



quirky®



**Flattr**



Travel like a human.



XBOX



PlayStation™



**iTunes**





quirky®



Flattr



Travel like a human.



XBOX



PlayStation™



iTunes





quirky

Flattr

# ¿Qué es un modelo de negocios?



XBOX



PlayStation™

Travel like a human.

Linux™



Spotify



iTunes

LinkedIn

Google™

**Estrategia de la empresa**

Organización de la empresa

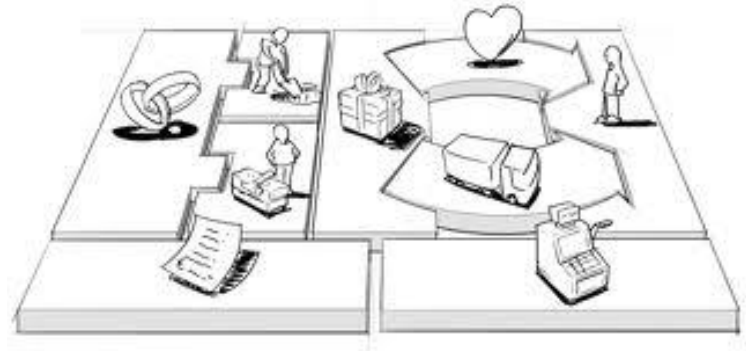
Sistema operativo

**El plan de negocios**

**El modelo financiero**

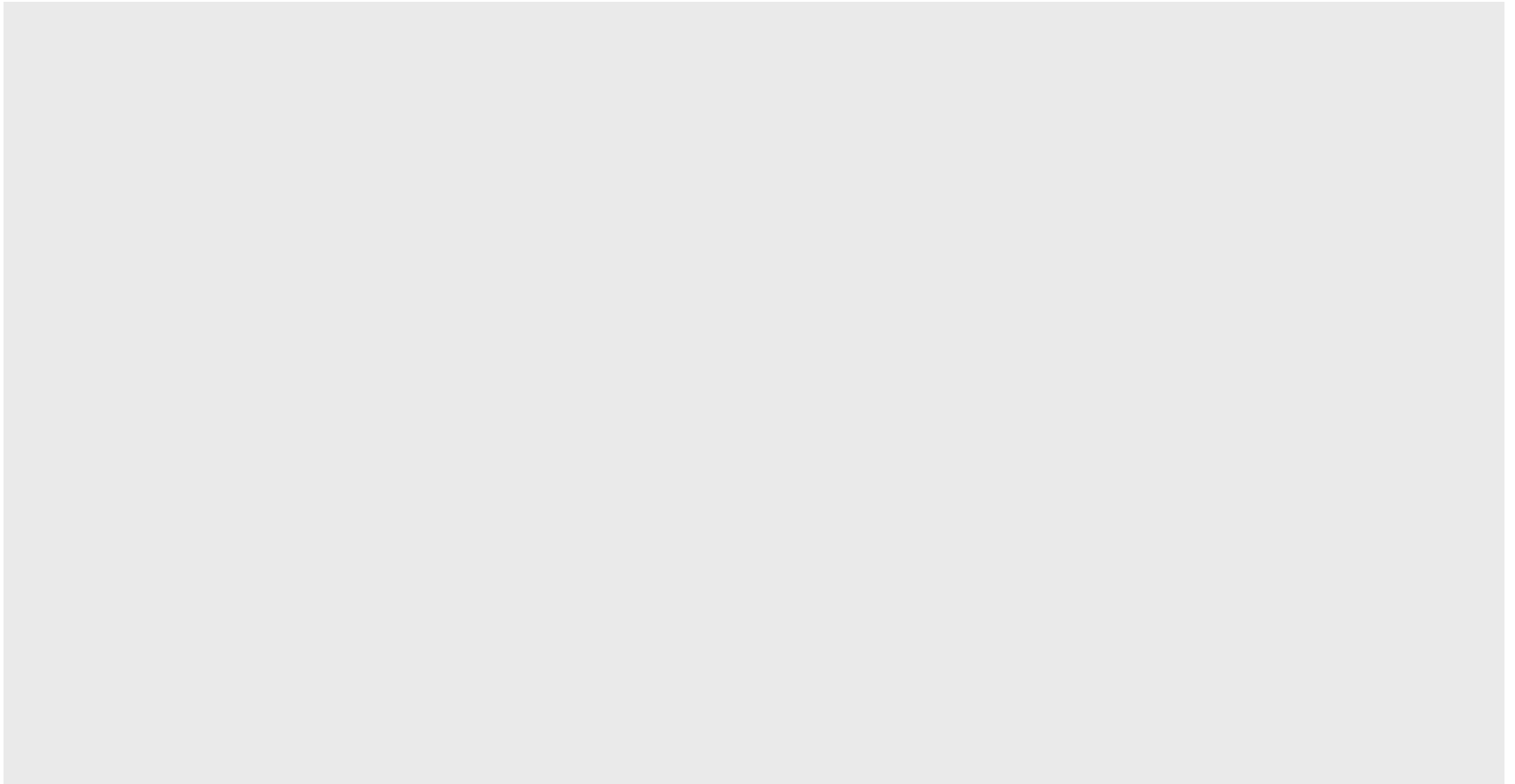


# Modelo CANVAS



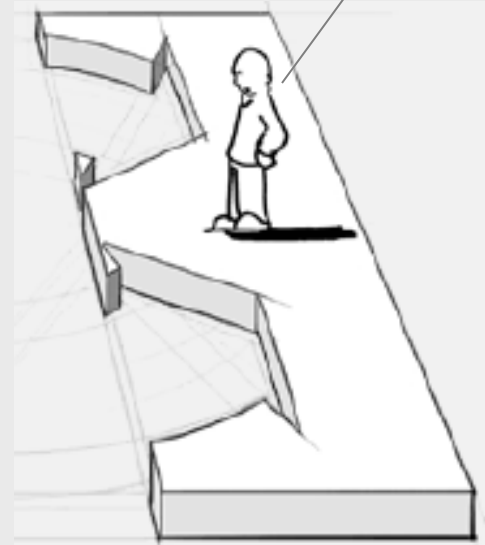
Osterwalder y Pigneur (2010)

