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# **50+ BUSINESS MODELS**

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# All the Business Models by industry

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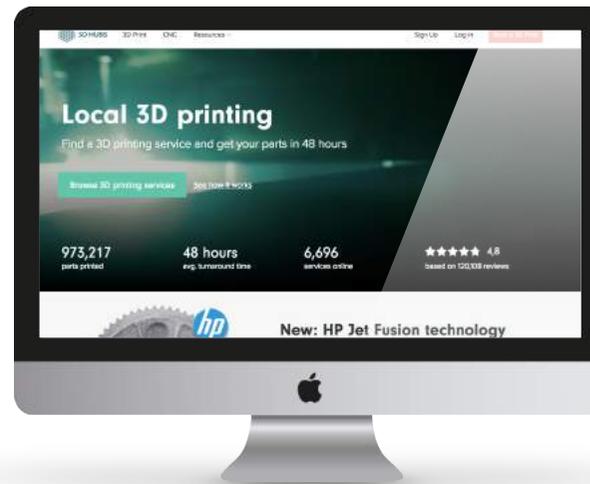
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[Viloc](#)

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## 3D Hubs is a collaborative production platform for 3D printer owners and 3D makers.

This company is on a mission to make 3D printing accessible to everyone by unlocking the world's idle 3D printers, facilitating transactions between 3D printer owners (Hubs) and people that want to make 3D prints (makers).



## Key info

**HQ** Amsterdam, the Netherlands

**Industry to learn from** Manufacturing

**Founded** 2013

### Facts

- ▶ 3D Hubs' CEO B. de Zwart and CTO B. Garret are both former employees of 3D Systems.
- ▶ 3D Hubs operates a network of 6,700 professional facilities, plus 30,000 printers owned by privates.
- ▶ 3D Hubs with Autodesk Spark in Oct 2014.

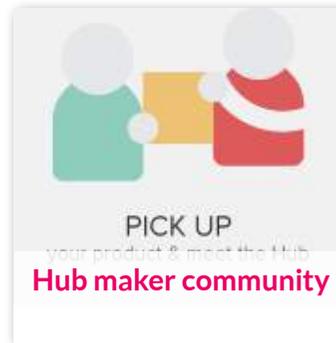
## All you need to know



3D Hubs lets 3D print-owners list their printer for free. There are no signup fees or recurring charges for Hubs. 3D Hubs takes a 15% fee on each order to provide customer support, model checking, platform marketing and payment facilities.



3D Hubs operates a network of 6,700 3D printing services in over 150 countries, so that over 1 billion people can find a local printer within 10 miles (16km) of their home. Each Hub sets its own prices.



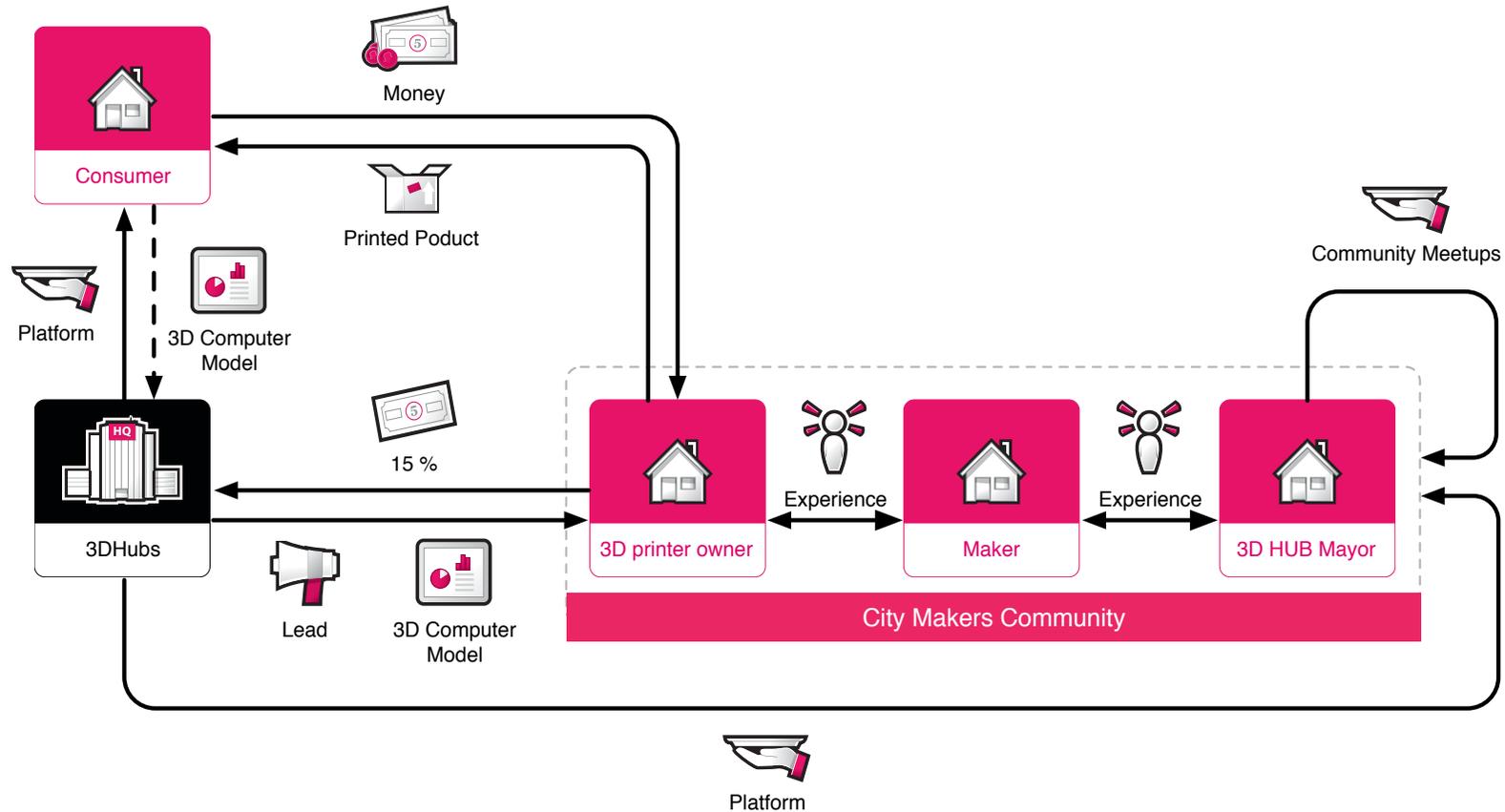
Hubs meeting makers and vice versa is the backbone of this platform. The ability to learn from the community and share knowledge and designs is the beating heart of 3D Hubs.

## On which trends does this company focus?

- ▶ Collaborative Consumption, P2P (peer-to-peer)
- ▶ 3D Printing
- ▶ Network of 'prosumers'

## Does it bring people out of their comfort zone?

- ▶ How do you control quality when manufacturing is distributed among communities? (reviews)
- ▶ By directly linking customers to local producers 3D Hubs is using distributed manufacturing to make 3D printing accessible to everyone without 'middlemen' involved.



## Business Model

### How do they make money?

3D Hubs takes a 15% fee on each order for the service they provide by connecting makers with people that want to print (excluding any applicable VAT).

### Other companies with similar business model.

- ▶ <http://corp.fon.com>
- ▶ Foursquare
- ▶ Airbnb

### Business model characteristics.

- ▶ P2P (peer-to-peer) Business Model
- ▶ Online & Offline community
- ▶ Broker Model

**KAESER COMPRESSORS is one of the leading manufacturers and providers of compressed air products and services.**

Besides selling their equipment and maintenance contracts they also started offering air-as-a-service to their customers. This case study focuses on the air-as-a-service business model.



## Key info

**HQ** Coburg, Germany

**Industry to learn from** Manufacturing

**Founded** 1919

### Facts

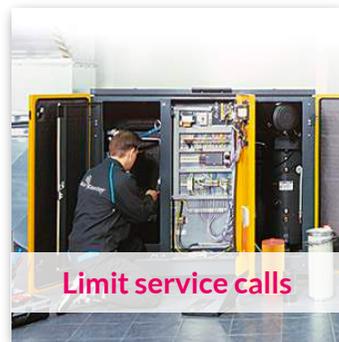
- ▶ Kaeser manufactures its product at two different sites in Germany focusing on reliability, energy & cost efficiency and ease of maintenance.
- ▶ Kaeser is active worldwide through branch offices and exclusive sales partners in over 100 countries.

## All you need to know



### Predictive maintenance

By monitoring the usage and condition of its machines, Kaeser is able to use the data to implement a predictive maintenance program.



### Limit service calls

Under the new business model Kaeser has every incentive to minimise service calls because they are a cost instead of a revenue driver. This means better designed and more durable products.



### Aligned incentives

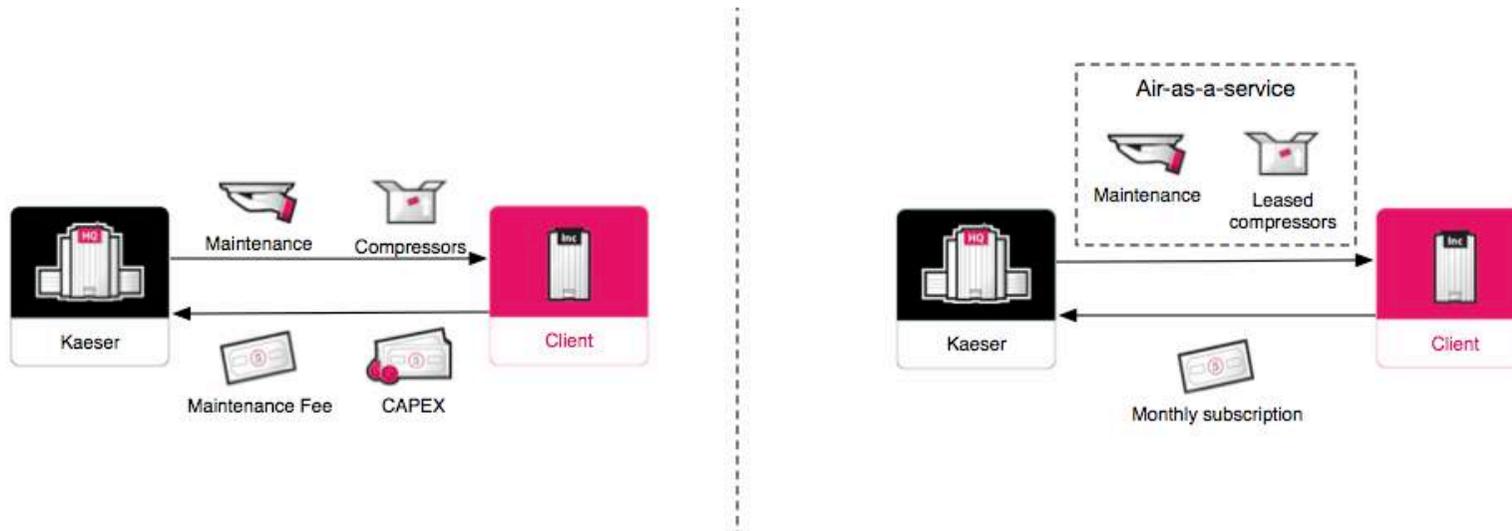
From the perspective of the client the value driver is reliable compressed air, under the subscription model Kaeser carries all the material risks and is incentivised to minimise down time.

### On which trends does this company focus?

- ▶ Servitisation
- ▶ Predictive maintenance
- ▶ Industrial Internet of Things (IIoT)

### Does it bring people out of their comfort zone?

- ▶ Traditional companies are used to buying and owning their equipment not leasing it.
- ▶ The new business model implies that Kaeser wants to minimise its service calls which threatens the job security of some of its technical staff.



## Business Model

### How do they make money?

They charge a monthly subscription fee for the leasing of their equipment and the maintenance. Limiting maintenance, increasing efficiency, etc. increases their bottom line.

### Other companies with similar business model.

- ▶ Rolls-Royce - Pay-per-hour
- ▶ Phillips - Lux-as-a-service

### Business model characteristics.

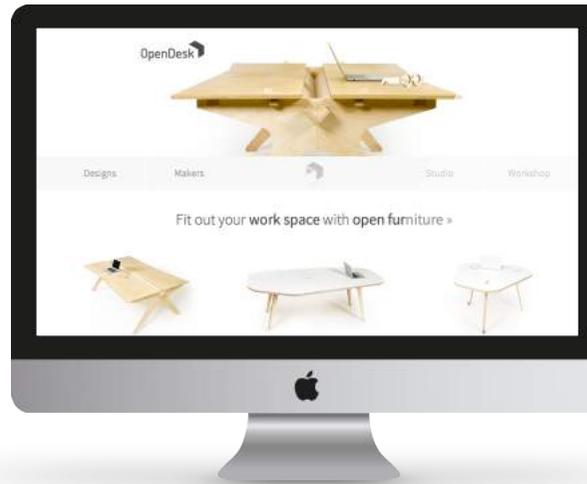
- ▶ Subscription model
- ▶ Servitisation



**OpenDesk is a platform for designer and open source collection of furniture that customers can make themselves for free or order unassembled from a local maker with a CNC machine.**

Basically, it does to Ikea what AirBnB did to hotel chains. All designer products without the designer price tag.

[www.opendesk.cc](http://www.opendesk.cc)



## Key info

**HQ** London, United Kingdom

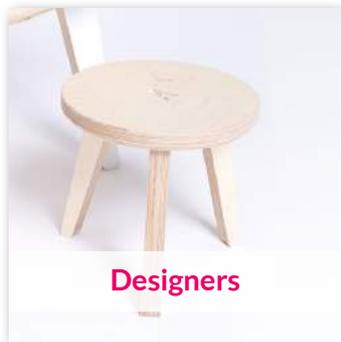
**Industry to learn from** Manufacturing

**Founded** 2013

### Facts

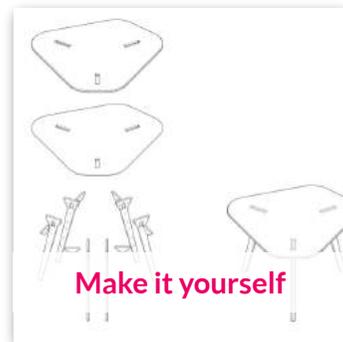
- ▶ Since OpenDesk started in 2013, they attained 400 professionals in 37 different countries.
- ▶ Designs were featured in the London Design Museum, Wired UK, the CNAP in Paris and Domus magazine, and have been downloaded >30,000 times for DIY

## All you need to know



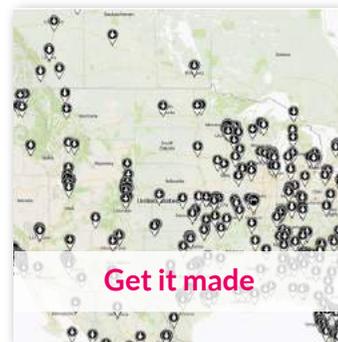
**Designers**

Customers can buy designer furniture on the website. For every design sold, the designer receives a royalty. Their designs are directly sold to customers under their own brand, name, terms and keep all rights themselves.



**Make it yourself**

Customers can download design furniture templates for free. With the templates, they can make their own furniture for non-commercial purposes and for commercial use, customers are connected to a local maker through the network.



**Get it made**

A vast network of professional makers can fabricate, finish and deliver the furniture. Under a re-seller licence makers can reproduce the designs and sell them for their own profit (only for CNC products).

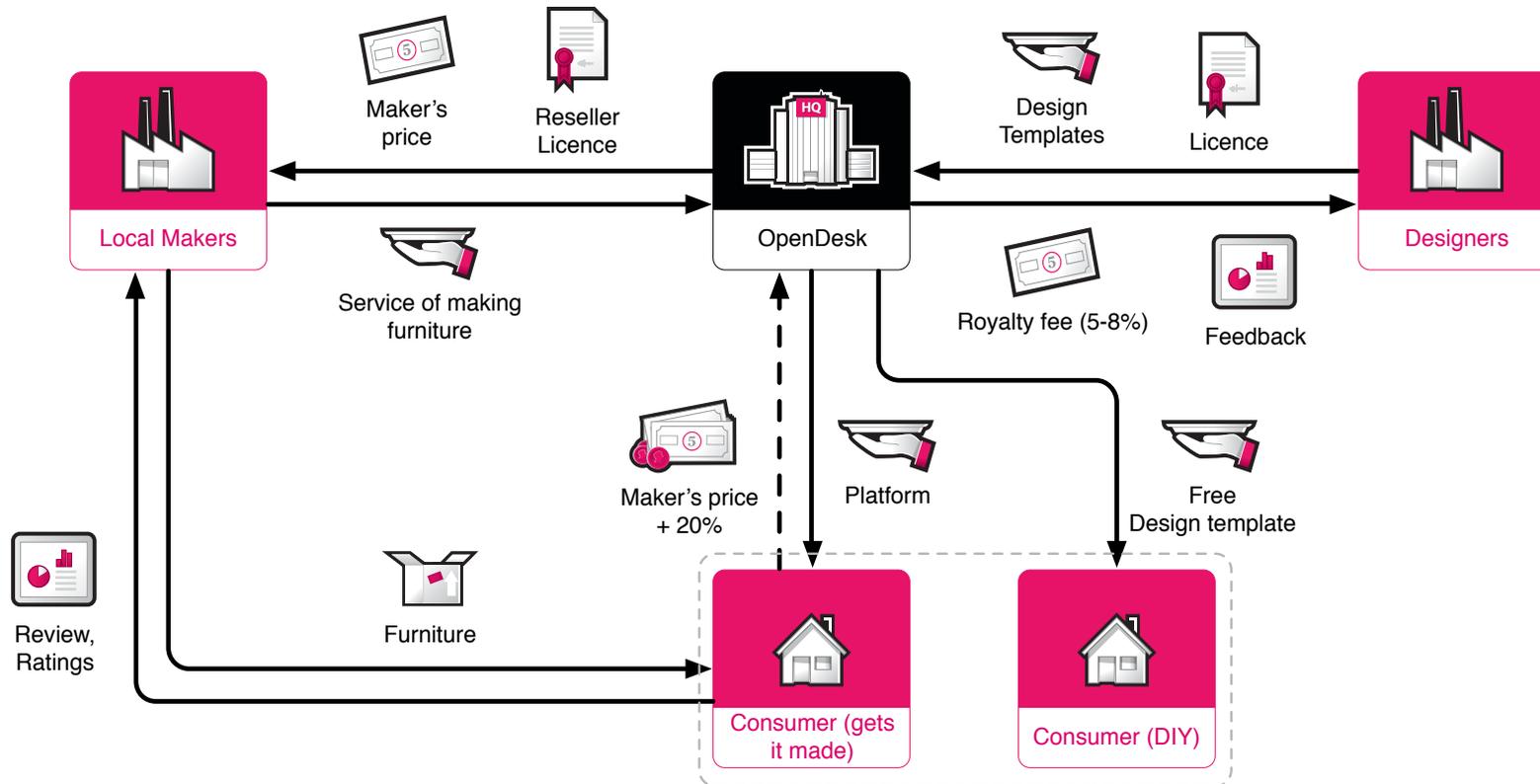
### On which trends does this company focus?

- ▶ Digital fabrication
- ▶ Peer-to-peer production
- ▶ Open-source furniture

### Does it bring people out of their comfort zone?

- ▶ Digital fabrication changes the manner how furniture is developed and manufactured. At the same time, the internet allows designers to share their designs online and gather feedback during the design process. It challenges the traditional relationship between the designer, retailer, manufacturer and customer.
- ▶ Designers have no control over production and materials. Who is responsible then?





## Business Model

### How do they make money?

OpenDesk sells furniture upon which it receives a platform fee, the designer receives a design royalty and the maker covers the manufacturing costs by quoting the manufacturing price for the product themselves. On top of the maker price OpenDesk charges 20%.

### Other companies with similar business model.

- ▶ [www.3dhubs.com](http://www.3dhubs.com)
- ▶ [www.airbnb.com](http://www.airbnb.com)
- ▶ [www.quirky.com](http://www.quirky.com)

### Business model characteristics.

- ▶ Freemium
- ▶ Communities
- ▶ Peer to peer
- ▶ Royalty system

**Wijeya Newspapers has a Chemical Leasing contract with its ink supplier. Payment is based on printed copies of newspapers rather than on the kilograms of ink used.**

The ink supplier remains the owner of the ink. Both parties will be motivated to consume less ink with financial, environmental and, in this case, even internal health benefits as a result. Long-term contracts and the sharing of expertise are some of the prerequisites of chemical leasing.



**Key info**

**HQ** Colombo, Sri Lanka

**Industry to learn from** Manufacturing

**Founded** 1979

**Facts**

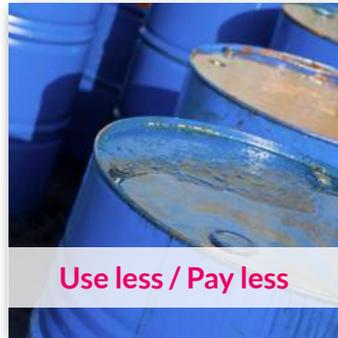
- ▶ Chemical leasing between Wijeya Newspapers and General Ink resulted in ink savings of around 15,000kg, equivalent to approximately \$50,000 per year.
- ▶ Prints approx. 15 million newspapers/month.

**All you need to know**



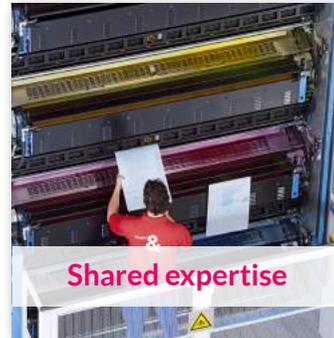
**Different channel**

Wijeya Newspapers pays for the service of printing a paper per copy and no longer for the volume of ink that is consumed per kg. The supplier stays owner of the ink.



**Use less / Pay less**

Chemical Leasing encourages better chemical management. The result can be seen in environmental advantages, as well as in consequential economic benefits for both suppliers and users of chemicals.



**Shared expertise**

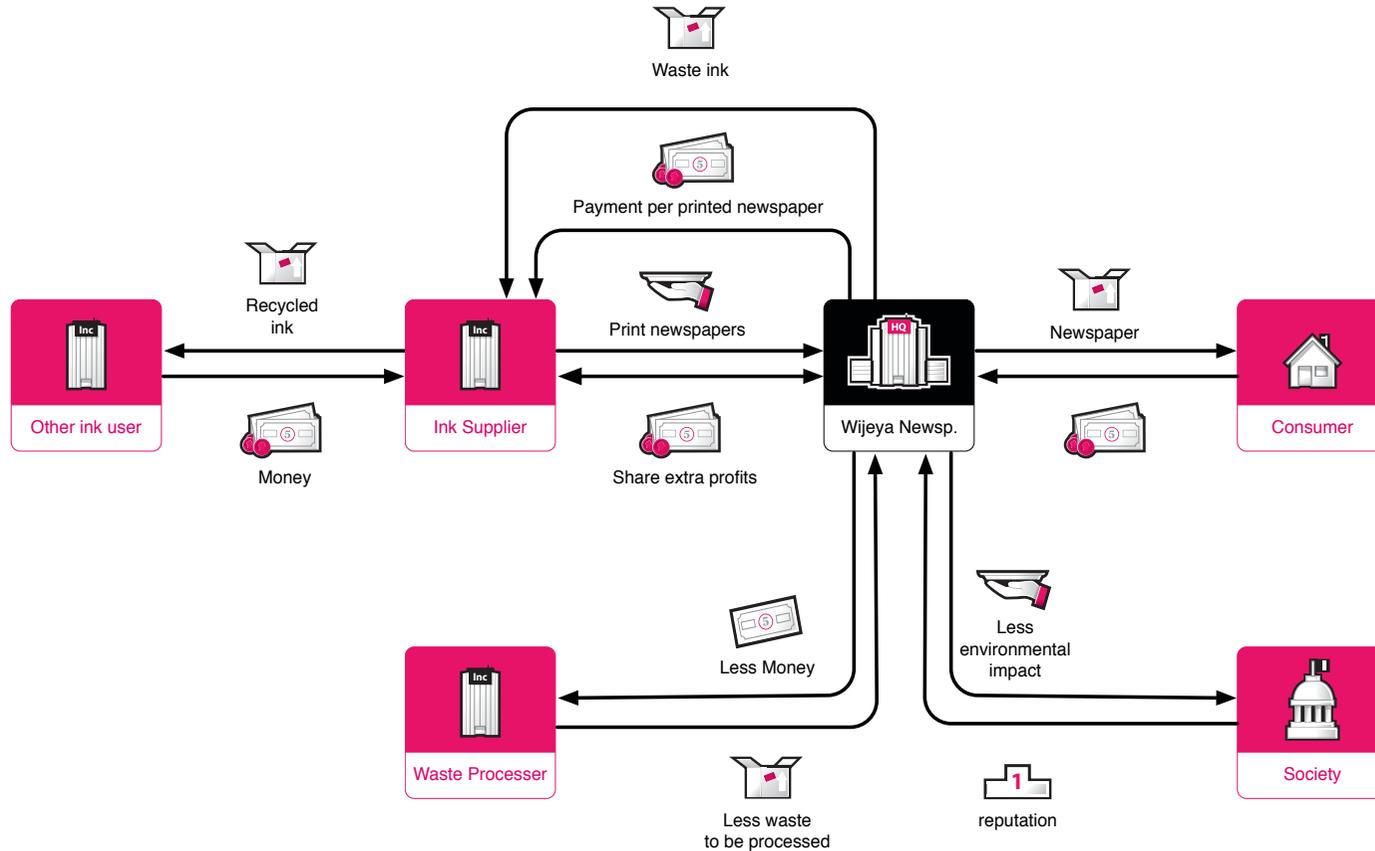
Wijeya newspapers shares know-how about their industrial process and the final product (newspapers). Their ink supplier has expertise in the appliances of different chemicals to print with.

**On which trends does this company focus?**

- ▶ Product as a Service
- ▶ Vertical Integration
- ▶ Circular Economy

**Does it bring people out of their comfort zone?**

- ▶ Stakeholders are dependent on longterm partnerships.
- ▶ Full transparency concerning the created value of the project is key to make Chemical Leasing work. Are companies willing to share everything?
- ▶ The efficiency gains of the new model have to be divided between the different stakeholders.



## Business Model

### How do they make money?

The partnership has two revenue streams: 1. A reduction in cost by lowering the ink consumption and 2. The supplier taking back waste material makes it possible to sell unused ink again.

### Other companies with similar business model.

- ▶ [www.chemicalleasing.com](http://www.chemicalleasing.com)
- ▶ [www.leaseplan.com](http://www.leaseplan.com)
- ▶ [www.nl.mudjeans.eu/Lease-a-Jeans](http://www.nl.mudjeans.eu/Lease-a-Jeans)

### Business model characteristics.

- ▶ Product as a service
- ▶ Long Term Partnership
- ▶ Shared profits
- ▶ Shared expertise



www.23andme.com

**23andMe is a privately held personal genomics and biotechnology company that provides uninterpreted raw genetic data to gain insights into personal ancestry.**

The company is named for the 23 pairs of chromosomes in a normal human cell.



## Key info

**HQ** Mountain View, California, US

**Industry to learn from** Healthcare

**Founded** 2006

### Facts

- ▶ Founded by Anne Wojcicki, the wife of Google co-founder Sergey Brin (the two are now separated).
- ▶ Since it was founded in 2006, 23andMe has collected data from 800,000 customers (Jan 2015).
- ▶ \*23andMe (temporarily) no longer offers health genetic reports due to an FDA directive.

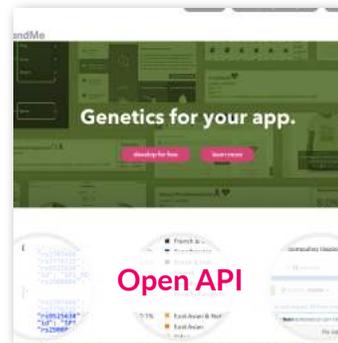
## All you need to know



For \$99, people can order a DNA scan. After sending back a sample to the 23andMe lab, users receive, 3 weeks later, a personal DNA report on different health conditions\* and their DNA lineage.



23andMe, gives customers the opportunity to leverage their data by contributing it to studies of genetics. At this moment only in-house research, 23andMe will provide this service soon B2B, for monetizing profile data.



23andMe has an API, to let developers build other apps and services on top of users' genetic information.

e.g. [www.genesand.us](http://www.genesand.us) finds the best genes that you can give to your child.

### On which trends does this company focus?

- ▶ Personal Genome Service
- ▶ Self-Monitoring
- ▶ Big Data

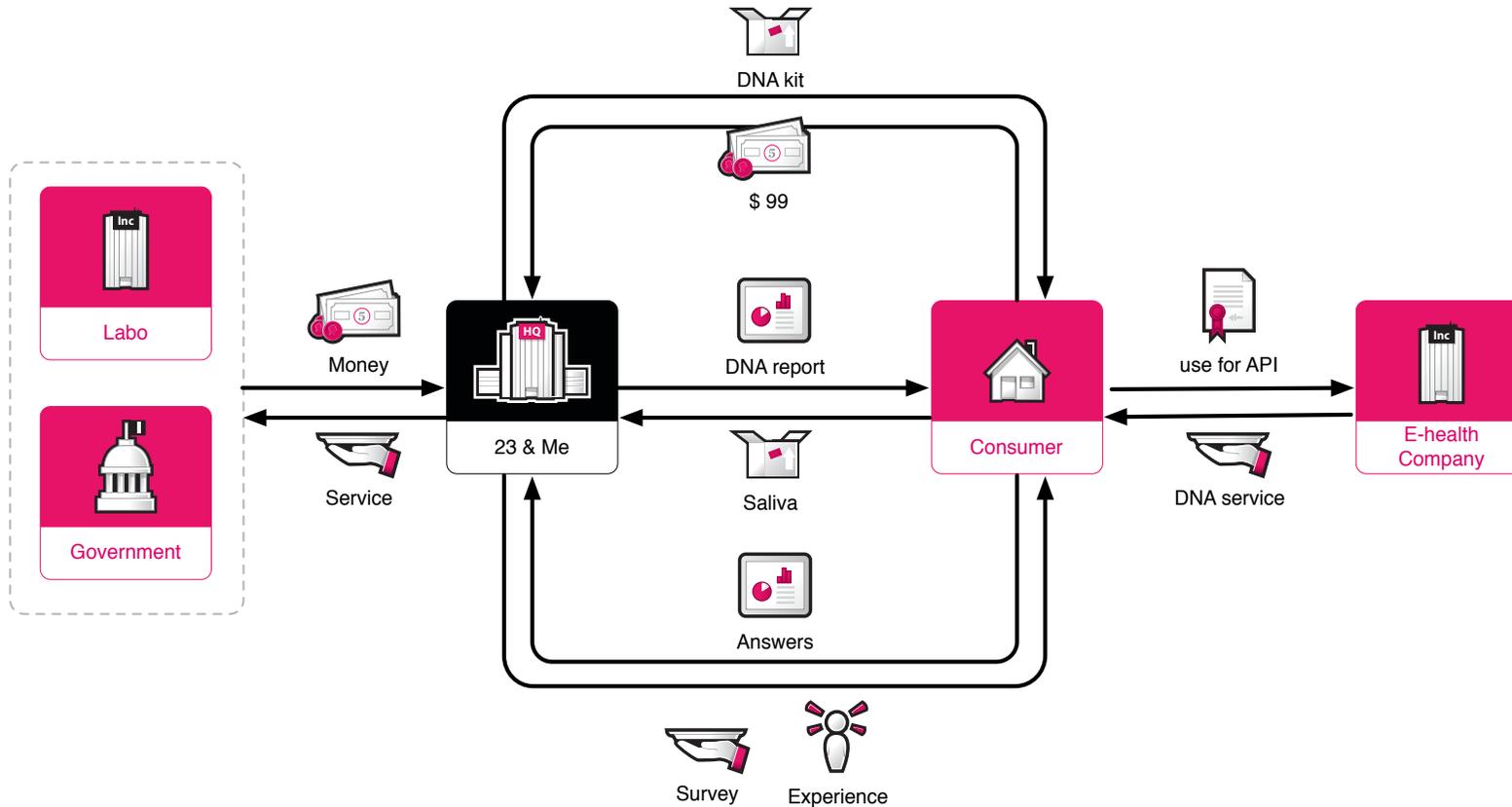
### Does it bring people out of their comfort zone?

- ▶ With +300.000 DNA samples in their customer base, 23andMe has access to the most precious data a person can give: his personal data.
- ▶ Direct-to-consumer genetic test kits may provide inaccurate or misleading disease risk assessments. (FDAs concern)



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## Business Model

### How do they make money?

23andMe makes money with personal genetic tests. Customers are purchasing ancestry-related information and uninterpreted raw genetic data for \$99.

### Other companies with similar business model.

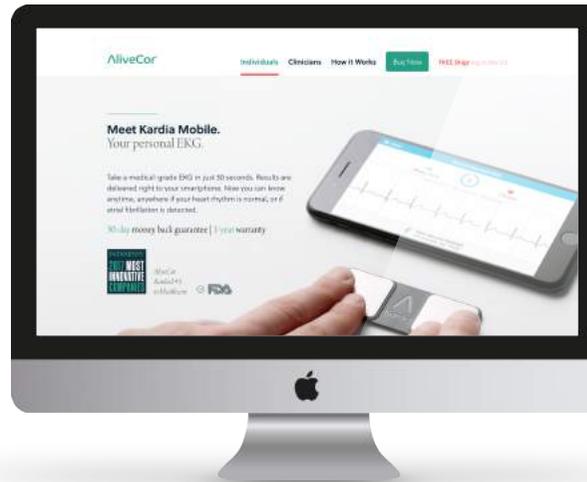
- ▶ [www.invitae.com](http://www.invitae.com)
- ▶ [www.mygene23.com](http://www.mygene23.com)
- ▶ [www.geenianalyysi.fi](http://www.geenianalyysi.fi)

### Business model characteristics.

- ▶ Big Data
- ▶ Online research community
- ▶ B2B2C
- ▶ Product-Service combination

**AliveCor has a device & application that turns any smartphone into a clinical-quality electrocardiogram (ECG) recorder.**

All data can be viewed via the free AliveECG app and via AliveInsights, their paid analysis service, patients can get access to expert insight on their ECG readings without waiting for a doctor's appointment.



**Key info**

**HQ** San Francisco, US

**Industry to learn from** Healthcare

**Founded** 2011

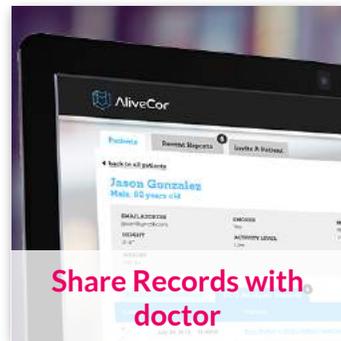
**Facts**

- ▶ AliveCor released a veterinary version of their app ahead of the one for humans.
- ▶ In Aug 2014 AliveCor receives first FDA clearance to detect a serious heart condition in an ECG on a mobile device.

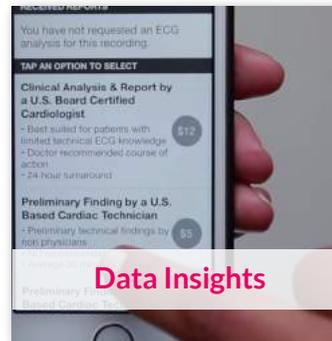
**All you need to know**



Record heart rhythms along with your symptoms, lifestyle activities and medications. Clinical studies demonstrated the AliveCor Heart Monitor's accuracy to be comparable to readings from Lead 1 of standard ECG machines.



You can easily and automatically share ECGs, AF episodes and symptoms you're feeling with your doctor using email, PDFs or the Provider Dashboard.



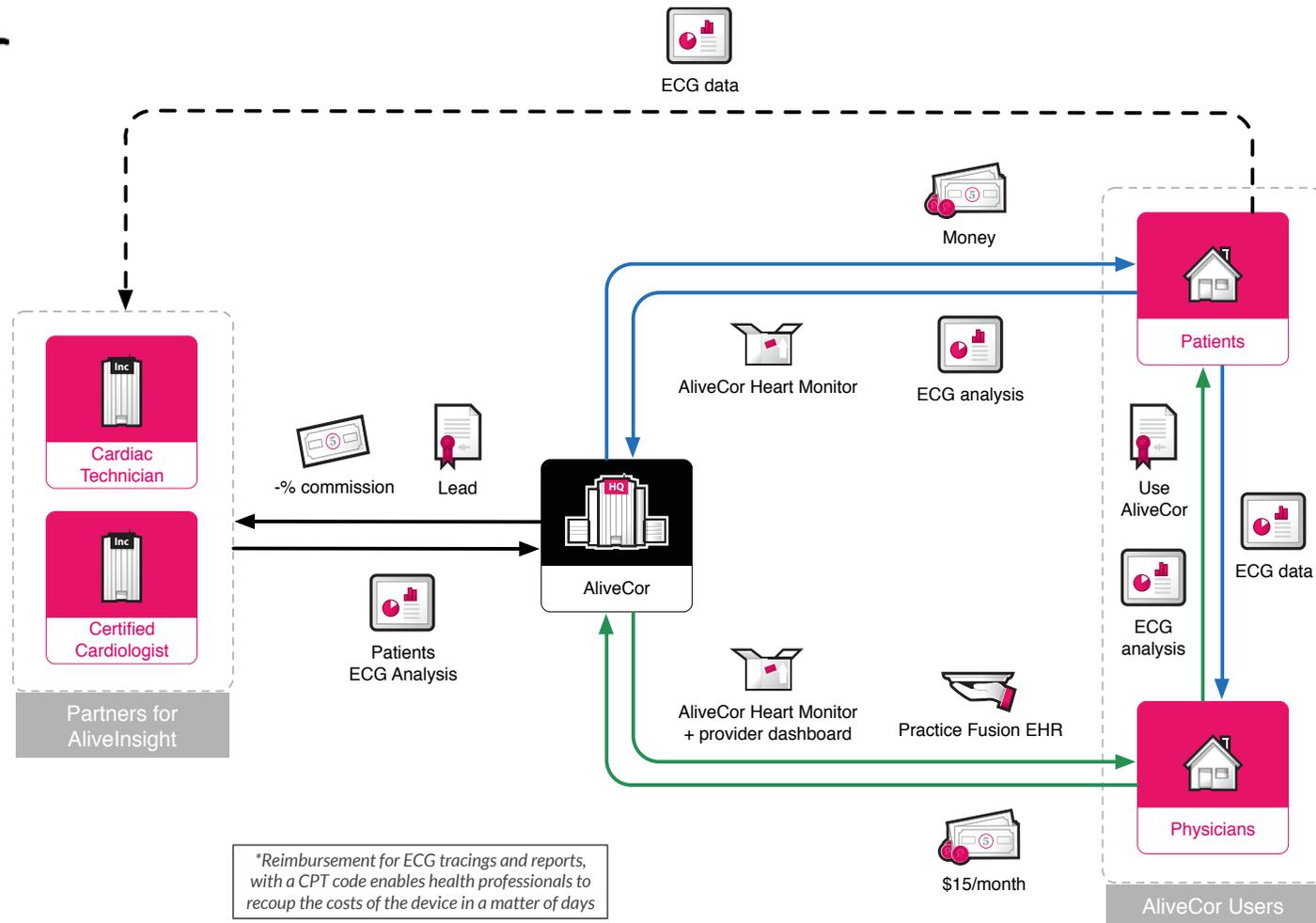
Patients can send recordings, along with notes on any symptoms they may have for a technical or clinical review. AliveInsights provides several service options to choose from, available 24/7.

**On which trends does this company focus?**

- ▶ Big-Data
- ▶ Quantified Self
- ▶ Product with a Service
- ▶ "The Internet of Me"

**Does it bring people out of their comfort zone?**

- ▶ Getting reports on your health status, only by providing your data, is a different approach patients are not always comfortable with.
- ▶ In comparison to the solution offered by AliveCor, existing professional ECG systems look overrated.



