

# 10

# New Business Models for this Decade BETA

TREND RESEARCH BY Trend Firm [trendwatching.com](http://trendwatching.com)

MARKET ANALYSIS BY Strategy Boutique [Thaesis](http://Thaesis.com)

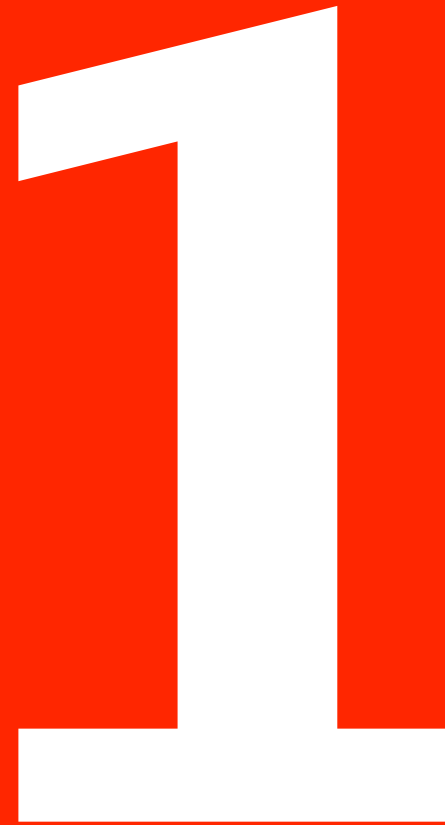
BUSINESS MODEL DESIGN BY Strategy Consultant/Graphic Facilitator [Ouke Arts](http://Ouke Arts.com)



## 10 New Business Models for this Decade

1. Localized Low-Cost Business Model BETA
2. One-Off Experience Business Model BETA
3. Beyond Advertising Business Model BETA
4. Markets Are Conversations Business Model BETA
5. Low-Budget Innovation Business Model BETA
6. Community-Funded Business Model BETA
7. Sustainability-Focused Business Model BETA
8. Twisted Freemium Business Model BETA
9. Unlimited Niches Business Model BETA
10. In-Crowd Customers Business Model BETA

**Localized Low-Cost  
Business  
Model**





**“FUNCTIONALL”**  
Why simple, small & cheap appeals to all



Localized Low-Cost Business Model

**Localized  
Low-Cost  
Business  
Model**

Fast moving consumer goods companies looking for new market opportunities for their simple, small and cheap products are considering the localized low-cost business model.

**In essence, this business model is suitable for standardized products and services with minimum specifications and lower customer expectations that can be locally produced and globally branded.**

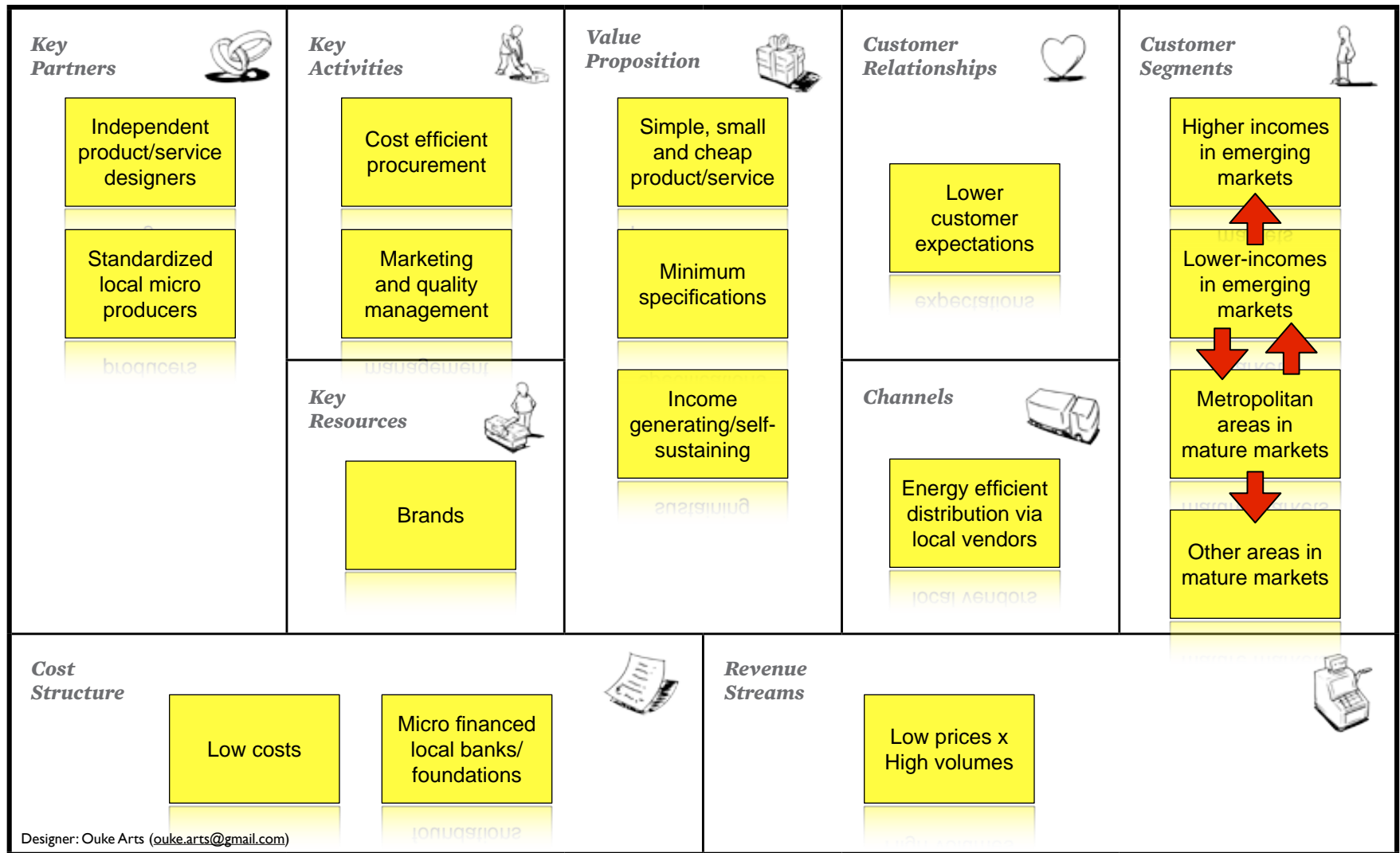
This business model will only be successful if the following two conditions apply. The first one depends on significant market presence in metropolitan areas in mature markets. This condition allows companies to leverage on their achieved brand value in emerging markets. The second condition is that the product or service has income generation or self-sustaining features. This condition opens the door to lower incomes in emerging markets. Future market expansion is possible to both other areas in mature markets and higher incomes in emerging markets.

The company's most important activities will be cost efficient procurement, marketing and quality management. Design is in the hands of local product and service designers and standardized production is outsourced to local producers. Likewise, energy efficient distribution is done through local vendors. Fast moving consumer goods companies will focus even more on maintaining and managing their brand portfolio. Their low cost structure, micro financed local activities and low prices plus high volumes will result in profitable growth of global market share.

# The Business Model Canvas

## Localized Low-Cost Business Model

most relevant for fast moving consumer goods companies



Designer: Ouke Arts (ouke.arts@gmail.com)

[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

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Example







Example

Example



**One-Off Experience**

**Business**

**Model**



# "NOWISM"

Why currency is the new currency



**"NOWISM"**  One-Off Experience Business Model  
*Why currency is the new currency*

**One-Off  
Experience  
Business  
Model**

Big in popularity and unknown for their profit, many social media companies are searching for ways to combine third party see-hear-buy products and services with their own ability to offer one-off experiences.

**The One-Off Experience business model stands for a smart connection between customers in markets of abundance and their experience seeking equivalents.**

