

User Guide

Business Ecosystem Maps v1.0

VDMbee Value Management Platform extension



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Introduction

This document is meant as User Guide for functional users of the VDMbee Value Management Platform, and focuses on its Business Ecosystem Maps extension.

For understanding of the functionality of the kernel of the VDMbee Value Management Platform, the reader can refer to the User Guide of the [VDMbee Value Management Platform](#), as can be downloaded from the VDMbee website. For instance, when a form or type of object that has been explained in detail in that User Guide, also serves in the current User Guide. The user is assumed to be familiar with basic behavior of the VDMbee Value Management Platform, as explained in that User Guide, such as how to navigate back by the breadcrumb that is shown at the top of its pages, e.g., as



[My Plans](#) / [Paperboy](#)

For convenience the VDMbee Management Platform itself is abbreviated as **VMP**. The frequently occurring term “Business Model” will be abbreviated as **BM**.

This User Guide does not contain any technical specifications. It just explains the functionality of the Business Ecosystem Maps extension of VMP, based on its various application forms.

Note: Terminology in this document assumes using a mouse (or touch pad) to generate User Interface events, e.g. “click”, “mouse-over”, “hover”, “drag”, etc. When you use a device that is touch enabled, touch event counterparts can be used to trigger the same behavior.

Note: Throughout VMP, User Interface (UI) controls that require input are marked with an **orange** star (*).

This User Guide starts with introduction of some Business Ecosystem Map-related concepts, as used in VMP. Subsequent sections will then demonstrate how to create Business Ecosystem Maps and how to map their elements to elements in structured BMs in the kernel of VMP, for the purpose of prototyping strategy and impact analysis of business innovations or transformations.

Business Ecosystem Map-related Concepts used in VMP

As every Concept in VMP, also Business Ecosystem Map-related Concepts are associated with an icon, which is used to denote that Concept in VMP, as well as in related materials such as this User Guide, training material, etc.

Value

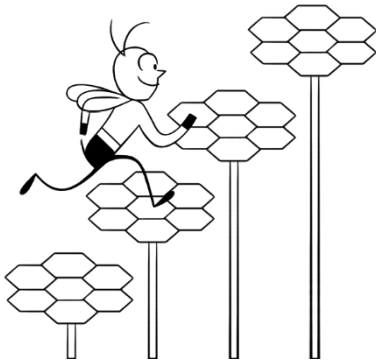


Better businesses innovate and transform continuously to create and secure Value.

Values are the matters of interest or importance to the stakeholders of the Business.

In the context of this User Guide Values are delivered with Value Propositions (see below), or are captured with My Propositions (see below).

Plan

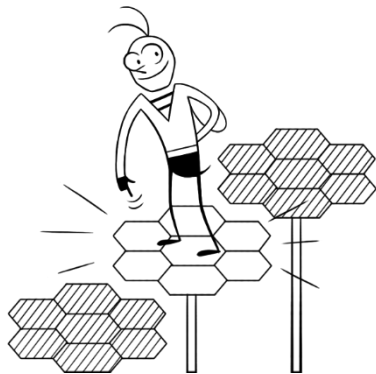


Management of an innovation or transformation initiative requires a **Plan** as the vehicle to define and execute strategies.

A Plan is a phased proceeding to achieve a strategic or tactical goal.

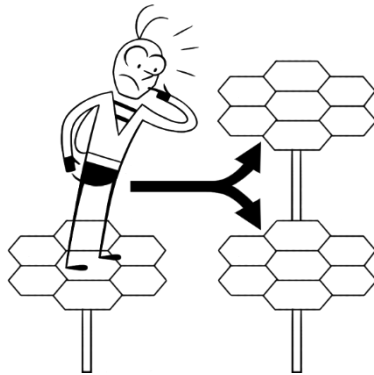
Plan Values, though not explicitly considered in this User Guide, are defined as basis for management and measurement of success of plan outcomes. Plan Values are the basis of defining Plan objectives.

Phase



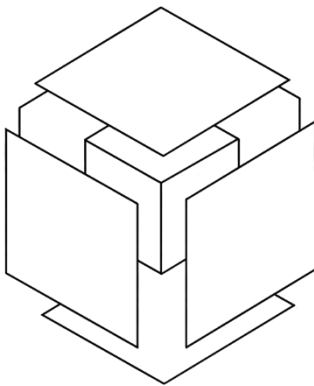
A Plan consists of **Phases**. Phases are the steps that are defined towards achieving the goal. Phases are time-bound. Value objectives, though not explicitly considered in this User Guide, can be defined and managed per Phase.

Alternative



Per Phase, one or more **Alternatives** can be defined. Alternatives are possible scenarios that are explored with respect to their achievement of Value objectives of a Phase.

Business Model



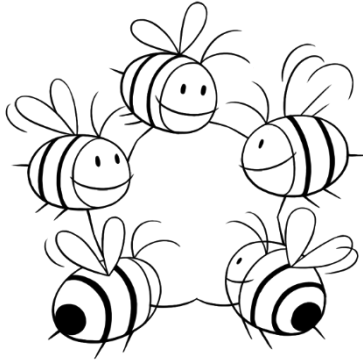
A **Business Model** defines how a Business, in a particular product-market combination, creates and delivers Value for the stakeholders involved. A product-market combination is typically defined as the combination of a Value Proposition provided to a Customer.

A Business Model, like a cube, is defined in six dimensions:

- Customer(s) that is (are) served
- Partners involved
- Value Propositions that are provided and received.
- Activities to create and deliver Value Propositions (not explicitly considered in this User Guide)
- Competencies used to perform Activities (not explicitly considered in this User Guide)
- Values created, delivered (or exchanged), consumed and captured, together with their Value Formulas. (Value Formulas are not explicitly considered in this User Guide, and Values are only considered in relation to Value Propositions and My Propositions)

The rationale of how Value is created, delivered, consumed and captured is defined by how the various components according to these six dimensions are interrelated. Following the Cube-metaphor, these relations can be considered the “wiring” inside the box (the seventh dimension).

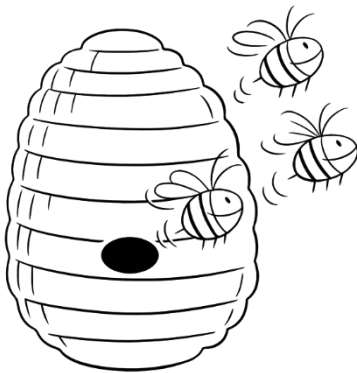
Participant Network



Participant Networks form the foundation of Business Models and their relationships. Any Business Model is based on one or more Participant Networks. Participant Networks may be shared between Business Models.

A Participant Network defines which Participants, in which Roles, collaborate with each other, by creating and delivering Value and exchanging Value with each other. A Participant may be a Partner to the Business Model, or a Customer or represent the Business itself (i.e. the enterprise that owns the Business Model).

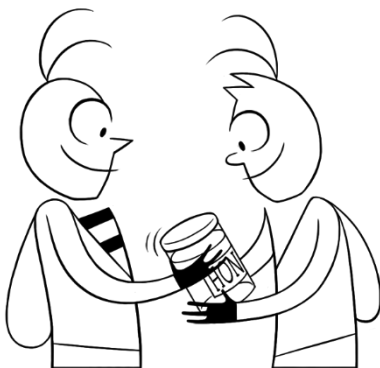
The Business



The **Business** is a Participant that owns the Business Model.

A Business typically owns and operates multiple Business Models.

Customer

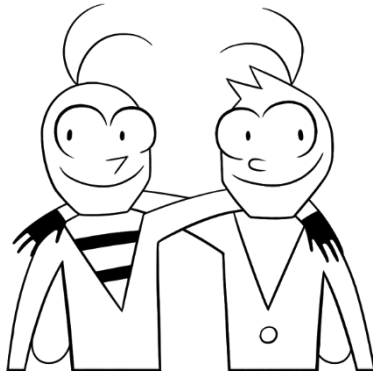


Another type of Participant in a Business Model is a **Customer**. Serving a Customer determines the main purpose of the Business Model (next to the purpose of satisfying the needs of the Business itself).

Customers may be Enterprises, Market Segments or Individuals.

It is normal for a Business Model to only have one or a very few Customers.

Partner

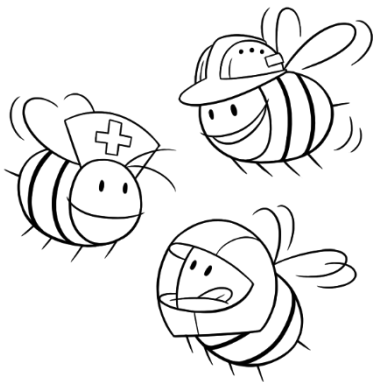


A **Partner** is a Participant that is involved in the Business Model to help creating the Value to be delivered to the Customer(s) in the Business Model.

Partners may be Enterprises, Market Segments or Individuals.

A Business Model may involve several or even many Partners.

Role



A **Role** is a part that a Participant plays in a Participant Network, and by that, in the Business Model.

A Participant in a Business Model may be assigned one or more Roles, in possibly more than one Participant Network. Through Roles, Participants perform Activities (not explicitly considered in this User Guide) and provide and receive Value Propositions.

The same Participant may be Customer in one Business Model and Partner in another, or it maybe even both Customer and Partner in the same Business Model, though in different Roles.

Value Proposition

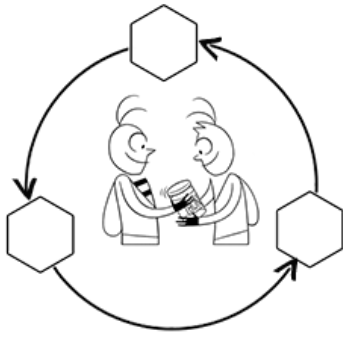


Participants, via Roles, exchange **Value Propositions** with each other.

A Value Proposition is the expression of the Values offered to a recipient, based on a product or service or a bundle of product(s) and/ or service(s). These Values are not only evaluated from the perspective of the provider, but particularly in terms of the recipient's opinion and/ or level of satisfaction (though these aspects will not be dealt with explicitly in this User Guide).

As Business Models are based on one or more, possibly shared, Participant Networks, **Ecosystems** of Business Models can be created by creating Business Models for multiple Enterprise Participants in these Participant Networks. Value Propositions are exchanged between Business Models in such **Ecosystems**, both intra- and inter-Enterprise. A Value Proposition that is provided in one Business Model may be received in another.

Business Ecosystem Map

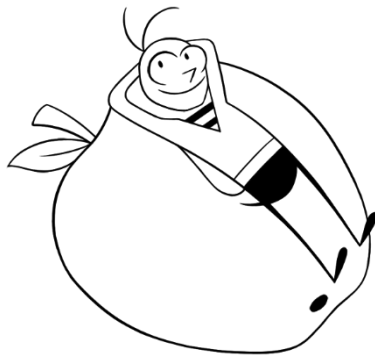


A **Business Ecosystem Map** can be designed to graphically specify how Participants in Business Model(s) collaborate by exchanging Value Propositions with each other. This map is typically used to provide a big picture of the Business Ecosystem in which Business Models live. It will also help to oversee and understand relationships in the often complex situations.

A Business Ecosystem Map can include various levels of detail, whereby nodes in the graph may represent Participants, their Roles or their Business Models, even in hybrid combinations. Connectors represent how Value Propositions are provided and received.

Elements in the Business Ecosystem Map can be mapped to elements in structured Business Models and their related Participant Networks and Value Propositions in the Value Management Platform. Based on such mapping, elements in structured Business Models can be created and existing ones can be selected for visualization.

My Proposition



A Business should also care about the result of the Business Model for its owner, i.e. the Business itself.

“My Proposition” is a Value Proposition that expresses the result of the Business Model to the Business. It expresses the Value that the Business captures from the Business Model.

It expresses how the Business itself benefits from creating Value for and exchanging Value with Customers and Partners in its Business Model. In a way, My Proposition is the Value Proposition of the Business Model to the Business.

“My Proposition” typically articulates:

- Result of Value exchange (e.g. profit)
- Values of interest to the Business, but not to Customers or Partners.

A common and basic Value that is expressed by My Proposition is profit. But other Values can be considered as well.

Package



Model data, underlying and supporting Plans, is enabled for modular use and life cycle management (evolution over time).

For this purpose **Packages** are introduced.

A Package contains Model data and serves as scope for re-use and evolution of the Model data over time, i.e. from Alternative to Alternative and from Phase to Phase.

Other concepts

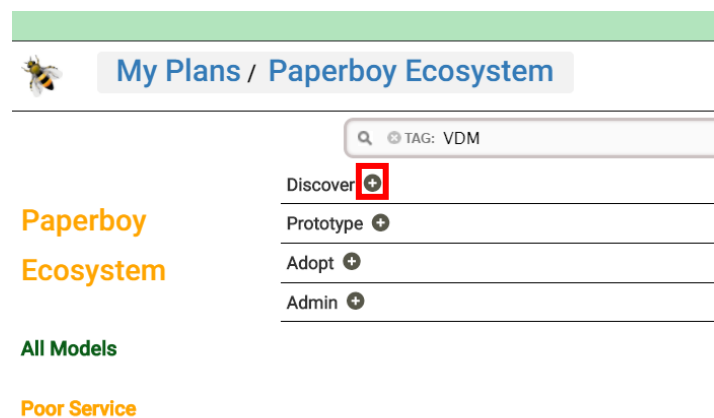
For more detail about these Concepts, as well as for additional Concepts and their icons, see the User Guide of the [VDMbee Value Management Platform](#) itself.

Create a Business Ecosystem Map

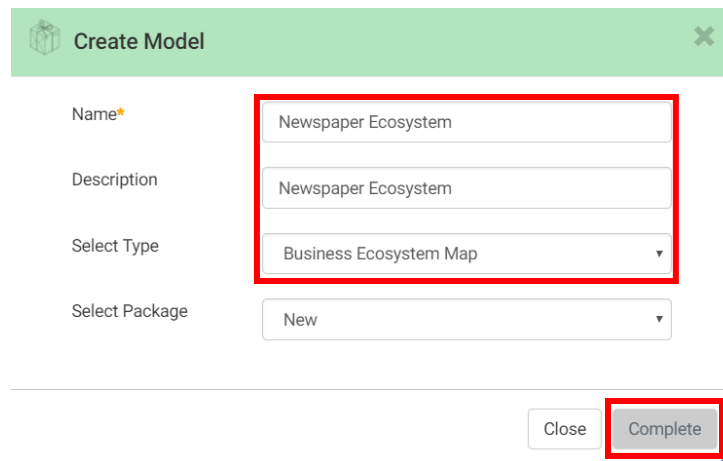
A Business Ecosystem Map, as any other type of content, is created in the context of a Phase (and Alternative) of a Plan (see the User Guide of the [VDMbee Value Management Platform](#) itself for handling of Plans, Phases and Alternatives).

Discovery is a creative process, with focus on ideation. It deals with ideas, facts, opinions, etc. Among the Models that can be created in VMP, to support Discovery, are Business Ecosystem Maps.

From the “**Plan page**”, part of which is shown below, a new “Discovery” Model can be created by clicking the (+) button in the “Discover” region.



This starts “**Create Model**”.



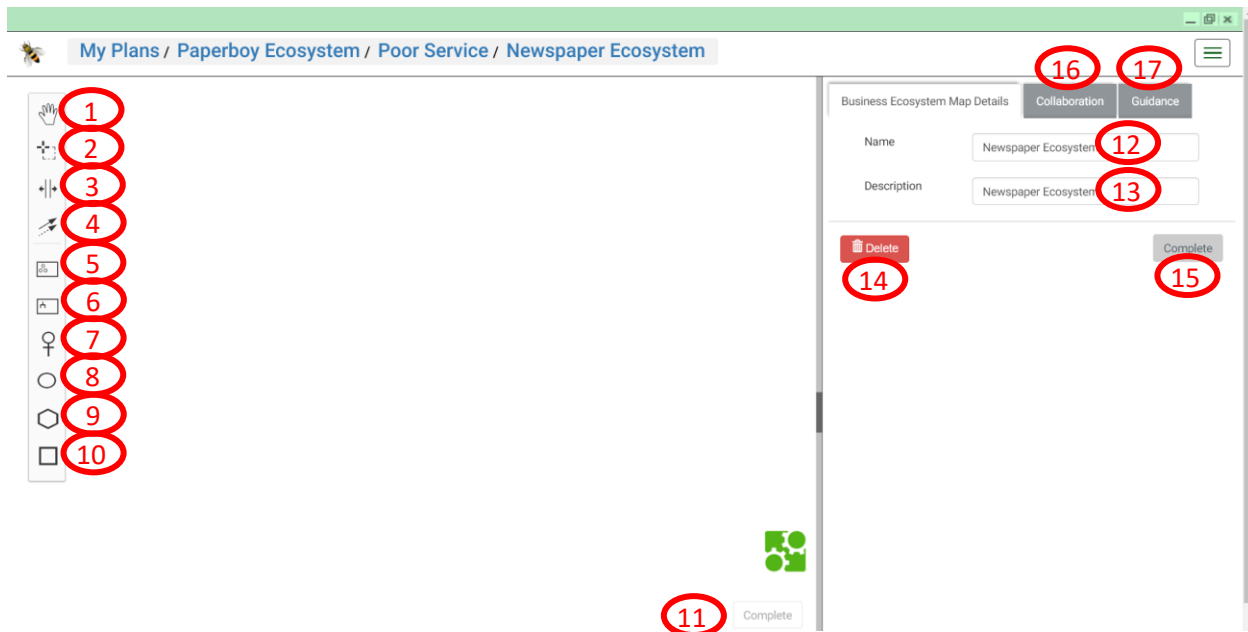
The 'Create Model' dialog box is shown with a green header bar containing a cube icon and the title 'Create Model'. It has a close button (X) in the top right. The form contains four fields: 'Name*' with the value 'Newspaper Ecosystem', 'Description' with the value 'Newspaper Ecosystem', 'Select Type' with a dropdown menu showing 'Business Ecosystem Map', and 'Select Package' with a dropdown menu showing 'New'. A red rectangle highlights the 'Name', 'Description', and 'Select Type' fields. At the bottom right, there are two buttons: 'Close' and 'Complete', with the 'Complete' button highlighted by a red rectangle.

After filling the Name and selecting “Business Ecosystem Map” as Type, the “Complete” button is clicked to create the Business Ecosystem Map and to launch the “**Business Ecosystem Map editor**” on it, as shown in the next picture.



A vertical scroll bar on the far right side of the page suggests that more information is available on the page. That information will be discussed in **Draw Value Proposition Exchange (with Participant Shapes)**.

A vertical splitter is shown next to the scroll bar. Clicking the dark region on it, or just dragging the splitter to the left, opens the right-hand side area of the page, with its tabs.



