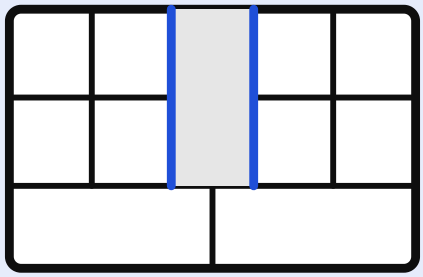
Discipline

Business design

Applies design methods to the business model: how an organization creates value for someone, how it delivers it and how it sustains itself.



In Spanish
Diseño de negocio

Origin
Martin (2009); Osterwalder and Pigneur (2010)

What it deals with

Companies tend to repeat what they already do well, and they struggle to explore new ideas that can't be measured yet.

Principles

Explore and exploit
Balance what already works with what is being discovered.

Visible models
Draw the business so it can be discussed and changed.

Test cheaply
Validate the business hypotheses before investing.

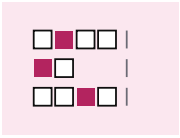
Applications in design

✓ Use it like this
Draw the business model alongside the customer journey.

✗ Avoid
Designing a service without knowing who will pay for it, or how.

👁 Don't fall for it
A business model is a hypothesis: test it piece by piece.

Models

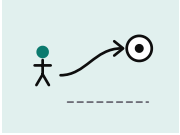


Model

Ten Types of Innovation

Innovation isn't just the product: ten types, from the profit model to brand and engagement.

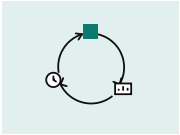
Methods and tools



Approach

Jobs to be done

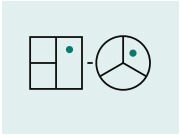
Understanding what progress a person seeks in a situation and what they "hire" a product for.



Process

Lean Startup

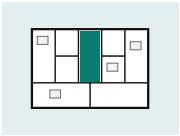
Build the minimum, measure how people respond and learn, in short cycles.



Method

Value Proposition Canvas

Checking whether what you offer responds to what a type of customer is trying to do, suffers and wants.



Method

Business Model Canvas

A sheet with nine blocks to see, on one page, how a project creates value and sustains itself.

Connections

Related to

- Product design
- Strategic design
- Product-service systems

Authors and works

2009	**Roger L. Martin**	Described how knowledge moves from mystery to heuristic to algorithm, and why design helps along that path.
2010	**Alexander Osterwalder and Yves Pigneur**	Proposed a nine-block canvas to describe and design business models.

Sources

Original sources

- Martin, R. L. (2009). The design of business: Why design thinking is the next competitive advantage. Harvard Business Press.
- Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Wiley.

Last reviewed: October 29, 2026

Atlas público de diseño, de Adriana Ojeda. Texto e ilustraciones bajo licencia CC BY 4.0.