

Business Model

Karan Girotra,Serguei Netessine

Business Model Generation Alexander Osterwalder, Yves Pigneur, 2013-02-01 Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need Business Model Generation. Co-created by 470 Business Model Canvas practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common Business Model patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model—or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue streams, costs, and your core value proposition. Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to the business model generation!

The Business Model Book Adam J. Bock, 2018-01-09

Business Model You Timothy Clark, Alexander Osterwalder, Yves Pigneur, 2012-03-12 A one-page tool to reinvent yourself and your career The global bestseller Business Model Generation introduced a unique visual way to summarize and creatively brainstorm any business or product idea on a single sheet of paper. Business Model You uses the same powerful one-page tool to teach readers how to draw personal business models, which reveal new ways their skills can be adapted to the changing needs of the marketplace to reveal new, more satisfying, career and life possibilities. Produced by the same team that created Business Model Generation, this book is based on the Business Model Canvas methodology, which has quickly emerged as the world's leading business model description and innovation technique. This book shows readers how to: Understand business model thinking and diagram their current personal business model Understand the value of their skills in the marketplace and define their purpose Articulate a vision for change Create a new personal business model harmonized with that vision, and most important, test and implement the new model When you implement the one-page tool from Business Model You, you create a game-changing business model for your life and career.

Business Models For Dummies Jim Muehlhausen, 2013-05-20 Write a business model? Easy. Business Models For Dummies helps you write a solid business model to further define your company's goals and increase attractiveness to customers. Inside, you'll discover how to: make a value proposition; define a market segment; locate your company's position in the value chain; create a revenue generation statement; identify competitors, complementors, and other network effects; develop a competitive strategy; and much more. Shows you how to define the purpose of a business and its profitability to customers Serves as a thorough guide to business modeling techniques Helps to ensure that your business has the very best business model possible If you need to update a business model due to changes in the market or maturation of your company, Business Models For Dummies has you covered.

The Business Model Book Adam J. Bock, 2017-12-20 Business models are the beating heart of your firm's value proposition. Great business models drive rapid growth; bad business models can doom the most promising ventures. Brilliant Business Models clearly shows you how to create, test, adapt, and innovate successful and appropriate business models in any business context. Every company has a business model. When the business model works, the company creates value. Brilliant Business Models combines the latest research, straightforward tools and current examples to bring this surprisingly tricky topic to life. Straightforward cases from the author's research and experience highlight key lessons. This book applies a novel, life-cycle based approach to make business models relevant to your company's development stage. Your company changes over time—so should your business model. Understand how and why business models matter to your organisations success Learn how to evaluate and test business models to identify the most appropriate model Use the business model life-cycle approach to keep your business model relevant and successful. “Clever, innovative, and simple -- a must read workbook for entrepreneurs!” Charles CHEN Yidan, Co-Founder, Tencent Holdings. “Buy it. Read it. Most importantly, use it!” John Mullins, London Business School, Author of The Customer-Funded Business and The New Business Road Test. “This may well turn out to be your scrapbook for business models. An excellent resource that will get your ideas flowing!” Shane Corstorphine, VP, Regional Growth (Global Regions) and General Manager (Americas), Skyscanner.

HBR's 10 Must Reads on Business Model Innovation (with featured article "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann) Harvard Business Review, Clayton M. Christensen, Mark W. Johnson, Rita Gunther McGrath, Steve Blank, 2019-06-11 Rethink how your organization creates, delivers, and captures value—or risk becoming irrelevant. If you read nothing else on business model

innovation, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you reach new customers and stay ahead of your competitors by reinventing your business model. This book will inspire you to: Assess whether your core business model is going strong or running out of gas Fend off free and discount entrants to your market Reinvigorate growth by adding a second business model Adopt the practices of lean startups Develop a platform around your key products Make business model innovation an ongoing discipline within your organization This collection of articles includes Why Business Models Matter, by Joan Magretta; Reinventing Your Business Model, by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann; When Your Business Model Is in Trouble, an interview with Rita Gunther McGrath by Sarah Cliffe; Four Paths to Business Model Innovation, by Karan Girotra and Serguei Netessine; The Transformative Business Model, by Stelios Kavadias, Kostas Ladas, and Christoph Loch; Competing Against Free, by David J. Bryce, Jeffrey H. Dyer, and Nile W. Hatch; Why the Lean Start-Up Changes Everything, by Steve Blank; Finding the Platform in Your Product, by Andrei Hagiu and Elizabeth J. Altman; Pipelines, Platforms, and the New Rules of Strategy, by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; When One Business Model Isn't Enough, by Ramon Casadesus-Masanell and Jorge Tarzijan; and Reaching the Rich World's Poorest Consumers, by Muhammad Yunus, Frederic Dalsace, David Menasce, and Benedicte Faivre-Tavignot. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

