

# Πώς σχεδιάζω το επιχειρηματικό μοντέλο - Business Model Kit

Δρ. Αγγελική Καραγιαννάκη

# Board of Innovation: Business Model Kit

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## Tutorial: Business model brainstorm kit



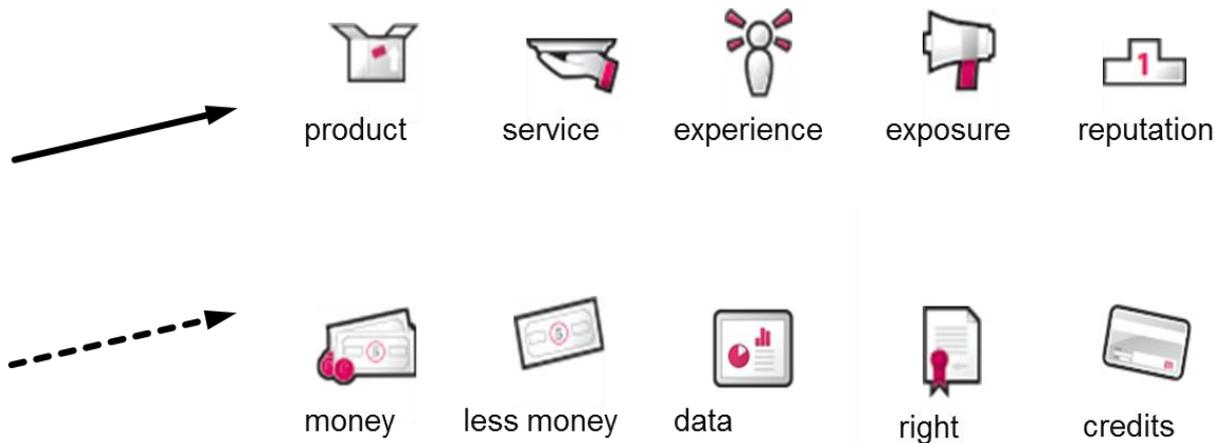
How to get started with our **Brainstorm Kit:**

