Business Models Session
Vienna, 30th September 2009

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Platform of Investments and Powerful Inventions
• 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 20th Century: Mc Donald’s, Toyota, Intel, Wal-Mart, Dell, Fedex, Apple, Low cost airline, Google...
- 21st Century: new and accelerated models
BM Elements or Building Blocks

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