The Risk-Driven Business Model Karan Girotra,Serguei Netessine,2014-06-10 How to outsmart risk Risk has been defined as the potential for losing something of value. In business, that value could be your original investment or your expected future returns. The Risk-Driven Business Model will help you manage risk better by showing how the key choices you make in designing your business models either increase or reduce two characteristic types of risk—information risk, when you make decisions without enough information, and incentive-alignment risk, when decision makers' incentives are at odds with the broader goals of the company. Leaders who understand how the structure of their business model affects risk have the power to create wealth, revolutionize industries, and shape a better world. INSEAD's Karan Girotra and Serguei Netessine, noted operations and innovation professors who have consulted with dozens of companies, walk you through a business model audit to determine what key decisions get made in a business, when they get made, who makes them, and why we make the decisions we do. By changing your company's key decisions within this framework, you can fundamentally alter the risks that will impact your business. This book is for entrepreneurs and executives in companies involved in dynamic industries where the locus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward.

The Business Model Navigator Oliver Gassmann,Karolin Frankenberger,Michaela Csik,2014-11-10 A strong business model is the bedrock to business success. But all too often we fail to adapt, clinging to outdated models that are no longer delivering the results we need. The brains behind The Business Model Navigator have discovered that just 55 business models are responsible for 90% of the world's most successful businesses. These 55 models – from the Add-On model used by Ryanair to the Subscription model used by Spotify – provide the blueprints you need to revolutionise your business and drive powerful change. As well as providing a practical framework for adapting and innovating your business model, this book also includes each of the 55 models in a quick-read format that covers: What it is Who invented it and who uses it now When and how to apply it “An excellent toolkit for developing your business model.” Dr Heinz Derenbach, CEO, Bosch Software Innovations

Business Models and Modelling ,2015-11-09 In this volume leading scholars from North America, Europe and Asia come together to explore the topic of business models that takes the demand side (customers and their engagement) seriously. The first part deals with the model dimension of business models. The second part deals with business models and change.

Business Models Guide FourWeekMBA, The guide by FourWeekMBA on business models, to get up to date with all the potential models born and evolved during the web era and rising with the digital revolution happening on the web. A business model is a framework for finding a systematic way to unlock long-term value for an organization while delivering value to customers and capturing value through monetization strategies. A business model is a holistic framework to understand, design, and test your business assumptions in the marketplace. In this guide, we'll see also 53 business model types identified by the FourWeekMBA research. Ever since, this list started to be published, back in 2018, many copycats around the web have started to duplicate it without understanding the meaning of each model referenced here. Thus, if you need our feedback, feel free to reach out. You can jump directly to any of them below or read the guide in order: A mix of chain and franchise business model Ad-supported (subsidized) business model Affiliate business model Aggregator business model

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What is a business model and why is it important? A business model is a critical element for any startup's success as it is what unlocks value in the long term. In a way, developing a business model isn't only about monetization strategies. Indeed, that is way more holistic. To develop a business model companies need to create value for several stakeholders. Thus, a business model is about what makes users go back to your app, service, or product. It is about how businesses can get value from your solution. It is about how suppliers grow their business through it. A business model is all those things together. In short, when those pieces come together, that is when you can say to have a business model.

Business Model Shifts Patrick van der Pijl,Justin Lokitz,Roland Wijnen,2020-11-18 Shift your business model and transform your organization in the face of disruption Business Model Shifts is co-authored by Patrick van Der Pijl, producer of the global bestseller Business Model Generation, and offers a groundbreaking look at the challenging times in which we live, and the real-world solutions needed to conquer the obstacles organizations must now face. Business Model Shifts is a visually stunning guide that examines six fundamental disruptions happening now and spotlights the opportunities that they present: The Services Shift: the move from products to services The Stakeholder Shift: the move from an exclusive shareholder orientation to creating value for all stakeholders, including employees and society The Digital Shift: the move from traditional business operations to 24/7 connection to customers and their needs The Platform Shift: the move from trying to serve everyone, to connecting people who can exchange value on a proprietary platform The Exponential Shift: the move from seeking incremental growth to an exponential mindset that seeks 10x growth The Circular Shift: the move from take-make-dispose towards restorative, regenerative, and circular value creation Filled with case studies, stories, and in-depth analysis based on the work of hundreds of the world's largest and most intriguing organizations, Business Model Shifts details how these organizations created their own business model shifts in order to create more customer value, and ultimately, a stronger, more competitive business. Whether you're looking for ways to redesign your business due to the latest needs of the marketplace, launching a new product or service, or simply creating more lasting value for your customers, Business Model Shifts is the essential book that will change the way you think about your business and its future.

