

# IOB22

## Digital Product Development

# Module

## Digital business models



Jan-Maarten in 't Veld  
Business designer

- Students gain an initial understanding of business models with a specific focus on digital business models.
- Students are able to use the business model canvas to analyze and understand digital drivers business models

# Technology



# Digital products



Everything is  
designed and  
therefore can be  
**redesigned.**

A close-up photograph of a man's torso and hands. He is wearing a dark blue suit jacket over a white dress shirt and a blue necktie with thin white diagonal stripes. He is adjusting his tie with both hands. A silver-toned wristwatch is visible on his left wrist. The background is blurred, showing what appears to be a modern interior or office setting.

This also applies  
business

# Design business models



••• Vodafone 4G 100 %

DriveNow

MINI  
Leonie

14:35

Minimieren Verlängern

Auto öffnen Schaden prüfen Stormen Navigation Blinken

Cafe Grünstück Tischler Reute

Reute 5 m 16. Dörrs Geigenbauer Jöchle Mutter



Car

App



Car

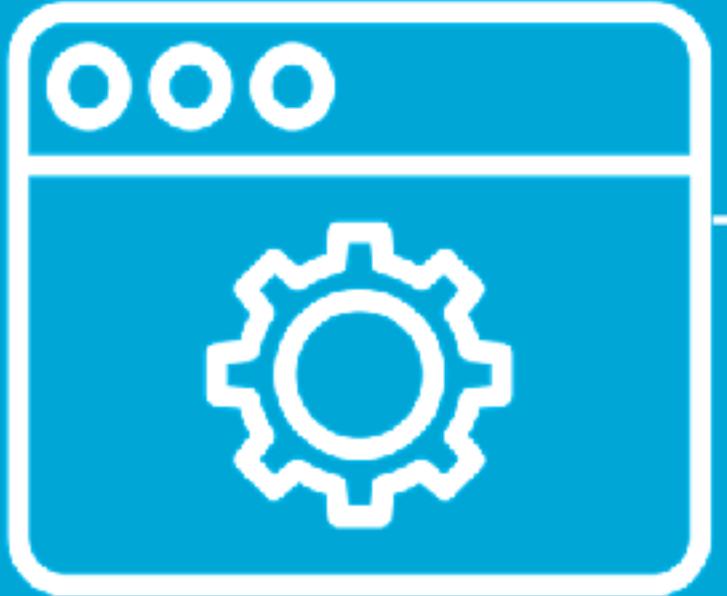
App

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Organization

# Content of the module

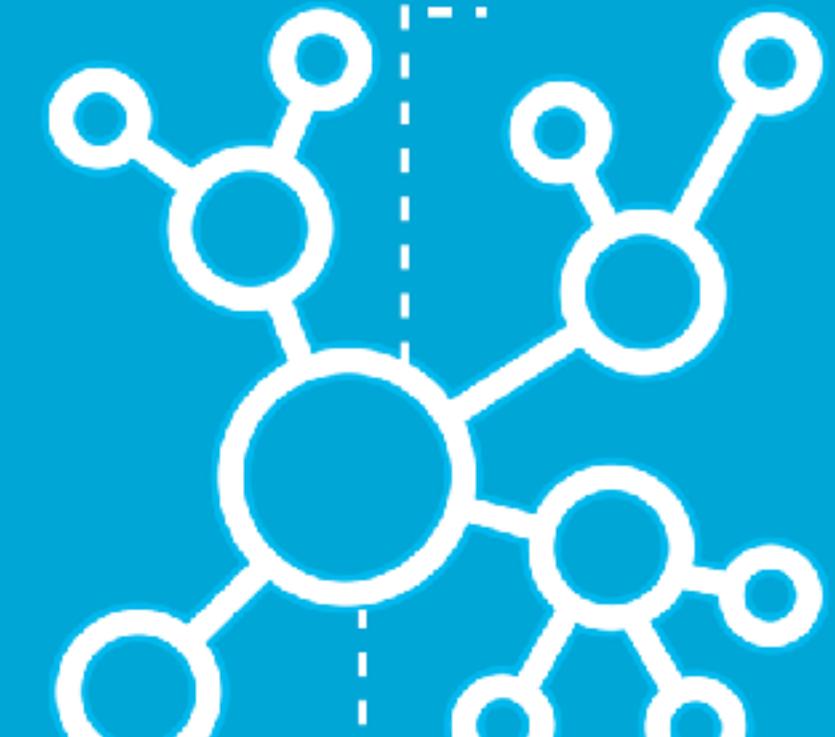
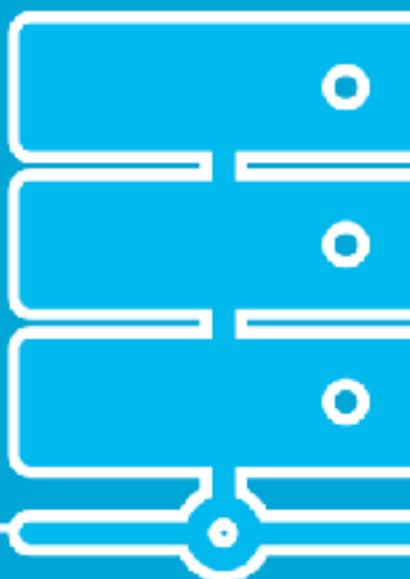
- Lecture 1: Introduction to business models
- Lecture 2: Digital driven business models
- Team assignment: Analyze/(re)design a business model
- Readings: Book & articles



# IOB22

# Digital Product Development

10100  
00101  
10100

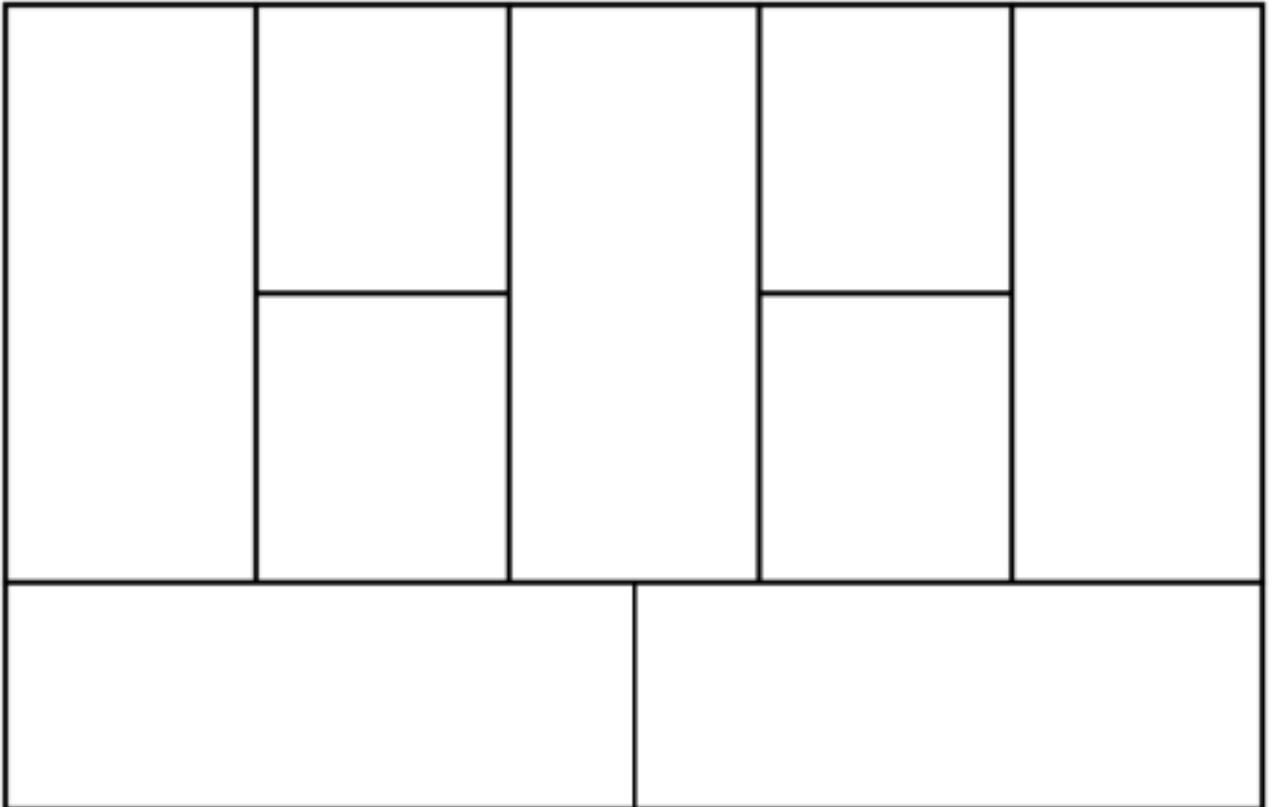


# Lecture 1

- Introduction to business models
- Goal:  
A general introduction to business model thinking & the business model canvas

1

# Business models



**What is your  
definition of  
“business model”?**



**Business model**

Google Search

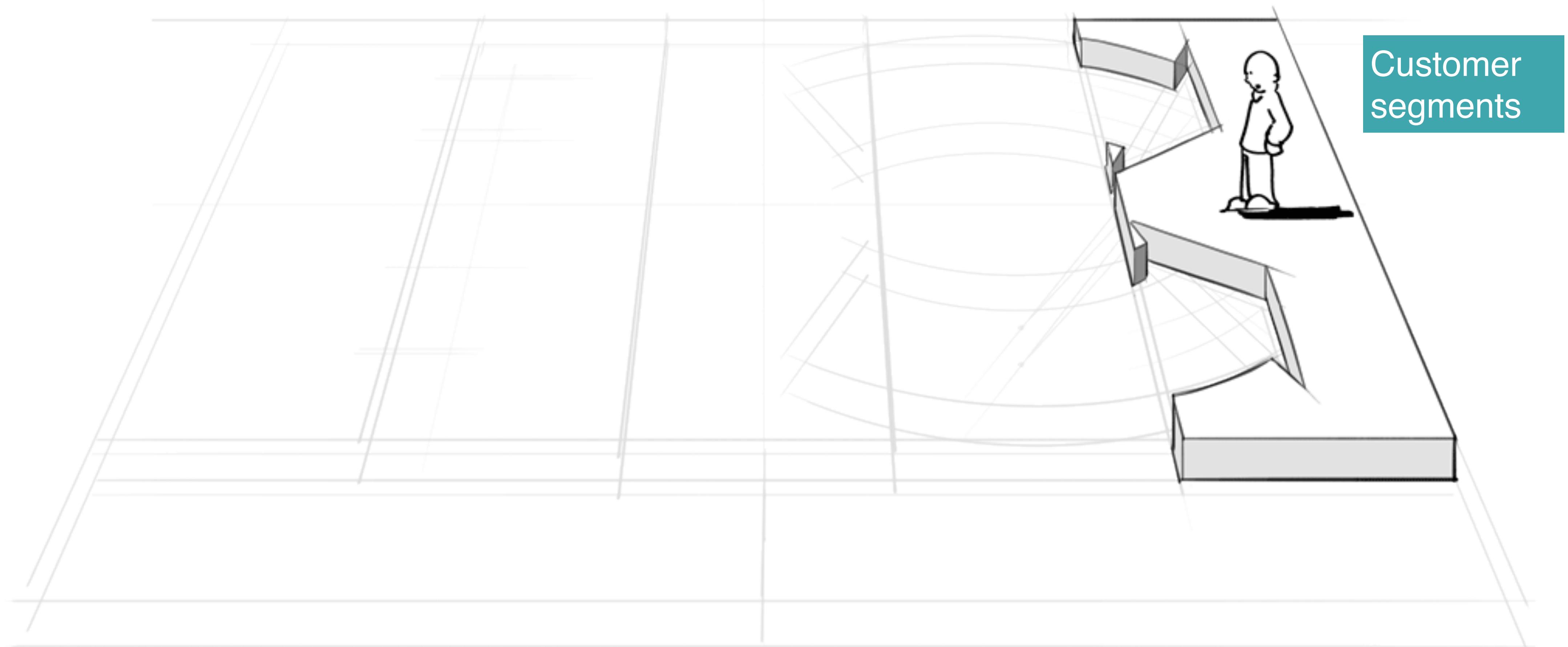
I'm Feeling Lucky



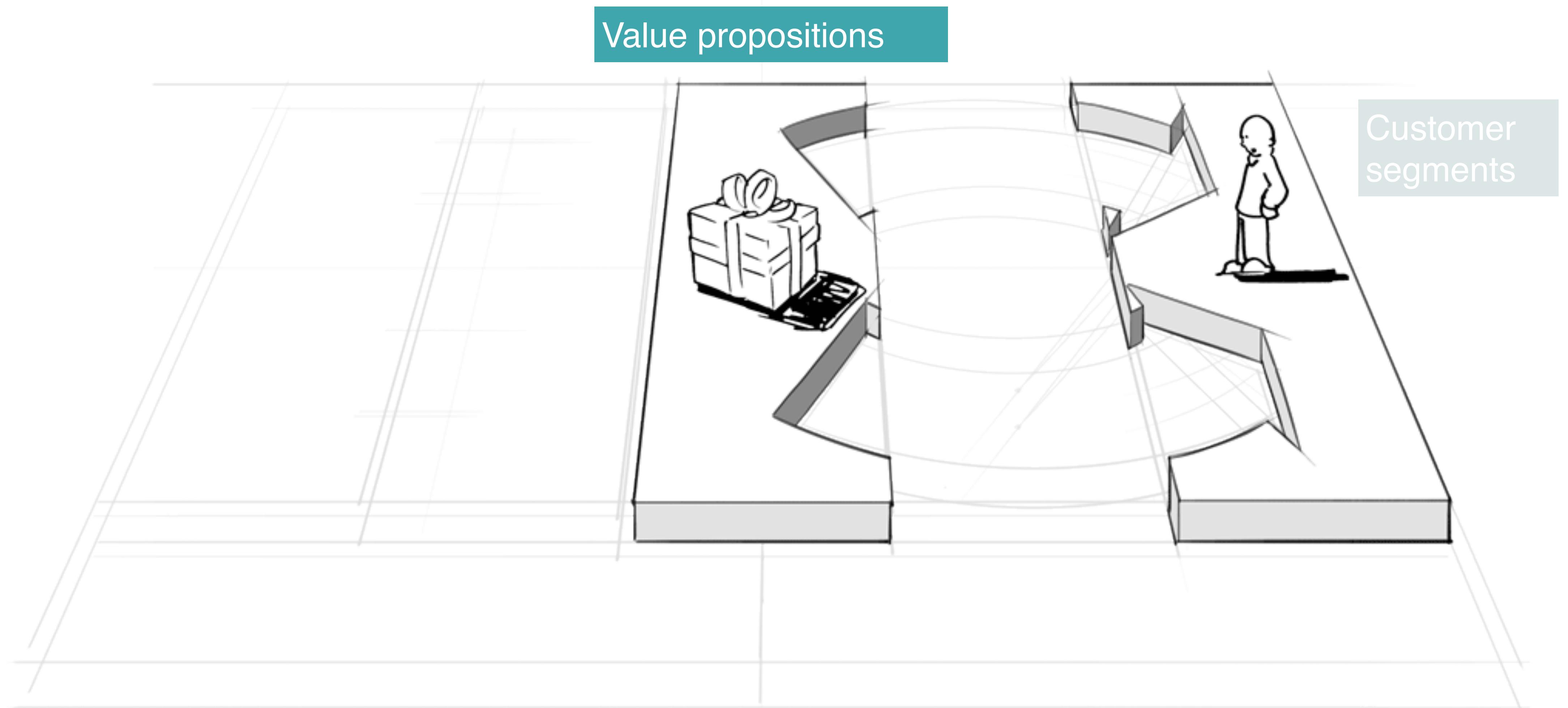


A business model describes the rationale of how an organization **creates, delivers, and captures value now and in the future**

