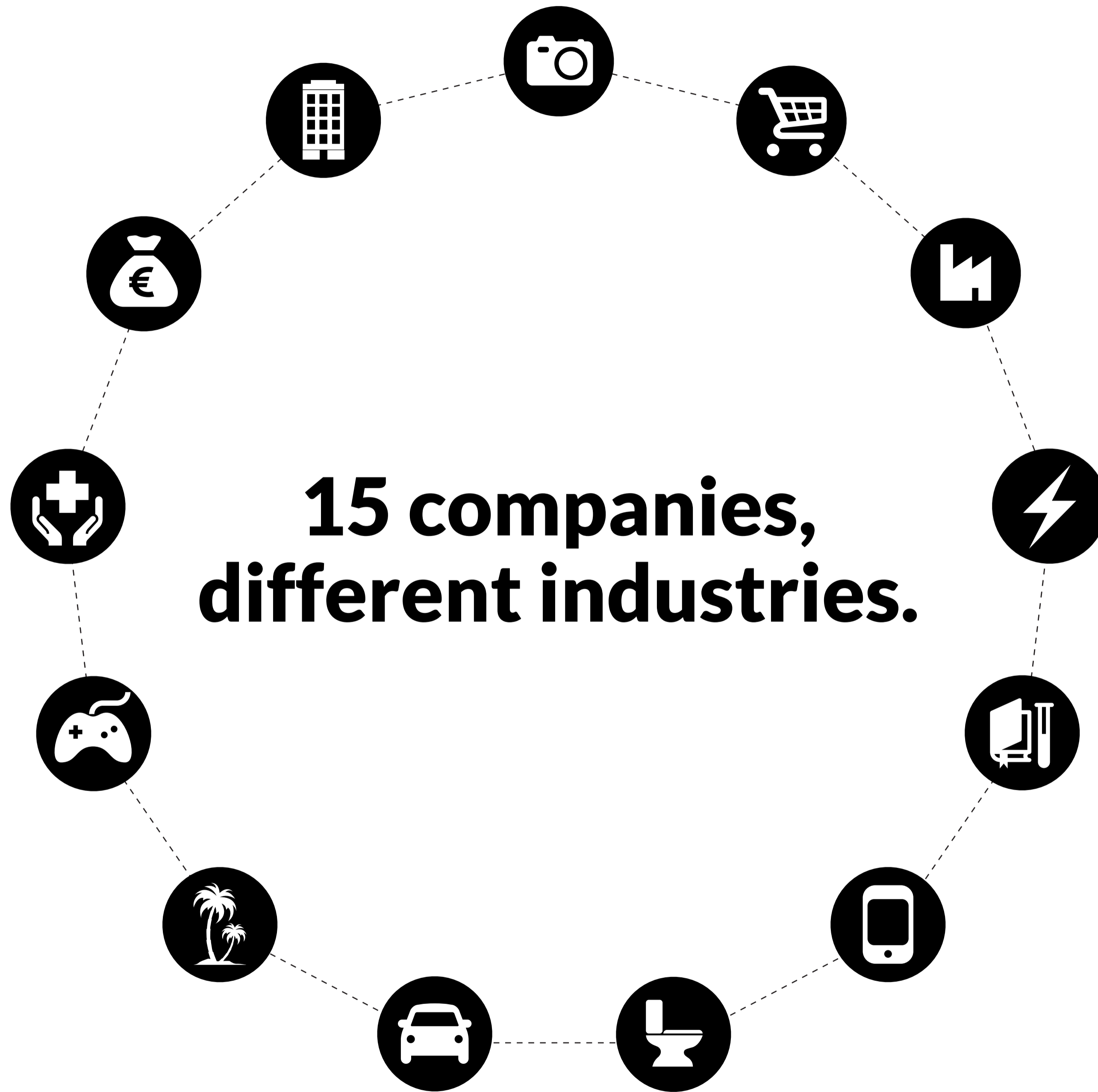




15 Companies you should copy.

Business Models Visualized by @boardofinno


www.Boardofinnovation.com





3D HUBS

3D Hubs provides a collaborative production platform for makers and 3D printer owners. Using the platform, anyone with a 3D printer can bring customized, locally produced goods to those around them.



Key Info

HQ Amsterdam, the Netherlands

Industry to learn from Manufacturing

Founded 2013

Facts

- Recently (August 2013) received seed funding
- Bram de Zwart, CEO and Brian Garret, CIO, of 3D Hubs are both former employees of 3D systems
- Unlocked cities right now are London, Amsterdam, Berlin, Antwerp and Copenhagen

Why Innovative?

1. 3D Hubs in 3 key offerings

Share your 3D printer

Owners can list their printer for free. There are no signup fees or recurring charges for Hubs. 3D Hubs adds a 15% commission fee (excluding any applicable VAT) on top of the price hubs entered for each customer quote.

Find a 3D Printer

People can find a local printer in their area and connect with the HUB through the platform. Each Hub decides how much money it wants to earn, and sets its own start-up price for a 3D print.

Meet (other) makers

Cities are considered "unlocked" once 10 3D printers have been listed. A 3D Hubs Mayor is appointed to organize community events for enthusiasts in their unlocked area.

2. On which trends does this company focus?

- Collaborative Consumption, P2P
- 3D Printing
- Network of prosumers

3. Does it bring people out of their comfort zone?

- How do you control quality when manufacturing is distributed among communities?
- What about good customer support? Who is responsible for that?

1. How do they make money?

3D Hubs takes a commission of 15% on every 3D printed product, ordered through the platform.

2. Other companies with similar business model.

- <http://corp.lan.com>
- Foursquare
- Airbnb

3. Business Model characteristics

- P2P Business Model
- Online & Offline community
- Broker Model

concept mapping by Boardr innovation

business model mapping by Boardr innovation

x 15

Download as PDF

or continue to next slide.

How to read these cards:

Short description

Key info

Industry

Website

friendsurance
Individuell versichern, gemeinsam sparen

Friendsurance is a new form of insurance coverage in which policy holders spread risk out between friends and family.

Website

Key Info

HQ Berlin, Germany

Industry to learn from Finance & Banking

Founded 2010

Facts

- Because the insurance claim is handled by a trusted group of friends, the model leads to a reduction in the number of fraudulent claims.
- Friendsurance claims savings up to 50-70% of insurance costs due to lower administration costs, social security, fraud prevention, ...

Why Innovative?

1. Friendsurance in 3 key offerings

- Create communities**
Friendsurance enables its users to create communities of up to 15 people who can help cover an insurance claim in the case of an accident. You can easily pull in friends from Facebook!
- Share the risk**
Once they have become a member, they can provide between €5-50 to help cover a fellow member's claim. When a claim exceeds the amount of the group, friendsurance covers the rest of the claim.
- Pay less**
A portion of the premium flows into a common money pool. In case of damage, a part of the coverage will be paid from the pool. If no claims, each member receives his share back (the money insurers usually keep).

2. On which trends does this company focus?

- P2P
- Co-consumption
- Low price offer

3. Does it bring people out of their comfort zone?

- Doubts that anybody will want to involve friends and family in claims settlement.
- Members of a community who report a lot of losses are considered "bad friendsurance relationships". This could have a negative effect on the real-life relationship between friends too.
- Policy holders are responsible for their own community and can "defriend" members.

concept mapping by Board of Innovation

Extra Facts

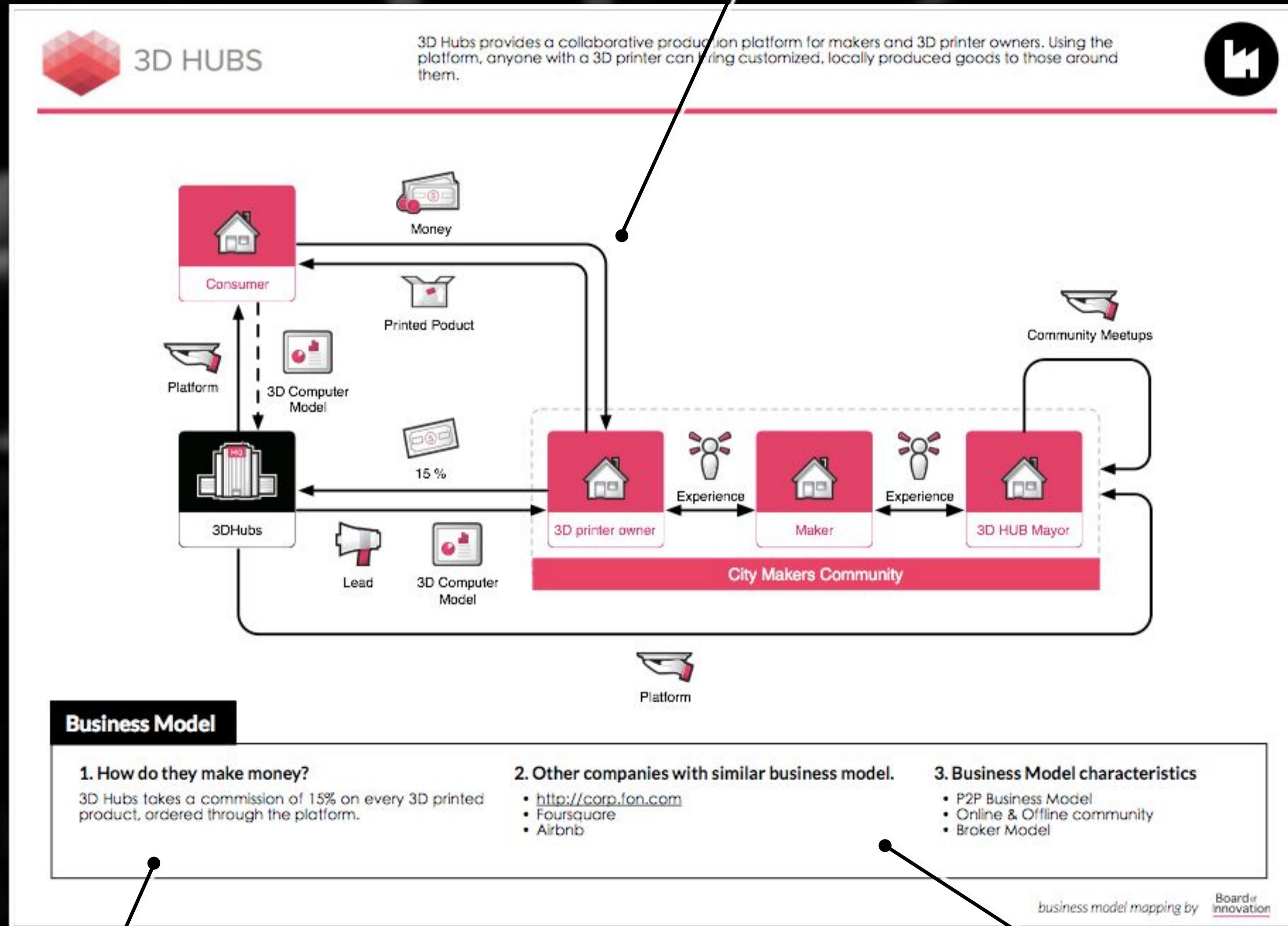
Link with Trends?

Why innovative?

Out of comfort zone?

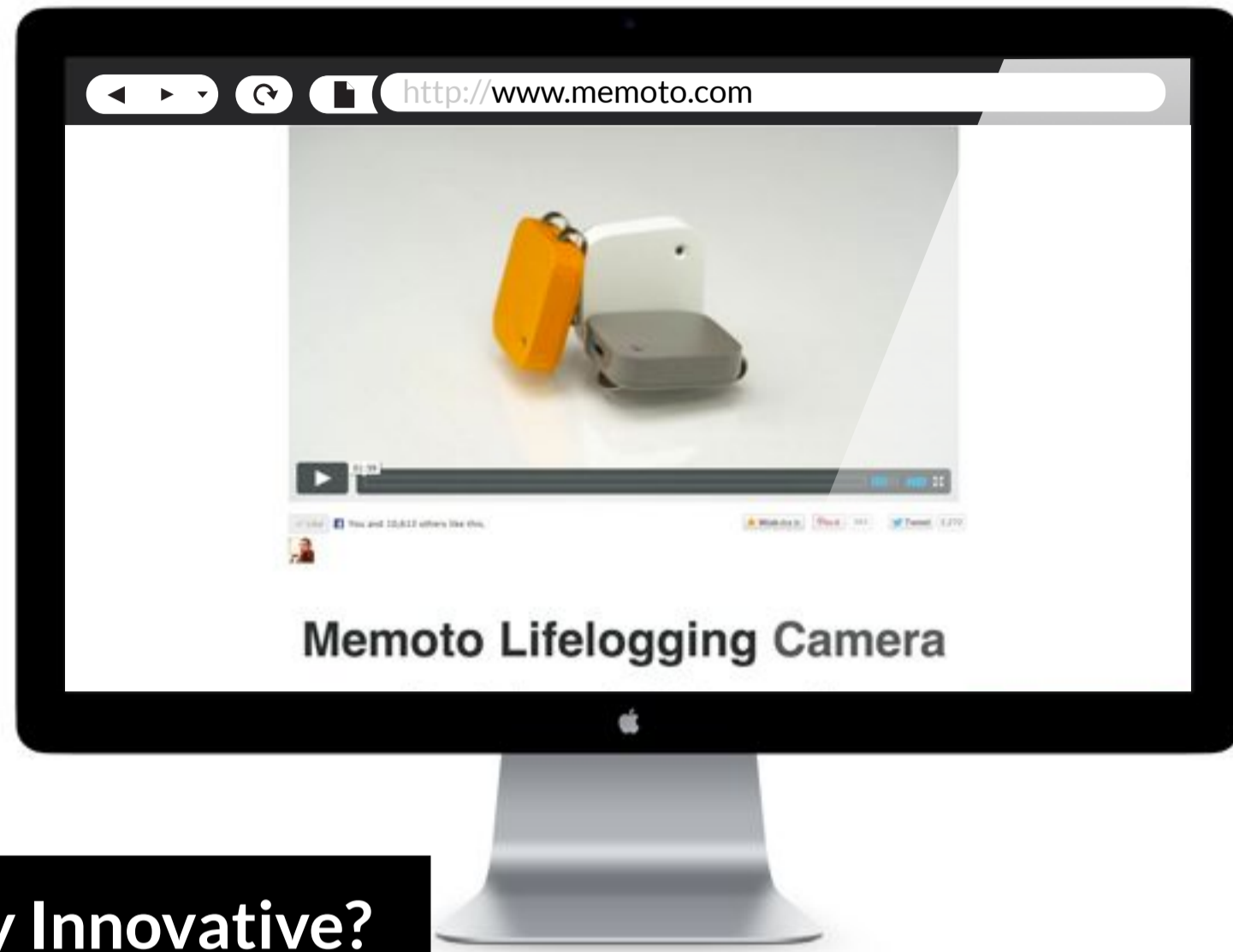
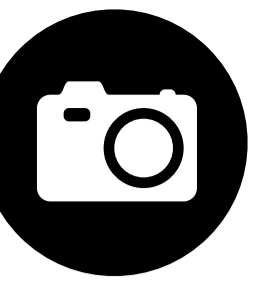
How to read these cards:

Business Model Visualized



Revenue streams explained

more info & inspiration



Key Info

HQ Linköping, Sweden



Industry to learn from

Consumer Goods

Founded

2012

Facts

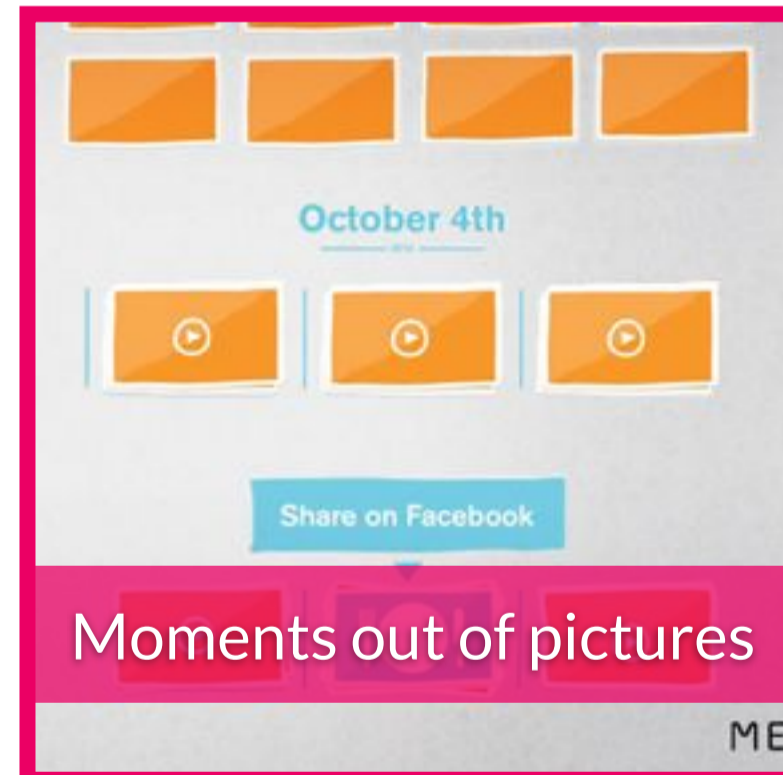
- Crowdfunded on Kickstarter (November 2012) for \$550K, with +2800 backers
- Founded in Sweden, from day 1 launched worldwide
- Storing one user's daily images for a year, in addition to data from the camera's GPS, accelerator, and 3-D compass, will use 1.4 terabytes of data on average.

Why Innovative?

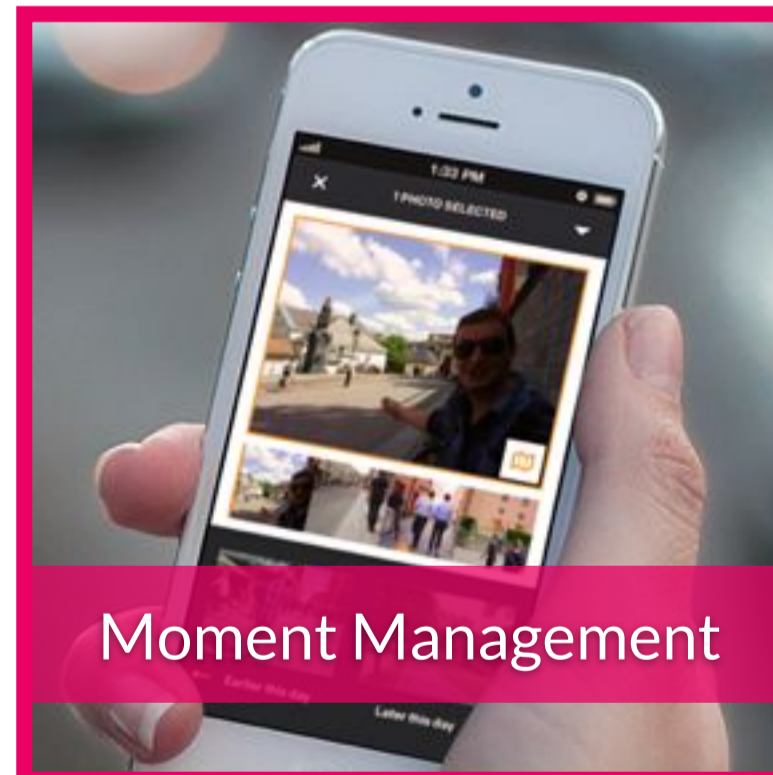
Memoto.com in 3 key offerings



The tiny wearable camera automatically snaps every 30 seconds of your life. The function of the camera (and additional app) is to give you photographic memory, stored in the cloud.



In order to make sense of the large data output (+/- one million pics a year), pictures are automatically put together into 20 or 30 activities on a daily base, easy to tag, easy to search.



