

Multiple Business Models

November 2020

IRG 100 Roadmap

Why

- 0.1 Personal Introductions
- 0.2 Program and business introductions

- 1.1 Humanized Growth Study
- 1.2 Leading Humanized Growth
- 1.3 Decoding the World
- 1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring

 Growth Opportunities

Key

- | | |
|---|---|
|  Set-up & Finale |  Sparring |
|  Core curriculum |  Milestone |
|  Leadership |  Feedback |

What

- 2.1 Abundant Markets
- 2.2 Multiple Business Models
- 2.3 Evolving Experiences
- 2.4 Da Vinci Growth CMO
- 2.5 Da Vinci CMO Attitudes & behaviours
- 2.6 Humanizing Growth Hacks

 Growth ambition

 Growth ambition Feedback

How

- 3.1 Human-Centric Transformation
- 3.2 Open Culture
- 3.3 Anticipative Organisation
- 3.4 Whole-Brained

3.5 Diversity for Growth

3.6 Network & Sparring

 Growth Plan

 Growth Plan Feedback

- 4.1 The shared growth opportunity
- 4.2 Cannes preparation
- 4.3 Cannes: community & impact

Today's Agenda

- 05'** Introduction
- 25'** Business Canvas using example
- 30'** Group Exercise
- 25'** Plenary Discussion
- 05'** Evaluation & Close

Poll Results

Strongly disagree

Disagree

Neither disagree nor agree

Agree

Strongly agree

In our strategy planning, I push for a more expanded definition of our market

00%

14%

21%

45%

20%

In our company when we talk about the market we operate in, we typically use a human needs-based definition

00%

18%

24%

45%

13%

The opportunity for our company is to change to a more human needs-based definition of the market we operate, and thus become more innovative

00%

08%

08%

47%

37%



**Overperformers
play chess and
checkers
simultaneously**

39%

71%

**Willingness to accept new
business models**

From supermarket
shelves to cafes &
subscription models

Costa Coffee



Introducing
pepsi® HomeMade
Created by us.
Made by you.

soda stream
caps®

The advertisement features a collection of six circular soda caps arranged in a cluster. The caps are for various flavors: 'pepsi HomeMade' (blue), 'pepsi HomeMade wild cherry' (red), 'pepsi HomeMade vanilla' (yellow), 'SIERRA MIST HomeMade cranberry splash' (red), 'SIERRA MIST HomeMade peach' (orange), and 'SIERRA MIST HomeMade' (green). To the right is a white 0.5L bottle of 'pepsi HomeMade' with a blue cap. In the foreground, a tall glass of dark soda with ice and a lemon slice is shown, with a blue 'pepsi HomeMade' cap and a green 'SIERRA MIST HomeMade' cap placed next to it. The background is white with faint circular patterns.

Talking about business models

- **More often**
- **With different people**
- **Earlier in the process**



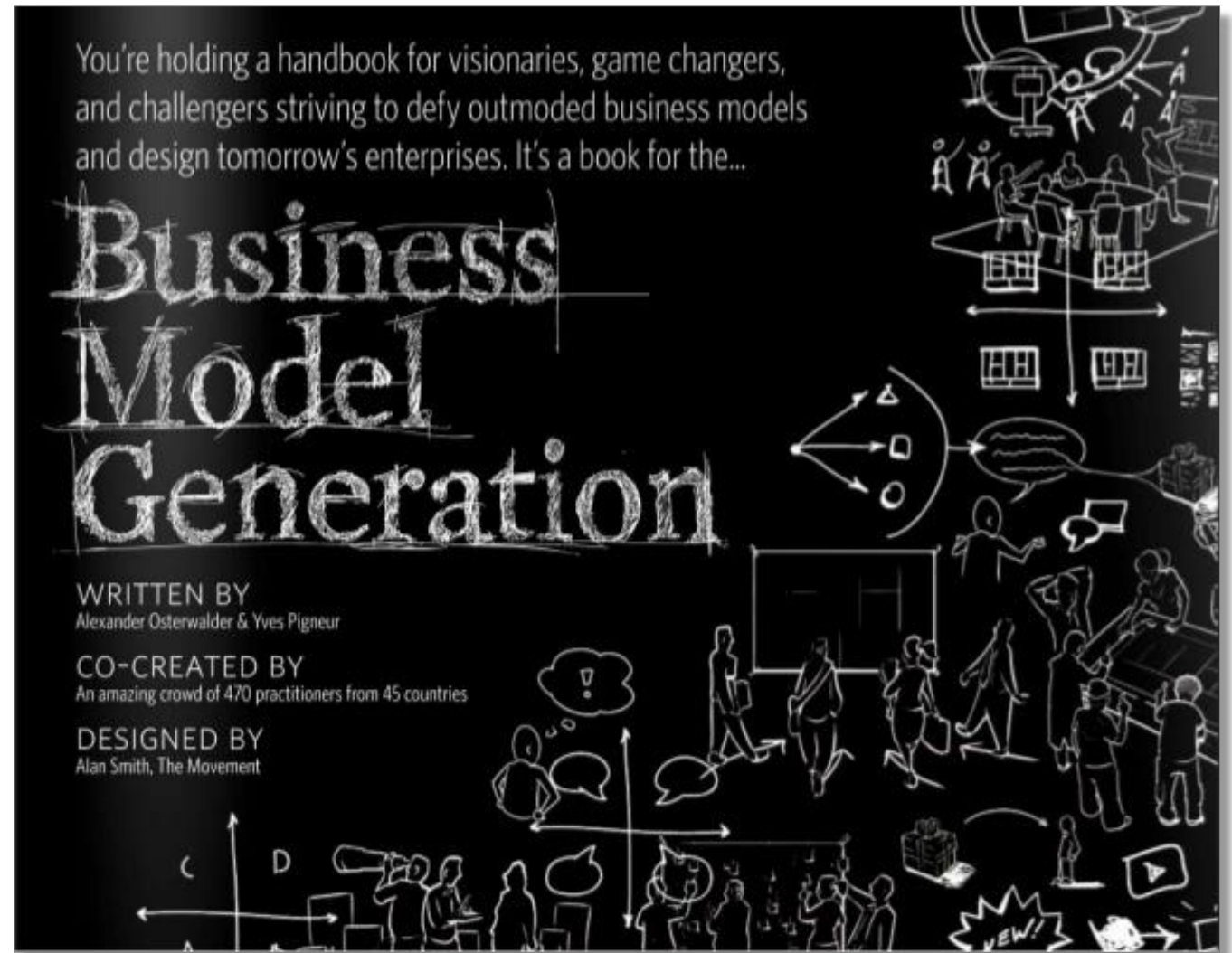
Maike Doyer



BUSINESS MODELS INC.



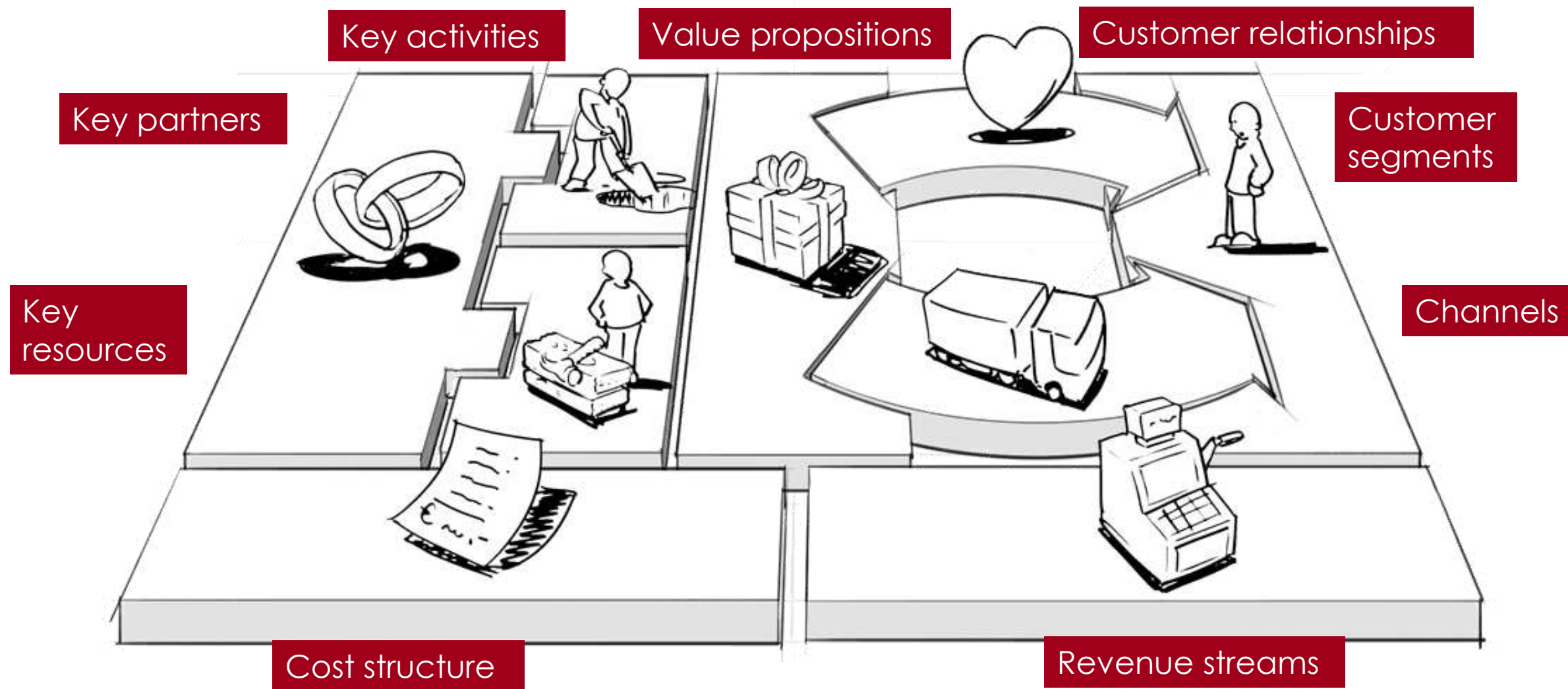
- > 3 million copies.
- > 35 translations



