

UNIVERSIDADE DE AVEIRO

EMPREENDEDORISMO E NOVOS NEGÓCIOS

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EMPREENDEDORISMO E NOVOS NEGÓCIOS

AULA 6

Modelos de Negócio Inovadores

Bibliografia

Capítulo 2

Livro: Osterwalder, A. and Y. Pigneur. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons (<https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html>)

Material adicional disponível em <https://www.strategyzer.com/expertise/business-models>

“Business model innovation is about new ways of creating, delivering and capturing value.”

<https://www.strategyzer.com/business-model-canvas/building-blocks>



Class contents retrieved from: Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

BUSINESS MODEL INNOVATION - PATTERNS

A lot of startups and established companies are trying to compete on superior technology, products, services and price. They are stuck in a rat race. Yet, the world's most successful companies compete on superior business models. These business models build on patterns, i.e., repeatable configurations of different business model building blocks to strengthen an organization's overall business model. This is the secret formula behind their success.

Understanding those patterns helps entrepreneurs and business leaders create better, more resilient businesses.

Ver: <https://www.strategyzer.com/business-model-canvas/building-blocks>

BUSINESS MODEL PATTERNS

BUSINESS MODEL PATTERNS

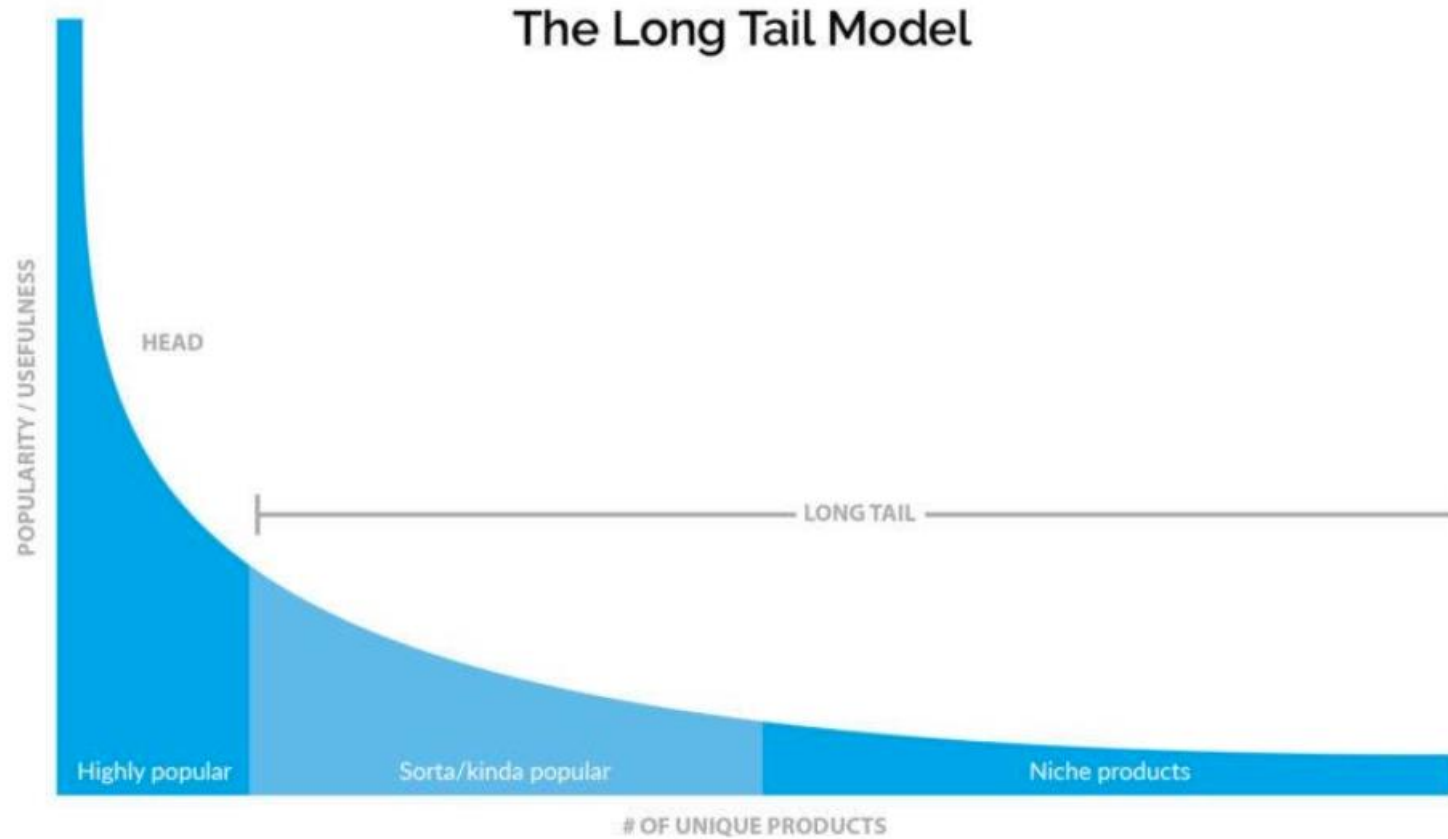
The "Long Tail Business Model" works by selling a wide variety of niche products, which individually sell very little, but which in total generate high sales volume.

It focuses on selling large numbers of unique items, niche products. These businesses don't have a superstar bestselling product. They have several hard-to-find items, for different niche consumers.