# Business Model Blocks

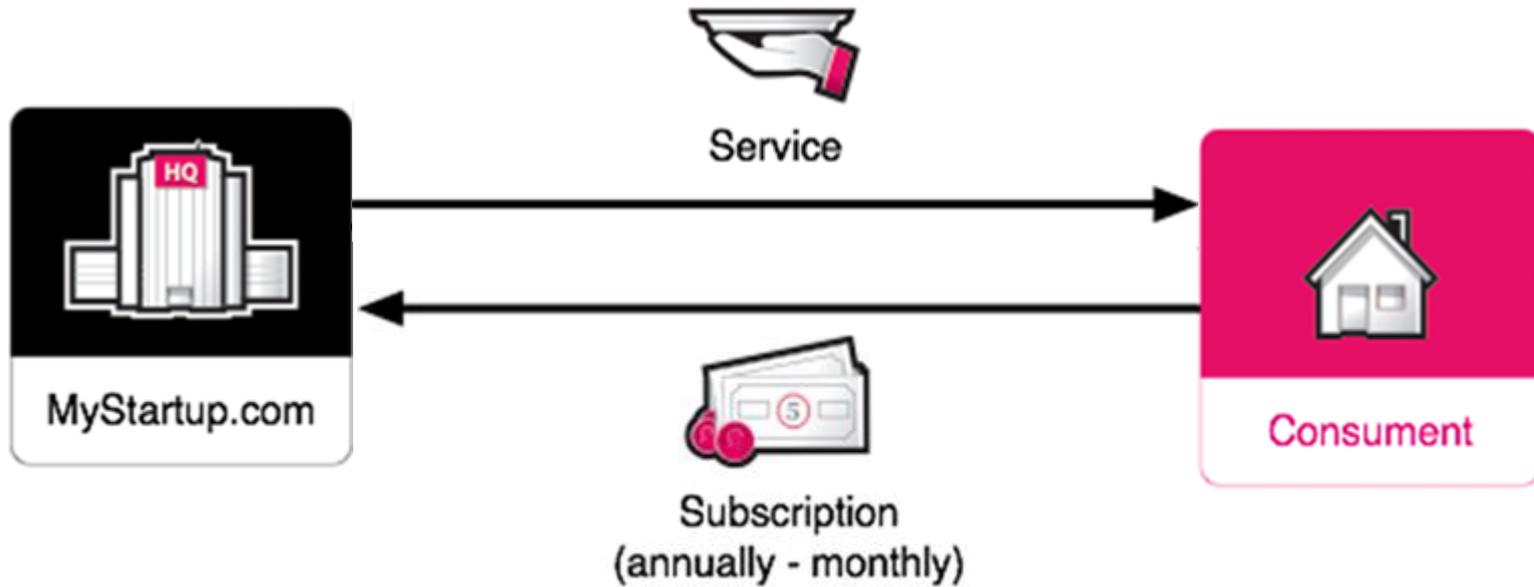
## 6 stakeholders



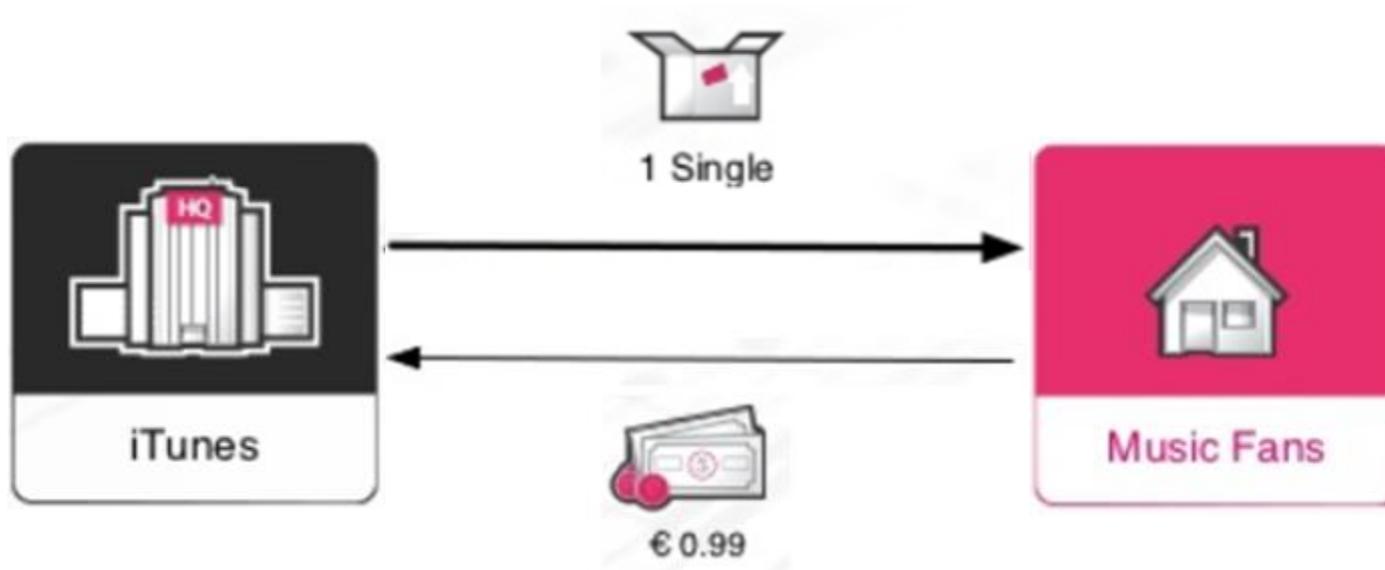
## 10 items to transfer



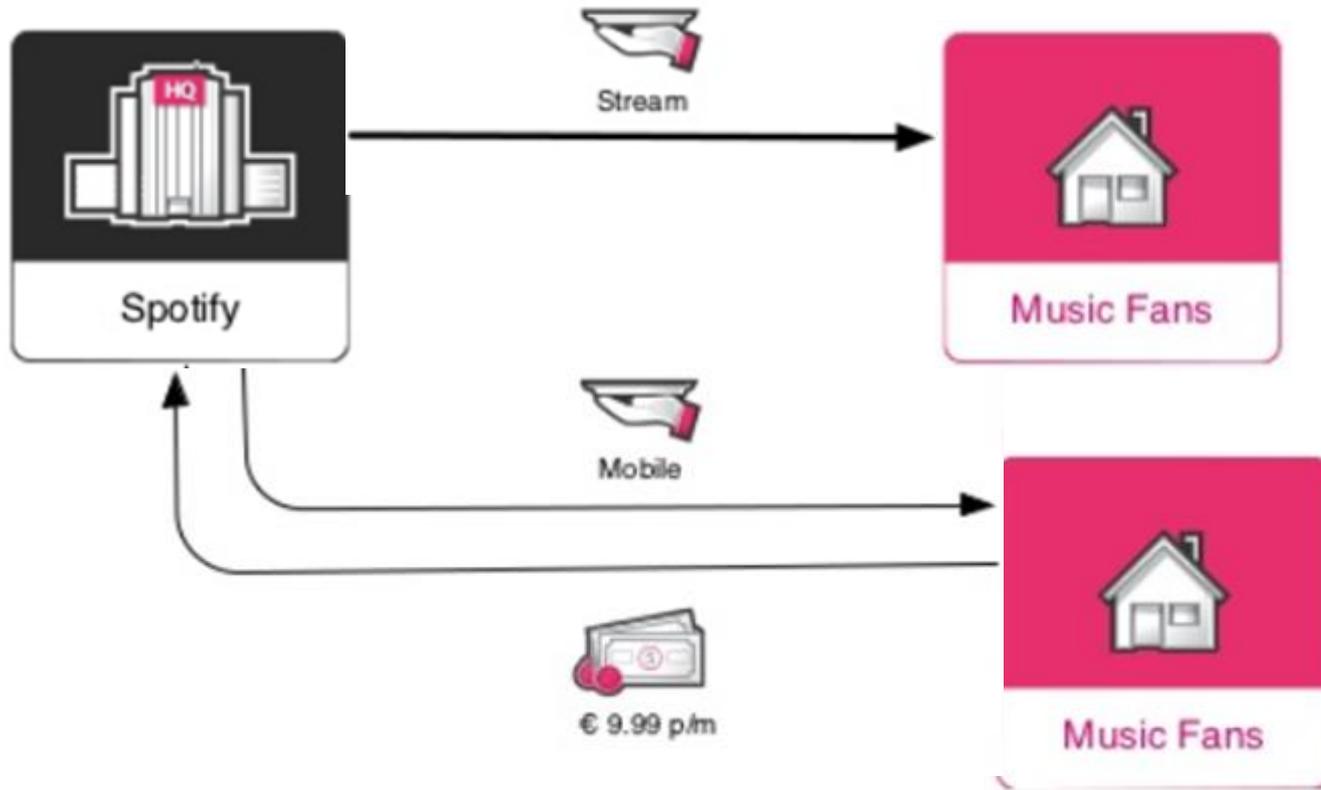
# Start simple: Subscription model



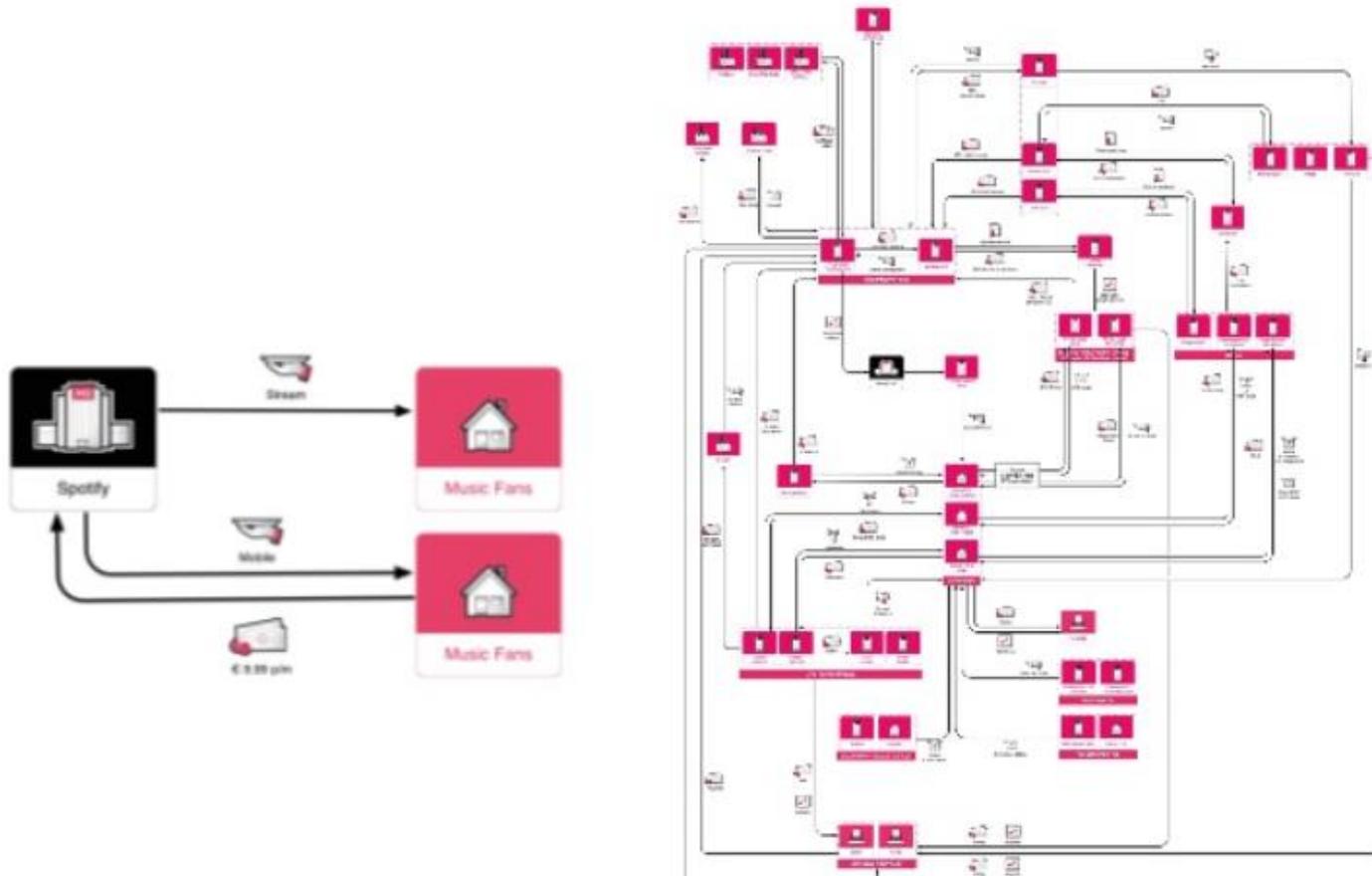
# Start simple: iTunes



# Start simple: Spotify



# It works for simple and complex business models



# **BUSINESS MODEL PATTERNS YOU SHOULD COPY**



# What to pick?

1.

***Free!***  
***for the user.***

2.

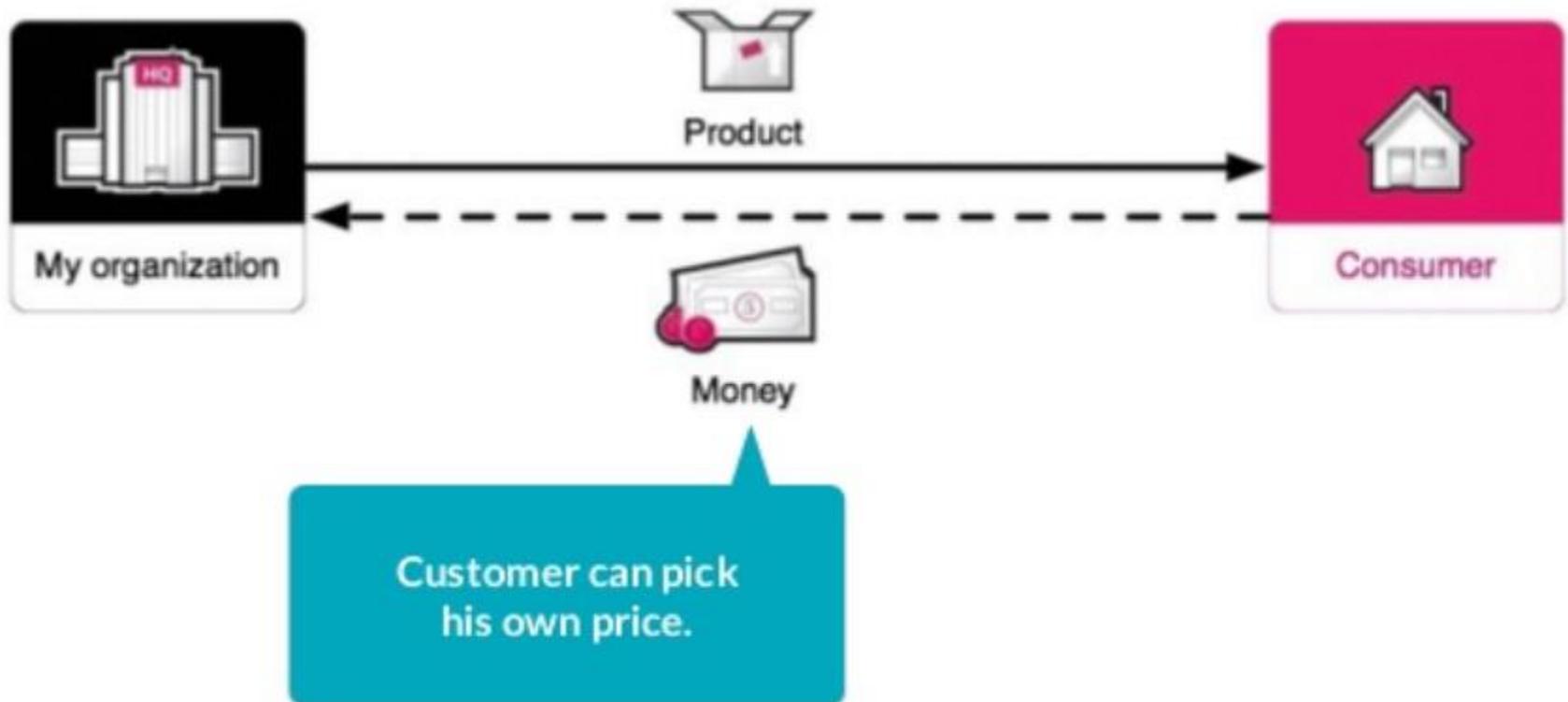
***Paid!***  
***the user = client.***

Free?

**Free  $\neq$  Free**

There are so many variations on 'free'

# Pay-what-you-want



# Pay-what-you-want

The screenshot shows the Humble Store website interface. At the top, there is a dark navigation bar with the Humble Bundle logo, a search bar, and links for Support, Blog, and Log in / Sign up. Below the navigation bar, there are tabs for Game Bundles, Book Bundles, Mobile Bundle, Humble Monthly, and Humble Store. The main content area features a large banner for Sid Meier's Civilization VI, stating "NOW AVAILABLE". Below the banner, there is a section for the Humble Store, which includes the text "Humble Store" in red, "\$5,286,000 contributed to charity", and a "Child's Play" logo. To the right of the logo, it says "5% of your purchase supports Child's Play" and "Give another 5% to:" with two radio button options: "Charity" (selected) and "My Wallet". There is also a "What's this?" link. Below this section, there is a navigation bar with tabs for Featured, New Releases, Bestselling, Top Discounts, Browse All, Genres, Platforms, By DRM, and About. At the bottom, there are two game banners: one for Civilization VI and one for Call of Duty.

Humble Bundle  Support Blog Log in / Sign up

Game Bundles Book Bundles Mobile Bundle Humble Monthly **Humble Store**

SID MEIER'S  
**CIVILIZATION VI**  
NOW AVAILABLE

**Humble Store**

\$5,286,000 contributed to charity

Child's Play

5% of your purchase supports [Child's Play](#)

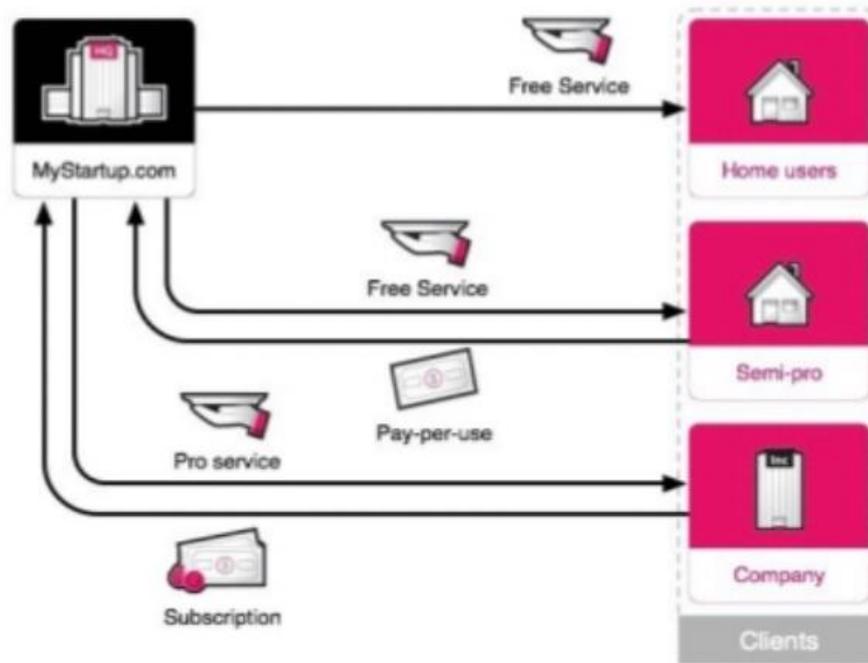
Give another 5% to:  Charity  My Wallet

[What's this?](#)

Featured New Releases Bestselling Top Discounts Browse All Genres Platforms By DRM About

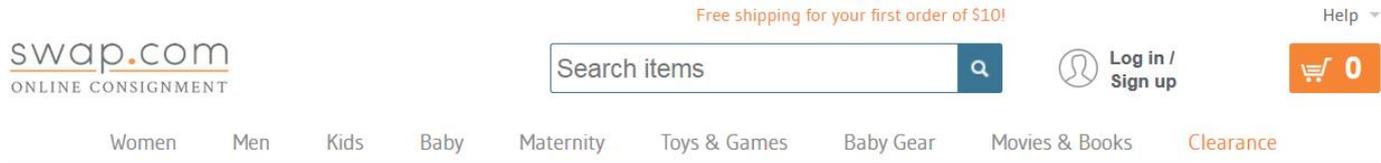
CALL OF DUTY

# Free, for some



Different segments of users.

# Swap goods, give something else in return



The Largest Online Consignment and Thrift Store

Women's, Men's, Baby & Kids' Clothing and Accessories

swap.com  
ONLINE CONSIGNMENT

**CLEARANCE SALE!**

"The best prices just  
got *better!*"



# What to pick?



# Vanity/ reputation

Vanity is so powerful!

**Support TNW like a Pro**

**Be seen like a Pro**  
When you share our posts we will show your name on them. Instant social fame for you, more friends & followers.

**Full RSS Feed**  
Reading our RSS feed? You'll get a personal feed to get the full and ad-free version.

Last but not least, You'll be a **proud supporter of independent journalism**. TNW is one of top 100 blogs in the world and we would love to keep it that way.

Got questions? [Read our FAQ](#) or reach out at [boris@thetrademagazine.com](mailto:boris@thetrademagazine.com)

**You need enough 'hoobs' or starters on your platform, to make other people feel important #1337**

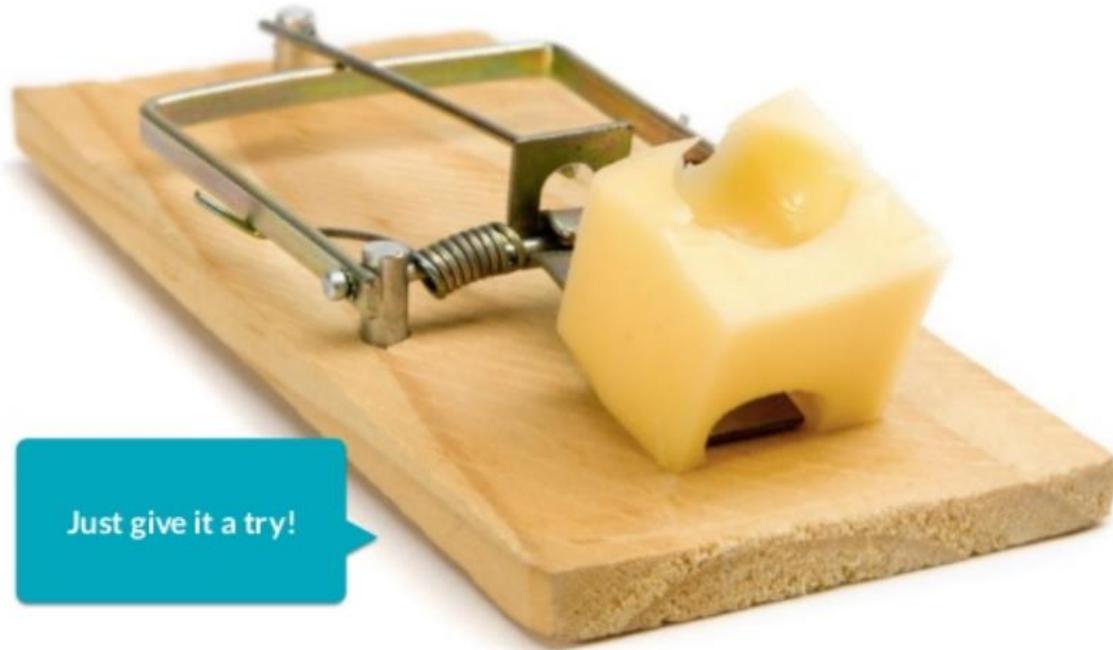
DEAD\* [Syndicate] Prospector\* - limslett  
limslett 0551  
CA: [Syndicate] has joined the game  
[Syndicate] [MUSIC] - Bombsite B (RADIO) is negative.  
Join us for Syndy every Sunday!

