

# ***Business Models Session***

Vienna, 30th September 2009

**Juan Carlos Castrosín**

Platform of Investments and Powerful Inventions

# Business Model

- A BM is a representation or framework for creating some form of value (economic, social or else)

# Interest of BM

It comes from two opposing sides:

- **Established companies** have to find new and innovative business models to compete against growing competition and newcomers
- **Star-up companies** need/want to find new and innovative business models enter existing or creating new markets

# Brief History

- Early times: Shopkeeper: fix location and potential customers passing by
- Beginning-Mid 20th Century : move to “Bait and hook” - razor and blades; printer and cartridges; cameras and prints...
- Second half 20<sup>th</sup> Century : Mc Donald’s, Toyota, Intel, Wal-Mart, Dell, Fedex, Apple, Low cost airline, Google...
- 21<sup>st</sup> Century: new and accelerated models

# BM Elements or Building Blocks

Elements identified depending school of thought, in average six to nine:

**Value Proposition, Market Segment, Value Chain Structure, Revenue Generation and Margins, Position in Value Network, Competitive Strategy, Cost Structure, Distribution Strategy**