## Business Model

### How do they make money?

AliveCor makes money by selling ECG devices (€169) that fit on existing smartphones. Physicians that want their own monitor pay an extra €15/month for professional services

### Other companies with similar business model.

- <http://www.preventice.com/>

### Business model characteristics.

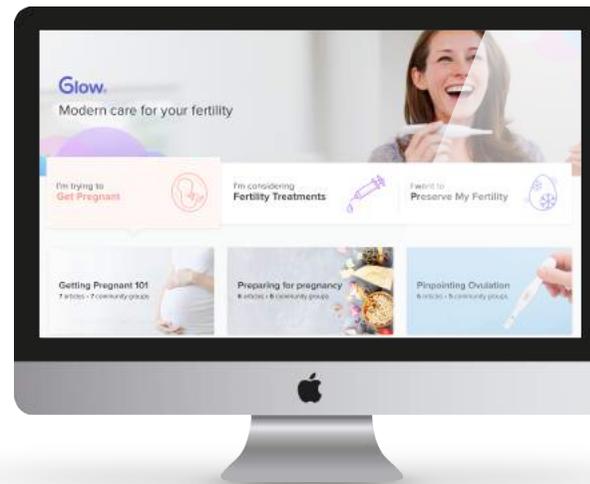
- ▶ Online service (app) + Offline product (device)
- ▶ Data Model
- ▶ Partnership Model

# Glow

www.glowing.com

**Glow is a data science company that uses data science to understand and predict when a woman is most fertile, maximizing the chance of pregnancy without any artificial or medical treatments.**

An additional Glow First program (peer funding) helps to make infertility treatment affordable.



## Key info

HQ **San Francisco, US**

Industry to learn from **Healthcare**

Founded **2013**

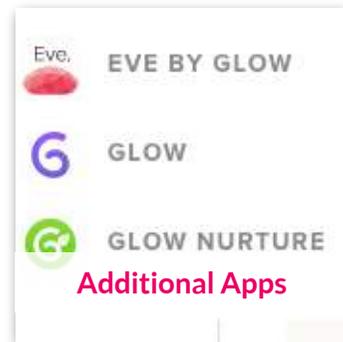
### Facts

- ▶ Co-founded by PayPal cofounder Max Levchin. Mission statement: "Womanhood demystified by data"
- ▶ Over 4 million women worldwide use Glow apps (Aug 2016).

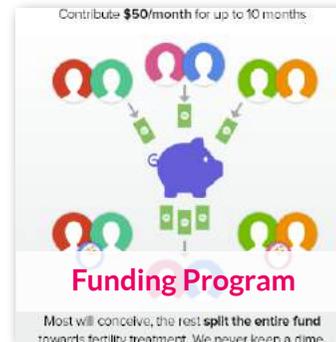
## All you need to know



The Glow app offers women insight on good habits to practice while they're expecting and provides support during difficult times, such as miscarriage and the postpartum period.



Glow also provides 2 additional apps for 'sexercise' and pregnancy guidance. Eve by Glow offers sex tracking and cycle trends. Glow Nurture provides you with health insights during pregnancy.



Glow First is a not-for-profit program that helps make treatment affordable by letting you "pool" your risk with a larger group of healthy couples. Make a small investment in your future family, with big rewards.

### On which trends does this company focus?

- ▶ Big Data
- ▶ Quantified Self
- ▶ Cognitive Systems
- ▶ Personalization

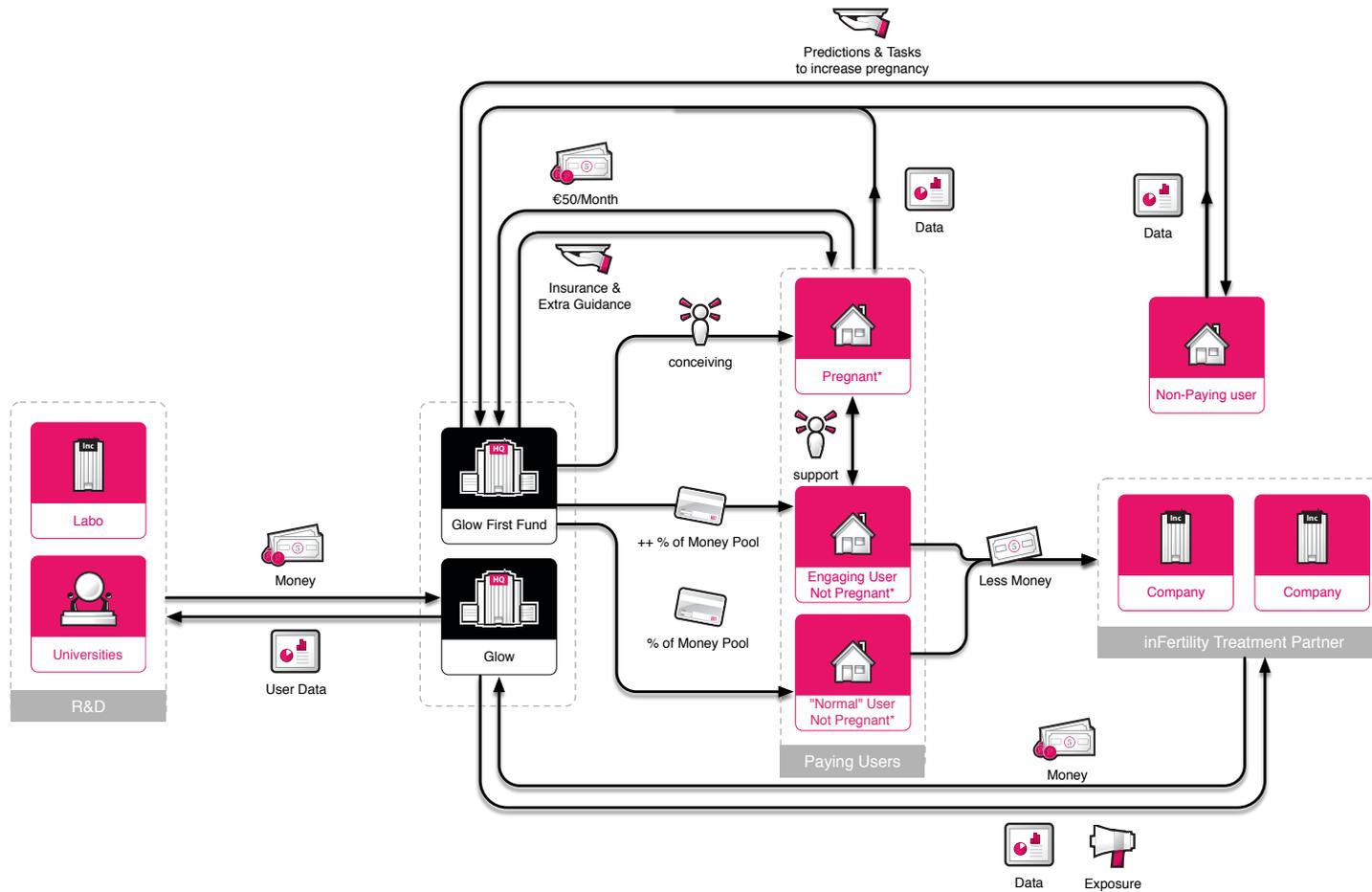
### Does it bring people out of their comfort zone?

- ▶ Medical apps are changing healthcare. Some of them are so accurate even doctors use them.



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## Business Model

### How do they make money?

Glow sells "data insights" regarding conceiving to research Institutions & gives exposure to trustworthy Infertility Treatment Clinics. The data is generated by users who use one of their three pregnancy guidance apps.

### Other companies with similar business model.

- ▶ [www.23andme.com](http://www.23andme.com)
- ▶ [www.friendsurance.com](http://www.friendsurance.com)

### Business model characteristics.

- ▶ Not-for-profit funding part
- ▶ Partnership Model
- ▶ Money pool

**PatientsLikeMe is an online platform that connects patients with similar conditions to share real-world health experiences.**

The company monetizes on aggregate data by selling it to medical organisations.



## Key info

**HQ** Cambridge, US

**Industry to learn from** Healthcare

**Founded** 2004

### Facts

- ▶ Started as an online community for ALS patients, the company expanded its scope to any patients with any condition, including pets.
- ▶ Patients Like Me was named one of Fast Company's Top 10 Most Innovative Companies in Biotech.

## All you need to know



PatientsLikeMe's online platform is designed to easily share your medical data in a secure & private way. Community members can share, find and learn from the available data. e.g. compare treatments, symptoms, etc.



Chart your health over time and contribute to research that can advance medicine for all.



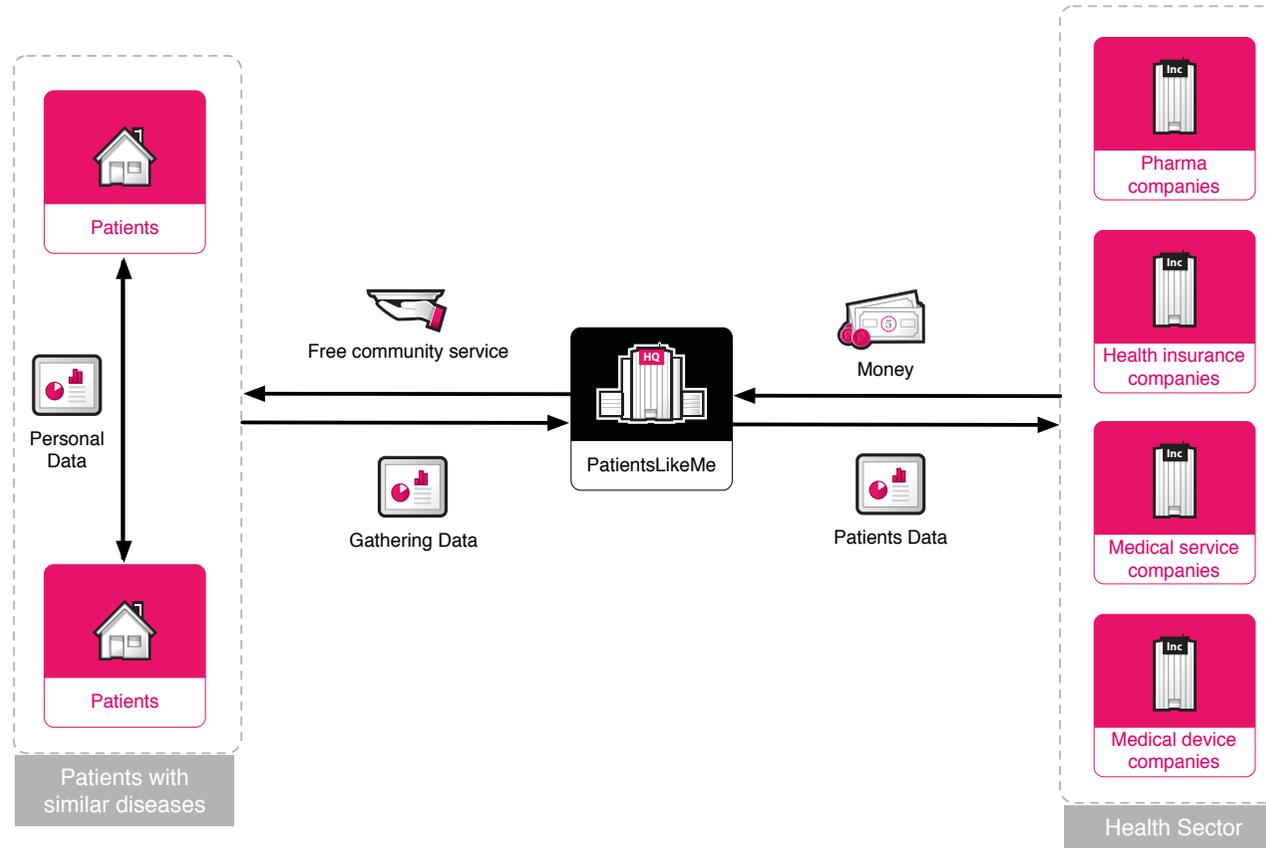
PatientsLikeMe aggregates the data people share about their conditions in order to sell it to their partners such as pharmaceutical companies and biomedical companies.

### On which trends does this company focus?

- ▶ Healthcare 2.0
- ▶ Quantified Self (Trackers)
- ▶ Big Data

### Does it bring people out of their comfort zone?

- ▶ Still concerns about the privacy of the people behind the data
- ▶ People can take wrong decisions by acting as their own doctor.



## Business Model

### How do they make money?

Patients like me offers a free health community service to its users. They make money by selling the data, generated by the community, to pharmaceutical companies.

### Other companies with similar business model.

- ▶ Facebook, Pinterest, Instagram (selling user data)
- ▶ [www.23andme.com](http://www.23andme.com)

### Business model characteristics.

- ▶ Selling (Big) Data
- ▶ Online community
- ▶ B2B2C



www.activity.alfabank.ru

**Alfa Activity, the fitness banking system of the Alfa Bank, is an online platform that monitors customers' movements using fitness trackers like Fitbit, Jawbone UP or RunKeeper.**

Depending on how much movement is made each day, small amounts of money is transferred into the user's special savings account, the Alfa Activity account.



## Key info

**HQ** Moscow, Russia

**Industry to learn from** Finance

**Founded** 2014

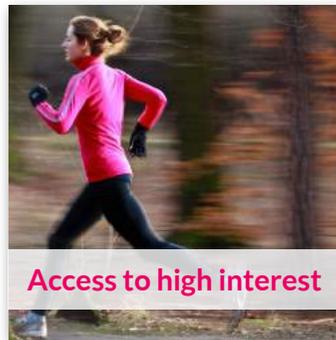
### Facts

- ▶ The Alfa Bank is the largest private commercial bank in Russia.
- ▶ Customers using the service are saving up to twice as much as the average and are walking 1.5 times more

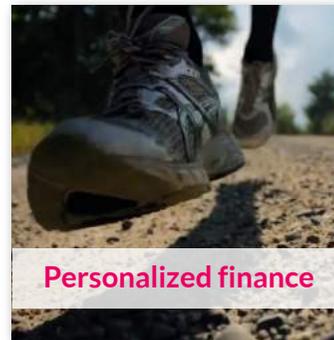
## All you need to know



Users of Alpha Activity have a 6 percent interest rate, much higher than the interest rates of other banks.



Unlike most of the highest-interest accounts, it's accessible to anyone, regardless their annual income.



The more the customers sweat, the more money can be transferred to the Alfa Activity account, and the more the customers earn. It all depends on the frequency of their workout.

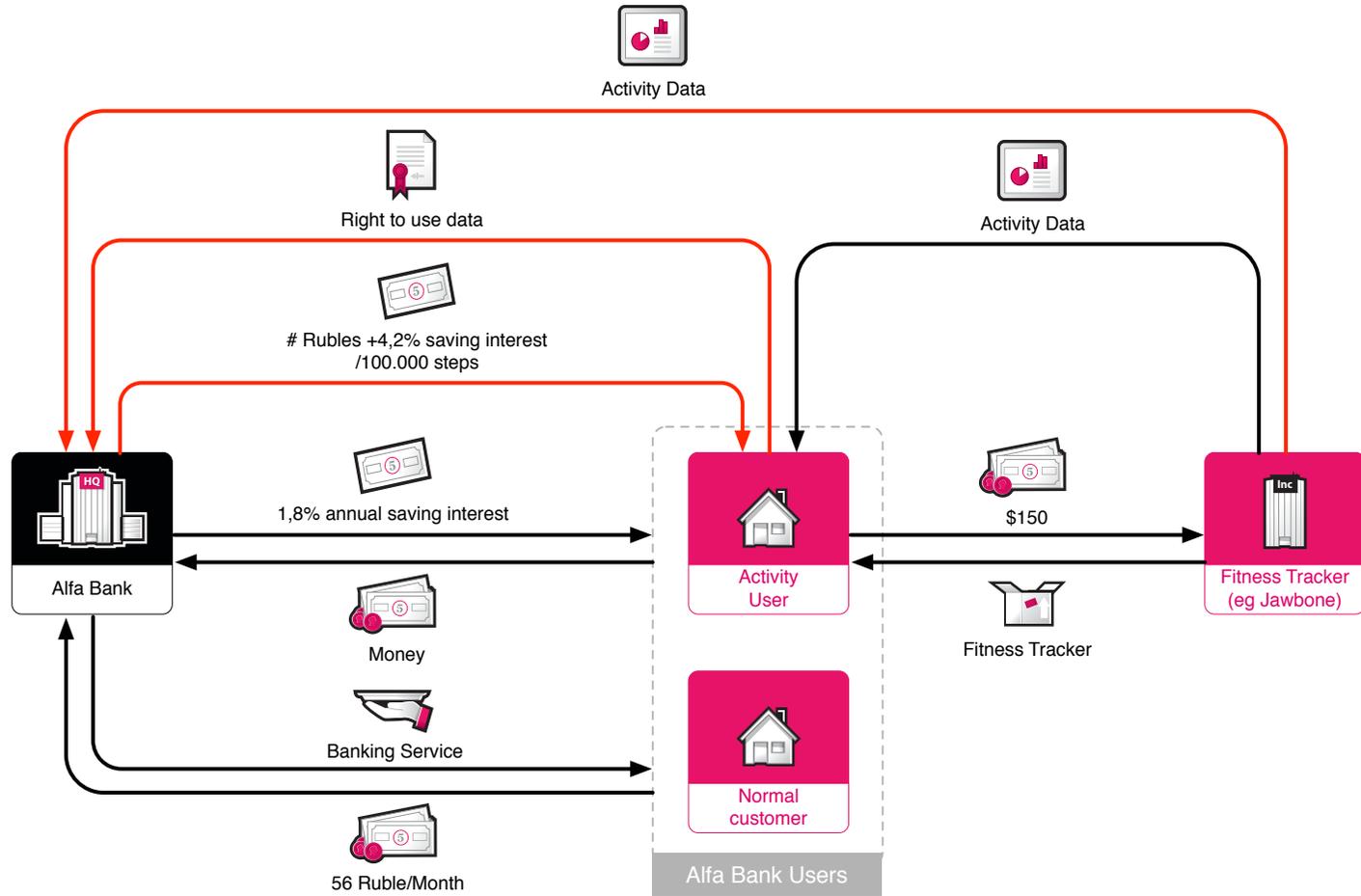
### On which trends does this company focus?

- ▶ Wearables
- ▶ Big Data
- ▶ Mobile Banking

### Does it bring people out of their comfort zone?

- ▶ The healthiest customers are able to save the most.
- ▶ You can't transfer unlimited amounts to your savings account: only by working out the money is automatically transferred





## Business Model

### How do they make money?

Alfa Bank requires their new sportive customers, who are interested in the free “Alfa Activity” account, to sign up for a regular bank account, which costs 56 Rubles (€0.80) per month, and a free internet account “Alfa Click.”

### Other companies with similar business model.

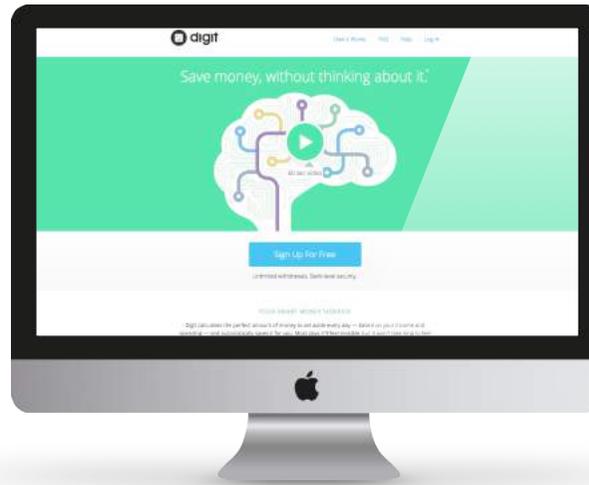
▶ /

### Business model characteristics.

- ▶ Bait and Hook
- ▶ Performance based
- ▶ Product-Service combination



www.digit.co



**Digit is a financial service application that monitors your financial behaviour and automates saving.**

Digit connects to your bank account and monitors your income and spending habits. It automatically transfers money you don't need to your Digit saving account. You can manage the saving account by simple text messages.

## Key info

**HQ** San Fransisco, US

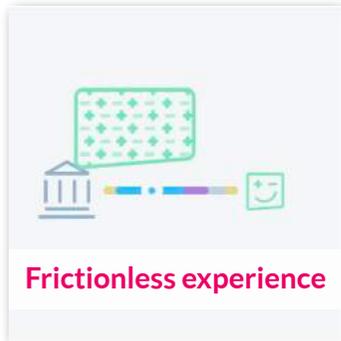
**Industry to learn from** Finance

**Founded** 2013

### Facts

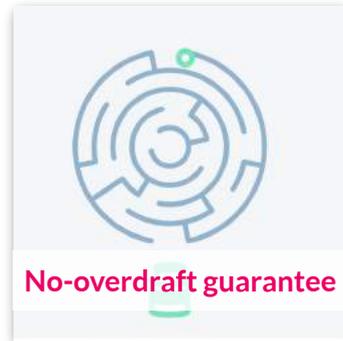
- ▶ Digit has received \$36.3M in equity funding in 3 rounds
- ▶ At first Digit didn't pay interest on savings in its accounts, it has since started paying a flat 1% fee on a 3 monthly basis.

## All you need to know



**Frictionless experience**

Digit calculates the perfect amount of money to set aside every day – based on the users' income and spending – and automatically saves it.



**No-overdraft guarantee**

If the user overdrafts because of Digits savings, Digit reimburses the overdraft fees incurred by the user.



**Access by text**

You can access your Digit saving account by sending Digit a text message. Transferring money from a Digit account to a checking account is free of charge.

### On which trends does this company focus?

- ▶ Frictionless experience
- ▶ Personalisation

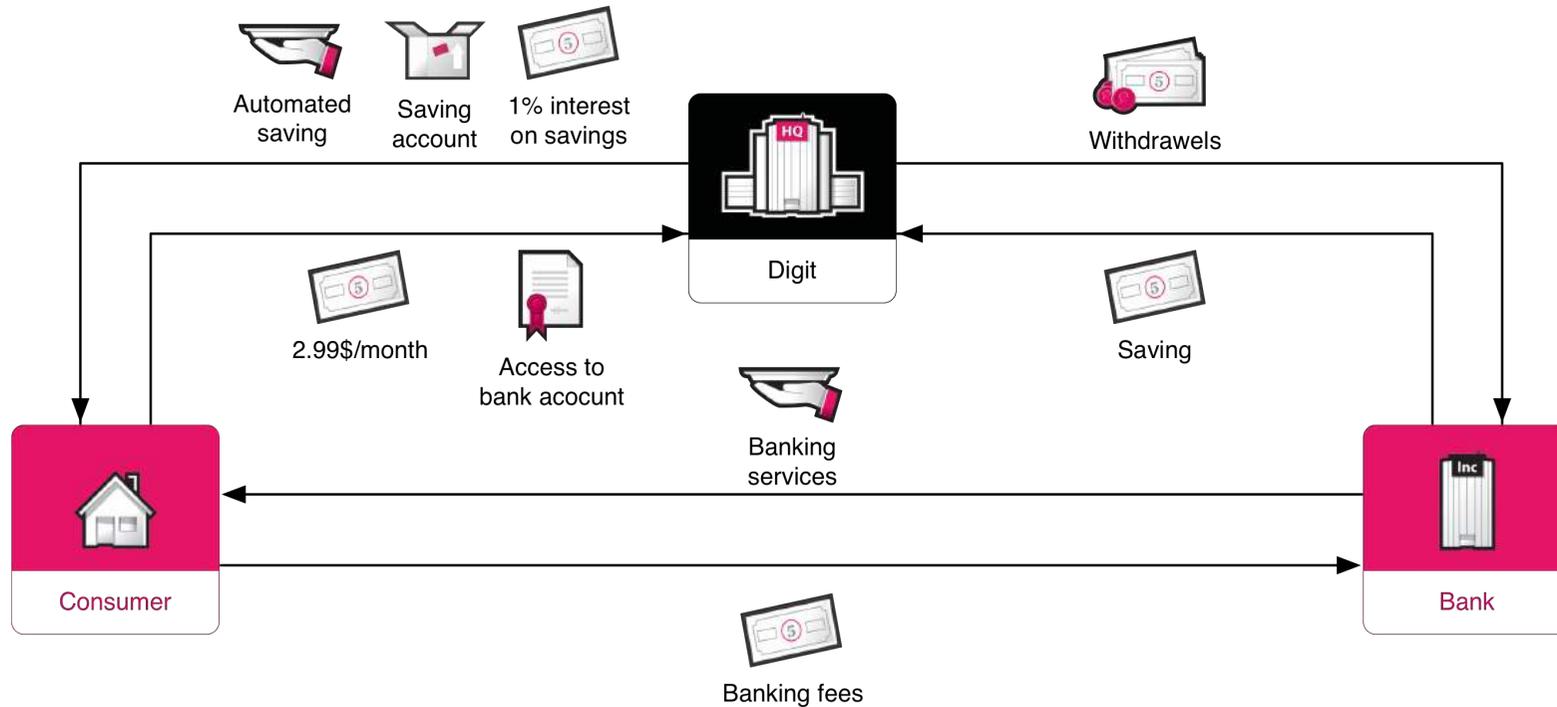
### Does it bring people out of their comfort zone?

- ▶ Giving an application access to do money transfers on your behalf requires a lot of trusts.
- ▶ Overdrafting is a very bad experience and being reimbursed for the costs does not make up for it.



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## Business Model

### How do they make money?

Digit receives a fixed monthly fee of 2.99\$ from its users. On top of that it can leverage the funds it has under management for greater returns\*.

\*There is no public information available about this.

### Other companies with similar business model.

- ▶ [tinkapp.com](http://tinkapp.com)
- ▶ [pensionbee.com](http://pensionbee.com)
- ▶ [acorns.com](http://acorns.com)

### Business model characteristics.

- ▶ Subscription model

**Friendsurance is a peer-to-peer insurance concept that allows to spread risks among friends and relatives.**

As a result, it's possible to enter into a liability, legal and household insurance at a very low rate.



## Key info

**HQ** Berlin, Germany

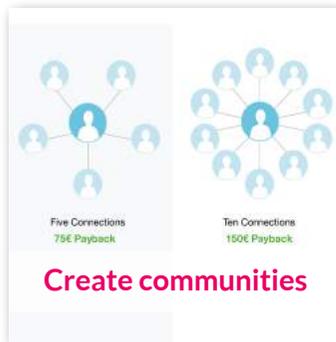
**Industry to learn from** Finance

**Founded** 2010

### Facts

- ▶ The business has grown to over 90 employees since its launch in 2010; it is headquartered in Berlin.
- ▶ Friendsurance claims savings up to 40% of insurance costs by harnessing network effects.

## All you need to know



Friendsurance enables its users to create communities of up to 15 people who can help cover an insurance claim in the case of an accident. People can connect regardless the scheme or the provider they choose.



When two people connect, they agree to support each other with a small amount of money in case of a claim. The insurance provider only has to regulate the part of the claim, which lies above the network support.



Connecting people leads to a number of cost decreasing effects: reduced fraud, better risk selection, reduced process costs and reduced cost of sales. After all the model offers incentives for viral growth.

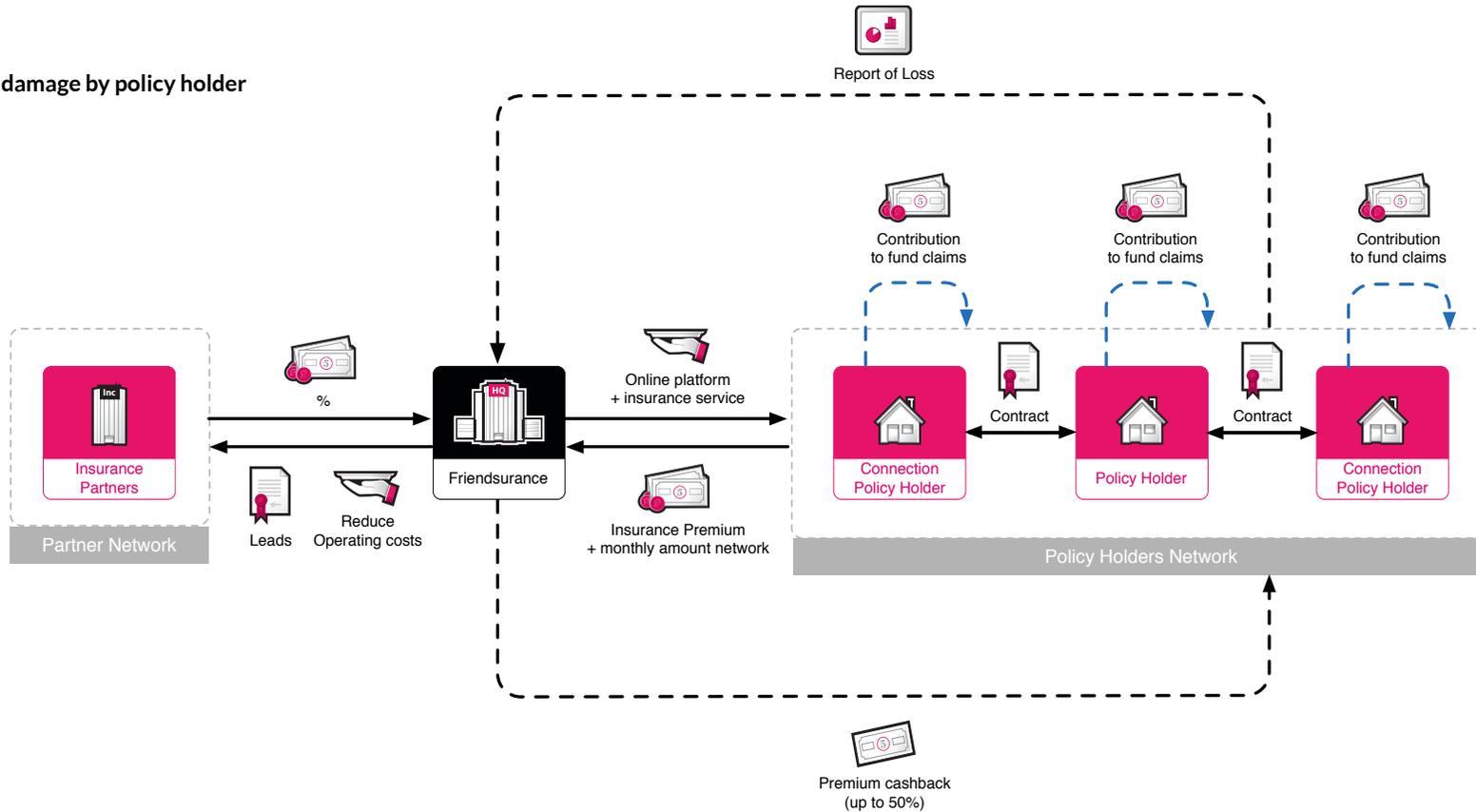
### On which trends does this company focus?

- ▶ P2P (peer-to-peer)
- ▶ Sharing Economy
- ▶ Less Money

### Does it bring people out of their comfort zone?

- ▶ Doubts that anybody will want to involve friends and family in claims settlement.
- ▶ Members of a community who report a lot of losses are considered "bad Friendsurance relationships". This could have a negative effect on the real-life relationship between friends too.
- ▶ Policy holders are responsible for their own community and can "de-friend" members.

-----> Loss or damage by policy holder



## Business Model

### How do they make money?

Friendsurance works as a broker between policy holders and existing Insurance Partners. It lets customers share risks with friends, allowing them to lower prices due to reduced fraud & process costs, better risk pools, ...

### Other companies with similar business model.

- ▶ [www.prosper.com](http://www.prosper.com)
- ▶ [www.pactapp.com](http://www.pactapp.com)

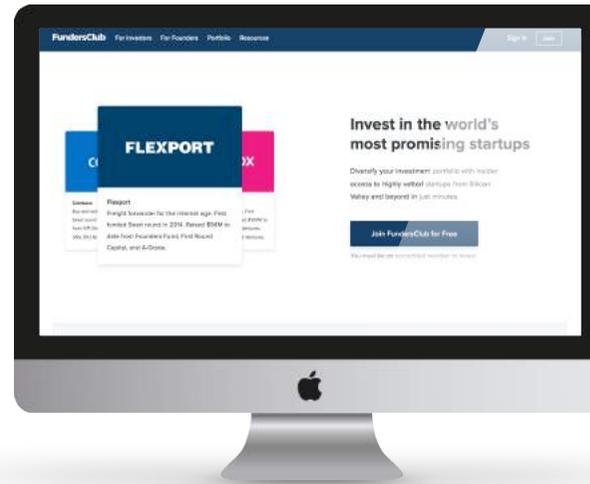
### Business model characteristics.

- ▶ P2P-model
- ▶ broker model
- ▶ refunds
- ▶ common money pool



**FundersClub is an online venture capital platform that lets investors put their money into a fund that backs one or more startups.**

The angel investor becomes a limited partner in that fund, and gets a return if those startups get acquired or go public.



## Key info

**HQ** San Francisco, CA, United States

**Industry to learn from** Finance

**Founded** 2012

## Facts

- ▶ FundersClub is the world's first online venture capital firm with a network of 9,000+ accredited investors. In early 2014, it released its first prediction of ROI for funders on the platform: 41.2%.
- ▶ FundersClub tops on a ranking list of venture firms with the most momentum (based on predictions) by the research organization Mattermark.

## All you need to know



### Online evaluation

Traditional venture capital firms require in-person participation and paper documentation. FundersClub offers online tools to vet deals.



### Small investments

Unlike other VC firms, which requires funders to invest \$25,000 to \$250,000 in a deal, FundersClub allows investors to invest as little as \$2,500. Hereby, investors can have a more diversified portfolio.



### Source local deals

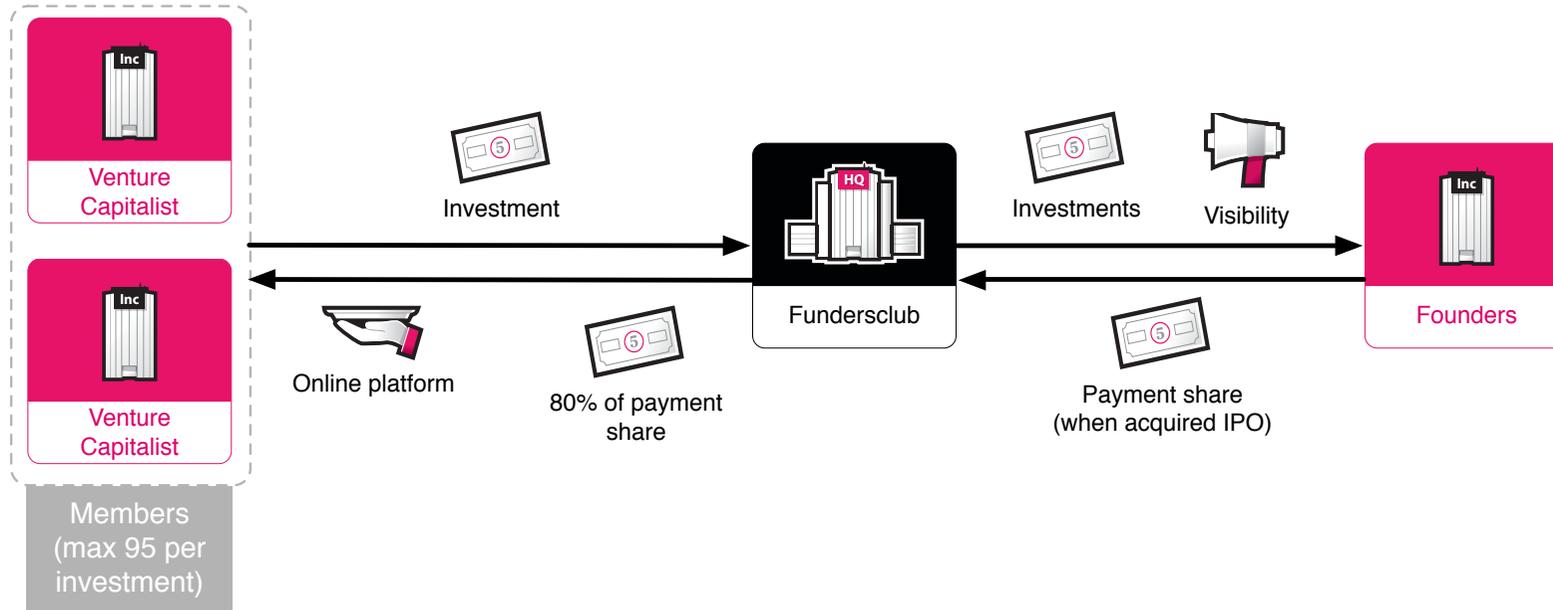
Investors can filter local startup investment opportunities, to support local initiatives.

## On which trends does this company focus?

- ▶ Crowd funding
- ▶ Venture capital
- ▶ Online platform

## Does it bring people out of their comfort zone?

- ▶ It is hard to build relationships with start-ups online before writing a check.
- ▶ There is a high risk, as only a few startups manage to survive



## Business Model

### How do they make money?

FundersClub only receives a compensation equal to a portion of the increase in value of the investment determined by a liquidity event, such as an acquisition or IPO. It is expected to be equal to 20 percent for most funds.

### Other companies with similar business model.

▶ /

### Business model characteristics.

- ▶ Crowd funding
- ▶ B2B
- ▶ Liquidity event

# Lemonade

[www.lemonade.com](http://www.lemonade.com)

**Lemonade is a licensed insurance carrier that offers homeowners and renters insurance powered by artificial intelligence and behavioural economics.**

By replacing brokers and bureaucracy with bots and machine learning, Lemonade promises zero paperwork and instant everything. And as a Certified B-Corp, where underwriting profits go to nonprofits, Lemonade is remaking insurance as a social good, rather than a necessary evil.



## Key info

**HQ** New York, US

**Industry to learn from** Insurance

**Founded** 2015

### Facts

- ▶ Lemonade has received a total of \$60M in equity funding and is incorporated as a public benefit corporation.
- ▶ In 2017 Lemonade gave 10.2 % of its first year revenues to selected nonprofits.
- ▶ In the US a male is 50% more likely to buy a home insurance policy, at Lemonade a woman is 50% more likely to buy a home insurance policy than a male.

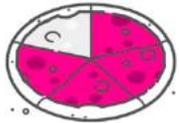
### On which trends does this company focus?

- ▶ Linking for profits with nonprofits
- ▶ Using behavioural economics
- ▶ Transparency

### Does it bring people out of their comfort zone?

- ▶ By designing for trust Lemonade cuts out traditional insurance investigators.
- ▶ How do you know how much is claimed by other people in your group and whether Lemonade is actually transferring all leftovers to nonprofits?

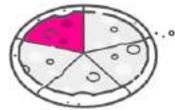
## All you need to know



We pay claims super fast

### Instant Everything

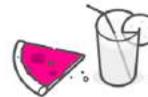
Setting up an insurance only takes 90 seconds and after filing a claim (by recording a video of yourself explaining the incident) you'll get paid within 3 minutes.



A transparent 20% fee to run everything

### Transparency

Lemonade has transparent prices for its products. It is also completely transparent about its business model taking a 20% flat fee on premiums lowering its incentive to not pay claims.