# Pay to get noticed (to rise above the crowd)

Would you pay to get seen by your friends on facebook?

The image shows a screenshot of a Facebook profile for Trefor Davies. The page layout includes a top navigation bar with the Facebook logo, a search bar, and the user's name and home link. On the left side, there is a sidebar with navigation options: FAVOURITES (News Feed, Messages, Events), FRIENDS (Close friends, Family, Trisco Limited, Bangor University, Douglas High School), GROUPS (Your probably from L..., Alex Murphy for RPU Char..., Peering Forum, Save The Pirate Duck), PAGES (trefor.net, Like Pages), and APPS (App Centre). The main content area shows a post by Trefor Davies with a link to a website and a sponsored advertisement for a comparison between HTC One S and Samsung Galaxy S3. A dialog box titled "Promote This Post" is overlaid on the advertisement, offering to promote the post for a fee. The dialog box text reads: "Promote This Post. Now you can promote posts and move your important news, links and photos higher in news feed. This post will be marked as Sponsored." Below the text are "Promote" and "Cancel" buttons. On the right side of the page, there are options to "Create event", "2 Birthdays requests", "People you may know" (listing Adrian Georgescu and Jonathan Seal), and a "Sponsored" section with an advertisement for Sky+ and more services.

# Lure people in with free + lock-in



Just give it a try!

# Pay-as-you-go model

## Monthly Plans

 [Print this Page](#)

If you send campaigns frequently and on a regular schedule (at least once a month), go with one of our monthly plans. We bill your credit card every month, based on the total number of subscribers managed in your account. Your monthly fee is automatically adjusted as your list grows or shrinks.

Subscribers	0-500	501-2,500	2,501-5,000	5,001-10,000	10,001-25,000	25,001-50,000
Price (per month)	Free	\$30	\$50	\$75	\$150	\$240
Sending Limit	3000/month	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited

## Pay-as-You-Go Plans

Our pay-as-you-go plans are designed for people who send less frequently than once a month. You purchase credits, which work like stamps. You only buy them when you need them, and yes -- unused credits rollover.

Credits	300	1,000	2,000	5,000	7,500	10,000	25,000	50,000	75,000	200,000	375,000	500,000
Prepay	\$9	\$30	\$60	\$100	\$150	\$200	\$250	\$500	\$750	\$1,000	\$1,875	\$2,500
Price Per Email	\$0.03	\$0.03	\$0.03	\$0.02	\$0.02	\$0.02	\$0.01	\$0.01	\$0.01	\$0.005	\$0.005	\$0.005

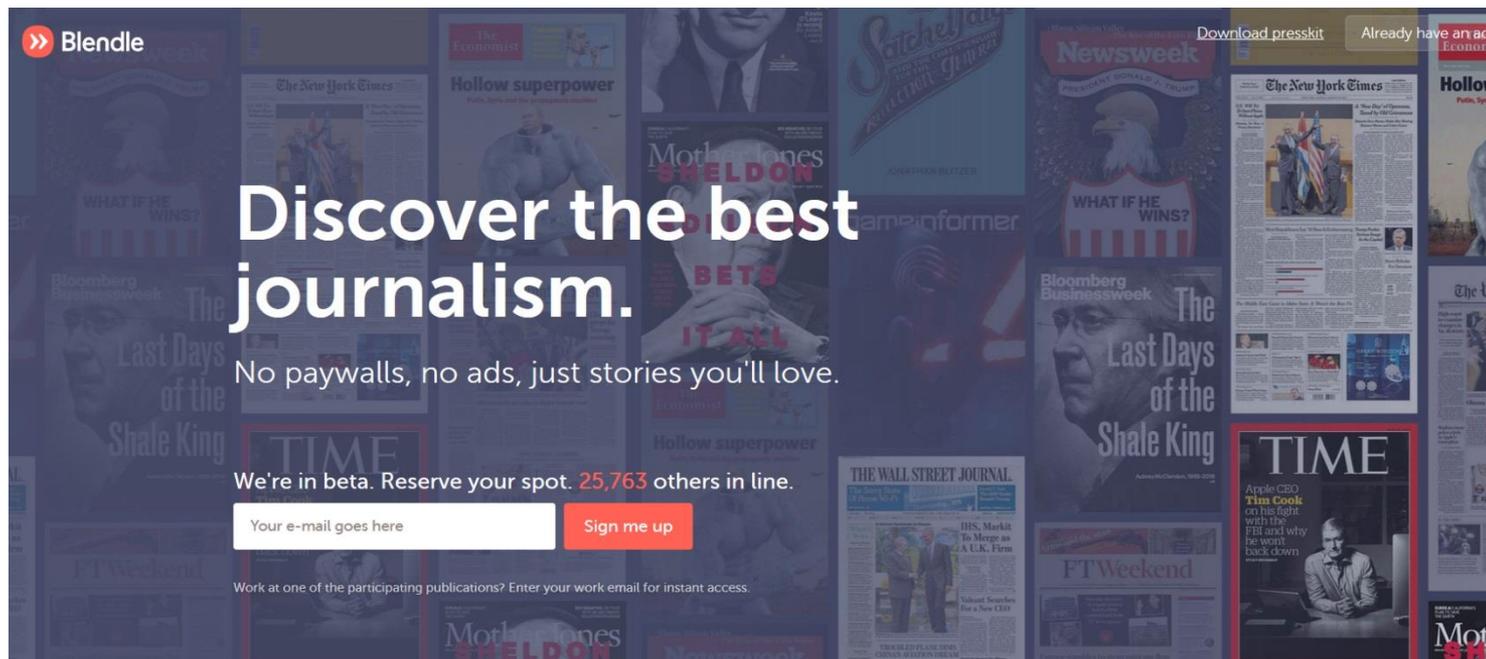
# Pay-as-you-go model

Switching cost? A lot of hassle to change to a competitor...



# Pay-per-use

Blendle – itunes for journalism, you only pay for those news articles that you read

A screenshot of the Blendle website. The background is a collage of various news and magazine covers, including 'The New York Times', 'The Economist', 'Mortimer Jones', 'Satchel', 'Newsweek', 'Bloomberg Businessweek', 'The Wall Street Journal', 'FTWeekend', and 'TIME'. The Blendle logo is in the top left corner. The main headline reads 'Discover the best journalism.' followed by 'No paywalls, no ads, just stories you'll love.' Below this, it says 'We're in beta. Reserve your spot. 25,763 others in line.' There is a white input field for an email address and a red 'Sign me up' button. At the bottom, there is a link for work email access.

Blendle

Discover the best journalism.

No paywalls, no ads, just stories you'll love.

We're in beta. Reserve your spot. 25,763 others in line.

Your e-mail goes here

Sign me up

Work at one of the participating publications? Enter your work email for instant access.

# Pay-to-stay-private

**DATEME KENYA**

## Start your adventure today!

*Kenya's safest, most exclusive online dating website*

### DateMe Kenya Features and Prices

We offer two great membership options for our members, **Premium Chui** and **VIP Simba**.

#### Get started with our Premium Chui plan

From as little as Ksh 1,000

If you're new to online dating, our Premium Chui Plan is a great place to start. Chui Members gain access to all of our best features ...

<b>1 month</b>	<b>Only Ksh 4,000</b>
<b>3 months</b>	<b>Only Ksh 2,400 / month (Save 40%)</b> <small>One easy Ksh 7,200 payment (saving you Ksh 4,800)</small>
<b>6 months</b>	<b>Only Ksh 1,600 / month (Save 60%)</b> <small>One easy Ksh 9,600 payment (saving you Ksh 14,400)</small>
<b>12 months</b>	<b>Only Ksh 1,000 / month (Save 75%)</b> <small>One easy Ksh 12,000 payment (saving you Ksh 26,000)</small>

#### With A Chui Membership You Can...

- ✓ Create a profile
- ✓ Create your own DateMe ideas
- ✓ Create and attend fun events
- ✓ Upload photos of you
- ✓ Browse all of our members
- ✓ Send and receive unlimited messages
- ✓ See who viewed and liked at you
- ✓ Add members to your favourites list
- ✓ Answer questions and see your matches
- ✓ Full access to the discussions forum

#### Become king or queen of the jungle with our VIP Simba plan

From as little as Ksh 1,750

If you're looking for something a little more discrete, our VIP Simba plan comes with some great extra benefits.

#### Extra VIP Simba Features include...

- ✓ Incognito browsing (visit someone's profile without them knowing)
- ✓ Hide your profile from everyone except your favourites

Privacy features are very powerful!

Pay to stay private  
(dating business models)

Hide your profile.  
Incognito mode.

# Mystery crates (& surprise upgrades)

Similar to lottery system = very lucrative!



**Fanta-Sea Mystery Crate** X

Get our NEW 'Fanta-Sea' presents!



This limited edition mystery crate contains exclusive "Fanta-sea" items! Get one today...

10 

**Buy Now!**

# The power of Zynga-like games

## Grind - Spam - Pay

Just click 5000 times to grow a plant.

Invite 50 friends to go faster.

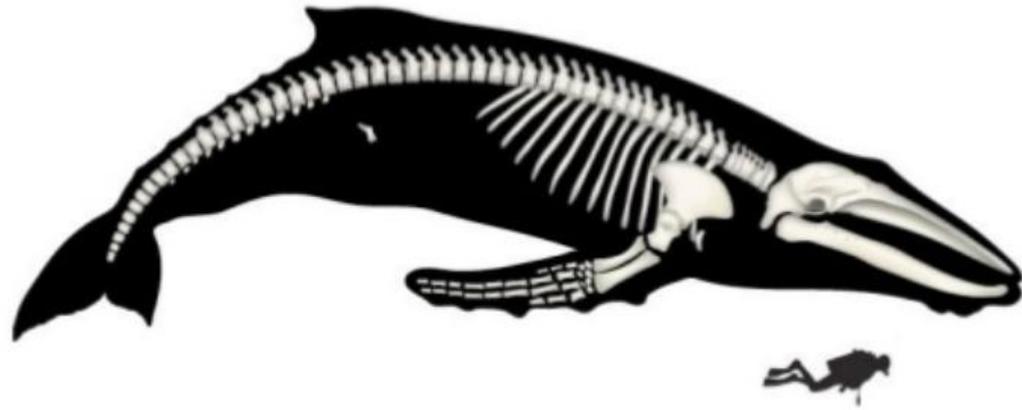
F\*ck it. I'll just buy extra coins to get this plant



# Learn from gaming

**Question:**

Do you allow people to spend *(all their)* money?



