How it all started

Who is this book for?

How to read this book

Innovation in our culture
   Fordism, mass production, process innovation and assembly lines (1930s-1970s)
   The lean manufacturing years and the optimization of the supply chain (the 1970s-1990s)
   The years of financial innovation, private equity, and leveraged buyouts
   Dot-com bubble: a technological Cambrian explosion
      Venture capital initial rise in the private equity industry
      The new gold rush
      A viable business model is needed

Software ate the world, super angels on the rise

Lean startup and the birth of demand-side optimization frameworks

Welcome in the era of demand-side business frameworks and customer-centrism (customer obsession)

Business model innovation as a competitive moat

A multi-faceted concept
   Analysts use business models to produce financial analyses
   Academics study business models for the sake of classifying things

Business model innovation is an experimentation mindset for entrepreneurs

An entrepreneur is not a scientist

Business model innovation is at the same time a mindset, a framework and a set of tools for entrepreneurs
   Myth one: the best product always wins
   Myth two: technology is what gives a competitive advantage
   Myth three: business model innovation is just about how you make money

Myth four: A business model is just like a business plan

What kind of questions do you need to ask?

Paths toward business model innovation

Business modeling is about experimentation

Business model innovation as a traction model

What are the primary components of a business model?
The business model canvas perspective
The origin story of the lean startup movement
The birth of the Customer Development Manifesto
A glance at the lean startup methodology
What is not an MVP?
Demo > Sell > Build: Tweaking the classic lean startup loop
Validating the market with a bottom-up approach
The leaner MVP approach is about finding whether the “commercial time-window” is right
Accenture: The Management Consulting Conglomerate
   Why is the Accenture business model interesting?
   Consulting Companies and acquisition campaigns to stay relevant
   Business Pro Tip: Acquisition Entrepreneurship In A Nutshell
Airbnb: The Peer-To-Peer Travel Platform
   How much Airbnb used to be worth?
   How much is Airbnb worth today?
   What are the key partners for Airbnb?
   Airbnb mission and vision
   Airbnb organizational structure
   Airbnb value proposition to its key partners
      Hosts
      Guests
      For both hosts and guests
      For freelance photographers
      Airbnb revenue generation model
   What are two key challenges to Airbnb's success and further scale?
      Trust
      Customer retention
   Airbnb through the pandemic
   Airbnb new business strategy based on a sustainable cost model
   Airbnb stretching its business model
   Key Lessons In Redefining Travel Experiences And How A Company Built In 12 Years Was Almost Gone In 6 Weeks
AI and machine learnings business models
   Understanding the AI ecosystem
Who is making money with AI?
   It all starts with data
   Chips: from CPU to GPU
   Algorithms and infrastructures: the Amazon/Google/Microsoft cloud war
   Enterprise, corporates, and nations
   All companies will be AI startups

Aldi: When High-Quality And Convenience Stand Together
   The ALDI origin story: the low-cost business model
   The split over a cigarette
   Albrecht-Diskont store became ALDI
   The Trader Joe’s acquisition by Aldi Nord
   How does Aldi keep its prices low?
   ALDI North in numbers
   ALDI North corporate responsibility program
   ALDI’s founders are among the wealthiest businessmen in Germany
   ALDI as a private company
      Business Pro Tip: Breaking The Trade-Off Between Cost and Value

Alibaba: The Chinese Blitzscaler
   Alibaba monetization model
      Core commerce
      Alibaba.com
      AliExpress
      Other platforms
   Cloud computing
   Digital media and entertainment
   Innovation initiatives and others
   How does Alibaba spend its money?
   The Multi-Sided Business Model

Amazon AWS: The Cloud Enterprise Platform
   The importance of AWS on the overall Amazon business model
   The marginality of an ecosystem that sustains SMEs
   Key takeaways On Amazon AWS Ecosystem

Amazon: Virtuous Cycles And Continuous Blitzscaling
   Amazon business model in a nutshell
   Amazon virtuous cycle
   Amazon according to Jeff Bezos’ mission and vision
      1. Customer obsession
2. A skeptical view of proxies,
3. The eager adoption of external trends,
4. High-velocity decision making.

