



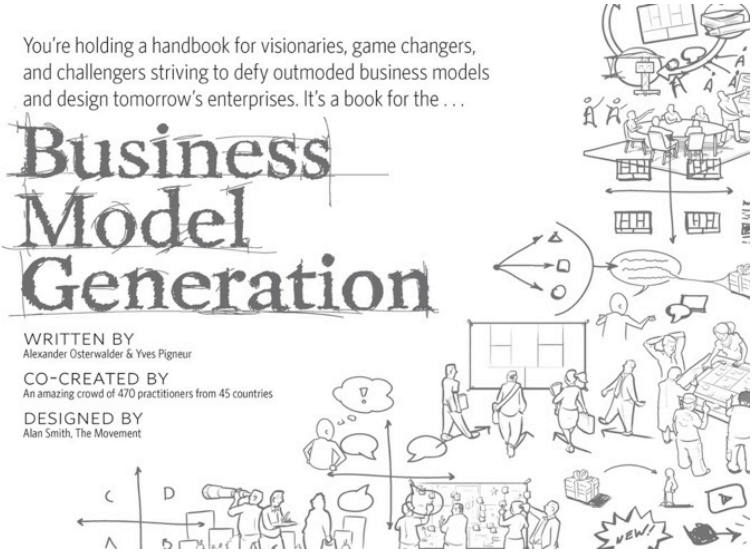
Business Model for Startups

*International Training on SMEs Empowerment for Asia Pacific
Bandung, 25 April 2018*

TrainingZen, Jakarta

+ Where does it all begin?

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the ...



Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY
Alan Smith, The Movement

www.businessmodelgeneration.com

+ What are we going to learn?

1. Understand the concept of business model and how to use business model canvas.
2. Learn about different kind of business model patterns.
3. Develop or revise the business model for your startup.

+ Two success stories of startups from Indonesia

Kitabisa.com

Galang Dana Online Untuk **TEMAN SAKIT**

Kitabisa merupakan situs **Galang Dana** dan **Donasi** secara online

Galang Dana

Campaign Terdanai: 7.348

Donasi Terkumpul: Rp 172.499.070.307

#OrangBaik Tergabung: 470.781

Chat

Kitabisa.com

Galang Dana Donasi Zakat

Semua Kategori

Organisasi Publik

Kampanye galang dana yang diinisiasi oleh lembaga dan organisasi sosial terpercaya

#TERBANGKAN PESAWAT INDONESIA
Dukungan Indonesia Untuk R80
Regio Aviast Industri

#GURUKUMAJU
NusantaRun

Bantu Azizah, Segera Operasi Transplantasi Hati
Solo Peduli

- Kitabisa.com, or loosely translated Wecan.com, is an online donation platform in Indonesia. People who have project, cause, or concern about something can post it in the platform and other people can help by transferring their donation via Kitabisa.com. Projects of campaigns being promoted ranges from many different issues; technology, health, social, etc.
- The person or people who post their project or cause determine how much money they want to raise in Kitabisa.com at certain period of time and once the project reach its deadline, how much ever the money that they get will be transferred to the campaigner and Kitabisa.com will take 2-% cut from the amount.
- Kitabisa.com was established in 2013 by M. AlFatih Timur (Timmy), and over the years they have been able to raise donations for many projects or causes in Indonesia from thousands of givers. The latest data shows that Kitabisa.com was able to raise Rp. 892 million in 2014, Rp. 7,2 billion in 2015, Rp. 61 billion in 2016 and Rp. 193 billion in 2017.

KAMPANYE TERPOPULER

 #RioHaryantoF1 Patungon mendanai pembalap Indonesia pertama ke F1	 Kopi Darat Nasional PSI Kopi darat partai politik pertama yang didanai dan patungon online	 Masjid Tolikara Papua 1385 orang patungon untuk membangun kembali Masjid yang terbakar	 Becak Terus Bule asal Skotlandia menarik becak dari Asoh sampai Jakarta untuk 4 Yayasan
120 juta rupiah terkumpul	186 juta rupiah terkumpul	308 juta rupiah terkumpul	325 juta rupiah terkumpul



Kitabisa.com



A Phenomenal Story of Go-jek



- Gojek was founded in 2010 by Nadiem Makarim when he saw the opportunity on how to beat the notorious traffic jam in Jakarta, using motorcycle-taxi or "ojek", as long as these *ojek* drivers were organized and managed professionally.
- In the beginning Gojek only serve its customers by giving them ride to their destination, but now the business has grown to many many services: sending document, ordering food, buying groceries, cleaning your house, providing massage or helping you with your make up, etc.
- Gojek now operates in 50 cities across Indonesia and has partnered with 125 thousands ojek drivers and thousands other partners such as restaurants, food stalls, pet stores, etc.