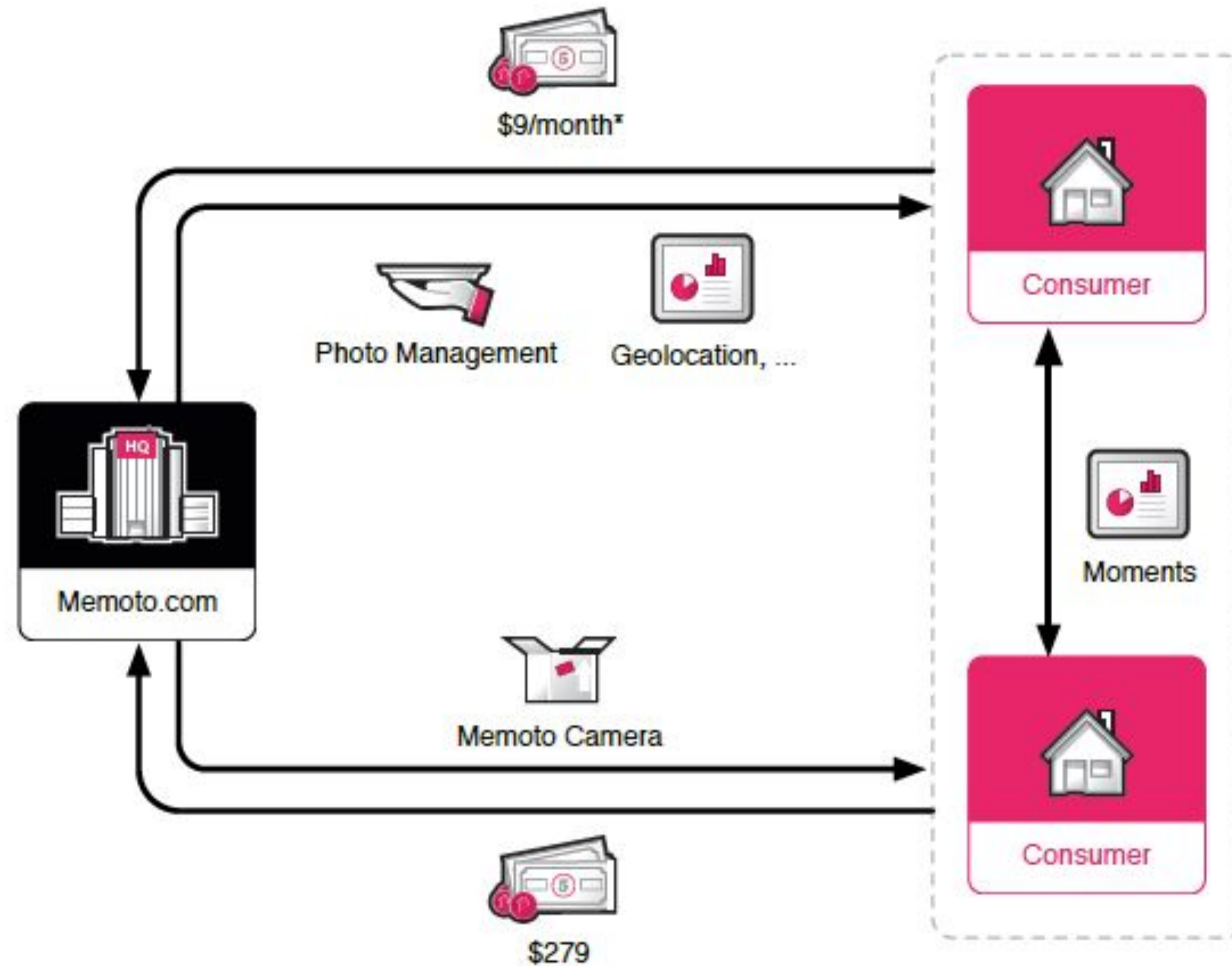
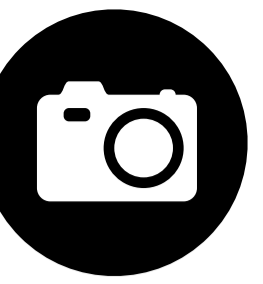
By saving data like GPS coordinates & camera facing direction for each picture, Memoto is also ready for extra offerings in the future.

On which trends does this company focus?

- Quantified Self (Trackers)
- Lifelogging
- Big Data Management
- Online "moment sharing"

Does it bring people out of their comfort zone?

- Raising concerns on integrity and privacy issues, and whether the use of the product in public might come into conflict with (local) legislations.
- How many people want to capture their whole life?
- Picture management service perceived rather expensive



Business Model

1. How do they make money?

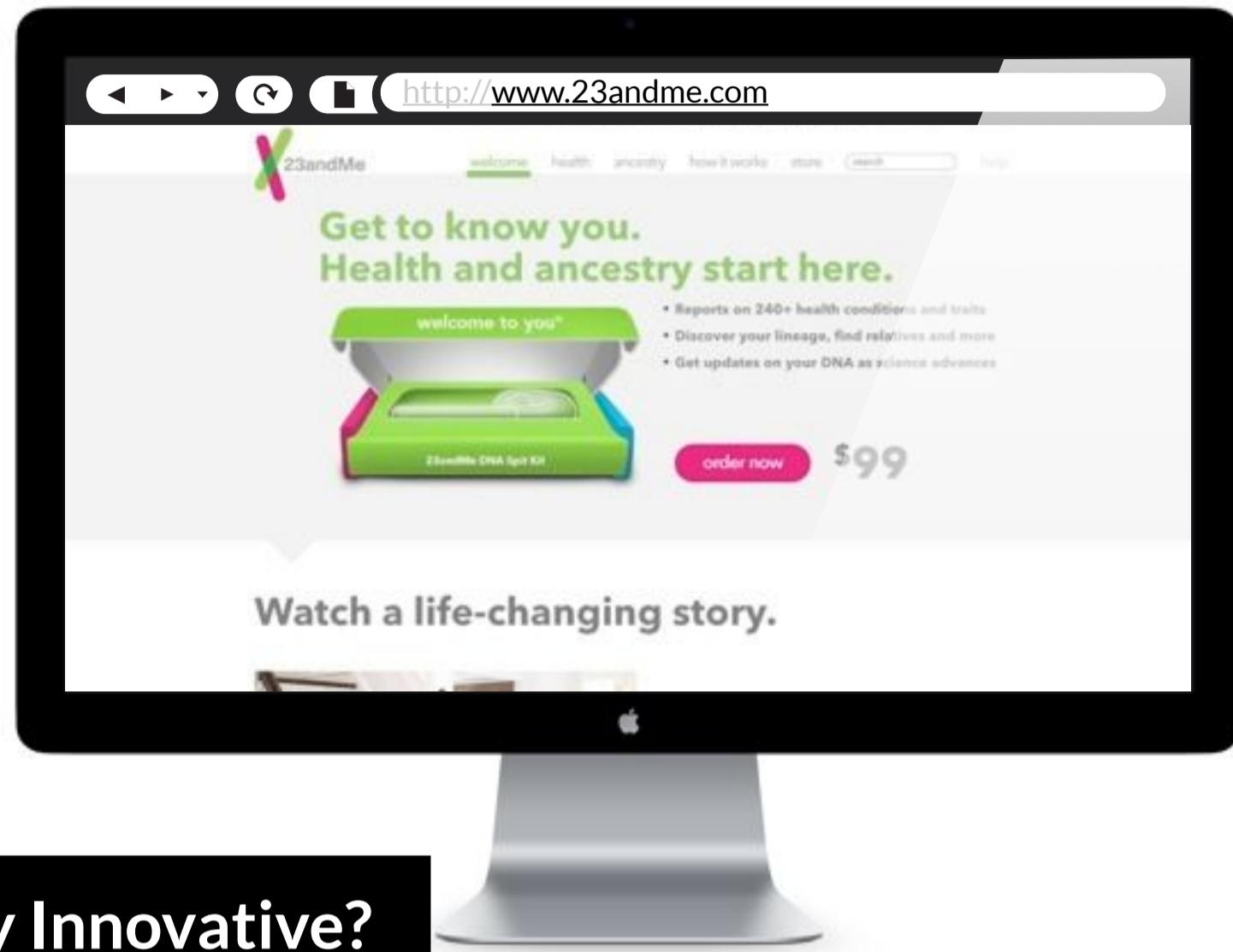
Selling camera devices (\$279) + subscription service on the data storage system (\$9/month).
Different apps will be available, which are currently set to be included in the subscription service.

2. Other companies with similar business model.

- <http://jawbone.com>
- <http://fitbit.com>
- <http://nespresso.com> (Bait & Hook)

3. Business Model characteristics

- Bait & Hook
- Online (app) + Offline (device)
- Main device + add-ons
- Social Media Interaction
- Product-Service combination



Key Info

HQ Mountain View, California, US

Industry to learn from

Health & BioTech

Founded

2006



Facts

- Founded by Anne Wojcicki, the wife of Google co-founder Sergey Brin.
- Google Ventures, together with other investment funds, already invested +\$150 million in 23andMe. This company could enable the search giant to index another facet of the world's information.

Why Innovative?

1. 23andMe in 3 key offerings

Get a personal DNA report

For \$99, people can order a DNA scan. After sending back a sample to the 23andMe lab, users receive, 3 weeks later, a personal DNA report on different health conditions and their DNA lineage.

Research Surveys

23andMe, gives customers the opportunity to leverage their data by contributing it to studies of genetics. At this moment only in-house research, 23andMe will provide this service soon B2B, for monetizing profile data.

REST-ful genes open API* a Ph.D.

23andMe has an API, to let developers build other apps and services on top of users' genetic information. e.g. www.genesand.us finds the best genes that you can give to your child.

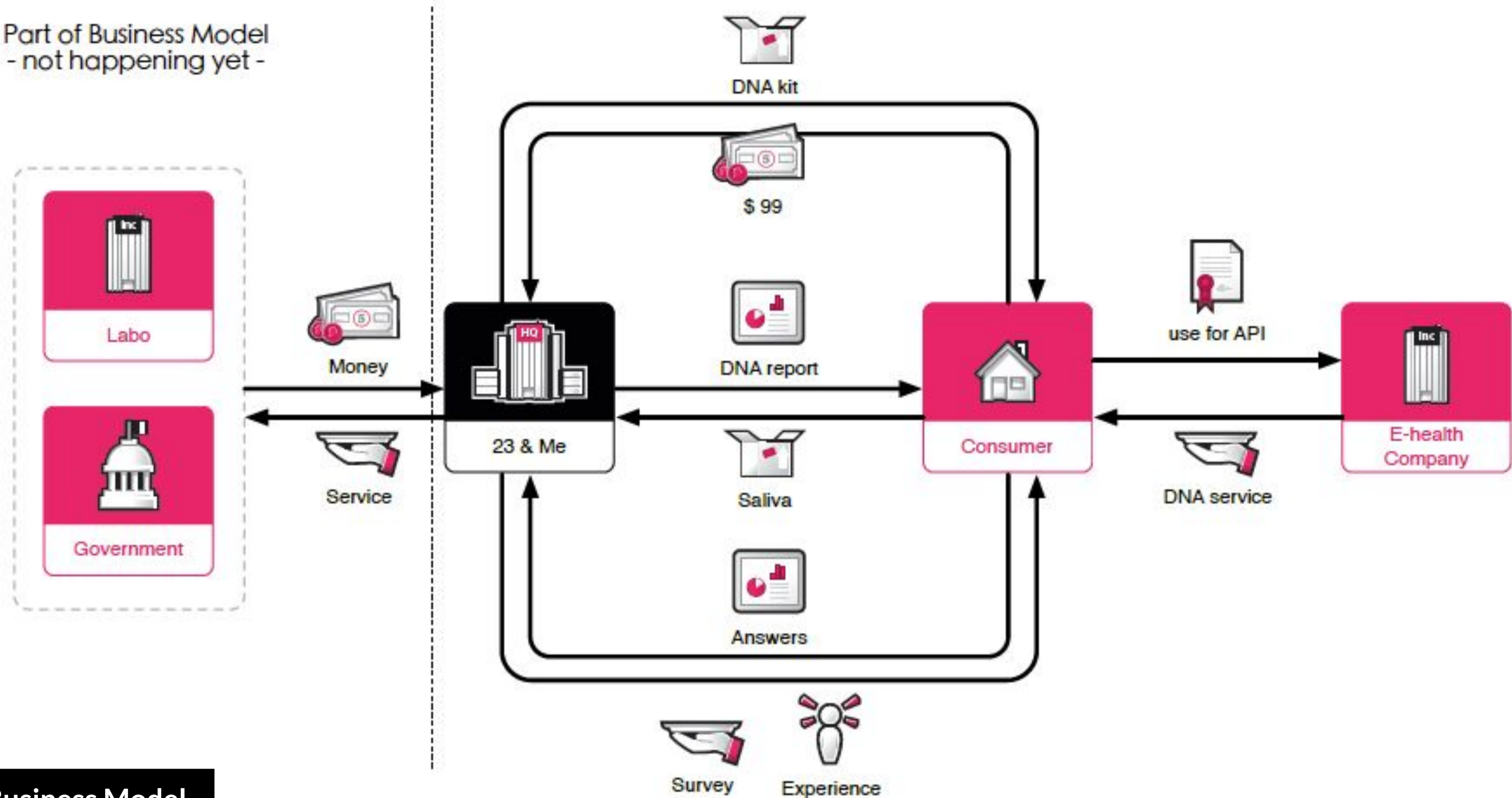
2. On which trends does this company focus?

- Healthcare 2.0
- Big Data

3. Does it bring people out of their comfort zone?

- With +300.000 DNA samples in their customer base, 23andMe has access to the most precious data a person can give: his personal data.
- The states of New York and California unsuccessfully attempted to block the test in 2008.
- People are still struggling with the ethical question: "Do I want to know what my statistic chance is to get a certain health condition?"

Part of Business Model
- not happening yet -



Business Model

1. How do they make money?

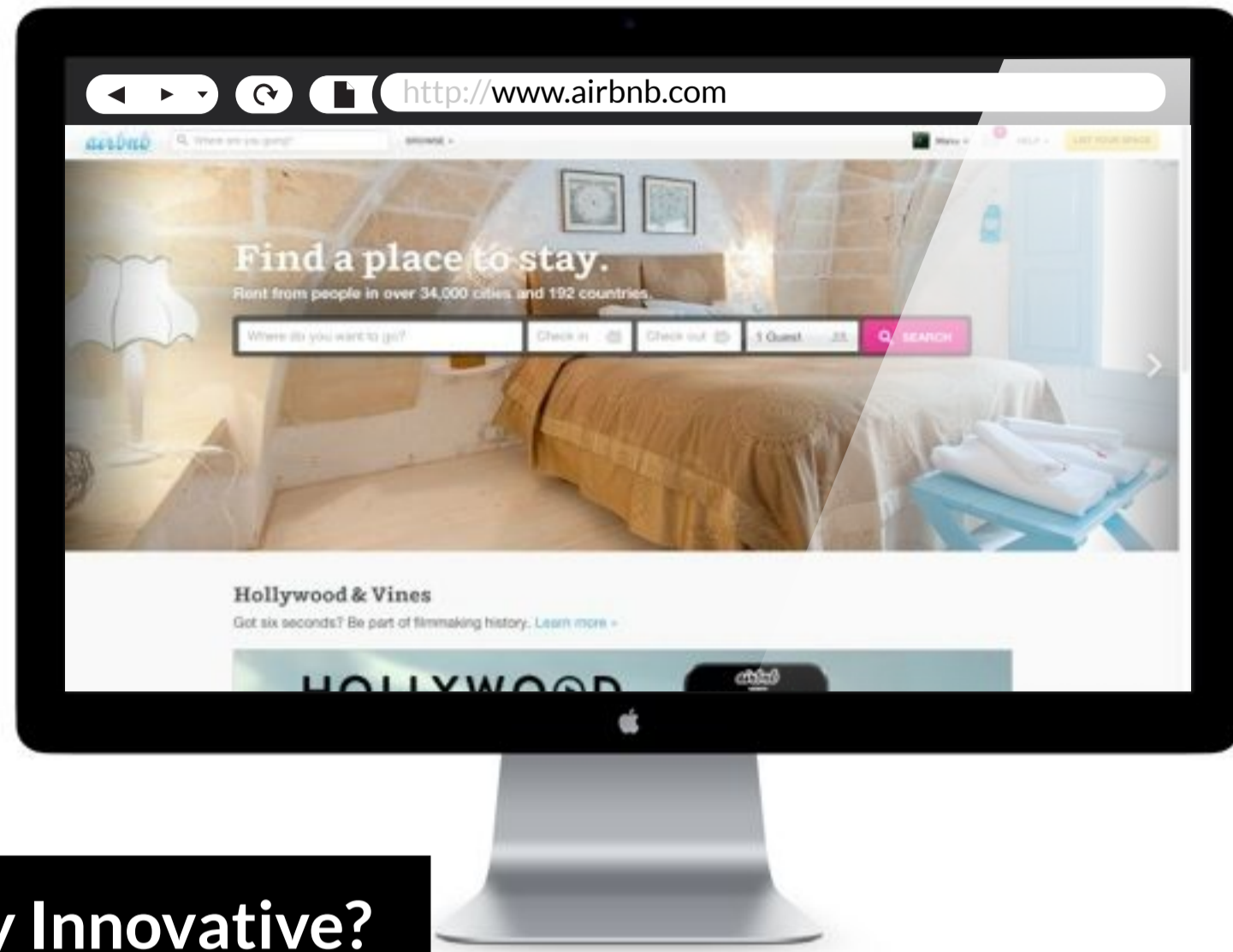
23andMe makes money with personal genetic tests, providing reports on +240 health conditions & lineage discovery. Believed is that their DNA research studies & surveys will soon be an additional way of making money, with a mainly B2B focus instead of B2C.

2. Other companies with similar business model.

- <http://invitae.com>
- <http://mygene23.com>
- <http://pathway.com>
- <http://www.proteusdigitalhealth.com/>

3. Business Model characteristics

- Big Data
- Online community
- B2B2C
- Product-Service combination



Key Info

HQ **California, US**

Industry to learn from

Travel & Leisure

Founded

2007

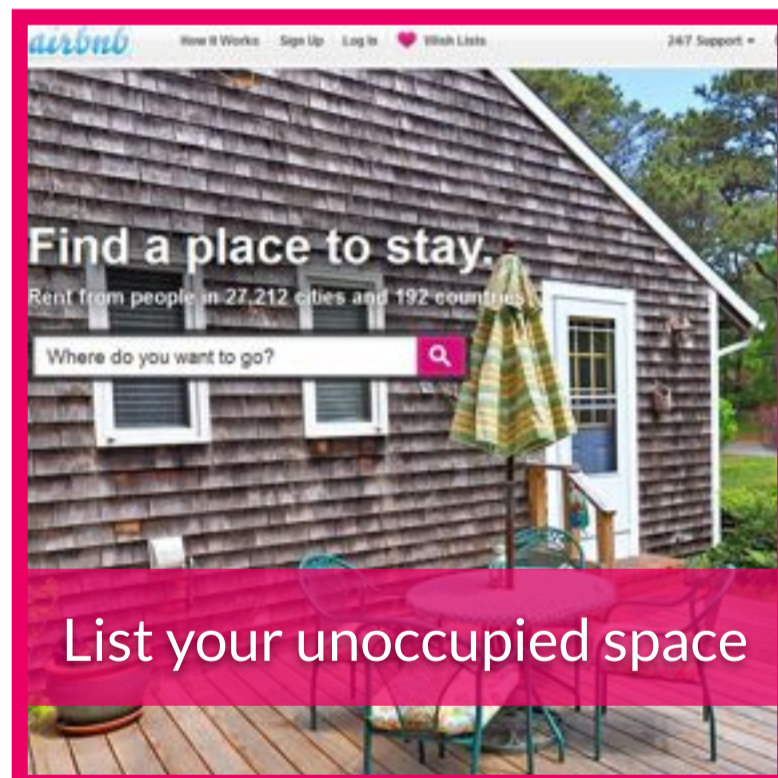


Facts

- Whether an apartment for a night, a castle for a week, or a villa for month, Airbnb connects people to unique travel experiences, at any price point, in more than 26,000 cities, undercutting traditional hotel businesses both in service & price.
- 12 physical offices worldwide, covering 192 countries.

Why Innovative?

