>What are the important costs you make to deliver the value proposition?</div>			<div>REVENUE STREAMS</div> <div>How do customers reward you for the value you provide to them?</div>	



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171 Second Street, Suite 300, San Francisco, California, 94105, USA.

# BUSINESS MODEL CANVAS



# BUSINESS MODEL CANVAS

EXAMPLE  
ING BANK







## INSIGHTS

Session



± 90 MIN

pressure cooker



3 - 5

people per group

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AT LEAST 1 PAD  
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1 (FINE POINT)  
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COUPLE OF SHEETS OF WHITE  
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# CUSTOMER JOURNEY CANVAS

## CUSTOMER NEEDS

What are the customer's basic needs at this moment?

## KEY MOMENT

What does the snapshot picture of this moment look like?

## CUSTOMER SATISFACTION

How satisfied is the customer at this moment?



# CUSTOMER JOURNEY CANVAS

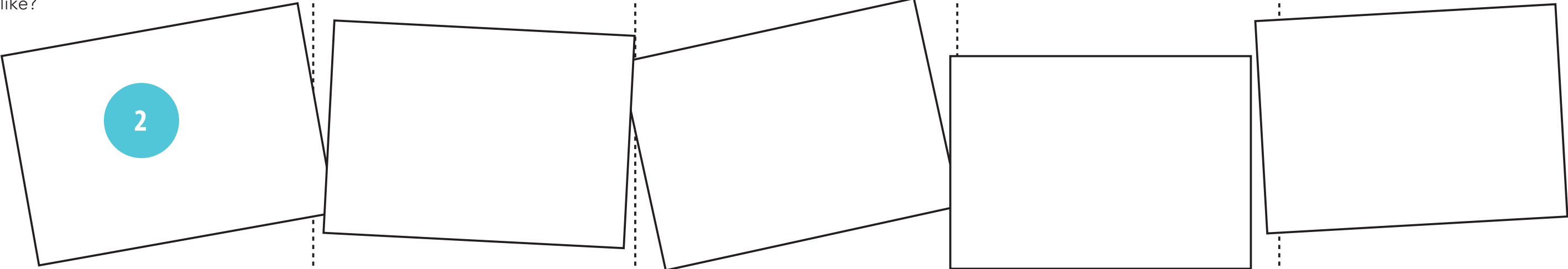
## CUSTOMER NEEDS

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1

## KEY MOMENT

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## CUSTOMER SATISFACTION

How satisfied is the customer at this moment?



3

BEST ORDER TO FILL  
OUT THIS CANVAS



# CUSTOMER JOURNEY CANVAS

EXAMPLE  
ING BANK

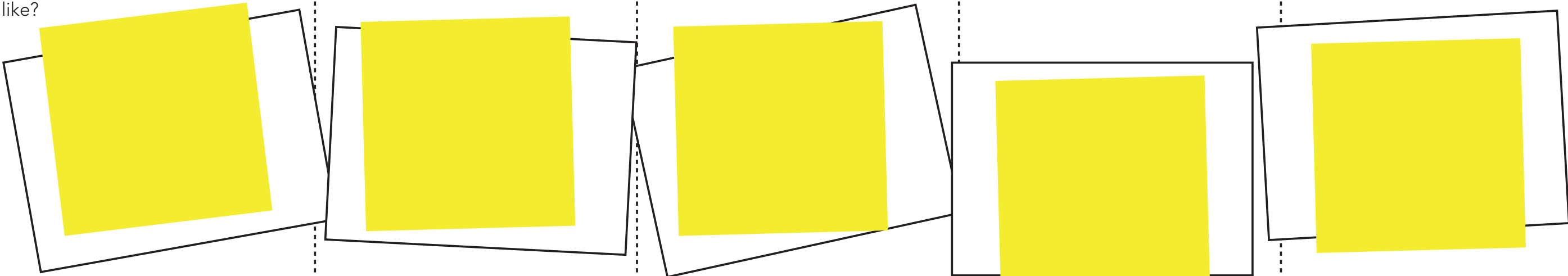
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## KEY MOMENT

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## CUSTOMER SATISFACTION

How satisfied is the customer with this moment?





## INSIGHTS

Session



± 90 MIN

pressure cooker



3 - 5

people per group

# STEP BY STEP GUIDE

## 1 BEFORE YOU START

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### CHECKLIST

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- ☐ Print or draw the canvas on a big sheet of paper
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AT LEAST 1 PAD  
OF STICKY NOTES  
PER PERSON



1 (FINE POINT)  
MARKER PER  
PERSON



COUPLE OF SHEETS OF WHITE  
PAPER (A4/LETTER) FOR (VI-  
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# EMPATHY MAP EXPLAINED

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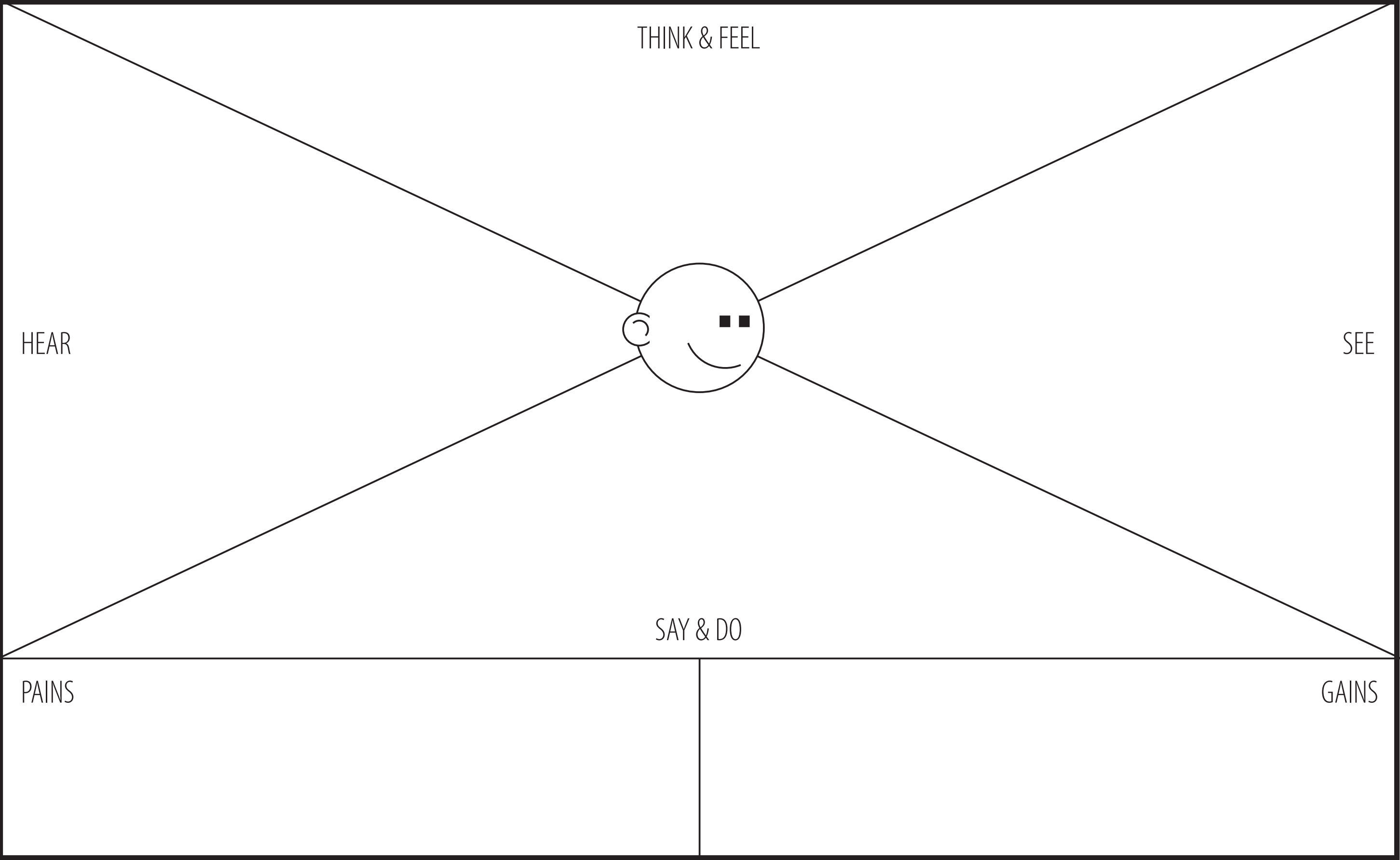


