

♥ THE WAY TO GET STARED ♥  
IS TO QUIT TALKING &  
BEGIN DOING WALT DISNEY

EMPREENDEDORISMO  
E NOVOS NEGÓCIOS

2022.2023 . 1S



<b>Aula 5</b>	<b>Modelos de Negócio Empreendedores: do segmento de clientes à proposta de valor</b>
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Ref.	<p>Capítulo 2</p> <p>Livro: Osterwalder, A. and Y. Pigneur. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley &amp; Sons ( <a href="https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html">https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html</a>)</p> <p>Material adicional disponível em <a href="https://www.strategyzer.com/expertise/business-models">https://www.strategyzer.com/expertise/business-models</a></p>
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**“Business model innovation is about new ways of creating, delivering and capturing value.”**

<https://www.strategyzer.com/business-model-canvas/building-blocks>



Class contents retrieved from: Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

# BUSINESS MODEL INNOVATION - PATTERNS

A lot of startups and established companies are trying to compete on superior technology, products, services and price. They are stuck in a rat race. Yet, the world's most successful companies compete **on superior business models**. These business models build on patterns, i.e. repeatable configurations of different business model building blocks to strengthen an organization's overall business model. This is the secret formula behind their success.

**Understanding those patterns helps entrepreneurs and business leaders create better, more resilient businesses.**

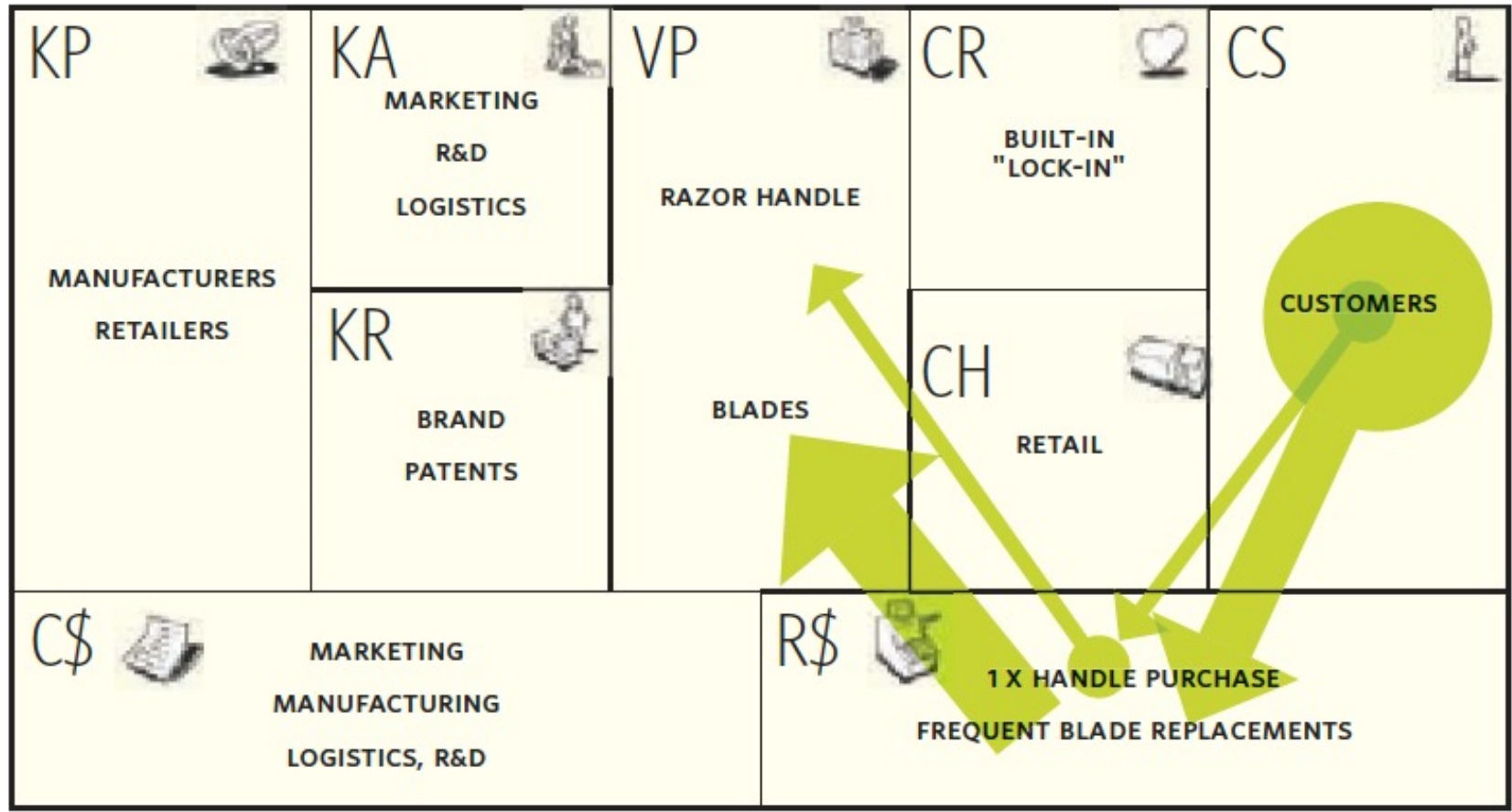
<https://www.strategyzer.com/business-model-canvas/building-blocks>