Putting together the Amazon playbook

Amazon key partners
Consumers
Sellers
Developers and enterprises
Content creators

Amazon revenue model explained

Fooled by Amazon lack of profitability (for most of its history)
Amazon's financial model and why it matters to its scale

How does the cash conversion cycle work?
Case study
First, you need to be trusted by customers
Digitalization makes it easier
Fulfillment centers are the key to Amazon successful cash conversion cycle strategy
Advantageous credits terms with suppliers
Affiliate networks and programs

The continuous blitzscaler
Amazon advertising business
Amazon Prime
Another Look At Amazon AWS

Key Lessons From The Continuous Blitzscaler
Business Pro Tip: Ride the e-commerce giant

Apple: The First Mobile Platform Business
The rebirth of Apple
Lessons from Steve Jobs’ departure and come back

What happened next?
In today’s world hardware without software doesn’t go far, and vice-versa
Either your make convenient pricing as part of your business model or you better don’t leverage on that
The lack of a compelling value proposition
Build ecosystems, not products
Platforms
Who says that the Beta has to be free?

What are Apple’s main products?
Apple’s operating systems
Apple-related services
Apple’s Distribution strategy
   Stores as expensive marketing and cognitive devices
   Apple’s subsidized distribution

Was Steve Ballmer wrong about the iPhone price?
   The $11 billion industry of mobile phones that didn't care about handsets
   Jobs first attempt to enter the mobile market was a defeat, but it set the stage for the iPhone
   Apple enters the mobile stage and takes it all

Business Pro Tip: Understanding Business Platforms

Apps’ Ecosystem And Its Business Models
   Free Model
      How do free apps make money?
      Why do developers use the free model?
   Freemium Model
      How do freemium apps make money?
      Why do developers use the freemium apps model?
   Subscription Model
      How do subscription apps make money?
      Why do developers use a subscription model?
   Paid Model
      How do paid model apps make money?
      Why do developers use a paid model?
   Paymium Model
      How do Paymium apps make money?
      Why do developers choose the Paymium model?

What apps have had the most grab on our attention in 2020?

Baidu: Google’s Business Model Clone?
   Baidu Traffic Acquisition Strategy Explained
   Baidu Union Members: the main inexpensive content creation channel
   iQIYI services: the critical ingredient for high-quality partner-generated content
   How does Baidu monetize its traffic?
      Membership services
      Online advertising services
      Content distribution
      Others

Key Lessons From The Baidu Business Model

Banks: The Business Models Ready To Be “Blockchained”
   How does JPMorgan make money?
JP Morgan Net Revenues in 2017
How does Goldman Sachs make money?
Goldman Sachs Net Revenues in 2017
How does Bank of America make money?
Bank of America net revenues in 2017
Who manages the most assets under management among JP Morgan, Bank of America and Goldman Sachs banks?
Total Assets Managed
Who makes more revenues among JP Morgan, Bank of America and Goldman Sachs banks?
Total Net Revenues
What’s coming next?

BCG: The Unconventional Player Of The 1960s Turned Business Common Sense
Origin and evolution of BCG
How does BCG make money today?
The rushed acquisitions to stay relevant in a new world
How will BCG stay relevant in the coming decade?
Business Pro Tip: The Product Portfolio (The BCG trademark)

Best Buy: Stores-Within-Stores Strategy
The story of an (almost) disrupted business
Where is the disconnect?
Best Buy business model change
Redefining how Best Buy makes money
Stores-within-store strategy
In-Home Advisor Program
Key takeaways
Business Pro Tip: Repurpose Your Existing Distribution

Blockchain: Its Business Models, And Upcoming Disruptions
Blockchain: the beginnings
What is forking and why it matters in a Blockchain Economy?
A forking, interoperable and interchangeable blockchain-based economy
The marginal benefits of scalability in a blockchain-based economy
When the web was supposed to be open
Is the Blockchain killer app trust decentralization?
Business Pro Tip: Blockchain And Super Platforms

