

SEIZING THE WHITE SPACE

BUSINESS MODEL INNOVATION *for* GROWTH AND RENEWAL



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BUSINESS MODEL ARCHETYPES

	SOLUTION SHOP	VALUE-ADDING PROCESS BUSINESS	FACILITATED NETWORKS
CUSTOMER VALUE PROPOSITION	Experts draw upon intuition and problem-solving skills to analyze problems and then recommend solutions	Provide high-volume, scaled products and services to fulfill more pattern recognition and rules-based jobs-to-be-done at lower cost	Connect users with similar jobs-to-be done into a system where they can exchange, share, buy, and sell goods and knowledge with other participants
PROFIT FORMULA	Fee for service, high margin, high overhead, low resource velocity	Fee for outcome, lower margins, low overhead, high resource velocity, scale	Membership subscription, advertising, and transaction-based fees
KEY RESOURCES + PROCESSES	People and knowledge	Predictable processes, integrated systems, manufacturing	Size and composition of customer base; IT system that enables connectivity
EXAMPLES	System integrators, law services, consulting firms, advertising agencies	Retail, manufacturing, education, food services	Consumer banking, online auctions, Internet bulletinboards, telecommunications