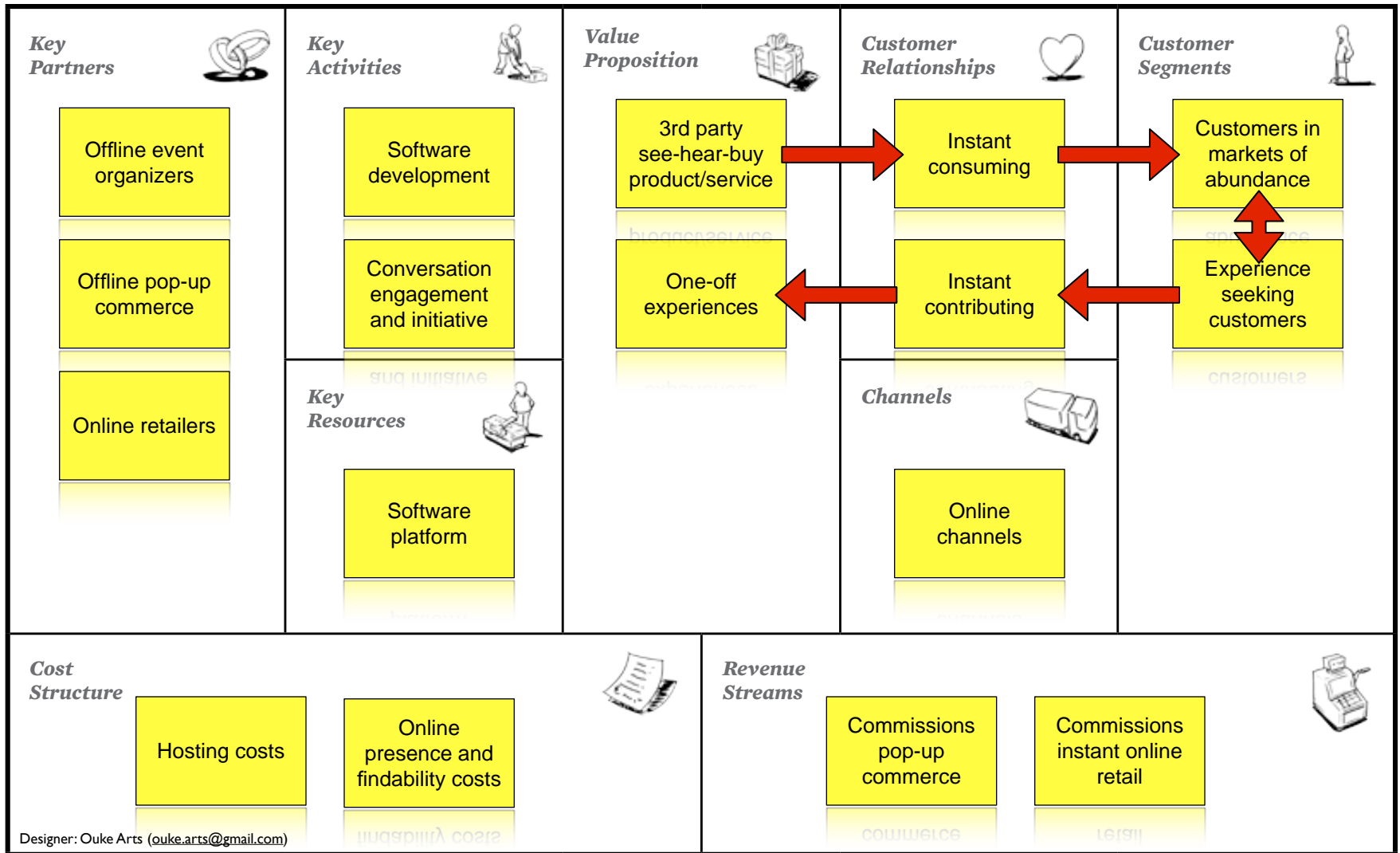
This business model will only live up to its expectations if social media companies team up with offline event organizers, offline pop-up stores and online retailers. Developing software and engaging in ongoing conversations with their users is simply not enough to do the trick. This business model offers unique experiences to customers at a given place during a specific event. The software platform on which its online communication channels come to life will spark the engine of experience seeking customers. By instant contributions from these customers then and there, the door to the larger experience consuming market share will be opened. Events will have to be combined with commercial opportunism. The social media experience remains free, relevant products and services will have to be bought the old-fashioned way. With money that is.

Commissions from both pop-up stores and instant online retailers will bring in the revenue. These have to compensate social media companies for high hosting costs and presence and findability costs. These costs tend to rise along the popularity of the social media platform. If this is not absorbed by a parallel growth in revenues, the business model will not be sustainable.

# One-Off Experience Business Model

## The Business Model Canvas

most relevant for social media companies



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## Everyone Watching



**Nate Offelime** IS SLICKING around.

2 hours ago - Jacksonville, FL



**Betsy Sveinsson** Have a Cigar.

12 hours ago - Madison, WI



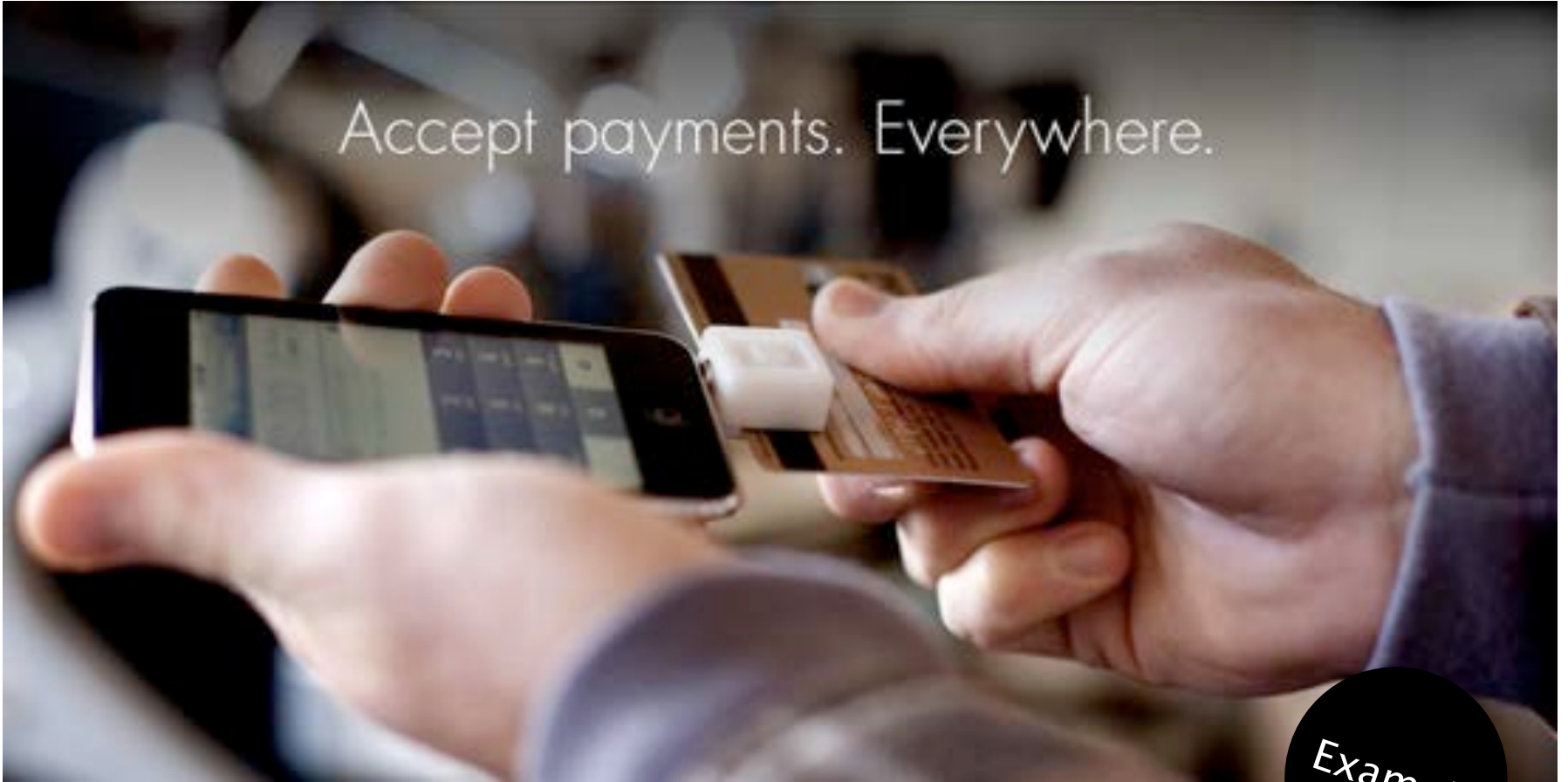
**Brian Pulham** Quit hggin the blogin, Greatest line of the night.

12 hours ago

Example



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Example

amazon.com<sup>®</sup>  
and you're done.™

Example

**Beyond Advertising  
Business  
Model**

**3**

# "TRANSPARENCY TRIUMPH"

Reviewing is the new advertising



**"TRANSPARENCY  
TRIUMPH"**  
Reviewing is the new advertising



Beyond Advertising Business Model

**Beyond  
Advertising  
Business  
Model**

Traditional media and print companies are looking for new revenue streams and have done so for some time. In the last decade, the number of subscribers has been declining and the market for advertisements has not performed much better. So what's beyond the known horizon?

