## Business Model: Zara

EY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Shopping Centers (prime ocations)	Store management	Fast trend following fashion items at prime locations	Purchase advice (acquisition and up-selling)	Young fashion-conscious
Suppliers and Manufacturers	Logistics	Nanto All Court Resolution	Newsletter (up-selling)	woman (searching for the latest trend) Job to get done: Getting modern fashion for affordable prices
80% manufactured in Europe)	Brand management (uses			
Trendscouts (bloggers, celebrities)	location, store layout as advertisment)		Exchange of the goods (retention)	
ashion magazines (Ads)	Customer service			
	Design & Manufacturing (new items are presented weekly)			
	KEY RESOURCES		CHANNELS	
	Human resources		Retail stores	
	Factories		Mobile App	
	Brand		Webstore	
			Bloggers	

COST STRUCTURE	REVENUE STREAMS
Operation of retail stores in expensive locations	Direct sale of fashion items in the store and online
Marketing (only 0,3% of the Revenue)	
Human resources	
Production & distribution	

## Business Model: IKEA

EY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Franchisees (in exchange for a fee KEA grant rights to other	Development of new markets	Stylish furniture at affordable prices	Delivery & assembly by Ikea	Price conscious customers (students, young families) Job to get done: Furnish
companies to use the IKEA rademarks)	Marketing & branding	prices	IKEA catalogue (aquisition and up-selling)	
Social initiative partners (WWF,	Procurement of cheap elements		Online assistance (aquisition and	
JNICEF)	Managing logistics of supplies		up-selling)	appartment/house at affordable prices in a stylish/individual way
Key suppliers ( e.g. Sauder Woodworking; Swedwood)			Family card (Retention)	
Partie C. P. Chinasa C. Mar. May 2005 Constant (17)				
	KEY RESOURCES		CHANNELS	
	Efficent Supply chain management concept		Website & interior planner	
	IKEA Brand		Franchise stores	
	Facilities: stores, depots, factory			

COST STRUCTURE	REVENUE STREAMS
Manufacturing	Asset sales
Logistics	Lending
Advertisement	Franchise fees
Equipment	Service fees
Human resources	Food
Infrastructure costs	



## Business Model: Air BnB

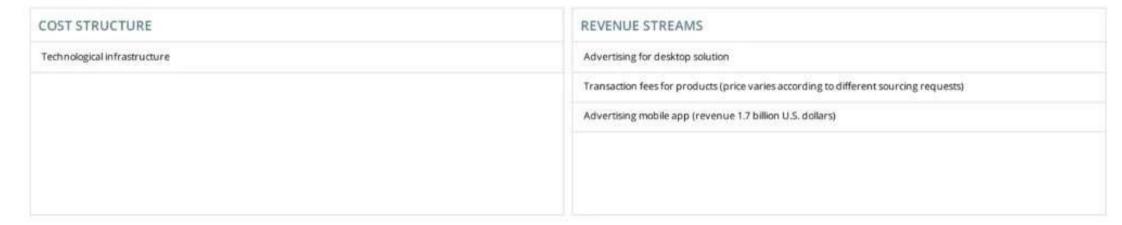
Building and maintain the host	Charles and the state of the contract of	Brok compountation record	
network	Hosts can earn money by renting their flat/house effortlessly	Support team (Retention)	Price-conscious
(CONT. DOI: 10.10.10.10.10.10.10.10.10.10.10.10.10.1	CONTROL OF THE PROPERTY OF THE	Professional presentation of accompdation (aguisition)	travellers Job to get done: Find a selection of
algorithm (host and traveller)	(instead of a hotel) for low prices		accommodations for affordable prices
-	Travellers live in a local	increase the willingness for hosts	100 N NO 100
	environment away from mass tourism	to provide their homes for travellers)	Hosts (people who want to rent out their place)
		Customer service (Retention)	Job to get done: Attract tourists/visitors/customers who wants to rent a flat/house
KEY RESOURCES		CHANNELS	Travellers looking for a
Community of home providers &		Mobile app	local experience Job to get done: Find an
I AND COMMITTEE		Website	accommodation away from mass tourism
behaviour, target destinations, price segment)			
Brand (biggest accompdation provider worldwide)			
	Improvement of matching algorithm (host and traveller)  KEY RESOURCES  Community of home providers & travellers  User data & algorithm (e.g. search behaviour, target destinations, price segment)  Brand (biggest accompdation	Improvement of matching algorithm (host and traveller)  Travellers can book a homestay (instead of a hotel) for low prices  Travellers live in a local environment away from mass tourism  KEY RESOURCES  Community of home providers & travellers  User data & algorithm (e.g., search behaviour, target destinations, price segment)  Brand (biggest accomodation	Improvement of matching algorithm (host and traveller)  Travellers can book a homestay (instead of a hotel) for low prices  Travellers live in a local environment away from mass to provide their homes for travellers)  KEY RESOURCES  Community of home providers & travellers  User data & algorithm (e.g. search behaviour, target destinations, price segment)  Brand (biggest accomodation



