

BUSINESS MODEL INSPIRATOR

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MyFab <i>Cash Machine</i> MyFab customers vote for product ideas and pay upfront to finance the production. By charging customers early and paying suppliers late, MyFab improves its cash flow, resulting in lower capital costs.	Pebble <i>Crowdfunding</i> Lacking working capital, Pebble asked its future customers to fund the development of their watch which has the capacity to read texts and emails. The campaign raised ten million Euros in the first two hours.	Hardinge <i>Fixed To Variable</i> Hardinge's business seeks to transform raw material into finished tools. Their business was vulnerable to crises due to fixed costs. Thus, the company outsourced manufacturing to adjust the fixed/variable cost ratio.	Porsche <i>Leverage Resources</i> To ensure the quality of its cars, Porsche maintains an expensive R&D department which does not operate at full capacity. To improve its finances, Porsche offers its remaining R&D capabilities to third parties.
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InnoCentive <i>Crowdsourcing</i> InnoCentive outsources R&D to the "crowd" by offering attractive rewards to people who find innovative solutions to business, scientific, social and technical challenges.	Local Motors <i>Open R&D</i> Instead of investing in the R&D of a new car, Local Motors outsourced this task to engineers from all over the world. With only 3% of the usual development costs, the car reached break-even after only two years.	Allianz <i>Incubator</i> Facing high competition for innovation, Allianz created the "digital accelerator". This incubator hub supports start-ups with promising ideas to innovate Allianz's solutions for its customers.
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Pinterest <i>Affiliation</i> Pinterest allows users to share pictures of things with friends which have caught their attention. The firm leverages this peer-to-peer communication by linking the pictures to web pages of partners selling the things in the photos.	Groupon <i>Revenue Sharing</i> Groupon offers its users attractive discounts for shops when enough people sign up. The shops benefit from high customer traction, while Groupon gets 50% of the revenues generated by its users.	Ponoko <i>Enabling Users</i> Rather than producing in-house, Ponoko enables its customers to create and sell products to their peers. Ponoko only needs to maintain the platform, while their users carry most business risk.
