WRKSHP	WRKSHP.tools		Online Version:	http://bi	t.ly/BMPA	TTERNS	Archetype	Pattern	Block	<- Color Codes													
							Value Proposition		Cust Segment	Channels	Customer Relat	ionship			Revenue Streams	Key Activities		Key Resources			Key Partners	Cost Structure	
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Access	Pattern	Instead of owning a product customer buys a right to access the product, through rent, etc.		Cheaper, access to products and services that would be too expensive otherwise	RS	From Owner to Access	Access to something	Don't need to own the thing, just have access							Subscription, pay per use,			competition					(=subscr, re access?)
Add On	Block	Additional Charge for Extras	RyanAir (baggage), Cars (accessories), SAP (additional features), In-app purchases		VP	Variety	Core offering + Add Ons	Only buy what you need							Cheap core, expensive add ons								
Advertising	Archetype	Value proposition is finance through selling of advertisin space	d Google Ads, Youtube,		VP	Platform / Channel as Offering	Allow third parties to advertise to your customers												Large customer base				Flavor of Mu Sided?
Affiliation	Pattern	Support other parties to market their products in order to benefit from successful transactions	Amazon Affiliates, Pinterest	Lower CAC by outsourcing sales risk	RS	Platform / Channel as Offering	Support others to sell products	Access to customers without additional sales marketing	Affiliate Partners that sell products						Percentage of sales				Large customer base for the affiliate partners				Type of Revenue Sharing
	Block	Convert competitors' strengths to weaknesses	Body Shop, L'Oreal, Swatch, Cirque du Soleil, Nintendo	,	VP	Unique	Sell something that is different from what everyone else is doing	Unique offering						Unique offering, core values, cult					Nobody else is doing this				
Anticipated Upsell	Block	Advertise a price that appears low, counting on the fact that many buyers will spend more	е				High percentage of buyers ultimately purchase more than they expected. For instance, most new home buyers end up spending 1.2 times the base price of the home after extras. Builders bet on this upsell.																Same as Add On
Anything As A Product	Pattern				VP		Anything sold as a product	Simple, productized		Productized offering					Subscription								(~subscr, rer access?)
Anything As A Service	Pattern				RS		Anything sold as a service							Customer Service	Subscription								(~subscr, ren access?)
Auction	Pattern	Create a community of buyers and sellers by using an auction-type selling process versus a set sales price.	Priceline, eBay, Catawiki			Platform / Marketplace	Sell to highest bidder	Get highest price, be able to influence price of product	Sellers and buyers						Commission								
B2B B2C	Archetype Archetype																						
	Block	Products or services are exchanged between people or organizations for product or services in kind			RS	Cheaper	Exchange goods or services for other goods or services								Not money							Can save cost because you already have the thing you barter for	
Bricks & Clicks	Pattern	Extension of in-store shopping to include online ordering with in-store pickup or items found exclusively online.			СН																		
Broker	Archetype	Connect two or more different Customer Segments, e.g. suppliers and buyers, to broker deals	E-Bay, Funda, Poloniex			Platform / Marketplace	Bring Buyers / Sellers together																
Build To Order	Block																						Related to Ma
Bundling	Pattern	Combine multiple products or services together for one single offering			VP	Similar to Flat Rate	Put multiple offerings together														Partner offerings		(= cross sell?
Business Alliance	Pattern	Form a partnership of multiple businesses to mutual benefit, sharing customers, revenues, or data			KR	Risk Modifier, Cost Reduction															Multiple Partners	Economy of scale, better use of resources	
Business To Business	Block	Businesses Sell to other Businesses			CS				Businesses														
	Block	Businesses Sell to Consumers			cs				Consumers														
Cash Machine	Block	Coining money with negativ working capital - generate revenue faster than you need to pay your suppliers	Dell, Amazon		RS	Risk Modifier									Pay upfront					Liquidity, get money first, pay later			
Cheap Chique	Block	Marketing of stylish but inexpensive merchandise. Typically allows for high margins because merchandise sells at low price points but has an expensive feel.			VP			High luxury for cheap price						Experience									
Circular Business Model	Pattern																						Similar to Tra to Cash? Sar
Collaborative Consumption	Pattern	Create buying power by combining large groups of customers, value to each user becomes higher as	Daily Deals ?		VP	Crowd Power	Bring buyers together and help buy together	Cheaper price														Buying power of combined customers	Category?