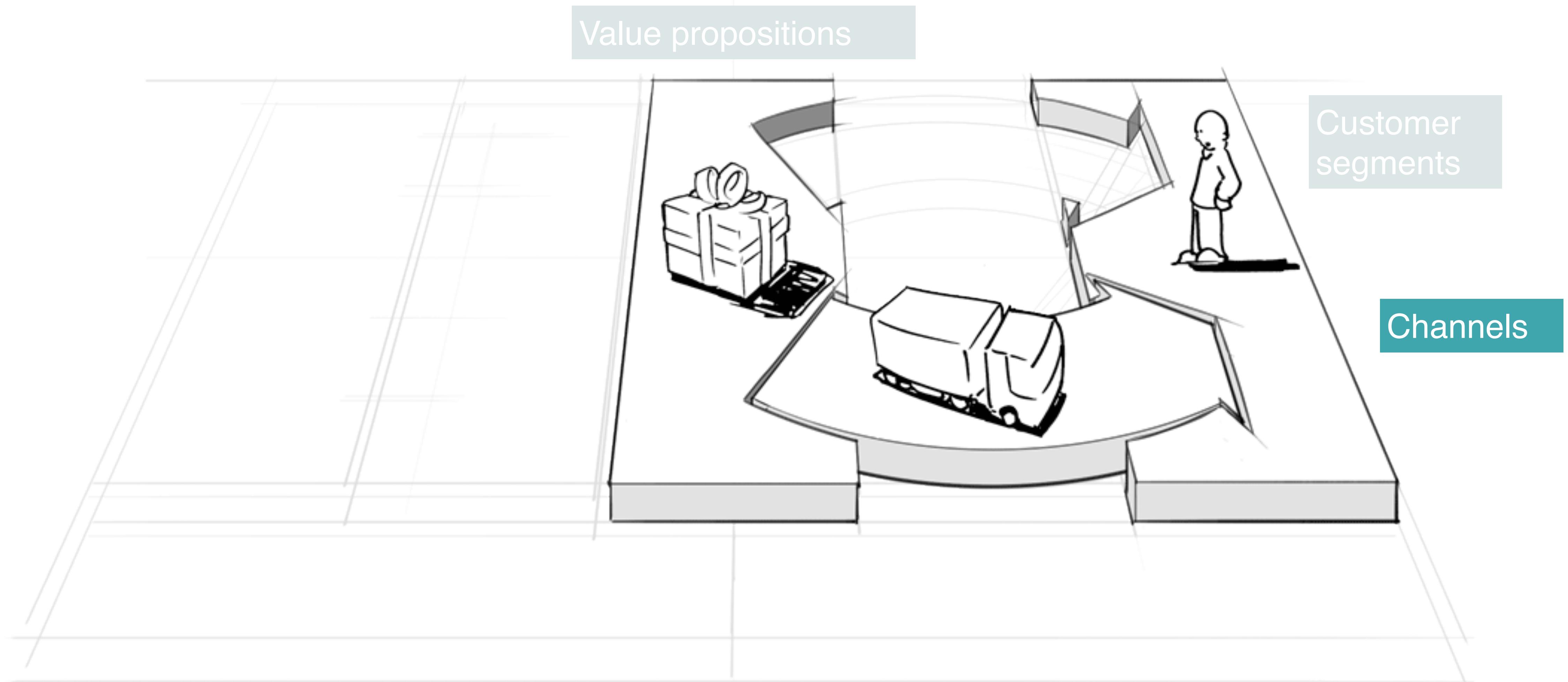
# The business model canvas



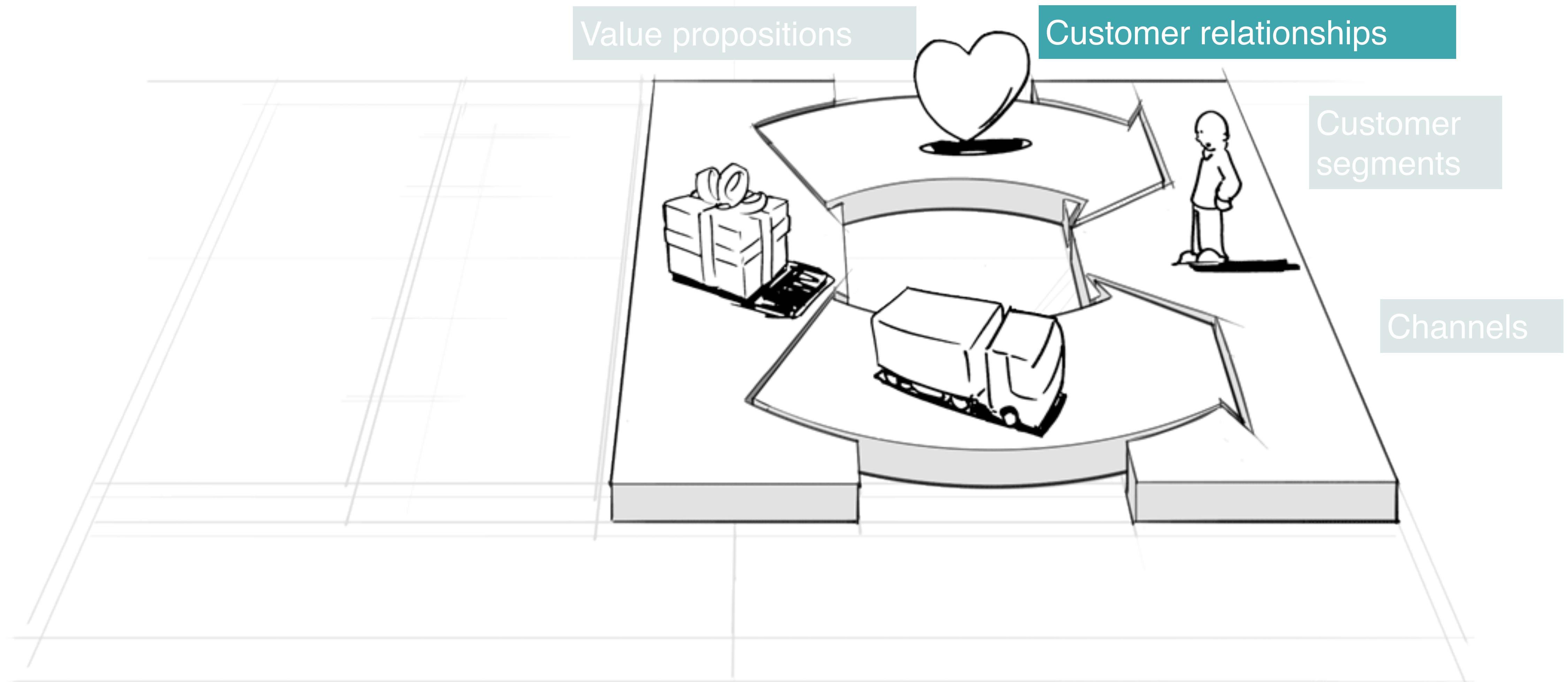
# The business model canvas



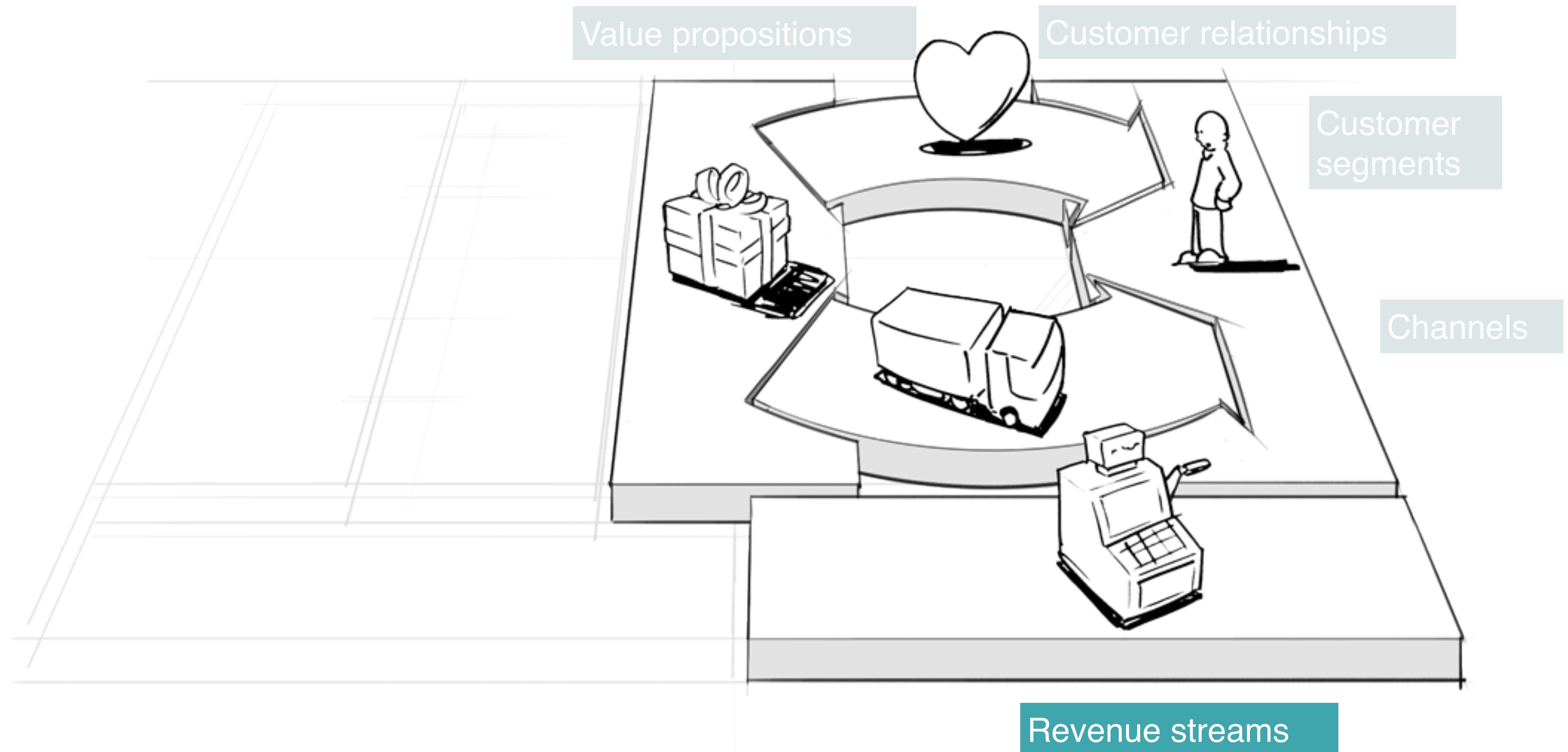
# The business model canvas



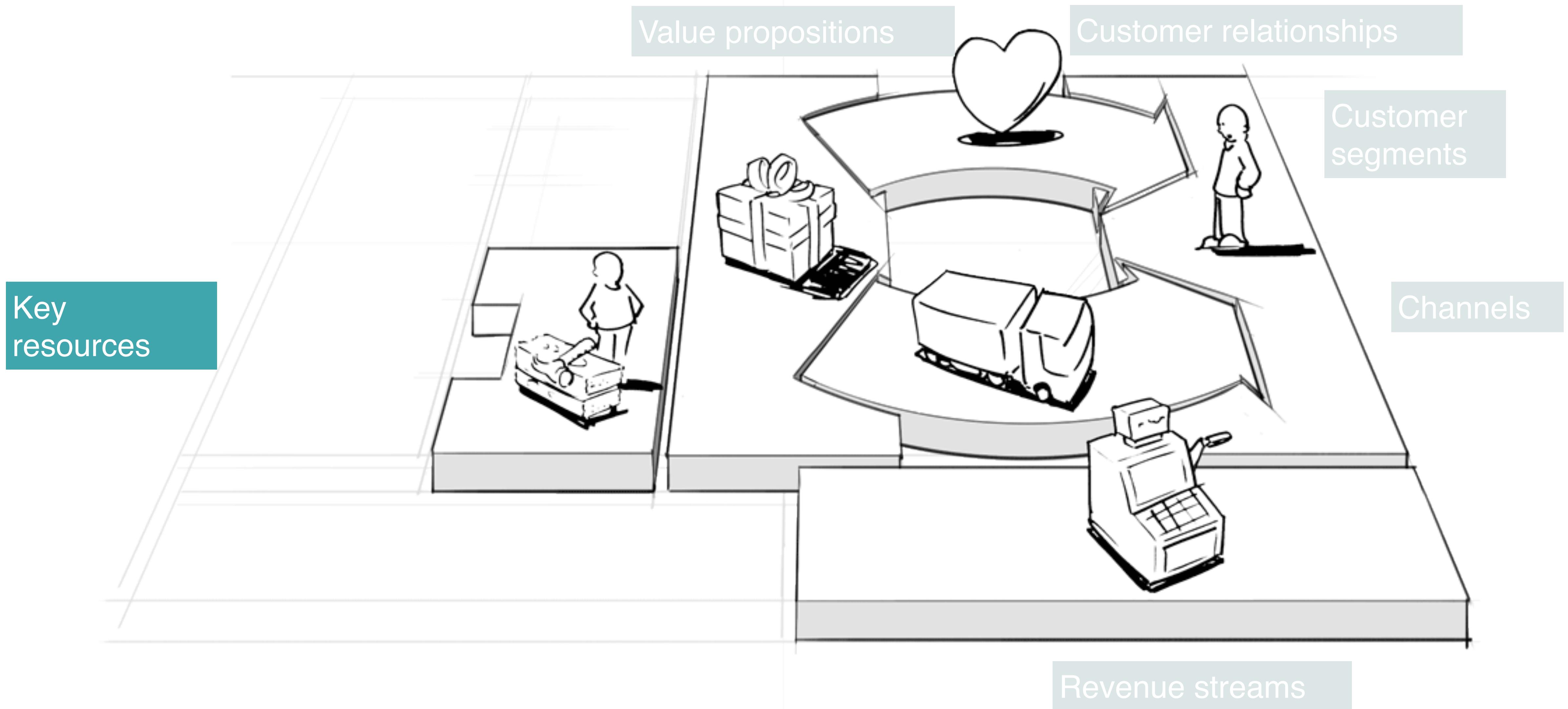
# The business model canvas



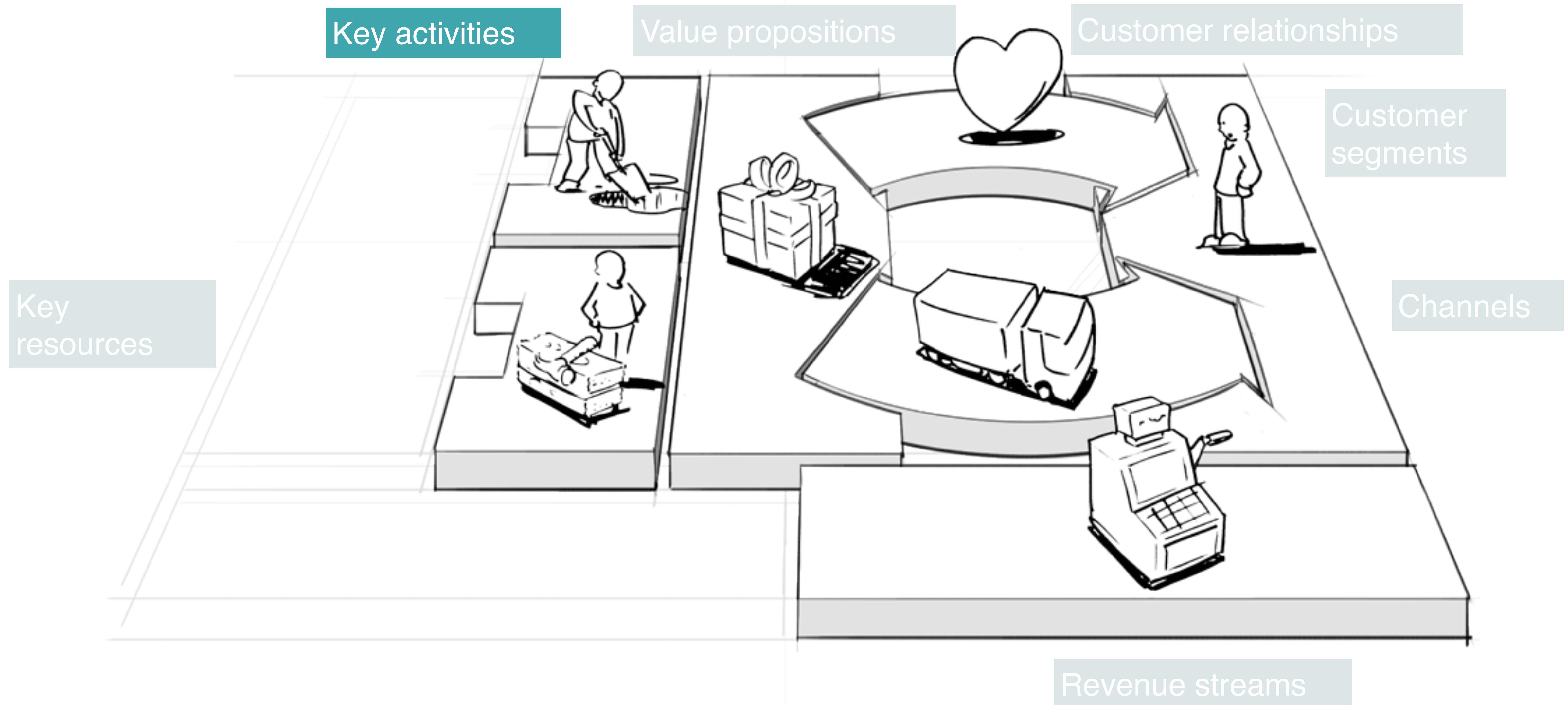
# The business model canvas



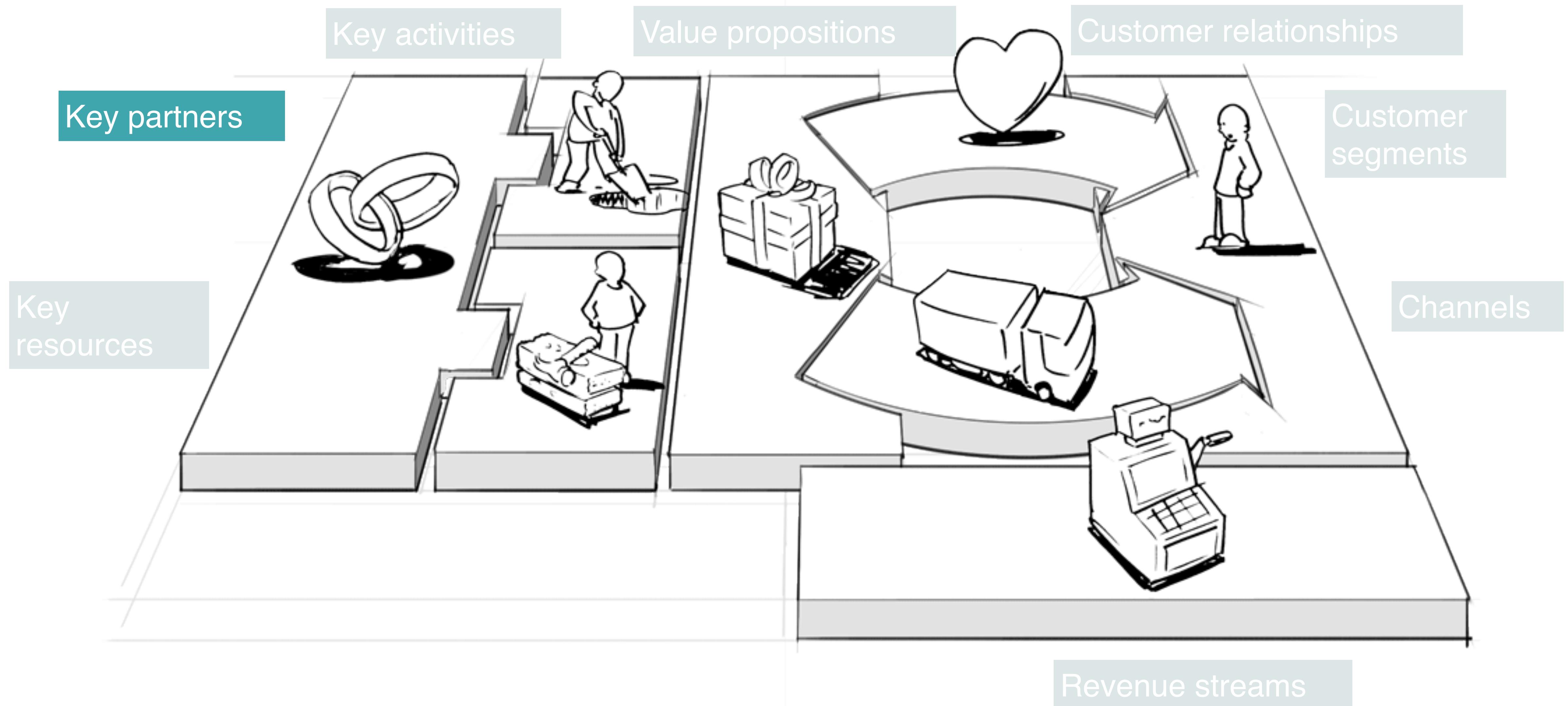
# The business model canvas



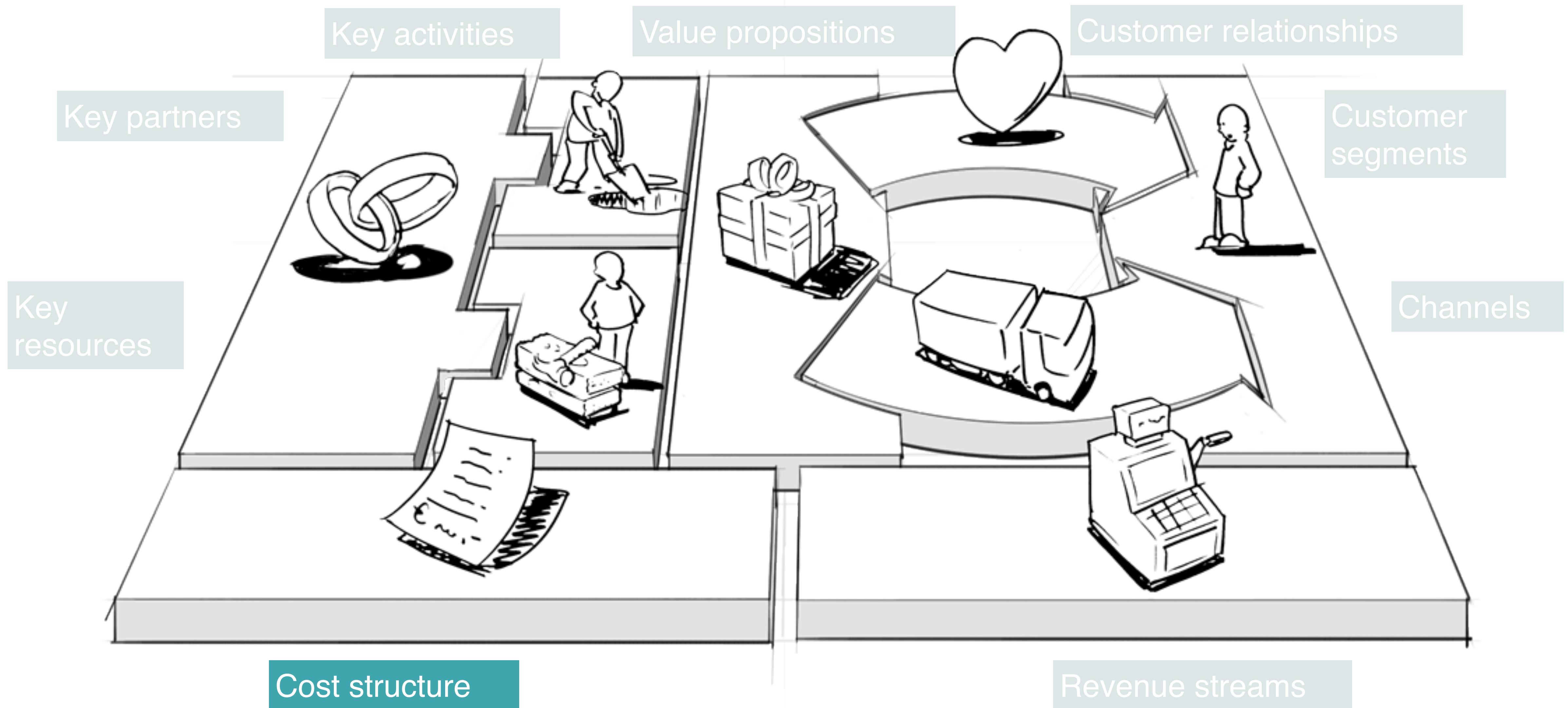
# The business model canvas



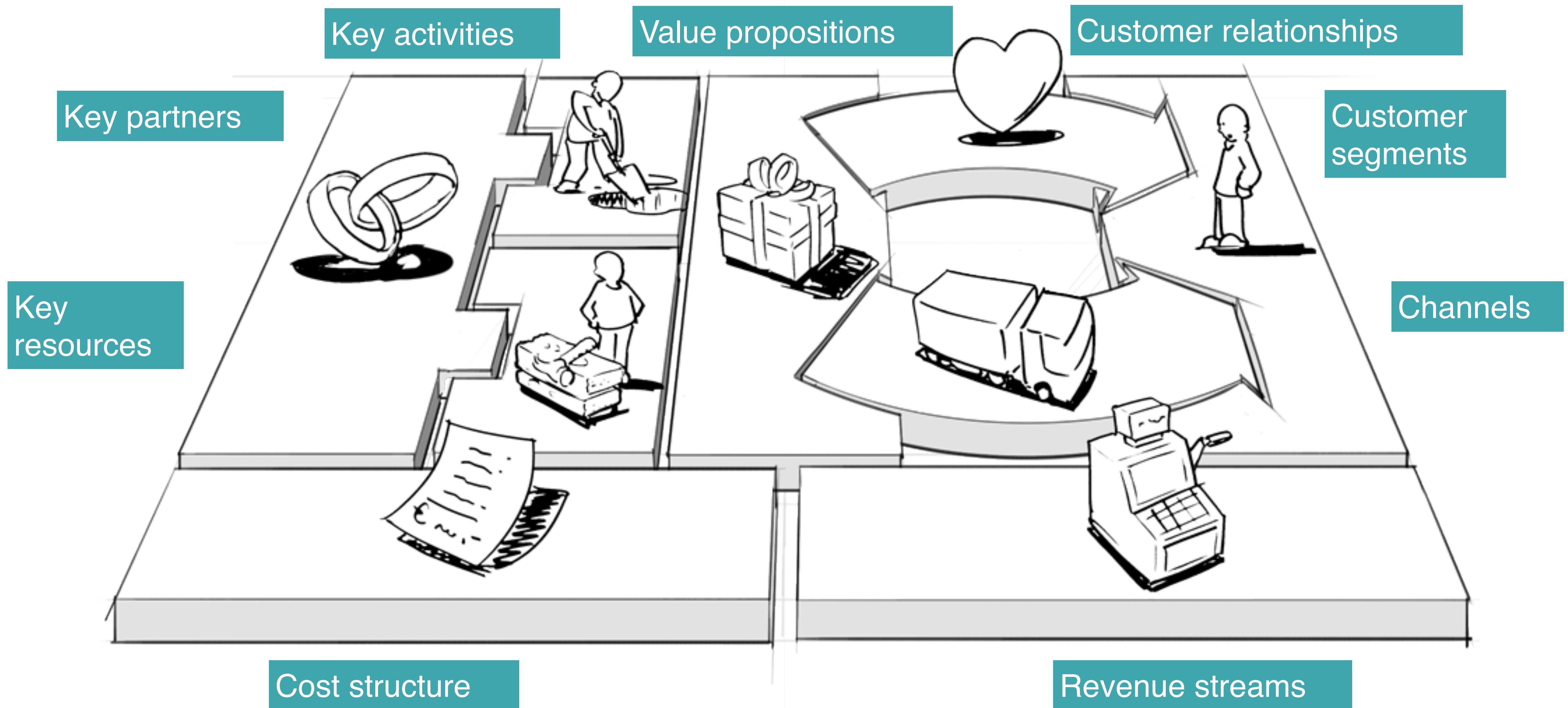
# The business model canvas



# The business model canvas



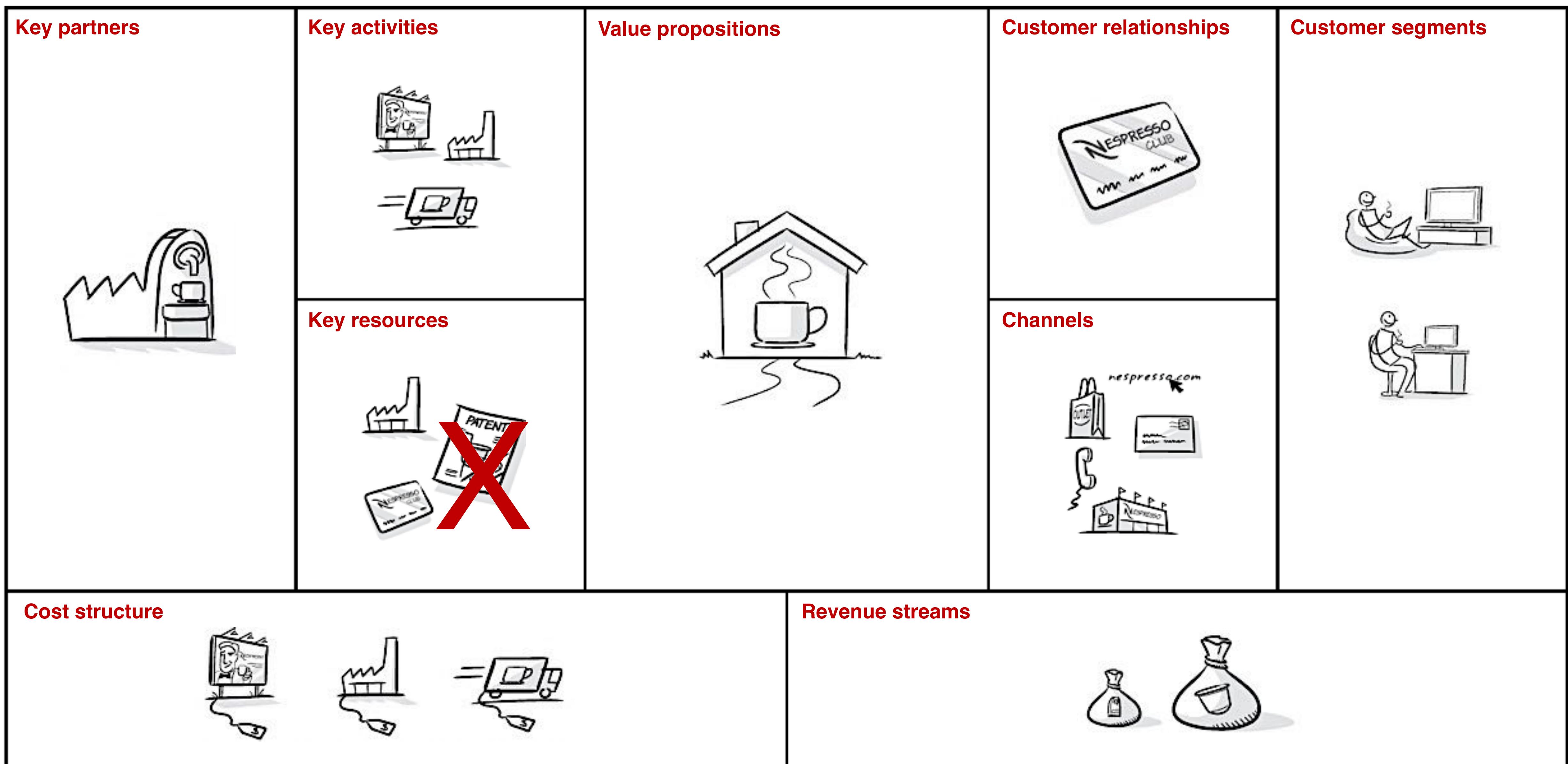
# The business model canvas



# Nespresso



# Nespresso



# Swapfiets

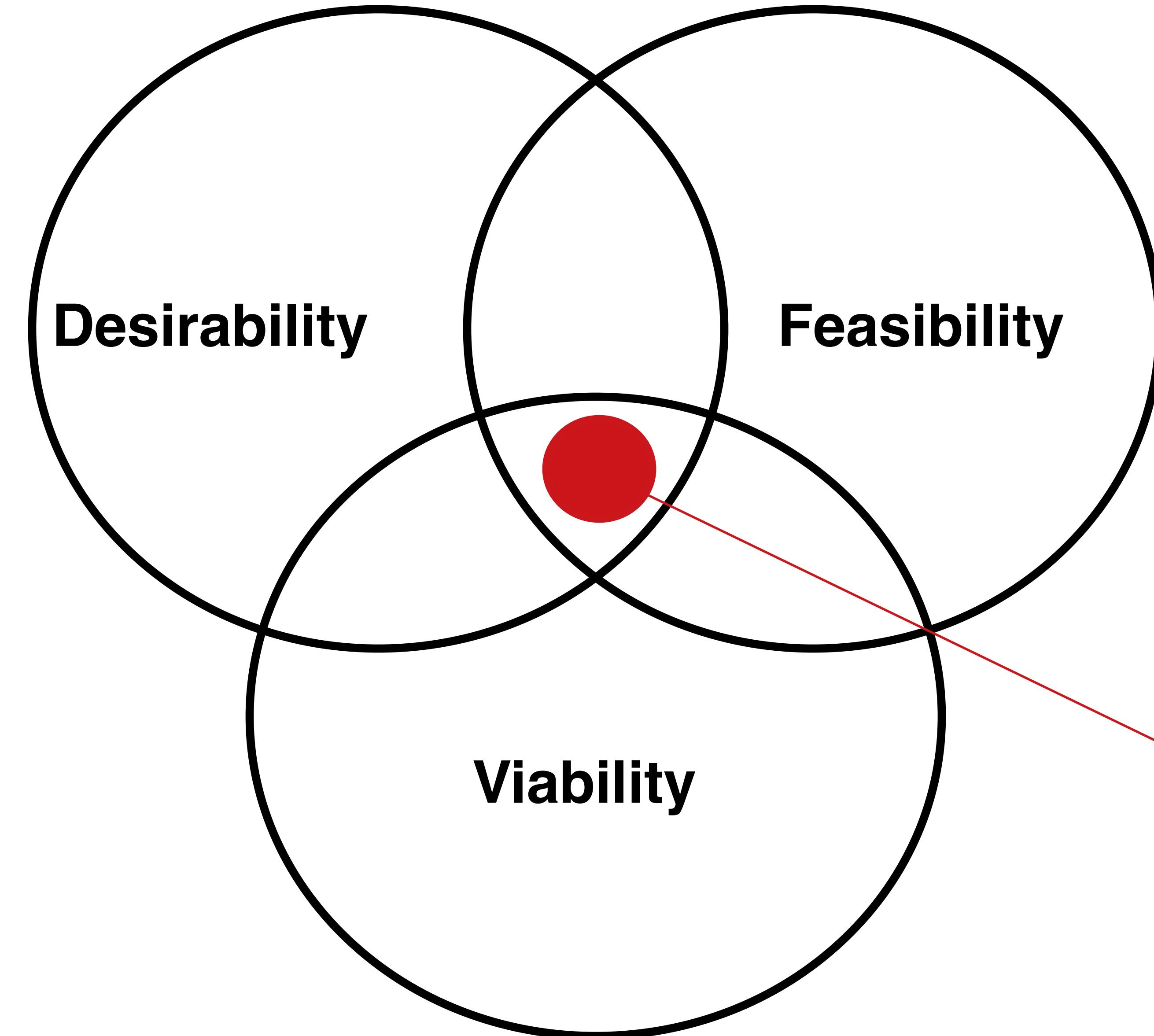


Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 PON (investor)	<b>Key activities</b> <ul style="list-style-type: none"> <li>Swapping and maintaining bikes</li> <li>Design based on usage and customer feedback</li> </ul> <b>Key resources</b> <ul style="list-style-type: none"> <li>Pool of bikes</li> <li>Usage data</li> </ul>	<b>Value propositions</b> <ul style="list-style-type: none"> <li>Never late again</li> <li>Bike that always works</li> <li>Flexibility (no ownership)</li> </ul>	<b>Customer relationships</b> <ul style="list-style-type: none"> <li>We come to you</li> </ul> <b>Channels</b> <ul style="list-style-type: none"> <li>App, phone, FB, WhatsApp</li> <li>Stores and Swappers</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>People in cities</li> <li>Businesses (employees)</li> </ul>
<b>Cost structure</b> <ul style="list-style-type: none"> <li>Assets (bikes)</li> <li>Operations (maintain &amp; repair)</li> </ul>		<b>Revenue streams</b> <ul style="list-style-type: none"> <li>Teams</li> </ul>	 Subscriptions	