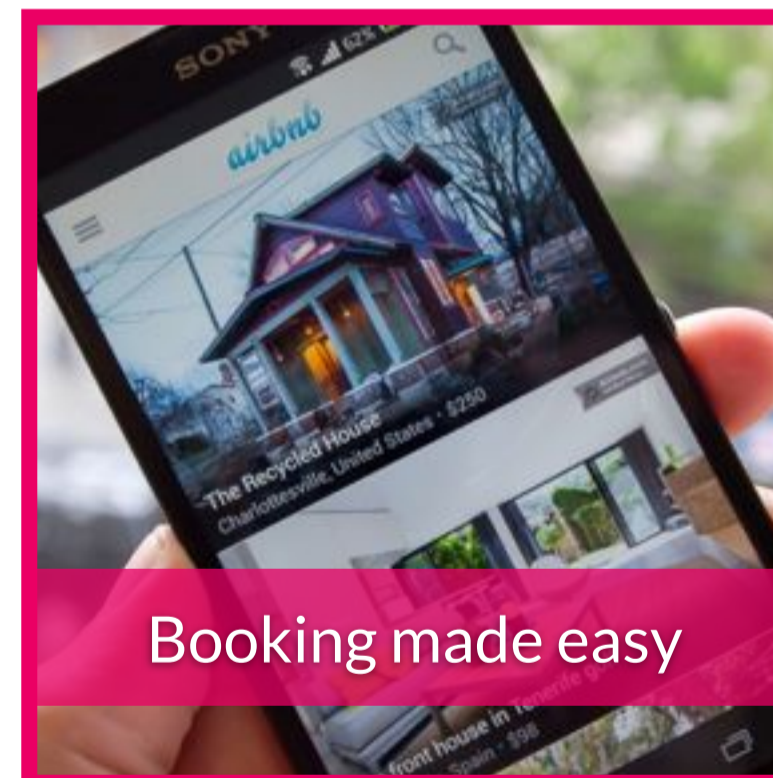
1. Airbnb in 3 key offerings



After making an online profile, people can list a space for free on the Airbnb platform, and ask any price they feel comfortable with. Looking for accommodation, guests can search using different criteria.



Once someone is interested, host and guest make direct contact with each other through the platform, to confirm details. After their visit, guest and host can leave a review on each other profile.



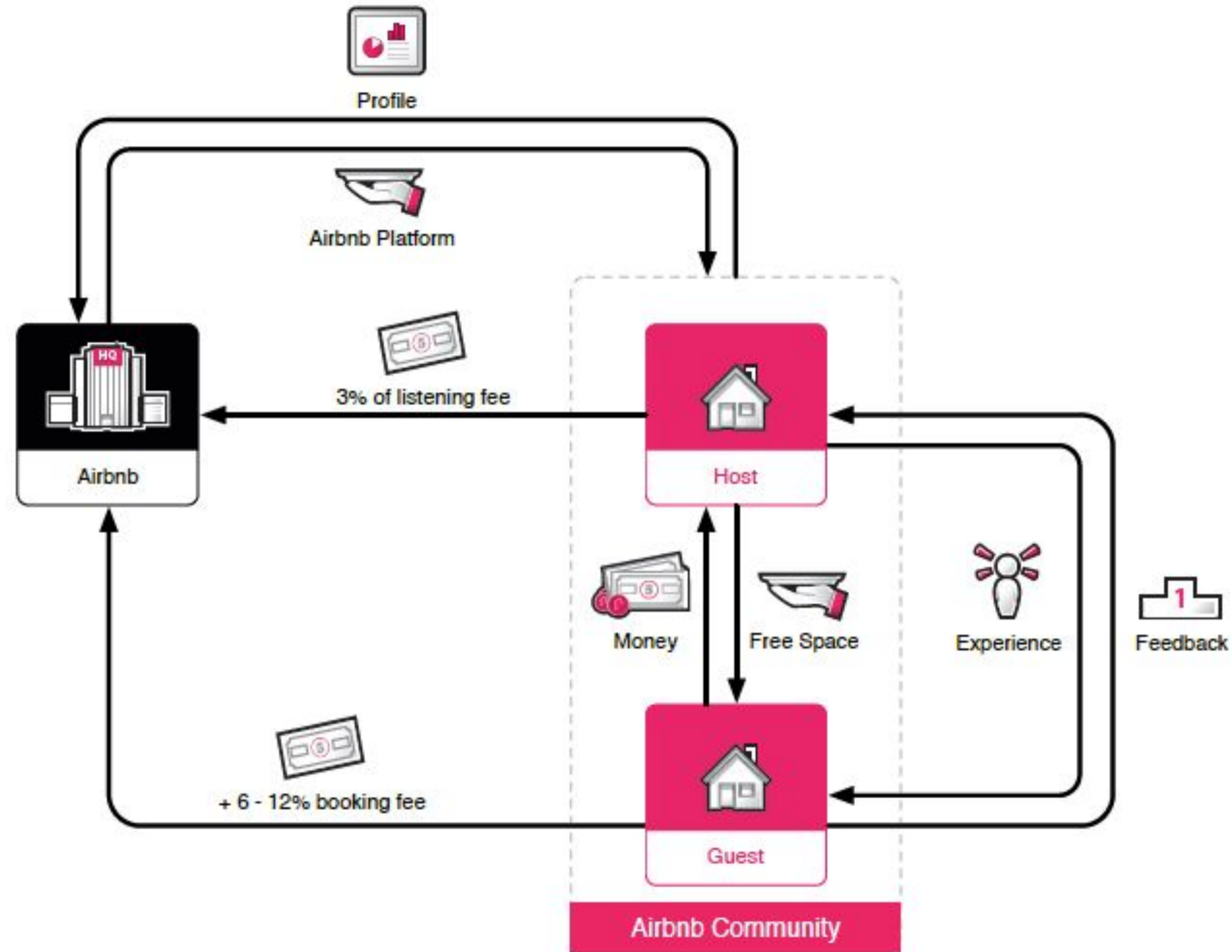
Airbnb supports several payment methods and currencies, but does not endorse cash payments. This way bookings are done in just some clicks. Note: Host are paid 24h after check-in.

2. On which trends does this company focus?

- Collaborative Consumption, P2P
- Mobile Commerce Platform (24/7 accessible: anywhere, anytime)

3. Does it bring people out of their comfort zone?

- With your profile attached to your credit card, a 3 step paying process and everything optimized for mobile, spending money goes sometimes a little bit too smooth.
- Although the vast majority of Airbnb experiences are safe and positive, incidents and negative experiences have tackled the “trust aspect” of the company. As a solution, Airbnb introduced a \$50K insurance policy.
- A New York City ruling has declared the service illegal, despite efforts by Airbnb to intervene.



Business Model

1. How do they make money?

Providing the platform for “free”, Airbnb takes a 3% commission on host’s earnings and asks a booking fee of 6-12% to guests for every booking they make.

2. Other companies with similar business model.

- <http://getyourguide.com>
- <http://etsy.com>
- <http://opendesks.com>
- <http://www.thestorefront.com/>

3. Business Model characteristics

- Personal Reviews
- P2P-model
- Online community
- Broker model



Key Info

HQ **Amsterdam, the Netherlands**

Industry to learn from

Manufacturing

Founded

2013



Facts

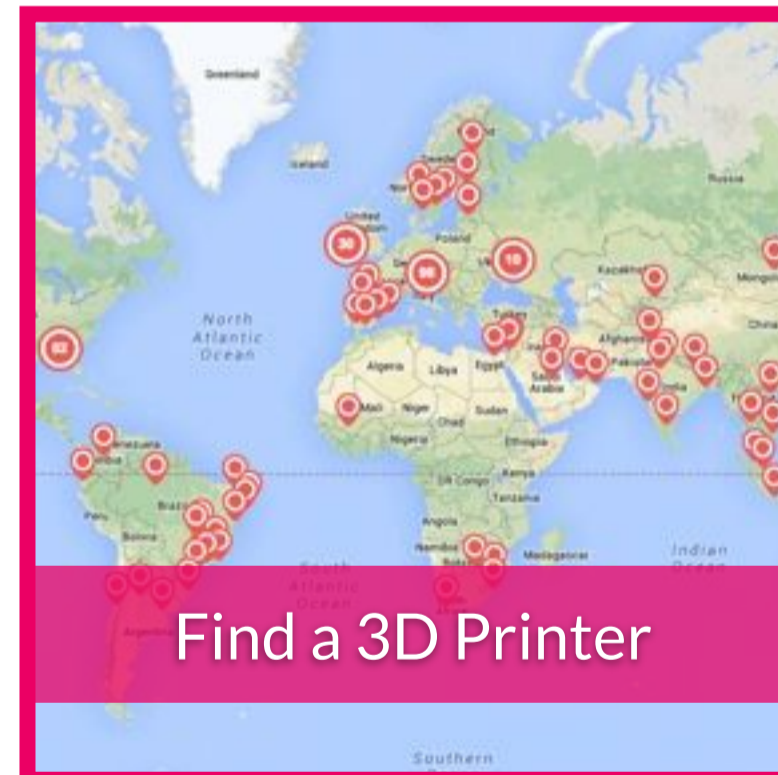
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Why Innovative?

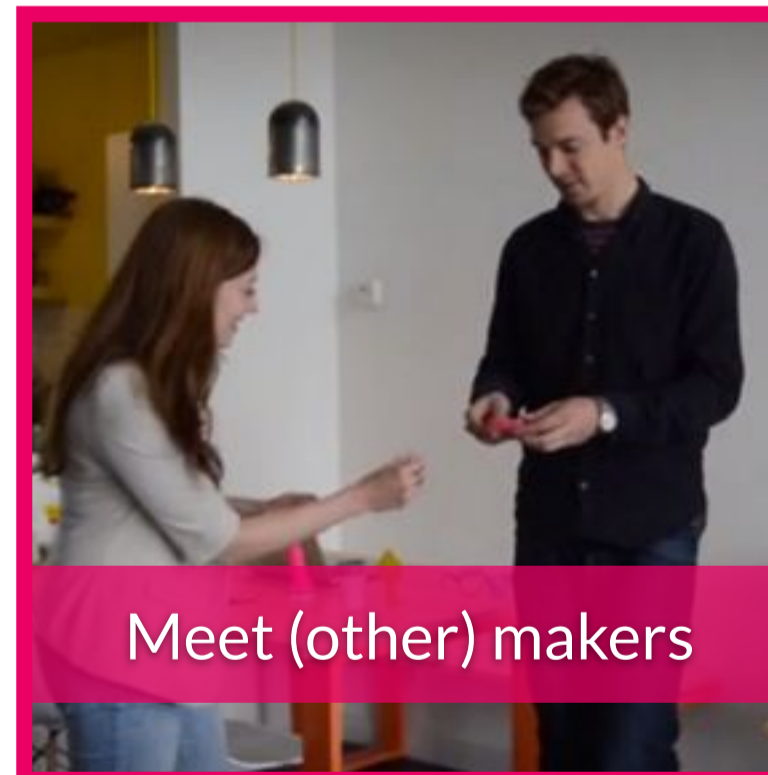
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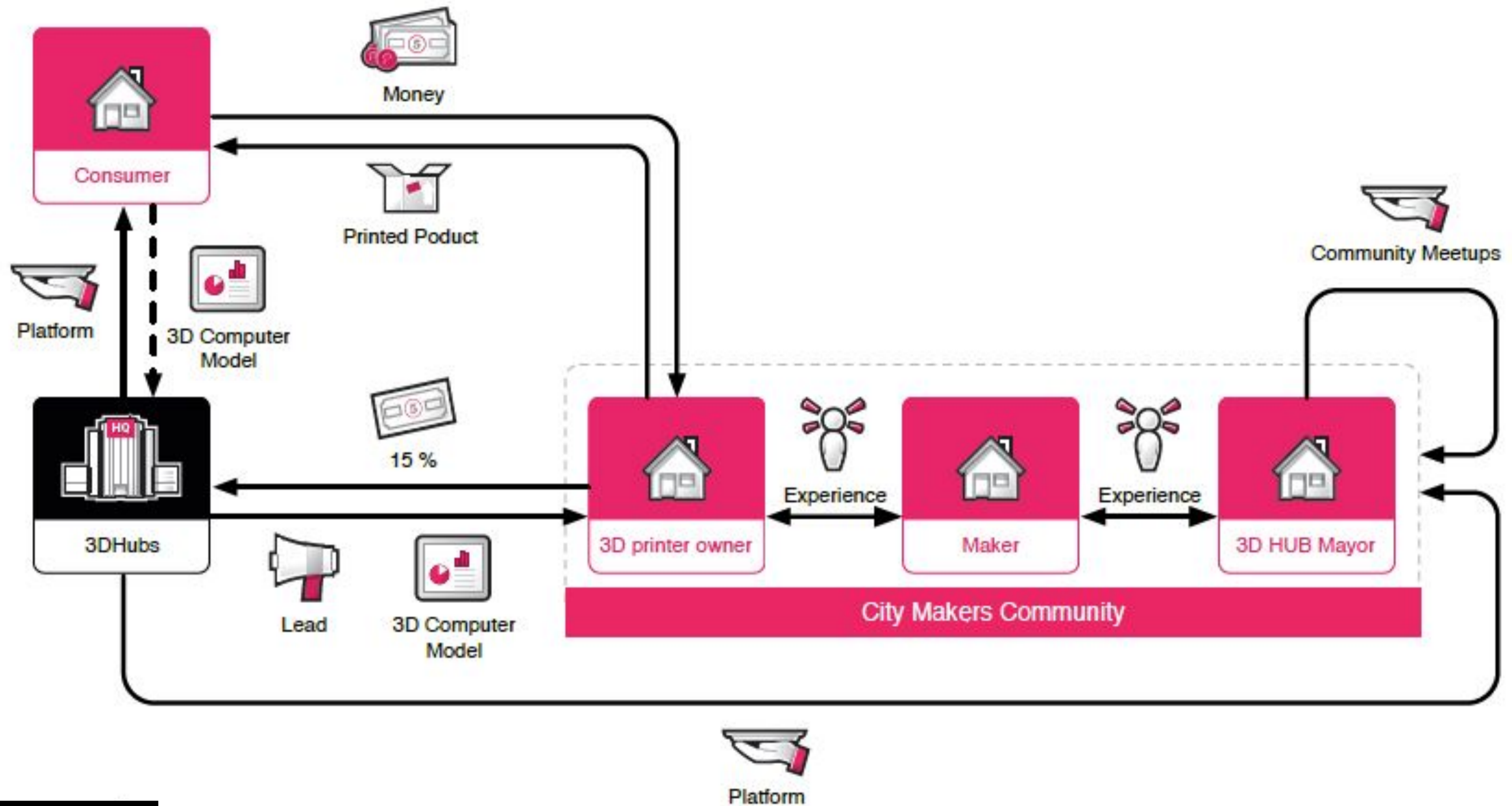
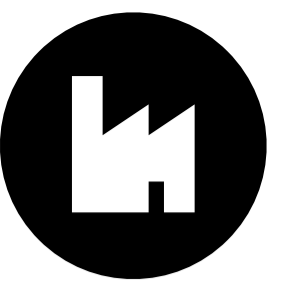
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2. On which trends does this company focus?

- Collaborative Consumption, P2P
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3. Does it bring people out of their comfort zone?

- How do you control quality when manufacturing is distributed among communities?
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Business Model

1. How do they make money?

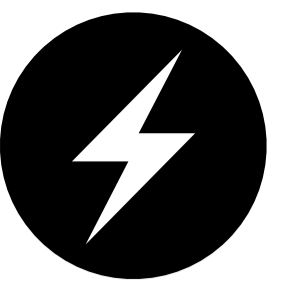
3D Hubs takes a commission of 15% on every 3D printed product, ordered through the platform.

2. Other companies with similar business model.

- <http://corp.fon.com>
- Foursquare
- Airbnb

3. Business Model characteristics

- P2P Business Model
- Online & Offline community
- Broker Model



Key Info

HQ Berlin, GE

Industry to learn from

Energy

Founded

2010



Facts

- Local production of solar chargers & batteries (Germany)
- Also referred as a "Social Energy Marketplace"
- Marketplace partners & products range from DHL GoGreen over local babysitting services to BMW's DriveNow car sharing service.

Why Innovative?

1. Changers.com in 3 key offerings



Produce your own energy

The Changers.com Starter-Kit consists of a powerful solar charger and a light, flexible solar module, both powerful enough to charge different devices, from smartphones to tablet PCs.



Changers Community

The solar charger measures the exact amount of your energy production and translates it into gained CO2-savings. People can compete with their friends and see which cities are the most active.



Get rewarded for actions

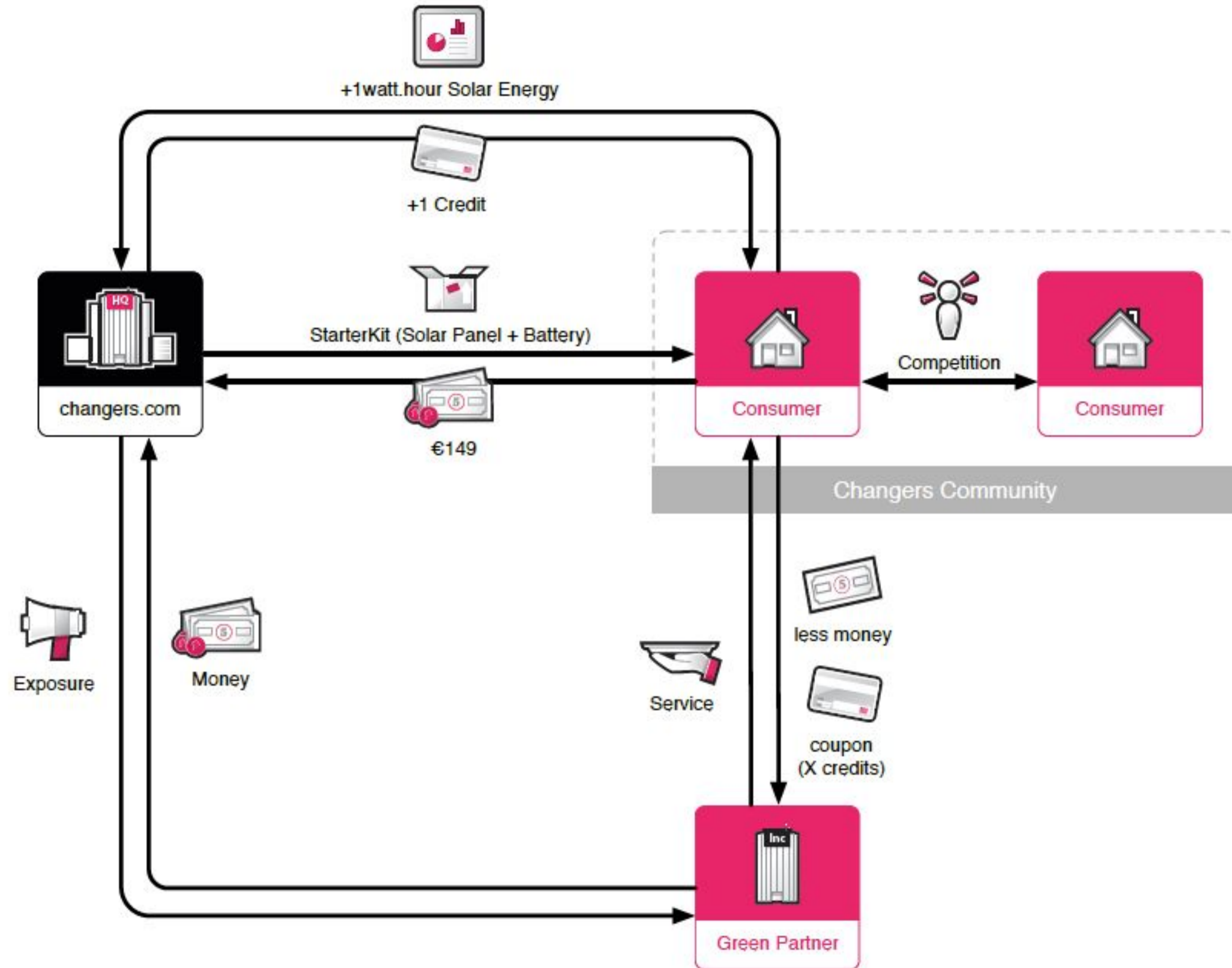
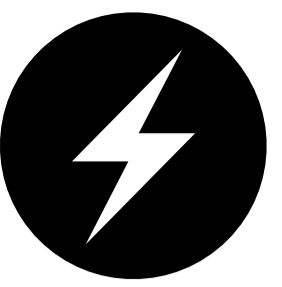
For each self-generated watt-hour you get one "Changers Credit", which you can redeem for sustainable services and products on their Social Energy Marketplace. People really grow their own money.