# Business Model Patterns



**“Bait & hook”** refers to a business model pattern characterized by an attractive, inexpensive, or free initial offer that encourages continuing future purchases of related products or services.

**Razor & Blades : Gillette**



# Nespresso (<https://www.youtube.com/watch?v=dhQh-tryXOg>)

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## Sketch Out Your Hypothesis

Nespresso Machines  
Nespresso Pods

The business model canvas lets you look at all nine building blocks of your business on one page. Each component of the business model contains a series of hypotheses that you need to test.

KEY PARTNERS	KEY ACTIVITIES		KEY RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		KEY CHANNELS	
COST STRUCTURE		REVENUE STREAMS		

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## EXERCÍCIO 02

**EXERCÍCIO: Analisar outros padrões de modelos de negócio através do site Strategyzer. Discutir e identificar as respectivas diferenças. Em grupo, identificar 2 casos: Spotify, Airbnb, IKEA, Tesla,...**

<https://www.strategyzer.com/business-model-examples>

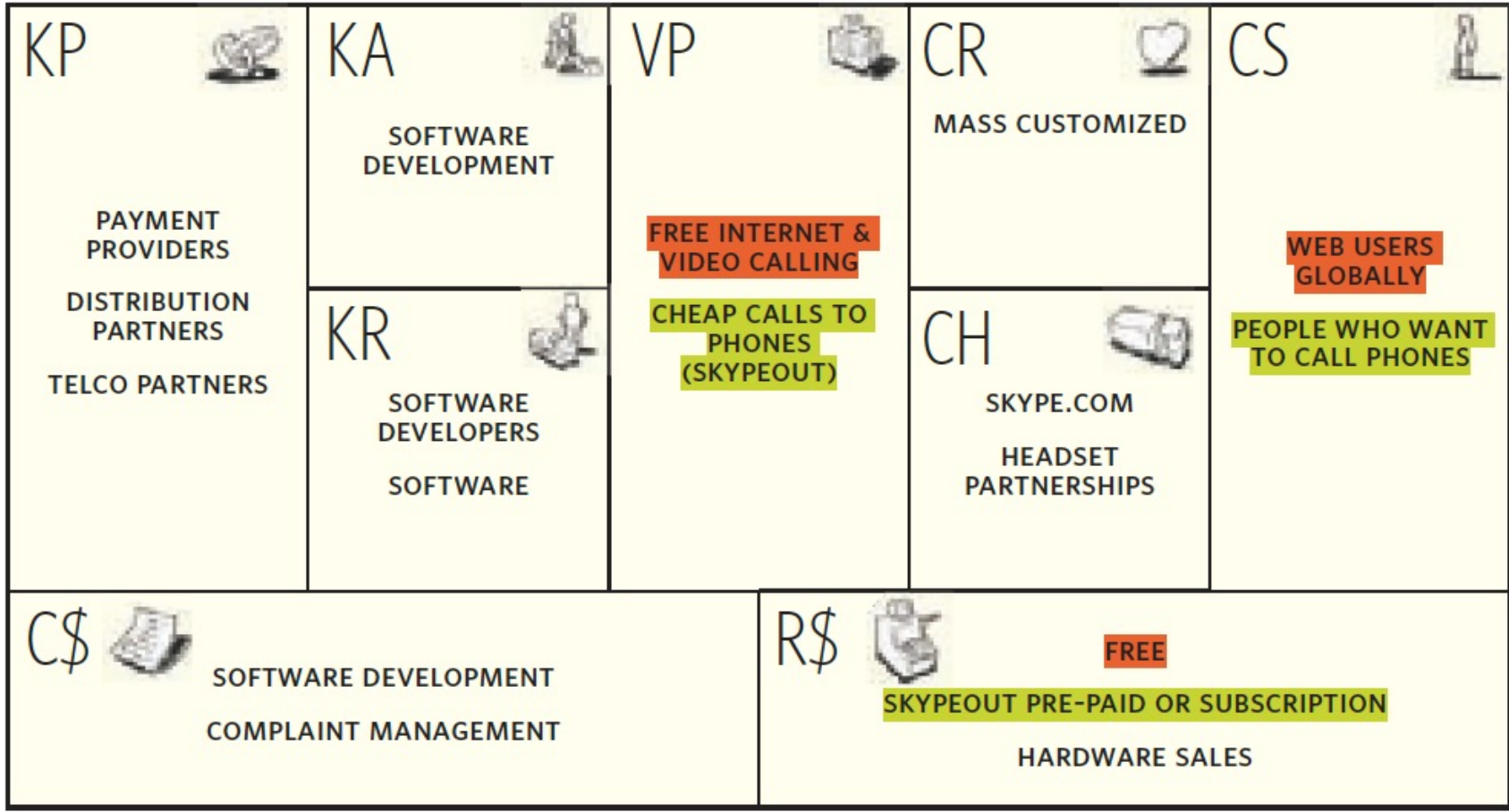


**“Freemium model”** offers a scaled-down version of the product or service for free with the intent of moving the customer to the premium version.

Freemium stands for business models, mainly Web-based, that blend free basic services with paid premium services. **The freemium model is characterized by a large user base benefiting from a free, no-strings-attached offer.** Most of these users never become paying customers; only a small portion, usually less than 10 percent of all users, subscribe to the paid premium services. This small base of paying users subsidizes the free users. This is possible because of the low marginal cost of serving additional free users. In a freemium model, **the key metrics to watch are (1) the average cost of serving a free user, and (2) the rates at which free users convert to premium (paying) customers.**

The freemium model is typically used in service-based businesses. Examples are software as a service (SaaS) or mobile phone apps.