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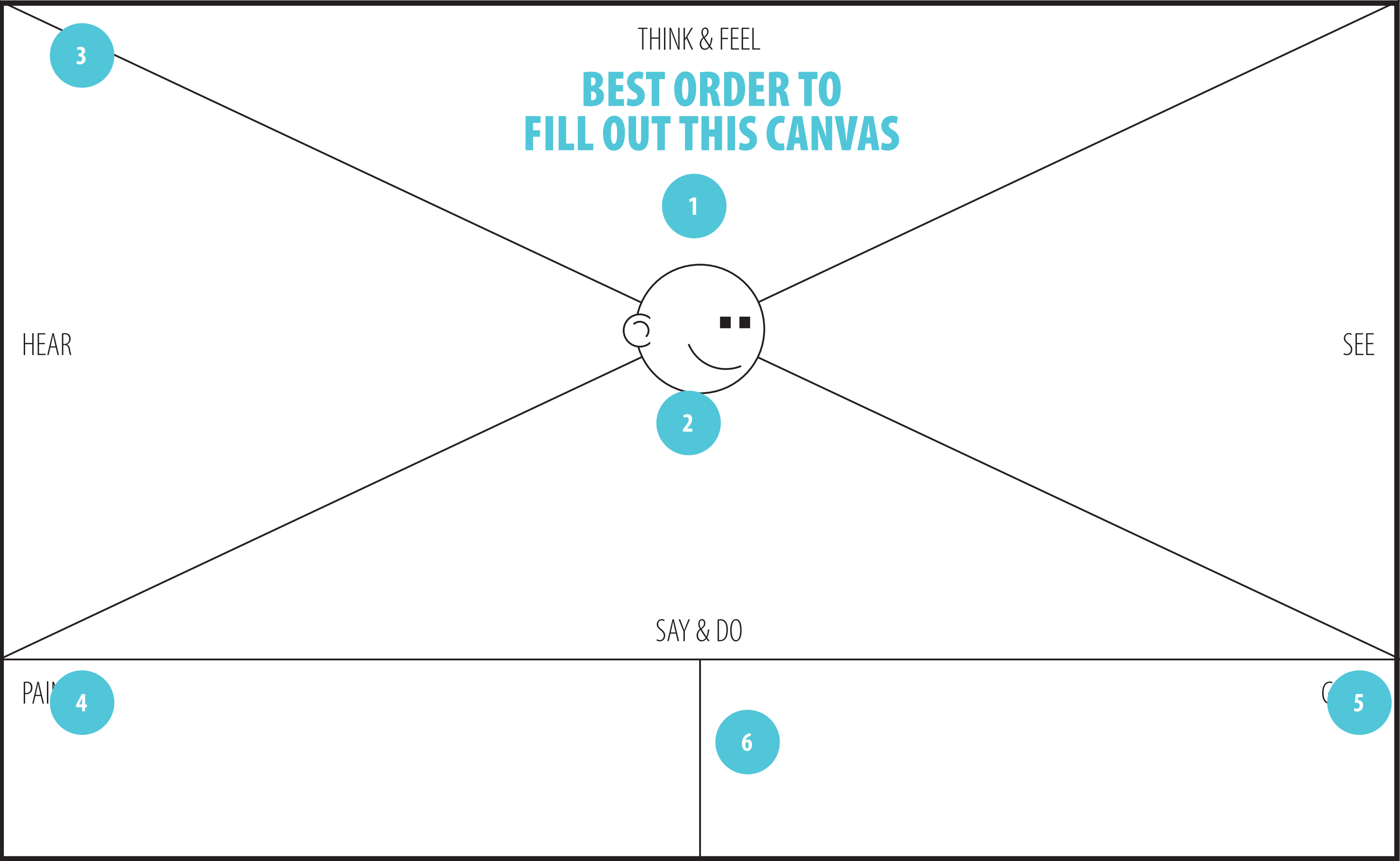