If there's money leftover, we give it back to causes

### Insurance as social good

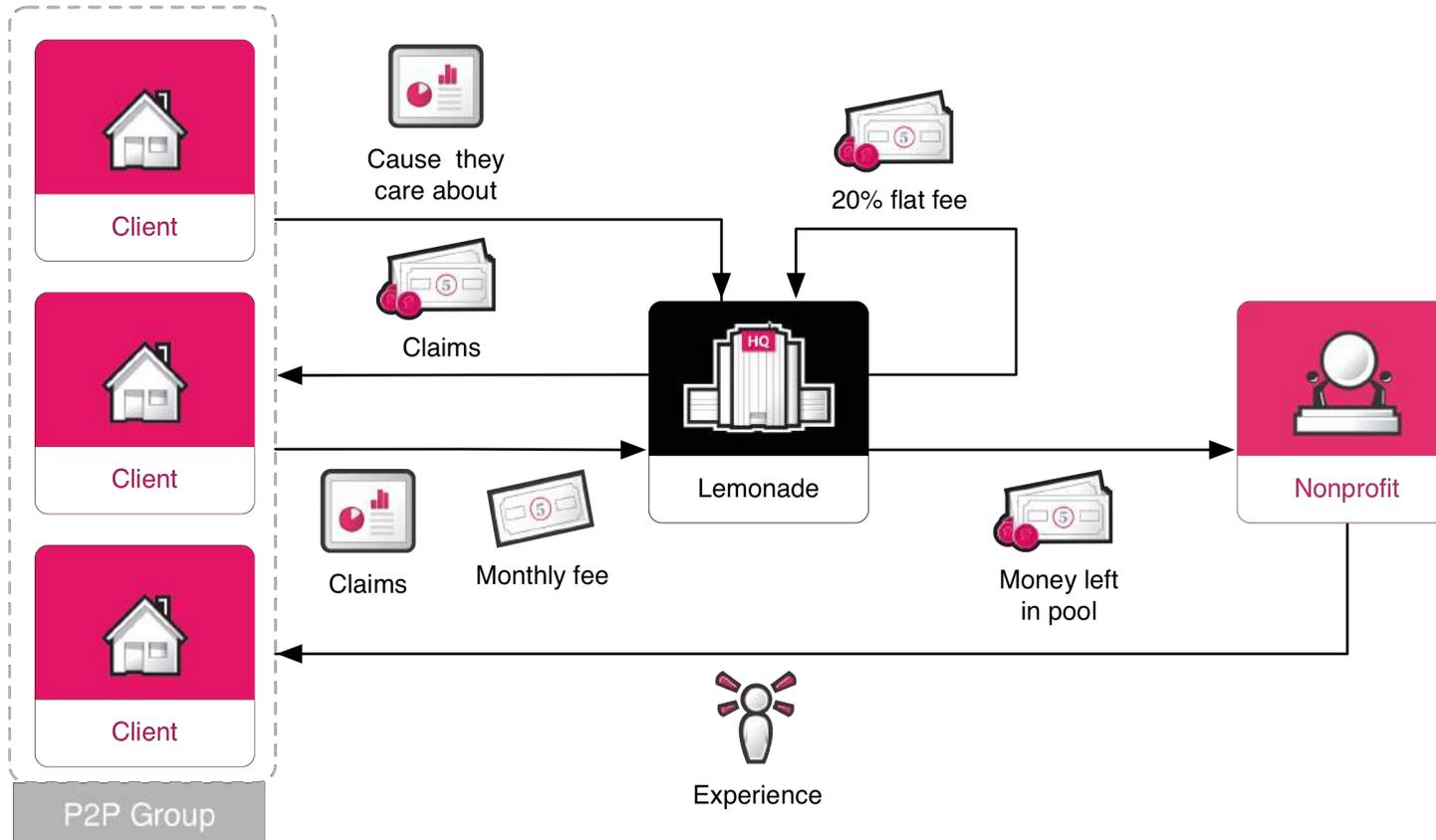
Lemonade pools peers into groups based upon nonprofits they care about. If there is money leftover after paying for claims and the 20% service fee, Lemonade transfers its to the nonprofit of choice.



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# Lemonade



## Business Model

### How do they make money?

Lemonade takes a 20% flat fee on the monthly fees paid by each P2P group assuming that their claims don't exceed 80% of their contributions.

### Other companies with similar business model.

- ▶ Friendsurance
- ▶ Humble Bundle

### Business model characteristics.

- ▶ Combination profit and nonprofit
- ▶ Flat fee





www.saveup.com

**SaveUp is a free rewards program that encourages users to save money and pay their debts while earning credits to play for prizes.**

Users earn SaveUp credits for every dollar saved or debt reduced and can use these credits to play for prizes ranging from travel, cars to even a \$2M jackpot. While using SaveUp users are provided financial education, suggestions to improve their financial circumstances and better financial services. SaveUp can be used with 18,000 financial institutions in the US.



## Key info

HQ Illinois, US

Industry to learn from Finance

Founded 2011

### Facts

- ▶ SaveUp received \$7M in equity funding in 2 funding rounds.
- ▶ SaveUps founder and CEO, Priya Haji passed away in 2014.
- ▶ If you are financially constrained, thinking about finances and savings is a source of stress but linking prizes to saving makes it fun and exciting.

## All you need to know

**Link**  
Link SaveUp to Your Student Loans, Mortgages, Credit Card Accounts, Savings and 401k Accounts.

**Earn**  
Earn Rewards Points for Each Dollar That You Pay Towards Increasing Your Financial Well Being.

**Easy to use**

Users can link SaveUp to their student loans, mortgages, credit card accounts, savings and 401k accounts. SaveUp can be used with 18,000 financial institutions in the US.

**Play**  
Play Instant-Win Games, Lotteries and a Super Jackpot With Your Accumulated Points.

**Win**  
Win Cars, Vacations, and More. We Have Up to \$2,000,000 in Prize.

**Gamification**

Users can use the credits they earn by saving to enter in weekly or monthly competitions.

What Our Winners Are Saying About

Maverick won Oil Change 8 days ago  
"So excited to start the week with a win. SaveUp is an amazing rewards program. Being a member for several years, it has helped keep track of my spending and kept me motivated for more rewards."

Doreen H. won a Steak Dinner about 10 hours ago  
"It's fun to take a chance and sometimes win!"

**Change financial habits**

READ MORE

By coupling saving to a positive gambling-like experience, a fun reward loop is created that gets users thinking about their finances in a positive way.

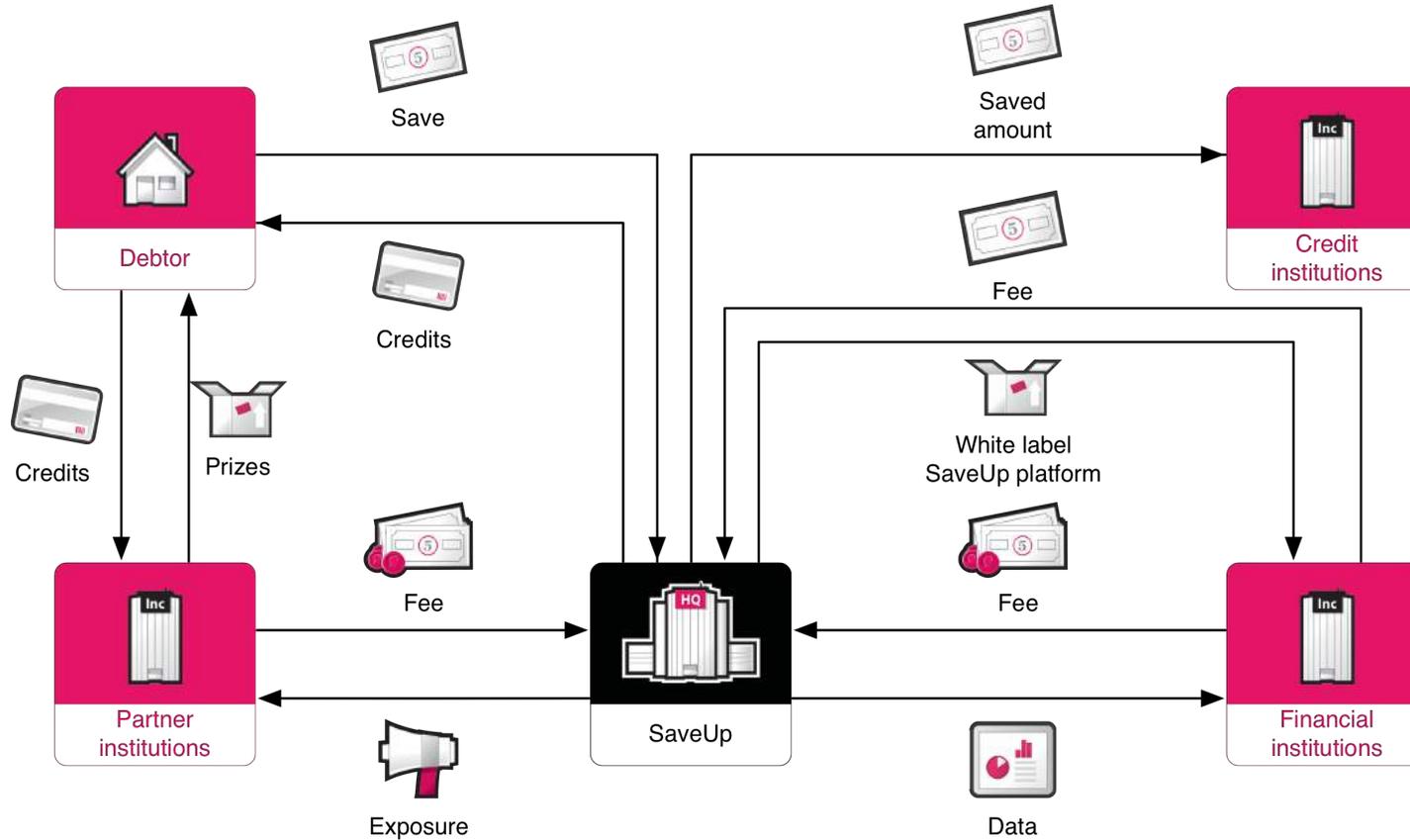
### On which trends does this company focus?

- ▶ Gamification
- ▶ Nudging

### Does it bring people out of their comfort zone?

- ▶ People who have debts because of gambling issues might not respond well to the reward loop that is at the basis of SaveUps business model.
- ▶ Some people might argue that making money from people who are in debt is unethical.





## Business Model

### How do they make money?

SaveUp sells the data about its users to financial institutions. It also sells a white label version of its platform to selected financial institutions.

### Other companies with similar business model.

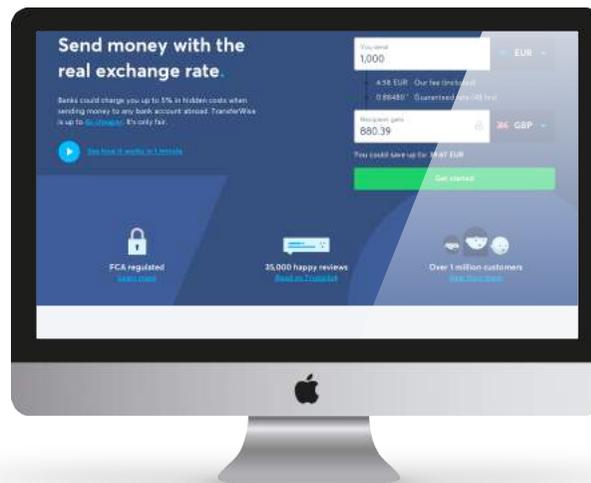
- ▶ [smartypig.com](http://smartypig.com)
- ▶ [savetowin.org](http://savetowin.org)

### Business model characteristics.

- ▶ Monetization of data
- ▶ SaaS

## TransferWise - the Skype of money transfers - is a peer-to-peer transfer service, which allows customers to transfer money globally.

It pairs users who want to convert, for example, sterling to euros with others looking to change euros to pounds. Since 2017, TransferWise also offers “Borderless account”, a multi-currency money wallet.



## Key info

**HQ** London, United Kingdom

**Industry to learn from** Finance

**Founded** 2010

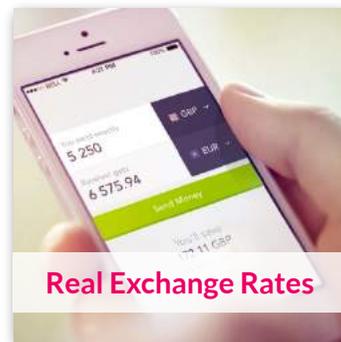
### Facts

- ▶ The executive chairman Taavet Hinrikus was Skype's first employee in 2002.
- ▶ With \$116 million in funding over the past six years, TransferWise has blossomed into one of the premier fintech startups.

## All you need to know



TransferWise matches a user sending money out of a country with one receiving the same amount there, moves the money locally, and can thereby charge a much lower and transparent fee: in fact, the money never crossed the country's border.



In some regions (e.g. between US and Mexico), TransferWise sends the money the traditional way, but it offers the Real Exchange Rate and only charges a flat 1.5% fee upfront. TransferWise's size lets it negotiate cheaper bulk rates, so it can pass the savings to the user.



TransferWise has expanded its network of bank accounts in a great number of countries (TransferWise manages a bank account in each country where it operates). The result is that customers are able to send out and receive money in 27 currencies.

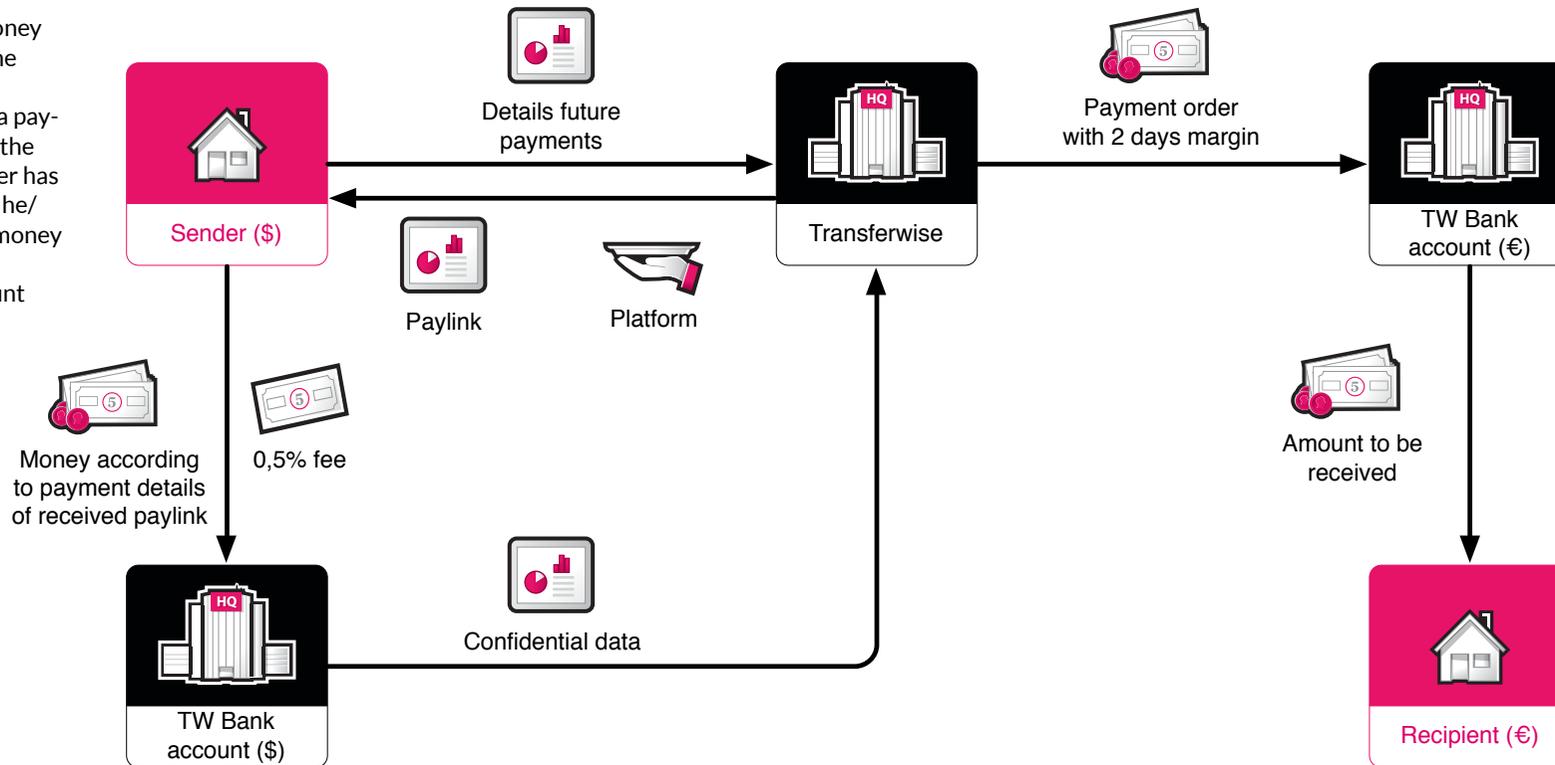
### On which trends does this company focus?

- ▶ E-banking
- ▶ Peer-to-peer service
- ▶ Transparency

### Does it bring people out of their comfort zone?

- ▶ By bypassing the fees and set exchange rates of the banks, TransferWise is kicking their business model by taking over a specific banking service.
- ▶ In April 2013, TransferWise needed to stop processing transfers to Bitcoin exchanges. Banking providers of TransferWise were not comfortable with Bitcoin and wanted payments to these firms restricted.

When receiving money via TransferWise, the roles change: the recipient requests a paylink and sends it to the sender so the sender has all payment details he/she needs to send money to the appropriate TransferWise account



## Business Model

### How do they make money?

TransferWise makes money by using an innovative peer-to-peer transfer system: it charges fees from senders or recipients of 1.5% on the amount to be transferred, with a minimal fee of €2.

### Other companies with similar business model.

- ▶ [www.skype.com](http://www.skype.com)
- ▶ [www.zopa.com](http://www.zopa.com)
- ▶ [www.currencyfair.com](http://www.currencyfair.com)

### Business model characteristics.

- ▶ P2P model
- ▶ Broker model
- ▶ Online community

**Quantiacs is a platform for trading algorithms that connects investment algorithms developers to investors.**

Quantiacs makes algorithmic trading accessible by connecting trading algorithms developers or quants with accredited investors. It provides the quants with a toolbox and competitions to build better algorithms and shares the performance fees it pockets from the investors 50/50 with the quants.



**Key info**

**HQ** California, US

**Industry to learn from** Finance

**Founded** 2014

**Facts**

- ▶ Quantiacs received \$2M equity funding in two funding rounds.
- ▶ Quantiacs won the Fintech Award at Launch Festival in 2016.
- ▶ Aspiring quants use quantities as a platform to build credibility and experience to get into highly lucrative hedge funds jobs.

**All you need to know**



The algorithmic trading system is stored on the Quantiacs platform but it remains a blackbox to which the developer has all the Intellectual Property rights.



Quantiacs hosts trading algorithmic development competitions where the top 3 algorithms get guaranteed funding of a total of \$2.25 Million.



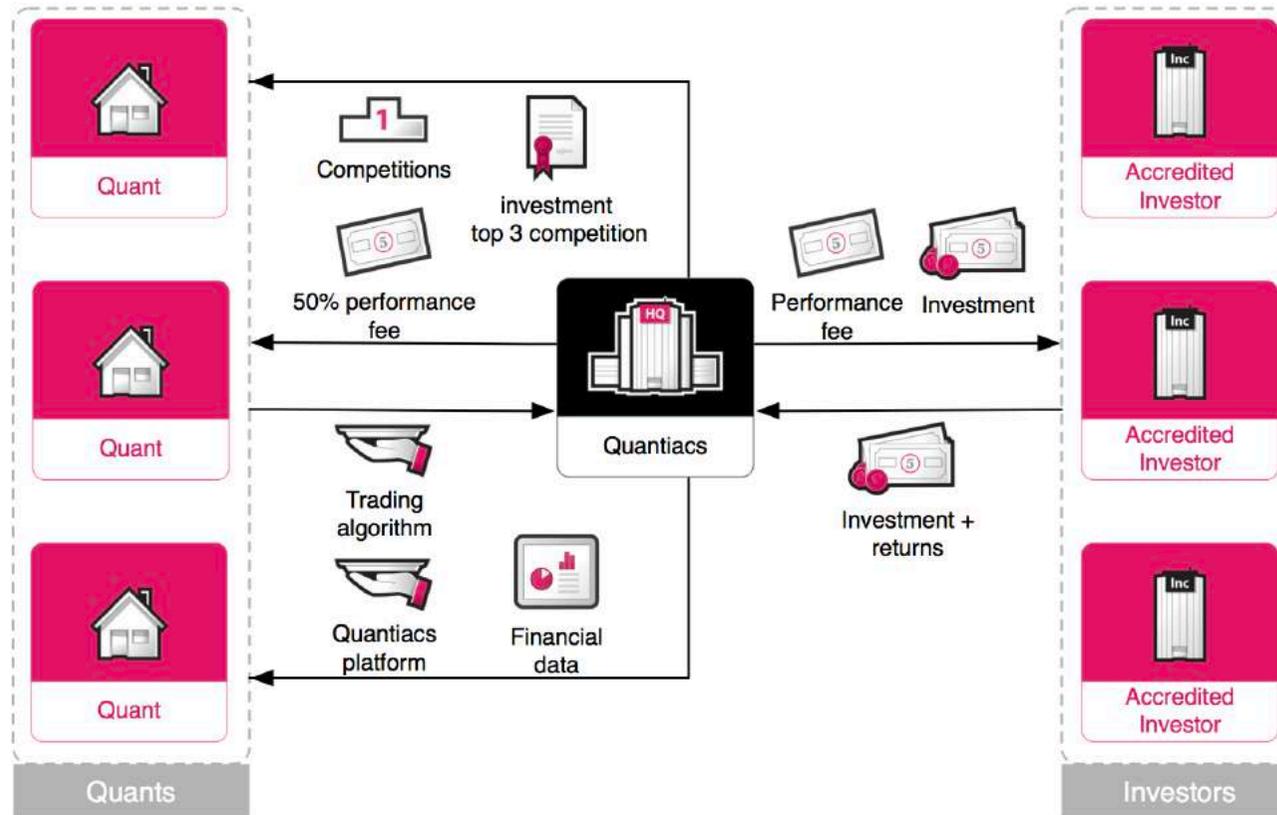
Quantiacs provides its 'quants' by offering it free and clean financial market data, a community and tools to build better algorithms.

**On which trends does this company focus?**

- ▶ Collaborative Consumption, P2P (peer-to-peer)
- ▶ 3D Printing
- ▶ Algorithmic trading

**Does it bring people out of their comfort zone?**

- ▶ Investing in what is essentially a black box solely based upon past performance is not for everyone.
- ▶ Investing in algorithms that might be developed by first year students as opposed to experienced PhD hedge fund employees could scare of some investors.



## Business Model

### How do they make money?

Quantiacs charges a management fee from investors who use its platform, it also asks a performance fee from investors which it shares 50/50 with the developers whose algorithms are used by the investors.

### Other companies with similar business model.

- ▶ [betterment.com](http://betterment.com)
- ▶ [opendesk.cc](http://opendesk.cc)

### Business model characteristics.

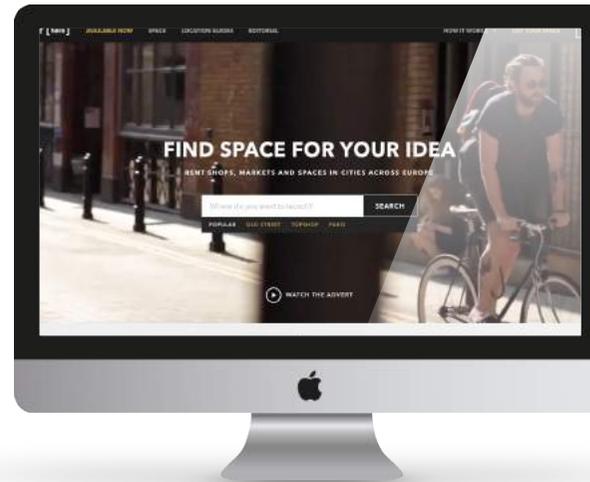
- ▶ Broker model
- ▶ Outcome based payment

# appear [ here ]

[www.appearhere.co.uk](http://www.appearhere.co.uk)

**Appear Here, the Airbnb for retail spaces, is an online marketplace to list, find and book short-term retail spaces.**

Appear Here is currently available in New York, London and Paris.



## Key info

**HQ** London, United Kingdom

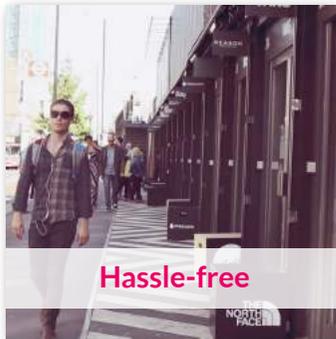
**Industry to learn from** Commerce

**Founded** 2013

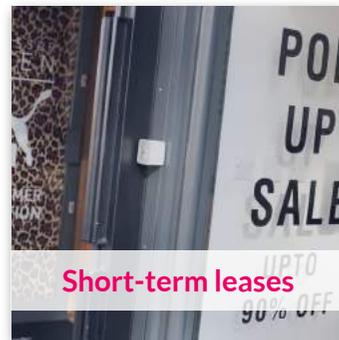
### Facts

- ▶ Appear Here has become the largest online market space for short-term retail spaces in the UK with clients as Microsoft, Sony and American Apparel.
- ▶ Received \$ 9.4 Million in funding from a total of 12 investors

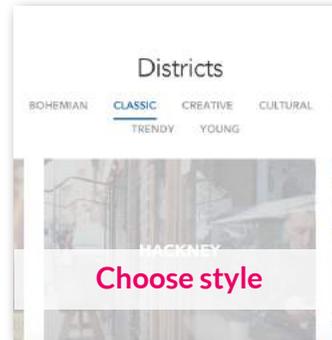
## All you need to know



For both the tenant and the landlord, Appear Here offers standardized leases, legal support and online payment system. It reduces the hassle and eases the paperwork between the parties, to make it as easy as booking a hotel.



A diverse set of short-term lease options are offered, with prices set by the landlords themselves. This gives the tenant the ability to find the right short-term space for the right period and price.



Potential tenants can filter the perfect location for their store based on the style they require. E.g. Classic location

## On which trends does this company focus?

- ▶ Digitalization of services
- ▶ Mobile commerce platform
- ▶ Curation of best locations

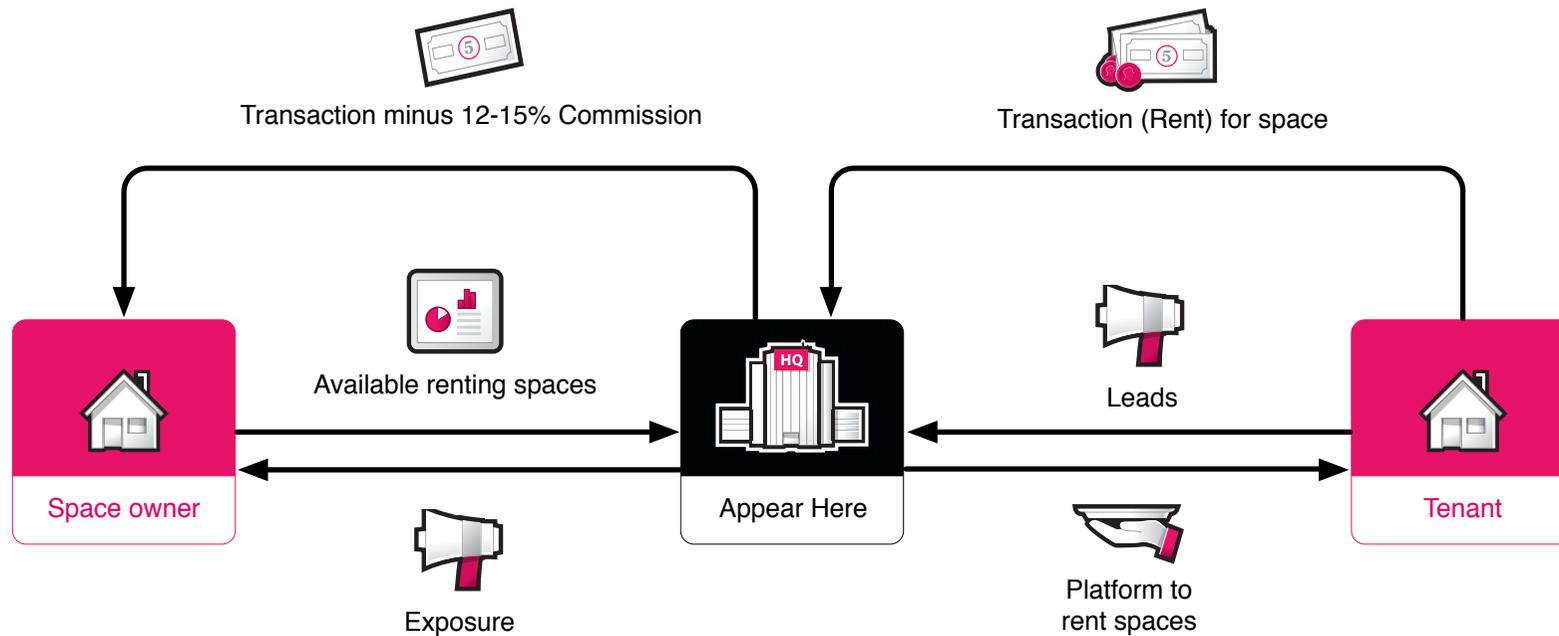
## Does it bring people out of their comfort zone?

- ▶ It breaks the marketplace where commercial leases are offered for a set amount of years, offline. It cuts out the middleman between the tenant and landlord and breaks the traditional leasing business model for renting spaces.



[BOARDOFINNOVATION.COM](http://BOARDOFINNOVATION.COM)

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of  
Innovation



## Business Model

### How do they make money?

After the landlord sets a day, week and monthly price, Appear Here takes commission between 12% - 15% on a completed transaction. The Space owners pay no listing fee.

### Other companies with similar business model.

- ▶ [www.airbnb.com](http://www.airbnb.com)
- ▶ [www.etsy.com](http://www.etsy.com)

### Business model characteristics.

- ▶ Peer-to-Peer
- ▶ Broker model
- ▶ Curation



**ASAP54 is the first app to combine a social fashion community with the latest image recognition technology.**

This app is the so-called Shazam of the fashion industry. By taking a picture of your desired items of clothing, the engine finds the same or similar pieces that consumers can buy online.



## Key info

**HQ** London, UK

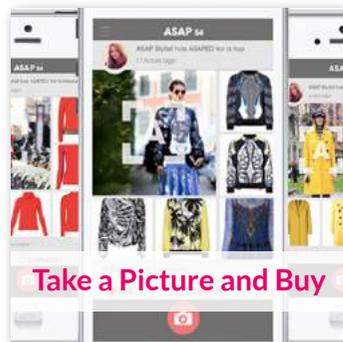
**Industry to learn from** Commerce

**Founded** 2013

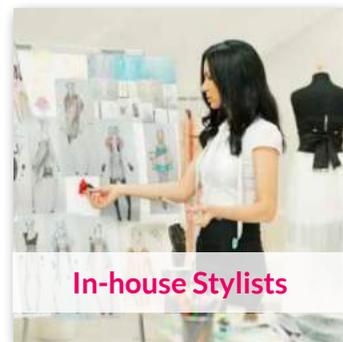
### Facts

- ▶ Retail partners include brands ranging from Barneys New York to H&M
- ▶ It raised \$8.27 Million from investors that include e.Ventures & Ceyuan
- ▶ Founder is ex-COO (and wife of the owner) of hip fashion portal FarFetch

## All you need to know



By simply taking a picture of a clothing item that you like, the ASAP54 search engine will provide the same or similar items that users can directly buy online.



If ASAP54 can't find any close match, then in-house stylists help the customer with any query within 24 hours. In this way, ASAP54 compensates the shortcomings of the technology by providing manual solutions to problems.



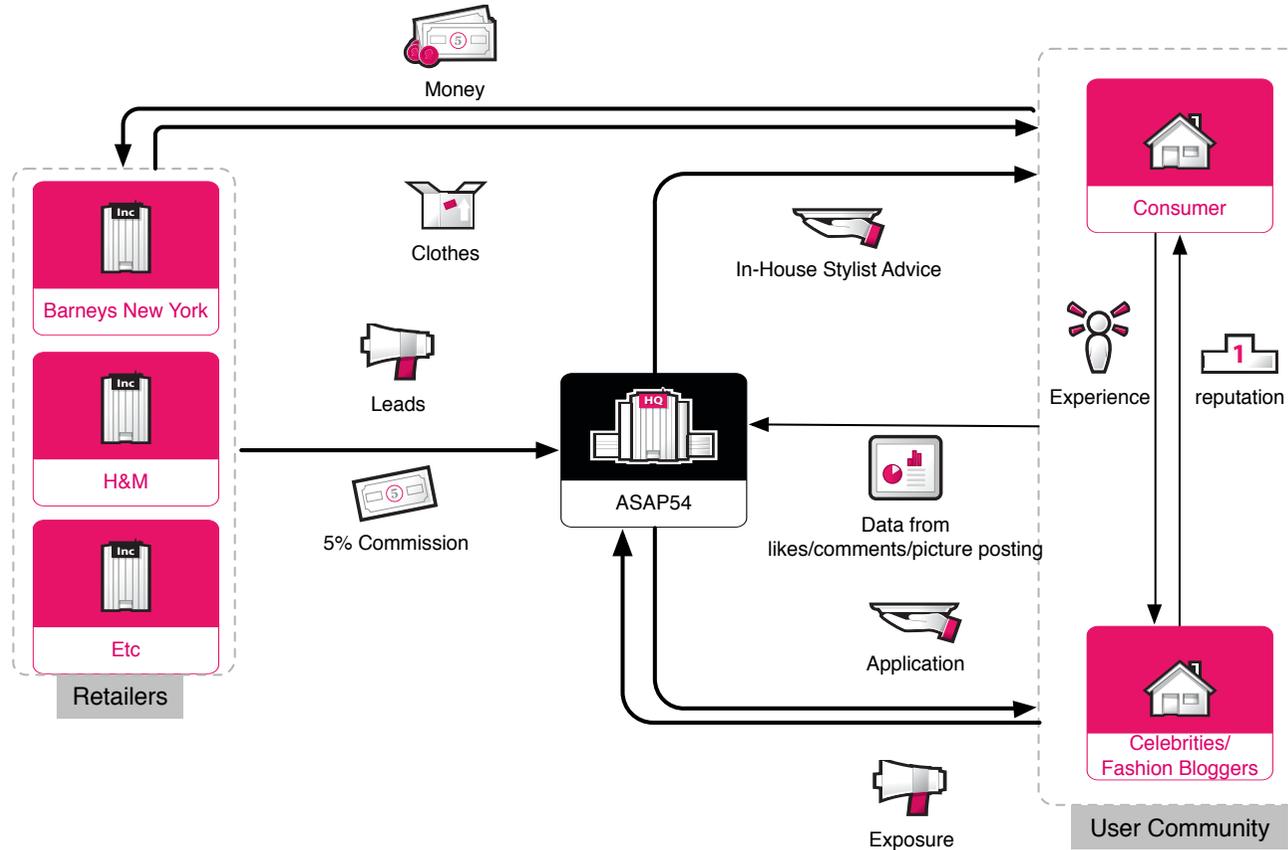
ASAP54 also enables users to take pictures items other than clothing. Consumers can take a picture of any item and the app will recognise the colour and pattern and show clothes with the exact same colour and/or pattern (e.g. take a picture of a cheetah, and get a purse in the same pattern).

### On which trends does this company focus?

- ▶ Collaborative Consumption, P2P (peer-to-peer)
- ▶ 3D Printing
- ▶ Network of 'prosumers'

### Does it bring people out of their comfort zone?

- ▶ How do you control quality when manufacturing is distributed among communities? (reviews)
- ▶ By directly linking customers to local producers 3D Hubs is using distributed manufacturing to make 3D printing accessible to everyone without 'middlemen' involved.



## Business Model

### How do they make money?

ASAP54 makes money by selling items from partner retailers to consumers, upon which ASAP54 earns an average commission of 5% per item sold.

### Other companies with similar business model.

- ▶ [www.asos.com](http://www.asos.com)
- ▶ [www.shazam.com](http://www.shazam.com)
- ▶ [www.earnieland.be](http://www.earnieland.be)

### Business model characteristics.

- ▶ Online Community
- ▶ Affiliate Model
- ▶ Direct Sales Model
- ▶ Concierge MVP

## Birchbox is an online subscription for beauty samples for both men and women.

For a monthly subscription fee, Birchbox mails boxes to subscribers with curated beauty samples which are based on a personalized profile of each individual customer.



## Key info

HQ **New York City, US**

Industry to learn from **Commerce**

Founded **2010**

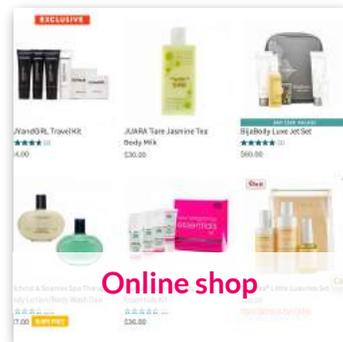
### Facts

- ▶ The company was one of the first subscription models to really take off.
- ▶ In September 2015, Birchbox was valued at a reported \$485 million; it has over 1 million subscribers and is present in the USA, UK, France and Spain.
- ▶ In 2014 Birchbox opened their first physical store in Soho, NYC.

## All you need to know



Based upon the customer's profile, a curated beauty box containing beauty product samples is mailed every month to the customer for \$10 per month.



After trying out samples, customers can buy full priced premium beauty products on the online shop.



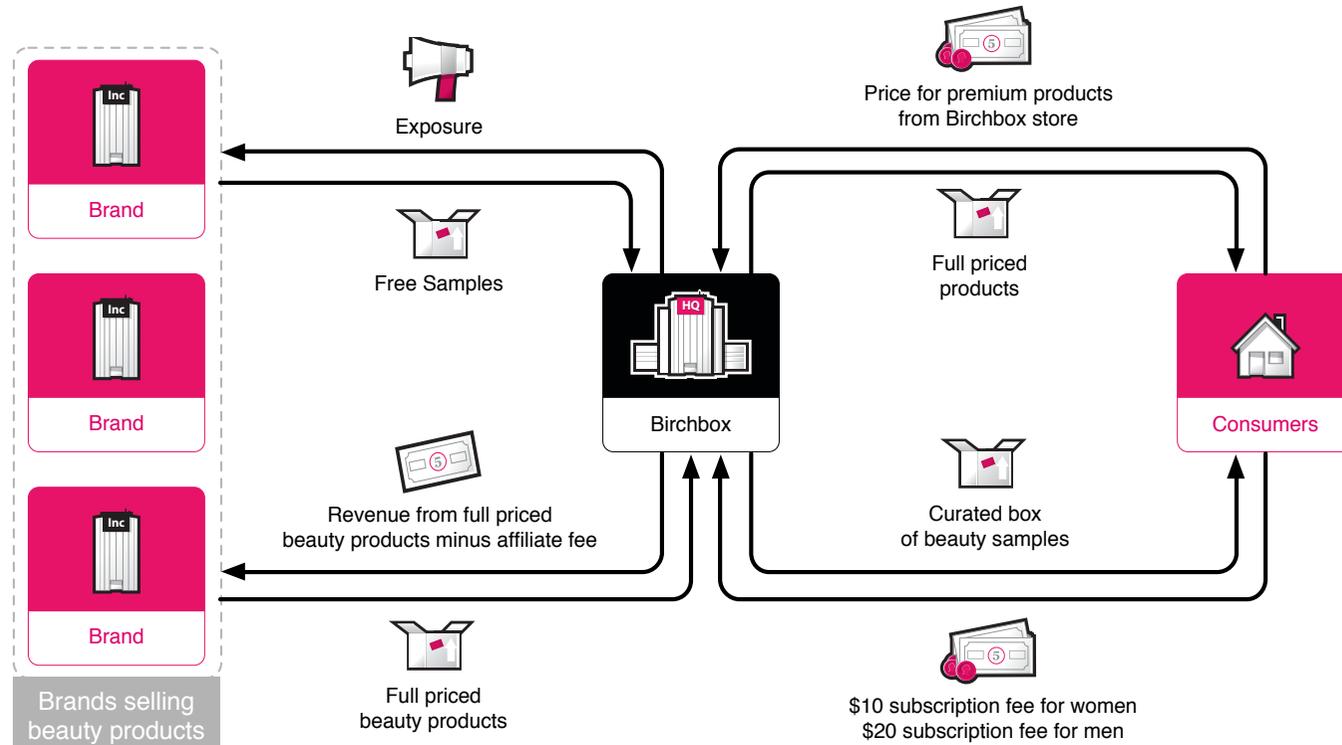
Customers can turn to the Birchbox Magazine and blog, various social channels and YouTube videos for content as wide-ranging as interviews with beauty industry insiders, lifestyle hacks, makeup and workout tutorials.