Collaborative Production	Pattern	more people use it. Use Customer labour to create the product	Wikipedia, Youtube, Github		VP	Crowd Power	Create products together										Together with partners					Reduce need for full production	

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ollective	Pattern	Similar to a franchise. Involves many businesses coming together for purchasing, marketing, or operational purposes but with looser ties than a franchise. Typically, collectives aggregate buyin, power and don't pay ongo																competition					Similar Franch
ommunity	Archetype	Create a space where customers can interact	Facebook, Reddit	People like to socialize	CS	Crowd Power	Bring people together	Express yourself	Large user base														
onsultancy ross Selling	Archetype Pattern	Offering complementary products and services beyond the basic product or service range, in order to exploit existing customer relationships to sell more goods	IKEA	Lower CAC	VP	Variety	Additional products and services	Convenience, unique combination of products											Re-use existing infrastructure		Partner offerings	Re-use existing infrastructure	
rowd Funding	Block	Oursourcing the financing of a product to the general public	f		CS	Crowd Power	Something to invest in		Large user base						Commission					Spread risk among many investors			
rowd Sourcing uration	Block	Leveraging users to co- create products and sell to other users. Instead of creating new products and services, find the best or most interesting			CS VP	Crowd Power Unique	Unique content, possibility to add content Best collection of content	High quality content	Large user base					Your personalized content Fans							Content Partners	Have customers make the content	
Customer	Block	products and services (or content) to sell			KR	Data as	Analyze customer behavior																
nalytics Customer oyalty	Block	Customers are retained and loyalty is achieved by providing value over and above the basic products or services through incentive	Air Miles, Bonus	Lower Churn	CR	Resource Incentive Based								Provide value beyond actual product through incentive based programs						Customers are bound to the company			
ustomer rofiling	Block	based programmes			KR	Data as Resource	Analyze customer behavior																
ut Out The liddle Man	Pattern	Removal of intermediaries in a supply chain. AutoZone bypasses traditional threestep distribution by skipping the warehouse distributor.	n			resource																	same sellin howe is wo it is a trans
Digitization	Block	Transforming an existing product or service into a digital variant	Webmail, Coursera, Bunq		VP	Transformed	Existing products and services as digital without reducing perceived value			Easier, faster distribution												Cheaper distribution, no storage etc	(~EC
rect stribution	Pattern	Separate shipments are coordinated to arrive together		Reduce inventory																			
irect Selling	Pattern	Bypass the traditional sales channels to target end users. Methods include door-to-door sales and company-owned stores.			СН	Cost Modifier	Products are not sold through intermediaries	Cheaper, faster														Higher margin, cut cost to middle man	(= cu midd
iscount -Commerce	Block Archetype	Traditional products or services are delivered via online channels, removing overhead associated with a physical branch infrastructure	Amazon, Bol		VP	Transformed	Traditional products and services, delivered through online channels	Higher availability and convenience														Integrate sales and distribution	varia digitiz
	Block	Sell products and services that are eco-friendly			CR	Value based	Eco/Green based products and services																Form Busin
xperience elling	Pattern	The value of a product or service is increased by an additional experience offere with it	Starbucks, Harley Davidson, Red Bull		VP	Unique	Add value by great customer experience	experience			Experience			Experience, fans				Unique experience is hard to copy					
xponential usiness Model	Archetype																						
lat Rate	Block	Customers purchase a service or a product for a lump sum and then use it as much as they wish	Netflix		VP	Simple		Simplicity in cost structure							Single fixed fee					Constant revenue stream			
ractional wnership	Block	Customers purchase only part of an asset rather than its entirety, and thus only have to come up with a fraction of the price	Carsharing		VP	Cheaper	Sharing among group of owners	Can own capital intensive asset for low cost															Form
ranchising	Pattern	Sell the right to use the business model in exchange for a percentage of revenues.	Subway, KFC		KR	Risk Modifier, Value Chain		F. benefit from brand name, buying power.	Franchisees, end customers						Percentage of Franchisees revenue					Franchisees take local risk		Local businesses do many steps in value chain	