2. On which trends does this company focus?

- Sustainable energy production
- Not-for-profit business model
- Complementary currencies, credits
- Gamification

3. Does it bring people out of their comfort zone?

- People really grow their own money. How sustainable is this business?
- What can I really do with my Changers Credits? A lot of services are too local (e.g. in Berlin only).



Business Model

1. How do they make money?

Changers makes money with selling solar panels + batteries. In the Changers shop, where community members can redeem credits for products and services, they give exposure to green brands, which pay a commission fee for the leads.

2. Other companies with similar business model.

- <http://www.citegreen.com>
- <http://www.terracycle.com>

3. Business Model characteristics

- Credit System
- Online community
- Product-Service combination

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Key Info

HQ **New York, US**

Industry to learn from

Real Estate

Founded

2012

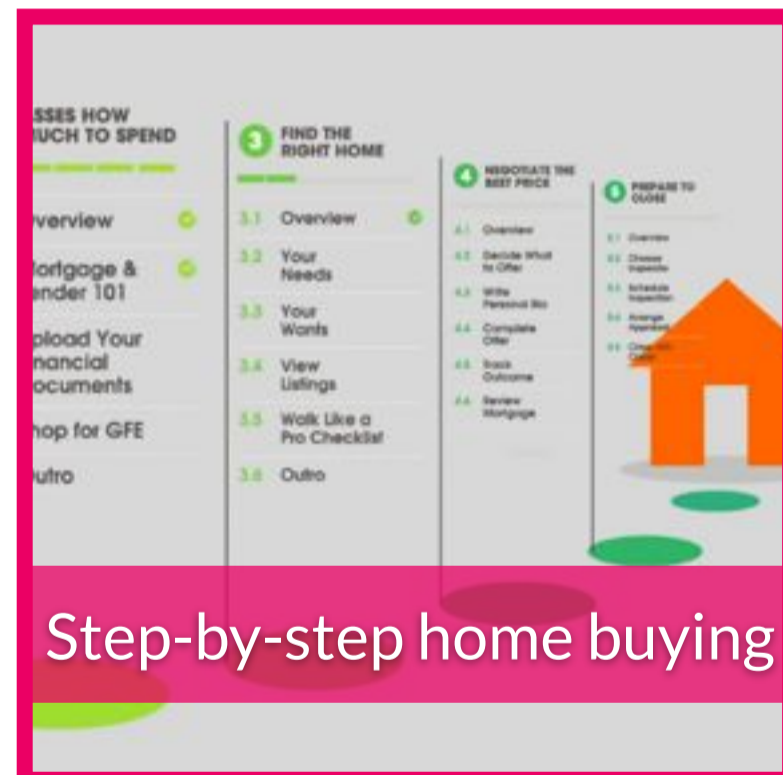


Facts

- recently (May 2013) acquired by move.com
- The average “buying timeline” is about 2 years (18m thinking, 3m looking & 1m buying). Only a small part of that timeline is currently monetized by real estate companies.

Why Innovative?

1. Doorsteps in 3 key offerings



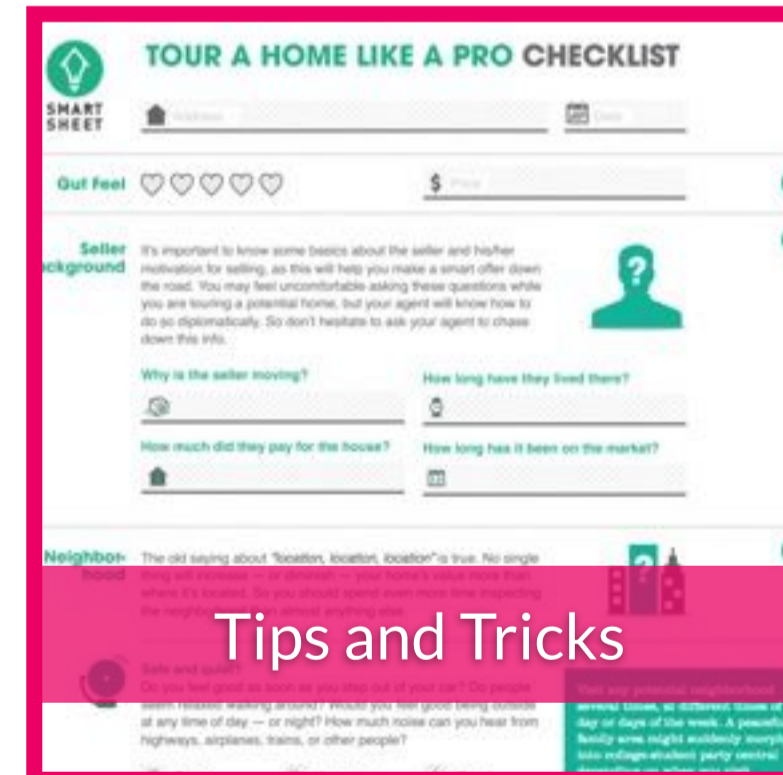
Step-by-step home buying

Doorsteps takes you through 6 in-detail phases in the house buying process, From “hopes for tomorrow” until “Close & move in”. Every step you take is summarized in your Online buyer profile.



Shared Online Workspace

Doorsteps can be used to find the agents, lenders, and service providers that fit best. Thanks to the shared online workspace, direct access to the rich buyer profile of the home buyer makes a more custom approach easier.



Tips and Tricks

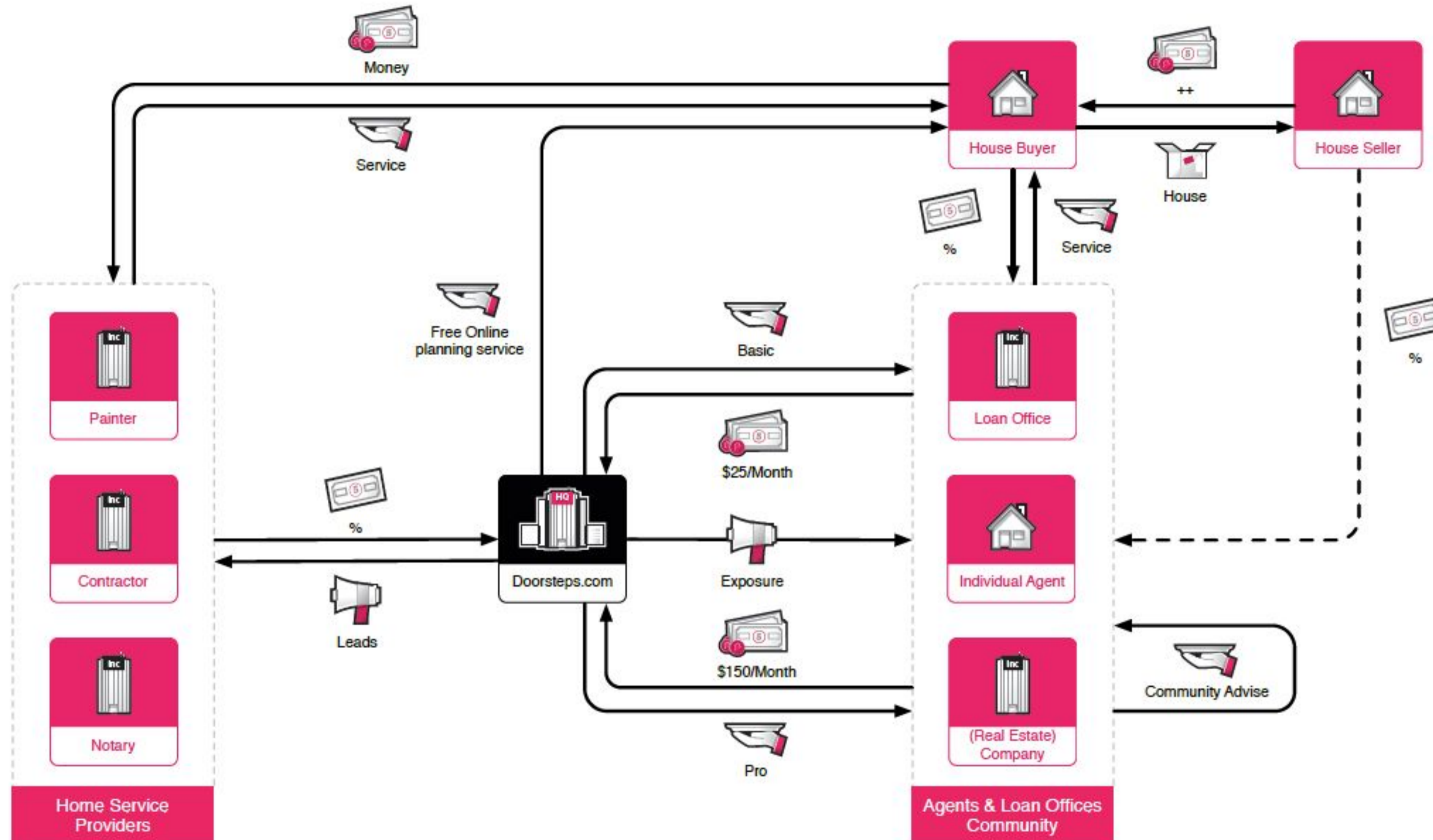
The best professionals always have great advice to give. On the platform, people can check out expert tips that agents and lenders are sharing, Also templates are free to download e.g. “Tour a house like a pro checklist”

2. On which trends does this company focus?

- Online sharing
- One Stop Shop
- Matchmaking platform
- Connect with experts

3. Does it bring people out of their comfort zone?

- What happens to all the data generated through the platform? What about privacy?



Business Model

1. How do they make money?

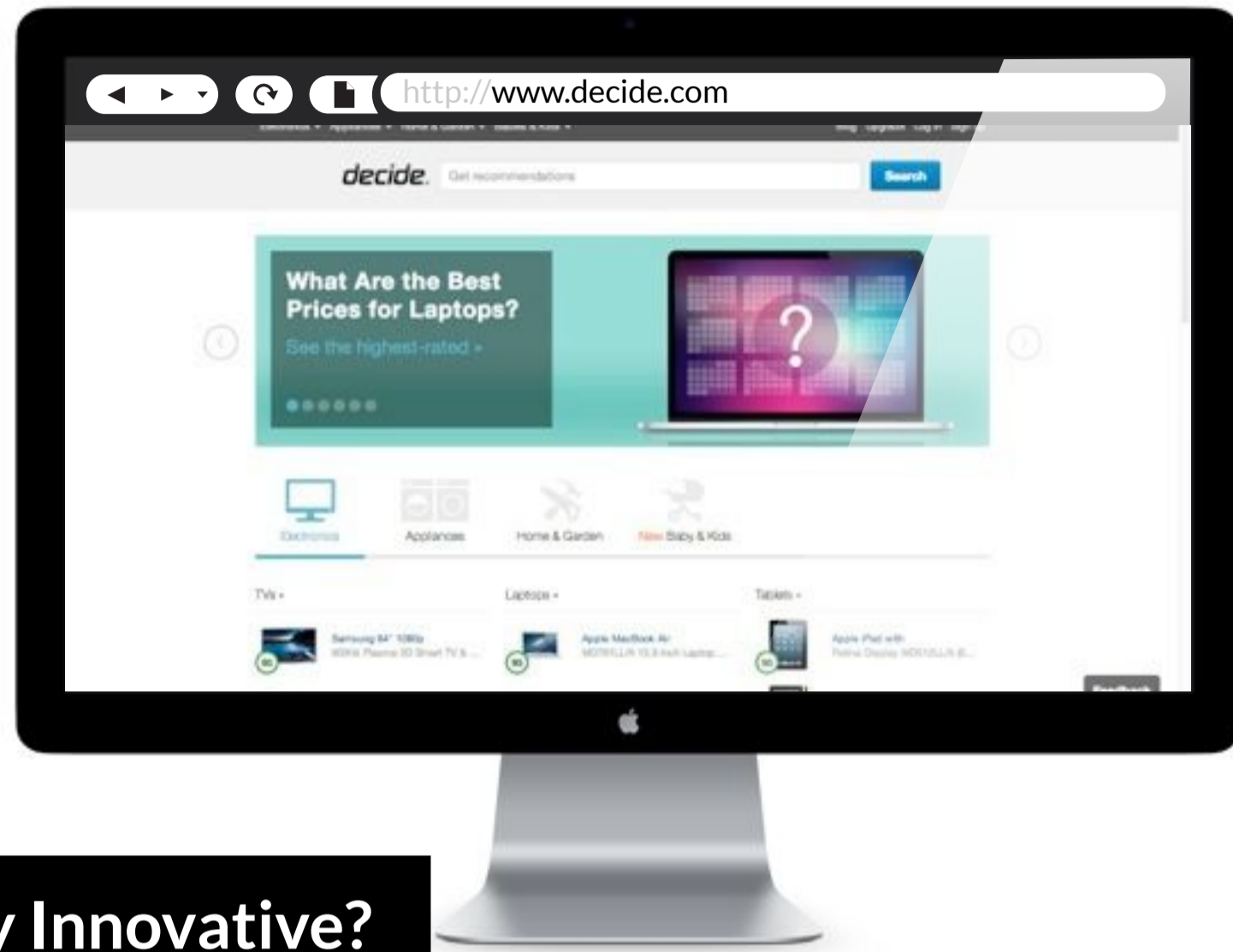
Doorsteps sells its online service via a subscription fee to agents and loan offices, but also takes a commission on services of other service providers, whom receive leads through the platform.

2. Other companies with similar business model.

- <http://mywedding.com>

3. Business Model characteristics

- Online community
- Subscription Service
- B2B2C
- Broker Model



Key Info

HQ **Seattle, US**



Industry to learn from

Retail

Founded

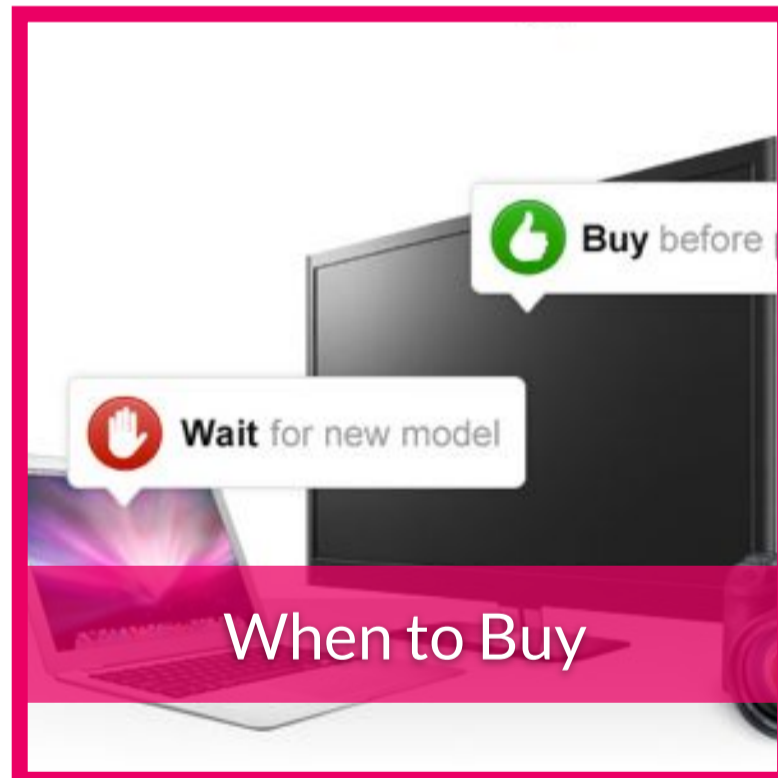
2011

Facts

- Venture capital by early investors in Amazon, Google and Ebay.
- Since launch in June 2011, Decide's price predictions have been 77 percent accurate and have helped uncover \$200 million in savings.

Why Innovative?

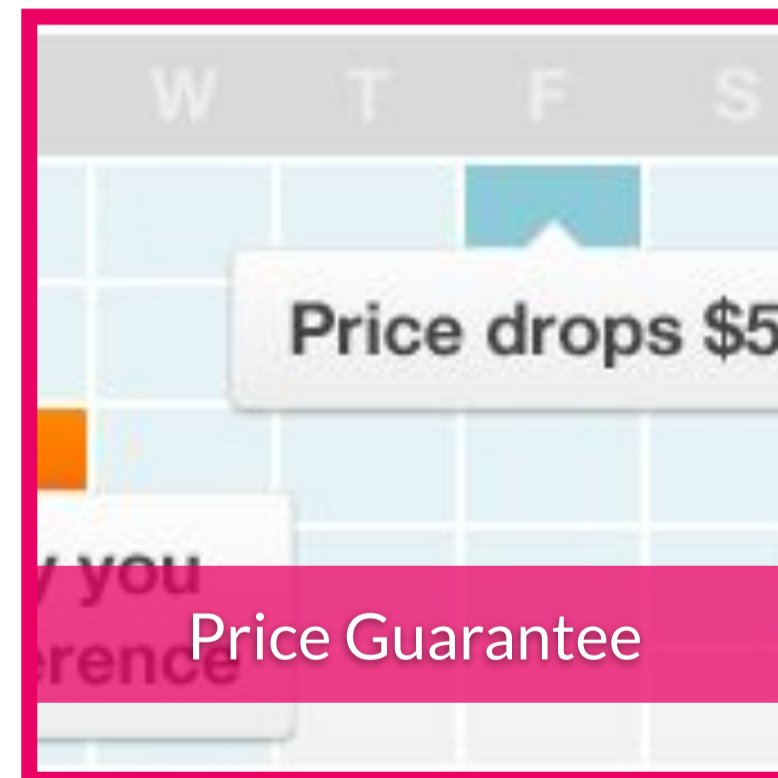
1. Decide in 3 key offerings



Decide has become a solution for product research, aggregating data across hundreds of sources to tell consumers if they should buy now or wait for a new product release or for the prices to drop.



Decide scores products on a scale from 1-100, taking the data from user reviews and - ratings on the web. Also expert reviews are taken into account. For every product it shows how it compares to similar products on the web.