*Traditional products reach a large number of sales at the beginning, but at very high initial costs. Long-tail products, on the other hand, remain on the market for long periods, at low distribution and production costs. **This long tail economy is facilitated through the internet, as mentioned above, where both costumers and businesses can find each other, no matter where they physically are.***

It is necessary to lower inventory costs and create a platform that makes the content available.

BUSINESS MODEL PATTERNS

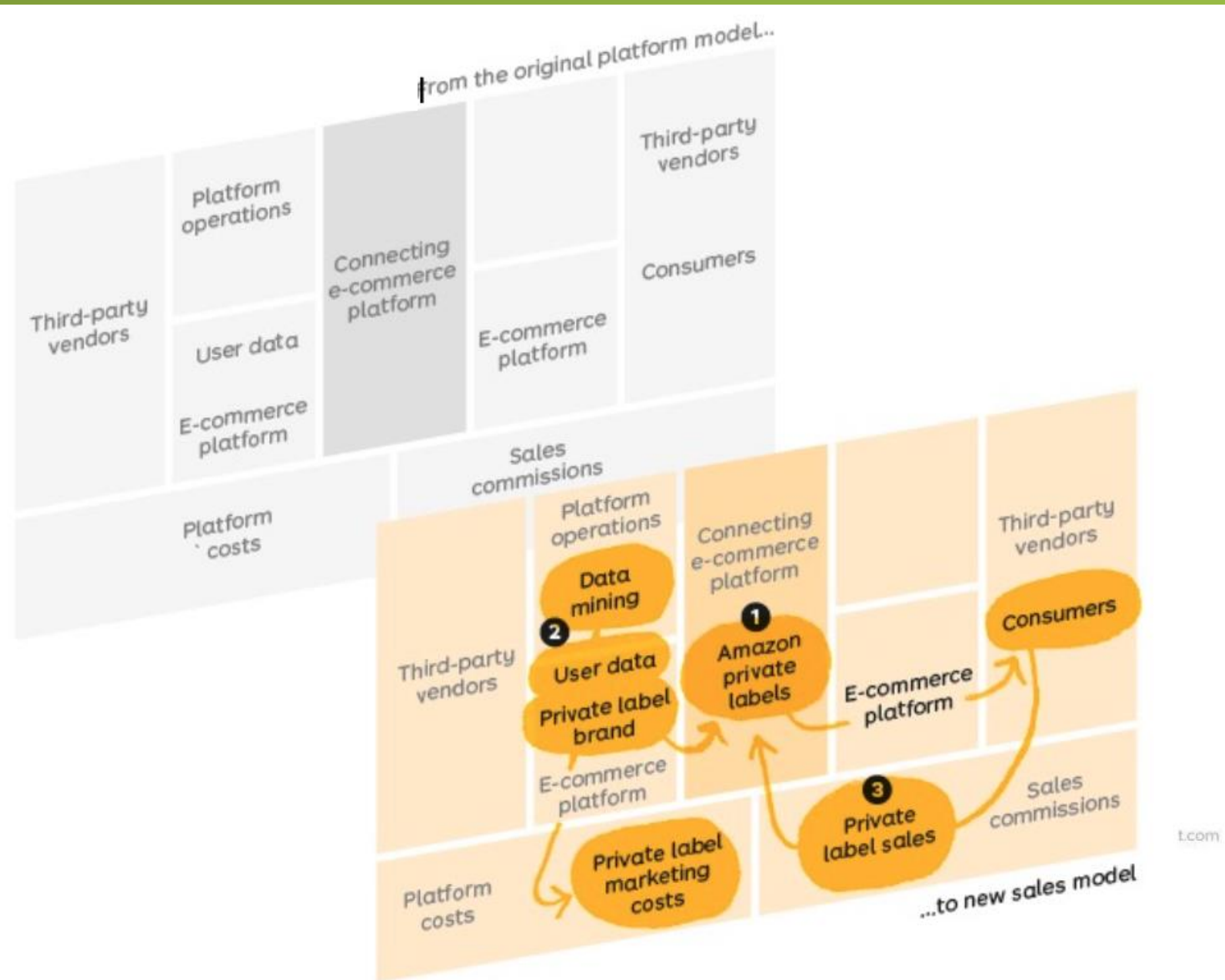


THE BUSINESS
MODEL ANALYST

Source: <https://medium.com/briq-bookings/how-will-long-tail-affect-the-leisure-branch-dec45338a5a>

businessmodelanalyst.com

AMAZON




AMAZON



TECH

How Amazon's big private-label business is growing and leaving small brands to protect against knockoffs

[Peak Design](#) has been making camera bags and accessories for a dozen years, relying on Amazon for the bulk of its sales. Last year, founder and CEO Peter Dering discovered [Amazon](#)  was selling a bag that looked strikingly similar to Peak's top-selling product, the Everyday Sling Bag.

"They copied the general shape, they copied the access points, they copied the charcoal color, and they copied the trapezoidal logo badge," Dering told CNBC. "But none of the fine details that make it a Peak Design bag were things that they could port over because those things take a lot more effort and cost."

Ver: <https://www.cnbc.com/2022/10/12/amazons-growing-private-label-business-is-challenge-for-small-brands.html>

LULU . Book Publishing Industry



The traditional book publishing model is built on a process of selection whereby publishers screen many authors and manuscripts and select those that seem most likely to achieve minimum sales targets.

Less promising authors and their titles are rejected because it would be unprofitable to copyedit, design, print, and promote books that sell poorly. Publishers are most interested in books they can print in quantity for sale to large audiences.

