

User Guide

VDMbee Value Management Platform v1.02



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Introduction

This document is meant as User Guide for functional users of the VDMbee Value Management Platform. For convenience the VDMbee Management Platform is abbreviated as **VMP**.

This User Guide does not contain any technical specifications. It neither explains the VDMbee approach. The VDMbee approach is trained separately in the Continuous Business Model Planning course for Value Management Professional, and is supported by the VDMbee Academy, which is a learning management system for blended learning.

This User Guide explains the functionality of VMP, based on its various application forms. It does not explain all functionality. Features not explained in this User Guide will be explained in complementary User Guides. For example, the functionality associated with Reports and multiple Vocabularies, is not addressed by this User Guide.

VMP will be explained based on data from a simple use case, called “[Paperboy](#)”. As some advanced features of VMP go beyond what is demonstrable via this simple use case, selective use is made also of snippets of the more advanced and extended use “Low Cost Carrier” (LCC) case, which case is the basis of the VDMbee Academy course for Value Management Professional. Further knowledge of this use case is not required in this User Guide.

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.

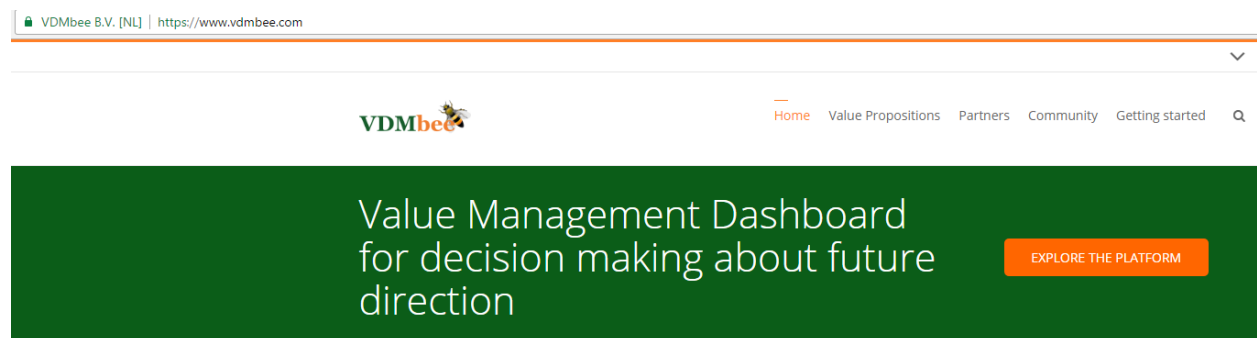
Note: Throughout VMP, User Interface (UI) controls that require input are marked with an **orange** star (*).

Install the Platform

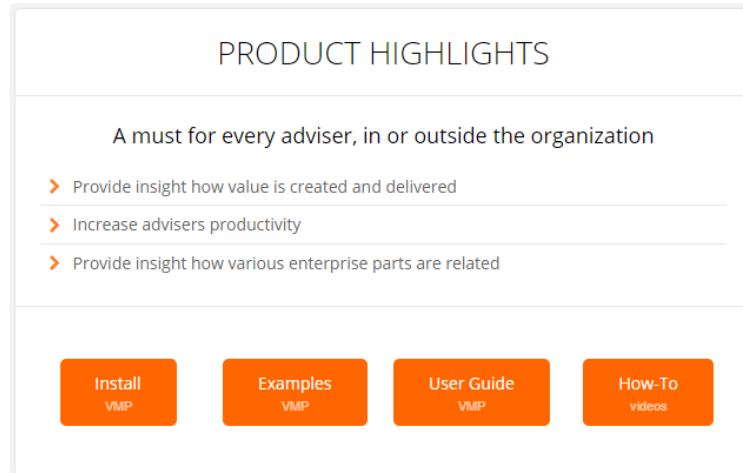
VMP can be installed automatically as well as manually. Prerequisite for installing VMP is to have the Google Chrome browser installed on your device.

Automatic Installation

Go to the VDMbee website and click button “EXPLORE THE PLATFORM”.



This will start a page with VMP-related information. On that page click button “Install VMP”.



This will launch the Google Chrome Web Store, from where you can install VMP automatically.

Manual Installation

In case you obtained the CRX file of VMP, click the menu button in Chrome and select option “Settings”.



On the “Settings” page, select “Extensions” and drag the CRX file into it. After some seconds a popup window will ask to add VMP. Click the “Add” button in that window.

Start the Platform

Once installed, VMP can be started via the “Apps” button in Chrome.

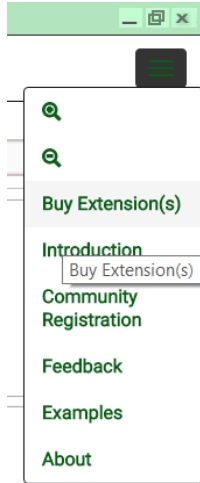


The Platform can be started via the VMP icon on the Apps page.



It is handy to create a shortcut from here.

When VMP is started the “**My Plans**” appears. Note that, when VMP was installed via the Chrome Web Store, you use the Community Edition, which is a limited version of VMP. In order to use the full power of VMP, you need to purchase the Enterprise Edition. You can do that via the “Buy Extension(s)” option in the menu that can be started via the menu button on “**My Plans**”.



Explanation of other options

Print RDF	This option is not meant for functional users
(+)	Zoom in
(-)	Zoom out
Introduction	This page, which also starts automatically on start of VMP, provides some general information about VMP, as well as explanation of the main concepts used in VMP. These main concepts are indicated by icons that are used throughout VMP. For convenience these main concepts are introduced in the next chapter also.
Community Registration	To make yourselves part of a community of Value Management experts
Feedback	Provide feedback into the VDMbee Community. This includes reporting issues to VDMbee, and to further communicate about them.
Examples	Here you can download example use cases
About	This option provides information about the version of VMP as installed

Main concepts used in VMP

This chapter provides an overview of the main concepts that are used in VMP. Each concept is associated with an icon, that is also used to denote that concept in VMP.

Value



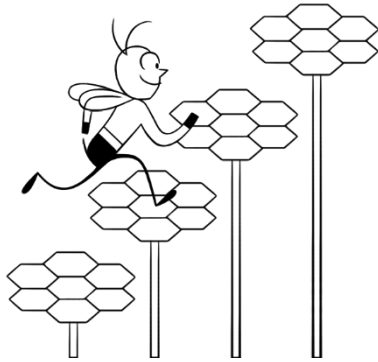
Better businesses innovate and transform continuously to create and secure Value.

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

Values influence each other. Values can be aggregated in various directions: from received Value Propositions to Activities and/ or provided Value Propositions, from Activities to Value Propositions, from Activities and Value Propositions to the Plan, and vice versa, etc.

This enables impact analysis and what-if calculations of Business Models, eco-systems of Business Models and the Plans that they support.

Plan



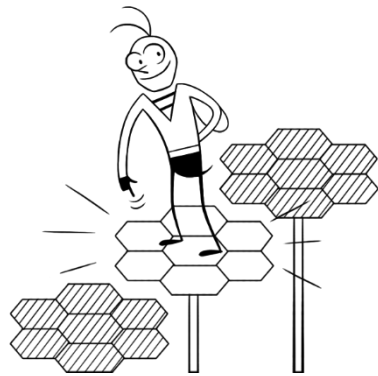
Management of an innovation or transformation initiative requires a **Plan** as the vehicle to define and execute strategies.

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

Plan Values are defined as basis for management and measurement of success of plan outcomes. Plan Values are the basis of defining Plan objectives.

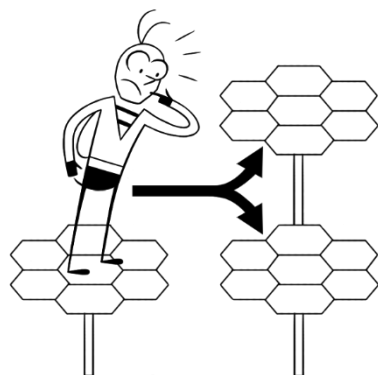
Plan level Values allow to simplify Value Management, as they allow abstraction from the details and to focus on the important aspects.

Phase



A Plan consists of **Phases**. Phases are the steps that are defined towards achieving the goal. Phases are time-bound. Value objectives can be defined and managed per Phase.

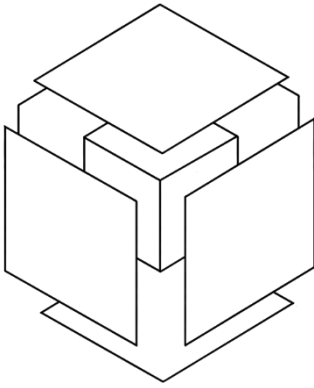
Alternative



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.

Multiple Alternatives are defined for a Phase when one wants to store and compare what-if Scenarios and make explicit decision to adopt one.

Business Model



Analysis and implementation of Alternatives is supported by the definition, exploration and simulation of **Business Models**.

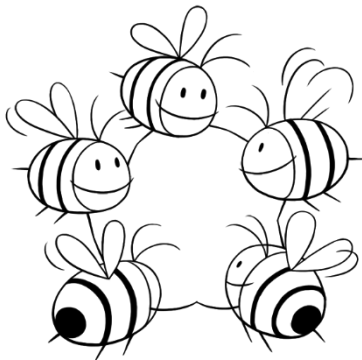
A Business Model defines how a Business, in a particular product-market combination, creates and delivers Value for the stakeholders involved. A product-market combination is typically defined as the combination of a Value Proposition provided to a Customer.

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
- Competencies used to perform Activities
- Values created, delivered (or exchanged), consumed and captured, together with their Value Formulas.

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).

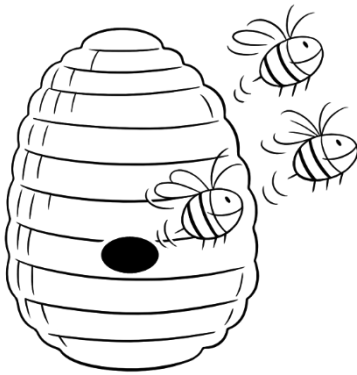
Participant Network



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.

It is also the home base for Competencies that are deployed in the Business Model.

A Business typically owns and operates multiple Business Models.

Customer

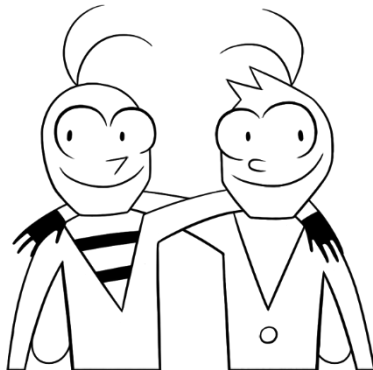


Another type of Participant in a Business Model is a **Customer**. Serving a Customer determines the main purpose of the Business Model (next to the purpose of satisfying the needs of the Business itself).

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

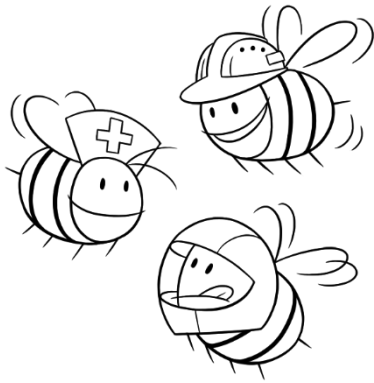


A **Partner** is a Participant that is involved in the Business Model to help creating the Value to be delivered to the Customer(s) in the Business Model.

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 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

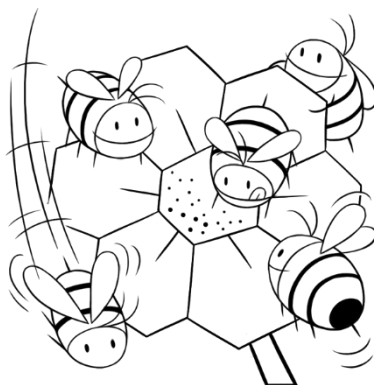


Participants, via Roles, exchange **Value Propositions** with each other.

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.

As Business Models are based on one or more, possibly shared, Participant Networks, eco-systems 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 eco-systems, both intra- and inter-Enterprise. A Value Proposition that is provided in one Business Model may be received in another.

Activity



An **Activity** represents work performed by a Participant in a Role in a Participant Network.

When these Participant Networks are shared across multiple Business Models, Activities can be shared as well.

Activities contribute to Value that is delivered via a Value Proposition. The set of Activities (and their Values), that contribute to a Value Proposition (and its Values), can be considered the **Value Stream** of that Value Proposition. The same Activity may contribute to multiple Value Propositions, possibly for different Values.

Competency

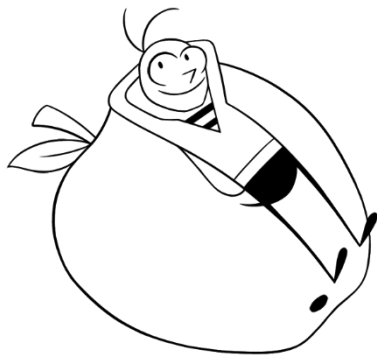


A **Competency** is an ability that the Business has and applies in order to perform the work as represented by an Activity.

One form of Competency is Capability: the ability to perform a type of work. E.g. concept drafting, hydraulic engineering, liquidity management.

Another form of Competency is Resource, such as a patent, a system or a class of human resource with certain skill. Resources are “things” used by an Activity to produce an outcome.

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.

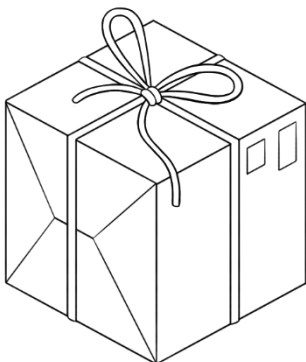
“My Proposition” typically articulates:

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

Like any Value Proposition, also My Proposition can have its **Value Stream**.

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

Package



Business 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.

Report



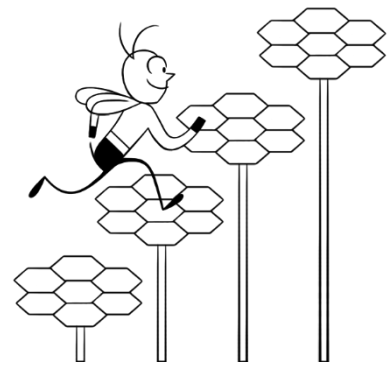
A **Report** is a separate type of Model, used to present the Plan to stakeholders, and to decision makers in particular.

This User Guide does not address functionality of Reports.

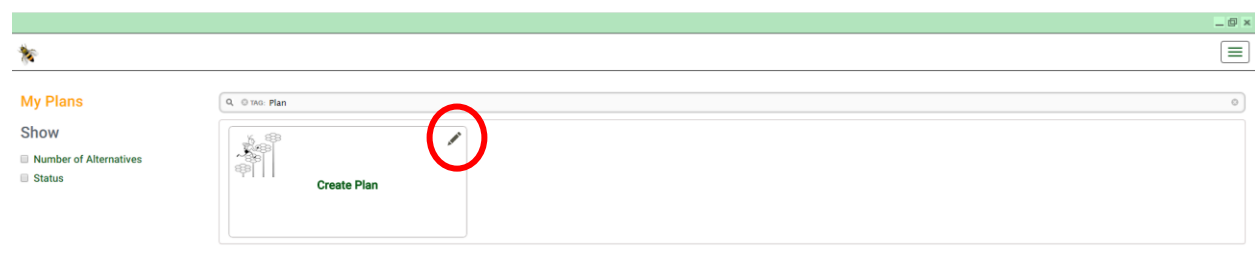
My Plans

Plans and their Phases and Alternatives are maintained via “**My Plans**”.

Plans



A Plan can be created by clicking the pencil in the “**Create Plan**” box on “**My Plans**”.

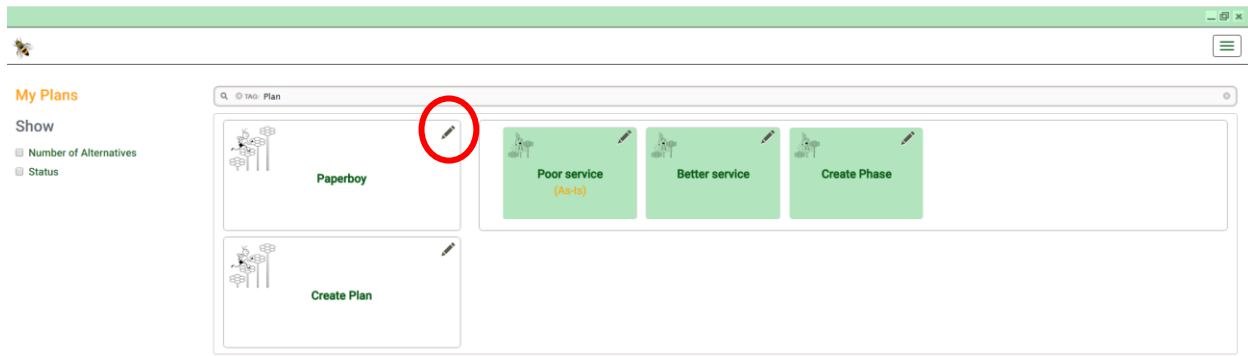


This starts “**Create Plan**”.

Explanation of form controls

Control 1	Name of the Plan
Control 2	Description of the Plan
Control 3	Status of the Plan. A Plan can have status “Initiated”, “In Progress” or “Closed”. There is no enforcement of Plan Status in version v1.0 of VMP.
Control 4	A Plan can have zero or more Phases. Phases can be added or edited here, but can also be added and edited from “ My Plans ” directly. See Phases .
Control 5	Button to start form to edit advanced Plan parameters. See Advanced .
Control 6	Leaving the form without creating the Plan
Control 7	Importing a Plan from .vpk file. When a Plan is imported, it is possible to overwrite the name of the Plan, as specified in the .vpk file, by entering a name (Control 1), followed by clicking button “Import”. When no name is specified, the name as specified in the .vpk file will be adopted.
Control 8	Exporting a Plan to a .vpk file, whereby the content of the file is encoded. The file is meant for VMP support purpose only.
Control 9	Exporting a Plan to a .vpk file. This file can be imported to VMP by any user.
Control 10	Leaving the form whereby the Plan gets created

The following page represents “**My Plans**”, whereby a Plan has been created, either from scratch or via import.