**Traditional media and print companies need to shift from a business model based on advertisers telling subscribers what to buy to a business model based on facilitating both customers and partners in trust building and on-demand interacting.**

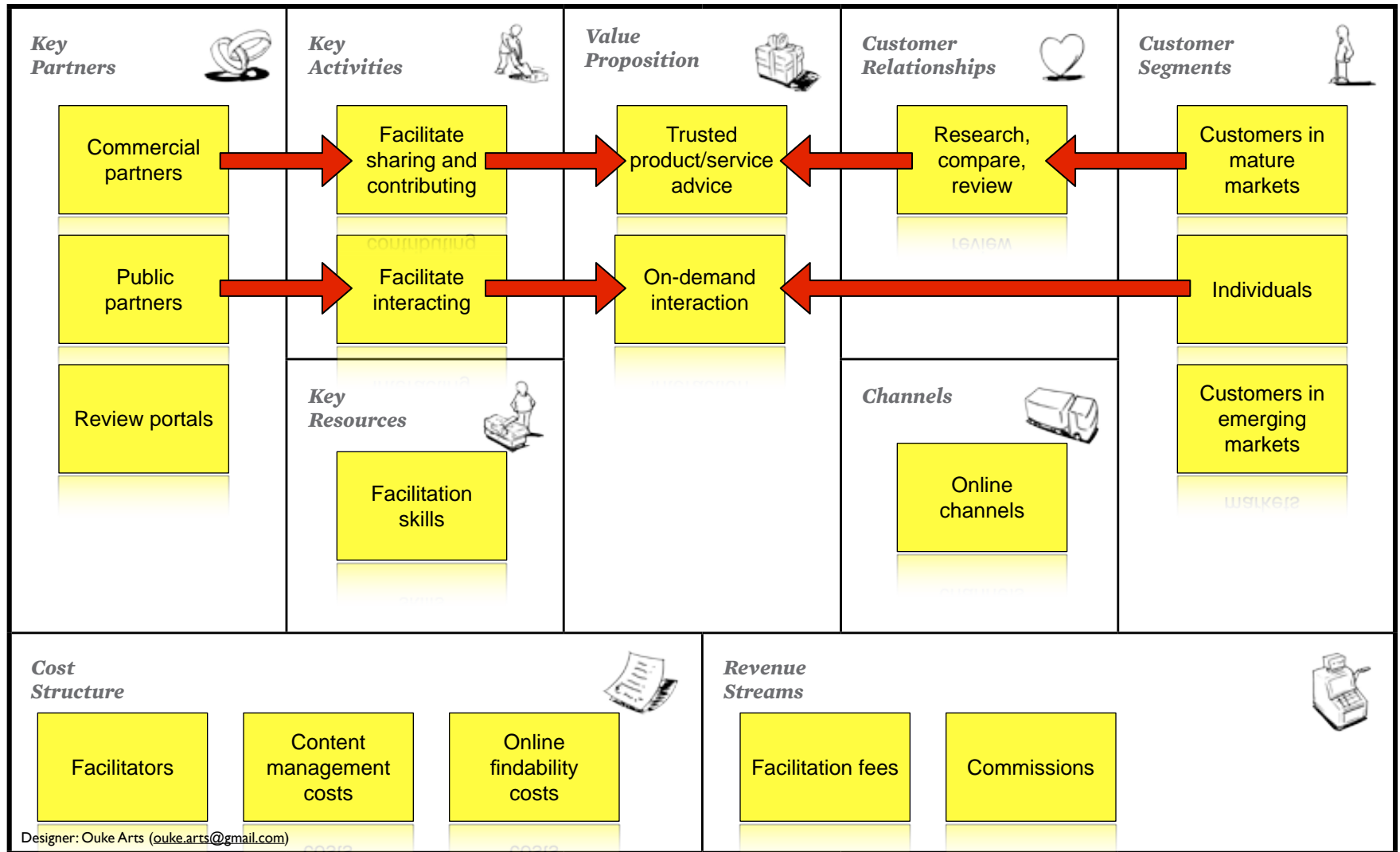
The business model for media and print companies remains two-sided but with two separate value propositions. It offers customers in mature markets, which are reached through customer initiated research, comparison and review, trusted product and service advice. These are shared with – and contributed by – commercial partners. Second, it offers individuals on-demand interaction with public partners, for example governments, schools and hospitals. Media and print companies will become great in facilitating individuals and groups in sharing, contributing and interacting.

All communication will be channeled online and independent review portals complement media and print companies in building trusted customer relationships. Their cost structure will shift dramatically, from paper and distribution to content management and online facilitating. Revenues will be generated from facilitation fees paid by commercial and public partners, and commissions from product and service retailers. What's beyond the known horizon? Facilitation is the answer.

# The Business Model Canvas

## Beyond Advertising Business Model

most relevant for traditional media and print companies



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Get the inside scoop from real college students.  
Find out if you'll get in and how much you'll pay.  
Discover the perfect school for you.

**Register Now**

or

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Search for your ideal schools  
by tons of different criteria. [Go >](#)



See how your schools stack up  
with CP rankings on 20 categories. [Go >](#)



Go straight to a school

Start typing a school name



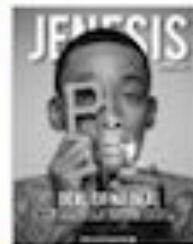
Search for schools.  
Get the inside scoop.  
See how they rank.

28 sections on  
268 schools

5,628  
student editorials

33,034  
college students

65,761  
student reviews



Stowaway Issue 1:  
**January 2010**

by *BYU Zines*

Example



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Business Name:

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and atmosphere."  
- David  
**TimeOut**

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Example



Example

**Markets Are Conversations**

**Business**

**Model**

**4**

# “FOREVERISM”

Consumers and businesses embracing conversations, lifestyles and products that are 'never done'



**“FOREVERISM”**  
Consumers and businesses embracing conversations,  
lifestyles and products that are ‘never done’



**Markets Are Conversations Business Model**

**Markets Are** Product-focused professional services firms are finite. Economic turmoil leads to severe pressure  
**Conversations** on fees in business-to-business markets like consultancy, advocacy, accountancy and corporate  
**Business** finance. In times like these, it takes more than product development to stay in the game.  
**Model** Understanding that markets are not a static product of history and position, but a dynamic snap shot of conversations and interactions, is the first part towards new growth.

**For professional services firms, the difference will be made by converting non-engaged customers into engaged customers. Product development will be obsolete. It will be replaced by customer relations and conversations.**

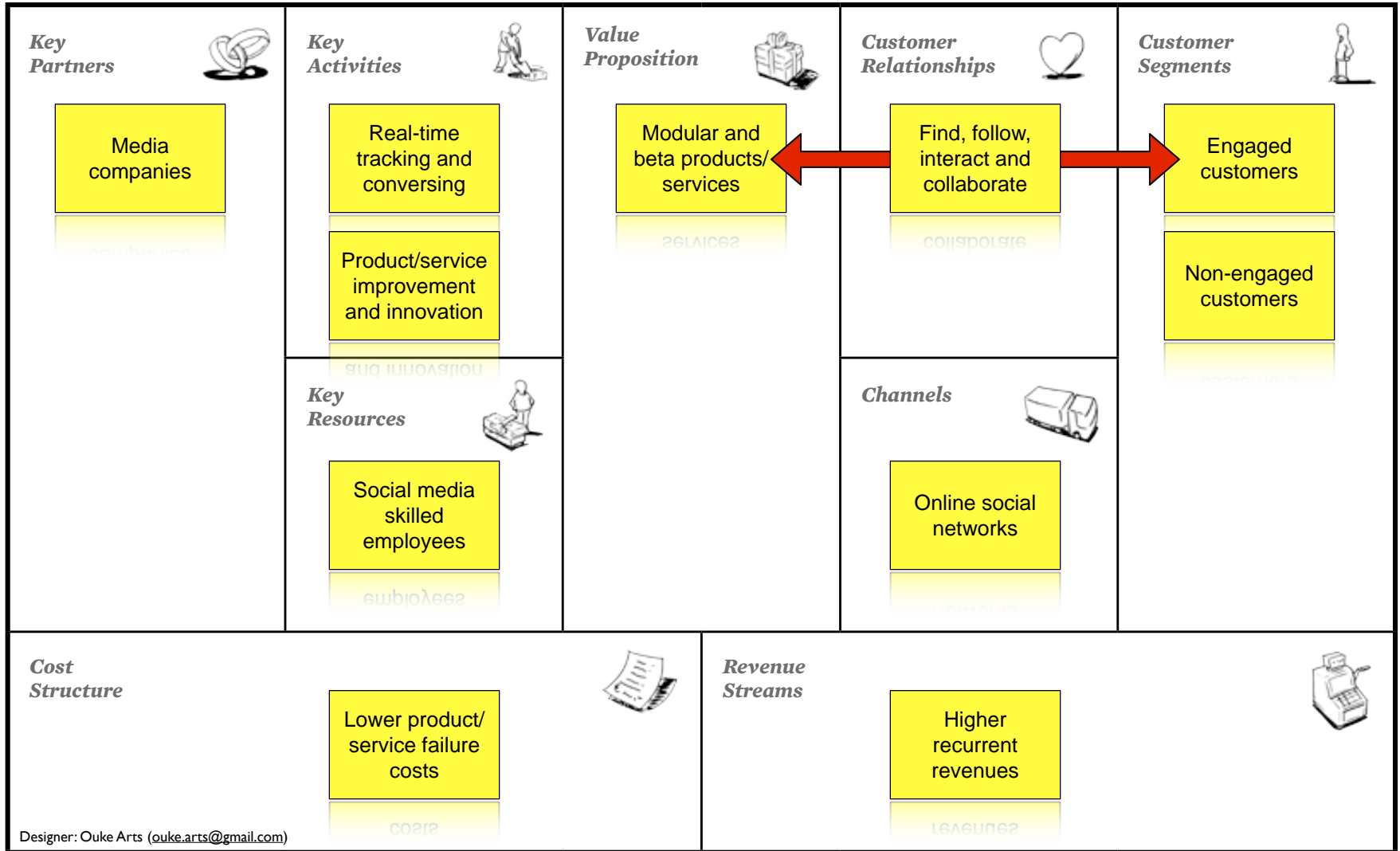
By sharing modular and beta products and services with your current and future customers, companies and their customers interact and collaborate in ongoing conversations. Not only will customers find and follow companies in online social networks, it will be the other way around as well. Employees have always been an important resource for professional service firms, and this importance will be especially true for social media skilled employees.

