

Business model creation

5th International Technology Transfer Conference
Jožef Stefan Institute

Boris Golob

www.step.uniri.hr



A glowing lightbulb and a black cable with a connector. The lightbulb is on the right, glowing with a warm yellow light. The cable is on the left, with a black connector. The background is dark and reflective.

**Why business
model
innovation?**

**... something strange
is going on!**

Profit
from **free**.



**Mass
production
of single
products.**



**Customers
as
suppliers.**

amazon.com[®]

The Amazon logo, featuring a yellow curved arrow pointing from the letter 'a' to the letter 'z'.

**Users
as
partners.**

amazon.com[®]
The Amazon logo, a yellow curved arrow pointing from the letter 'a' to the letter 'z', is positioned below the text 'amazon.com'.

**Competitors
as
partners.**



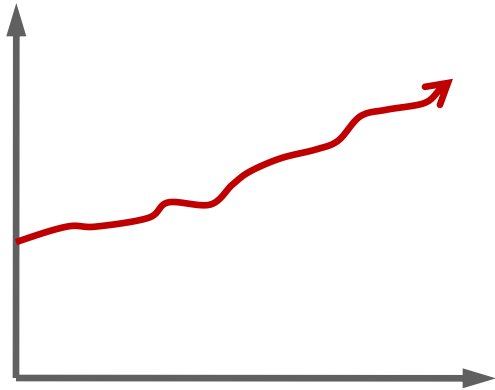
Life's good...

Why bother?

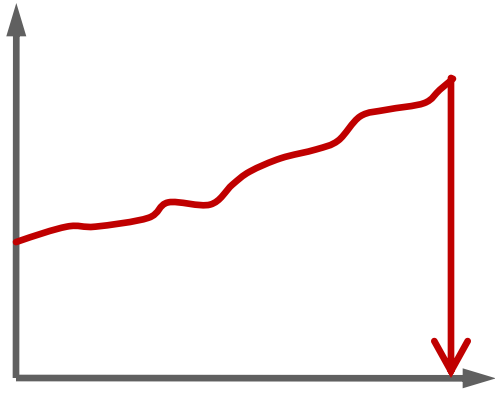
Who cares?



Life's good...

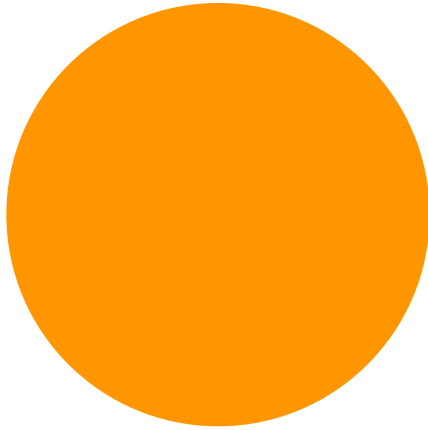


... and full of surprises!

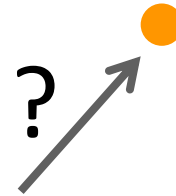


New business models
irreversible change
industries, markets and
customers!

Tradition
is not
a business model!



\$ 10.000 mil.
vanished from USA
Newspapers Classified Ads
Market between 2002-2008



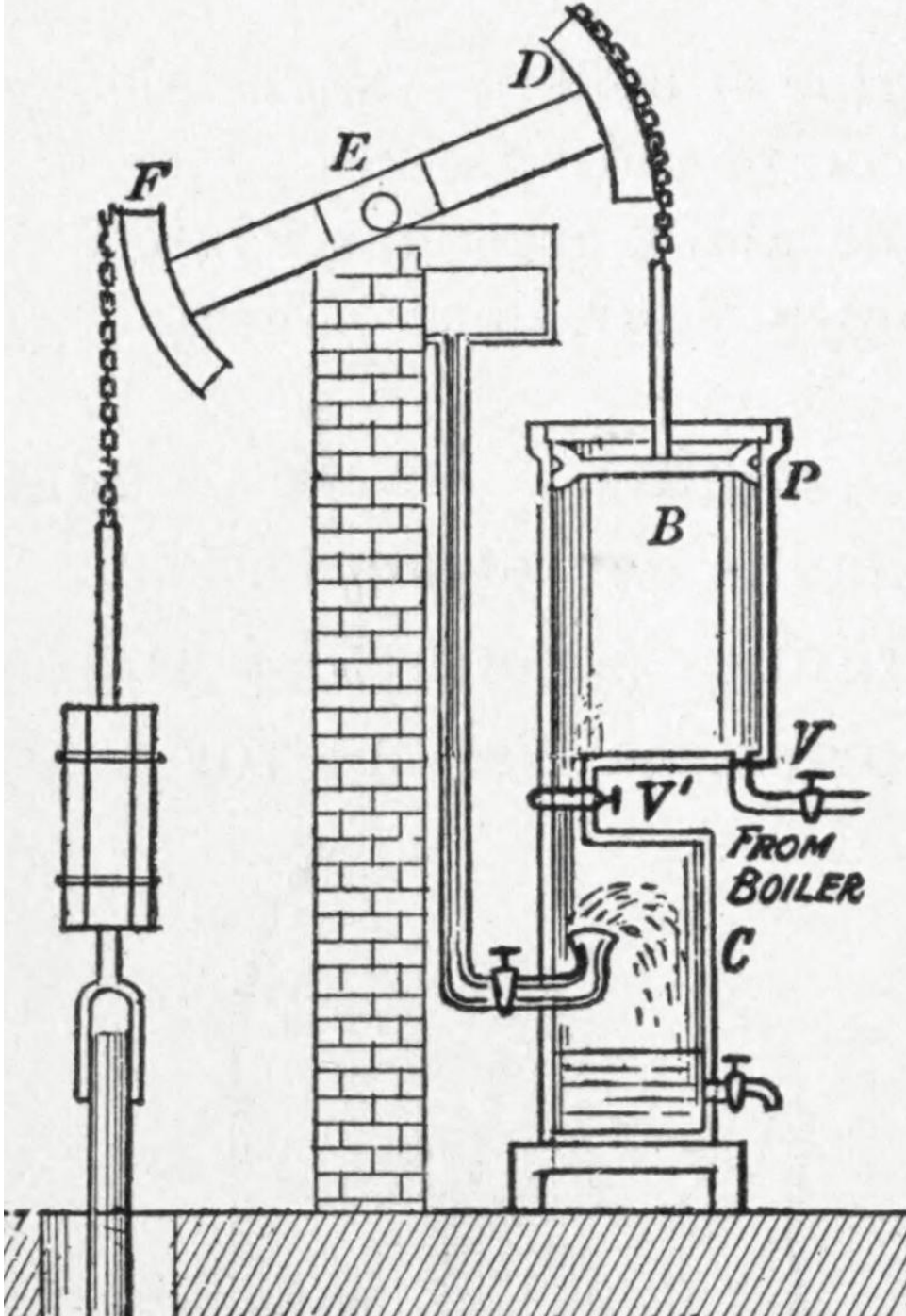
\$ 100 mil.
**Craigslist's estimated
annual income**

A background image of a starry night sky with a dark horizontal band across the middle. The stars are of various colors, including blue, white, and orange, and some have prominent diffraction spikes. The text is overlaid on the dark band.