The white box “**Paperboy**” represents a Plan, named “Paperboy”. Clicking the pencil in that box starts “**Edit Plan**”.

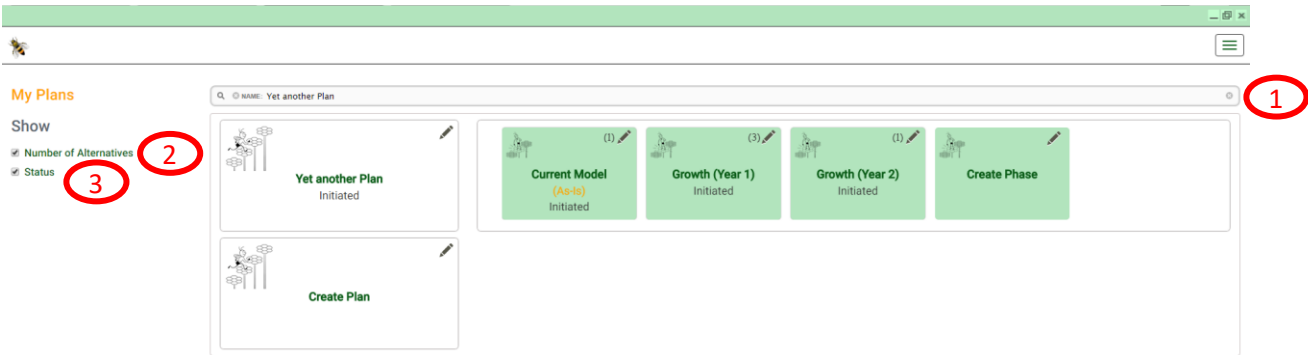
Explanation of form controls (as far as not explained yet)

Control 1	An already defined Phase of the Plan can, optionally, be set as the “As-Is” Phase, representing how the existing business actually works. See “ Phases ”.
Control 2	An already defined Phase of the Plan can, optionally, be set as the “Goal” Phase. The “Goal”, when it is defined, it is always the last Phase (most right in the lane that represents the Plan). Any Phase that comes after the Phase that is set as Goal, will be deleted. Once the “Goal” is defined, and another Phase is defined, it will be inserted before (i.e., left of) the “Goal”. See “ Phases ”
Control 3	Button to delete the Plan

NOTE: Some buttons, in “**Edit Plan**” (see above) show clear. Like “Delete”, “Advanced”, “Close”, “Export Support” and “Complete”. These buttons are enabled. Button “Import” shows dimmed, as it is disabled.

Whether a button is enabled or disabled depends on the state of the transaction that is handled by the form at that moment. For example, on some forms, as will be dealt with later in this User Guide, the “Complete” button remains disabled (showing dimmed) when the data that is entered is invalid and should, hence, not be saved. We will not revisit this in this User Guide.

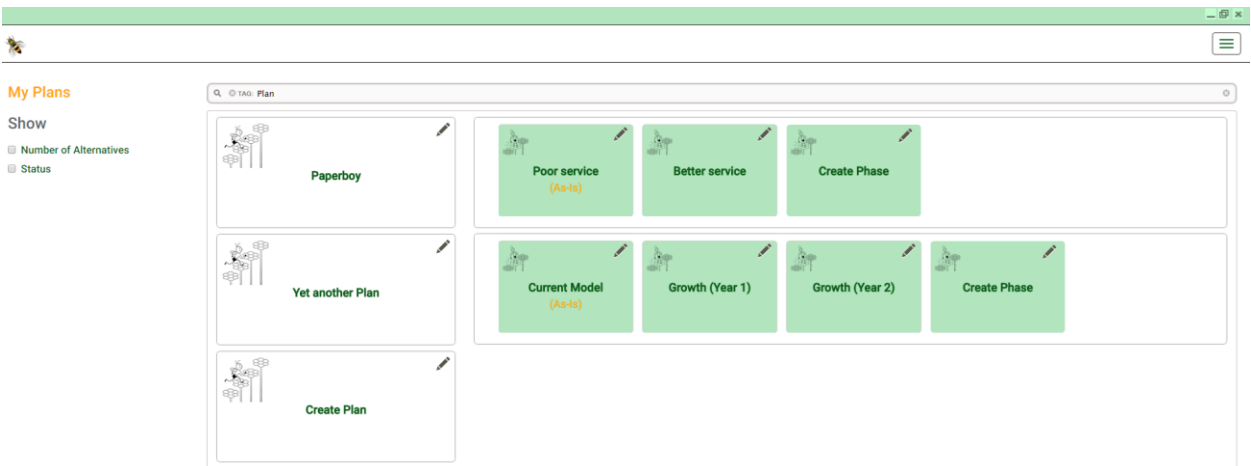
The following page represents “My Plans” again, for the purpose of explaining some more features of it.



Explanation of form controls

Control 1	Filter bar, to filter Plans. Note that this is useful when multiple Plans have been created (showing as multiple Plan lanes in “My Plans”)
Control 2	Checkbox to indicate whether the number of Alternatives should be indicated per Phase. See “Phases” and “Alternatives”
Control 3	Checkbox to indicate whether the status of Plans and Phases should be indicated. See “Phases”

The following page shows “My Plans” whereby multiple Plans are visible.



NOTE: On any main page, like “My Plans”, the commonly known “minimize”, “maximize” and “close” buttons are located in the top-right corner.



On modal dialogs, such as “**Edit Plan**”, there is just the “close” button in that place. We will not revisit these buttons in this User Guide, as their behavior is obvious.

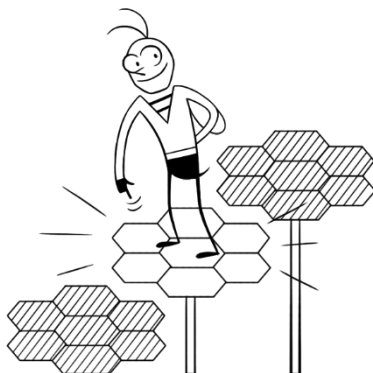
Advanced Plan parameters

VMP supports Value calculations, even when cycles occur. Example: ValueX aggregates from ValueY, which aggregates ValueX again, and possibly other Values. When a Value is involved in a cycle, VMP tries to calculate it iteratively. The “Advanced” form, which is started via button “**Advanced**” on form “**Create Plan**”, is used to set parameters that control the behavior of iterative calculation.

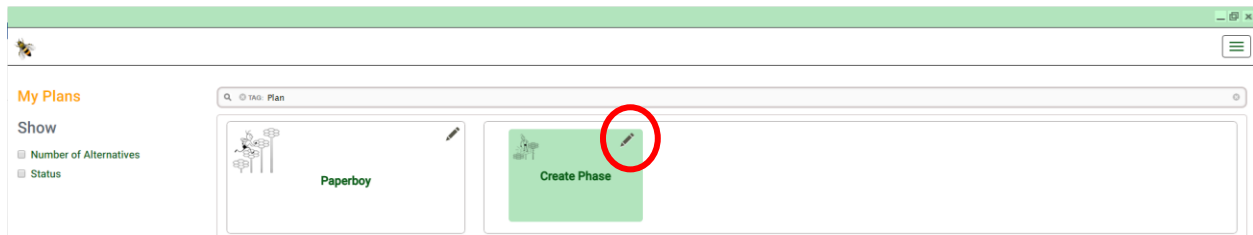
Explanation of form controls

Control 1	When the result of the next iteration changes the Value less than is indicated by Max Change, calculation ends. Default is 0.0001. This parameter can be further differentiated by Value. See Value Details
Control 2	Calculation stops after the number of iterations performed equals “Maximum Number of Iterations”. Default is 100
Control 3	Leaving the form without saving data changes
Control 4	Leaving the form whereby data changes are saved

Phases



For a Plan, a Phase can be created by clicking the pencil in the “**Create Phase**” box on in a Plan lane on “**My Plans**”.



This starts “Create Phase”.

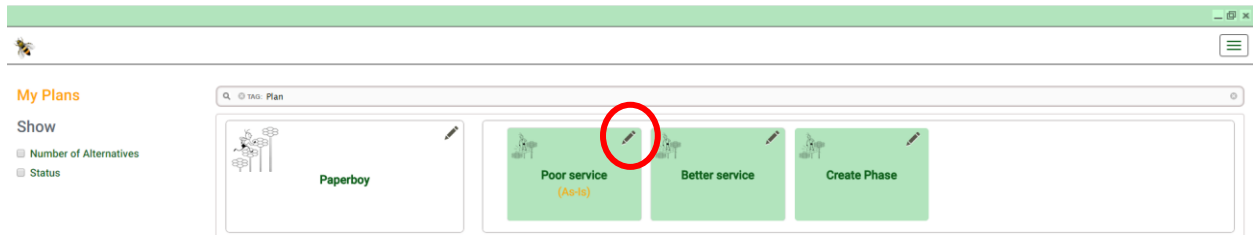
The 'Create Phase' form is shown with the following controls highlighted by numbered red circles:

- Control 1:** The 'Name' input field.
- Control 2:** The 'Description' input field.
- Control 3:** The 'Plan Date' input field.
- Control 4:** The 'Implementation Date' input field.
- Control 5:** The 'Phase Status' dropdown menu, currently set to 'Initiated'.
- Control 6:** The 'Purpose' input field.
- Control 7:** The 'Alternatives' section, which includes a '+' icon, an edit icon, and a list containing 'Base Alternative'.
- Control 8:** The 'Close' button at the bottom right.
- Control 9:** The 'Complete' button at the bottom right.

Explanation of form controls

Control 1	Name of the Phase
Control 2	Description of the Phase
Control 3	Date on which the Phase is expected to be implemented in the business. There is no enforcement of Plan Date in version v1.0 of VMP.
Control 4	Date on which the Phase has actually been implemented in the business. There is no enforcement of Implementation Date in version v1.0 of VMP.
Control 5	Status of the Phase. A Phase can have status “Initiated”, “In Progress” or “Closed”. There is no enforcement of Phase Status in version v1.0 of VMP.
Control 6	Informative field to specify the purpose of the Phase, i.e., what is intended to be achieved by the Phase, in terms of changes to the business
Control 7	A Phase has one or more Alternatives. Alternatives can be added or edited here. See Alternatives .
Control 8	Leaving the form without creating the Phase
Control 9	Leaving the form whereby the Phase gets created

The following page represents “**My Plans**”, whereby Phases have been created for a Plan.



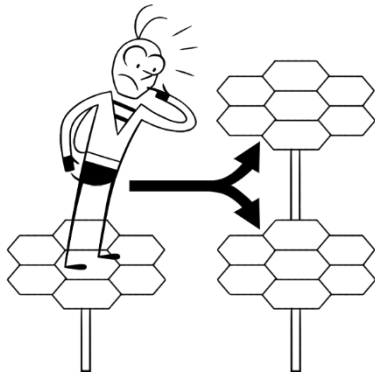
The **green** boxes “**Poor Service**” and “**Better Service**” represent Phases of Plan “Paperboy”. Clicking the pencil in a Phase box starts “**Edit Phase**”.

The screenshot shows the 'Edit Phase' form. At the top, there's a green header bar with the title 'Edit Phase' and a close button. Below the header, there are several form fields: 'Name*' (containing 'Poor service'), 'Description' (containing 'Poor service'), 'Plan Date' (containing 'Plan Date'), 'Implementation Date' (containing 'Implementation Date'), 'Phase Status' (a dropdown menu set to 'Initiated'), 'Purpose' (containing 'Purpose'), and 'Alternatives' (a dropdown menu showing 'Base Alternative'). At the bottom of the form, there are three buttons: 'Delete' (with a trash icon), 'Close', and 'Complete'. A red circle is drawn around the 'Delete' button.

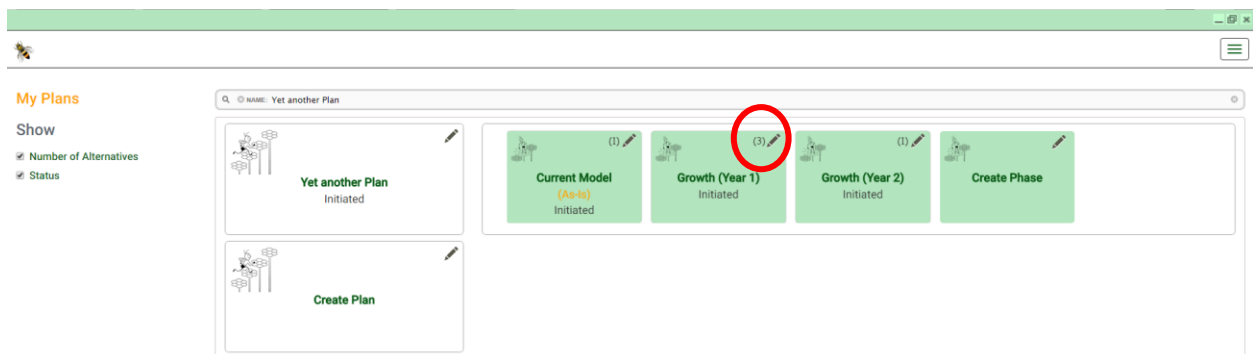
Explanation of form controls (as far as not explained yet)

Control 1	Button to delete the Phase
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Alternatives



As the next image of “**My Plans**” indicates, the second Phase of Plan “Yet another Plan” has three Alternatives.



The next form represents “Edit Phase”, showing these three Alternatives accordingly. As there is more than one Alternative defined for this Phase, two more Alternative properties become relevant now.


Edit Phase
✕

Name*

Growth (Year 1)

Description

Growth (Year 1)

Plan Date

Plan Date

Implementation Date

Implementation Date

Phase Status

Initiated

Purpose

Purpose

Master

Unchanged Policy

1

Primary

Low Fares & Partial Lease

2

Alternatives

+

✎

Low Fares

Low Fares & Partial Lease

Unchanged Policy

Delete

Close

Complete

Explanation of form controls (as far as not explained yet)

Control 1	The “Master” Alternative of a Phase is the one that is first created, and is created when the Phase itself is created. It is immutable. Other Alternatives in the Phase are derived from the “Master”.
Control 2	The “Primary” Alternative of a Phase is the one that is basis for the next Phase to be created. By default the “Master” is also the “Primary”, but the user can decide to mark another Alternative as the “Primary”. A decision about which Alternative to adopt (in a Phase), is typically administrated by setting the to be adopted Alternative as the “Primary”. The “Primary” is also highlighted in the list of Alternatives of a Phase.

Clicking the pencil for a selected Alternative in the “**Edit Phase**” form starts “**Edit Alternative**”.

Explanation of form controls

Control 1	Name of the Alternative
Control 2	Description of the Alternative
Control 3	Packages, containing Model data, linked to the Alternative. See Packages . An Alternative can link to zero or more Packages. A Package is either owned by the Alternative, or the Alternative references a Package that is owned by another Alternative. See Business Model Definition . Non-owned Packages can be attached and de-attached to/from the Alternative.
Control 4	Button to delete the Alternative
Control 5	This option is not meant for functional users
Control 6	Leaving the form without saving data changes
Control 7	Leaving the form whereby data changes are saved

Clicking the (+) button to add an Alternative, from “**Edit Phase**”, starts “**Create Alternative**”.

As explained above, any Alternative that is created via “**Create Alternative**” is derived from the “Master” Alternative in the Phase. It starts from the content of the “Master”, which the user can change according to his/her needs. Sometimes a user might want to create a new Alternative, which does not

just start from the content of the “Master”, but that also includes all changes that an already existing Alternative (not the “Master”) applied. This can be achieved via “cloning” that existing Alternative.

After typing Name and Description, and clicking button “Clone” (see “**Create Alternative**” above), “**Clone Alternative**” starts, in which the Alternative-to-be-cloned can be selected.

Explanation of form controls

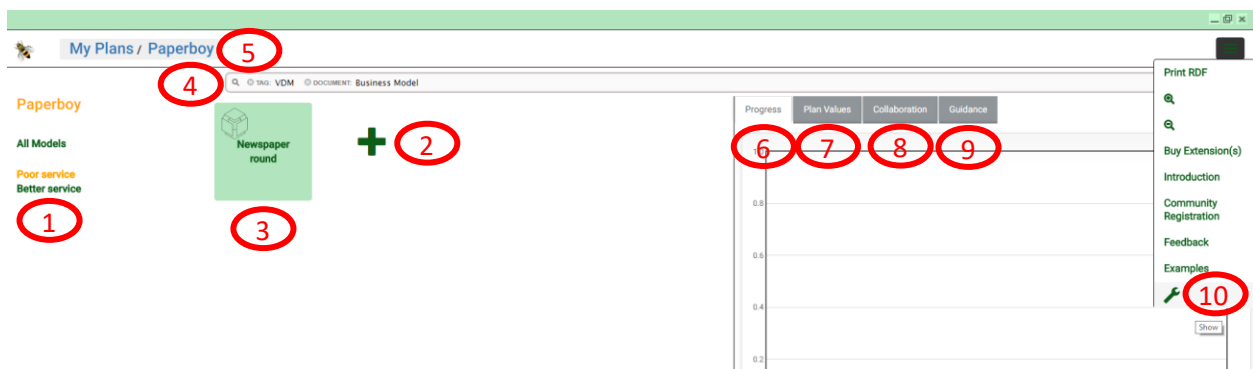
Control 1	Drop-down list to select an existing Alternative in the Phase, not the “Master”, to be cloned
Control 2	Leaving the form without keeping the selection
Control 3	Leaving the form whereby the selection is kept

Plan page

A **green** Phase block in a Plan lane on “**My Plans**” is itself an active control.