LULU . Book Publishing Industry

Lulu.com turned the traditional bestseller-centric publishing model on its head by enabling anyone to publish.

Lulu.com's business model is based on helping niche and amateur authors bring their work to market.

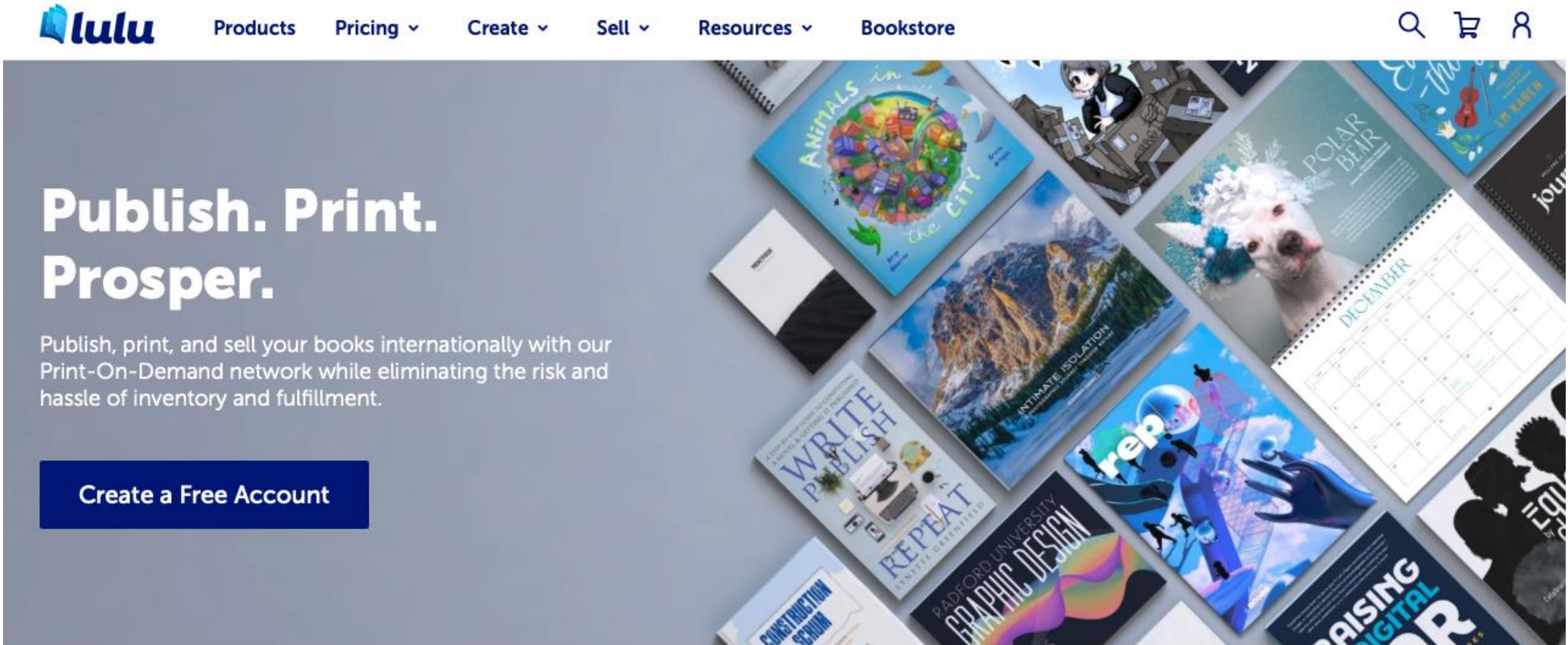
It eliminates traditional entry barriers by providing authors the tools to craft, print, and distribute their work through an online marketplace.

*This contrasts strongly with the traditional model of selecting "market-worthy" work. **In fact, the more authors Lulu.com attracts, the more it succeeds, because authors become customers. In a nutshell, Lulu.com is a multi-sided platform (see p.76) that serves and connects authors and readers with a Long Tail of user-generated niche content.** Thousands of authors use Lulu.com's self-service tools to publish and sell their books. **This works because books are printed only in response to actual orders.** The failure of a particular title to sell is irrelevant to Lulu.com, because such a failure incurs no costs.*

LULU . Book Publishing Industry

-	PLATFORM DEVELOPMENT LOGISTICS	SELF-PUBLISH- ING SERVICES MARKETPLACE FOR NICHE CONTENT	COMMUNITIES OF INTEREST ONLINE PROFILE	NICHE AUTHORS NICHE AUDIENCES
	PLATFORM PRINT-ON- DEMAND INFRASTRUC- TURE		LULU.COM	
PLATFORM MANAGEMENT & DEVELOPMENT			SALES COMMISSIONS (LOW) PUBLISHING SERVICE FEES	

LULU . Book Publishing Industry



retrieved from: <https://www.lulu.com>

BUSINESS MODEL PATTERNS

Multi-sided markets (or platforms) are defined as the platforms that provide goods or services to two distinct groups of customers, and that intermediate the transactions between these groups.

Such platforms are of great importance in today's global business world and considerable amount of value is created by these platforms.

The key is that the platform must attract and serve all groups simultaneously in order to create value.

The success of numerous firms in the business world, including but are not limited to Google, eBay, Amazon, Microsoft, Apple, Sony PlayStation, Visa, is mainly due to the advantages provided by the two-sided platforms.

'chicken and egg' dilemma! Who pays or who subsidize? One difficulty multi-sided platform operators face is understanding which side to subsidize and how to price correctly to attract customers.