Go-jek website before they use apps



TELPON KITA DI
(021) 725-1110
0858-9084-1110

GENERASI BARU OJEK JAKARTA

Ojek memiliki potensi besar sebagai solusi dalam menghadapi kemacetan Jakarta yang makin parah. GO-JEK bertujuan menunjukkan keahlian sopir ojek dalam berbagai layanan transportasi dan pelayanan yang memuaskan.



CEPAT
 Driver GO-JEK tersebar di berbagai lokasi di Jakarta, dan kami akan selalu mencarikan driver terdekat anda.



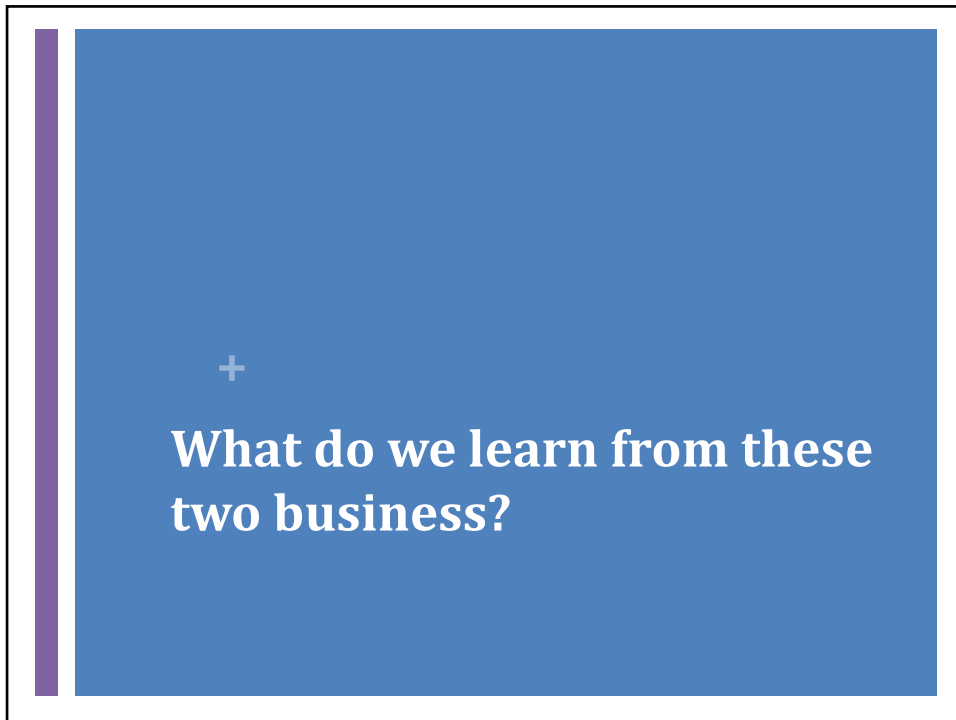
MUDAH
 Anda tinggal menelpon call center kami, selanjutnya kami yang urus!




AMAN
 Kami menyeleksi driver dengan metode referensi sehingga dijamin berpengalaman dan jujur.

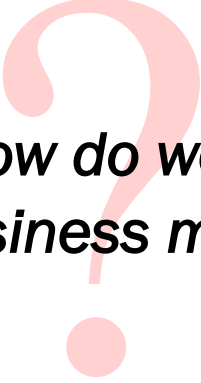


TRANSPARAN
 Lupakan repotnya tawar-menawar di jalanan! GO-JEK menghitung harga berdasarkan jarak pengantaran dan memberitahunya kepada anda sebelum mengkonfirmasi order.