Explanation of form controls

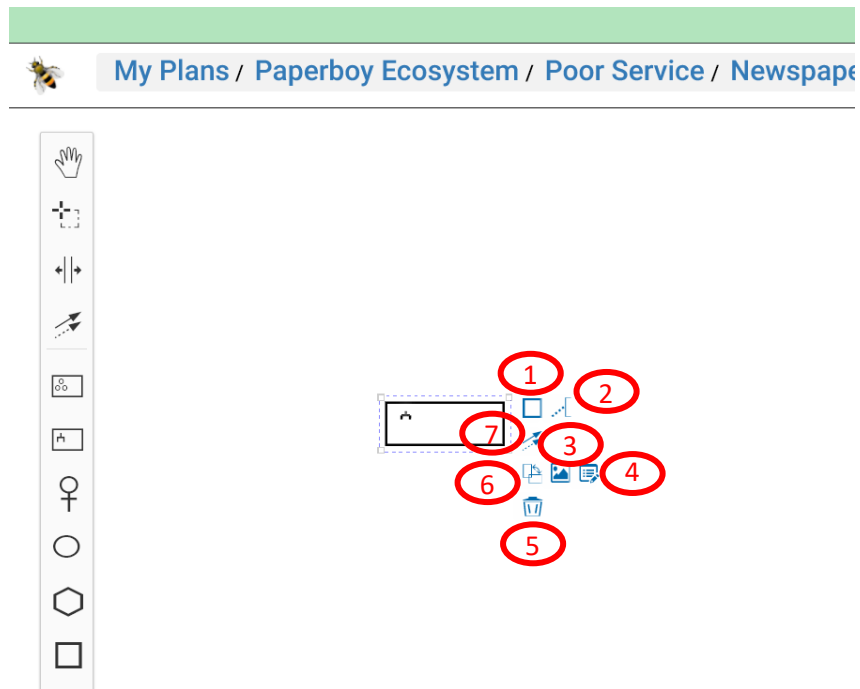
Control 1	Button to activate the hand tool. This tool is used to move content in the map
Control 2	Button to activate the lasso tool. This tool is used to select content to be moved in or deleted from the map
Control 3	Button to activate the create/remove space tool. This tool is used to remove unused space, or create additional space between shapes in the diagram, horizontally or vertically.
Control 4	Button to activate the global connect tool. This tool can be used to create Connectors to Shapes, in the diagram, that represent Value Propositions, from other Shapes in the diagram, or vice versa. A Connector is placed by first activating the global connect tool (by clicking it in the tool bar), followed by clicking both the source and target Shapes in the diagram. The sequence of clicking source and target Shapes determines the direction of the Connector.
Control 5	Tool to place a Shape that represents a Market Segment. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 6	Tool to place a Shape that represents an Enterprise. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 7	Tool to place a Shape that represents an Individual. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 8	Tool to place a Shape that represents a Role. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 9	Tool to place a Shape that represents a Business Model. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 10	Tool to place a Shape that represents a Value Proposition. It is placed by dragging it from the toolbar and dropping it in the diagram area.
Control 11	Button to save graphical changes to the Business Ecosystem Map. These changes include adding or removing Shapes (and/or Connectors), adding or removing Text

	Annotations, changing names of Shapes and/or content of Text Annotations, updating Shapes with respect to name or image or changing color of Connectors. The button will get enabled as soon as there is something to save, and it will be disabled again when all changes are saved. Some of these elements will be introduced in Draw Value Proposition Exchange (with Participant Shapes) .
Control 12	Input field to edit the name of the Business Ecosystem Map
Control 13	Input field to edit the description of the Business Ecosystem Map
Control 14	Button to delete the Business Ecosystem Map
Control 15	Button save data changes on the “ Business Ecosystem Map Details ” tab
Control 16	Tab with support for team work (Collaboration); this functionality is not yet available
Control 17	Tab with Guidance, explaining the purpose of Business Ecosystem Map and providing some guidelines for using the “ Business Ecosystem Map editor ”.

IMPORTANT: The selection of “Enterprise” Shape (**Control 6**), versus “Market Segment” Shape (**Control 5**) or “Individual” Shape (**Control 7**) is more than just a matter of taste. For instance, when a Shape is intended to represent a Participant that will own one or more BMs (through Mapping, as will be demonstrated in detail later), it is required to use an “Enterprise” Shape for it. As only Enterprises can own BMs.

Draw Value Proposition Exchange (with Participant Shapes)

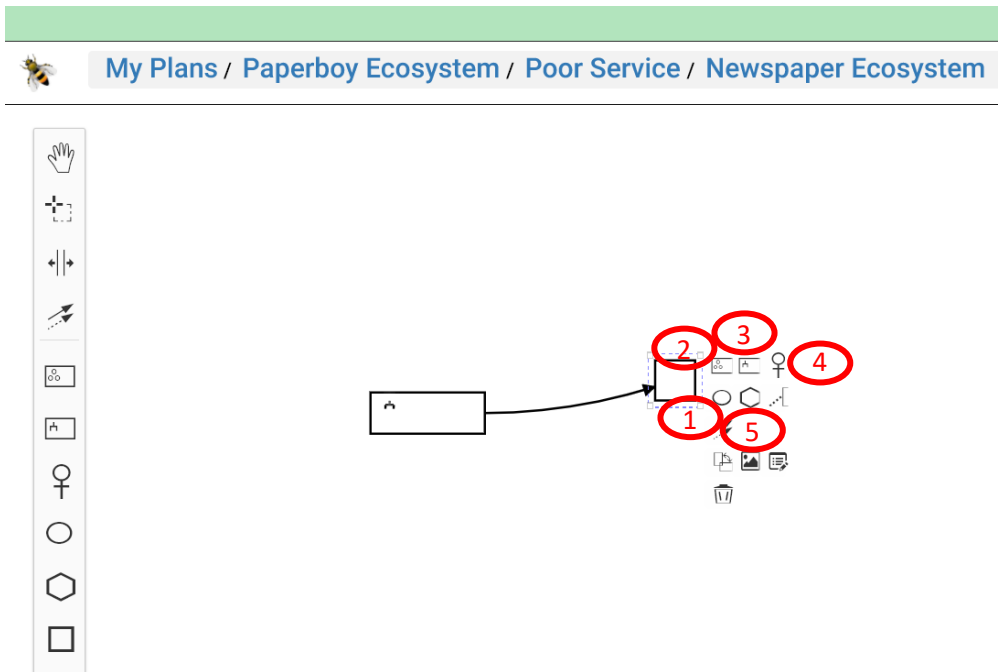
The following diagram shows the result of dragging an Enterprise Shape from the toolbar, placing it in the diagram area. On placement, as well as any time that the Shape is clicked, options are presented to support context-sensitive editing. These options are represented by icons. Tooltips are supported for these icons. Shapes that represent Enterprises, Market Segments, Individuals and Business Models, so, the Shapes that represent Providers and/or Recipients of Value Propositions, share the same set of options. Below we refer to these as “Provider Shapes” and “Recipient Shapes”.



Explanation of options for context-sensitive editing for Provider / Recipient Shape

Option 1	Option to “Append Value Proposition”. It supports placement of a new Value Proposition Shape, that is connected to the Provider’s Shape.
Option 2	Option to “Append Text Annotation”. It supports the placement of a Text Annotation element, in relation to the Shape. Text in a Text Annotation can be edited on double-clicking the Text Annotation, after placement.
Option 3	Option to attach an “Image” two the Shape. The image will be shown inside the Shapes’ compartment. After attaching, the same option can be used to change (replace) the image, and an extra option, “Remove Image”, will be shown to support detachment of the image. The option is not supported on Shapes for Individuals.
Option 4	Option to start “ Shape Details ” form. Details on that form depend on the type of the Shape. See Shape Details .
Option 5	Option to “Remove” the Shape from the diagram.
Option 6	Option to “Map” the Shape to a Target Element. See Map Shapes to Target Elements in BM (first BM)
Option 7	Option to “Connect” the Shape to the Shape of a Value Proposition, expressing that the Participant provides that Value Proposition.

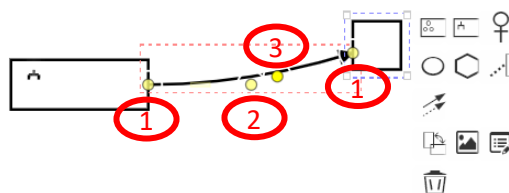
The result of using **Option 1**, by which a connected Value Proposition Shape is placed, is shown in the next picture.



Explanation of options for context-sensitive editing for Value Proposition Shape (as far as specific for it)

Option 1	Option to “Append Role”. It supports placement of a new Role Shape, that is connected, as Recipient Shape, to the Value Proposition Shape.
Option 2	Option to “Append Market Segment”. It supports placement of a new Market Segment Shape, that is connected, as Recipient Shape, to the Value Proposition Shape.
Option 3	Option to “Append Enterprise”. It supports placement of a new Enterprise Shape, that is connected, as Recipient Shape, to the Value Proposition Shape.
Option 4	Option to “Append Individual”. It supports placement of a new Individual Shape, that is connected, as Recipient Shape, to the Value Proposition Shape.
Option 5	Option to “Append Business Model”. It supports placement of a new Business Model Shape, that is connected, as Recipient Shape, to the Value Proposition Shape.

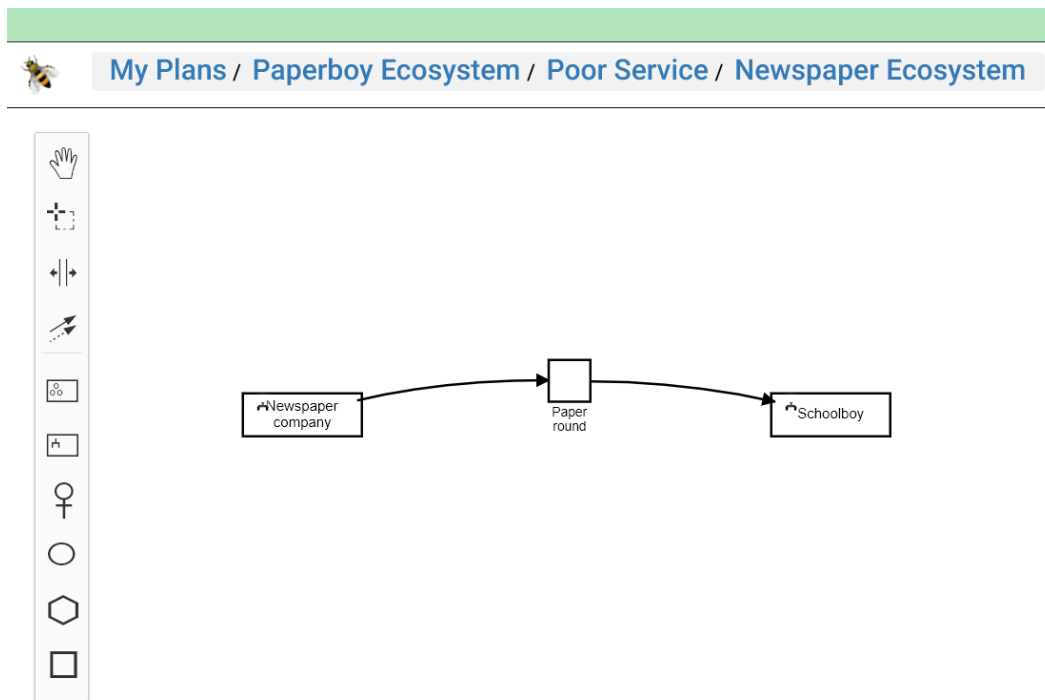
The next picture shows options to arrange Connectors, via so-called “waypoints” (the **yellow dots**), that are shown on mouse-over of a Connector.



Explanation of options for arranging Connectors

Option 1	Waypoint, representing the connection point of a Connector to a Provider Shape or Recipient Shape. It is placed on the boundary of a Shape, and can be moved around that boundary. By doing so, it relocates the connection point.
Option 2	The “far” waypoint, used to globally re-arrange or reshape the Connector from e.g. a u-shaped curve (as in the picture above) into an n-shaped curve (as the most right Connector in the picture below). In the picture above the “far” waypoint is actually not that “far”, but with Connectors with steeper curves, the “far” waypoint is often showing farther away.
Option 3	a “near” waypoint, which can show on any location along the Connector, depending on where the mouse-over event occurs. It can be used to make local refinements to Connector, e.g. avoid crossing other Shapes or Connectors.

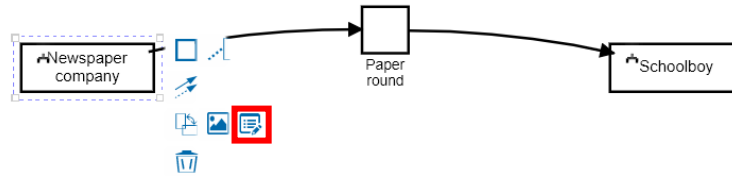
The next picture shows the result of also placing the Recipient Shape, naming all Shapes, and arranging the Connectors (using **Option 2** from the table above).



So-far we used Enterprise Shapes as Participant Shapes. Similar patterns can be modeled by using Market Segment Shapes. And as Participants participate in Roles, they can also be represented by their Roles, using Role Shapes. Sometimes it is useful to model Participants that are Individuals, and in that case you can also use Individual Shapes. It is also possible to depict Value Proposition Exchange between two Business Model Shapes. But that serves more specific purpose, which will be dealt with in **Draw Value Proposition Exchange based on existing data (with BM Shapes)**.

Shape Details

When you click a Shape, options for context-sensitive editing will be shown, as explained above, and as indicated in the picture below.



Clicking the “Details” option will start the “**Shape Details**” form.

Shape Details ×

Name*

Newspaper company

Description*

Newspaper company

Type

Enterprise

Target Element

Create Mapping

Close

Complete

Explanation of form controls

Control 1	Name of the Shape. Meant as name of the object that the Shape represents.
Control 2	Description of the Shape. Meant as description of the object that the Shape represents.
Control 3	Type of the Shape. In the example above, it represents and Enterprise.
Control 4	Element that is created, as target of Mapping, as can be created via Control 5 .
Control 5	Button to create a Mapping from a Shape, to a Target Element. See Map Shapes to Target Elements in BM (first BM)
Control 6	Leaving the form without saving changes
Control 7	Leaving the form whereby data changes are saved

Some more Controls will be shown, dynamically, based on the status of creating a Mapping, as will be discussed in subsequent sections below.

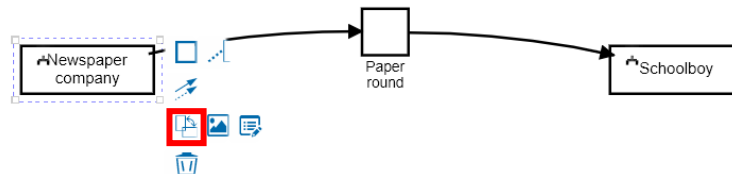
Map Shapes to Target Elements in BM (first BM)

As discussed above, a Business Ecosystem Map is typically created during the “Discovery” stage of an initiative. Mapping Shapes in it will create objects that are part of structured Business Models (BMs). Such BMs are used to support further analysis and calculations during the “Prototype” stage.

In this section, it will be demonstrated how the pattern of exchanging Value Proposition “Paper round” between “Newspaper company” and “Schoolboy” can be mapped to a set of Target Elements in the BM of the Schoolboy. The BM itself will also be created as a result of mapping.

Mapping an Enterprise Shape (first BM)

The “**Mapping Wizard**” can be started in various ways. The most direct way is to click the “Map” option, directly on the Shape, as follows:



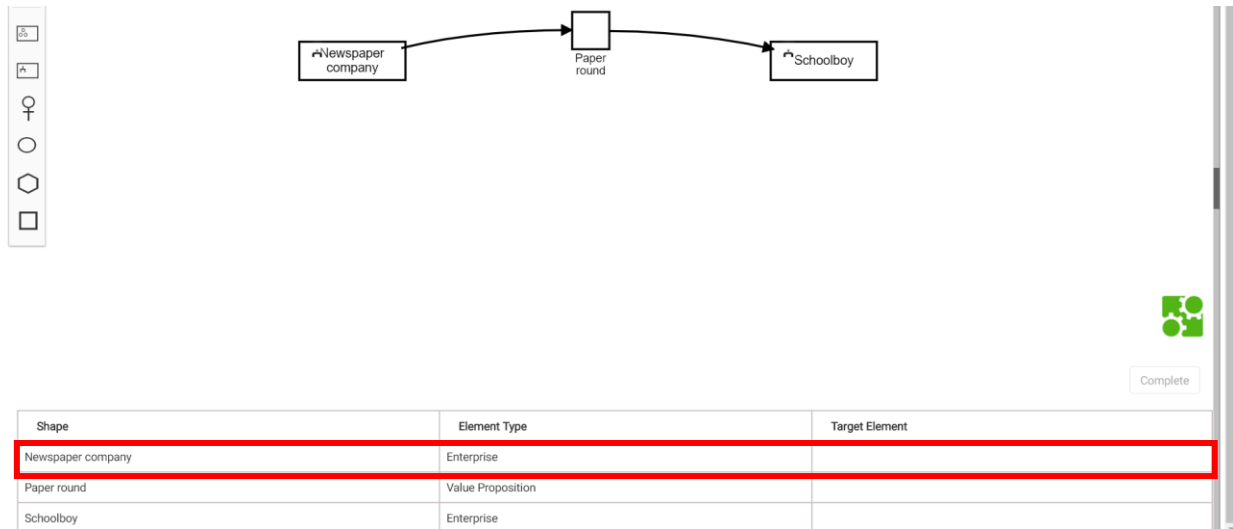
Another way is to first start “**Shape Details**”, and from there click button “Create Mapping”, as follows:

The screenshot shows the 'Shape Details' dialog box. It has a green header bar with the title 'Shape Details' and a close button (X). Below the header, there are four fields: 'Name*' with the value 'Newspaper company', 'Description*' with the value 'Newspaper company', 'Type' with the value 'Enterprise', and 'Target Element' which is empty. At the bottom right, there are three buttons: 'Create Mapping' (highlighted with a red box), 'Close', and 'Complete'.

Note that “**Shape Details**” itself can be started via the “Details” option on the Shape (as explained earlier). It can also be started by first scrolling down in the “**Business Ecosystem Map editor**”.

IMPORTANT: When you use the scroll wheel of your mouse, while the cursor is in the editor’s diagram, you will trigger zoom-behavior: scrolling up to zoom-in, and scrolling down to zoom-out. This is similar to the zoom-behavior of e.g. Google Maps. In order to scroll down in the “**Business Ecosystem Map editor**” page, to get to the page’s area below the diagram, you have to use the scroll bar on the far-right of the page !