BUSINESS MODEL PATTERNS

Key questions:

Can we attract sufficient numbers of customers for each side of the platform?

Which side is more price sensitive?

Can that side be enticed by a subsidized offer?

Will the other side of the platform generate sufficient revenues to cover the subsidies?



The heart of Google's business model is its Value Proposition of providing extremely targeted text advertising globally over the Web.

*Through a service called AdWords, **advertisers can publish advertisements and sponsored links on Google's search pages** (and on an affiliated content network as we will later see).*

*The ads are displayed alongside search results when people use the Google search engine. **Google ensures that only ads relevant to the search term are displayed.***

*The service is attractive to advertisers because **it allows them to tailor online campaigns to specific searches and particular demographic targets.** The model only works, though, if many people use Google's search engine.*

The more people Google reaches, the more ads it can display and the greater the value created for advertisers.

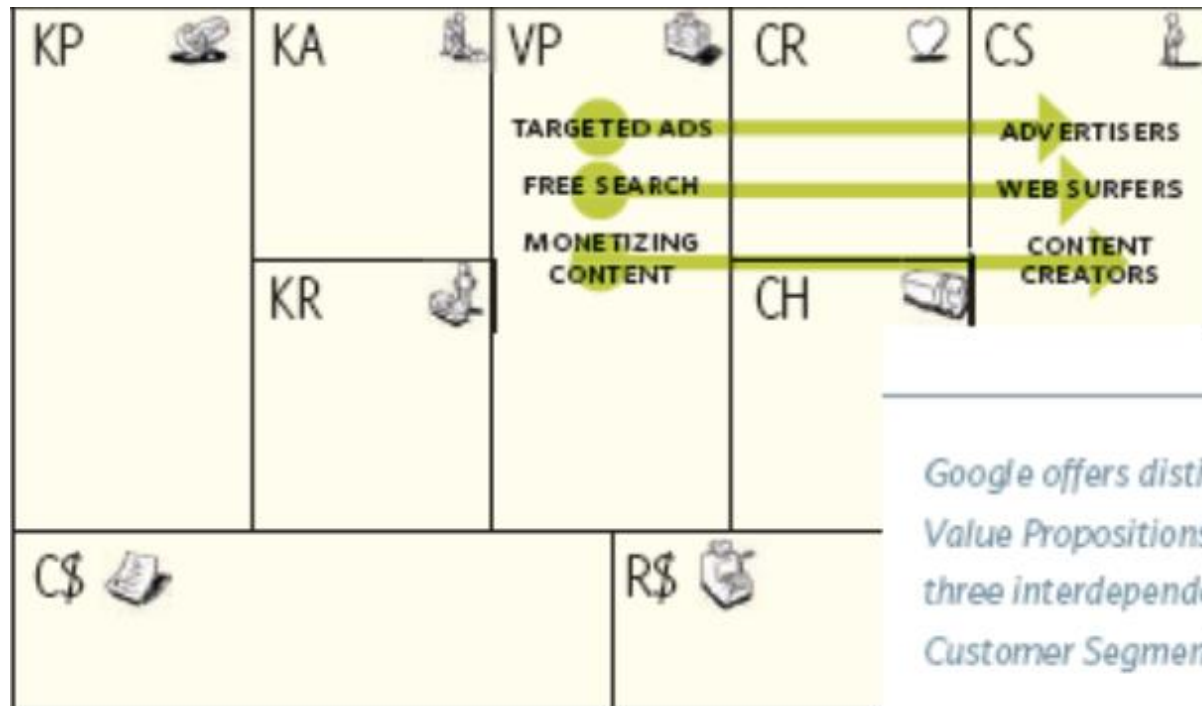


*Google's Value Proposition to advertisers **depends heavily on the number of customers it attracts to its Web site.***

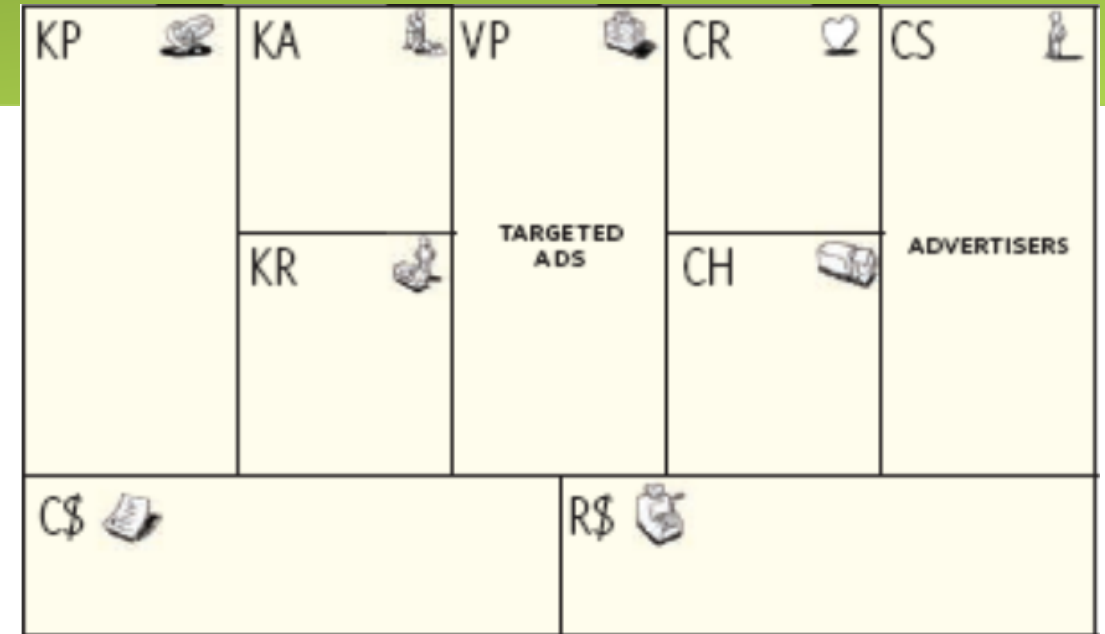
*So Google caters to this second group of consumer customers with a **powerful search engine and a growing number of tools such as Gmail** (Web based e-mail), Google maps, and Picasa (an online photo album) among others.*

