

<h3>Peer-to-Peer</h3> <p>Description: Facilitate a transaction among peers, i.e., two or more consumers, through provision of a platform</p> <p>Examples: ebay, Napster, Airbnb</p>	<h3>Standardization</h3> <p>Description: Decreasing complexity by unifying products, processes, services, etc...</p> <p>Examples: Starbucks, Volkswagen</p>	<h3>Licensing</h3> <p>Description: License or otherwise get paid for limited use of intangible assets.</p> <p>Examples: Microsoft</p>	<h3>Franchise</h3> <p>Description: Allow franchisees to use a business concept, including brand and products, in compensation for financial compensation.</p> <p>Examples: Starbucks, Subway, McDonald's</p>	<h3>Matchmaking</h3> <p>Description: Involves 3 or more actors (platform owner, seller, buyer). The matchmaker creates value by bringing buyer and seller together (saving effort and time).</p> <p>Examples: ebay, Napster, Airbnb</p>
<h3>Customization</h3> <p>Description: Customize a commodity product to the customers' specific preferences.</p> <p>Examples: Dell, mymuesli</p>	<h3>Retail</h3> <p>Description: Selling a chosen range of products to consumers.</p> <p>Examples: Walmart, Home Depot</p>	<h3>Hourly rates</h3> <p>Description: Charge for each hour a product or service is used.</p> <p>Examples: Construction workers, consulting services</p>	<h3>On-time up front charge plus maintenance</h3> <p>Description: Charge a high up-front amount with the option to gain additional revenues through reoccurring maintenance..</p> <p>Examples: Volkswagen, Boeing</p>	<h3>Product</h3> <p>Description: Sell a tangible good. Only creates value if the customer is using it, e.g. driving a car.</p> <p>Examples: BMW, Philipps Sonicare</p>
<h3>Self-service</h3> <p>Description: Delegate a part of the value chain to the client.</p> <p>Examples: McDonald's, IKEA, BackWerk</p>	<h3>Premium</h3> <p>Description: Price at a higher margin than competitors for a superior product, offering experience, service, or brand.</p> <p>Examples: Lexus</p>	<h3>Subscription</h3> <p>Description: Continuously provide customers with products or services and regularly charge up front fees.</p> <p>Examples: Magazines, Blacksocks, Spotify</p>	<h3>Freemium</h3> <p>Description: Offer basic services for free, while charging a premium for advanced or special features.</p> <p>Examples: Skype, Dropbox, LinkedIn</p>	<h3>Solution</h3> <p>Description: Customer directly engages together with the company in the value creation process.</p> <p>Examples: Consulting, Restaurant, Hair salon</p>
<h3>Direct sales</h3> <p>Description: Deliver a product or service that has traditionally gone through an intermediary directly to the customer.</p> <p>Examples: Dell, Nespresso, WebMD</p>	<h3>Long-tail</h3> <p>Description: Focus on selling a large number of niche products, each of which sells relatively infrequently.</p> <p>Examples: Netflix, eBay, YouTube</p>	<h3>Transaction fee</h3> <p>Description: Refer customers to a third party and receive a commission for a specific transaction completed (e.g., click, give information, buy product).</p> <p>Examples: Expedia.com, estate agents</p>	<h3>Reselling data</h3> <p>Description: Collecting data and selling it to interested parties.</p> <p>Examples: Google, Facebook</p>	<h3>Multi-sided</h3> <p>Description: Involves 3 or more actors (platform owner & 2 disconnected customer groups) Customer 1 receives a service below costs and the paying customer benefits from c1. using the product</p> <p>Examples: Metro, Google</p>
<h3>Outsourcing</h3> <p>Description: Focus on core competencies and outsource/coordinate all other activities along the value chain.</p> <p>Examples: Procter & Gamble, Nike, Li & Fung</p>	<h3>Dial down</h3> <p>Description: Target less-demanding consumers with products or services that may not be superior but are adequate and perhaps more convenient, simple, etc...</p> <p>Examples: Motofone</p>	<h3>Consumables</h3> <p>Description: Offer a cheap or free basic and durable product together with consumables that are overpriced and thereby subsidize the basic product.</p> <p>Examples: Gillette (razor and blade), HP</p>	<h3>Advertising</h3> <p>Description: Provide customer with a service offer and use other sources such as advertising to generate revenues.</p> <p>Examples: Metro (free paper), private TV stations, Google</p>	
<h3>Lean production</h3> <p>Description: Minimizing "waste" in the creation processes of products or services.</p> <p>Examples: Toyota</p>	<h3>Target the poor</h3> <p>Description: Focus on the bottom-tier clients of the income pyramid and sell a large number of cheap products with low margin.</p> <p>Examples: Walmart, Aldi</p>	<h3>Shared savings</h3> <p>Description: Charge a fee only if the customer realized savings or benefits from the product or service.</p> <p>Examples: Ameresco</p>	<p>.....</p> <p>Description:</p> <p>Examples:</p>	
<h3>Value chain integrator</h3> <p>Description: Coordinate activities across the value net by gathering, synthesizing, and distributing information.</p> <p>Examples: Seven Eleven, Arm</p>	<h3>Membership</h3> <p>Description: Charge a time-based payment to allow access to locations, offerings, or services that non-members do not have.</p> <p>Examples: Costco, Metro</p>	<h3>Pay per use</h3> <p>Description: Charge for each use of a product or service.</p> <p>Examples: Metered ISPs, Google, Zipcar</p>		



Simple rules to use the Board

- Choose (at least) one pattern for each box.
- Mix and match patterns (2,160 possibilities). Colors need to match
- Create your own pattern if something is missing.