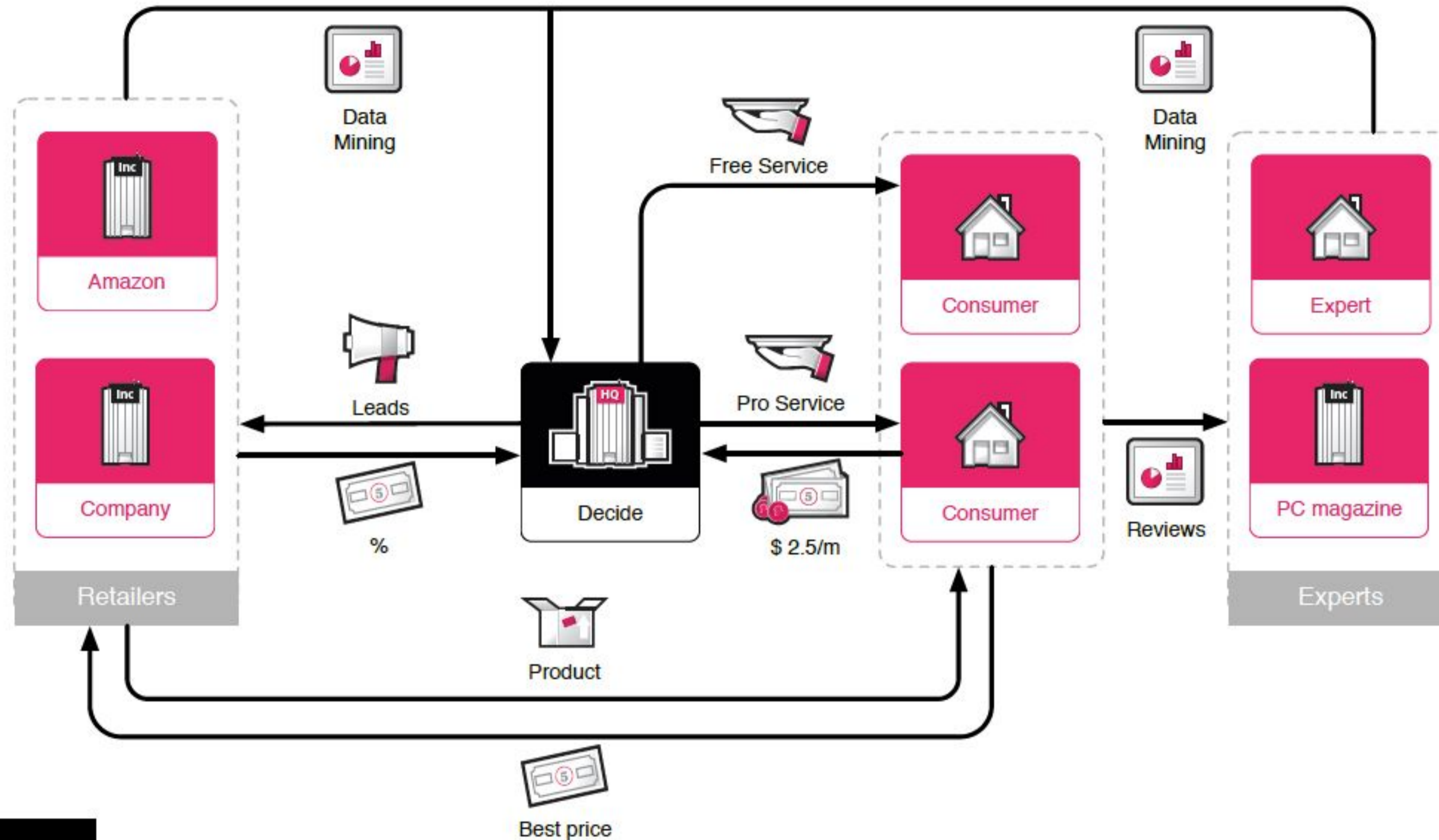
People can set alerts to follow prices, Decide tells you the right time to buy. Being so confident with their own technology, they pay you the difference when they're wrong. (e.g price drop after you purchase)

2. On which trends does this company focus?

- Big Data management
- Data mining
- Forecasting demand
- Get the best deal

3. Does it bring people out of their comfort zone?

- How can I trust an automatic algorithm which predicts the future?
- Decide.com forms a threat for traditional retailers



Business Model

1. How do they make money?

Decide works as a broker between people that want to buy the best deal, and retail companies like Amazon, ... Besides their free product advice, they offer a pro-service for \$2.5/month offering additional services like price guarantees, best time to buy,

2. Other companies with similar business model.

- <http://kayak.com>
- <http://rappleaf.com>

3. Business Model characteristics

- Broker model
- Free + Pro Subscription model
- Data Model



Key Info

HQ **Cambridge, US**

Industry to learn from

Health & BioTech

Founded

2004

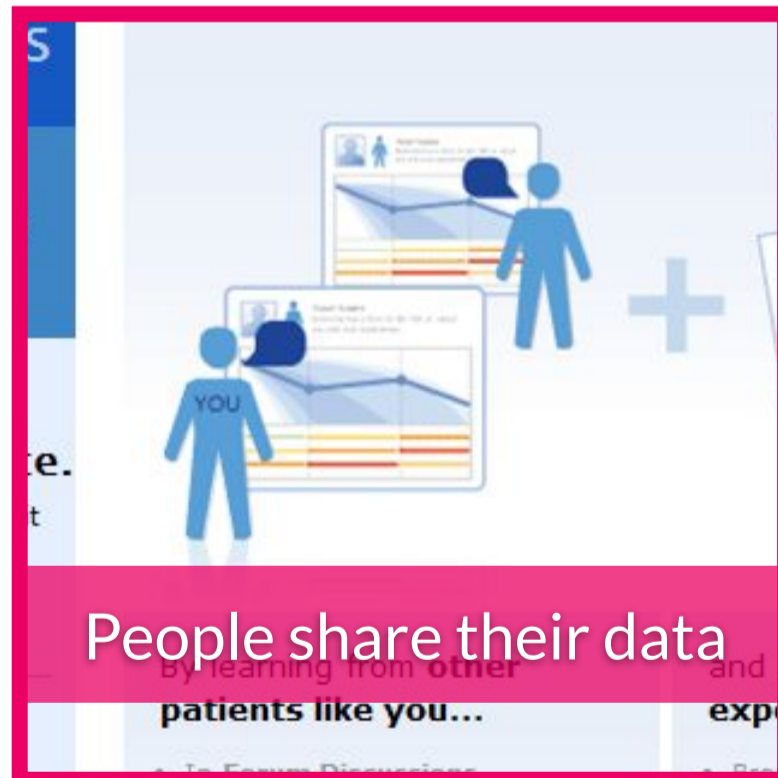


Facts

- Started as an online community for ALS patients, the company expanded its scope to any patients with any condition, including pets.
- The company has a “no surprises” policy, with full transparency as a result.

Why Innovative?

1. Patients Like Me in 3 key offerings



The PLM website is designed to easy share your medical data in a secure & private way. Some people use it to track their medical journey, others just like to report what kind of medicines they use.



Community members can share, find and learn from the available data. e.g. compare treatments, symptoms and experiences with people like them.



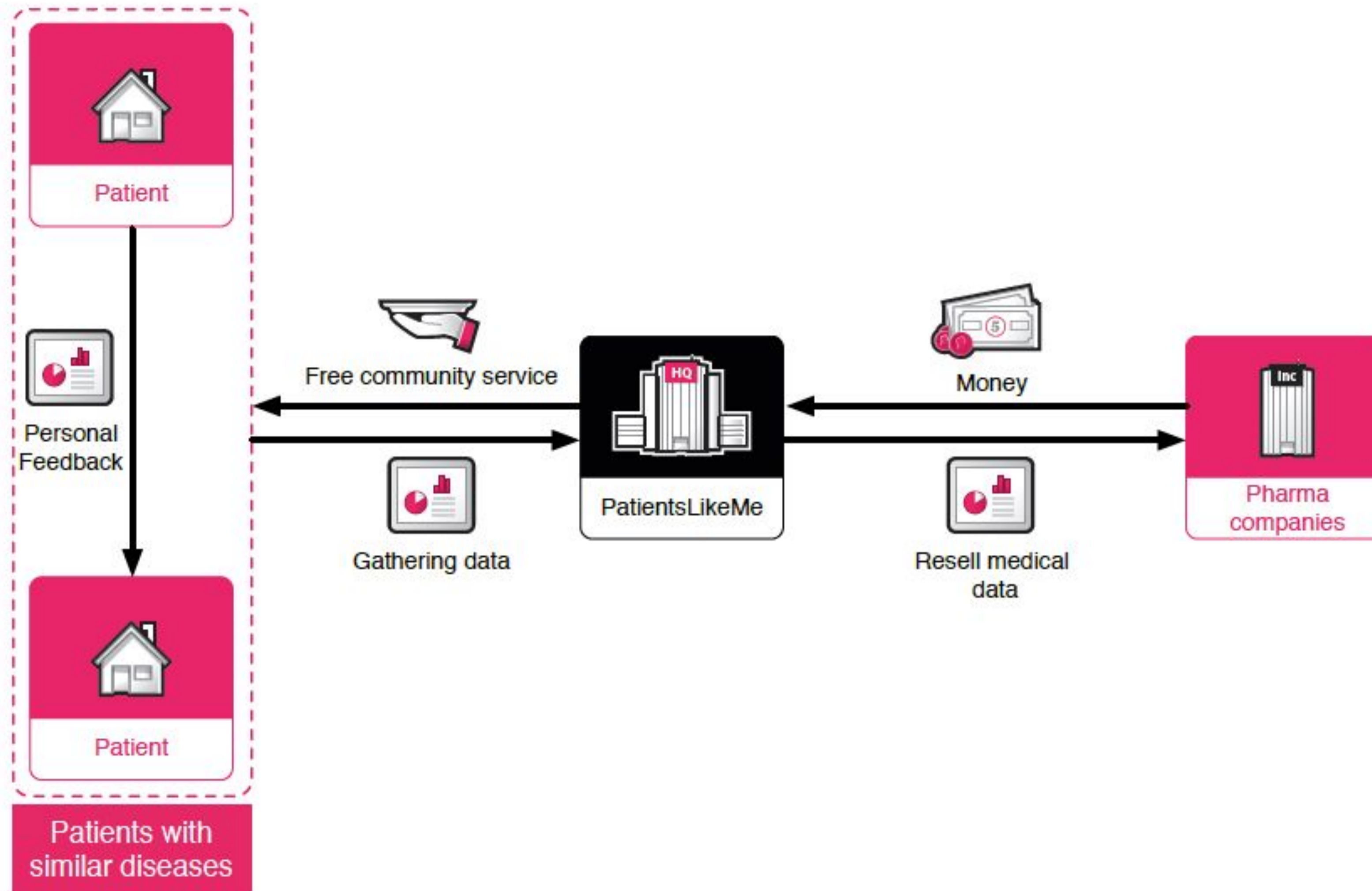
PLM aggregates the stories people share about their conditions in order to sell it to their partners. (example: Pharmaceutical or Biomedical companies)

2. On which trends does this company focus?

- Healthcare 2.0
- Quantified Self (Trackers)
- Big Data

3. Does it bring people out of their comfort zone?

- Still concerns about the privacy of the people behind the data
- People can take wrong decisions by “playing their own doctor”.



Business Model

1. How do they make money?

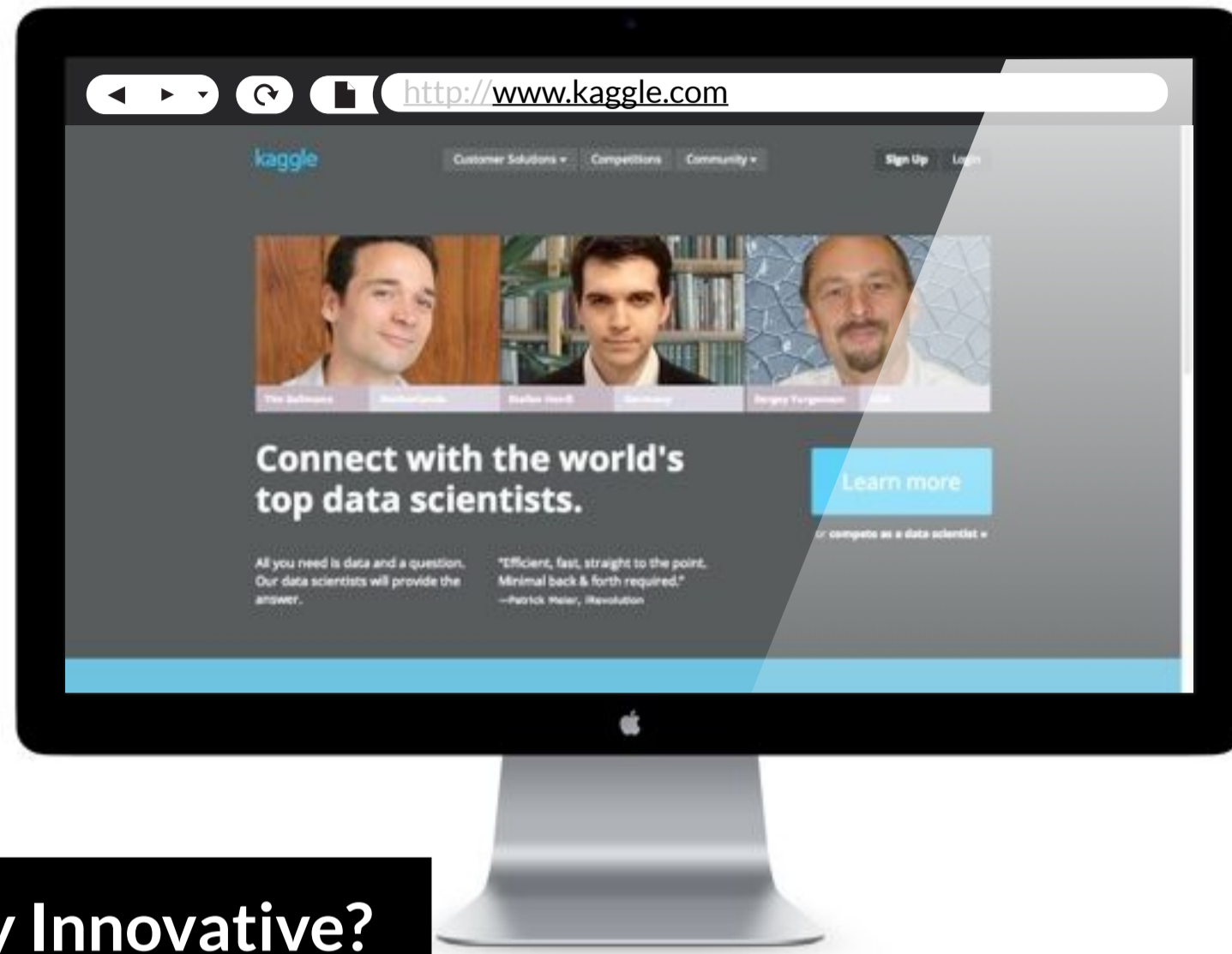
Patients like me offers a free health community service to its users. They make money by selling the data, generated by the community, to pharmaceutical companies.

2. Other companies with similar business model.

- Facebook, Pinterest, Instagram (selling user data)
- <http://23andme.com>

3. Business Model characteristics

- Selling (Big) Data
- Online community
- B2B2C



Key Info

HQ San Francisco, US



Industry to learn from

Research & Education

Founded

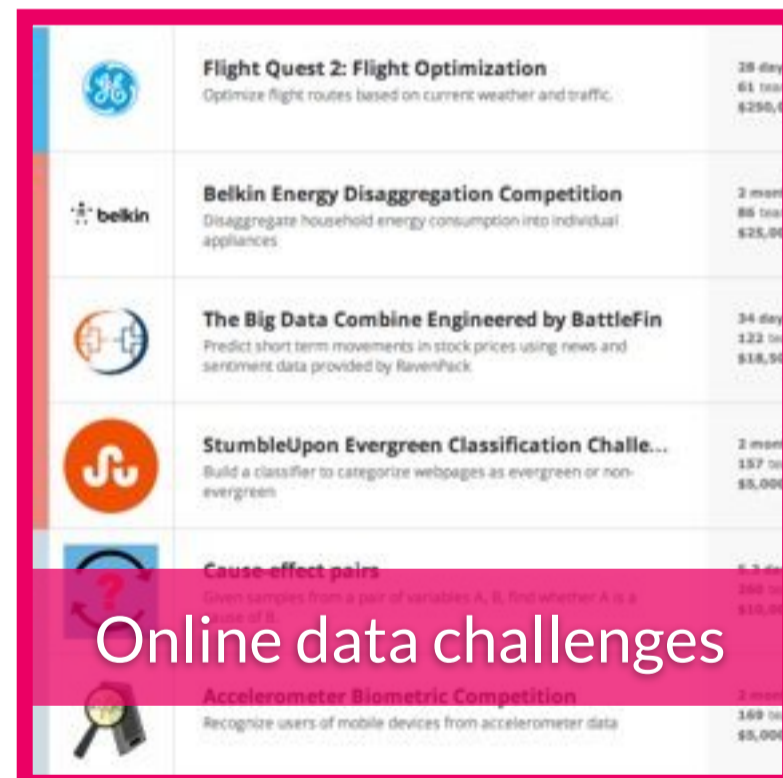
2012

Facts

- +100.000 data scientists (+100 countries) competing on the platform,(06/2013)
- Clients: GE, Merck, Microsoft, Ford, Facebook, ...
- example result: More accurate airline departure and arrival times (client: GE)
- Price pools range from \$0 to \$1 million per challenge

Why Innovative?

1. Kaggle in 3 key offerings



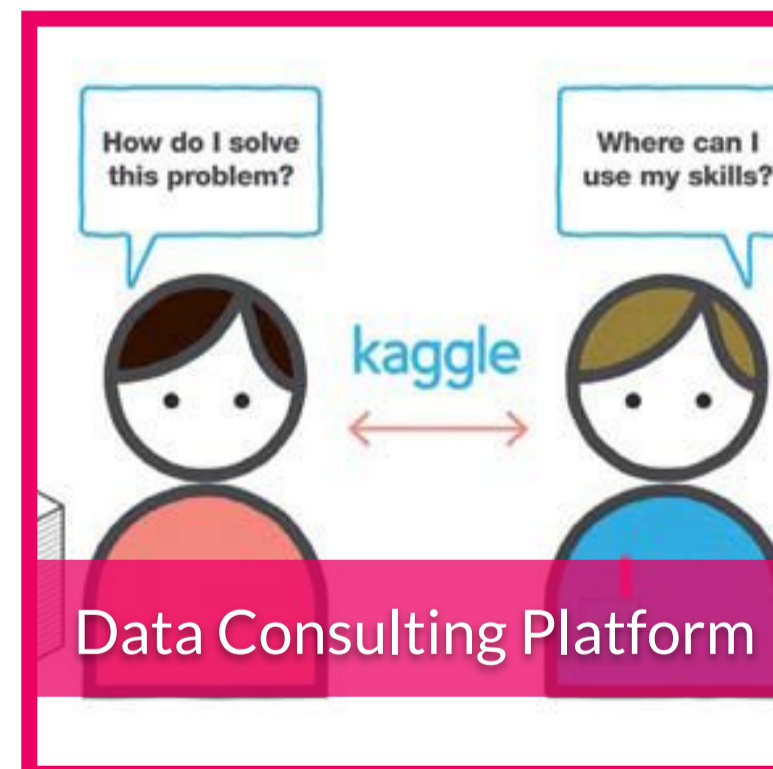
Online data challenges

The competition host prepares the data and a description of the problem. He announced the prize pool for a proper solution together with a deadline for the challenge.



Solutions by data scientists

Participants experiment with different techniques and compete against each other to find the best models. After the deadline passes, the competition host pays the prize money to the winner.



Data Consulting Platform

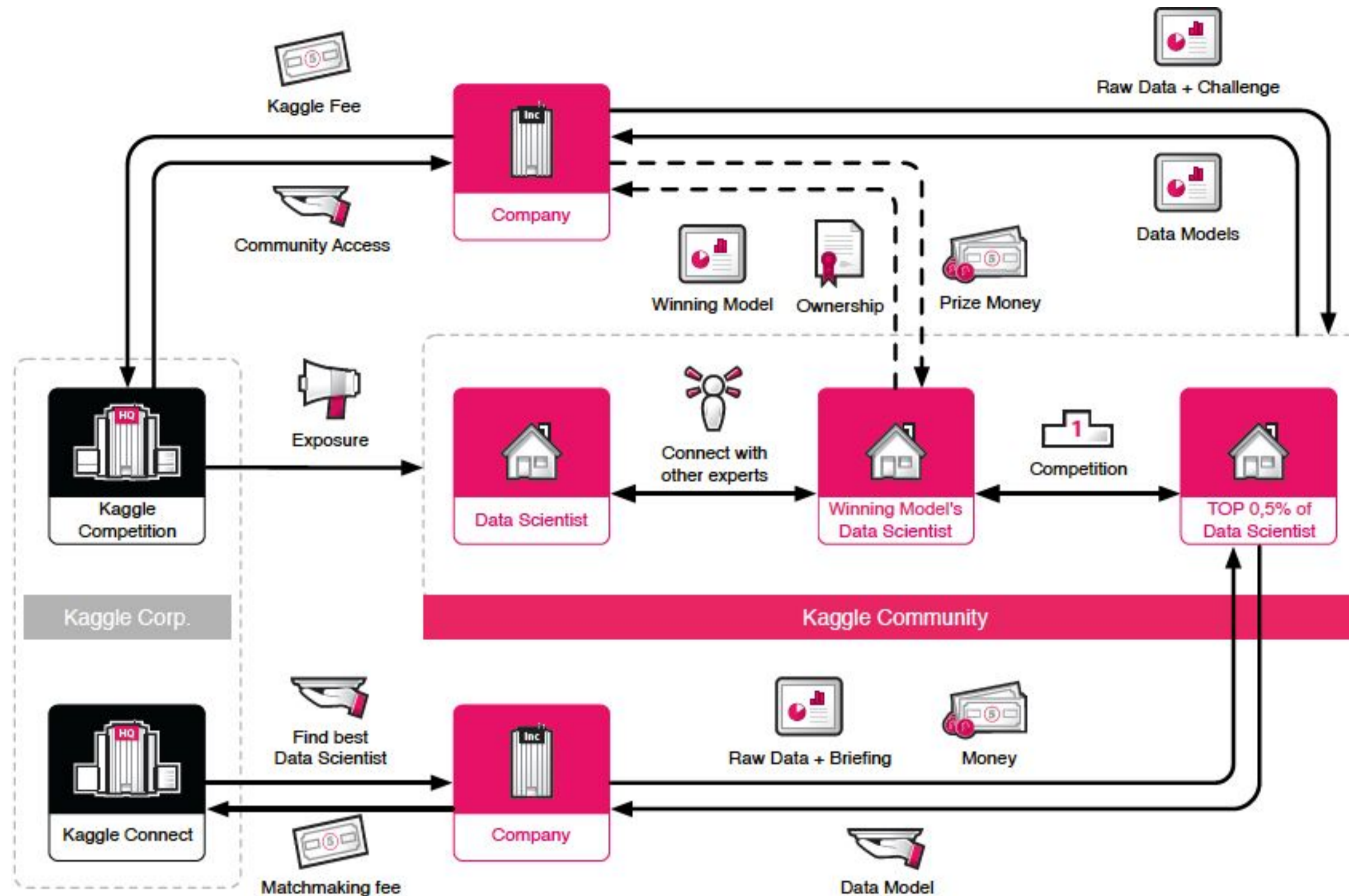
Kaggle Connect is the consulting part of the platform, which connects companies to the elite of the Kaggle community, whom serve solutions for different data science problems.