reemium	Pattern	A basic version of the product or service is free of charge, while a premium version is made available against additional payment	Dropbox, Hotmail, SurveyMonkey, LinkedIn, Skype, Spotify		VP	Cheaper	Product is offered for free. Typically 8% of users upgrade to become paying customers of virtual goods o to get expanded access.	Basic = free, pay only when you want to			Free offering			Upsell to more (paid) services								value criditi	Form
rom Push to	Pattern	The customer is king, and determines what products and services are created by	Toyota production system		KR	Risk Modifier, Value Chain											Production can be influenced	Decentralize		Add flexibility			

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ame	Туре	Description	Examples	wily it works	Model Focus	Туре	what	Reason to Buy		How you deliver to your customers	Acquire Customers	How you Engage Customers	to Customers	Retain Customers	Money	How you Innovate	How you create value	How you protect yourself from the competition	Advantage	How you reduce risk	Partners	How you reduce cost	Notes
Guaranteed vailability	Block	The customer pays for peace of mind, ensured that a service or technical appliance is always available			VP	Guaranteed		Guaranteed available prod / service						Guarantees				competition				Expertise and economies of scale	Form o
lidden Revenue	Pattern	The business discovers a revenue stream beyond sales of the original products	Amazon AWS, JCDecaux (outdoor ads), Google Ads			Leverage assets / data / 	free or low priced offering								Revenue comes from a third party		able to extract value from users						(~ 2-si
Hotel California Model	Pattern	or services Create a must-have product that traps customers into buying unrelated high-profit items like concessions at a			VP																		Form of in?
Ingredient Branding	Block	baseball game. Branding a product that can only be bought as an ingredient of another produc			VP	Quality		Specific ingredient or component			Marketing with brand name (intel inside)			Positive brand image				Exclusivity	Unique/exclusiv e ingredient				More a market strateg
Integrator	Archetype	The company controls most parts of the supply chain, thus reducing delays, costs, and risks			со	Cost Modifier														Lower dependencies on suppliers		Control of most of the value creating process	
Just In Time	Block	and none																				process	
Layer Player	Archetype	Company focuses on one or a few activities in a longer value chain	Paypal, DHL			Quality, Simple	Supply one value add step in diff value chains		Variety of markets and industries								More efficient production	Specialized expertise				Economy of scale	
Leverage Customer Data	Pattern	Companies that have a lot o customer data can develop additional Value Propositions centering on that data	f Google, LinkedIn, 23AndMe		KR	Data as a Resource	Preparing cust data in beneficial ways	Sell data directly or leverage to increase effectiveness											A source of customer data				Form of Epicen Hidden Reveni is a res that ca
License	Block	Create intellectual property which can be licensed to third parties.	ARM electronics, Carl Zeiss, Marvel	,	VP	Unique	Focused on developing intellectual property to license										Focus on research and development	Better knowledge				Use knowledge more efficiently	refined
Local	Block																						
Lock-In	Block	Customers are locked in to the vendor's world of products and services in such a way that switching to another provider would incu substantial switching costs				Retain Customers								Switching Costs				Create switching costs based on technology or (inter) dependencies of prod/serv					Related Freemi Razor Flat Ra
Long Tail	Pattern	Selling small quantities of a large range of products	Amazon, Apple App Store	Selecting a tiny niche and serving it in ways mass marketers can't. Hopefully, the tiny niche grows into a much larger one, as it did in the case of Fat Tire beer.	VP	Variety / Unique	Many niche products	More variety and choice	People that lool for unique niche products						Many small amounts make big revenue								
Loss Leader	Archetype	This model offers velocity items for a very low margin in anticipation of additional sales at a higher margin.																					More a strateg
Make More Of It	Pattern					Leverage assets / data / 	Extra revenue stream based on using available knowledge/assets in new way								Extra revenue stream							Leverage existing knowledge and assets for other companies, reduce slack	
Manufacturing	Archetype																						
Mass Customization	Pattern	Customers can customize their product, within specified limits in order to keep efficiency high	MiAdidas, Spreadshirt		VP	Variety / Unique	Customizable, modular products	Tailored product	t														
	Archetype Block	Leverage friends, family, an other personal networks to recommend products and act as a sales force. Works best for products needing recommendation to facilitate																					Market Strateg
Network Effect	Pattern	purchase. Create a product in which the value to each user becomes higher as more people use it.			CR																		Simila Collab Consu
Niche	Archetype	poopie use it.																					