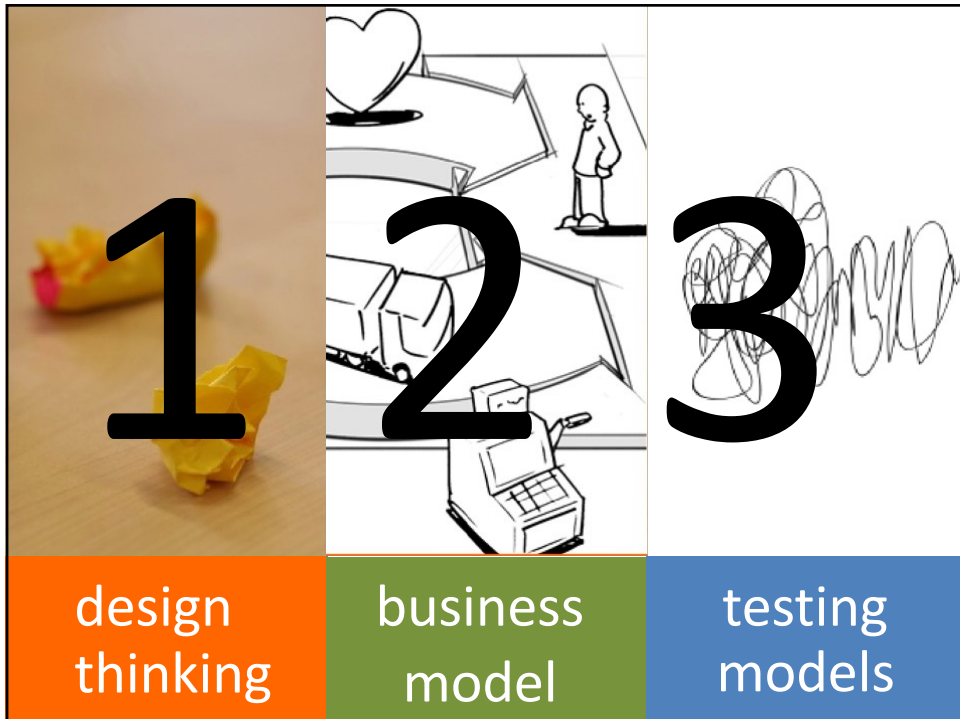


+ What do we learn from two examples of businesses? 

1. Focus on product innovation alone is not enough, you have to strengthen your innovation with a good business model.
2. They do not copy from their competitors, they create a new business model.
3. They do not only test first whether the business model works, but they also have to experiment and take risks!



*So how do we develop
a business model?*





What's the use of business model?

- 1. To portray and analyze the current business model to see if it is still relevant to the current trend.*
- 2. To create a business strategy for a business; say to move from mortar and brick store to sell things online.*
 - 1. To create, start a new business or organization.*



What's the definition of a business model?

+ What is business model?

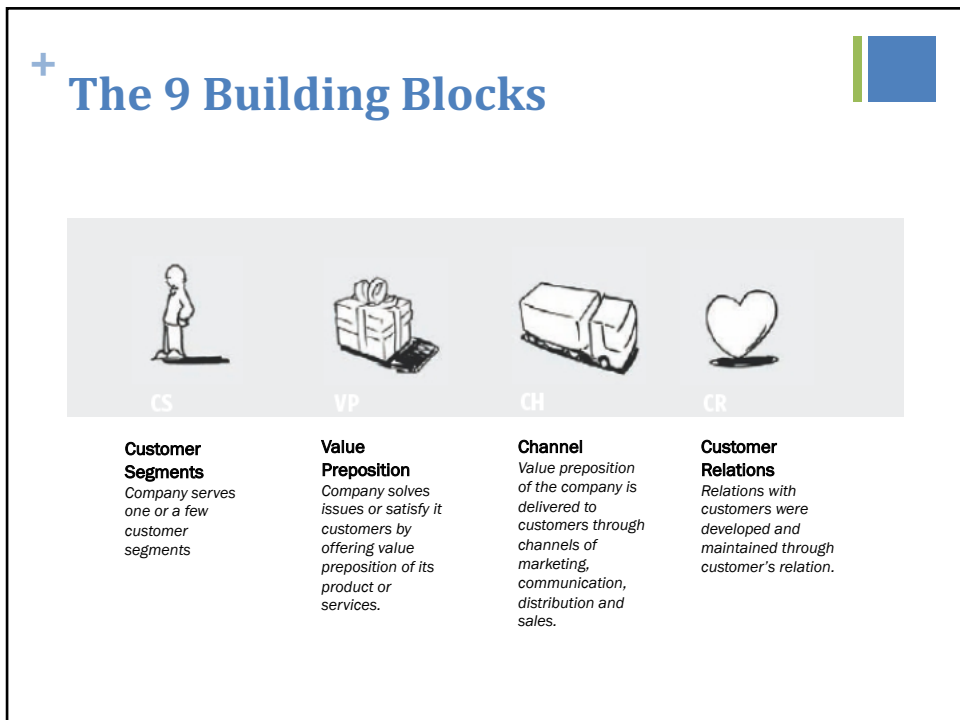
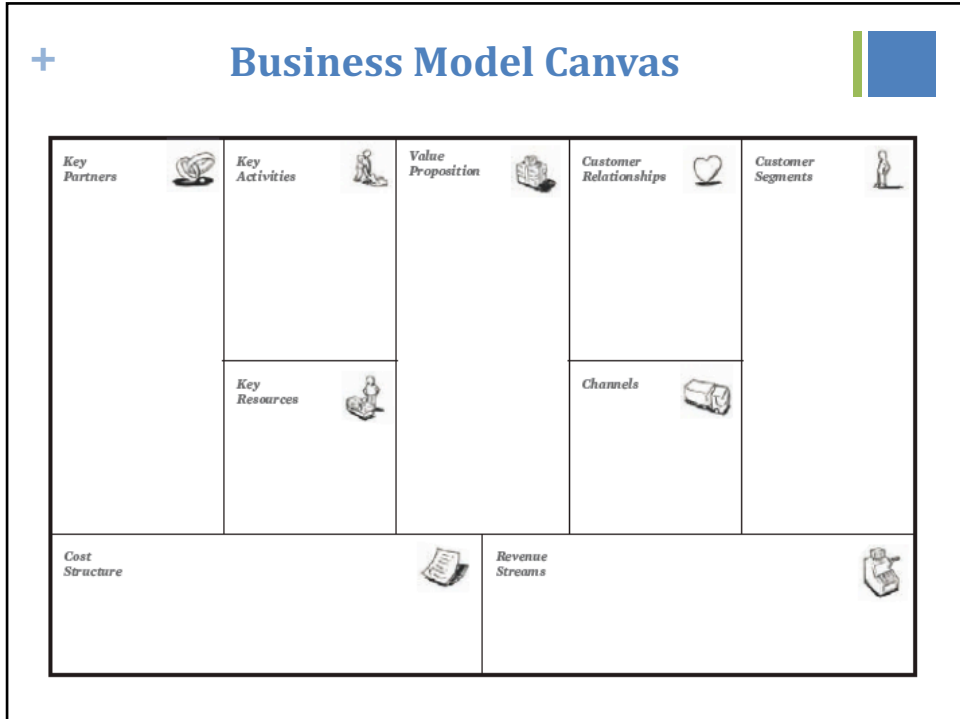