What's Your Digital Business Model? Peter Weill,Stephanie Woerner,2018-04-17 Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital--and the potential opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Business Model Pioneers Kai-Ingo Voigt,Oana Buliga,Kathrin Michl,2016-07-28 Business model innovations are conceived and implemented by a special type of entrepreneur: business model pioneers. This book presents 14 compelling case studies of business model pioneers and their companies, who have successfully introduced new business ideas to the market. The examples range from industries such as retail, media and entertainment to services and industrial projects. For each example, the book provides information on the market environment at the time of launch and illustrates the driving forces behind these business models. Moreover,

current market developments are highlighted and linked to the evolution of the business models. Lastly, the authors present the profile of a typical business model pioneer.

Seizing the White Space Mark W. Johnson, 2010 Transformational new growth remains the Holy Grail for many organizations. But a deep understanding of how great business models are made can provide the key to unlocking that growth. This text describes how companies can achieve transformational growth in new markets or, simply put, how they can seize the white space.

Reinvent Your Business Model Mark W. Johnson, 2018-06-19 Named a Top 10 Business Strategy Book of 2018 by Inc. magazine In his pioneering book *Seizing the White Space*, Mark W. Johnson argued that business model innovation is the most proven path to transformational growth. Since then, Uber, Airbnb, and other startups have disrupted whole industries; incumbents such as Blockbuster, Sears, Toys R Us, and BlackBerry have fallen by the wayside; and digital transformation has become one of the business world's hottest (and least understood) slogans. Nearly a decade later, the art and science of business model innovation is more relevant than ever. In this revised, updated, and newly titled edition, Johnson provides an eminently practical framework for understanding how a business model actually works. Identifying its four fundamental building blocks, he lays out a structured and repeatable process for reinventing an existing business model or creating a new one and then incubating and scaling it into a profitable and thriving enterprise. In a new chapter on digital transformation, he shows how serial transformers like Amazon leverage business model innovation so successfully. With rich new case studies of companies that have achieved new success and postmortems of those that haven't, *Reinvent Your Business Model* will show you how to: Determine if and when your organization needs a new business model Identify powerful new opportunities to serve your existing customers in existing markets Reach entirely new customers and create new markets through disruptive business models and products Seize opportunities for growth opened up by tectonic shifts in market demand, government policy, and technologies Make business model innovation a more predictable discipline inside your organization Business model innovation has the power to reshape whole industries--including retail, aviation, media, and technology--redistributing billions of dollars of value. This book gives you the tools to reshape your own company for enduring success. *Reinvent Your Business Model* is the strategic innovation playbook you need now and in the future.

Business Model Innovation Strategy Raphael Amit, Christoph Zott, 2020-09-01 The most comprehensive, global guide to business model design and innovation for academic and business audiences. *Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders* is centered on a timely, mission-critical strategic issue that both founders of new firms and senior managers of incumbent firms globally need to address as they reimagine their firms in the post COVID-19 world. The book, which draws on over 20 years of the authors collaborative theoretical and rigorous empirical research, has a pragmatic orientation and is filled with examples and illustrations from around the world. This action-oriented book provides leaders with a rigorous and detailed guide to the design and implementation of innovative, and scalable business models for their companies. Faculty and students can use *Business Model Innovation Strategy* as a textbook in undergraduate, MBA, and EMBA degree courses as well as in executive courses of various designs and lengths. The content of the book has been tested in both degree and non-degree courses at some of the world's leading business schools and has helped students and firm leaders to develop ground-breaking business model innovations. This book will help you: Learn the basics of business model innovation □including the latest developments in the field Learn how business model innovation presents new and profitable business opportunities in industries that were considered all but immune to attacks from newcomers Learn how to determine the viability of your current business model Explore new possibilities for value creation by redesigning your firm's business model Receive practical, step-by-step guidance on how to introduce business model innovation in your own company Become well-versed in an important area of business strategy and entrepreneurship Authors Amit and Zott anchored the book on their pioneering research and extensive scholarly and practitioner-oriented publications on the design, implementation, and performance implications of innovative business models. They are the most widely cited researchers in the field of business model innovation, and they teach at the top-ranked Wharton School of the University of Pennsylvania and the prestigious global business school IESE with campuses in Barcelona, Madrid, Munich, New York, and São Paulo.