# EMPATHY MAP



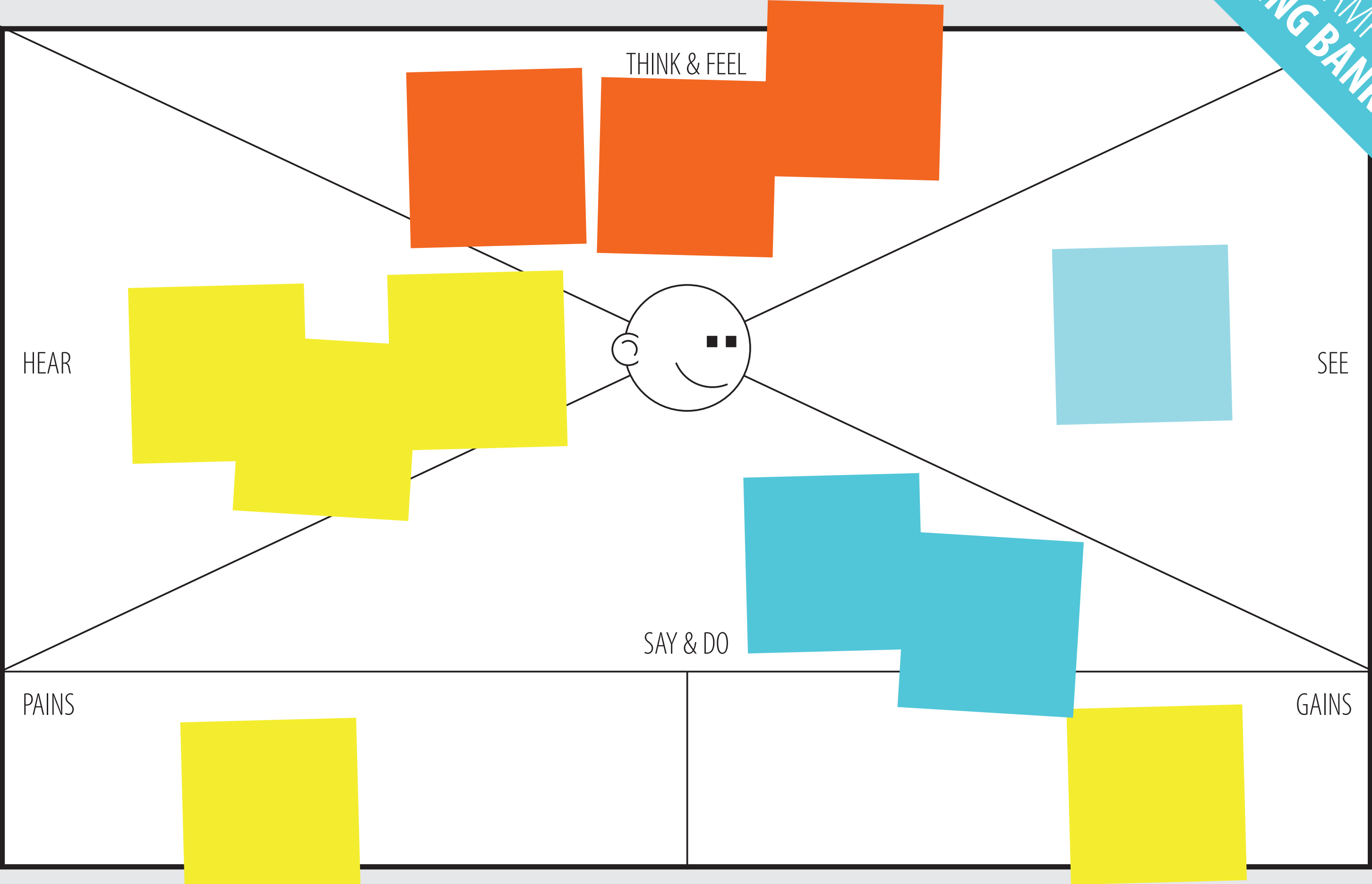


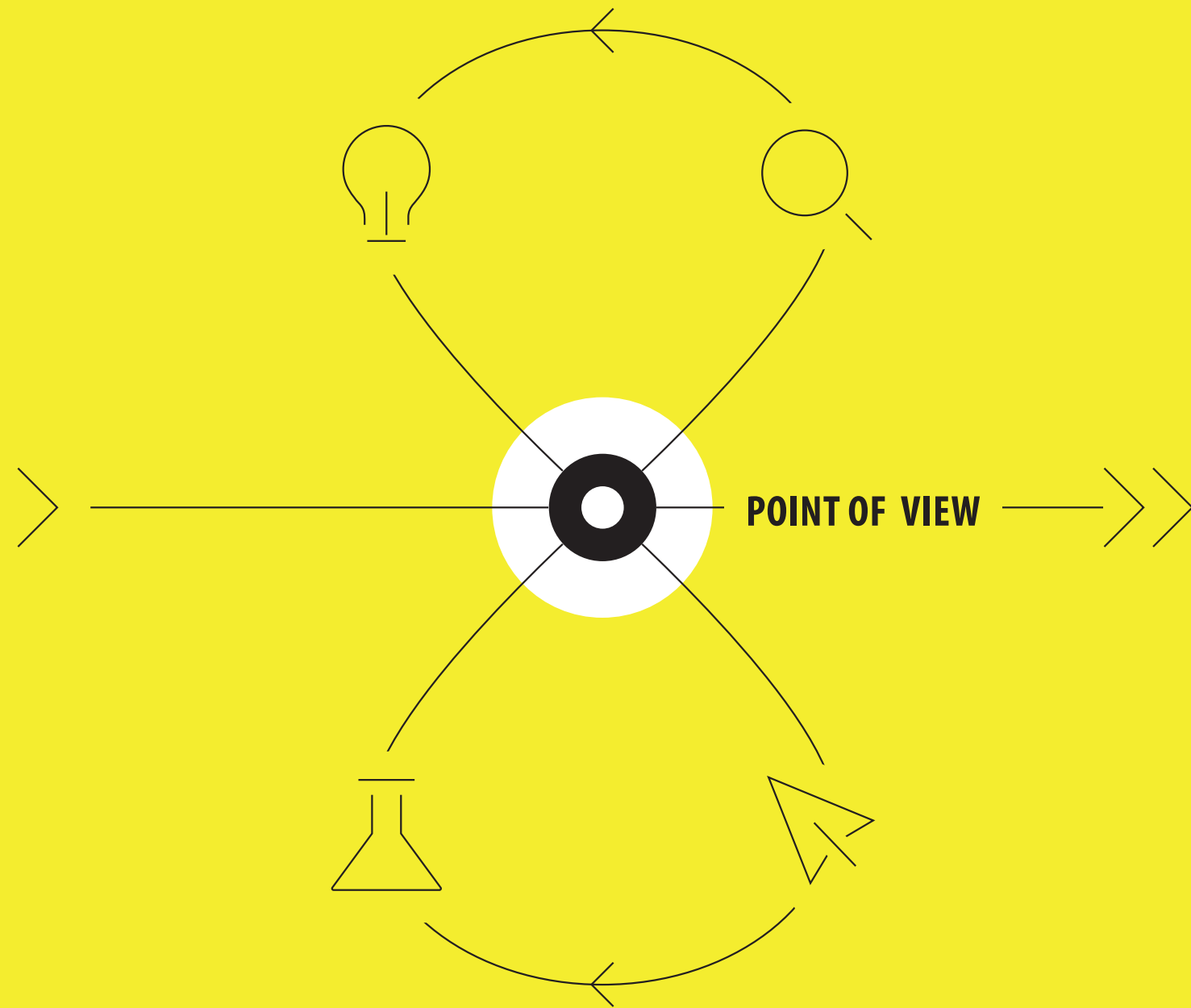
# EMPATHY MAP



# EMPATHY MAP

EXAMPLE  
ING BANK







# POINT OF VIEW

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## INSIGHTS

Session



± 90 MIN

pressure cooker



3 - 5

people per group

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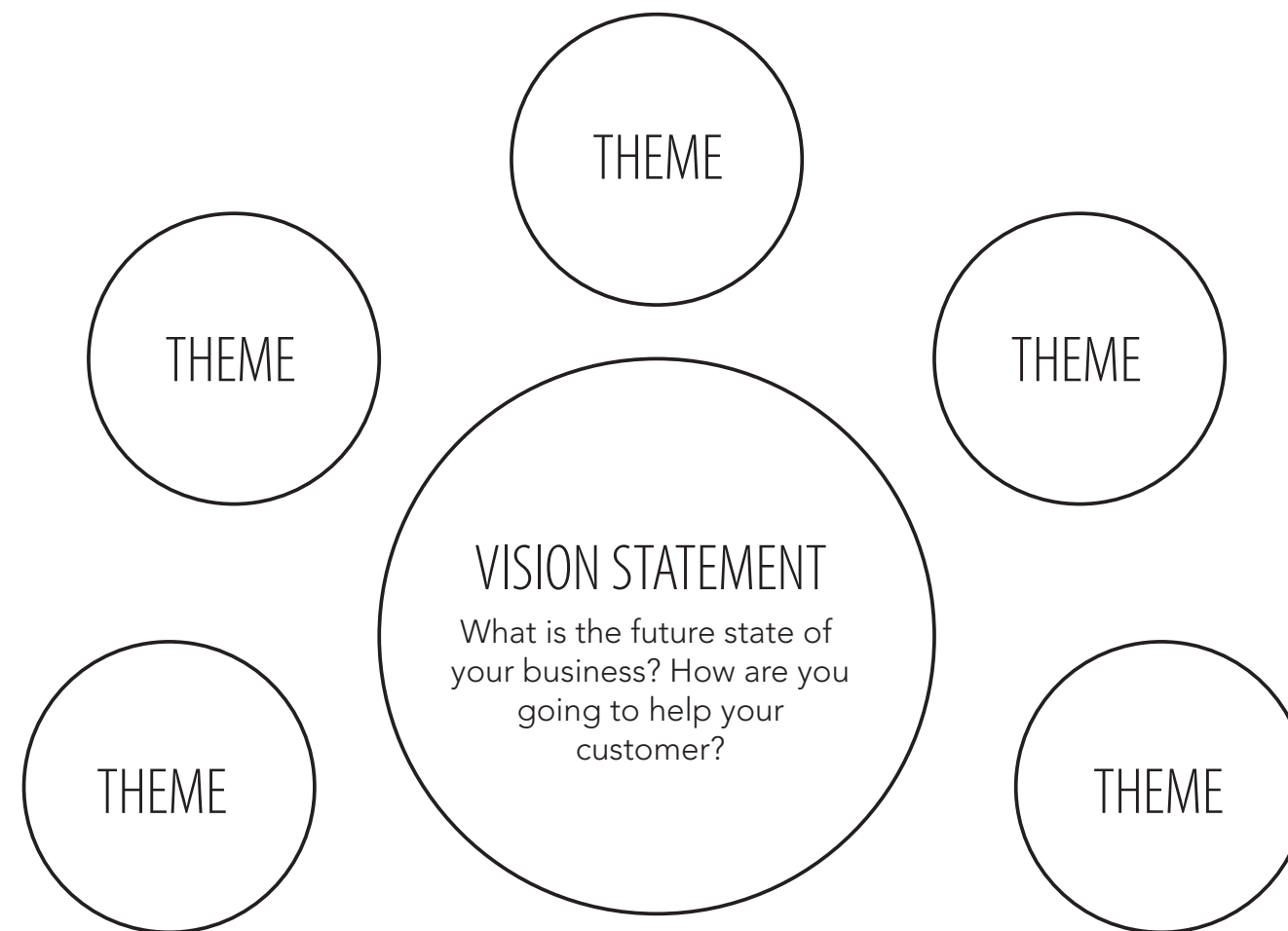


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# 5 BOLD STEPS VISION<sup>®</sup> CANVAS



## SUPPORTS

What are the supports that strengthen you while reaching your vision?

## BOLD STEPS

The big steps towards your vision

5. \_\_\_\_\_
4. \_\_\_\_\_
3. \_\_\_\_\_
2. \_\_\_\_\_
1. \_\_\_\_\_

## CHALLENGES

What are the challenges that hinder you while reaching your vision?