To extend its reach even further, Google designed a third service that enables its ads to be displayed on other, non-Google Web sites. This service, called AdSense, allows third parties to earn a portion of Google's advertising revenue by showing Google ads on their own sites. AdSense automatically analyzes a participating Web site's content and displays relevant text and image ads to visitors.

*The Value Proposition to these third party Web site owners, **Google's third Customer Segment, is to enable them to earn money from their content.***

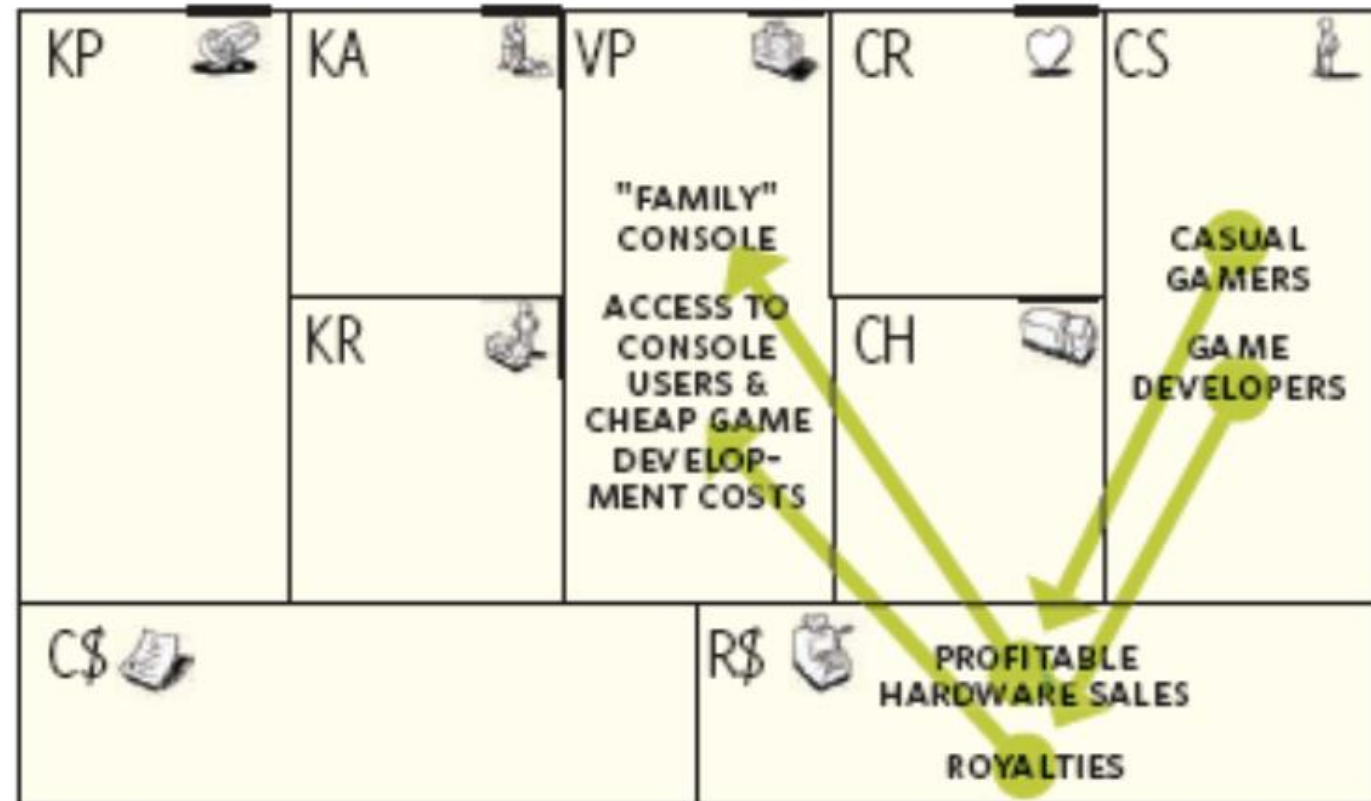


Google offers distinct
Value Propositions to
three interdependent
Customer Segments





Same pattern, but
different business model:
Nintendo's Wii





Alojamentos

Experiências

Faça da sua casa um Airbnb



Onde

Pesquisar destinos

Check in

Adicionar da...

Checkout

Adicionar da...

