

OLIVER GASSMANN
KAROLIN FRANKENBERGER
MICHAELA CSIK

The Business Model Navigator

55 Models That Will Revolutionise Your
Business

PEARSON

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Auckland • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • Sao Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Contents

Acknowledgements x

Introduction xi

PART ONE How to drive business model innovation 1

What is a business model and why should it be innovated? 3

The age of business model innovations 4

The elements of a business model 6

The challenge of business model innovation 9

2 The Business Model Navigator 20

Creative imitation and the importance of recombination 21

Initiation: Analysing your ecosystem **25**

Ideation: Adapting patterns 41

Integration: Shaping your business model **53**

Implementation: Realising your plans 57

Managing change 63

Drive change 64

Define a plan of action 70

Define structures and goals 71

Build capabilities 74

PART TWO 55 winning business models – and what they can do for you 81

1	Add-on 83
2	Affiliation 89
3	Aikido 94
4	Auction 99
5	Barter 104
6	Cash Machine 109

- 7 Cross-selling 113
- 8 Crowdfunding 117
- 9 Crowdsourcing 121
- 10 Customer Loyalty 126
- 11 Digitisation 131
- 12 Direct Selling 137
- 13 E-commerce 141
- 14 Experience Selling 146
- 15 Flat Rate 151
- 16 Fractional Ownership 155
- 17 Franchising 160
- 18 Freemium 165
- 19 From Push to Pull 169
- 20 Guaranteed Availability 174
- 21 Hidden Revenue 179
- 22 Ingredient Branding 183
- 23 Integrator 188
- 24 Layer Player 193
- 25 Leverage Customer Data 197
- 26 Licensing 202
- 27 Lock-in 207
- 28 Long Tail 212
- 29 Make More of It 216
- 30 Mass Customisation 221
- 31 No Frills 226
- 32 Open Business 230
- 33 Open Source 235
- 34 Orchestrator 240

35	Pay Per Use 244
36	Pay What You Want 248
37	Peer to Peer 252
38	Performance-based Contracting 257
39	Razor and Blade 261
40	Rent Instead of Buy 265
41	Revenue Sharing 269
42	Reverse Engineering 274
43	Reverse Innovation 279
44	Robin Hood 284
45	Self-service 289
46	Shop in Shop 294
47	Solution Provider 299
48	Subscription 304
49	Supermarket 308
50	Target the Poor 312
51	Trash to Cash 316
52	Two-sided Market 321
53	Ultimate Luxury 326
54	User Design 330
55	White Label 334

PART THREE Finished reading? Let's implement! 339

10 recommendations to innovate your business model 341

The 55 models at a glance 344

Glossary 360

Further reading 363

Further resources 379

Index 382