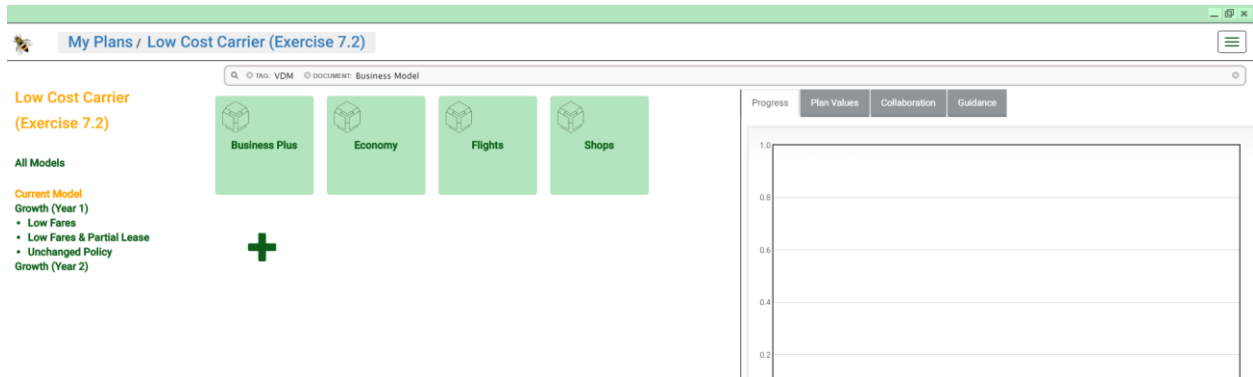
Clicking it (itself, not its pencil) will start the following page, which we will refer to as the “**Plan page**” (note that the actual title on this page is the name of a particular Plan, like “**Paperboy**” as in the example below). The “**Plan page**” is started in the context of the selected (clicked) Phase, and the “Primary” Alternative within that Phase.



Explanation of form controls

Control 1	Tree-control to show Phases and Alternatives and set current Phase and Alternative; see Phase / Alternative tree
Control 2	Control to add a Model to the Plan; see Plan Models
Control 3	Box that represents a Plan Model. Clicking it navigates to other Pages, dependent on the type of Model. See Plan Models
Control 4	Filter bar, to filter the selection of Plan Models. By default it only shows the Business Models in the current Phase and Alternative. It can be manipulated to show other types of Models as well, as well as subsets of Models of a certain type.
Control 5	Breadcrumb, used to navigate up. Clicking its “ My Plans ” segment will navigate back to “ My Plans ”. Clicking the second segment (“ Paperboy ”) has the same effect as clicking the “All Models” option (Control 1).
Control 6	Tab with Chart to show Progress on Plan Values; see Plan Value Progress
Control 7	Tab to set and edit Plan Values; see Plan Values
Control 8	Tab with support for team work (Collaboration); this functionality is not yet available
Control 9	Tab with Guidance, explaining main concepts and functionality on the “ Plan page ” to the user
Control 10	Selecting this option will start the Object Explorer, to explore Plan-level Model data as generated in the background

The “**Plan page**”, as shown above, shows a single Plan Model only. The next picture shows the “**Plan page**” for a Plan that involves multiple Models.



Phase / Alternative tree

The following picture shows the Phase / Alternative tree on the “**Plan page**” for a Plan consisting of three Phases. The first and third Phase, “Current Model” and “Growth (Year2)” respectively, have one Alternative each, but the second Phase, “Growth (Year1)”, has three Alternatives. The regular way to set a Phase “current” is by clicking its **green** Phase box on “**My Plans**” (see above). In addition this is possible by clicking the Phase in the Phase / Alternative tree. When a Phase is current, its “Primary” Alternative is current as well. When this is the only Alternative in that Phase, that Alternative is not shown in the tree control. And when that Phase is current, it is highlighted in **orange**.

All Models

Current Model

Growth (Year 1)

- Low Fares
- Low Fares & Partial Lease
- Unchanged Policy

Growth (Year 2)

But when a Phase has multiple Alternatives, these are shown in the tree also, and in that case the current Alternative is highlighted in **orange**.

All Models

Current Model

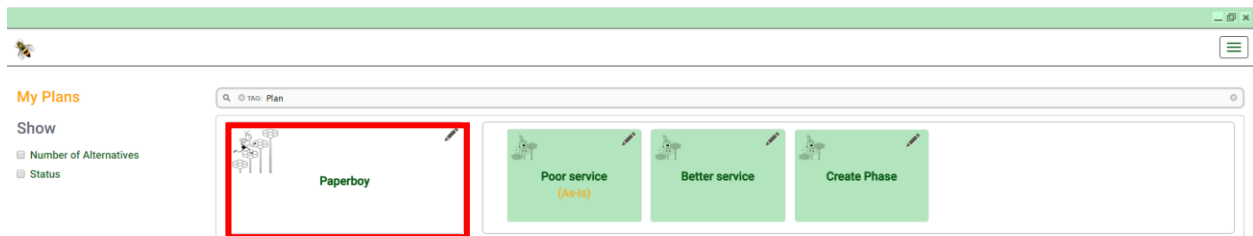
Growth (Year 1)

- Low Fares
- **Low Fares & Partial Lease**
- Unchanged Policy

Growth (Year 2)

The user can set another Alternative current, by clicking the Alternative in the tree. And this is the only way to change the current Alternative within a set of Alternatives of a Phase.

The “All Models” option, on top of the tree, can be set current as well. The regular way to do this is by clicking the white Plan box, being the header the Plan lane on “**My Plans**”.



When this is done, the “All Models” option will show in **orange** in the tree.

All Models

Poor service

Better service

“All Models” can also set manually in the tree.

There is one more way to set “All Models”: by clicking the Plan segment, which is the second segment, in the breadcrumb on top of the page.

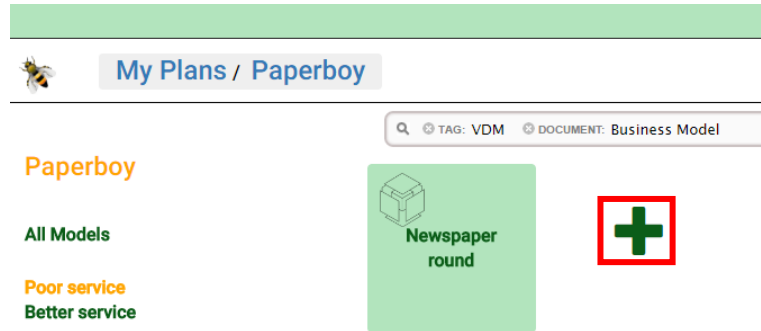


Showing “All Models” means that Business Models as contained in all Packages as owned by all Alternatives of all Phases of the Plan are shown. When “All Models” is current, no particular Alternative is current, and hence no change can be applied to a Business Model, and there’s no context to show

Value Measurements. Hence, when the user would click a **green** Business Model box in that state, the system will notify the user to first set an Alternative current.

Plan Models

From the “**Plan page**” a new Model can be created by clicking the “+” icon.

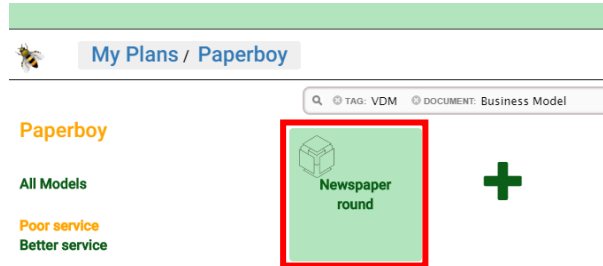


This starts “**Create Model**”

Explanation of form controls

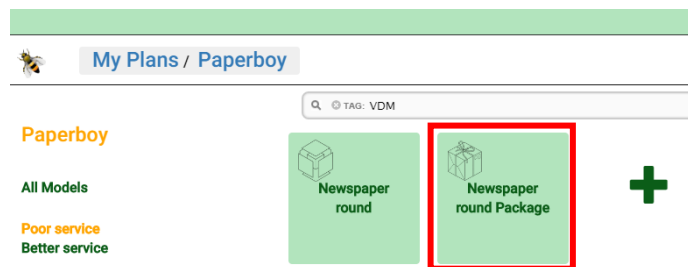
Control 1	Name of the Model
Control 2	Description of the Model
Control 3	Drop-down list to select the type of the Model to be created. In the context of this User Guide just the type “Business Model” is relevant. Other types will be dealt with in complementary User Guides. Default type is “Business Model”.
Control 4	Drop-down list to select an existing Package to contain the Business Model that is created. The drop-down list also contains option “New”, which indicates that a new Package will be created, to store the Business Model. When a new Package is created, its name is derived from the name of the Business Model. This control is only shown when type is selected as “Business Model”. See Packages .
Control 5	Leaving the form without creating the Model
Control 6	Leaving the form whereby the Model gets created

When a Model of type “Business Model” is created, a page is auto-started that we will refer to as the “**Business Model Cube page**” (See **Business Model Cube**). After navigating back (by breadcrumb on that page), the newly created Business Model is represented via a **green** box with the Business Model icon as marker on it.



Clicking the **green** Business Model box will start the “**Business Model Cube page**” for that Business Model (See **Business Model Cube**)

When, in “**Create Model**”, “Package” is selected as type, a “Package” is created. The “**Plan page**”, by default, only shows Business Models. The newly created Package can be made visible by manipulating the filter in the filter bar. It will then be represented via a similar **green** box, but now with the Package icon as marker on it.



Clicking the **green** Package box will start the “**Edit Package**” form (see **Packages**).

Packages



The following picture represents the “**Edit Package**” form.

The screenshot shows the 'Edit Package' form. At the top is a green header bar with a package icon, the text 'Edit Package', and a red circle with the number 7 around a wrench icon. Below the header are three input fields: 'Name' (containing 'Newspaper round Package'), 'Description' (containing 'Newspaper round Package'), and 'Business Models' (containing a table with two rows: 'Newspaper round' and 'Newspaper round'). Each of these three input areas has a red circle with a number (1, 2, and 3 respectively). At the bottom left is a red 'Delete' button with a trash icon and a red circle with the number 4. At the bottom right are two buttons: 'Close' and 'Complete', each with a red circle and a number (5 and 6 respectively).

Explanation of form controls

Control 1	Name of the Package
Control 2	Description of the Package
Control 3	Business Models contained in the Package
Control 4	Button to delete the Package
Control 5	Leaving the form without saving data changes
Control 6	Leaving the form whereby data changes are saved
Control 7	Button to start the Object Explorer, to explore Model data as generated in the background, as far as contained in the Package

Plan Values



The following picture represents the “**Plan Values**” tab, which is part of the “**Plan page**”.

Progress		Plan Values	Collaboration	Guidance
<div style="text-align: right;">(1) +</div>				
Poor service (As-Is) (2)				
Base Alternative (Primary) (3)				
Hourly income	6.65 € / hour			(4)
Profit	1425.00 € / year			
Revenue at risk	1417.50 € / year			
Better service				

Explanation of form controls

Control 1	Button to add Plan Values. Clicking it starts “ Enter Plan Value ”. This is a variation of “ Value Details ” form; see Value Details
Control 2	Header of expandable table, to show Plan Values and their Measurements for a particular Phase. Clicking the Phase name in the header will expand / collapse the table. When expanded it shows sub-heading(s) for Alternative(s) within the Phase. By default the table of the current Phase is expanded.
Control 3	Header of expandable sub-table, to show Plan Values and their Measurements for a particular Alternative within the Phase. Clicking the Alternative name in the header will expand / collapse the sub-table. When expanded it shows Plan Values with their Measurements in that particular Alternative. By default the sub-table of the current Alternative (in the current Phase) is expanded.
Control 4	Table row representing a Plan Value, with Measurement (if defined), in a particular Phase and Alternative. When a Plan Value is aggregated from other Values, and hence, its Measurement (if defined) is calculated, a calculator symbol is shown for that Plan Value. When no calculator symbol is shown for a Plan Value, it is not aggregated, and its Measurement value, if defined, is entered manually. Clicking the pencil for a Plan Value starts “ Edit Plan Value ”. This is a variation of “ Value Details ” form; see Value Details

Plan Value Progress

The following picture represents the “**Progress**” tab, which is part of the “**Plan page**”.

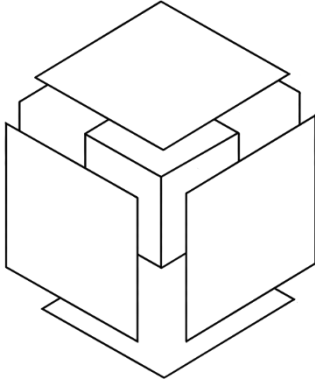


Explanation of form controls

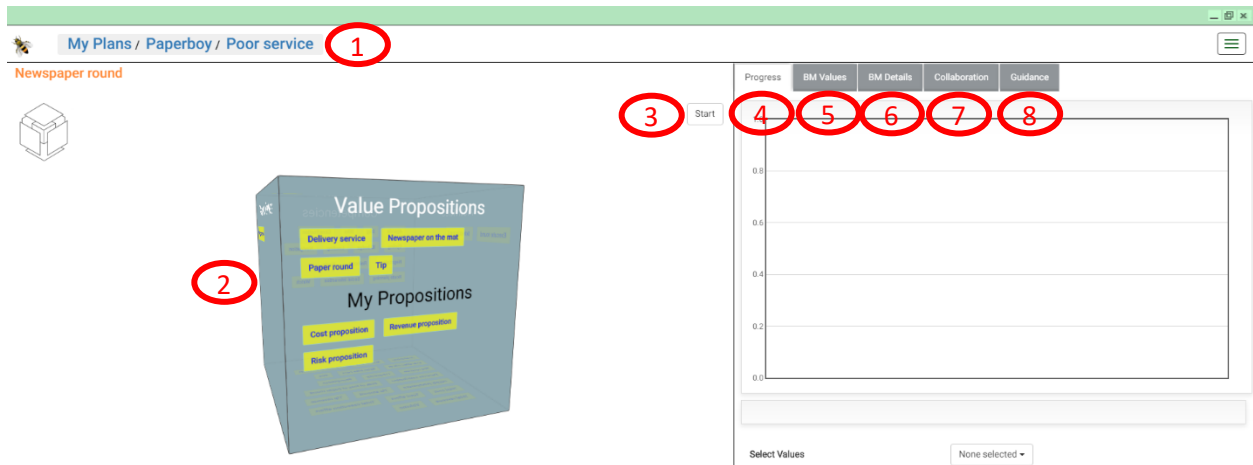
Control 1	Legend that explains the Plan Values for which Measurement values are plotted in the chart. Colors match with colors of bars or curves in the chart. Units correspond with Units along the vertical axes (Y-axes) in the chart.
Control 2	Area to plot the chart. When multiple Phases are selected (see Control 5), curves are plotted. When a single Phase is selected, bars are plotted. On mouse-over or hover of a curve point (on one of the Y-axes), or bar, a tooltip shows the Value's Measurement value and Unit.
Control 3	Legend that explains the labeled points along the horizontal axis (X-axis). These points represent Phases when the chart shows curves, and Alternatives when the chart shows bars.
Control 4	Drop-down selection list to select the Plan Values for which Measurement values should be plotted in the chart. These Plan Values can be selected by checking their corresponding checkboxes in the selection list. Multiple Plan Values can be selected, as long as the set of Units that results from selection is not bigger than two.
Control 5	Tree control to configure for which Phases and Alternatives the chart will be plotted. In order to plot evolution of Plan Values over time, by curves, more than one Phase should be checked (the checkboxes more to the left), and per Phase only a single Alternative is checked (the checkboxes more to the right). Plotting bars, in order to compare Plan

	Values for multiple Alternatives within a single Phase, only a single Phase should be checked, but within that Phase multiple Alternatives should be checked. Even when just a single Alternative is selected in that Phase, bars are plotted.
--	--

Business Model Cube



The following page represents the “**Business Model Cube page**” (note that the actual title on this page is the name of a particular Business Model, like “**Newspaper round**” as in the example below).



Explanation of form controls

Control 1	Breadcrumb, used to navigate up. Clicking the last segment (“ Poor service ” in the example above) will navigate back to the “ Plan page ”, in the current Phase / Alternative, showing the Models in the current Phase / Alternative. Clicking its “ My Plans ” segment will navigate back to “ My Plans ”. Clicking the second segment (“ Paperboy ”) will navigate back to the “ Plan page ”, to see “All Models” of the Plan.
Control 2	Graphical representation of the Business Model Cube. It can be turned around, and it gives an impression of the various elements in the Business Model. The six faces of the Business Model Cube represent six dimensions of the Business Model: Customers, Value Propositions, Activities, Network Partners, Competencies and Values.
Control 3	Button to start a page that we will refer to as the “ Business Model Definition page ”; see Business Model Definition
Control 4	Tab with Chart to show Progress on Business Model Values; see Business Model Value Progress

Control 5	Tab to set and edit Business Model Values (BM Values); see Business Model Values (Outcomes)
Control 6	Tab to edit details of the Business Model, at Business Model level; see Business Model Details
Control 7	Tab with support for team work (Collaboration); this functionality is not yet available
Control 8	Tab with Guidance, explaining main concepts and functionality on the “ Business Model Cube page ” to the user

Business Model Details

The following picture represents the “**BM Details**” tab, which is part of the “**Business Model Cube page**” (as well as of the “**Business Model Definition page**”).

Explanation of form controls

Control 1	Input field to edit the name of the Business Model
Control 2	Input field to edit the description of the Business Model
Control 3	Button to delete the Business Model
Control 4	Button save data changes

Business Model Values (Outcomes)



Values that are associated with a Business Model may be:

1. received in the Business Model, via a Value Proposition that is received by the Business of the Business Model;
2. created within the Business Model, via Activities in the Business Model;

- delivered as outcomes of the Business Model, via Value Propositions that are delivered by the Business of the Business Model, including the ones that are referred to as “My Propositions” from the perspective of the Business of the Business Model.