# Designing Business models

Think like a designer

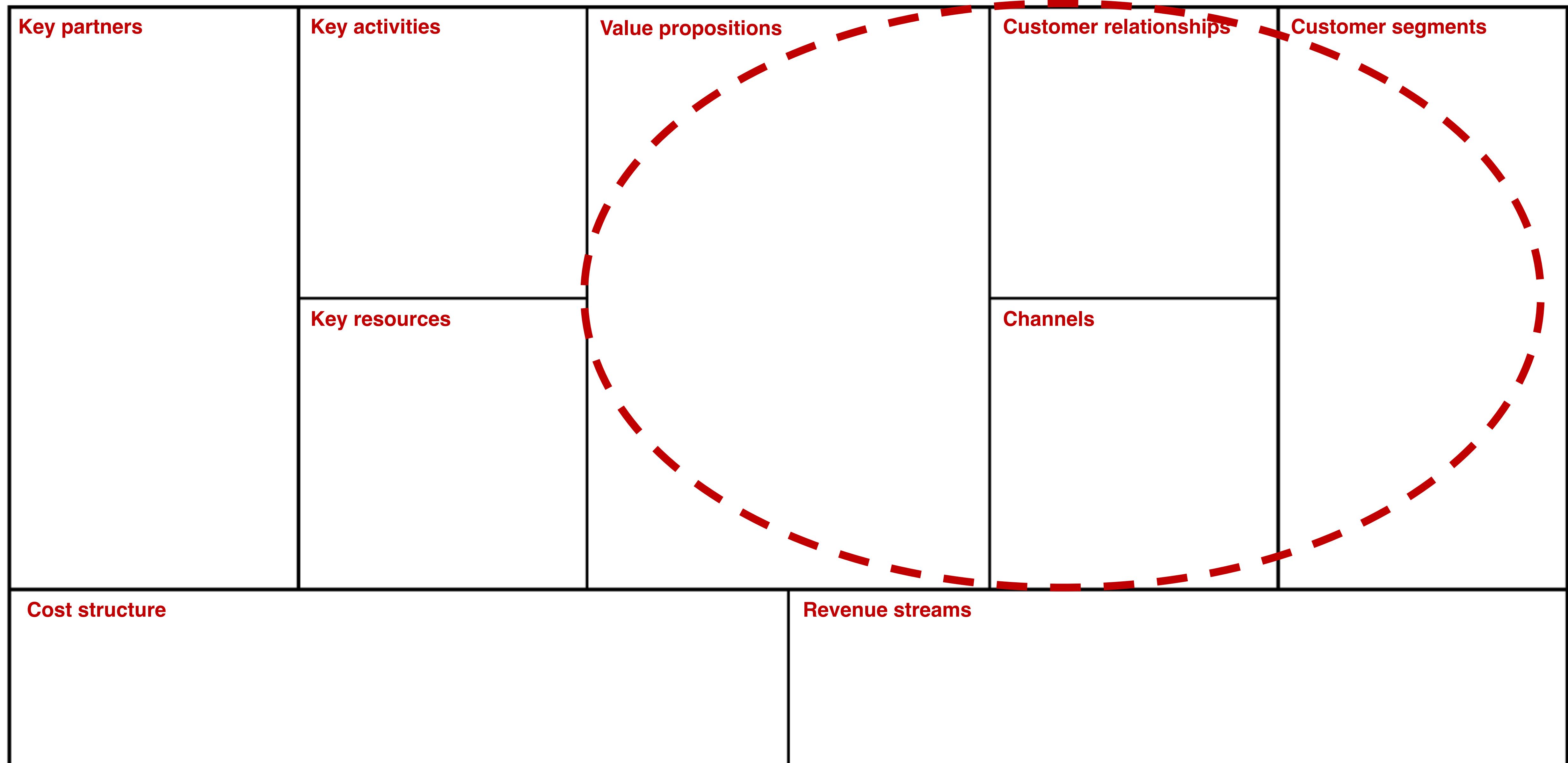


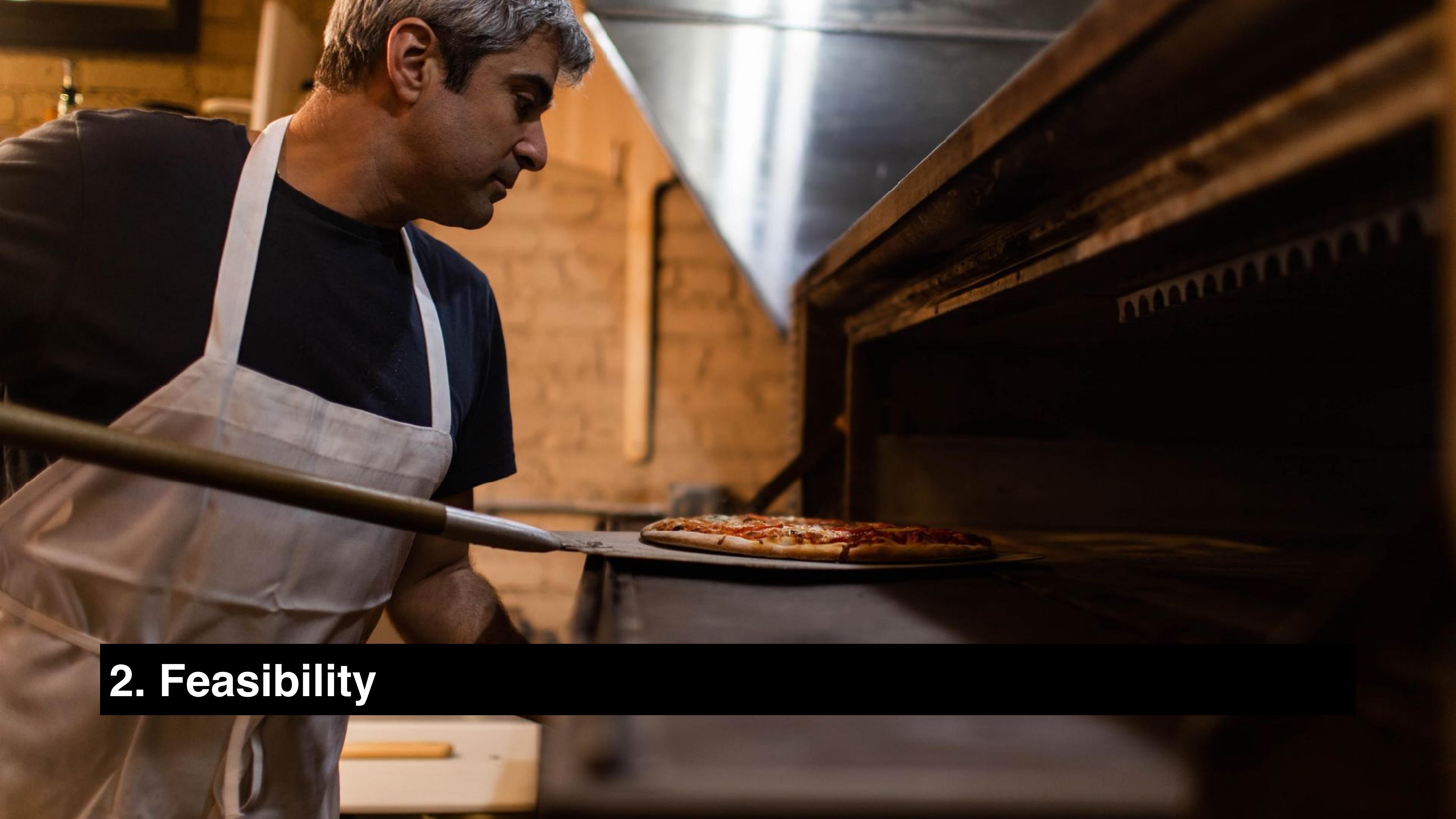


**Innovation**

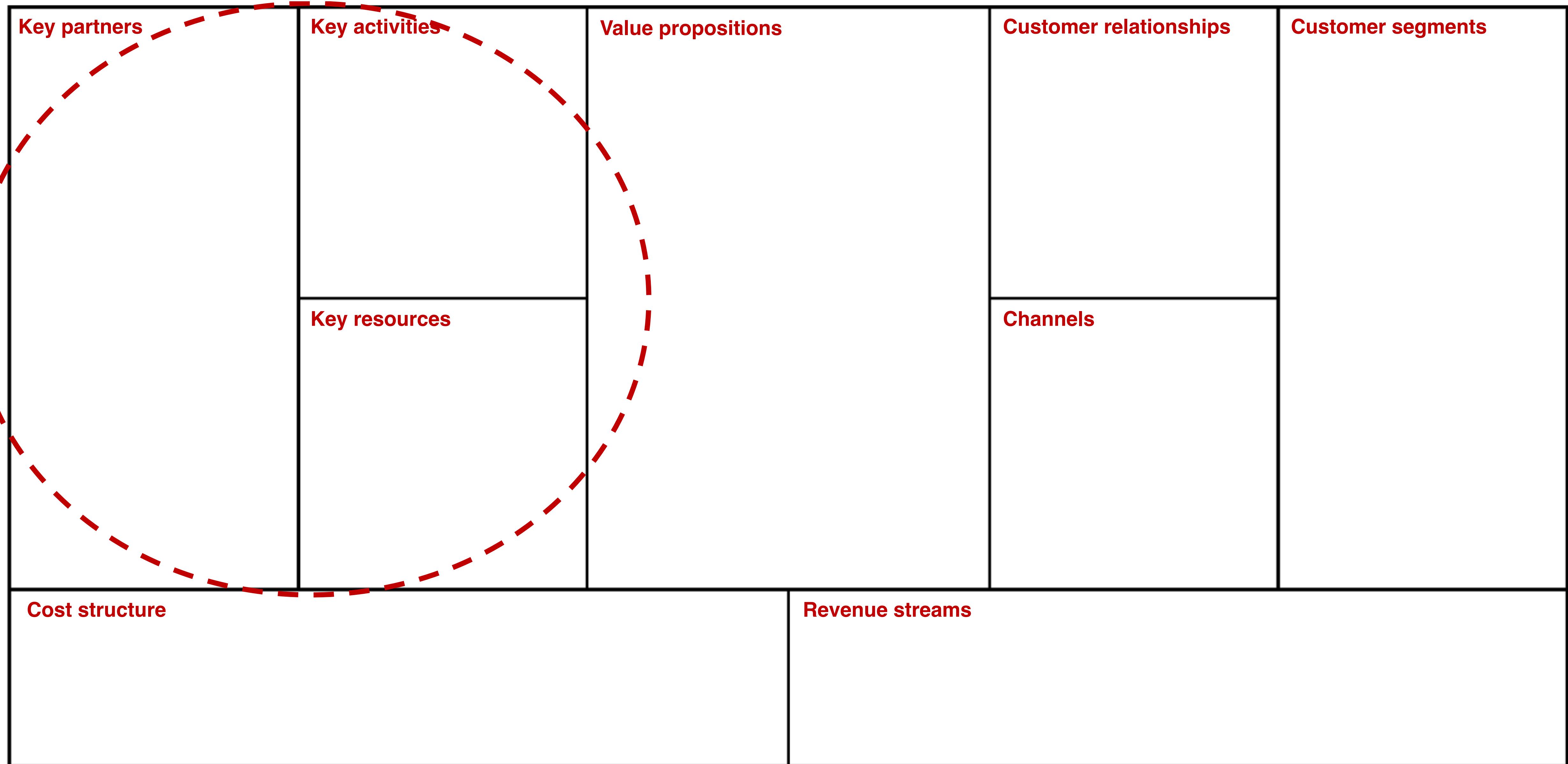
A composite image featuring two women. The woman on the left has dark hair and is wearing a dark t-shirt with the words "THAT'S FINE" partially visible. She is holding a large slice of cheese pizza in front of her face. The woman on the right has long blonde hair and is wearing a grey t-shirt. She is also holding a large slice of cheese pizza in front of her face. Both women are looking directly at the camera through their pizza slices.

# 1. Desirability



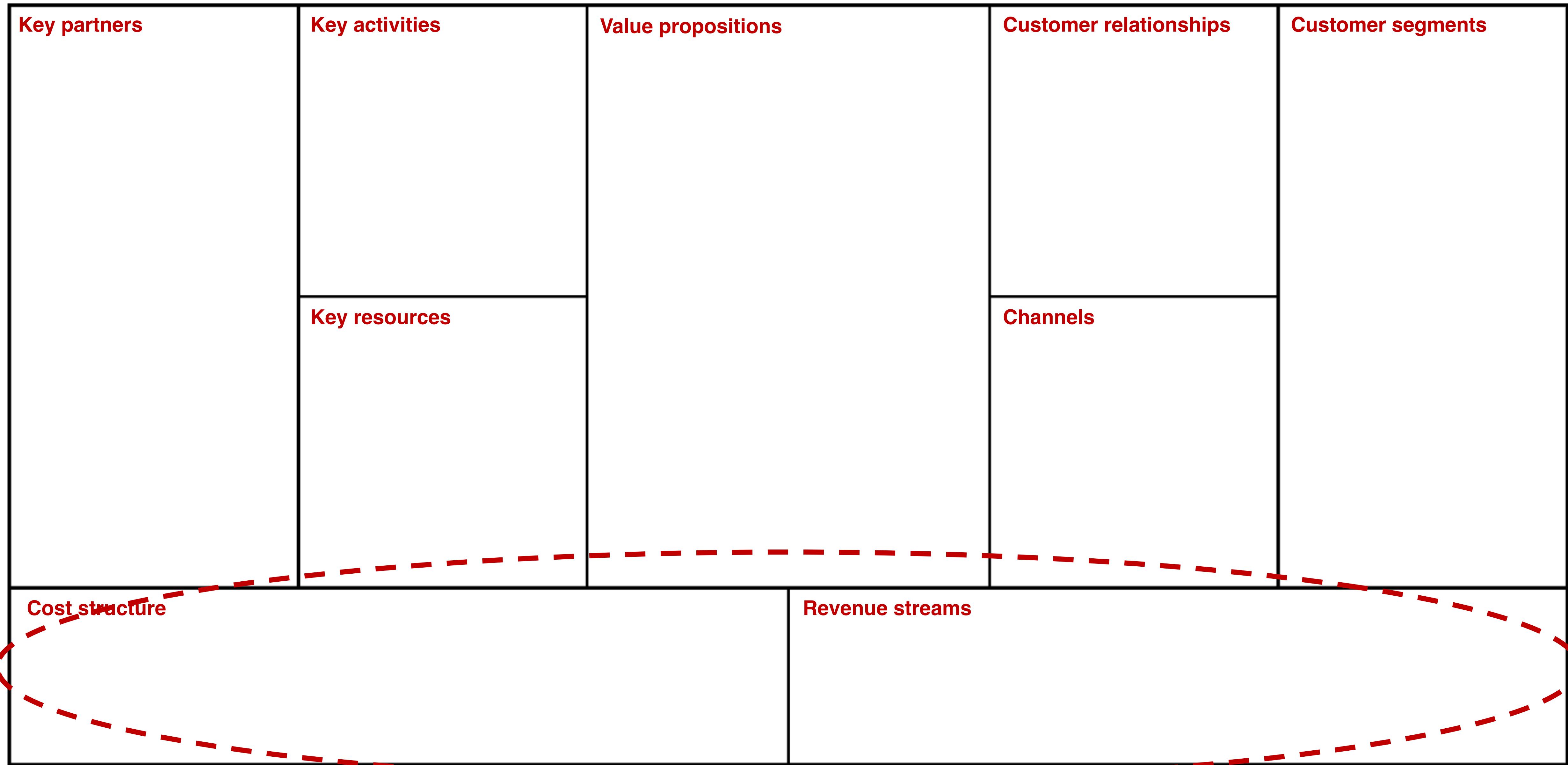


## 2. Feasibility





### 3. Viability



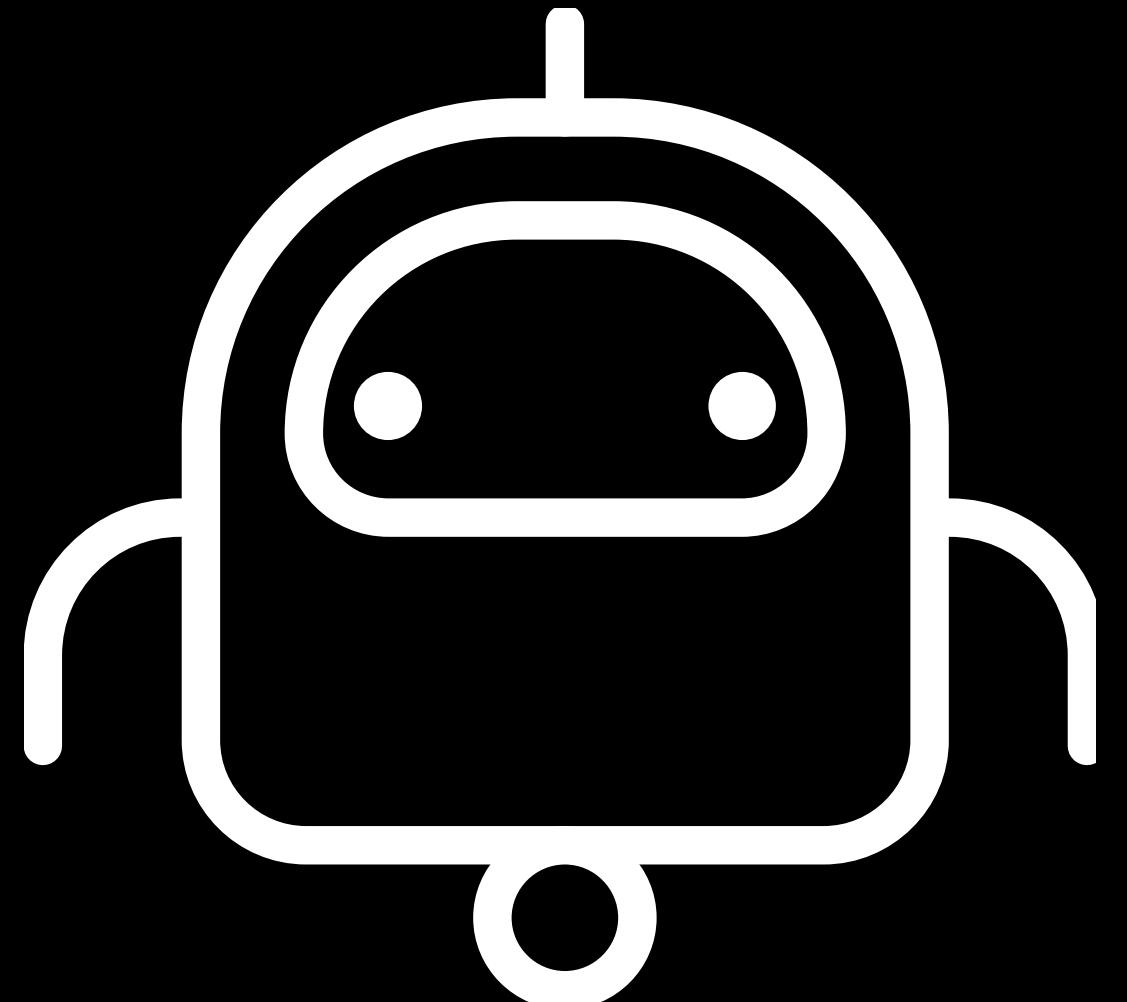
# Readings

- Reading: Chapter 1 of the book Business models generation

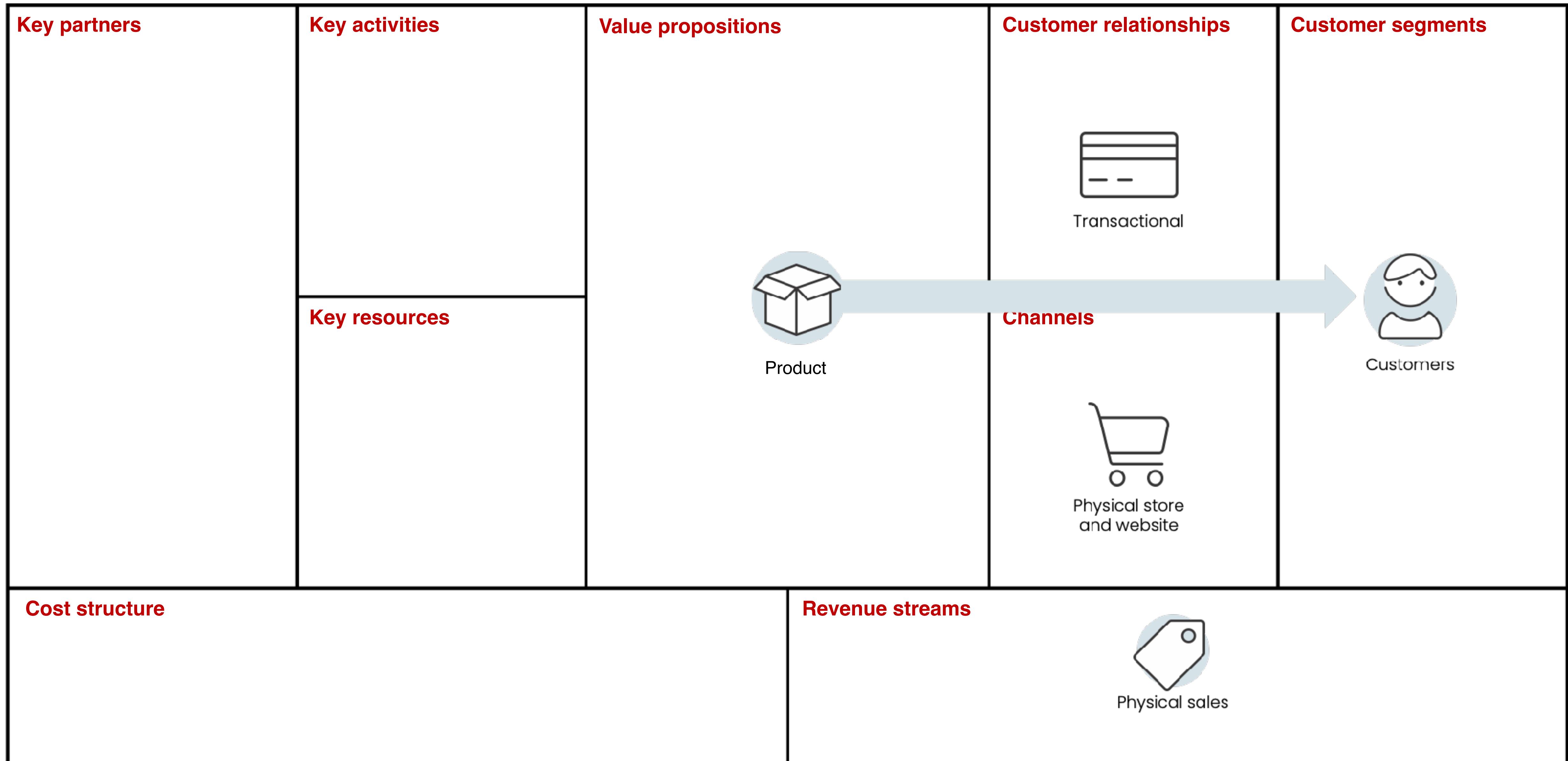
# Lecture 2

- Introduction to business models
- Goal:  
Understanding digital-driven  
business models