Innovation

or value creation opportunities

Technology
innovation



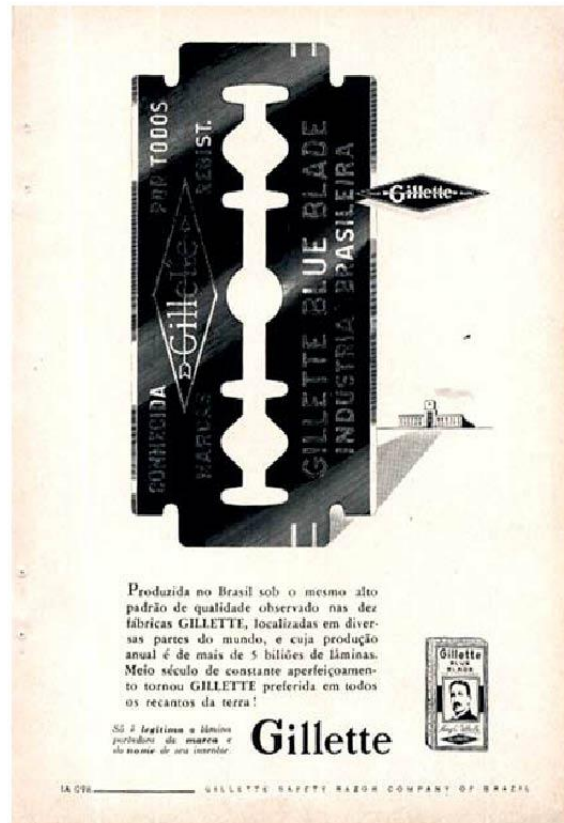
Products & services innovation



Process innovation



Business model innovation



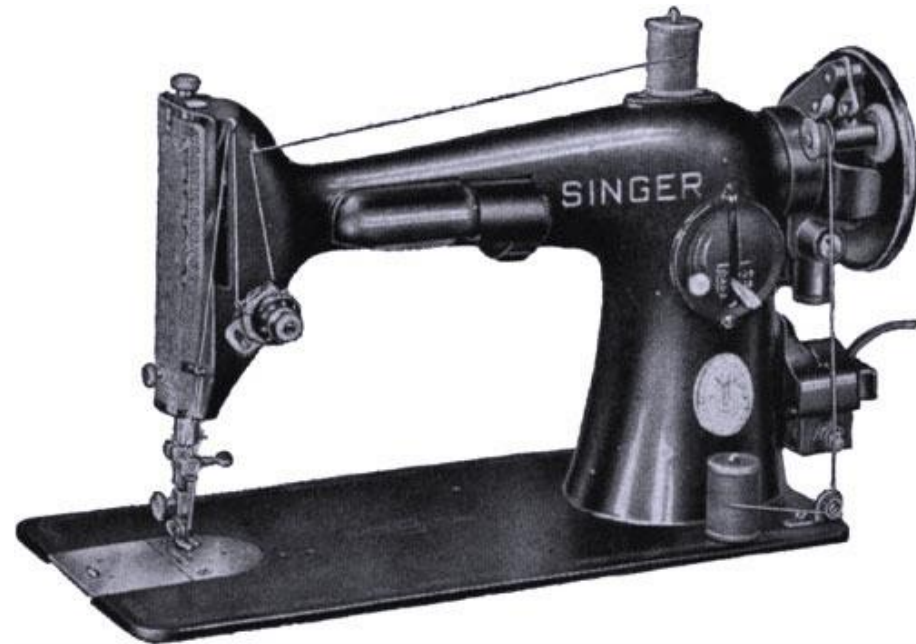
CONHECIDA POR TODOS
PARIS - GILLETTE SAFETY RAZOR CO. ST. LOUIS
GILLETTE BLUE BLADE
INDUSTRIA BRASILEIRA

Produzida no Brasil sob o mesmo alto padrão de qualidade observado nas dez fábricas GILLETTE, localizadas em diversas partes do mundo, e cuja produção anual é de mais de 5 bilhões de lâminas. Meio século de constante aperfeiçoamento tornou GILLETTE preferida em todos os recantos da terra!

Se legitimo o lâmina portadora da marca e do nome de seu inventor

Gillette

1A 078 GILLETTE SAFETY RAZOR COMPANY OF BRAZIL



Business model innovation



Craigslist.org

Business model innovation



Business model innovation



Meet the best iPods ever.



It's (not) happening here...?



Oh yes, it is!

MAGDALENA

INDEX·HR

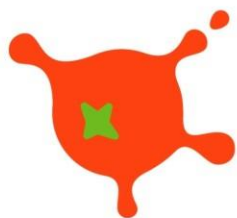


METRO

m SAN
GRUPA



EURODELTA



metro

TAXI
Cammeo



ATLANTIC
FARMACIA

Ventex
informatičke tehnologije



RIDENT
poliklinika

SURF'N'
FRIES

salmoiraghi & viganò



Montana+
SENDVICI

AGROKOR

**Not all business models
are alike...**



Solution shops



Value-adding
process businesses



CME Group



NYMEX



CME Group

CME Group

CME Group

Facilitated networks

Innovations within a business model type

Ivo, Ivo & Ivo
Attorney at Law



VISOKO UČILIŠTE



Solution

WAL★MART®

ALWAYS LOW PRICES.

Always.

