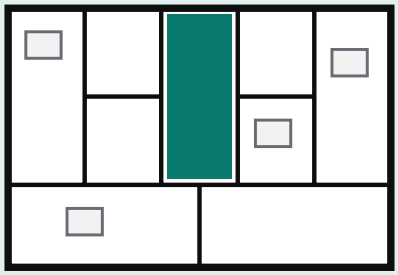
Method

Business Model Canvas

A nine-block template that describes how an organization creates, delivers and captures value, from customers to costs.



In Spanish

Lienzo del modelo de negocio

Origin

Osterwalder (2004); Osterwalder and Pigneur (2010)

Output

The business model on one page, ready to discuss and to test alternatives

What it's for

It helps design and business talk about the same thing and see whether an idea, besides being desirable, can sustain itself.

Key elements

Nine blocks

Customers, value proposition, channels, relationships, revenue, resources, activities, partners and costs.

On one page

Everything visible at once, to see how one change affects the rest.

Hypotheses, not certainties

Each note is an assumption to be tested.

How it's done

1

Start with the people you serve and what you offer them.

2

Fill in the blocks on how the offer reaches them, how you charge for it and what it takes to deliver it.

3

Mark the doubts and test the riskiest ones first.

Applications in design

When to use it

When you need to see whether an idea can sustain itself, or compare several ways of taking it forward.

Avoid

Filling it in once and filing it away as if it were a finished plan.

Don't fall for it

The canvas doesn't tell you whether people care; combine it with research.

Connections

Used by

- Business design

Related to

- Value Proposition Canvas

Authors and works

2004	**Alexander Osterwalder**	In his doctoral thesis in Lausanne he proposed an orderly way to describe business models, the basis of the canvas.
2010	**Alexander Osterwalder and Yves Pigneur**	Published the canvas with its nine blocks, designed to be worked on as a team, large and with sticky notes.

Sources

Original sources

- Osterwalder, A. (2004). The business model ontology: A proposition in a design science approach [Doctoral dissertation, Université de Lausanne]. View source (https://serval.unil.ch/notice/serval:BIB_R_4210)
- Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Wiley.

Last reviewed: October 25, 2026

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