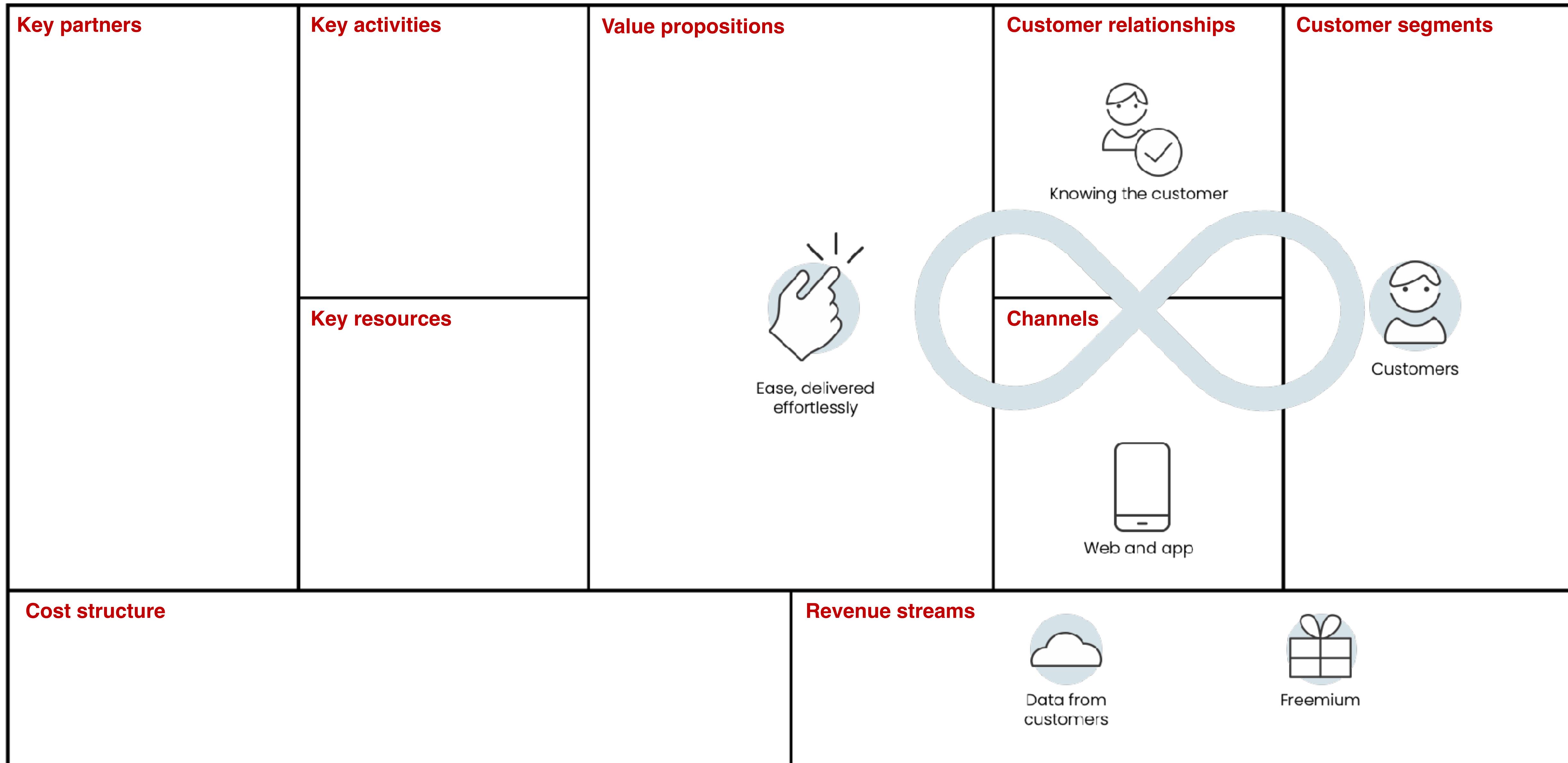
# New technologies emerge



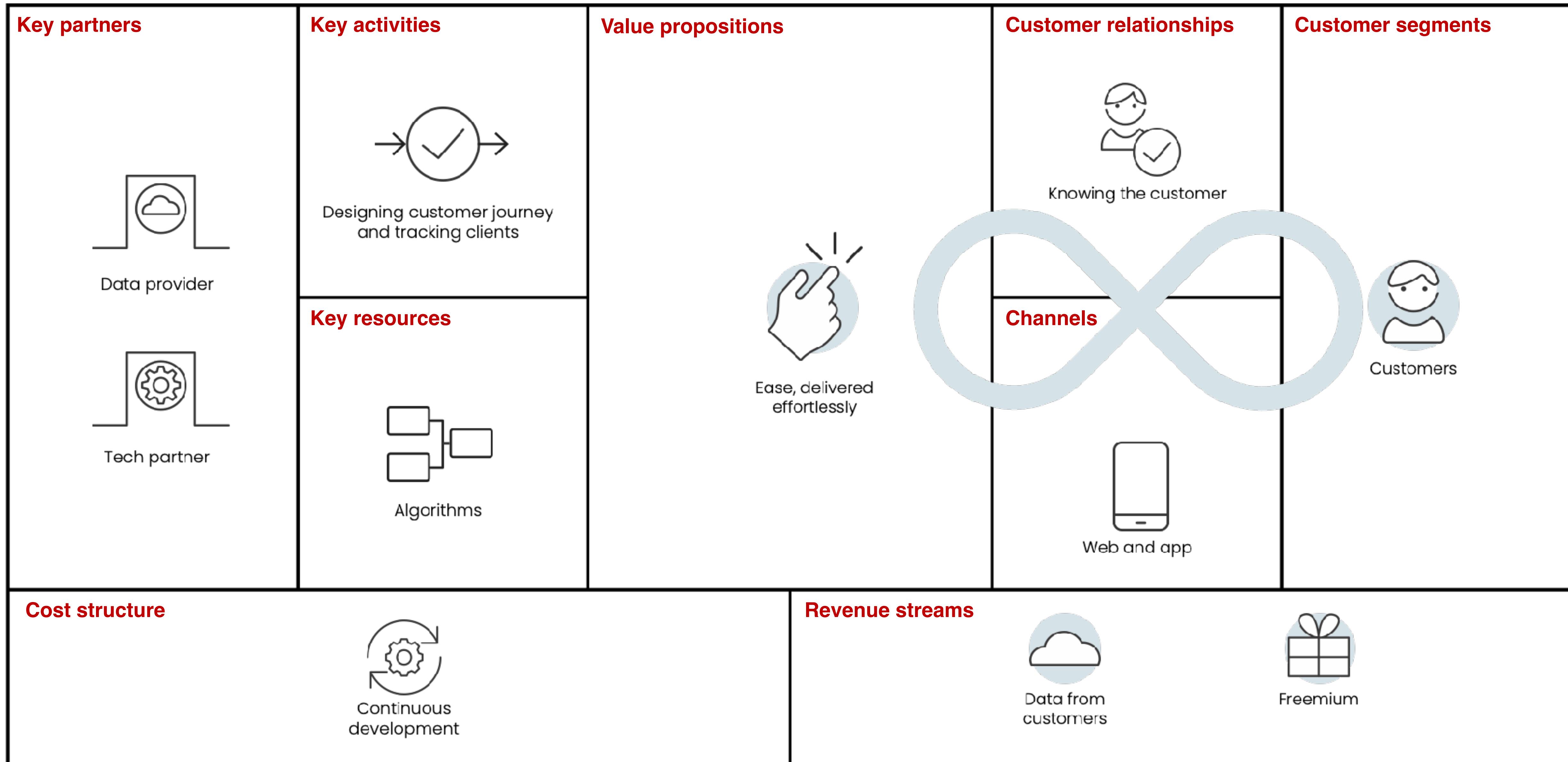
# Physical business model



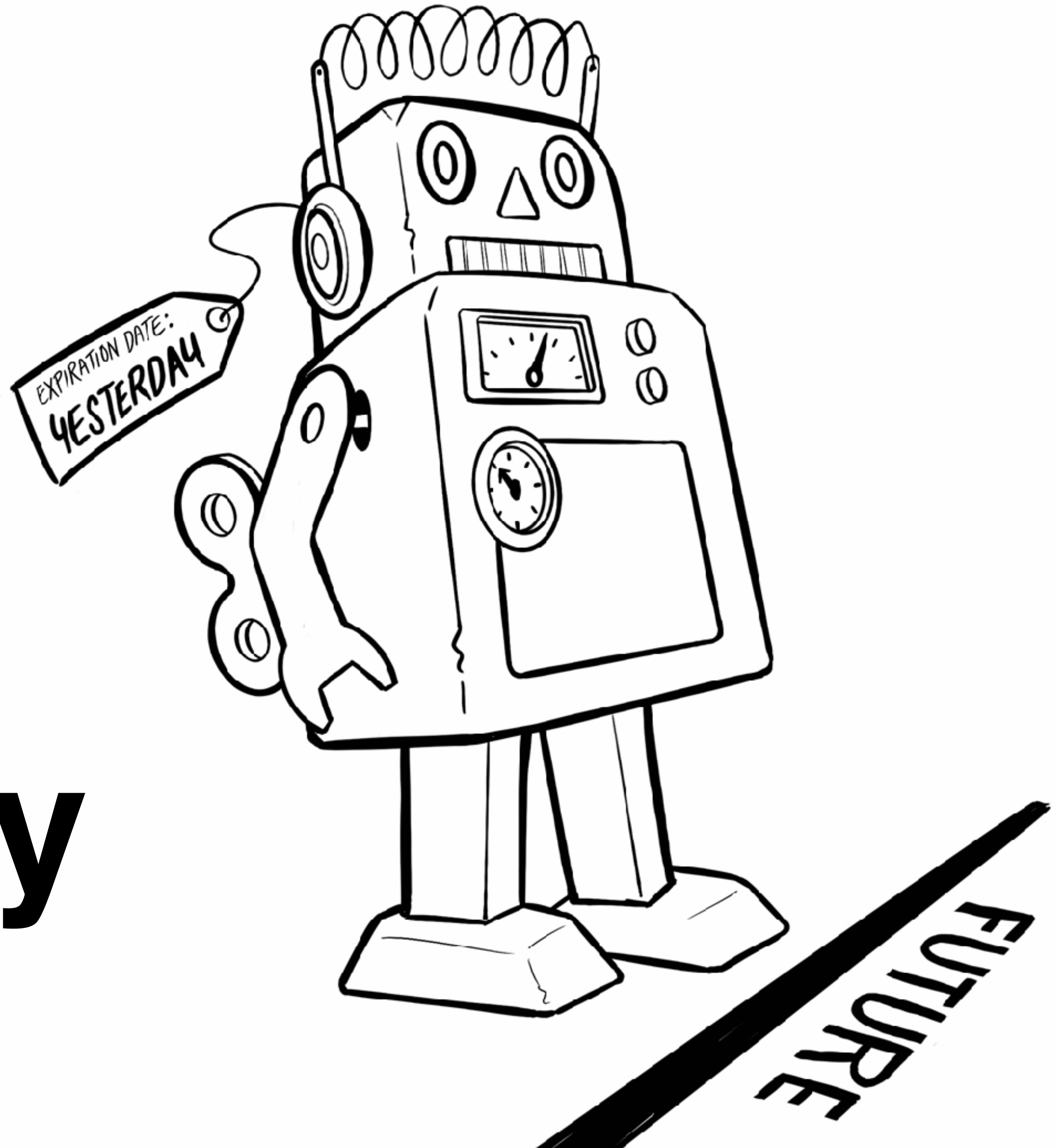
# Digital business model



# Digital business model



**It's not  
about  
shiny  
technology**



# Example



A teacher, a Black woman with short dark hair, is standing in front of a chalkboard in a classroom. She is wearing a white sleeveless top and a dark blue ruched pencil skirt. She is smiling and pointing her right index finger towards the chalkboard. The chalkboard is light green and has several words written on it in white chalk, with their Spanish translations: "Boy - Niño", "Girl - Niña", "Apple - Manzana", "House - Casa", and "Desk - L". In the foreground, the backs of three students' heads are visible: a blonde girl on the left, a brown-haired girl in the center, and a boy with brown hair on the right.