Values in all three of these groups can be created and edited via the various tabs of the “**Business Model Definition page**”; see **Business Model Definition**. The subset of Values that relate to the 3rd group only, being the “outcome” Values of a Business Model, are, in addition, exposed and can be edited via the “**BM Values**” tab, which is part of the “**Business Model Cube page**” (as well as of the “**Business Model Definition page**”). The following picture represents this “**BM Values**” tab.



















Progress	BM Values	BM Details	Collaboration	Guidance
Poor service (As-Is) 1				
Base Alternative (Primary) 2				
Fee revenue		1125.00 € / year		3
Promptness		72.00 %		
Receiver satisfaction		10.00 %		
Risk of loss of paper round		90.00 %		
Tip revenue		450.00 € / year		
Total cost		150.00 € / year		
Total effort		237.00 hours / year		
Total execution effort		225.00 hours / year		
Total revenue		1575.00 € / year		
Better service				

Explanation of form controls



Control 1	Header of expandable table, to show Business Model Values (BM Values) and their Measurements for a particular Phase. Clicking the Phase name in the header will expand / collapse the table. When expanded it shows sub-heading(s) for Alternative(s) within the Phase. By default the table of the current Phase is expanded.
Control 2	Header of expandable sub-table, to show BM Values and their Measurements for a particular Alternative within the Phase. Clicking the Alternative name in the header will expand / collapse the sub-table. When expanded it shows BM Values with their Measurements in that particular Alternative. By default the sub-table of the current Alternative (in the current Phase) is expanded.
Control 3	Table row representing a BM Value, with Measurement, in a particular Phase and Alternative. When a BM Value is aggregated from other Values, and hence, its Measurement (if defined) is calculated, a calculator symbol is shown for that BM Value. When no calculator symbol is shown for a BM Value, it is not aggregated, and its Measurement value, if defined, is entered manually. Clicking the pencil for a BM Value starts a form that is a variation of the “ Value Details ” form (see Value Details), whereby the title of the form reflects the particular source of the Value: Value of a Value Proposition or of “My Proposition”.


Unlike Plan Values, that are created via the “**Plan Values**” tab on the “**Plan page**” (see **Plan Values**), Business Model Values are not created via the “**BM Values**” tab. This is because Values in a Business Model are created in the specific context of a Value Proposition, of “My Proposition”, or of an Activity, as the source of the Value. For that purpose such Values are created via the “**Value Propositions**”, “**My Propositions**” and “**Activities**” tabs of the “**Business Model Definition page**”; see **Business Model Definition**.

When a Business Model Value is looked up or edited from the “**BM Values**” tab, its particular source is still relevant for understanding the Value. Consider, for instance, Value “Promptness” in the “**BM Values**” tab below:

Progress	BM Values	BM Details	Collaboration	Guidance
Poor service (As-Is)				
Base Alternative (Primary)				
Fee revenue		1125.00 € / year		
Promptness		72.00 %		
Receiver satisfaction		10.00 %		
Risk of loss of paper round		90.00 %		
Tip revenue		450.00 € / year		
Total cost		150.00 € / year		
Total effort		237.00 hours / year		
Total execution effort		225.00 hours / year		
Total revenue		1575.00 € / year		
Better service				


Clicking the pencil on it starts the following form, as variation of the “**Value Details**” form (see **Value Details**), of which only the upper part is shown in the picture below. The form title suggests that the source of this Value is a Value Proposition.



Edit Value for Value Proposition


Name*


☐ Overall Satisfaction
 ☒ Enable for Measurement
 ☐ Grade only

Value
*



Clicking the “” button starts the following popup form, that clarifies the particular source of the Value.

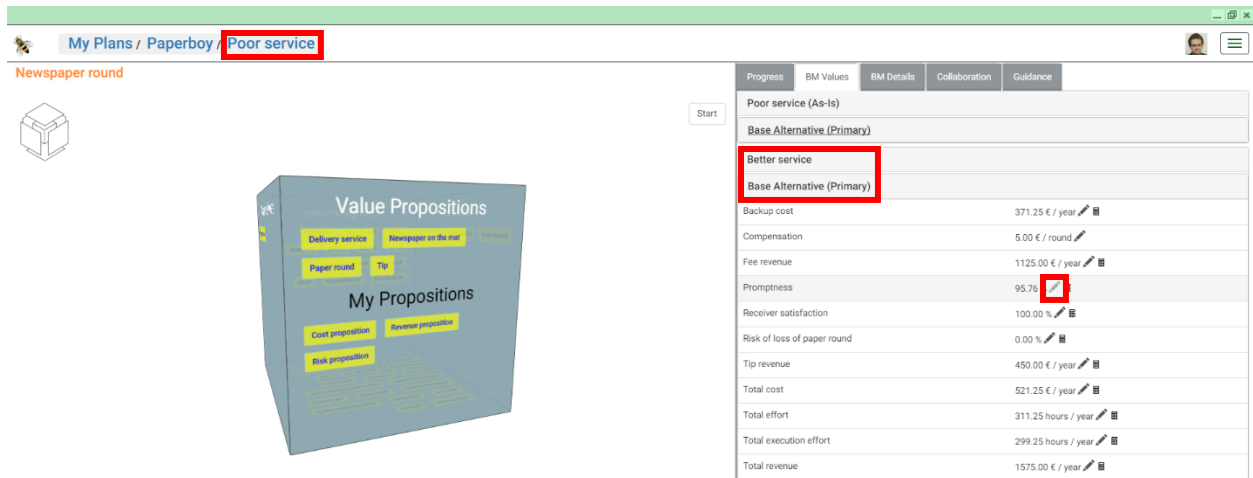
Source Details	
Source	Newspaper on the mat
Source Type	Value Proposition
Participant Network	Newspaper network
From (Role)	Schoolboy (<i>Paperboy</i>)
To (Role)	Readers (Subscriber)
<div>6 Close</div>	

Explanation of form controls

Control 1	Display field, showing the name of the source of the Value
Control 2	Display field, showing the type of the source of the Value: Value Proposition, or “My Proposition”
Control 3	Display field, showing the Participant Network that contains the Role that provides the Proposition as displayed by Control 2 ; see Participant Networks and Roles
Control 4	Display field, showing the Role that provides the Proposition as displayed by Control 2
Control 5	Display field, showing the Role that receives the Value Proposition as displayed by Control 2
Control 6	Button to close the form


In VMP it is ensured that Business Models are edited in the context of the Phase and Alternative that is current (see **Phase / Alternative tree** and **Plan Models**). For example, the “**Business Model Definition page**” (see **Business Model Definition**) can only be reached in the current Phase and Alternative. As the “**BM Values**” tab allows to expand tables and sub-tables that relate to other Phases and Alternatives than the current Phase and Alternative, further protection is enforced by disabling editing of the details of a BM Value, when it is looked up for a non-current Phase and Alternative.

The following picture represents the “**Business Model Cube page**” in a state in which the current Phase (and Alternative), as indicated by the breadcrumb, is different from the Phase and Alternative for which the BM Values table and sub-table are expanded.



BM Value	Value	Unit	Icon
Backup cost	371.25 € / year		
Compensation	5.00 € / round		
Fee revenue	1125.00 € / year		
Promptness	95.76		
Receiver satisfaction	100.00 %		
Risk of loss of paper round	0.00 %		
Tip revenue	450.00 € / year		
Total cost	521.25 € / year		
Total effort	311.25 hours / year		
Total execution effort	299.25 hours / year		
Total revenue	1575.00 € / year		

When the pencil is then clicked on a BM Value in a non-current Phase and Alternative, the form with details of the Value starts, whereby all input fields are disabled and some buttons even hidden, as is represented in the following picture:



Edit Value for Value Proposition
✕

Name* i




☐ Overall Satisfaction
☒ Enable for Measurement
☐ Grade only

Value *

Value Formula

Satisfaction * 





Satisfaction Type

Satisfaction Intervals*	0.00	0	60	
	10.00	60	95	
	100.00	95	100	

Weight (%)

Accumulator

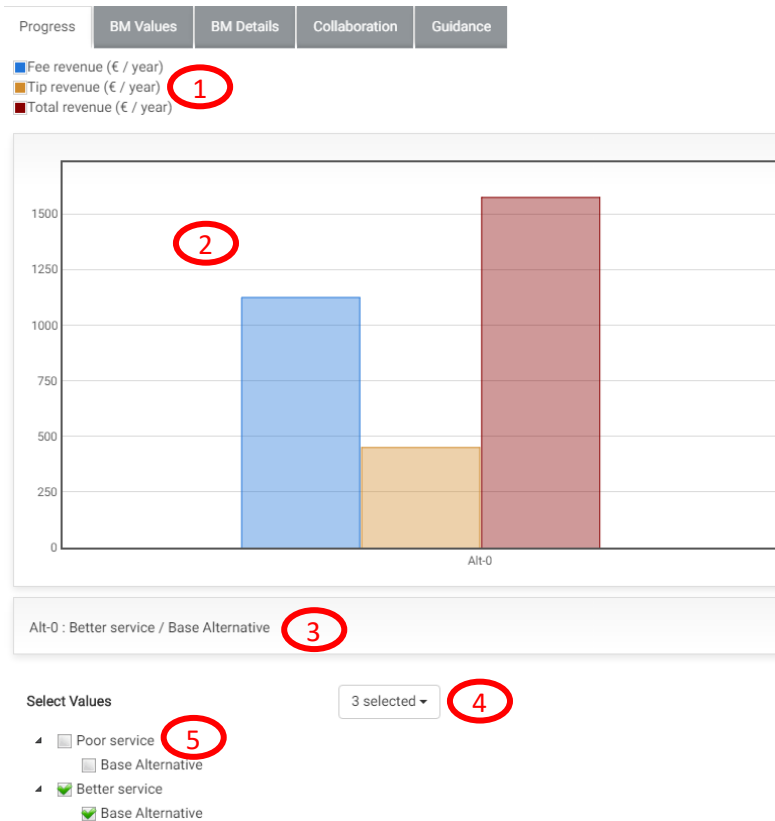
Recipient Opinion %

Aggregated From	Supply promptness	Paper round	Value Proposition		
	Net availability	Schedule round	Activity		

Close

Business Model Value Progress

The following picture represents the “**Progress**” tab, which is part of the “**Business Model Cube page**” (as well as of the “**Business Model Definition page**”).



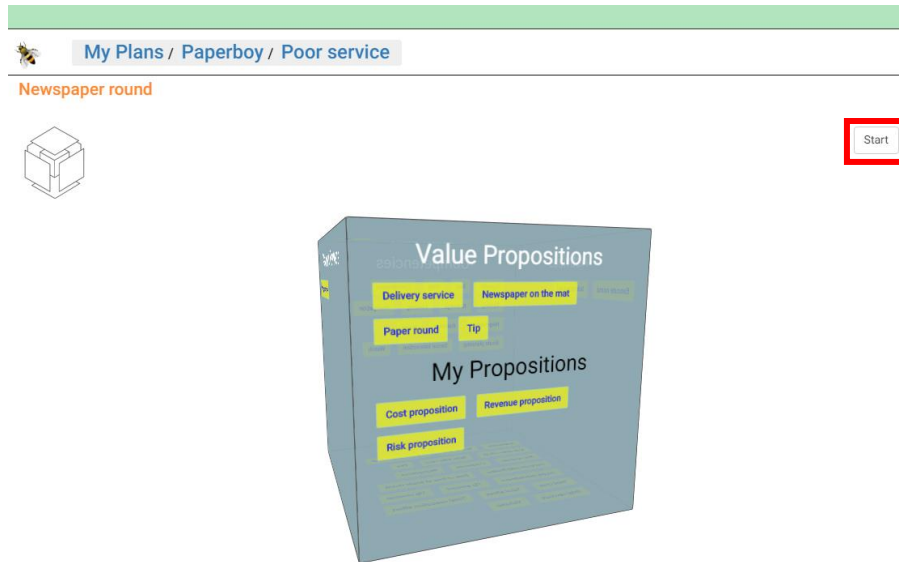
Explanation of form controls

Control 1	Legend that explains the Business Model Values for which Measurement values are plotted in the chart. Colors match with colors of bars or curves in the chart. Units correspond with Units along the vertical axes (Y-axes) in the chart.
Control 2	Area to plot the chart. When multiple Phases are selected (see Control 5), curves are plotted. When a single Phase is selected, bars are plotted. On mouse-over or hover of a curve point (on one of the Y-axes), or bar, a tooltip shows the Value's Measurement value and Unit.
Control 3	Legend that explains the labeled points along the horizontal axis (X-axis). These points represent Phases when the chart shows curves, and Alternatives when the chart shows bars.
Control 4	Drop-down selection list to select the Business Model Values for which Measurement values should be plotted in the chart. 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 5	Tree control to configure for which Phases and Alternatives the chart will be plotted. In order to plot evolution of Business Model Values over time, by curves, more than one

	Phase should be checked (the checkboxes more to the left), and per Phase only a single Alternative is checked (the checkboxes more to the right). Plotting bars, in order to compare Business Model Values for multiple Alternatives within a single Phase, only a single Phase should be checked, but within that Phase multiple Alternatives should be checked. Even when just a single Alternative is selected in that Phase, bars are plotted.
--	--

Business Model Definition

The following picture shows the left part of the “**Business Model Cube page**”.



Clicking the “Start” button on this page starts the “**Business Model Definition page**” (see below). The right-hand part of the page is similar to the right-hand part of the “**Business Model Cube page**”. See **Business Model Cube** for its UI controls.



Explanation of form controls

Control 1	Tab to define Participants of the Business Model; see Participants . Participants are defined before data is entered on the tabs “ Value Propositions ” (Control 2), “ My Propositions ” (Control 3), “ Activities ” (Control 4) and “ Competencies ” (Control 6).
------------------	---

Control 2	Tab to define Value Propositions of the Business Model; see Value Propositions . Value Propositions and/or “My Propositions” (Control 3) are defined before data is entered on the tabs “ Activities ” (Control 4) and “ Competencies ” (Control 6).
Control 3	Tab to define “My Propositions” of the Business Model; see My Propositions . Value Propositions (Control 2) and/or “My Propositions” are defined before data is entered on the tabs “ Activities ” (Control 4) and “ Competencies ” (Control 6).
Control 4	Tab to define Activities of the Business Model; see Activities . Activities are defined before data is entered on the tab “ Competencies ” (Control 6).
Control 5	Tab to view and edit Values of the Business Model; see Business Model Values (Complete) . This tab will only contain data when Values have been defined for Value Propositions (Control 2), “My Propositions” (Control 3) or Activities (Control 4).
Control 6	Tab to define Competencies of the Business Model; see Competencies .
Control 7	Breadcrumb, used to navigate up. Clicking the last segment (“ Newspaper round ” in the example above) will navigate back to the “ Business Model Cube page ”. Clicking the third segment (“ Poor service ”) will navigate back to the “ Plan page ”, in the current Phase / Alternative, showing the Models in the current Phase / Alternative. Clicking its “ My Plans ” segment will navigate back to “ My Plans ”. Clicking the second segment (“ Paperboy ”) will navigate back to the “ Plan page ”, to see “All Models” of the Plan.
Control 8	Optional button to navigate to the next tab. Clicking it has the same effect as clicking the next tab itself. The last tab (Control 6) does not have this button.
Control 9	Selecting this option will start the Object Explorer, to explore Business Model-level Model data as generated in the background
Control 10	Selecting this option will trigger the generation of Business Model Data in printable form, which form can then be printed or saved in e.g. PDF format.

The six tabs on the right-hand part of the “**Business Model Definition page**” are explained in subsequent sections below, whereby screenshots focus on the right-hand part only.

All six tabs behave in similar ways. First the common behavior pattern across the six tabs is explained, based on a screenshot of the “**Participants**” tab. Thereafter, specifics per each tab are explained in dedicated sections.

Common behavior pattern across the six tabs

The layout of each of the six tabs consists of two areas:

- A single-object area, used to enter or edit an object; this area is marked by the **red box** in the screenshot below.
- A table, used to collect and overview the objects.

Participants


Value Propositions

My Propositions

Activities

Values

Competencies




Enter the Participants involved in

Participant Network ?*

Participant Network Name

Next

My Business (Role) ?*

Schoolboy (My Business Role) 

Customers ?

Add Another +

Partners ?

Add Another +

Delete

Cancel


Complete

The following screenshot zooms into the single-object area.

Participant Network ?*

Yet another Network

My Business (Role) ?*

Schoolboy (My Business Role) 

Customers ?

Add Another +

Partners ?

Add Another +

Delete

Cancel

Complete

As soon as data is entered in UI controls that require input (controls that are marked with an **orange** star (*)), the “Complete” and “Cancel” buttons are enabled. In the screenshot above, data was entered in the first field, and data in the second field was auto-generated.

Clicking “Complete” will then carry out the enter or edit transaction, and, as a part of that:

- Add the newly entered object as a new row to the table.
- Empty the single-object area.

Clicking “Cancel” will just empty the single-object area.

Participant Network ?*

Newspaper network

My Business (Role) ?*

Schoolboy (Paperboy)

Customers ?

Add Another +
Readers (Subscriber)

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 (Paperboy)	Readers (Subscriber)	Newspaper company (Publisher)		
Yet another Network	Schoolboy (My Business Role)				

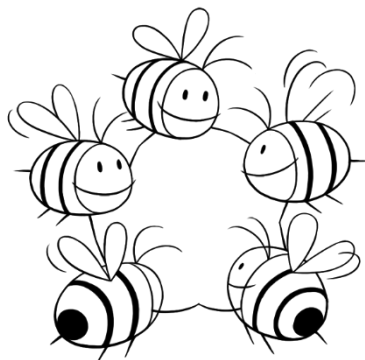
In order to lookup or edit the details of an existing object, the corresponding row in the table is clicked. This will:

- Occupy the single-object area.
- Enable the button to delete the object. Deleting the object via this button means de-attaching it from the current Business Model. When the object is not used in other Business Models, it will actually be deleted.