RYANAIR



Process

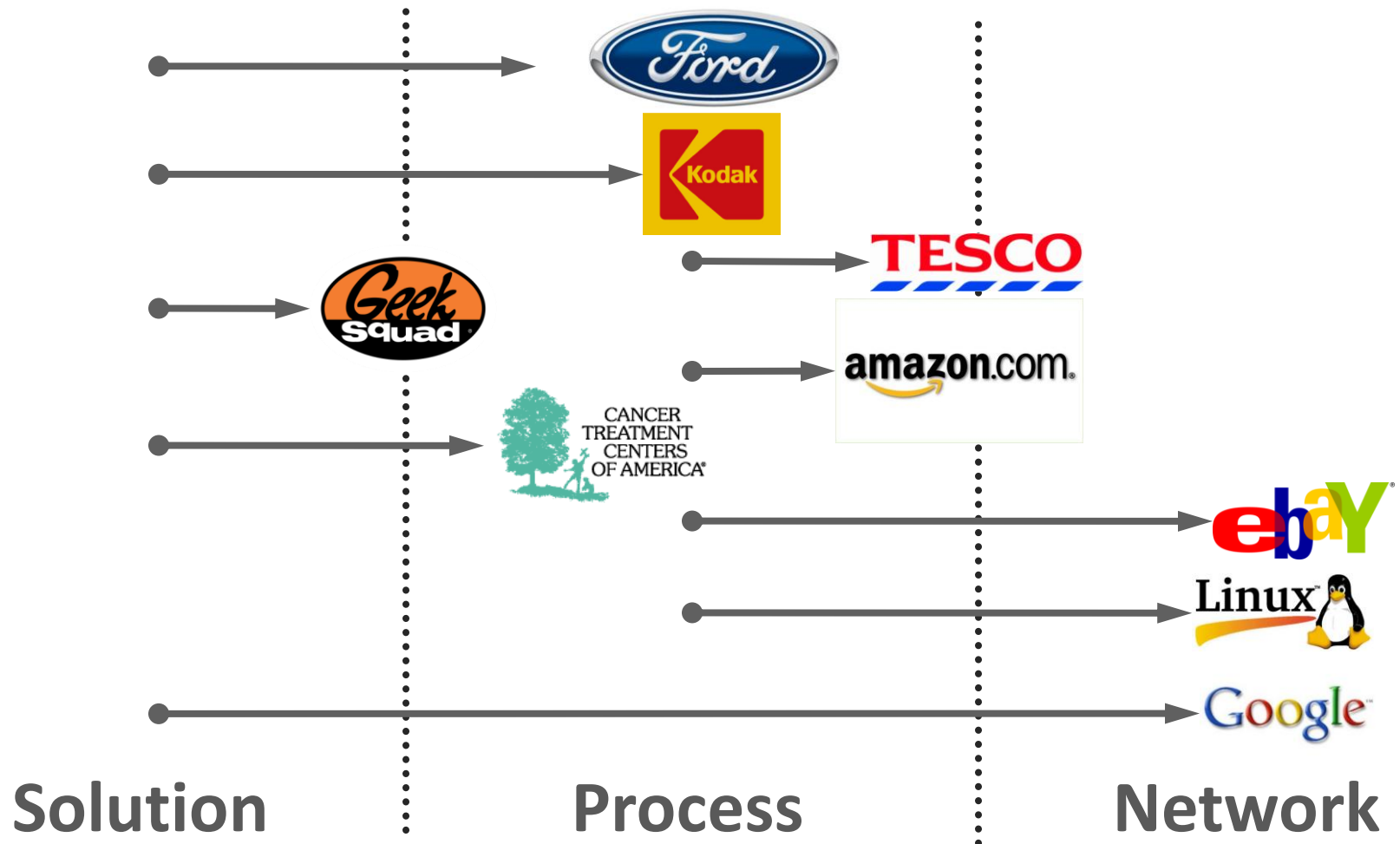
 **betfair**
SPORTSBETTING

TELE2
ZAŠTO PLATITI VIŠE?



Network

Innovations that changed a business model type



Newspapers: three business models wrapped up in paper...

Information & Knowledge



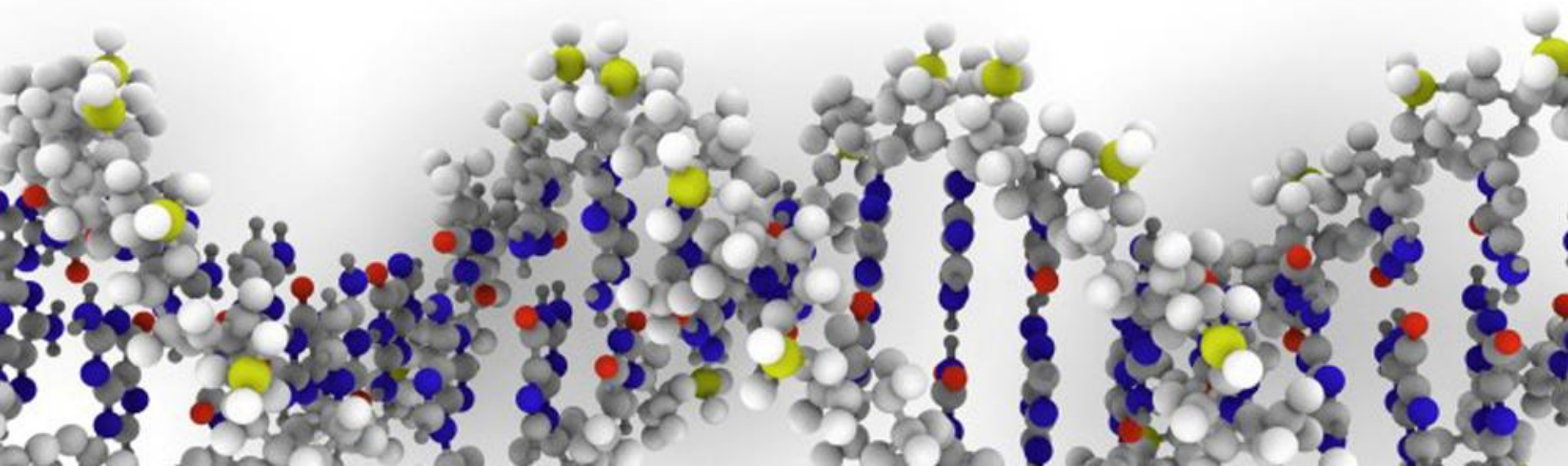
Classified ads



**Readers attention
(to advertisers)**



Business model is
the **rationale** of how an organization
creates, delivers and captures
value



