

	The Long Tail	Unbuilding business Model	Multi-sided platforms	Free as a Business Model	Open Business Models
Context (before)	The value proposition targets only the most valuable clients	An integrated model combines infrastructure management, product innovation, and Customer Relationship under one Roof.	One value proposition targets one customer segment	A high-value, cost-value proposition is offered to paying customers only.	R&D resources and Key Activities are concentrated in house: - ideas are invented inside only - results are exploited inside only
Challenge	Targeting less profitable segments with specific Value Proposition is too costly	Costs are too high. Several conflicting organizational cultures are combined in a single entity, resulting in undesirable trade-offs.	Enterprise fails to acquire potential of new customers who are interested in gaining access to a company customer base (game developers who want to reach controls users).	The high price dissuades customers.	R&D is costly and/or productivity is failing
Solution (after)	The new Additional Value Proposition targets a large number of historically less profitable, niche Customers segments, which in aggregate are profitable.	The business is unbundled in 3 separate but complementary models dealing with: - infrastructure management - Product innovation - Customer relationships	A value proposition « giving access » to a company's existing Customer Segment	Several value propositions are offered to different customers segments with different revenue streams, one of them being free-of-charge (or very low cost).	Internal R&D resources and Activities are leveraged by utilizing outside partners. Internal R&D results are transformed into a value proposition and offered to interested customers segments.
Rationale	IT and operations management improvements allow delivering tailored value proposition to a very large number of new customers at low costs.	IT and management tools improvements allow separating and coordinating different business models at lower costs, thus undermining undesirable trade-offs.	An intermediary operating platform between 2 or more customers Segments adds Revenue streams to the initial mode.	Non paying Customers segments are subsidized in order to attract the number of users.	Acquiring R&D from external sources can be less expensive, resulting in faster time-to-market. unexploited innovations have the potential to bring more revenue when sold outside.
Examples	Publishing industry LEGO	Private Banking Mobile Teleco	Google Nintendo Apple iTunes	Advertising and newspapers: Metro, Flickr, Open Source, Red Hat, Skype, ...	GSK