# Skype

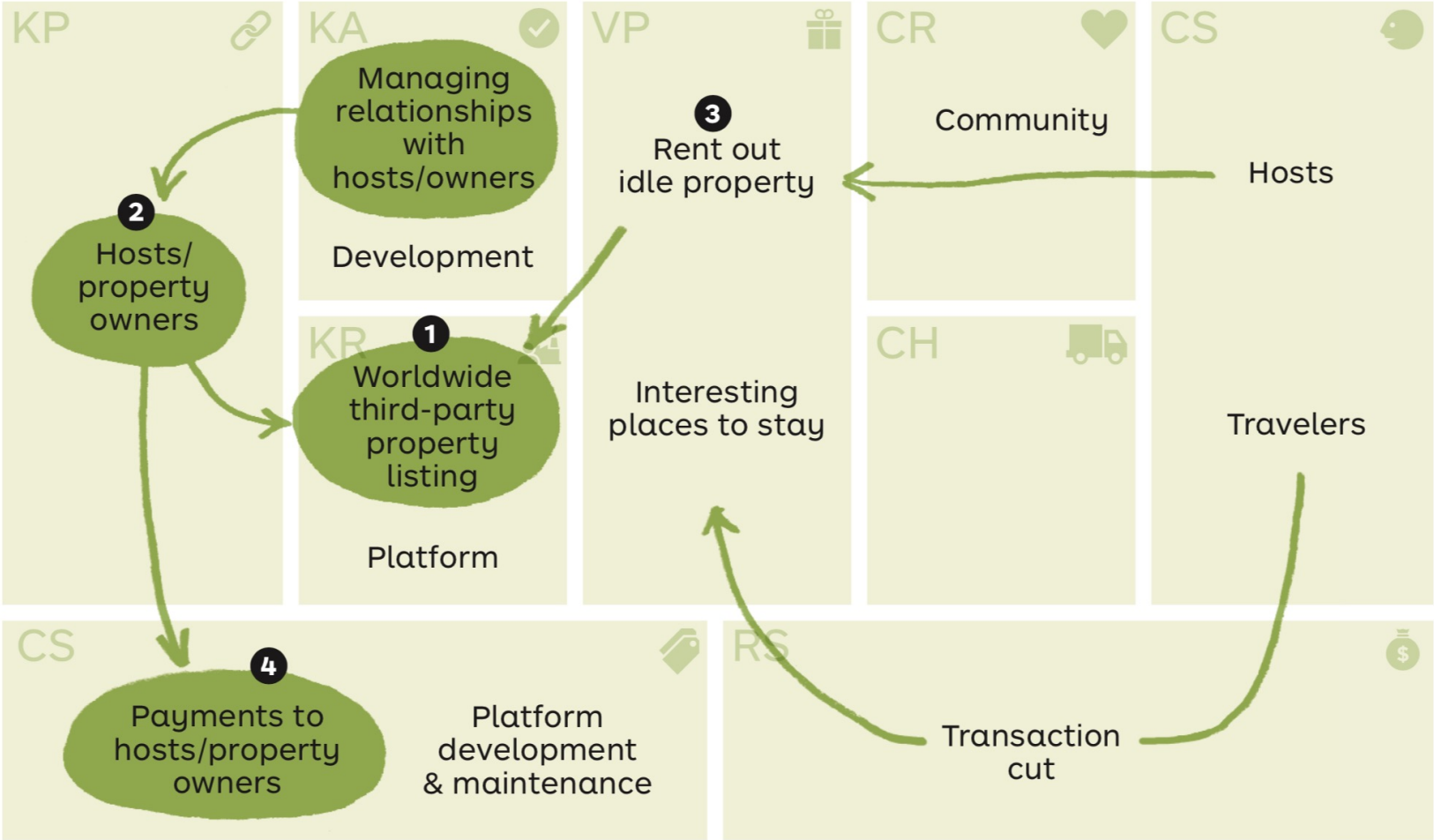


**Two-sided markets (or platforms)** are defined as the platforms that provide goods or services to two distinct groups of customers, and that intermediate the transactions between these groups.

Such platforms are of great importance in today's global business world and considerable amount of value is created by these platforms.

