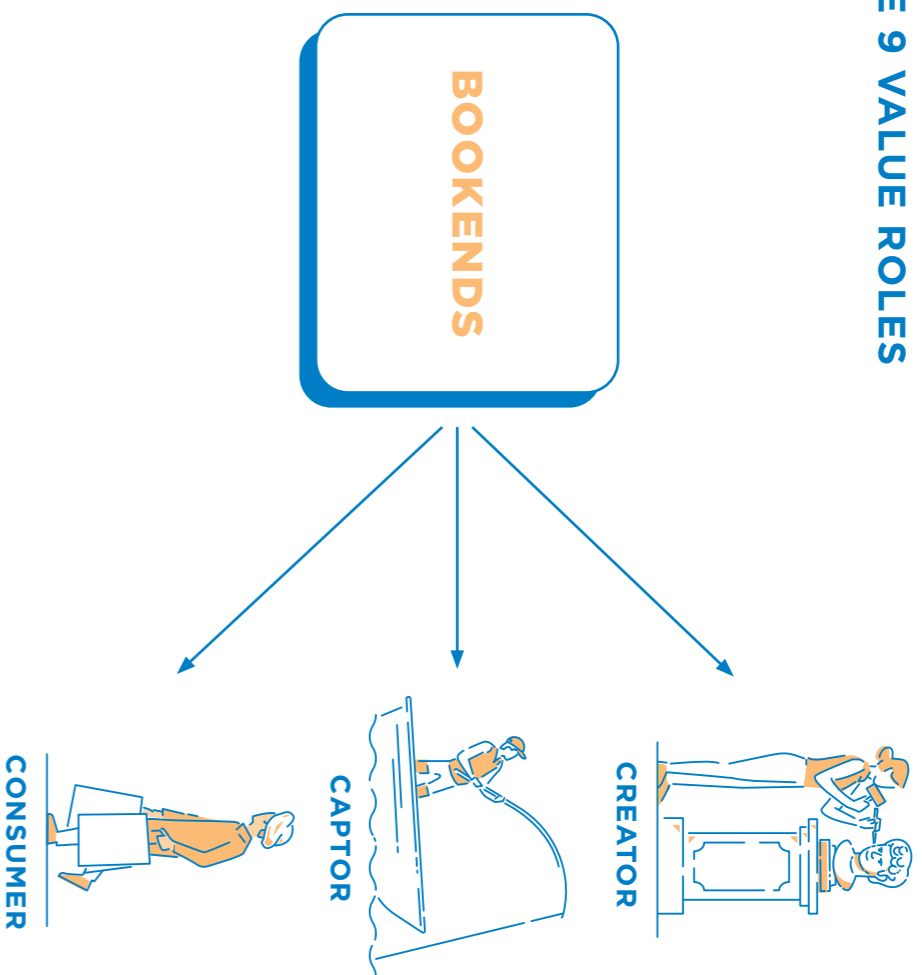


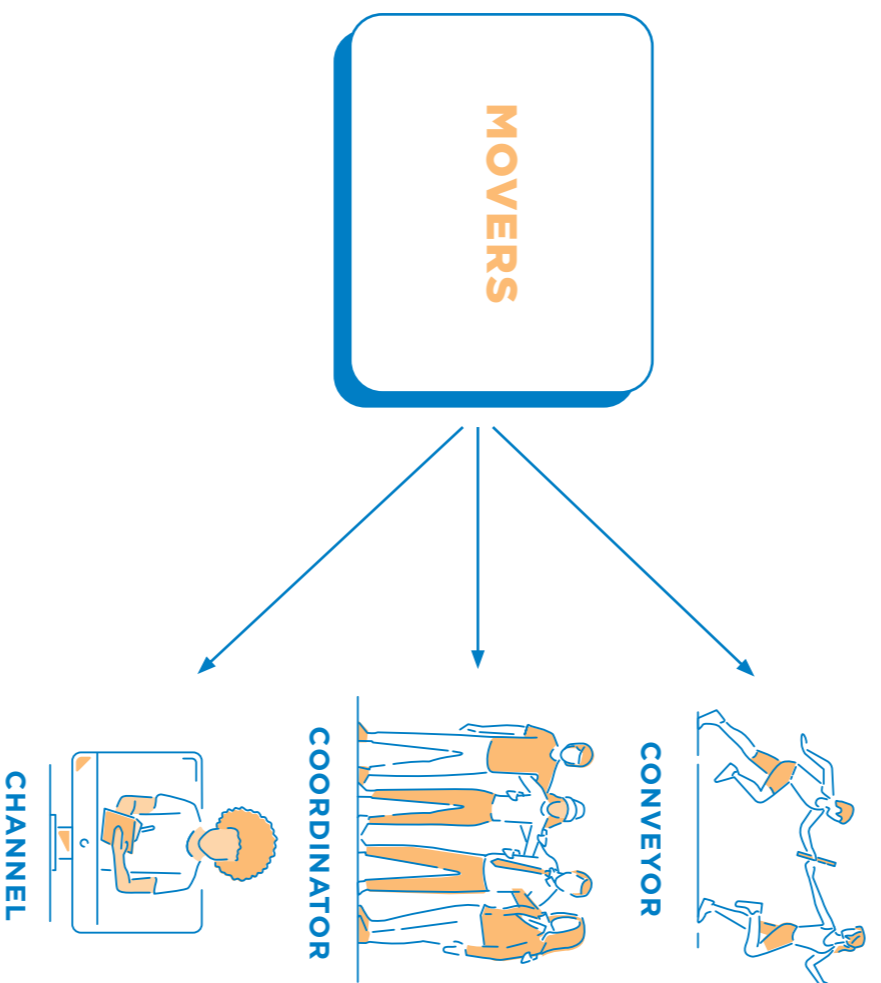
THE 9 VALUE ROLES



CREATING NEW VALUE in the innovation process e.g., Entrepreneur, Inventor, Investor.

CAPTURING VALUE from the innovation process e.g., revenue, know-how, connections, brand recognition etc.

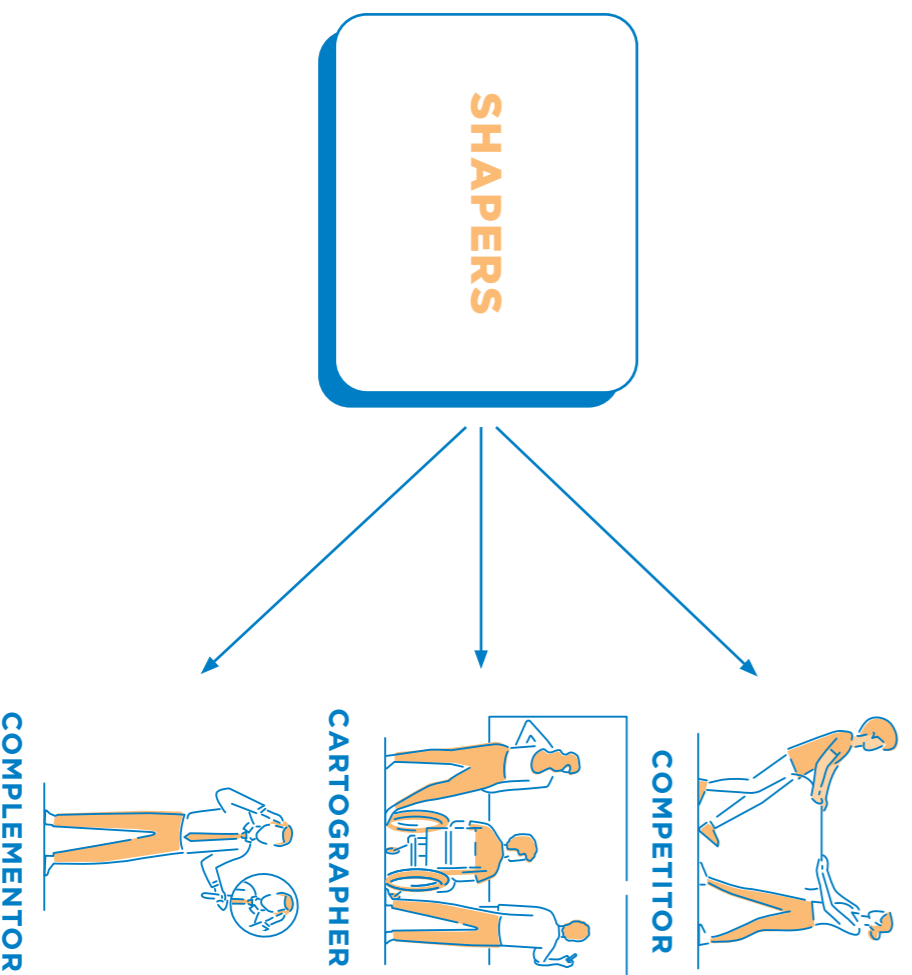
Those who **GAIN VALUE** from the use of the innovation e.g., customer, patient, client, student.



Active entities that **DELIVER VALUE** to you or for you and add value in the process e.g., downstream implementing partner or supplier.

COORDINATE VALUE through the interaction between entities, most often Value Creators and Consumers e.g., Consortium leads or platform business models.

NON-VALUE CREATING ENTITIES used to move messaging or the innovation. E.g., advertising or delivery companies.



Entities with **SIMILAR VALUE OFFERINGS** for the same groups or that rival you for resources.

Entities that determine the **BOUNDARIES AND AMOUNT OF VALUE THAT CAN BE CREATED** in a 'market' e.g., Regulators, unions, standards bodies etc.

Entities that **INFLUENCE THE VALUE** of your innovation. E.g., Internet availability, FOSS, training colleges etc.