Scrolling down will bring the Shapes table in focus.



Clicking the Shape’s row (here the Newspaper company’s row), will again start its “**Shape Details**” form, after which the “Create Mapping” button can be used.

Note that starting Mapping creation from the table is handy in more busy diagrams, after a Mapping has been created for most of the Shapes. The Shapes table will show in one glance, for which Shapes no Mapping has been created yet.

The next picture shows the “**Mapping Wizard**”, as can be started via either of the ways as explained above. It contains two areas: an area with data that defines objects that will directly and indirectly contain the Participant (here the Enterprise) that is to be created. The second area is to qualify the to be created Target Element itself.

1 Details
Complete

As part of:

Package*
New
1

Select or Create Business Model*
Newspaper round
2

Create Business
Schoolboy
3

Select or Create Participant Network
Newspaper network
4

As:

Relationship*
Partner
5

Select or Create Participant
Newspaper company
6

Role
Publisher
7

Explanation of form controls

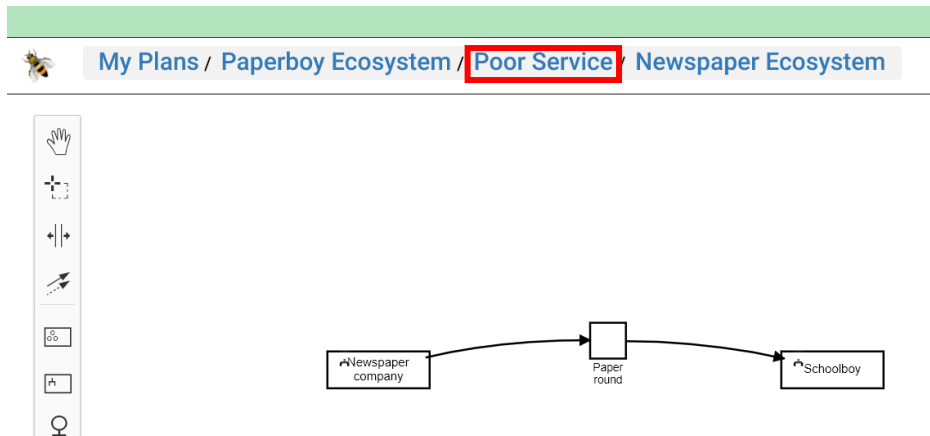
Control 1	Drop-down list to select creation of a new Package (default), or re-use of existing Package. Re-use is relevant in case it would already have been created due to earlier mapping, or directly (see User Guide of the VDMbee Value Management Platform for details about and purpose of Packages).
Control 2	Input field to enter the name of the BM to be created, or re-used. This field is enabled for text-based matching (“typeahead search”) against existing BMs in the Package (as specified via Control 1). If BMs are available that match the text that is entered, a drop-down list with matching BMs pops-up, from which an existing BM can be selected. For convenience to the user, it is explicitly notified when a 100%-match is possible. In that case, when the user proceeds to the next control, the matching BM will be assumed. When there is no matching BM available, it is indicated that mapping will lead to a “new” BM to be created.
Control 3	Input field to enter the name of the Business to be created, or re-used, being the Enterprise that owns the BM. In the example above, this is supposed to be “Schoolboy”. This field is enabled for text-based matching (“typeahead search”) against existing Enterprises in the Package (as specified via Control 1). If Enterprises are available that match the text that is entered, a drop-down list with matching Enterprises pops-up, from which an existing Enterprise can be selected. For convenience to the user, it is explicitly notified when a 100%-match is possible. In that case, when the user proceeds to the next control, the matching Enterprise will be assumed. When there is no matching Enterprise available, it is indicated that mapping will lead to a “new” Enterprise to be created.
Control 4	Input field to enter the name of the Participant Network to be created. Note that, in a structured BM, or ecosystem of structured BMs, Participants participate (collaborate), through Roles, in the context of Participant Networks, that binds these Roles together. This field is enabled for text-based matching (“typeahead search”) against existing Participant Networks in the Package (as specified via Control 1). If Participant Networks are available that match the text that is entered, a drop-down list with matching Participant Networks pops-up, from which an existing Participant Network can be selected. For convenience to the user, it is explicitly notified when a 100%-match is possible. In that case, when the user proceeds to the next control, the matching Participant Network will be assumed. When there is no matching Participant Network available, it is indicated that mapping will lead to a “new” Participant Network to be created.
Control 5	Drop-down list to select how, i.e., via which type of Relationship, the Enterprise will relate to the BM (as specified via Control 2). The following types are possible: “Partner”, “Customer” and “Business”. Here we select “Partner”, as “Newspaper company” is supposed to be a Partner to the “Schoolboy”, which is the owner (“Business”) of the BM.
Control 6	Input field to enter the name of the Participant to be created, or re-used. By default this will be filled by the name of the Shape that is currently being mapped, here “Newspaper company”. This field is enabled for text-based matching (“typeahead search”) against existing Participants in the Package (as specified via Control 1). Participants may be Enterprises, Market Segments or Individuals. The Mapping Wizard takes the type of Shape into account. In the case of mapping an Enterprise Shape, matching will be supported to existing Enterprises only, etc. If Participants are available

	that match the text that is entered, a drop-down list with matching Participants pops-up, from which an existing Participant can be selected. For convenience to the user, it is explicitly notified when a 100%-match is possible. In that case, when the user proceeds to the next control, the matching Participant will be assumed. When there is no matching Participant available, it is indicated that mapping will lead to a “new” Participant to be created.
Control 7	Input field to enter the name of the Role that the Participant is supposed to have in the Participant Network (as specified via Control 4), and which need to be created, or re-used. This field is enabled for text-based matching (“typeahead search”) against existing Roles of the Participant in the Participant Network. If Roles are available that match the text that is entered, a drop-down list with matching Roles pops-up, from which an existing Role can be selected. For convenience to the user, it is explicitly notified when a 100%-match is possible. In that case, when the user proceeds, e.g. to click the “Complete” button, the matching Role will be assumed. When there is no matching Role available, it is indicated that mapping will lead to a “new” Role to be created.
Control 8	Leaving the form whereby the Target Object (and related objects) is (are) created.

The result of creating the Mapping (after clicking the “Complete” button (**Control 8**)) can be observed in the Shapes table, where the Target Object has been filled in the Shape’s row, as indicated in the next picture.

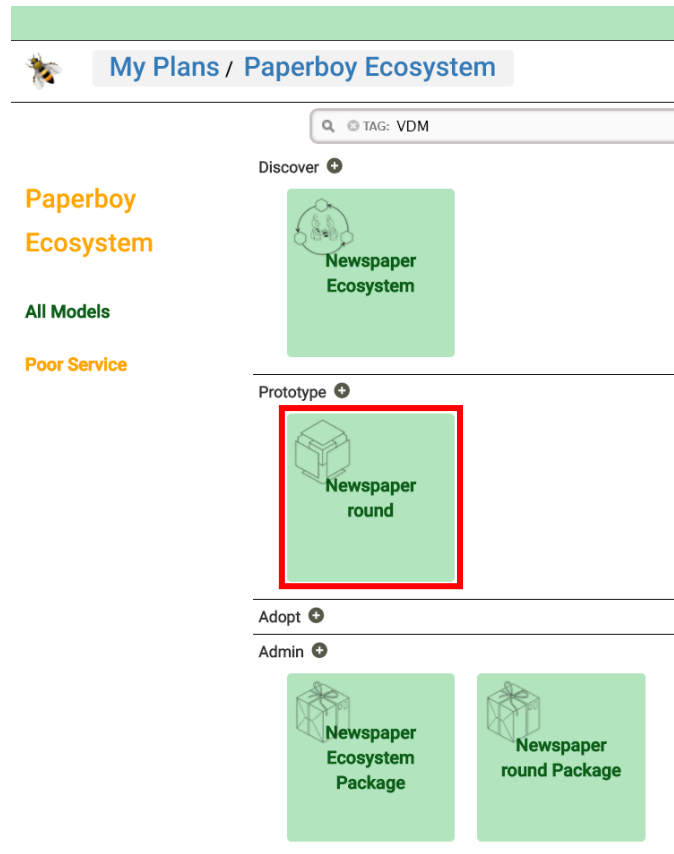
Shape	Element Type	Target Element
Newspaper company	Enterprise	Newspaper company
Paper round	Value Proposition	
Schoolboy	Enterprise	

In order to see the data that has been created through mapping, navigate away by clicking the Phase’s name part in the breadcrumb ([Poor Service](#)), as indicated below.



This will start the “**Plan page**”. As indicated below, this page now shows four **green** boxes, representing successively:

- The Business Ecosystem Map “Newspaper Ecosystem”, in the “Discover” area. It was created in the beginning. Note also the Business Ecosystem Icon that is used as marker on it.
- The “Newspaper Ecosystem Package” in the “Admin” area. It was created together with, and at the same time as the Business Ecosystem Map that it contains. Note also the Package icon that is used as marker on it.
- The BM “Newspaper round”. It was created as a result of creation of the Mapping for “Newspaper company”, as demonstrated above. Note also the BM Cube Icon that is used as marker on it.
- The “Newspaper round Package” in the “Admin” area. It was created together with, and at the same time as the BM that it contains. Note also the Package icon that is used as marker on it.




Clicking the **green** “Newspaper round” box will start the “**Business Model Cube page**” for the BM. It shows the newly created Partner on its “Network Partners” face.



On that page, the button “Start” should be clicked to start the “**Business Model Definition page**” for the BM. The next picture shows (a part of) the “**Participants**” tab of that page, with the data as created through mapping: the “Newspaper network”, together with Business “Schoolboy”, in a yet by default created Role (as the Role was not yet specified), and Partner “Newspaper company” in the Role of “Publisher”.

Enter the Participants involved in



Participant Network ?*


My Business (Role) ?*


Customers ?


Partners ?


Delete


Newspaper network

Schoolboy (My Business Role) 

Add Another 


Add Another 

Newspaper company (Publisher) 




Next

Cancel
Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached 
Newspaper network	Schoolboy (My Business Role)		Newspaper company (Publisher)		✓

Note that all this data, as now created through mapping from the Business Ecosystem Map, could also have been created directly via the “**Plan page**”, creating the BM directly in the “Prototype” area, and the “**Business Model Definition page**”, creating the other objects.

Above it has been demonstrated how to create a Mapping for an Enterprise Shape. Mappings for Market Segment Shapes and Individual Shapes can be created in similar ways, though not demonstrated in this User Guide.

Similarly a Mapping is created for Enterprise Shape “Schoolboy” itself. The next picture shows the “**Mapping Wizard**” again, but now on “Schoolboy”. What immediately jumps out is the fact that for five out of seven fields, the object does already exist and can be re-used. This is indicated by a dynamically shown  button behind these.

1 Details Complete

As part of:

Package* Newspaper round Package i 1

Select or Create Business Model* Newspaper round i 1

Create Business Schoolboy i 1

Select or Create Participant Network Newspaper network i 1

As:

Relationship* Business 2

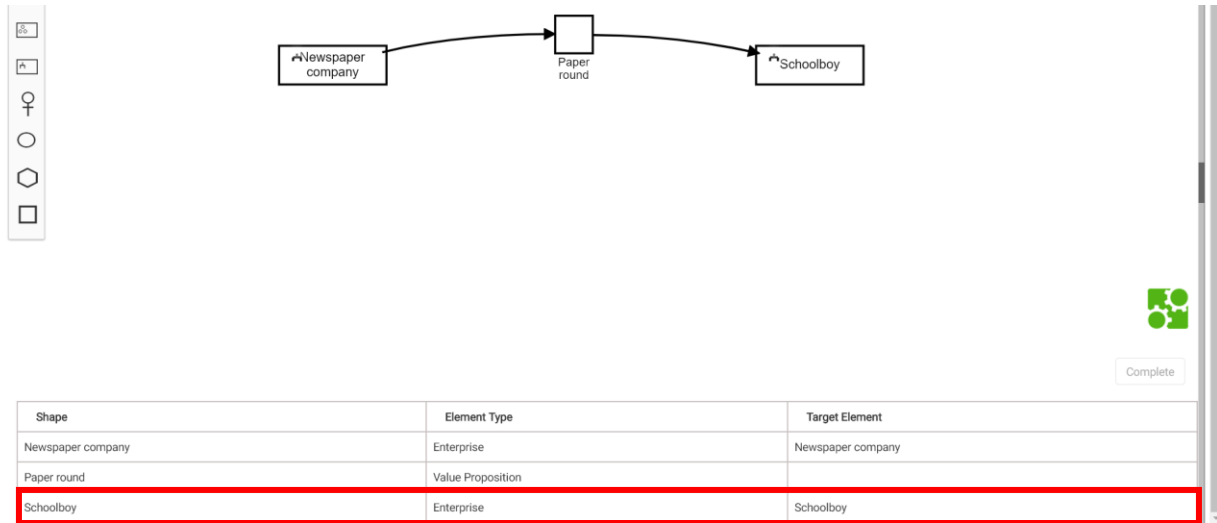
Select or Create Participant Schoolboy i 1

Role Paperboy

Explanation of form controls (just to indicate the main differences with previous Mapping)

Control 1	Dynamically displayed button. It is displayed on re-used objects, that do already exist in the BM (Prototype Model). Clicking the button will start the “Target Details” form, that expose information about these objects.
Control 2	Drop-down list to select how, i.e., via which type of Relationship, the Participant (here also Enterprise) will relate to the BM. The following types are possible: “Partner”, “Customer” and “Business”. Here we select “Business”, as “Schoolboy” is meant to be the owner of the BM.

The result of creating the Mapping can be observed in the Shapes table, where the Target Object has been filled in the Shape’s row, as indicated in the next picture.



The next picture shows again the “**Participants**” tab of the **Business Model Definition page**, on which the additional objects, as created via mapping for the “Schoolboy” Shape, are highlighted: “Schoolboy” as the Business of the BM, now also got Role “Paperboy”. Note that the by default created Role “My Business Role” may be removed by the user, manually, if the user wants so.

Enter the Participants involved in

Participant Network ?* Newspaper network

My Business (Role) ?* Schoolboy (My Business Role) **Paperboy**

Customers ? Add Another +

Partners ? Add Another + Newspaper company (Publisher)

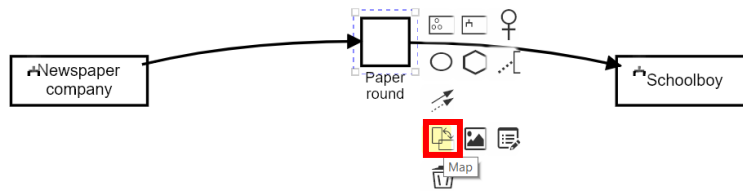
Delete **Cancel** **Complete**

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached
Newspaper network	Schoolboy (My Business Role, Paperboy)		Newspaper company (Publisher)		✓

Above it has been demonstrated how to create a Mapping for an Enterprise Shape. Mappings for Market Segment Shapes and Individual Shapes can be created in similar ways, though not demonstrated in this User Guide.

In Mapping a Value Proposition Shape (first BM)

Now that both the Provider Shape and Recipient Shape have been mapped, it can be demonstrated how to create a Mapping for the Value Proposition Shape, i.e., how to create the Value Proposition, as Target Element for that Shape, which Value Proposition is supposed to be exchanged between the Provider and the Recipient.



The “**Mapping Wizard**” as started, for instance, by clicking the “Map” option, as associated to the Shape, is presented below. Several of the fields, based on the pattern as modeled in the diagram, as well as based on the Mappings that have already been created so-far, for the Provider Shape and Recipient Shape, are automatically filled. The ones yet to be filled, by the user, are highlighted.

1 Details
Complete

As part of:

Package*
Newspaper round Package

Select or Create Business Model*
Name

☐ My Proposition

Select or Create Value Proposition*
Paper round

Provider

Provider*
Newspaper company

Is in Role*
Select a Role ...

Recipient

Recipient
Schoolboy

Is in Role
Select a Role ...

The user can just enter some characters (or backspace them) to select the already created BM, and can just click the drop-down lists to select already created Roles for Provider and Recipient. The result of this is presented in the next instance of the same form:

1 Details
Complete

As part of:

Package*
Newspaper round Package
i

Select or Create Business Model*
Newspaper round
i

☐ My Proposition 1

Select or Create Value Proposition*
Paper round

Provider

Provider*
Newspaper company

Is in Role*
Publisher

Recipient

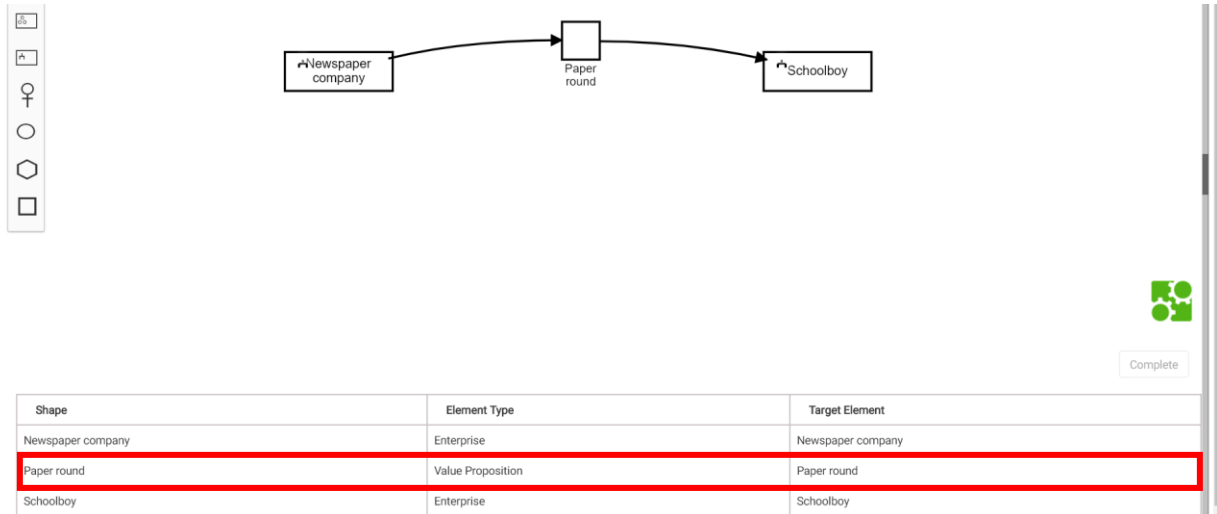
Recipient
Schoolboy

Is in Role
Paperboy

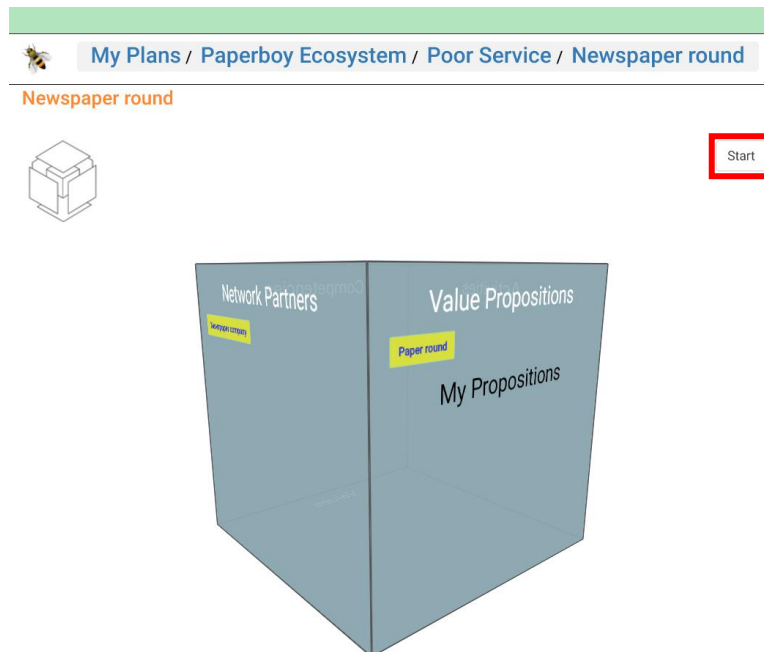
Explanation of form controls

Control 1	<p>Checkbox to specify whether the Value Proposition (as Target Element) should be “My Proposition” (when checked), or a “normal” Value Proposition (unchecked). By default this checkbox is unchecked. When it is checked (not demonstrated here), the Recipient’s area disappears, as “My Proposition” does not have an explicit Recipient, but just the Business of the BM as its Provider. See the User Guide of the VDMbee Value Management Platform for more information about “My Proposition”, and see also the User Guide of VMP Business Canvases for how to use and map it from a Business Canvas. In the current User Guide it is not further considered.</p>
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The result of creating the Mapping can be observed in the Shapes table, where the Target Object has been filled in the Shape’s row, as indicated in the next picture. With this, all three Shapes have been mapped.