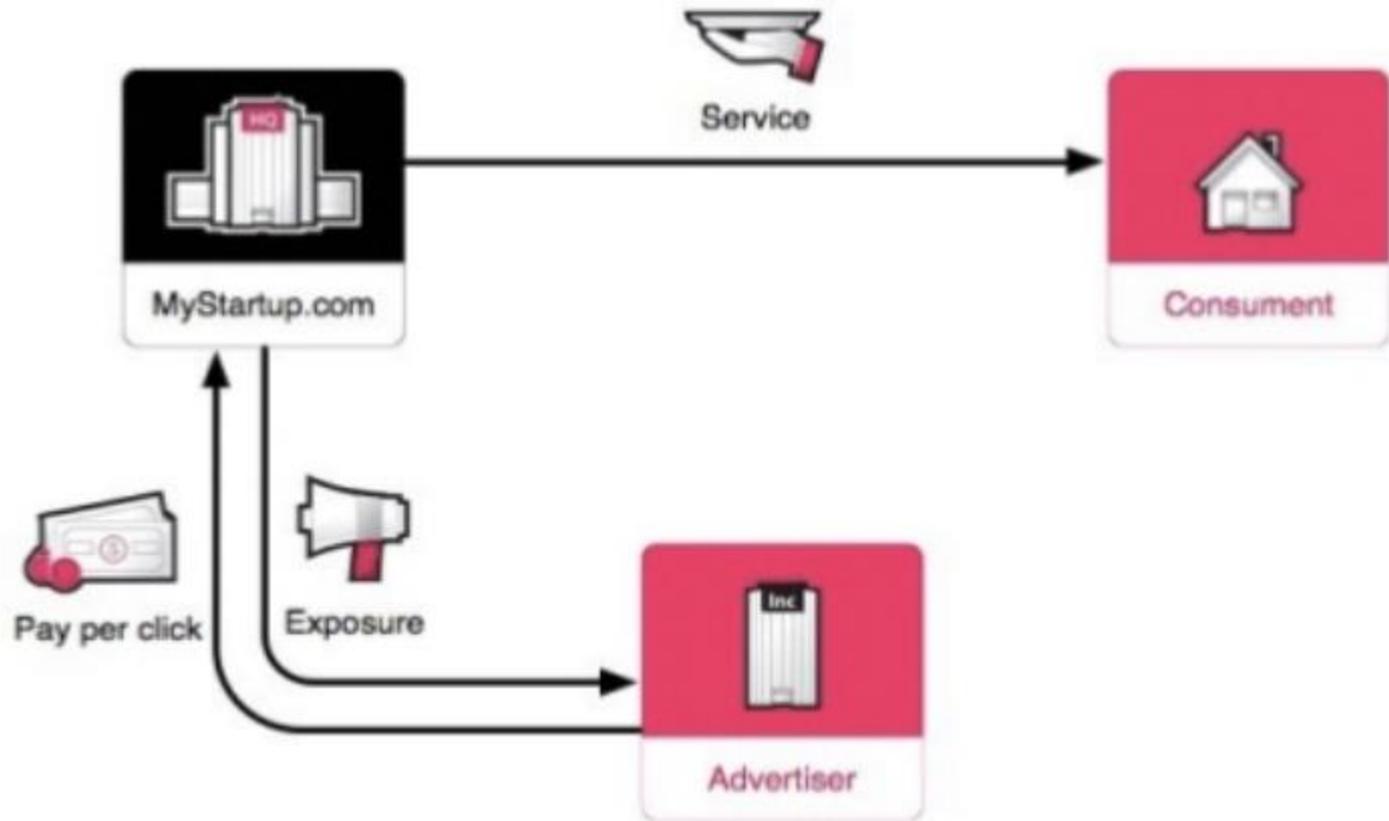
Don't let people pay just once for your product.  
Think: add-ons, subscriptions,...

Learn more from "Whales" in the gaming industry.

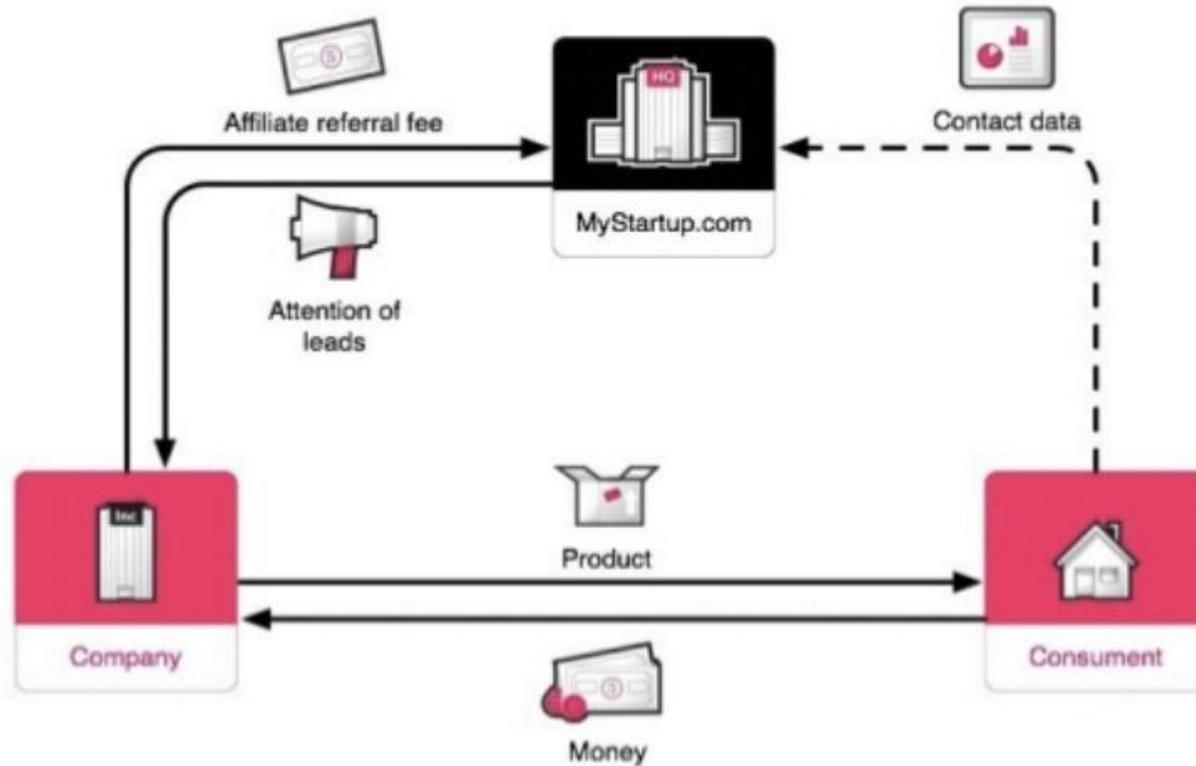
# What to pick?



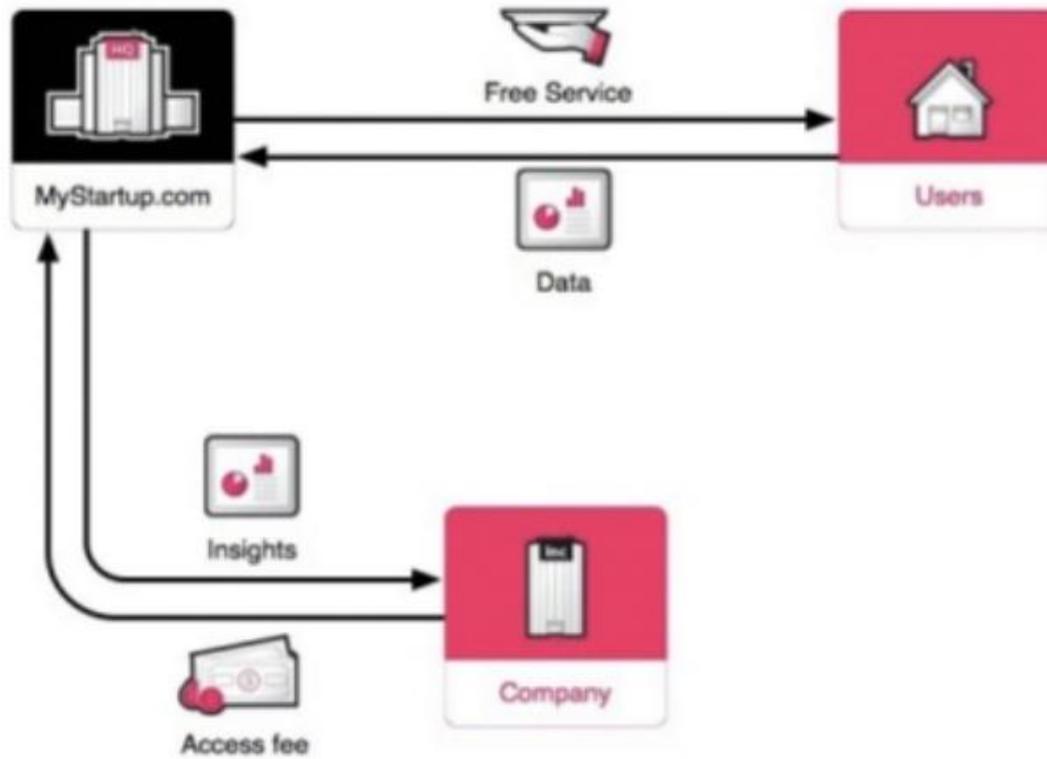
# Ad-based model



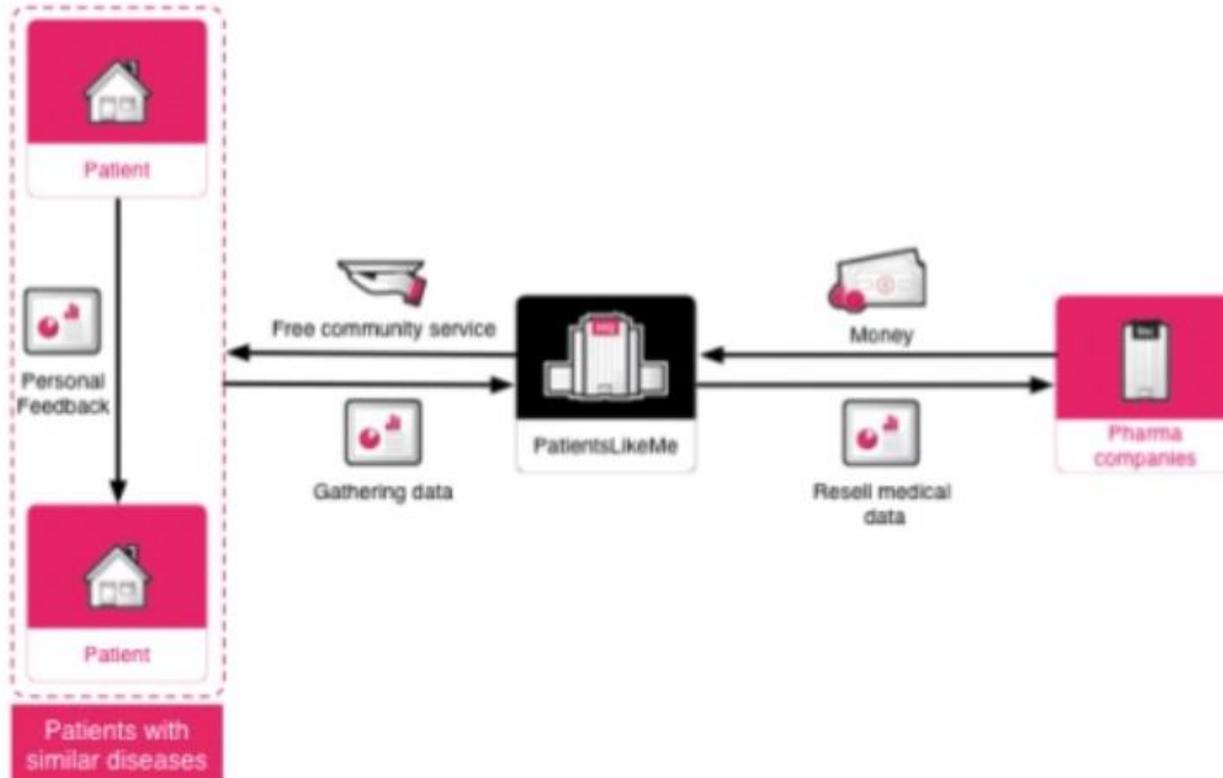
# Referral models: Drive sales for another