Nickel and Dime	Pattern	Price the most cost-sensitive item as low as possible and then charge for every little extra.																					Same
No Frills	Pattern	Value proposition is trimmed down to its minimum, making it cheaper	T-Ford, McDonalds, Aldi, EasyJet	Customer saves money by not paying for services and products they	VP	Simple	Only the bare necessities, basic	Only what you need at cheap price						Cheaper, cost savings are shared									

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Open Business Model	Archetype	The business model allows other companies to create additional revenue streams by joining an Ecosystem	Linux, Valve		CR	Crowd Power			Large user base								Collaborating with partners, cust, suppliers to create value						~ Collaboration Collaboration
Open Source	Archetype	Products are developed by a public community, where source code is openly accessible			CR	Crowd Power		It's free, you can adapt or change the product	Large user base						Make money on additional service / products (consulting, support)	es							Network E ~ Collabo production
Orchestrator	Archetype	Orchestrator companies focus on their core competences. Any activities in the value chain outside of these areas are outsourced to specialized service providers.	Ericsson, Nokia, Siemens, Nike		KR	Value Chain	Focus on core comp. in value chain, rest is outsourced / coordinated										Focus on core competence increases productivity					Outsourcing, benefit from suppliers' economies of scale	Similar to Systems Integrator
Pay per Use	Block	The specific usage of a service or product by a customer is metered and charged.	Car2Go		RS	Revenue Model		Flexibility, even if it means price is higher							Pay per use (at a higher price than flat rate)								
Pay What You Want	Block	The customer sets the price to be paid for the product or service	Radiohead, Humble Bundle		RS		Leads to higher number of attracted customers	Able to influence the price			Attractive, novelty approach				People decide how much to pay								
Peer-to-peer	Pattern	Transactions between private individuals	eBay, Etsy, Zopa, AirBnB		CS	Marketplace	Connect customers to eachother																
Performance Based Pricing	Block	Calculate the price of a product by the services it renders rather than face value	Xerox, BASF Coatings		RS	Revenue Model	Price is based on the performance rather than physical value	Reduce risk for customer												Strong integration into value chain of customers		Economy of scale	
Premium	Block	Offer high-end products that appeal to brand-conscious consumers.			CR																		
Product As Service	Pattern	Making a product part of a larger service offering.																					Form of Anything Service
Razor and Blade	Pattern	The basic product is offered for a low price or even for free, but necessary additional products are high-priced		Bait and hook	VP	Cheap	Consumer purchases a low- margin item like a razor handle or inkjet printer. Sale of necessary consumables such as replacement blades or ink are sold at a very high markup.	term						Lock in (already have product)				Technological bind between basic product + consumables					Same as and Hoo
Razor and Blade Reversed	Pattern	Initial purchase has a high margin, but consumables are sold at a low margin to entice initial purchase or contrast to razor and blade competitor.		Cheaper over time	VP	Cheap	High margin product, cheap consumables	Cheap to continue to use						Lock in (already have product)				Technological bind between basic product + consumables					Similar t
Rent instead of Buy	Pattern	Customers only pay for the use of the product, they don't need to purchase it	Car2Go, Xerox, RentAFriend	Access to things you normally could never afford	RS	Revenue Model	Customer does not buy, but rents	Short term: cheaper, don't pay if you're not using it							Rent for a specifitime period	С						Better efficiency on product utilization	Similar to fractional ownersh Access
Reseller	Archetype																						
Retail Revenue Sharing	Archetype Block	Individuals, groups, or companies working together and sharing resulting	Apple App Store, Steam		RS		Created value is shared with other stakeholders																Often lin affiliate schemes
Reverse Engineering	Block	revenues Analyze a competitor's existing product or service and use the learnings to develop a similar product	Toyota, Nissan, Chinese Automotive, Pelikan (clone inkjet cartridges), IBM clones	S	KR	Risk Modifier	Reverse engineer a competitor's product	Lower price												You know the product works and has a market		Reduce need for R&D	Is this or the 'blac models? Parasite Symbion
Reverse Innovation	Pattern	First produce for the developing world, then repackage and resell to industrialized world	Nokia, Dacia	To be successful in developing countries you need to be very competitive, which means a large opportunity for margin	VP	Cheap	Simple, inexpensive products from/for emerging markets sold in 1st world countries													Product is already viable at lower margin		Cheaper, simpler product	