# 5 BOLD STEPS VISION® CANVAS

**3** Describe for each theme how it shows up in our company? How will they make the vision themes concrete and how will they inspire others?

**2** What are the essential themes supporting our vision? Describe them in 1 or 2 single words.

**BEST ORDER TO  
FILL THIS CANVAS  
OUT**



## SUPPORTS

What are the supports that strengthen you while reaching your vision?

## BOLD STEPS

The big steps towards your vision

5. \_\_\_\_\_

4. \_\_\_\_\_ **6** What are the 5 bold steps to take in order to achieve your vision?

3. \_\_\_\_\_

2. \_\_\_\_\_

1. \_\_\_\_\_

## CHALLENGES

What are the challenges that hinder you while reaching your vision?

**5**

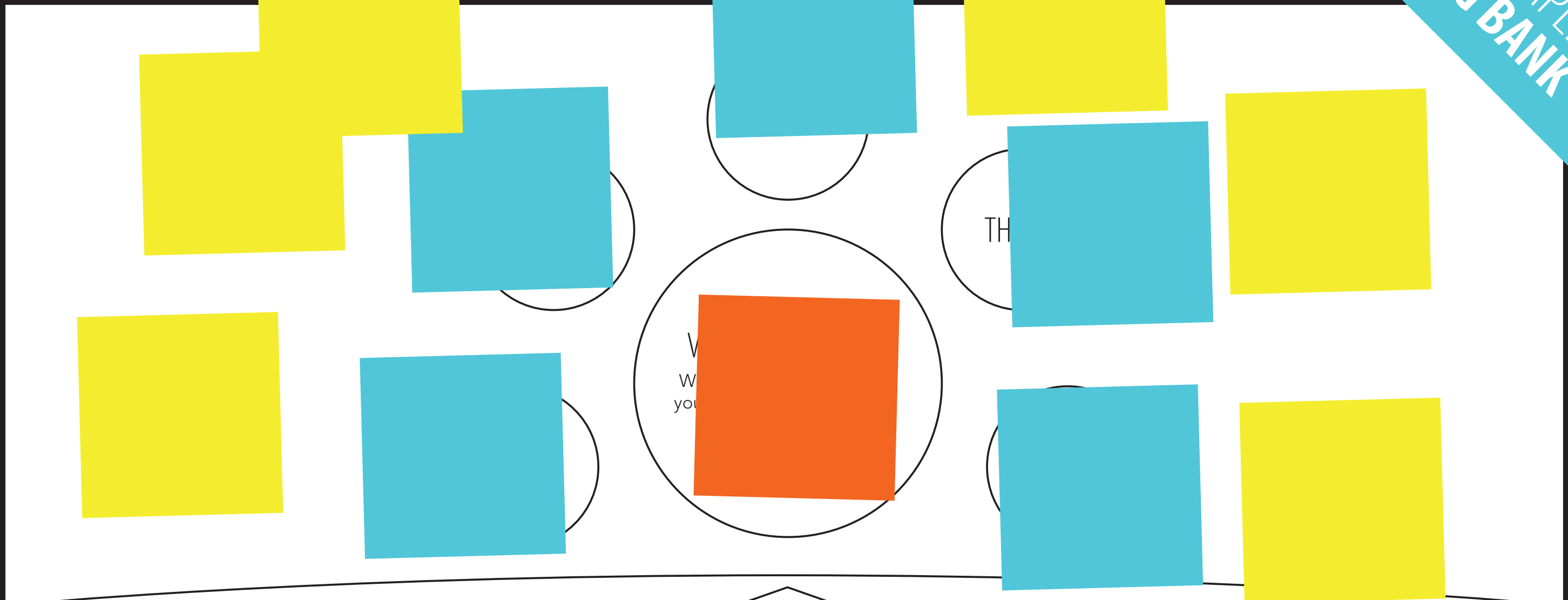
**7**

What are the crucial values that form the foundation for your vision and steps? How can we align those values?