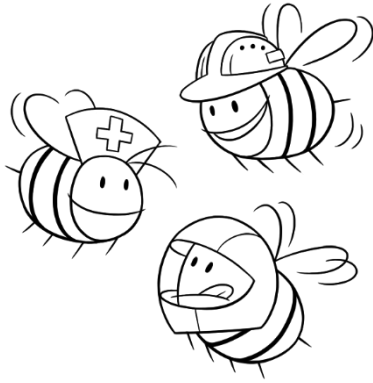
IMPORTANT: When one does not select a row in the table, but just starts editing or entering some data in the single-object area, VMP assumes that this editing or entry is done in the context of new object that is to be created.

Specifics of the various tabs of the “**Business Model Definition page**” will now be discussed in sections below.

Participants



A Business Model can be associated with (and based on) multiple Participant Networks. Per Participant Network it is defined which Participants are involved, and which Roles that they have in the Participant Network.



The “**Participants**” tab of the “**Business Model Definition page**” is again represented in the following picture:

Participants | Value Propositions | My Propositions | Activities | Values | Competencies

Enter the Participants involved in

Participant Network ?* Newspaper network 1

My Business (Role) ?* Schoolboy (Paperboy) 2

Customers ? Add Another + 3 Readers (Subscriber) 4


Partners ? Add Another + 5 Newspaper company (Publisher) 6

Delete Cancel Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached
Newspaper network	Schoolboy (Paperboy)	Readers (Subscriber)	Newspaper company (Publisher)		✓ 8

Explanation of form controls

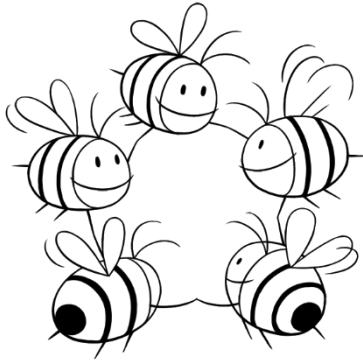
Control 1	Input field to enter or edit the name of a Participant Network
Control 2	Display of the Business (i.e., the owner) of the Business Model, together with its Role(s) in the Participant Network, and by that in the Business Model. Roles are shown between parentheses behind the Participant (the Participant being the Business of the Business Model). Clicking the pencil behind the Business and its Role(s) starts “ Edit your Business Details for Participant Network ”; see The Business
Control 3	Button to “add another” Customer to the collection of Customers of the Business Model. In this collection each Customer is shown together with its Role(s) in the Participant Network, and by that in the Business Model. Roles are shown between parentheses behind the Participant (the Participant being a Customer of the Business Model). Clicking the (+) Button of “Add Another (+)” starts “ Enter your Customer Details for Participant Network ”; see Customers
Control 4	Display of a collection of Customers of the Business Model. In this collection each Customer is shown together with its Role(s) in the Participant Network, and by that in the Business Model. Roles are shown between parentheses behind the Participant (the

	Participant being a Customer of the Business Model). Clicking the pencil behind a Customer and its Role(s) starts “ Edit your Customer Details for Participant Network ”; see Customers
Control 5	Button to “add another” Partner to the collection of Partners of the Business Model. In this collection each Partner is shown together with its Role(s) in the Participant Network, and by that in the Business Model. Roles are shown between parentheses behind the Participant (the Participant being a Partner of the Business Model). Clicking the (+) Button of “Add Another (+) ” starts “ Enter your Partner Details for Participant Network ”; see Partners
Control 6	Display of a collection of Partners of the Business Model. In this collection each Partner is shown together with its Role(s) in the Participant Network, and by that in the Business Model. Roles are shown between parentheses behind the Participant (the Participant being a Partner of the Business Model). Clicking the pencil behind a Partner and its Role(s) starts “ Edit your Partner Details for Participant Network ”; see Partners
Control 7	Table that shows a collection of Participant Networks. If, for a Participant Network, the column “Attached” contains a check ( symbol), the Participant Network is attached to the current Business Model. If it is not checked, the Participant Network is available in the Plan, and used by other Business Model(s) in the Plan, but is not used by the current Business Model. In case, for a Participant Network, the column “Other Participants (Role)” contains Participants with their Roles, these Participants (via these Roles) are part of the Participant Network, but are not used in the current Business Model. Or maybe the Participants are part of the current Business Model, but not via these Roles. If the Participant Network is attached to the current Business Model, one or more of these Participants and/or one or more of these Roles can be adopted in the current Business Model via one or more of the Controls Control 2 , Control 3 , Control 4 , Control 5 and Control 6 . See Re-using Participant Networks
Control 8	Button to change the filter of Participant Networks in the table. The default filter is to show all Participant Networks that are attached to the current Business Model. Other filters are can be selected to show “Non-Attached” and to “Show All” Participant Networks. See Re-using Participant Networks

Note that adding or editing Participants to or in the Business Model is subject to certain constraints. A user will always be notified when something is tried that would not satisfy such constraints. Examples of such constraints are:

- It is not possible that the same Participant is both the Business and a Customer (or Partner) to the same Business Model.
- The same Participant can be both Customer and Partner to the same Business Model, but not in the same Role.

Re-using Participant Networks



The following screenshot shows the “**Participants**” tab of the “**Business Model Definition page**” for a yet empty Business Model. There are no Participant Networks attached to this Business Model, as the table shows empty for the default setting of the filter (showing Participant Networks that are attached).

Participants

Value Propositions

My Propositions

Activities

Values

Competencies

Enter the Participants involved in

Participant Network ?*

Participant Network Name

Next

My Business (Role) ?*

My Business (My Business Role)

Customers ?

Add Another +

Partners ?

Add Another +

Delete

Cancel

Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached
---------------------	--------------------	------------------	-----------------	---------------------------	----------

Clicking the filter button in the “Attached” column of the table starts a popup form with radio buttons to set the proper filter.

☒ Attached
 ☐ Non-Attached
 ☐ Show All

Clicking “Show All” sets the filter to show all Participant Networks that are available in the Plan (and used by other Business Models in the Plan).

Participants


Value Propositions

My Propositions

Activities

Values

Competencies




Enter the Participants involved in

Participant Network ?*

Negotiation

Next

My Business (Role) ?*

My Business (My Business Role) 

Customers ?

Add Another +


Partners ?


Add Another +

Delete

Cancel

Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached 
Deployment				LCC Operations (Operator), LCC Travel (Loader)	
Passenger				LCC Travel (Transporter), Middle Class Business & Vacation (Economy Passenger), Middle Class Business & Vacation (Business Passenger)	
Negotiation				LCC Operations (Generator), Airport (Host)	
Operation				LCC Operations (Airline), Airport (Authority), Oil Company (Fuel Provider)	
Commerce				LCC Operations (Facilitator), Duty Free Company (Retailer)	

Selecting a Participant Network in the table and clicking “Complete” will attach it to the current Business Model. Note that, as a result of this, the column “Attached” contains a check ( symbol) for the Participant Network.

Participants


Value Propositions

My Propositions

Activities

Values

Competencies




Enter the Participants involved in

Participant Network ?*

Negotiation

Next

My Business (Role) ?*

My Business (My Business Role) 

Customers ?

Add Another +








Partners ?

Add Another +

Delete

Cancel

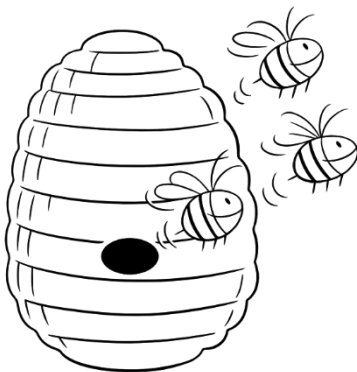
Complete

 Participant Network	 My Business (Role)	 Customers (Role)	 Partners (Role)	 Other Participants (Role)	Attached 
Deployment				LCC Operations (Operator), LCC Travel (Loader)	
Passenger				LCC Travel (Transporter), Middle Class Business & Vacation (Economy Passenger), Middle Class Business & Vacation (Business Passenger)	
Negotiation	My Business (My Business Role)			LCC Operations (Generator), Airport (Host)	
Operation				LCC Operations (Airline), Airport (Authority), Oil Company (Fuel Provider)	
Commerce				LCC Operations (Facilitator), Duty Free Company (Retailer)	

In order to make proper use of this now attached Participant Network, the following could for instance be done:

- Click the pencil on “My Business (My Business Role)” to define that “LCC Operations”, in the Role of “Generator” (see column “Other Participants (Role)” in the table), becomes the Business of the Business Model. See **The Business**.
- Click (+) Button of “Add Another (+)” in the Partners collection, to define that “Airport”, in the Role of “Host” (see column “Other Participants (Role)” in the table), becomes a Partner in the Business Model. See **Partners**.

The Business



The following form is started from the “Participants” tab of the “**Business Model Definition page**”:

Explanation of form controls

Control 1	Input field to enter or edit the name of the Business. This field is enabled for text-based matching against existing Enterprises in the Plan. 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. Note that when a Business Model is first created, its Business is by default generated as “My Business”. This field can be used change it into or replaced it by a more specific Enterprise.
Control 2	Input field to enter or edit the description of the Business
Control 3	(+) Button to add a Role to the Business. This Role may be new, or an existing Role can be re-used. See Re-using Roles .
Control 4	(-) Button to remove a Role from the Business. If the Role is no longer in use elsewhere, it will be deleted.
Control 5	Pencil to edit a Role of the Business. See Re-using Roles . Note that when a Participant Network is first created and/or attached to the Business Model, the Role of the Business is by default generated as “My Business Role”. This Role can be changed into or replaced by a more specific Role via this control. Alternatively it can be removed by Control 4 , after which Control 3 might then be used to create and/or attach (an)other Role(s).
Control 6	Leaving the form without saving data changes
Control 7	Leaving the form whereby data changes are kept for being saved. IMPORTANT : On clicking “Complete”, the user is back in the “Participants” tab of the “Business Model Definition page”. The data as created or changed in “Edit your Business Details for Participant Network” will get actually saved on Clicking “Complete” in the “Participants” tab itself. This maybe done some later, after first editing other data on or from the “Participants” tab, but note that non-saved data will get lost when just navigating away from the “Business Model Definition page”, without first clicking “Complete”!!

Customers



The following form is started from the “**Participants**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

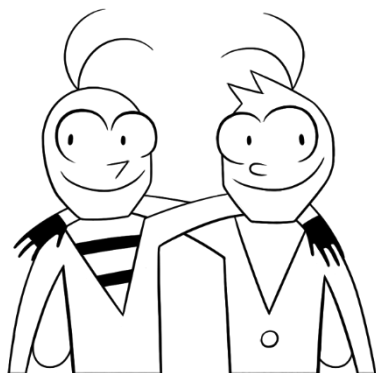
- Entry mode, to add a Customer to the Business Model. This is when it is started via “Add Another (+)” Customer. The title of the form will then read as “**Enter your Customer Details for Participant Network**”.
- Edit mode, to lookup or edit an existing Customer in the Business Model. This is when it is started via the pencil behind a Customer. The title of the form will then read as “**Edit your Customer Details for Participant Network**”. The form below is shown in edit mode.

Explanation of form controls

Control 1	Input field to enter (when in entry mode) or edit (when in edit mode) the name of the Customer. This field is enabled for text-based matching against existing Participants in the Plan, whereby their Type (Control 3) is taken into account. If Participants are available that match the text that is entered as well as the Type, a drop-down list with matching Participants pops-up, from which an existing Participant can be selected.
Control 2	Input field to enter or edit the description of the Customer
Control 3	Drop-down list to select the type of Participant. It is only enabled in Entry mode. Possible Types are “Market Segment”, “Enterprise” and “Individual”.

Control 4	(+) Button to add a Role to the Customer. This Role may be new, or an existing Role can be re-used. See Re-using Roles .
Control 5	(-) Button to remove a Role from the Customer. If the Role is no longer in use elsewhere, it will be deleted.
Control 6	Pencil to edit a Role of the Customer. See Re-using Roles .
Control 7	Button to delete the Customer. Deleting a Customer means removing its assignment from a Role in the current Participant Network in the current Business Model. When the Participant that represents the Customer is not used elsewhere, in another Role in the same or other Participant Network, in the same or different Business Model, the Participant itself will actually be deleted.
Control 8	Leaving the form without saving data changes
Control 9	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “ Participants ” tab of the “ Business Model Definition page ”. The data as created or changed in “ Enter your Customer Details for Participant Network ” or “ Edit your Customer Details for Participant Network ” will get actually saved on Clicking “Complete” in the “ Participants ” tab itself. This maybe done some later, after first editing other data on or from the “ Participants ” tab, but note that non-saved data will get lost when just navigating away from the “ Business Model Definition page ”, without first clicking “Complete”!!

Partners



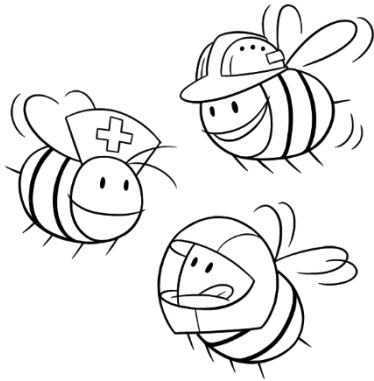
The following form is started from the “**Participants**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

- Entry mode, to add a Partner to the Business Model. This is when it is started via “Add Another (+)” Partner. The title of the form will then read as “**Enter your Partner Details for Participant Network**”.
- Edit mode, to lookup or edit an existing Partner in the Business Model. This is when it is started via the pencil behind a Partner. The title of the form will then read as “**Edit your Partner Details for Participant Network**”. The form below is shown in edit mode.

Explanation of form controls

Control 1	Input field to enter (when in entry mode) or edit (when in edit mode) the name of the Partner. This field is enabled for text-based matching against existing Participants in the Plan, whereby their Type (Control 3) is taken into account. If Participants are available that match the text that is entered as well as the Type, a drop-down list with matching Participants pops-up, from which an existing Participant can be selected.
Control 2	Input field to enter or edit the description of the Partner
Control 3	Drop-down list to select the type of Participant. It is only enabled in Entry mode. Possible Types are “Market Segment”, “Enterprise” and “Individual”.
Control 4	(+) Button to add a Role to the Partner. This Role may be new, or an existing Role can be re-used. See Re-using Roles .
Control 5	(-) Button to remove a Role from the Partner. If the Role is no longer in use elsewhere, it will be deleted.
Control 6	Pencil to edit a Role of the Partner. See Re-using Roles .
Control 7	Button to delete the Partner. Deleting a Partner means removing its assignment from a Role in the current Participant Network in the current Business Model. When the Participant that represents the Partner is not used elsewhere, in another Role in the same or other Participant Network, in the same or different Business Model, the Participant itself will actually be deleted.
Control 8	Leaving the form without saving data changes
Control 9	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “Participants” tab of the “Business Model Definition page”. The data as created or changed in “Enter your Partner Details for Participant Network” or “Edit your Partner Details for Participant Network” will get actually saved on Clicking “Complete” in the “Participants” tab itself. This maybe done some later, after first editing other data on or from the “Participants” tab, but note that non-saved data will get lost when just navigating away from the “Business Model Definition page”, without first clicking “Complete”!!

Re-using Roles



Role re-use will be explained for Roles of the Business. But similar applies to Roles of Customers and Roles of Partners. The following screenshot again shows the details of the Business.

The screenshot shows a form titled "Enter your Business Details for Participant Network" with a green header bar. The form contains three input fields: "Name*" with the value "Schoolboy", "Description" with the value "Schoolboy", and "Role*" with the value "Add Another" and a red square highlighting a plus icon. Below the "Role*" field is a "Paperboy" label with a minus icon and a pencil icon. At the bottom right are "Close" and "Complete" buttons.

Clicking the (+) Button of “Add Another (+)” brings this form in the following state (in entry mode):

The screenshot shows the same form in entry mode. The "Role*" field now has a plus icon. Below it, there are two input fields: "Role Name" (labeled 1) and "Description" (labeled 2). The "Add Another" label now has a plus icon (labeled 3). The "Paperboy" label and "Close" and "Complete" buttons remain at the bottom.

Note that clicking the pencil behind an existing Role brings the form in similar state, but then to edit the Role (edit mode).