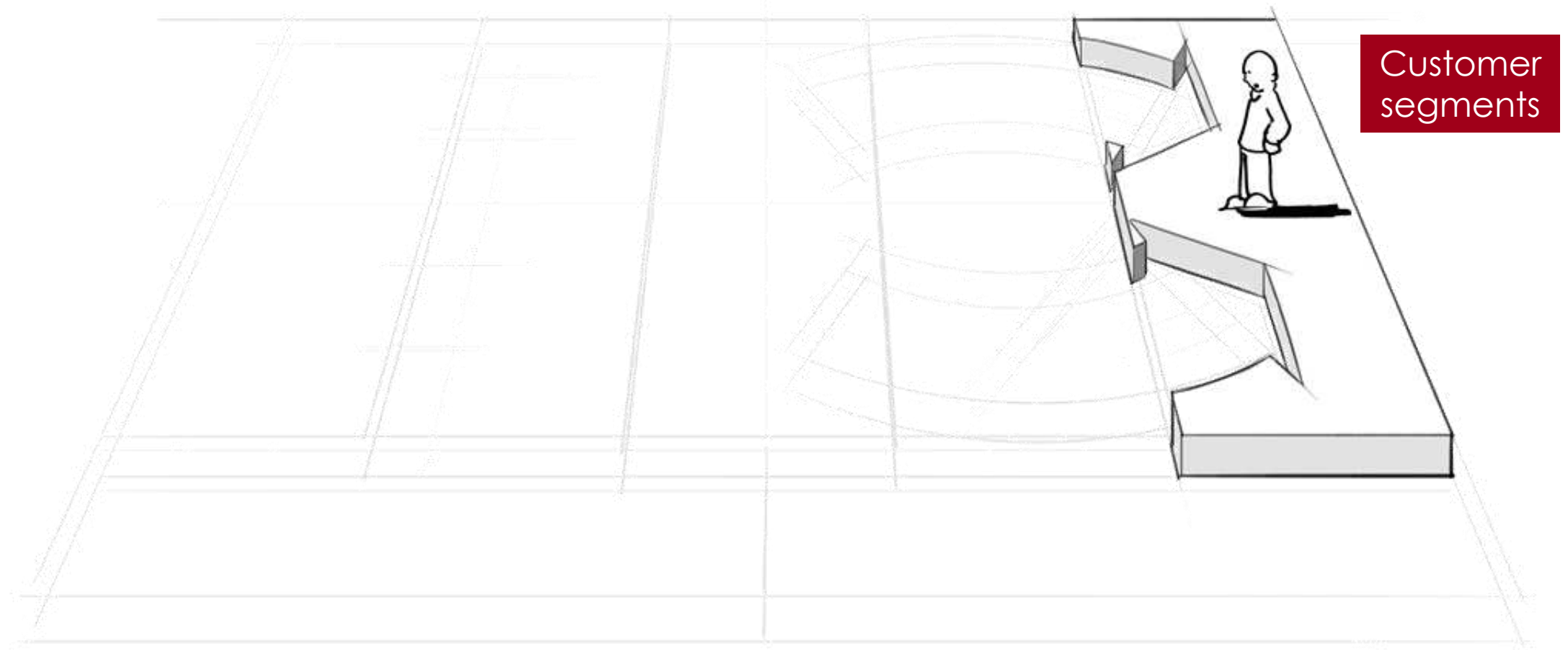
The business model canvas



Business model canvas



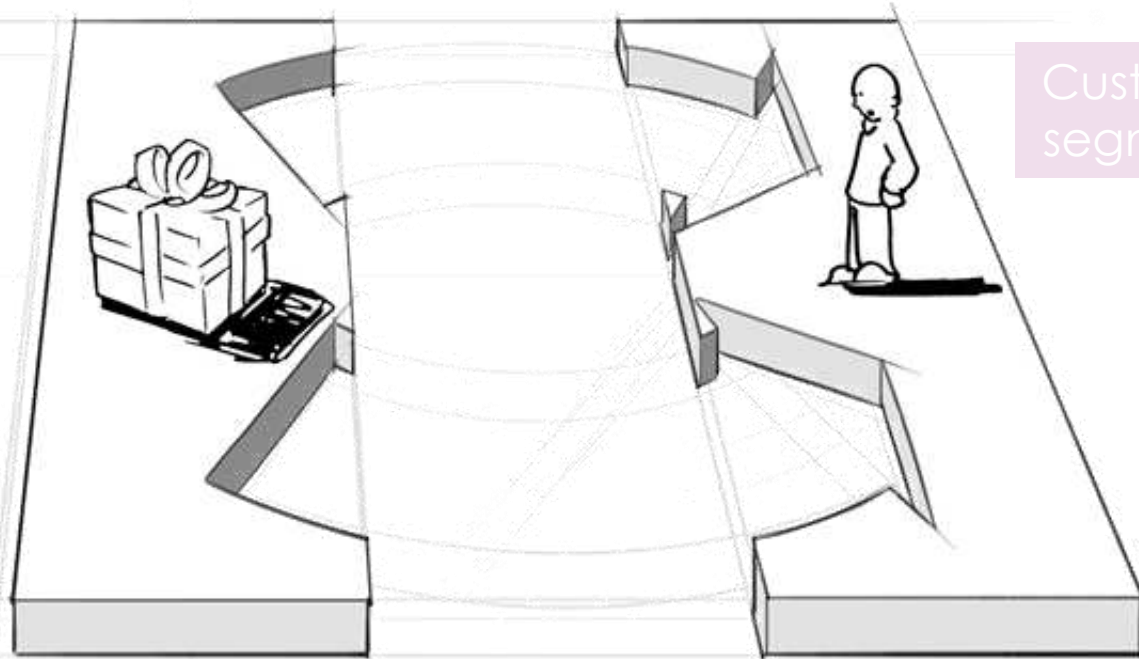
Customer segments



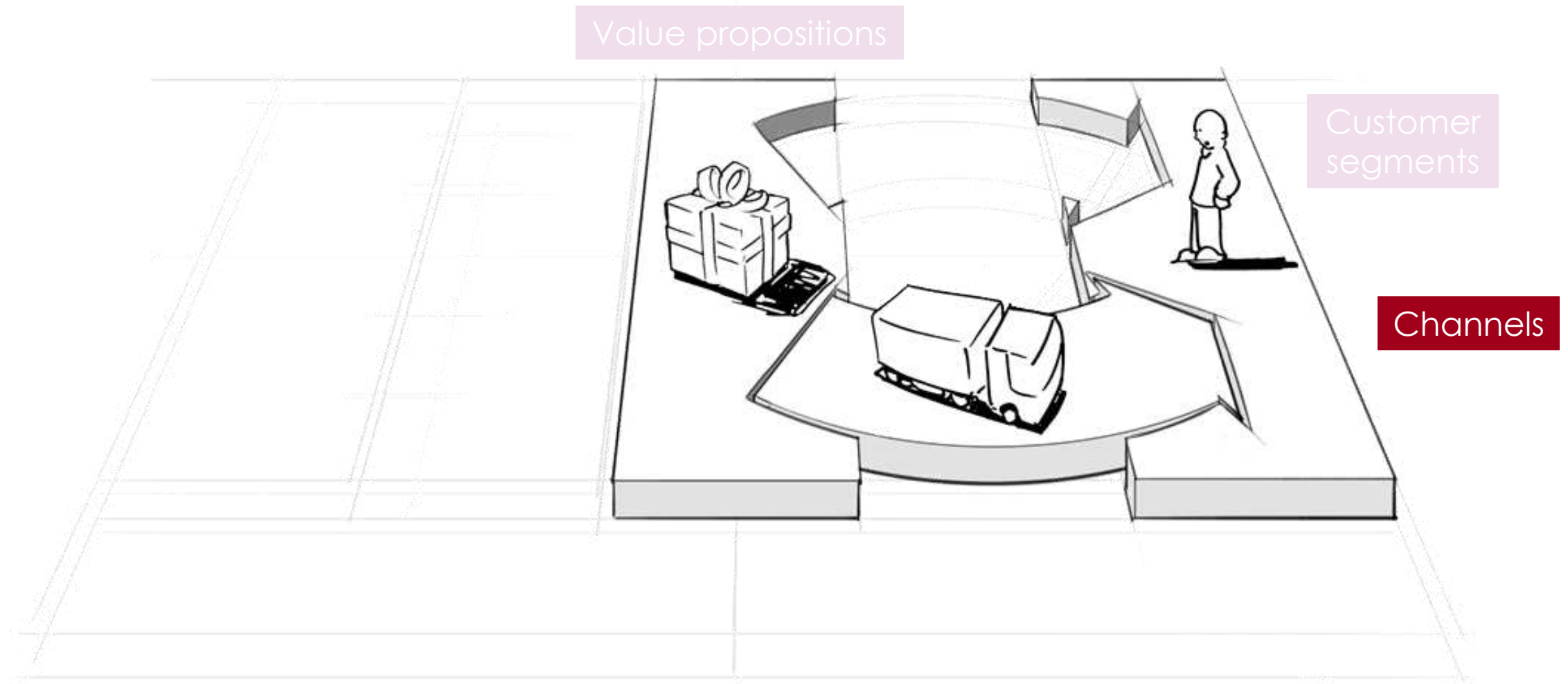
Value propositions

Value propositions

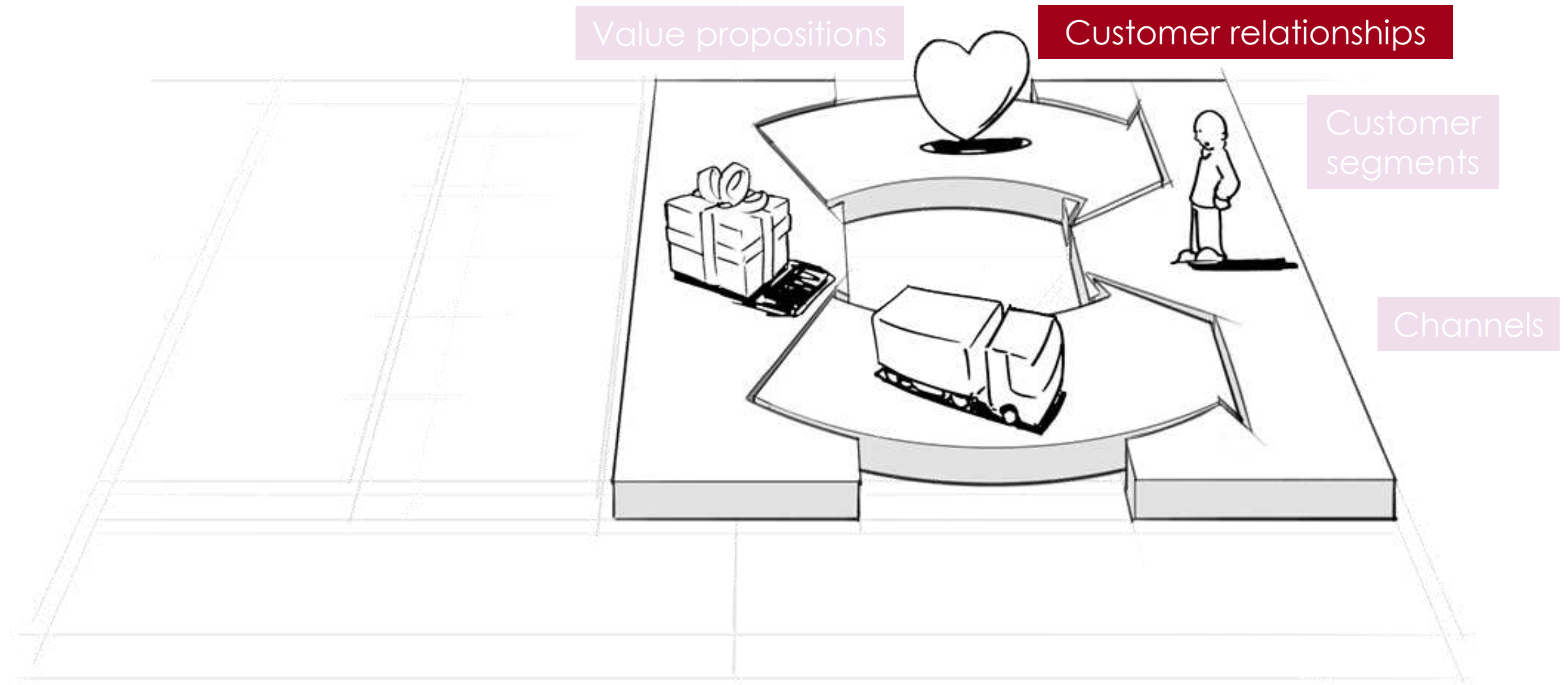
Customer segments



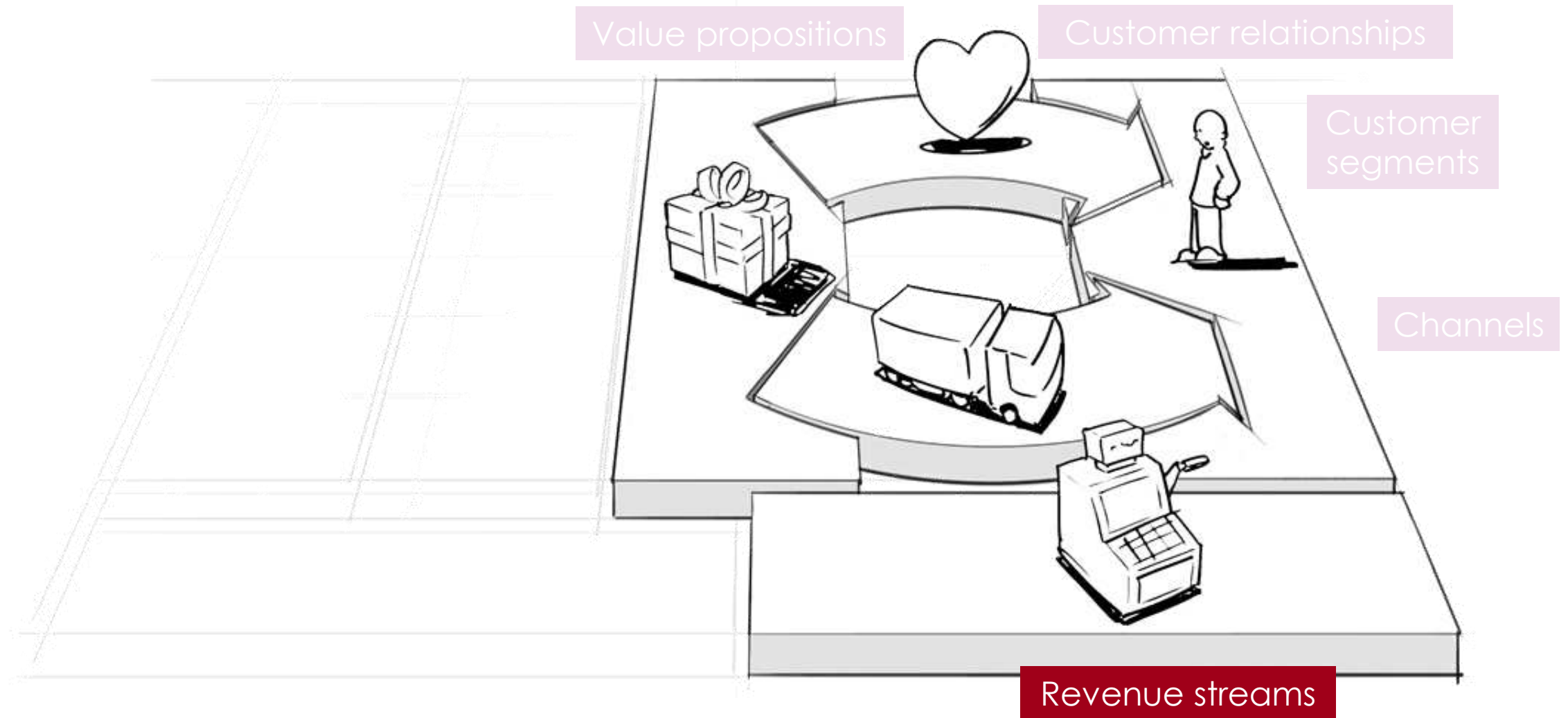