## Business Model: Alibaba

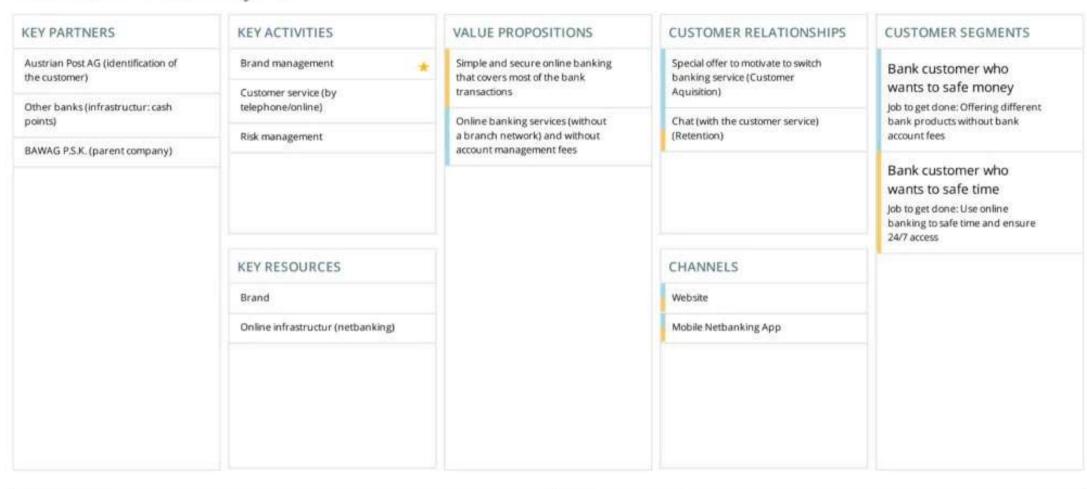


Loan services (providing loans for customers; risk management)	Access to a global market	Self service: help center; user	professional transfers to
		guide (Aquisition/Retention)	Risk averse online buyers
Marketing & sales (selling ads, and seek for B2B customers)	Pinpointed advertising for products and special customer segments	Community (Aquisition to build trust /Retention)	(B2C & B2B)  Job to get done: Safe online buy of products (at competitive prices) with worldwide delivery
Data management (buying behaviour, offer optimization, individual recommendation for customers)	Ensure a secure supply and a safe payment transactions for the online customer		Advertisers for the various groups of
*			job to get done: Increase the sales volume with specific advertising
KEY RESOURCES		CHANNELS	Suppliers looking for a
Company brand (world's largest retailer)		Alibaba Apps	wider range Job to get done: Provide their
Online marketplace		Website	products online and sell them to global customers
Customer data & algorithm (buying behaviour for pinpointed advertising)			
	and seek for B2B customers)  Data management (buying behaviour, offer optimization, individual recommendation for customers)  KEY RESOURCES  Company brand (world's largest retailer)  Online marketplace  Customer data & algorithm (buying behaviour for pinpointed	and seek for B2B customers)  Data management (buying behaviour, offer optimization, individual recommendation for customers)  KEY RESOURCES  Company brand (world's largest retailer)  Online marketplace  Customer data & algorithm (buying behaviour for pinpointed)	and seek for B2B customers)  Data management (buying behaviour, offer optimization, individual recommendation for customers)  KEY RESOURCES  Company brand (world's largest retailer)  Online marketplace  Customer data & algorithm (buying behaviour for pinpointed)  segments  Ensure a secure supply and a safe payment transactions for the online customer  CHANNELS  Alibaba Apps  Website





