

# Platform Business Model Analysis: Google Android

Customer	Value received from other customer - \$ in bold	Value received from platform	Value provided to other customers - \$ in bold	Value provided to platform - \$ in bold	Customers they attract	Profile
Handset manufacturers	<ul style="list-style-type: none"> <li>- <b>\$ to purchase devices</b></li> <li>- Apps that increase the possibilities of using the devices.</li> </ul>	<ul style="list-style-type: none"> <li>- OS to run the device</li> </ul>	<ul style="list-style-type: none"> <li>- Platform to distribute apps</li> <li>- Communication device</li> </ul>	<ul style="list-style-type: none"> <li>- <b>\$ to use their OS on their devices</b></li> <li>- Feedback and improvements</li> </ul>	<ul style="list-style-type: none"> <li>- Users</li> </ul>	Primary Payer
App developers	<ul style="list-style-type: none"> <li>- Platform to distribute apps</li> <li>- <b>\$ from users</b></li> </ul>	<ul style="list-style-type: none"> <li>- Environment to build apps</li> <li>- Ratings</li> </ul>	<ul style="list-style-type: none"> <li>- Apps that increase the possibilities of using the devices.</li> <li>- Apps to do things</li> </ul>	<ul style="list-style-type: none"> <li>- Apps that increase the possibilities of using the OS</li> </ul>	<ul style="list-style-type: none"> <li>- Users</li> <li>- Handset manufacturers</li> </ul>	Sweetner
Users of Android devices	<ul style="list-style-type: none"> <li>- Communication device</li> <li>- Apps to do things</li> </ul>	<ul style="list-style-type: none"> <li>- Access to thousands of apps</li> </ul>	<ul style="list-style-type: none"> <li>- <b>\$ to purchase devices</b></li> <li>- <b>\$ to buy apps and subscriptions</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>\$ from users that buy apps and subscriptions</b></li> </ul>	<ul style="list-style-type: none"> <li>- App developers</li> <li>- Handset manufacturers</li> </ul>	Linchpin