Explanation of form controls


Control 1	<p>Input field to enter (when in entry mode) or edit (when in edit mode) the name of the Role. This field is enabled for text-based matching against existing Roles in Participant Networks in the Business Model. 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.</p> <p>Note also that, when a Role is selected for a Participant, and that Role is used by another Participant in the same or other Business Model, and that Role was the only Role for that Participant in that Business Model, that Participant would be removed from that Business Model. This will only happen when the user confirms the removal, as notified by a message. In case the Participant, that is removed from a Business Model this way, happens to be the Business of that Business Model, not only the Business will show empty on the “Participants” tab of the “Business Model Definition page”, but the “My Propositions” and “Competencies” tabs will disappear, as these tabs are about data that is only associated with the Business in a Business Model. This situation can be repaired by just selecting or creating another Enterprise as Business of that Business Model.</p>
Control 2	Input field to enter or edit the description of the Role
Control 3	<p>Not a particular control, but indicating any position or control in the form outside the input fields of Control 1 and Control 2. When clicking on such a position, Control 1 and Control 2 will be hidden. If any specific control is clicked in the form, other than Control 1 or Control 2, not only these two controls will be hidden, but the behavior of that particular control will be invoked as well. For instance, when the (+) Button of “Add Another (+)” is clicked, Control 1 and Control 2 will be shown again (actually in that particular case they will then stay open).</p>

Value Propositions



The “**Value Propositions**” tab of the “**Business Model Definition page**” is represented in the following picture:

Participants
Value Propositions
My Propositions
Activities
Values
Competencies



Enter Value Propositions

Who (Participant) ?*
Schoolboy
1

Who (Participant Role) ?*
Paperboy (Business)
2

Offers What ?*
Newspaper on the mat
3

To Whom (Participant) ?
Readers
4

To Whom (Participant Role) ?
Subscriber (Customer)
5

Delivering what Values ?
Add Another +
6

Promptness 72.00 %
7

Receiver satisfaction 10.00 %

Delete
Cancel
Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Delivery service	Schoolboy (Paperboy (Business))	Newspaper company (Publisher (Partner))		✓
Newspaper on the mat	Schoolboy (Paperboy (Business))	Readers (Subscriber (Customer))	Promptness 72.00 % Receiver satisfaction 10.00 % -> Risk of loss of paper round 90.00 % (Risk proposition)	✓

Explanation of form controls

Control 1	Drop-down list to select a Participant as the provider of the Value Proposition. This Participant is one of the Participants that has been added to the Business Model via the "Participants" tab; see Participants
Control 2	Drop-down list to select a Role via which the Participant, as entered in Control 1 , provides the Value Proposition. This Role is one of the Roles that the Participant has in the Business Model, and that has been added to the Business Model via the "Participants" tab; see Participants
Control 3	Input field to enter or edit the name of the Value Proposition
Control 4	Drop-down list to, optionally, select a Participant as the recipient of the Value Proposition. This Participant is one of the Participants that has been added to the Business Model via the "Participants" tab; see Participants
Control 5	Drop-down list to select a Role via which the Participant, as entered in Control 4 , receives the Value Proposition. This Role is one of the Roles that the Participant has in the Business Model, and that has been added to the Business Model via the "Participants" tab; see Participants
Control 6	Button to "add another" Value to the collection of Values that is delivered with the Value Proposition. Clicking the (+) Button of "Add Another (+) " starts "Enter Value for Value Proposition" , which is a variation of the "Value Details" form; see Value Details
Control 7	Display of a collection of Values that is delivered with the Value Proposition. In this collection each Value is shown together with its Measurement (if defined) in the current Phase and Alternative of the Plan. When a Value is aggregated from other Values, and hence, its Measurement (if defined) is calculated, a calculator symbol is

	shown for that Value. When no calculator symbol is shown for a Value, it is not aggregated, and its Measurement value, if defined, is entered manually. Clicking the pencil for a Value starts “ Edit Value for Value Proposition ”, which is a variation of the “ Value Details ” form; see Value Details
Control 8	Table that shows a collection of Value Propositions. If, for a Value Proposition, the column “Attached” contains a check (✓ symbol), the Value Proposition is attached to the current Business Model. If it is not checked, the Value Proposition is provided by a Role in a Participant Network of the Business Model, but the Value Proposition itself is not attached to the current Business Model, but is attached to other Business Model(s) in the Plan.
Control 9	Button to change the filter of Value Propositions in the table. The default filter is to show all Value Propositions that are attached to the current Business Model. Other filters can be selected to show “Non-Attached” and to “Show All” Value Propositions. See Re-using Value Propositions

Re-using Value Propositions



Value Propositions can be shared between Business Models as soon as the Participant Networks, in the context of which these Value Propositions are exchanged, are shared between these Business Models. Note that this also requires that the providing and, if defined, receiving Participants are explicitly used in both Business Models.

The following screenshot shows the “**Value Propositions**” tab of the “**Business Model Definition page**”, with two Value Propositions attached to the Business Model. These are marked with a ✓ symbol.

Participants
Value Propositions
My Propositions
Activities
Values
Competencies

Enter Value Propositions

Who (Participant) ?*

Select a Participant ...

Who (Participant Role) ?*

Select a Role ...

Offers What ?*

Value Proposition

To Whom (Participant) ?

Select a Participant ...

To Whom (Participant Role) ?

Select a Role ...

Delivering what Values ?

Add Another +

Delete

Cancel

Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Free Advertisement & PR	Airport (Host <i>(Business)</i>)	LCC Operations (Generator <i>(Customer)</i>)		✓
Subsidy	Airport (Host <i>(Business)</i>)	LCC Operations (Generator <i>(Customer)</i>)	Subsidy amount	✓

Clicking the filter button in the “Attached” column of the table starts a popup form with radio buttons to set the proper filter.

☒ Attached
☐ Non-Attached
☒ Show All

Clicking “Show All” sets the filter to also show all Value Propositions that are candidates to be attached in addition, and thus, to be shared between Business Models).

Participants

Value Propositions

My Propositions

Activities

Values

Competencies

Enter Value Propositions

Who (Participant) ?*

LCC Operations

Who (Participant Role) ?*

Generator (Customer)

Offers What ?*

Traffic

To Whom (Participant) ?

Airport

To Whom (Participant Role) ?

Host (Business)

Delivering what Values ?

Add Another +

Delete

Cancel

Complete

Value Proposition	From (Role)	To (Role)	Values	Attached
Free Advertisement & PR	Airport (Host <i>(Business)</i>)	LCC Operations (Generator <i>(Customer)</i>)		✓
Subsidy	Airport (Host <i>(Business)</i>)	LCC Operations (Generator <i>(Customer)</i>)	Subsidy amount	✓
Traffic	LCC Operations (Generator <i>(Customer)</i>)	Airport (Host <i>(Business)</i>)		

Selecting a non-attached Value Proposition in the table and clicking “Complete” will attach it to the current Business Model. Note that, as a result of this, the column “Attached” contains a check (✓ symbol) for the Value Proposition.

Participants


Value Propositions

My Propositions

Activities

Values

Competencies



Enter Value Propositions

Who (Participant) ?*

LCC Operations

Who (Participant Role) ?*

Generator (Customer)

Offers What ?*

Traffic

To Whom (Participant) ?

Airport

To Whom (Participant Role) ?

Host (Business)








Delivering what Values ?

Add Another +

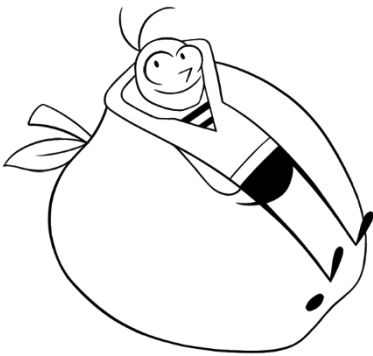
Delete

Cancel

Complete

 Value Proposition	 From (Role) 	 To (Role) 	 Values	Attached 
Free Advertisement & PR	Airport (Host (Business))	LCC Operations (Generator (Customer))		✓
Subsidy	Airport (Host (Business))	LCC Operations (Generator (Customer))	Subsidy amount	✓
Traffic	LCC Operations (Generator (Customer))	Airport (Host (Business))		✓

My Propositions



The “My Propositions” tab of the “Business Model Definition page” is represented in the following picture:

Participants
Value Propositions
My Propositions
Activities
Values
Competencies

I (Participant) ?

I (Participant Role) ?*

Gain What ?*

Capturing what Values ?

Schoolboy

Paperboy

Revenue proposition

Add Another +

Fee revenue 1125.00 € / year

Tip revenue 450.00 € / year

Total revenue 1575.00 € / year

Next

Cancel Complete

My Proposition

From (Role)

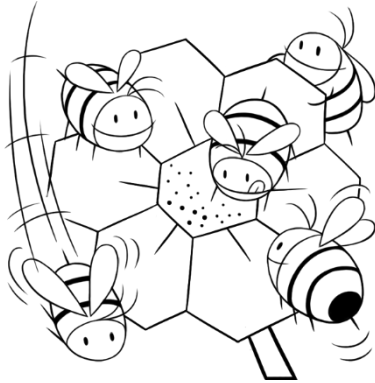
Values

Cost proposition	Paperboy	Total cost 150.00 € / year -> Profit 1425.00 € / year (Paperboy) Total effort 237.00 hours / year -> Hourly income 6.65 € / hour (Paperboy) Total execution effort 225.00 hours / year -> Total effort 237.00 hours / year
Revenue proposition	Paperboy	Fee revenue 1125.00 € / year -> Total revenue 1575.00 € / year Tip revenue 450.00 € / year -> Total revenue 1575.00 € / year Total revenue 1575.00 € / year -> (Hourly income 6.65 € / hour (Paperboy), Revenue at risk 1417.50 € / year (Paperboy), Profit 1425.00 € / year (Paperboy))
Risk proposition	Paperboy	Risk of loss of paper round 90.00 % -> Revenue at risk 1417.50 € / year (Paperboy)

Explanation of form controls

Control 1	Display field that shows the Participant that is the Business of the Business Model
Control 2	Drop-down list to select a Role via which the Business, as displayed via Control 1 , captures the Value as articulated by “My Proposition”. This Role is one of the Roles that the Business has in the Business Model, and that has been added to the Business Model via the “Participants” tab; see Participants
Control 3	Input field to enter or edit the name of “My Proposition”
Control 4	Button to “add another” Value to the collection of Values that is captured via “My Proposition”. Clicking the (+) Button of “Add Another (+)” starts “Enter Value for My Proposition”, which is a variation of the “Value Details” form; see Value Details
Control 5	Display of a collection of Values that is captured via “My Proposition”. In this collection each Value is shown together with its Measurement (if defined) in the current Phase and Alternative of the Plan. When a Value is aggregated from other Values, and hence, its Measurement (if defined) is calculated, a calculator symbol is shown for that Value. When no calculator symbol is shown for a Value, it is not aggregated, and its Measurement value, if defined, is entered manually. Clicking the pencil for a Value starts “Edit Value for My Proposition”, which is a variation of the “Value Details” form; see Value Details
Control 6	Table that shows a collection of “My Propositions”.

Activities



The “Activities” tab of the “Business Model Definition page” is represented in the following picture:

Participants Value Propositions My Propositions **Activities** Values Competencies

Enter Activities

In order to Pursue...*

Who (Participant) ?*

Who (Participant Role) ?*

Does What ?*

Creating what Values ?

Contributing to what Values ?

1
 2
 3

4
 5
 6
 7
 8
 9

10

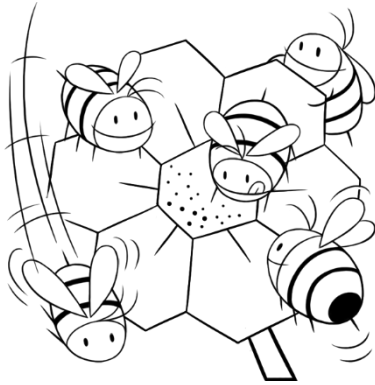
Pursued	Participant (Role)	Activities	Values
Cost proposition	Schoolboy (Paperboy (Business))	Execute round , Schedule round	Availability 75.00 % (Schedule round) -> Total execution effort 225.00 hours / year (Cost proposition), Promptness 72.00 % (Newspaper on the mat) Coordination effort 1.00 hour / month (Schedule round) -> Total effort 237.00 hours / year (Cost proposition) Execution effort 1.00 hour / round (Execute round) -> Total execution effort 225.00 hours / year (Cost proposition) Extra bike cost 150.00 € / year (Execute round) -> Total cost 150.00 € / year (Cost proposition)
Newspaper on the mat	Schoolboy (Paperboy (Business))	Execute round , Schedule round	Availability 75.00 % (Schedule round) -> Total execution effort 225.00 hours / year (Cost proposition), Promptness 72.00 % (Newspaper on the mat)

Explanation of form controls

Control 1	Drop-down list to select a Proposition for which Activities are going to be defined (via Control 4) that pursue or realize that Proposition. This Proposition is one of the Propositions that has been added to the Business Model via the “Value Propositions” tab or the “My Propositions” tab; see Value Propositions and My Propositions
Control 2	Drop-down list to select a Participant as the performer of one or more Activities that pursue the Proposition, as selected via Control 1 . This Participant is one of the Participants that has been added to the Business Model via the “Participants” tab, not necessarily being the provider of the Proposition itself; see Participants

Control 3	Drop-down list to select a Role via which the Participant, as selected via Control 2 , performs (does) one or more Activities that pursue the Proposition, as selected via Control 1 . This Role is one of the Roles that the Participant has in the Business Model, and that has been added to the Business Model via the “ Participants ” tab; see Participants
Control 4	Button to “add another” Activity to the collection of Activities, that are performed by the selected Role, to pursue the selected Proposition in the Business Model. A Proposition can be associated one or more such collections, in the Business Model, namely one for each Role that performs (or “does”) work to pursue the Proposition. These collections of Activities together can be considered the “Value Stream” of the Proposition. The same Activity may contribute to multiple Value Propositions (and thus, be part of multiple Value Streams). Clicking the (+) Button of “Add Another (+)” starts “ Enter Activity for Value Proposition ” or “ Enter Activity for My Proposition ” (dependent on what Proposition has been selected via Control 1); see Activity
Control 5	Display of a collection of Activities, performed to pursue the selected Proposition. Clicking the pencil for an Activity starts “ Edit Activity for Value Proposition ” or “ Edit Activity for My Proposition ” (dependent on what Proposition has been selected via Control 1); see Activity
Control 6	Button to “add another” Value to the collection of Values, that are created by the Activity, in the context of the selected Proposition. An Activity may contribute to multiple Value Propositions (and thus, be part of multiple Value Streams), possibly for different Values. For that reason, Activity Values are explicitly added to the Value Stream in the Business Model. Clicking the (+) Button of “Add Another (+)” starts “ Enter Value for Activity ”; see Activity Value
Control 7	Display of a collection of Values, created by the Activity, in the context of the selected Proposition. Clicking the pencil for a Value starts “ Edit Value for Activity ”; see Activity Value
Control 8	Button to “add another” Value to the collection of Values of the selected Proposition. These Values are a selective subset of the Values that have been entered for the Proposition via the “ Value Propositions ” tab or the “ My Propositions ” tab; see Value Propositions and My Propositions . Values in this subset are meant to be contributed to by (or aggregated from) Activity Values as added via Control 6 . Clicking the (+) Button of “Add Another (+)” starts “ Enter Aggregation from Activity Value ”; see Value Aggregation in Value Stream
Control 9	Display of a collection of Values, that is a selective subset of the Values of the selected Proposition, and that are contributed to by (or aggregated from) Activity Values as added via Control 6 . Clicking the pencil for a Value starts “ Edit Aggregation from Activity Value ”; see Value Aggregation in Value Stream
Control 10	Table that shows collections of Activities that pursue Propositions, together with the Values that are created by these Activities and that contribute to Values of these Propositions. A Proposition might be associated with one or multiple rows in the table, whereby each such row represents a part of the Value Stream of that Proposition, and together they form the Value Stream of that Proposition.

Activity



The following form is started from the “**Activities**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

- Entry mode, to add an Activity to the Business Model. This is when it is started via “Add Another (+)” Activity (“Does What ?”). The title of the form will then read as “**Enter Activity for Value Proposition**” (or “**Enter Activity for My Proposition**”).
- Edit mode, to lookup or edit an existing Activity in the Business Model. This is when it is started via the pencil behind an Activity. The title of the form will then read as “**Edit Activity for Value Proposition**” (or “**Edit Activity for My Proposition**”). The form below is shown in edit mode.

Explanation of form controls

Control 1	Input field to enter (when in entry mode) or edit (when in edit mode) the name of the Activity. This field is enabled for text-based matching against existing Activities in Participant Networks as attached to the current Business Model. If Activities are available that match the text that is entered, a drop-down list with matching Activities pops-up, from which an existing Activity can be selected. The Activity will be performed by the Role that is specified on the “ Activities ” tab of the “ Business Model Definition page ”, from which the form was started. Note that when this Role is different from the Role that currently performs the Activity as selected, the performing Role of the Activity will change. This will only happen when the user confirms this change, as notified by a message.
Control 2	Input field to enter or edit the description of the Activity
Control 3	Button to delete the Activity. Deleting an Activity means de-attaching it from the current Value Stream in the current Business Model. When the Activity is not used

	elsewhere, in another Value Stream in the same Business Model or even other Business Models, the Activity itself will actually be deleted.
Control 4	Leaving the form without saving data changes
Control 5	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “ Activities ” tab of the “ Business Model Definition page ”. The data as created or changed in “ Enter Activity for Value Proposition ” or “ Edit Activity for Value Proposition ” or “ Enter Activity for My Proposition ” or “ Edit Activity for My Proposition ” will get actually saved on Clicking “Complete” in the “ Activities ” tab itself. This maybe done some later, after first editing other data on or from the “ Activities ” tab, but note that non-saved data will get lost when just navigating away from the “ Business Model Definition page ”, without first clicking “Complete”!!

Activity Value



The following form is started from the “**Activities**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

- Entry mode, to add an Activity Value in the Business Model, in the context of a particular Proposition (or Value Stream). This is when it is started via “Add Another (+)” Activity (“Does What ?”). The title of the form will then read as “**Enter Value for Activity**”.
- Edit mode, to lookup or edit an existing Activity Value in the Business Model, in the context of a particular Proposition (or Value Stream). This is when it is started via the pencil behind an Activity. The title of the form will then read as “**Edit Value for Activity**”. The form below is shown in edit mode.

This form is a variation of the “**Value Details**” form; see **Value Details**. Note that measurement of Activity Value involves less detail as measurement of Values of Plans or Propositions. For this reason the form looks more simple than the “**Value Details**” form. Explanation of the following form just focuses on some differences. For other controls, just see the explanation of their counterpart controls on the “**Value Details**” form; see **Value Details**.

Explanation of form controls

Control 1	Drop-down list to select an Activity, as the source of the Value that will be specified via Control 2 . The drop-down list will enable selection from Activities in the “Does What?” collection on the “ Activities ” tab of the “ Business Model Definition page ”, from which the form was started. The drop-down list is only enabled when in entry mode.
Control 2	Input field to enter or edit Activity Value. As an Activity may have Values that are not yet linked to the Business Model in the context of the Proposition that is to be pursued (see explanation of the “ Activities ” tab of the “ Business Model Definition page ”), this field is enabled for text-based matching against existing Values of the “source” Activity. If Values are available that match the text that is entered, a drop-down list with matching Values pops-up, from which an existing Value can be selected.
Control 3	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “ Activities ” tab of the “ Business Model Definition page ”. The data as created or changed in “ Enter Value for Activity ” (or “ Edit Value for Activity ”) will get actually saved on Clicking “Complete” in the “ Activities ” tab itself. This maybe done some later, after first editing other data on or from the “ Activities ” tab, but note that non-saved data will get lost when just navigating away from the “ Business Model Definition page ”, without first clicking “Complete”!!