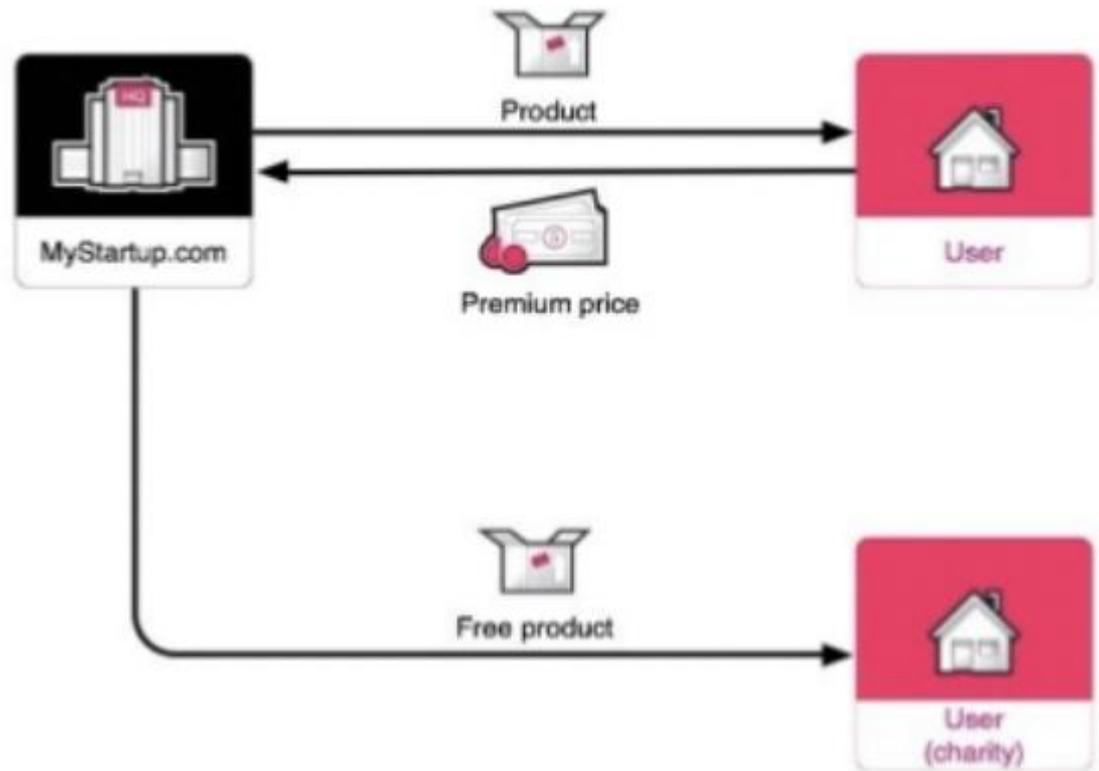
# Resell data



# Example: Patients like me



# Another client pays for your product (could be anonymous)



# Suspended coffee

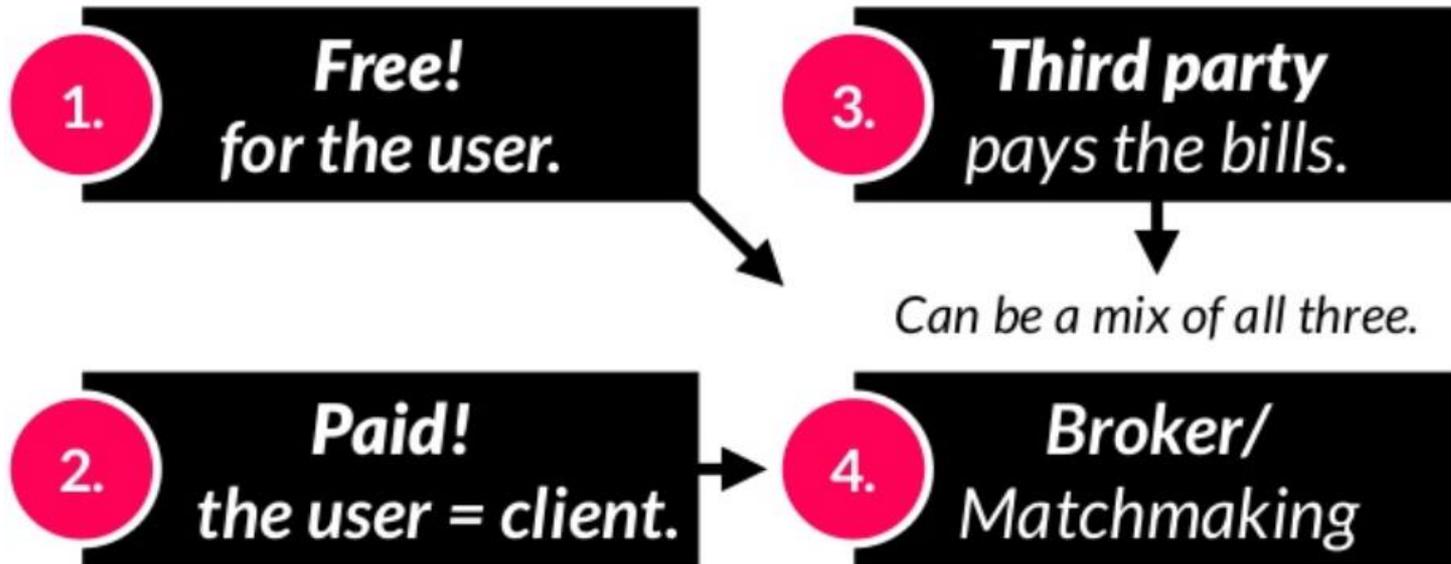


# One laptop per child

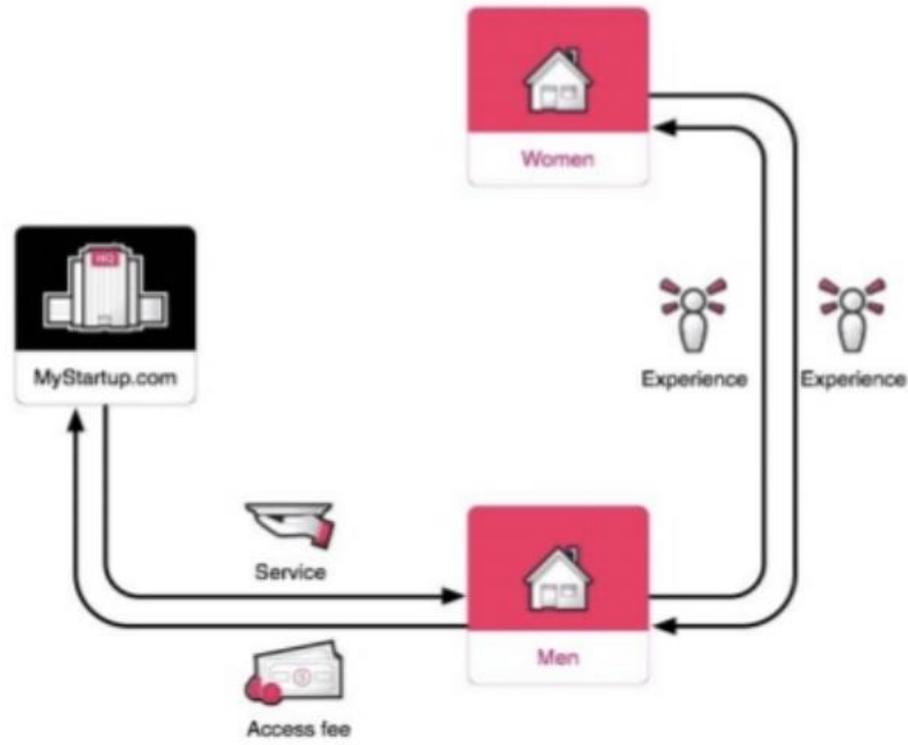


Pay double the price so someone else could get a laptop for free.

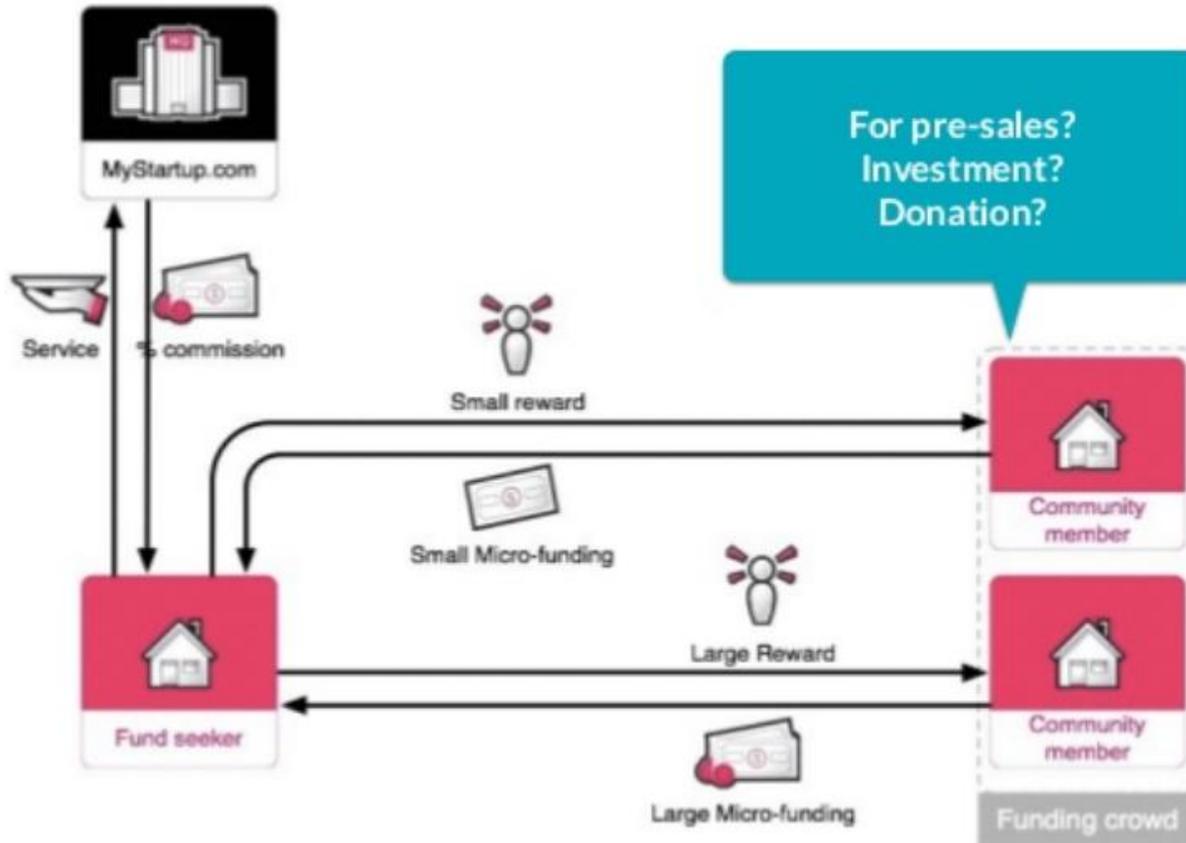
# What to pick?



# One side pays



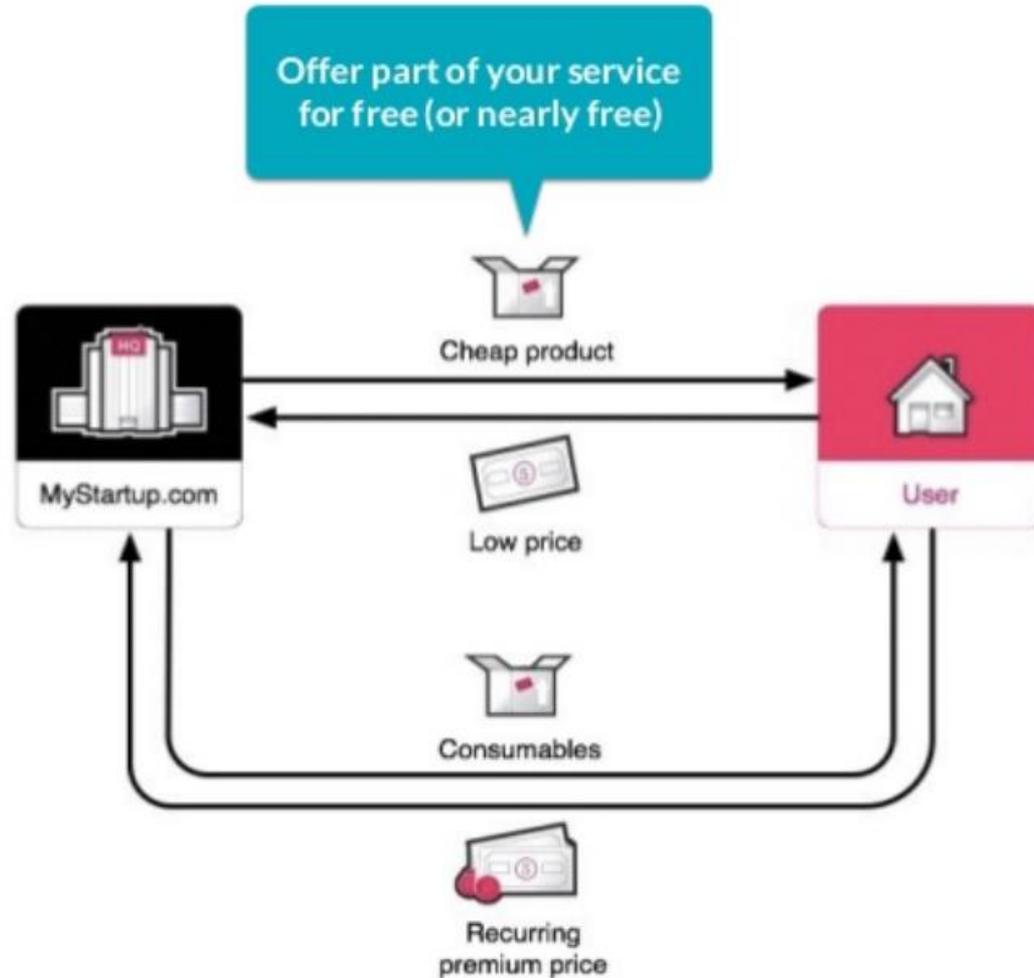
# Crowdfunding (many variations)



# What to pick?

1. **Free!**  
*for the user.*
2. **Paid!**  
*the user = client.*
3. **Third party**  
*pays the bills.*
4. **Broker/**  
*Matchmaking*
5. **Mixed model**  
*Subsidised*