5 BOLD STEPS VISION® CANVAS

EXAMPLE  
ING BANK



SUPPORTS

What are the supports that strengthen you while reaching your vision?

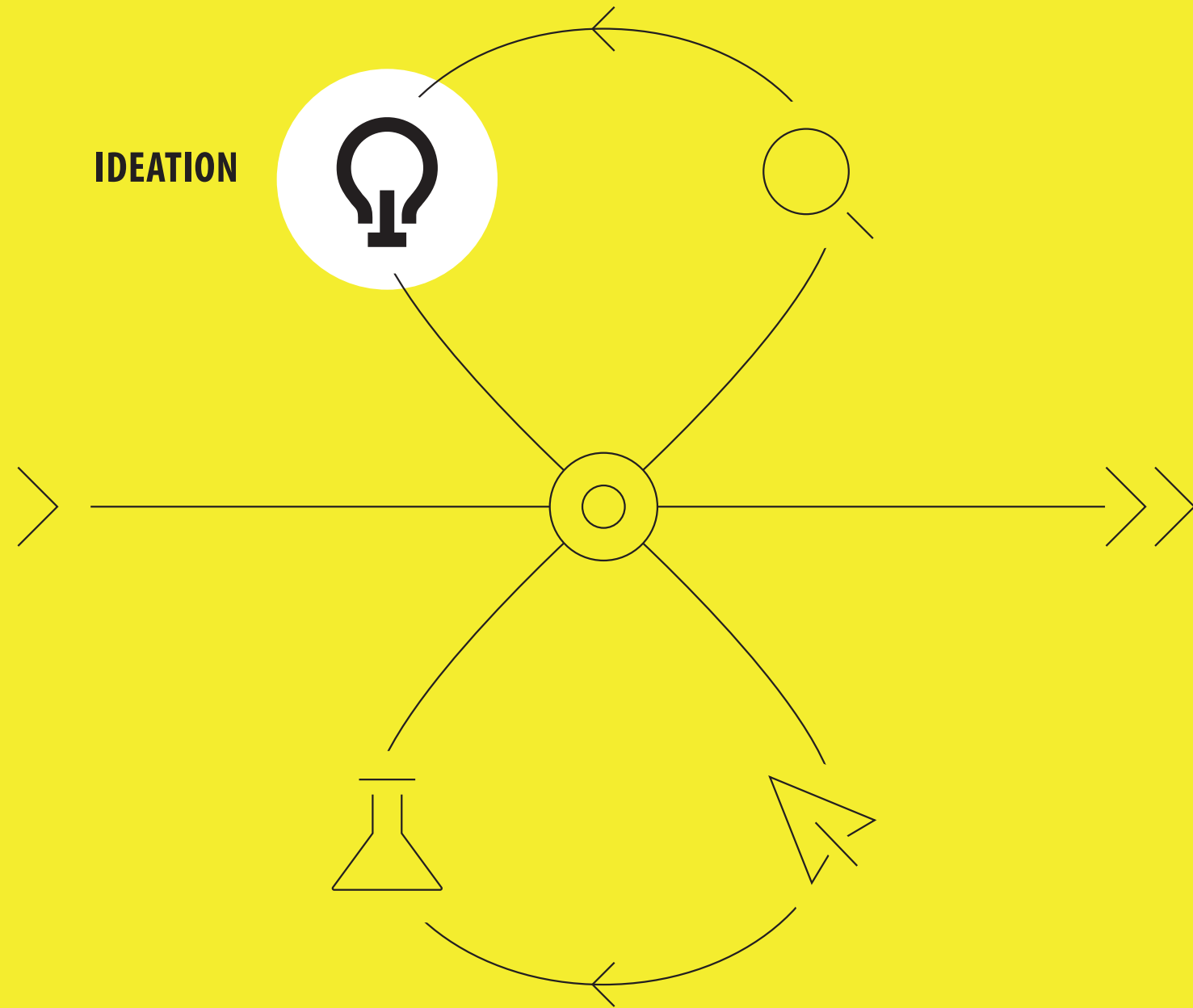
BOLD STEPS

The big steps towards



CHALLENGES

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**IDEATION**

# IDEATION

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± 90 MIN

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# BUSINESS MODEL CANVAS

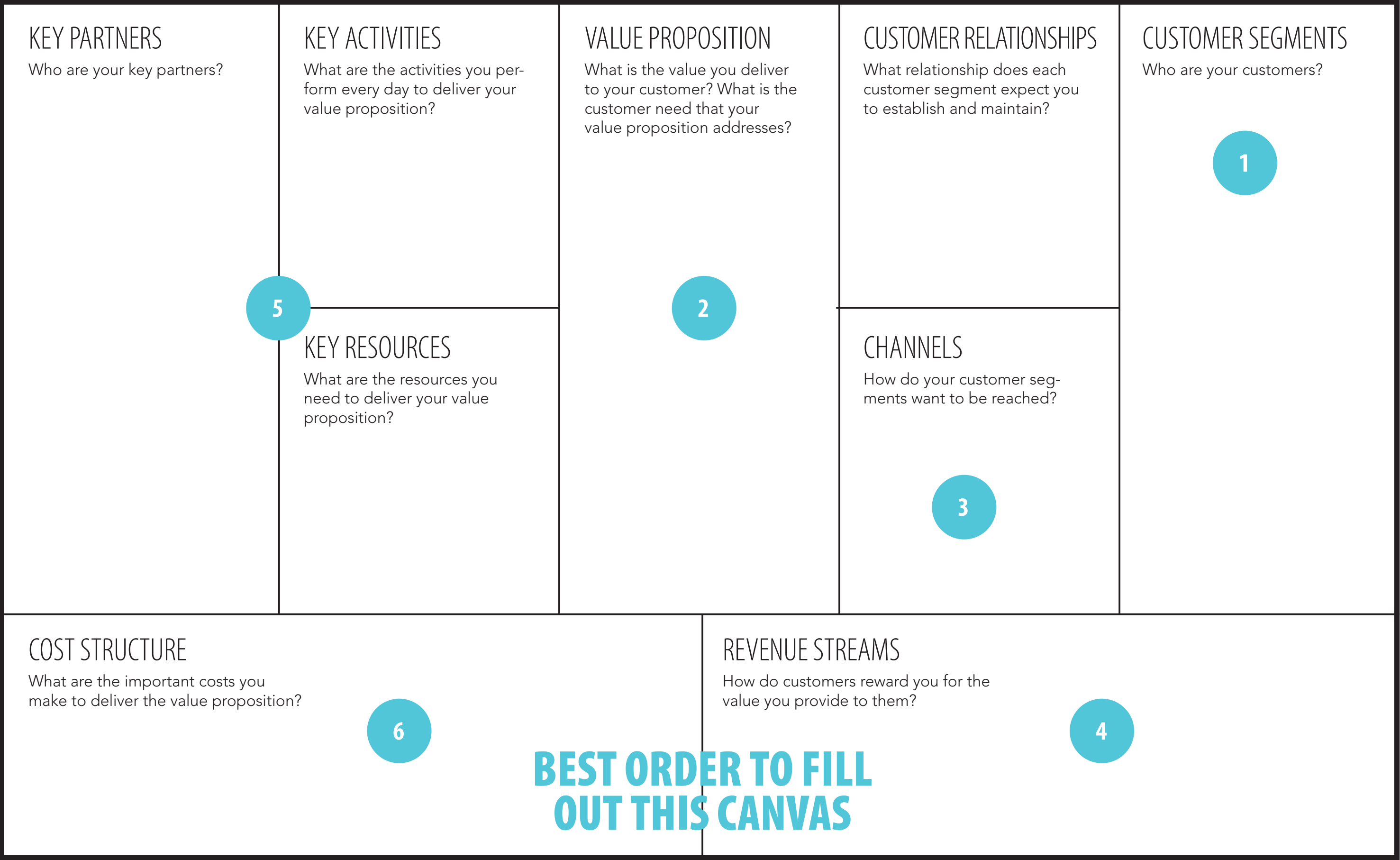
<div>KEY PARTNERS</div> <div>Who are your key partners?</div>	<div>KEY ACTIVITIES</div> <div>What are the activities you perform every day to deliver your value proposition?</div>	<div>VALUE PROPOSITION</div> <div>What is the value you deliver to your customer? What is the customer need that your value proposition addresses?</div>	<div>CUSTOMER RELATIONSHIPS</div> <div>What relationship does each customer segment expect you to establish and maintain?</div>	<div>CUSTOMER SEGMENTS</div> <div>Who are your customers?</div>
	<div>KEY RESOURCES</div> <div>What are the resources you need to deliver your value proposition?</div>		<div>CHANNELS</div> <div>How do your customer segments want to be reached?</div>	
<div>COST STRUCTURE</div> <div>What are the important costs you make to deliver the value proposition?</div>			<div>REVENUE STREAMS</div> <div>How do customers reward you for the value you provide to them?</div>	