Business model is

Value proposition

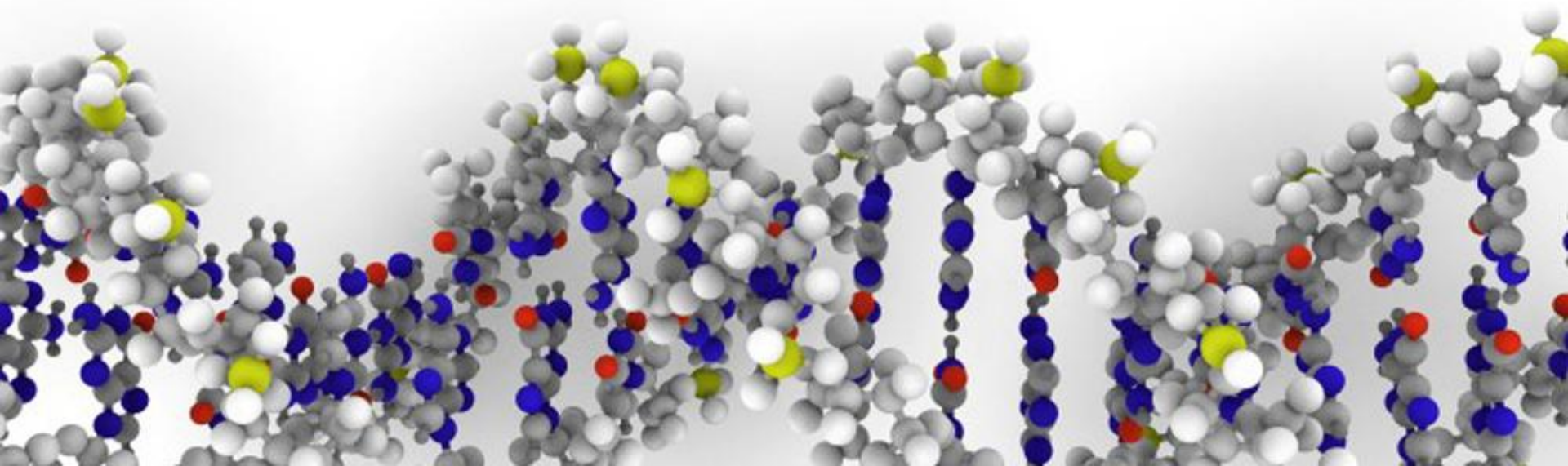
+ Structure

+ Profit model

Processes



Resources

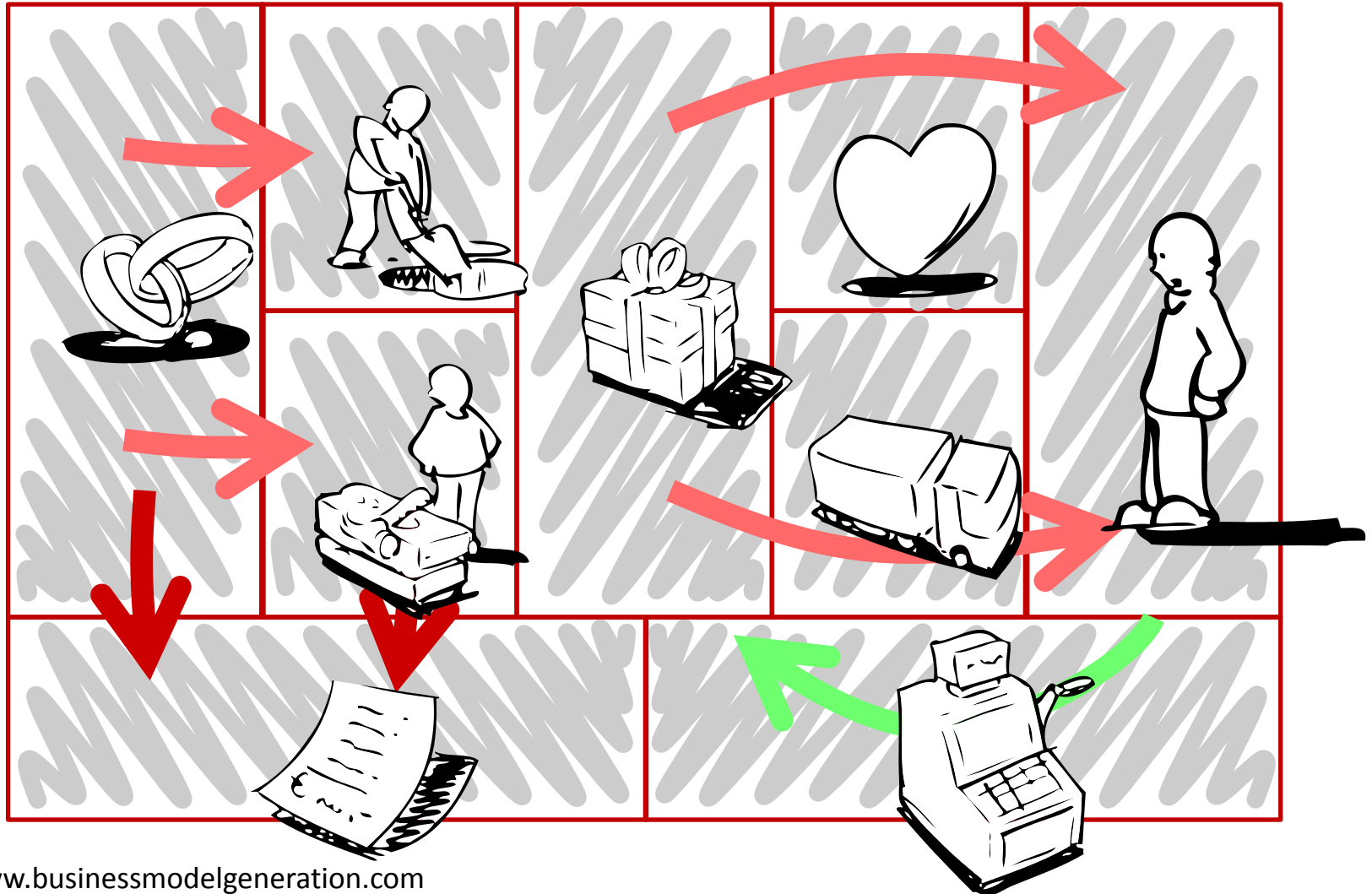




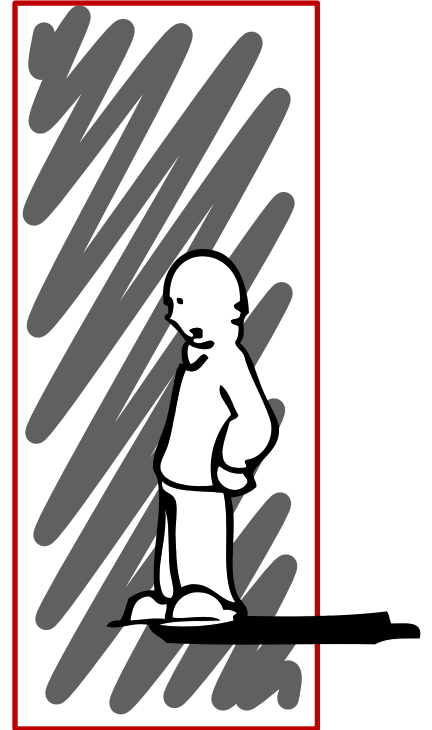
Toolkit for
understanding,
analysis and creation
of business models

...