Boy - Niño  
Girl - Niña  
Apple - Manzana  
House - Casa  
Desk - L

1/8<sup>th</sup> people are learning a new language

nish

0

1



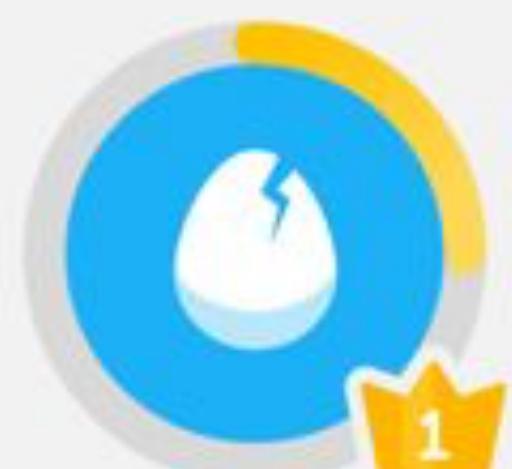
7

12

250

Spanish

3



Basics 1

Level

1

Completed

1/4

START



Basics 1



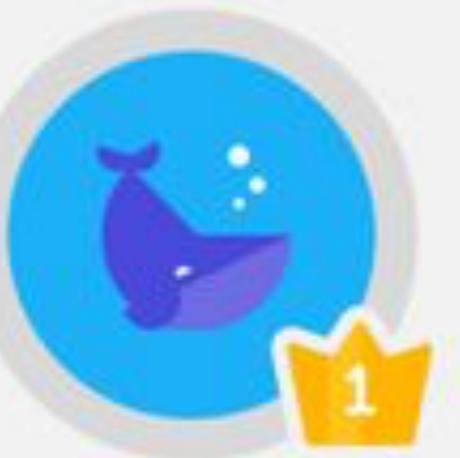
Phrases



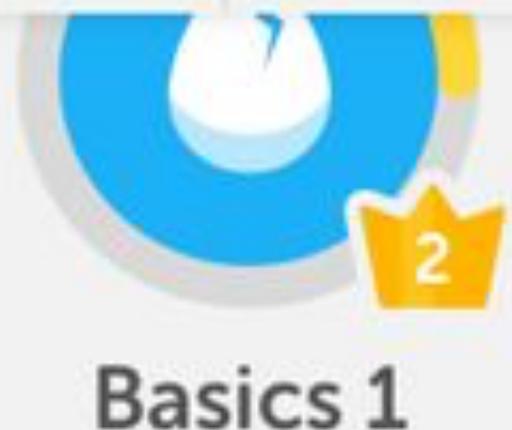
Basics 2



1



1



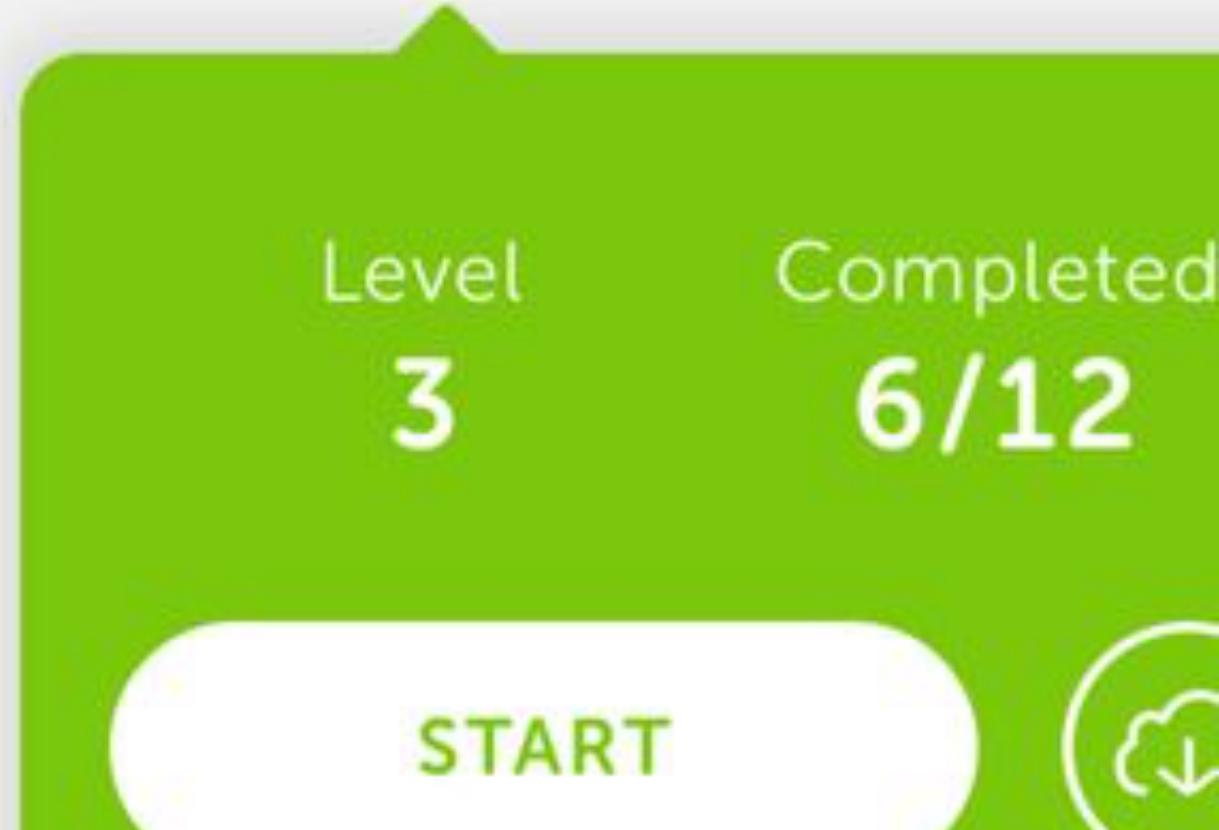
Basics 1



Phrases



Basics 2



Level  
3

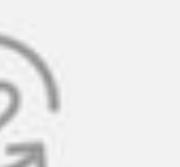
Completed  
6/12

START

Free, fun & effective



LEARN

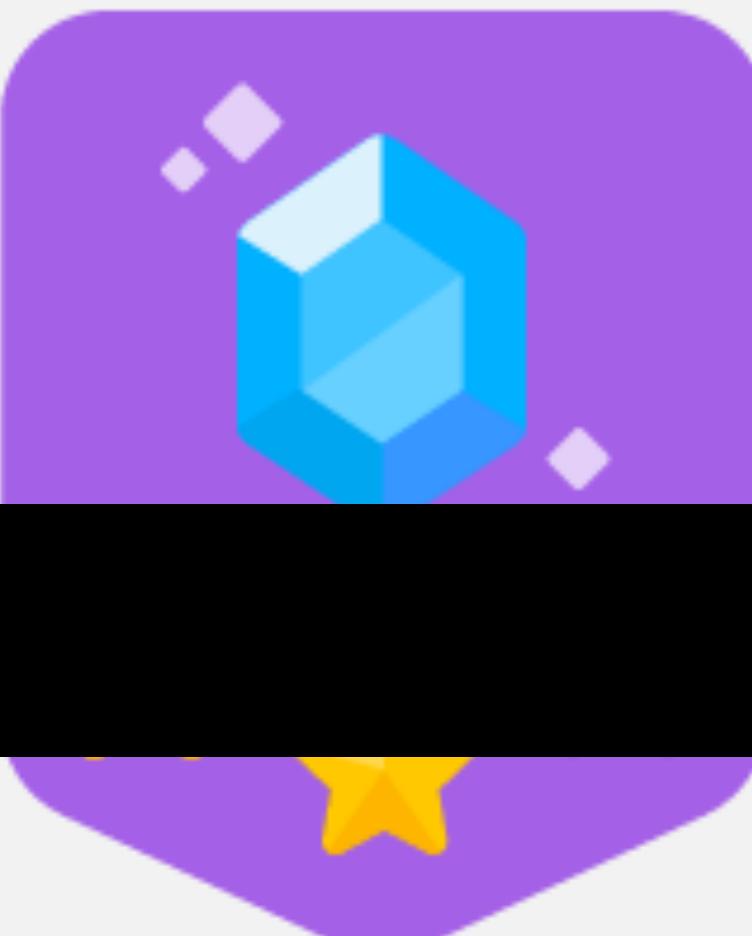
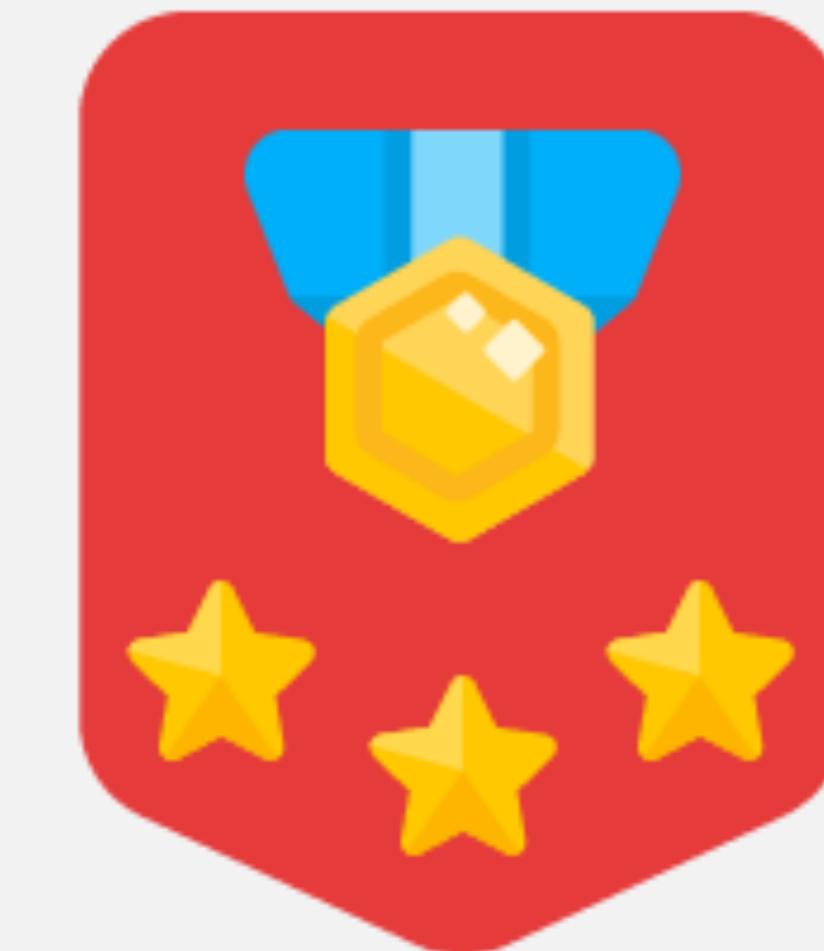
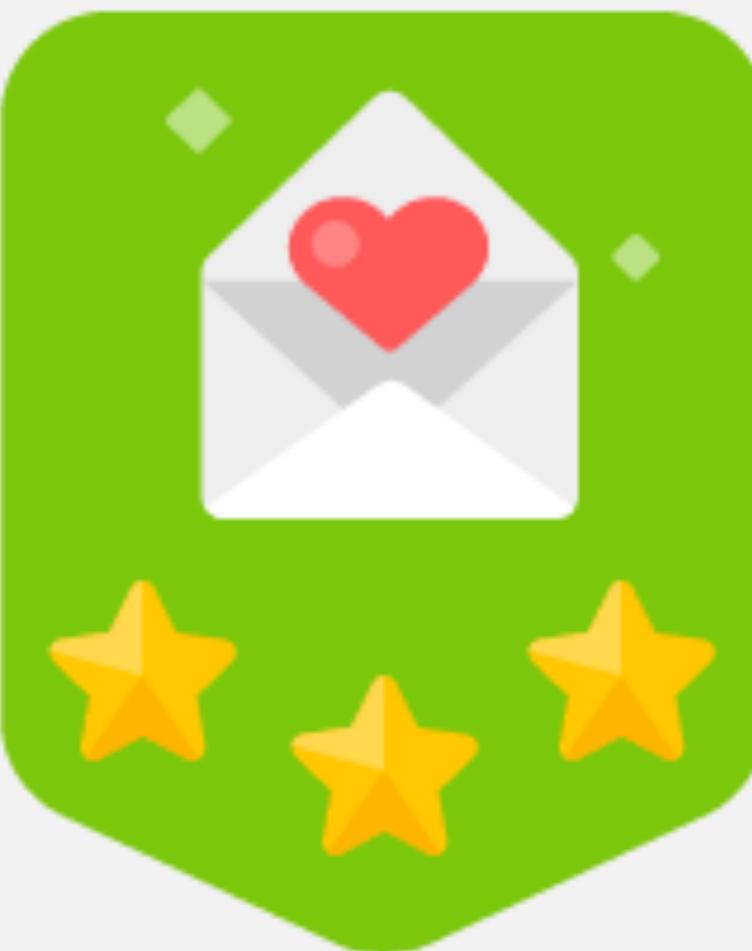


Learn



# Achievements

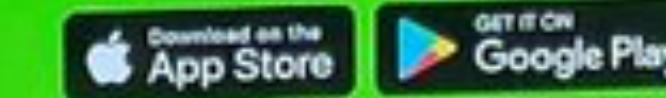
[VIEW](#)



**Badges**



Anywhere, everywhere, for as little as a minute





**Are you a beginner?**

Start here with the Basics



**Not a beginner?**

Try this Placement Test



Basics 2



Phrases

# Personalized tutoring experience



Learn



Practice



Shop

## Take a test to jump ahead!



It takes about 5 minutes, and adapts to your level by getting harder (or easier) based on your answers.

Cancel

Start

Quit

Translate this sentence

A girl

Une fille



You are correct

Continue

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
		 Fun, private bite sized tutoring, where you like		 Learners with a lack of time and money
Key resources		 Support free education	Channels	
Cost structure			Revenue streams	

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		

**Key partners**

**Key activities**

**Value propositions**

**Customer relationships**

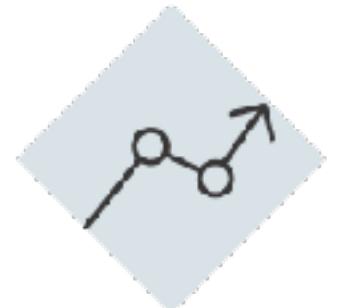
**Customer segments**



Fun, private bite sized  
tutoring, where you like



Support  
free education



Classroom system  
with progress tracking



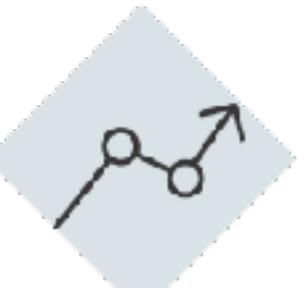
Learners with a lack  
of time and money

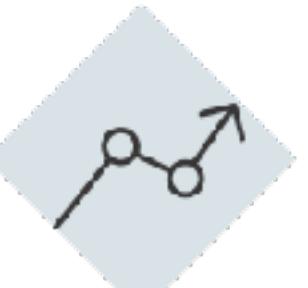
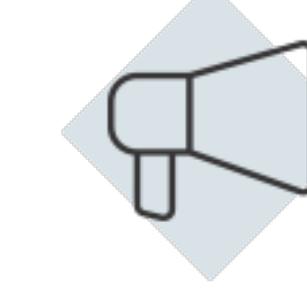


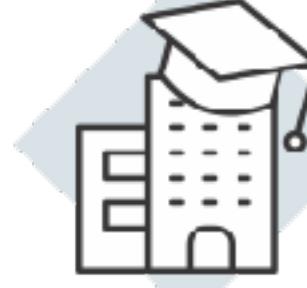
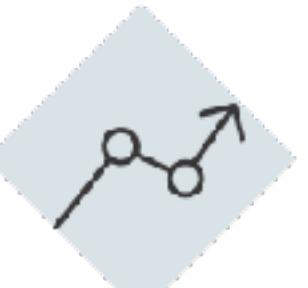
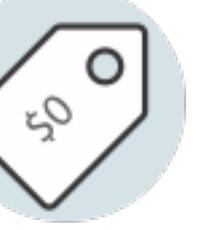
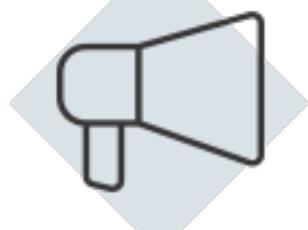
Schools and  
governments

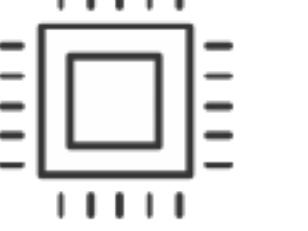
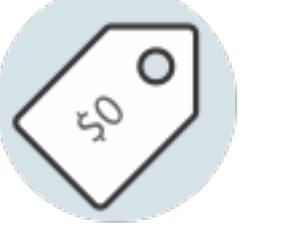
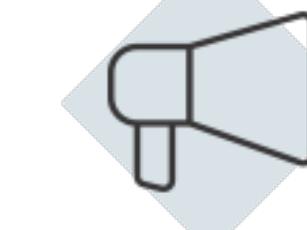
**Cost structure**

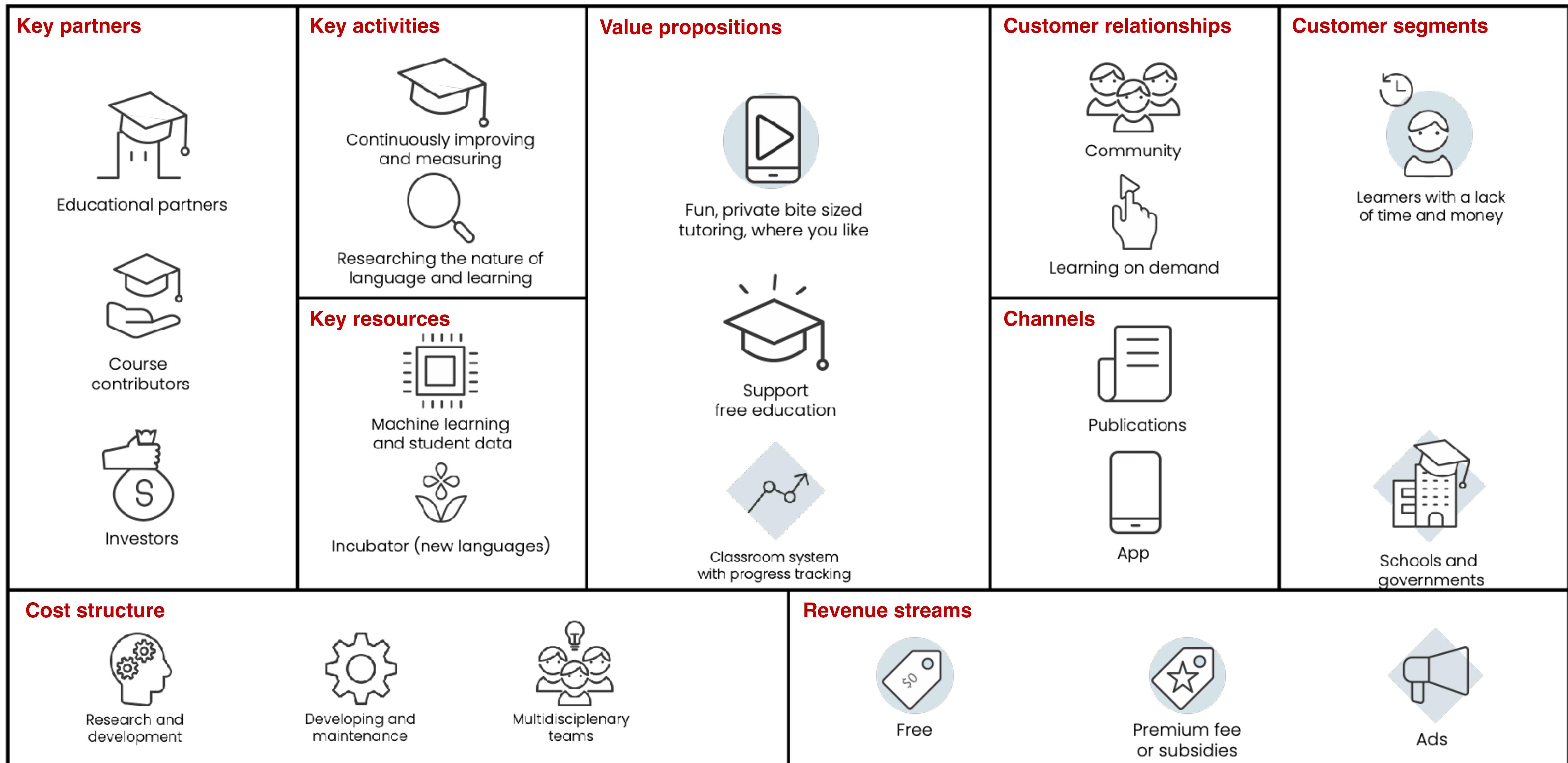
**Revenue streams**

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		
		 Fun, private bite sized tutoring, where you like  Support free education  Classroom system with progress tracking	 Community  Learning on demand	 Learners with a lack of time and money

