OPENNESS IN BUSINESS MODELS

HOW DO FIRMS OPEN BUSINESS MODELS?

HOW DOES OPENNESS AFFECT PERFORMANCE?

INWARD-OUTWARD DIMENSION

BROAD OPENNESS
Focal firm depends in various degrees on multiple partners to perform parts of its business model.

DEEP OPENNESS
Focal firm depends to a high degree on one or a few partners to perform parts of its business model.

BROAD INWARD
BROAD OUTWARD

DEEP INWARD
DEEP OUTWARD

OUTWARD OPENNESS
Focal firm provides assets to enable other companies to implement their business model in exchange for revenue or assets.

INWARD OPENNESS
Focal firm acquires third-party assets in order to implement their business model in exchange for revenue or assets.

WHAT IS A BUSINESS MODEL?
Business model describes the value which a company offers to one or several (segments of) customers, the architecture of the internal processes of the firm, and the network of partners it has built up for creating, marketing and delivering this value in order to generate revenue streams and profit.

OPENING OF BUSINESS MODELS MAY HAVE POSITIVE AS WELL AS NEGATIVE CONSEQUENCES

WHAT IS OPENNESS IN BUSINESS MODELS?
Openness in business models is the dependence on third-party assets in execution of a business model.

TYPES OF BUSINESS MODEL OPENNESS

WHOM DID WE STUDY?

BERLINGSKE MEDIA
JIPOLMINKENSHUS

BUSINESS MODEL FRAMEWORK

Value proposition
• Target market
• “Job to be done”
• Factors related to the offering

Value creation
• Key resources
• Key activities
• Key partners

Value delivery
• Customer segments
• Distribution channels
• Customer relationship

Value capture
• Costs
• Revenue model

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