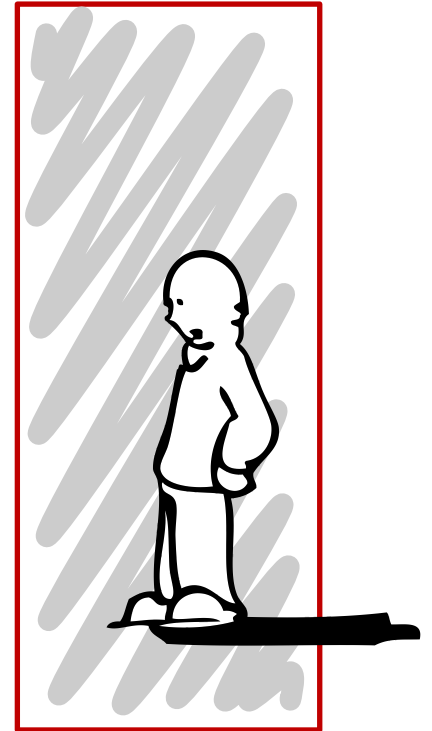
Business Model Canvas



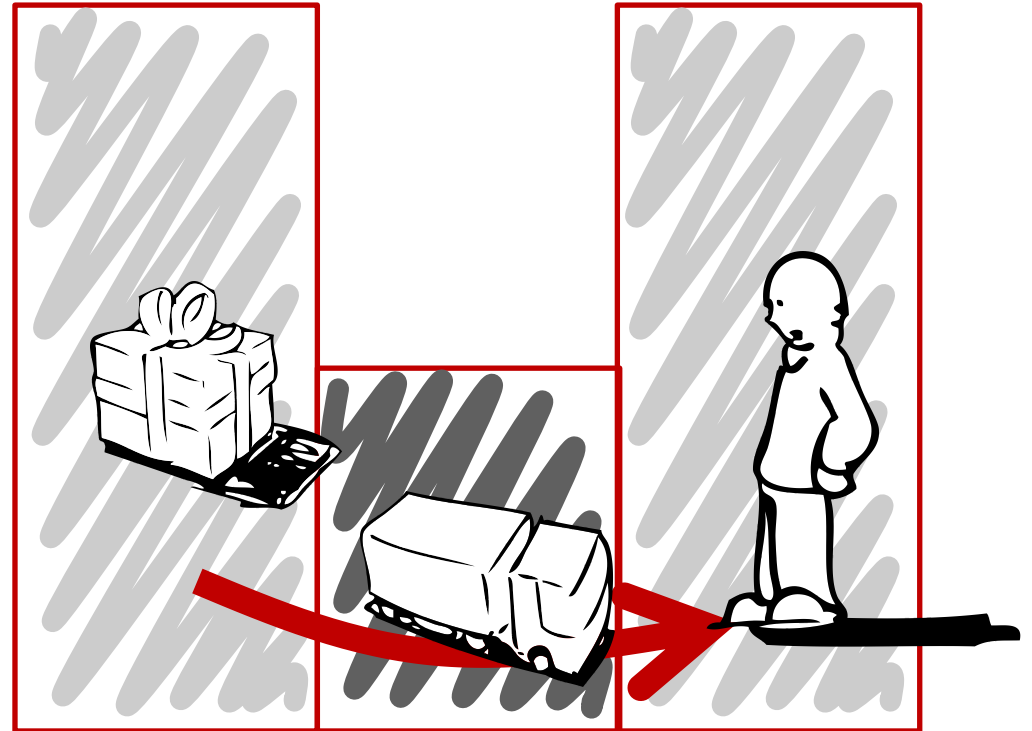
Customer Segments



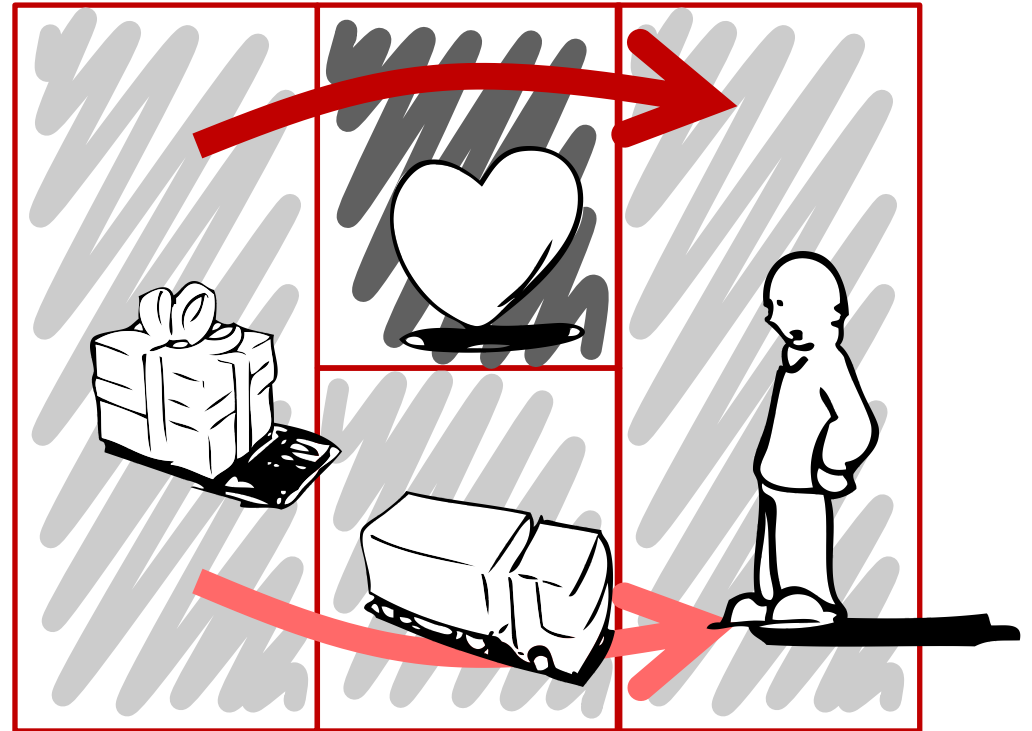
Value Proposition



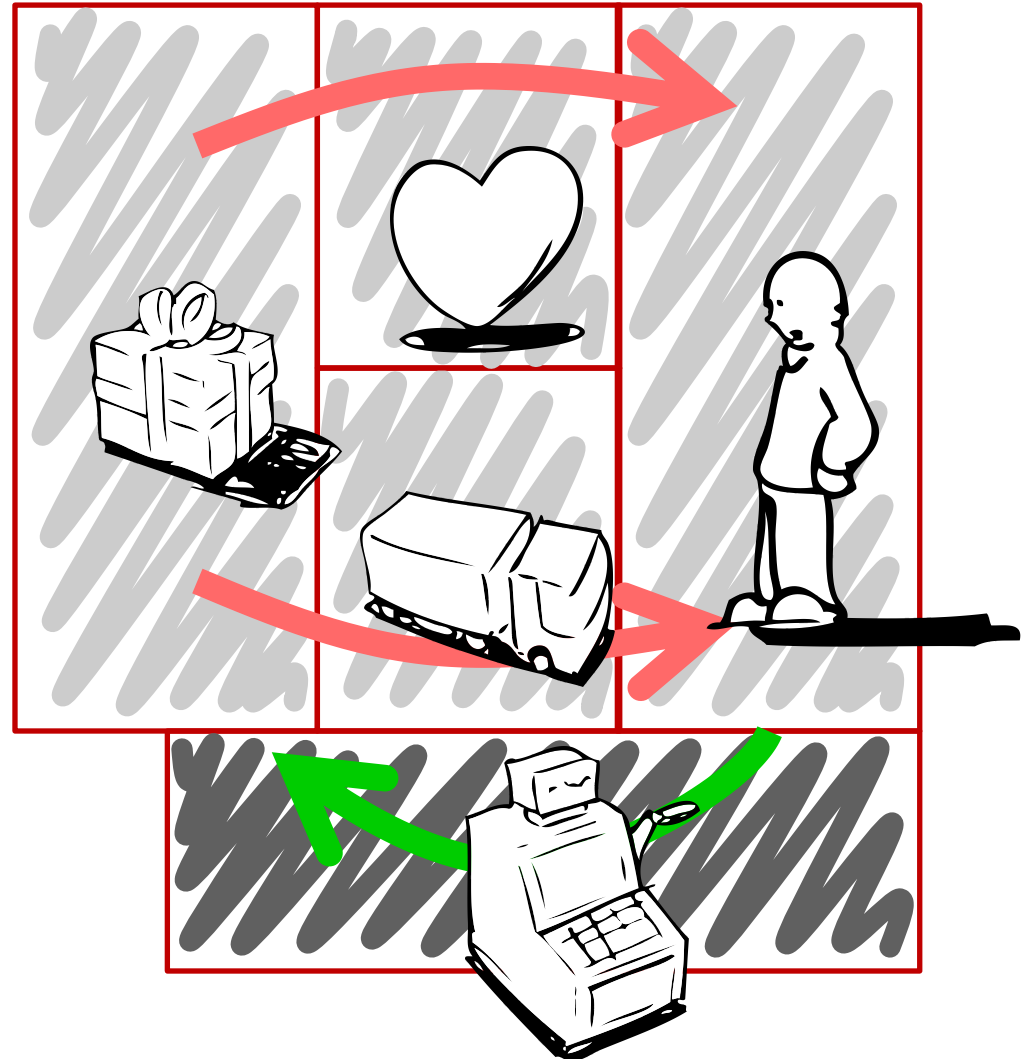
Channels



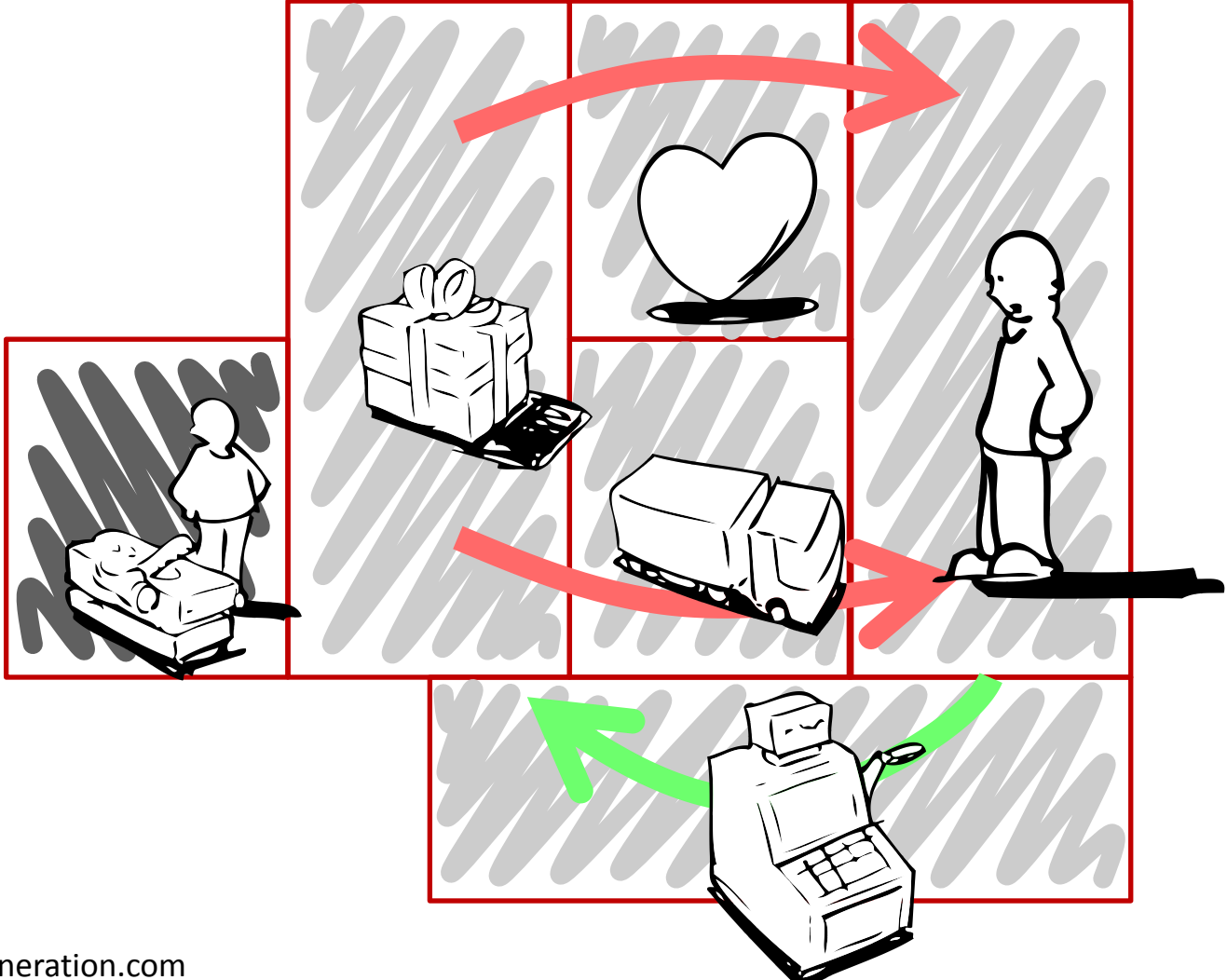
Customer Relationships