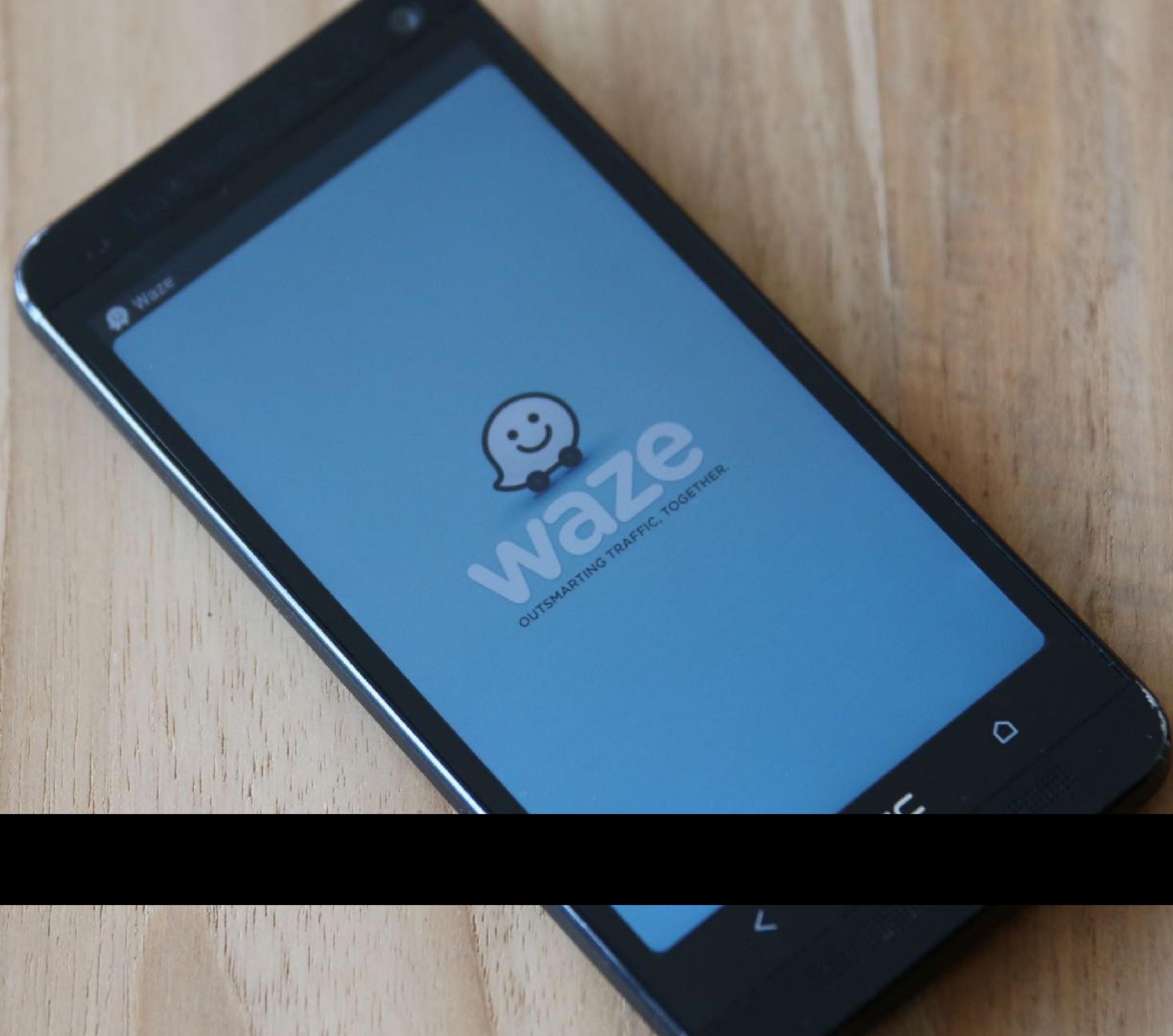
Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		
		 Fun, private bite sized tutoring, where you like  Support free education  Classroom system with progress tracking	 Community  Learning on demand  Publications  App	 Learners with a lack of time and money  Schools and governments  Ads

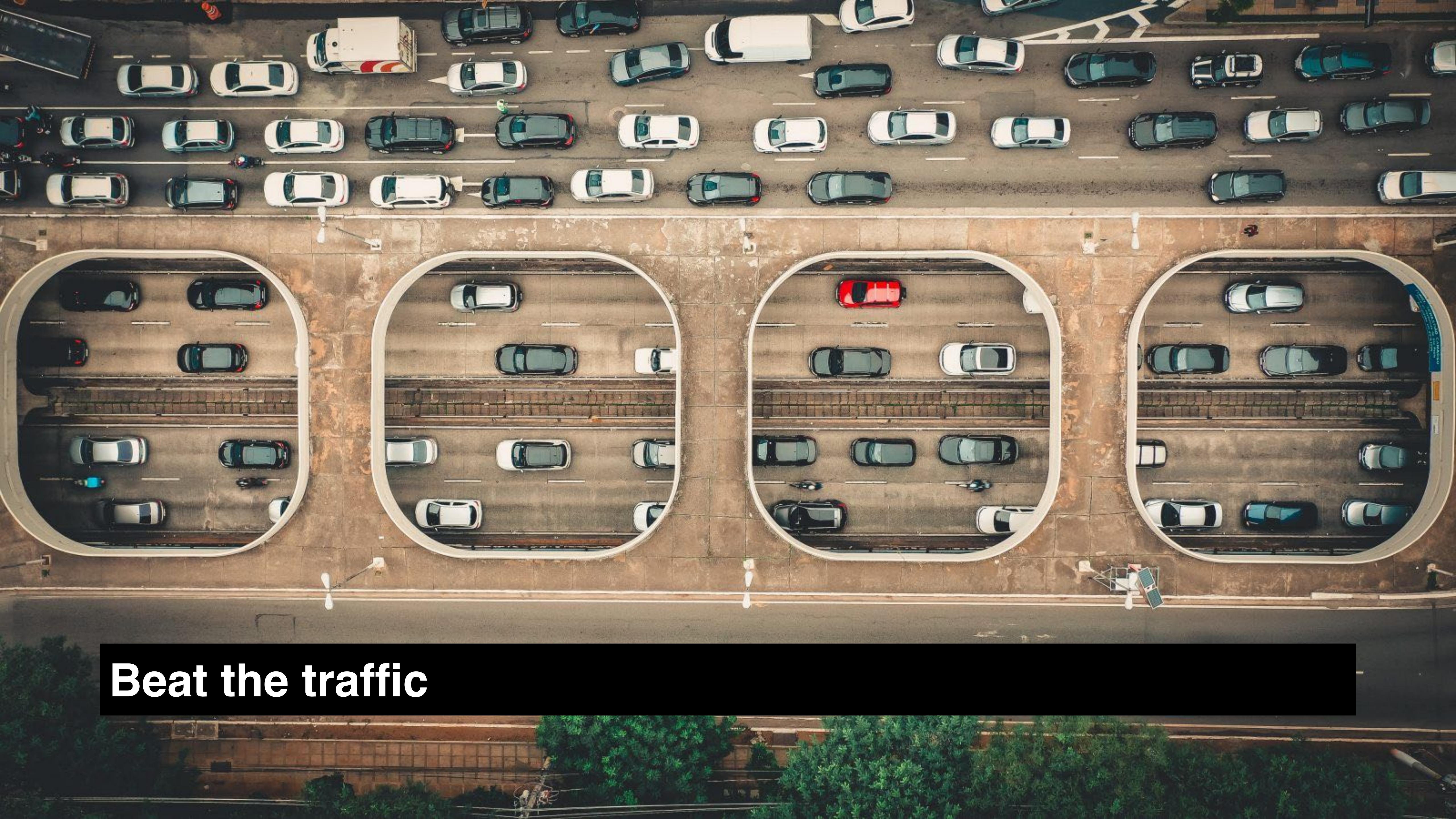
Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Educational partners		 Fun, private bite sized tutoring, where you like	 Community	 Learners with a lack of time and money
Key resources		Channels		
 Course contributors		 Support free education	 Publications	 Schools and governments
 Investors		 Classroom system with progress tracking	 App	
Cost structure	Revenue streams			
	 Free		 Premium fee or subsidies	 Ads

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Educational partners	 Continuously improving and measuring	 Fun, private bite sized tutoring, where you like	 Community	 Learners with a lack of time and money
 Course contributors	 Researching the nature of language and learning		 Learning on demand	
 Investors	<b>Key resources</b> <ul style="list-style-type: none"> <li> Machine learning and student data</li> <li> Incubator (new languages)</li> </ul>	 Support free education	<b>Channels</b> <ul style="list-style-type: none"> <li> Publications</li> <li> App</li> </ul>	 Schools and governments
<b>Cost structure</b>		<b>Revenue streams</b> <ul style="list-style-type: none"> <li> Free</li> <li> Premium fee or subsidies</li> <li> Ads</li> </ul>		



**Waze app**





Beat the traffic



Waze community



Wyton Ln

Denslowe Dr



ford Dr



Esterio Ave

Al



erly St

Byxbee St

Shields St



Arch St



Sargent St



Monticello St

Ralston St

Lupinoro Corra Blvd

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		



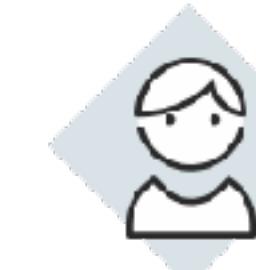
Best real-time route



Save time & money (carpooling)



Drivers



Riders

Cost structure

Revenue streams

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		

Key partners

Key activities

Value propositions

Customer relationships

Customer segments



Best real-time route



Save time & money (carpooling)



Beating traffic together  
115 million users

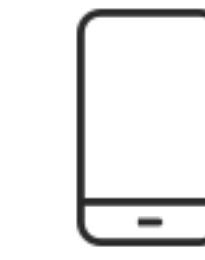


Drivers



Riders

Key resources



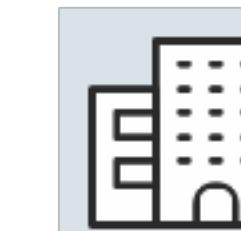
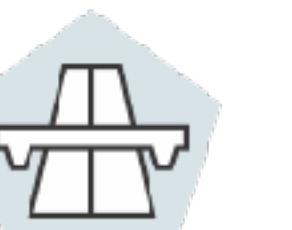
App

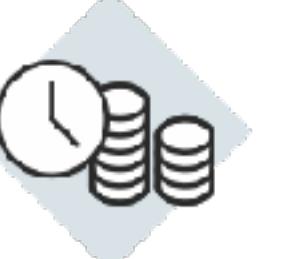
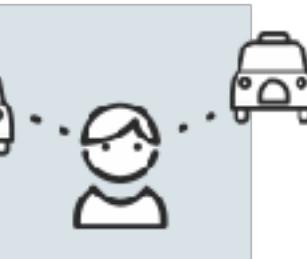
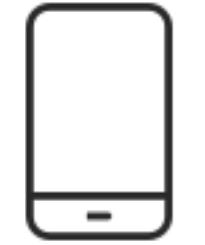
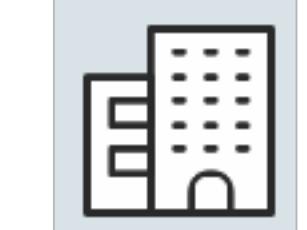
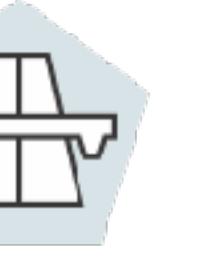
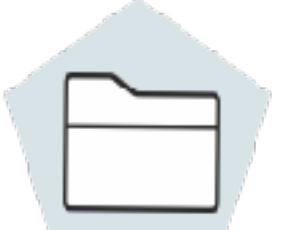
Cost structure

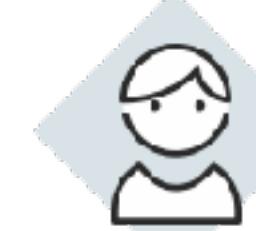
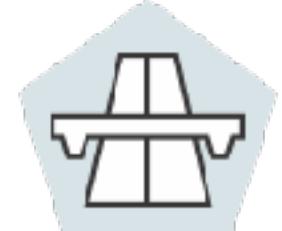
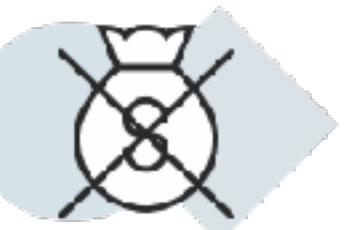
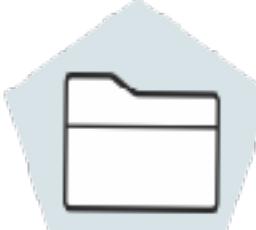


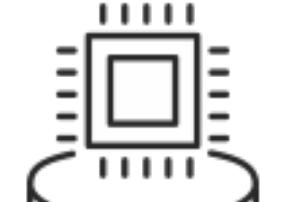
Free

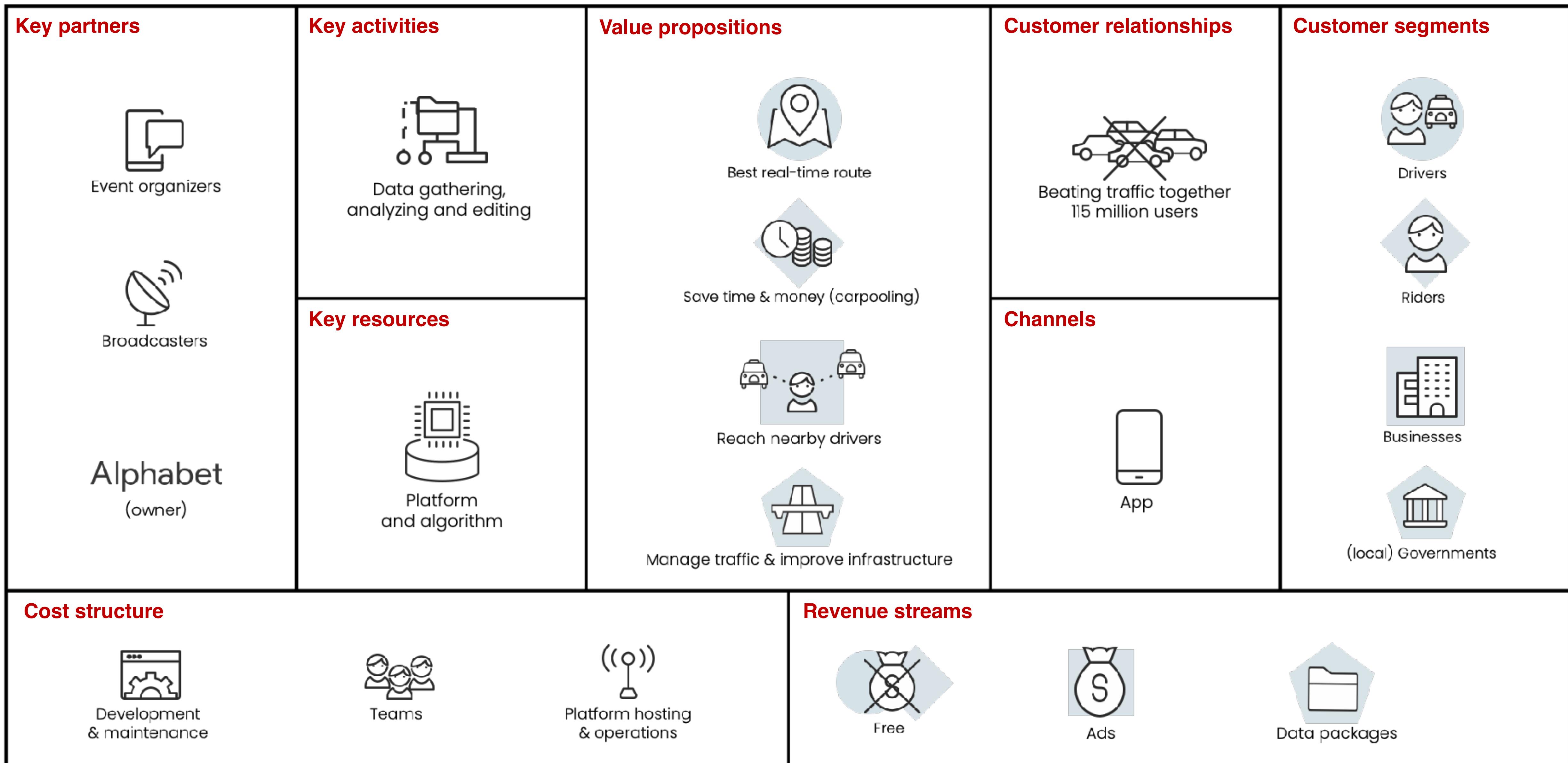
Revenue streams

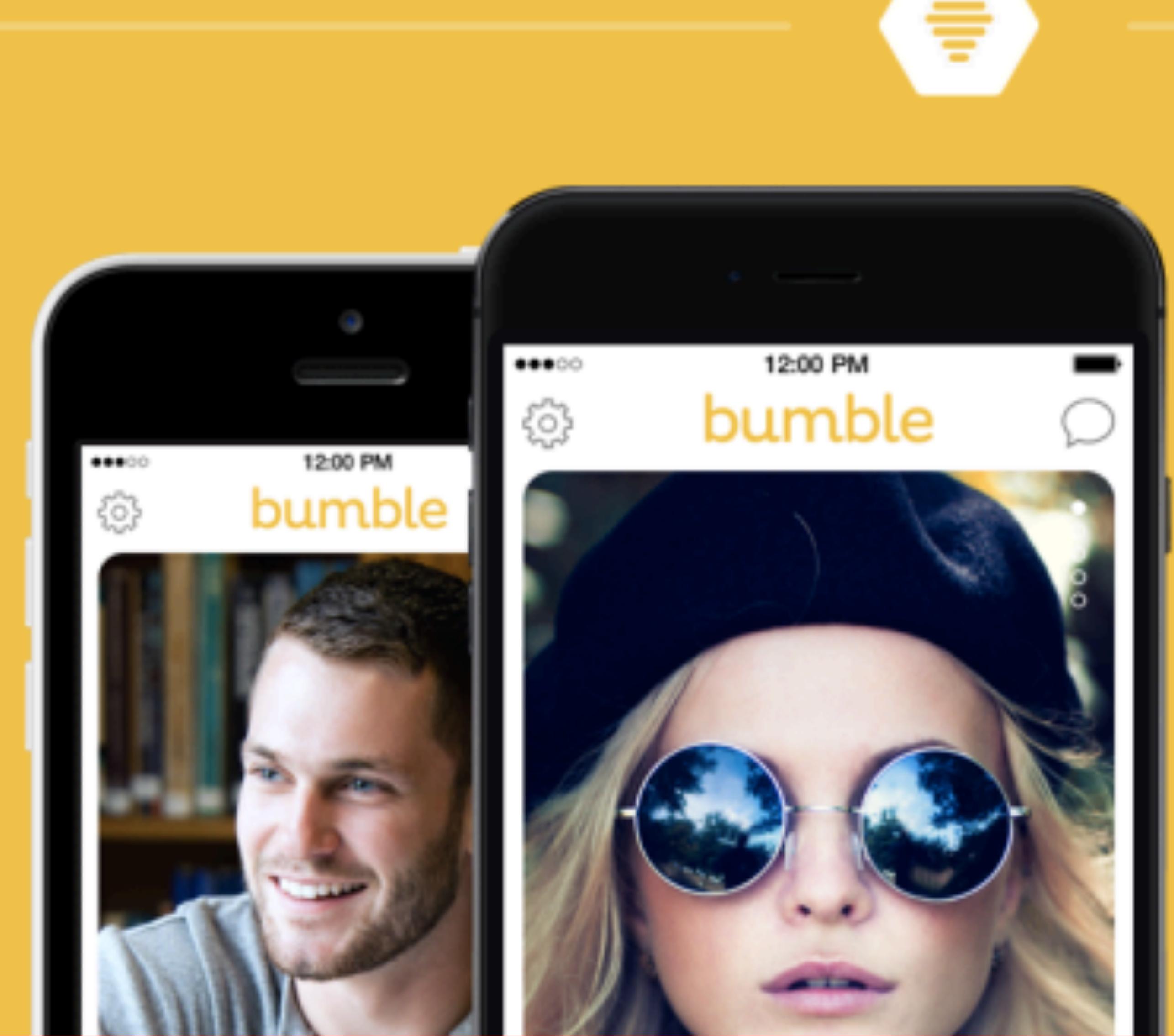
Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Key resources			Channels	
Cost structure		Revenue streams		
		 Best real-time route	 Beating traffic together 115 million users	 Drivers
		 Save time & money (carpooling)		 Riders
		 Reach nearby drivers	 App	 Businesses
		 Manage traffic & improve infrastructure		 (local) Governments
		 Free		

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
		 Best real-time route	 Beating traffic together 115 million users	 Drivers
Key resources		 Save time & money (carpooling)	Channels	
		 Reach nearby drivers	 App	 Businesses
		 Manage traffic & improve infrastructure		 (local) Governments
Cost structure		Revenue streams		
		 Free	 Ads	 Data packages

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Event organizers		 Best real-time route	 Beating traffic together 115 million users	 Drivers
 Broadcasters		 Save time & money (carpooling)		 Riders
Alphabet (owner)	<b>Key resources</b>	 Reach nearby drivers	<b>Channels</b>	 Businesses
		 Manage traffic & improve infrastructure	 App	 (local) Governments
<b>Cost structure</b>		<b>Revenue streams</b>		
		 Free	 Ads	 Data packages

Key partners	Key activities	Value propositions	Customer relationships	Customer segments	
 Event organizers	 Data gathering, analyzing and editing	 Best real-time route	 Beating traffic together 115 million users	 Drivers	
 Broadcasters	<b>Key resources</b>	 Save time & money (carpooling)	<b>Channels</b>	 Riders	
Alphabet (owner)		 Platform and algorithm		 App	
<b>Cost structure</b>		<b>Revenue streams</b>			
		 Free	 Ads	 Data packages	





# bumble

Some things are just  
meant to bee.

