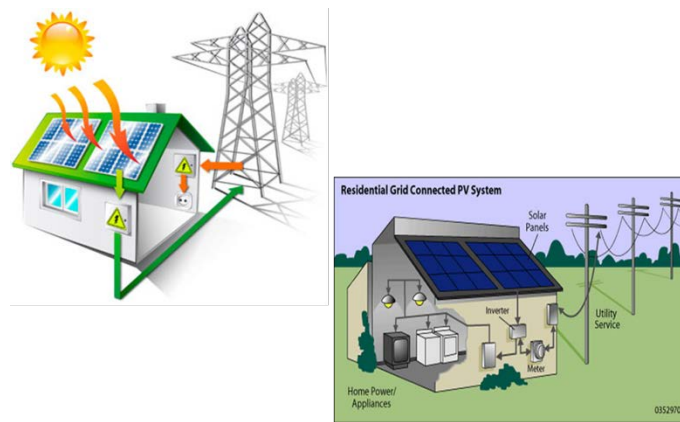


Designing Business Models for the Photovoltaic (PV) Solar Cells Industry



For the preparation of this case, you have to read and understand the way that the described companies or businesses (there could be several businesses within a company) do and use to produce a product or service and to make money with it. That is, **how they operate and make money**.

The relevant information about the companies or businesses can be found either in the text of the case or following the internet links provided in it.

For the preparation of this exercise, you should try to answer the following questions for each one of the businesses described in the case:

1. How would you describe the business?
2. Who are they selling their products/services to? Who is the user? Who is the payer?
3. What are they selling? Why should the client buy the company's products/services?
4. What is the client paying for?
5. What does the company do to sell and deliver its products?

Jordi Vinaixa Serra

Associate Professor of Innovation and Entrepreneurship
ESADE