Professional services companies will need to become active with real-time tracking and conversion, with a little help from media partners. This will lead to ongoing product and service improvement and innovation, resulting in lower failure costs and higher recurrent revenues. An involved customer is a loyal customer.

# The Business Model Canvas

## Markets Are Conversations Business Model

most relevant for professional services companies



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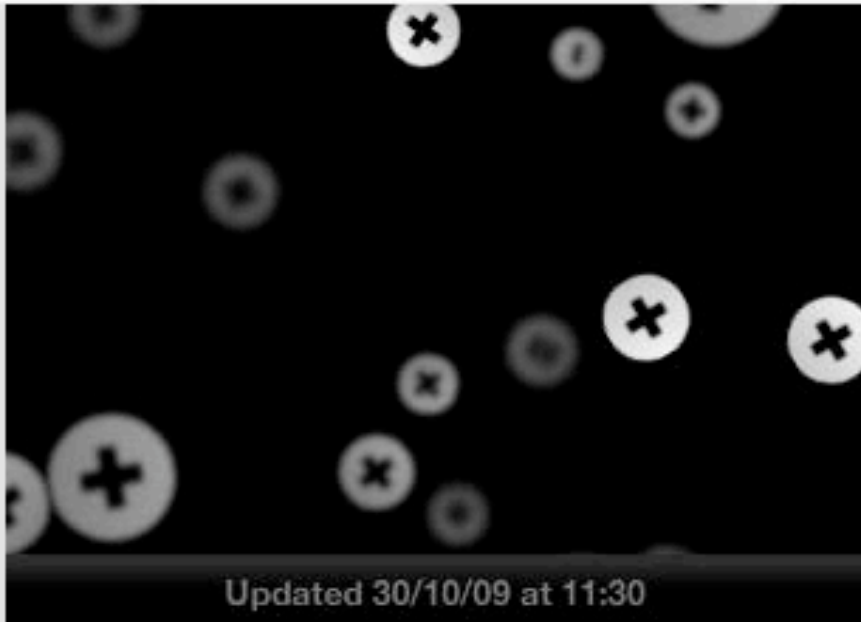




Example



► Live feelings about **first direct**



Live summary



► Live words about **first direct**



Live summary

25.66

Example

will work  
for all  
it's worth.

Example

**Low-Budget Innovation  
Business  
Model**



# “INNOVATION JUBILATION”

50+ new business ideas that defy doom and gloom



**“INNOVATION  
JUBILATION”**  
50+ new business ideas that defy doom and gloom



Low-Budget Innovation Business Model

**Low-Budget Innovation Business Model** Innovation in fast moving consumer goods companies used to mean bringing in the creative talents, the marketeers and the producers who started searching for possibilities to develop new products. For executives, there was nothing left but to hope for the best. Those days are over now that's co-creation is introduced. Innovation has become something companies can do with their customers, instead of to them.

**Based on customer observation and customer participation, fast moving consumer goods companies develop co-created products that are improved by early adopters with sample tests.**

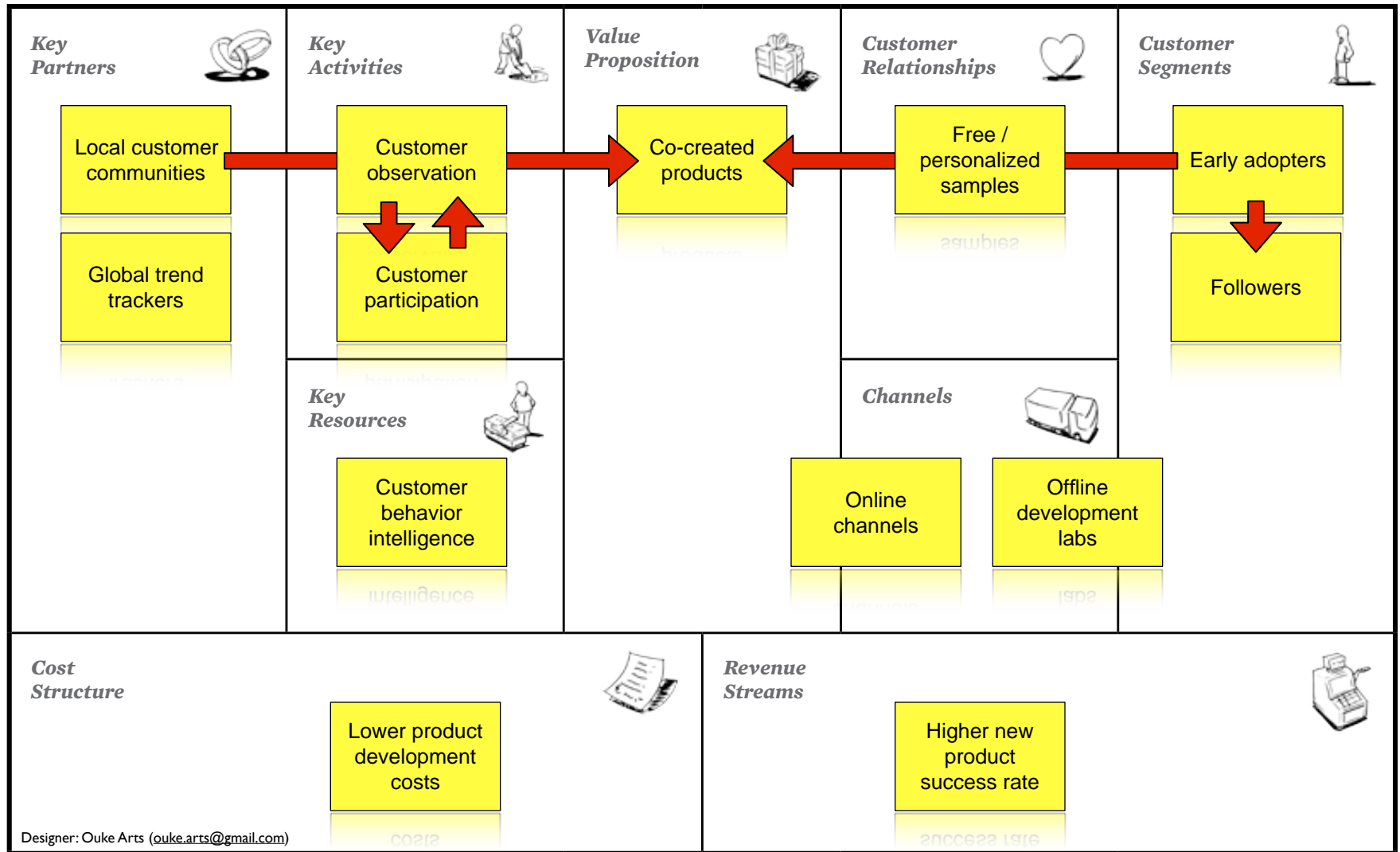
Early adopters are connected to the much larger market share of followers. Although co-creation can take place in off-line development labs, connectivity between adopters and followers is almost exclusively taking place through online channels. Online is also where local customer communities and global trend trackers meet.

Fast moving consumer goods companies need to become specialists in customer behaviour, in traditional consumption patterns, but more and more in social and individual lifestyle patterns as well. In a low-budget innovation business model, fast moving consumer goods companies are able to achieve a higher new product success rate with lower budget development costs. Now that's called low-budget innovation.

# The Business Model Canvas

## Low-Budget Innovation Business Model

most relevant for fast moving consumer goods companies



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Example



cm I Make My Case

Artists My Designs Cart Cases

Design a Case With



MATT W.  
MOORE

[www.mwmgraphics.com](http://www.mwmgraphics.com)

*Matt W. Moore is the founder of MWM Graphics, a Design and Illustration studio based in Portland, Maine. Matt works across disciplines, from colorful digital illustrations in his signature Vectorfunk style, to freeform watercolor paintings, and massive aerosol murals. MWM exhibits his artwork in galleries all around the world, and collaborates with clients in all sectors. Matt is also Co-Founder & Designer for Glyph Cue Clothing.*

Follow Matt on Twitter: [http://twitter.com/mwm\\_graphics](http://twitter.com/mwm_graphics)

Example





Example

**Community-Funded  
Business  
Model**



# "SELLSUMMERS"

If saving is the new spending, then selling is the new saving



**“SELLSUMERS”**  
If saving is the new spending, then selling is the new saving



Community-Funded Business Model

**Community  
Funded  
Business  
Model**

Entertainment- and publishing companies have traditionally been specifically good at talent identification and development. In a community-funded business model, talent identification and talent development are radically democratized.

**Instead of talent identification and development, entertainment and publishing companies become exceptionally good at fund and community management. The most essential resource in this business model is the intelligence of a community.**

In this multisided business model, there are three distinctive customer segments: believers, suppliers and buyers. Believers become members through the online community platform and fund products that are produced by suppliers. These products can be visual, auditory or textual and are bought by buyers. Believers can be buyers can be suppliers and the other way around. Physical products are distributed through retail stores, digital products through the online community platform.