Booking: The Vertical Gatekeeper Built On Top Of Google
Booking Holding mission via six brands
How does Booking make money?
Agency revenues
Merchant revenues
Advertising and other revenues
Booking business strategy
How does Booking acquire traffic to be monetized? The key is performance-based and brand advertising
Google is coming: Will Google kill Booking business model?
   Business Pro Tip: Horizontal Vs. Vertical Gatekeepers And The Rise Of Super Gatekeepers
Brunello Cucinelli: Why Humanism Can Be Extremely Profitable
   Brunello Cucinelli: the Philosopher turned Entrepreneur
   Brunello Cucinelli Humanistic Enterprise
   Brunello Cucinelli mission and its code of ethics
      Legality
      Confidentiality
      Transparency
      Fair competition
      Personal dignity
      Integrity and propriety
      Quality
      Environmental protection
      Responsibility to society
   Brunello Cucinelli corporate structure
   Brunello Cucinelli distribution strategy
   What are Brunello Cucinelli distinctive traits? Cucinelli brand positioning
   What financial metrics does Cucinelli use to assess its business success?
   Brunello Cucinelli business model
      Brunello Cucinelli in numbers
   My personal take on Brunello Cucinelli
Business Insider: Switching On The Prime Engine
   How much is Business Insider worth?
   How does Business Insider (BI) make money?
      BI advertising revenue stream
      BI subscription revenue stream
   BI digital strategy
   Business lessons learned from Business Insider as it transition to a premium model
      Pro Business Tip: Digital Marketing Channels
Coca-Cola’s Secret Ingredient? Distribution!
How does the Coca-Cola manufacturing process work? unfinished to finished products
How does the Coca-Cola distribution system work?
Coca-Cola’s portfolio of brands
The secret isn’t in the secret formula but in the bottling partners
Coca-Cola distribution plants
Dissecting the Coca-Cola Business Strategy
The secret isn’t in the secret formula but its distribution strategy
Coca-Cola short-term chain, long-term franchise-model
Re-franchising or “going franchise”
Key takeaways
  Business Pro Tip: Coca-Cola Mastered The Franchained Model

ConvertKit: Launching Late In A Crowded Market And Still Succeeding
  Origin story
  What are the main distribution channels ConvertKit used to grow?
    Direct sales
      Cold email template Nathan Berry used for ConvertKit
      Skype demo to remove the biggest objection
      Follow-up system used by Nathan Berry when growing ConvertKit
    Word-of-mouth
    Affiliate marketing to amplify growth
  Key Lessons From ConvertKit Story

Costco: Ancillary Products And Cross-Docking
  Costco business model at a glance
  A glimpse at Costco business model few key ingredients
    High inventory turnover: the key is cross-docking and single-step distribution channels
    Ancillary businesses: leverage on tight margin merchandise and goods to sell primary merchandising
    Limit merchandising selection: better vendors’ agreements and payments with low prices and high quality
    Online commerce to offer what's not available in the warehouses
    Comparable sales growth as a primary business metric
    The power of the membership model to create a stable revenue stream that enhances profitability
    Bulk sizes make it easier to cross-dock while Costco sells more and members save more
  Summarizing Costco main business drivers
  Business lessons you can apply to your company

Craigslist: The Outlier That Could Have Been A Trillion-Dollar Company
Craigslist, the outlier
The origin story: started as a newsletter, turned into one of the most popular sites on earth
Did Craigslist get funding?
Newmark and his obsession for customer support
Is Craig Newmark still at Craigslist?
The fear of the founder syndrome
Craigslist bootstrapping way
Craigslist served as traction for Airbnb
The eBay acquisition
Was Craigslist all about its “personals”?
How does Craigslist make money?
Craigslist digital distribution explained
Key takeaways
  Business Pro Tip: Bootstrapping vs. Venture Capital Funding

Discord: The Social Media For Gamers
Discord makes money in several ways. From its Discord Store, where users can buy premium games, to the seller shops, that primarily works with a 90/10 revenue share for developers and game sellers. And the ability for sellers to get more visibility on the platform by adding features to the game visibility.
Origin story
  The first company as an entrepreneur
  From game to platform
    A cross-platform strategy to thrive, nonetheless Apple as the main competitor
  Starting over: the failure that brought to Discord
Discord mission, vision and core values
How does Discord make money?
  Discord Store
  Discord Seller Shops
  Rich presence: advertising for sellers on the platform
Key takeaways

DoorDash Business Model
Origin story
DoorDash mission, vision and value props for its key players
Dashers bring the food straight to customers’ doors and in turn make some extra income
Customers get food straight to their doors
How does Doordash make money?
The hardest problem? Last-mile delivery!
Looking into the future? Beyond food
Business Pro Tip: Last-Mile Delivery Might Unlock The Next Trillion Dollar Company