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# BUSINESS MODEL CANVAS

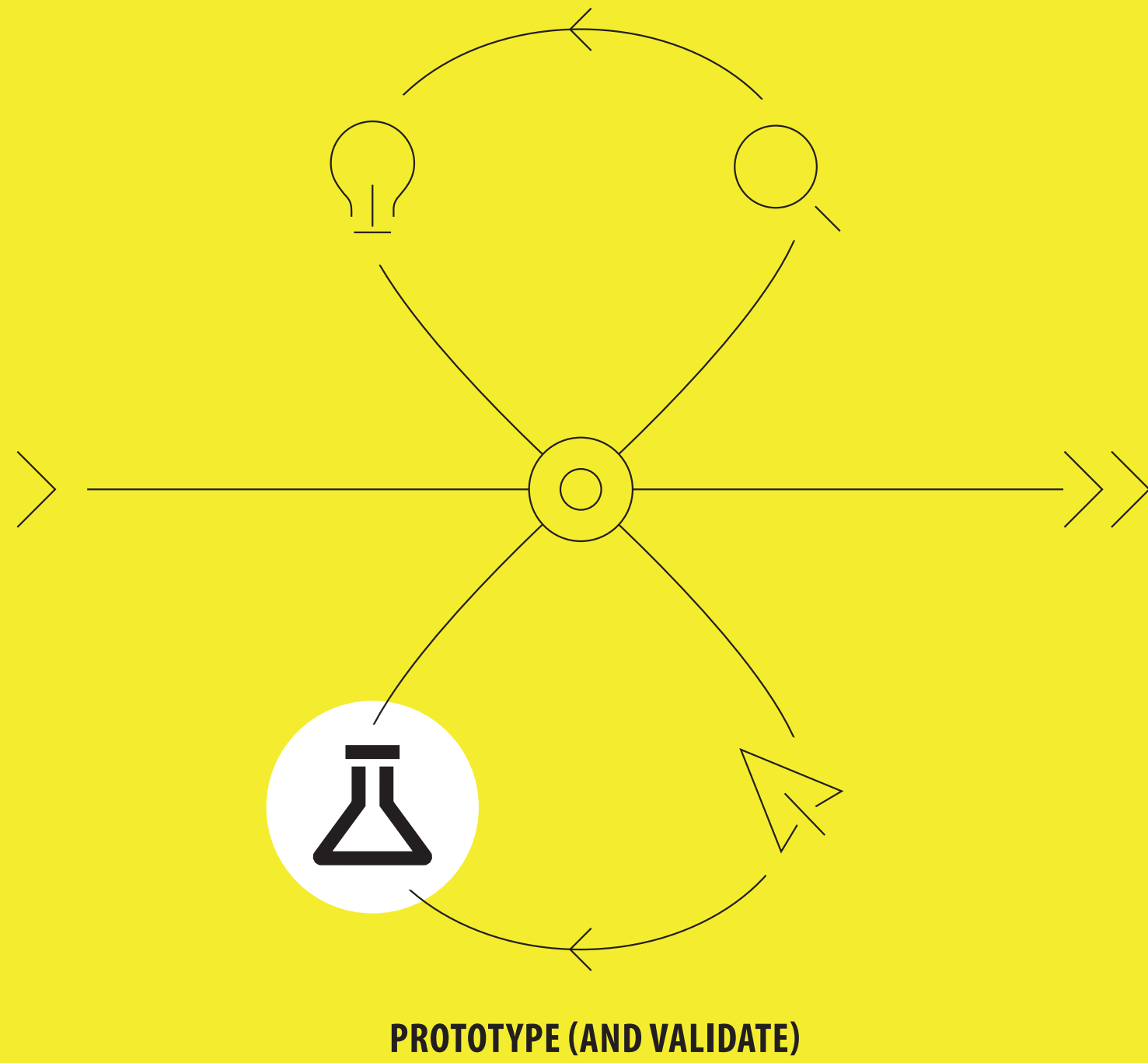


KEY PARTNERS	KEY activities	value proposition	customer relationships	customer segments
	KEY resources		channels	
cost structure		revenue streams		

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cost structure		revenue streams		





# PROTOTYPE AND VALIDATE

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## INSIGHTS

Session



± 90 MIN

pressure cooker



3 - 5

people per group

# STEP BY STEP GUIDE

## 1 BEFORE YOU START

Arrange for a comfortable environment.  
Surely not a meeting room.

Have a discussion with the group about the year you're designing the story for as well as the magazine. In fact, the magazine in this case is very important. The group should discuss why one magazine over another. Write these on sticky notes!