### On which trends does this company focus?

- ▶ E-commerce
- ▶ Subscriptions
- ▶ Personalization
- ▶ Surprise-as-a-service

### Does it bring people out of their comfort zone?

- ▶ How do customers know they will like the products they've paid for?



## Business Model

### How do they make money?

Birchbox sells for a monthly subscription fee boxes with beauty samples, to promote products of their partner brands which supply them for free. Through the online shop, Birchbox sells full priced products whereon they receive an affiliate fee.

### Other companies with similar business model.

- [www.barkbox.com](http://www.barkbox.com)
- [www.naturebox.com](http://www.naturebox.com)
- [www.bootcrate.com](http://www.bootcrate.com)

### Business model characteristics.

- ▶ Subscription based
- ▶ Affiliation



# Quidco

www.quidco.com

**Quidco lets any retailer link rewards to existing debit or credit card of customers, replacing loyalty cards and vouchers for different shops.**

It creates a card linking platform which connects online and offline offers via customer's 16-digit card number.



## Key info

**HQ** New York, United States

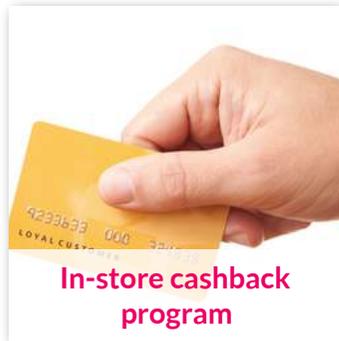
**Industry to learn from** Commerce

**Founded** 2014

## Facts

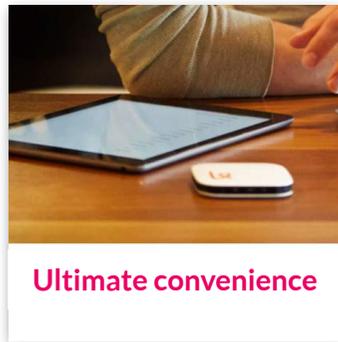
- ▶ The company was founded by three Danes that met in San Francisco.
- ▶ Launched their company with a funding of \$2.4 Million in February 2014
- ▶ Partnership with Affiliate Window, the biggest affiliate network in Europe

## All you need to know



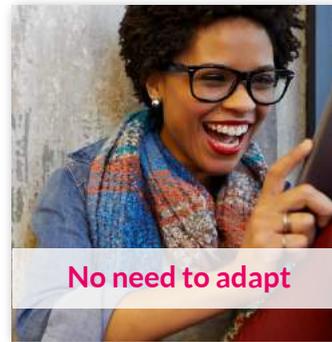
**In-store cashback program**

Card-link offers are a way for advertisers to turn online shoppers into in-store shoppers.



**Ultimate convenience**

Customers click a button and immediately activate the discount as they pay, never having to worry about vouchers, apps or loyalty cards. Also, any retailer can link its rewards/vouchers to an existing debit/credit card.



**No need to adapt**

The card works on existing infrastructure, thus customers or retailers do not need to adopt complex systems or need to alter their behaviour to reap the benefits that Quidco provides them.

## On which trends does this company focus?

- ▶ Retail partnerships
- ▶ Online and offline benefits

## Does it bring people out of their comfort zone?

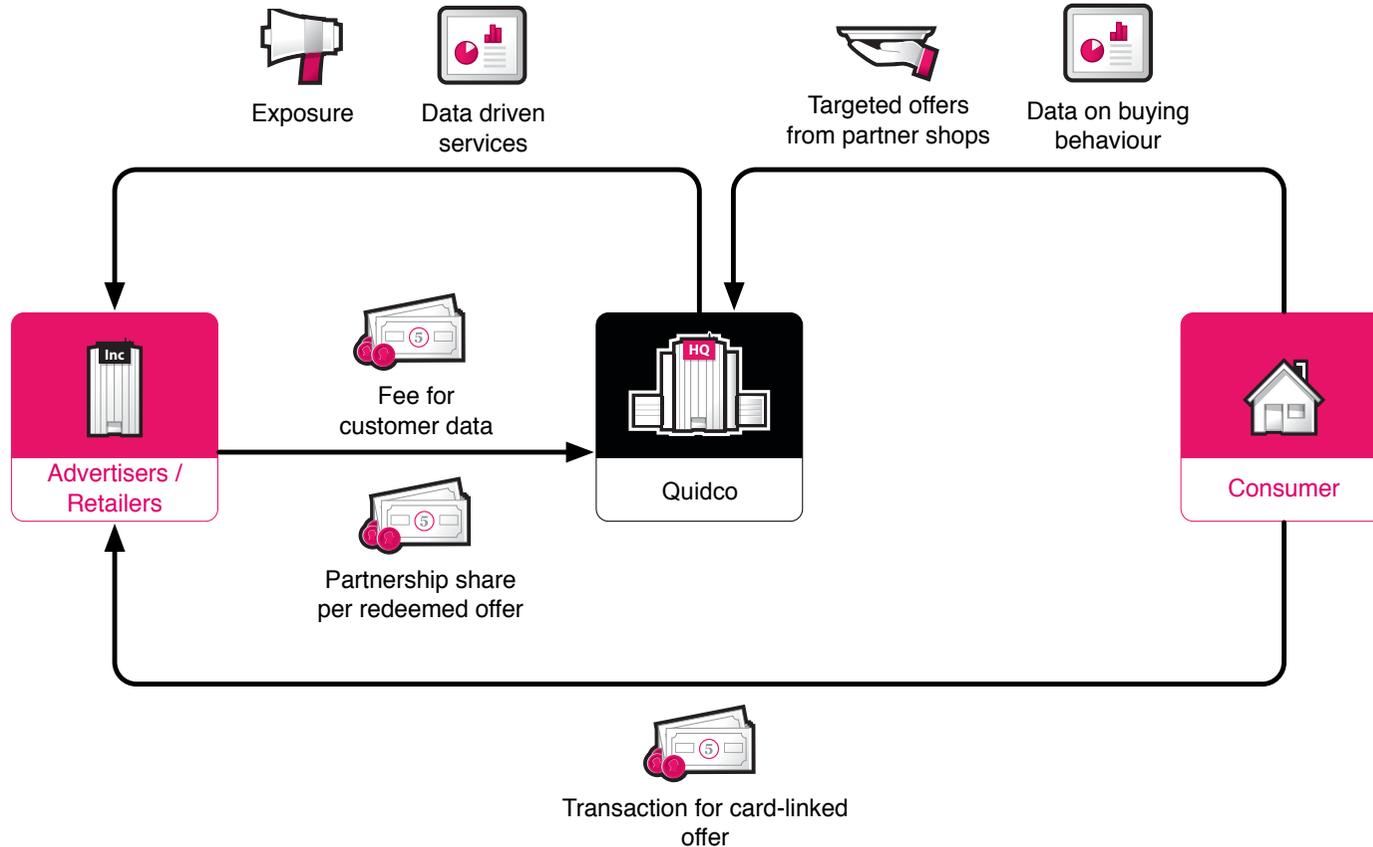
- ▶ Will using yet another service make things complex? Will people need to learn new things in order to use this service effectively? Is this service compatible with the shops people buy at?



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Board of  
Innovation

# Quidco



## Business Model

### How do they make money?

Quidco uses two types of revenue models: 1) a traditional revenue share model with publishers and retailers, 2) a pay-per-performance model where they receive a percentage of the value when customers use the card-linked offers.

### Other companies with similar business model.

- [www.groupon.com](http://www.groupon.com)
- [www.edointeractive.com](http://www.edointeractive.com)
- <https://www.thanx.com/>

### Business model characteristics.

- ▶ Affiliate
- ▶ Revenue sharing





www.quirky.com

**Quirky brings new consumer products to the market by enabling interaction between the online global community and Quirky's product design staff.**

Then, the design staff co-creates the products to bring them to life. The platform works as a social network for product development.



## Key info

**HQ** New York, US

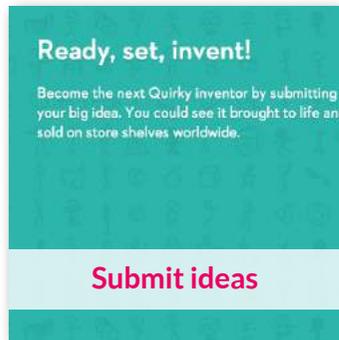
**Industry to learn from** Commerce

**Founded** 2009

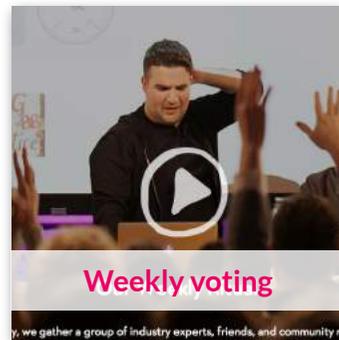
### Facts

- ▶ Quirky was founded in 2009 by Ben Kaufman, who is also the company's CEO. Quirky is Kaufman's third entrepreneurial venture. He previously founded Mophie and Kluster.
- ▶ The company received \$175.3 Million in funding from a total of 11 investors.

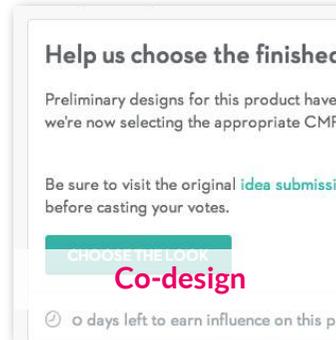
## All you need to know



Anyone can submit an idea that is according to the guidelines and requirements made by Quirky. After submitting the idea, the community decides whether they will pursue making the product or not.



Every week, industry experts, users and members of the community gather to vote on the products they will work on.



If you see a product you are interested in, you can help co-design it. The attributes you can help with range from colour to price to the look and feel of the product.

### On which trends does this company focus?

- ▶ Crowdsourcing
- ▶ E-commerce
- ▶ Co-creation

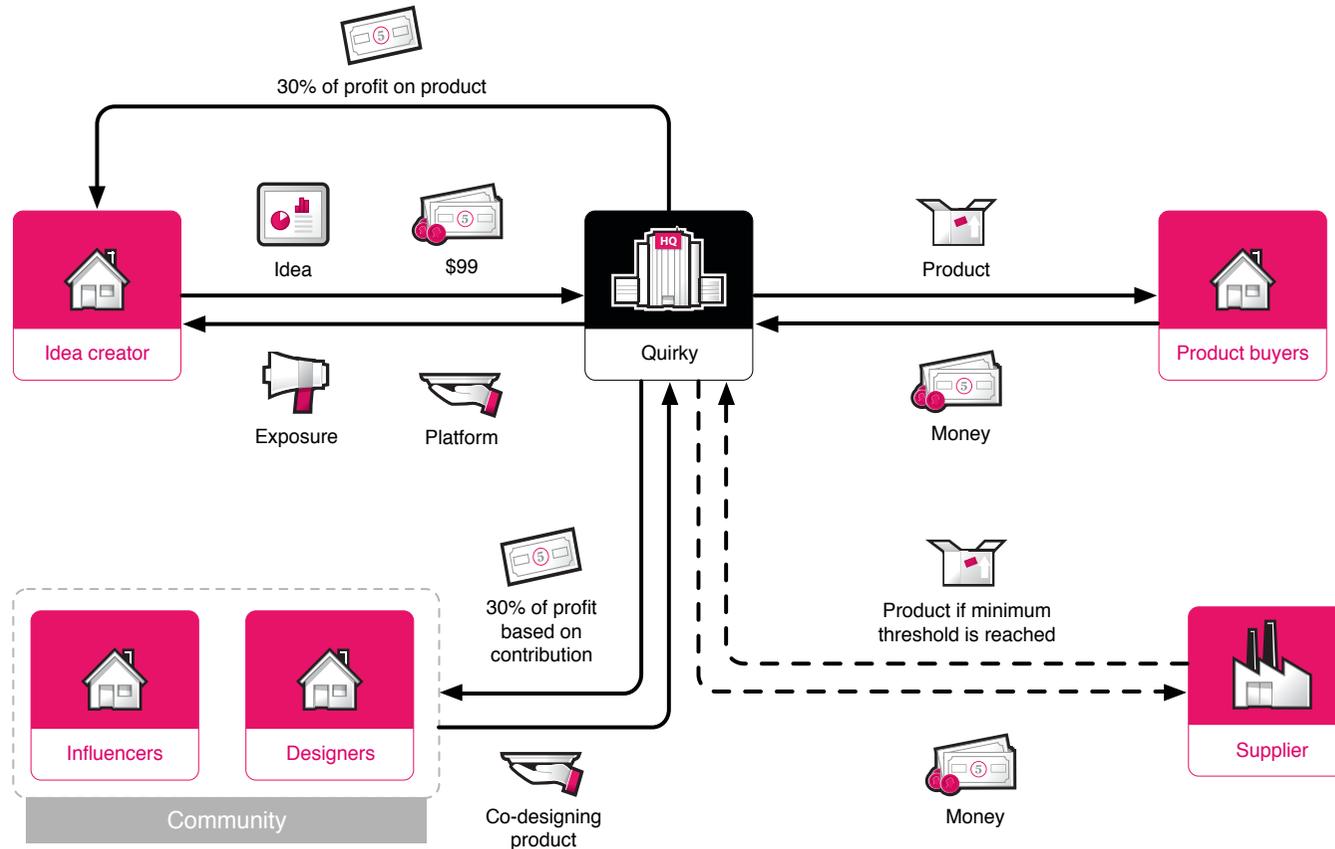
### Does it bring people out of their comfort zone?

- ▶ What happens to the ideas that are submitted but not chosen to be worked upon, even though the inventor paid money for it? Who owns the product?



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## Business Model

### How do they make money?

Creators that wants to submit their idea, pay \$99 to Quirky regardless of it being produced or not. Furthermore, Quirky keeps a small percentage of the revenue from products of the e-Shop.

### Other companies with similar business model.

▶ /

### Business model characteristics.

- ▶ E-commerce
- ▶ Fixed commission
- ▶ Co-creation



www.azuri-technologies.com

## Azuri Technologies is a commercial provider of Pay2Go solar systems for rural off-grid communities.

With the widest reach amongst all the solar panels providers in sub Saharan Africa, the company is addressing the problem of energy access. Azuri brings a solution to 1.3 billion people around the world who lack access to an energy grid.



## Key info

HQ Cambridge, UK

Industry to learn from Energy

Founded 2012

### Facts

- ▶ Azuri secured a £1 million working capital loan from Barclays to accelerate the deployment of its home solar systems.

## All you need to know



Pay-as-you-go

Azuri solar systems allow users to pay for solar power on a pay-as-you-go basis, just like they do for their phones and kerosene. This eliminates high investment costs and provides clean, safe renewable power to families at about half the cost of the kerosene they normally use.



Real-time monitoring

Azuri connects with its users once a week, when they add credit to their Azuri unit. A cloud-based distribution management system monitors the customer's status in real time and provides access to training and information systems, accessible by a computer or a phone.



Easy top-up

To continue using the power service, consumers need to buy a scratch-card and insert the code in the device to enjoy another week of energy.

## On which trends does this company focus?

- ▶ Off-the-grid solution
- ▶ Pay-as-you-go
- ▶ Low cost energy supply

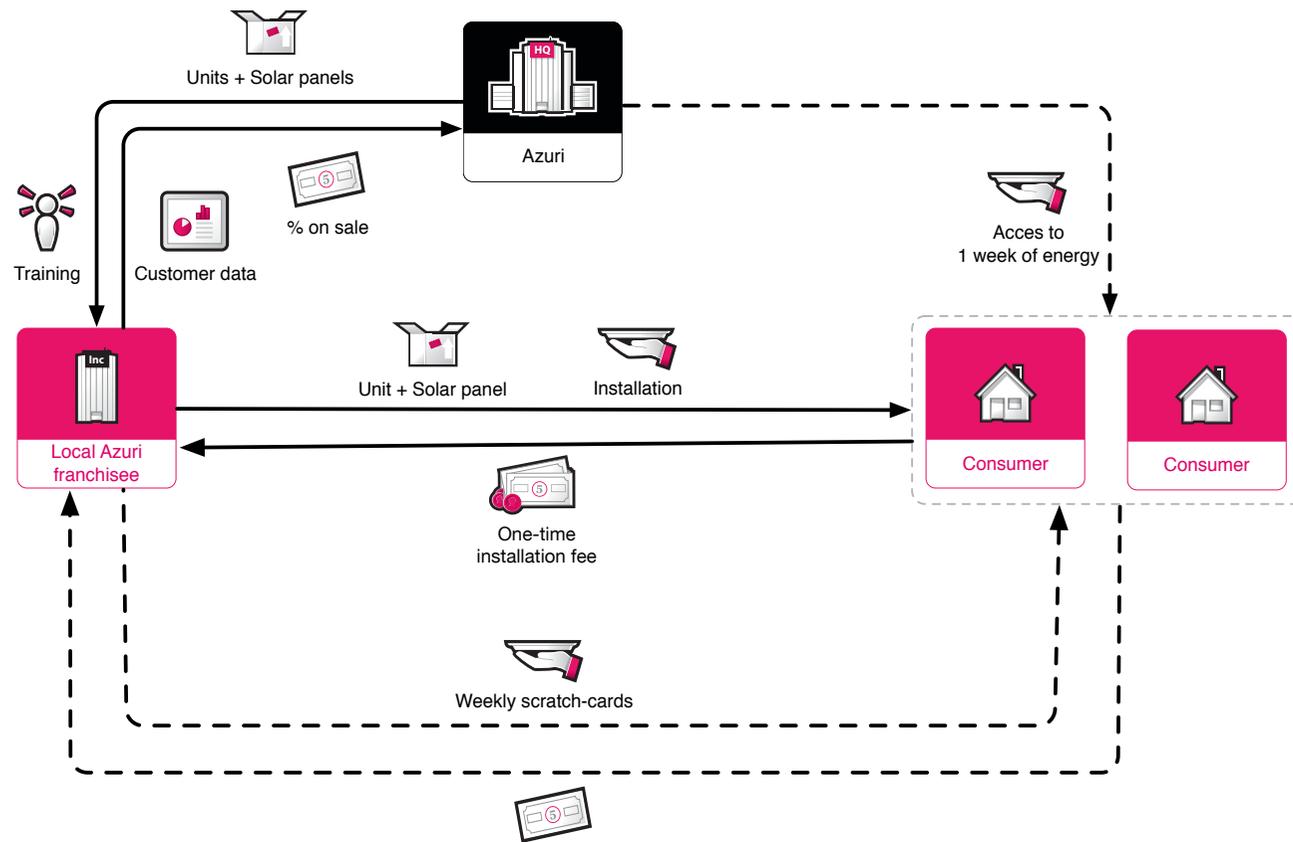
## Does it bring people out of their comfort zone?

- ▶ Decentralized energy production



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## Business Model

### How do they make money?

Azuri charges a one-time installation fee and then only \$1.50 per week per top-up.

### Other companies with similar business model.

- ▶ [www.sarvajal.com](http://www.sarvajal.com)

### Business model characteristics.

- ▶ Pay-as-you-go model



www.sealed.com

## Sealed is an energy company that guarantees savings from home efficiency improvements.

After efficiency improvements are installed by local partners, Sealed replaces existing energy bills with a single Sealed energy Bill guaranteed to be lower than normal.



## Key info

HQ NY, United States

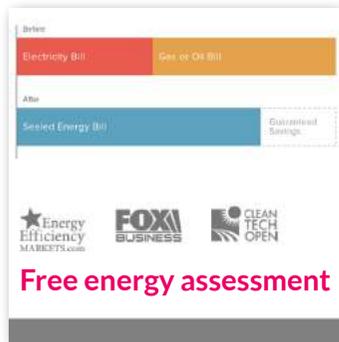
Industry to learn from Energy

Founded 2012

### Facts

- ▶ Sealed is the first energy company that guarantees energy bill savings from home efficiency.
- ▶ Team description on their website: Team Sealed is a passionate group of nerds that want to make energy efficiency a complete no-brainer for every single homeowner.

## All you need to know



Homeowners will have a free assessment by a contractor partner to see where energy can be saved.



A Sealed energy advisor will create a customised plan for the customer and then implement all efficiency improvements.



Sealed will become your utility billing agent, paying your energy bill and loan payments. Hereby, customers only receive a single bill Also Sealed guarantees savings compared to previous scenario.

## On which trends does this company focus?

- ▶ Big data
- ▶ Energy savings
- ▶ Global warming
- ▶ Simplification
- ▶ One-stop shop

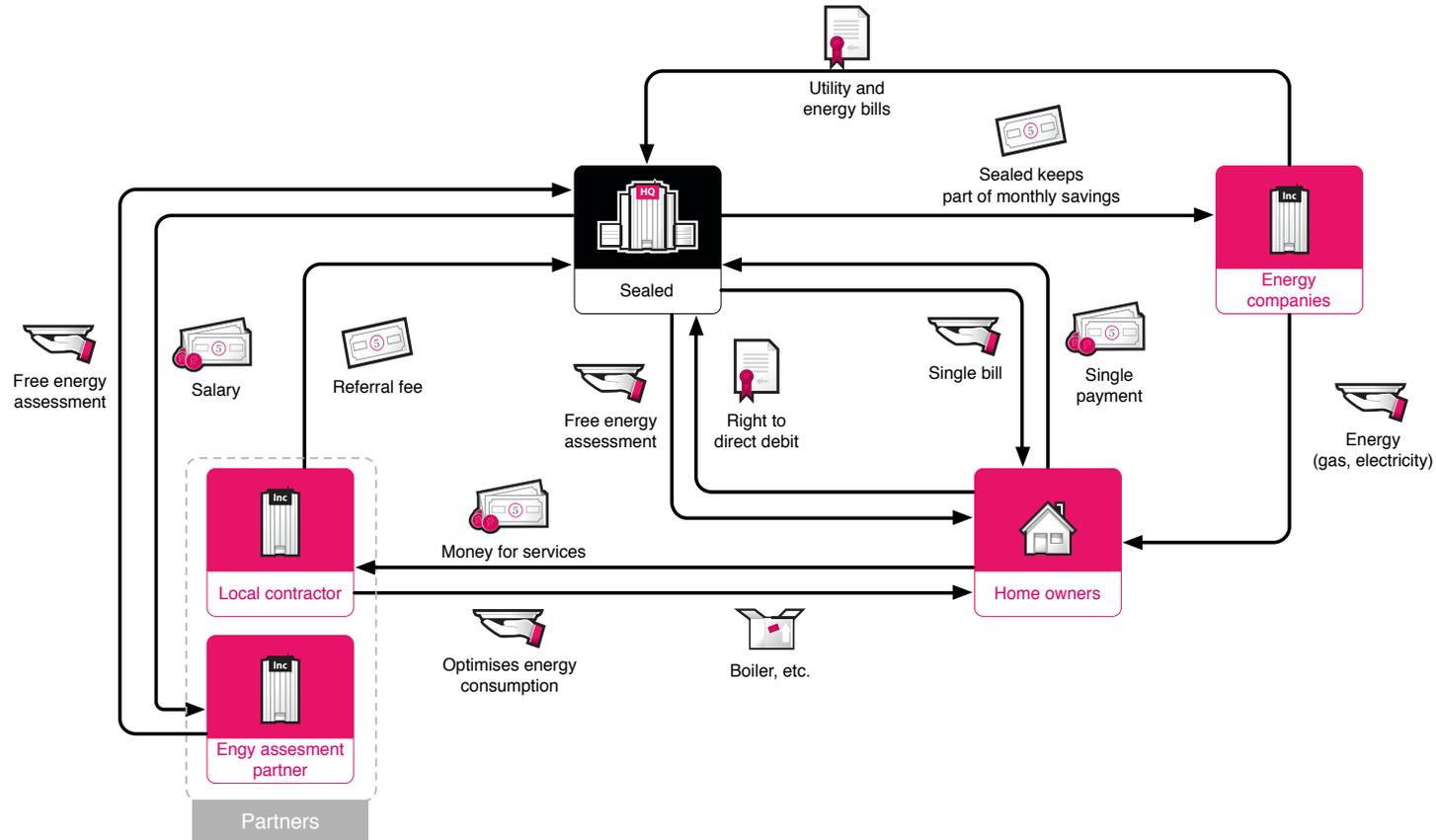
## Does it bring people out of their comfort zone?

- ▶ Sealed reduces the energy usage of homeowners. Utility companies sell less energy which is why they could become hostile or indifferent towards the business model of Sealed.
- ▶ If the assessment is "free", what's the catch? Consumer might feel that Sealed will take away all the savings and keep it for themselves.



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## Business Model

### How do they make money?

Sealed makes money if home owners save more on their energy bills than Sealed guarantees. They take a 20-25% cut of the savings recurring on a monthly basis (as each new situation becomes the "previous" situation)

### Other companies with similar business model.

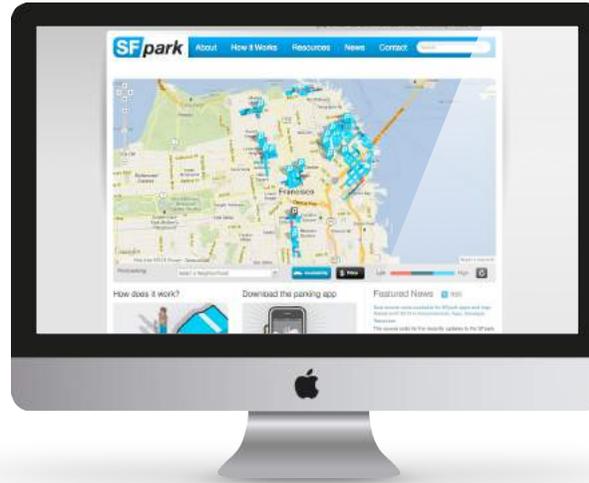
- ▶ [www.doorsteps.com](http://www.doorsteps.com)

### Business model characteristics.

- ▶ Broker Model
- ▶ Partnership
- ▶ B2B2C

**San Francisco Municipal Transportation Area established SFpark, to use new technologies and policies to improve parking in San Francisco.**

Parking spaces are provided with a sensor, detecting parking availability. By collecting and distributing real-time information about where parking is available, drivers can quickly find open spaces. To help achieve the right level of parking availability, SFpark periodically adjusts meter - and garage pricing up and down to match demand.



**Key info**

**HQ** San Francisco, US

**Industry to learn from** Transportation

**Founded** 2010

**Facts**

- ▶ The SFMTA will use the results of the SF park pilot evaluation to develop a proposal for expanding the SFpark approach to the SFMTA's other meters, lots and garages in the city.
- ▶ SFpark encourages independent developers and researchers to use its public API, open data and open source code to create new apps and data visualizations that support the project.

**All you need to know**



**Detects available spaces**

Parking sensors detect parking availability. Users can check the availability of spaces online, via text message or smartphone, before they're heading to their destination.



**Demand Responsive Pricing**

Parking prices are incrementally raised or lowered in SFpark areas based on demand. Rates may vary by block, time of day or week; they change no more than once a month and only in small increments (max +\$0,5/time).



**Special event pricing**

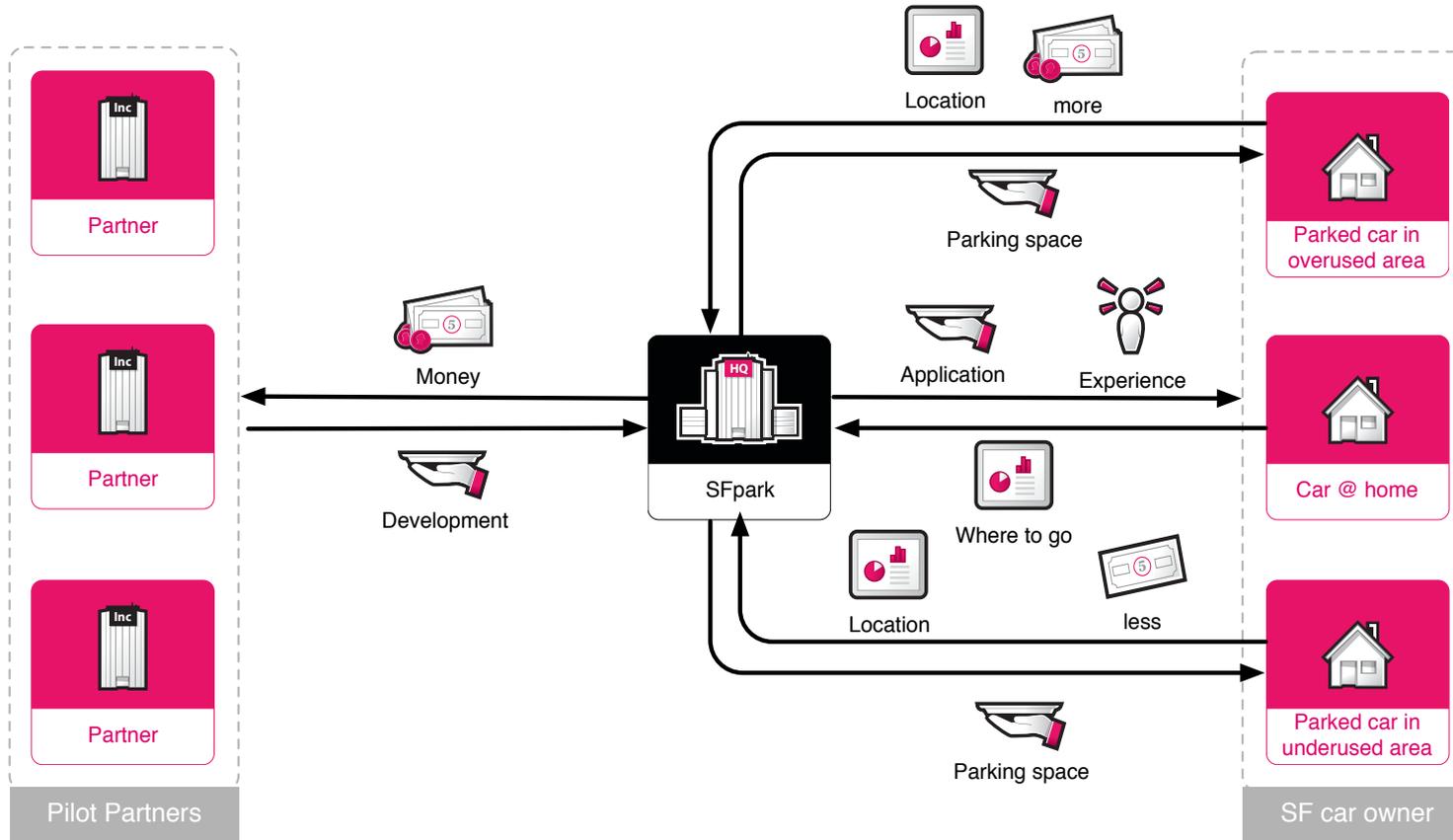
During special events, parking meters on blocks within walking distance of the ballpark operate until 10pm Monday to Saturday and are priced between \$5 and \$7/ hour for events.

**On which trends does this company focus?**

- ▶ Data Monitoring
- ▶ Public Transport 2.0
- ▶ Big Data
- ▶ Open Data & Full Transparency (API)

**Does it bring people out of their comfort zone?**

- ▶ Demand-responsive pricing encourages drivers to park in underused areas and garages, reducing demand in overused areas. The user has to check the best price each time he heads to a new destination, which can be experienced as a hurdle.



## Business Model

### How do they make money?

SFpark makes money with providing parking spaces in San Francisco city-area. Parking prices are incrementally raised or lowered in SFpark areas based on demand.

### Other companies with similar business model.

- ▶ [www.moovitapp.com](http://www.moovitapp.com)
- ▶ [www.bicing.cat](http://www.bicing.cat)
- ▶ [www.waze.com](http://www.waze.com)

### Business model characteristics.

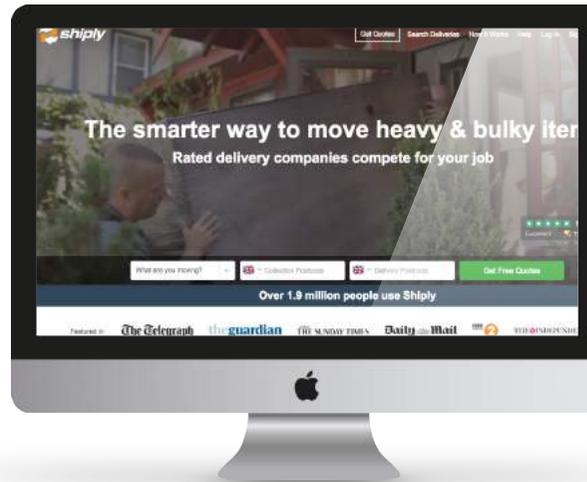
- ▶ Open Data
- ▶ Dynamic Pricing Model
- ▶ Public Service
- ▶ Match Demand/Supply



www.shiPLY.com

ShiPLY is a UK-based company providing an internet marketplace where transport service requesters may list items they need to move, and where providers of transport services can bid in a reverse auction format.

Filling up unused delivery spaces, CO2 emissions are reduced and customers get better prices.



## Key info

HQ London, UK

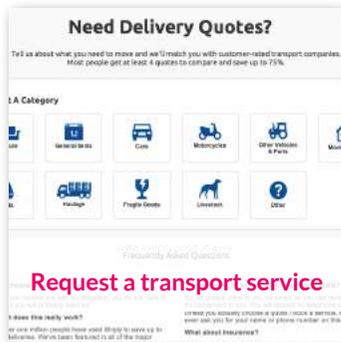
Industry to learn from Transportation

Founded 2008

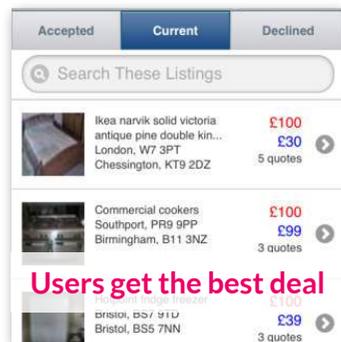
### Facts

- ▶ Currently over 57.000 transport providers listed on shiPLY.com and 2 million users.
- ▶ As ShiPLY depends on reaching a critical mass of users, a partnership with eBay was developed.

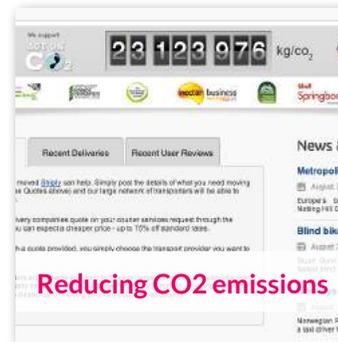
## All you need to know



After creating an online account, consumers list what they need to ship and provide details about pickup, delivery and shipment dates. Anything from a pet carriage to a car can be listed.



Transport providers then bid for the shipment, potentially turning unused space in their trucks into profit. ShiPLY's system means that as companies try to outbid one another, users typically save about 75% on their shipping costs.



25% of European lorries run completely empty. By filling up this space, ShiPLY makes sure trucks get extra cash for unused space, and saves consumers money. Of course, it's beneficial in terms of reducing CO2 emissions too.

## On which trends does this company focus?

- ▶ e-Commerce (delivery)
- ▶ Online matchmaking platform
- ▶ Get the best deal
- ▶ Valorize Overcapacity

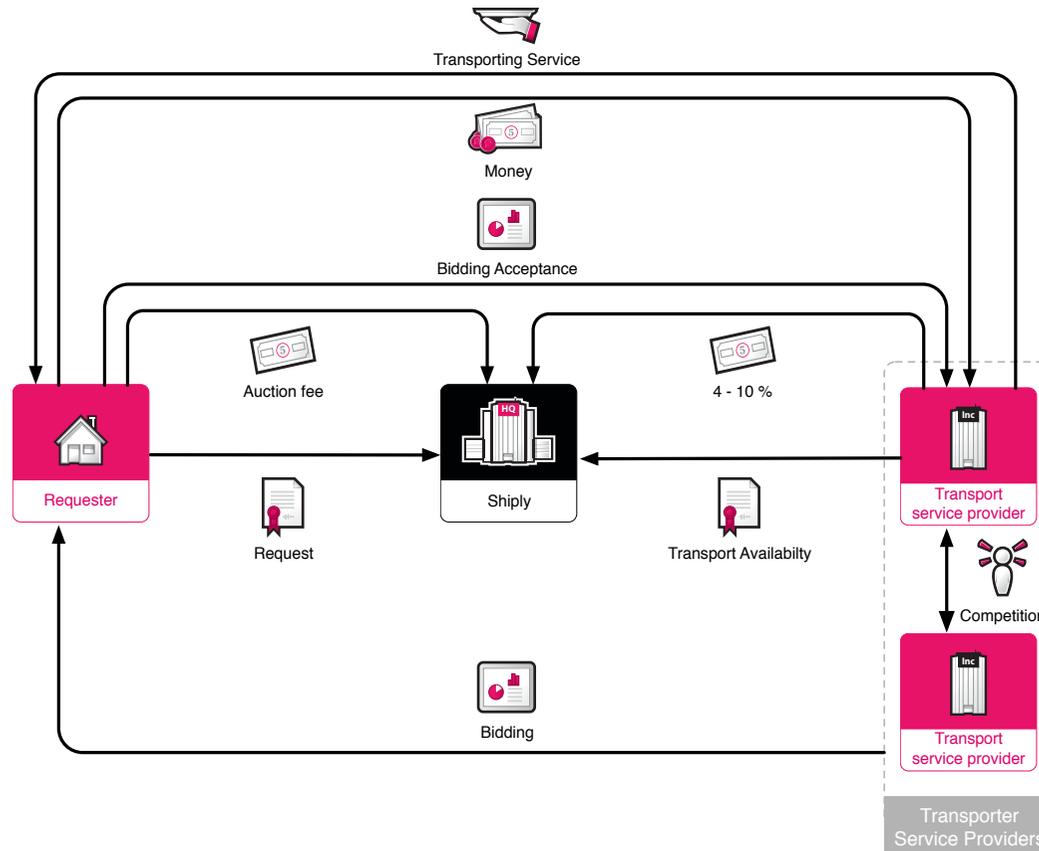
## Does it bring people out of their comfort zone?

- ▶ Users don't get a quote immediately. They don't know what the shipping costs will be in advance.



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## Business Model

### How do they make money?

Shiplly works as a broker, taking a commission on transactions. Transport service providers' bids are subjected to a tiered fee structure (4%-10%, depending on the amount of the transaction) called the success fee. Additionally, an Auction Service Fee is requested which covers the online service.

### Other companies with similar business model.

- ▶ [www.uship.com](http://www.uship.com)
- ▶ [www.anyvan.com](http://www.anyvan.com)
- ▶ [www.klickcouriers.com](http://www.klickcouriers.com)

### Business model characteristics.

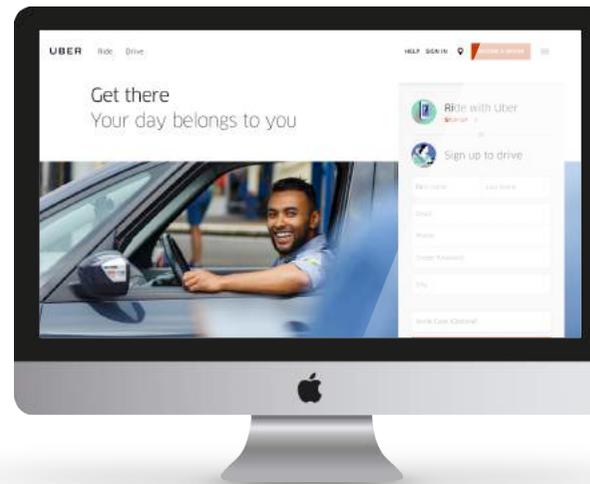
- ▶ Broker Model
- ▶ Reverse auction format
- ▶ Partnership model

# UBER

www.uber.com

Uber is an on-demand ride service that connects passengers with drivers of cars through an app.

Anyone with a driver's license, a new car & no traffic ticket can become an Uber driver.