2. On which trends does this company focus?

- Crowdsourcing
- Open Source
- Big Data
- Connect with experts

3. Does it bring people out of their comfort zone?

- Due to the openness of the challenges, it's hard to cover "sensitive datasets". Private challenges, where every participant is background checked and subject to an NDA, are one of Kaggle's solutions to this problem.



Business Model

1. How do they make money?

Kaggle makes money in two ways: With Kaggle competition, they receive a “listening fee” for each competition posted on the platform. Also they provide a service for matching companies to the top 0,5% of their community, which they call “Kaggle Connect.”

2. Other companies with similar business model.

- <http://topcoder.com>
- <http://www.innocentive.com>
- <http://quirky.com>

3. Business Model characteristics

- Online community competition
- Crowdsourcing model

Sanergy aims to improve sanitation in urban slums in Kenya, by selling toilets to local entrepreneurs via their franchising brand “ Fresh life”. Toilet owners can ask 5 Kenyan shilling (\$0.06) for using their toilet service. Collecting the human waste on a daily base, Sanergy turns it into fertilizer, that they sell to horticulture companies.



Key Info

HQ **Nairobi, Kenya**

Industry to learn from

Sanitation & Waste Management

Founded

2011



Facts

- About a third of Fresh Life Operators have already purchased an additional unit.
- Sanergy sells five to 10 toilets a week.
- On average 60 customers visit a toilet per day

Why Innovative?

1. Sanergy in 3 key offerings



Buy a toilet and become an entrepreneur

Fresh Lite toilets are sold at cost for \$500, which includes installation and painting. Owners are considered franchisees and have to supply toilet paper, soap & a hand washing stand.



Sanergy collects the waste

Each toilet has 2 removable waste cartridges. Sanergy organizes a daily waste collection, included in the franchising “service”. Sanergy collects about 1.5 tons of waste each day.



Making fertilizer out of waste

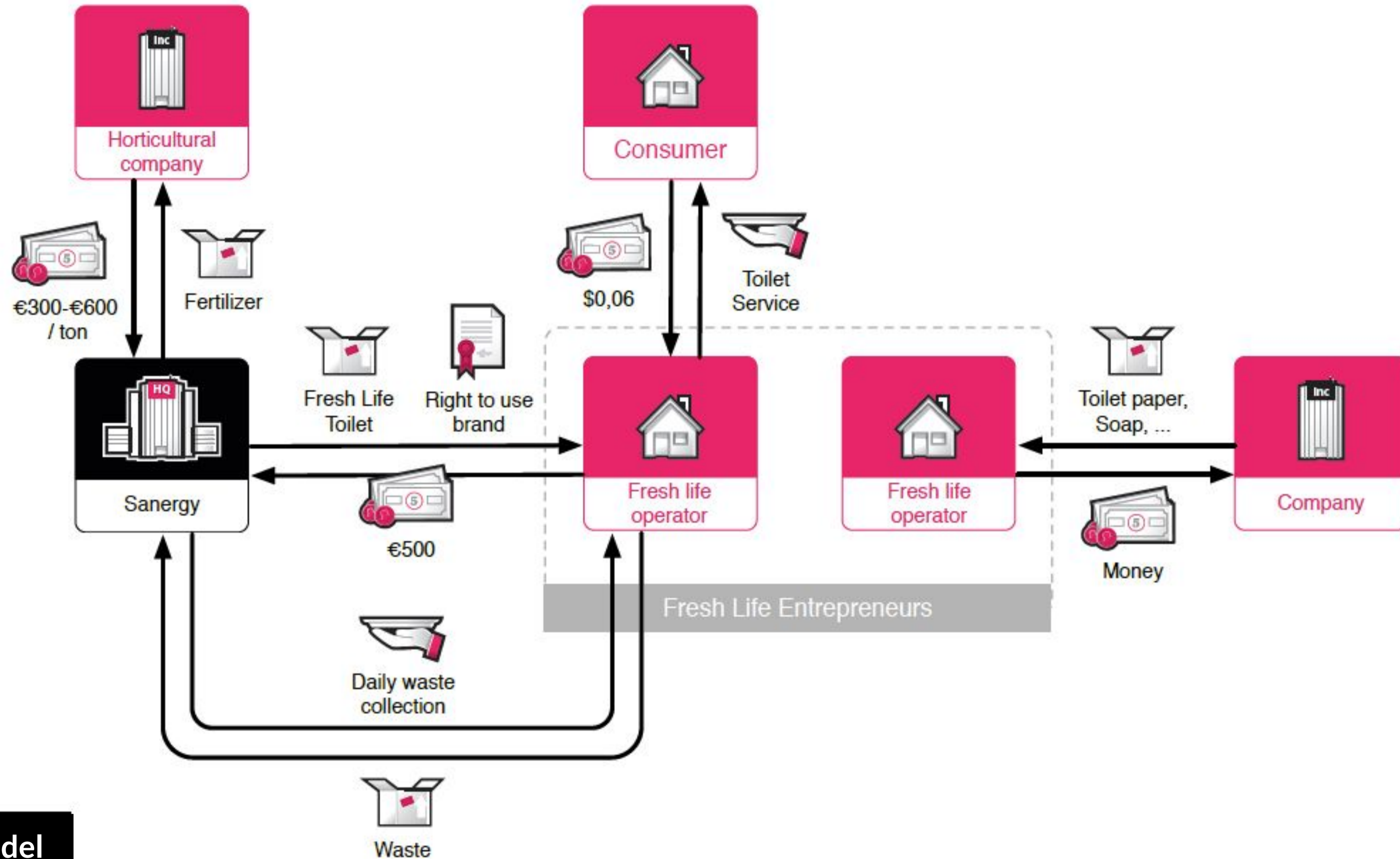
It takes Sanergy four to six months to turn raw human waste into fertilizer. The same waste can be used for both fertilizer and biogas.

2. On which trends does this company focus?

- Reverse Innovation
- Micro Franchising
- Sustainable Processes

3. Does it bring people out of their comfort zone?

- What would people think about using human faeces as part of growing their food?
- Raising questions if the business model is sustainable enough?



Business Model

1. How do they make money?

Sanergy makes money by selling fertilizer out of human manure to other companies. They collect this waste through their not-for-profit franchising brand "Fresh Life Toilets", supporting entrepreneurs in emerging markets.

2. Other companies with similar business model.

- <http://fanmilk.com>
- <http://visionspring.org>
- <http://ruralspark.com>
- <http://nuruenergy.com>

3. Business Model characteristics

- (micro-) franchising model
- business in a box
- micro-transactions
- community of entrepreneurs



Key Info

HQ **Berlin, Germany**

Industry to learn from

Finance & Banking

Founded

2010



Facts

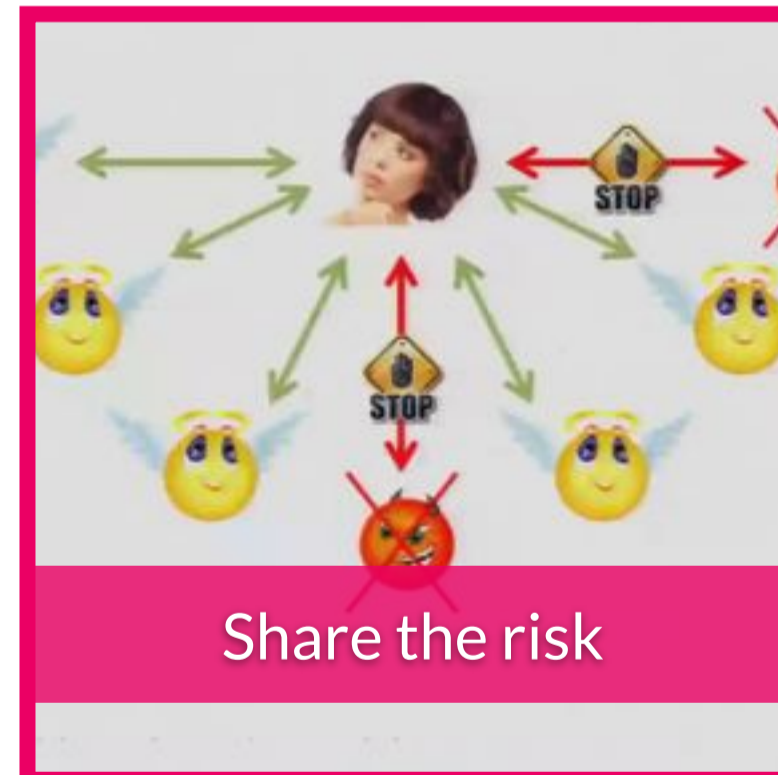
- Because the insurance claim is handled by a trusted group of friends, the model leads to a reduction in the number of fraudulent claims.
- Friendsurance claims savings up to 50-70% of insurance costs due to lower administration costs, social security, fraud prevention, ...

Why Innovative?

1. Friendsurance in 3 key offerings



Friendsurance enables its users to create communities of up to 15 people who can help cover an insurance claim in the case of an accident. You can easily pull in friends from Facebook!



Once they have become a member, they can provide between €5–50 to help cover a fellow member's claim. When a claim exceeds the amount of the group, friendsurance covers the rest of the claim.



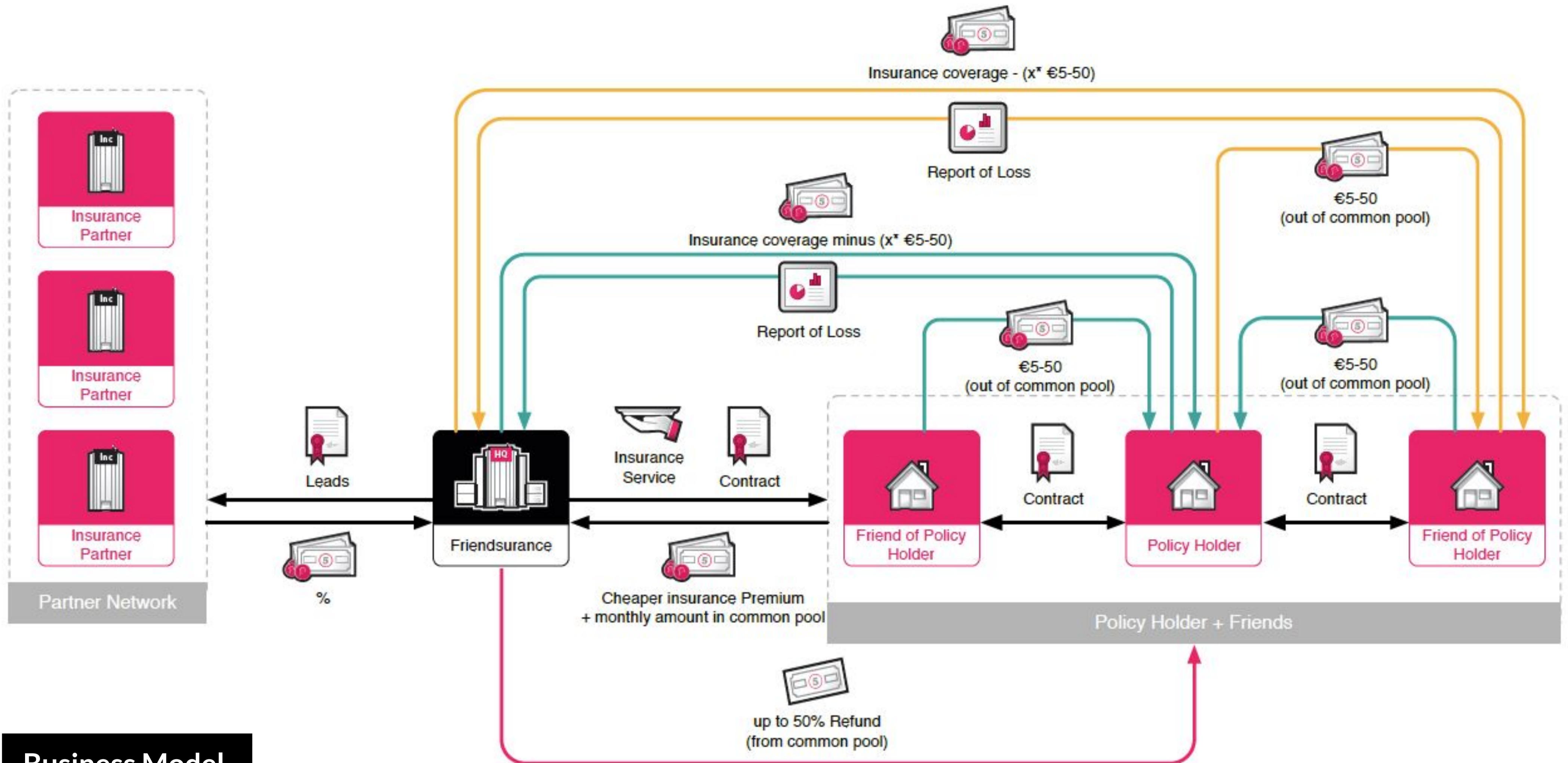
A portion of the premium flows into a common money pool. In case of damage, a part of the coverage will be paid from the pool. If no claims, each member receives his share back (the money insurers usually keep).

2. On which trends does this company focus?

- P2P
- Co-consumption
- Low price offer

3. Does it bring people out of their comfort zone?

- Doubts that anybody will want to involve friends and family in claims settlement.
- Members of a community who report a lot of losses are considered "bad friendsurance relationships". This could have a negative effect on the real-life relationship between friends too.
- Policy holders are responsible for their own community and can "de-friend" members.



Business Model

1. How do they make money?

Friendsurance works as a broker between Policy Holders and existing Insurance Partners. They're letting customers share risks with friends, allowing them to lower prices due to reduced fraud & process costs, better risk pools, ...