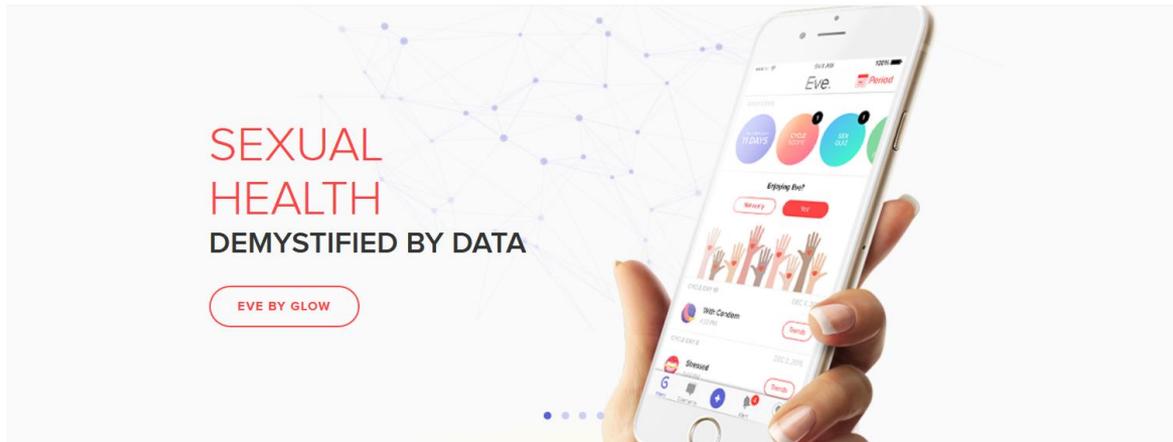
# Pay for recurring upgrades or consumables



# How to combine different transactions?

Glow®

PRODUCTS ▾ COMMUNITY HELP CENTER



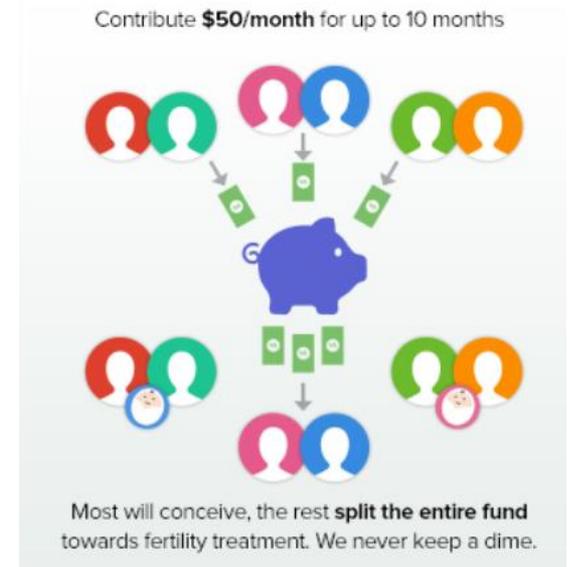
Personal health tracking from **period** to **parenting**.

Eve. An App for  
Period & Sex Life  
Eve by Glow

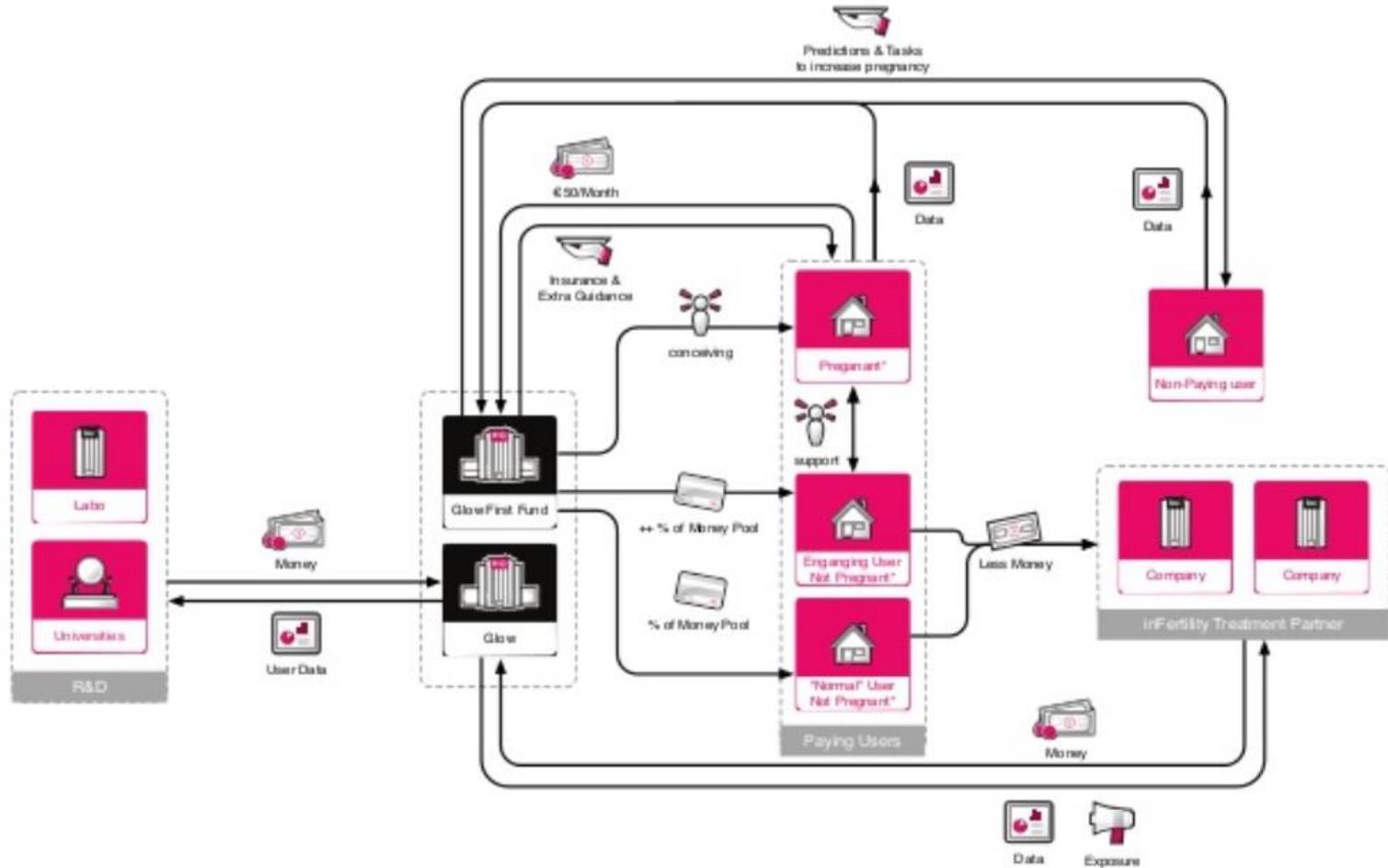
G An App for  
Your Fertility  
Glow

G An App for  
Your Pregnancy  
Glow Nurture

G An App for  
Your Baby  
Glow Baby



# Glowing.com



# BUSINESS MODEL EXAMPLES



# Dropbox



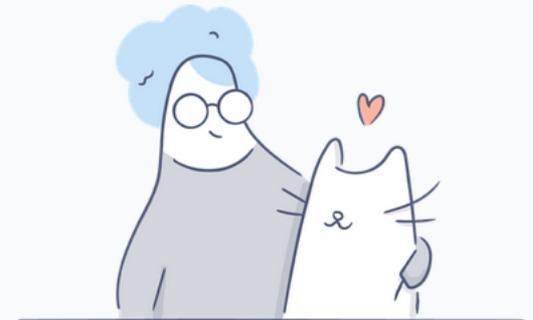
Angeliki Karagiannaki ▾

## We'd love to have you back on Dropbox Pro, Angeliki!

Learn more about features and functionalities you'll gain when you upgrade to Pro.

[Resubscribe to Pro](#)

[or try Business Free for 30 days](#)



# DROPBOX

Dropbox is a web-based file hosting service that uses cloud storage to enable users to store and share files and folders with others across the internet, using file synchronization. Dropbox has a free basic plan and several payable subscription plans for more storage.

Go to Brainstrom Cards

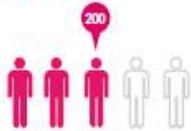


HQ San Francisco, US



Founded: 2007

Employees



Category: Network/Hosting

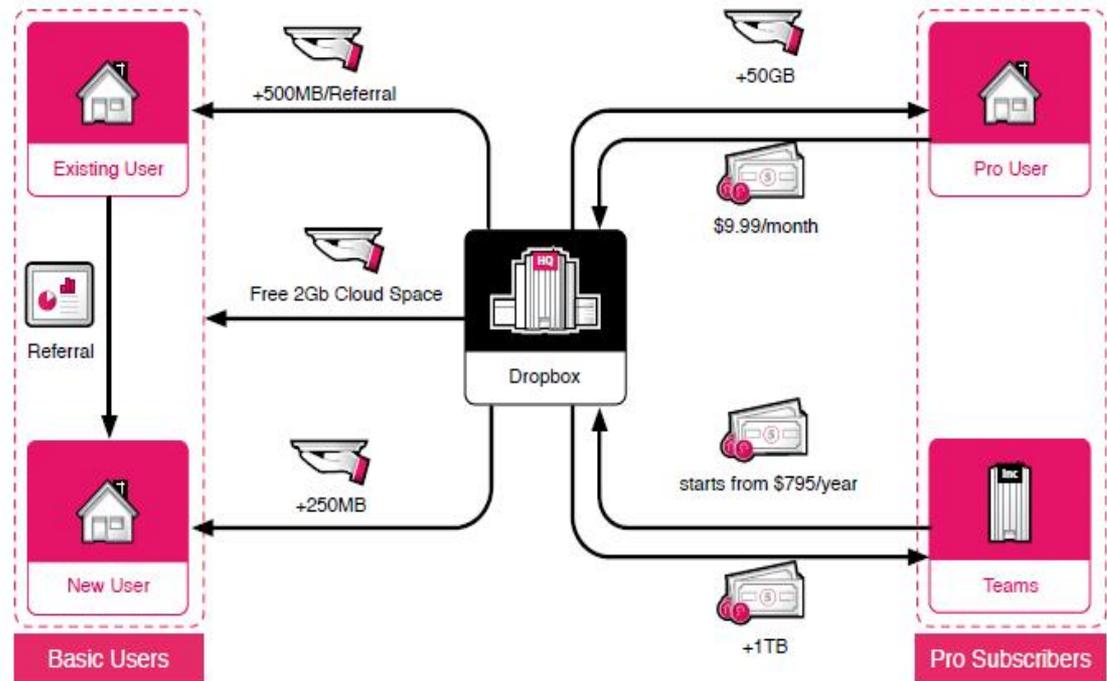
Website: [www.dropbox.com](http://www.dropbox.com)

Cocktail of:



- Freemium-model
- Internet start-up
- Cloud Storage
- Paypal Sign-up Bonus

BUSINESS MODEL





# BRAINSTORM CARDS

Can you give a basic version of your product for free to hook your users up to a paid version?

.....

Dropbox has a *freemium model*, where users can use 2GB of cloud data for free, if they want to access more space, they can opt for a payable subscription.

How can you set-up a referral-program, which rewards users who refer your product to new users?

.....

Dropbox referral program rewards existing users who succeed to bring in new users with an additional 500 MB storage space. For joining the invite, new users get 250MB space in addition.

Can you make partnerships with other companies to embed your service in their products? What would you give in return?

.....

In May 2011, **Dropbox** struck deals with Japanese mobile service providers Softbank and Sony Ericsson. As per the terms of the deal Dropbox will come preloaded on their mobile phones.

How can you encourage your community to develop “unofficial” add-ons for your service?

.....

There are a large number of official and unofficial **Dropbox** addons that are available, mostly created by the Dropbox community. These addons are both in the form of web services such as **SendToDropbox** and desktop applications such as **MacDropAny**

# Nespresso

The image shows the top portion of the Nespresso website. At the top left is the Nespresso logo. To its right is a navigation bar with links for 'Σύνδεση', 'Διεύθυνση e-mail', 'Κωδικός πρόσβαση', 'OK', 'Εγγραφή', and 'Καλάθι αγορών'. Below this is a checkbox for 'Αποθήκευση των στοιχείων μου σε αυτόν τον υπολογιστή' and a link 'Ξεκάσατε τον κωδικό πρόσβασης;'. A secondary navigation bar contains categories: 'ΚΑΦΕΣ', 'ΜΗΧΑΝΕΣ', 'ΑΞΕΣΟΥΑΡ', 'SWEETS', 'CLUB', 'EXPERT', 'ΕΠΙΚΟΙΝΩΝΙΑ', and 'ΓΡΗΓΟΡΗ ΠΑΡΑΓΓΕΛΙΑ'. The main banner features a close-up of George Clooney looking at a woman with curly hair. The text 'What else?' is written in a script font, followed by the Greek text: 'Δείτε τον George όπως δεν τον έχετε ξαναδεί και πάρτε μέρος στη νέα του περιπέτεια.' A yellow button with the text 'ΔΕΙΤΕ ΤΙ ΣΥΜΒΑΙΝΕΙ' is positioned to the right. At the bottom of the banner, a dark bar contains the text: 'ΔΩΡΕΑΝ ΑΠΟΣΤΟΛΗ με παραγγελίες από 150 κάψουλες ή με την παραγγελία μηχανής. Παραγγείλετε τώρα'.

