

# Business Model: Zara

★ Important element

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Shopping Centers (prime locations)	Store management	Fast trend following fashion items at prime locations	Purchase advice (acquisition and up-selling)	Young fashion-conscious woman (searching for the latest trend)
Suppliers and Manufacturers (80% manufactured in Europe)	Logistics		Newsletter (up-selling)	Job to get done: Getting modern fashion for affordable prices
Trendscouts (bloggers, celebrities)	Brand management (uses location, store layout as advertisement)		Exchange of the goods (retention)	
Fashion 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

★ Important element

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Franchisees (in exchange for a fee IKEA grant rights to other companies to use the IKEA trademarks)	Development of new markets ★	Stylish furniture at affordable prices	Delivery & assembly by Ikea	Price conscious customers (students, young families)
Social initiative partners (WWF, UNICEF)	Marketing & branding		IKEA catalogue (aquisition and up-selling)	Job to get done: Furnish apartment/house at affordable prices in a stylish/individual way
Key suppliers ( e.g. Sauder Woodworking; Swedwood)	Procurement of cheap elements		Online assistance (aquisition and up-selling)	
	Managing logistics of supplies ★		Family card (Retention)	
	KEY RESOURCES		CHANNELS	
	Efficient 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

★ Important element

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Bloggers/photographers (sharing stories of their individual travel; advertising for Airbnb)	Building and maintain the host network ★	Hosts can earn money by renting their flat/house effortlessly	Support team (Retention)	Price-conscious travellers Job to get done: Find a selection of accommodations for affordable prices
Legal institutions (Airbnb is prohibited in some countries)	Improvement of matching algorithm (host and traveller)	Travellers can book a homestay (instead of a hotel) for low prices	Professional presentation of accommodation (acquisition)	Hosts (people who want to rent out their place) Job to get done: Attract tourists/visitors/customers who wants to rent a flat/house
Insurance companies (property insurance for hosts and guests)		Travellers live in a local environment away from mass tourism	Home insurance (Acquisition: increase the willingness for hosts to provide their homes for travellers)	Travellers looking for a local experience Job to get done: Find an accommodation away from mass tourism
	KEY RESOURCES		CHANNELS	
	Community of home providers & travellers		Mobile app	
	User data & algorithm (e.g. search behaviour, target destinations, price segment)		Website	
	Brand (biggest accommodation provider worldwide)			

COST STRUCTURE	REVENUE STREAMS
Platform development & design (running costs)	Commission home/ apartments owners (3% of each booked place)
Community management for hosts (conferences, presents)	Commission renters (6-12% of booking fee)
Marketing (building a brand value)	

# Business Model: Alibaba

★ Important element

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Mybank (grants credit to customers)	Loan services (providing loans for customers; risk management)	Access to a global market	Self service: help center; user guide (Aquisition/Retention)	Risk averse online buyers (B2C & B2B)
Alimama (advertising partner) gives merchants a one-stop shop for buying ad to promote their wares on Alibaba	Marketing & sales (selling ads, and seek for B2B customers)	Pinpointed advertising for products and special customer segments	Community (Aquisition to build trust /Retention)	Job to get done: Safe online buy of products (at competitive prices) with worldwide delivery
Alipay Cross-Border E-Payment Service is a payment solution that allows buyers to pay for goods sold on international partner merchant websites	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 customers
	KEY RESOURCES		CHANNELS	Job to get done: Increase the sales volume with specific advertising
	Company brand (world's largest retailer)		Alibaba Apps	Suppliers looking for a wider range
	Online marketplace		Website	Job to get done: Provide their products online and sell them to global customers
	Customer data & algorithm (buying behaviour for pinpointed advertising)			

COST STRUCTURE	REVENUE STREAMS
Technological infrastructure	Advertising for desktop solution
	Transaction fees for products (price varies according to different sourcing requests)
	Advertising mobile app (revenue 1.7 billion U.S. dollars)

★ important element

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# Business Model: Tesla

★ Important element

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

COST STRUCTURE	REVENUE STREAMS
Energy and infrastructure costs of the Tesla Supercharger (Superchargers are free connectors that charge the car in minutes instead of hours)	Licensing agreements with Toyota and Mercedes for Electric Power Train Designs
Research and development costs (battery and cars)	Direct sale of the the Model 3, X and S
Variable production costs per car unit	Direct sale of the Tesla Powerwall (a rechargeable battery that stores energy from solar panels)
Tesla service centers	
Manufacturing plant ★	

★ Important element:



# Business Model: Red Bulletin

★ Important element

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Newspapers in which the Red Bulletin is supplemented (e.g. Kurier, Leipziger Volkszeitung, The Evening Standard, The Irish Times, LA Times)	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 passion for (extreme) sports
Red Bull extreme athletes (delivery of content)	Creation of exciting and unique stories ★		Subscription service (Retention)	Job to get done: Getting news and insights about (extreme) sports
Red Bull athletes e.g. Soccer, Skiing, Ice Hockey (to provide content)	Print and distribution of the magazine			
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

★ Important element

<b>KEY PARTNERS</b> Leasing banks that bridge the financing gap for construction companies	<b>KEY ACTIVITIES</b> Offering service (on-time delivery, customer support, etc.) Optimization of fleet management (inventory, warehousing, maintenance) Contract management	<b>VALUE PROPOSITIONS</b> To have the necessary tool of the highest quality, whenever and wherever it is needed in order to get the job done. ★	<b>CUSTOMER RELATIONSHIPS</b> Long-term leasing contracts	<b>CUSTOMER SEGMENTS</b> Construction companies Job to get done: Finishing different construction jobs at time for different clients. ★
	<b>KEY RESOURCES</b> Highly skilled sales force IT infrastructure (inventory & maintenance) High-quality tools		<b>CHANNELS</b> Direct sales through trained sales team (selling service packages instead of products)	
<b>COST STRUCTURE</b> Production of tools Personell (sales, maintenance, contract management) Repair and maintenance Logistics (warehousing and distribution)		<b>REVENUE STREAMS</b> Leasing fee		

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COST STRUCTURE	REVENUE STREAMS
Development costs (very low compared to other car companies)	Direct sale of the vehicles
Infrastructure costs (micro factory)	
Contribution of developers (small share of the revenue is reserved for the community)	