The success of numerous firms in the business world, including but are not limited to Google, eBay, Amazon, Microsoft, Apple, Sony PlayStation, Visa, is mainly due to the advantages provided by the two-sided platforms.

# airbnb Business Model



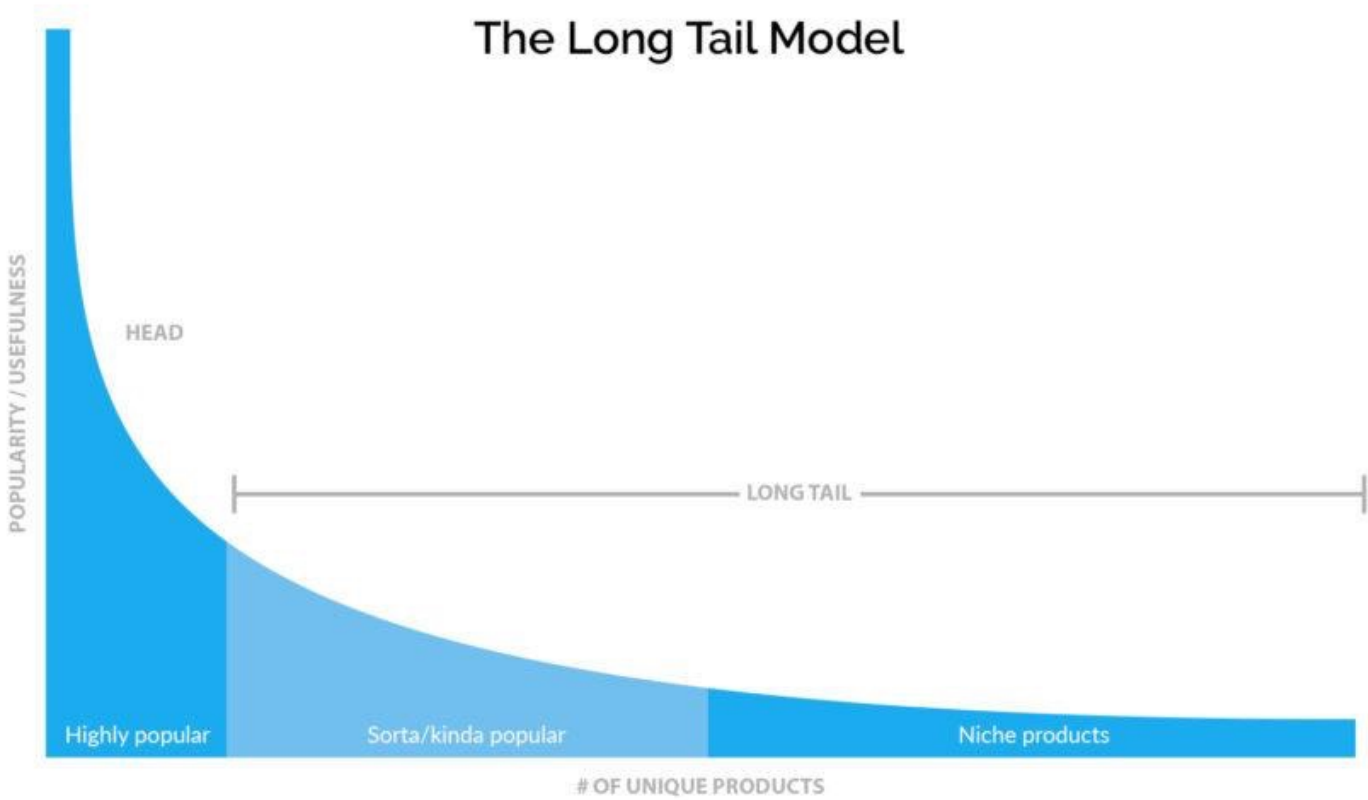
The "**Long Tail Business Model**" works by selling a wide variety of niche products, which individually sell very little, but which in total generate high sales volume.