The Business Model Navigator Oliver Gassmann, Karolin Frankenberger, Michaela Choudury, 2020 The method, the Business Model Navigator, consists of 55+ successful business model patterns, which can serve as blueprints for your own business model innovation efforts. The present work specifically addresses practitioners and consciously avoids complicated theoretical arguments. The purpose of this book is to introduce a methodology - the Business Model Navigator - that will help innovate business models in a structured manner--

Business Model Innovation Strategy Raphael Amit, Christoph Zott, 2020-10-13 The most comprehensive, global guide to business model design and innovation for academic and business audiences. *Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders* is centered on a timely, mission-critical strategic issue that both founders of new firms and senior managers of incumbent firms globally need to address as they reimagine their firms in the post COVID-19 world. The book, which draws on over 20 years of the authors collaborative theoretical and rigorous empirical research, has a pragmatic orientation and is

filled with examples and illustrations from around the world. This action-oriented book provides leaders with a rigorous and detailed guide to the design and implementation of innovative, and scalable business models for their companies. Faculty and students can use Business Model Innovation Strategy as a textbook in undergraduate, MBA, and EMBA degree courses as well as in executive courses of various designs and lengths. The content of the book has been tested in both degree and non-degree courses at some of the world's leading business schools and has helped students and firm leaders to develop ground-breaking business model innovations. This book will help you: Learn the basics of business model innovation □including the latest developments in the field Learn how business model innovation presents new and profitable business opportunities in industries that were considered all but immune to attacks from newcomers Learn how to determine the viability of your current business model Explore new possibilities for value creation by redesigning your firm's business model Receive practical, step-by-step guidance on how to introduce business model innovation in your own company Become well-versed in an important area of business strategy and entrepreneurship Authors Amit and Zott anchored the book on their pioneering research and extensive scholarly and practitioner-oriented publications on the design, implementation, and performance implications of innovative business models. They are the most widely cited researchers in the field of business model innovation, and they teach at the top-ranked Wharton School of the University of Pennsylvania and the prestigious global business school IESE with campuses in Barcelona, Madrid, Munich, New York, and São Paulo.

The Business Model: How to Develop New Products, Create Market Value and Make the Competition Irrelevant Alexander Chernev,2017-03-19 New product success is often attributed to intuition. Yet, while some products born from intuition do make it big, many others crash and burn. The reason is that intuition is only one aspect of new product development. The other key ingredient of success is having a business model that outlines the ways in which new products will create market value. This book offers a systematic approach to identifying market opportunities and developing breakthrough business models. It outlines the key principles of business model generation, presents a value-based framework for developing viable new offerings, and provides a set of practical tools for creating a meaningful value proposition that drives market success. The business model framework outlined in this book applies to a wide range of companies—startups and established enterprises, consumer-packaged-goods companies and business-to-business enterprises, high-tech and low-tech ventures, online and brick-and-mortar entities, product manufacturers and value-added service providers, nonprofit organizations and profit-driven companies. Practical, actionable, and succinct, The Business Model is the essential reference and how-to guide for everyone seeking to achieve market success: from entrepreneurs to experienced managers, from senior executives to product designers, from those creating new market offerings to those improving on existing ones. This book is for those passionate about building great products that create market value and disrupt industries.

Business Models David Watson,2005 Different Business Models is different from other investment books because it breaks new ground. It deploys 129 business models to empower an outside investor to analyse the internal competitive advantage of companies and sectors. Competitive advantage Strong competitive advantage is only achieved by having low costs and/or doing something different from the competition. This must add value to the customer, who then pays a premium price. He is glued to the company, which will earn dependable revenue streams and be in the profit zone. Key features . 64 company business models are scored for competitive advantage. They include moats, recurring revenues, product differentiation, bolt-on acquisitions and bargaining power. . 65 sector business models are scored for competitive advantage. They include recession resistance, must-have products, sticky customers, toll bridges and megatrends. . The economic cycle is the ultimate arbiter of investment success or failure. . Other important tools are growth at a reasonable price, technical analysis, scuttlebutting, accounting for growth and investment axioms. Conclusion Business Models unearths the best companies to outperform in a bull or bear market, giving investors a real advantage. They can correctly evaluate a company or sector in 15 minutes and emulate Warren Buffett, who uses business models to invest in companies with strong competitive advantage.

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