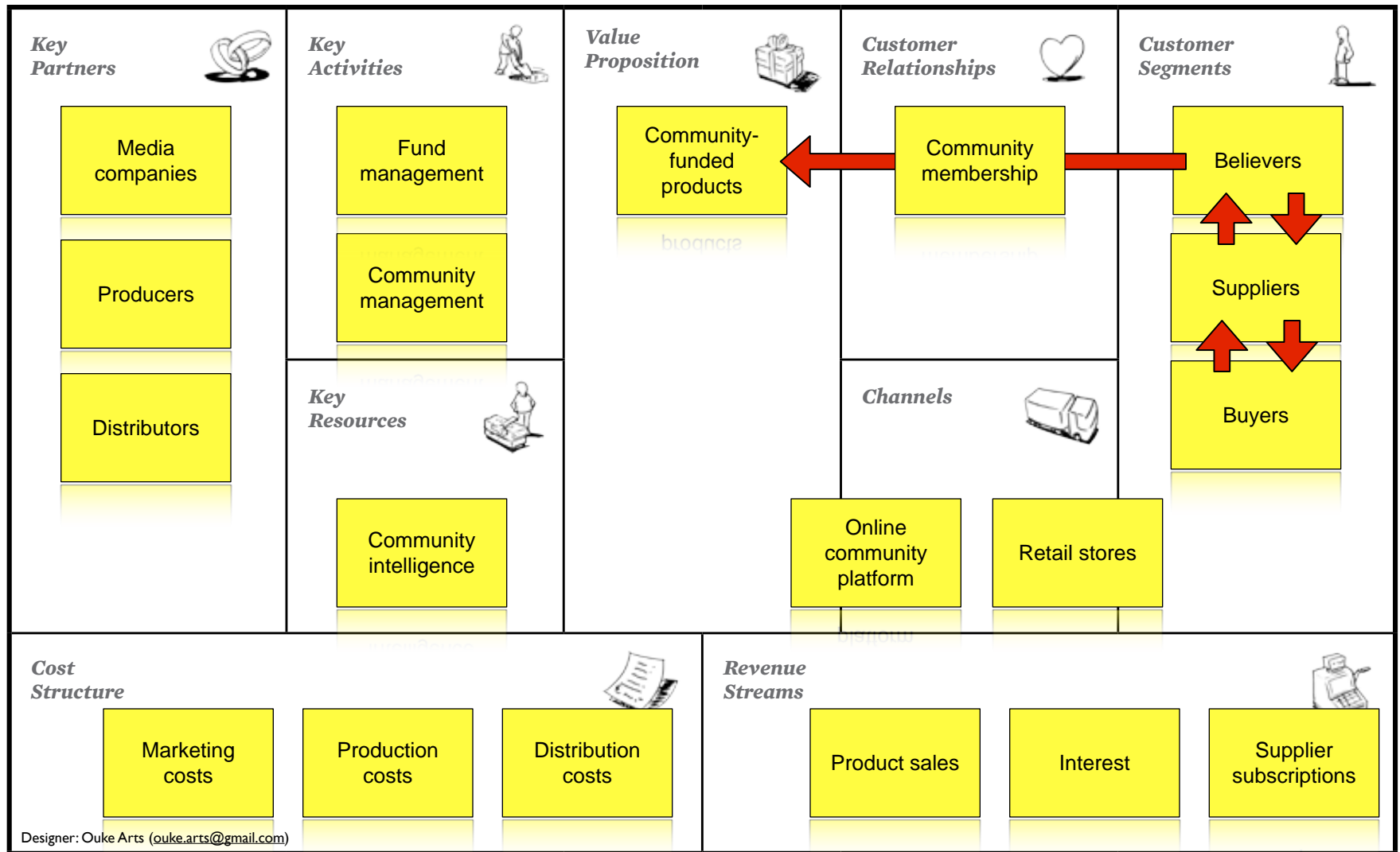
To boost product sales, entertainment and publishing companies partner with media companies, professional producers and distributors. This means marketing, production and distribution costs have to be covered by interest and supplier subscriptions next to product sales. This business model has a different tipping point in different markets.



# The Business Model Canvas

## Community-Funded Business Model

most relevant for entertainment and publishing companies



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All cards are designed by people like you. Find something you like here.

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We print the most popular cards, so vote here to tell us which cards you like.

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Show off your card design. If we print it you'll earn \$100, and another \$50 every reprint.



erry happy!

Average Rating 4.7 - 17 Votes



Orange you Excited. . .

Average Rating 4.6 - 18 Votes



Ooh Lolly

Average Rating 3.9 - 49 Votes



Example



**START MAKING YOUR  
VIDEOS & UPLOAD**



**Example**

# IDEA EXCHANGE

MORE THAN AN ONLINE SUGGESTION BOX



Example

**Sustainability-Focused  
Business  
Model**





# "ECO-BOUNTY"

From ECO-FRUGAL to ECO-METERING,  
future profits *will* be green



**“ECO-BOUNTY”**

From ECO-FRUGAL to ECO-METERING,  
future profits *will* be green



**Sustainability-Focused Business Model**

**Sustain-  
ability  
Focused  
Business  
Model**

If green status is what customers want, that's what they'll get. Fast moving consumer goods companies are creating new products and services for customers in mature and emerging markets by focusing on sustainability.

**Fast moving consumer goods companies that are serious about sustainability research the ecological impact of their products and services. Facts are needed for research-based green marketing while creativity and locality is needed for green storytelling.**

Brand defining employees and green marketeers work together with product and service designers, ecological organizations and governments. These research and marketing efforts demand a sustainable premium on traditional low-cost prices. When the market response is insufficient, governments can provide grants for sustainability-focused companies. Customers are reached through regular channels such as retail stores. The relationship between company and customer is based on green storytelling: individualized, personal and local context are integrated in customer relationship management.

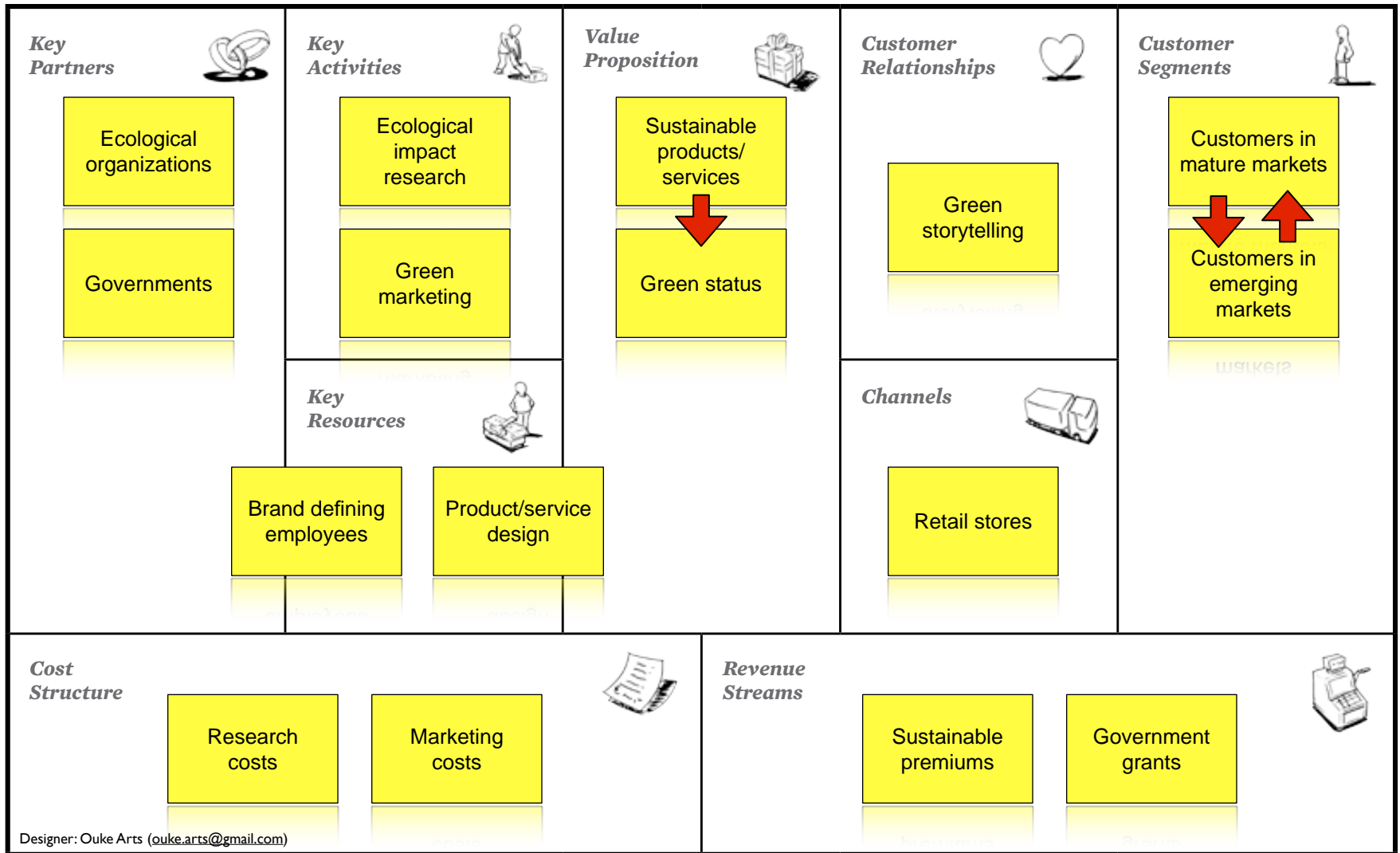
This business model will be more successful if fast moving consumer companies are active in both mature and emerging markets. Given the lead in green ambitions in mature markets, market presence in these markets allows companies to leverage on their achieved brand value in emerging markets.



