

THE PERSONAL MBA

MASTER THE ART OF BUSINESS

by [Josh Kaufman](#), #1 bestselling business author

A world-class business education in a single volume. Learn the universal principles behind every successful business, then use these ideas to make more money, get more done, and have more fun in your life and work.

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What Are The ‘12 Standard Forms of Value’?

To provide value to another person, it must take on a form that they are willing to pay for. [Economic Value](#) usually takes one of the following *12 Standard Forms of Value*:

1. [Product](#) - Create a single tangible item or entity, then sell and deliver it for more than what it cost to make.
2. [Service](#) - Provide help or assistance then charge a fee for the benefits rendered.
3. [Shared Resource](#) - Create a durable asset that can be used by many people, then charge for access.
4. [Subscription](#) - Offer a benefit on an ongoing basis, and charge a recurring fee.
5. [Resale](#) - Acquire an asset from a wholesaler, then sell that asset to a retail buyer at a higher price.
6. [Lease](#) - Acquire an asset, then allow another person to use that asset for a pre-defined amount of time in exchange for a fee.

7. **Agency**
8. **Audience Aggregation** - Market and sell an asset or service you don't own on behalf of a third-party, then collect a percentage of the transaction price as a fee.
9. **Loan** - Lend a certain amount of money, then collect payments over a pre-defined period of time equal to the original loan plus a pre-defined interest rate.
10. **Option** - Offer the ability to take a pre-defined action for a fixed period of time in exchange for a fee.
11. **Insurance** - Take on the risk of some specific bad thing happening to the policy holder in exchange for a pre-defined series of payments, then pay out claims only when the bad thing actually happens.
12. **Capital** - Purchase an ownership stake in a business, then collect a corresponding portion of the profit as a one-time payout or ongoing dividend.

Questions About The '12 Standard Forms of Value'

- Which forms of value make the most sense for your market?
- Are there any forms of value you haven't yet considered for your market? What might those offers look like?

"Value is not intrinsic; it is not in things. It is within us; it is the way in which man reacts to the conditions of his environment."

Ludwig von Mises, Austrian economist