2. Other companies with similar business model.

- <http://prosper.com>
- <http://gym-pact.com>

3. Business Model characteristics

- P2P-model
- broker Model
- refunds
- common money pool



Loss or damage by policy holder

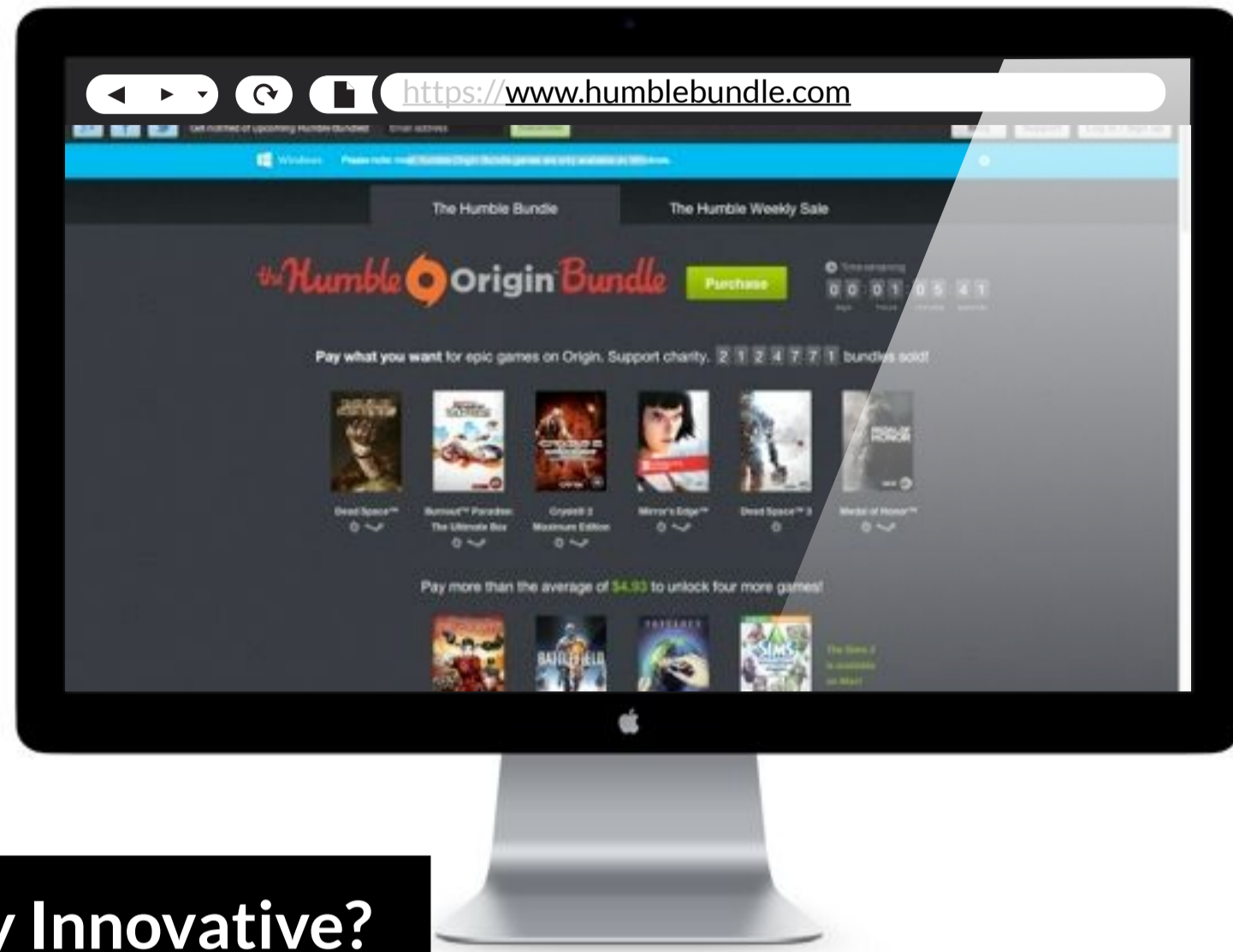


Loss or damage by policy holder's friend



No loss or damage

business model mapping by



Key Info

HQ **San Francisco, US**



Industry to learn from

Gaming

Founded

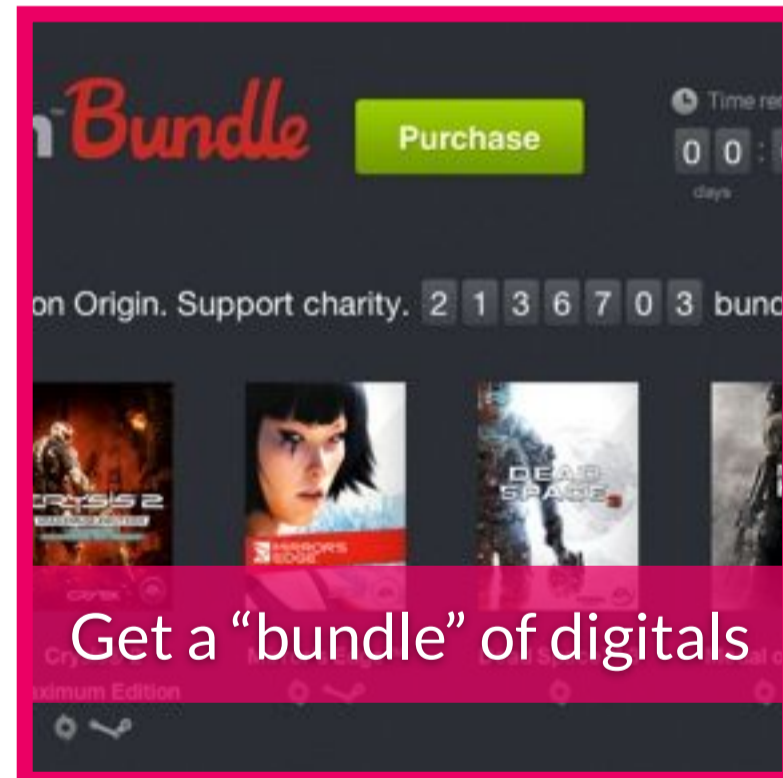
2010

Facts

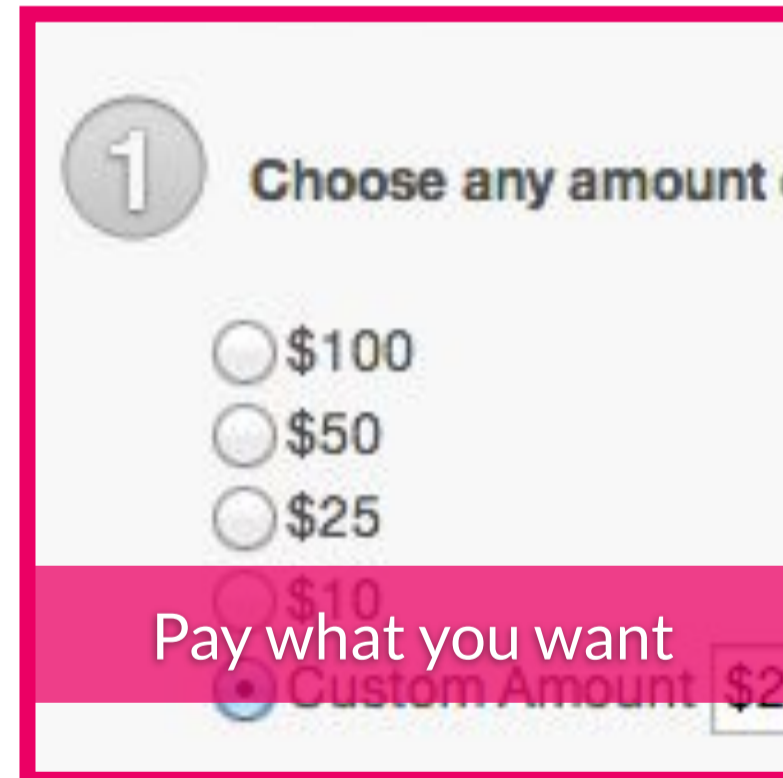
- Initially focussing only on indie games evolved to many shapes of "digital content"
- \$20 million being raised for charity and +1.8 million customer base worldwide (08/2013)
- Minimum purchase price is \$1, every 2 weeks a new bundle is offered.

Why Innovative?

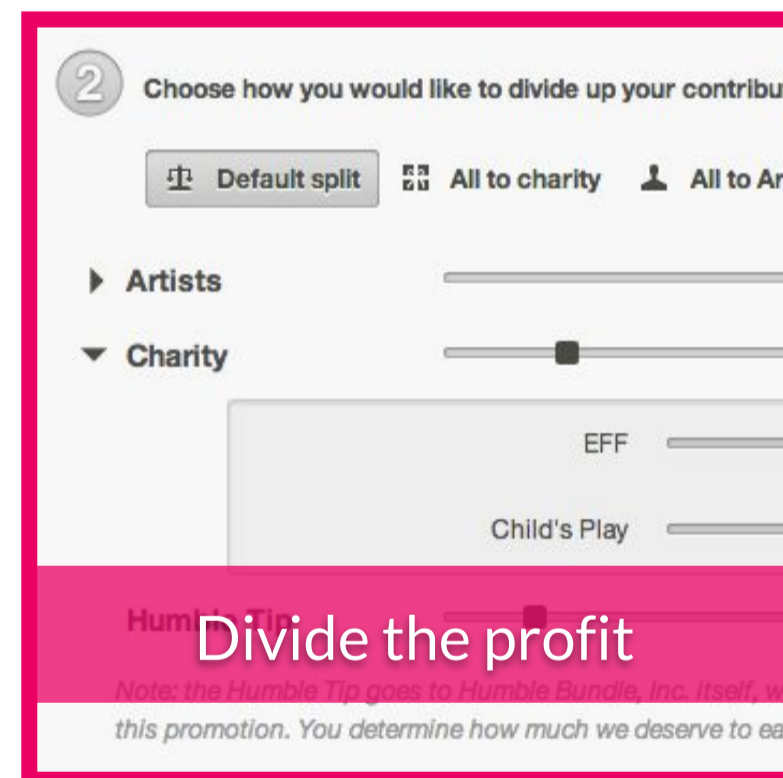
1. Humble Bundle in 3 key offerings



Bundle offerings are typically 2-week periods where between three to five games are offered. People can set their own price, but if they pay more than the average, they get an extra product.



Bundles are offered at a pay-what-you-want model. The purchaser is able to name any price for the bundle. Prices may vary between \$1 and \$10,000.



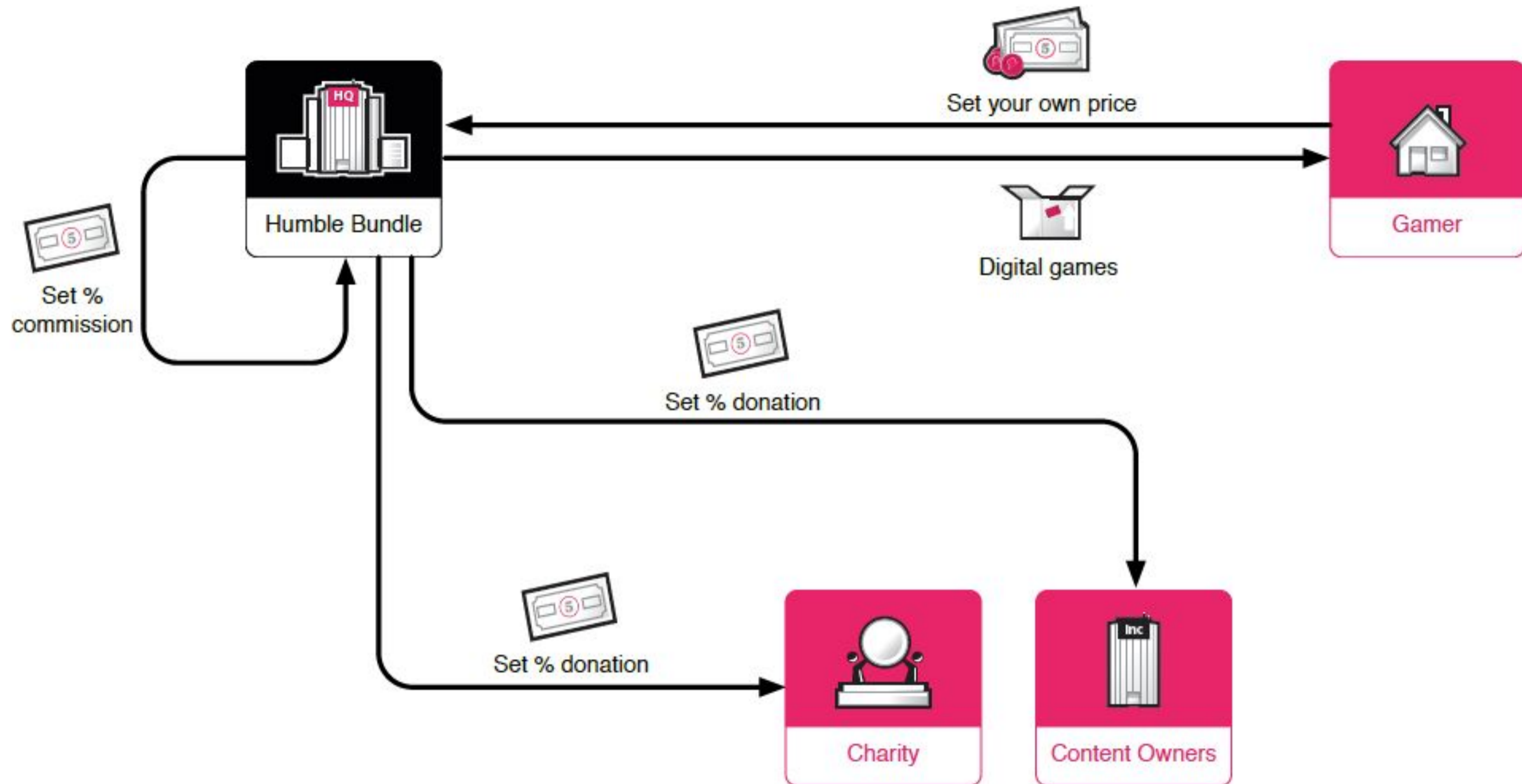
The interface gives users the chance to determine how to distribute their contribution as a split between the developers, the charities for that event and a "Humble tip"

2. On which trends does this company focus?

- Involve charity
- Full transparency
- Fully digital

3. Does it bring people out of their comfort zone?

- Clients are in control of who gets the biggest share of the revenue.
- The smart incentive system, beat the average, raises the average price donated over time. Early customers will get more for less.



Business Model

1. How do they make money?

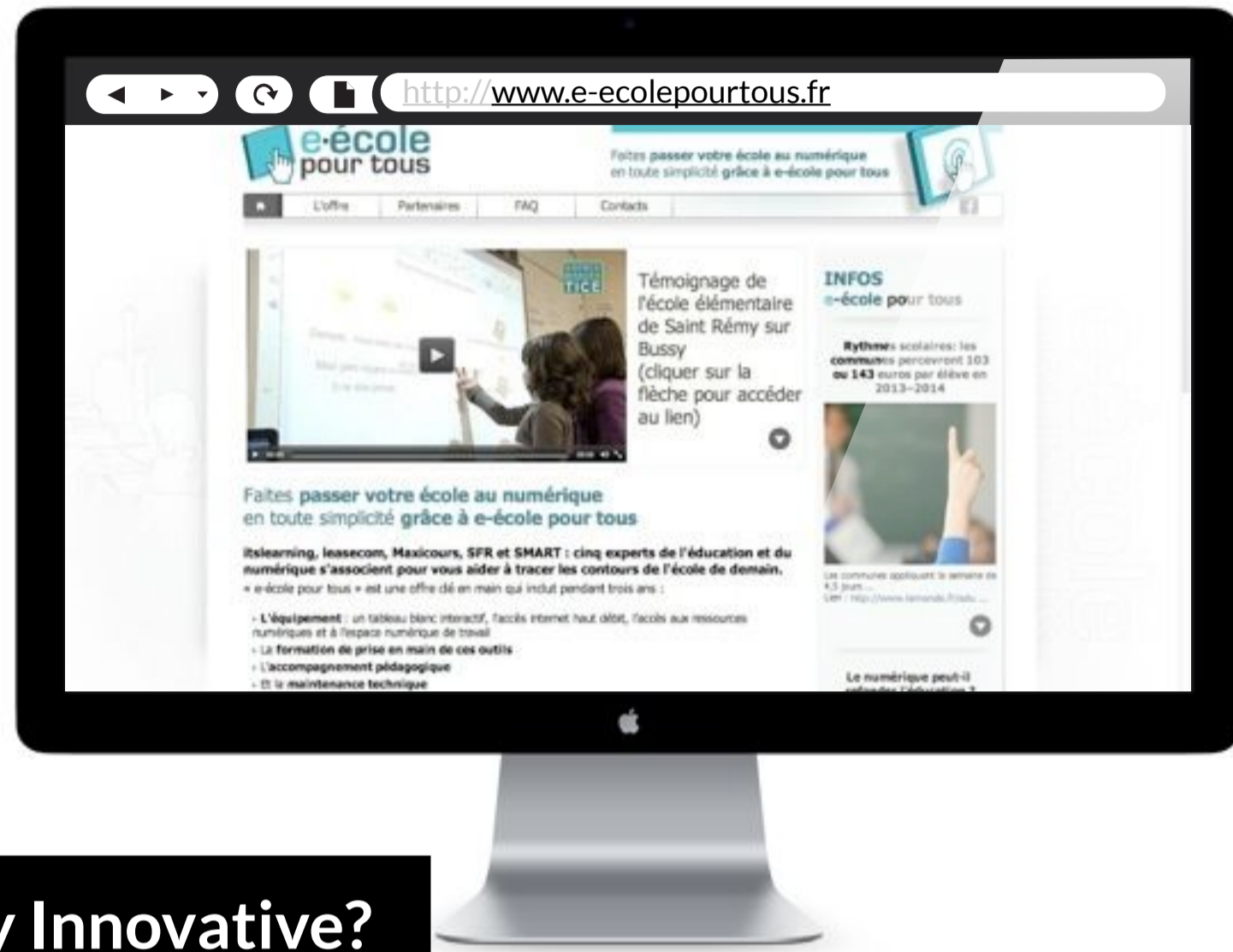
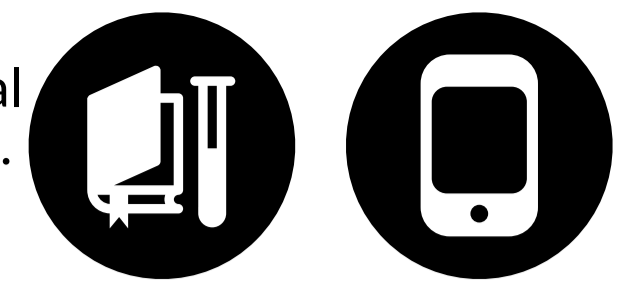
Humble Bundle is fully dependent on the pay-what-you-want concept. People can choose what goes to the author, charity and Humble Bundle itself (what they call the Humble tip). On average, 15% of the total funds.

2. Other companies with similar business model.

- <http://genero.us>
- Pay-what-you-want restaurants
- Radiohead's album - In Rainbows

3. Business Model characteristics

- "Pay-what-you-want" model
- Charity-based
- Split the profit



Key Info

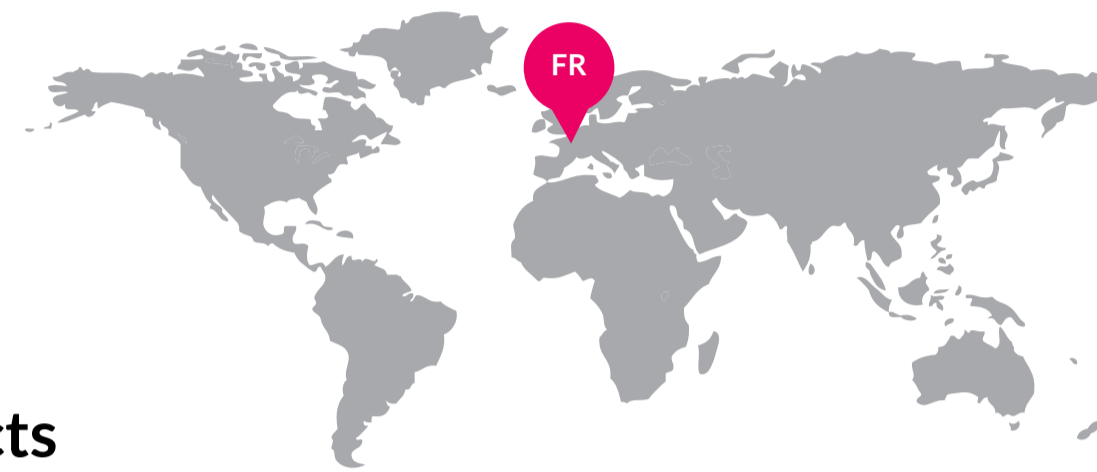
HQ Paris, France

Industry to learn from

Telecom, Education

Founded

2012



Facts

- Within its broad target of primary schools, SFR has identified distinct sub-segments - rural schools, urban schools and private schools
- The content and LMS provider partners already operate software-as-a-service models, making it straightforward to add additional accounts.

Why Innovative?

1. e-école in 3 key offerings



Schools buy a “one-solution-fits-all” offering, acting as a platform for the delivery of a digital educational experience. With SFR offering the network, other businesses provide complementary services.



The integration of LMS in the overall proposition is an important step, as it opens the door for students to experience the virtual learning environment.



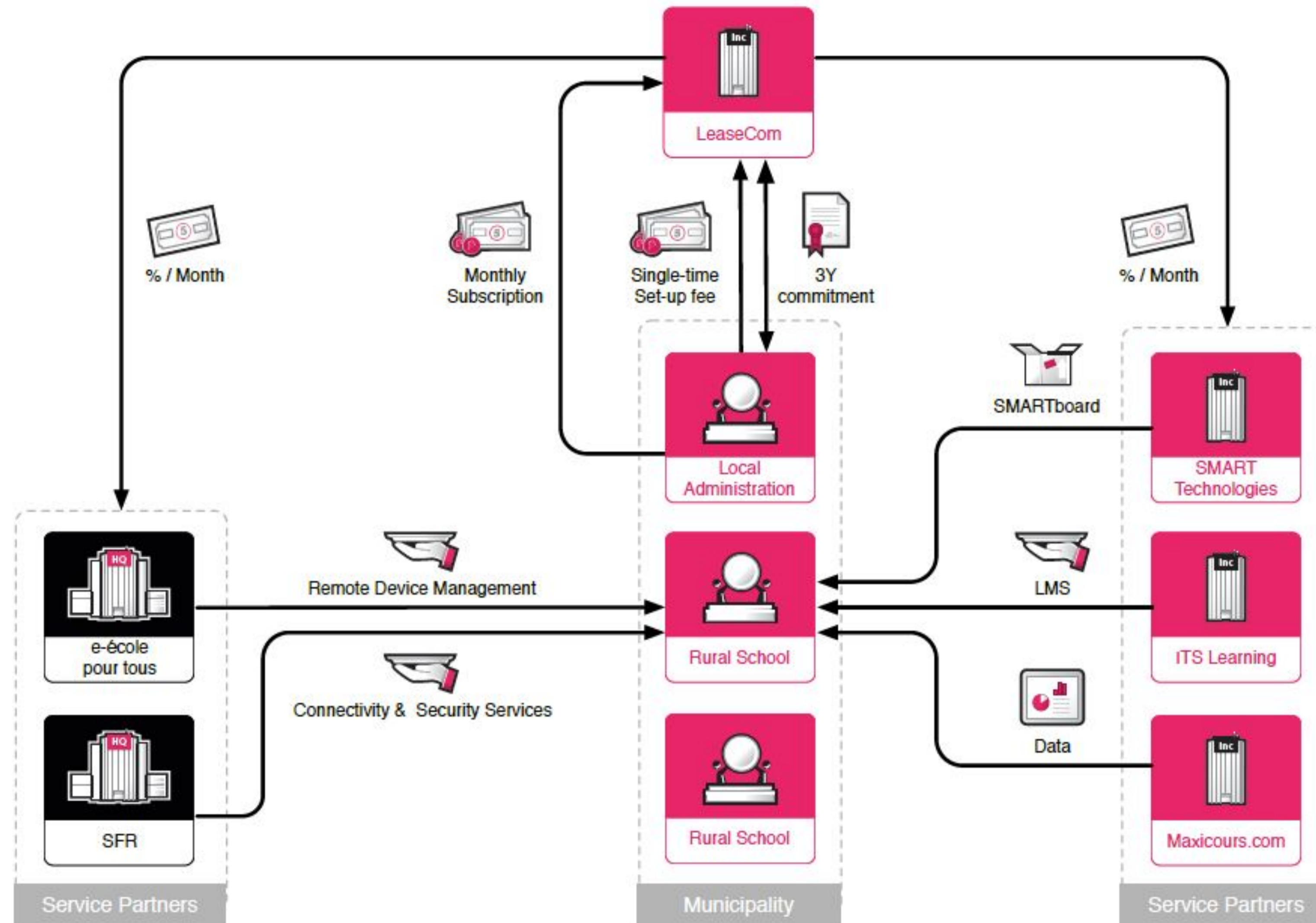
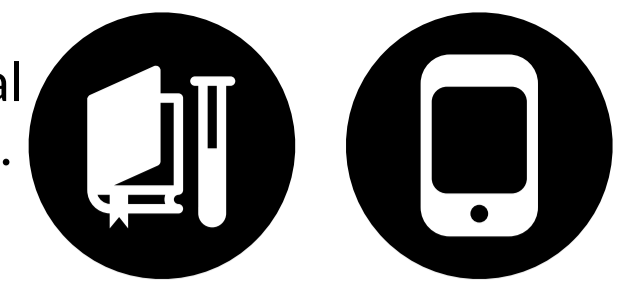
LeaseCom, a separate financial leasing company, handles payments from the schools or bodies responsible for local school administration and disburses this to the other service providers.