It focuses on selling large numbers of unique items, niche products. These businesses don't have a *superstar* bestselling product. They have several hard-to-find items, for different niche consumers.

Traditional products reach a large number of sales at the beginning, but at very high initial costs. Long-tail products, on the other hand, remain on the market for long periods, at low distribution and production costs. This long tail economy is facilitated through the internet, as mentioned above, where both costumers and businesses can find each other, no matter where they physically are.

It is necessary to lower inventory costs and create a platform that makes the content available.

# The Long Tail Model



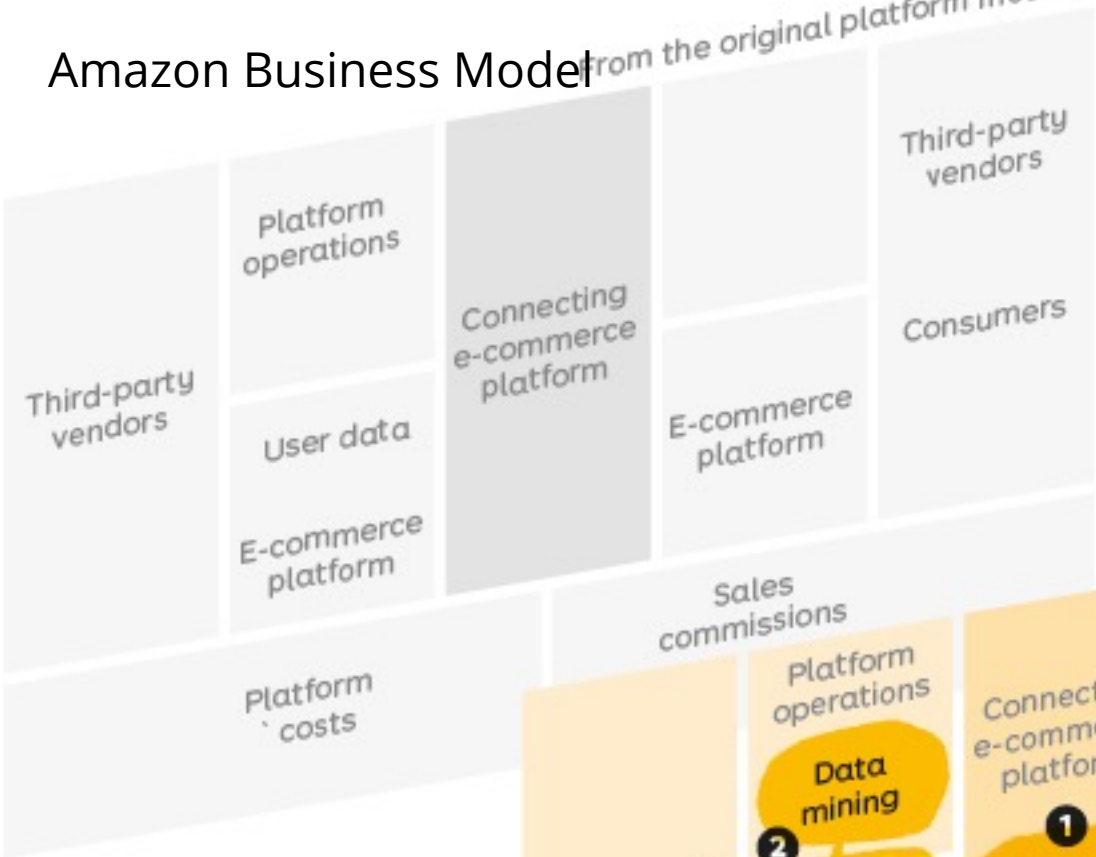
Source: <https://medium.com/briq-bookings/how-will-long-tail-affect-the-leisure-branch-dec45338a5a>