# The Business Model Canvas

## Sustainability-Focused Business Model

most relevant for fast moving consumer goods companies



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Example



**SEALスニーカー、遂に登場。**

ストリートでも、アウトドアでも。  
とことんタフなスニーカー。



tire tube



product

Example



Example

**Twisted Freemium  
Business  
Model**



# "GENERATION G"

That would be G for 'Generosity', not G for 'Greed' ;-)



**"GENERATION G"**

That would be G for 'Generosity', not G for 'Greed' ;-)



**Twisted Freemium Business Model**



**Twisted  
Freemium  
Business  
Model**

Freemium business models are relevant to many companies, amongst others software development companies. This business model is based around the idea of involving customers and development communities in the development process of a free open source based product.

**Free open source products are offered to self-service customers, who have access to a self-service platform. For these customers, self-reliance is part of the value proposition. Customers in need of a continuously serviced version of the product are willing to pay for a professional subscription.**

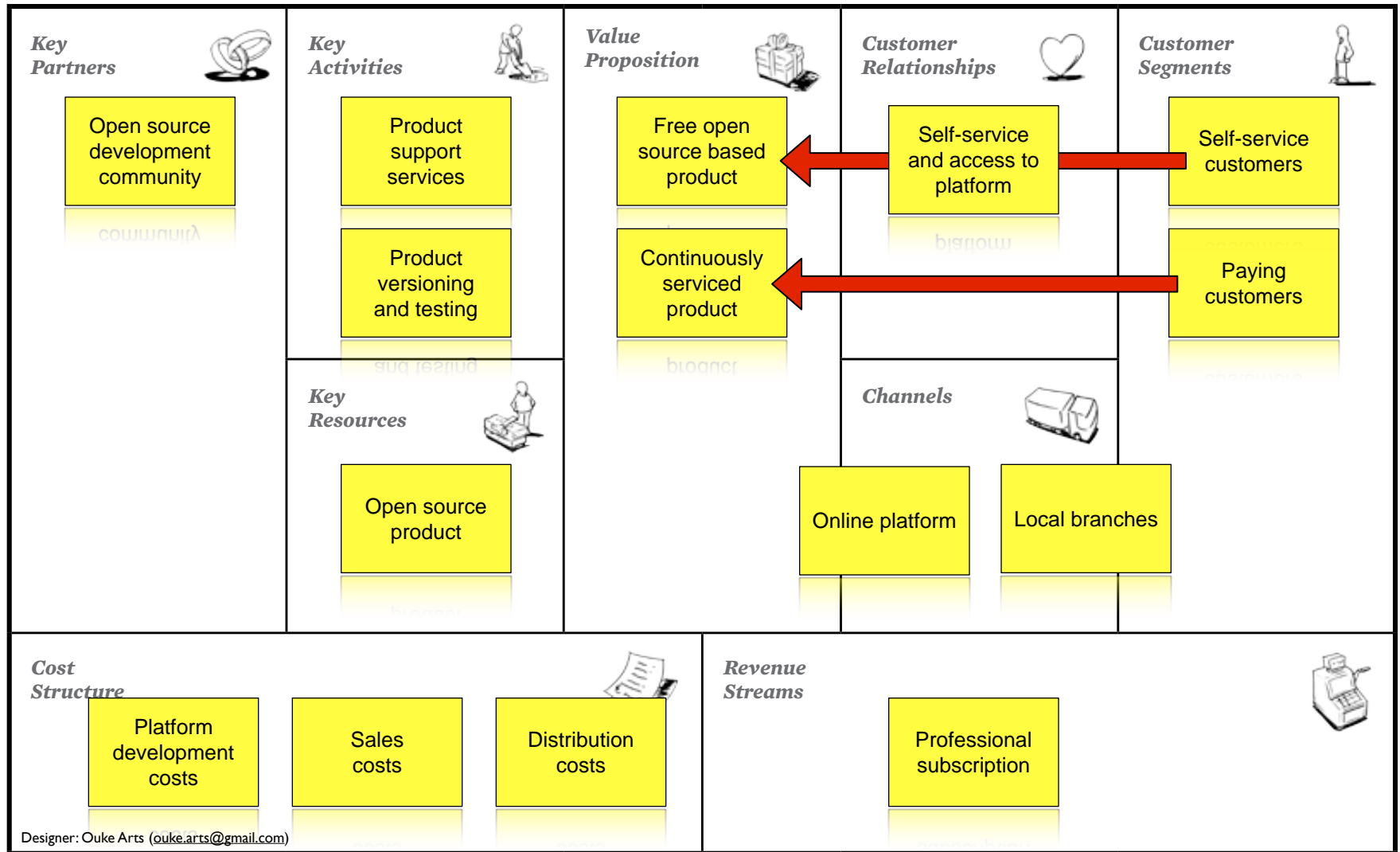
Now here's the twist. Because the free open source version is being developed outside the software company, there is no relatively large budget needed for research and development. Key activities become product support services and product versioning and testing. This means lower development costs. Customers get to choose between 'Free' and 'Premium' versions of the product.

Software companies need to facilitate relevant open source development communities by providing an online platform. This involves platform development and maintenance costs. To distribute the continuously serviced version, local branches are in place. This means sales and distribution costs are incurred.

# The Business Model Canvas

## Twisted Freemium Business Model

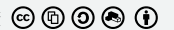
most relevant for software development companies



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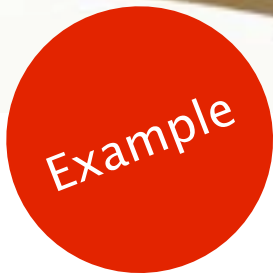
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# Garden by eBay

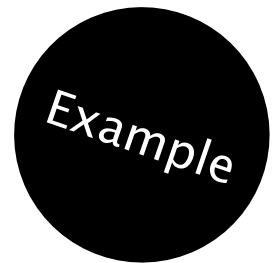
Garden by eBay is where we plant the seeds of new ideas. This is your chance to partner with us to develop the eBay experience the way you'd like to see it. Try out these features and tell us exactly what you think.

Your opinions will go directly to the people building these features. Tell them if they're on the right track, or if it's back to the drawing board. We want to get this right. Help our Garden grow.



# PeopleBrowsr™

search marketers mypb corporate industry news conference





Example

PLAY

**Unlimited Niches  
Business  
Model**



# "NICHE TRIBUTES"

Low-cost, practical tributes to the zeitgeist





**"NICHETRIBUTES"**  Unlimited Niches Business Model  
Low-cost, practical tributes to the zeitgeist

**Unlimited  
Niches  
Business  
Model**

The long tail is a typical statistical reflection of niche markets. If storage costs are close to zero, the number of products on sale is close to unlimited. Online retail companies use a business model adapted to this long tail, servicing many niche segments. Some online retail companies have even outsourced to fulfillment partners. By adding content production tools to their value proposition, an unlimited niches business model can be realized.

**Online retail companies offer niche content to many niche customer segments, by engaging in ongoing mass-customized customer relations. A second customer segment is the segment of niche content providers. Potentially, the combination of these two leads to an unlimited number of niches.**

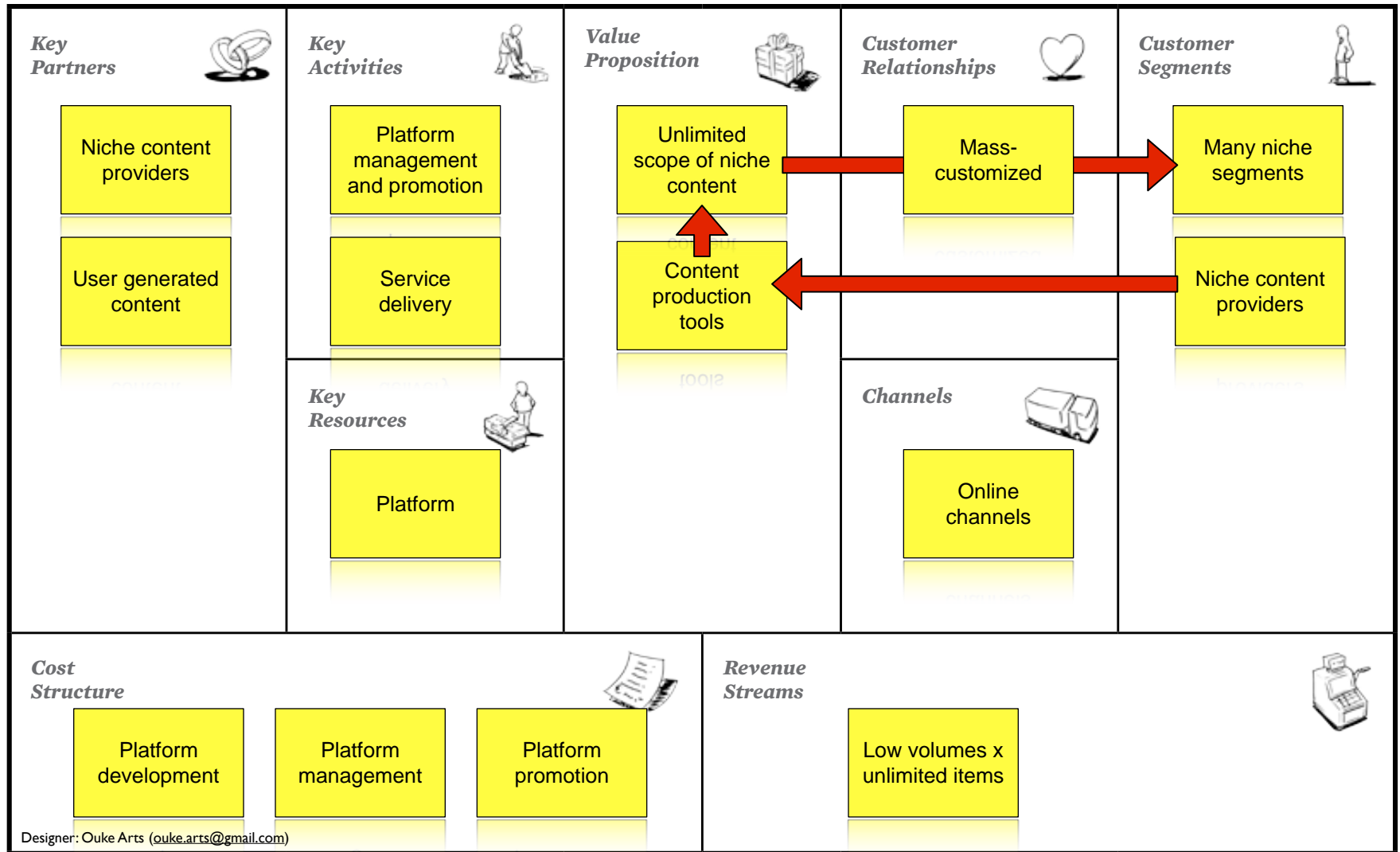
New content is created and offered through online channels, which means online retail companies will have to focus on platform management and promotion next to service delivery. This platform is a key resource, as it is the place where supply and demand meet and it allows niche content providers to develop user generated content.