Robin Hood	Block	The product is priced differently for different customer segments	One Laptop Per Child, TOMS shoes, Warby Parker Eyewear	Selling the low	CR	Image Based	Same product sold to the rich and the poor				Image			Image	Price depends or market (rich vs poor)	1							Variation Variable
Self Service	Pattern	Part of the value creation of a product or service is handed over to the customer	Supermarket, Accorhotels,	Large savings potential, customer labour replaces staff positions	co	Cost Modifier	Part of value creation transfered to customer	Lower price, time savings									Remove steps that create little value but are expensive					Reduce cost by having customer do steps in value creation themselves	
Service As Product	Pattern	Standardizing a predetermined bundle of services typically bought together and selling for a fixed price similar to a product. Many times it			VP		Productized															diciliseivės	Similar to Anything Product

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3 Shop-In-Shop	Pattern	Establishing an independent store in another company's retail space		Lower CAC	VP	Variety / Unique	Use a partner to integrate the company's offering into	Host: more attracted customers, more variety, constant revenue (rent)			Access to host's customers	S											
4 Social Business Model	Archetype							revenue (rent)															
95 Solution Provider	Archetype	Total coverageof products and services in a particular domain, consolidated in a single source	Wurth, Tetra Pak, 3M, Geek Squad		VP	Simple	Total coverage of products in a domain in one single point of contact										Customer insight	Customers can get everything in one spot	(Ecosystem)	Prevent revenue losses by extending service			Similar to 'On Stop Shop', b in one catego
•	Pattern																						
97 Subscription	Block	Receive products or services regularly, for a recurring price	S Salesforce, Netflix, Dollar Shave Club, Spotify	Recurring revenue.	RS	Revenue Model	Access to product or service	Less hassle							Regular recurring fee					Steady income stream			Similar to Guaranteed Availability? F Rate?
Supermarket	Archetype	A company sells a variety of readily available products under one roof	Toys R Us, Albert Heijn, Staples, Praxis		VP	Variety / Simple		Everything in one place, Great variety o products, convenience	f		Great variety of products, convenience						(Customer insight)					Economy of scale, buying power	Similar to One Stop Shop?
9 Systems Integrator	Archetype	Combine partial products into one complete offering		Reduce risk, cost, increase flexibility	СО																		
00 Target the Poor	Block	Tailor products and services towards the bottom of the pyramid customers	Grameen Bank, Walmart Banking (US)	There are billions of customers	CS	Specific	Offer service normally offered to premium cust to base of the pyramid		Not the premium customer						Smaller fees							Economy of scale	
01 Trash-to-Cash	Block	Recycling and reusing old waste products and materials to create new products	Freitag, Emeco	Zero purchase cost	СО	Cost Modifier	Used products, refurbish, or relocate				Image			Image								Resource cost is practically eliminated	
02 Two Sided Market	Pattern	Facilitate interaction between two (or more) complementary groups for mutual benefit	Google Search Engine, Funda, Facebook, Groupon	One group of customers gets access to another group of customers	cs		Multiple interdependent groups of customers		Businesses and private customers								Let more groups of customers interact						Same as Multisided Market, simila to shop in sho (virtual), affilia
03 Ultimate Luxury	Block	Focus on customers in the top financial bracket to sell exclusive products and services at a premium price	Lamborghini, Ultimate Luxury Hotels, Rolls Royce, Abbot Downing Bank	High margin, low competition	cs	Specific		Exclusivity, status	Premium customer						Very high margins								Opposite of Target the Po form of Premium
04 Upsell	Block	Services at a premium price																					T TCTTIIGHT
05 User As Expert	Pattern	Gives users access to technology and tools typically reserved for company employees. Users then create their own designs or versions of the product.																					Same as Use Designed
06 User Designed	Pattern	Customers act as both consumers and designers of products and services	Lego, Ponoko	More variety in design, lower cost	VP	Unique	Customer is both manufacturer and consumer	Able to realize entrepreneuria ideas without needing infrastructure															Same as Crowdsourcin Similar to Mas Customization
07 Virtual Economy	Pattern	Sell virtual goods online	Riot Games	Very cheap to produce, very high margin, lock in	RS																		
08 White Label	Pattern	Products are not specifically branded, but are sold by other companies under different brand names		Different price brackets for the same product, low CAC (third party), low branding cost		Cost Modifier	Other companies distribute under their brands													Reduce dependence on 1 brand / marketing strategy		Reduce cost of branding, marketing	