Quem

Adicionar hóspedes



Ícones



Piscinas incríveis



Vistas incríveis



Zona rural



Moinhos de Vento



Cú



House



House with roof



House with roof



House with roof



House with roof



House with roof

KP



KA



VP



CR



CS



Managing relationships with hosts/owners
Development

2
Hosts/
property
owners

1
Worldwide
third-party
property
listing
Platform

3
Rent out
idle property

Interesting
places to stay

Community

Hosts

CH

Travelers

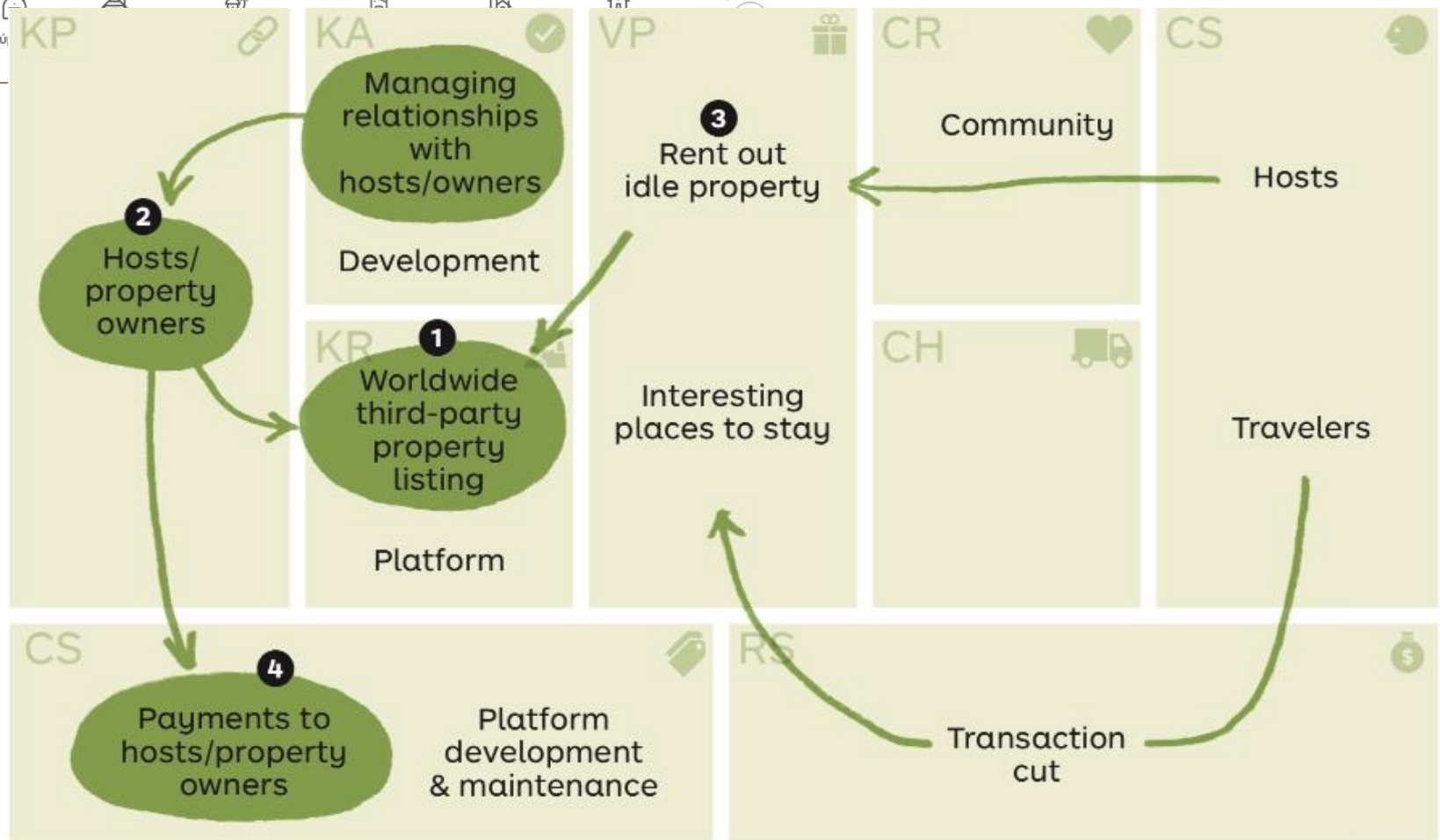
CS

4
Payments to
hosts/
property
owners

Platform
development
& maintenance

RS

Transaction
cut

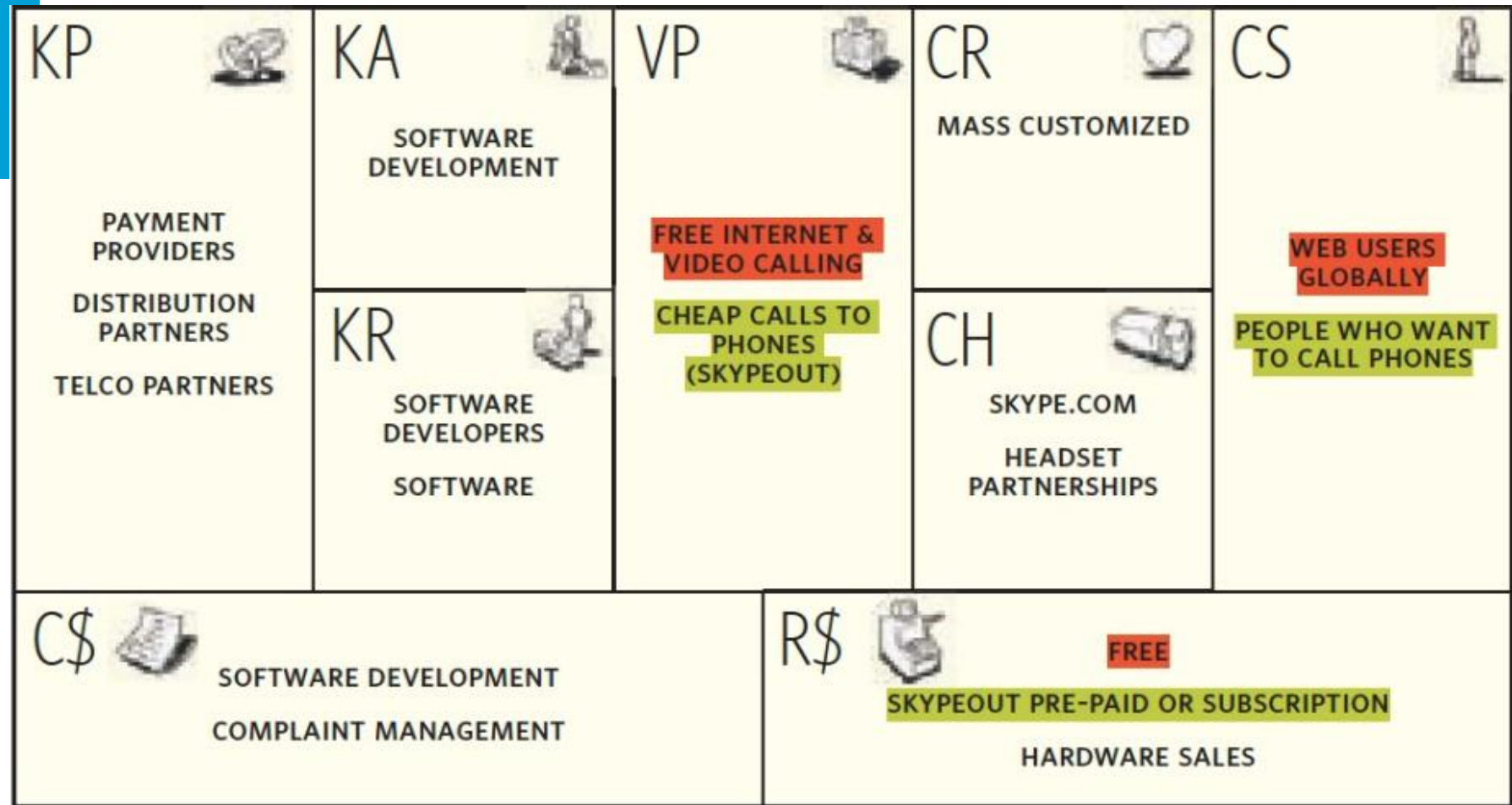


BUSINESS MODEL PATTERNS

***“Freemium model”** offers a scaled-down version of the product or service for free with the intent of moving the customer to the premium version.