2. On which trends does this company focus?

- Service-packs
- School 2.0
- One Stop Shop (for municipality)
- Outsources maintenance

3. Does it bring people out of their comfort zone?

- What if you want one of the service providers to be differently? Is this pack always the cheapest solution?
- What are the risks of leasing in this offering?



Business Model

1. How do they make money?

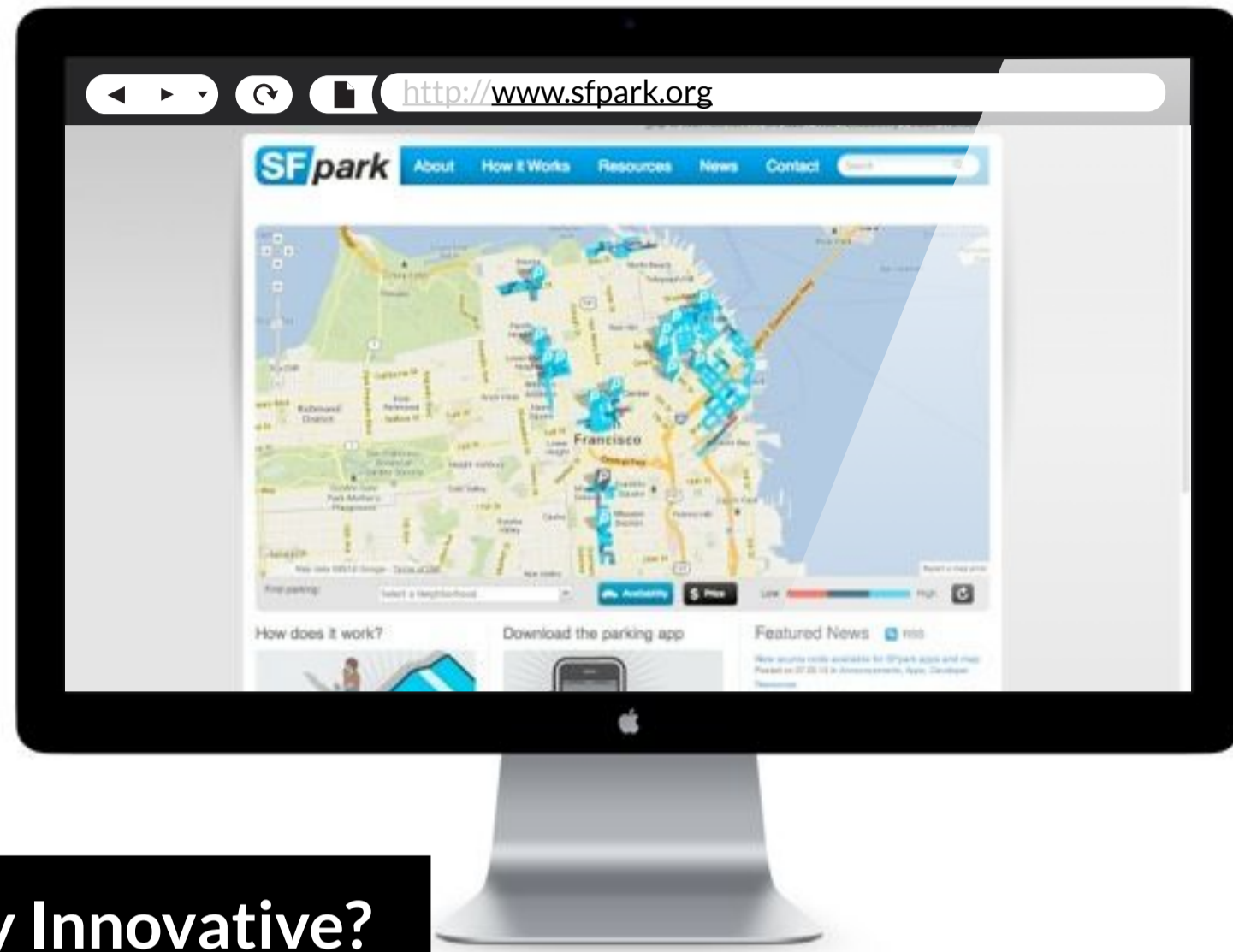
SFR works in a partnership model with other service providers. After a set-up fee; local school administration, taking a 3 year commitment, pay a monthly subscription fee to a separate leasing company, who disburses it to the different service providers.

2. Other companies with similar business model.

- One-Stop-Shop house renovations

3. Business Model characteristics

- Partnership model
- Leasing model
- Subscription model
- Cross-industry partnerships



Key Info

HQ **San Francisco, US**



Industry to learn from

Transportation

Founded

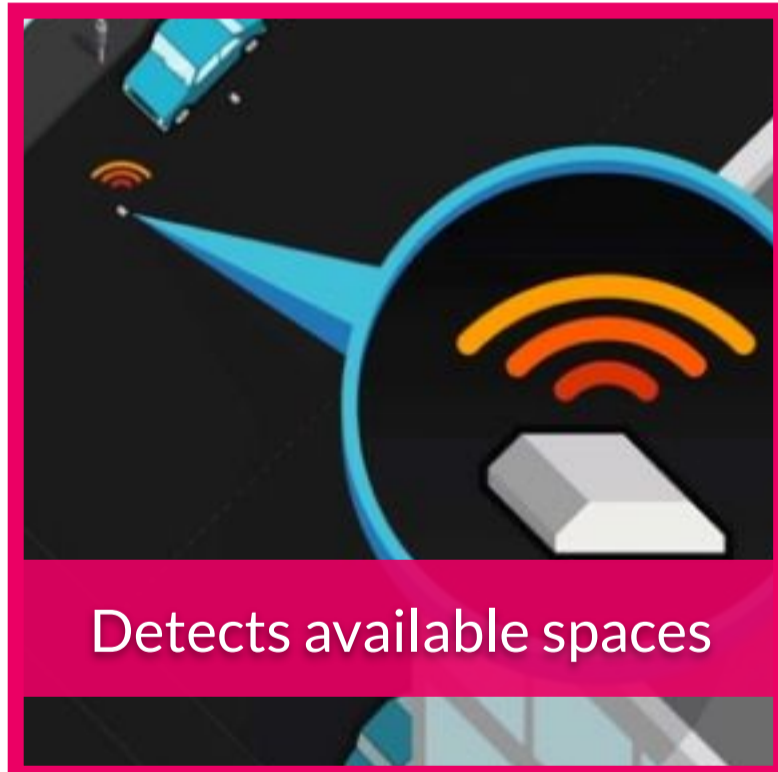
2010

Facts

- Currently still a pilot project, SFpark is testing its new parking management system at 7.000 of San Francisco's 28.000 metered spaces and in 12.250 spaces in 15 of 20 City-owned parkings.
- SFpark encourages independent developers and researchers to use its public API, open data and open source code to create new apps and data visualizations that support the project.

Why Innovative?

1. SFpark in 3 key offerings



Detects available spaces

Parking sensors detect parking availability. Users can check the availability of spaces online, via text message or smartphone, before they're heading to their destination.



Demand Responsive Pricing

Parking prices are incrementally raised or lowered in SFpark areas based on demand. Rates may vary by block, time of day or week; they change no more than once a month and only in small increments (max +\$0,5/time).



Special event pricing

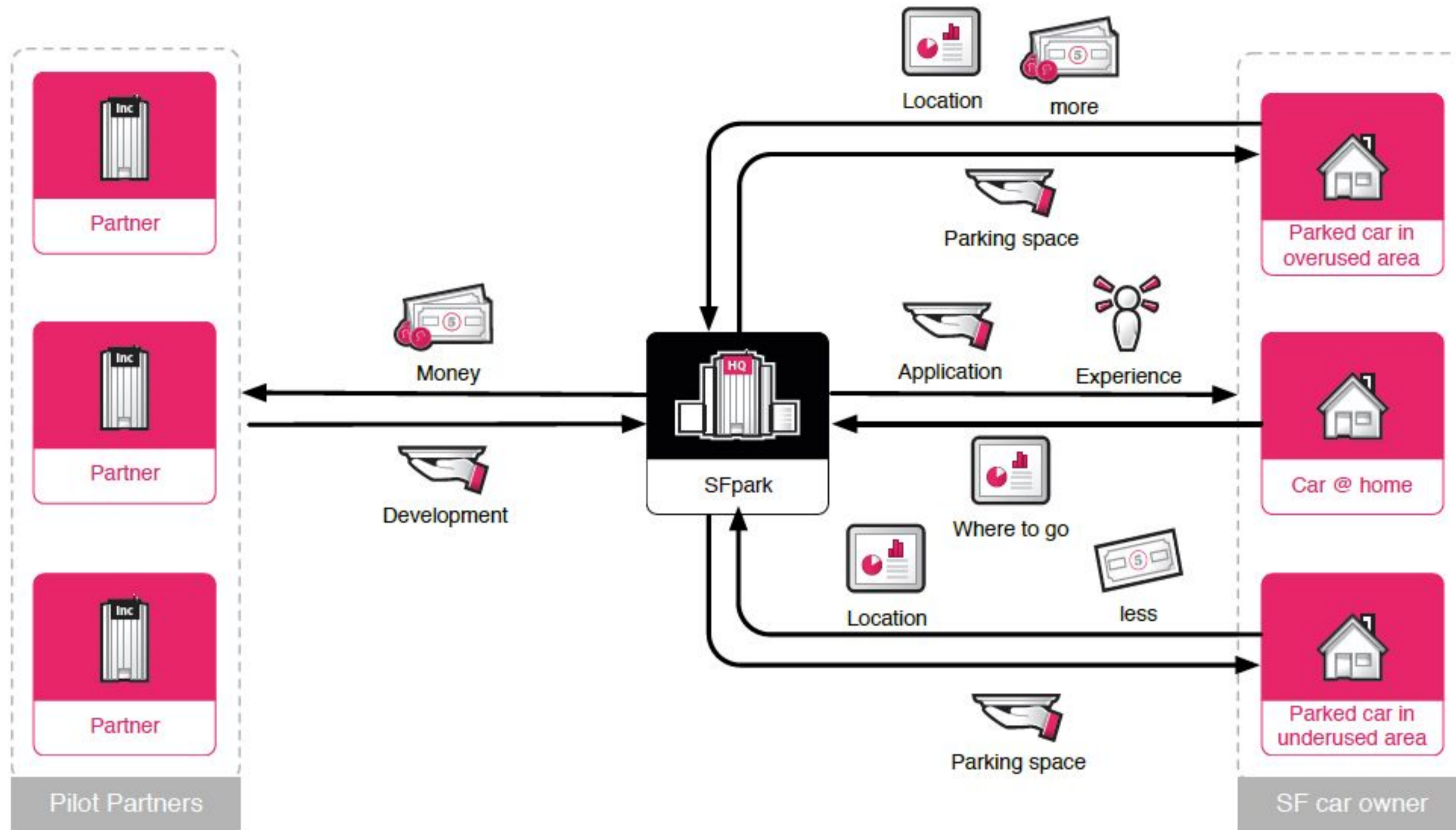
During special events, parking meters on blocks within walking distance of the ballpark operate until 10pm Monday to Saturday and are priced between \$5 and \$7/hour for events.

2. On which trends does this company focus?

- Data Monitoring
- Public Transport 2.0
- Big Data
- Open Data & Full Transparency (API)

3. Does it bring people out of their comfort zone?

- Demand-responsive pricing encourages drivers to park in underused areas and garages, reducing demand in overused areas. The user has to check the best price each time he heads to a new destination, which can be experienced as a hurdle.



Business Model

1. How do they make money?

SFpark makes money with providing parking spaces in San Francisco city-area. Parking prices are incrementally raised or lowered in SFpark areas based on demand.

2. Other companies with similar business model.

- <https://www.bicing.cat/>
- <http://waze.com>
- <http://www.moovitapp.com/>

3. Business Model characteristics

- Open Data
- Dynamic Pricing Model
- Public Service
- Match Demand/Supply



Key Info

HQ London, UK

Industry to learn from

Transportation

Founded

2008



Facts

- Currently over 57.000 transport providers listed on ShiPLY.com
- As ShiPLY depends on reaching a critical mass of users, a partnership with eBay was developed.

Why Innovative?

1. ShiPLY in 3 key offerings

Request a transport service

After creating an online account, consumers list what they need to ship and provide details about pickup, delivery and shipment dates. Anything from a pet carriage to a car can be listed.

Users get the best deal

Transport providers then bid for the shipment, potentially turning unused space in their trucks into profit. ShiPLY's system means that as companies try to outbid one another, users typically save about 75% on their shipping costs.

Reducing CO2 emissions

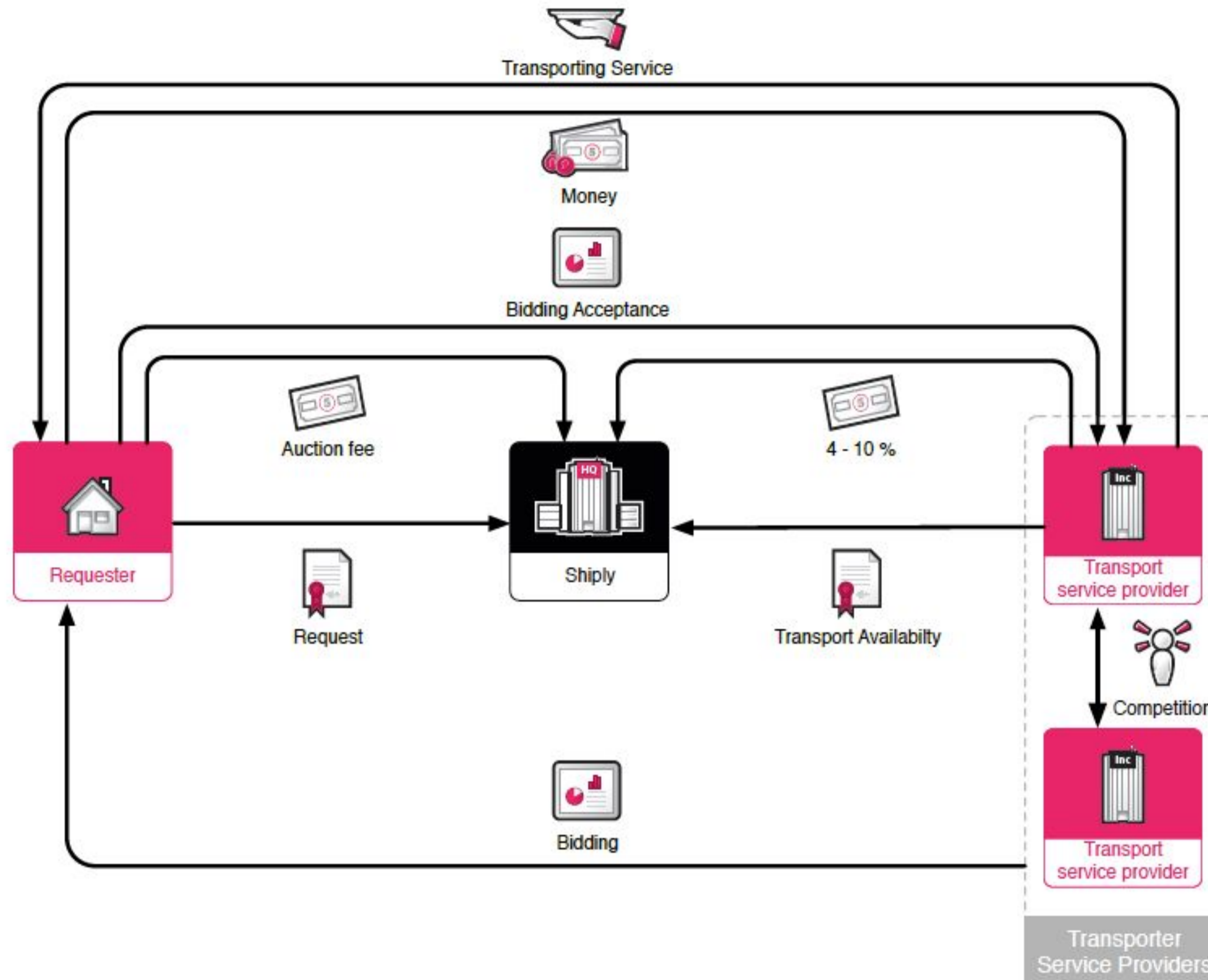
25% of European lorries run completely empty. By filling up this space, ShiPLY makes sure trucks get extra cash for unused space, and saves consumers money. Of course, it's beneficial in terms of reducing CO2 emissions too.

2. On which trends does this company focus?

- e-Commerce (delivery)
- Online matchmaking platform
- Get the best deal
- Valorize Overcapacity

3. Does it bring people out of their comfort zone?

- Users don't get a quote immediately. They don't know what the shipping costs will be in advance.



Business Model

1. How do they make money?

Shiplly works as a broker, taking a commission on transactions. Transport service providers' bids are subjected to a tiered fee structure (4%-10%, depending on the amount of the transaction) called the success fee. Additionally, an Auction Service Fee is requested which covers the online service.

2. Other companies with similar business model.


- <http://www.uship.com>
- <http://www.anyvan.com>
- <http://klickcouriers.com>

3. Business Model characteristics

- Broker Model
- Reverse auction format
- Partnership model

3D HUBS

3D Hubs provides a collaborative production platform for makers and 3D printer owners. Using the platform, anyone with a 3D printer can bring customized, locally produced goods to those around them.



Key Info

HQ Amsterdam, the Netherlands

Industry to learn from Manufacturing

Founded 2013

Facts

- Recently (August 2013) received seed funding
- Bram de Zwart, CEO and Brian Garret, CIO, of 3D Hubs are both former employees of 3D systems
- Unlocked cities right now are London, Amsterdam, Berlin, Antwerp and Copenhagen

Why Innovative?

1. 3D Hubs in 3 key offerings

Share your 3D printer

Owners can list their printer for free. There are no signup fees or recurring charges for Hubs. 3D Hubs adds a 15% commission fee (excluding any applicable VAT) on top of the price hubs entered for each customer quote.

Find a 3D Printer

People can find a local printer in their area and connect with the HUB through the platform. Each Hub decides how much money it wants to earn, and sets its own start-up price for a 3D print.

Meet (other) makers

Cities are considered "unlocked" once 10 3D printers have been listed. A 3D Hubs Mayor is appointed to organize community events for enthusiasts in their unlocked area.

2. On which trends does this company focus?

- Collaborative Consumption, P2P
- 3D Printing
- Network of prosumers

3. Does it bring people out of their comfort zone?

- How do you control quality when manufacturing is distributed among communities?
- What about good customer support? Who is responsible for that?

1. How do they make money?

3D Hubs takes a commission of 15% on every 3D printed product, ordered through the platform.

2. Other companies with similar business model.

- <http://corp.lan.com>
- Foursquare
- Airbnb

3. Business Model characteristics

- P2P Business Model
- Online & Offline community
- Broker Model

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Many thanks, @nickdemey