



PITCH!®

The hybrid-learning
business modeling game



Hello!

Welcome to PITCH!®, our hybrid learning business modeling game!

If you wish to play this game or to facilitate the game in a class or workshop context, please follow the following steps.

- 1) Order the card deck with which you wish to play.
- 2) Print the following 5 pages in A3 paper. The number of copies is indicated on each page.
- 3) Follow this link to start playing: bit.ly/smart-bot

We hope you love this game as much as we do.

Happy Business Modeling!






Problem-Solution Fit

Start by placing the **Problem cards** on the appropriate **Sustainable Development Goal box** facing down, and the **Solution cards** on the **Solution box**. After reading through all the **Sustainable Development Goals (SDGs)**, each player selects the SDG on which they would like to focus and takes one **Problem card** from the respective **SDG box**.

Once all players have one **Problem card**, each player takes three **Solution cards**. After reading and considering how each solution might fit their problem selected, the round starts with each player discarding one **Solution card** and taking a new one. The round ends when a player takes the last solution card.

2 ZERO HUNGER




A profound change of the global food and agriculture system is needed to nourish today's **800 million** hungry + the additional **2 billion** increase in global population expected by **2050**

Problem

Which sustainable problem will you target?

3 GOOD HEALTH AND WELL-BEING



Spending **\$1 billion** in immunization coverage can save **1 million** children's lives each year

Problem

Which sustainable problem will you target?

6 CLEAN WATER AND SANITATION




Half of the world's population is already experiencing **severe water scarcity** at least **one month** a year

Problem

Which sustainable problem will you target?

11 SUSTAINABLE CITIES AND COMMUNITIES




60 per cent of the **world's population** will live in cities by **2030**

Problem

Which sustainable problem will you target?


12 RESPONSIBLE CONSUMPTION AND PRODUCTION



If the global population reaches **9.6 billion** by 2050, the equivalent of almost **three planets** will be required to sustain current lifestyles

Problem

Which sustainable problem will you target?



Solution

Which solution will you bring to market?

Impact Potential

A problem's impact potential is an indicator of the possible effect or influence of solving a specific problem, measured by three factors:

- How **neglected** the problem is – i.e. the lack of an effective dominant solution;
- How **important** the problem is – i.e. the severity of the negative consequences over the largest number of people;
- Amount of **positive spillovers** created – i.e. the value created for society beyond the value for the parties considered in the market transaction.



Business Model Design

Start by placing the **Business Model cards** on the appropriate **Business Model Element box** facing down.

After reading through all the **Business Model Elements**, and their respective indicators, each player takes one random card from each **Business Model Element**.

After reading and considering how each Business Model card might fit the solution that they want to bring to market, the round starts with each player discarding one **Business Model card** and taking two new ones.

The round ends after four turns.

Value Proposition
What will you offer?

A blue-bordered box containing the title 'Value Proposition' and the question 'What will you offer?'. Below the text are two large, empty dashed-line rectangles for writing notes.

Customers
Who will pay for your offer? Who will use it?

A yellow-bordered box containing the title 'Customers' and the question 'Who will pay for your offer? Who will use it?'. Below the text are two large, empty dashed-line rectangles for writing notes.

Processes
How will you produce and deliver?

A purple-bordered box containing the title 'Processes' and the question 'How will you produce and deliver?'. Below the text are two large, empty dashed-line rectangles for writing notes.

Monetization
How will you generate revenue?

A green-bordered box containing the title 'Monetization' and the question 'How will you generate revenue?'. Below the text are two large, empty dashed-line rectangles for writing notes.

Strategic Focus

A business model's strategic focus is an indicator of strategic consistency and alignment.

- **Customer Proximity** is focused on addressing the needs of few selected customers.
- **Product Leadership** is focused on creating and delivering superior products and services driven by innovation.
- **Operational Excellence** is focused on cost minimization (i.e. minimum input, maximum output).

Scalability

A business model's scalability is an indicator of the relative ease with which a business model grows, measured by two factors:

- How much **investment** is needed to generate incremental growth – i.e. marketing or infrastructure;
- What kind of **human resources** are needed to generate incremental growth – i.e. low-cost-high-productivity or high-cost-low-productivity.

Attractiveness

A business model's attractiveness is an indicator of the potential profitability, measured by two factors:

- **Customer Lifetime Value** is the monetary value of the customer relationship in the long-run;
- **Recurring Payments** are the repeated purchases it encourages.



Problem-Solution Fit

Find the most appropriate and scalable solution to solve the problem with the largest impact potential.

Problem
Which sustainable problem will you target?

Solution
Which solution will you bring to market?

Business Model Design

Design the most scalable and viable business model, by matching strategically aligned business model patterns with the appropriate business model element (using 4 - 8 Business Model cards). Remember that in order to have a cohesive business model you need at least 3 business model cards that share the same strategic alignment (customer proximity, operational excellence, product leadership).

Value Proposition
What will you offer?

Processes
How will you produce and deliver?

Customers
Who will pay for your offer? Who will use it?

Monetization
How will you generate revenue?

Elevator Pitch

Use the Pitch Sheet to prepare and deliver a 90-second pitch about your sustainable business opportunity. At the end of the pitch, players have 60-seconds to evaluate other players' solution's success and funding potential based on the following criteria.