*

*Freemium stands for business models, mainly Web-based, that blend free basic services with paid premium services. **The freemium model is characterized by a large user base benefiting from a free, no-strings-attached offer.** Most of these users never become paying customers; only a small portion, usually less than 10 percent of all users, subscribe to the paid premium services. This small base of paying users subsidizes the free users. This is possible because of the low marginal cost of serving additional free users. In a freemium model, the key metrics to watch are (1) the average cost of serving a free user, and (2) the rates at which free users convert to premium (paying) customers.*

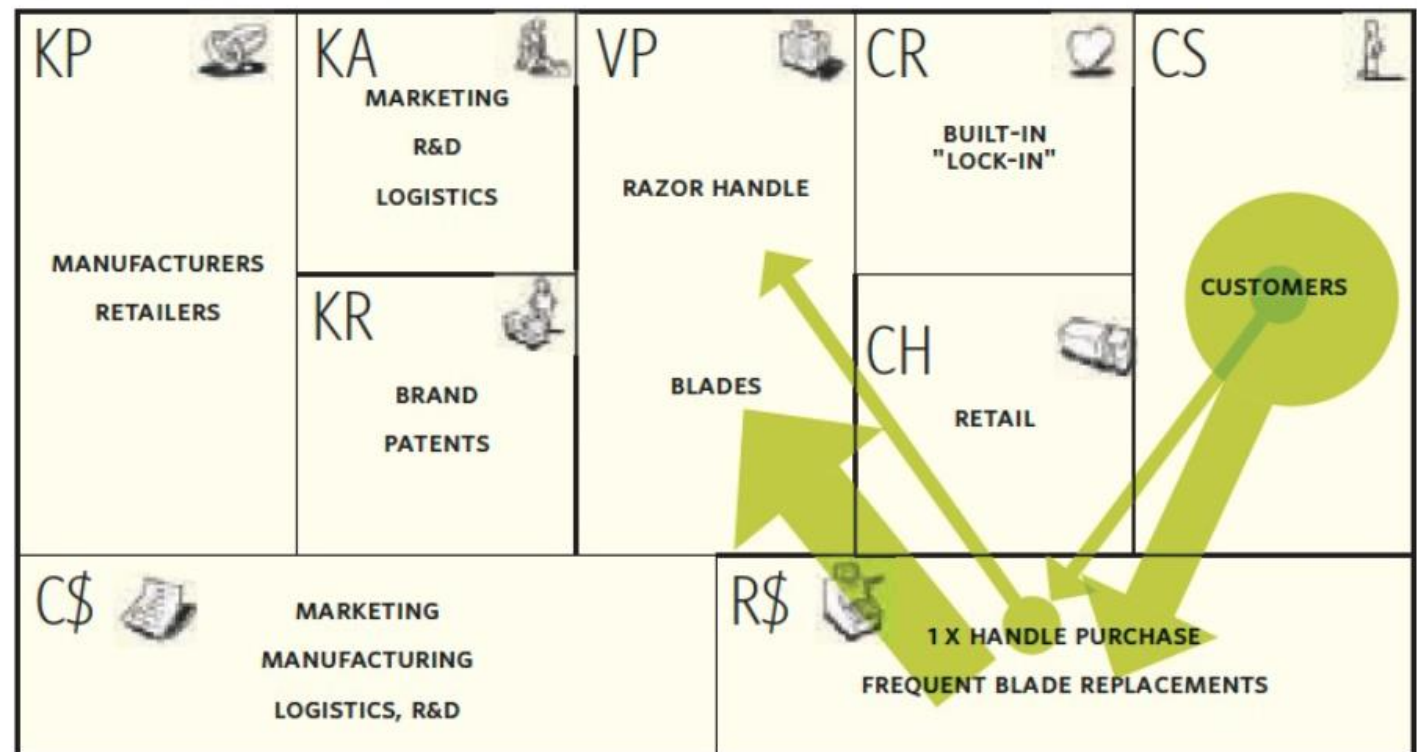
The freemium model is typically used in service-based businesses. Examples are software as a service (SaaS) or mobile phone apps.