## Key info

HQ San Francisco, US

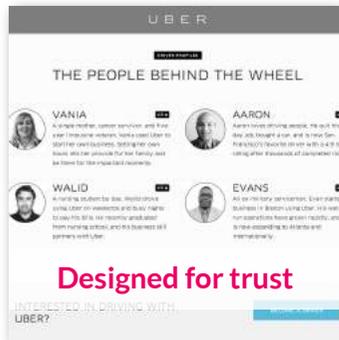
Industry to learn from Transportation

Founded 2009

### Facts

- ▶ Under pressure of the taxi industry Uber has experienced legal problems in many European cities including Brussels.
- ▶ Uber has raised over 8 billion in funding from 70 investors.

## All you need to know



Passengers can see the average rating, the names & a photo of their drivers before the car arrives. Before hailing another ride customers are required to rate their previous ride.



The price of the ride depends on the demand. If demand is high the price surges to attract more drivers. Uber tries to limit surges because they repel passengers which is at odds with the Uber's long-term strategy of dominating the market.



Uber uses gamification and psychological nudges in its drivers app to incentivise drivers to drive more. One example is using female personas to communicate with the overwhelmingly male population of drivers.

### On which trends does this company focus?

- ▶ Shared Economy
- ▶ Mobile internet
- ▶ Big data (for pricing)
- ▶ Cashless payments

### Does it bring people out of their comfort zone?

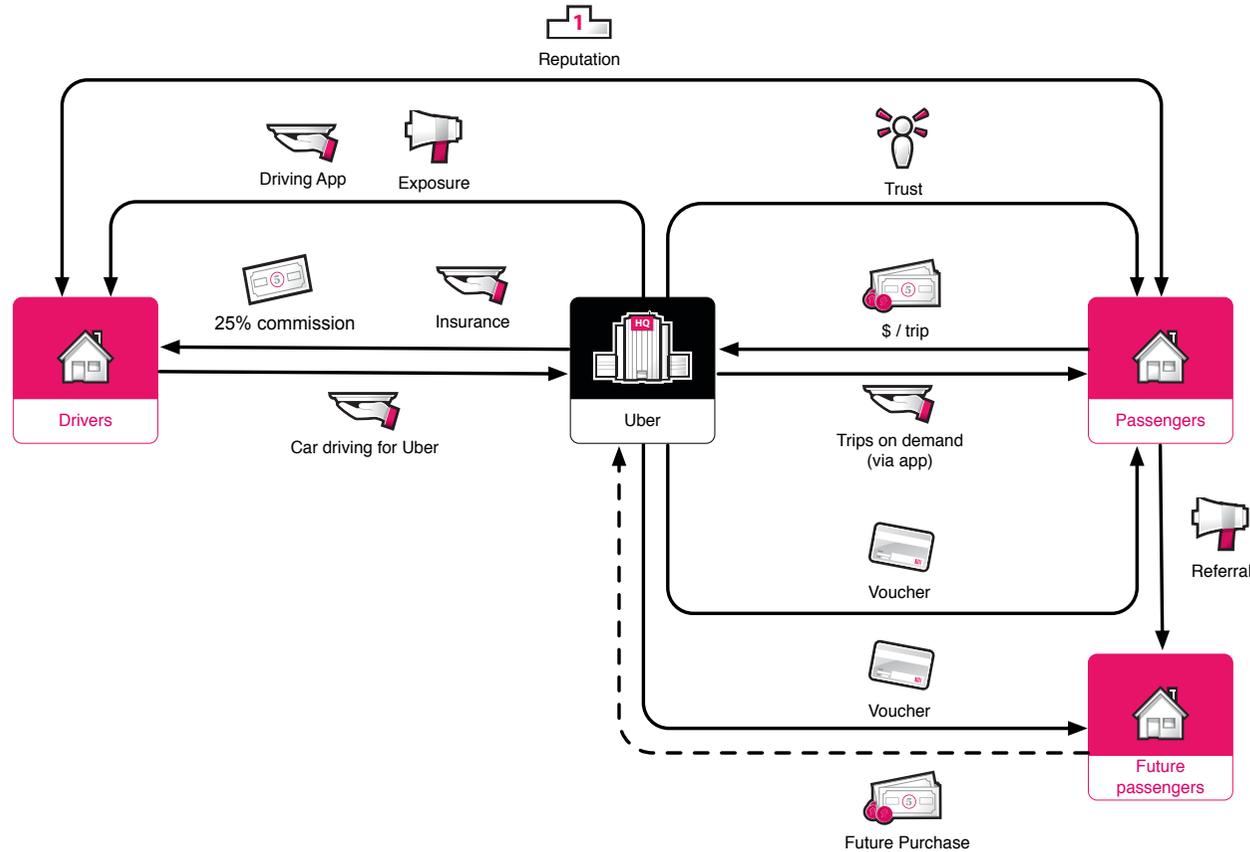
- ▶ The taxi industry argues that Uber undercuts prices and is less secure/safe. To Uber's defence, it screens all potential drivers and drivers with a rating below 4 out of 5, are blocked from using the platform.
- ▶ Uber is accused of not taking its customers safety into account because it incentivising its drivers to keep on driving.



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# UBER



## Business Model

### How do they make money?

Uber charges a 25% commission on all the rides made through its service. All rides are booked through the app and the majority is paid via credit card.

### Other companies with similar business model.

- <https://www.lyft.com/>
- <https://www.side.cr/>
- <https://relayrides.com/>

### Business model characteristics.

- ▶ Platform based
- ▶ Crowd based

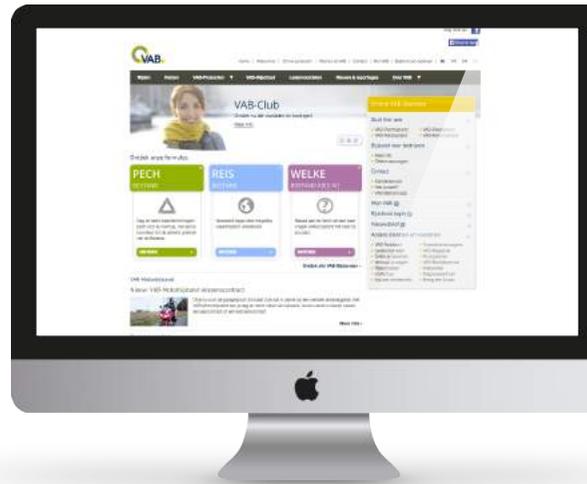




www.vab.be

## VAB is a Belgian service provider helping anyone with mobility problems.

In the last century VAB built the biggest mobility club of Belgium offering several ways to make sure all their clients can enjoy driving even more. In this case we focus on the VAB-Club and the extra benefits provided for members.



## Key info

HQ Antwerp, BE

Industry to learn from Transport

Founded VAB: 1924 VAB-Club: 2014

### Facts

- ▶ VAB-magazine has the largest readers of all magazines in Belgium.
- ▶ VAB is an important stakeholder in mobility lobby groups in Belgium and Europe.

## All you need to know



Great deals

Partners of VAB give interesting deals to VAB-Club members. Partners include gasoline, car rental and glass repair companies. VAB claims that members can earn back their membership fee.



Community

Being a member of the VAB-Club opens up a lots of exclusive services and access to other community members. To illustrate: If you want to sell a car, VAB certifies it and offers it for sale to the other members of the community.



All-in-one-price

All the reductions and extra service you receive as a member are included in the price you pay for your subscription of the mobility service of VAB.

## On which trends does this company focus?

- ▶ One stop shop
- ▶ Connect with an expert
- ▶ Service packs
- ▶ Price transparency

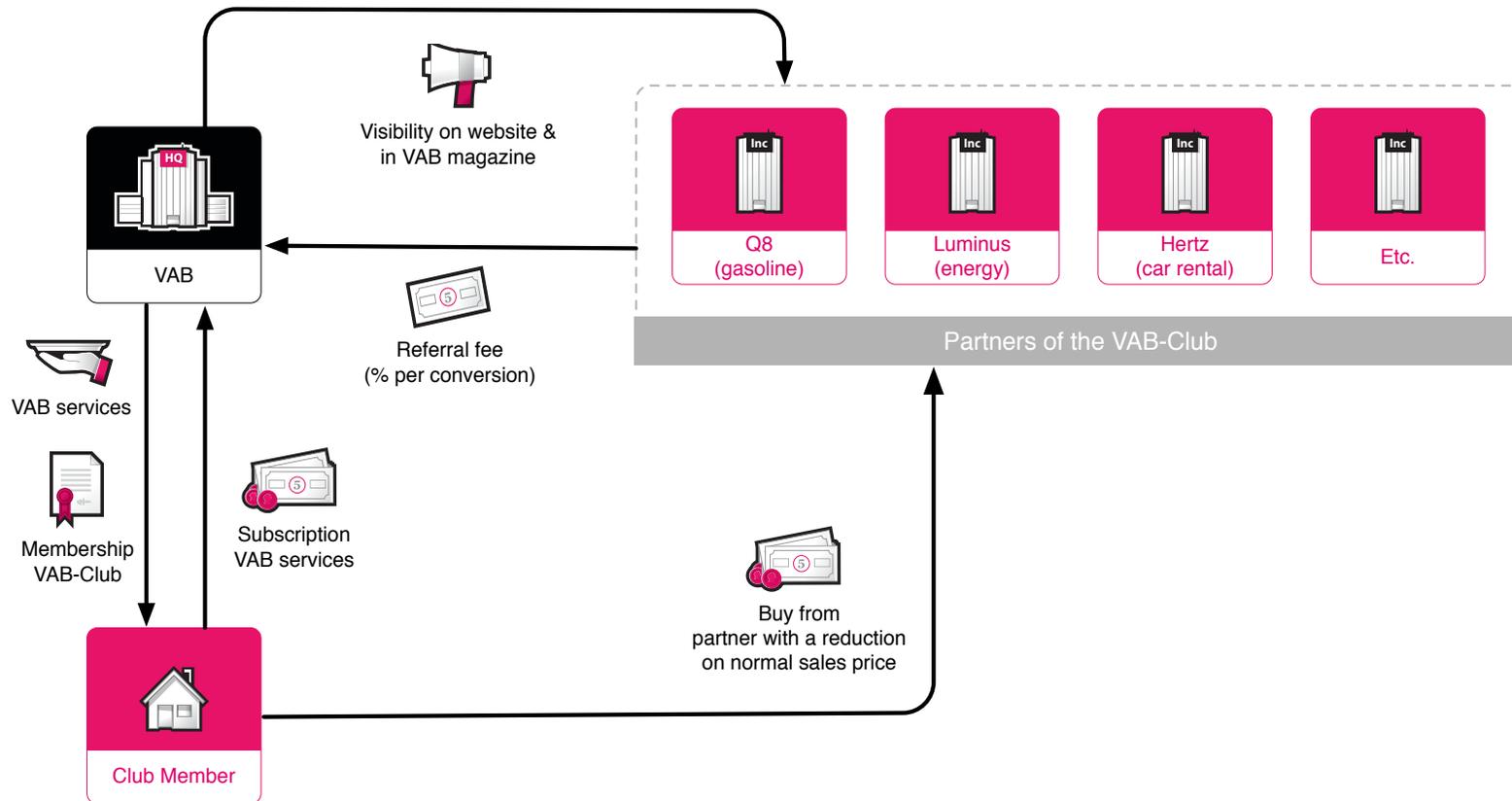
## Does it bring people out of their comfort zone?

- ▶ Customers can experience an overload of loyalty programs and reduction cards.
- ▶ Partnerships have to be integrated in each partner's marketing channels.



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## Business Model

### How do they make money?

VAB receives referral fees when Club members pay something to partners and the club creates value for its members giving VAB a competitive advantage.

### Other companies with similar business model.

- ▶ [www.earnieland.com](http://www.earnieland.com)

### Business model characteristics.

- ▶ Online community
- ▶ Subscription Service
- ▶ B2B2C
- ▶ Broker Model

**This case focuses on the Volvo In-Car Delivery, available free of charge for all Volvo On Call users in Sweden, Norway and Switzerland.**

Instead of having packages delivered to your home or office, you can now choose to have packages dropped off in the boot of your car. The deliver company requests temporary access to your car through the Volvo On Call app.



## All you need to know



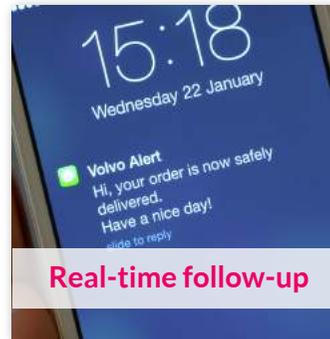
**Parcels delivered in your boot**

Volvo will allow consumers to choose their car as a delivery option when ordering goods online (from selected partners). The parcels will be delivered in the boot of customer's Volvo.



**Remote unlocking**

A digital key is activated, which tracks when the car is opened and then locked again. Once the delivery is completed, the digital key ceases to exist.



**Real-time follow-up**

Via a smartphone or tablet, the owner will be informed when a delivery requires dropping off or picking up from the car.

## Key info

**HQ** Gothenburg, SE

**Industry to learn from** Transport

**Founded** 1927

### Facts

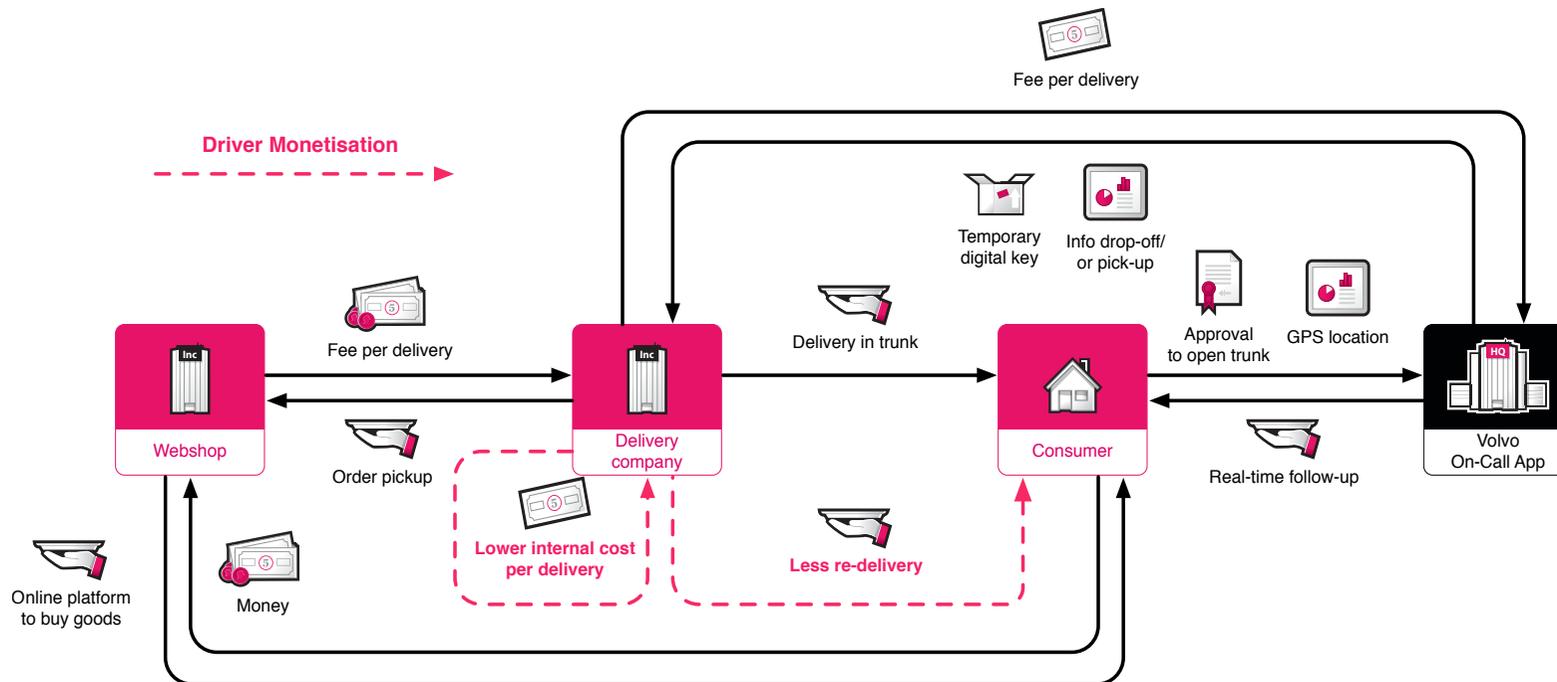
- ▶ The Volvo symbol is an ancient chemistry sign for iron used to symbolize the strength of the car.
- ▶ Volvo In-Car Delivery was launched 2 years after the publication of Cardrops, a similar service launched by Board of Innovation.
- ▶ Volvo claims 86% of pilot testers said it saved them time and 92% found it more convenient to receive deliveries to their car than at home.

### On which trends does this company focus?

- ▶ E-commerce
- ▶ Internet of things
- ▶ Forecasting location
- ▶ 24/7 accessible: anywhere, anytime

### Does it bring people out of their comfort zone?

- ▶ Are you tech-savvy and comfortable enough with giving a delivery company the ability to constantly track, and to see the inside of, your car just to drop off a DVD boxed set of "Game of Thrones" you bought on Amazon?



## Business Model

### How do they make money?

Failed deliveries cost courier companies around €1 billion in re-delivery costs each year. By using Volvo In-Car Delivery, couriers can rise the number of successful deliveries. Therefore a fee per delivered order can be paid to Volvo.

### Other companies with similar business model.

- ▶ [www.cardrops.com](http://www.cardrops.com)
- ▶ [www.onstar.com](http://www.onstar.com)
- ▶ [www.mbusa.com/mercedes/mbrace](http://www.mbusa.com/mercedes/mbrace)

### Business model characteristics.

- ▶ Data-sharing
- ▶ Partnership model
- ▶ B2B2C



www.maas.global

**Whim brings different means of transport together (traditional public transport, but also bike sharing, car sharing and ride hailing) into a single App and payment system.**

Buy a monthly package to cover all your daily journeys, or pay as you go for multi-transport tickets. Available in Helsinki and soon in the West Midlands (UK), and in Amsterdam (NL). As the world's first MaaS (Mobility as a Service) operator, MaaS Global will revolutionise the way we move.



## Key info

HQ **Helsinki, Finland**

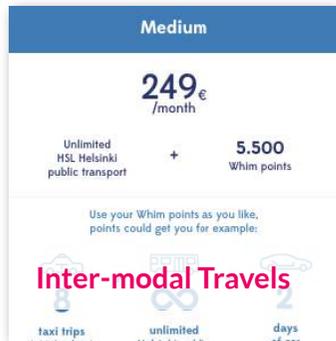
Industry to learn from **Transportation**

Founded **2016**

### Facts

- ▶ By August 2017, Whim raised €14.2 million of funding.
- ▶ Toyota Financial Services of Japan and its insurance partner Aioi Nissay Dowa Insurance Company are one of the most significant investors

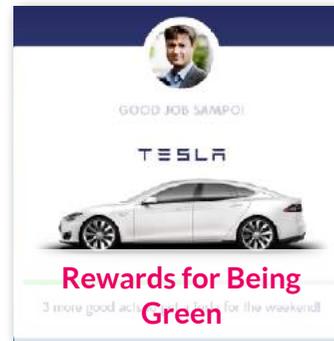
## All you need to know



A Whim subscription means paying just once a month for all your daily moves, on loads of different transport options. So you can jump from a train to a Uber with the same monthly subscription. How easy is that?



Life is spontaneous, so is Whim! Whim syncs with your calendar and takes travel planning off your hands. Say yes to its suggestions and just hop on when needed.



Whim encourages the use of public transport (bus, train, underground, ...) and shared means of transport (like car sharing and ride hailing - aka Uber or Taxi services). The choose of these means of transport favourably impact traffic and CO2 emissions.

## On which trends does this company focus?

- ▶ Collaborative Consumption
- ▶ Service bundling

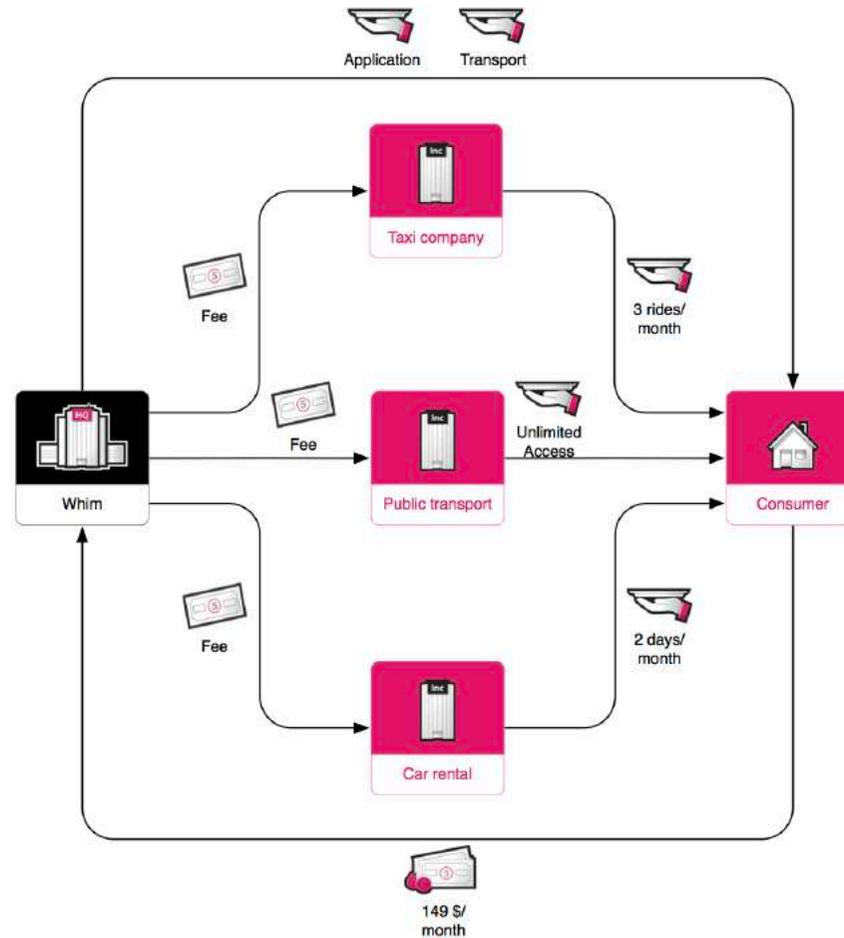
## Does it bring people out of their comfort zone?

- ▶ Would you renounce to your own private car, if you can rely on a smart multi-modal transport system?



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## Business Model

### How do they make money?

Whim buys bundles of tickets from public transport companies, and usage rights of car sharing and bike sharing floats at discounted price. It then sells them to customers in monthly packages.

### Other companies with similar business model.

- ▶ Netflix

### Business model characteristics.

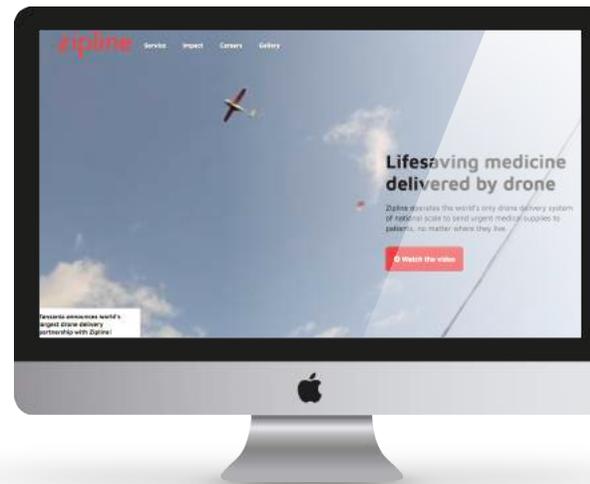
- ▶ P2P (peer-to-peer) Business Model
- ▶ Broker Model



www.flyzipline.com

## Zipline offers a drone delivery service for the healthcare sector in the Global South.

Zipline created Zip, a small robot airplane which is launched by a catapult and lands on an inflatable air bed. The Zip can carry vaccines, medicine, or blood and delivers those by parachute within a 75 km radius of its operating base.



## Key info

HQ San Fransisco, US

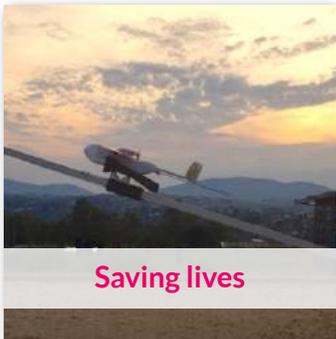
Industry to learn from Transport

Founded 2011

### Facts

- ▶ Zipline operates the world's first national drone delivery system, in Rwanda.
- ▶ Zipline will begin installing the world's largest drone delivery system in Tanzania in 2018.
- ▶ The Zip does not need insulation or refrigerating equipment because it delivers packages within 15 minutes.

## All you need to know



By providing on-demand delivery of blood transfusion supplies, vaccines and medicines to remote regions in developing countries saves lives. In Rwanda 50% of supplies go to mothers with postpartum haemorrhaging.



In blood products under supply leads to loss of human lives and over supply leads to waste. Zipline solves this problems by centralising supply and providing on-demand, emergency medical deliveries by drone.



Ziplines drones operate 24/7, even in bad weather and are able to deliver the blood within 30 minutes of it being ordered via sms or WhatsApp. Especially in remote regions with bad quality roads this can save hours and lives.

### On which trends does this company focus?

- ▶ One stop shop
- ▶ Drone delivery
- ▶ Social impact

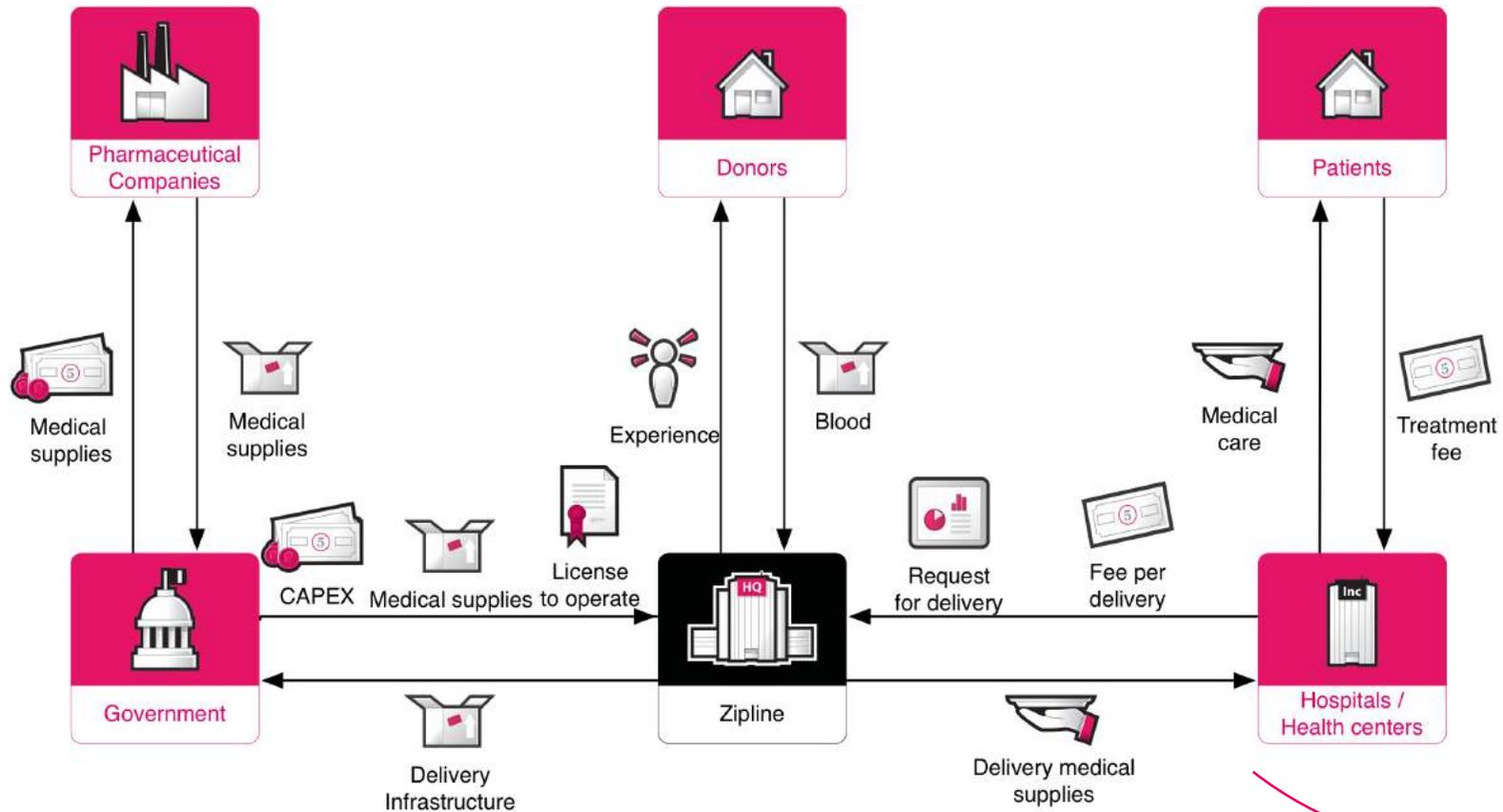
### Does it bring people out of their comfort zone?

- ▶ Working with governments, especially in a developing country context can be complex and tedious.
- ▶ The parachute delivery system has limitations when used in an urban environment.



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Our understanding of Zipline's business model

## Business Model

### How do they make money?

Zipline just started operations and is currently focusing on growth. Public information about the business model is limited but Zipline does charge a fixed fee per delivery and requires a capital investment from the Government.

### Other companies with similar business model.

- ▶ [flirtey.com](http://flirtey.com)
- ▶ [colalife.org](http://colalife.org)

### Business model characteristics.

- ▶ B2G
- ▶ Outcome based payments



www.zubie.com

Zubie is a connected-car app that provides location tracking, driver scoring, alert and location sharing services by connecting each car to the internet with a Zubie key.



## Key info

HQ Sullivan Islands, US

Enterprise activity challenged **Transport**

Founded **2012**

Value creations   
 ▶ Safer driving   
 ▶ Increased maintenance efficiency

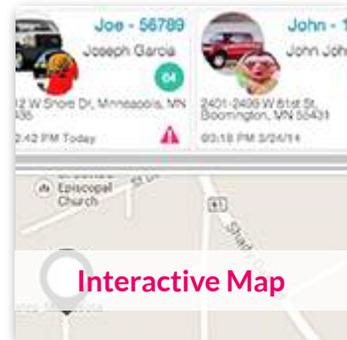
### Facts

- ▶ Zubie received a total of \$25.8 Million in funding from 8 investors
- ▶ Main competitors of Zubie are Automatic and Dash, claiming to be "the fitbit for cars".
- ▶ Zubie also offers B2C services including an in car hotspot.

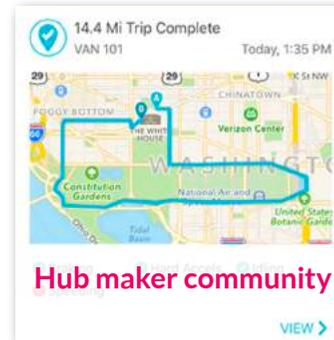
## All you need to know



Zubie sends alerts about vehicle health. In real-time employers can receive notifications when an engine problem occurs or if anything else is wrong with the car. Thus, saving further damage, costs and preventing dangerous situations.



Zubie provides a live map of all vehicles on the road. Giving information if and when someone has left an important location without driver involvement.



Zubie allows you to monitor drivers efficiency and safety. Drivers can check their scorecard with gamification elements where they review their trips and get tips to increase efficiency and safety.

### On which trends does this company focus?

- ▶ Internet-of-Things (IOT)
- ▶ Geo-location
- ▶ Transparency
- ▶ Gamification

### Does it bring people out of their comfort zone?

- ▶ As the Zubie key is connected to the internet, it is possible that the network gets hacked. In case of cyber attacks, a lot of damage can be done to the car and its data.
- ▶ Employees don't want to be tracked (privacy concerns).

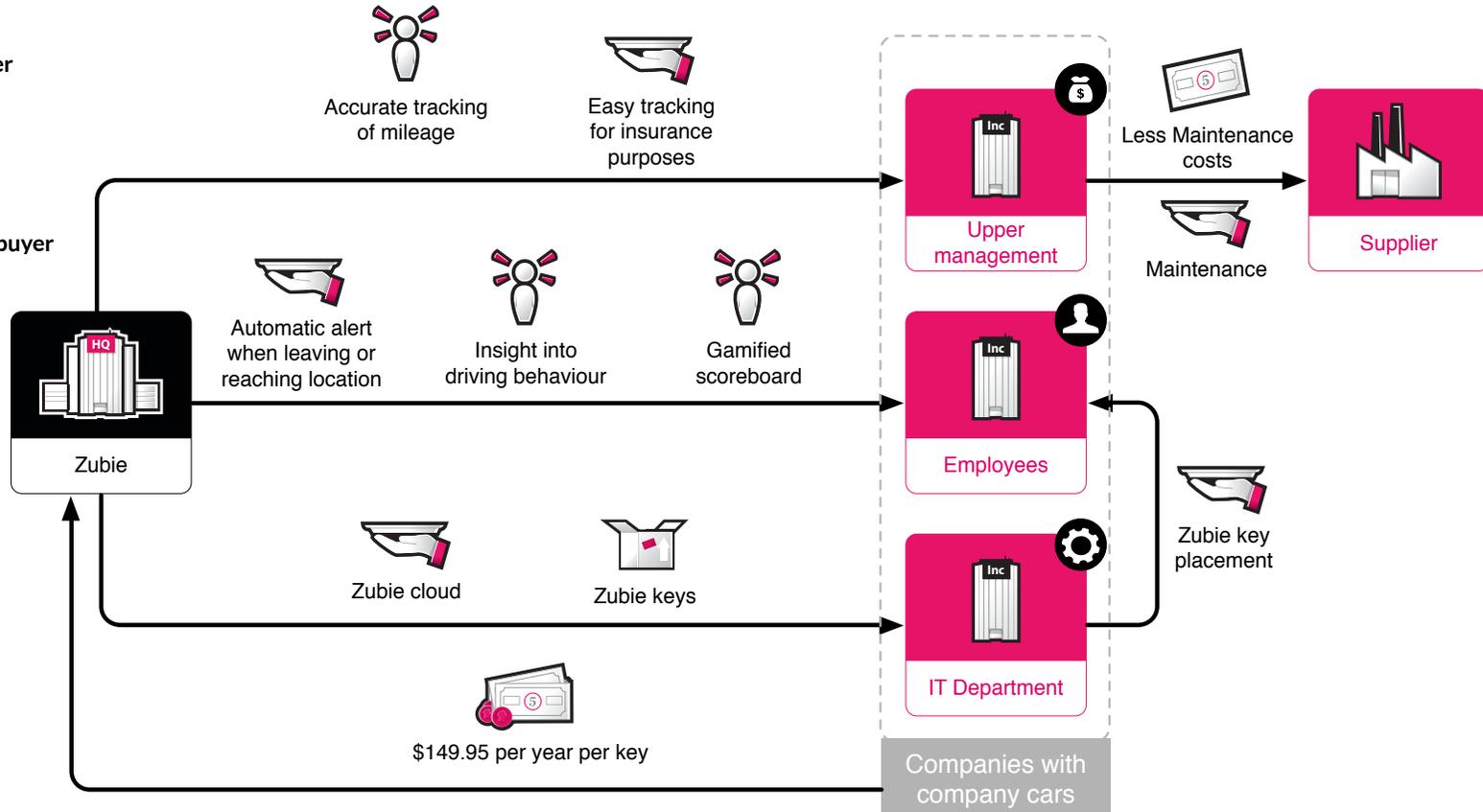


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- Economical buyer
- User buyer
- Technical/Legal buyer



## Business Model

### How do they make money?

- ▶ Zubie provides its services for an annual fee of \$99.95 per vehicle, which automatically gets renewed each year.
- ▶ Zubie also offers a more expensive plan where they offer a monthly subscription with an in-car Wifi hotspot

### Other companies with similar business model.

- ▶ Test with a small team and get feedback from them on how their experience has been.
- ▶ Make sure your “testing panel” agree to use this service themselves.

### Business model characteristics.

- ▶ Software-as-a-service
- ▶ Subscription based
- ▶ Product-service combination



# DOORSTEPS

www.doorstepsbuy.com

## Doorsteps is a free online platform for homebuyers.

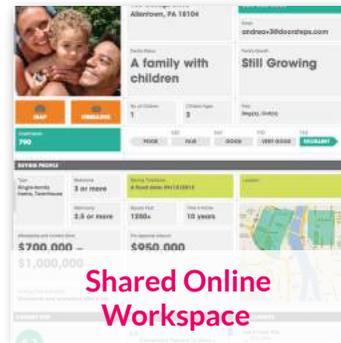
Its power relies in simplifying the purchase into a step-by-step process, and in connecting agents, lenders and service providers, so that buyers can save time, money, and stress.



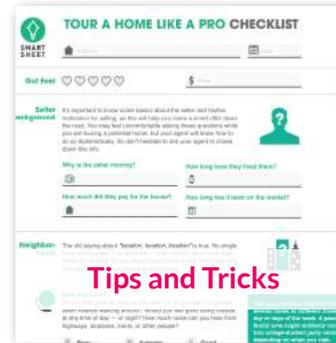
## All you need to know



Doorsteps takes you through 6 in-detail phases in the house buying process, from “hopes for tomorrow” until “Close & move in”. Every step you take is summarized in your Online buyer profile.



Doorsteps can be used to find the agents, lenders, and service providers that fit best.



The best professionals always have great advice to give. On the platform, people can check out expert tips shared by agents and lenders. Also templates are free to download, e.g. “Tour a house like a pro checklist”.

## Key info

HQ **New York City, US**

Industry to learn from **Real Estate**

Founded **2012**

## Facts

- ▶ Next to their online platform, Doorsteps introduced the Doorsteps Swipe app (Apr 2014). Doorsteps Swipe has earned itself a reputation as a sort of “Tinder for real estate.”
- ▶ The average “buying timeline” is about 2 years (18 months thinking, 3 months looking & 1 month buying). Only a small part of that timeline is currently monetized by real estate companies.