Channels



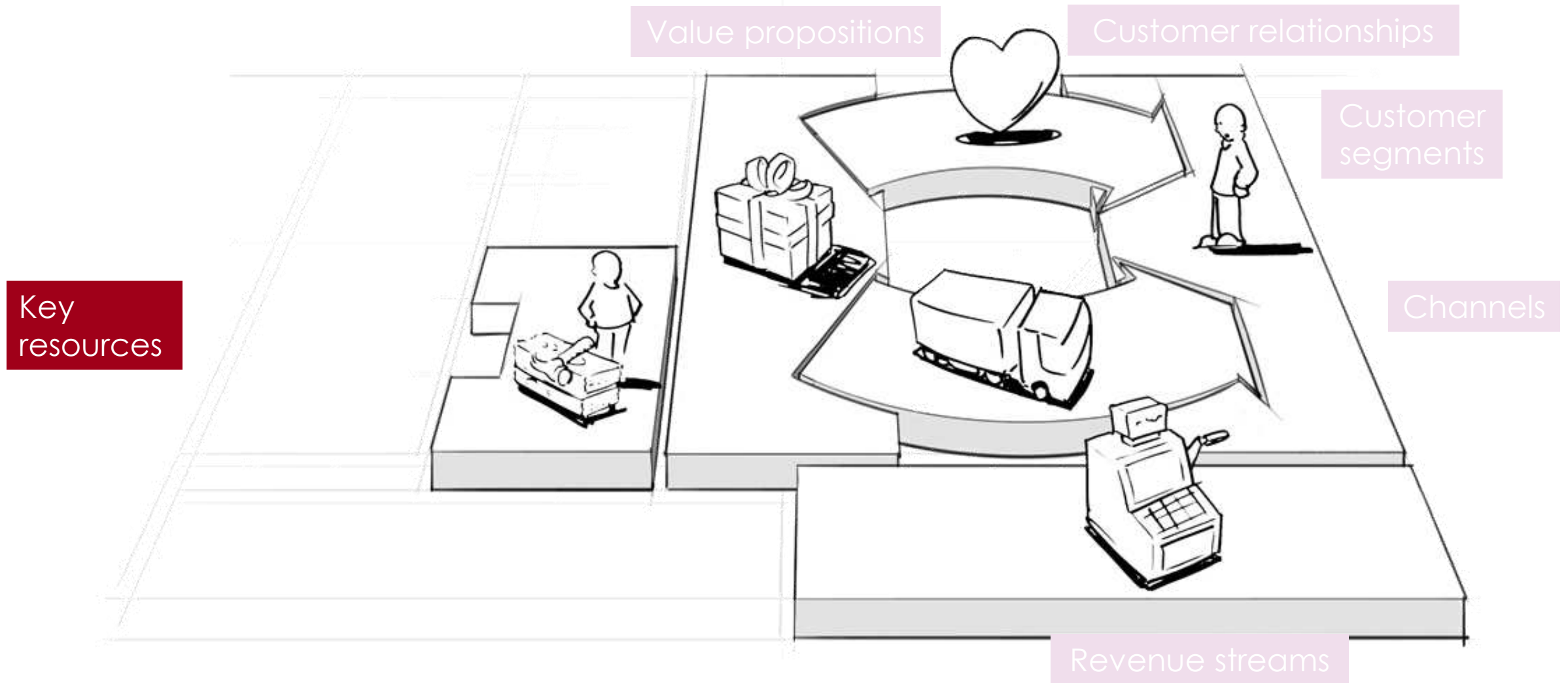
Customer relationships



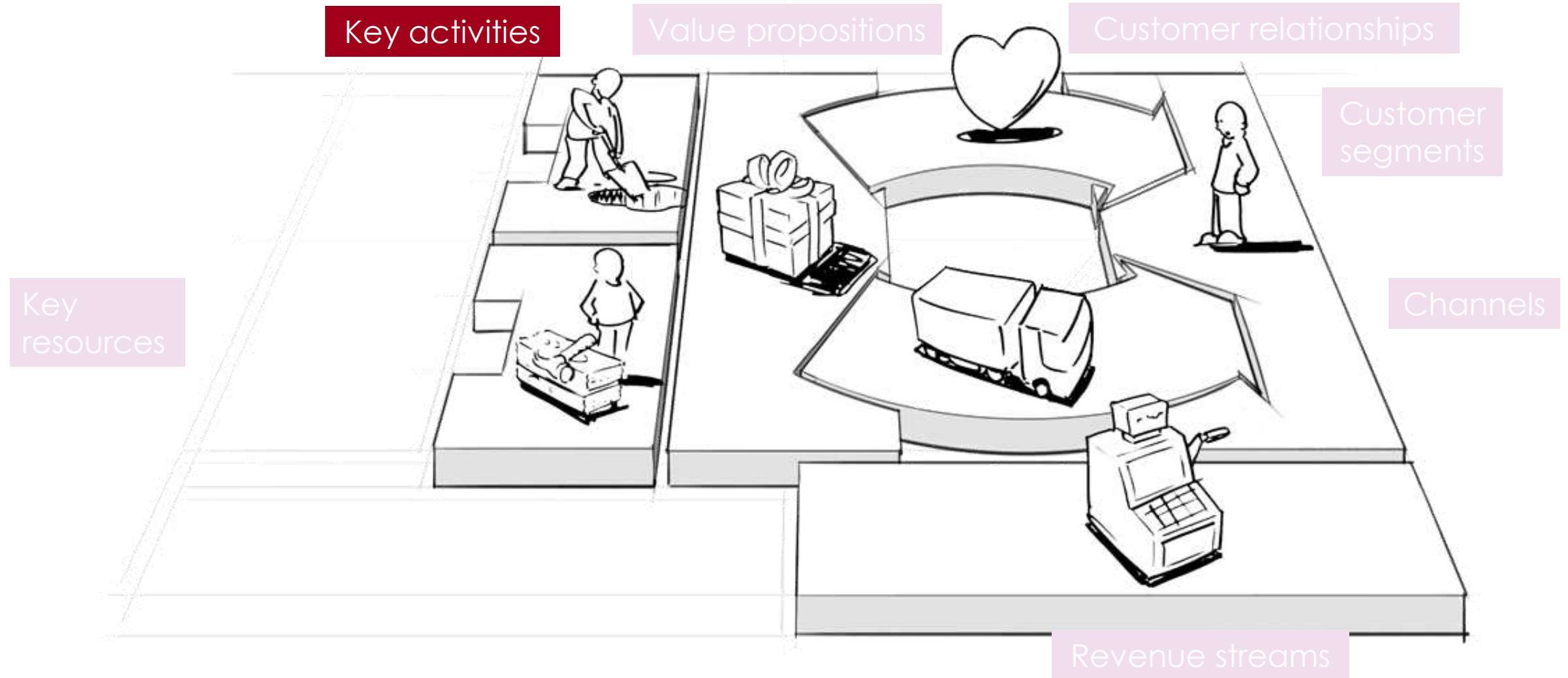
Revenue streams



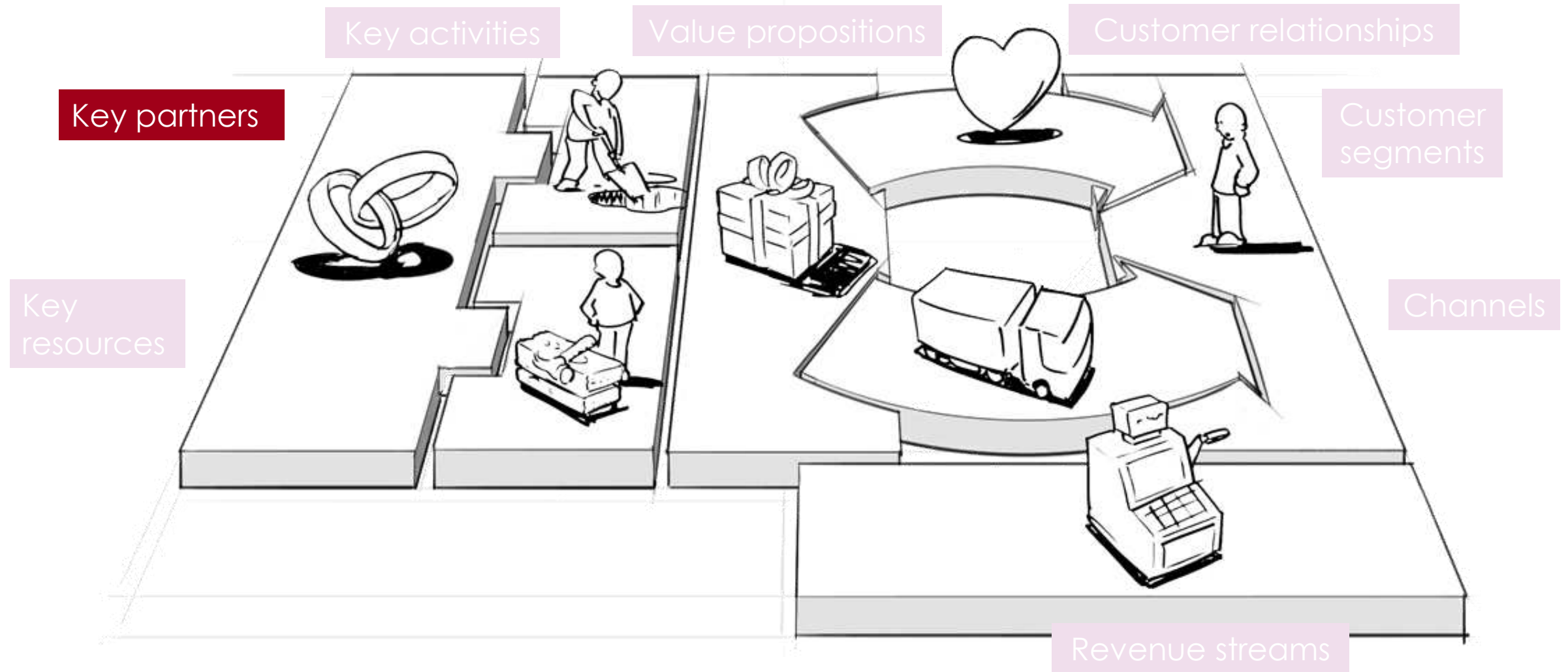
Key resources



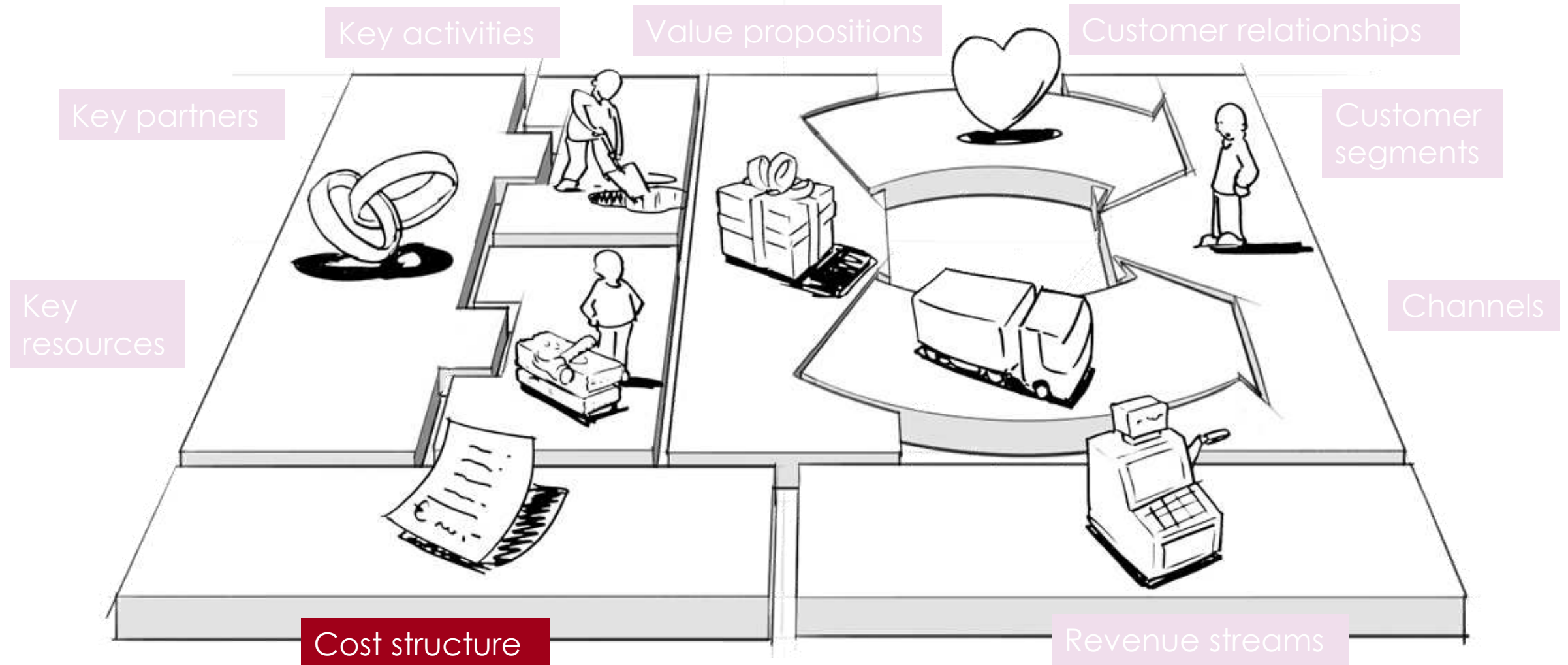
Key activities



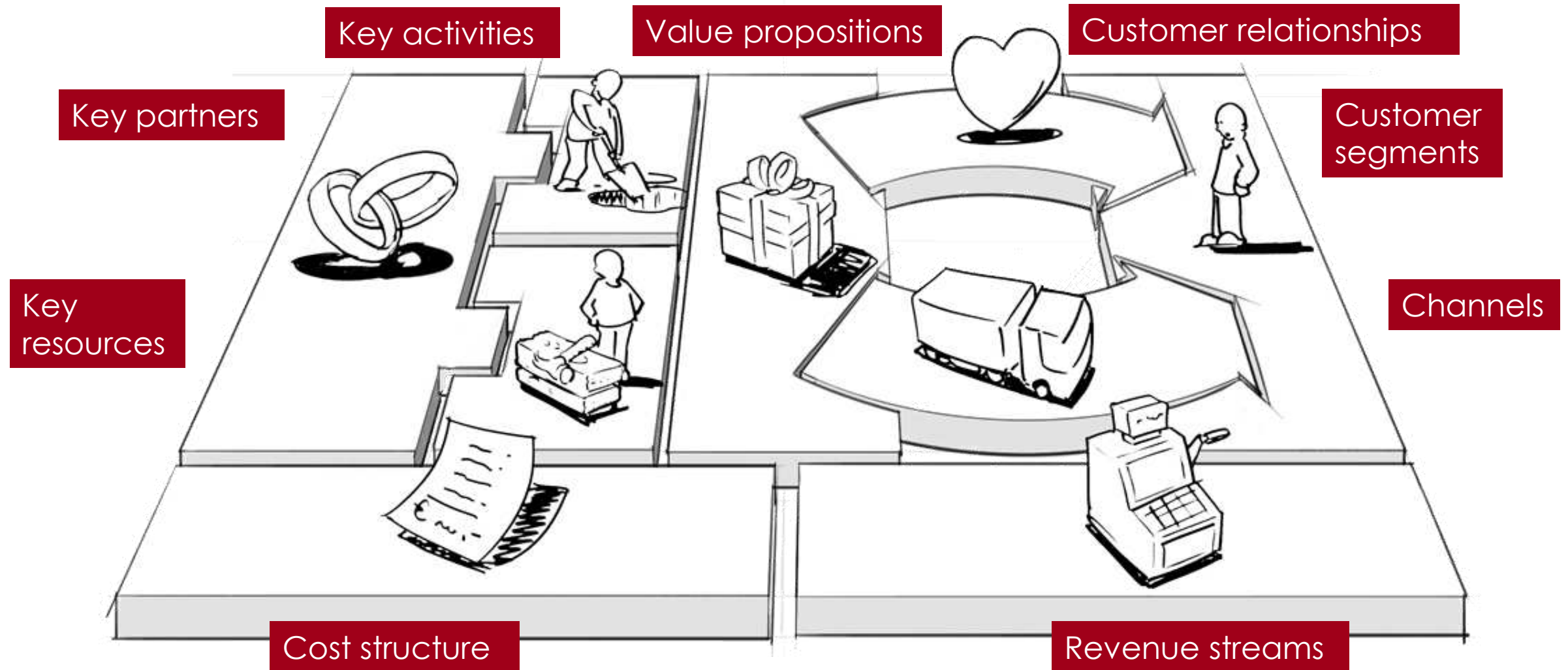
Key partners



Cost structure