Def. Business Model

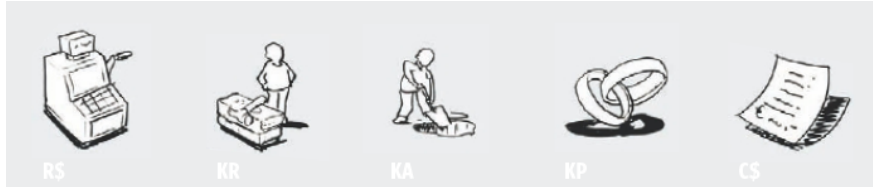
A business model describes the rationale of how an organization creates, delivers, and captures value



Business Model Canvas



+ The 9 Building Blocks



Revenue Stream

Revenue Stream are generated from sales of product and services bought by customers.

Key Resources

Key resources are the assets the company needs to produce, offer and delivered ...

Key Activities

... by performing key activities.

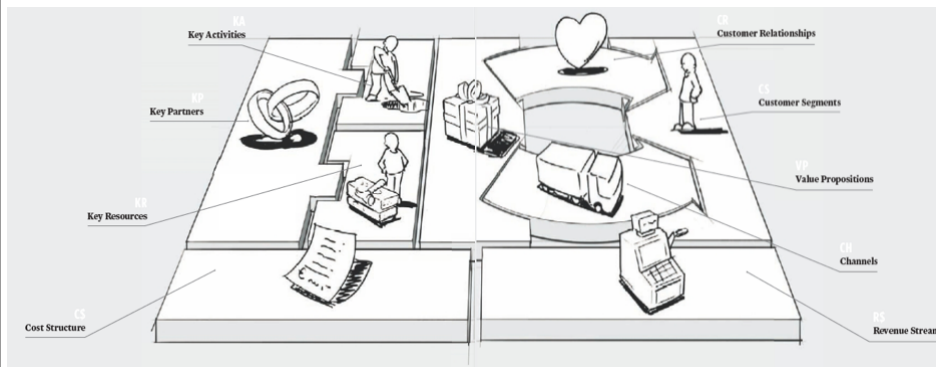
Key Partners

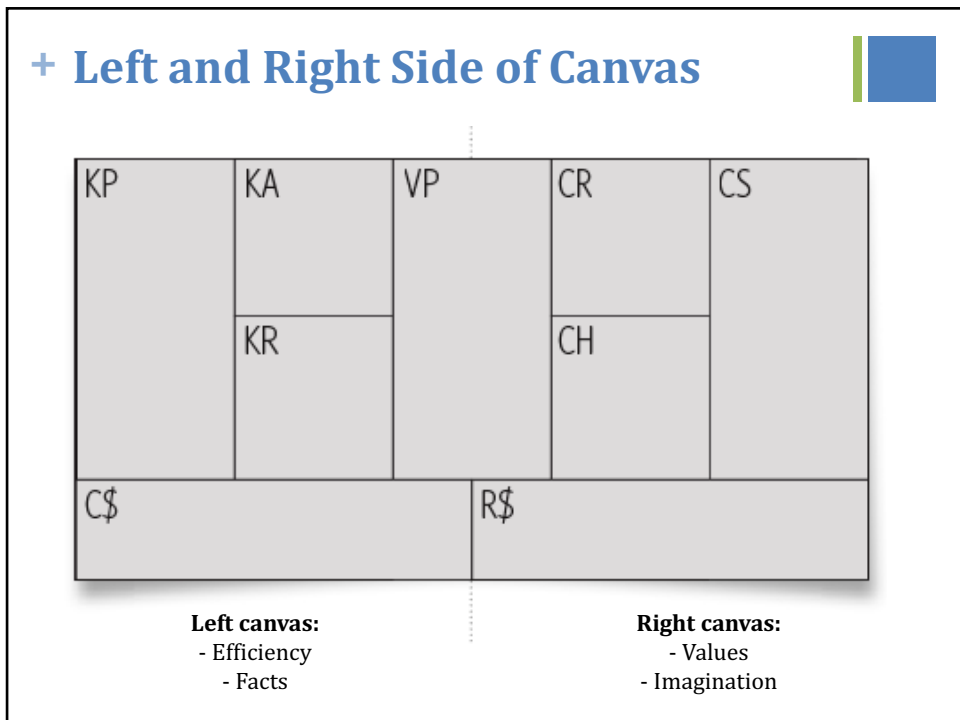
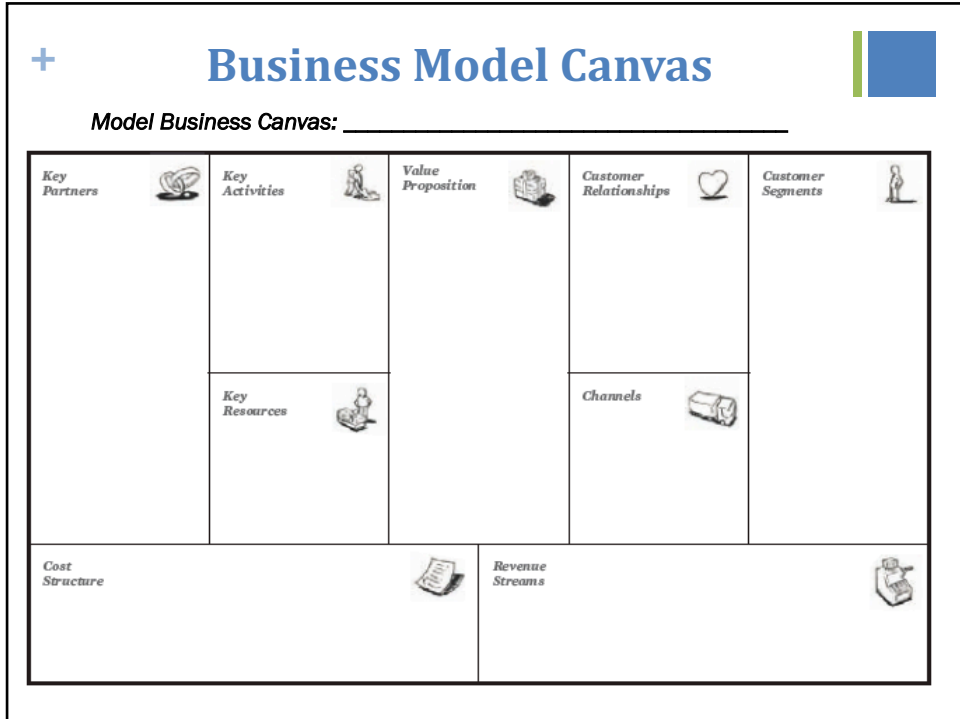
Some of the activities can be outsourced and some resources can be brought in from outside of the company.

Cost Structure

Elements of the business model that creates cost structure.

+ The 9 Building Blocks Canvas





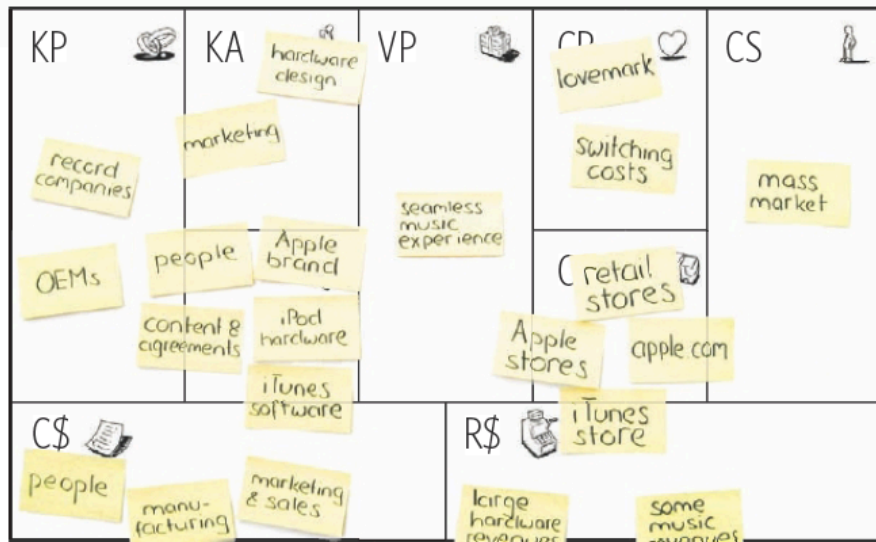
+ How to use canvas?