## On which trends does this company focus?

- ▶ Online sharing
- ▶ One Stop Shop
- ▶ Matchmaking platform
- ▶ Connect with experts

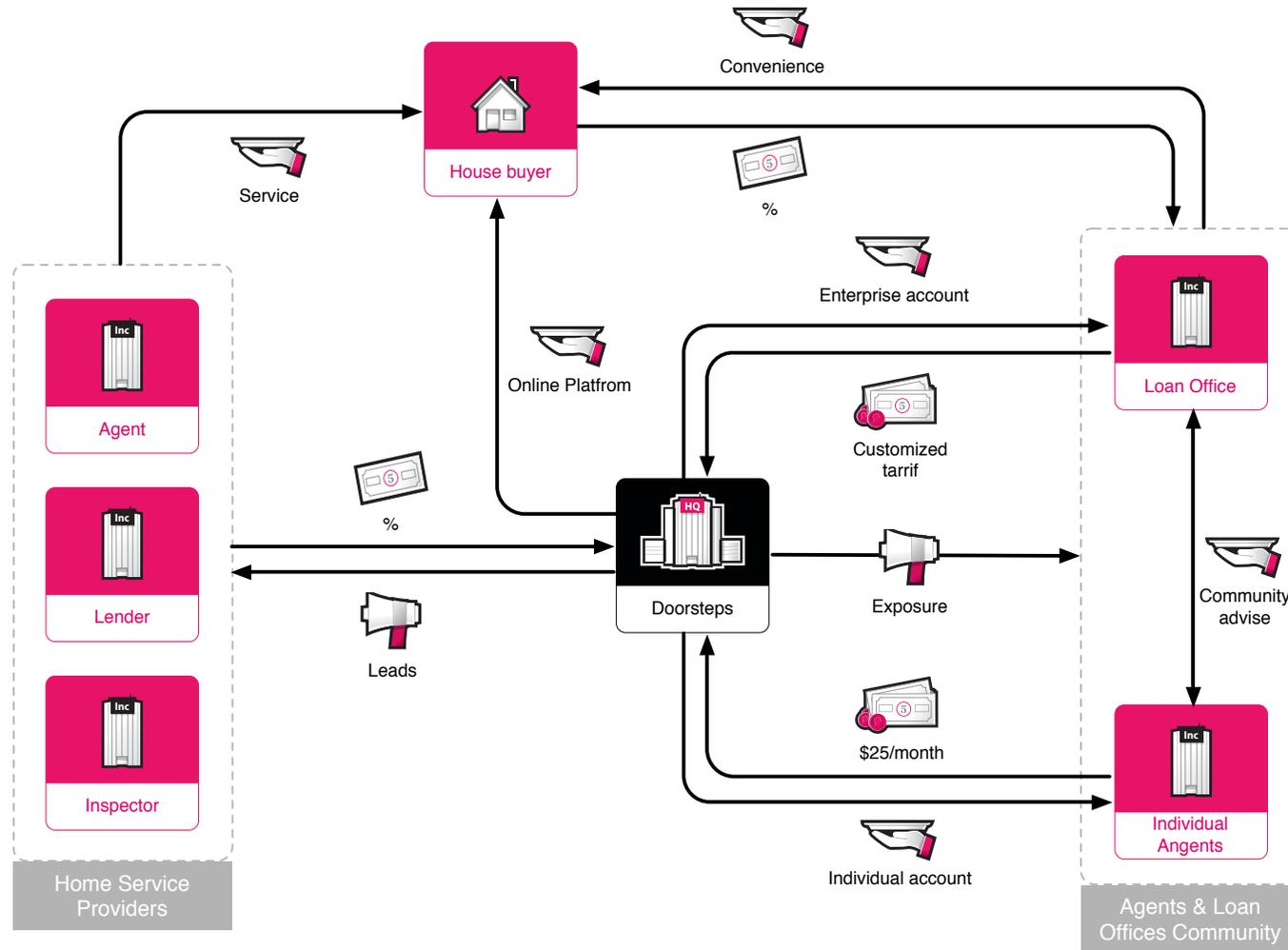
## Does it bring people out of their comfort zone?

- ▶ What happens to all the data generated through the platform? What about privacy?



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## Business Model

### How do they make money?

Doorsteps sells its online service via a subscription fee to agents and loan offices, but also takes a commission on services of other service providers, whom receive leads through the platform.

### Other companies with similar business model.

- ▶ [www.mywedding.com](http://www.mywedding.com)

### Business model characteristics.

- ▶ Online community
- ▶ Subscription Service
- ▶ B2B2C
- ▶ Broker Model



# REDFIN

www.redfin.com

Redfin provides real estate search and brokerage services through a combination of an online real estate platform and access to local real estate agents.



## Key info

HQ **Seattle, WA, United States**

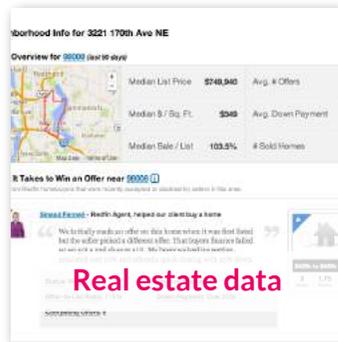
Industry to learn from **Real estate**

Founded **2004**

## Facts

- ▶ Redfin serves 23 markets in the USA and has cleared more than \$13 billion in home sales
- ▶ More than 10,000 customers buy or sell a home with Redfin each year.

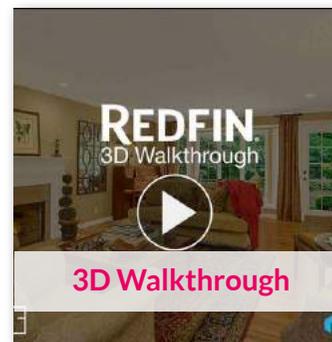
## All you need to know



Using online search tools offered by Redfin, customers can search for homes and provides them market data on the surrounding neighbourhood, property history, public records and schools.



Customers review the real estate agent upon which the commission of the agent is based on. Redfin also has a network of real estate agents that can meet buyers on home tours and can give advice based on data.



Redfin enhances the customer experience by enabling potential buyers to go through a 3D viewing of a house.

## On which trends does this company focus?

- ▶ Data transparency
- ▶ Big data
- ▶ End-to-end consumer experience

## Does it bring people out of their comfort zone?

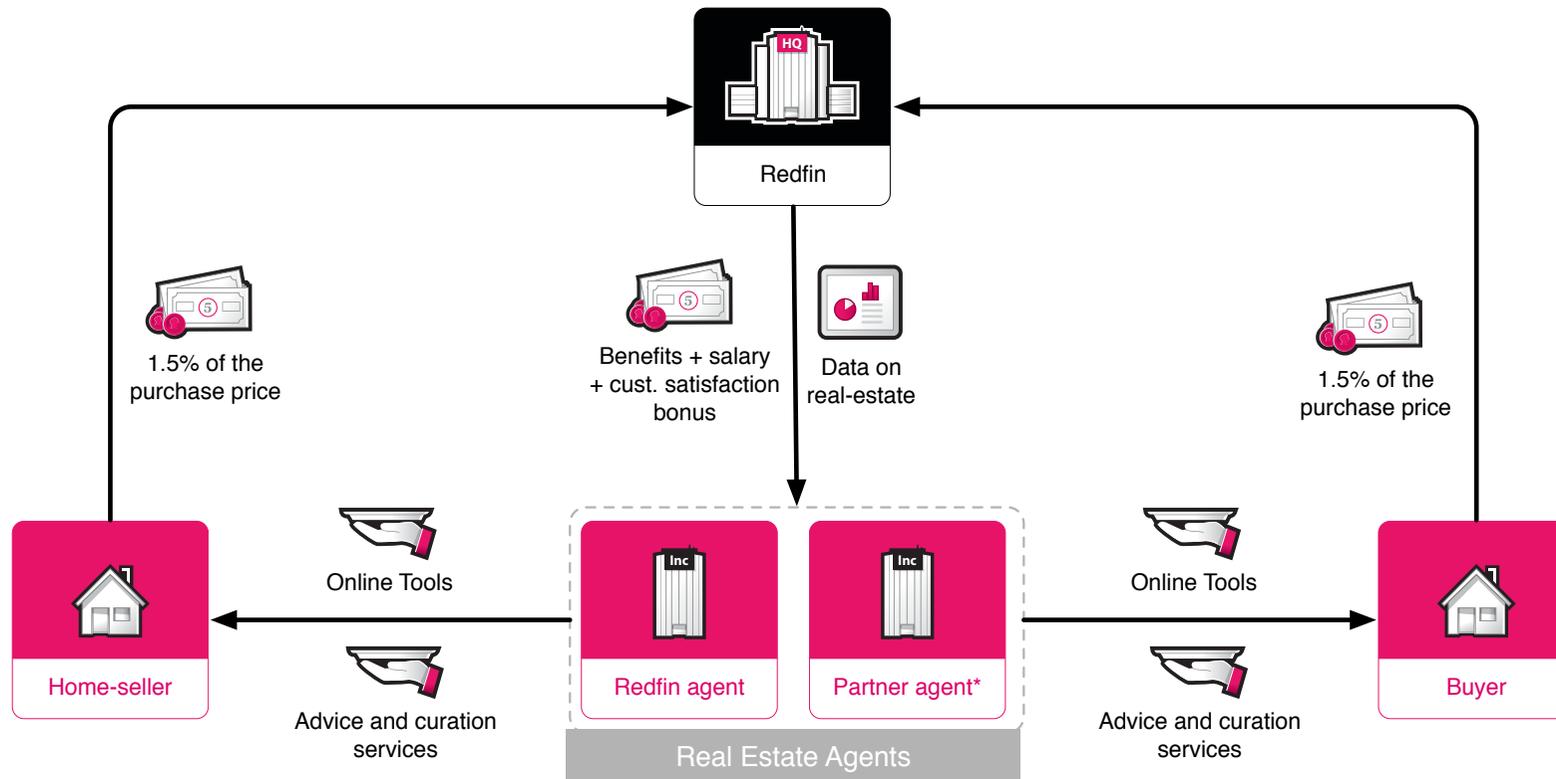
- ▶ During a 60 Minutes TV interview in 2007, CEO Glenn Kelman called real estate "the most-screwed-up industry in America," which led to harsh criticism from brokers in blogs and at real estate conferences.
- ▶ In 2012, Redfin received criticism again regarding using imprecise data. Redfin took the tool offline.



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# REDFIN



## Business Model

### How do they make money?

Redfin acts as a brokerage and earns its revenue when customers buy or sell homes through Redfin's real estate agents. The customer's refund is calculated on a sliding scale and based on the list price of the home.

### Other companies with similar business model.

- ▶ [www.doorsteps.com](http://www.doorsteps.com)

### Business model characteristics.

- ▶ End-to-end brokerage model
- ▶ Online and offline combination

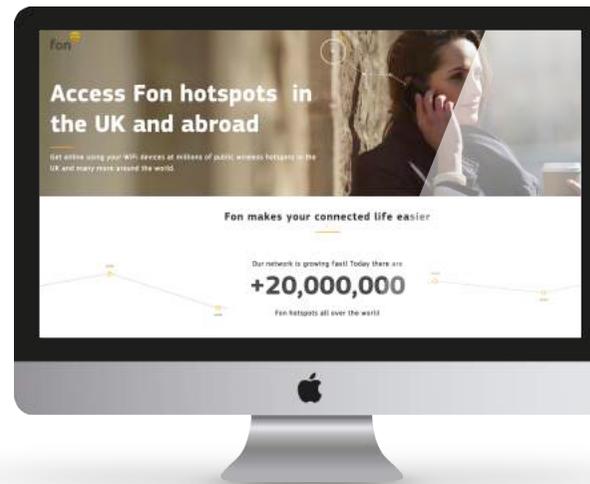




www.fon.com

## Fon provides a global crowd-sourced WiFi network.

Fon customers who share their broadband connection via WiFi get in return free access to other hotspots around the world.



## Key info

HQ **Madrid, Spain**

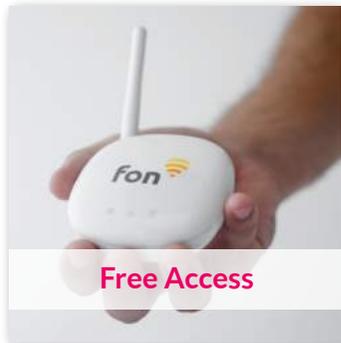
Industry to learn from **Telecom**

Founded **2006**

### Facts

- ▶ Largest WiFi network in the world with more than 20 million hotspots worldwide.

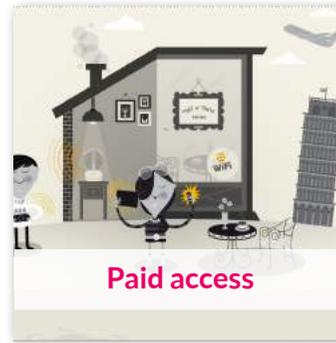
## All you need to know



If you are a customer of Fon (or another telco who partnered with Fon) and you agree to share your WiFi connection, you have access to any of the other 20+ million hotspots for free.



With more than 20 million Fon hotspots worldwide, members can access the internet anywhere for free. Highest coverage is available in those countries where Fon partnered with a local Telco (e.g. Proximus has +600k hotspots in Belgium, or BT in the U.K.).



Non-Fon members can access the hotspots as well by buying an access pass with a 25 min, 60 min, 1 day or 5 day limit.

## On which trends does this company focus?

- ▶ Mobile devices and online mobile content
- ▶ Crowd-sourcing
- ▶ Free wifi routers from broadband providers

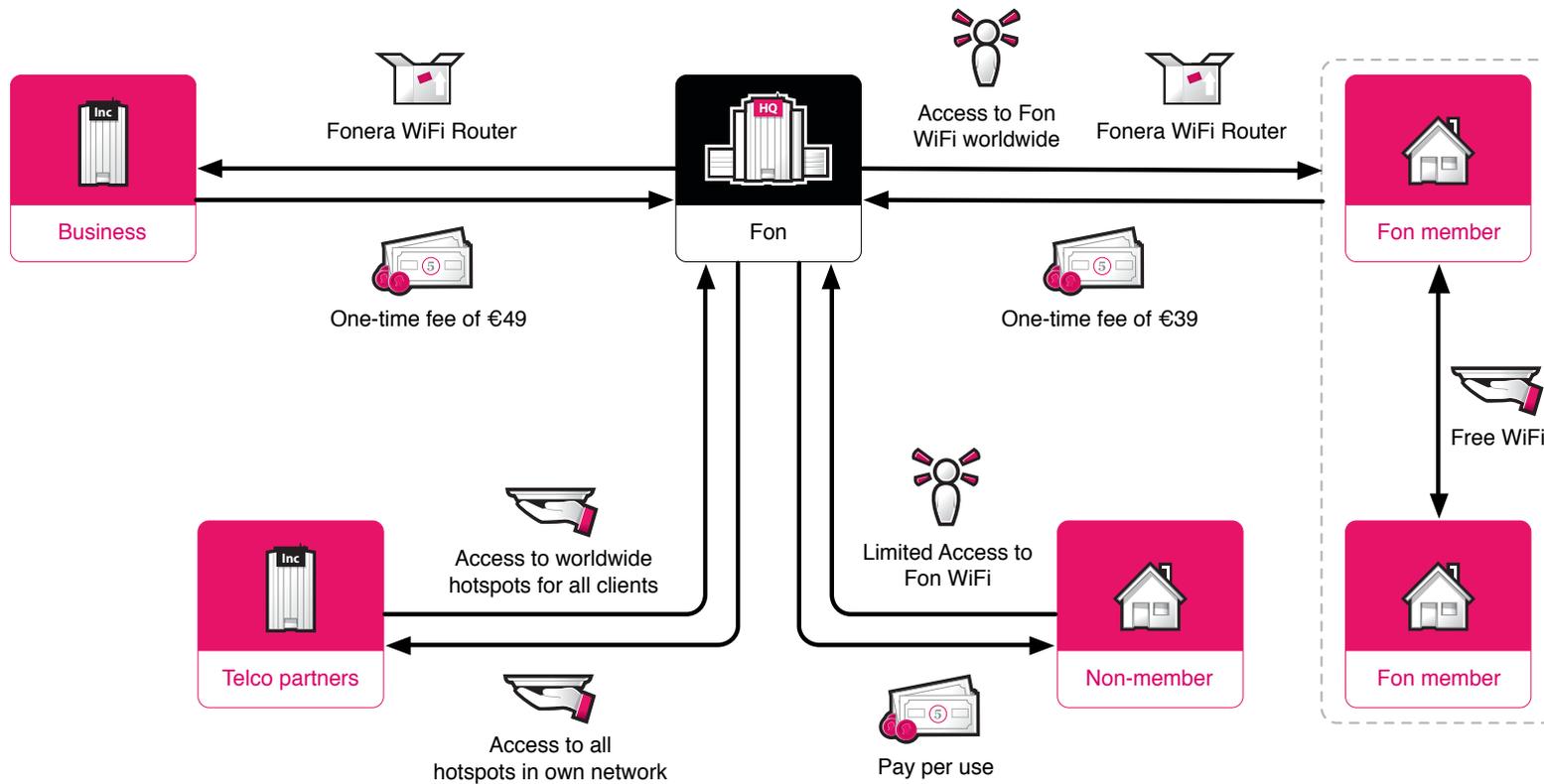
## Does it bring people out of their comfort zone?

- ▶ In 2001, Keith Woolcock, a London-based Nomura telecoms analyst, described Wi-Fi evangelists as the "barbarians at the gate" who might prevent mobile operators from earning a return on 3G spectrum acquired for €110 billion during government auctions in 2000 and 2001.



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## Business Model

### How do they make money?

Fon sells routers for €39 to Fon members and €49 to Fon business-members. Non-members can use Fon WiFi by paying for a limited amount of minutes.

### Other companies with similar business model.

- ▶ [www.yourkarma.com](http://www.yourkarma.com)

### Business model characteristics.

- ▶ Peer-to-peer
- ▶ Partnerships





www.giffgaff.com

**giffgaff is a mobile network service that differs from conventional mobile phone operators by letting their users participate in the company's operation (e.g. sales, customer service and marketing).**

In return for this activity, the users are rewarded credit.



## Key info

HQ London, UK

Industry to learn from Telecom

Founded 2009

### Facts

- ▶ The word "giffgaff" is Scottish English, meaning "mutual giving". It's a mobile telephone network that functions as a mobile virtual network operator using the United Kingdom-based O2 network.
- ▶ Since 2013, giffgaff sells mobile phones to compete with EE, O2, 3 and Vodafone.

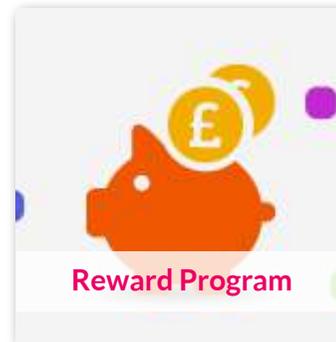
## All you need to know



Joining giffgaff is totally free. A free SIM card is sent to your address after completing a simple online form. You have different packages ("goodybags") from which to choose, and you can pause or renovate them at any time.



giffgaff has no customer service phone line. Members get rewarded with payback points for answering other members' questions, or by bringing new friends to giffgaff, or by suggesting good ideas.



giffgaff keeps its costs low to guarantee low fares to its customers. Earned payback points can be used to top-up, can be withdrawn or donated to charities. One earned payback points is equal to one penny.

### On which trends does this company focus?

- ▶ Crowdsourcing
- ▶ Online community (online only)
- ▶ Involve charity

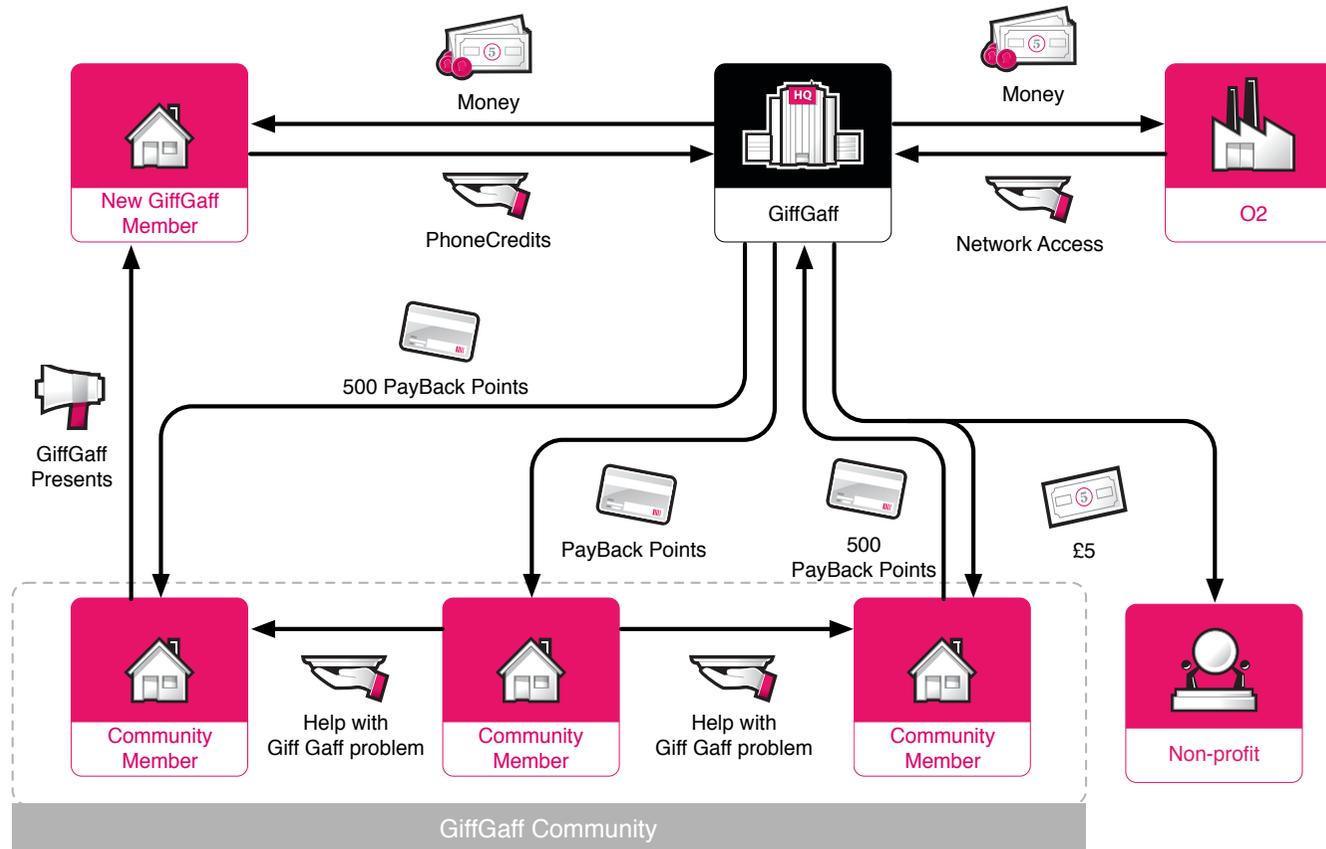
### Does it bring people out of their comfort zone?

- ▶ Being fully digital, only a selected customer base (digital natives) is able to use the low-cost service.
- ▶ By outsourcing supply chain, distribution and customer services, MVNO start-ups can benefit from economies of scale, infrastructure, etc.



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## Business Model

### How do they make money?

giffgaff works as Mobile Virtual Network Operator. MVNO's have business arrangements with traditional mobile operators (O2 in this case) to buy "minutes of use" (MOU) which they then sell to their own customers.

### Other companies with similar business model.

- ▶ [www.mobilevikings.be](http://www.mobilevikings.be)
- ▶ [www.hellobank.be](http://www.hellobank.be)

### Business model characteristics.

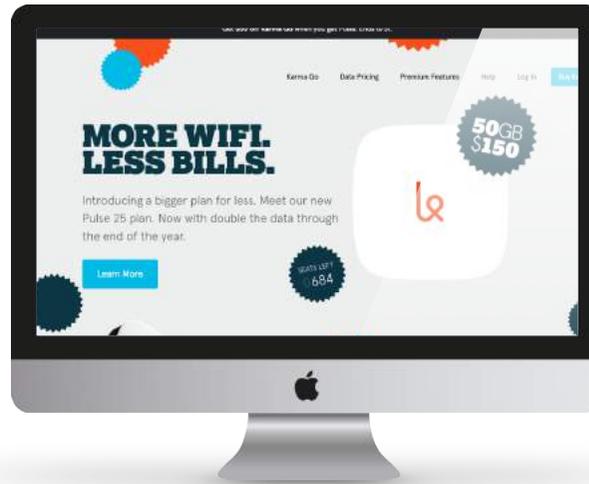
- ▶ Charity-based
- ▶ Credit System
- ▶ Referral Structure



www.yourkarma.com

**Karma is a pay-as-you-go mobile hotspot. You purchase the device for \$99 and refill data onto it at the rate of \$14 per 1GB.**

The purchased data will not expire. The more you share your mobile hotspot the more free data you earn.



## Key info

**HQ** New York City, NY, United States

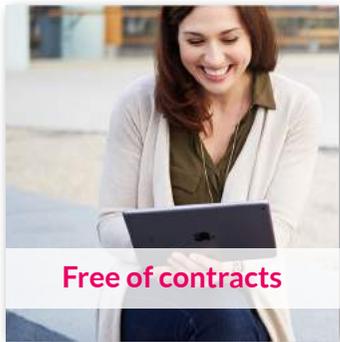
**Industry to learn from** Telecom

**Founded** 2012

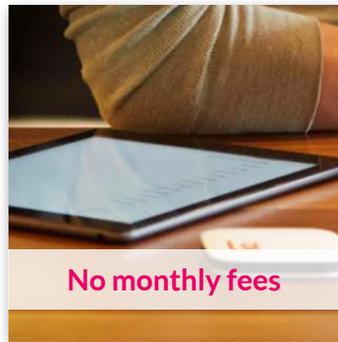
### Facts

- ▶ The Dutch founders of Karma believe that social bandwidth will innovate the mobile telecommunications experience.
- ▶ Accepts Paypal and Bitcoin as payment method. Also customers can choose a pay-as-you-go method.

## All you need to know



You pay \$99 for the mobile hotspot device, which comes with 1GB free data usage. If you need more data, you can buy it pay-as-you-go: \$14/GB There are no contracts at all, no minimum to buy.



You will only pay for the data you use and none will go to waste on less data-heavy months. Your data never expires.



New users connecting with your mobile hotspot earn 100 MB and you as well. Up to eight user can connect to Karma at the same time. There's no limit to how much data you can earn.

### On which trends does this company focus?

- ▶ High pricing per GB
- ▶ Rollout of 4G
- ▶ Mobile devices

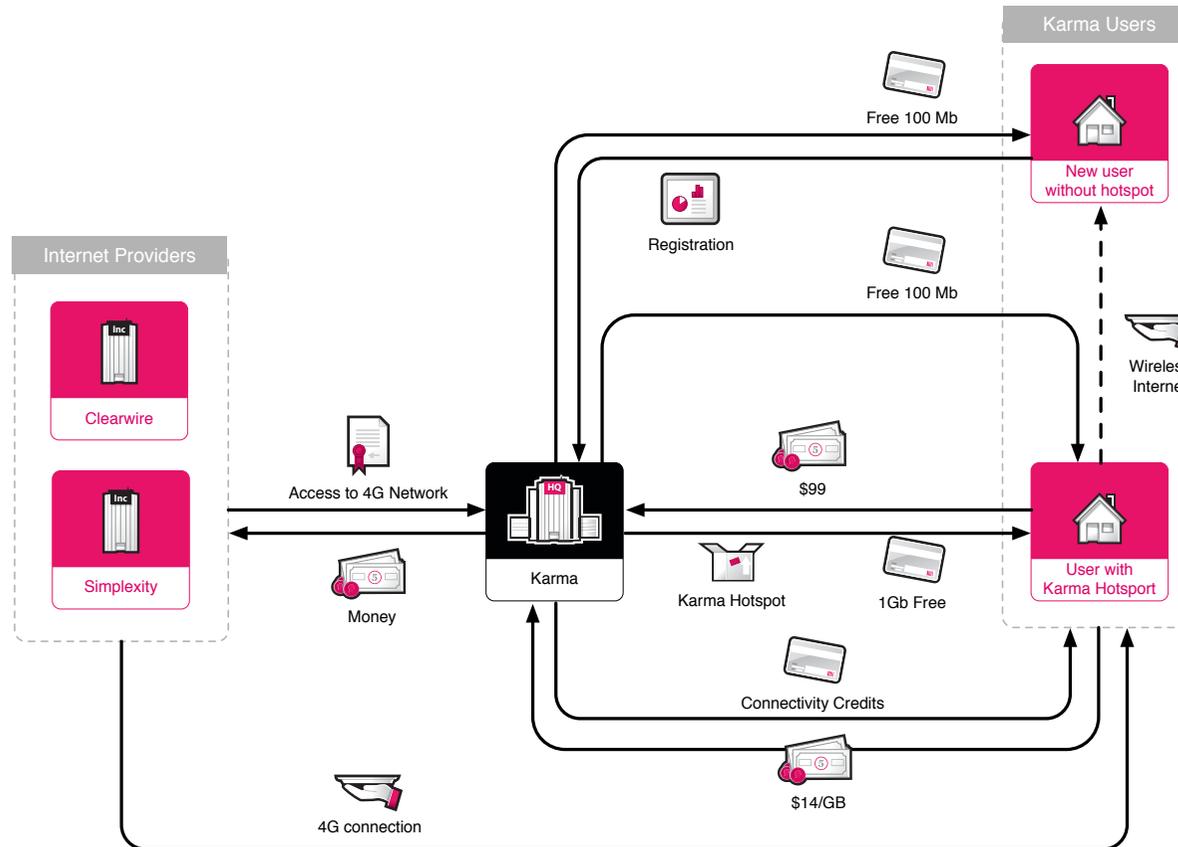
### Does it bring people out of their comfort zone?

- ▶ Multiple users depend on the kindness of the owner of Karma to get internet...



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## Business Model

### How do they make money?

Karma sells the Karma hotspot for \$99 and additional bandwidth for \$14 per gigabyte. If you like to purchase a data pack, Karma offers some discount: \$50/5Gb & \$180/20Gb

### Other companies with similar business model.

▶ /

### Business model characteristics.

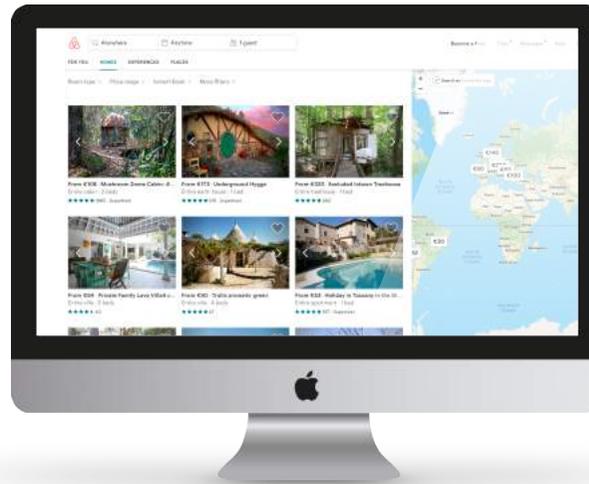
- ▶ Pay-as-you-go
- ▶ Peer-to-peer
- ▶ Credit system



www.airbnb.com

**Airbnb is an online service that provides a platform for individuals to rent out their lodging for travellers to stay.**

People can rent anything from a couch to a castle in 8000 cities around the world.



## Key info

**HQ** San Francisco, US

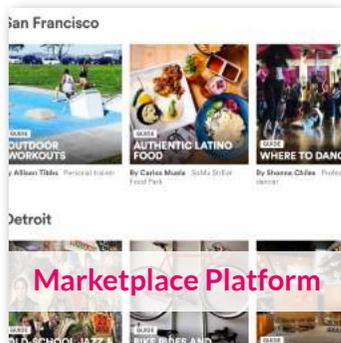
**Industry to learn from** Travel

**Founded** 2007

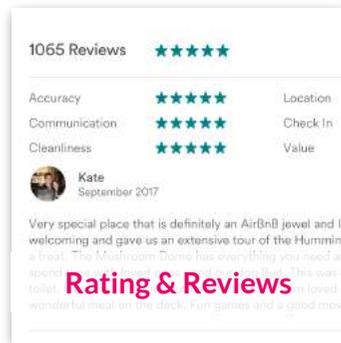
### Facts

- ▶ Brian Chesky, CEO and co-founder of Airbnb, believes in “eating your own dog food”; which is to promote his company by using Airbnb himself. He has not owned a home since 2010!
- ▶ Airbnb offers to the owners the possibility to book a free shooting session with a professional photographer to take fresh pictures of the property.

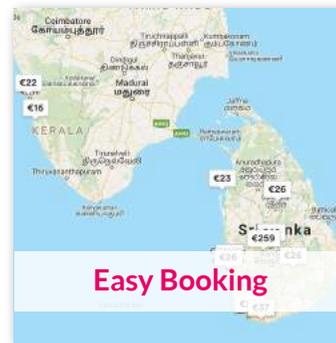
## All you need to know



Airbnb enables owners to list their space on the platform and earn rental money. On the other side they give cheap options to travellers to stay with local hosts. Airbnb provides insurance to listed properties.



Rating and review system for hosts and guests. Hosts can accept or reject a booking after reading the reviews of the traveller or after going through her/his social profiles.



The booking process is extremely simplified. Travellers have the option to search for a property by filtering by price, amenities provided, location etc. They can book a room by paying through the Airbnb portal.

### On which trends does this company focus?

- ▶ Sharing Economy
- ▶ P2P (peer-to-peer)
- ▶ Speeding-up Society (24/7 access)
- ▶ All Things Digital

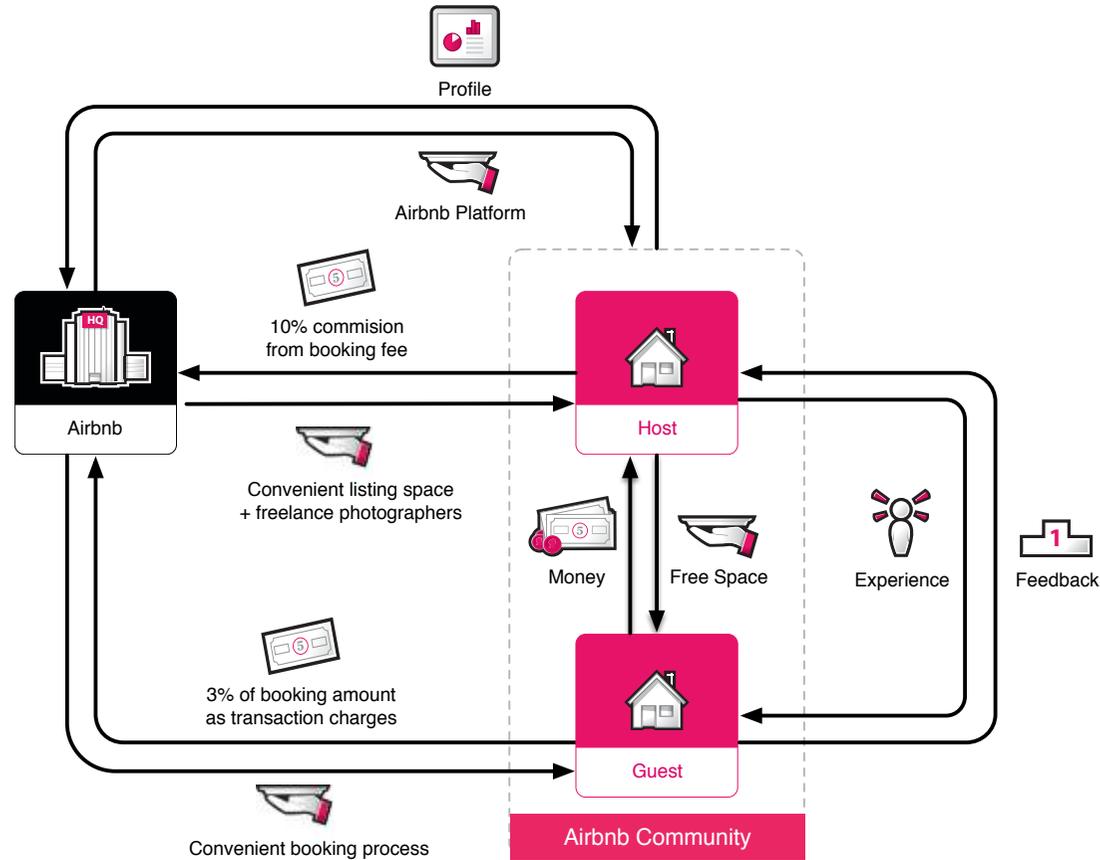
### Does it bring people out of their comfort zone?

- ▶ Airbnb's presence in cities significantly cuts into the long-term rental housing market.
- ▶ Quality-control. Inevitably some property managers won't provide a quality, local experience to guests.
- ▶ Legislation. In many capitals, Airbnb hosts can rent their properties only for a limited number of days per year.



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## Business Model

### How do they make money?

Providing the platform for “free”, Airbnb takes a flat 10% commission on the booking amount and charges 3% transaction costs to guests for every booking they make.

### Other companies with similar business model.

- [www.getyourguide.com](http://www.getyourguide.com)
- [www.etsy.com](http://www.etsy.com)
- [www.opendesks.com](http://www.opendesks.com)
- [www.thestorefront.com](http://www.thestorefront.com)

### Business model characteristics.

- ▶ Personal Reviews
- ▶ P2P-model
- ▶ Online community
- ▶ Broker model



www.foap.com

**Foap is a microstock photography service that lets users upload their smartphone photos to its marketplace where brands and individuals can crowdsource authentic pictures.**

The photos can be purchased and can be used for commercial or editorial purposes. Foap has today 2 million photographers and global clients such as Nivea, MasterCard and Ogilvy.



## Key info

**HQ** Malmö, Sweden

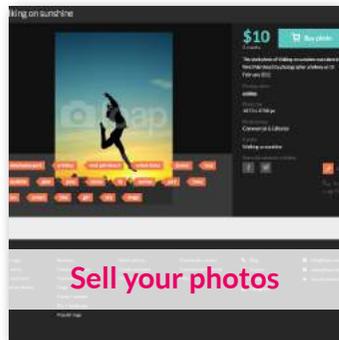
**Industry to learn from** Photography

**Founded** 2011

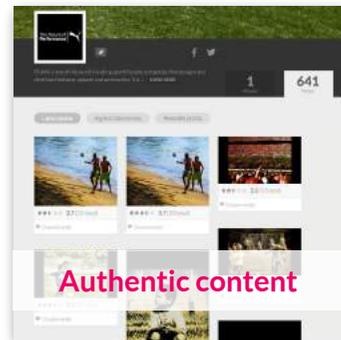
### Facts

- ▶ In 2013, Foap launched Foap Missions where brands can set the Foap community a task such as photos of a family on holiday. Brands can crowdsource for the best photos and reward the photographer.
- ▶ Foap received \$ 1.5 million in funding to launch an office in New York. Altogether Foap has received \$ 4.51 million from 8 investors.

## All you need to know



Users can upload their photos directly from their smartphone. After a rating procedure by the Foap community, the photos will be available for sale for \$10 dollars. \$5 goes to the user who can cash in the amount directly.



Individuals and brands find on the Foap Market authentic photographs taken by users at various events and on natural moments. They can use the photos for social media or editorial purposes to engage with their audience.



The buyer gains perpetual rights over the picture, and she/he can use the picture in any country. At the same time, the photographer does not lose her/his copyrights and can sell the same photo to other buyers.

### On which trends does this company focus?

- ▶ Smartphones
- ▶ Microstock photography
- ▶ Crowdsourcing
- ▶ Contests

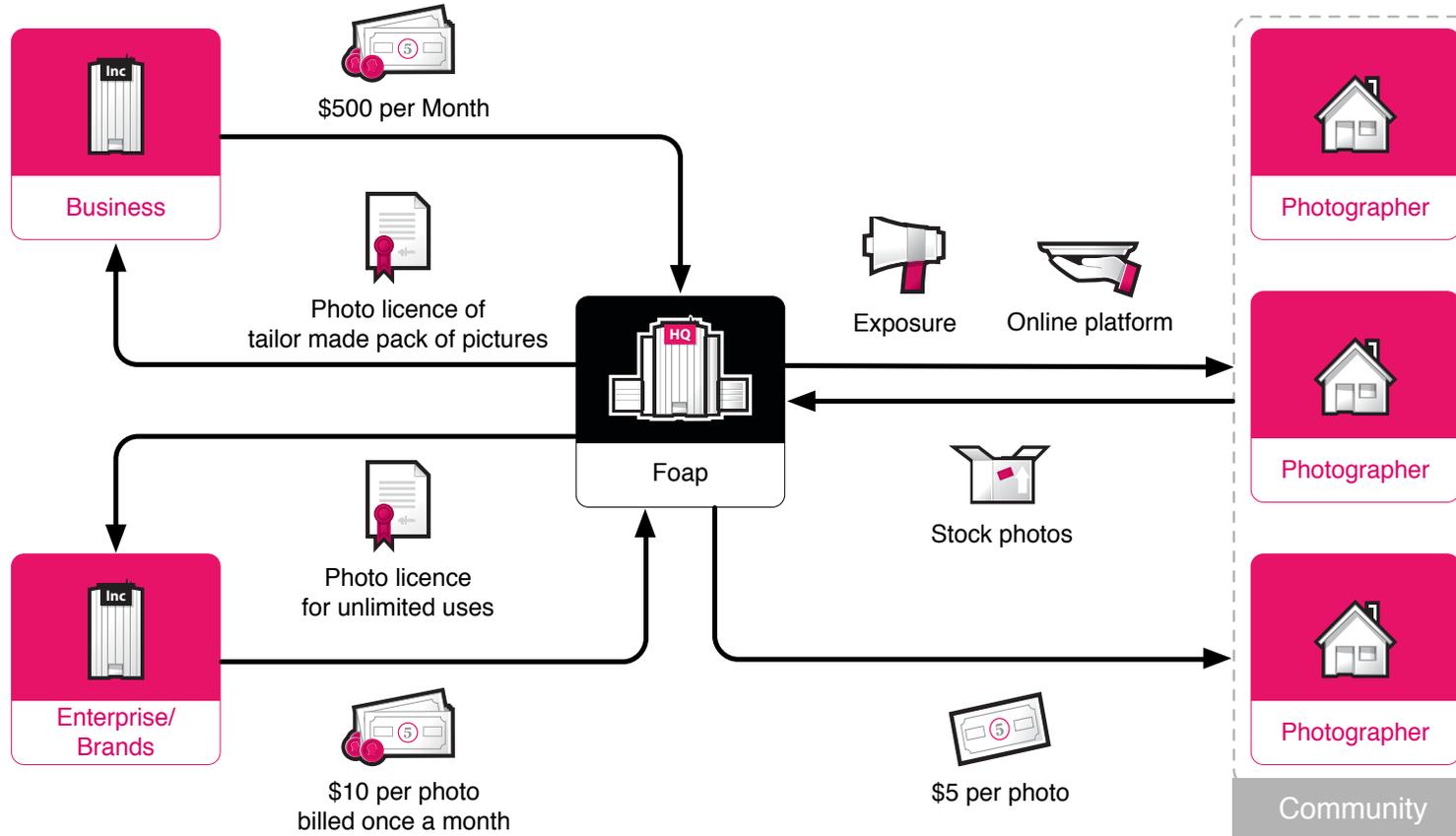
### Does it bring people out of their comfort zone?