# Modelo **CANVAS**: 9 bloques básicos



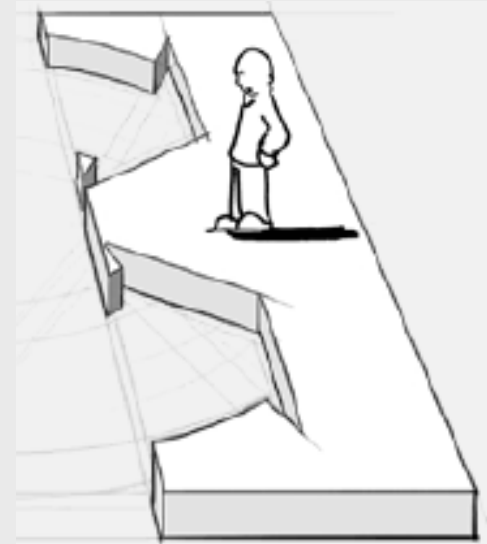
# Modelo **CANVAS**: 9 bloques básicos

Segmentos de mercado



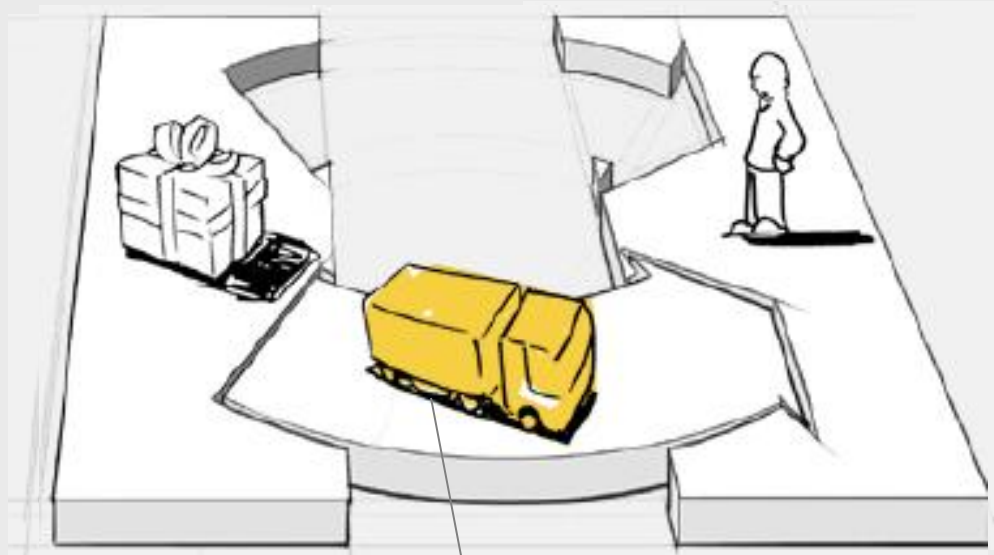
# Modelo **CANVAS**: 9 bloques básicos

Propuesta de valor



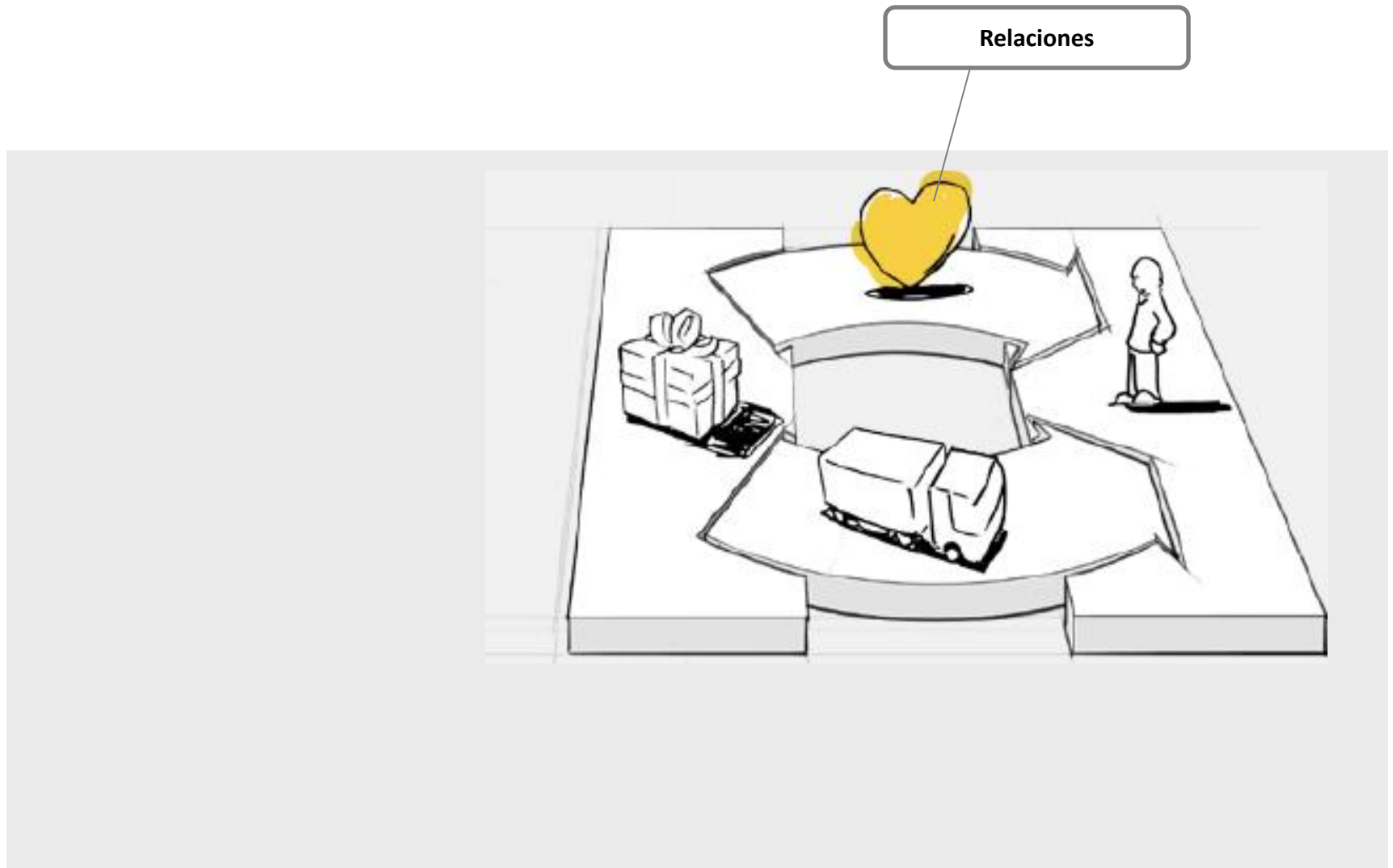


# Modelo **CANVAS**: 9 bloques básicos

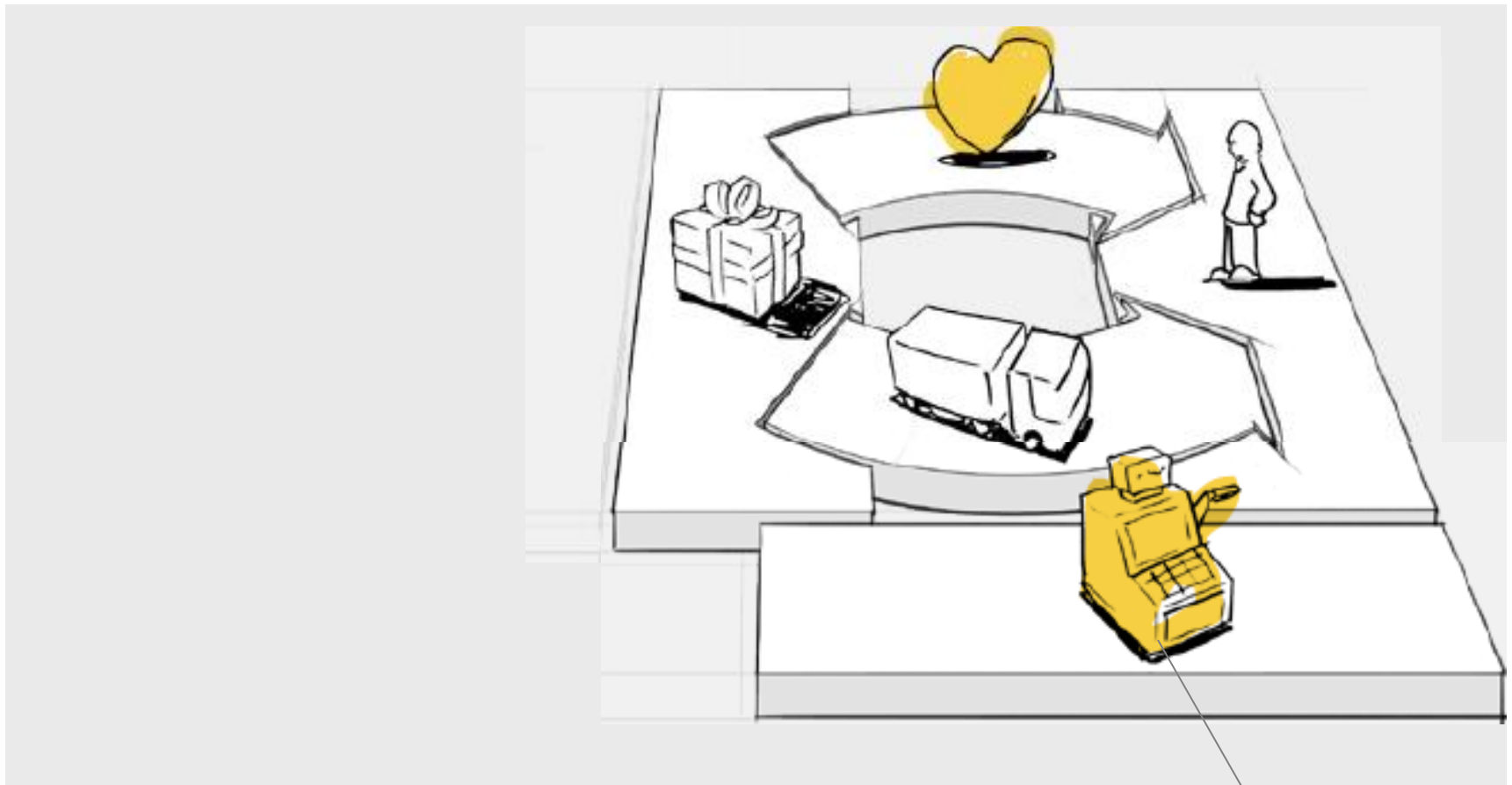


Canales

# Modelo **CANVAS**: 9 bloques básicos

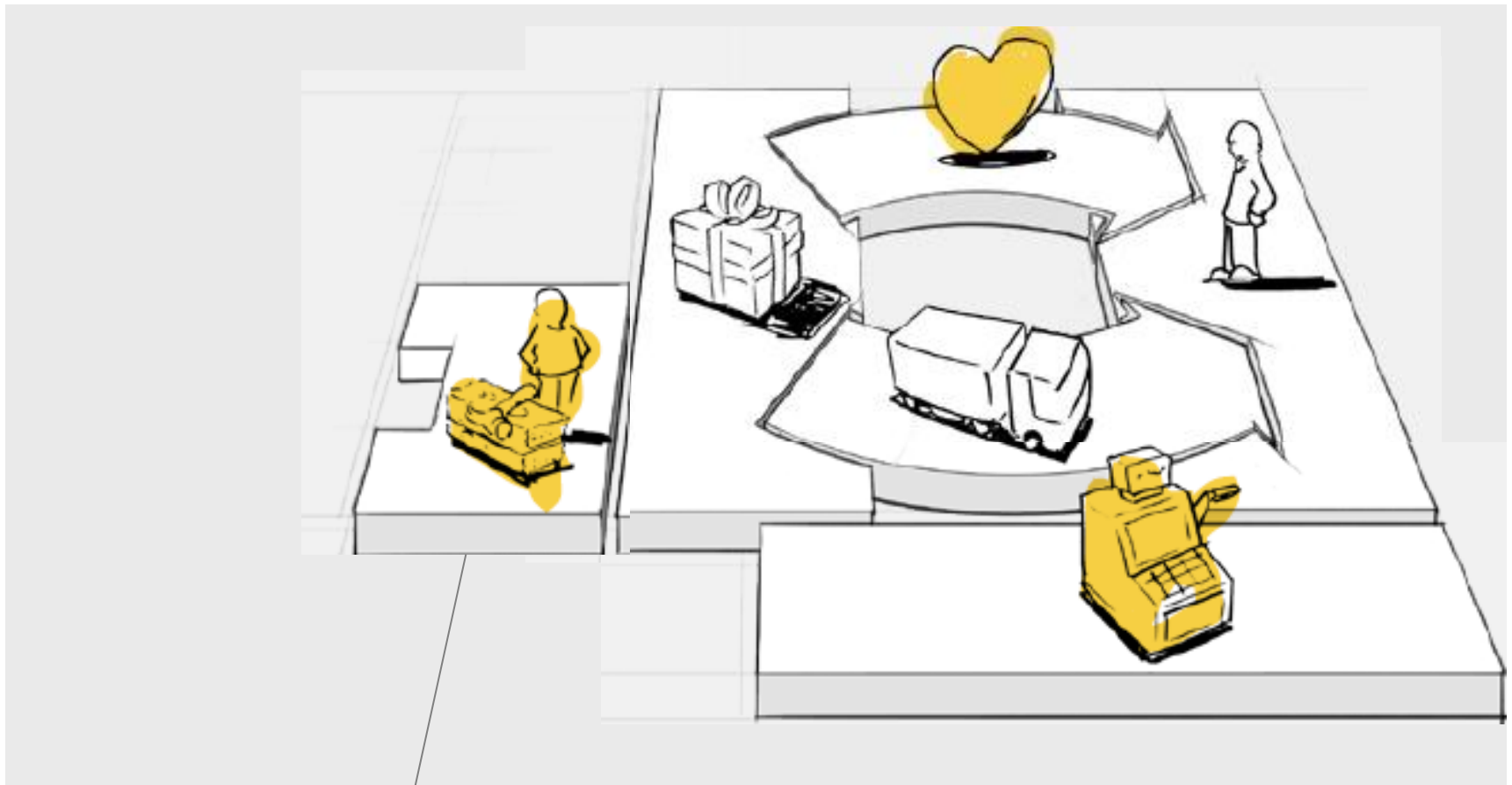


# Modelo **CANVAS**: 9 bloques básicos



Flujos de ingresos