## CHECKLIST

- ☐ Arrange a relaxed, positive and private environment
- ☐ Print or draw the canvas on a big sheet of paper
- ☐ Allow yourself 90 minutes of undisturbed time



AT LEAST 1 PAD  
OF STICKY NOTES  
PER PERSON



1 (FINE POINT)  
MARKER PER  
PERSON



COUPLE OF SHEETS OF WHITE  
PAPER (A4/LETTER) FOR (VI-  
SUAL) NOTE-TAKING PER PERSON

## 2 NEXT STEPS

A high-quality, practical, and inspiring vision for any organization should have three key characteristics: it needs to state where the company wants to be in the near future (2–5 years); it must contain a level of inspiration and excitement (the rallying cry); and it must detail the bold steps by which to achieve the vision.

## CHECKLIST

- ☐ Check to see how this vision resonates with others
- ☐ Incorporate the vision elements in the design criteria

# VALUE PROPOSITION CANVAS EXPLAINED

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." The 5 bold steps canvas is a perfect tool to align your teams in your organization. The 5 Bold Steps Vision® Canvas was created by David Sibbet, of the Grove International.

The vision canvas will help you co-design the vision as well as the 5 bold steps to achieve that vision. Additionally, using this tool, your team will be able to clarify what supports your vision, what challenges your vision, and what opportunities are created in working toward your vision. Best of all, the vision canvas will help you derive design criteria for your business model(s) and strategy.



DDDDLEGERENA DEM POS CON TRISSA REDEESSUSQUE  
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A vision statement is sometimes called a picture of your company in the future. But it's so much more than that. Your vision statement is your inspiration, the framework for all your strategic planning. When creating your initial vision statement you are essentially articulating your dreams for your business. This should stand as a reminder of what you're trying to accomplish together. It may apply to your entire company or to a single division of the company. Whether for all or part of an organization, the vision statement answers the question, "Where do we want to go?"

Probably the greatest aspect of the vision canvas is that your entire vision, including actions, supports, opportunities, and challenges, will be on one sheet of paper – not a book! It's simple to share and easy to translate into concrete guidelines that decision makers (and executors) need to get their jobs done. Even better, creating a visualization of the vision, based on this canvas, will help you spread the word.

Regardless of the approach you choose to compose your vision, you'll need to involve the right people. This includes the decision makers as well as everybody else! A vision without actions or ambassadors to carry the message forward is worth no more than the paper it's printed on, no matter how well crafted.

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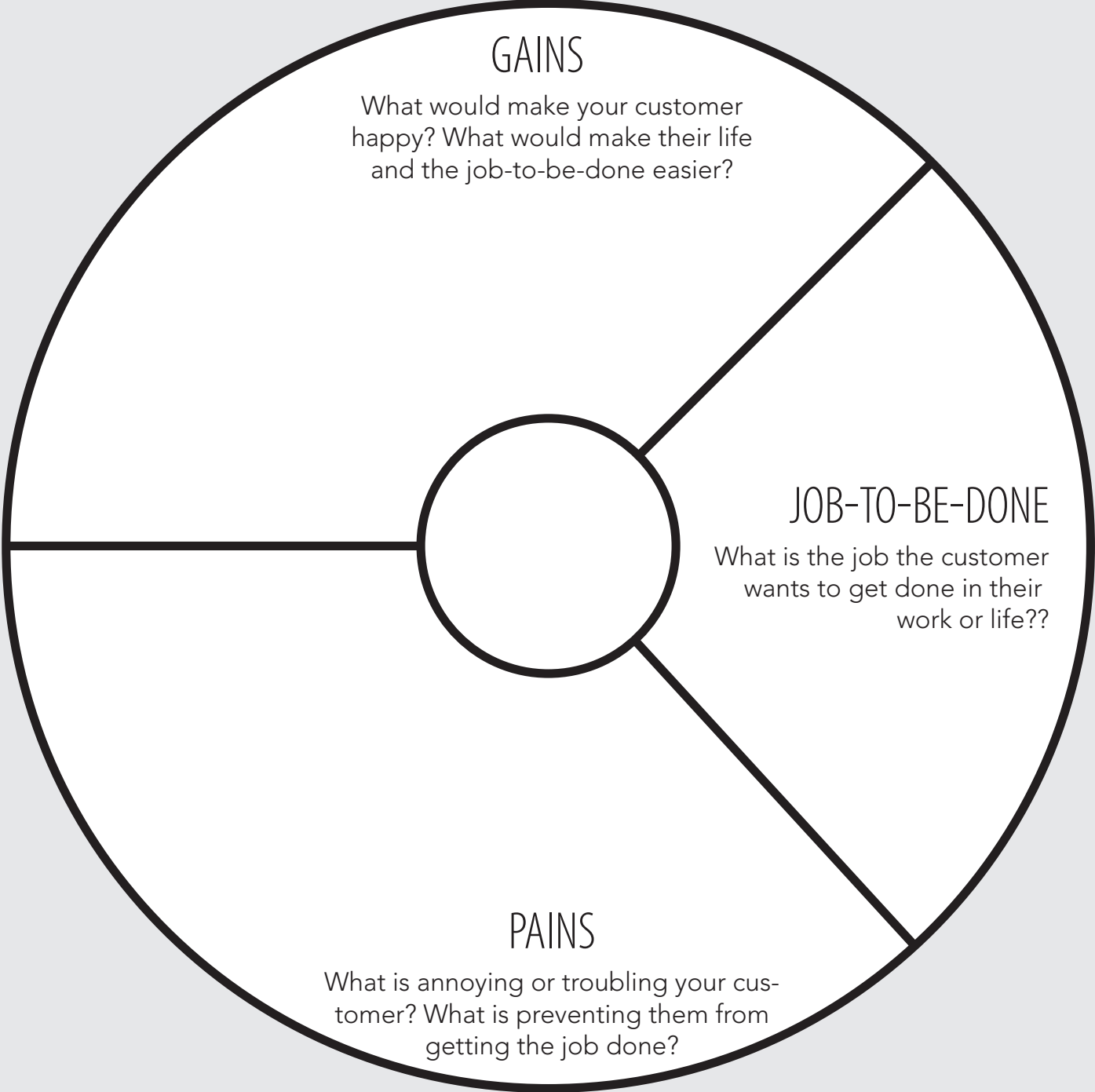