- ▶ Professional photographers may believe microstock photography devalues the practice of photography. They may see the growth of microstock services as reducing their own incomes.



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## Business Model

### How do they make money?

Users upload their photos to the Foap Market and they go on sale for \$10, with a 50/50 split between Foap and the users if it sells.

### Other companies with similar business model.

- ▶ [www.fiverr.com](http://www.fiverr.com)

### Business model characteristics.

- ▶ B2C and B2B
- ▶ Broker model
- ▶ Subscription service

**Geckoboard is an online dashboard product that lets businesses monitor company-related information in real time.**

All relevant data and key metrics are then displayed on easy-to-ready dashboards which can be broadcasted on TV screens in the office's canteen, corridors, communal areas.



**Key info**

**HQ** London, UK

**Enterprise activity challenged** Business performance

**Founded** 2010

**Value creations**

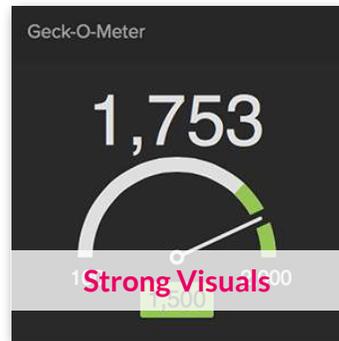
**Facts**

- ▶ The company received \$1.5 million from investors in the first round of funding.
- ▶ In the first year after being launched, Geckoboard got about 1400 customers including Atlassian, Groupon, Gdgt, SecondMarket and Stock Exchange.

**All you need to know**



Metrics can be set to be aligned with current business goals e.g. if you want to reach x amount of recurring revenue, then Geckoboard will keep it tracked. In this way, the team has always the key objectives under direct control, and can retain focus on what's really important.



All data is fully visualized so it is easier and more intuitive to understand. The manner in which the data is presented simplifies the entire decision-making process.



The real-time updates help the entire team to spot trends and opportunities across their company. Companies have the ability to spot issues before they manifest.

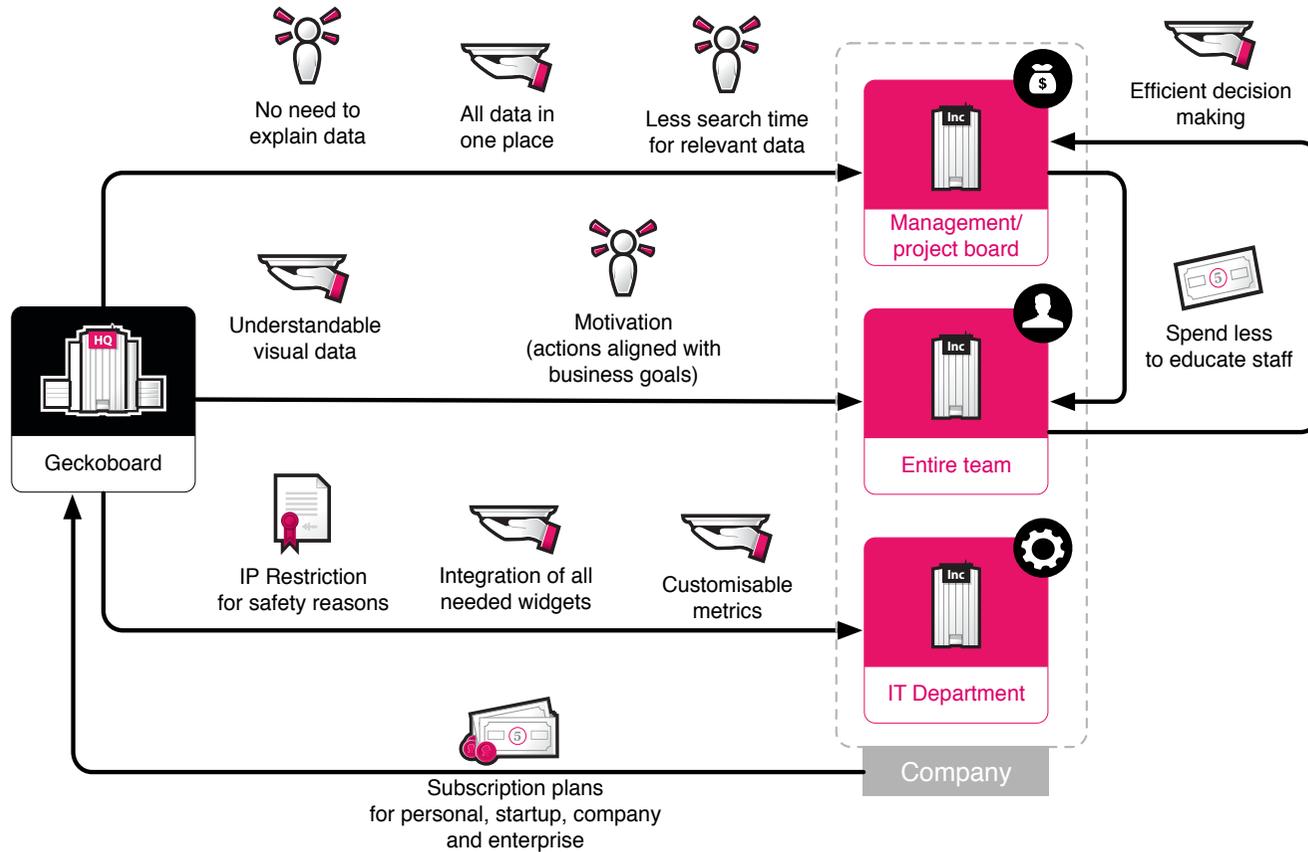
**On which trends does this company focus?**

- ▶ Real-time feedback
- ▶ Big Data
- ▶ Business Intelligence

**Does it bring people out of their comfort zone?**

- ▶ Would such a service replace the need for analysts? Do companies still need a human eye to link data to content?
- ▶ Not all company goals can be quantified. The possibility that some goals (like company culture) are not seen as that important anymore.

-  Economical buyer
-  User buyer
-  Technical/Legal buyer



## Business Model

### How do they make money?

3D Hubs takes a 15% fee on each order for the service they provide by connecting makers with people that want to print (excluding any applicable VAT).

### Other companies with similar business model.

- ▶ www.corp.fon.com
- ▶ Foursquare
- ▶ Airbnb

### Business model characteristics.

- ▶ P2P (peer-to-peer) Business Model
- ▶ Online & Offline community
- ▶ Broker Model



# HandUp

**HandUp is an online donation service that gives nonprofit agencies, homeless people and others in need a platform to connect with people who donate.**

Through a secure SMS system, the transaction can be carried out on a mobile phone or via the website. The donations are redeemed for basic needs like food, clothing, and medical care through partner organisations of HandUp.

[www.handup.us](http://www.handup.us)



## Key info

**HQ** San Francisco, CA, United States

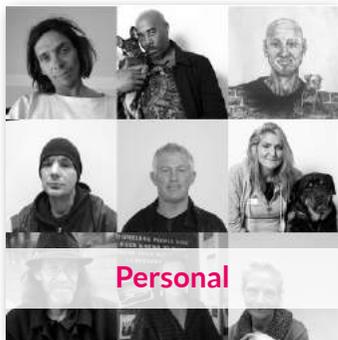
**Industry to learn from** Charity

**Founded** 2013

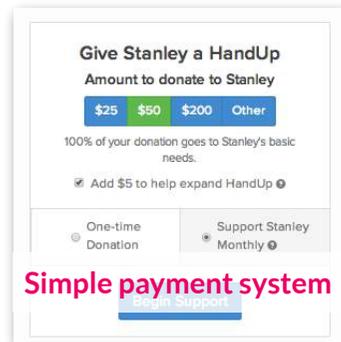
### Facts

- ▶ HandUp is a socially driven for-profit organisation; It collaborates with non-profit organisations to tackle a societal problem.
- ▶ Their project received \$1.72 million in funding from various investors.

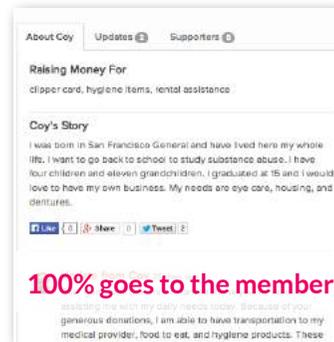
## All you need to know



HandUp creates a social media profile with a photo and basic information for their members, the homeless and people in need. It connects the members with the people who would like to help them on an emotional level.



The members get a paper card with a shortcode that they can give to people that explains how the donation works and see the member's profile. Originally, donations were possible via SMS, now 99% happen over the web.



The donations are managed by non-profit groups, their partner organisations. Food, medical care, gift cards to grocery stores and pharmacies, and other basic needs are directly given to the members.

## On which trends does this company focus?

- ▶ Crowd funding
- ▶ Social entrepreneurship
- ▶ Transparency

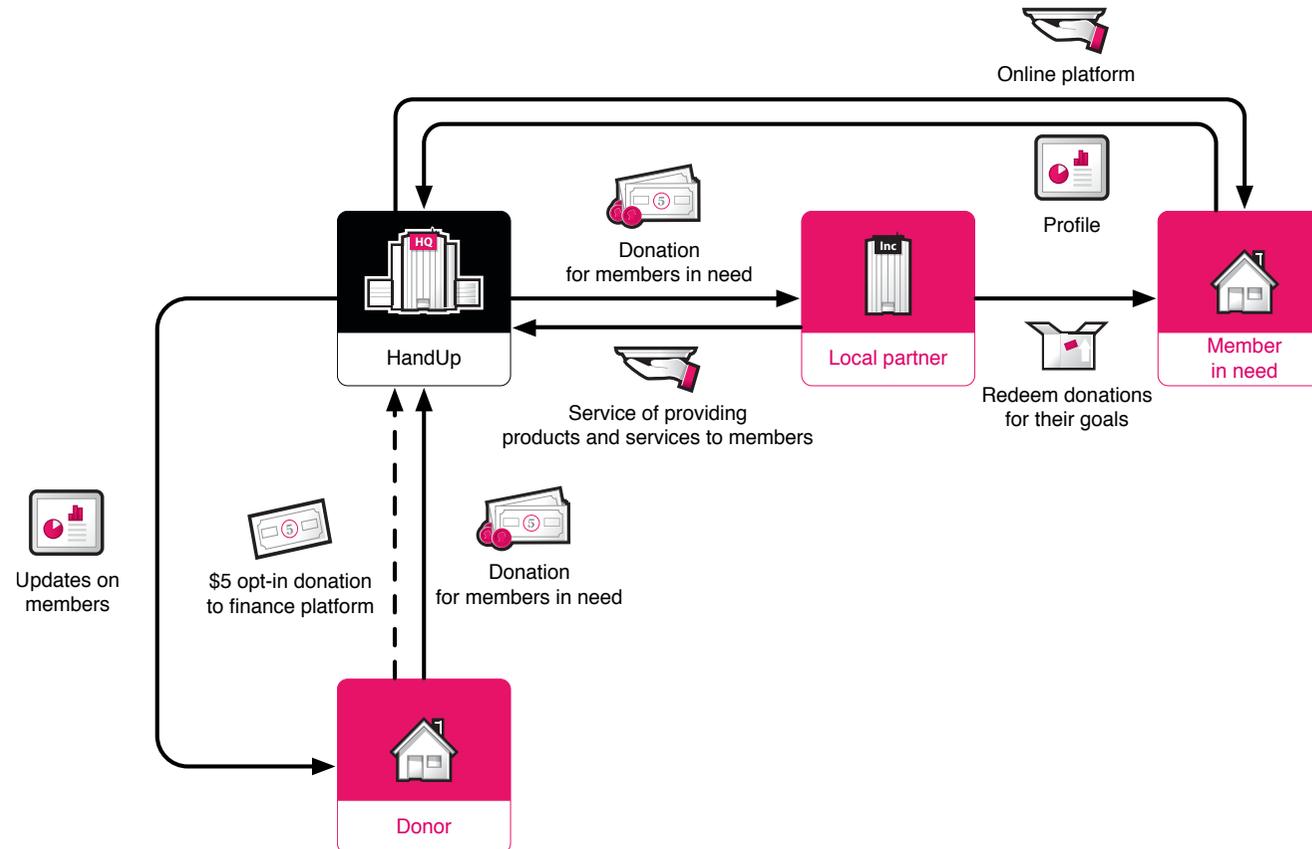
## Does it bring people out of their comfort zone?

- ▶ The revenue model could form into a model that eventually cuts in the donations, whereby not everything that has been donated goes to the individual.



[BOARDOFINNOVATION.COM](http://BOARDOFINNOVATION.COM)

Board of  
Innovation



## Business Model

### How do they make money?

Founders Rose Broome and Zac Witte haven't decided how the company will generate a sustainable revenue stream yet. For now, donors could directly support HandUp with a donation of \$5.

### Other companies with similar business model.

- ▶ [www.kickstarter.com](http://www.kickstarter.com)
- ▶ [www.crowdrise.com](http://www.crowdrise.com)
- ▶ [www.kiva.org](http://www.kiva.org)
- ▶ [www.wikipedia.com](http://www.wikipedia.com)

### Business model characteristics.

- ▶ Crowd funding
- ▶ Opt-in option to donate

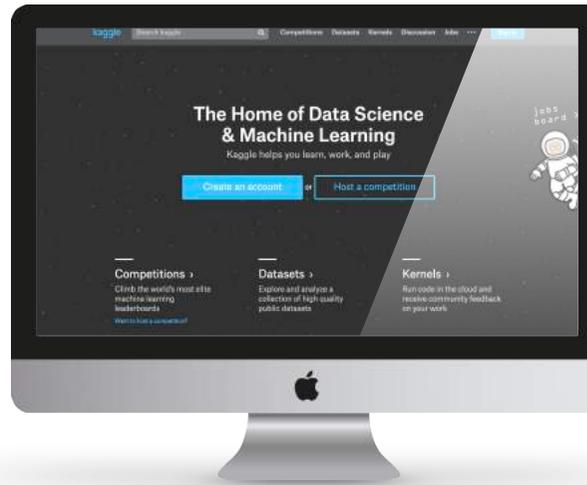




www.kaggle.com

**Kaggle is an online platform where companies can post data analysis challenges for predictive modelling and analysis.**

In addition, the platform serves as an online community for statisticians and data miners from all over the world.



## Key info

**HQ** San Francisco, CA, United States

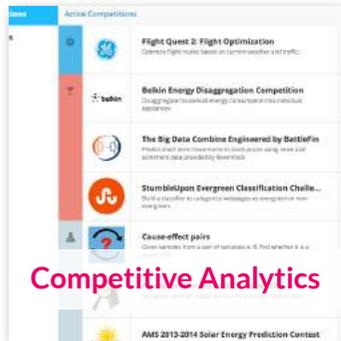
**Industry to learn from** Education

**Founded** 2010

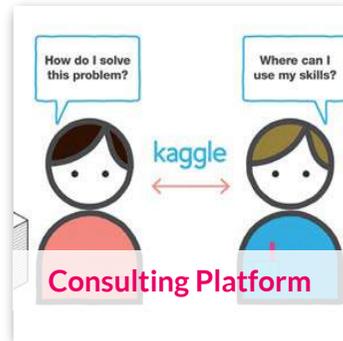
### Facts

- ▶ +140.000 data scientists (+100 countries) compete against each other on the platform
- ▶ Price pools range from \$0 to \$1 million per challenge
- ▶ 'Kaggle in Class' hosts free projects for hundreds of universities around the globe.

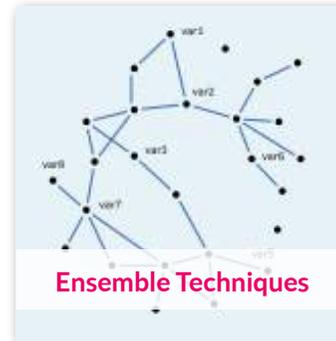
## All you need to know



On Kaggle's online platform companies can post data analysis challenges. The host provides all the necessary data and a description of the problem. Every challenge is assigned a prize pool and a deadline.



Using the power of their entire community of data scientists, Kaggle helps companies to anonymize data, design, frame and run a data competition as well as integrate the winning model into their operations.



Kaggle is introducing big data into the energy industry, allowing E&P companies to increase production while minimizing costs. Ensemble techniques are more powerful than the standard univariate and multivariate approaches.

### On which trends does this company focus?

- ▶ Crowdsourcing
- ▶ Open Source
- ▶ Big Data
- ▶ Connect with experts

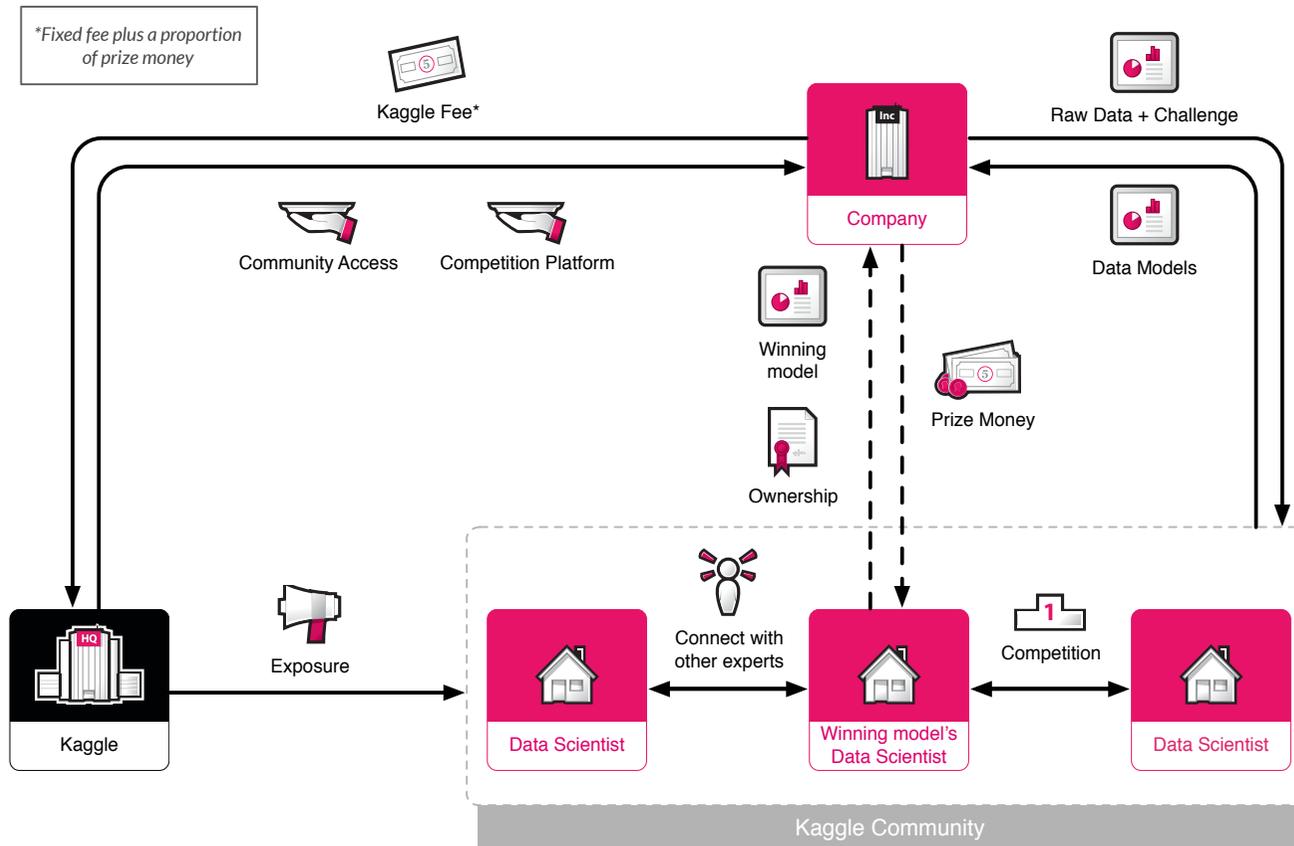
### Does it bring people out of their comfort zone?

- ▶ Due to the openness of the challenges, it's hard to cover sensitive datasets. Private challenges, where every participant is background checked and subject to an NDA, are one of Kaggle's solutions to this problem.



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## Business Model

### How do they make money?

Kaggle receives a “listening fee” for each competition posted on the platform plus a proportion of the prize money.

### Other companies with similar business model.

- ▶ [www.topcoder.com](http://www.topcoder.com)
- ▶ [www.innocentive.com](http://www.innocentive.com)
- ▶ [www.quirky.com](http://www.quirky.com)

### Business model characteristics.

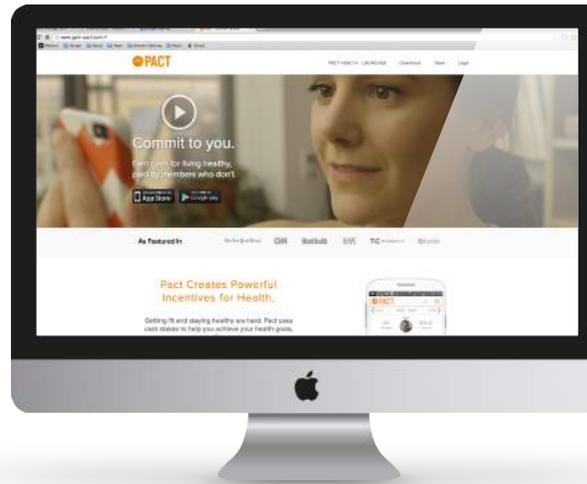
- ▶ Online community competition
- ▶ Crowdsourcing model



www.pactapp.com

Pact is a check-in app that uses both negative and positive financial incentives to help you stay healthy.

Members receive cash rewards when they meet their pact, paid for by those who did not exercise.



### Key info

HQ San Francisco, CA, United States

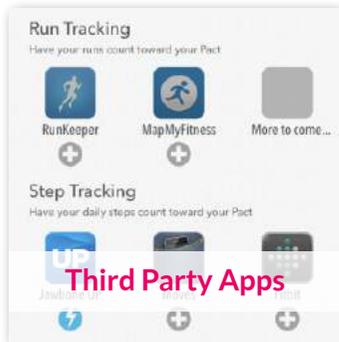
Industry to learn from Wellness

Founded 2010

### Facts

- ▶ The GymPact App has a success rate of 92%.
- ▶ Pact - formerly known as GymPact - rebranded themselves on 1 Jan 2014 and added two new nutrition-based goals, made possible by a partnership with MyFitnessPal.

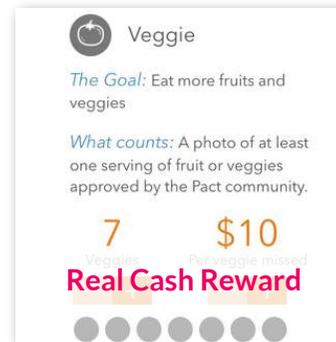
### All you need to know



Once you connect the Pact app to your account with the partner app, workouts will be automatically imported from third party workouts.



Users can check-in their gym, and must stay there for at least 30 minutes for their check-ins to count. Pact has GPS checks in the background that auto-check you out when you leave the gym.



Falling short of your gym pact, veggie pact or food logging pact will cost you real money. Complete your pact, and you get to profit from the penalties paid by other people.

### On which trends does this company focus?

- ▶ P2P (peer-to-peer)
- ▶ Negative incentives to reach goals
- ▶ Make Money app

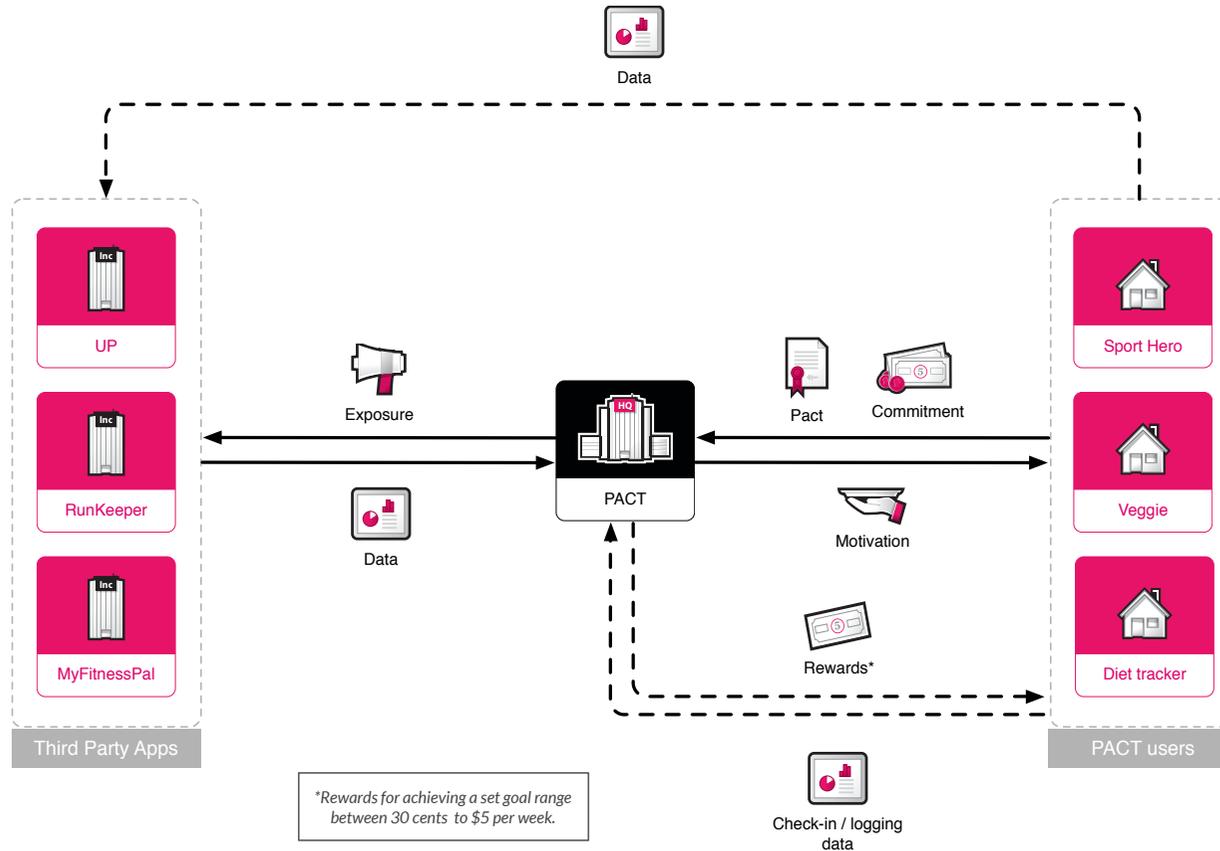
### Does it bring people out of their comfort zone?

- ▶ Penalty for not meeting your commitment ( $\geq$  \$5) is much higher than making it (\$0.25-0.50 per workout).



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## Business Model

### How do they make money?

With the motivational service for free, Pact takes a cut when they pay out to members who successfully met their pact.

### Other companies with similar business model.

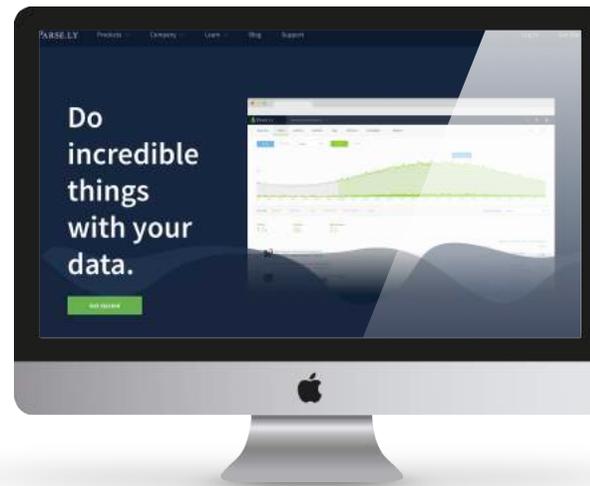
- ▶ [www.meetcarrot.com](http://www.meetcarrot.com)
- ▶ [www.studypact.com](http://www.studypact.com)
- ▶ [www.healthrally.com](http://www.healthrally.com)
- ▶ [www.runkeeper.com](http://www.runkeeper.com)

### Business model characteristics.

- ▶ Right to charge credit card
- ▶ Monetize check-ins
- ▶ Discounts

## Parse.ly is an analytics solution for digital publishers and the entire organization.

It provides them with clear audience insights to answer questions about how readers are responding to content.



## Key info

HQ **New York, US**

Industry to learn from **Customer Feedback**

Founded **2009**

### Facts

- ▶ Received \$12.85 Million in funding from investors including Fundersclub and Bloomberg Capital.
- ▶ Industry leaders, like Mashable, Slate, News Corp, and Conde Nast use Parse.ly to bring clarity to content, audience, and analytics.

## All you need to know



Parse.ly provides real-time insights and analytics on how each post is performing. This data can be used by analysts as reference point to make long-term strategic decisions. For the editors, it gives easy-to-understand information about its readership.



Editors don't need analysts to see how well certain posts will do. Parse.ly provides them with predictive data that shows the lifecycle of each post.



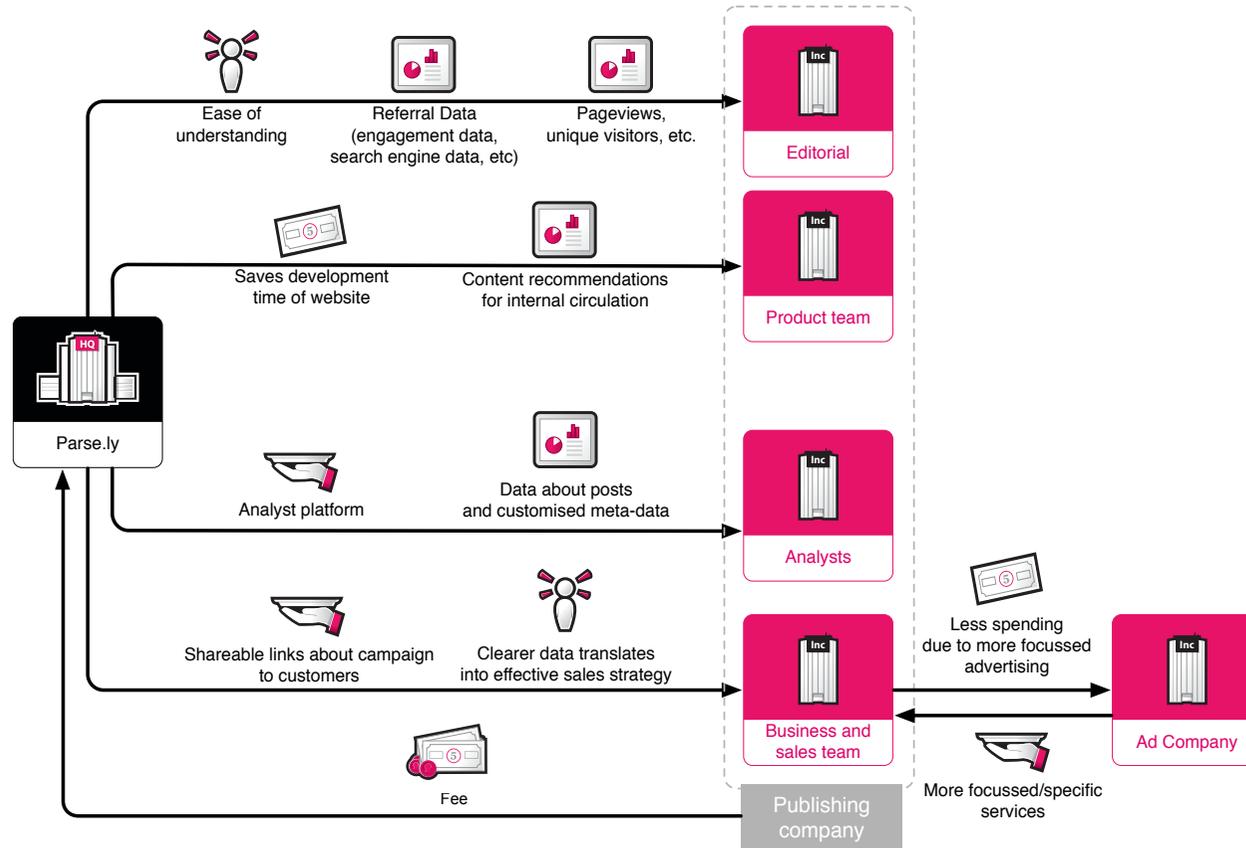
All data is provided visually. Thus, anyone can access and understand the meta-data of the company. No need to have an analytical background.

## On which trends does this company focus?

- ▶ Big data
- ▶ Predictive analytics platform
- ▶ Real-time insights
- ▶ Natural Language Processing (NLP)

## Does it bring people out of their comfort zone?

- ▶ What happens to all the in-house analysts? Can everything be done by automation or do we still need real people to provide relevant information and make links?



## Business Model

### How do they make money?

Parse.ly provides its platform licence with a diversified price structure, depending on the features you need. Customers can also choose to engage with custom plans where they are charged according to the number of unique visitors of the website.

### Other companies with similar business model.

### Business model characteristics.

- ▶ Predictive Analytics platform
- ▶ Licensing
- ▶ Adaptive pricing model
- ▶ Open Source API



**Recyclebank is an online platform that motivates individuals and communities with an incentive program to help people live a sustainable life.**

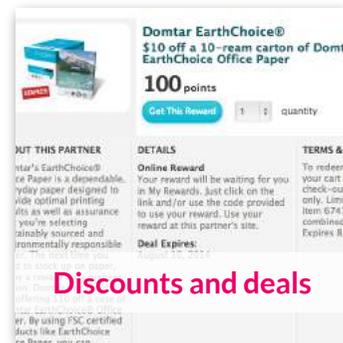
With a mix of education, rewards and impact metrics Recyclebank changes consumer behaviour. The points earned can be redeemed at partner retailers for deals and discounts.



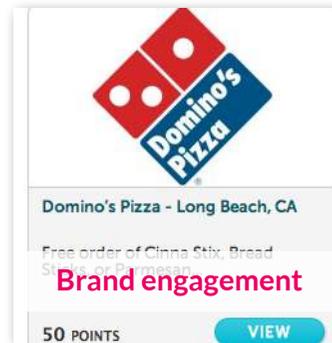
## All you need to know



By engaging and incentivising the user online and offline, members can earn points and rewards for making their life sustainable that can be redeemed for products and services.



Partnered up with local and national retailers and brands, members of the Recyclebank can redeem their points for discounts and deals at more than 4,000 reward partners and at their own online store One Twine.



Recyclebank enables brands to interact with key audiences. The points/digital currency allows Recyclebank to promote brands authentically, and provides consumers with the motivation and tools to engage with measurable results.

## Key info

**HQ** New York City, NY, United States

**Industry to learn from** Waste industry

**Founded** 2004

### Facts

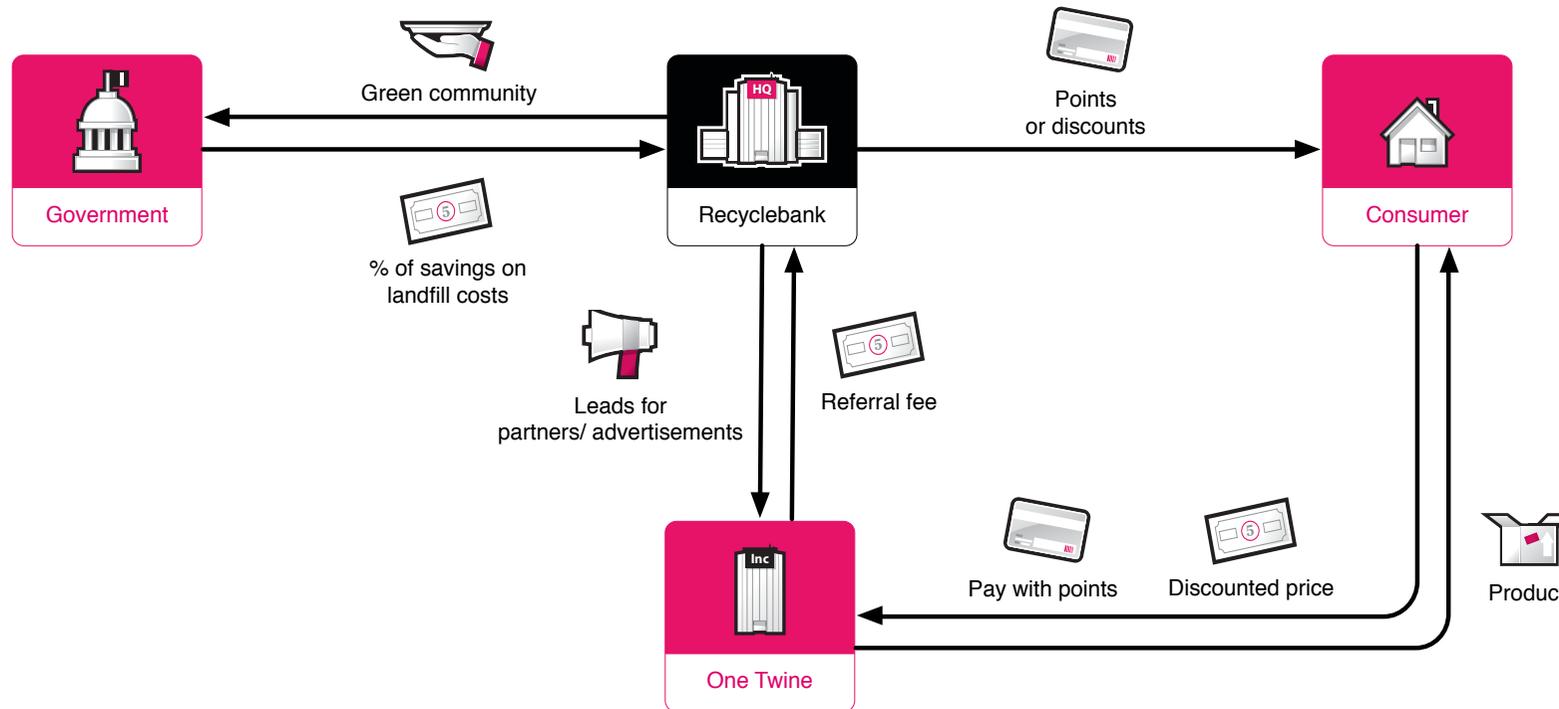
- ▶ Recyclebank is the largest green social network of 4.8 million members, has increased recycling rates in +300 communities and partnered to recycle nearly 3.8 billion pounds of waste in total.
- ▶ In 2013, Recyclebank has been ranked as #37 in Fast Company's World's 50 Most Innovative Companies for making eco-friendly behaviour a big game

### On which trends does this company focus?

- ▶ Sustainability
- ▶ Digital currency
- ▶ Create awareness

### Does it bring people out of their comfort zone?

- ▶ The endorsement of one recycling scheme by local authorities could shut down the debate on what other policy options are available.