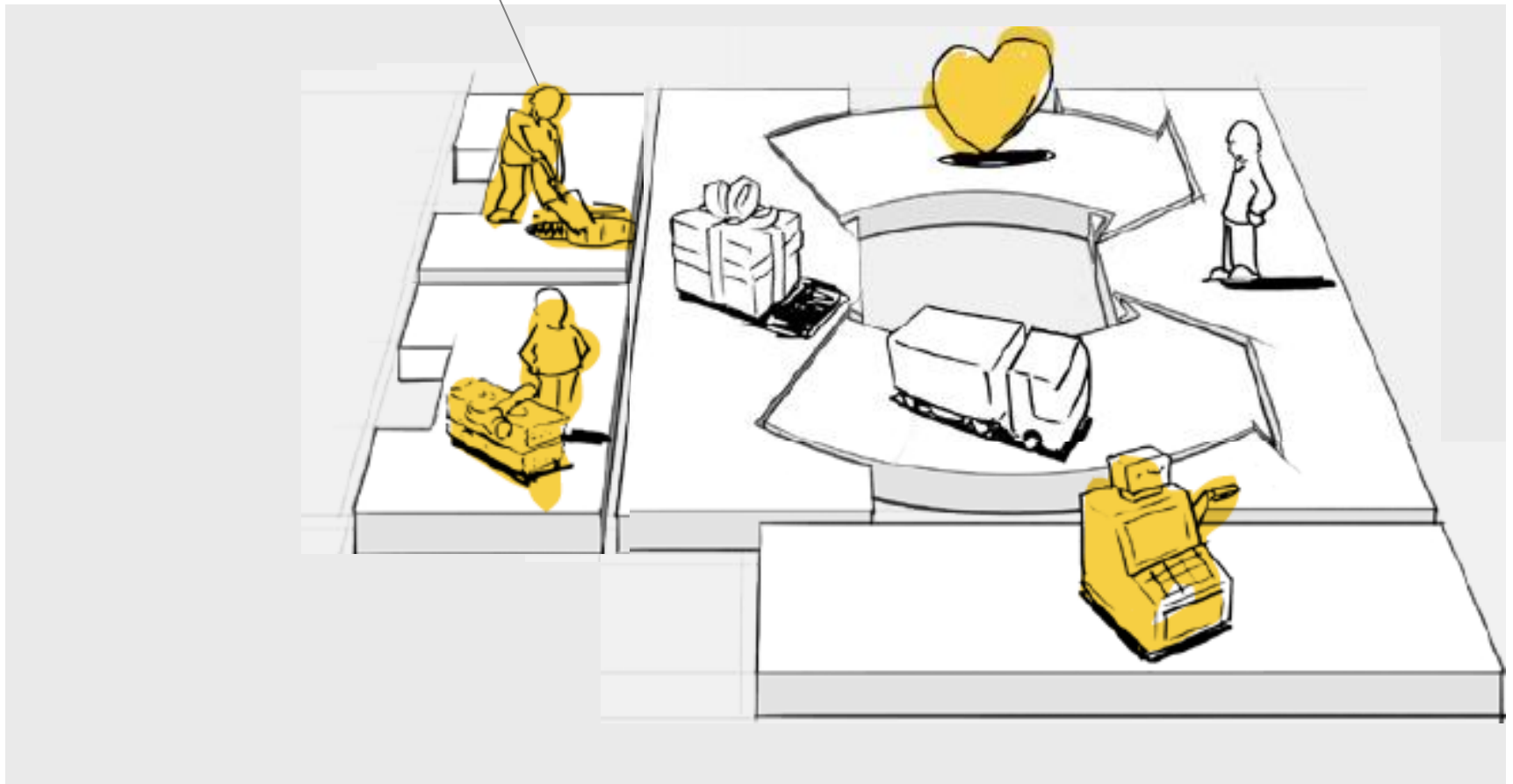
# Modelo **CANVAS**: 9 bloques básicos



Recursos clave

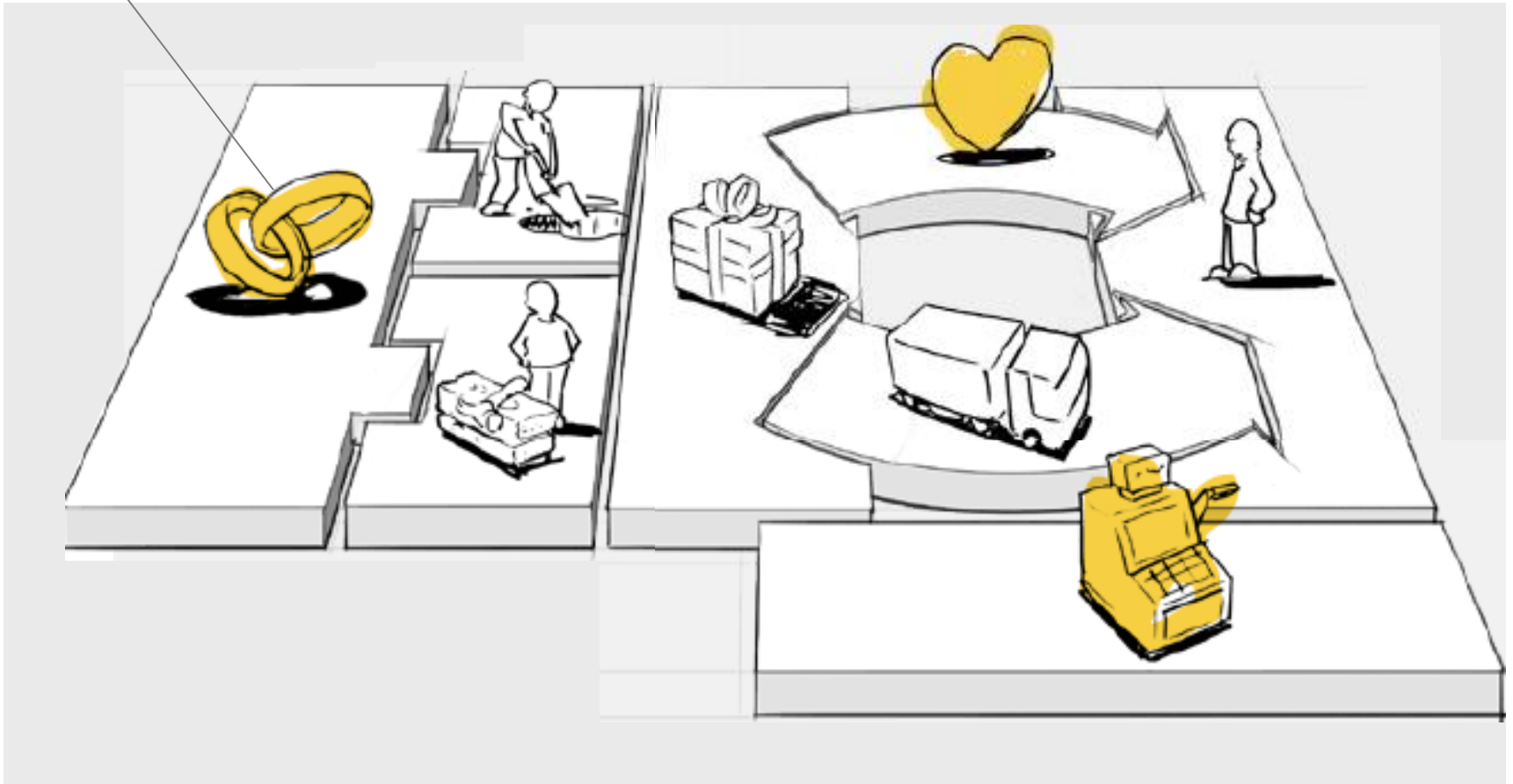
# Modelo **CANVAS**: 9 bloques básicos

Actividades clave

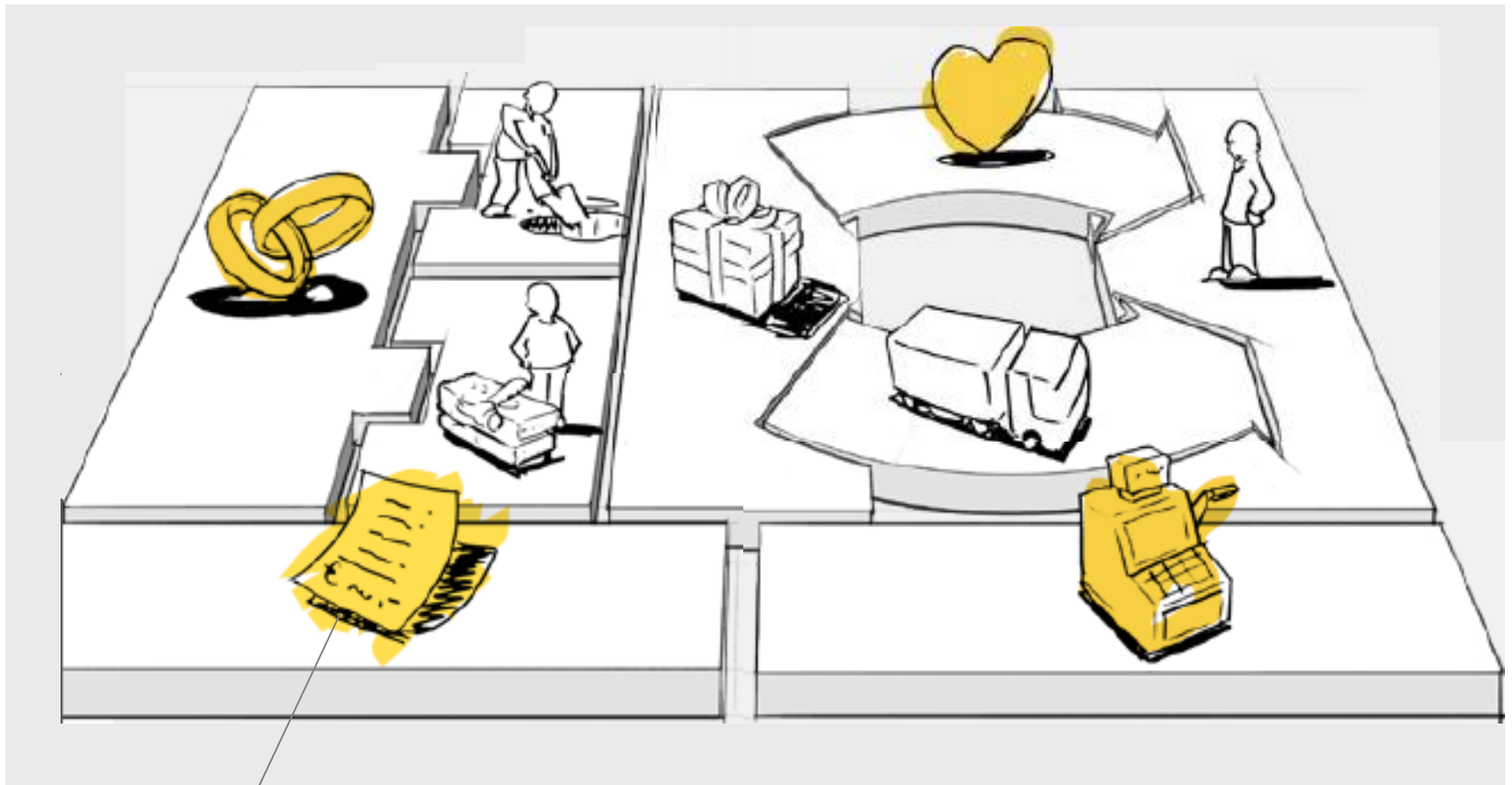


# Modelo **CANVAS**: 9 bloques básicos

Asociaciones clave

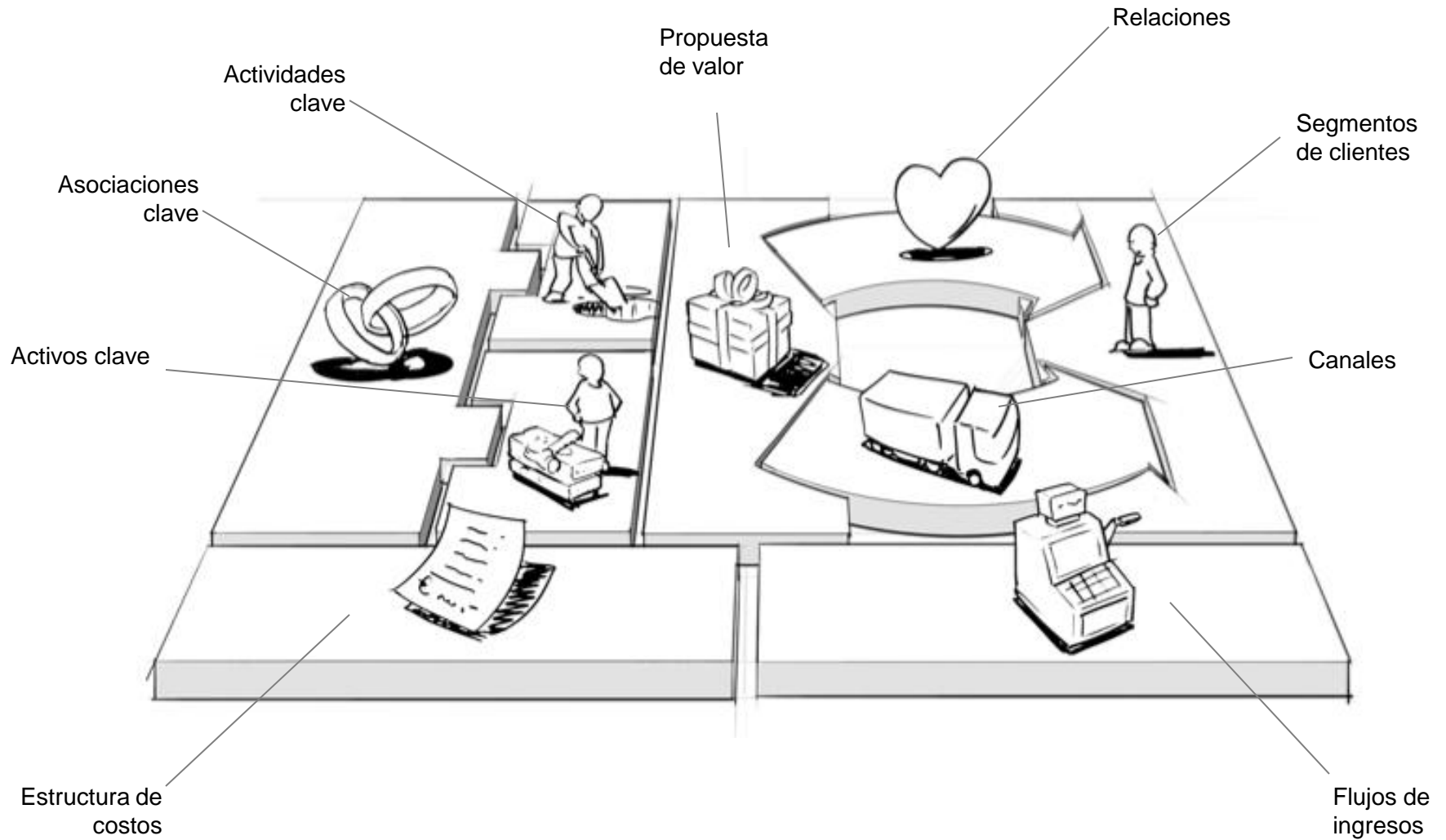


# Modelo **CANVAS**: 9 bloques básicos



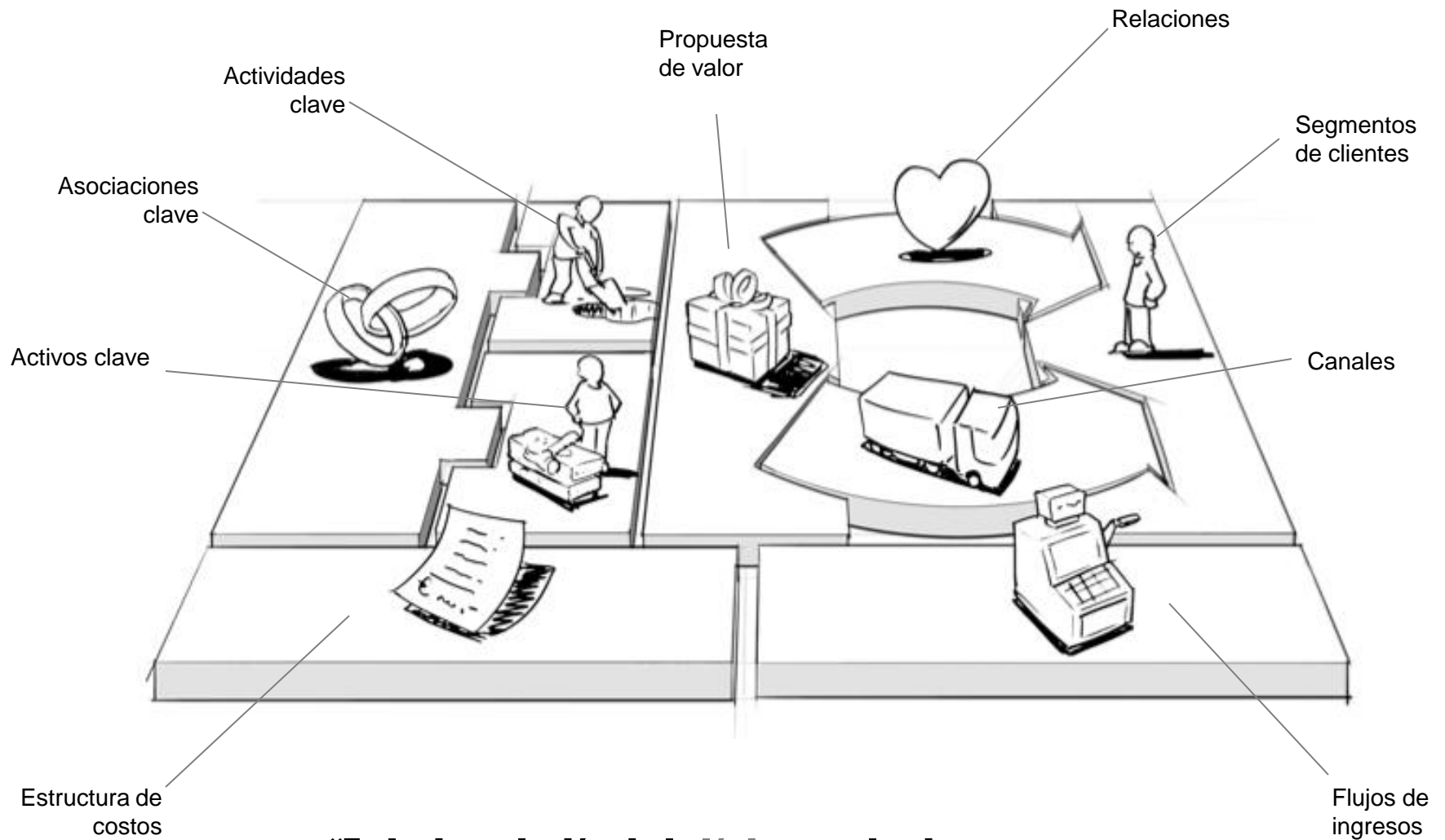
Estructura de costos

# Modelo **CANVAS**: 9 bloques básicos



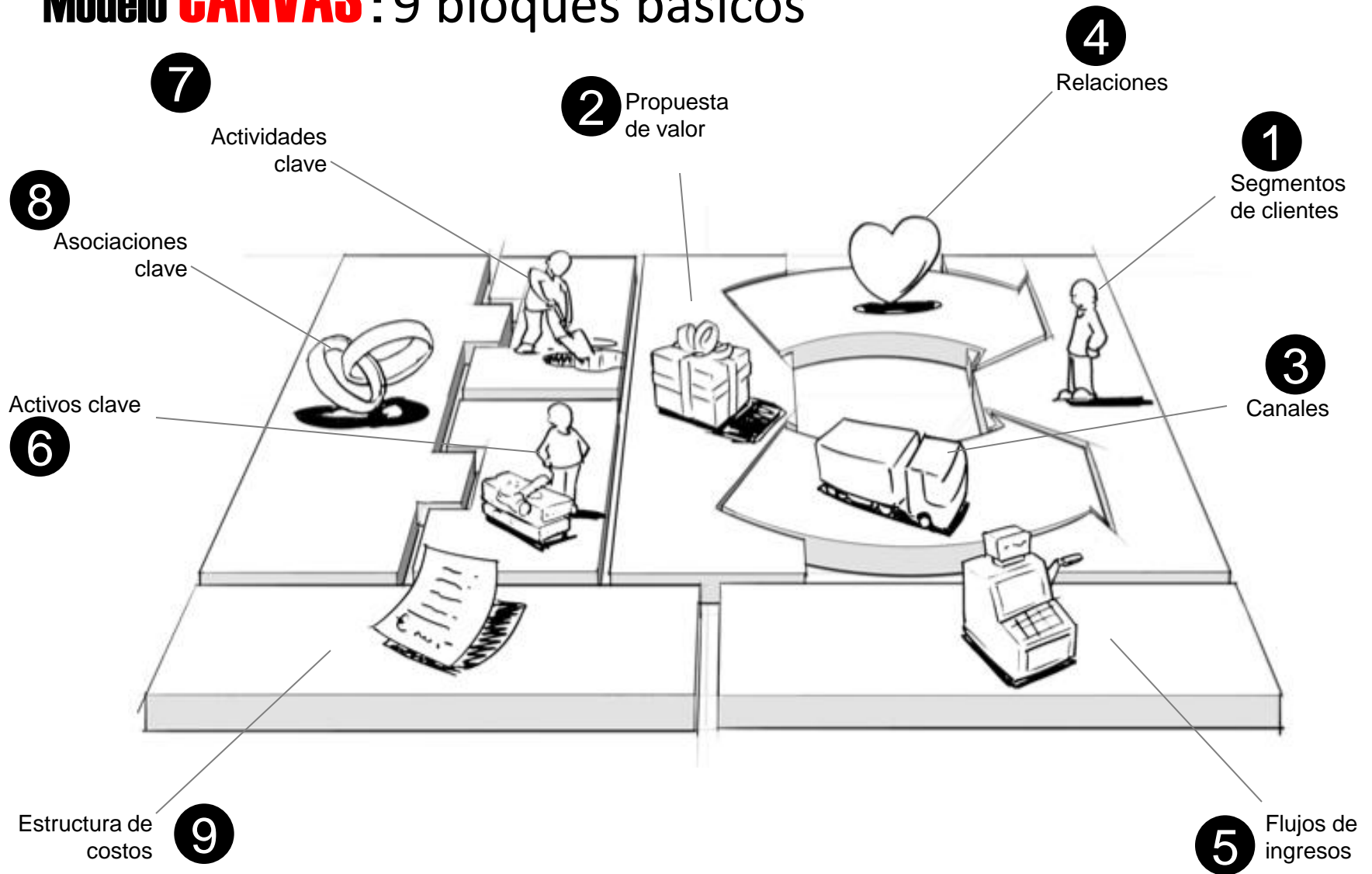