+ Apple iPod/iTunes Business Model



+ Apple iPod/iTunes Business Model



+ *Let's start creating your business model!*

The Patterns/ Pola Model Bisnis

+ 1. Multi-Sided Platforms

MULTI-SIDED PLATFORMS bring together two or more distinct but interdependent groups of customers. • Such platforms are of value to one group of customers *only* if the other groups of customers are also present. • The platform creates value by *facilitating interactions* between the different groups. • A multi-sided platform grows in value to the extent that it attracts more users, a phenomenon known as the *network effect*.

[REFERENCES]

- 1 • "Strategies for Two-Sided Markets." *Harvard Business Review*. Eisenmann, Parker, Van Alstyne. October 2006.
- 2 • *Invisible Engines: How Software Platforms Drive Innovation and Transform Industries*. Evans, Hagiu, Schmalensee. 2006.
- 3 • "Managing the Maze of Multisided Markets." *Strategy & Business*. Evans, David. Fall 2003.

[EXAMPLES]

Visa, Google, eBay,
Microsoft Windows,
Financial Times

Example:

- Google
- Apple's iTunes
- eBay
- Visa
- eCommerce:
- Crowdfunding:

+ 2. FREE as a Business Model

FREE • In the **FREE** business model at least one substantial Customer Segment is able to continuously benefit from a free-of-charge offer. • Different patterns make the free offer possible. • Non-paying customers are financed by another part of the business model or by another Customer Segment.

[REFERENCES]

- 1 • "Free! Why \$0.00 is the Future of Business." *Wired Magazine*. Anderson, Chris. February 2008.
- 2 • "How about Free? The Price Point That Is Turning Industries on Their Heads." *Knowledge@Wharton*. March 2009.
- 3 • *Free: The Future of a Radical Price*. Anderson, Chris. 2008.

[EXAMPLES]

Metro (free paper),
Flickr, Open Source,
Skype, Google, Free
Mobile Phones

Contoh:

- Flickr
- Skype
- Google
- Facebook
- Instagram, etc.
- Free magazine

+ 3. Open Business Model

OPEN BUSINESS MODELS can be used by companies to create and capture value by systematically collaborating with outside partners. • This may happen from the "outside-in" by exploiting external ideas within the firm, or from the "inside-out" by providing external parties with ideas or assets lying idle within the firm.

[REFERENCES]

- 1 • *Open Business Models: How to Thrive in the New Innovation Landscape*. Chesbrough, Henry. 2006.
- 2 • "The Era of Open Innovation." *MIT Sloan Management Review*. Chesbrough, Henry. No 3, 2003.

[EXAMPLES]

P&G, GlaxoSmithKline,
Innocentive

Example:

- P&G
- GlaxoSmithKline
- Firefox Mozilla
- Open source software.

+ 4. Unbundling Business Model

The concept of the “unbundled” corporation holds that there are three fundamentally different types of businesses: Customer Relationship businesses, product innovation businesses, and infrastructure businesses. • Each type has different economic, competitive, and cultural imperatives. • The three types may co-exist within a single corporation, but ideally they are “unbundled” into separate entities in order to avoid conflicts or undesirable trade-offs.

[REFERENCES]

- 1 • “Unbundling the Corporation.” *Harvard Business Review*, Haged, John, Singer, Marc. March-April 1999.
- 2 • *The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market*. Treacy, Michael, Wiersema, Fred. 1995.

[EXAMPLES]

mobile telecom industry,
private banking industry

Example:

- Cellular phone company
- Banking industry

+ 5. Long-Tail Business Model

LONG TAIL BUSINESS MODELS are about selling less of more: They focus on offering a large number of niche products, each of which sells relatively infrequently. • Aggregate sales of niche items can be as lucrative as the traditional model whereby a small number of bestsellers account for most revenues. • Long Tail business models require low inventory costs and strong platforms to make niche content readily available to interested buyers.

[REFERENCES]