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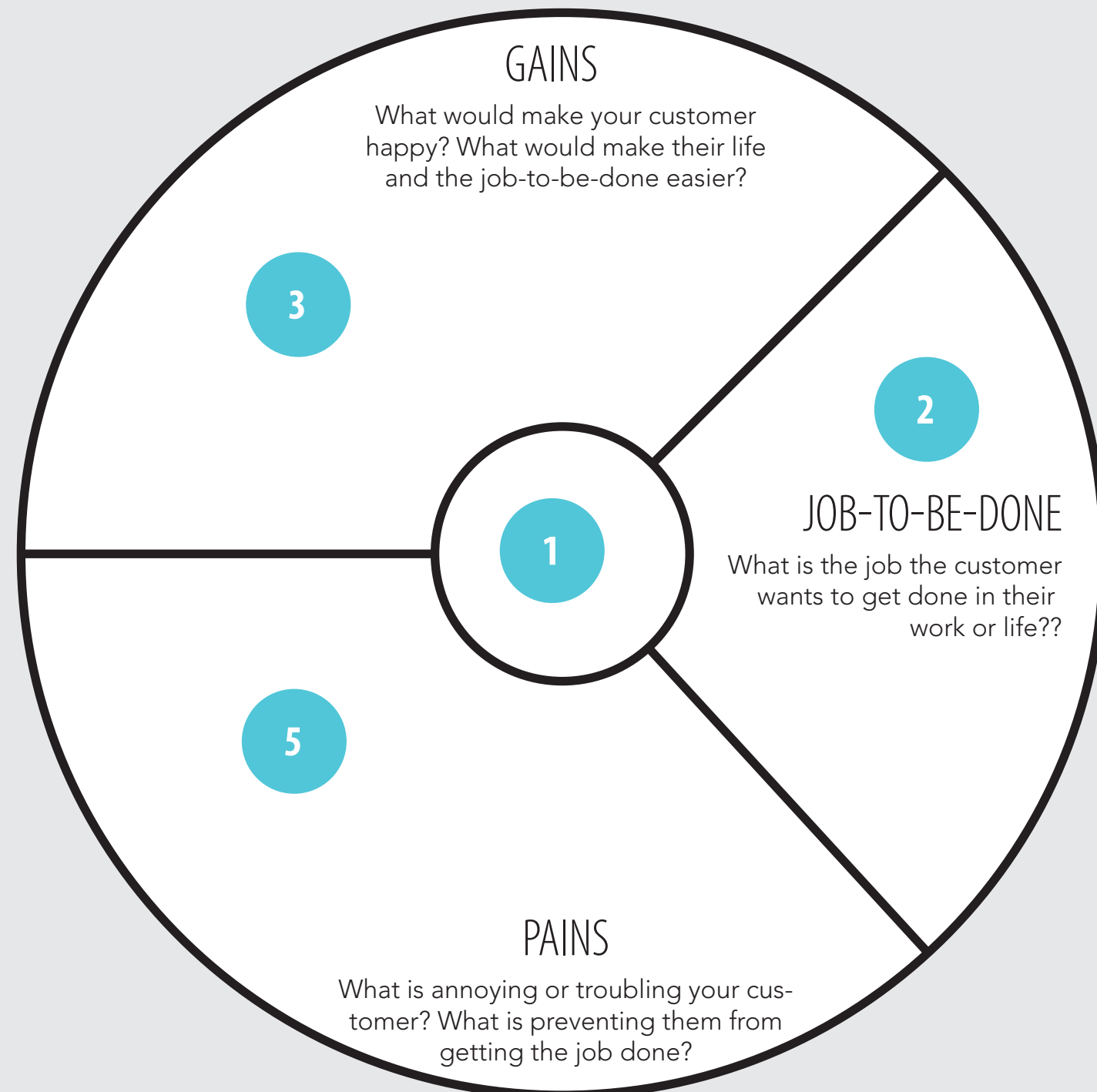
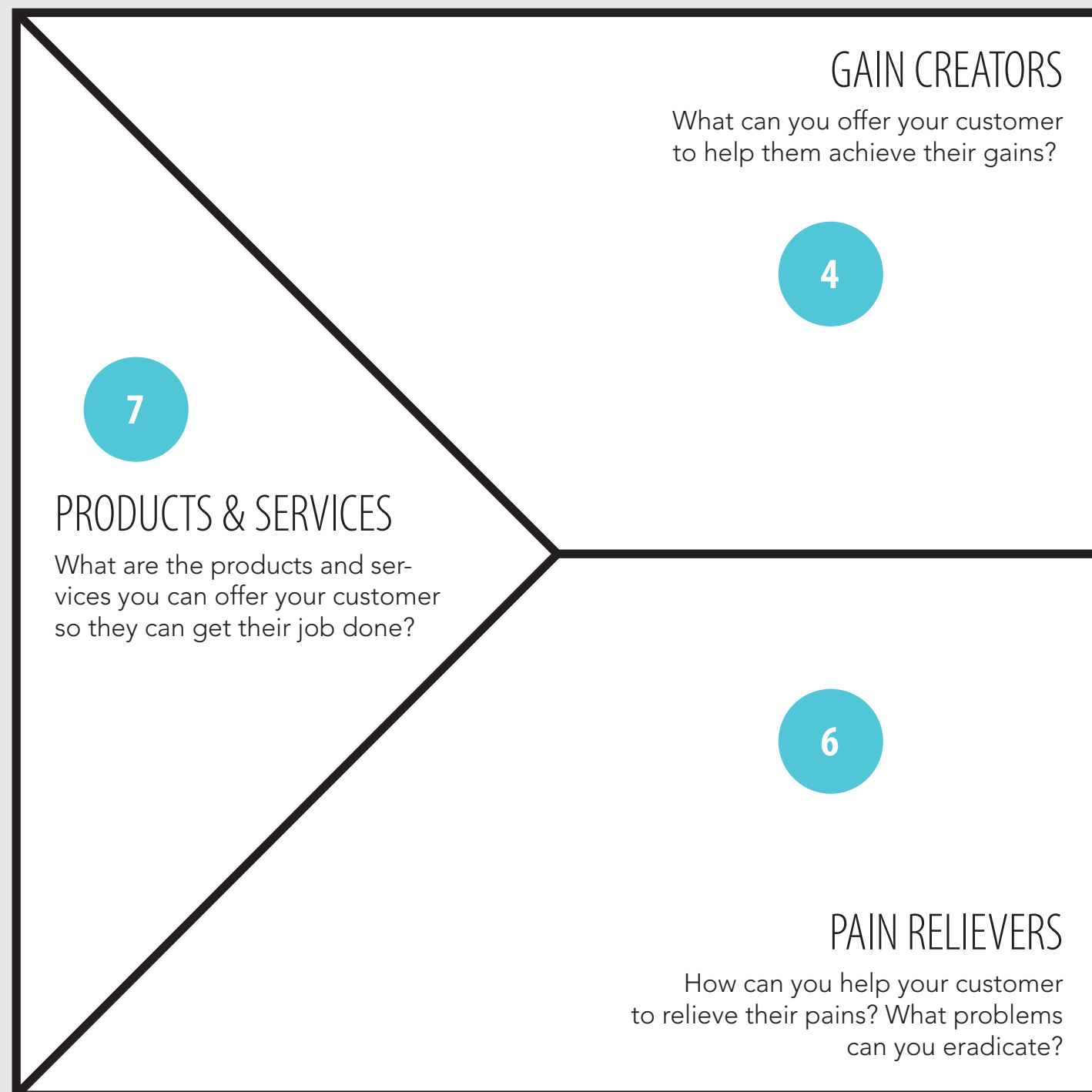
# VALUE PROPOSITION CANVAS



# VALUE PROPOSITION CANVAS



## BEST ORDER TO FILL OUT THIS CANVAS



# VALUE PROPOSITION CANVAS

EXAMPLE  
ING BANK