Dropbox Self-Serving Model Dissected

Dropbox business model
- Dropbox vision to kill the "work about work"
- Dropbox mission: Unleash the world's creative energy by designing a more enlightened way of working
- Dropbox pricing strategy
- Dropbox core values
- Dropbox bottom-up growth strategy
  - How Dropbox drives new signups
  - Conversion marketing: from free to paid users
  - Upgrade and expand the existing customers base
- Dropbox Cohort Economics

Dropbox customers profile
- Dropbox sales and marketing approach
- Dropbox key business metrics
  - Paying users
  - Average revenue per paying user
  - Free cash flow

Key Lesson And The Power Of A Business Model Aligned On The Freemium

Business Pro Tip: Growth Hacking, Unified Funnels And Breaking Down The Wall Between Engineering And Marketing

DuckDuckGo And The Rise Of Privacy-Based Business Models

Before DuckDuckGo: Who is Gabriel Weinberg?

The Solopreneur's Way
- Flipping the switch: The Solo-launch
- A short interview with DuckDuckGo first user
- Differentiate the value proposition
- Advertising without tracking
- How do you make money if you don't track users?
- A new revenue generation pattern for search: Affiliate Marketing
- Is DDG model sustainable?

HackerNews: The Importance Of A Strong Community To Grow A Startup

Key takeaway

Business Pro Tip: Build Your Business On The Intrinsic Weakness Of The Dominating Giant

eBay Business Model
eBay origin story
eBay business overview
What's eBay's unique business advantage?
What are the core value propositions of eBay?
  eBay value propositions for buyers
  eBay value propositions for sellers
How is the eBay business model different from Amazon? A platform business model at its core
How does eBay really make money?
What are the key metrics to understand eBay business model?
  Gross merchandise volume
  Transaction take rate
How does eBay primarily spend money to make money?
eBay spin-off of PayPal
Key takeaways from eBay business model

E-commerce Business Models Examples
Amazon hybrid model
  Sell your own products to kick off the e-commerce
  Host other physical stores that need a digital presence
  Build services on top of your e-commerce
  Build membership services to abate shipping costs for customers
  Offer premium listings, or paid visibility
eBay complex fee-based model
  Insertion fees as an entry-point
  Final value fees to make it compelling to sellers to join
  Listing upgrades as additional option
  Fees in selected categories and based on selling-volume
Etsy simple fee model
GrubHub bidding system
Shopify subscription-based service

Etsy Entrepreneurial Ecosystem Spurred By its Flywheel
Etsy's two-sided marketplace
Etsy value propositions
How big is the total addressable market?
How does Etsy work?
Etsy mission, vision, and guiding principles
  Guiding Principles
The Etsy ecosystem in numbers
The importance of habitual buyers
The importance of active sellers
Understanding Etsy’s fee structure
Understanding Etsy service revenues
Etsy’s flywheel starts with sellers
How does Etsy make money?
How does Etsy spend money?
What are the real core advantages of Etsy?
Etsy business model highlights
  Business Pro Tip: How To Build A Successful Digital Marketplace

Facebook, The Hacker Way, And World’s Domination
  The Hacker Way
    Facebook vision and mission
    Facebook’s growth framework
    Understanding the hacker way
  Move fast with stable infrastructure
  Conclusions and the pillars of Facebook’s business strategy
  How does Facebook make money?
  The five pillars of Facebook’s business model
  Another look at Facebook’s advertising business model
  It’s all about ARPU: How much are you worth to Facebook?
  Summary and Conclusions
    Business Pro Tip: Staged Go-To-Market Strategy

Fastly: A Business Model Built On The “Edge”
  Breaking down Fastly value proposition
  Fastly edge cloud platform: the developer’s edge
  Fastly is a freerprise business model
  Fastly values and culture: scale up with ethical values
  Breaking down Fastly financials
    Why the dollar-based net expansion rate matters
    Key Takeaway And The anatomy of the Fastly Enterprise Customer

Fiverr: The Two-Sided Gig Marketplace
  Background story
  Fiverr mission statement analysis
  Breaking down Fiverr value proposition
    Fiverr value proposition to buyers
    Fiverr value proposition to sellers
  Unlocking the marketplace liquidity by generating network effects
Breaking down Fiverr overall business model
Fiverr North Star metrics
Key takeaways

