



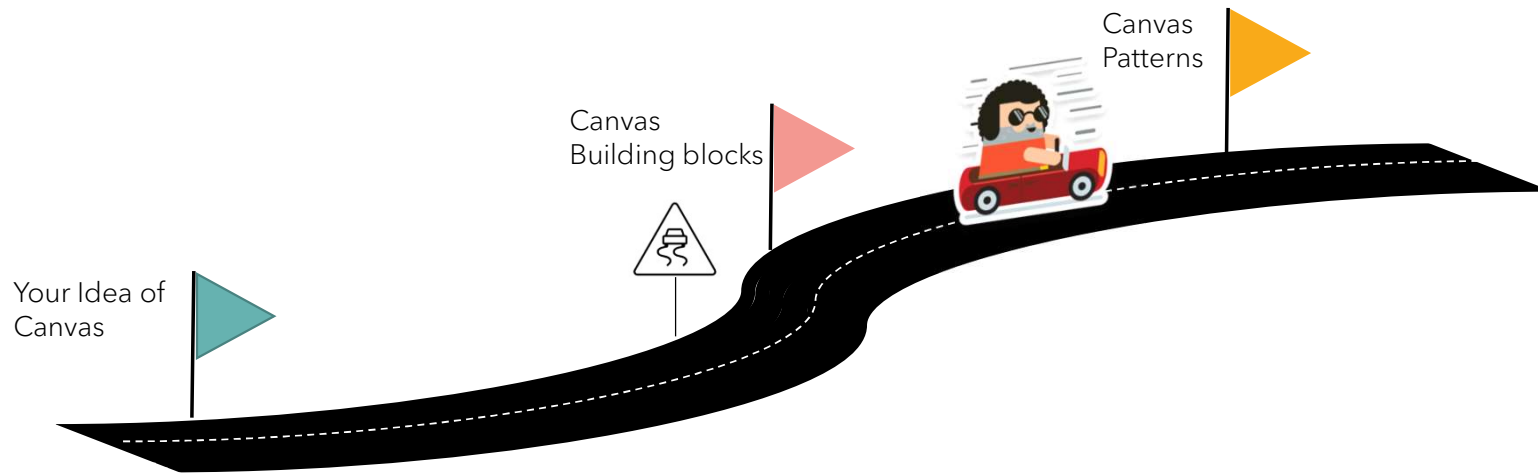
# **THE BUSINESS MODEL CANVAS - PATTERNS**