**NESPRESSO.**

Σύνδεση Διεύθυνση e-mail Κωδικός πρόσβαση OK Εγγραφή Καλάθι αγορών

Αποθήκευση των στοιχείων μου σε αυτόν τον υπολογιστή Ξεκάσατε τον κωδικό πρόσβασης;

ΚΑΦΕΣ ΜΗΧΑΝΕΣ ΑΞΕΣΟΥΑΡ SWEETS CLUB EXPERT ΕΠΙΚΟΙΝΩΝΙΑ ΓΡΗΓΟΡΗ ΠΑΡΑΓΓΕΛΙΑ

*What else?*

Δείτε τον George όπως δεν τον έχετε ξαναδεί και πάρτε μέρος στη νέα του περιπέτεια.

▶ ΔΕΙΤΕ ΤΙ ΣΥΜΒΑΙΝΕΙ

**N** ΔΩΡΕΑΝ ΑΠΟΣΤΟΛΗ με παραγγελίες από 150 κάψουλες ή με την παραγγελία μηχανής.  
[Παραγγείλετε τώρα](#)

# NESPRESSO

Nespresso is the brand name of Nestlé Nespresso S.A., an operating unit of the Nestlé Group. Nespresso machines brew espresso from patented coffee capsules, a type of pre-packed single-use container of ground coffee and flavourings. With their special club system, they built an experience model around a commodity. The concept (machines, capsules, service) is subject to over 1700 patents, which protect Nespresso's ownership until the first patent expires (2012).

Go to Brainstrom Cards 

HQ Lausanne, Switzerland



Founded: 1988



Category: Food & Beverages

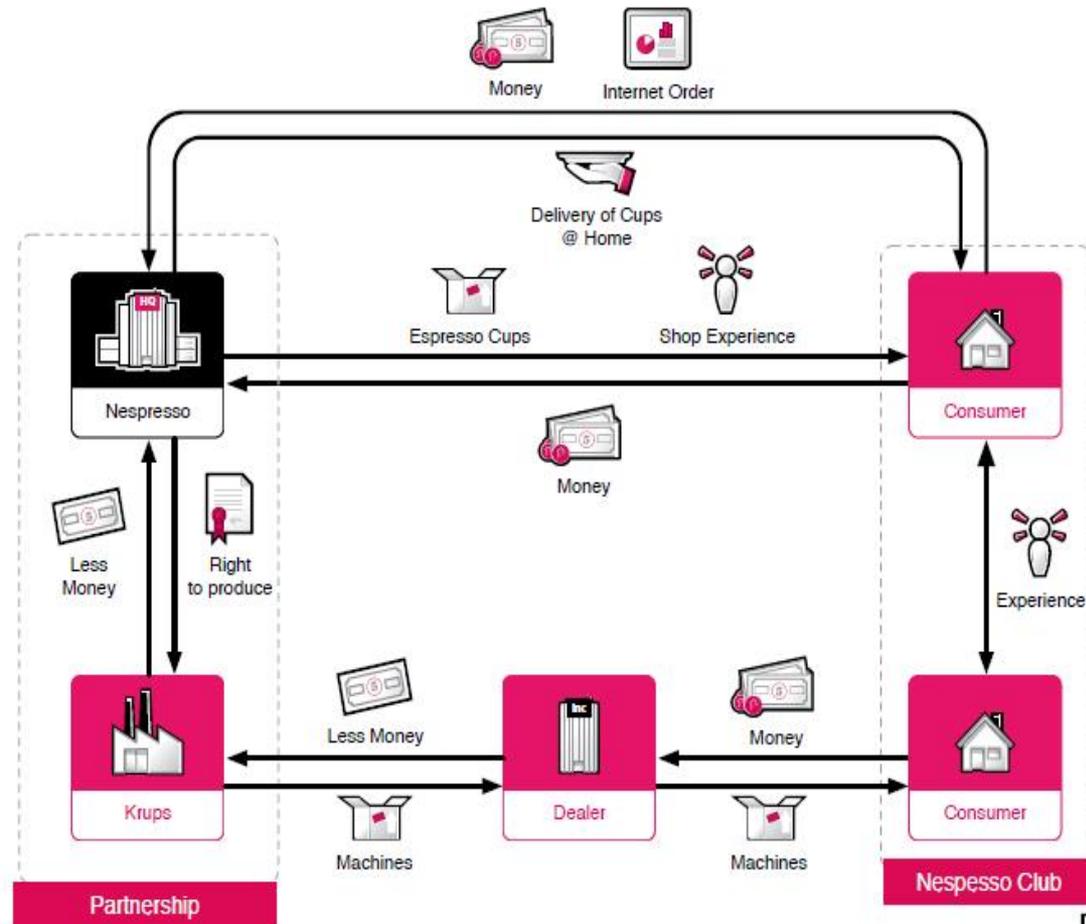
Website: [www.nespresso.com](http://www.nespresso.com)

Cocktail of:



- ° Coffee
- ° Bait & Hook
- ° Experience

## BUSINESS MODEL





# BRAINSTORM CARDS

## Can you sell your product or service as a durable with consumables?

Nespresso machines are relatively cheap, but you only buy them once (we call them durables). It's the high price of the capsules (consumables) that provides the highest profit for the company. We call this the bait & hook model. Other bait & hook examples can be found in the print industry (printers & cartridges), but also other consumer brands like Gillette, Febrèze, Pez, etc. make use of this model.

## How can you make your customers feel special, exclusive?

Although the cost per serving is up to three times higher than that of alternative brewing methods, more than 10 million people have joined the "Nespresso Club". With their special Nespresso Card, members have access to worldwide stores & the club's online store. With newsletters printed on high quality paper, even their mail will make you feel special.

## Can you provide variations of your product or service to reach different customer segments?

Nespresso offers 16 different flavors or "Grand Cru", as they call them. Two limited edition Grand Crus are released every year as well as a set of variations of flavored espresso capsules. Some people love extra strong coffee, others only drink Lungo and others drink a specific coffee for every day of the week. The fact that people can choose between a whole range of flavours, makes it more personal. As every flavor has its own color, people make their choice more easily.

## Have you ever thought of an annual limited edition of your product or service?

Every year, Nespresso offers their club-members one or more "limited editions" of a new coffee. They also offer coffee-variation with a special flavour (e.g. chocolate, cherry,...). The prices are slightly higher, but people are willing to pay more for personalised product. Every special edition is branded with a newsletter and its own particular feeling. Customers are presented with the phrase: "Have you tried our limited edition?" in Nespresso stores worldwide.

# Groupon

 **Up to 59% Off a New Sam's Club Membership Package**  
*Two Options Available* [VIEW DEAL](#)

Things To Do	1385
Beauty & Spas	2108
Food & Drink	1338
Electronics	2811
Travel	771
Health & Fitness	1633
<b>NEW</b> Delivery & Takeout	



Sammy's Red Hots  
**10% Cash Back at Sammy's...**

Claim this deal and get **10% cash back** rewards when you pay with your linked Visa card at Sammy's Red Hots

📍 Old Town • 1.8 mi

[Claim This Deal](#)



# GROUPON

Groupon features a daily deal for the best stuff to do, see, eat, and buy in more than 565 cities around the world. By promising businesses a minimum number of customers, Groupon can offer deals that aren't available elsewhere. Groupon originated the concept of using collective buying to get a daily deal on local goods and services, and is a spinoff of ThePoint.com, an online community launched in 2007 for organizing all forms of group action and fund-raising around a "tipping point" of required participants.

Go to Brainstrom Cards



HQ Chicago, US



Founded: 2008

Employees



Category: Consumer Web

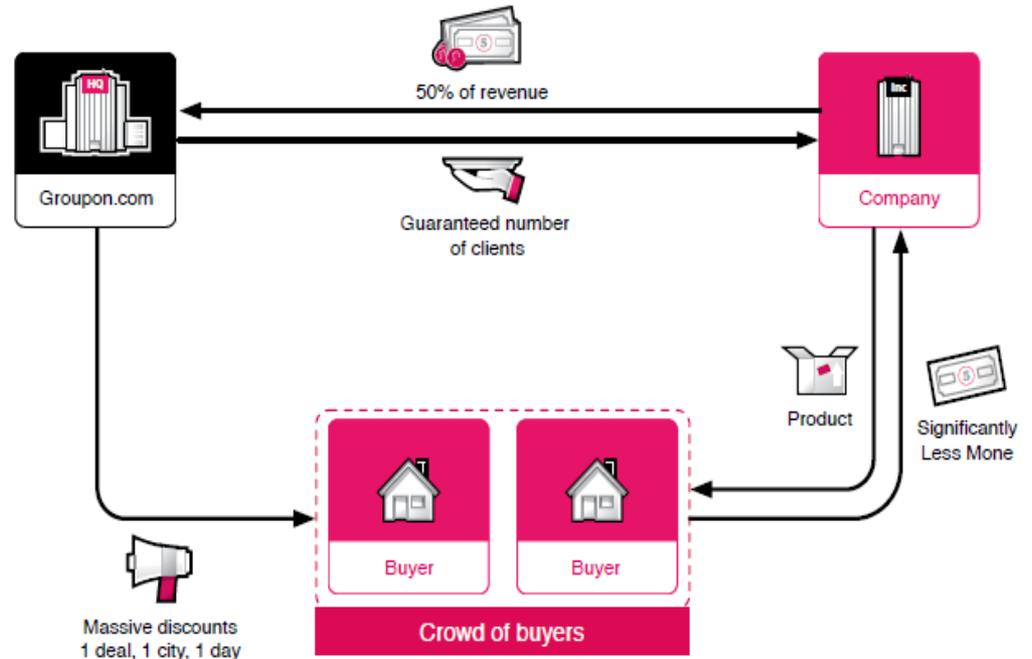
Website: [www.groupon.com](http://www.groupon.com)

Cocktail of:



- ° Group-Buying
- ° Game mechanics

BUSINESS MODEL



Board of  
Innovation



**GROUPON**

# BRAINSTORM CARDS

## How can you build a loyal customer base?

Many merchants believed that Groupon deals would help them build a loyal customer base that would deal directly with them, without **Groupon** as a middleman. However, in many cases a **Groupon** deal merely attracts one-time bargain hunters who do not return until they encounter another **Groupon** deal that suits them.

## Can you provide daily information about new products and/or services?

The company offers one "**Groupon**" per day in each of the markets it serves. The **Groupon** works as a guarantee using ThePoint's platform: if a certain number of people sign up for the offer, then the deal becomes available to all.

## How can you act more locally?

Unlike classified advertising, the merchant does not pay any upfront cost to participate: **Groupon** collects personal information from willing consumers and then contacts only those consumers, primarily by daily email, who may possibly be interested in a particular product or service.

## Can you make group-deals for your products and/or services? What are your limits?

A successful deal could temporarily swamp a small business with too many customers, risking a possibility that customers will be unsatisfied. **Gap**, a large clothing retailer, was able to handle 445,000 coupons in a national deal (although it experienced server problems at one point), but a smaller business could become suddenly flooded with customers.

# Quirky



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[Forums](#)

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## What Is Quirky?

Quirky is a community-led invention platform.

Our mission is to partner with inventors in making their ideas successful.

We are dedicated to empowering everyday problem solvers to share their ideas with the world.



# QUIRKY

Quirky is an industrial design company that uses crowdsourcing to determine which products to design and to manufacture. The company collects ideas for new products via its website. Ideas are then voted for by community members, as well as by employees of the company. Products that are chosen will be designed, manufactured and marketed by Quirky. The inventor of the product and any other contributors receive up to 30% of any resulting revenue.