The “**Business Model Cube page**” for the BM (see above for how to navigate to it) now also shows the newly created Value Proposition, “Paper round”.



As before, clicking the “Start” button starts the “**Business Model Definition page**” for the BM. The next picture shows (a part of) the “**Value Propositions**” tab of that page, with the data as created through mapping: Value Proposition “Paper round”, as provided by “Newspaper company”, in the Role of “Publisher”, and received by “Schoolboy”, in the Role of “Paperboy”.

Enter Value Propositions



Who (Participant) ?*

Who (Participant Role) ?*

Offers What ?*

To Whom (Participant) ?

To Whom (Participant Role) ?

Delivering what Values ?

Next

Newspaper company

Publisher (Partner)

Paper round

Schoolboy

Paperboy (Business)

Delivering what Values ?

Add Another +

Delete

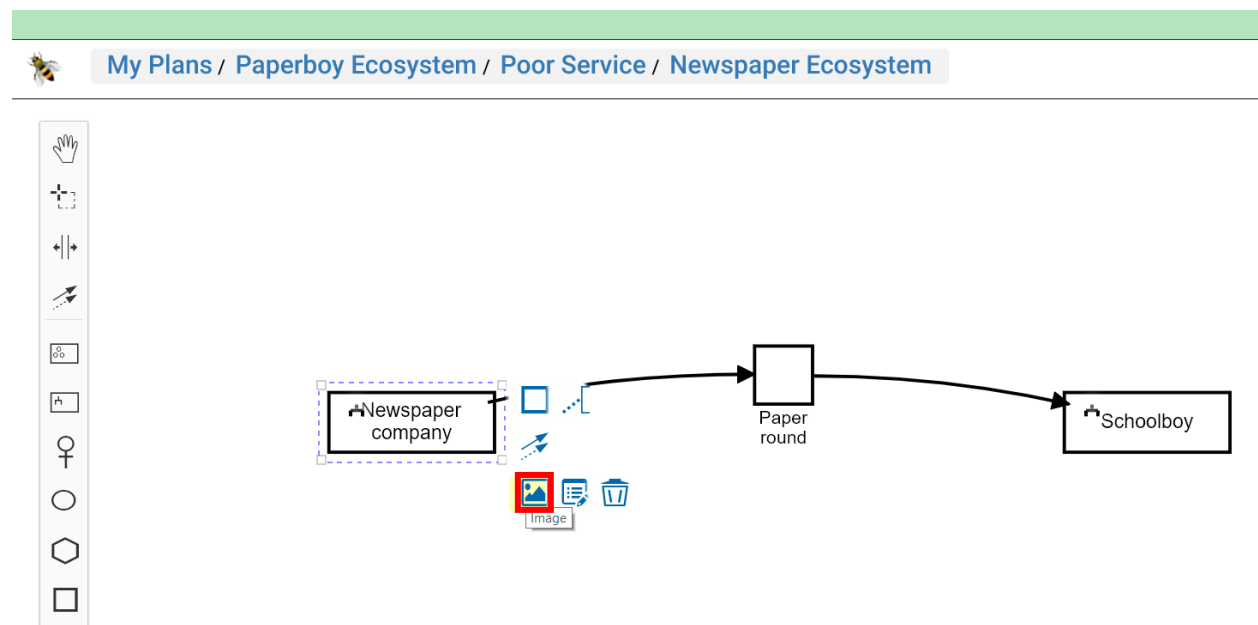
Cancel Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Paper round	Newspaper company (Publisher (Partner))	Schoolboy (Paperboy (Business))		✓

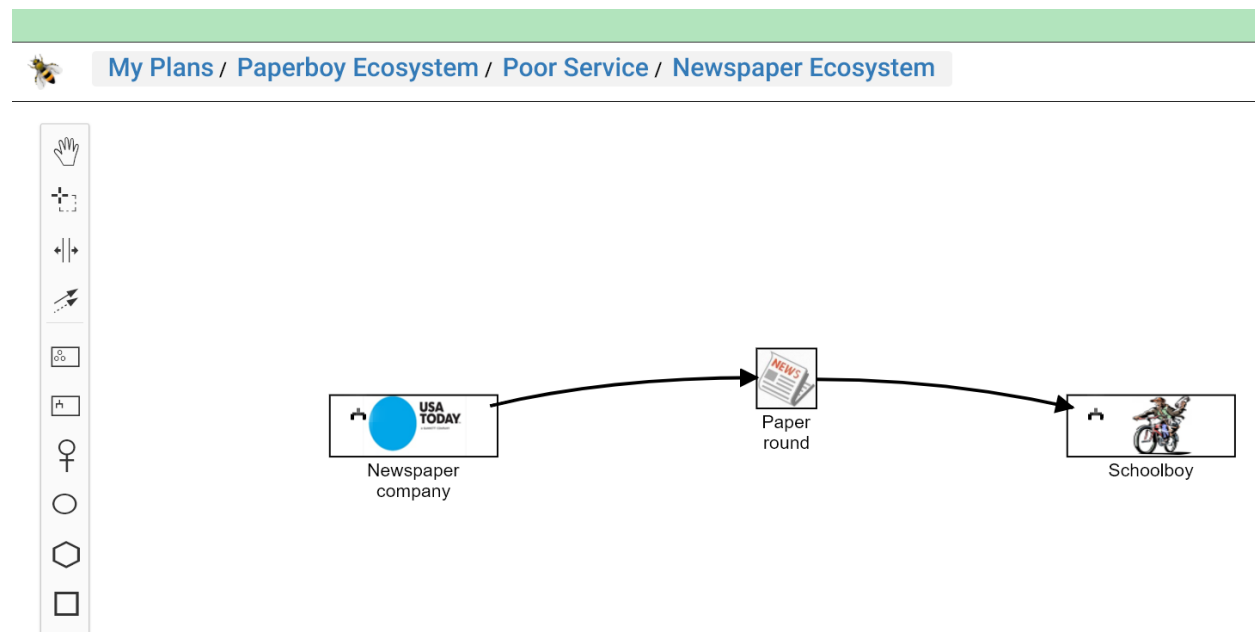
Note again that this data, as now created through mapping from the Business Ecosystem Map, could also have been created directly via the “**Plan page**”, creating Value Proposition directly in the “**Value Propositions**” tab of the “**Business Model Definition page**”.

Attach Images to Shapes

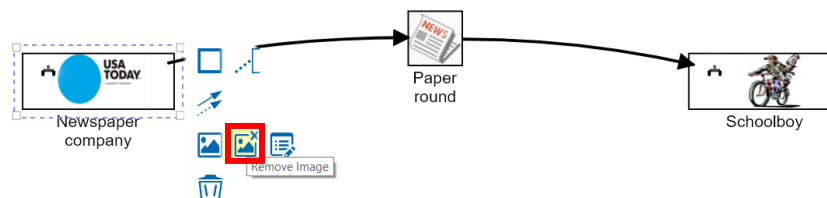
Above, the option to attach images to Shapes, was already introduced. Now that a the diagram contains Shapes, it is demonstrated how to attach images. The “Image” option, to attach an image, is highlighted in the diagram below.



After using this option, on all three Shapes, the resulting diagram looks as follows:



Using the same option can also be used to replace the image by another image. An option to detach (or remove) an image is provided as well, as highlighted in the diagram below.



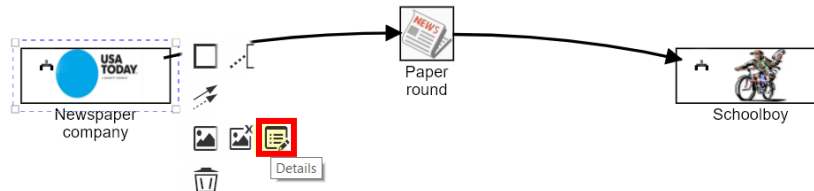
In subsequent sections, in the remainder of this User Guide we will build further on the example in this diagram, to also demonstrate some more advanced features of Business Ecosystem Maps.

Map Shapes to Target Elements in BM (subsequent BM)

So-far, it has been demonstrated how the Value Proposition Exchange, as drawn between the “Newspaper company” and “Schoolboy” Shapes, can be used to create Target Elements in a structured BM, through mapping. The resulting BM is the BM from the perspective of “Schoolboy”. But consider that, in the collaboration between “Newspaper company” and “Schoolboy”, “Newspaper company” also may have its own BM, representing its own perspective. Whereby both BMs are based on, and share the same underlying Participants Network (or Business Network). This way, an Ecosystem of interacting BMs will be created ! It will now be demonstrated how this can be achieved from the Business Ecosystem Map also, through mapping.

Mapping an Enterprise Shape (subsequent BM)

We start (arbitrarily) by mapping again for Shape “Newspaper company”. As the diagram below shows, the “Map” option, to create a Mapping, disappeared, because a Mapping has already been established, as demonstrated earlier.



Therefore, the option “Details” can be used, as highlighted in the diagram. Clicking “Details” will start “Shape Details”, as shown below. The Target Element, as created earlier for it, is now also exposed.

Shape Details

Name*

Newspaper company

Description*

Newspaper company

Type

Enterprise

Target Element

Newspaper company ⓘ

Add Mapping

Delete Mapping

Close

Complete

A new button is now shown in this form: “Add Mapping”. The Mapping, as created earlier, can also be removed, via button “Delete Mapping”. Clicking “Add Mapping” starts the “**Mapping Wizard**” again, as shown in the picture below.

1 Details Complete

As part of:

Package* Newspaper round Package ⓘ

Select or Create Business Model* Newspaper ⓘ

Create Business Newspaper company ⓘ

Select or Create Participant Network Newspaper network ⓘ

As:

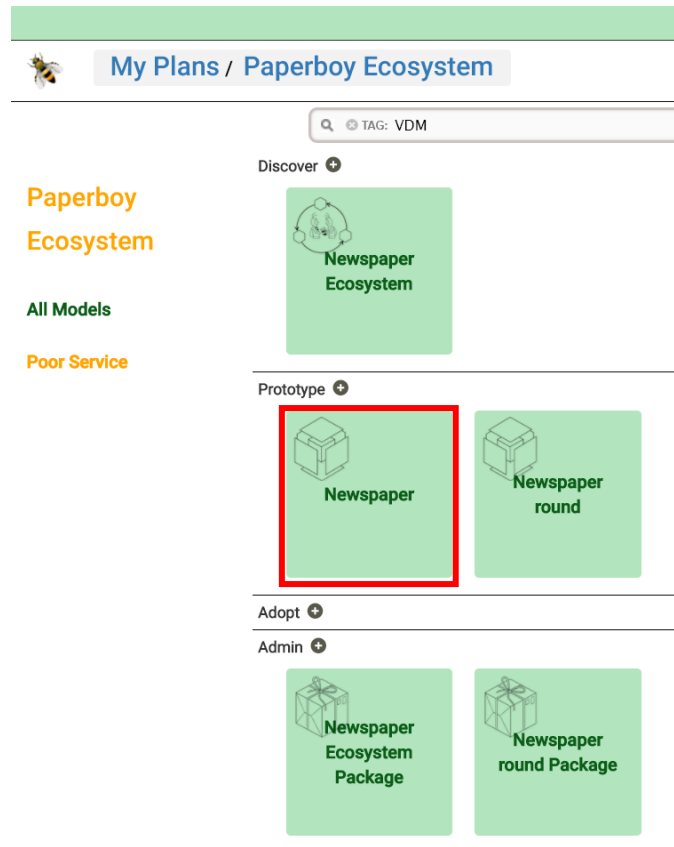
Relationship* Business ⓘ

Select or Create Participant Newspaper company ⓘ

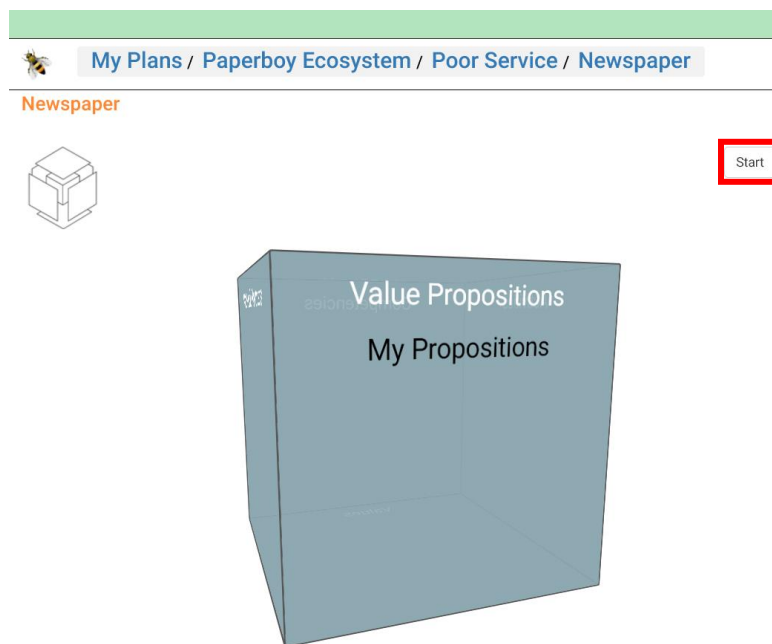
Role Publisher ⓘ

Most fields were auto-filled, based on the knowledge in the diagram, as well as in the Target Elements as already created so-far. But a new to be created BM has been entered here, called “Newspaper”, being the BM that is supposed to be owned by “Newspaper company” as its Business. The Role “Publisher”, as already created through mapping before, is manually selected (and thereby re-used) here also.

On clicking the “Complete” button, a new BM is now created, called “Newspaper”. It is shown, as an additional **green** box in the “Prototype” area in the **Plan page** below.



Clicking the **green** "Newspaper" box will start the "**Business Model Cube page**" for that BM.



Clicking the “Start” button starts the “**Business Model Definition page**” for the BM. The next picture shows (a part of) the “**Participants**” tab of that page, with the data as created through mapping: the “Newspaper network”, together with Business “Newspaper company”, in the Role of “Publisher”.

Enter the Participants involved in

Participant Network ?*

My Business (Role) ?*

Customers ?

Partners ?

Delete

Newspaper network

Newspaper company (Publisher) ✎

Add Another +

Add Another +

➔ Next

Cancel

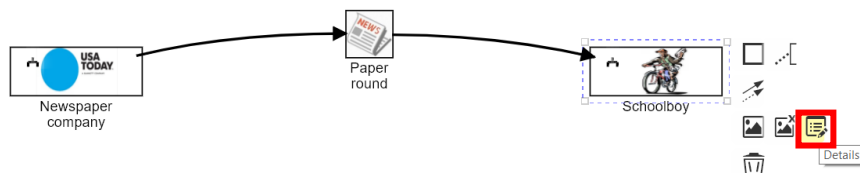
Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached ⌵
Newspaper network	Newspaper company (Publisher)			Schoolboy (My Business Role, Paperboy)	✔

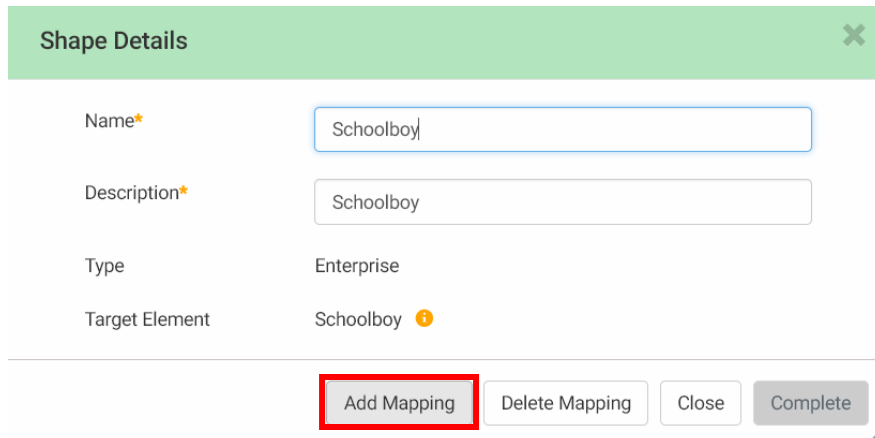
Note that there is no Customer or Partner listed yet, as the “Schoolboy” Shape has not yet been mapped for this BM. For this reason, the column “Other Participants (Role)”, in the table row above, shows “Schoolboy”. This says: though “Schoolboy” participates in the, now for this BM re-used, Participant Network “Newspaper network”, it is not yet used in this BM.

As always: This data, as now created through mapping from the Business Ecosystem Map, could also have been created directly via this UI itself.