Business model canvas



Let's have a look
at an example

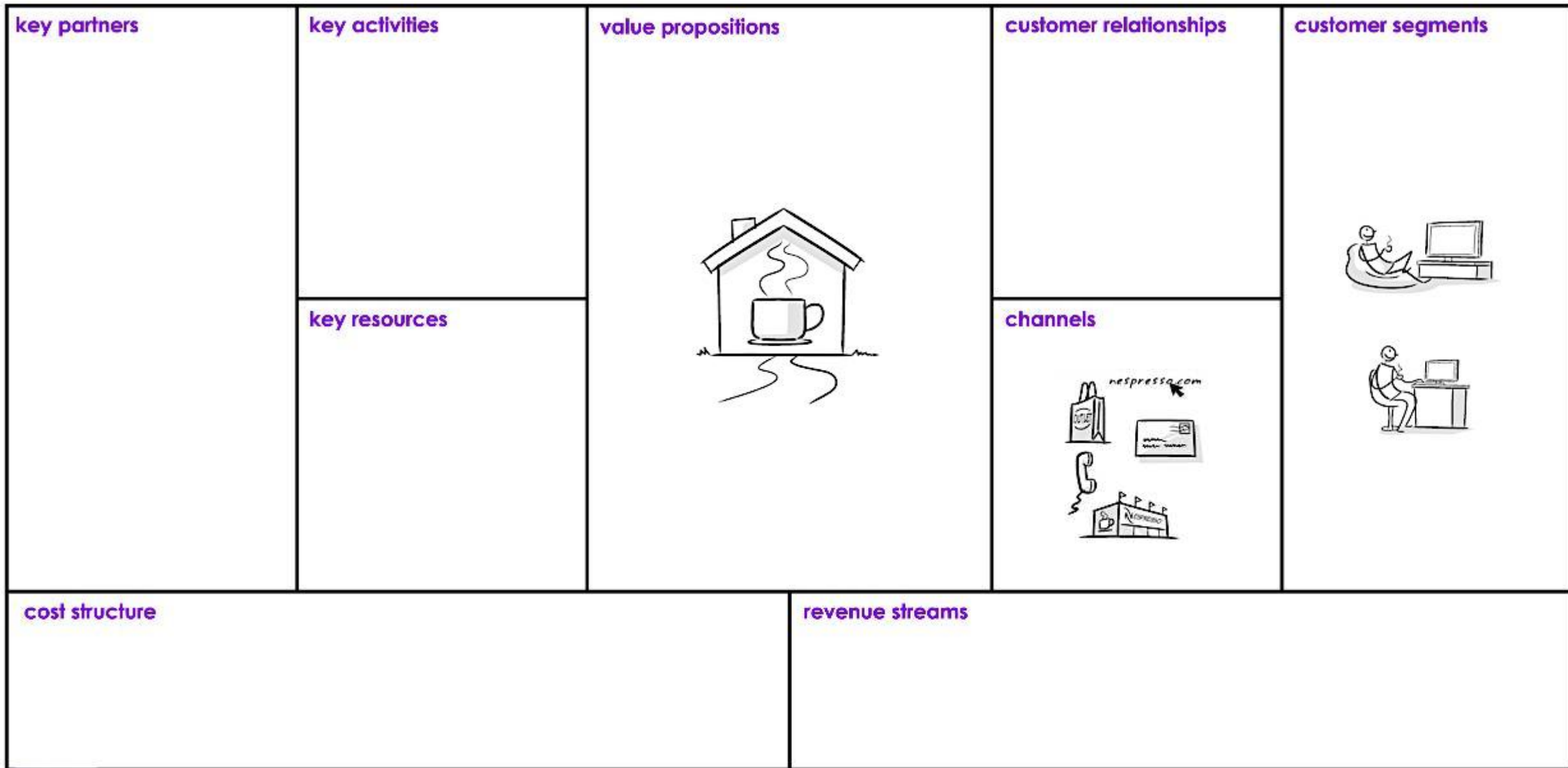


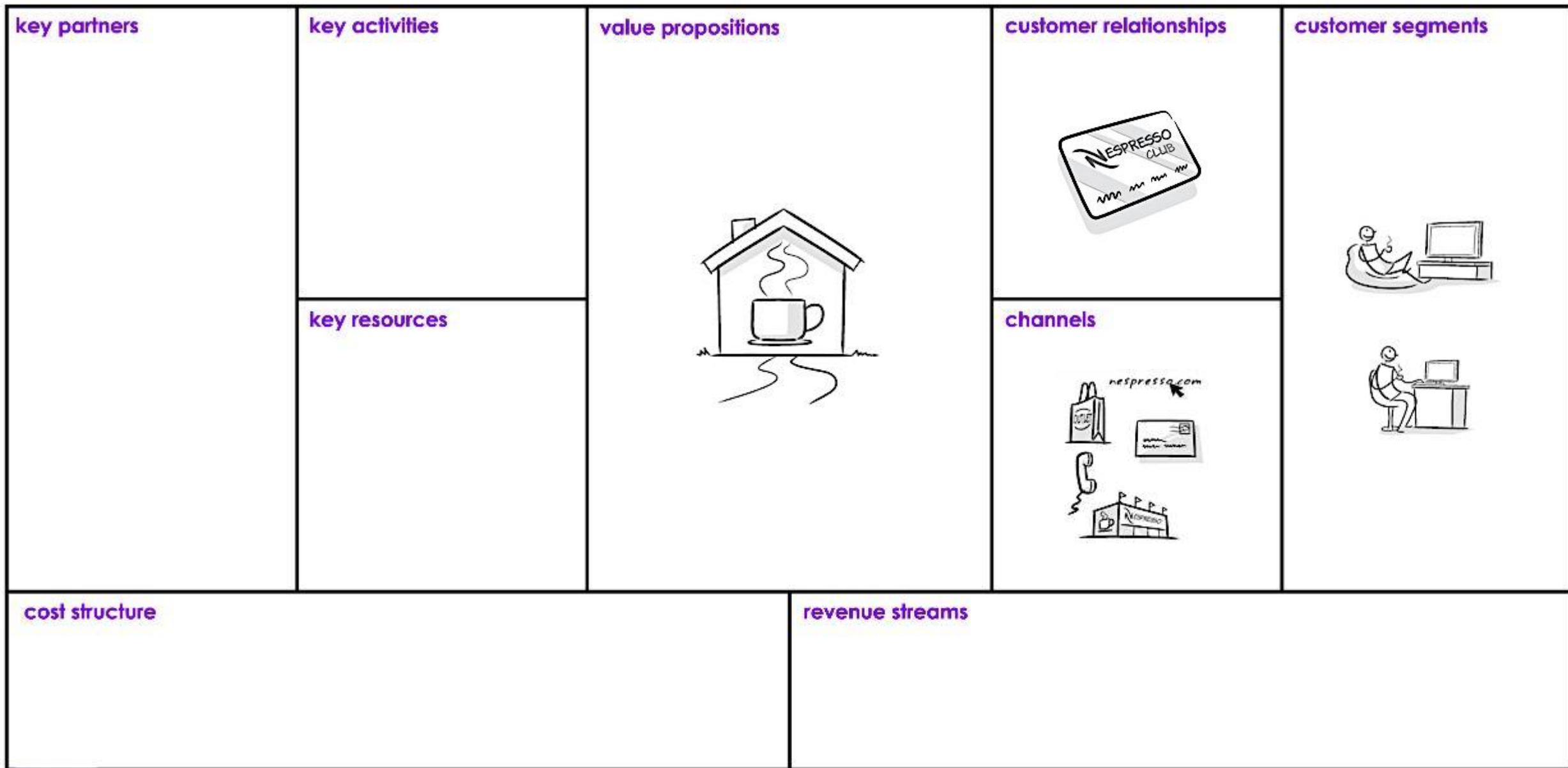


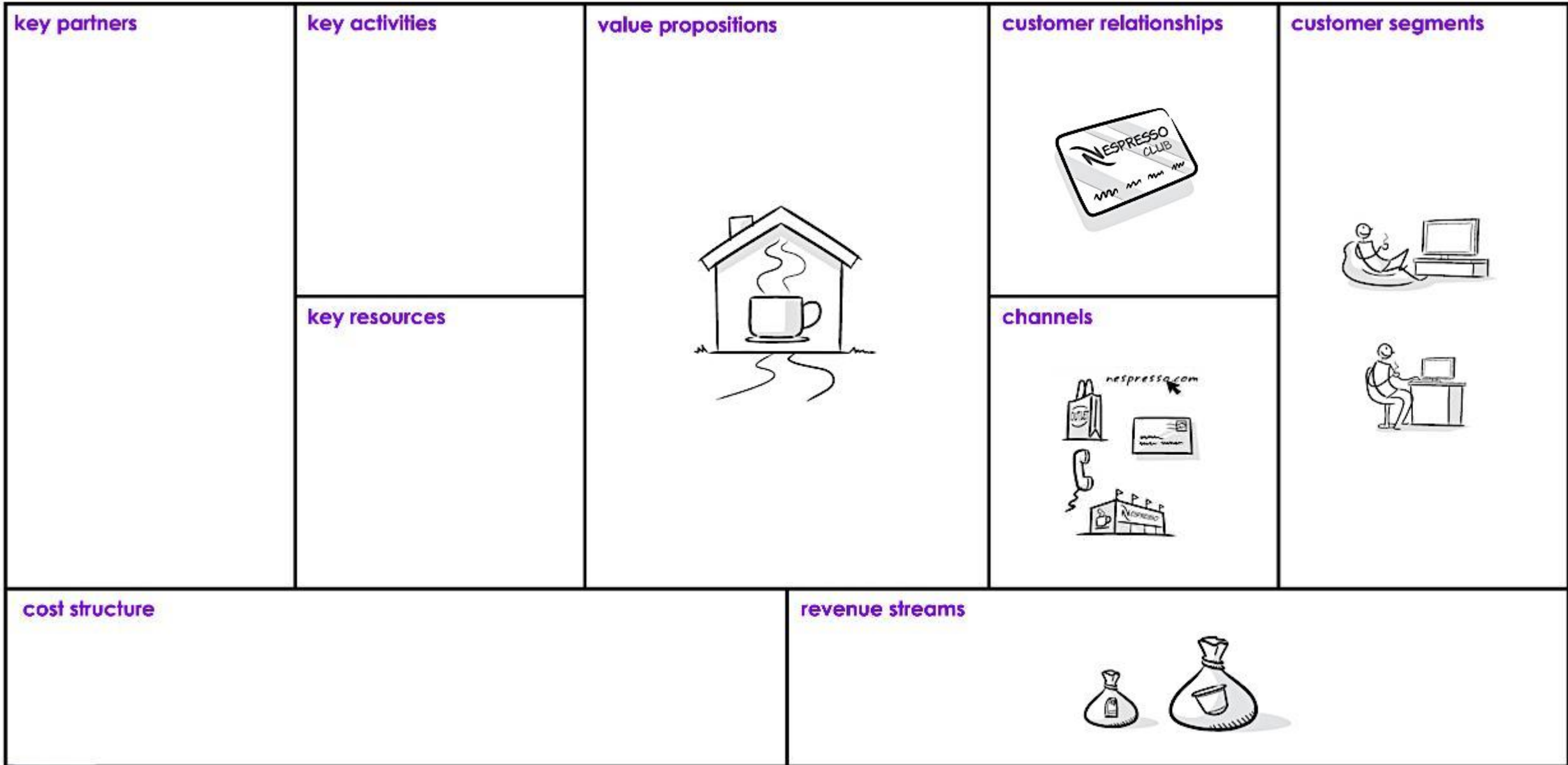
key partners	key activities	value propositions	customer relationships	customer segments
	key resources		channels	
cost structure			revenue streams	