Value Aggregation in Value Stream



The following form is started from the “**Activities**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

- Entry mode, to add aggregation (or contribution) of Value in the context of the Proposition that is pursued. This is when it is started via “Add Another (+)” (set of) aggregations (“Contributing to what Values ?”). The title of the form will then read as “**Enter Aggregation from Activity Value**”.
- Edit mode, to lookup or edit existing aggregation (or contribution) of Value in the context of the Proposition that is pursued. This is when it is started via the pencil behind a Proposition Value (to which Activity Value is aggregated). The title of the form will then read as “**Edit Aggregation from Activity Value**”. The form below is shown in entry mode.

Also this form is a variation of the “**Value Details**” form; see **Value Details**. Explanation of the following form just focuses on some differences, stemming from the particular use of this form for the purpose of aggregating Activity Value to Proposition Value in the Value Stream of a Proposition. For other controls, just see the explanation of their counterpart controls on the “**Value Details**” form; see **Value Details**.


Enter Aggregation from Activity Value
✕

Name*

Select a Value ... **1**

☐ Enable for Measurement
☐ Grade only

Value

Value
Unit

Value Formula

Value Formula

Satisfaction

Satisfaction Type

Grade

Satisfaction Intervals

Add Another +

Weight (%)

Weight

Recipient Opinion

Recipient Opinion

2 Aggregated From*

Add Another +

Close

Complete **3**

Explanation of form controls

Control 1	Drop-down list to select a Value of the Proposition that is pursued (see “ Activities ” tab of the “ Business Model Definition page ”).
Control 2	<p>Collection of relationships with Values from which the Value, as selected in Control 1, is aggregated. These relationships to “Aggregated From” Values can be created, modified and deleted here; see Value Details for further explanation.</p> <p>Value Aggregation in a Value Stream of a Proposition can only take place from Activities, and their Values, as far as they are included in that Value Stream; see Value Aggregation. For this reason it is only possible here to aggregate from Values as created by Activities in the “Does What?” collection on the “Activities” tab of the “Business Model Definition page”, from which the form was started, whereby these Values are present in the “Creating what Values ?” collection on that same tab. “Full” Value Aggregation for the Proposition Value is supported via the “Value Propositions” tab or the “My Propositions” tab; see Value Propositions and My Propositions. Next to aggregation from Values of Activities in the Value Streams of the Proposition, it is also possible to aggregate from Values of other Propositions or from Plan Values there.</p>
Control 3	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “ Activities ” tab of the “ Business Model Definition page ”. The data as created or changed in “ Enter Aggregation from Activity Value ” (or “ Edit Aggregation from Activity Value ”) will get actually saved on Clicking “Complete” in the “ Activities ” tab itself. This maybe done some later, after first editing

other data on or from the “**Activities**” tab, but note that non-saved data will get lost when just navigating away from the “**Business Model Definition page**”, without first clicking “Complete”!!




Business Model Values (Complete)



The “**Values**” tab of the “**Business Model Definition page**” is represented in the following picture. This tab is not meant to add Values to current Business Model, but to lookup Values, and edit their details.

Participants Value Propositions My Propositions Activities **Values** Competencies

Values

 Name Availability  **2**  Next

Value 75.00 %

Value Formula

1 Satisfaction

Recipient Opinion




Source Schedule round

Source Type Activity

From (Role) Schoolboy (Paperboy *(Business)*)

To (Role)

Cancel Complete

3 	Name	Value	Satisfaction	Recipient Opinion	 From (Role) 4	 To (Role) 5
Availability		75.00 %			Schoolboy (Paperboy <i>(Business)</i>)	
Bundle size	1.25 newspaper / address	fair			Newspaper company (Publisher <i>(Partner)</i>)	Schoolboy (Paperboy <i>(Business)</i>)

Explanation of form controls

Control 1	Single-object area, used to display a Value in the current Business Model. Details that are displayed include information about the source of the Value.
Control 2	Option to lookup or edit (the complete) details of the Value. Clicking the pencil for an Activity starts “ Edit Value for Activity ”, “ Edit Value for Value Proposition ” or “ Edit Value for My Proposition ”, dependent on the Source Type of the Value, being “Activity”, “Value Proposition” or “My Proposition” respectively. These forms are variations of the “ Value Details ” form; see Value Details
Control 3	Table that shows all Values that are involved in the current Business Model, namely Values that are received, created, delivered and captured. As opposed to the “ BM

	Values” tab (see Business Model Values (Outcomes)), that only exposes Values that are delivered and captured from the Business Model. The table also provides options to filter Values, via Control 4 and Control 5 .
Control 4	Button to set a filter on Values in the table, whereby Values can be filtered based on the Participants (and Roles) that perform Values (in case of Activities), deliver Values (in case of Value Propositions) or capture Values (in case of My Propositions)
Control 5	Button to set a filter on Values in the table, whereby Values can be filtered based on the Participants (and Roles) that receive Values. This applies to Values of Value Propositions for which a recipient Participant (and Role) is defined.

Competencies



The “**Competencies**” tab of the “**Business Model Definition page**” is represented in the following picture:

Participants Value Propositions My Propositions Activities Values **Competencies**

Enter Competencies

This Activity* 1 2 3 4

As Performed by the Business (Role) Schoolboy (Paperboy)

Uses which Competencies ?*

Add Another +

Agenda

Coordination

Negotiation

Route planning

Delete Cancel Complete

Activity	My Business (Role)	Competencies
Execute round	Schoolboy (Paperboy (Business))	Bag , Bike , Cycling , ID badge , Loading , Navigation , Raincoat , Route , Social Interaction , Watch
Schedule round	Schoolboy (Paperboy (Business))	Agenda , Coordination , Negotiation , Route planning

Explanation of form controls

Control 1	Drop-down list to select an Activity. This Activity is one of the Activities that has been added to the Business Model via the “ Activities ” tab; see Activities . Definition of Competencies starts with selection of Activities by which these Competencies are used. Only Activities can be selected that are performed by the Business of the Business
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	Model. This is, because in a Business Model only Competencies can be defined as owned and used by the Business of the Business Model. Competencies that are, for example, used by a Partner in the Business Model, can be defined in a Business Model of the Partner. Note that VMP supports modeling and analysis of eco-systems of Business Models, whereby different Business Models, via which different Participants (as owners or Businesses of these Business Models) work together, each from their own perspective.
Control 2	Display fields that show the Business of the Business Model, together with the Role via which it performs the Activity as selected via Control 1 .
Control 3	Button to “add another” Competency to the collection of Competencies, that are used by the selected Activity. Clicking the (+) Button of “Add Another (+) ” starts “ Enter Competency for Activity ”; see Competency
Control 4	Display of a collection of Competencies, that are used by the selected Activity. Clicking the pencil for a Competency starts “ Edit Competency for Activity ”; see Competency
Control 5	Table that shows the Competencies that the Business uses in the Business Model, grouped by Activity.

Competency



The following form is started from the “**Competencies**” tab of the “**Business Model Definition page**”. It can be entered in two modes:

- Entry mode, to add a Competency to the Business Model. This is when it is started via “Add Another **(+)**” Competency (“Uses which Competencies ?”). The title of the form will then read as “**Enter Competency for Activity**”.
- Edit mode, to lookup or edit an existing Competency in the Business Model. This is when it is started via the pencil behind a Competency. The title of the form will then read as “**Edit Competency for Activity**”. The form below is shown in edit mode.

Explanation of form controls

Control 1	Input field to enter (when in entry mode) or edit (when in edit mode) the name of the Competency. This field is enabled for text-based matching against existing Competencies of the Business in the Business Model, whereby their Type (Control 3) is taken into account. If Competencies are available that match the text that is entered as well as the Type, a drop-down list with matching Competencies pops-up, from which an existing Competency can be selected.
Control 2	Input field to enter or edit the description of the Competency
Control 3	Drop-down list to select the type of Competency. It is only enabled in Entry mode. Possible Types are “Resource” and “Capability”.
Control 4	Button to delete the Competency. Deleting a Competency means removing its use from an Activity in the current Business Model. When the Competency is not used elsewhere, by another Activity in the same or other Business Model of the Business, the Competency itself will actually be deleted.
Control 5	Leaving the form without saving data changes
Control 6	Leaving the form whereby data changes are kept for being saved. IMPORTANT: On clicking “Complete”, the user is back in the “ Competencies ” tab of the “ Business Model Definition page ”. The data as created or changed in “ Enter Competency for Activity ” or “ Edit Competency for Activity ” will get actually saved on Clicking “Complete” in the “ Competencies ” tab itself. This maybe done some later, after first editing other data on or from the “ Competencies ” tab, but note that non-saved data will get lost when just navigating away from the “ Business Model Definition page ”, without first clicking “Complete”!!

Value Details




The form to enter or edit Values is central in VMP. We refer to it as the **“Value Details”** form. It can be started from many places in VMP, such as:

- From the **“Plan Values”** tab on the **“Plan page”**
- From the **“BM Values”** tab on the **“Business Model Cube page”**, as well as on the **“Business Model Definition page”**
- From the **“Value Propositions”** tab on the **“Business Model Definition page”**
- From the **“My Propositions”** tab on the **“Business Model Definition page”**
- From the **“Activities”** tab on the **“Business Model Definition page”**, and from this tab even in two controls
- From the **“Values”** tab on the **“Business Model Definition page”**
- Recursively from the **“Value Details”** form itself, via two controls.


Though in each situation a particular variation of the **“Value Details”** form is started, the core functionality of the **“Value Details”** form is common in most situations. Hence, in this section of the User Guide we explain this common functionality. Specifics of situation-dependent variations of **“Value Details”** are discussed in sections about the various forms from where **“Value Details”** is started.

For explanation of the core functionality of **“Value Details”** it is sufficient to consider just one variation of it, whereby the user should realize that, when it is started in different situations, some elements, including its form title, may be different. Consider the following variation of the **“Value Details”** form:



Edit Value for Value Proposition
✕

Name*
1

19 ☐ Overall Satisfaction
7 ☒ Enable for Measurement
20 ☐ Grade only







Value
8
* %
9


Value Formula
10

Satisfaction
15
* %
18


Satisfaction Type
Ranking
17

Satisfaction Intervals*
16

0.00	0	60		
10.00	60	95		
100.00	95	100		





Add Another +

Weight (%)
14

Accumulator
Product
11


Recipient Opinion
12
%
13


Aggregated From
2

Supply promptness	Paper round	Value Proposition		
Availability	Schedule round	Activity		

Add Another +

Aggregated To
3

Receiver satisfaction	Newspaper on the mat	Value Proposition	
-----------------------	----------------------	-------------------	---

 Delete
4

Close
5
Complete
6

Explanation of form controls

Control 1	Name of the Value. To define a Value it is sufficient to just name it.
Control 2	Collection of relationships with Values from which the Value is aggregated. These relationships to “Aggregated From” Values can be created, modified and deleted here; see Value Aggregation

Control 3	Collection of relationships with Values to which the Value is aggregated. These relationships are displayed only, and can be used to navigate to the “Aggregated To” Values; see Value Aggregation
Control 4	Button to delete the Value. When the Value is a Plan Value, or Proposition Value, it will actually be deleted. Deleting an Activity Value means de-attaching it from the current Value Stream in the current Business Model. When the Activity Value is not used elsewhere, in another Value Stream in the same Business Model or even other Business Models, the Activity Value itself will actually be deleted; see Activities
Control 5	Leaving the form without saving data changes
Control 6	Leaving the form whereby data changes are saved
Control 7	Checkbox to enable the Value for measurement. As long as measurement of the Value is not yet a concern, checking “Enable for Measurement” can be postponed. Checking it will enable Control 8 , Control 9 , Control 10 , Control 11 , Control 12 , Control 14 , Control 16 and Control 17 for input.
Control 8	Field that specifies the “objective” Measurement value of the Value. When a Value is not aggregated from other Values (see Control 2), it is enabled for input (when “Enabled for Measurement” is checked, see Control 7). Otherwise its Measurement value is calculated.
Control 9	Input field to enter a Unit (of Measurement). It is enabled for input when “Enabled for Measurement” is checked, see Control 7 . When a Unit is entered that is already available, a selection list will popup that enables selection of it. See Unit of Measurement
Control 10	Input box to specify how the Measurement value (Control 8) of an aggregated Value is calculated. It is enabled for input when “Enabled for Measurement” is checked, see Control 7 . Value Formula is informative and not itself interpreted automatically. It is meant as easy-to-read presentation of Value calculation logic. It may also guide the user in specifying the “operational” elements of Value calculation via Control 11 , details behind Control 2 (see Value Aggregation), and, when Control 19 is checked, also via Control 14 , Control 16 and Control 17 . As a user may also start from a Value Formula, and, based on it, enter Value aggregations (Control 2), the field is enabled for input also when no Value aggregations are defined yet.
Control 11	Drop-down list to select the type of calculation of the Measurement value (Control 8), based on “accumulation” of Measurements of Aggregated From Values (Control 2). Possible Accumulators are “Sum” (the default), “Maximum”, “Minimum”, “Average”, “Weighted Average” (only visible and used when “Overall Satisfaction” (Control 19) is checked), “Product” and “Standard Deviation”. These are all capable to “accumulate” any number of Measurements of Aggregated From Values, so also more than two. Accumulator is shown and enabled for input when “Enabled for Measurement” is checked (Control 7), and when there are two or more Aggregated From Values defined (Control 2).
Control 12	Input field to define a “second opinion” on the Measurement of the Value, from the perspective of the recipient. For example: Value “Delivery time” (name specified via Control 1) is specified as 3 days (via Control 8 and Control 9 respectively), but the recipient observes lower delivery performance, e.g. 15 days. “Recipient Opinion” may then be specified as 15 days. “Recipient Opinion” itself is not directly calculated and is neither directly used in calculations. It is enabled for input when “Enabled for Measurement” is checked, see Control 7 . When “Grade only” is checked (Control 20),

	Recipient Opinion is exposed as a drop-down list (see Control 20 and see also Control 15 for similar behavior). Recipient Opinion is not defined for Activity Values.
Control 13	Display field that shows the Unit of “Recipient Opinion” (Control 12). It is equal to the Unit as specified via Control 9 .
Control 14	Input field that is used to specify the relative weight (or importance) that a Plan Value has, relative to other Values of the Plan, or that a Value of a Value Proposition (or My Proposition) has, relative to other Values of the same Proposition. It is always expressed as percentage. The user is free to enter any number (e.g., the weights of all Plan Values in a Plan or all Values of a Proposition need not sum up to 100 %). It is enabled for input when “Enabled for Measurement” is checked, see Control 7 . It does not only provide useful information, but is also used to calculate the Measurement value (Control 8) in case “Overall Satisfaction” (Control 19) is checked. It is not defined for Activity Values.
Control 15	Field that specifies the Satisfaction with the Value that is received, from the perspective of the recipient. It is calculated based on Satisfaction Intervals (as defined via Control 16). When “Grade only” is checked (Control 20), Satisfaction is exposed as a drop-down list (see Control 20). It is not defined for Activity Values.
Control 16	Collection of Satisfaction Intervals, used to calculate Satisfaction (Control 15), based on the Measurement value as specified by Control 8 ; see Satisfaction Intervals . Satisfaction Intervals can be created when “Enabled for Measurement” is checked, see Control 7 . At the moment Control 7 is checked, one Satisfaction Interval, with maximal range, is auto-created, which serves as default Satisfaction Interval. Satisfaction Intervals are not defined for Activity Values.
Control 17	Drop-down list to select the type of Satisfaction measurement of a Value. Satisfaction itself is expressed by Control 15 . Possible Satisfaction Types are “Grade” (the default) and “Ranking”. For a “Grade” no Unit is required, but for a “Ranking”, a Unit has to be specified (via Control 18). It is enabled for input when “Enabled for Measurement” is checked, see Control 7 . It is not defined for Activity Values.
Control 18	Input field to enter the Unit (of measurement) for Satisfaction. It is only shown when Satisfaction Type (as defined by Control 17) equals “Ranking”, and it is enabled for input when “Enabled for Measurement” is checked, see Control 7 . When a Unit is entered that is already available, a selection list will popup that enables selection of it. See Unit of Measurement . It is not defined for Activity Values.
Control 19	Checkbox to specify that the Value expresses “overall satisfaction” of a recipient. When the Value is part of a Proposition, it expresses the “overall satisfaction” with that Proposition. When the Value is a Plan Value, it expresses the “overall satisfaction” with the Plan. It is not defined for Activities. It can be aggregated (via Control 2) from the other Values of the Proposition, or Plan, provided that their “Satisfaction” is defined as “Ranking” (Control 17) in their respective “Value Details” forms. The “Accumulator” to determine the Measurement of “Overall Satisfaction” is then auto-set as “Weighted Average” (Control 11). The Measurement value of “Overall Satisfaction” (Control 8) is then calculated as the average of “Satisfaction” (Control 15), weighted by “Weight” (Control 14), both as defined via the “Value Details” form of Values from which “Overall Satisfaction” is aggregated (via Control 2).
Control 20	Checkbox to specify that the Value is only measured qualitatively, as a “grade”. The functionality is re-used that is also used for Satisfaction measurement, with “Satisfaction Type” set as “Grade” (Control 17). When “Grade only” is checked, the following controls are no longer applicable: Control 2 , Control 3 , Control 8 , Control 9 ,

	Control 10, Control 11, Control 18 and Control 19. When “Grade only” is checked, “Satisfaction” (Control 15) is exposed as a drop-down list. Selectable elements in that list are the “Symbols” as defined on the Satisfaction Intervals (see Satisfaction Intervals). It is not defined for Activity Values.
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Value Aggregation

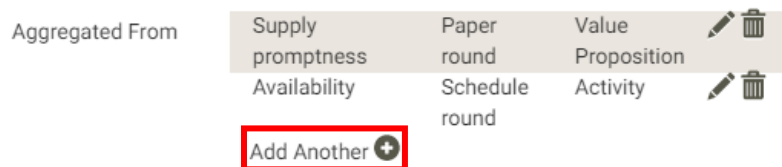


Value aggregation is subject to constraints, as outlined in the following table.