Go to Brainstrom Cards



HQ New York, US



Founded: 2009



Employees

Category: Consumer Goods

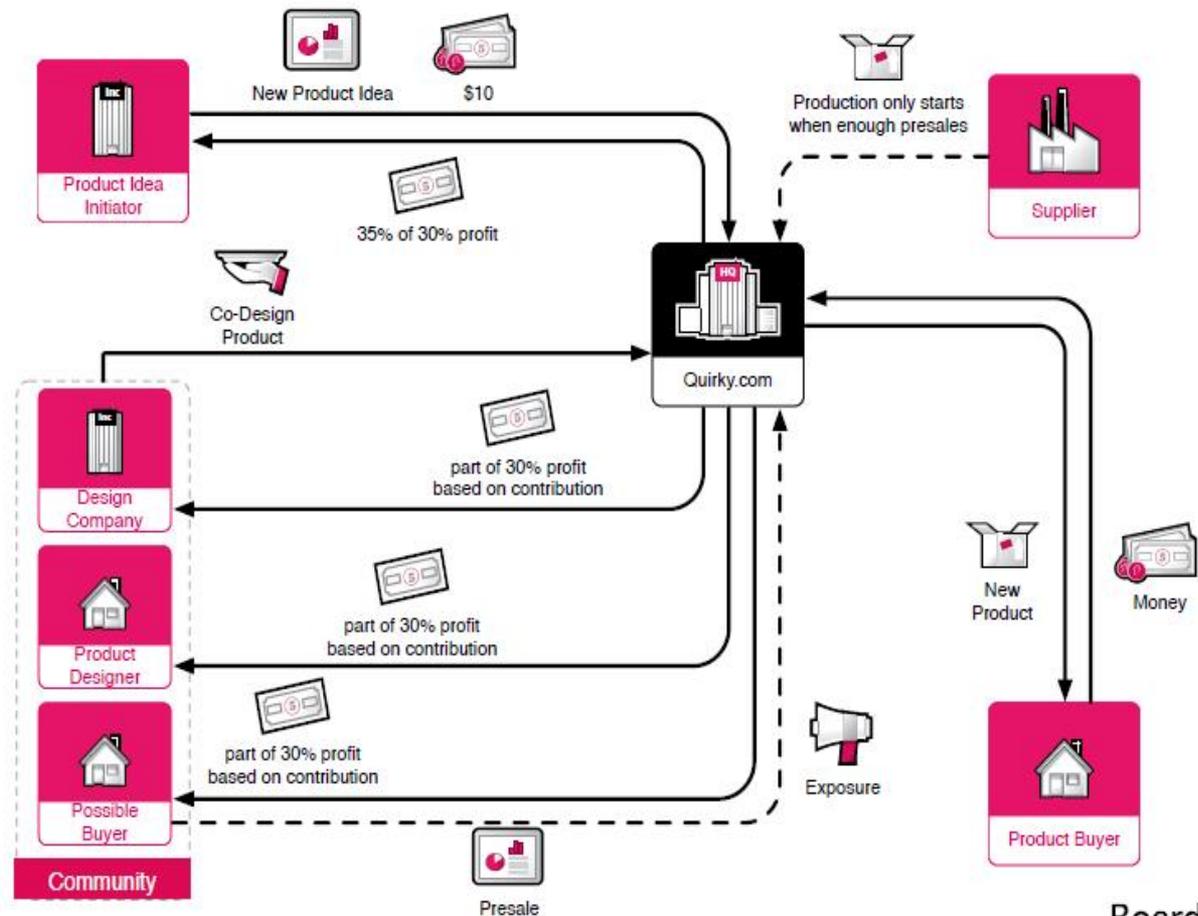
Website: [www.quirky.com](http://www.quirky.com)

Cocktail of:



°Product Development  
°Co-Creation  
°Crowdfunding

## BUSINESS MODEL



Board of Innovation



# BRAINSTORM CARDS

## How can you co-create new products or services with all your stakeholders?

...  
Ideas selected to go to market are co-created by the **Quirky** community. This means everyone can contribute in taking this idea to a final product. **Quirky** uses influence to measure community members' contributions to a project. You can either influence by submitting a winning idea, or by supporting and refining that winning idea. People can vote, comment, share improvements, etc.

## How can your current users decide which new product you will launch?

...  
Community members of **Quirky** can vote on every idea in every step of the product development process. At the end of every round, two groups will be awarded influence for each winning product: 1) people that voted for that product, 2) people that voted for products that were under consideration, but were ultimately passed on during the course of that round. The catch is that users are limited to casting 15 votes per day.

## How could you pre-sell a new product or service?

...  
You can make a fancy product, but even the slightest problem in the go to market process (wrong price, wrong focus) might render your innovative product worthless. **Quirky** embeds a pre-sale service where they can get an idea of the market value of a single product. By doing this they get a clear overview of all market possibilities: price setting, volumes to take, and so forth. What advantages could you gain from pre-selling your product or service?

## How do you filter your customer's input?

...  
Every week **Quirky** releases a pitch to which people can react with product-ideas in that category. A prospective inventor with his own idea can submit an idea for consideration at a cost of \$10 (previously \$99). Each week, one product is selected for going to market. Factors considered include uniqueness, manufacturing complexity and intellectual property rights. **Quirky** has a unique way for filtering unwanted messages.

# Kickstarter

Discover

Start a project

About us

**KICKSTARTER**



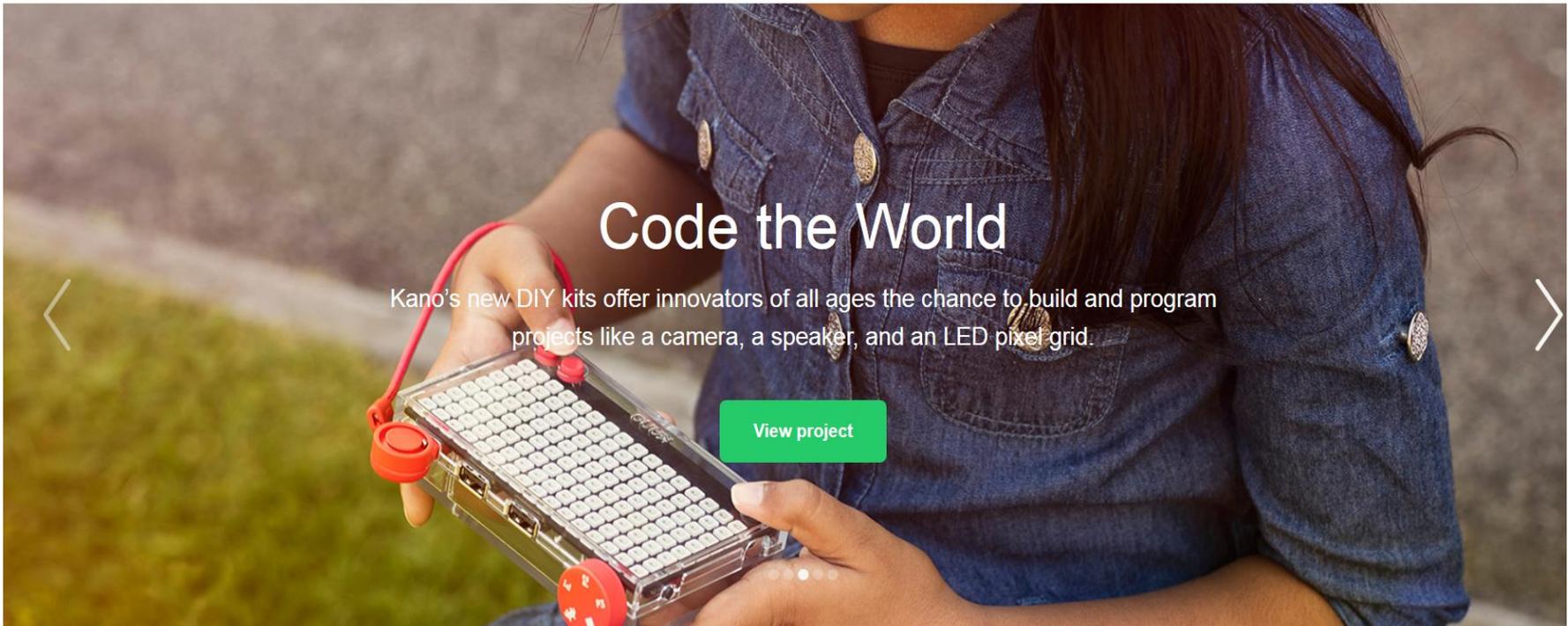
Log in

Sign

## Code the World

Kano's new DIY kits offer innovators of all ages the chance to build and program projects like a camera, a speaker, and an LED pixel grid.

[View project](#)



# KICKSTARTER

Kickstarter is a crowdfunding website for creative projects. This means they facilitate gathering money from the general public. People have to apply to Kickstarter in order to have a project posted on the site. Project owners choose a deadline and a target minimum of funds they want to raise to realize their project. If the chosen target is not met by the deadline, then no funds are collected. If, on the other hand, the target is reached, "investors" get rewards in return.

Go to Brainstrom Cards



HQ New York, US



Founded: 2009

32

Employees



Category: Finance

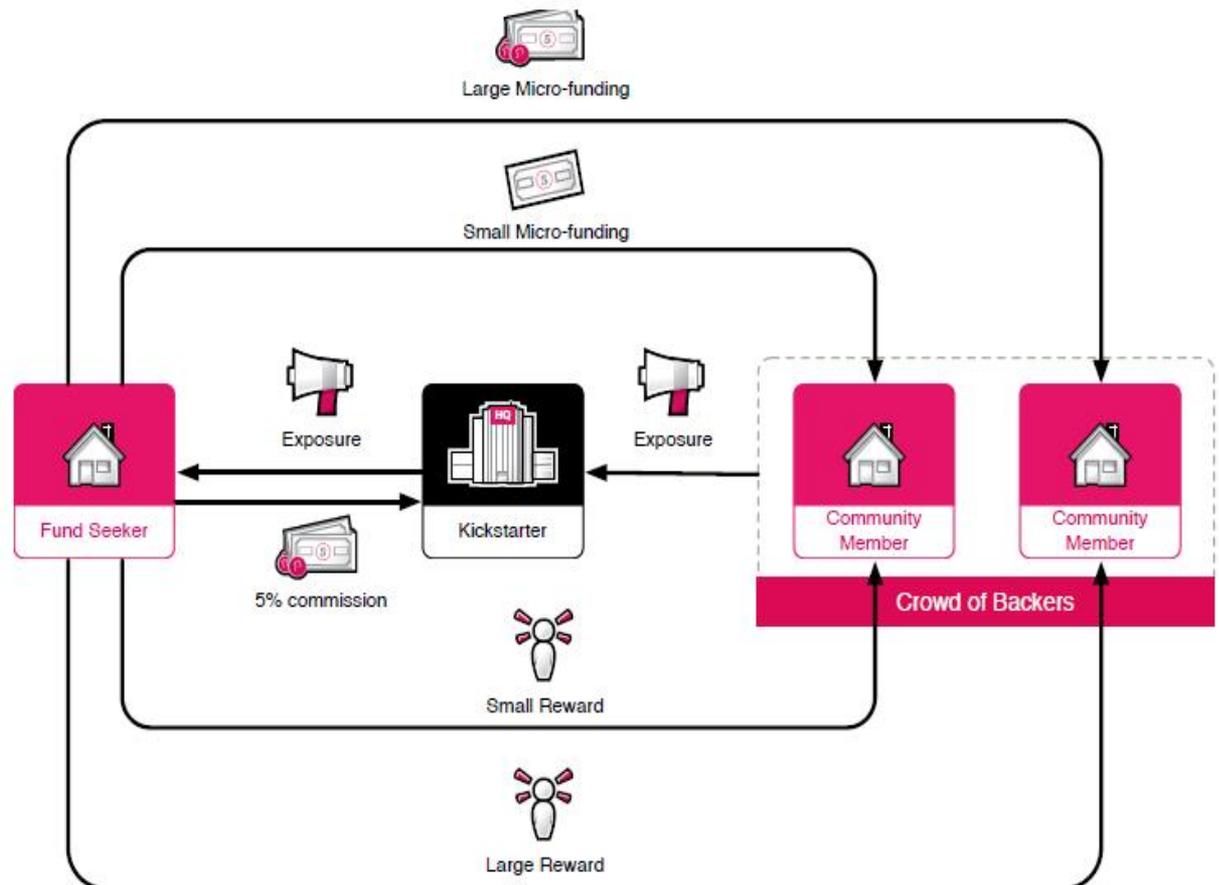
Website: [www.kickstarter.com](http://www.kickstarter.com)

Cocktail of:



°Crowdfunding  
°Reward system

BUSINESS MODEL



Board of Innovation

## BRAINSTORM CARDS

**How can you motivate a large group to reach a single goal?**

---

**Crowdfunding** (sometimes called crowd financing or crowd sourced capital) describes the cooperation, attention and trust of people who pool their money and other resources together, usually via the internet, to support efforts initiated by other people or organizations. Lots of people give a small amount, and compete against the traditional investors (e.g. banks).

**How can you allow possible users to constantly discover new things within your service or product?**

---

Every day new projects are listed in several categories on the **Kickstarter** website. People interested in a certain category can discover new projects day by day and become a kickstarter follower. Additionally, you can discover new projects by following the kickstarter twitter account or facebook-group.

**How can you show possible buyers what your popular products or services are.**

---

**Kickstarter** operates on an all-or-nothing funding model where projects must be fully funded or no money changes hands. Projects must set a funding goal and a length of time to reach it. Making the status of the funding goal and remaining time visible for all website visitors, people get a quick view at how popular a project is, which can encourage their attention.

**Can you bring your customer to become an ambassador for your product or service?**

---

Crowdfunding projects rely on click-to-click "advertisement". People can share projects on social media, "like" features and place comments on the **Kickstarter** website. By spreading the news through online social media groups, projects can reach a large number of people very quickly.



# Where do you find these tools?

- Business Model Canvas  
[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)
- Business Model Kit  
[www.boardofinnovation.com](http://www.boardofinnovation.com)

## ***Key lessons & take-aways.***

*Learn to detect & understand the patterns.*

*Look in different industries!*

*Copy & Remix multiple models.*