We now map again for Shape “Newspaper company”.



Clicking “Details” will start “**Shape Details**”, as shown below. Also here you can see that its Target Element does already exist, as a result of the first time it was mapped.



Shape Details [X]

Name*

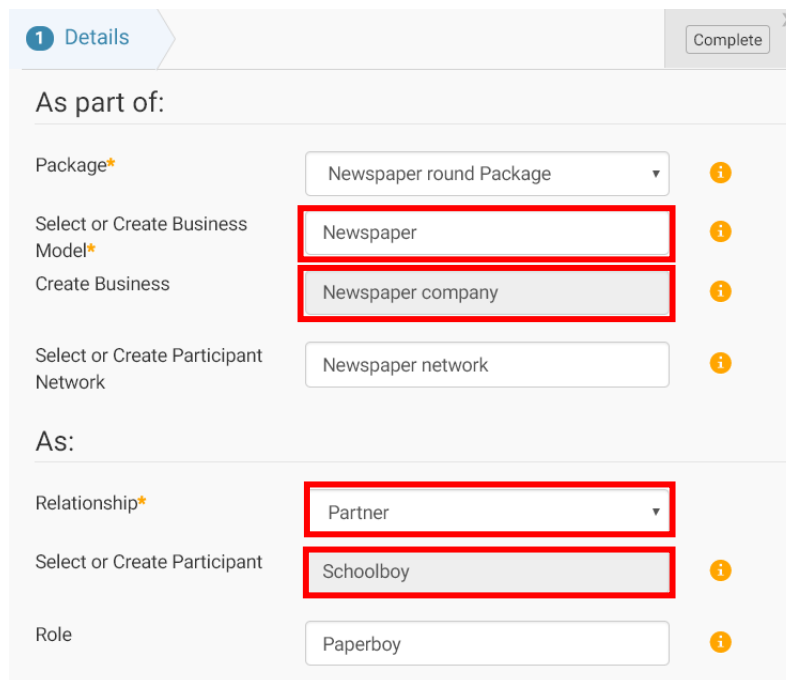
Description*

Type

Target Element ⓘ

Add Mapping Delete Mapping Close Complete

Clicking “Add Mapping” starts the “**Mapping Wizard**” again, as shown in the picture below.



1 Details [X] Complete

As part of:

Package* ⓘ

Select or Create Business Model* ⓘ

Create Business ⓘ

Select or Create Participant Network ⓘ

As:

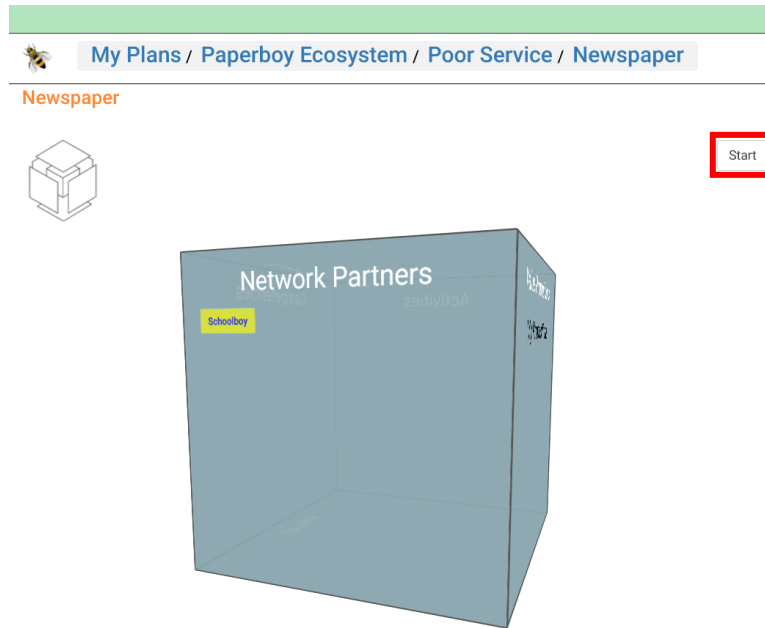
Relationship* ⓘ

Select or Create Participant ⓘ

Role ⓘ

Though most of the fields had to be filled manually here, it could be done by typeahead search for existing Target Elements, as can be seen from the ⓘ button behind these fields. It is important to note the choice for BM “Newspaper” here, instead of “Newspaper round”, as we are creating Mappings in relation to this lastly created BM (“Newspaper”). Note also that we accepted the by default shown Relationship “Partner”. It could be argued whether “Schoolboy” is Partner or Customer to “Newspaper company”, but as the actual Customers are the Readers (not yet modeled), it was decided to have “Schoolboy” mapped as Partner to “Newspaper company” (selecting it as Customer would be technically correct also, but, business-wise, less logical). The field “Select or Create Participant” was auto-filled by “Schoolboy”, as this is the name of the Shape for which the Mapping is created here.

On clicking the “Complete” button, association of the re-used Target Elements to the new BM is established. As a result of that, the “**Business Model Cube page**” for BM “Newspaper” now shows “Schoolboy” as Partner.



Clicking the “Start” button starts the “**Business Model Definition page**” for the BM. The next picture shows (a part of) the “**Participants**” tab of that page again, with the data as created through mapping: “Schoolboy”, in the Role of “Paperboy” has now been added as Partner.

Enter the Participants involved in

Participant Network ?*

 My Business (Role) ?*

 Customers ?

 Partners ?

Newspaper network

Newspaper company (Publisher)

Add Another +

Add Another +

Schoolboy (Paperboy)

Cancel

Complete

Next

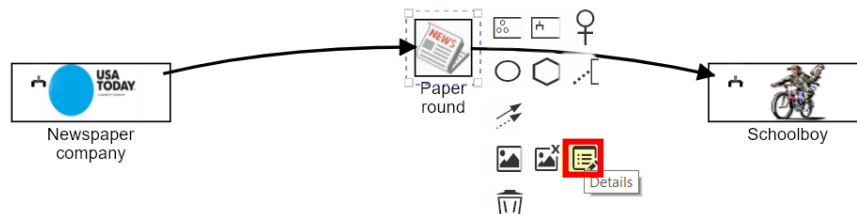
Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached
Newspaper network	Newspaper company (Publisher)		Schoolboy (Paperboy)		

Note that, meanwhile, we have manually removed the by default created Role “My Business Role” of “Schoolboy”, via the “**Business Model Definition page**” on BM “Newspaper round”, so that the “Other Participants (Role)” column is now empty here (otherwise “Schoolboy”, with Role “My Business Role”, would still have shown there, even while “Schoolboy”, in the Role of “Paperboy”, is now listed in the “Partners (Role)” column ..).

Mapping a Value Proposition Shape (subsequent BM)

As suggested earlier, both Participants have their own BM, which views the same underlying and shared Participant Network, containing the exchange of the Value Proposition, from their own perspective. But this requires that the Participant Network, with the Value Proposition Exchange pattern, is associated with (i.e., mapped into) both the BMs. This was already achieved, above, for the Provider Shape and the Recipient Shape in this pattern. But it will be demonstrated here how the Value Proposition Shape itself can also be Mapped in relation to this second BM, so that the Value Proposition that it represents, gets associated to the second BM (“Newspaper”) also.

So, we now map again for Shape “Paper round”, representing the Value Proposition that is being exchanged.



Clicking “Details” will start “**Shape Details**”, as shown below. Also here you can see that its Target Element does already exist, as a result of the first time it was mapped.

Shape Details
✕

Name*	<input type="text" value="Paper round"/>
Description*	<input type="text" value="Paper round"/>
Type	Value Proposition
Target Element	Paper round i

Add Mapping
Delete Mapping
Add Value
View Values
Close
Complete

Note also the other buttons, that were not shown before the Mapping for “Paper round” was created the first time: “Delete Mapping”, “Add Value” and “View Values”. Button “Delete Mapping”, as explained earlier, can be used to delete the Mapping that was created before. The purpose of buttons “Add Value” and “View Values” will be discussed in **Add Value Proposition Values** and **Show Value Proposition Values** respectively.

Clicking “Add Mapping” starts the “**Mapping Wizard**” again, as shown in the picture below.

1 Details Complete

As part of:

Package* Newspaper round Package ⓘ

Select or Create Business Model* Newspaper ⓘ Match
Newspaper round
Newspaper

☐ My Proposition

Select or Create Value Proposition* Paper round ⓘ

Provider

Provider* Newspaper company ▼

Is in Role* Publisher ▼

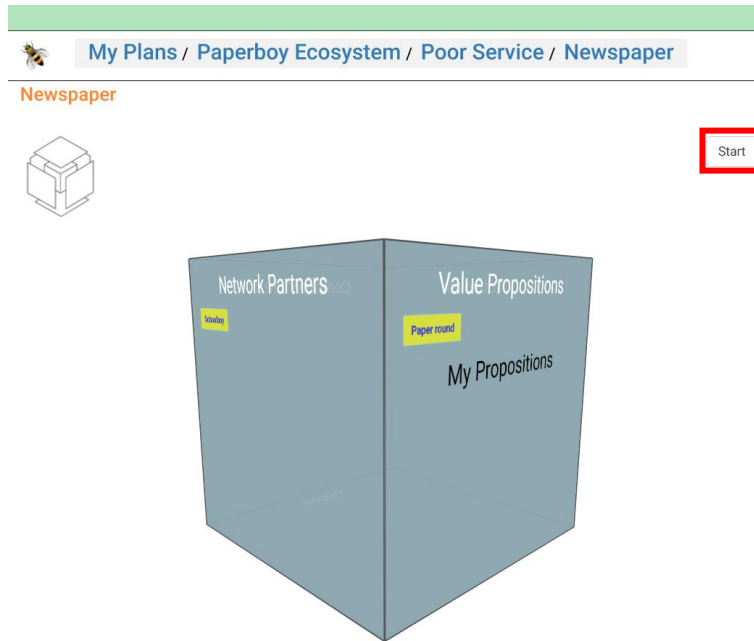
Recipient

Recipient Schoolboy ▼


Is in Role Paperboy ▼

All fields were auto-filled this time. But special attention is required to the “Select of Create Business Model” field. Though it showed BM “Newspaper round”, when the “**Mapping Wizard**” was started this time, we select the other BM: “Newspaper”. Because the purpose here is to achieve association of the already existing Value Proposition “Paper round” to the second BM (“Newspaper”). All the other fields can be left unchanged, as they are all correct. The system was able to auto-fill all these correctly, as the specific pattern that is mapped, and the already created Target Elements, through mapping, so-far, do not leave room for other choices.

On clicking the “Complete” button, the results can be looked up in similar ways as before. The “**Business Model Cube page**” for BM “Newspaper” now also shows “Paper round” as Value Proposition, as shown below.



Clicking the “Start” button starts the “**Business Model Definition page**” for the BM. The next picture shows (a part of) the “**Value Propositions**” tab of that page again, with the data as created through mapping: Value Proposition “Paper round”, as provided by “Newspaper company”, in the Role of “Publisher”, and here as the Business of this BM (“Newspaper”), and received by “Schoolboy”, in the Role of “Paperboy”, and here as Partner in this BM.



Enter Value Propositions

Who (Participant) ?*

Who (Participant Role) ?*

Offers What ?*

To Whom (Participant) ?

To Whom (Participant Role) ?

Delivering what Values ?


Newspaper company

Publisher (Business)


Paper round

Schoolboy

Paperboy (Partner)



Next

 Delete

Cancel

Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Paper round	Newspaper company (Publisher (Business))	Schoolboy (Paperboy (Partner))		✓

With that, we have achieved that both BMs are Participant-specific views on the same underlying and shared collaboration, as defined by the Participant Network, and the Value Proposition Exchange as defined in it. A true “ecosystem” of interacting BMs has now been established ! In the next chapter it

will be demonstrated how this “ecosystem” can also be graphically depicted by a Business Ecosystem Map.

Draw Value Proposition Exchange based on existing data in BMs

So-far it was demonstrated how to draw a diagram in a Business Ecosystem Map, and to generate structured BMs, and even “ecosystems” of interacting BMs as “Prototype” Models, through mapping. And that even from scratch. And this could even be done from multiple Business Ecosystem Maps, each of which could drive the creation of more data, in even the same set of underlying structured BMs, so that these Business Ecosystem Maps would serve as possibly overlapping and complementary views on the same underlying set of “Prototype” data.

But working the other way round is also supported: given a set of already created “Prototype” Models, it is also possible to visualize the structure of that data by means of one or more Business Ecosystem Maps. From these Business Ecosystem Maps, no new Target Elements are created but the “Mapping Wizard” is just used to select existing data, and by that, create Mappings to (existing) Target Elements. This will be demonstrated in subsequent sub-sections below.

If we could refer to the Mapping as demonstrated so-far as “top-down” mapping, to create new Target Elements, from scratch, we may then refer to what we are going to demonstrate below as “bottom-up” mapping, to link up, through mapping, to already existing Target Elements.

Two examples will be demonstrated: one whereby Provider and Recipient are represented by their BM Shapes, and one whereby both are represented by their Role Shapes. It is also possible to create diagram whereby a mix of all possible shapes is used, such as a Provider depicted via an Enterprise Shape, and a Recipient via a Role Shape or BM Shape, etc. But these hybrid combinations, though technically possible, and sometimes useful, will not be demonstrated in this User Guide.

Hybridity is also possible in a different sense, even more meaningful in many business situations: From one and the same Business Ecosystem Map, create Mappings to create new Target Elements for some Shapes, and use other Shapes to link them up with already existing Target Elements. But also this is not further demonstrated in this User Guide.

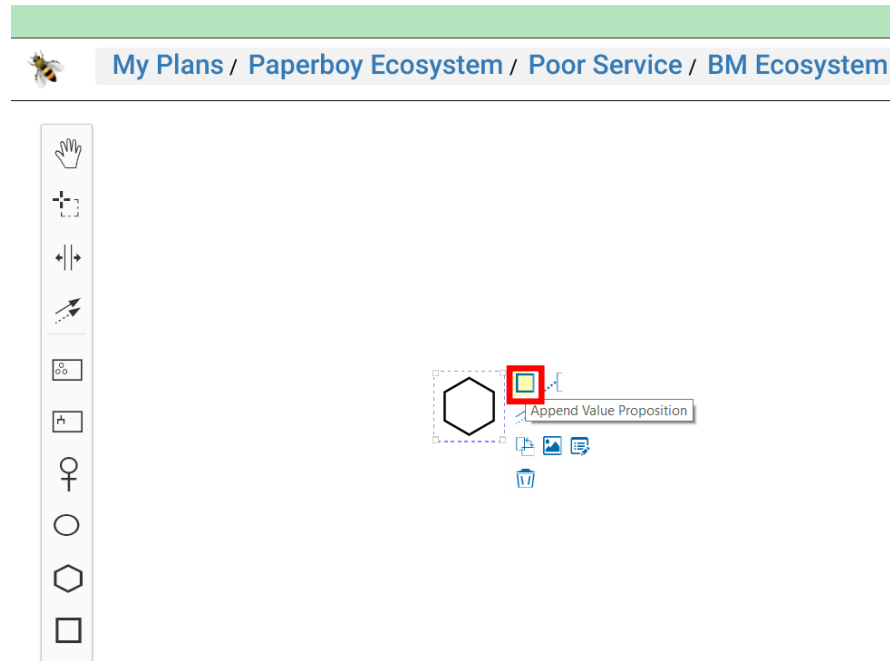
If we would re-use the same Business Ecosystem Map as created above, to also include the BM Shapes and Role Shapes, and extra Value Proposition Shapes (representing the same Value Propositions), we would already have an example of such hybridity. But in this User Guide we prefer to not do that, but use newly created, additional, Business Ecosystem Maps instead.

As UI and behavior, related to “top-down” mapping, was explained in detail above, and as the same UI will now also be revisited for the purpose of “bottom-up” mapping, the explanation below can be kept more brief.

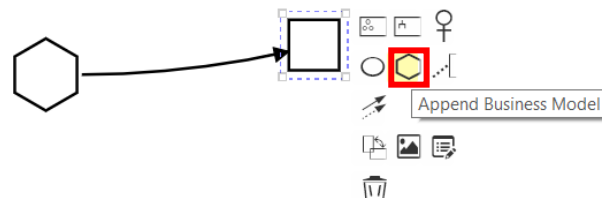
Draw Value Proposition Exchange based on existing data (with BM Shapes)

It will be demonstrated here how an existing “ecosystem” of two interacting BMs can be visualized in a Business Ecosystem Map. We will do that, based on the same data as was already created, through “top-down” mapping, above. Though it would also be possible to model more busy “ecosystems”, involving more BMs of even more Participants, we will just limit ourselves to visualizing the data as was already created above.

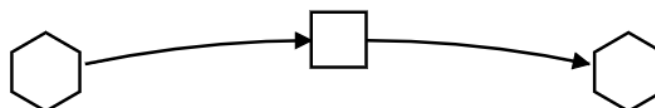
A new Business Ecosystem Map is created, in the same way as one was created earlier (see **Create a Business Ecosystem Map**). The next picture shows (a part of) the “**Business Ecosystem Map editor**” after a BM Shape has been placed in the diagram (whereby its context sensitive editing options are still shown).



The result of using the “Append Value Proposition” option looks as follows:

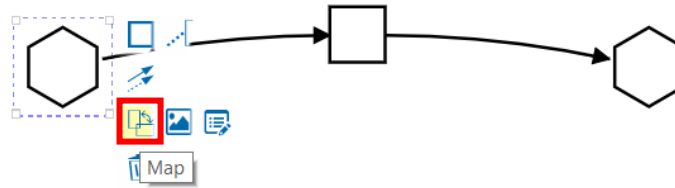


The result of using the “Append Business Model” option, and thereafter arranging the Connectors, in a way as explained in **Draw Value Proposition Exchange (with Participant Shapes)**, looks as follows:



We now start creating the Mapping for these shapes, whereby we will create these Mappings to already existing data, that is re-used as Target Elements for these Shapes. The “**Mapping Wizard**” is started in a


say similar as demonstrated in e.g., **Map Shapes to Target Elements in BM (first BM)**. Though this time on a different Shape. It is started by using the “Map” option, as indicated in the next picture.