The cost structure of online retail companies includes platform development, platform management and platform promotion. Revenue comes from low volumes of unlimited items. Because customers develop the content, if it needs to be low-cost and practical it will be.

# The Business Model Canvas

## Unlimited Niches Business Model

most relevant for online retail companies



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# Brooklyn Brainery

get into things ↗

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## COURSE: MEAT!

Instructor: [soma](#)

Cost: \$25

Meeting Schedule: Mondays, 8:30 - 10PM (3/15, 3/22, 3/29, 4/5) at Gowanus Studio Space

Semester: March-April 2010

...ooooooked solid! maybe you'd be interested in [another course?](#)

...chicken or beef or pork, but beyond some vague idea of "this is meat" we really have a handle on what really makes up meat?

...animals the meat comes from: There's a lot of talk out there about organic- vs. grass-fed animals, we'll figure that one out. Can you

## ABOUT US

Brooklyn Brainery hosts cheap (\$25!) collaborative classes on anything and everything. What's that mean? Think [book clubs on steroids](#).

**Brainery classes don't have real teachers.** Class leaders know a bit about the topic, but they're mostly just there to keep things on track and guide the learning process.

You could say they know where you are going (West!), but not that you need to take I-80 for a few thousand miles to get to [Sutter's Mill](#).

[learn more!](#)

### Where do I sign up?

Check out our [course catalog](#) for the current semester and sign up for our email list.

### Contact us!

Address all love letters to [brooklyn.brainery@gmail.com](mailto:brooklyn.brainery@gmail.com) or [@tkbrains](#)

## WE LIKE:

## CLASSES

The second semester is at [The Gowanus Studio Space](#) from March 15th - April 7th. Each course meets once a week for a month and only costs \$25!

### WEA233: Applied Meteorology

Talking about the weather will never be boring again [read more](#)

### POE354: Modern Poetry!

I think that you will feel remorse / if you shall never take this course [read more](#)

### MKUP444: Beauty School Dropout

Cosmetics past, present and future: color theory! Lead, mercury and other historically pretty poisons! The power of mascara! [read more](#)

### PPR202: Paper Arts

Paper! dye it, scent it, turn it into books/swans/planes! [read more](#)

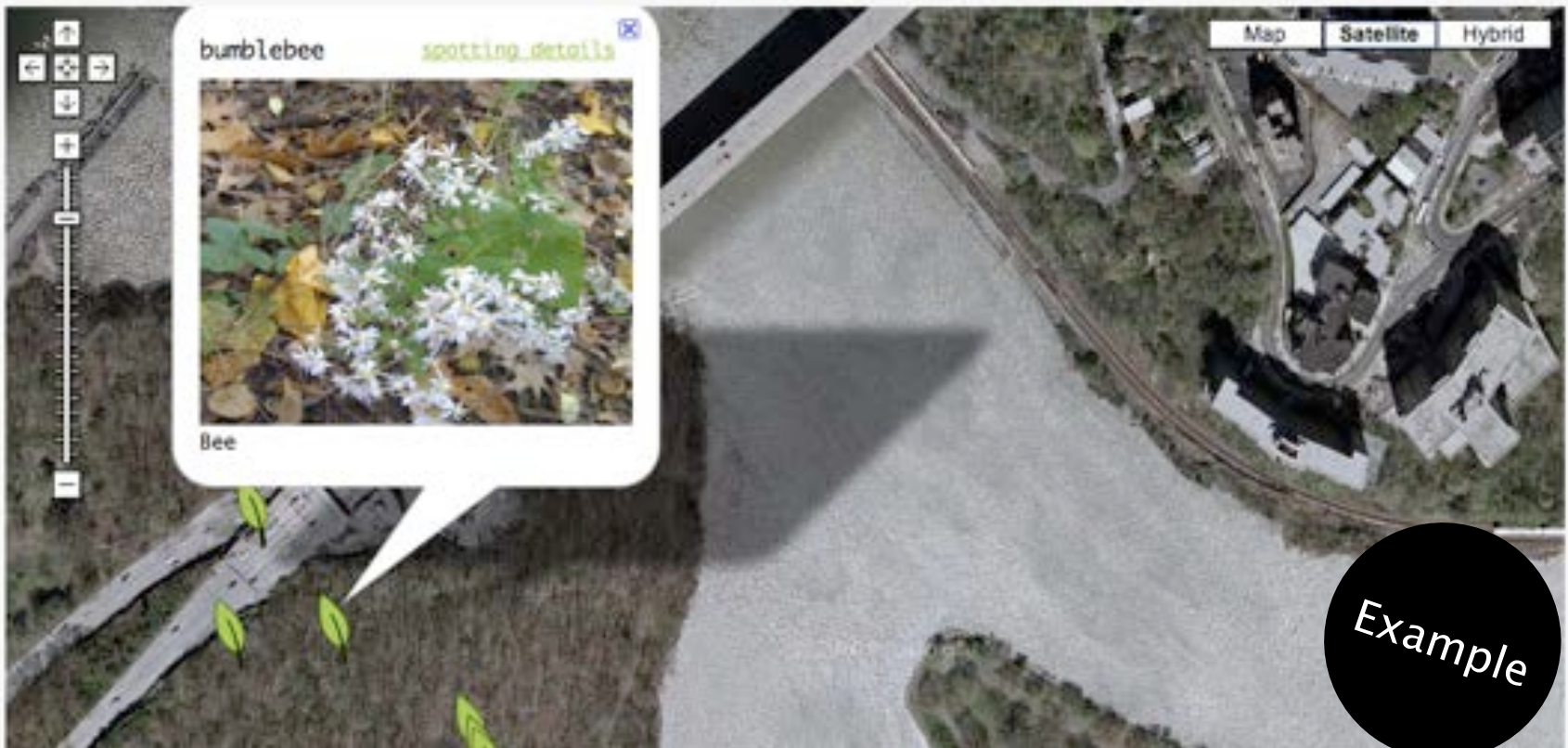
### MEAT266: Meat!

Example

Welcome to noah, is this your [first time here?](#)