## Business Model

### How do they make money?

Governments save money by generating income from recycling and cutting down on their landfill costs. They share those savings with Recyclebank. Second revenue stream comes from the brands that pay for the opportunity to display their ads and sponsored content, to induce people to sample their products.

### Other companies with similar business model.

- ▶ [www.earnieland.be](http://www.earnieland.be)
- ▶ [www.ecomarket.com](http://www.ecomarket.com)
- ▶ [www.changers.com](http://www.changers.com)

### Business model characteristics.

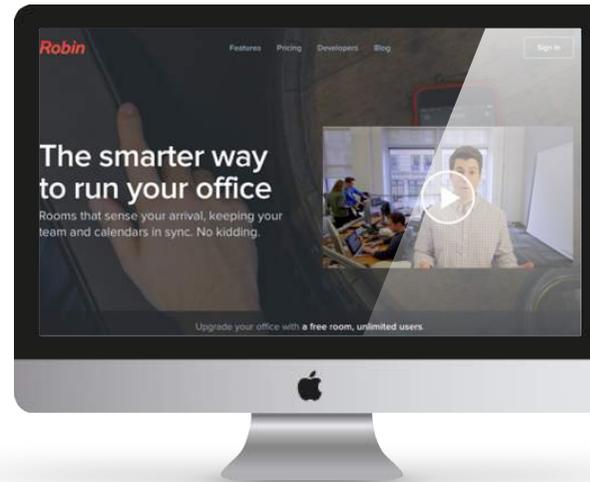
- ▶ Partnership
- ▶ Credit system
- ▶ B2C, B2B and B2G

# Robin

[www.robinpowered.com](http://www.robinpowered.com)

**Robin provides an online service that recognises the arrival of people in a certain room.**

The service automatically schedules in spontaneous meetings, or indicated whether a room is being used or not.



## Key info

**HQ** Boston, US

**Enterprise activity challenged** Workforce productivity

**Founded** 2014

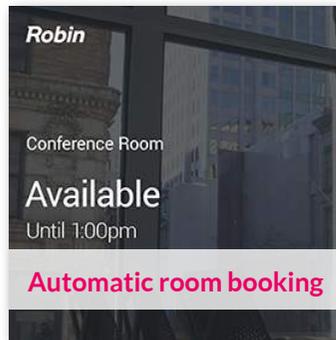
**Value creations**

- ▶ Increased meeting room efficiency
- ▶ Ease of mind for the entire organisation

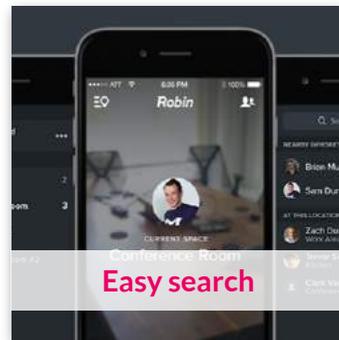
### Facts

- ▶ Robin received \$9.1 Million of funding from 9 different investors.
- ▶ 40% of people spend 30 minutes per day just finding spare rooms to work.

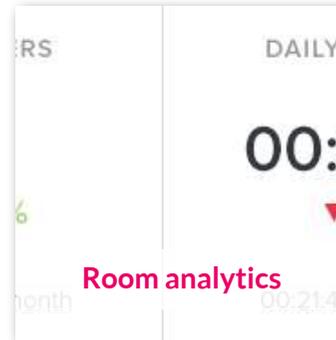
## All you need to know



According to research, 1/3 of meetings are unplanned. So, if people walk into a certain room, Robin recognises them via iBeacons and automatically updates the calendar and books in this meeting until it goes on.



Robin enables employees to see which rooms are currently free. This saves people a lot of time searching for a free place to have a quick meeting.



Robin provides room analytics that show how often rooms are used and how many different employees use a certain room.

## On which trends does this company focus?

- ▶ The internet of things
- ▶ Geo-location
- ▶ Total Transparency
- ▶ iBeacons (to sense arrival of people or recognise empty rooms)

## Does it bring people out of their comfort zone?

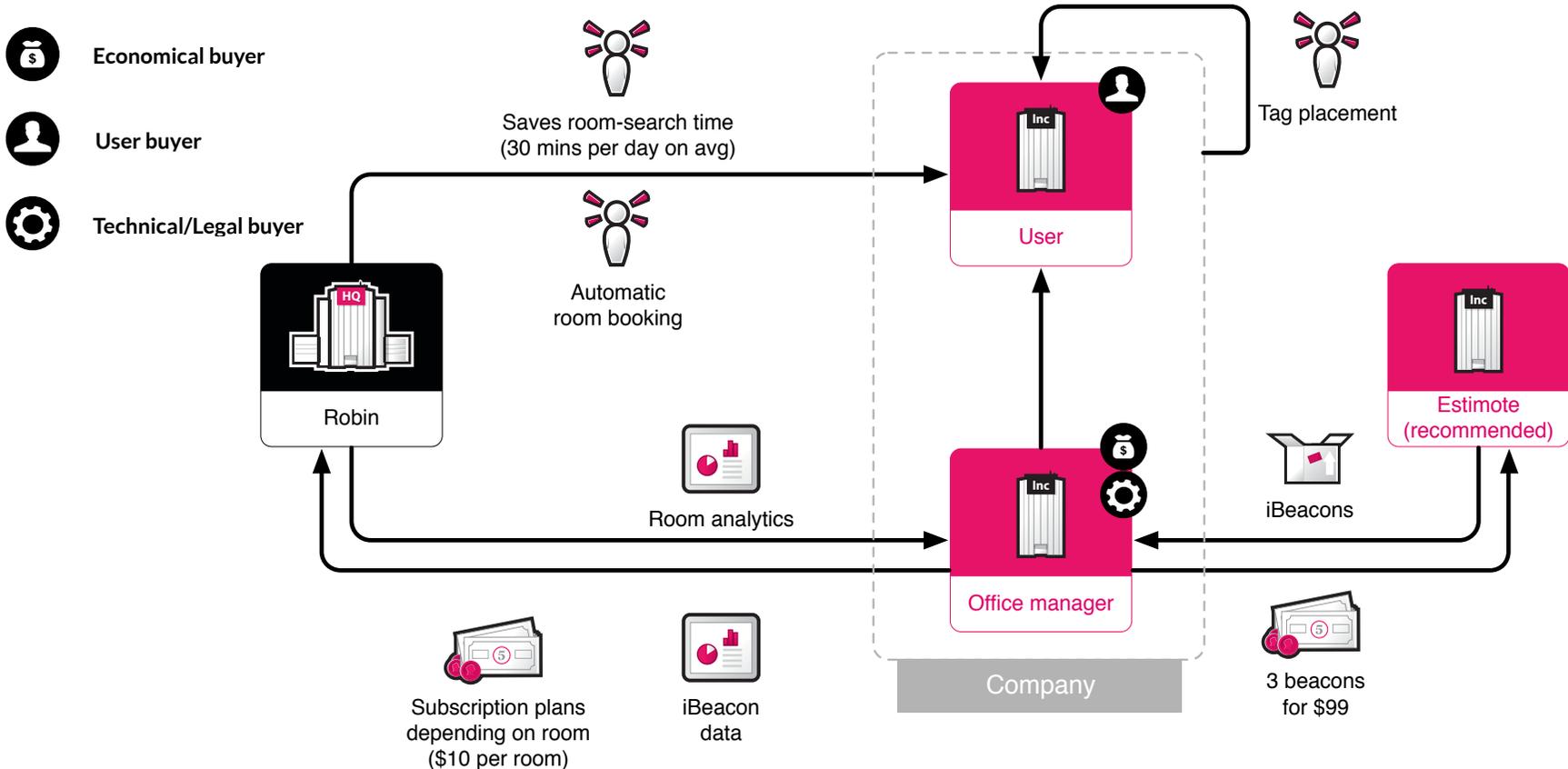
- ▶ Employees might get uncomfortable as such constant tracking would make it feel like "Big Brother is watching you". Their every move being tracked by a device might not be appreciated with a lot of people due to their right to privacy.



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# Robin



## Business Model

### How do they make money?

- ▶ Robin charges a company based on the number of rooms they have. One room is \$10, up to 4 rooms is \$40, up to 16 rooms is \$160 and up to 32 rooms (in multiple locations) is \$320.
- ▶ Companies save 120 hours if statistic of 30 mins/day is true.

### Other companies with similar business model.

- ▶ How much time do your employees spend to find a free room?
- ▶ Is the aggregated amount of that time enough to be converted into productivity?
- ▶ Try for 1 room, it's free!

### Business model characteristics.

- ▶ Software-as-a-service
- ▶ Subscription based



www.sanergy.gy

Sanergy builds and franchises low-cost, high-quality sanitation facilities called “Fresh Life Toilet” (FLT) to make hygienic sanitation affordable and accessible throughout Africa's informal settlements. They collect the waste on a daily basis and convert the waste at a centralized facility into useful by-products.



## Key info

HQ **Nairobi, Kenya**

Industry to learn from **Sanitation & Waste Management**

Founded **2010**

### Facts

- ▶ Sanergy secured a \$1.7 M funding round in 2016 led by the Kenyan VC firm Novastart Venture; Acumen, a non-profit venture fund; and the Eleaes Foundation.
- ▶ Sanergy started a Development Venture class at MIT and early on incubated at the MIT Media Lab.

## All you need to know



**Franchise Model**

“Fresh Life Operators” become franchise partners: apart from the FLT they get training, access to financing, ongoing operational and marketing support, and a daily waste collections service. FLOs supply toilet paper, soap & a hand washing stand.



**Collect Service**

Waste is collected on a daily basis. Each toilet has 2 removable waste cartridges. Sanergy organizes a daily waste collection, included in the franchising service.



**Convert Waste**

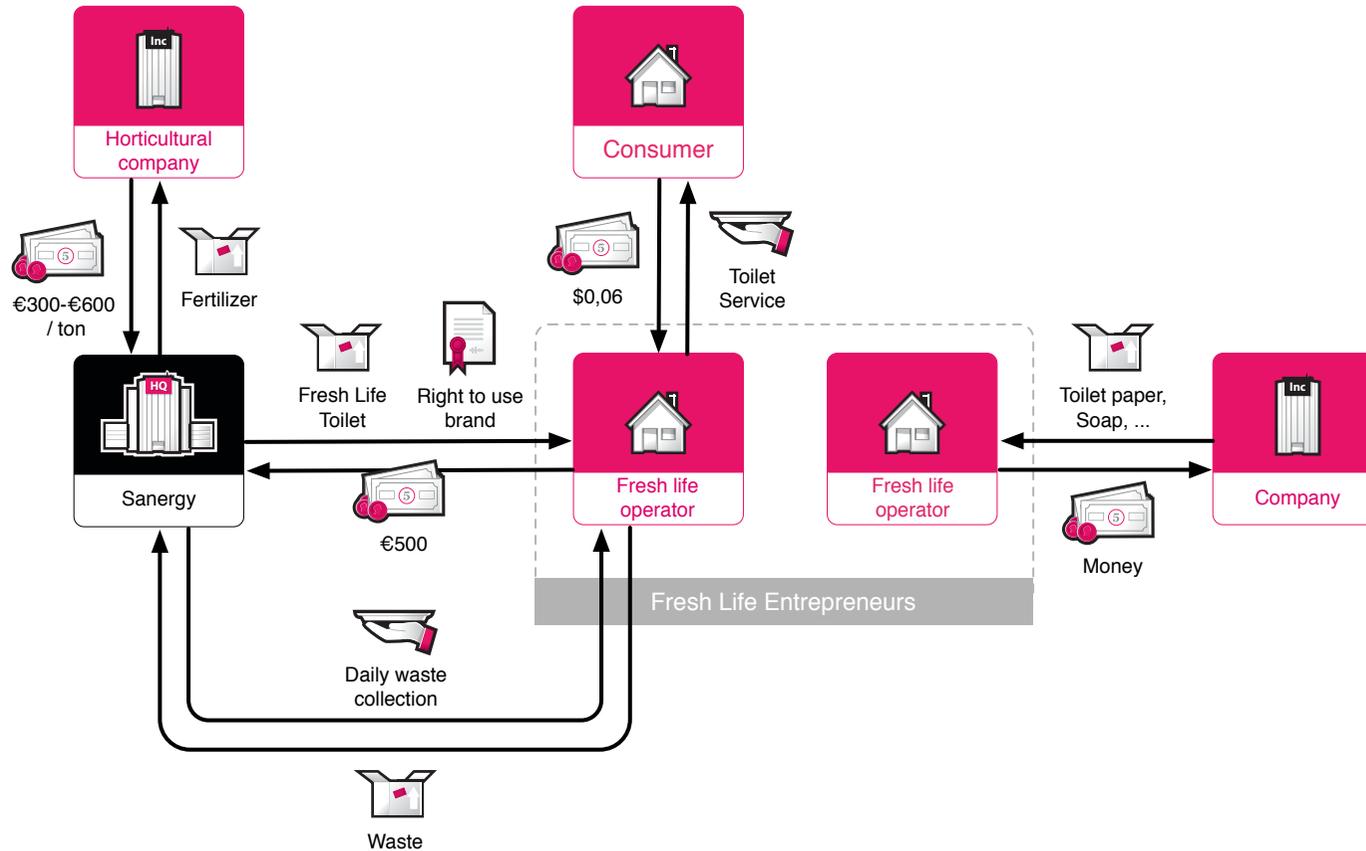
Sanergy converts the waste at a centralized facility into useful by-products such as organic fertilizer and renewable energy. East Africa faces a 3GW shortage and is actively in demand for consistent supply from renewable sources.

### On which trends does this company focus?

- ▶ Reverse Innovation
- ▶ Micro Franchising
- ▶ Sustainable Processes

### Does it bring people out of their comfort zone?

- ▶ What do people think about using human manure as part of growing their food?
- ▶ Is the business model sustainable enough? If sanitation services aren't commonly used or culturally appropriate, would the community be willing to pay for it?



## Business Model

### How do they make money?

For Sanergy, it is the waste-to-fertilizer side of the business that is the “real driver of revenue”. They collect this waste through their not-for-profit franchising brand “Fresh Life Toilets”, supporting entrepreneurs in emerging markets.

### Other companies with similar business model.

- ▶ [www.fanmilk.com](http://www.fanmilk.com)
- ▶ [www.visionspring.org](http://www.visionspring.org)
- ▶ [www.ruralspark.com](http://www.ruralspark.com)
- ▶ [www.nuruenergy.com](http://www.nuruenergy.com)

### Business model characteristics.

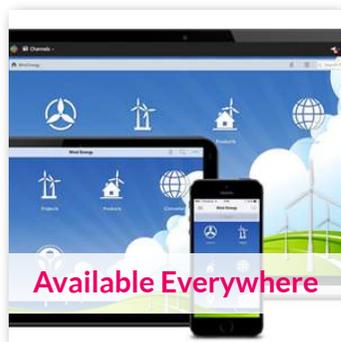
- ▶ (micro-) franchising model
- ▶ business in a box
- ▶ micro-financing
- ▶ community of entrepreneurs



**Showpad is a mobile sales acceleration platform that delivers contextual content to sales teams or channel partners on any device.**



## All you need to know



Showpad provides enterprise software available on tablet, mobile and web apps underpinned with its cloud platform. This enables team members to access content for prospective customers from wherever they are.



Showpad aligns both marketing and sales reps in a simple way. This way, marketing can be sure that the sales team is using the most up-to-date material and sales reps can easily locate all files they need on-the-go.



Showpad help sales and marketing organizations work better together by delivering powerful reporting on content usage and sales productivity. Sales can focus on selling while marketing can optimize the content that aligns to revenue goals.

## Key info

**HQ** Gent, Belgium

**Enterprise activity challenged** Sales and Marketing

**Founded** 2011

**Value creations**

- ▶ Increased sales efficiency
- ▶ Increased marketing efficiency

### Facts

- ▶ Pieterjan Bouten en Louis Jonckheere previously worked at Netlog, a social media website in Belgium. Then, continued to build an app-studio called "In the pocket".
- ▶ Showpad received \$60,5 Million in funding from three investors.
- ▶ They have 500 customers in over 40 countries including Intel, BASF, Siemens, Schneider and Audi.

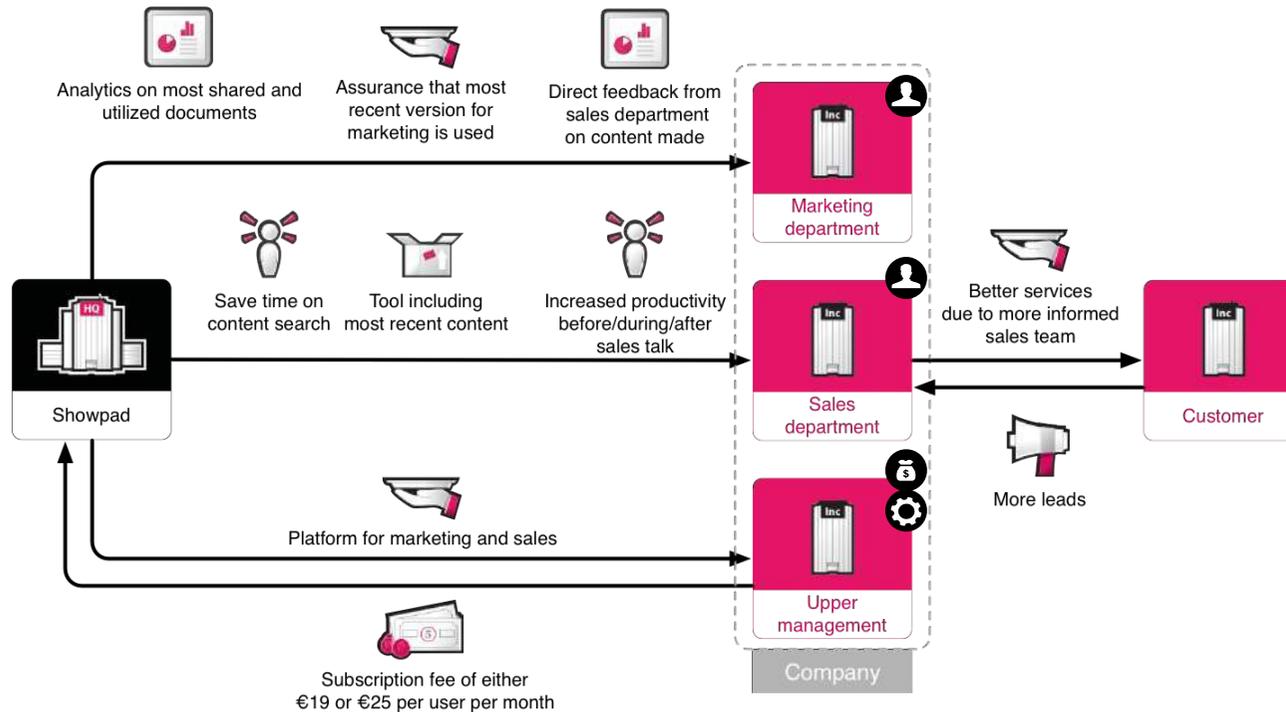
### On which trends does this company focus?

- ▶ Cloud storage
- ▶ Analytics
- ▶ Transparency
- ▶ Always connected

### Does it bring people out of their comfort zone?

- ▶ Such service would take away the need for sales reps to actively collaborate with the marketing department. This can lead to misinterpretations of some content.
- ▶ Just like dropbox, Showpad streams the right content to your device, whenever connected to the internet. This could bring along security issues of sensitive content.

- Economical buyer
- User buyer
- Technical/Legal buyer



## Business Model

### How do they make money?

Showpad has three types of subscription plans: a professional plan for €19 per user per month, a premium plan for €25 per user per month and an enterprise plan that is customisable.

### Other companies with similar business model.

- ▶ What % of productivity gains can be achieved with this service? Is it more than €25/user?
- ▶ Would it save more than what it would cost per user per month?

### Business model characteristics.

- ▶ Subscription model

# the Humble Bundle

www.humblebundle.com

The Humble Bundles are a series of collections ("bundles") of video games, music albums or eBooks that are sold and distributed online at a price determined by the purchaser.

The bundles are typically offered during a two-week period; sales often include bonus games or media offered mid-week through the sale for those that have already purchased the bundle or otherwise pay more than the average.



## Key info

HQ San Francisco, US

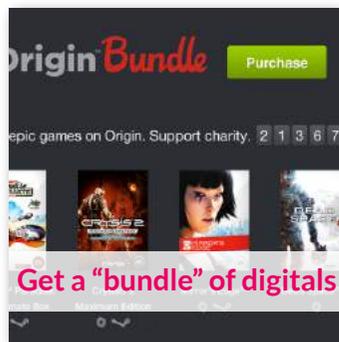
Industry to learn from Gaming

Founded 2010

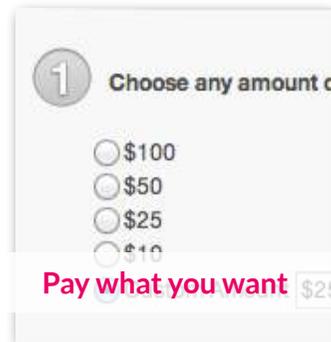
### Facts

- ▶ Initially focussing only on indie games evolved to many shapes of "digital content"
- ▶ Over \$75 million being raised for charity (08/2016)
- ▶ Minimum purchase price is \$1, every 2 weeks a new bundle is offered.

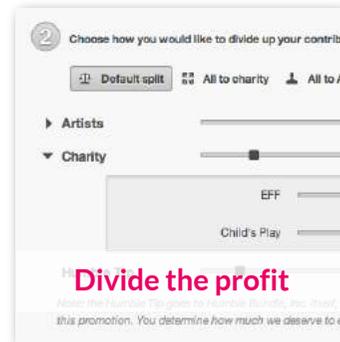
## All you need to know



Bundle offerings are typically 2-week periods where between three to five games are offered. People can set their own price, but if they pay more than the average, they get an extra product.



Bundles are offered at a pay-what-you-want model. The purchaser is able to name any price for the bundle. Prices may vary between \$1 and \$10,000.



The interface gives users the chance to determine how to distribute their contribution as a split between the developers, the charities for that event and a "Humble tip"

## On which trends does this company focus?

- ▶ Involve charity
- ▶ Full transparency
- ▶ Fully digital

## Does it bring people out of their comfort zone?

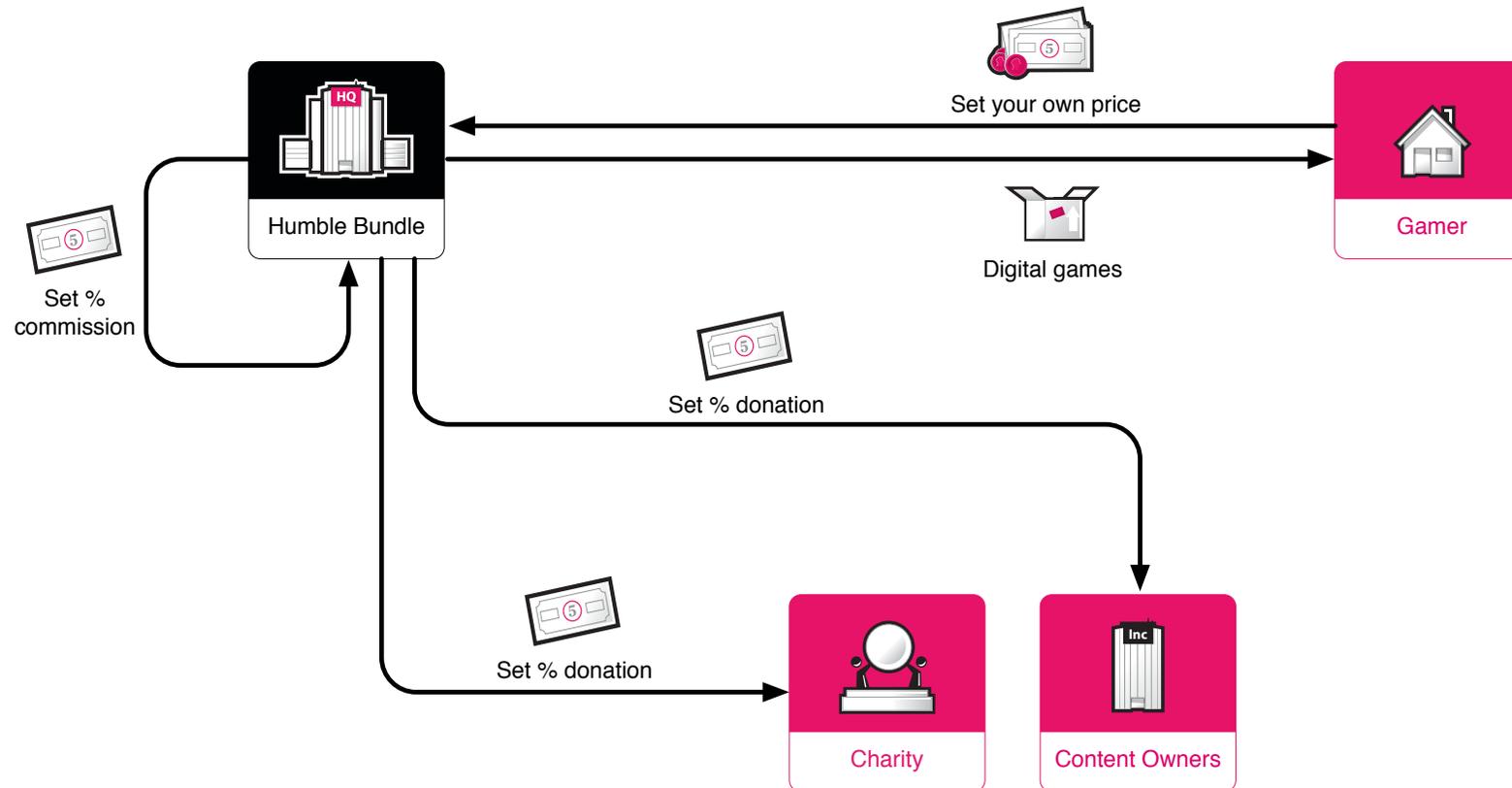
- ▶ Clients are in control of who gets the biggest share of the revenue.
- ▶ The smart incentive system, beat the average, raises the average price donated over time. Early customers will get more for less.



BOARDOFINNOVATION.COM

Board of Innovation

# the Humble Bundle



## Business Model

### How do they make money?

Humble Bundle is fully dependent on the pay-what-you-want concept. People can choose what goes to the author, charity and Humble Bundle itself (what they call the Humble tip). On average, 15% of the total funds.

### Other companies with similar business model.

- ▶ [www.genero.us](http://www.genero.us)
- ▶ Pay-what-you-want restaurants
- ▶ Radiohead's album - In Rainbows

### Business model characteristics.

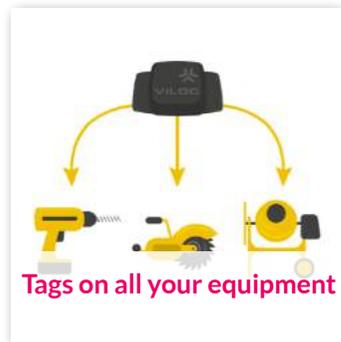
- ▶ "Pay-what-you-want" model
- ▶ Charity-based
- ▶ Split the profit

## Viloc automates tool management for the construction industry.

By placing a handy little transmitter on all the equipment of a construction company, the usage and location of all equipment can be tracked and managed via a cloud-based web application.



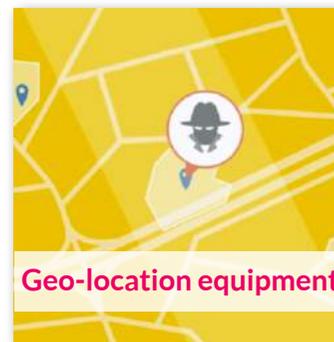
## All you need to know



Viloc Tags are fastened to all kinds of tools, from drills and grinding wheels to hoisting equipment and generators. Such a tag is a little transmitter that is securely attached and protected against sabotage.



The Viloc WebApp Gives 24/7 access to the status and location of all construction equipment. The app integrates with all current inventory systems. The internal invoicing can also be completely automated.



Viloc helps to immediately locate and inventory your equipment. Apart from the fact that it's just handy to know where everything is, it results in far less equipment being lost or stolen.

## Key info

HQ **Zandhoven, Belgium**

Enterprise activity challenged **Asset management**

Founded **2010**

Value creations **Usage maximization**  
**Usage tracking**

### Facts

- ▶ 40% of all equipment in construction companies goes virtually unused.
- ▶ 20% of all equipment in construction companies don't correspond to the inventory.
- ▶ The total amount of equipment theft in Europe adds up to €7 billion on a yearly base.

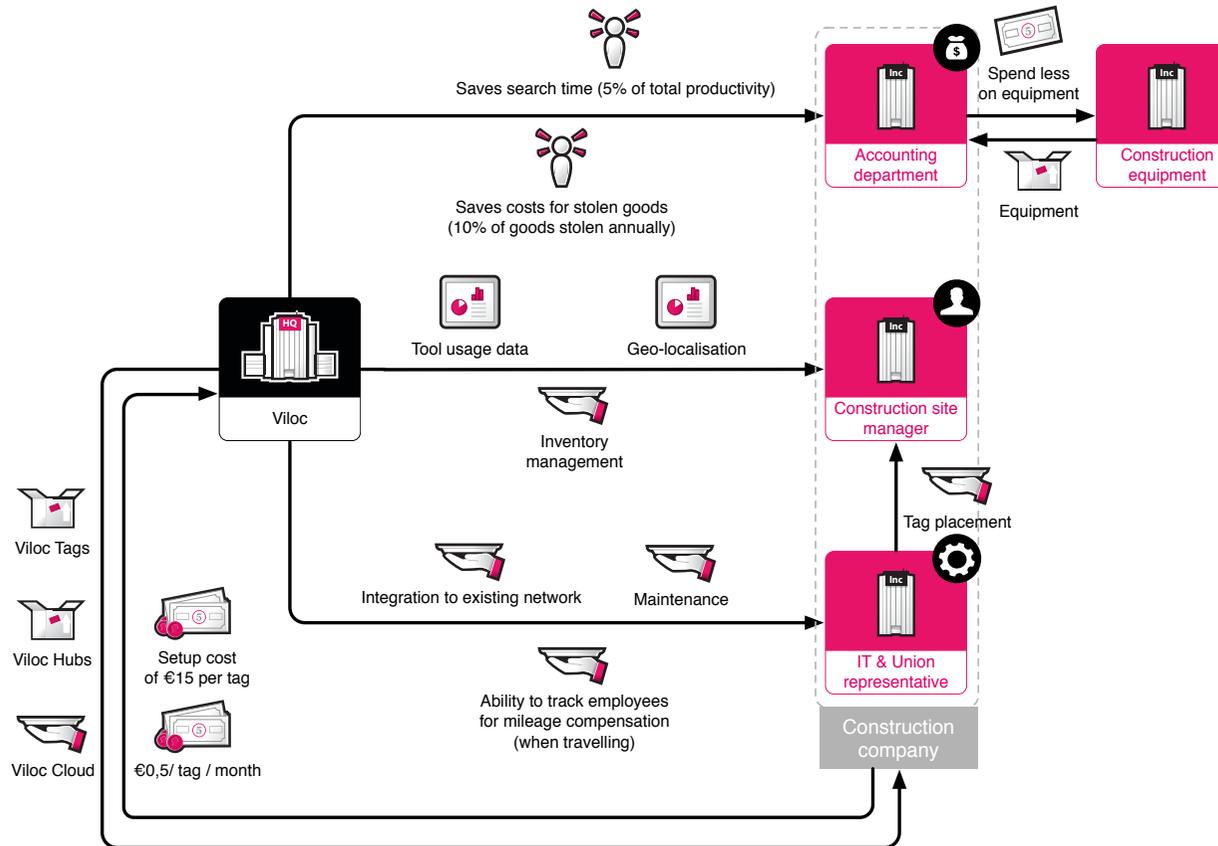
### On which trends does this company focus?

- ▶ Internet of Things (IoT)
- ▶ Geo-location
- ▶ Transparency

### Does it bring people out of their comfort zone?

- ▶ Companies know exactly when, where and for how long equipment is used. Construction workers could feel like 'big brother' is watching them.
- ▶ Thieves hate these tags. It makes it barely impossible to steal equipment without noticing.

- Economical buyer**
- User buyer**
- Technical/Legal buyer**



## Business Model

### How do they make money?

- ▶ As a setup cost, construction companies pay €15 per tag.
- ▶ The service provided by Viloc (cloud, data aggregation, integration on Google Maps, WebApp) is priced at €0,5 per tag per month.

### Other companies with similar business model.

- ▶ What is the % stolen or lost tools per year?
- ▶ Free budget of €100,000 for implementation
- ▶ Feasibility of ROI? (takes approximately 15 months)

More on [www.boardofinnovation.com](http://www.boardofinnovation.com)

### Business model characteristics.

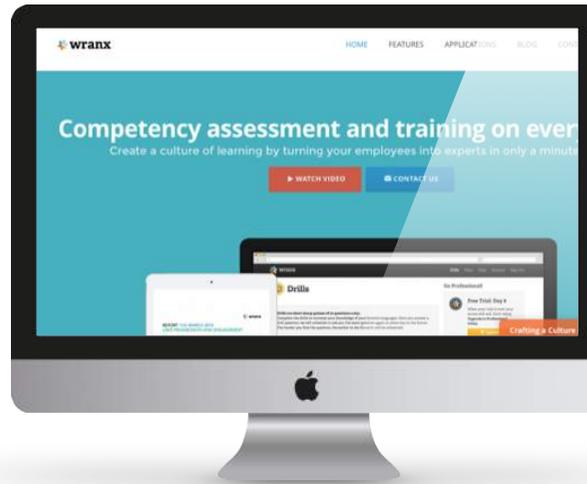
- ▶ Product-Service combination
- ▶ Subscription based





www.wranx.com

Wranx provides employees quick, effective educational tools to become skilled in a number of areas.



### Key info

HQ London, UK

Enterprise activity challenged Employee training

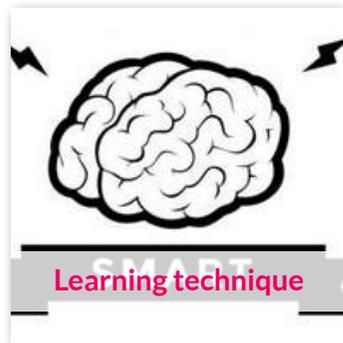
Founded 2014

Value creations Effective sales efforts per employee Automation

### Facts

- One of the biggest competitors for Wranx is Loop that raised \$2 million in seed funding.
- Wranx has a strong set of partners that include big players like Google and Amazon.

### All you need to know



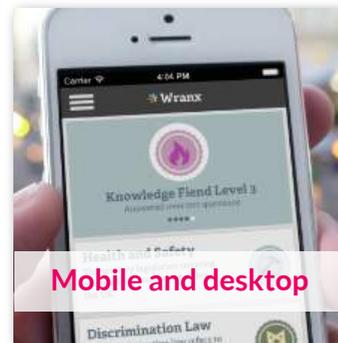
Learning technique

Wranx uses a learning technique (Spaced Repetition Learning), that was used by B2C services such as Duolingo. This accelerated form of learning helps companies to use this already successful technique in a B2B environment.



Gamification

The application uses gamification elements to keep employees engaged. Employees can review rankings and achievements, that work as simple incentives and provide valuable back-end data regarding competency, knowledge acquisition and expertise.



Mobile and desktop

Employees can use this service wherever and whenever they want. Continuous learning does not require the classroom anymore.

### On which trends does this company focus?

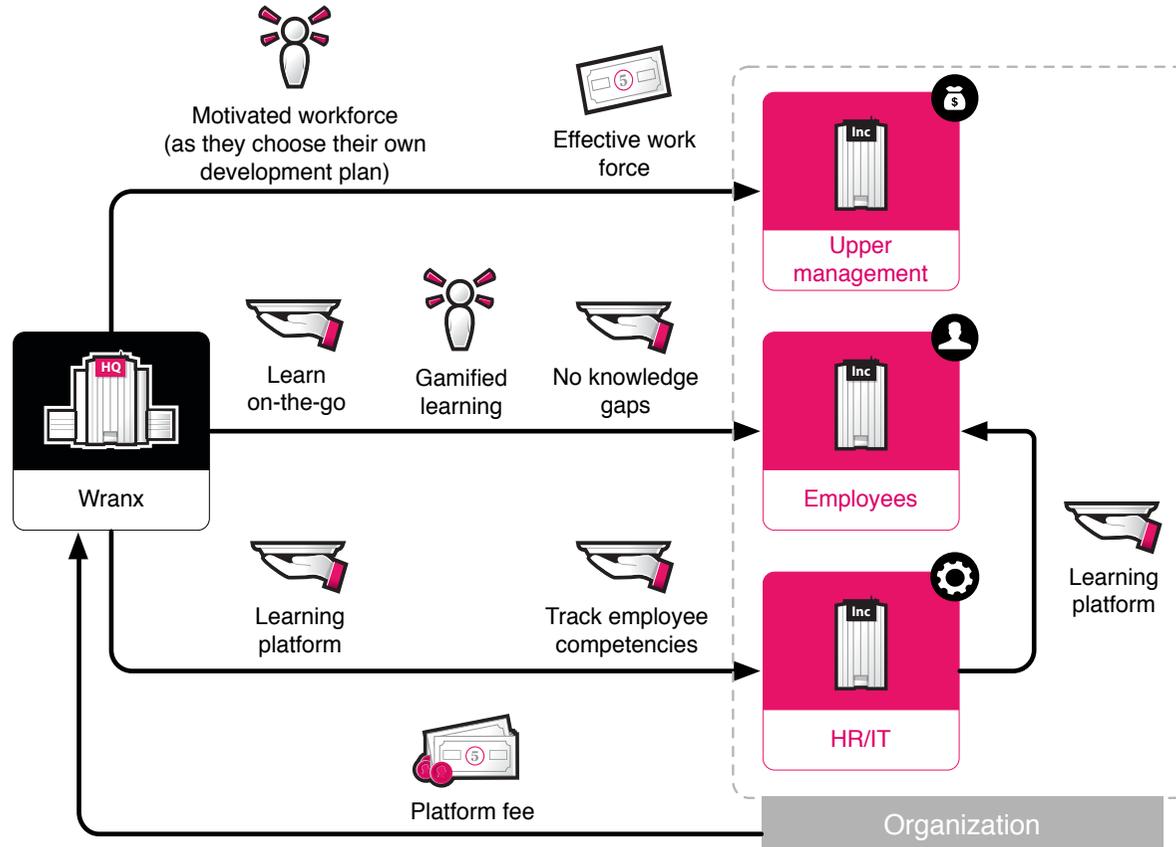
- Collaborative Consumption, P2P (peer-to-peer)
- 3D Printing
- Network of 'prosumers'

### Does it bring people out of their comfort zone?

- How do you control quality when manufacturing is distributed among communities? (reviews)
- By directly linking customers to local producers 3D Hubs is using distributed manufacturing to make 3D printing accessible to everyone without 'middlemen' involved.



-  Economical buyer
-  User buyer
-  Technical/Legal buyer



## Business Model

### How do they make money?

Wranx sells a platform (undisclosed amount), where employees can make use of a learning program to close their knowledge gap so they can engage in more effective sales.

### Other companies with similar business model.

Facilitate platform so employees can get used to an additional learning "game".

### Business model characteristics.

- ▶ Software-as-a-service

# Did we forget something? Reach out!

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**Innovation**

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