Value of	Can be aggregated from Value of	Further constraints of “Aggregated From” Value
Plan	Plan	Of same Plan
	My Proposition	Of My Propositions of Business Models in Packages of the Plan
	Value Proposition	Of Value Propositions of Business Models in Packages of the Plan
	Activity	Of Activities of Business Models in Packages of the Plan (whereby these Values are explicitly used in the Business Models)
My Proposition	Plan	Of Plan that has the Packages that contain the Business Models that have My Proposition
	My Proposition	Of same and other Propositions that are defined as My Propositions in the same Business Model
	Value Proposition	Of Value Propositions received by and/or provided by Roles of the Business of the Business Model
	Activity	Of Activities in the Value Stream of My Proposition (whereby these Values are explicitly used in the Value Stream)

Value Proposition	Plan	Of Plan that has the Packages that contain the Business Models that have the Value Proposition
	Value Proposition	Of same and other Value Propositions in the same Business Model
	Activity	Of Activities in the Value Stream of the Value Proposition (whereby these Values are explicitly used in the Value Stream)
Activity	Plan	Of Plan that has the Packages that contain the Business Models that have the Activity (and its Value)
	Value Proposition	Of Value Proposition in the same Business Model.
	Activity	Of same and other Activity in the same Business Model (whereby these Values are explicitly used in the Business Model).

The following picture represents the part of the “**Value Details**” form that is used to maintain Value aggregations.



Clicking the (+) Button of “Add Another (+)” opens a box, embedded in “**Value Details**”, to create a new “Aggregated From” relationship. That form part is pre-occupied by the first Value of a list of possible “Aggregated From” Value candidates.

Aggregated From

Supply promptness	Paper round	Value Proposition		
Availability	Schedule round	Activity		

Add Another

10

Name Bundle size 1

Aggregate from previous Phase 2 ☐

Value 3 1.25 newspaper / address 4

Source Paper round 5

Source Type Value Proposition 6

Rescale

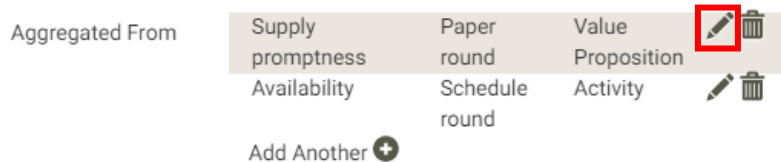
Multiplier 1 7 Offset 0 8

Operator Select Operation 9

Explanation of form controls





Control 1	Drop-down list to select the Value <u>from</u> which aggregation is to be created.
Control 2	Checkbox to specify that the Measurement of the “Aggregated From” Value should be taken from the previous Phase, i.e., from the “Primary” Alternative of the previous Phase. This checkbox is enabled if, for both the parent Value and “Aggregated From” Value, “Enabled for Measurement” is checked in their respective “ Value Details ” forms, and if the current Phase is not the first Phase in the Plan (otherwise there is no previous Phase defined). This is very useful when the Measurement of a Value in a Phase builds further on the Measurement of that same or another Value in the previous Phase.
Control 3	Display field that displays the “objective” Measurement value of the “Aggregated From” Value.
Control 4	Display field that displays the Unit (of measurement) of the “Aggregated From” Value.
Control 5	Display field that displays the name of the object that contains the “Aggregated From” Value.
Control 6	Display field that displays the type of the object that contains the “Aggregated From” Value. Possible types are “Plan”, “Value Proposition”, “My Proposition” and “Activity”.
Control 7	Input field to, optionally, specify a Multiplier as one of the parameters that can be used to rescale the Measurement value as displayed by Control 3 , say, x . Its role in rescaling is defined by the following expression: <div style="text-align: center; margin-top: 10px;"> $Operator \text{ (} \textit{Multiplier} * x + \textit{Offset} \text{)}$ </div>


	<p>Note that, as part of the overall calculation of the (parent) Value's Measurement value, and before the Accumulator (see "Value Details" form) is applied, it may be required to rescale the Measurement value of the "Aggregated From" Value, e.g. to apply Unit conversion, or to calibrate the value.</p> <p>This input field is enabled if, for both the parent Value and "Aggregated From" Value, "Enabled for Measurement" is checked in their respective "Value Details" forms. Multiplier is defaulted as 1.0</p>
Control 8	<p>Input field to, optionally, specify an Offset as one of the parameters that can be used to rescale the Measurement value as displayed by Control 3, say, x. Its role in rescaling is defined by the following expression:</p> $\text{Operator} (\text{Multiplier} * x + \text{Offset})$ <p>This input field is enabled if, for both the parent Value and "Aggregated From" Value, "Enabled for Measurement" is checked in their respective "Value Details" forms. Offset is defaulted as 0.0</p>
Control 9	<p>Drop-down list to, optionally, select an Operator as one of the parameters that can be used to rescale the Measurement value as displayed by Control 3, say, x. Possible Operators are "Reciprocal" ($1/..$), "Square" ($..^2$) and "Square root" ($\sqrt{..}$). The role of Operator in rescaling is defined by the following expression:</p> $\text{Operator} (\text{Multiplier} * x + \text{Offset})$ <p>This drop-down list is enabled if, for both the parent Value and "Aggregated From" Value, "Enabled for Measurement" is checked in their respective "Value Details" forms. By default no Operator is specified.</p>
Control 10	<p>Not a particular control, but indicating any position in the "Value Details" form, outside the "Aggregated From" box. When clicking anywhere outside the box, the box will close. If any specific control is clicked in the "Value Details" form, outside the box, not only the box will close, but the behavior of that particular control will be invoked as well. For instance, when the (+) Button of "Add Another (+)" is clicked, the box will open again (actually it will then stay open), and occupied with the next candidate "Aggregated From" Value in the list.</p>



Clicking the pencil on an "Aggregated From" Value will open the same box, but now on the details of that particular "Aggregated From" Value. This can be used to edit an existing aggregation relationship, or to lookup its details, as is demonstrated by the following picture:

Aggregated From

Supply promptness	Paper round	Value Proposition		
Availability	Schedule round	Activity		

Add Another 

Name Supply promptness

Aggregate from previous Phase ☐

Value 96.00 %

Source Paper round

Source Type Value Proposition

Rescale

Multiplier Offset

Operator

Clicking the trash button on an “Aggregated From” Value will delete the aggregation relationship.

Aggregated From

Supply promptness	Paper round	Value Proposition		
Availability	Schedule round	Activity		

Add Another 

Though aggregation relationships are created from the perspective of the parent Value, creating its “Aggregated From” Values, aggregation relationships can be navigated the other direction also, “drilling up” from a Value to the Value(s) that aggregate from it. This can be achieved by clicking the pencil on an “Aggregated To” Value, in the same “**Value Details**” form, which will then start another instance of the “**Value Details**” form, namely on that particular “Aggregated To” Value.


Aggregated To


Receiver satisfaction	Newspaper on the mat	Value Proposition	
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Navigating up, to an “Aggregated To” Value is sometimes important. E.g., when the Unit of a Value changes, this might require editing of “Rescale” parameters in the corresponding “Aggregated From” box on the “**Value Details**” form of the “Aggregated To” Value. It is often also useful to navigate up in the Value aggregation network, for analysis purpose.

Sometimes, within the same Phase (and Alternative), Value aggregation networks may involve cycles. For example: ValueX → ValueY → ValueX. As the following instance of the “Value Details” form shows,

an **orange** cycle symbol is then displayed behind the name of the Values that are part of one or more cycles. And one more form control is shown, which is explained below.


Edit Plan Value
✕

Name*


☐ Overall Satisfaction

☐ Enable for Measurement

☐ Grade only

Value

Value Formula

Satisfaction

Satisfaction Type

Grade
▼

Satisfaction Intervals

Add Another +

Weight (%)

Max Change **1**

Recipient Opinion

Aggregated From

ValueY	Model with cycles	Plan	
--------	-------------------	------	--

Add Another +

Aggregated To

ValueY	Model with cycles	Plan	
--------	-------------------	------	--

Delete

Close

Complete

Explanation of form controls

Control 1	Input field, to specify a parameter that controls iterative calculation. See Advanced Plan Parameters for explanation of the functionality that is associated with it. Though this parameter is specified at Plan level, it can be further differentiated by Value. This control is only shown in case the Value is part of one or more Value aggregation cycles, and it is enabled for input when “Enabled for Measurement” is checked for the Value.
------------------	---

The following picture shows a the “Aggregated From” part of the previous “Value Details” form instance again.

Aggregated From	ValueY	Model with cycles	Plan	

Add Another +

The **orange** traffic sign (suggesting a warning), associated with an “Aggregated From”, indicates that “Enabled for Measurement” is not checked in “**Value Details**” of the corresponding “Aggregated From” Value. And this is important to know, as e.g. “Rescale” parameters cannot yet be set for that “Aggregated From”.

Unit of Measure

The following picture shows the first half of the “**Value Details**” form.

Edit Value for Value Proposition
✕

Name*

☐ Overall Satisfaction
☒ Enable for Measurement
☐ Grade only

Value *

Value Formula

Satisfaction *

Satisfaction Type

Clicking the pencil on either one of the Unit fields starts “**Enter Unit Details**”.

Edit Unit Details
✕

Rounding Decimals 1

Significant Decimals 2

3
 4

Explanation of form controls

Control 1	Input field to specify the number of decimals for rounding of the data as stored. This may sometimes be an important parameter in Value calculations. Sometimes fractional numbers are not allowed, e.g., when one plans to buy new aircraft, only integer number of aircrafts should be calculated. Or sometimes one want to calculate the difference between a rounded and an unrounded number. “Rounding Decimals” is defaulted as 4.
Control 2	Input field to specify the number of decimals for rounding the data as displayed. “Significant Decimals” is defaulted as 2, and cannot be higher than the number of “Rounding Decimals”.
Control 3	Leaving the form without saving data changes
Control 4	Leaving the form whereby data changes are saved

Satisfaction Intervals

Satisfaction is calculated based on Satisfaction Intervals.

The following picture represents the part of the “**Value Details**” form that is used to maintain Satisfaction Intervals.

Satisfaction Intervals*	0.00	0	60		
	10.00	60	95		
	100.00	95	100		
	Add Another				

Clicking the **(+)** Button of “Add Another **(+)**” opens a box, embedded in “**Value Details**”, to create a new Satisfaction Interval.








Satisfaction Intervals*	0.00	0	60		
	10.00	60	95		
	100.00	95	100		
	Add Another				

8








Negative Infinity	1	<input type="checkbox"/>
Interval From*	2	<input type="text" value="from"/>
From Inclusive	3	<input checked="" type="checkbox"/>
Positive Infinity	4	<input type="checkbox"/>
Interval To*	5	<input type="text" value="to"/>
To Inclusive	6	<input checked="" type="checkbox"/>
Level*	7	<input type="text" value="Name"/>

Explanation of form controls

Control 1	Checkbox to indicate whether the interval starts from “minus Infinity”. Checking it sets “Interval From” (Control 2) to “-Infinity”.
Control 2	Input field to define the start of the interval. Normally intervals are adjacent to each other, and each point on the scale is part of just one interval. But note that it is allowed that intervals overlap, as well as that they leave gaps between each other.
Control 3	Checkbox to define whether “Interval From” (Control 2) is part of the interval.
Control 4	Checkbox to indicate whether the interval ranges to “Infinity”. Checking it sets “Interval To” (Control 5) to “Infinity”.
Control 5	Input field to define the end of the interval
Control 6	Checkbox to define whether “Interval To” (Control 5) is part of the interval.
Control 7	The value that will be assigned to Satisfaction, when the “objective” Measurement value of the Value is part of the interval. In case multiple intervals are hit, Satisfaction is based on the first encountered of these. When Satisfaction Type is “Grade”, “Level” is alphanumeric and symbolic. When Satisfaction Type is “Ranking”, “Level” is numeric.
Control 8	Not a particular control, but indicating any position in the “ Value Details ” form, outside the “Satisfaction Intervals” box. When clicking anywhere outside the box, the box will close. If any specific control is clicked in the “ Value Details ” form, outside the box, not only the box will close, but the behavior of that particular control will be invoked as well. For instance, when the (+) Button of “Add Another (+) ” is clicked, the box will open again (actually it will then stay open), to define the next interval.

Satisfaction Intervals*	0.00	0	60		
	10.00	60	95		
	100.00	95	100		
	Add Another 				

Clicking the pencil on a Satisfaction Interval will open the same box, but now on the details of that particular Satisfaction Interval. This can be used to edit an existing Satisfaction Interval, or to lookup its details, as is demonstrated by the following picture:

Satisfaction	0.00	0	60		
Intervals*	10.00	60	95		
	100.00	95	100		
Add Another 					

Negative Infinity

☐

Interval From*

From Inclusive

☒

Positive Infinity

☐








Interval To*

To Inclusive

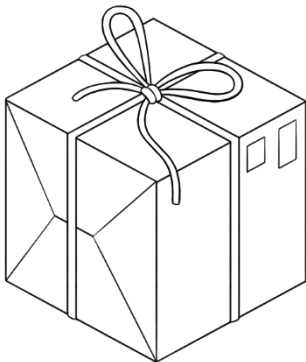
☐

Level*

Clicking the trash button on a Satisfaction Interval will delete it.

Satisfaction	0.00	0	60		
Intervals*	10.00	60	95		
	100.00	95	100		
Add Another 					

Model Life Cycle Management



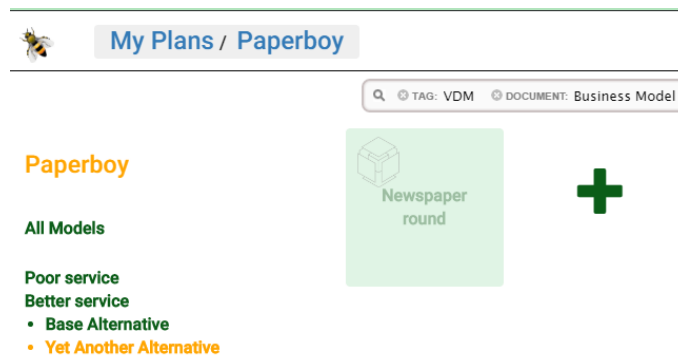
Business Models, as well as eco-systems of interacting Business Models, can vary from Alternative to Alternative, within a Phase, and can evolve from Phase to Phase. VMP provides support for life cycle management of Business Models, behind the scenes.

In order to give an impression of how this is exposed to the user, and how this works, consider again the following screenshot of the “[Plan page](#)”.



The Business Model, represented by the **green** Business Model box, shows clear. This means, it, or the Package that contains it (see **Packages**), is owned by the current Alternative (see **Alternatives**).

When a new Alternative is created in the same Phase, and we make the new Alternative current, the **green** Business Model box now shows dimmed.



This means, it, or the Package that contains it, is just referenced by the current Alternative (see **Alternatives**). The Package itself is still owned by the original Alternative (“**Base Alternative**”, within Phase “**Better service**”). The new Alternative (“**Yet Another Alternative**”) represents a separate scenario for the same Business Model, whereby e.g. Value Measurements are different, but whereby the basic structure of the Business Model remains the same (and is shared).

When, in this situation, after having created the new Alternative, the user would make structural Business Model changes in “**Base Alternative**”, these are directly available to the new Alternative, as the model is shared between the two. And when, in this situation the user just changes Value Measurements in “**Base Alternative**”, these changes will incrementally be applied to the Business Model in the new Alternative, on lookup of the Business Model in the new Alternative, i.e., when the “**Business Model Cube page**” is started in the new Alternative, first time after making the Value Measurement changes. And this “incremental update on lookup” will continue to happen until the user has changed any Value Measurement in the Business Model or Plan in the new Alternative itself.

When, in the new Alternative, the structure of the Business Model would change, for instance by changing, adding or removing Participant Networks, Value Propositions, Activities, Values, etc. from the “**Business Model Definition page**”, or by changing, adding or removing Values (so, not just Value Measurements) from the “BM Values” tab of the “**Business Model Cube page**” or the “**Business Model Definition page**”, then, pressing the “Complete” button on the tabs of these pages will also trigger the

creation of a local version (or “copy”) for the new Alternative, as is indicated by the spinner, with related caption “Creating a copy...”, as marked by the **red box** in the screenshot below.

Enter the Participants involved in

Participant Network ?* Next

My Business (Role) ?*

Customers ? Add Another

Partners ? Add Another

Delete Cancel Complete

Participant Network	My Business (Role)	Customers (Role)	Partners (Role)	Other Participants (Role)	Attached
Backup network	Schoolboy (Proxy)		Schoolmates (Stand-in)		Creating a copy...
Newspaper network	Schoolboy (Paperboy)	Readers (Subscriber)	Newspaper company (Publisher)		✓

On the “**Plan page**”, the result of this is visible by the **green** Business Model box showing now clear again in the new (and current) Alternative.

My Plans / Paperboy

🔍 TAG: VDM DOCUMENT: Business Model

Paperboy

All Models

- Poor service
- Better service
- Base Alternative
- Yet Another Alternative

Newspaper round +

When any next change is created in the Business Model, in this new Alternative, the change will only affect the model data as contained in the Package as now owned by this new Alternative. And any change in “**Base Alternative**” will no longer affect the model in the new Alternative.

VMP supports similar behavior when a new Phase is created. Initially, the new Phase (and its “Master” Alternative) will refer to the Package as owned by the “Primary” Alternative of the previous Phase; see **Alternatives**. But after applying a structural change to the Business Model in the new Phase and Alternative, a local version (or “copy”) is created on completion of that change.

This way, VMP supports the user in varying Business Models from Alternative to Alternative, and in evolving them from Phase to Phase.