

CONTENTS

<i>List of Figures</i>	ix
<i>List of Tables</i>	x
<i>List of Exhibits</i>	xi
<i>Preface</i>	xii
<i>Acknowledgments</i>	xiv
PART I: INTRODUCTION	1
1 Introduction to Business Model Innovation	3
PART II: ANALYTICAL TECHNIQUES	19
2 Business Model Frameworks	21
3 Business Valuation Techniques: A Strategic Management Approach	41
4 Breakeven Analysis in Strategy and the Margin-SalesRate Matrix (MSM)	53
5 Business Model Appraisal Frameworks	68
Part III: CORE CONCEPTS	83
6 Network Effects and Multisided Platforms	85
7 Crowdsourcing	96
8 Disruptive Innovations and Business Models	108
9 Complementary Assets: A Cornerstone of Profiting from Innovation	117
10 Long Tail Strategies in Business Models	125
<i>Appendices</i>	
A Strategy and Business Models	134
B Types of Business Models	147

viii	Contents	
	C Glossary of Business Model Terms	153
	D Important Formulae	164
	PART IV: CASES	167
	Introduction to Case Analysis: A General Manager's Perspective	169
	Case 1: Alibaba in 2018	171
	Case 2: Tinder: New CEO, New Reputation? Or Should You <i>Swipe Left</i> on Tinder?	184
	Case 3: Spotify: Now What?	199
	Case 4: Snapchat: Another Overvalued Tech Unicorn?	215
	Case 5: Pokémon Go: Way to Go?	229
	Case 6: SoFi (Social Finance Inc.)	244
	Case 7: Airbnb: Innovation in Hospitality	258
	Case 8: Pixar: Changing the Rules of the Game	272
	<i>Index</i>	xiv