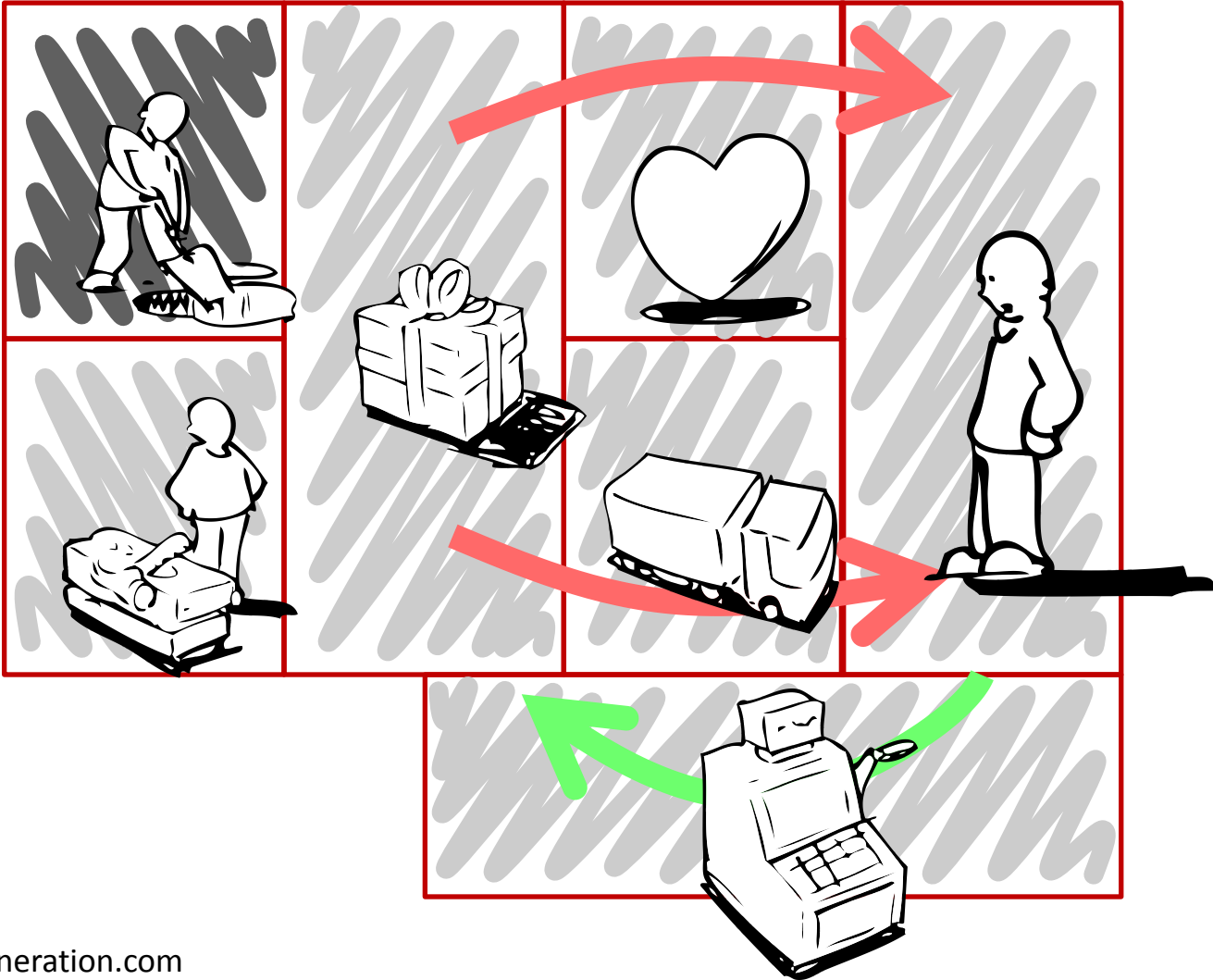
Revenue Streams



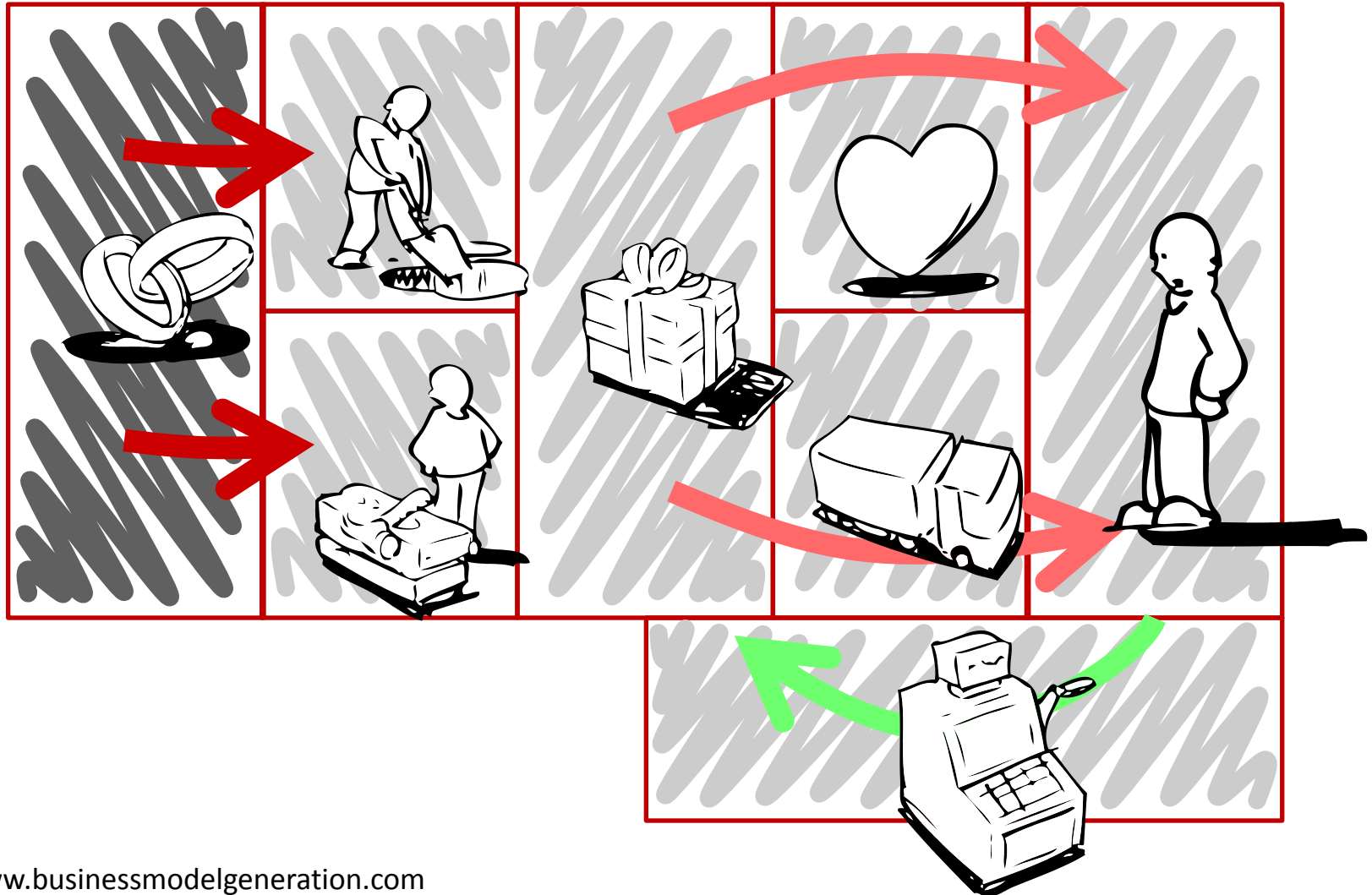
Key Resources



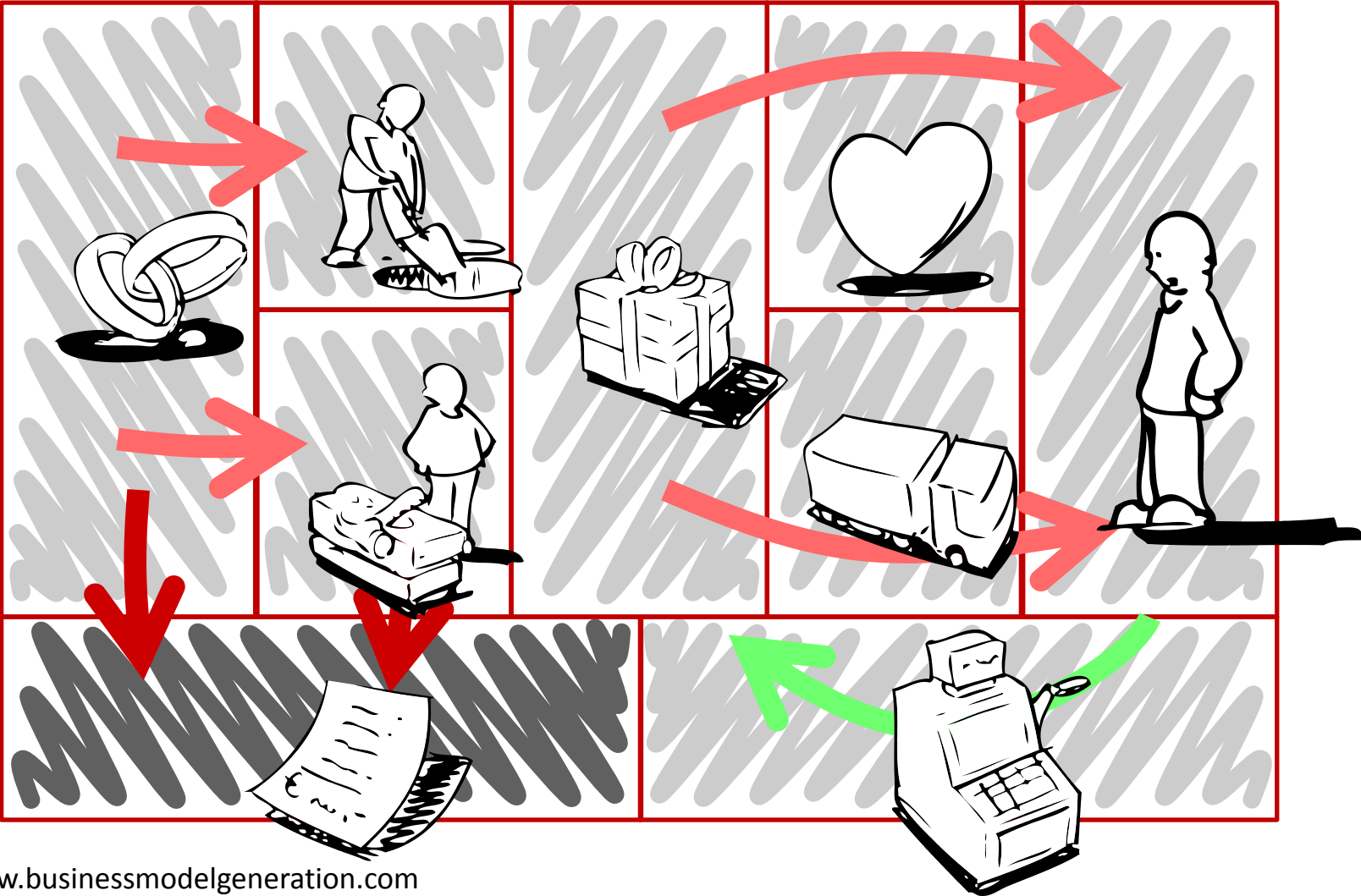
Key Activities



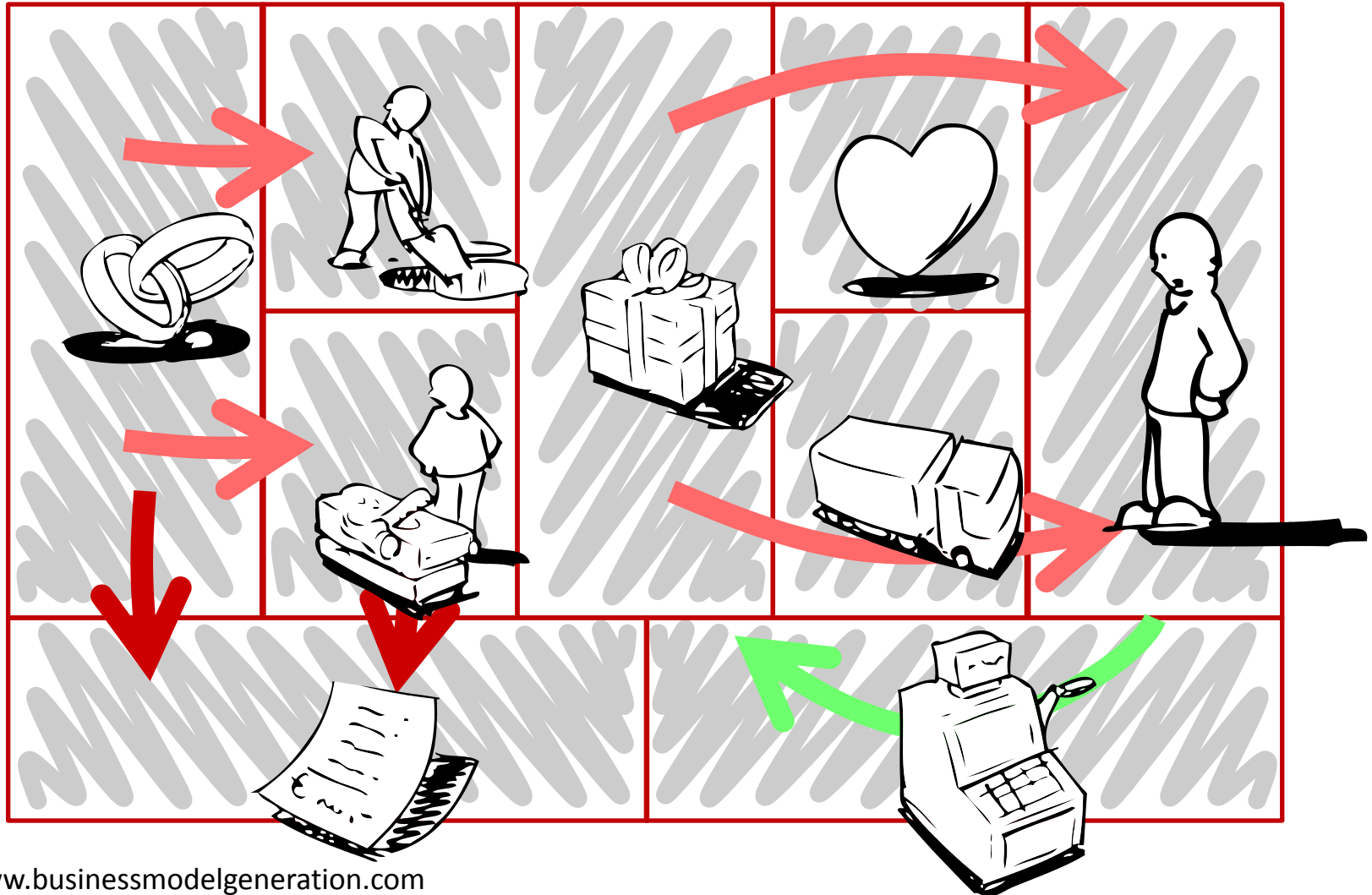
Key Partners



Cost Structure

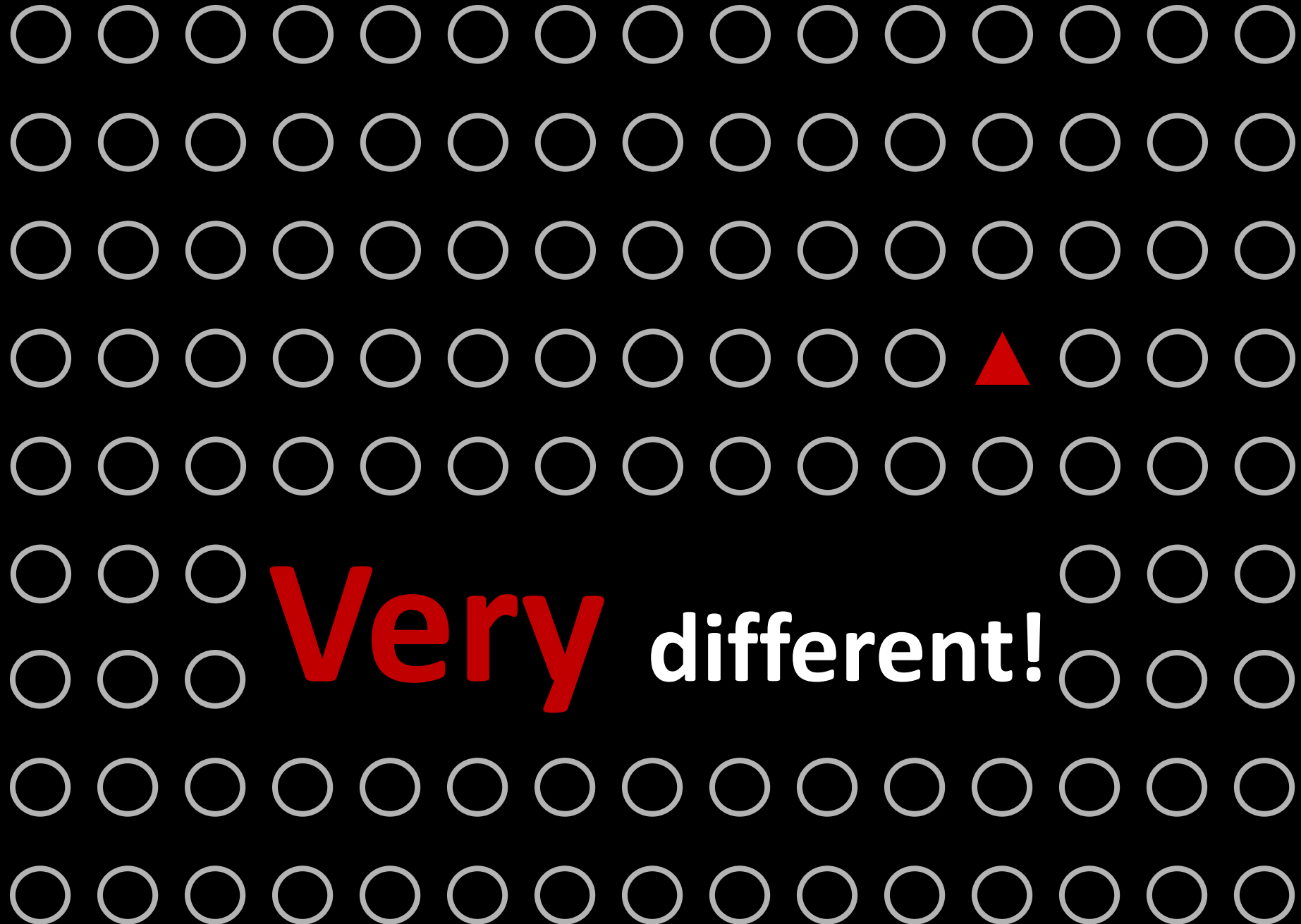


Business Model Canvas



Business model innovation...
... means being **different.**

Very different!



Very different!

... and not **just** having a good **idea!**

Swatch is a **colorfull** watch?

Amazon is an **on-line** bookstore?

Apple is a **designer** computer?

Ryanair is a **cheap** flight?



Innovation toolbox...

Job-to-be-done

Disruptive innovation ideas

Resources, Processes & Values...

Outcome Driven Innovation

Discovery Driven Planning

Blue Ocean Strategy Tools

...



Thank you

Boris Golob

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Download e-book

Inovacija.4shared.com

(Croatian version only, sorry)