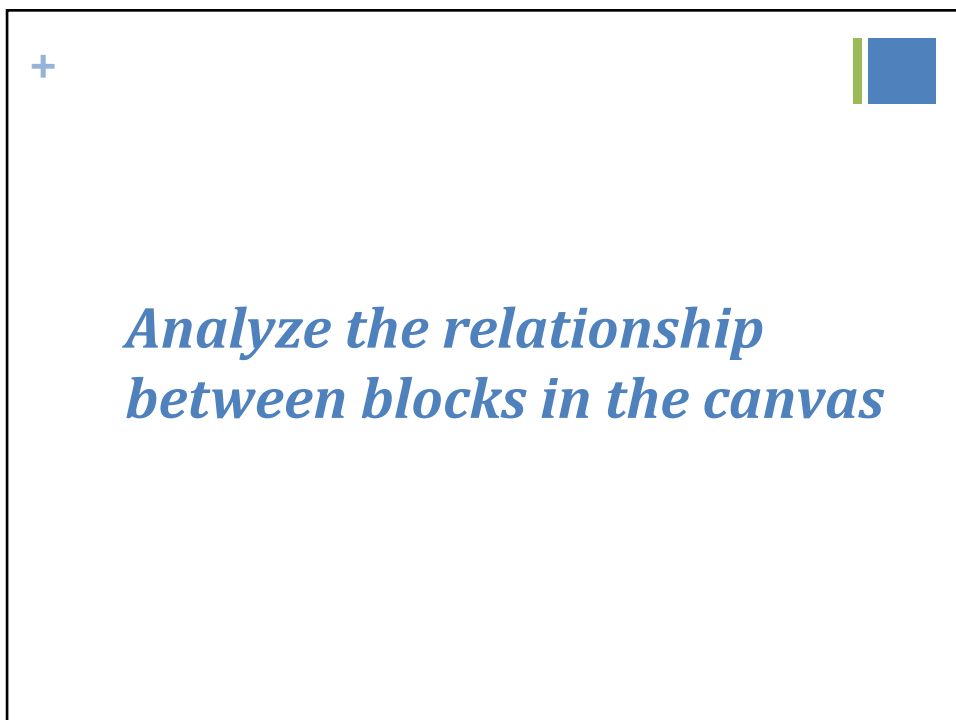
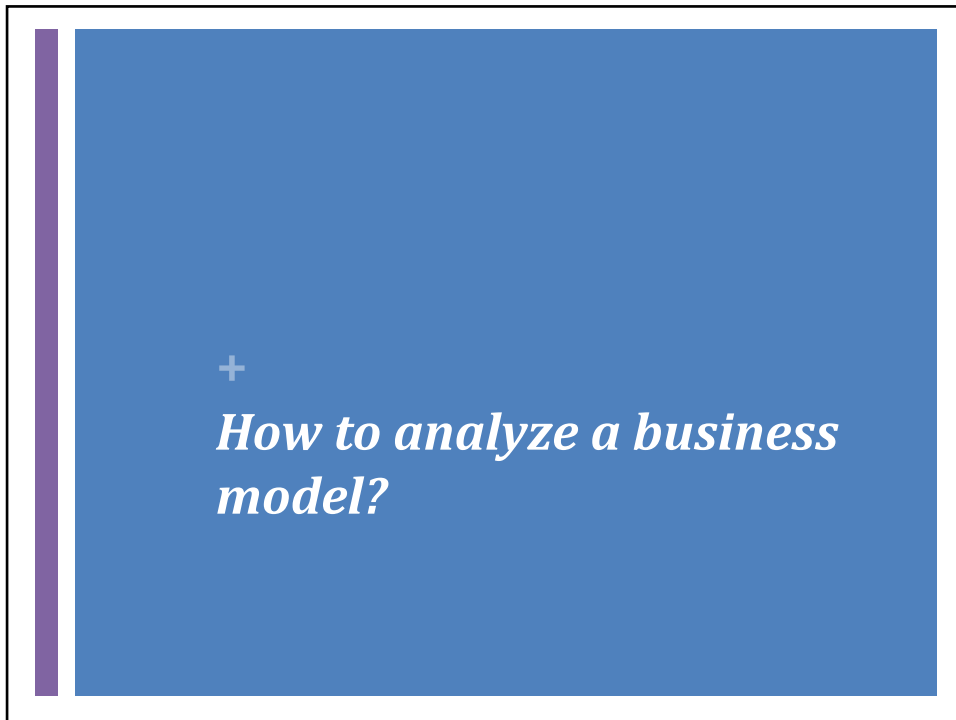
- 1 • *The Long Tail: Why the Future of Business Is Selling Less of More*. Anderson, Chris. 2006.
- 2 • “The Long Tail.” *Wired Magazine*. Anderson, Chris. October 2004.

[EXAMPLES]

Netflix, eBay, YouTube,
Facebook, Lulu.com

Example:

- Netflix
- eBay
- YouTube
- Facebook



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Analyze revenue and cost structure

