

Contents

Acknowledgements x
Introduction xi

PART ONE How to drive business model innovation 1

- 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
- 3** | **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