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Zara <i>Integrator</i> Instead of outsourcing its production to developing countries, Zara produces in Europe and highly integrates its value chain. This allows Zara to react quickly to customer demand.	Priceline <i>Reverse Auctioning</i> Priceline's customers can choose a travel-related offer and tell how much they would be willing to pay for it. By letting travel suppliers compete for the job, Priceline makes profits as the intermediary platform.	IBM <i>Open Business</i> Instead of actively developing operating systems, IBM supported the open source system Linux. Opening its value chain reduced IBM's R&D costs by 80% and boosted its server business significantly.
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Running Sushi <i>Flat Rate</i> All-you-can-eat restaurants offer more food than someone could eat for a fixed price. Customers believe they are offered a good deal, while spending more than the average consumption costs of all guests.	Ibis <i>Self-Service</i> Ibis Budget replaced receptionists with computer-supported check-ins, outsourcing the check-in to their customers. By passing the savings on to the guests, Ibis is able to create a very attractive offer.	Xerox <i>Pay-Per-Use</i> Printer customers are afraid of the initial investments and do not want to spend time ensuring their printers work. Therefore, Xerox charges per page printed, guaranteeing printing infrastructure and supply.
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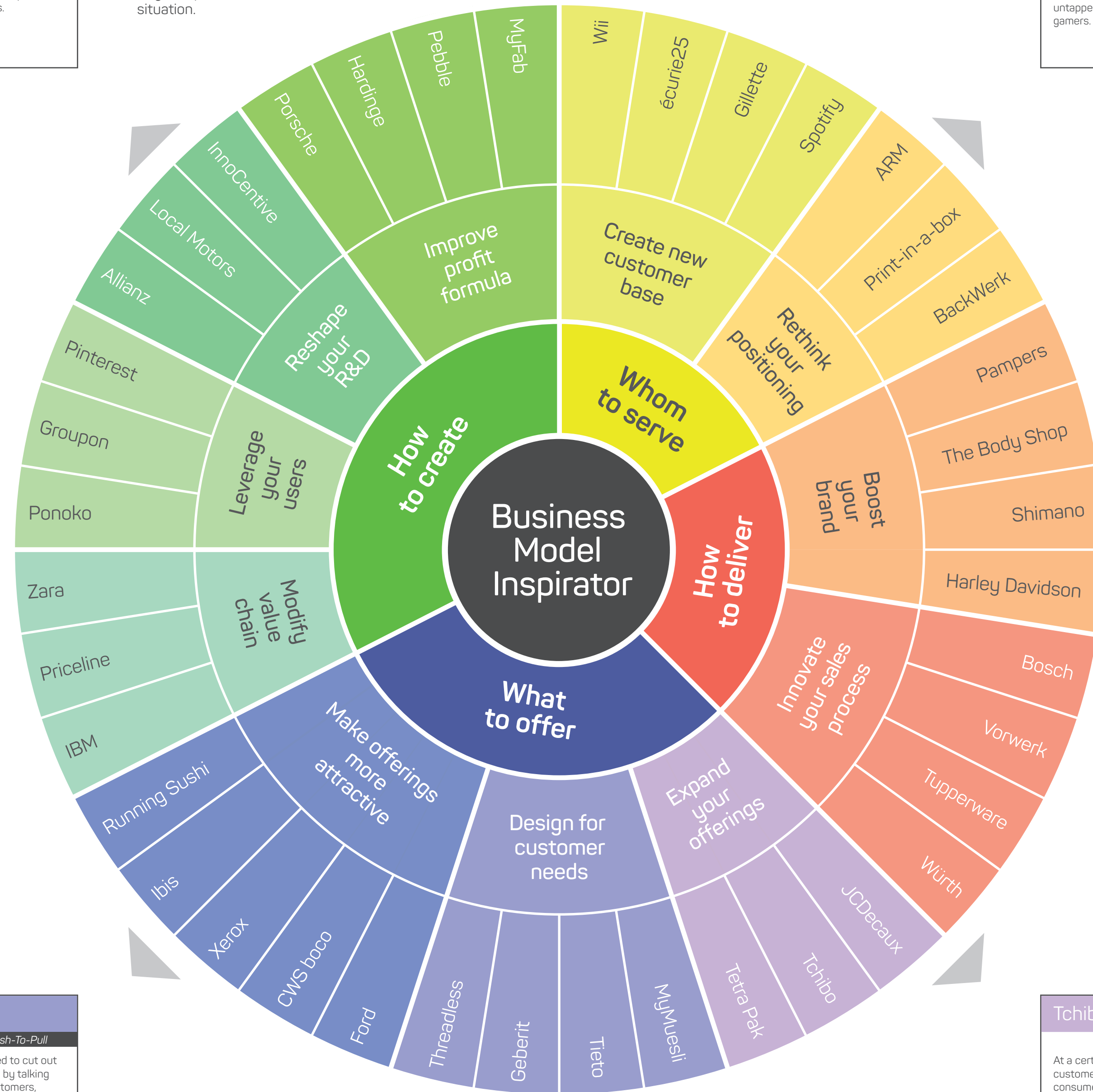
CWS boco <i>From Sale To Rent</i> CWS boco's customers rent professional clothing instead of buying them. The company's service, including pick-up, delivery and professional treatment of the textiles, makes the customer's life easier.	Ford <i>No Frills</i> Ford reduced its cars' features to the minimum, enabling it to offer cars at half the usual price. This lean value proposition attracted particularly price sensitive customers as well as entirely new customer segments.	Threadless <i>Customer Integration</i> Threadless customers decide which new t-shirt will be offered every week. By letting customers decide in advance what they would buy, Threadless ensures great sales volume with little over-production and almost no risks.	Geberit <i>Push-To-Pull</i> Geberit decided to cut out intermediaries by talking directly to customers, involving their feedback in early stages of their product development. This results in products which meet the customer's demand.
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The "Business Model Inspirator" has been designed to fuel your imagination and unleash your creativity, helping to improve your business model in Business Design projects. Start by identifying the challenges you have in your current business model and find examples illustrating alternative ways of conducting your business in order to succeed.