Google (Alphabet) Asymmetric Business Model
A quick history of Google
The beginnings with PageRank
The early skepticism of advertising as a viable business model for search
Great Product * Scalable Business Model = First Traction Stage
Google business model today
  Google advertising monetization model
  Performance advertising
  Brand advertising
  How does Google measure its advertising network performance?
    Paid clicks explained
      Paid clicks on Google.com
      Paid clicks on other Google's properties
      Paid clicks on Google members network
    Cost per click explained
    What does influence Google advertising revenue growth?
    Recap of Google’s advertising network

YouTube Ads
Breaking down the other side of the Google business model
  Google Play business model
  Google cloud business model
  The Google hardware business
Google "Other Bets": A look into Google's future
Integrating atoms and bits
What's next? Future trends shaped by Google
  Established brands might be less risky to Google
  New publishing business models are needed
  Organic visibility becomes less rewarding and more challenging
  Blogging starts from microniches
  Building a business inside a walled garden
  Google products scaling globally
  Google as a super-platform
  Free AI Tools to build your next startup

Google’s Alphabet Cloud War
  How does Google cloud business model work?
What does Microsoft Intelligent Cloud business model work?
 Server Products and Cloud Services
 Enterprise Services
What does Amazon AWS comprise?
 Business Pro Tip: Retaining A Startup Mindset At Scale

Grammarly: The Agnostic-Driven Business Model
 Grammarly bootstrapping story, organizational structure
 Grammarly culture, mission, vision, and core values
 Grammarly monetization strategy
 Grammarly marketing strategy
 Grammarly viral growth
 Grammarly for Mac
 Grammarly for Microsoft
 The Grammarly Keyboard
 Grammarly chrome extension
 A glance at Grammarly technology-driven approach
 A platform-agnostic AI tool
 Key takeaways on Grammarly business model
 Business Pro Tip: When Can You Really Call It A Freemium Business Model?

Groupon: Couponizing The World One Offer At The Time
 Groupon business snapshot
 Distribution strategy and marketing mix: a two-sided marketplace needs both marketing and sales capabilities
 Marketing as the primary driver of the acquisition of local consumers
 What marketing mix does Groupon use?
 Search engine optimization
 Search engine marketing
 Email and push notifications.
 Affiliate channels.
 Social and display.
 Television and other offline.
 Sales operations as the primary driver of the acquisition of local merchants
 How does Groupon make money?
 Cost of Direct revenues
 Third-party and other revenue
 Key financial metrics
 A glance at Groupon digital marketing strategy

GrubHub: The Last-Mile Worth Billions
Grubhub portfolio of brands
Who are Grubhub key partners? Grubhub two-sided marketplace explained
What is the Grubhub value proposition?
   The value proposition for restaurants
   Why is the value proposition so compelling for restaurants?
   The value proposition for diners
How does Grubhub make money?
Grubhub key business metrics
A glance at Grubhub growth drivers
   Marketing campaigns
   Expansion via acquisitions
Understand Grubhub valuation via four main variables
Grubhub future challenges
GrubHub turned into the largest player outside China

HBS Case Study Driven Business Model
   A glance at the self-sustaining model
   Profits as a self-sustaining funding model
   How does HBS make money?
   MBA programs carry a negative profitability
   Endowments are still crucial to HBS sustainability
   Is HBS future all about publishing and HBS online?

Honey: The Four Billion-Dollar Browser Extension
   Origin story
   Honey mission and core values
   How does Honey work and make money?
   How much is Honey worth?
   Key takeaways

HyreCar: And The Gatekeeper's Surfing Model
   HyreCar: how it works
   HyreCar key partners
      Cars’ owners
      Drivers
      Ubers/Lyft marketplaces
   HyreCar key business model ingredients
      Fueling growth via insurance coverage arbitraging
      The one-man sales team approach
      The marketplace over a marketplace business model
      Leveraging the gap between ride-sharing and car-sharing
A seamless sign-up process to acquire drivers quickly
HyreCar Revenue model
Key takeaway and lessons from HyreCar business model
Business Pro Tip: How The TAM, SAM, SOM Work

IBM Enterprise Blockchain-Driven Business Model
IBM history in a nutshell
IBM business model in a nutshell
How does IBM make money?
  Cognitive solutions
  Global business services
  Technology services & cloud platforms
IBM innovations
IBM and Blockchain
Key takeaways