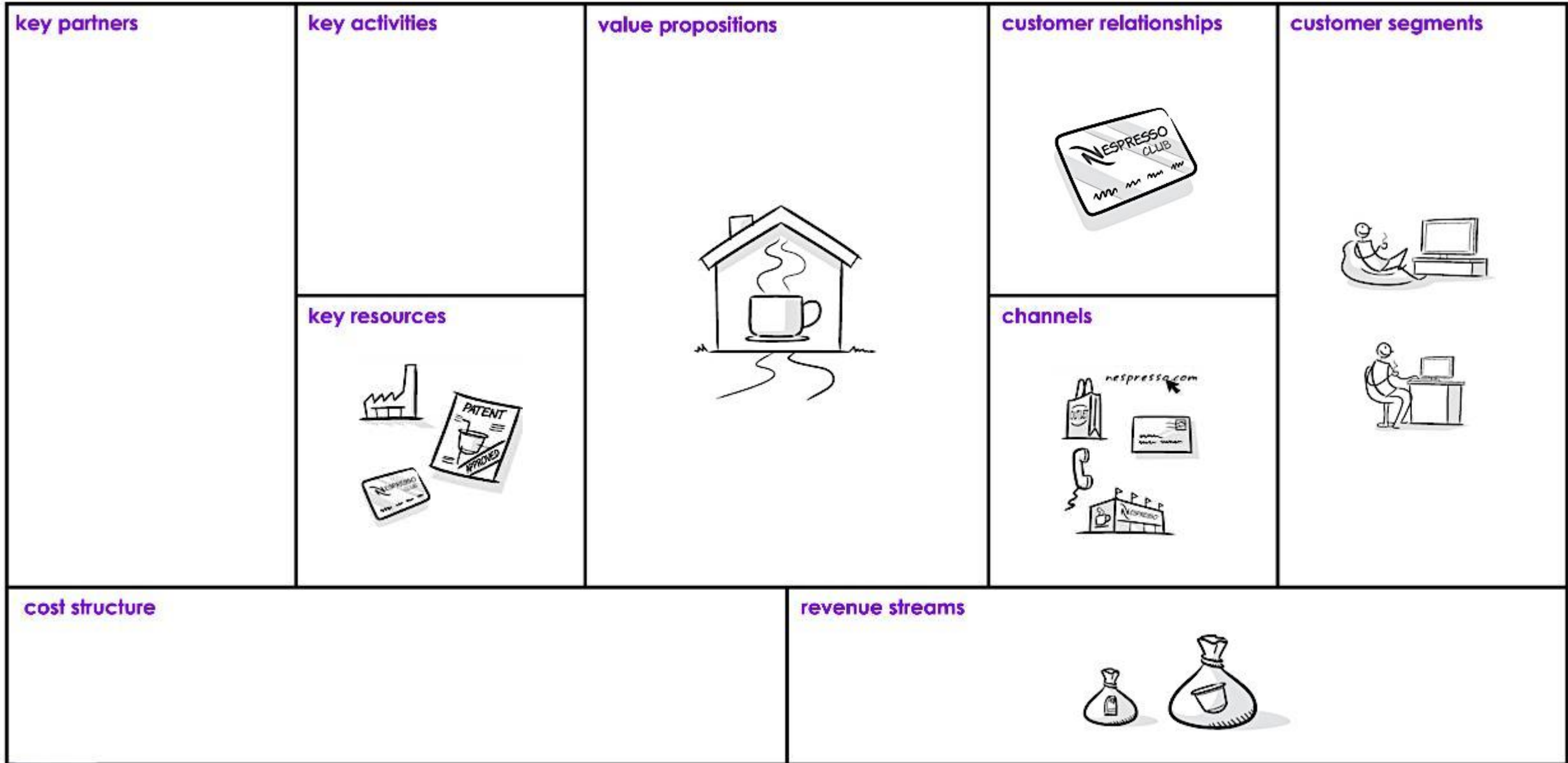
key partners	key activities	value propositions 	customer relationships	customer segments
	key resources		channels	
cost structure			revenue streams	

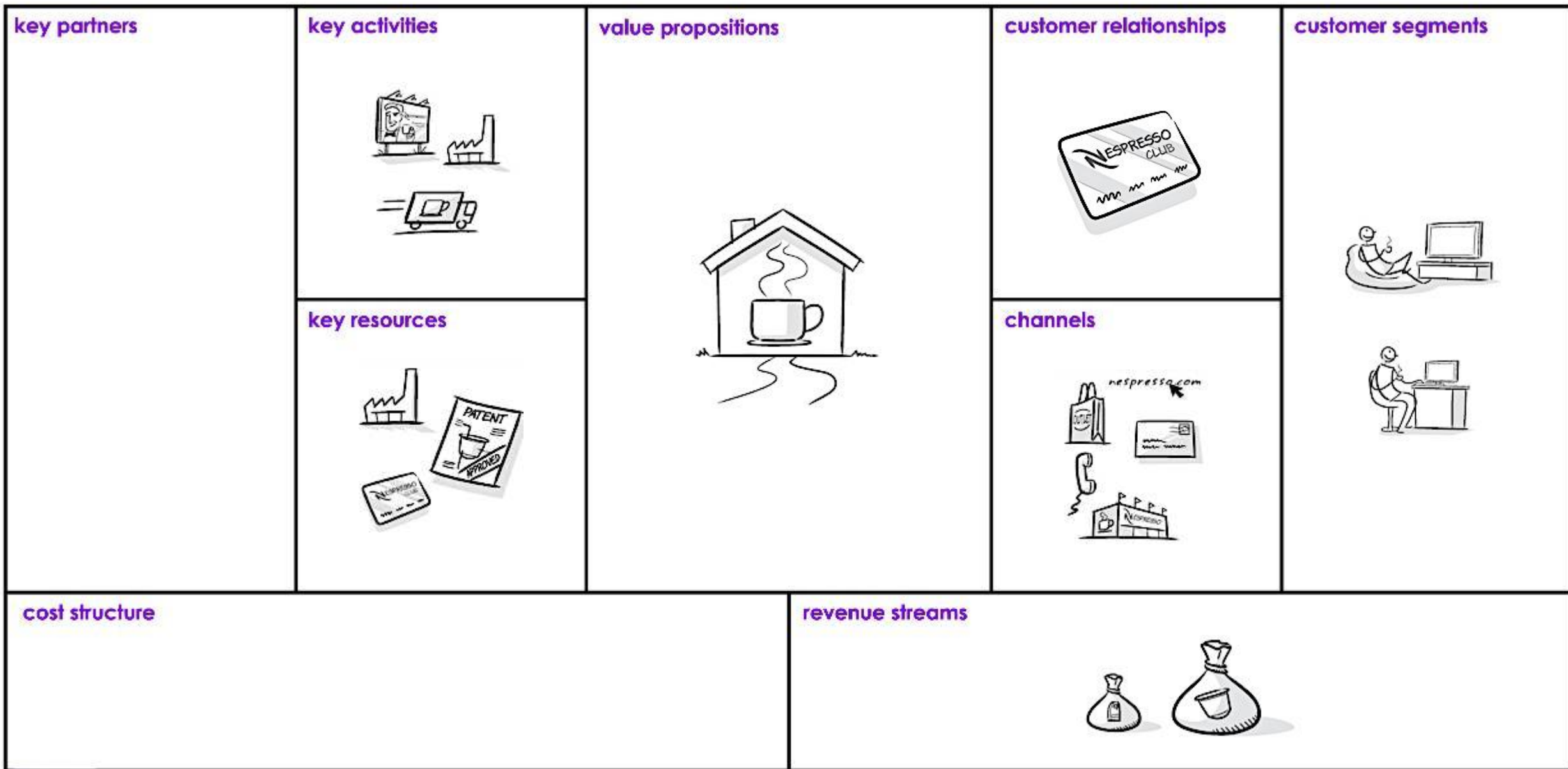
key partners	key activities		customer relationships	 
	key resources		channels	
cost structure			revenue streams	