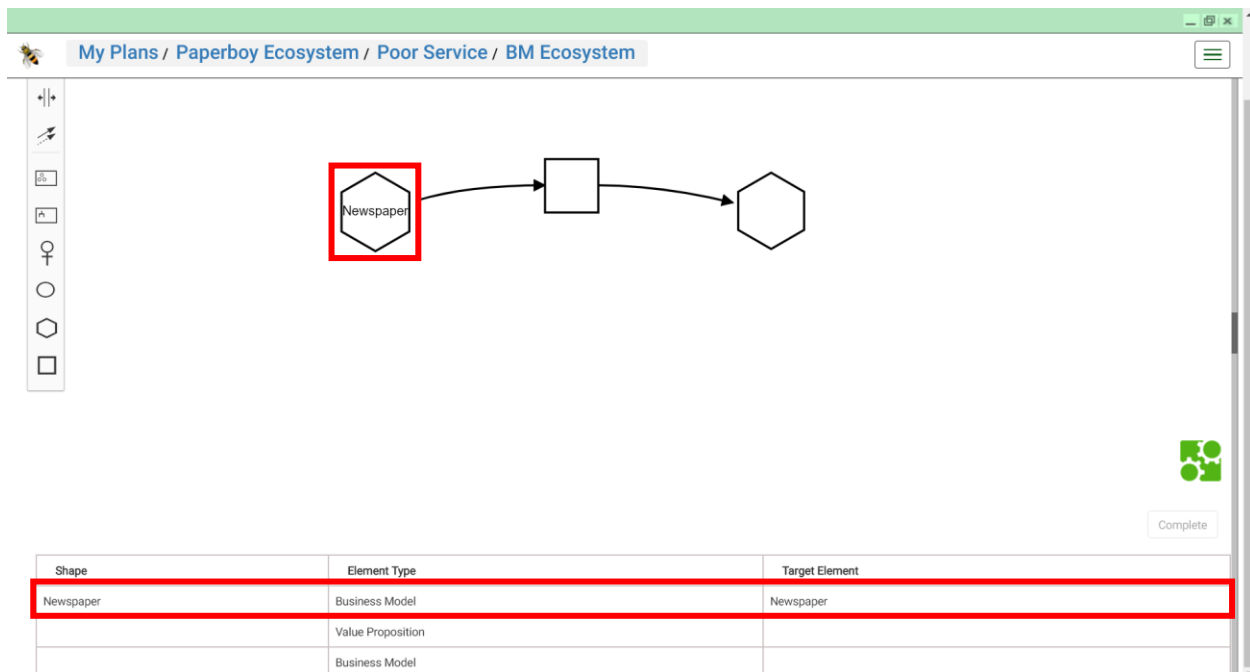
The “**Mapping Wizard**”, as started on this BM Shape, looks simple, as follows:

We select the BM, by entering text in “Select or Create Business Model”, due to which a re-using one of the existing BMs

Clicking “Add Mapping” starts the “**Mapping Wizard**” again, as shown in the picture below.

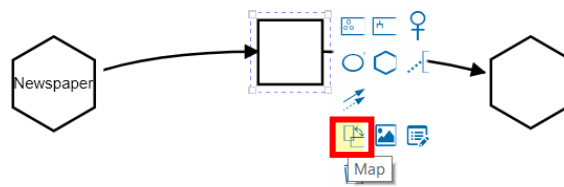
The existing BM “Newspaper” is selected, based on typeahead search (as explained earlier), after which the “Business” is auto-filled. The result is shown in the next picture. Note again the  button, indicating that objects do already exist.

On clicking the “Complete” button, the Mapping is established. As a result of this, the Target Element is now filled, in the Shapes table below the diagram.



As a result of Mapping creation, the name of the BM (as re-used) is shown in the Shape of the BM as well. For convenience the Shapes has been manually resized, just to ensure that the name fits on a single line within it.

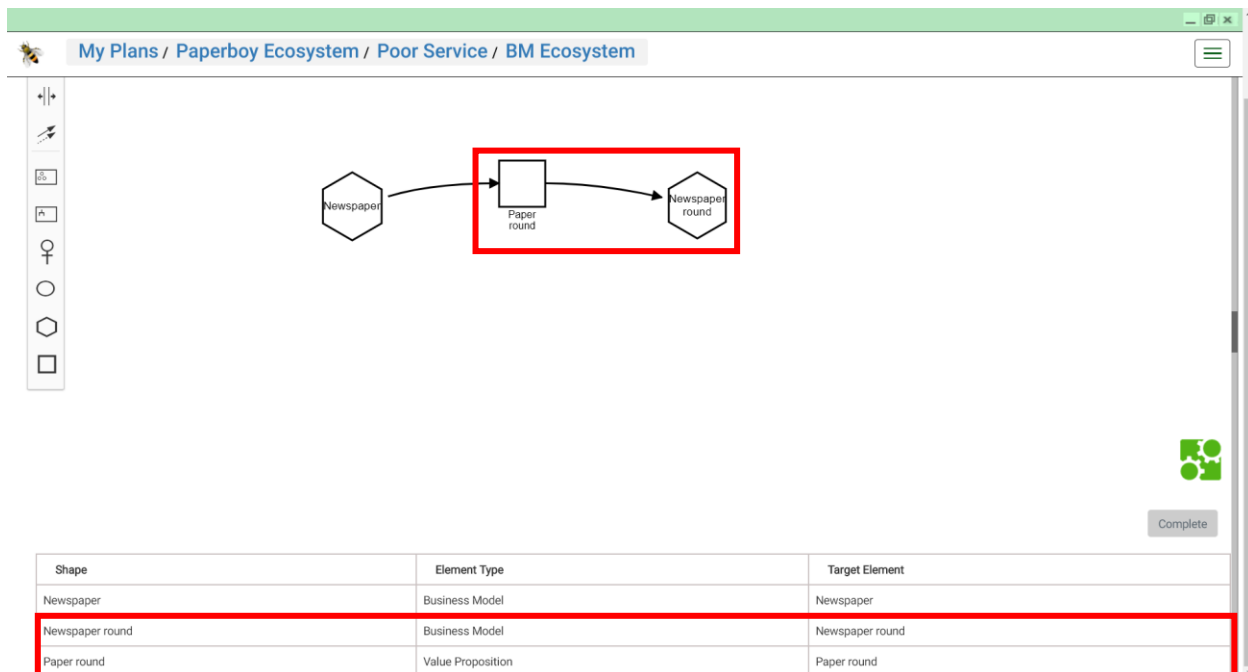
Similarly, a Mapping is created for the Value Proposition Shape, as follows:



The “**Mapping Wizard**”, as started by using the “Map” option, is shown below.

In the “Select or Create Business Model” field we now select existing BM “Newspaper round”. For reasons that will become clear shortly. After selecting the also already existing Value Proposition “Paper round” in the next field, the other fields are auto-populated, based on the knowledge that is already in the data, as compared with the pattern as drawn. The result looks as follows:

On clicking “Complete”, the Mapping is not only created for the Value Proposition Shape itself, but for the other BM Shape as well. This efficiency of mapping is possible, as the system takes advantage of the fact that all Target Elements were already created before, and that these and their relationships are consistent with the Value Proposition Exchange pattern as drawn. The result is shown in the picture below.



Note that, if the other BM was selected (“Newspaper”), when mapping the Value Proposition Shape, in the **“Mapping Wizard”** above, the resulting pattern would have been an exchange of Value Proposition “Paper round” between BM “Newspaper” (as Provider) and BM “Newspaper” again (as Recipient). Though this is technically not incorrect, it is neither what is intended and expected. Hence BM “Newspaper round” was selected in the **“Mapping Wizard”**.

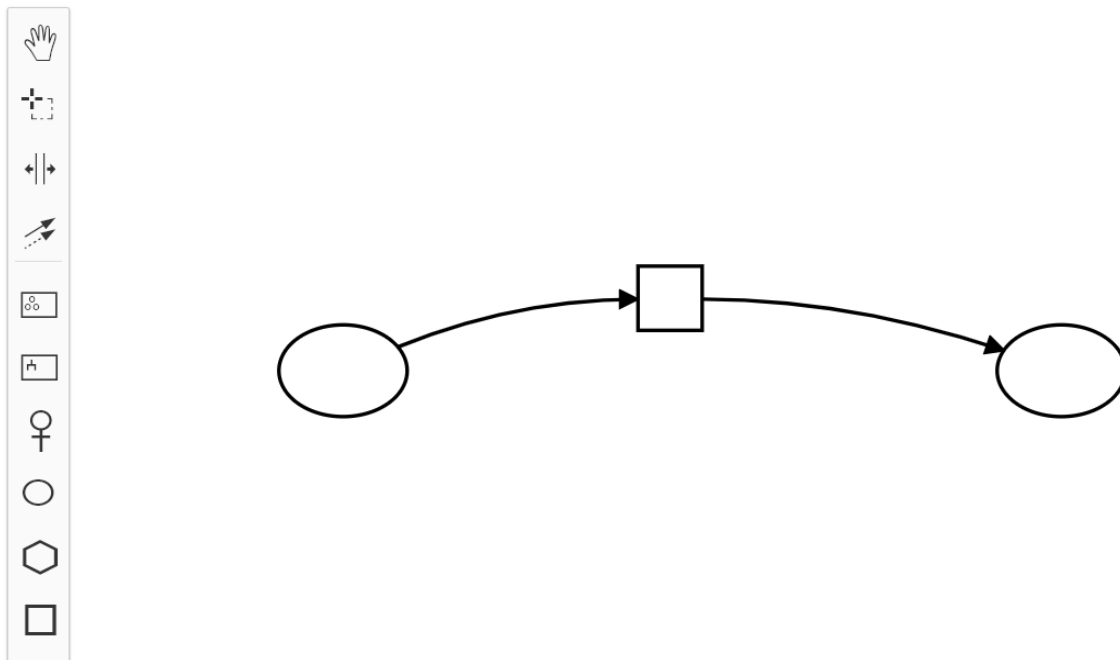
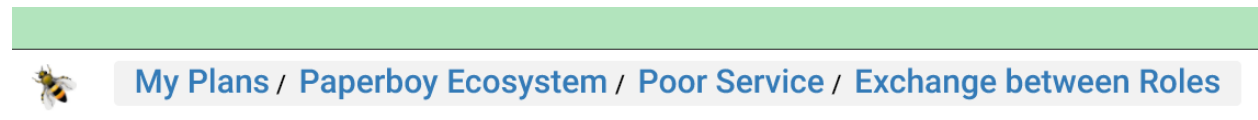
In **Map Shapes to Target Elements in BM (subsequent BM)** it was demonstrated how a complete “ecosystem” of interacting BMs, exchanging a Value Proposition, can be created, from scratch, by mapping from a Business Ecosystem Map, when the Value Proposition Exchange is drawn between e.g., two Enterprise Shapes (representing the respective owners of the BMs). Similar is possible when drawn between e.g., two Role Shapes (representing the Roles of the (to be created) Participants). But this would not be possible when drawn directly between two BM Shapes. Depicting Value Proposition Exchange between two BM shapes directly, would require that the Target Elements, to link up with, do already exist, in the context of structured BMs as “Prototype” Models. Hence, in this User Guide, it was first demonstrated how to create the data, from scratch, by “top-down” mapping, based on a pattern with Enterprise Shapes.

Draw Value Proposition Exchange based on existing data (with Role Shapes)

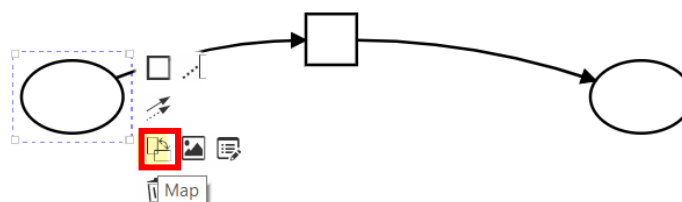
In the first half of this User Guide, it was demonstrated how “top-down” mapping works. And we did that based on an example whereby both Provider and Recipient were represented by Enterprise Shapes. Similar could be achieved when a Value Proposition Exchange was depicted as occurring between two Role Shapes, or between a Role Shape and an Enterprise Shape, etc.. As the use of Roles was so-far not demonstrated for that purpose, we will now also demonstrate an example of “bottom-up” mapping, whereby existing data, that defines exchange of a Value Proposition, is visualized via exchange that occurs between two Role Shapes. Of course the same data, as was created above, will be used here also.

And note also that it does not matter so much here whether one or two BMs are involved. The same can be depicted and mapped (“bottom-up”) with only a single BM involved. The “ecosystem” concept, though essential for the previous example (with two BM Shapes), does not matter to understand this example of “bottom-up” mapping with two Role Shapes.


In a way similar to what has already been drawn several times above, Value Proposition Exchange can also be drawn between two Role Shapes, as depicted below.



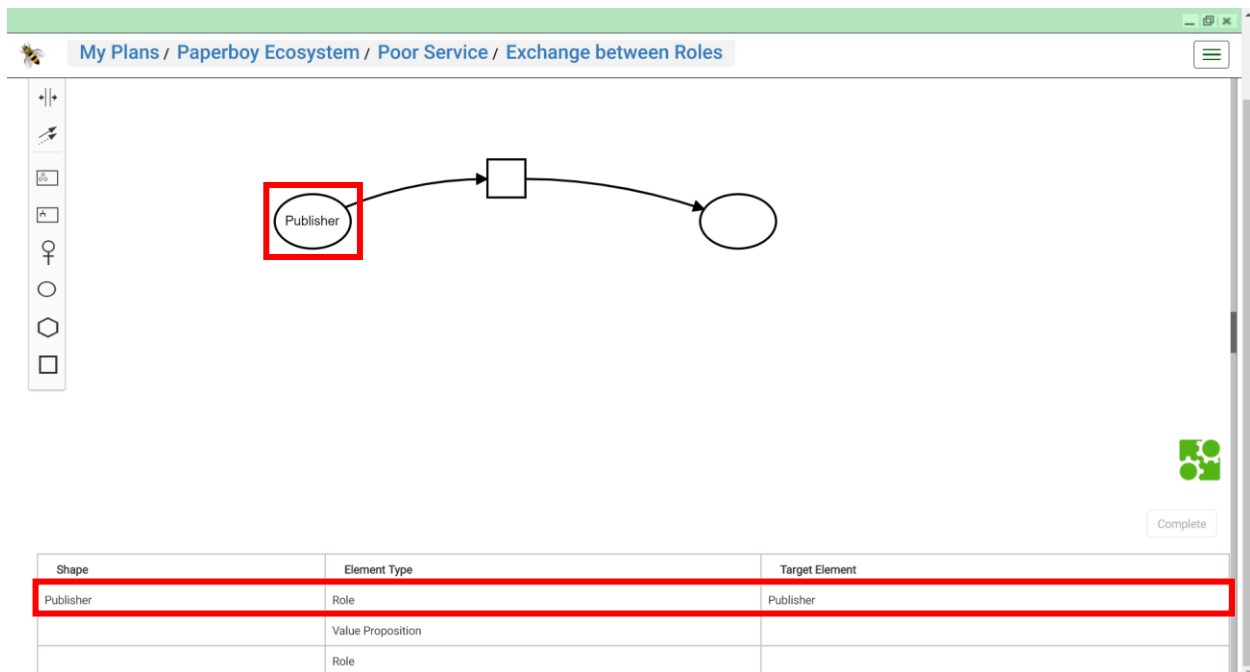
We now start creating the Mapping for these shapes, whereby we will again create these Mappings to already existing data, that is re-used as Target Elements for these Shapes. We start by using the “Map” option, and we do that, by convenience, on the left Role Shape, as indicated in the next picture.



The “**Mapping Wizard**”, as started on this Role Shape, after filling in most of the fields, and making most of the selections, looks as follows:

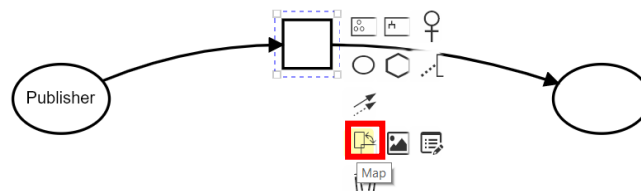
We assume that the pattern, as drawn, is meant to represent that Participant “Newspaper company”, as to be represented by a Role Shape, provides Value Proposition “Paper round” to “Schoolboy”, also as provided by a Role Shape. In “Select or Create Business Model” we entered data to select (by matching) the existing BM “Newspaper Round”. Note again the  button, indicating that objects do already exist. Note also that choice between the two BMs is arbitrary here. And as “Newspaper company” serves as Partner to “Schoolboy”, we also selected “Partner” as “Relationship”. We also selected existing Role “Publisher” of “Newspaper company”.

On clicking the “Complete” button, the Mapping is established. As a result of this, the Target Element is now filled, in the Shapes table below the diagram.



As a result of Mapping creation, the name of the Role (as re-used) is shown in the Shape of the Role as well.

Similarly, a Mapping is created for the Value Proposition Shape, as follows:



The “**Mapping Wizard**”, as started by using the “Map” option, and after making the selections, is shown below.

1 Details Complete

As part of:

Package* Newspaper round Package ⓘ

Select or Create Business Model* Newspaper round ⓘ

☐ My Proposition

Select or Create Value Proposition* Paper round ⓘ

Provider

Provider* Newspaper company ▼

Is in Role* Publisher ▼

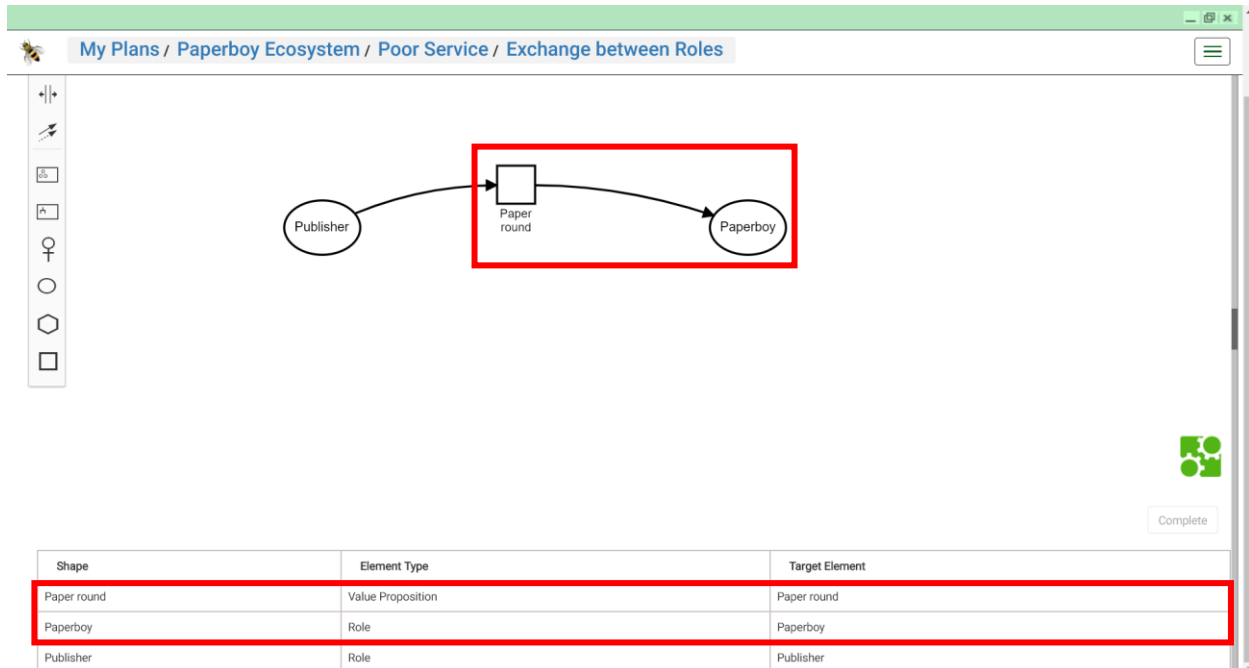
Recipient

Recipient Schoolboy ▼

Is in Role Paperboy ▼

In the “Select or Create Business Model” field we selected existing BM “Newspaper round” (based on matching against entered text, as before), just to be consistent with the choice that we made when creating the Mapping for the Role “Publisher”. After selecting “Paper round”, as the already existing Value Proposition, the remaining fields have just been auto-filled.