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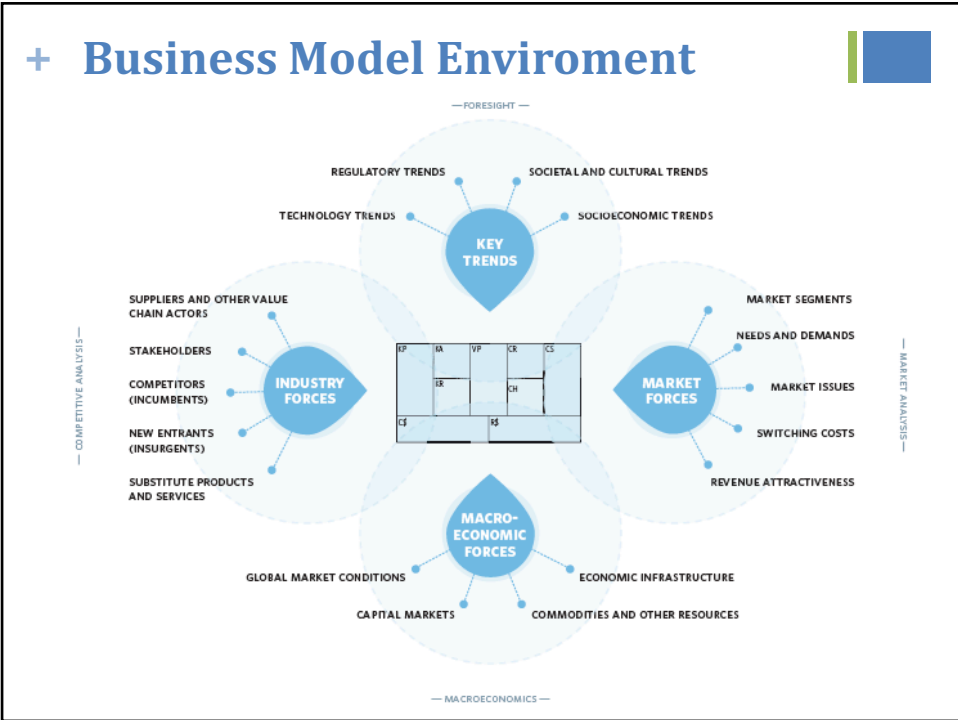
*Business Model Canvas
for Social Enterprise*

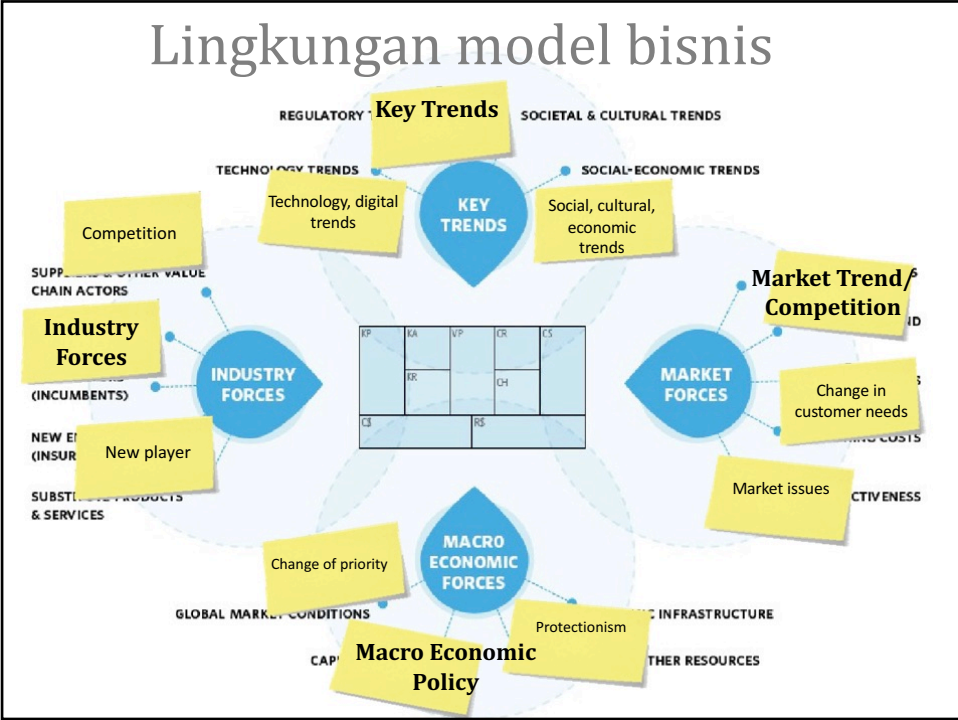
Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
				Purchasers
				Users
Key Resources			Channels	Stakeholders
Cost Structure Financial		Key Metrics	Revenue streams Financial	
Social			Social	
Environmental			Environmental	

Social Business Model Canvas

Create Value		Internal Facing External Facing		Deliver Value	
Key Partners - Stakeholders - Networks - Suppliers	Key Activities - Products - Services	Value Proposition Solution Problem Differentiator Vision Values	Customer Relationship - Established - Kept	Customer Segments Purchasers - Paying customers - Funders	
Key Resources - Assets - Equipment - Cash - Partners			Channels - Communications - Delivery	Users - User groups - Beneficiaries	
Cost Structure - Key Costs - Management - Reporting		Key Metrics - Internal - User focused - Funder focused - Stakeholder focused	Revenue streams - Types - Frequency		
Create Efficiency			Capture & Share Value		

+ *Business Model Environment*





+ *The End*