

Cătălina CHINIE

Business Models

Leading the Company from Inception to Growth

Colectia
Administrarea afacerilor

**Editura ASE
Bucuresti
2023**



ACADEMIA DE STUDII ECONOMICE DIN BUCUREȘTI

Copyright © 2023, Editura ASE

Toate drepturile asupra acestei ediții sunt rezervate autorului.

Editura ASE

Piața Romană nr. 6, sector 1, București, România

cod 010374

www.ase.ro

www.editura.ase.ro

editura@ase.ro

Descrierea CIP a Bibliotecii Naționale a României

CHINIE, CĂTĂLINA

Business models : leading the company from inception to growth / Cătălina Chinie. - București : Editura ASE, 2023

Conține bibliografie

ISBN 978-606-34-0498-6

65

Editura ASE

Redactor: Constantinescu Luiza

Tehnoredactor: Alexandra Barbu

Coperta: Livia Radu

Autorii își asumă întreaga responsabilitate pentru: ideile exprimate, corectitudinea științifică, originalitatea materialului și sursele bibliografice menționate.

Table of Contents

Preface.....	11
Chapter 1. Understanding the basics: What is a business model?	13
Chapter 2. Developing the value proposition	19
2.1. The meaning and importance of the value proposition	19
2.3. The evolution of customer needs and value propositions	19
2.4. Case Study: the blend of newness and innovation within UiPath.....	21
2.5. How to craft a powerful value proposition.....	22
Chapter 3. The frontstage components of the business model.....	25
3.1. Customer segments	25
3.2. Customer relationships.....	27
3.3. Channels.....	28
Chapter 4. The backstage components of the business model	31
4.1. Key partners	31
4.2. Key activities.....	33
4.3. Key resources	34
Chapter 5. Revenue streams	37
Chapter 6. Cost structure.....	40
Chapter 7. Traditional business models vs. innovative business models	42
7.1. Traditional business models	42
7.2. Innovative business models.....	45
7.2.1. Freemium model	50
7.2.2. The platform model.....	51
7.2.3. Sustainability and Circular economy models.....	52
7.2.4. Personalization and data monetization models	52
7.2.5. Collaborative and open source models.....	53

7.2.6. AI and automation models	53
7.2.7. Blockchain and cryptocurrency model.....	53
Chapter 8. Digital business models.....	55
8.1. What is digitalization?.....	55
8.2. The transformation of traditional businesses within the digital economy	55
8.3. The long tail business model	56
8.4. How Big Data is changing the value proposition.....	57
Chapter 9. Business models in the manufacturing industry	59
9.1. Characteristics of the manufacturing business models.....	59
9.2. Mass customization	60
9.3. The Product Service System	61
9.4. Sustainability and its impact on the manufacturing industry	62
9.5. Business model examples in the manufacturing industry	63
9.5.1. Ethical manufacturing – Patagonia	63
9.5.2. Lean manufacturing – Toyota	64
9.5.3. Vertical integration – Apple.....	64
Chapter 10. Business models in the media and entertainment industry.....	65
10.1. Advertising-Supported Business Models	66
10.2. Subscription-Based Business Models	66
10.3. Business Models for Pay-Per-View and Video-On-Demand	66
10.4. Usage based business models.....	67
10.5. Business Models for Licensing and Merchandising.....	67
10.6. Crowdfunding and Fan-Funded Entertainment Business Models.....	67
10.7. Trends in the Media and Entertainment industry	68
10.8. Business model examples in the Media & Entertainment industry	68
10.8.1. Franchising in the Media & Entertainment industry – Disney.....	68
10.8.2. Epic Games - In-Game Purchases and Virtual Economies	68
Chapter 11. Business models in the retail industry.....	69
11.1. The Evolution of Omnichannel Retailing	69
11.2. Pop-up Shops: A Low-Risk Business Opportunity	70
11.3. Social Media and the Influencer Marketing Effect in Retail.....	71
11.4. Sustainability as a Business Model: Retailing's Future.....	71
11.5. Personalization	72
11.6. Direct-to-Consumer Brands: Shaping the Retail Industry.....	72

Table of Contents

11.7. Examples of business models in the retail industry	72
11.7.1. Real-time fashion for the Digital Age – Shein.....	72
11.7.2. Casper - Sleep Innovation in a Box.....	73
Chapter 12. Business models in the hotel & travel industries.....	74
12.1. Sustainable tourism	75
12.2. Sharing economy in the tourism industry.....	76
12.3. The role of technology for tourism business models.....	76
Chapter 13. Business models in the financial sector	78
13.1. Fintech business models.....	79
13.2. Examples of business models in the financial sector	81
13.2.1. Investment democratization – Robinhood.....	81
13.2.2. Simplifying Online Payments – Stripe.....	81
Chapter 14. Energy business models.....	82
14.1. Renewable energy driven models.....	83
14.2. Technology’s Role in Revolutionizing the Energy Industry	84
14.3. Energy business model example – Energy as a Service.....	87
Chapter 15. Healthcare and wellness business models	88
15.1. New business models in the healthcare industry	89
15.2. Business model example in the healthcare industry.....	91
Chapter 16. Business Model Innovation	92
Bibliography	97