Coming Soon!

Dating app (un)like Tinder



Founded Whitney Wolfe



**She was on the founding team of Tinder**

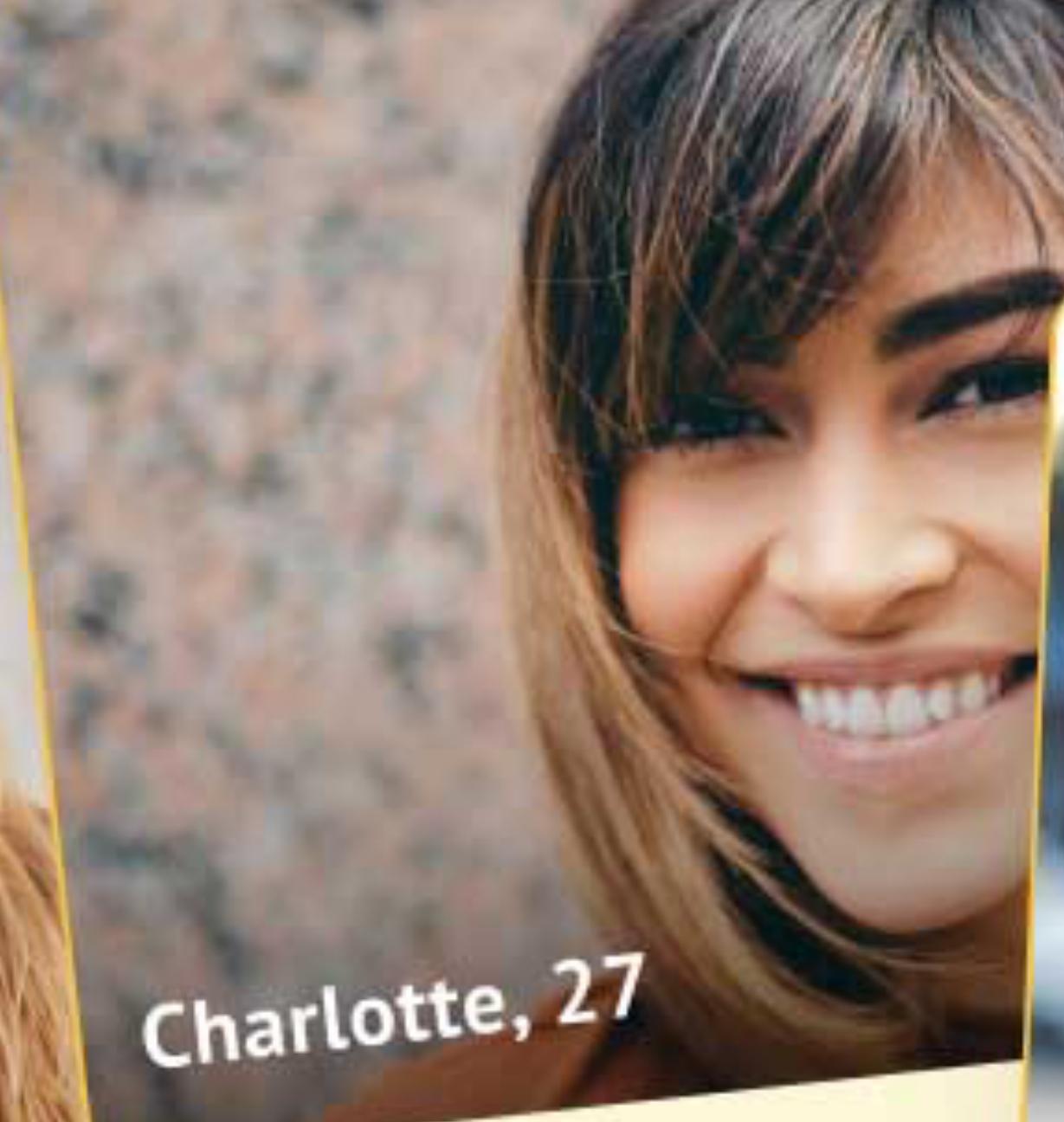
Bumble envisions a world free  
of misogyny, where all  
relationships are equal



Jess, 24

Songs that describe my

- Hakuna Matata



Charlotte, 27

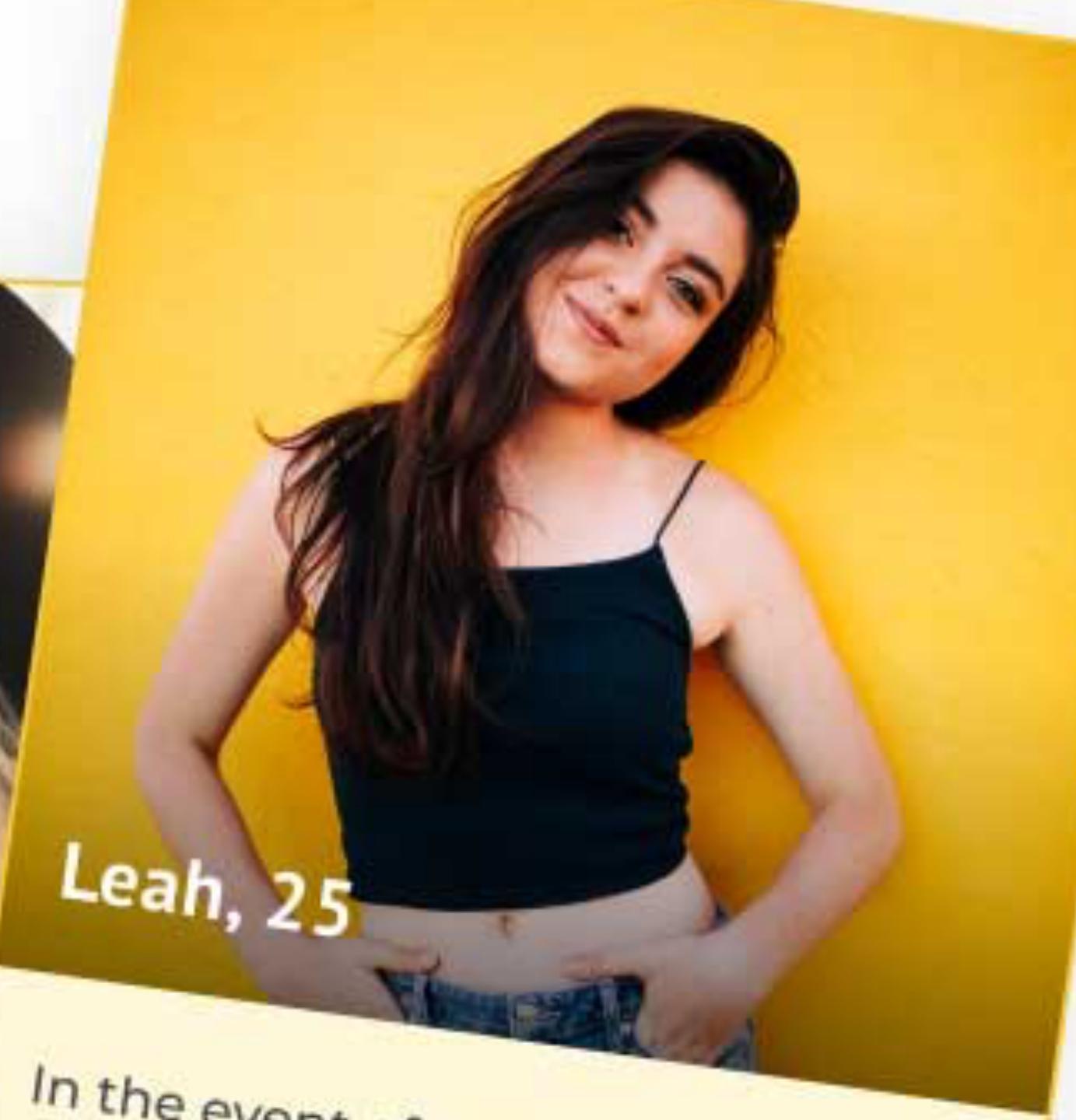
The smell of the air outside a  
rains, Nerds rope, bouldering,  
roadtrips with no set destin  
stand up comedy, yoga



Jules, 29

unpopular opinions...

memory foam is extremely  
uncomfortable. snakes make  
people sick.



Leah, 25

In the event of a zombie  
apocalypse, I'd immediately seek  
them out and get myself turned,  
and quickly work my way up to be  
the leader of the zombie race.

I've been low key preparing for this  
my whole life.

## A place where women feel safe

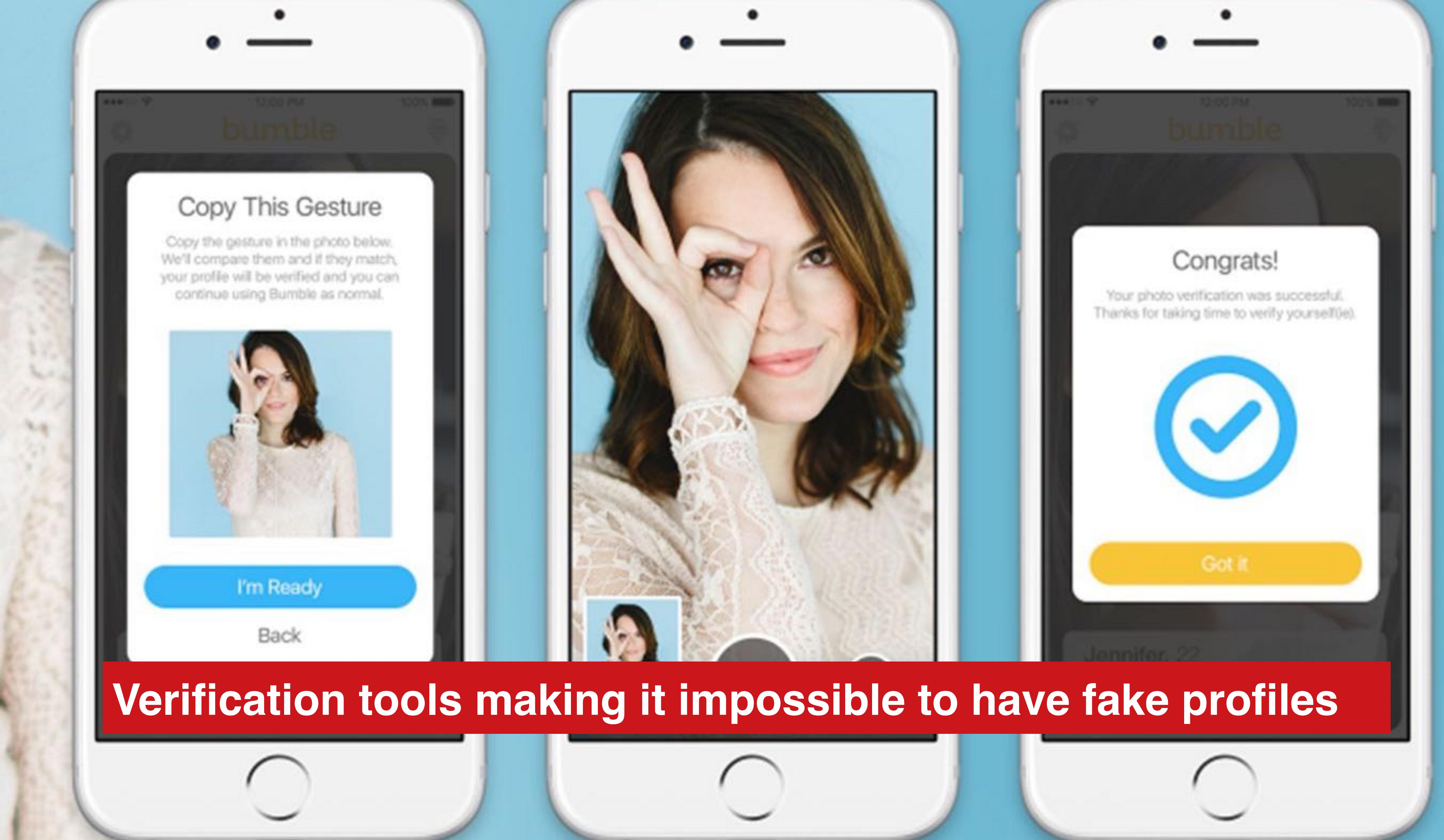
- Colors of the Wind

(Disney movies inspire me, ok??)

# THE FIRST MOVE

On Bumble, women always make the first move





Verification tools making it impossible to have fake profiles

# BOOM!



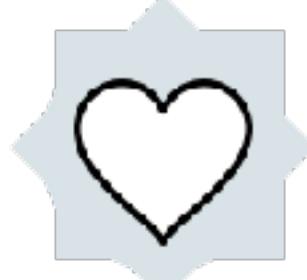
You're in control of this conversation.  
You have 24 hours to make the first move.

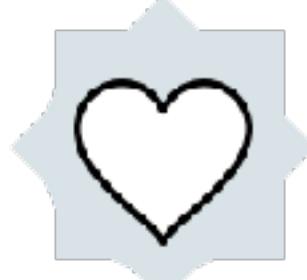
24 hour to start a chat and respond

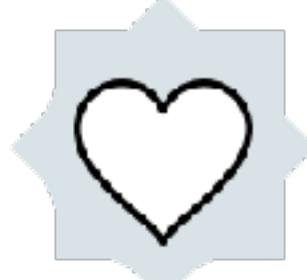
# You've been blocked

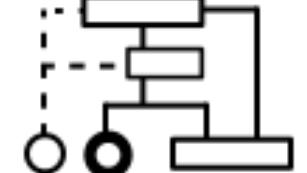
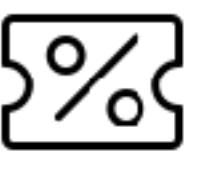
We're committed to keeping Bumble safe, which means we have to enforce certain rules when our values are violated. Your account has been blocked because we have received several reports that you have been using Bumble inappropriately to either buy or sell.

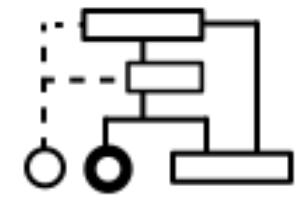
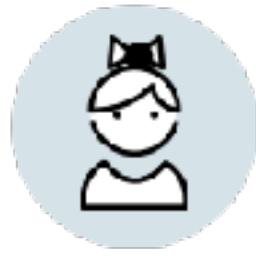
**Zero tolerance on sexism and bad behaviour**

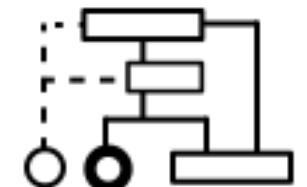
Key partners	Key activities	Value propositions	Customer relationships	Customer segments
		 Find meaningful connections		 Singles looking for love
Cost structure	Key resources	Revenue streams	Channels	
		 Woman make the first move		

<b>Key partners</b>	<b>Key activities</b>	<b>Value propositions</b>	<b>Customer relationships</b>	<b>Customer segments</b>
		 Find meaningful connections	 Location based  Build on trust	 Singles looking for love
	<b>Key resources</b>	 Woman make the first move	<b>Channels</b>  Online and events  Word of mouth	
<b>Cost structure</b>	<b>Revenue streams</b>			

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
		 Find meaningful connections	 Location based  Build on trust	 Singles looking for love
Key resources		 Woman make the first move	Channels	
			 Online and events  Word of mouth	
Cost structure			Revenue streams	
			 Free	 Premium

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Ambassadors		 Find meaningful connections	 Location based  Build on trust	 Singles looking for love
Key resources		Value propositions	Customer relationships	Customer segments
 Technology providers		 Woman make the first move	<b>Channels</b>   Online and events  Word of mouth	
Cost structure		Revenue streams		
		 Free	 Premium	

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Ambassadors	 App development and platform maintenance  Guarantee security	 Find meaningful connections	 Location based  Build on trust	 Singles looking for love
 Technology providers	<b>Key resources</b>  App and user data  Brand reputation	 Woman make the first move	<b>Channels</b>  Online and events  Word of mouth	
Cost structure	Revenue streams			
	 Free		 Premium	

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
 Ambassadors	 App development and platform maintenance  Guarantee security	 Find meaningful connections	 Location based  Build on trust	 Singles looking for love
 Technology providers	<b>Key resources</b>  App and user data  Brand reputation	 Woman make the first move	<b>Channels</b>  Online and events  Word of mouth	
<b>Cost structure</b>		<b>Revenue streams</b>  Free		 Premium
 Platform maintenance	 Marketing & sales	 Staff		

# Readings

- Articles including extra examples