Please use our "Business Model Pattern Cards" if you need more information on how to apply a certain example to your specific situation.



Download our template to visualise business models here: <http://bit.ly/UHYzra>



Wii <i>Blue Ocean</i> By introducing the motion stick, the Wii offers a gaming experience superior to other video game consoles. By doing things drastically different, the Wii was able to target untapped occasional gamers.	écurie25 <i>Splitted Ownership</i> By buying membership to a fleet of expensive cars, écurie25 customers can drive luxury cars which they otherwise could not afford. As such, untapped customers could be targeted by fractionalising the ownership.	Gillette <i>Lock-In</i> Gillette offers innovative razors cheaply, whilst selling expensive blades as consumables. The basic offer attracts many customers to join the "system" and forces them to buy high-priced supplements later on.	Spotify <i>Freemium</i> Offering free access to music, Spotify attracted 60 million users. By 2015, 25% has decided to upgrade to a paying membership with premium features, creating great revenues while costs remained the same.
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ARM <i>License</i> ARM focuses on the development of micro-processors and selling the concept to manufacturers. Thus, ARM can focus on its core R&D competence, whilst delegating the risk of selling processors to its customers.	Print-in-a-box <i>White Label</i> Print-in-a-box allows customers to open their own printing online-shop by taking care of production and delivery and allowing them to rebrand its services. Print-in-a-box generates great profit without being present on the market.	BackWerk <i>Franchising</i> BackWerk has developed a successful concept for bakery shops. Instead of growing organically, BackWerk offers products, creation systems and a brand to others to conduct business under its umbrella.
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Pampers <i>Trust Intermediate</i> Pampers gives free swaddling bands to hospitals, which pass them on to parents of newborns. By leveraging the relationship between doctors and parents, Pampers creates a positive brand reputation.	The Body Shop <i>Subcategory</i> The Body Shop spends nearly no money on advertisement. They create their "story" by opposing animal testing and defending human rights. By doing this, they differentiate themselves drastically from competitors and gain popularity.	Shimano <i>Ingredient Branding</i> Struggling to differentiate from other bicycle brake suppliers, Shimano directly advertised their brakes to cyclists. This has put great pressure on bicycle manufacturers to equip their bikes with Shimano products since many customers asked for it.
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Harley Davidson <i>Selling Emotions</i> Harley Davidson fans do not buy bikes, they buy freedom and a certain attitude to life. By emotionalising their bikes, Harley Davidson reached a level whereby their customers attribute a far higher value to their bikes than the objective value.	Bosch <i>Shop-In-Shop</i> In DIY stores, customers have a hard time figuring out which products offer the best quality / price ratio. Therefore, Bosch established dedicated sales areas in DIY stores to have full control over the point-of-sale.	Vorwerk <i>Direct Selling</i> Vorwerk's customers might find it tough to buy a vacuum cleaner in a shop, as they cannot test it. That is why Vorwerk's sales agents come to their homes to demonstrate its products in a very personal manner.
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Tupperware <i>Sales Among Friends</i> Tupperware uses relationships among its customers to sell more by letting hosts organise Tupperware parties. Friends and neighbours have a fun evening, whilst a salesman presents the newest products.	Würth <i>Automatisation</i> Following the "digitalisation of things" trend, Würth's toolboxes automatically order new screws when a critical level is reached. This service is simply too comfortable for customers to switch to other suppliers.	JCDecaux <i>Market Creator</i> Outdoor advertisement surfaces are a scarce resource. By giving communities free street furniture, such as bus stops, JCDecaux expanded its offering by creating its own premium advertisement spaces.
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Tchibo <i>Cross-Selling</i> At a certain point, Tchibo's customers could simply not consume more coffee. By starting to sell non-food products, Tchibo could leverage its market access and loyal customer base to tap into new business arenas.	Tetra Pak <i>Solution Provider</i> Tetra Pak realised quite soon that the complexity of packaging and delivering food and beverages overwhelmed its clients. Therefore, Tetra Pak offers a full solution for the duration of their products' life cycles.	MyMuesli <i>Mass Customisation</i> At MyMuesli.de, customers can select the ingredients for their individualised Muesli, resulting in countless muesli combinations. MyMuesli tailors their product to customer needs despite a high level of standardisation.	Tieto <i>Customer As Partner</i> To increase sales of customised IT services, Tieto invites customers to short problem-solving workshops. The involvement helps them create better solutions and turn customers into partners to support the selling process later on.
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"Innovation is not always about coming up with the next big idea. It is about combining existing ideas and parts in a new way."

Saul Kaplan