BUSINESS MODEL PATTERNS

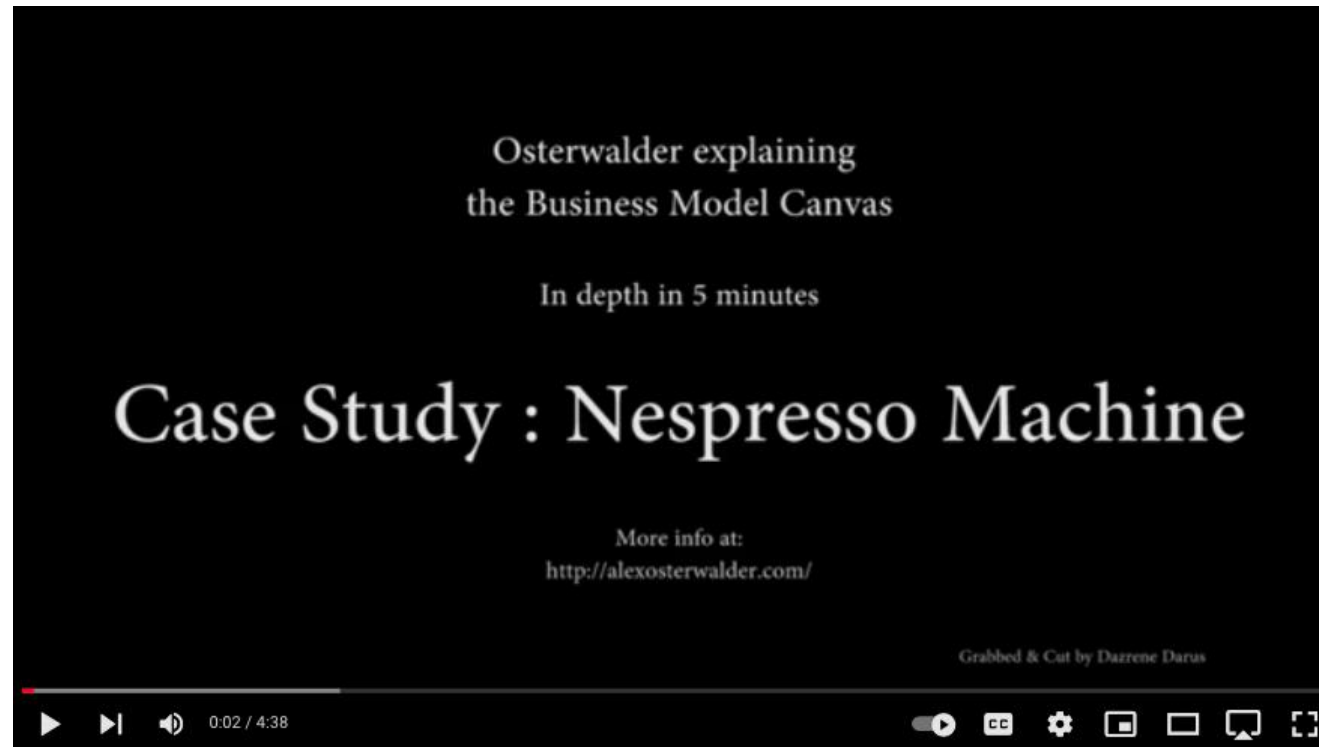
***“Bait & hook”** refers to a business model pattern characterized by an attractive, inexpensive, or free initial offer that encourages continuing future purchases of related products or services.*

Razor & Blades : Gillette



BUSINESS MODEL PATTERNS

NESPRESSO BUSINESS MODEL CANVAS



Ver: https://www.youtube.com/watch?v=_UECTWQCYxQ

BUSINESS MODEL PATTERNS

EXERCÍCIO 1

Analisar os modelos de negócios do exercício que fizeram e identificar qual o padrão que potencialmente será mais vantajoso para um crescimento sustentado. Apresentar o trabalho a outro grupo e discutir.

<https://www.strategyzer.com/business-model-examples>

BUSINESS MODEL PATTERNS

EXERCÍCIO 2

Analisar outros padrões de modelos de negócio através do site Strategyzer. Discutir e identificar as respectivas diferenças, em grupo.

<https://businessmodelnavigator.com/explore>