IKEA And The Birth Of Business Model Innovation
IKEA Group, the retailer vs. Inter IKEA Systems, the worldwide franchisor
IKEA Group Holding ownership structure
Inter IKEA Holding ownership structure
What is the IKEA Group business model?
What is the Inter IKEA Systems business model?
Connecting the dots of the IKEA System

Instacart Multi-Billion Dollar Business Built On A dot-com Flop
The Amazon of grocery: an old idea that burned almost a billion at the apex of the dot-com bubble, become commercially viable
Origin story
Amazon takes over Whole Foods and goes all in with Amazon Fresh
Instacart mission, key players and value propositions
Instacart key players and value propositions
  Customers
  Grocery stores, retailers
Understanding the role of Shoppers
  In-Store Shoppers
  Full-Service Shopper
How does Instacart make money?
Fees
  Delivery Fee
  Heavy fee
  Service fee
Alcohol service fee
Instacart Express Membership
Advertising
Price markup

Key takeaways

Instagram: The Most Important Product Of Zuck’s Empire
Instagram background story
  Speed of execution and pivoting by keeping it simple
  A big hairy audacious goal
Problem/solution fit
  Facebook acquisition and integration
  Facebook goes all in with Instagram
  Zuckerberg takes over
Instagram mission, and key partners
Why do influencers matter so much to Instagram overall business strategy?
How does Instagram make money?
Breaking down Instagram revenue model
  Stories
  Other Ad formats
Key takeaway
  Business Pro Tip: Mastering Problem-Solution Fit To Avoid The Innovatros’ Bias

Intel Business Model Transformation
Intel: from PC-centric to data-centric
The complete business model transformation
How will Intel stay relevant? Doubling down on AI, robo-taxis, and more

KaiOS: Feature Phones On Steroids As Entry Point For Google’s AI Strategy
Background story
A glance at the feature phone market
KaiOS in a nutshell
Where does the name KaiOS come from?
KaiOS market share
KaiOS and voice search
Google’s investment in KaiOS
Why KaiOS emerging 3G/4G feature phone business model makes sense
Voice search data
Tapping into the lower-hand phone market with the highest growth potential
KaiOS as Google’s avenue toward voice and IoT?
Kering: Multi-Brand Demand Generation Strategy
- Kering organizational chart
- Kering key financials figures
- Kering multi-brand business model strategy
- The key three pillars of Kering multi-brand business strategy
- Key Take On Kering Group Vertical integration

LinkedIn Two-Sided Professional Network Part Of The Microsoft Empire
- The LinkedIn business model explained
  - Freemium, subscription-based and advertising
    - Talent Solutions
    - LinkedIn Recruiter
    - Learning & Development
    - Marketing Solutions
    - Premium Subscriptions
- LinkedIn in numbers
- LinkedIn is a Multi-Sided Platform
- Key Takeaway

Luisa Via Roma, From Retail To E-commerce
- Origin story
- The business model change
- What makes the company so successful?
- LuisaViaRoma digital distribution
- How much does LuisaViaRoma make?
- Key takeaways from LuisaViaRoma

Luxottica Is All About Vertical Integration
- Luxottica origin story
- Luxottica business model
- Luxottica operations
- Luxottica financials
- Luxottica manufacturing and distribution
- Key takeaways

LVMH, Inside The French Luxury Empire
- LVMH mission around three pillars
- LVMH Ethical Principles
- Who owns LVMH?
- LVMH business model: an ecosystem of Maisons independently managed
  - Wines and Spirits
Fashion and Leather Goods
Perfumes and Cosmetics
Watches and Jewelry
Selective Retailing
What is the fastest growing segment?
What is the most profitable segment?
Where does LVMH make more money?
The luxury empire with agile distribution and decentralized management
LVMH acquisition of Tiffany

Lyft Business Model
Lyft business model in less than a hundred words
The birth of Lyft value proposition
Lyft mission
Transportation-as-a-Service
Lyft multimodal transportation platform
Lyft core values
Two-sided marketplace powered by local communities
Drivers
Riders
Local communities
How does Lyft make money?
How does Lyft spend money?
Lyft dynamic pricing
Lyft branding strategy
Looking ahead: bikes, scooters and autonomous platform
Is the Lyft business model sustainable?