Player's Name	Solution
Well-defined problem-solution fit	☆☆☆☆☆
Well-described business model	☆☆☆☆☆
Impact generated	☆☆☆☆☆
Investment	_____

Player's Name	Solution
Well-defined problem-solution fit	☆☆☆☆☆
Well-described business model	☆☆☆☆☆
Impact generated	☆☆☆☆☆
Investment	_____

Player's Name	Solution
Well-defined problem-solution fit	☆☆☆☆☆
Well-described business model	☆☆☆☆☆
Impact generated	☆☆☆☆☆
Investment	_____



My solution, _____, is developing _____

WHAT IS YOUR SOLUTION'S NAME?

WHAT IS YOUR SOLUTION'S CORE OFFER?

to help _____ solve the challenge of _____

WHO IS YOUR TARGET USER/CUSTOMER?

WHAT PROBLEM IS YOUR SOLUTION SOLVING?

with _____

HOW IS YOUR SOLUTION SOLVING THIS PROBLEM IN A UNIQUE AND INNOVATIVE WAY - I.E. WHAT IS YOUR SECRET SAUCE?

Our strategic focus is _____

IDENTIFY YOUR BUSINESS MODEL'S STRATEGIC FOCUS.

meaning that _____

DESCRIBE YOUR BUSINESS MODEL'S STRATEGIC FOCUS.

We will produce and deliver our offering by _____

HOW DO YOU PRODUCE AND DELIVER YOUR OFFER - I.E. WHAT ARE YOUR PROCESSES?

and our profit formula consists of _____

HOW DO YOU GENERATE REVENUE - I.E. WHAT IS YOUR MONETIZATION LOGIC?

With _____, we expect to _____

WHAT IS YOUR SOLUTION'S MARKET?

WHAT IMPACT DO YOU EXPECT TO HAVE?

measured by _____

HOW WILL YOU MEASURE THIS IMPACT?

We currently have _____

WHAT IS YOUR SOLUTION'S DEVELOPMENT STAGE?

We are looking for _____

WHAT KIND OF SUPPORT DO YOU EXPECT TO RAISE WITH THIS PITCH TO FURTHER YOUR SOLUTION'S DEVELOPMENT?

to help us _____

WHAT IS YOUR SOLUTION'S NEXT DEVELOPMENT GOAL?



My solution, _____, is developing _____

WHAT IS YOUR SOLUTION'S NAME?

WHAT IS YOUR SOLUTION'S CORE OFFER?

to help _____ solve the challenge of _____

WHO IS YOUR TARGET USER/CUSTOMER?

WHAT PROBLEM IS YOUR SOLUTION SOLVING?

with _____

HOW IS YOUR SOLUTION SOLVING THIS PROBLEM IN A UNIQUE AND INNOVATIVE WAY - I.E. WHAT IS YOUR SECRET SAUCE?

We compete in the growing _____ market,

IN WHICH MARKET DO YOU COMPETE?

which last year was valued in _____ and that is

HOW WAS YOUR MARKET VALUED IN THE PREVIOUS YEAR?

projected to grow by _____ per cent, due to:

HOW MUCH IS YOUR MARKET EXPECTED TO GROW (IN %)?

(a) _____;

WHAT IS THE PRIMARY TREND DRIVING YOUR MARKET'S GROWTH?

(b) _____;

WHAT IS THE SECONDARY TREND DRIVING YOUR MARKET'S GROWTH?

(c) _____.

WHAT IS THE TERTIARY TREND DRIVING YOUR MARKET'S GROWTH?

Our two main competitors are _____ and _____

WHO IS YOUR PRIMARY COMPETITOR?

_____, although we distinguish ourselves by _____

WHO IS YOUR SECONDARY COMPETITOR?

WHAT IS YOUR KEY DIFFERENTIATING FACTOR?

Our strategic focus is _____

IDENTIFY YOUR BUSINESS MODEL'S STRATEGIC FOCUS.

meaning that _____

DESCRIBE YOUR BUSINESS MODEL'S STRATEGIC FOCUS.

We will produce and deliver our offering by _____

HOW DO YOU PRODUCE AND DELIVER YOUR OFFER - I.E. WHAT ARE YOUR PROCESSES?

and our profit formula consists of _____

HOW DO YOU GENERATE REVENUE - I.E. WHAT IS YOUR MONETIZATION LOGIC?

With _____, we expect to _____

WHAT IS YOUR SOLUTION'S MARKET?

measured by _____

WHAT IMPACT DO YOU EXPECT TO HAVE?

HOW WILL YOU MEASURE THIS IMPACT?

We currently have _____

WHAT IS YOUR SOLUTION'S DEVELOPMENT STAGE?

We are looking for _____

WHAT KIND OF SUPPORT DO YOU EXPECT TO RAISE WITH THIS PITCH TO FURTHER YOUR SOLUTION'S DEVELOPMENT?

to help us _____

WHAT IS YOUR SOLUTION'S NEXT DEVELOPMENT GOAL?



Get in touch with us

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[Businessmodeldesignlab.com/pitch-hybrid-learning-game](https://businessmodeldesignlab.com/pitch-hybrid-learning-game)



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