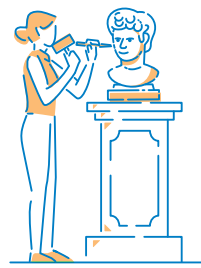


THE 9 VALUE ROLES

BOOKENDS



CREATOR

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



CAPTOR

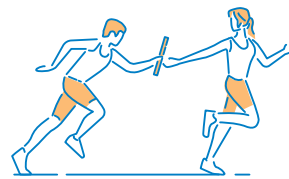
CAPTURING VALUE from the innovation process e.g., revenue, know-how, connections, brand recognition etc.



CONSUMER

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

MOVERS



CONVEYOR

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



COORDINATOR

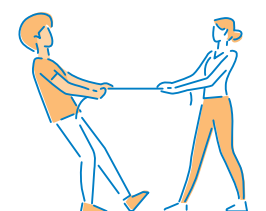
COORDINATE VALUE through the interaction between entities, most often Value Creators and Consumers e.g., Consortium leads or platform business models.



CHANNEL

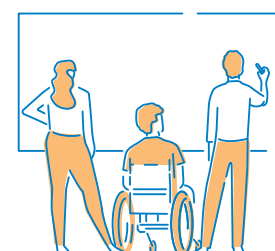
NON-VALUE CREATING ENTITIES used to move messaging or the innovation. E.g., advertising or delivery companies.

SHAPERS



COMPETITOR

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



CARTOGRAPHER

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



COMPLEMENTOR

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