Mailchimp: Lessons On How To Build A Freemium
Mailchimp origin story
Is “your 1” big enough to pay the bills for them all?
The growth enabled by the freemium
Key Takeaways From The Freemium Business Model
The core metrics to track with a freemium

MasterClass: Transforming World’s Class Experts Into Online Instructors
Origin story
Idea validation
MasterClass’s mission and strategy
How does MasterClass make money?
Key takeaways
McDonald's And Its Real Estate Empire
   McDonald’s origin story: from the McDonald Brothers to Mr. Ray Kroc
   Is McDonald’s a franchising? You bet, and a heavy one!
   How do McDonald’s partnerships work?
   What are McDonald’s segments?
   Who are McDonald’s key partners?
   What management metrics McDonald’s uses to assess its growth?
   McDonald’s velocity growth plan in action
   Why is McDonalds’ transitioning to a heavy franchised business model?
   Understanding the company-operated business model vs the franchised-based business model
       Understanding the function of company-operated restaurants
       Understanding the economics of the franchised business model: a $37 billion dollar commercial real estate company
   Key highlights from McDonald's business model

Microsoft Multi-Market Tech Empire
   Micro-soft, the name
   Who owns Microsoft?
   What are Microsoft Segments?
       Productivity and business processes
       Intelligent cloud
       More personal computing
       Corporate and other
   Microsoft revenues breakdown for 2018
   How does Microsoft really make money?
   How Does LinkedIn Make money?
   What is Azure? How the Microsoft cloud service is growing at a fast speed
   How much money does Bing make?
   GitHub acquisition: how will Microsoft integrate that?
   What are the Microsoft distribution channels?
   Does Microsoft spend more on Research and Development or Sales and Marketing?
   What are Microsoft top products and services?
   Is Microsoft still innovating?
   Key takeaways from the Microsoft business model

Mozilla Open-Source Model
   Mozilla corporate structure
   Mozilla monetization strategy
   The anatomy of the Yahoo deal: did Yahoo make money from the deal with Mozilla?
A quick glance at the browser market
Understanding the open-source driven business models

Nestlé Business Model Is Mostly About The Powder
Nestlé origin story
A powerhouse of consumer brands
A business model still, in part, "powered by powder"
Key takeaway and Nestlé business strategy

Netflix: When Binge-Watching Becomes A Business Model
A glance at the Netflix business model
Netflix wasn't an overnight success
Netflix business model work? A simple subscription will do
   Business segments
   Netflix domestic streaming financials explained
   Netflix international streaming financials explained
   It all started with that DVD pay per rental business model
Is Netflix profitable?
Netflix cash flow negative business and cost structure
What can we learn from Netflix business model?
   Business modeling isn't about just how you monetize
   As technology evolves old business models become viable to new industries
   The power of the on-demand business model and the “Uberization” of the service economy
   On-demand model plus the subscription business model
   Subscription business model can scale
   The subscription business model requires enormous investments

Challenging old content formats drove a whole new business model
New content models
   The lean methodology of screenwriting
   A matter of business modeling
   When bypassing the old media business model becomes the rule
Key takeaways

Nike’s Demand Generation Approach
What products does Nike sell?
Nike distribution and manufacturing
Learning from Nike revenues breakdown
Nike is all about demand generation

Open Source vs. Freemiums: What’s The Core Difference?
Open-source origin story
Freemium origin story
Mozilla Approach To Open-Source

OYO And Its Octopus Expansion Strategy Template
Octopus strategy: OYO multi-brand and multi-product strategy in action
  OYO Townhouse: 25% Hotel, 25% Home, 25% Cafe and 25% Store
  OYO Home: fully managed by OYO
  OYO Vacation Homes
  SilverKey: for corporate travelers
  OYO Workspaces: co-working segment
  Capital O Collection
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  January 2009: Boost your sales with content upgrading
  August 2010: Create a win-win for everyone!
  January 2011: The riches is in the niches
  January 2012: Affiliate Marketing Mastering
  July 2013: Build your products
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  January 2016: From solopreneur to CEO
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YouTube start: It all began at the San Diego Zoo
YouTube copyright issues and how it dealt with them
Google acquisition of YouTube for $1.7 billion in less than two years
Explosive growth: how YouTube got to over two billion views by 2010
YouTube among the most popular sites on earth

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