On clicking “Complete”, the Mapping is not only created for the Value Proposition Shape itself, but for the other Role Shape as well. This efficiency of mapping is possible, as the system takes advantage of the fact that all Target Elements were already created before, and that these and their relationships are consistent with the Value Proposition Exchange pattern as drawn. The result is shown in the picture below.



This complete the mapping exercise as far as this User Guide is concerned. In next sections it will be demonstrated what else can be done, from the “**Business Ecosystem Map editor**”.

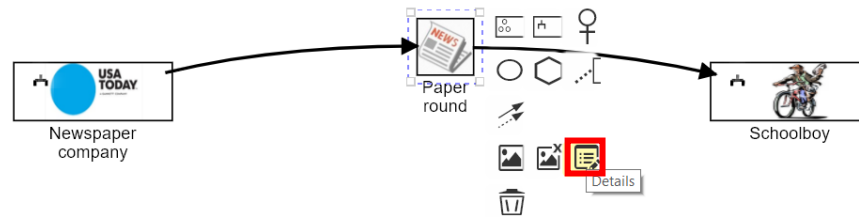
IMPORTANT: In both demonstrations of “bottom-up” mapping above, it looks as if the user may need to have knowledge about existing BM data, before it can be attempted to visualize such data, by “bottom-up” mapping to Shapes. This is not true. Even without any prior knowledge, the user can try to “discover” or “mine” such data by just trying. For instance, by just placing an Enterprise Shape, and then, in the “**Mapping Wizard**”, filling a character in the “Select or Create Participant”, and/or backspacing characters, whereby, based on typeahead search, existing Enterprises are shown, from which one can be selected, etc. Similar is true for all types of Shapes. The user should just be aware of the fact that the type of Shape will restrict the type of objects that will thereby be shown. This way, the user can step-wise visualize existing data (or subsets of it), without any prior knowledge of it.

Add and show Value Proposition Values via Value Proposition Shape

It will now be demonstrated how, from a Value Proposition Shape in the “**Business Ecosystem Map editor**”, Values can be defined on the Value Proposition that the Shape represents. It will also be demonstrated how, after enabling these Values for measurement, resulting Value Measurements can be viewed via the Value Proposition Shape as well.

Add Value Proposition Values

Consider again the Value Proposition Exchange as drawn and mapped earlier (via Business Ecosystem Map “Newspaper Ecosystem”).




Clicking option “Details” on the Value Proposition Shape will start “**Shape Details**”, as shown below. Note again that its Target Element does already exist, as a result of mapping, as performed earlier. This is essential, as precondition to what will be demonstrated now.

Shape Details ✕

Name*	<input type="text" value="Paper round"/>
Description*	<input type="text" value="Paper round"/>
Type	Value Proposition
Target Element	Paper round ⓘ

Add Mapping Delete Mapping Add Value View Values Close Complete

Clicking “Add Value” starts the “**Enter Value for Value Proposition**”. The following picture shows this form, whereby the data has been entered to create Value “supply promptness” (see User Guide of the [VDMbee Value Management Platform](#) for detailed explanation of this form and how to use it).


Enter Value for Value Proposition
✕

Name*

☐ Overall Satisfaction
☒ Enable for Measurement
☐ Grade only

Value

Value Formula

Satisfaction

fair

Satisfaction Type

Grade ▼

Satisfaction Intervals*

fair

-Infinity

Infinity

Add Another +

Weight (%)


Recipient Opinion

Aggregated From

Add Another +

Close

Complete

On clicking the “Complete” button, the Value is actually created and added to the Value Proposition. This can be verified by clicking the  button in the “Shape Details” form, as indicated below.

Shape Details
✕


Name*

Description*

Type

Value Proposition

Target Element

Paper round 

Add Mapping

Delete Mapping

Add Value

View Values

Close

Complete

Clicking it starts the “Target Details” on Value Proposition “Paper round”, which shows the Value as just added.

Target Details
✕

Name	Paper round
Description	Paper round
Provider	Newspaper company
Provider Role	Publisher
Recipient	Schoolboy
Recipient Role	Paperboy

Values :

Poor Service / Base Alternative

supply promptness	96.00 %
-------------------	---------

Close

In a way as demonstrated earlier (see e.g., Mapping an Enterprise Shape (first BM)

The “**Value Propositions**” tab of the “**Business Model Definition page**” for either of the two BMs (as “Prototype” Models) shows the Value Proposition Value, as just added, also, as indicated in the next picture, which shows the Value Proposition, with its Value, in BM “Newspaper round” (see **Mapping an Enterprise Shape (first BM)**, for how to navigate to it).

Enter Value Propositions

➔
Next

Who (Participant) ?*

Who (Participant Role) ?*

Offers What ?*

To Whom (Participant) ?

To Whom (Participant Role) ?

Delivering what Values ?

Add Another +

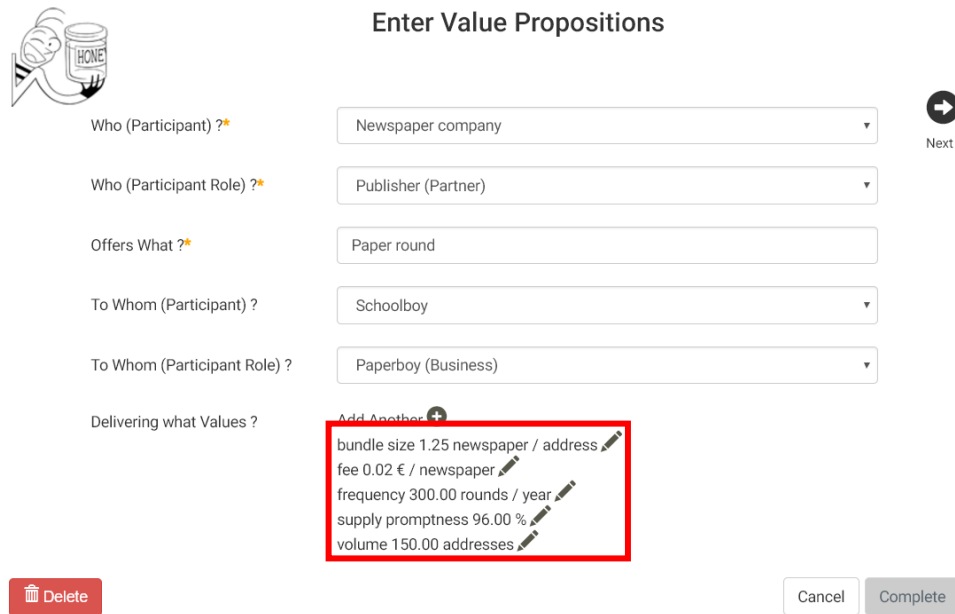
supply promptness 96.00 %
✎

Delete

Cancel
Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Paper round	Newspaper company (Publisher <i>(Partner)</i>)	Schoolboy (Paperboy <i>(Business)</i>)	supply promptness 96.00 %	✔

In the same way more Values can be added to the Value Proposition, via its “**Shape Details**”, using the “Add Value” button. The result of it is shown in the same page (and tab) again, as follows:



Enter Value Propositions

Who (Participant) ?* Newspaper company

Who (Participant Role) ?* Publisher (Partner)

Offers What ?* Paper round

To Whom (Participant) ? Schoolboy

To Whom (Participant Role) ? Paperboy (Business)

Delivering what Values ?

Add Another +

- bundle size 1.25 newspaper / address
- fee 0.02 € / newspaper
- frequency 300.00 rounds / year
- supply promptness 96.00 %
- volume 150.00 addresses

Delete

Next

Cancel Complete

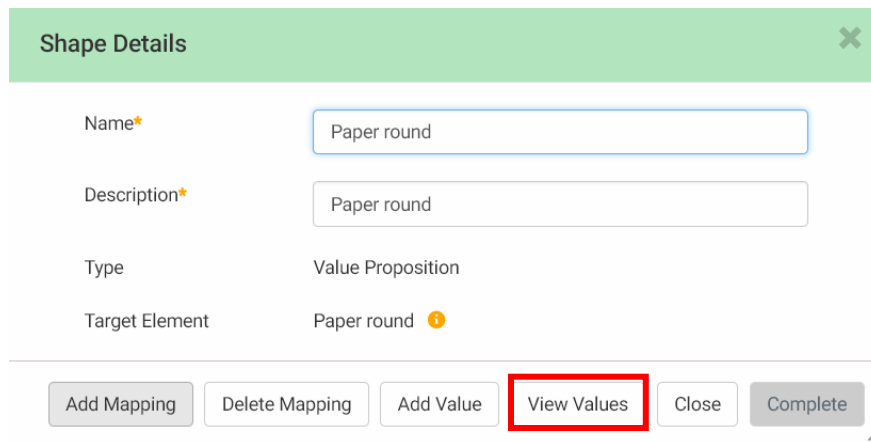
Note that these are all “Input” Values. But in similar way Values may be added that are aggregated (and calculated) from other Values. See User Guide of the [VDMbee Value Management Platform](#) for how to define such aggregations.

Note also that, though these Values have now been added for “**Shape Details**” of a Value Proposition Shape in a Business Ecosystem Map, they can be defined directly in the “**Value Propositions**” tab of the “**Business Model Definition page**” as well.

Show Value Proposition Values

Once Value Proposition Values have been defined, it is also possible to view associated Value metrics in tabular or graphical presentation, directly from the Shape.

This can be achieved via button “View Values” in “**Shape Details**” for the same Shape.



Shape Details ✕

Name* Paper round

Description* Paper round

Type Value Proposition

Target Element Paper round ⓘ

Add Mapping Delete Mapping Add Value **View Values** Close Complete

Clicking that button starts “**Paper round Progress**”, as shown in the following picture.



Clicking the ribbon button expands the following area, on the same form:

Explanation of form controls

Control 1	Drop-down selection list to select the Value Proposition Values for which Measurement values should be presented in tabular or graphical format. Only Values of the Value Proposition, as represented by the Value Proposition Shape in the Business Ecosystem Map, can be selected. Value selection is further constrained based on the Presentation Type as specified via Control 2 .
------------------	---

	Selection is constrained by the Values that are exposed via the “ BM Values ” tab (see Business Model Values (Outcomes)). These Values can be selected by checking their corresponding checkboxes in the selection list. Multiple Business Model Values can be selected, as long as the set of Units that results from selection is not bigger than two.
Control 2	Drop-down selection list to select the Type of Presentation that is used to view Value metrics. Possibly Presentation types are: “Curves / bars”, “Radar” and “Table”. Some of these Types impose some further constraints on Values that can be selected via Option 1 . In a Table any selection of Values can be presented. In a Radar, minimally three Values have to be selected. And for a chart with curves or bars, multiple Values can be selected, as long as the set of Units that results from selection is not bigger than two.
Control 3	Tree control to configure for which Phases and Alternatives the Value Proposition metrics will be plotted. In case multiple Phases are checked, “progress” can be measured in terms of the evolution of Value Proposition metrics over time (hence the name of the title of this form ..). It is also possible to compare variations of metrics across Alternatives within a Phase, by checking multiple Alternatives within a Phase. Note that in the use case that is underlying this User Guide, only a single Phase and a single Alternative is used. See User Guide of the VDMbee Value Management Platform for how to deal with multiple Phases and Alternatives, in the broader context of managing innovation and transformation, and assessing related impact.

For convenience Presentation Type “Table”, and all Value Proposition Values are selected, as indicated below.

Paper round Progress	
Show 10 entries	Search: <input type="text"/>
Values	Alt-0
bundle size (newspaper / address)	1.25
fee (€ / newspaper)	0.02
frequency (rounds / year)	300
supply promptness (%)	96
volume (addresses)	150
Showing 1 to 5 of 5 entries	
Previous 1 Next	

Alt-0 : Poor Service / Base Alternative

All selected (5) ▼

Presentation Type

Table ▼

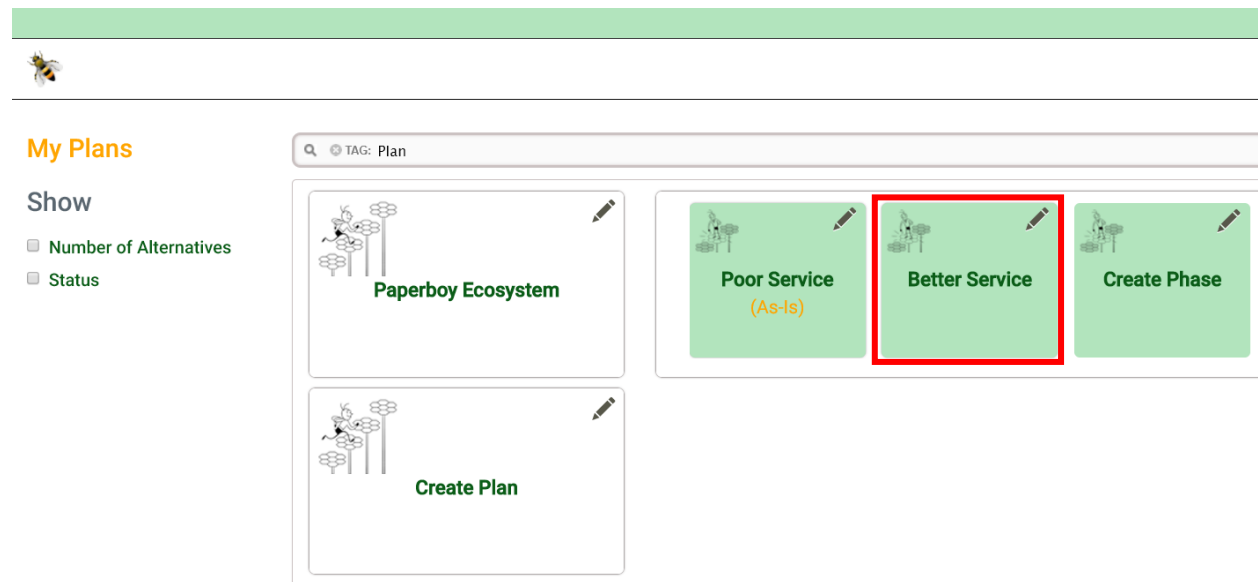
☒ Poor Service
☒ Base Alternative

As a result of that, Values are presented in tabular format. In similar ways Values can be presented in graphical format, either via Curves / bars or via a Radar plot.

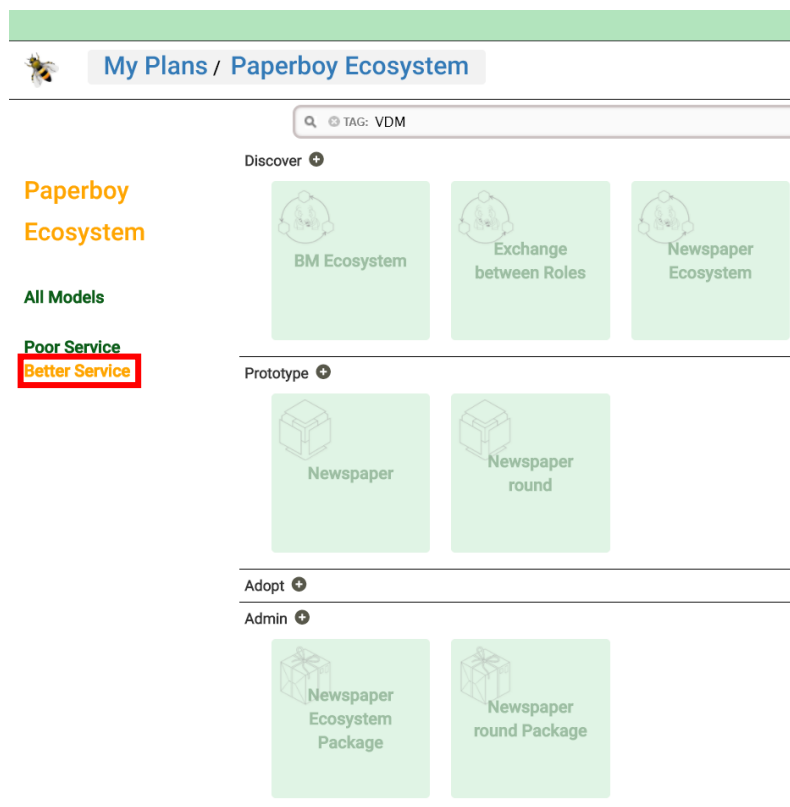
Life Cycle Management of Business Ecosystem Maps

In a next Phase of the Plan, or other Alternative within a Phase, a Business Ecosystem Map may change. Changes may concern adding or removing Shapes (and/or Connectors), adding or removing Text Annotations, changing names of Shapes and/or content of Text Annotations, updating Shapes with respect to name or image or changing color of Connectors. When such changes occur, a local version (or “copy”) is automatically created for that Phase and Alternative. Actually a local version (or “copy”) is created for the Package that contains the Business Ecosystem Map. But, as these changes do not impact underlying BMs, no BMs (no BM-containing Packages) are copied.

In order to demonstrate this, a next Phase is created (see User Guide of the [VDMbee Value Management Platform](#) for how to do that). The “My Plans” page now shows two Phases for the Plan. Note that, so-far in this User Guide, we only worked in the context of the first Phase, “Poor Service”.






Clicking the **green** box that represents the new Phase, “Better Service”, starts the “**Plan page**” in the context of that Phase.



It shows all Models as dimmed, which means: these, or the Packages that contain them, are the same as created in the first Phase. They are just viewed in the context of the second Phase, which is clear from the fact that Phase “**Better Service**”, as shown on the left side of the page, is highlighted in **orange**.