[businessmodelanalyst.com](https://businessmodelanalyst.com)

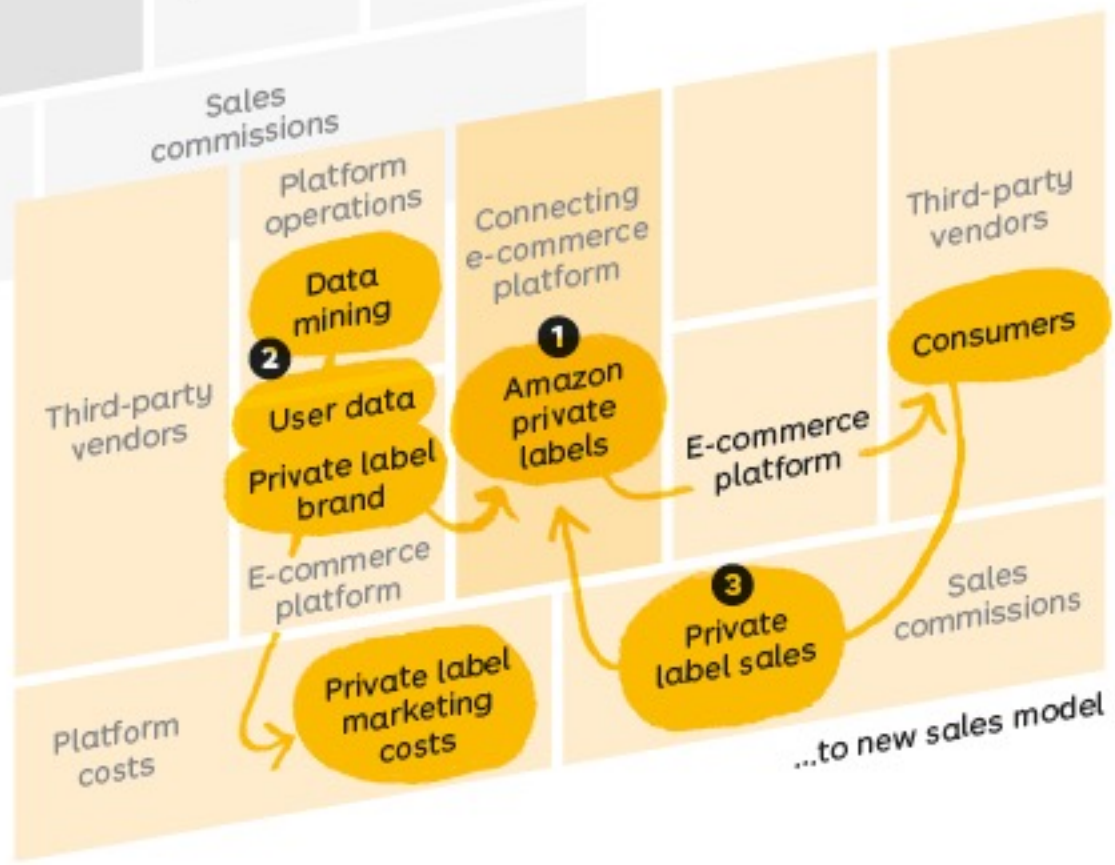


# Amazon Business Model

from the original platform model...



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