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**MEiM**

# OUR ROADMAP

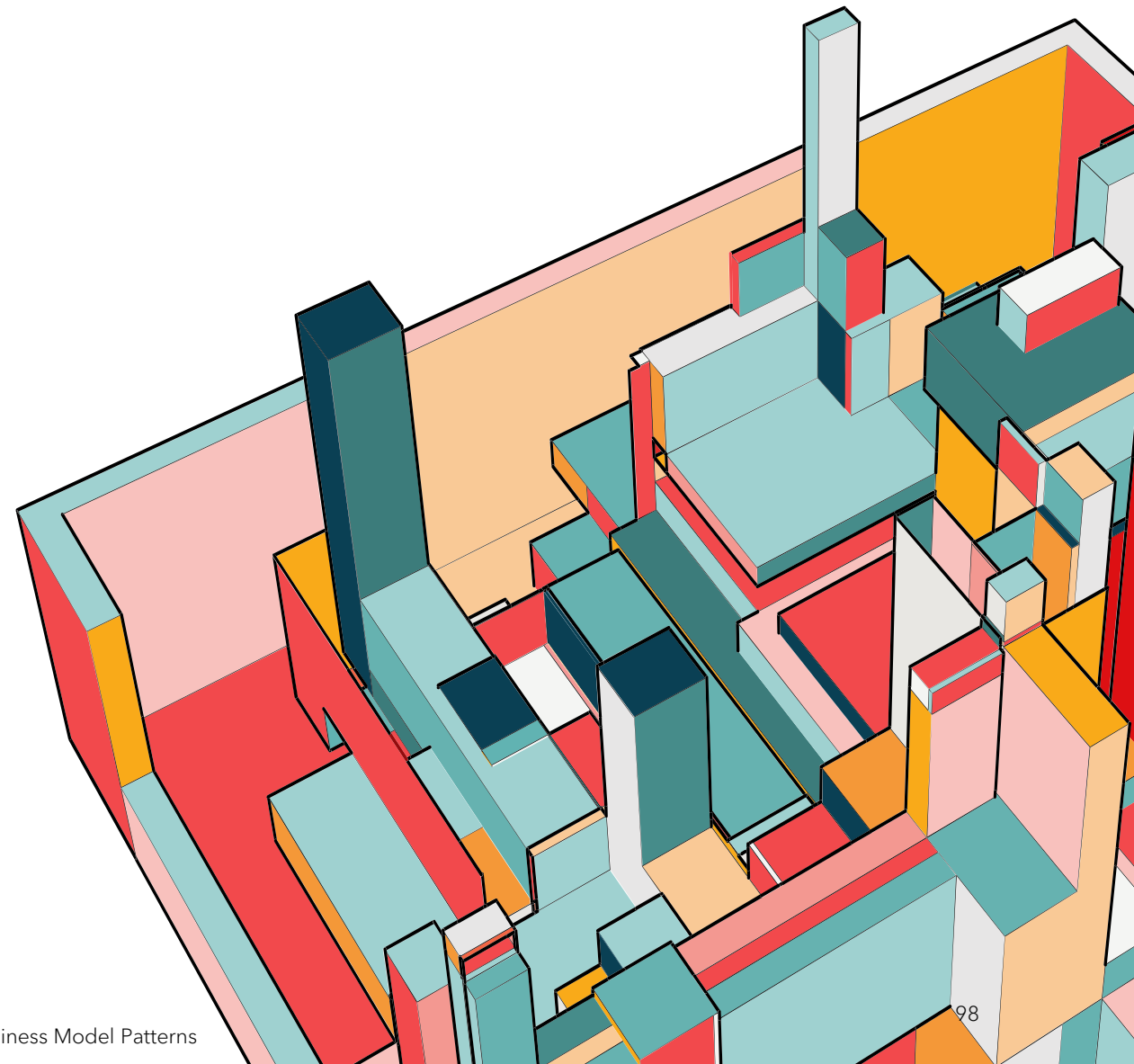


# BUSINESS MODEL PATTERNS

Business model patterns are business models with

- similar characteristics,
- similar arrangements of business model building blocks,
- similar behaviours.

➤ Source of inspiration





# 5 MODEL PATTERNS

- Unbundling business model
- Long Tail business model
- Multisided Platform
- Freemium business model
- Open business model

A single business model can incorporate several of these patterns

# YOUR TASK

1h

10 min

DEFINING



DESCRIBING



PRESENTING



	Unbundling Business Model	The Long Tail	Multisided Platform	Free as Business Model	Open Business Model
Context (before)	An <b>integrated model</b> combines infrastructure management, product innovation, and customer relationship under one roof.	The value proposition targets only the <b>most profitable clients</b> .	One value proposition targets <b>one customer segment</b>	A high-value, high-cost value proposition is <b>offered to paying customers only</b> .	<b>R&amp;D resources and key activities are concentraed in-house:</b> <ul style="list-style-type: none"> <li>• Ideas are invented «inside» only</li> <li>• Results are exploited «inside» only</li> </ul>
Challenge	<b>Cost</b> are too high. Several <b>conflicting organizational cultures</b> are combined in a single entity, resulting in undesirable trade-offs.	Targeting <b>less profitable segments</b> with specific value propositions is <b>too costly</b> .	Entreprise <b>fails to acquire potential new customers</b> who are interested in gaining access to a company's existing customer base (e.g. game developers who want to reach console users)	The <b>high price dissuades customers</b>	R&D is <b>costly</b> and/or productivity is falling
Solution (after)	The business is <b>unbundled into three separate but complementary models</b> dealing with: <ul style="list-style-type: none"> <li>• Infrastructure management</li> <li>• Product Innovation</li> <li>• Customer Relationship</li> </ul>	The new or additional value proposition targets are large number of historically less profitable, <b>niche segments</b> - which in aggregate are profitable.	A value proposition <b>«giving access» to a company's existing customer segment is added</b> (e.g., a game console manufacturer provides software developers with access to its users)	Several value propositions are offered to <b>different customer segments with different revenue streams, one if them being free-of-charge</b> (or very low cost)	Internal R&D resources and activities are leveraged by utilizing <b>outside partner</b> . Internal <b>R&amp;D results are transformed into a value proposition</b> and offered to interested customer segments
Rationale	<b>IT and management tool improvements allow separating and coordinating different business models</b> at lower cost, thus eliminating undesirable trade-offs.	IT and operations management improvements allow delivering <b>tailored value propositions to a very large number of new customers at low cost</b> .	An intermediary operating a platform between two or more customer segments <b>adds revenue streams to the initial model</b>	Non-paying customer segments are <b>subsidized by paying customers in order to attract the maximun number of users</b> .	Acquiring R&D from external sources can be <b>less expensive</b> , resulting in <b>faster time-to-market</b> . Unexploited innovations have the potential to bring in more revenue when sold outside
Examples	Private Banking, Mobile Telco	Publishing Industry LEGO	Google, Video game consoles, Apple, iPod, iTunes, iPhone	Advertising and newspapers (e.g.,METRO), Skype, Gillette	Procter&Gamble, GlaxoSmithKline, Innocentive

An abstract graphic design featuring a light orange background. On the left, a white rectangular box contains the text 'THANK YOU' in large, bold, black capital letters. Below it, the name 'Maria Cristina Pietronudo' and the email address 'mariacristina.pietronudo@uniparthenope.it' are written in a smaller, black, sans-serif font. To the right of the text box, a complex arrangement of colorful, 3D-style rectangular blocks and rectangles is stacked and layered. The colors include teal, red, yellow, white, and dark blue. The blocks vary in height and width, creating a sense of depth and architectural structure. The overall style is modern and minimalist.

# THANK YOU

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