# Modelo **CANVAS**: 9 bloques básicos

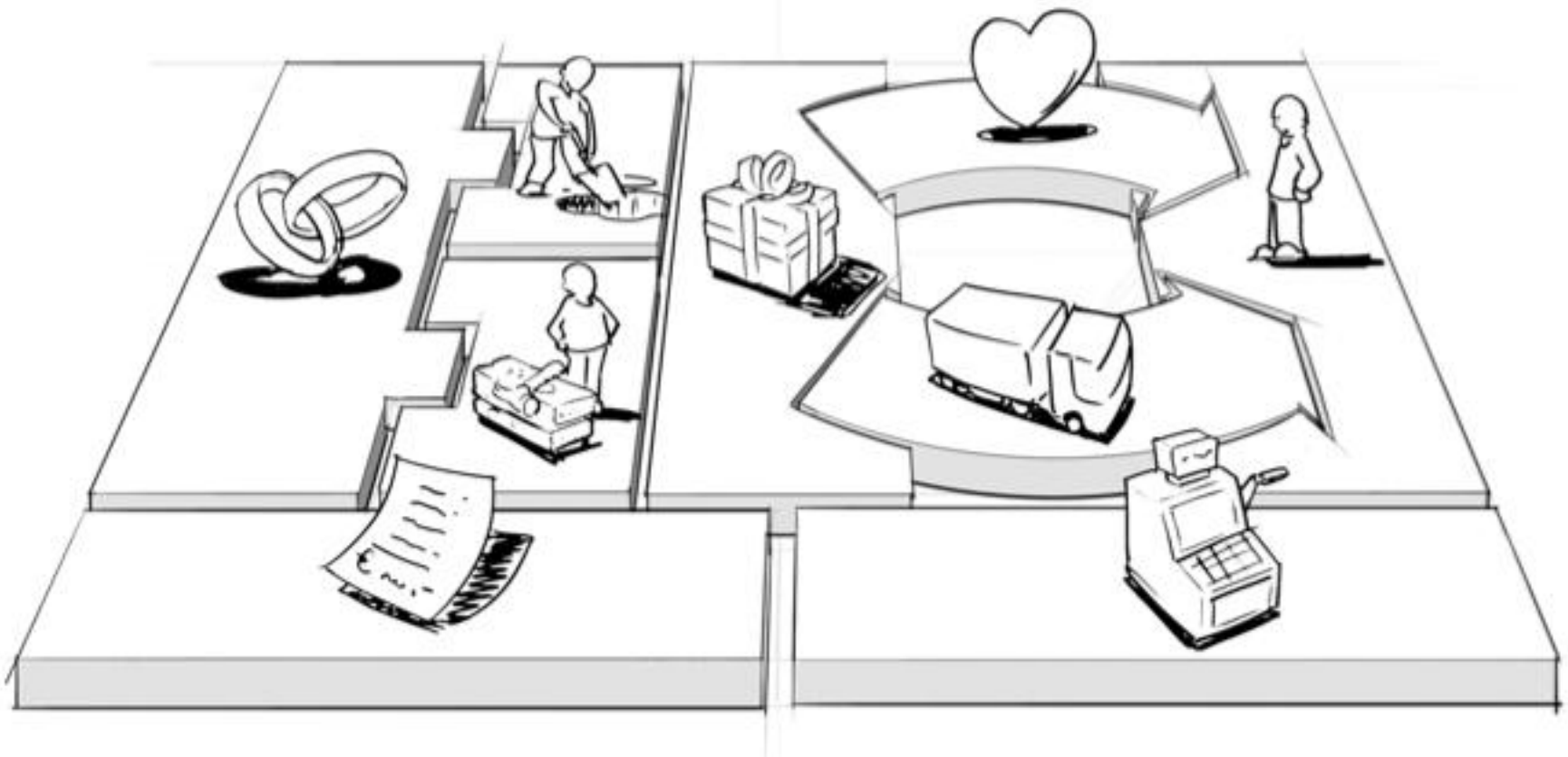


**“Es la descripción de la lógica empleada por una organización para crear, entregar y capturar valor”**

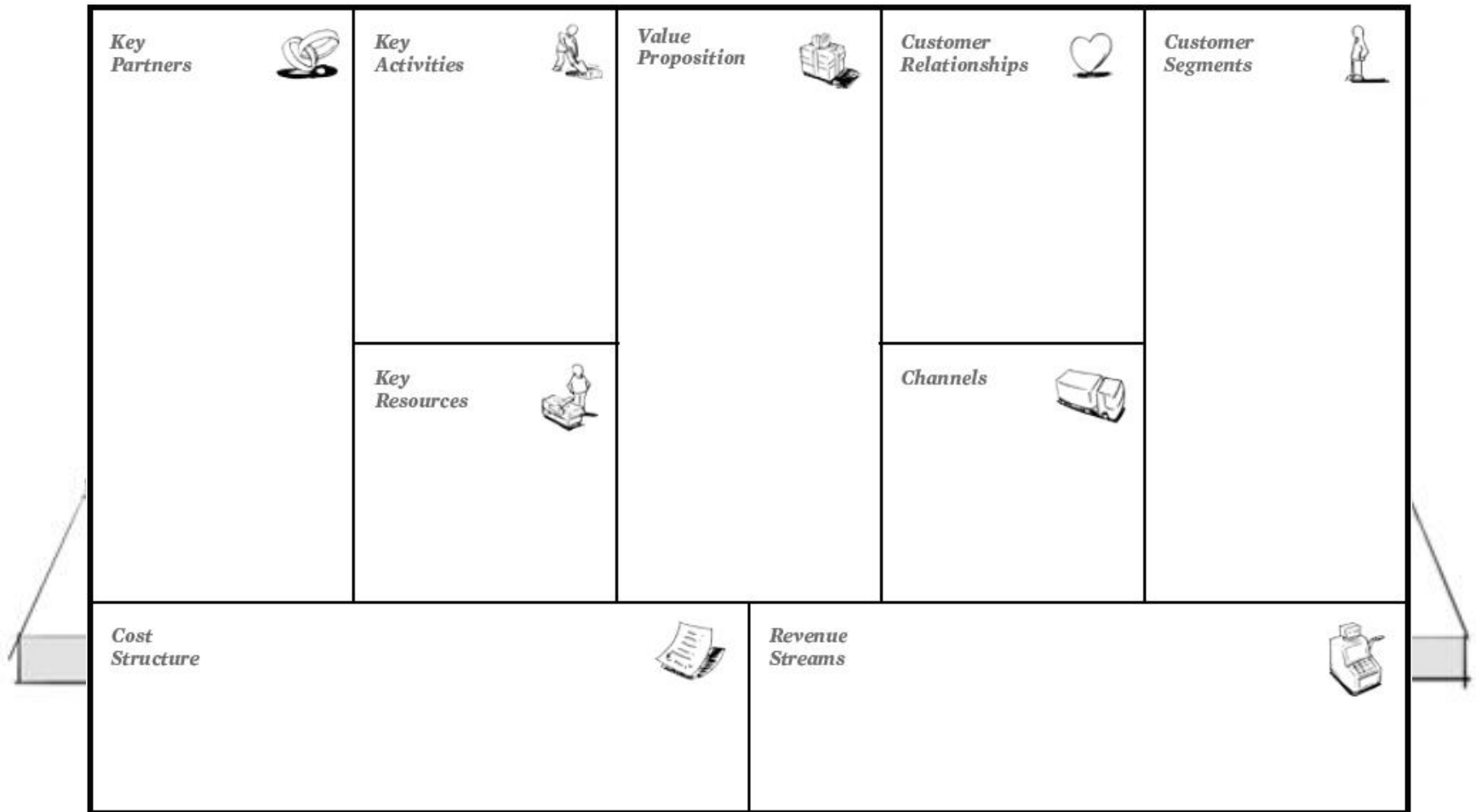
# Modelo **CANVAS**: 9 bloques básicos



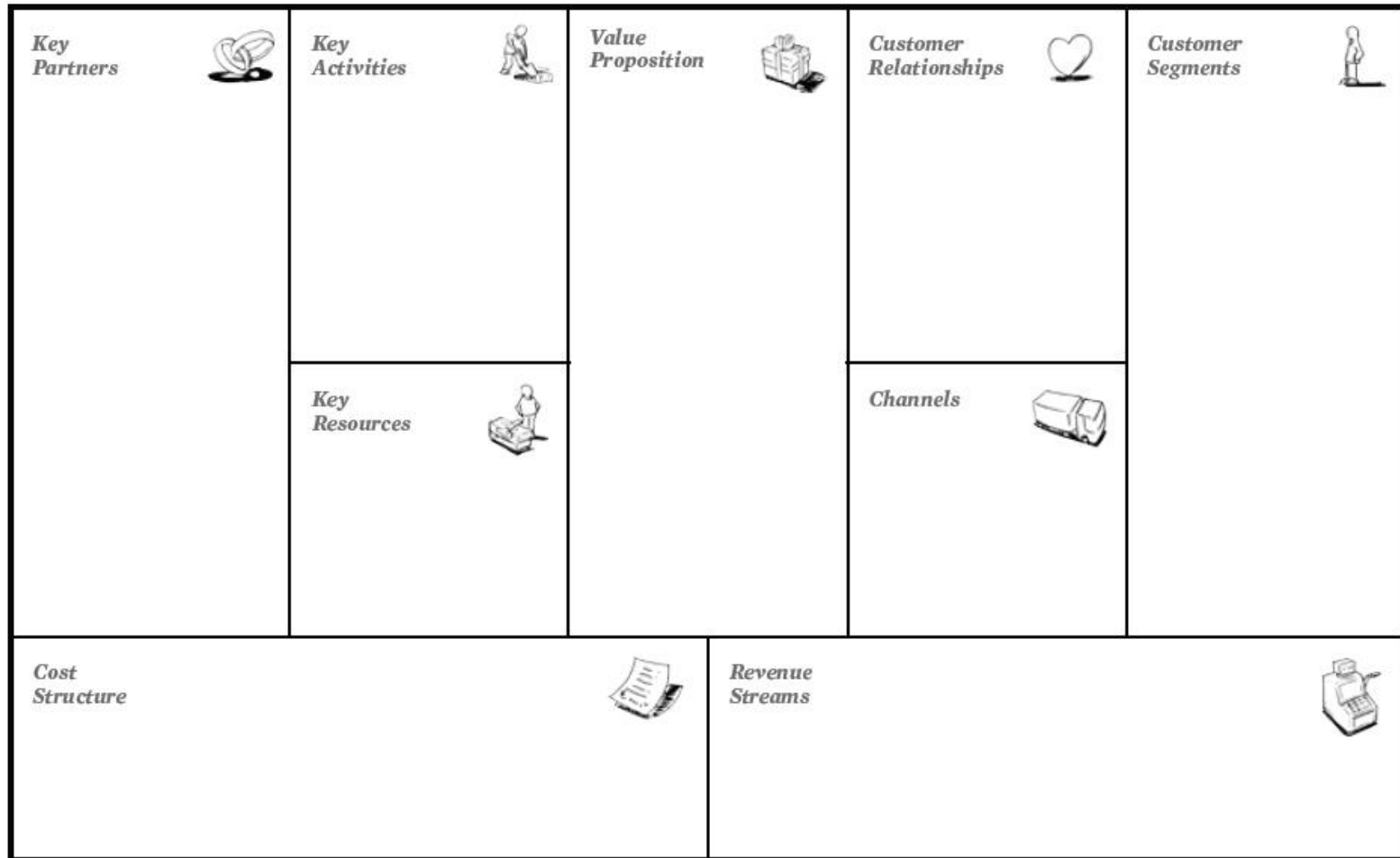
# Modelo CANVAS



# Modelo **CANVAS**



# Modelo **CANVAS**





# Amazon.com

THE HIDDEN EMPIRE



The logo features a black shopping cart with a white Amazon smile arrow on its side. The cart