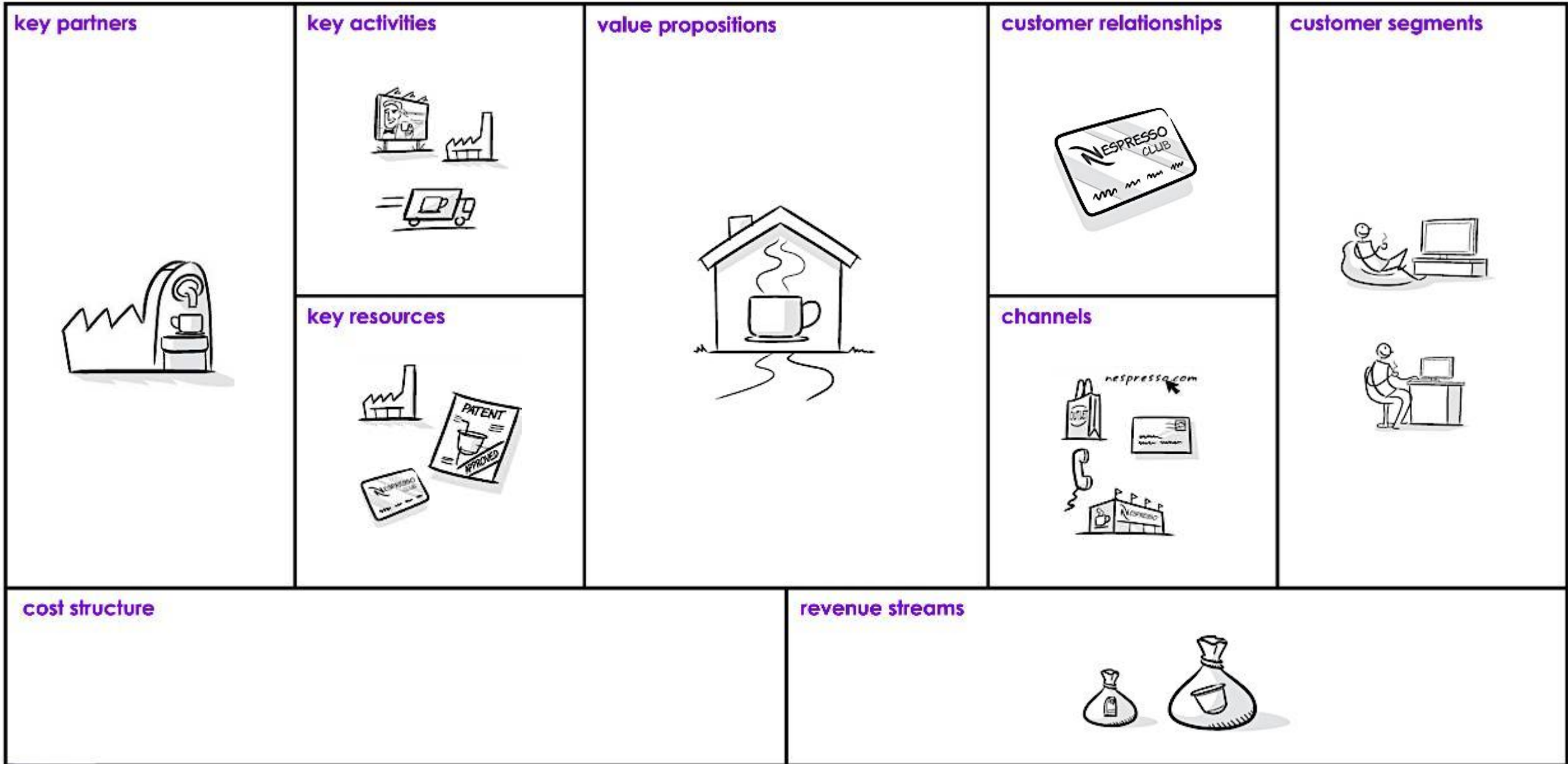




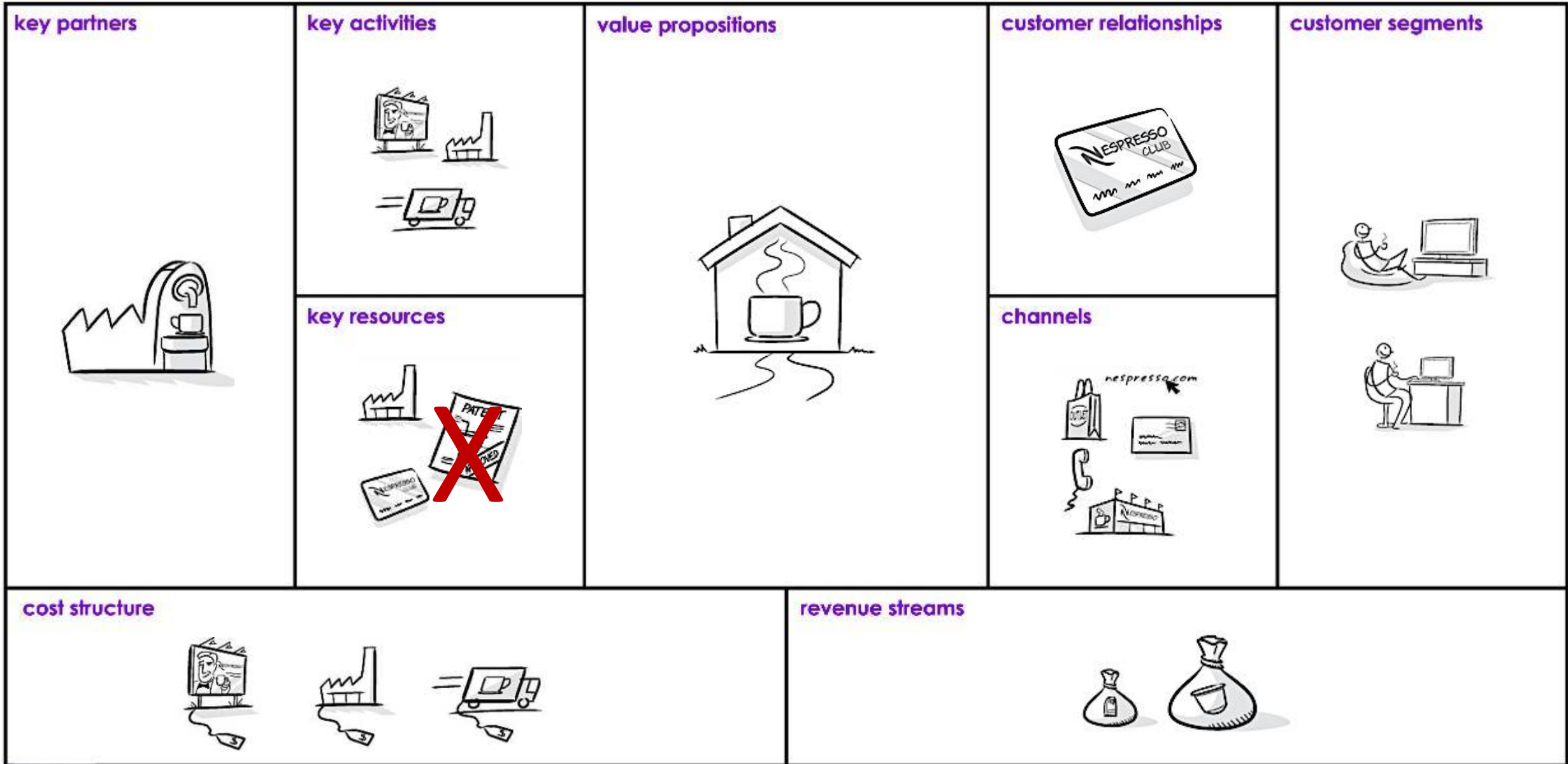












YOUR TURN!



DOLLAR SHAVE CLUB

Michael Dubin





**Frustrated about
expensive
razor blades**

**What if he
would eliminate
the expense
and hassle?**



For \$1 a month, We
send high-quality
razors right to
your door

CHOOSE YOUR BLADE

We have 3 high quality
options for you.



ADJUST AS YOU GO

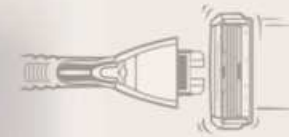
Blades and frequency
– you're in control.

SHAVE TIME. SHAVE MONEY.™



“I like shaving
with a dull razor.”
– No one, ever.

CHANGE YOUR BLADE EACH WEEK



TREAT YOURSELF

Pop on a fresh new
blade when you want.



EASY CANCEL

Seriously, we should
make it harder.



DollarShaveClub.com - Our Blades Are F***ing Great

26.771.310 weergaven • 6 mrt. 2012

👍 134K 💬 2,6K ➦ DELEN ≡ OPSLAAN ...

2014: 'own the men's bathroom'



SOLD \$1 Billion



DOLLAR SHAVE CLUB
SHAVE TIME. SHAVE MONEY.

Marks a Shift in the Industry

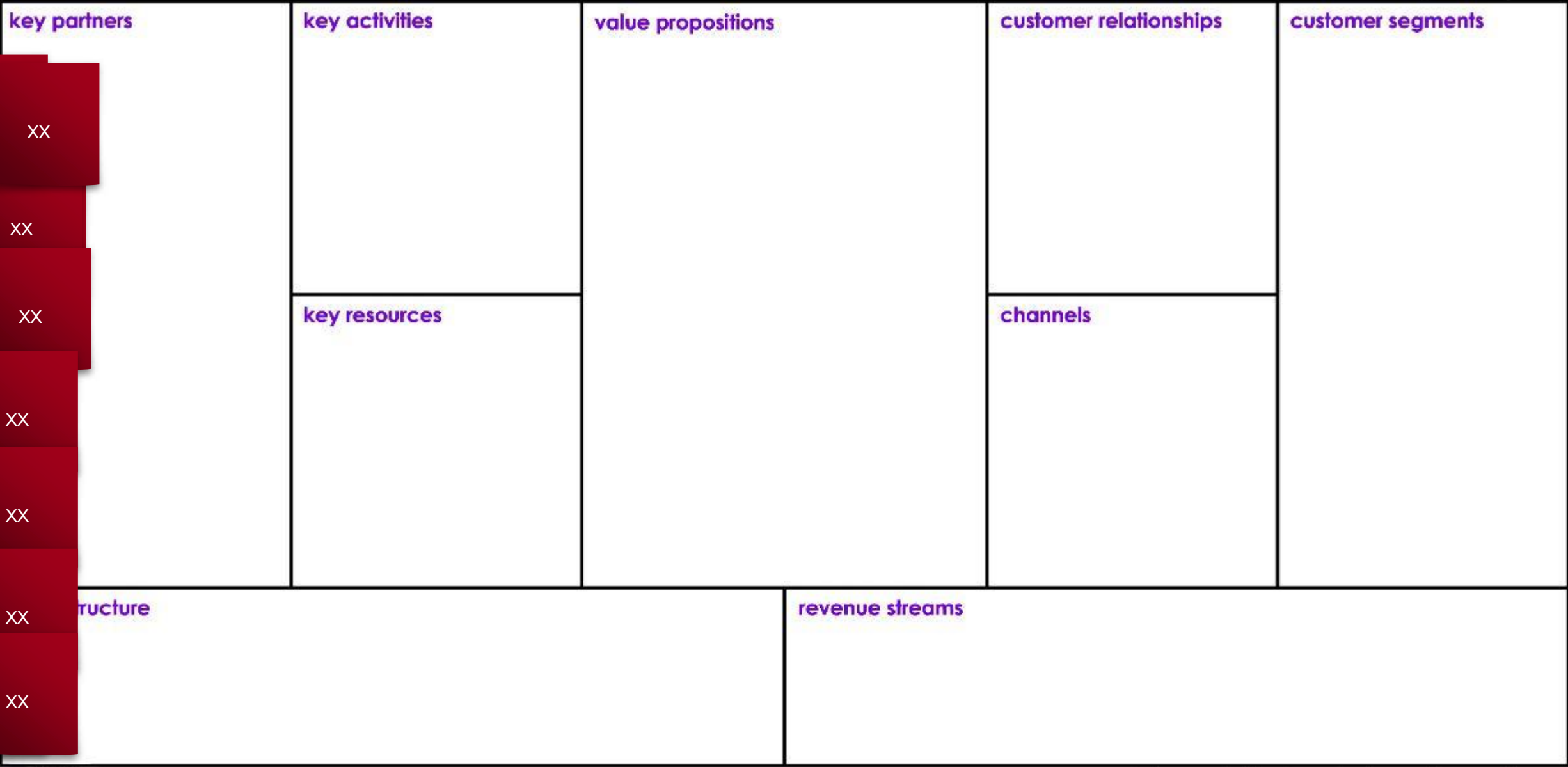
A report By Subscription Radar



key partners	key activities	value propositions	customer relationships	customer segments
	key resources		channels	
cost structure			revenue streams	