In particular note how the **green** box that represents the Business Ecosystem Map “Newspaper Ecosystem”, as well as the **green** box that represents the “Newspaper Ecosystem Package”, being the Package that contains it, show dimmed. Actually, in the use case that we followed so-far in this User Guide, that Package contains all three Business Ecosystem Maps, as is shown by its “**Edit Package**” form below (which can be started by clicking the **green** “Newspaper Ecosystem Package” box).


Edit Package



Name

Description

Business Ecosystem Maps

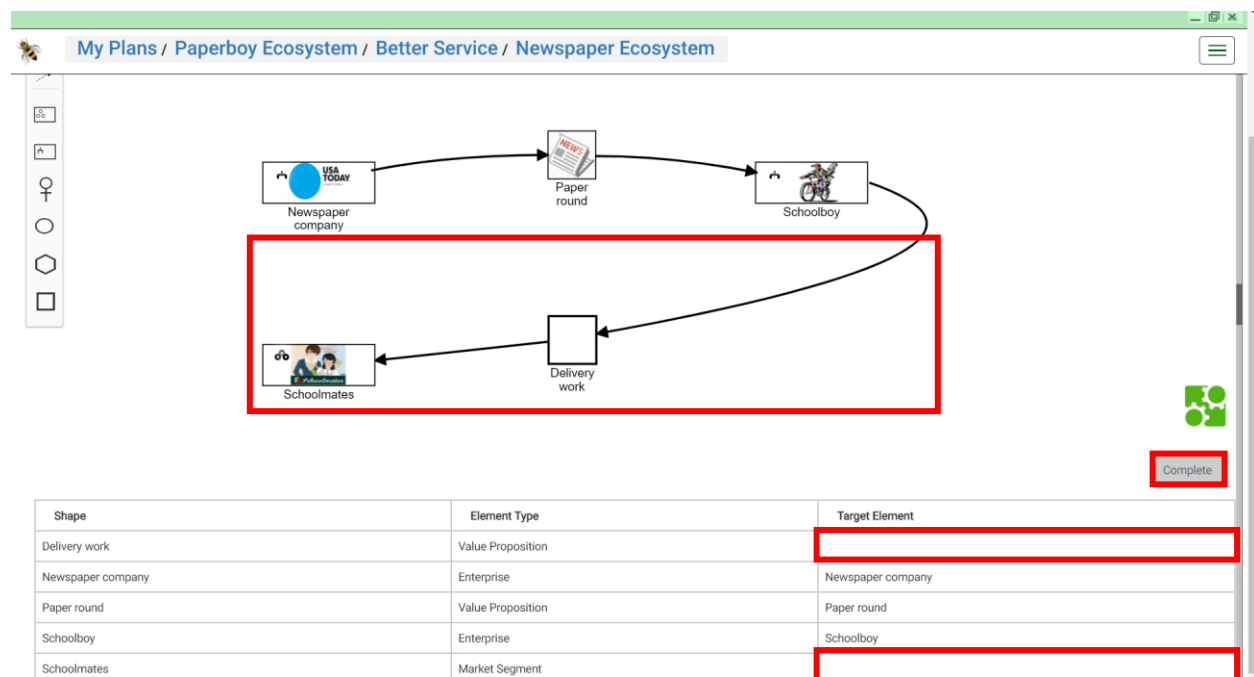
Name	Description
Newspaper Ecosystem	Newspaper Ecosystem
BM Ecosystem	BM Ecosystem
Exchange between Roles	Exchange between Roles

Delete

Close

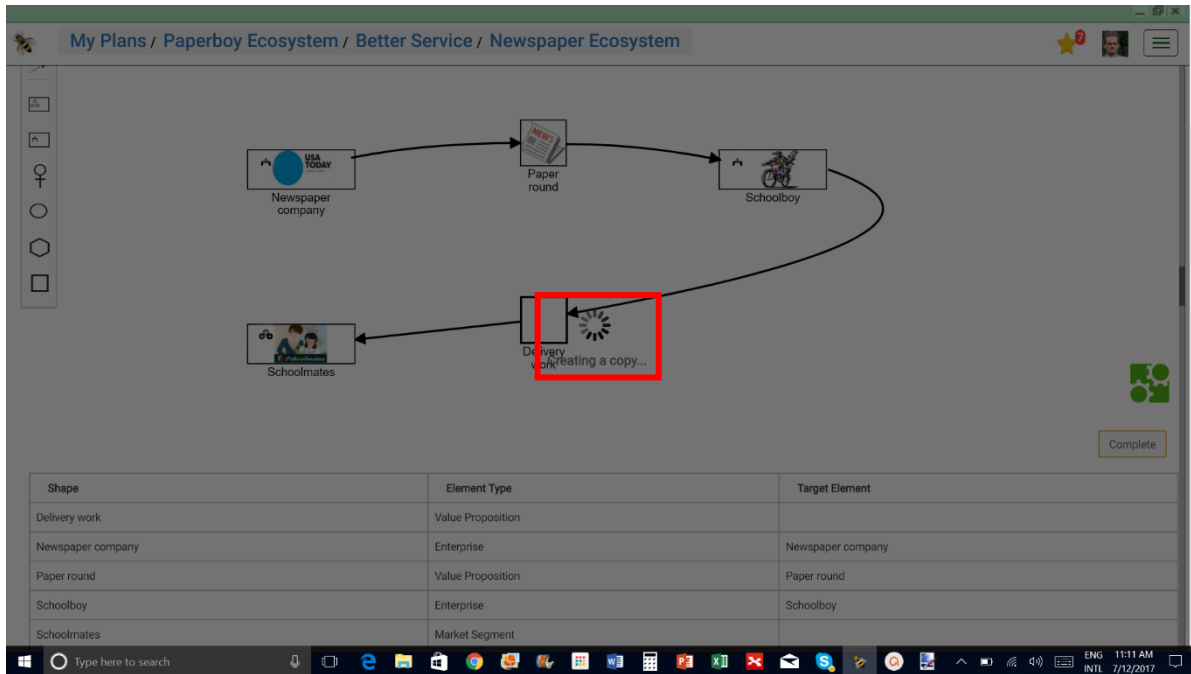
Complete

We now open the “**Business Ecosystem Map editor**” on “Newspaper Ecosystem” in the context of this second Phase, by clicking its dimmed **green** box, and we add some more Shapes and Connectors to it. The resulting diagram is shown in the next picture.

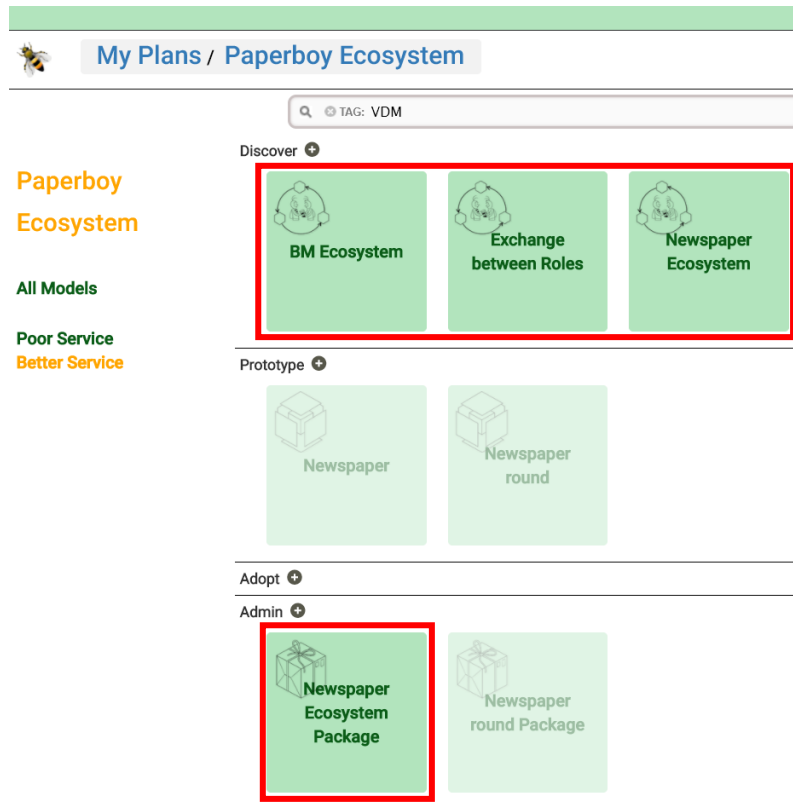


Note that the “Complete” button was not clicked so-far, and that Mappings to Target Elements have not yet been created for the two added Shapes.

As soon as the “Complete” button is now clicked, and these changes are saved, a local version (or “copy”) is created of the Business Ecosystem Map (actually for its containing Package, so, for that Package and all Maps that it contains). This is indicated by the spinner, with related caption “Creating a copy...”, in the screenshot below.



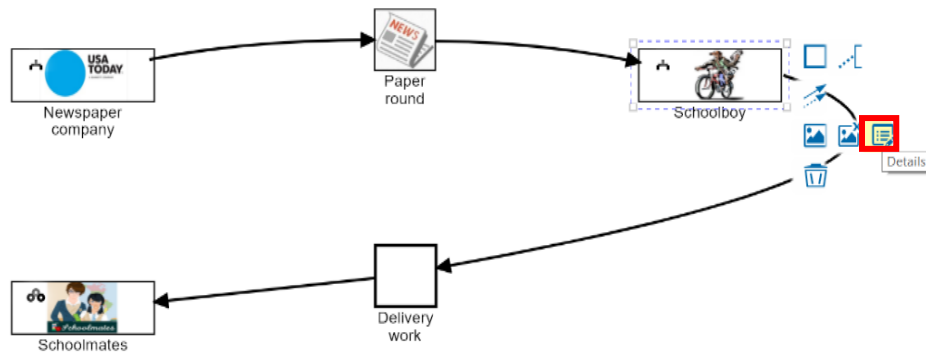
As a result of this, the “Plan page” now shows clear green boxes (no longer dimmed) for the “Newspaper Ecosystem Package”, and the three Business Ecosystem Maps that it contains.



This is because local versions (“copies”) have now been created of these in the second Phase. This means that, when, for instance, further changes would be made to the Business Ecosystem Maps in the second Phase, this would no longer impact their counterparts in the first Phase.

When, after this the additional Shapes are mapped to Target Elements in the BM, this will impact the structure of that BM, and this will, hence, trigger the creation of a local version of the BM for the second Phase. Actually it will trigger the creation of a local version of the Package that contains it (as well as the other BM, that happened to be contained in the same Package).

This will now be demonstrated briefly, by adding an additional Mapping for “Schoolboy”, whereby we assume that his interaction with “Schoolmates” will occur via an additional Participant Network. This can be achieved in a way similar to adding a Mapping in the context of an additional BM (see **Mapping an Enterprise Shape (subsequent BM)**). It is also different in a sense that here we will not do it for an additional BM, but we will map the Enterprise Shape for an additional Participant Network (to be created) in the same BM. In order to achieve that, we use option “Details”, as indicated in the picture below.



In “**Shape Details**”, which is then started, we click again button “Add Mapping”, as indicated below.

Shape Details
✕

Name*	<input type="text" value="Schoolboy"/>
Description*	<input type="text" value="Schoolboy"/>
Type	Enterprise
Target Element	Schoolboy ⓘ

Add Mapping
Delete Mapping
Close
Complete

The “**Mapping Wizard**”, which is then started, is filled in as follows:

1 Details
Complete

As part of:

Package*	<input type="text" value="Newspaper round Package"/> ⓘ
Select or Create Business Model*	<input type="text" value="Newspaper round"/> ⓘ
Create Business	<input type="text" value="Schoolboy"/> ⓘ
Select or Create Participant Network	<input type="text" value="Backup network"/> ⓘ

As:

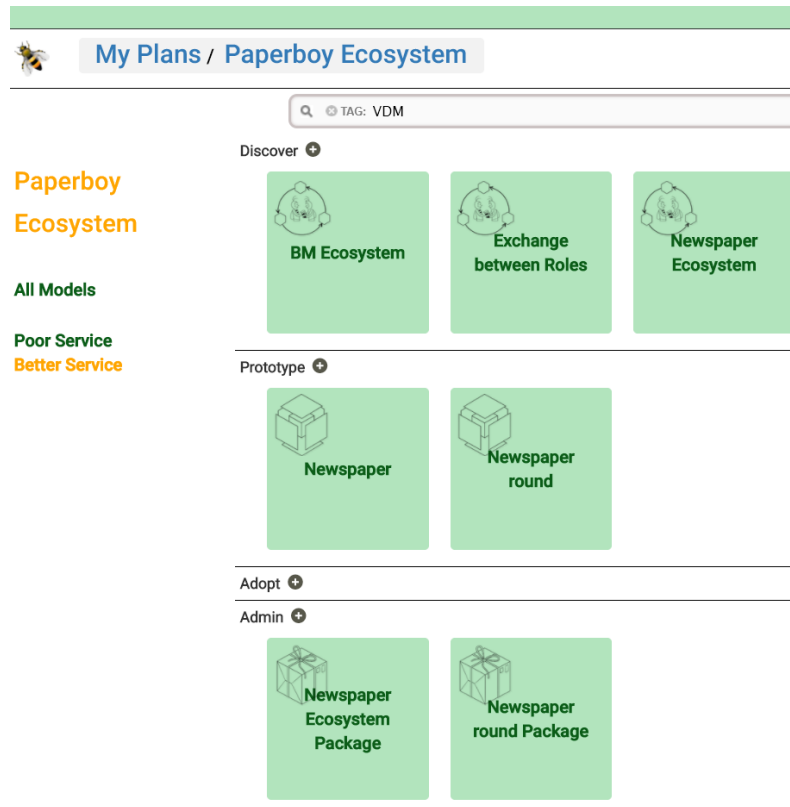
Relationship*	<input type="text" value="Business"/>
Select or Create Participant	<input type="text" value="Schoolboy"/> ⓘ
Role	<input type="text" value="Proxy"/>

Note that we specified here that “Schoolboy” will now also get a Role in a new Participant Network, called “Backup Network”. Let’s say, his Role will be “Proxy” in this Participant Network, as, from the perspective of the “Schoolmates”, he will serve as proxy of the “Newspaper company”. And this should

be defined as part of BM “Newspaper round”, as it is only part of the BM of the “Schoolboy”, and not of interest to “Newspaper company”.

Clicking button “Complete” will not only trigger the creation of Mappings to the Target Elements in this BM, but as this will, by that, also impact this BM itself, this will also trigger the creation of a local version of the BM in the second Phase.

As indicated in the next picture, all Models in the “**Plan page**” are now represented by clear **green** boxes, as now also the Package “Newspaper round Package”, together with the two BMs (in the “Prototype” area), as contained by it, have now their local versions for the second Phase.



The reader may again lookup the additions, as created through mapping, in the “**Business Model Definition page**” of BM “Newspaper round”, in the same way as has been demonstrated earlier a couple of times.

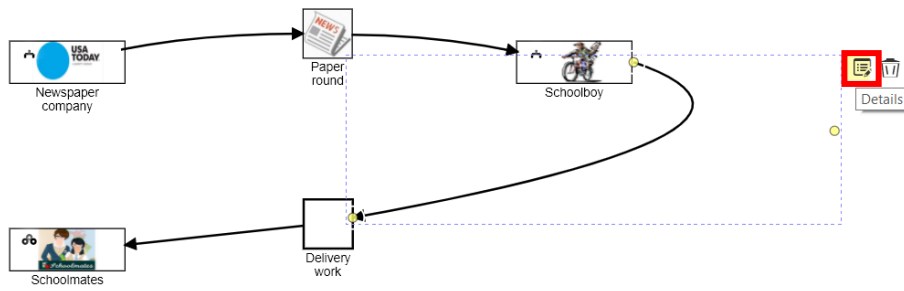
Of course, when these graphical changes and Mappings would have been saved in one go, both the Business Ecosystem Map (Package) and the BM (Package) would be copied simultaneously.

It may also be the case that BMs get copied, due to changes that are directly applied through the “**Business Model Definition page**” (see User Guide of the [VDMbee Value Management Platform](#) for details) or otherwise, but not through mapping from Business Ecosystem Map. In that case a BM may be ahead of the Business Ecosystem Map, in that it has its local version for a Phase and Alternative already. But when, thereafter, the “**Business Ecosystem Map editor**” is opened on that Business Ecosystem Map, it will be copied to the new version also.

Connector colors

As demonstrated above, the Business Ecosystem Map “Newspaper Ecosystem” in Phase “Better Service”, now depicts two Participant Networks. This could speak better from the diagram when different colors are given to the Connectors.

Consider the same diagram again, and use option “Details” on the newly added Connector, as follows:

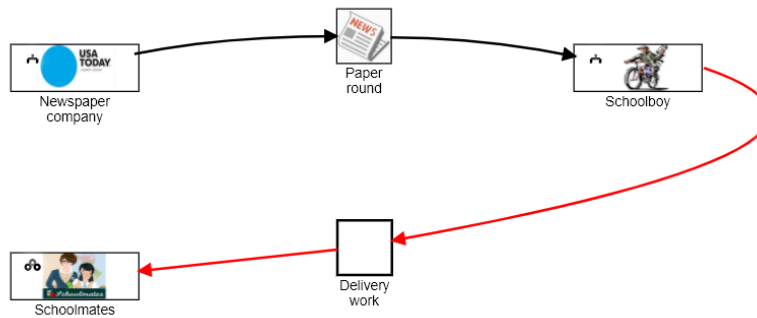


Clicking it starts “Connector Details”, as shown below.

Explanation of form controls

Control 1	Set of colors that can be used to re-color the Connector. The current Connector color is highlighted (by “glow” around its color box). The default color is black. The default set of colors contains the six colors as shown in the picture above. Just clicking another color in this list will re-color the Connector. The system will remember the last used color, and, when e.g. creating a next Connector, it will apply that color. Control 2 can be used to add more colors.
Control 2	Button to add colors. Clicking the button will start a color picker.
Control 3	Leaving the form without saving changes
Control 4	Leaving the form whereby data changes are saved

After re-coloring both Connectors in the newly created Participant Network, by using **Control 1**, the resulting Business Ecosystem Map looks as follows:



It is now visible in one glance, that two different Participant Networks are underlying this Business Ecosystem Map.

Of course, more Connectors may be added, to further complete the use case, by making the Value Proposition Exchanges more complex and complete. In the more complete use case, “Schoolboy” would also provide a Value Proposition back to “Newspaper company” (black Connectors), “Schoolmates” would also provide a Value Proposition back to “Schoolboy” (red Connectors), and “Readers”, as the actual Customers of “Schoolboy” would be involved as well (black Connectors, assuming that this would extend the original Participant Network). But these additions will not be demonstrated in this User Guide.