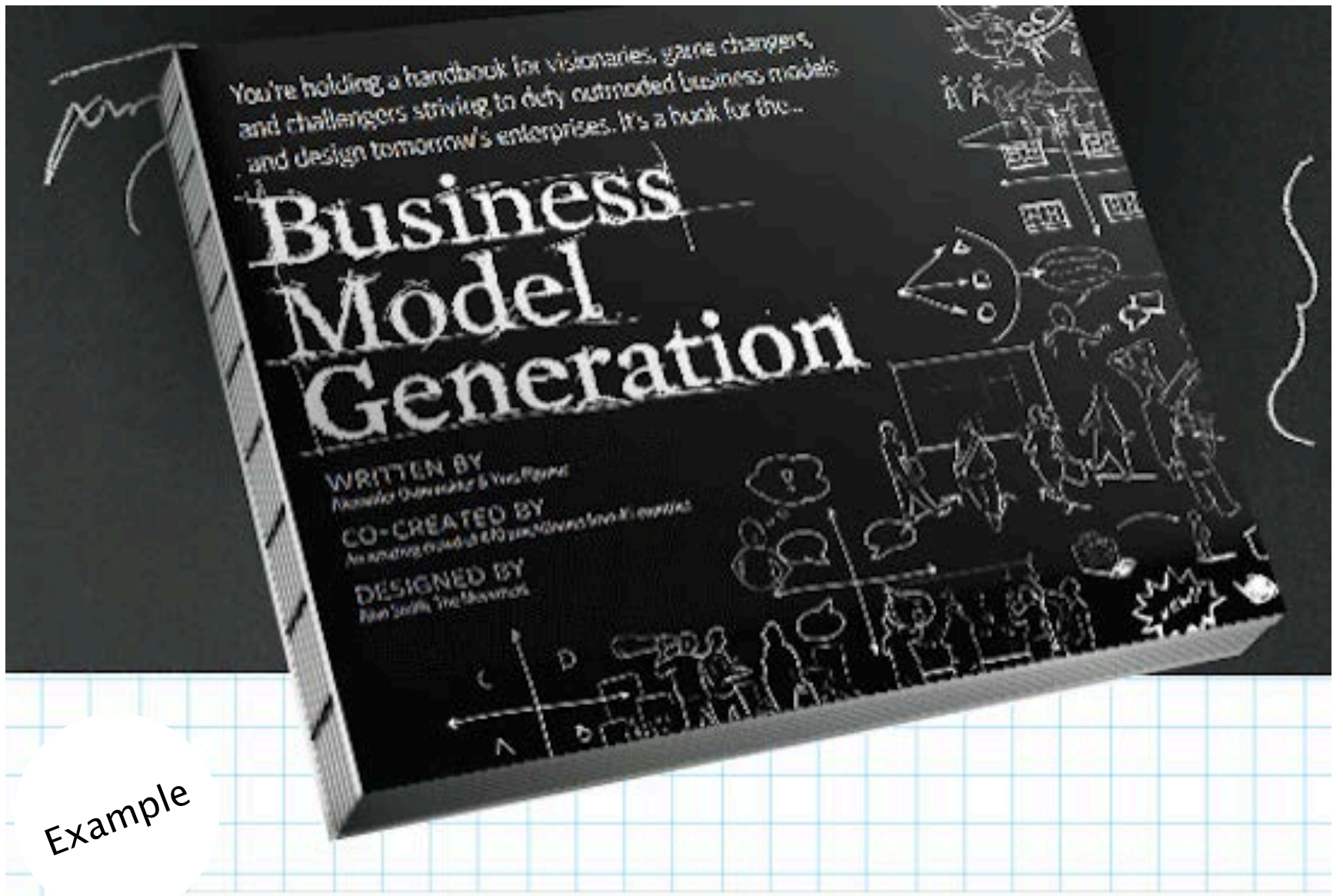
[Sign-up for our iPhone Beta test](#)

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Example





Example

In-Crowd Customers

**Business**

**Model**

**10**



# "LUXYOURY"

In 2009, *you* define what constitutes luxury



**"LUXYOURY"**  
In 2009, *you* define what constitutes luxury



In-Crowd Customers Business Model

**In-Crowd  
Business  
Model**

Travel, leisure and lifestyle companies are always on the look-out for status triggering products and services they can offer. To deliver status, these companies think in terms of experiences and individuals. The more personal, the more status they deliver. Which is also true for the uniqueness of the experience.

**Servicing in-crowd customers in mature markets, travel, leisure and lifestyle companies need to extremely personalize the relationship they have with these customers. Offline networks deliver the best results through personal in-crowd encounters.**

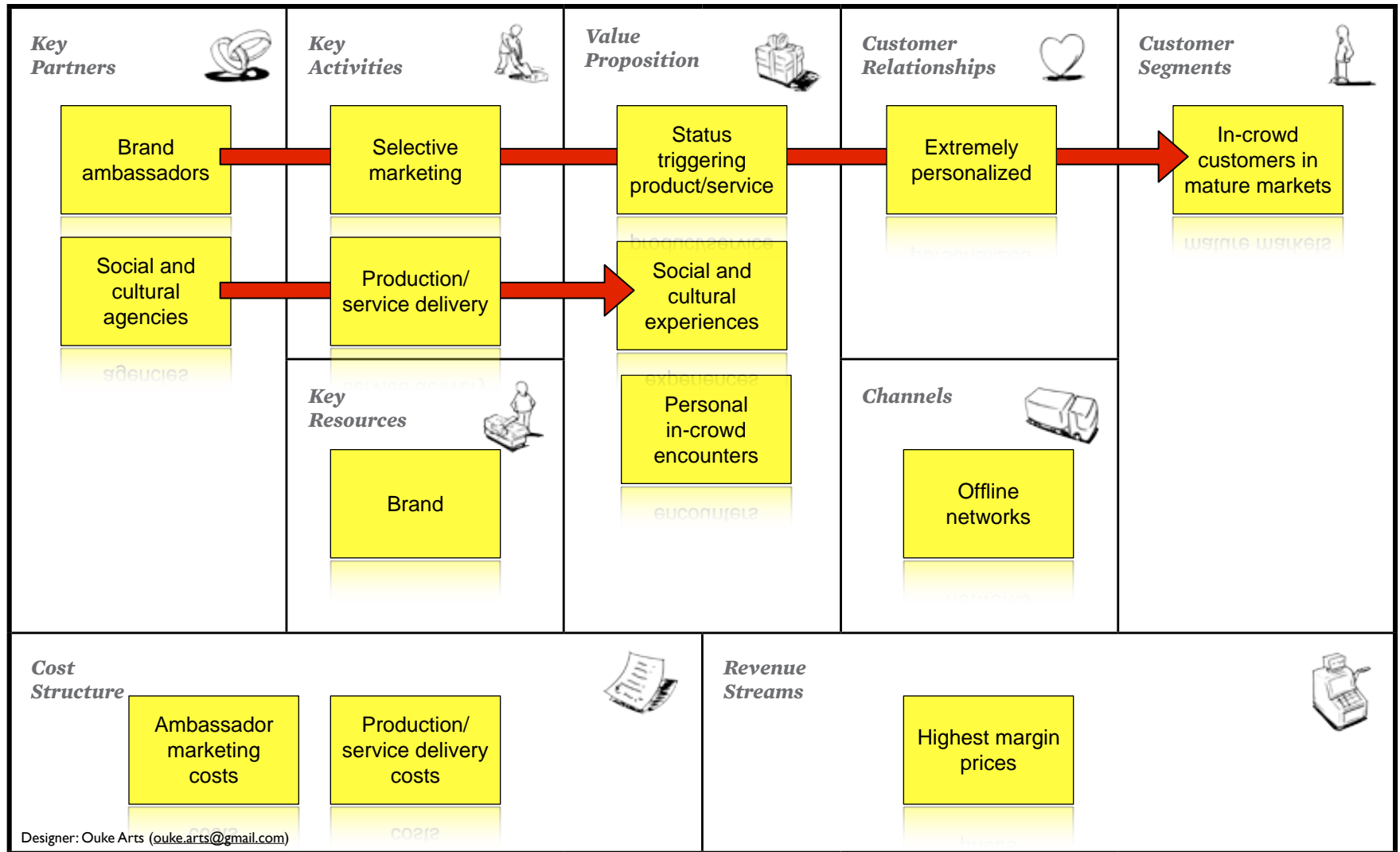
The most key resource for travel, leisure and lifestyle companies is their brand. The brand is both a social network navigator and a divider between in-crowd and crowd. The most influential members of a social network are potential brand ambassadors. Brand ambassadors become partners in selective marketing the status triggering products and services. Local social and cultural agencies are another key partner, who actually produce or service of social and cultural experiences.

The extremely personalized customer relationship allows for the highest margin prices, which have to compensate for the relatively high ambassador marketing costs and production or service delivery costs. It is the kind of travel, leisure and lifestyle margins marketeers have for a long time dreamed of but haven't been able to maintain in the past decade. The in-crowd business model is their new business model for this decade.

# The Business Model Canvas

## In-Crowd Customers Business Model

most relevant for travel, leisure and lifestyle companies



Designer: Ouke Arts (ouke.arts@gmail.com)

[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

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Example



**1** *LOVE*

**2** *WEAR*

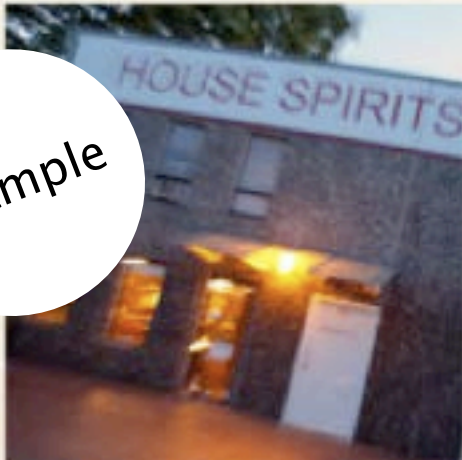
**3** *RETURN*

Example





**PORT  
LAND,  
OREGON**



Example



# 10 New Business Models for this Decade BETA

## PRODUCED BY:

Ouke Arts, **Strategy Consultant/Graphic Facilitator**

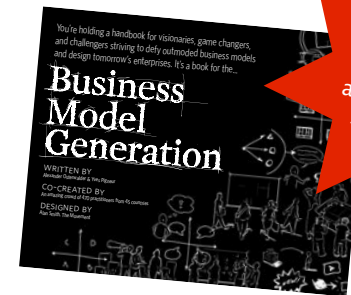
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THE BUSINESS MODEL CANVAS is described in the book **Business Model Generation**



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