- XX
- XX
- XX
- XX
- XX
- XX
- XX





DOLLAR SHAVE CLUB



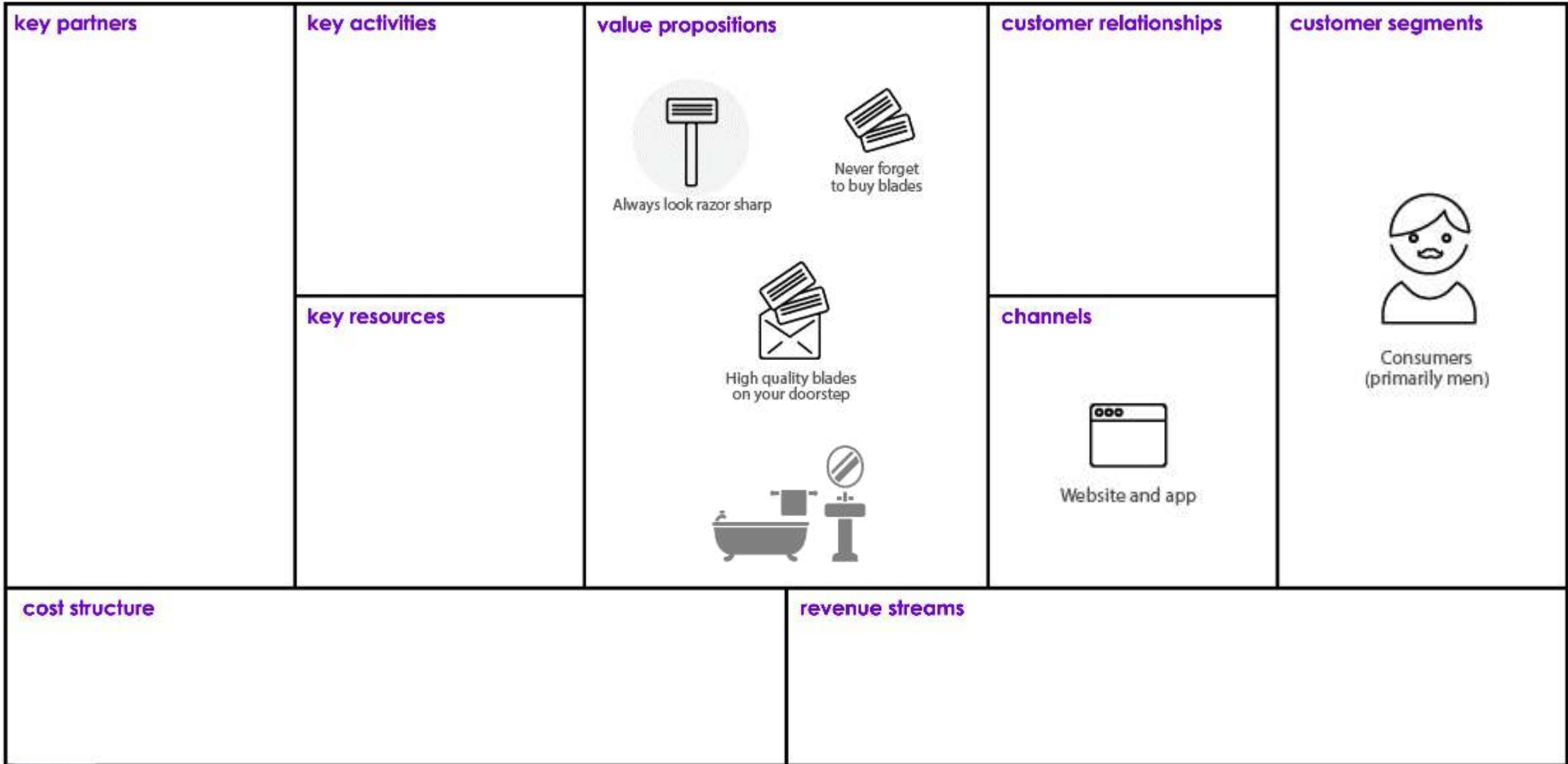
key partners	key activities	value propositions	customer relationships	customer segments
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cost structure			revenue streams	

key partners	key activities	value propositions  Always look razor sharp  Never forget to buy blades  High quality blades on your doorstep 	customer relationships	customer segments
	key resources		channels	
cost structure			revenue streams	

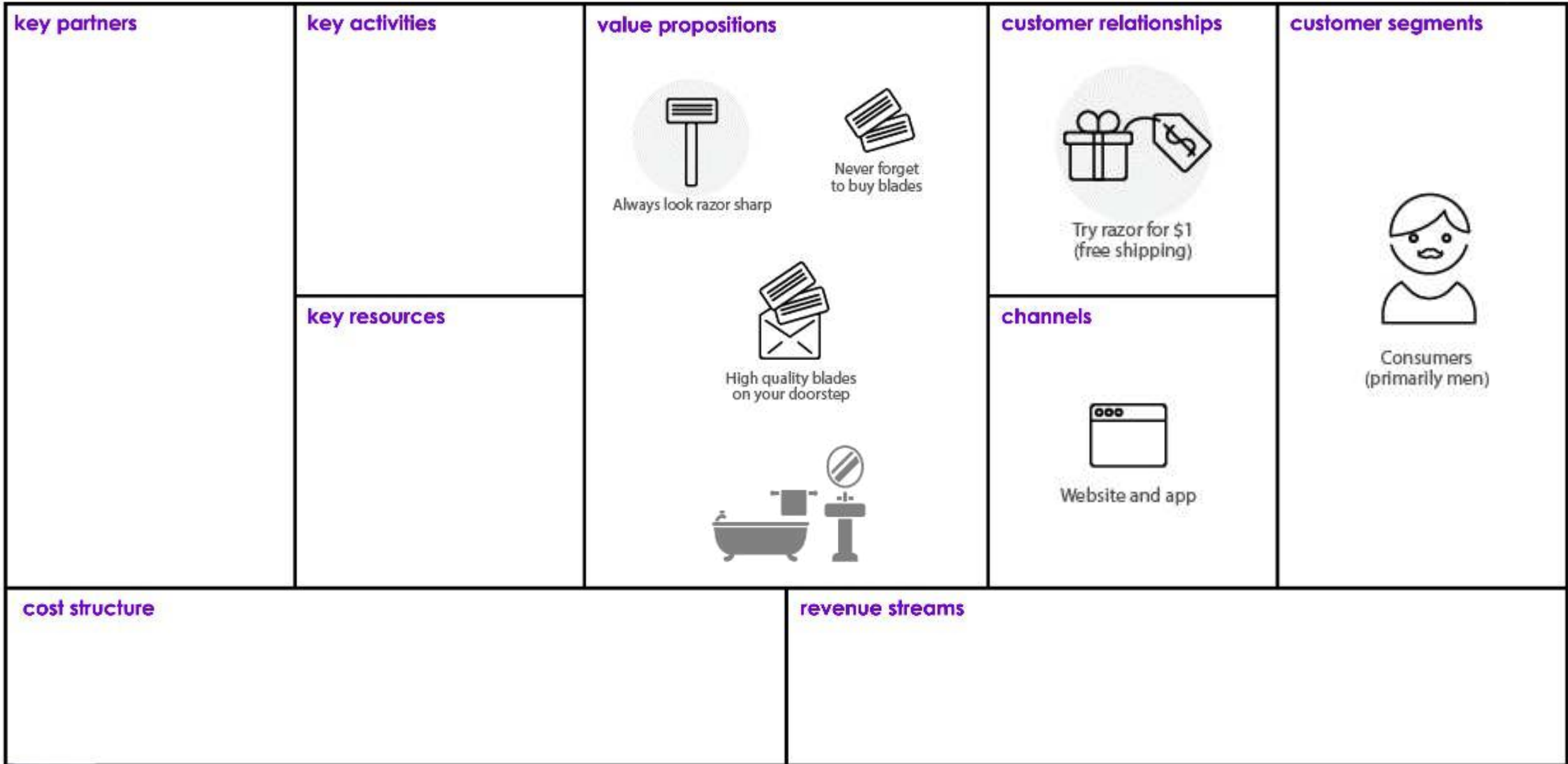
BMI • business model canvas



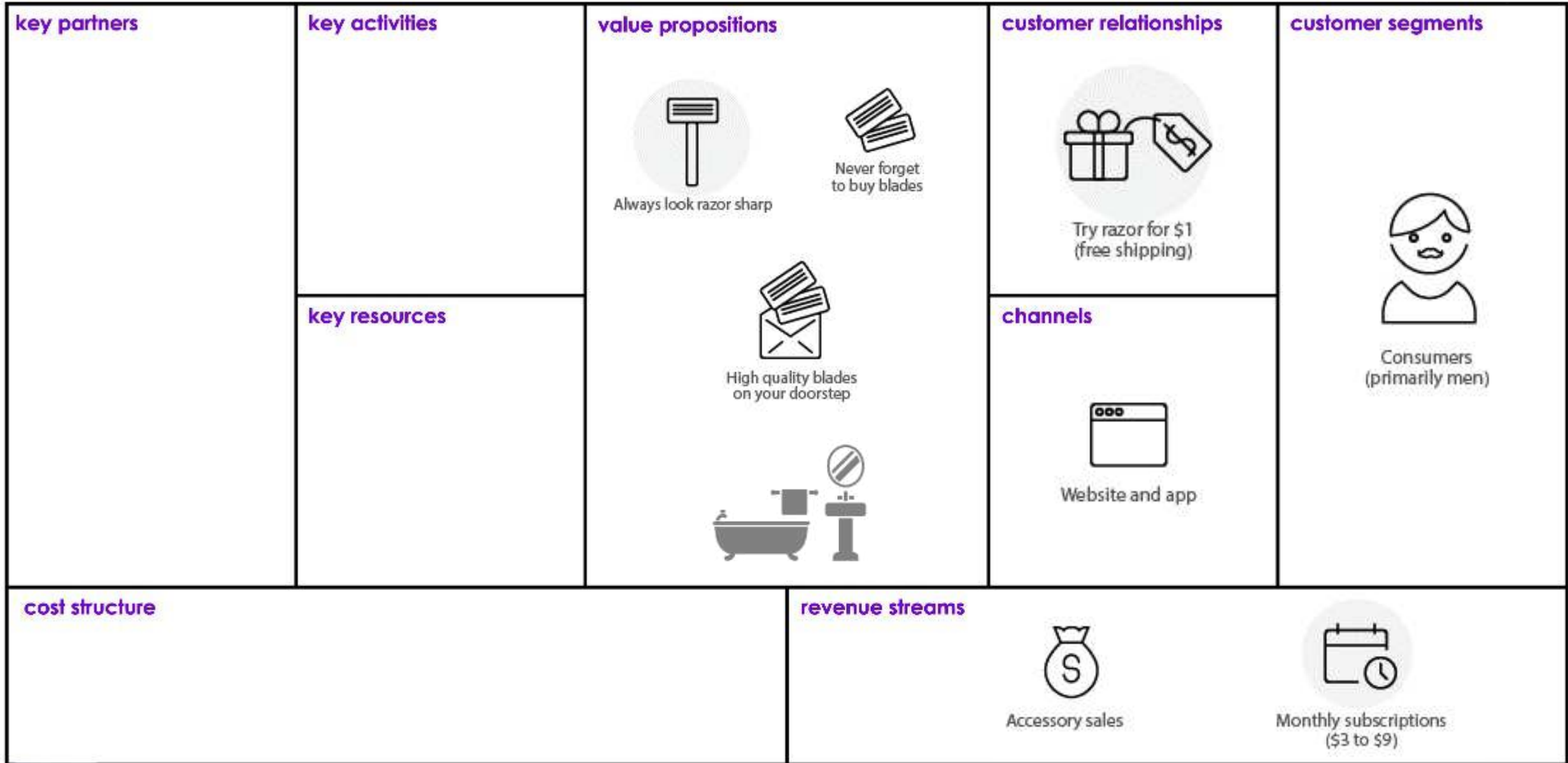
key partners	key activities	value propositions		customer relationships	customer segments	
	key resources	channels				
		 Always look razor sharp  Never forget to buy blades  High quality blades on your doorstep 				 Consumers (primarily men)
cost structure			revenue streams			