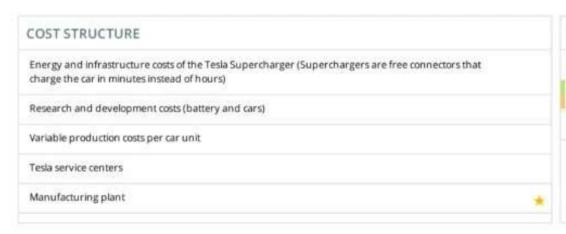
# Business Model: Easy Bank





### Business Model: Tesla

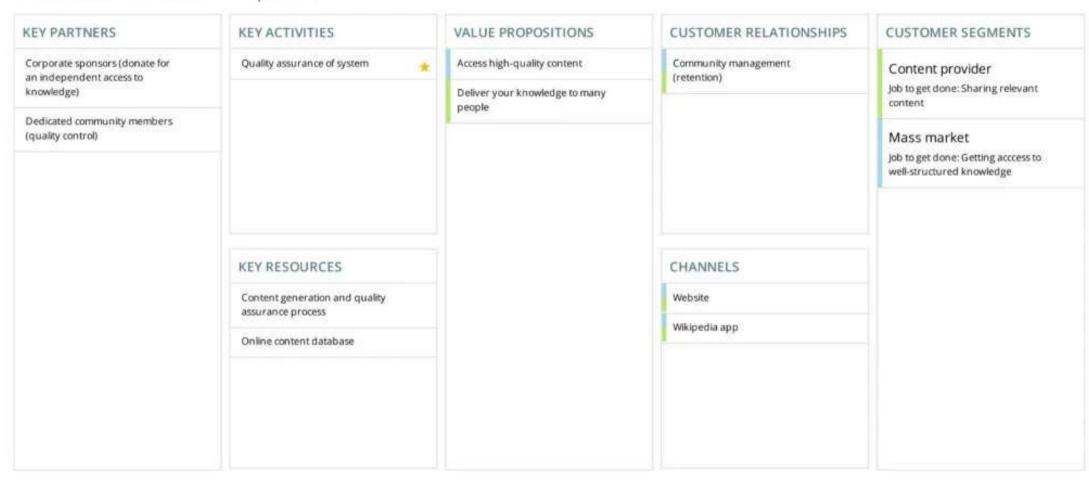
### KEY PARTNERS KEY ACTIVITIES VALUE PROPOSITIONS CUSTOMER SEGMENTS CUSTOMER RELATIONSHIPS Suppliers (e.g. AGC Automotive: Production and design of the cars High-quality electric powertrain Test drive (customer aquisition) Car enthusiasts who windshields: Brembo: brakes: (B2B) would otherwise buy a Fisher Dynamics: power seats) Battery management of the Customer events (customer Porsche (B2C) Electric cars that have a great company aquisition) Fronius (building parts of the performance are a status symbol Job to get done: Getting from A to within society (B2C) production line) Development of latest Direct contact with product B with high performance and a technology specialist (customer aquisition) sporty design Local governments (stimulating Electric cars that have a great legislation for electronic cars; performance and are state-of-Educate and demonstrate to Maintenance service (customer Early adopters of new federal loans for environmentally the-art in terms of technol- ogy potential customers retention) and better technologies friendly designs help fund (B2C) significant part of the operations; (B2C) state subsidies) Job to get done: Getting from A to B experiencing a new and better Panasonic (cooperation: battery CHANNELS KEY RESOURCES technology research and development) Technology leadership regarding Online marketing (homepage, Car manufacturers (B2B) electronic vehicles (leading social media) and print marketing engineers, designers) Job to get done: Electric cars with Product specialist (Tesla high performance to satisfy the Brand showroom) needs of their customers. Battery production Online distribution Infrastructure (Supercharger, service, maintenance and repair shops)



# Licensing agreements with Toyota and Mercedes for Electric Power Train Designs Direct sale of the the Model 3, X and S Direct sale of the Tesla Powerwali (a rechargeable battery that stores energy from solar panels)



# Business Model: Wikipedia



COST STRUCTURE	REVENUE STREAMS
Server costs	Community donations

## Business Model: Red Bulletin



(EY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Newspapers in which the Red Bulletin is supplemented (e.g. Kurier, Leipziger Volkszeitung,	Brand management (for the Red Bull World)	Entertainment through unique and high quality sport stories	Red Bull extreme sport activities (acquisition)	Well situated reader (male 18 - 49) whit
The Evening Standard, The Irish Times, LA Times)	Creation of exciting and unique stories		Subscription service (Retention)	passion for (extreme) sports
Red Bull extreme athletes delivery of content)	Print and distribution of the magazine			Job to get done: Getting news and insights about (extreme) sports
Red Bull athletes e.g. Soccer, Skiling, Ice Hockey (to provide content)				
Suppliers (Red Bull Media House GmbH print and distribute the magazine; delivery of the Newspapers)	KEY RESOURCES		CHANNELS	
	Journalists		Red Bulletin website	
	Access to Red Bull network			

COST STRUCTURE	REVENUE STREAMS
Human resource costs	Subscription incomes
Production costs	Advertising revenues

# Business Model: Hilti

KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Offering service (on-time delivery, customer support, etc.)	To have the necessary tool of the highest quality, whenever and wherever it is needed in order to get the job done.	Long-term leasing contracts	Construction companies Job to get done: Finishing
Optimization of fleet management (inventory, warehousing, maintenance)			different construction jobs at time for different clients.
Contract management			
KEY RESOURCES		CHANNELS	
Highly skilled sales force IT infrastructure (inventory &		Direct sales through trained sales team (selling service packages instead of products)	
High-quality tools			
	Offering service (on-time delivery, customer support, etc.)  Optimization of fleet management (inventory, warehousing, maintenance)  Contract management  KEY RESOURCES  Highly skilled sales force  IT infrastructure (inventory & maintenance)	Offering service (on-time delivery, customer support, etc.)  Optimization of fleet management (inventory, warehousing, maintenance)  Contract management  KEY RESOURCES  Highly skilled sales force  IT infrastructure (inventory & maintenance)	Contract management (Inventory, warehousing, maintenance)  KEY RESOURCES  Highly skilled sales force  IT infrastructure (inventory & maintenance)

COST STRUCTURE	REVENUE STREAMS
Production of tools	Leasing fee
Personell (sales, maintenance, contract management)	
Repair and maintenance	
Logistics (warehousing and distribution)	



## Business Model: Local Motors

