

ECOMMERCE

- What How Value
- Dell (1984), Asos (2000), Zappos (1999), Amazon Store (1995), Flyeralarm (2002), Blacksocks (1999), Dollar Shave Club (2012), Winebid (1996), Zopa (2005)
- Traditional products or services are delivered through online channels only, thus removing costs associated with running a physical branch infrastructure. Customers benefit from higher availability and convenience, while the company is able to integrate its sales and distribution with other internal processes.

EXPERIENCE SELLING

- What Who value
- Harley Davidson (1903), IKEA (1956), Trader Joe's (1958), Starbucks (1971), Swatch (1983), Nestlé Nespresso (1986), Red Bull (1987), Barnes & Noble (1993), Nestlé Special.T (2010)
- The value of a product or service is increased with the customer experience offered with it. This opens the door for higher customer demand and commensurate increase in prices charged. This means that the customer experience must be adapted accordingly, e.g., by attuning promotion.

INGREDIENT BRANDING

- What How Value
- DuPont Teflon (1964), W.L. Gore & Associates (1976), Intel (1991), Carl Zeiss (1995), Shimano (1995), Bosch(2000)
- Ingredient branding describes the specific selection of an ingredient, component, and brand originating from a specific supplier, which will be included in another product. This product is then additionally branded and advertised with the ingredient product, collectively adding value for the customer. This projects the positive brand associations and properties on the product, and can increase the attractiveness of the end product.

LAYER PLAYER

- How Value
- Dennemeyer (1962), Wipro Technologies (1980), TRUSTe (1997), PayPal (1998), Amazon Web Services (2002)
- A layer player is a specialized company limited to the provision of one value-adding step for different value chains. This step is typically offered within a variety of independent markets and industries. The company benefits from economies of scale and often produces more efficiently. Further, the established special expertise can result in a higher quality process.

NO FRILLS

- How What Value
- Ford (1908), Aldi (1913), McDonald's (1948), Southwest Airlines (1971), Aravind Eye care System (1976), Accor (1985), McFit (1997), Dow Corning (2002)
- Value creation focuses on what is necessary to deliver the core value proposition of a product or service, typically as basic as possible. Cost savings are shared with the customer, usually resulting in a customer base with lower purchasing power or purchasing willingness.

OPEN SOURCE

- Who What How Value
- IBM (1955), Mozilla (1992), Red Hat (1993), mondoBIOTECH (2000), Wikipedia (2001), Local Motors (2008)
- In software engineering, the source code of a software product is not kept proprietary, but is freely accessible for anyone. Generally, this could be applied to any technology details of any product. Others can contribute to the product, but also use it free as a sole user. Money is typically earned with services that are complimentary to the product, such as consulting and support.

PAY PER USE

- What How Value
- Hot Choice (1988), Google (1998), Ally Financial (2004), Better Place (2007), Car2Go (2008)
- In this model, the actual usage of a service or product is metered. The customer pays on the basis of what he or she effectively consumes. The company is able to attract customers who wish to benefit from the additional flexibility, which might be priced higher

PERFORMANCEBASED CONTRACTING

- What Value
- Rolls-Royce (1980), Smartville (1997), BASF (1998), Xerox (2002)
- A product's price is not based upon the physical value, but on the performance or valuable outcome it delivers in the form of a service. Performance based contractors are often strongly integrated into the value creation process of their customers. Special expertise and economies of scale result in lower production and maintenance costs of a product, which can be forwarded to the customer. Extreme variants of this model are represented by different operation schemes in which the product remains the property of the company and is operated by it.

SOLUTION PROVIDER

- What How
- Lantal Textiles (1954), Heidelberger Druckmaschinen (1980), Tetra Pak (1993), Geek Squad (1994), CWS-boco (2001), Apple iPod/iTunes (2003), 3M Services (2010)
- A full service provider offers total coverage of products and services in a particular domain, consolidated via a single point of contact. Special know-how is given to the customer in order to increase his or her efficiency and performance. By becoming a full service provider, a company can prevent revenue losses by extending their service and adding it to the product. Additionally, close contact with the customer allows great insight into customer habits and needs which can be used to improve the products and services.