BMI • business model canvas



BMI • business model canvas



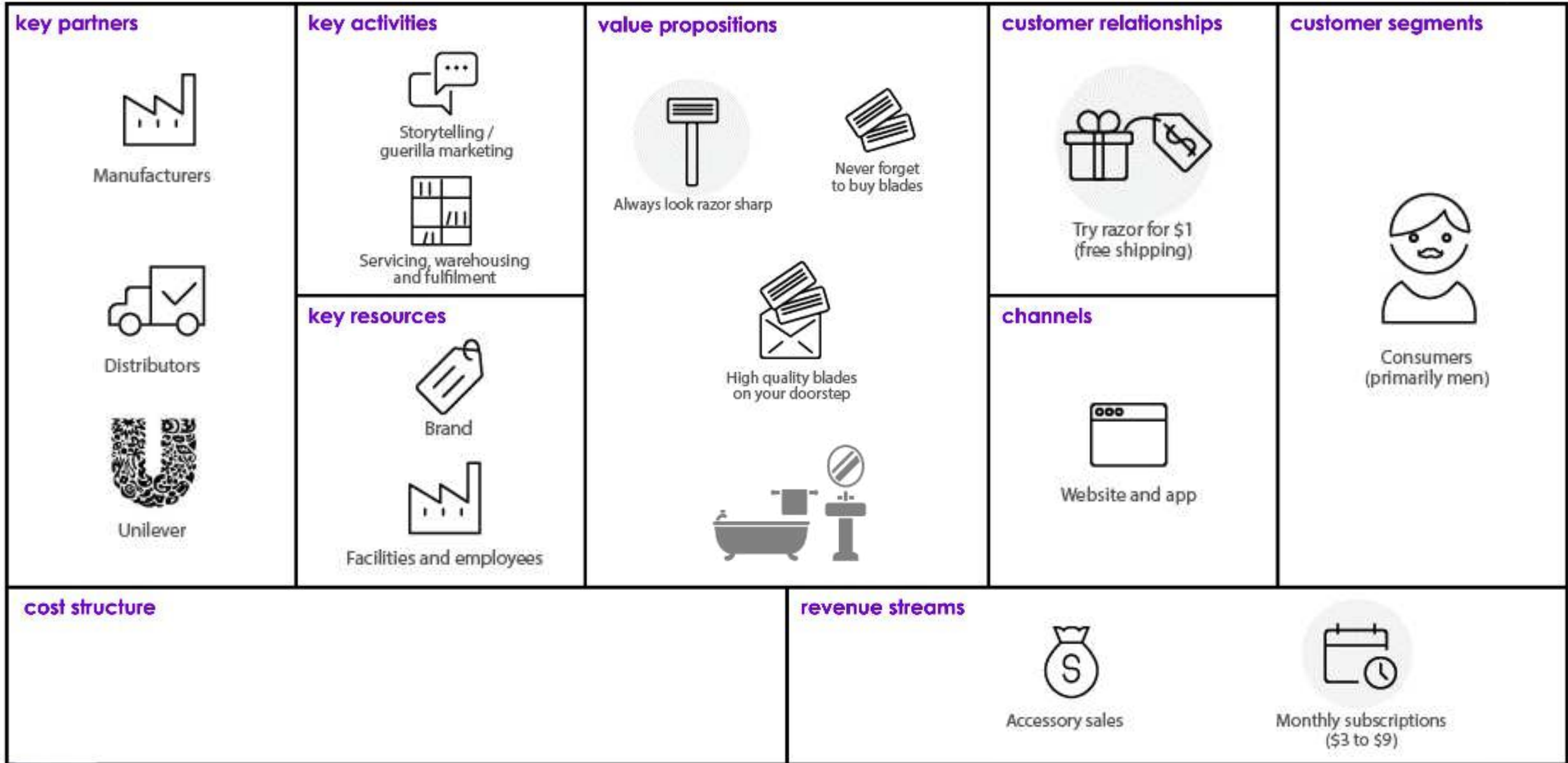
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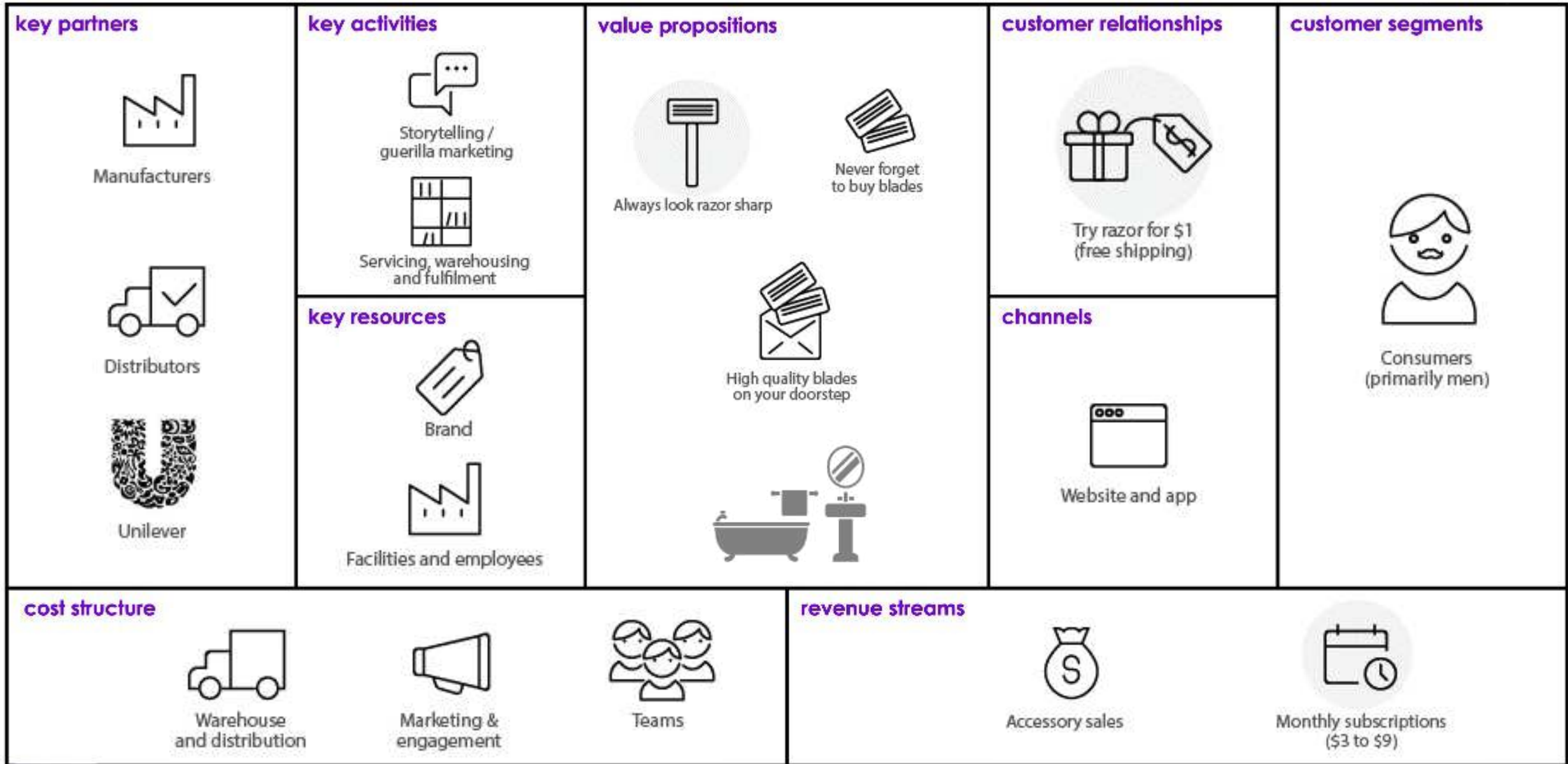


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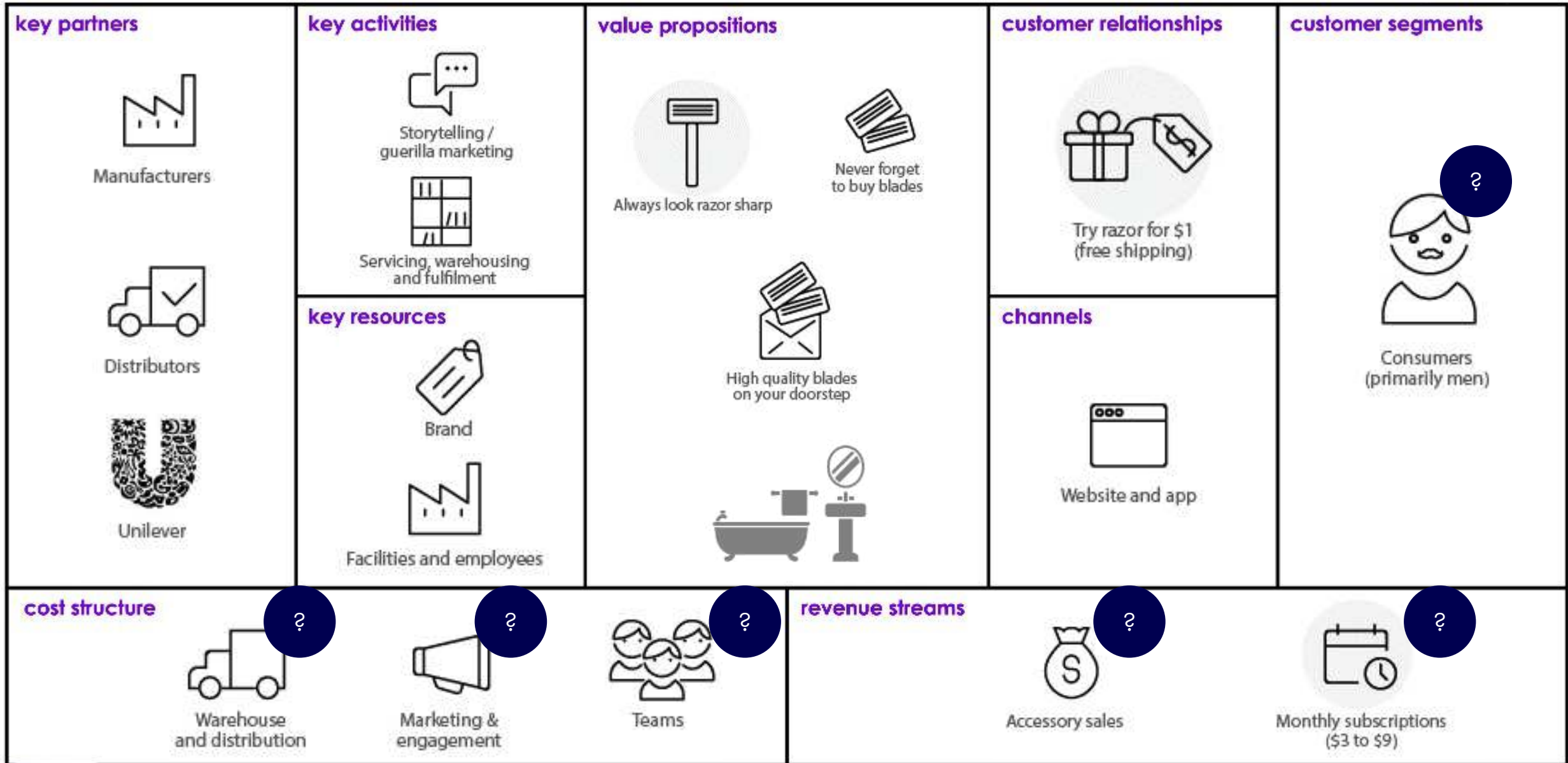


BMI • business model canvas





BMI • business model canvas



**How might you use the
BMC in your organization?**

Take outs



Business acumen $\neq$ a PhD in econometrics



Play chess and checkers simultaneously



Discuss more often, with different people at an earlier stage

Exercise

Individually

**Session reflections &
next steps**

 **05 min**



FALL 2016 ISSUE

Clayton M. Christensen
Thomas Bartman
Derek van Bever

The Hard Truth About Business Model Innovation

Many attempts at business model innovation fail. To change that, executives need to understand how business models develop through predictable stages over time — and then apply that understanding to key decisions about new business models.



HBR IDEACAST

PODCAST

HBR IdeaCast

Harvard Business Review

HBR IDEACAST

Every Business Can Be a Subscription Business

Robbie Kellman Baxter, a strategy consultant, says that subscriptions aren't just for newspapers and Netflix. She says they can help companies from local retailers to giant industrial manufacturers earn...

 Jul 2020 · 28 min



Excerpt from
Humanizing Growth
Series with Hans
Ploos van Amstel,
CFO Adecco



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4.1 The shared growth opportunity

4.2 Cannes preparation

4.3 Cannes: community & impact

Digital sameness

FORRESTER®



Lead the cross-silo discussion



Alex Weller & Evelyn Doyle



Friday February 12

9 AM EDT | 2 PM BST | 10 PM CST

patagonia[®]

Hosted by IRG Founder **Frank van den Driest**

Charlotte Petri Gornitzka

Assistant Secretary General



Friday February 26

9 AM EDT | 2 PM BST | 10 PM CST



Hosted by IRG Founder **Marc de Swaan Arons**

See you next week!