is positioned to the left of the text 'Amazon.com', which is rendered in a large, bold, black sans-serif font. Below the main text, the words 'THE HIDDEN EMPIRE' are written in a smaller, all-caps, black sans-serif font. Underneath this text is a horizontal row of five square icons, each containing a different product: a pair of pants, a bucket with a handle, a dress, a person's silhouette, and a watch. The entire graphic is set against a white background with a faint horizontal line below the icons.



# Un imperio escondido

Fuente: Lámina obtenida de Faber Nobel

[aramis.rodriguez@iesa.edu.ve](mailto:aramis.rodriguez@iesa.edu.ve)

# Estas empresas son de Amazon...



Fuente: Lámina obtenida de Faber Nobel





# ..y le brinda servicios a estas



Fuente: Lámina obtenida de Faber Nobel



# ¿Cómo lo hace?



Venta de cosas reales



[aramis.rodriguez@iesa.edu.ve](mailto:aramis.rodriguez@iesa.edu.ve)

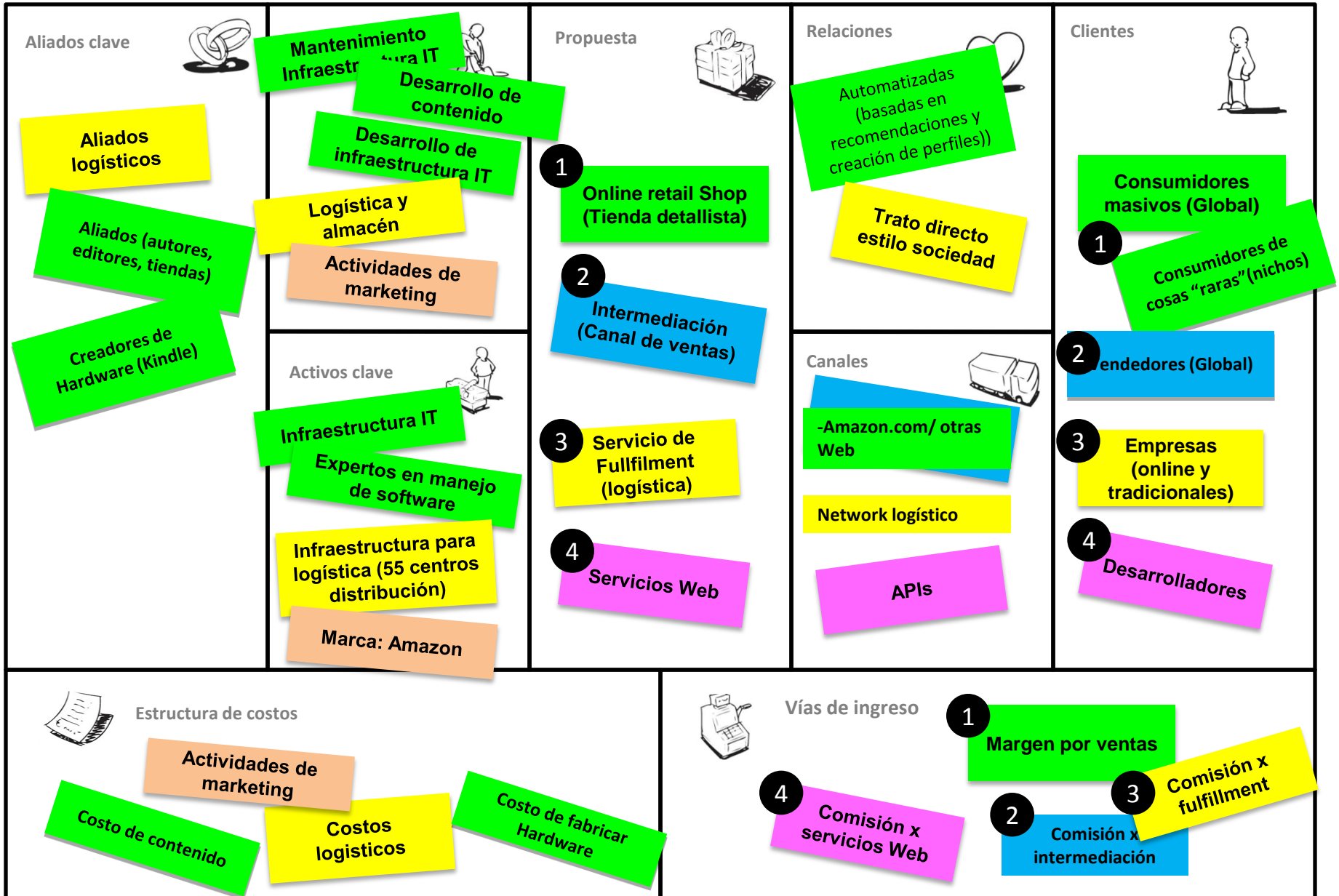
# Su modelo de negocios



Venta de cosas reales



[aramis.rodriguez@iesa.edu.ve](mailto:aramis.rodriguez@iesa.edu.ve)



# ¿Adios al iTunes?

The screenshot shows the Spotify website interface. At the top left is the Spotify logo. To its right is a navigation bar with links: 'What is Spotify?', 'Get Spotify', 'Mobile', 'Community', 'About us', 'Jobs', and 'Help'. Further right are 'Sign up' and 'Log in' buttons. Below the navigation bar is a secondary menu with links: 'What is Spotify?', 'Features', 'Play Button', 'Spotify apps' (highlighted), 'Spotify on Facebook', 'Local music', 'Devices', 'Downloads', 'Spotify on the Web', and 'Music catalogue info'. The main content area is split into two columns. The left column has a dark background with the text 'Spotify Apps are here!' and 'Discover music and a whole lot more'. A circular inset shows a menu with 'App Finder' highlighted. The right column features three app cards: 'last.fm' (Scrobble, explore and expand your music library), 'Billboard' (Billboard music charts), and 'Soundrop' (Music with friends). Each card has an 'ADD' button.

## There's a new world inside Spotify

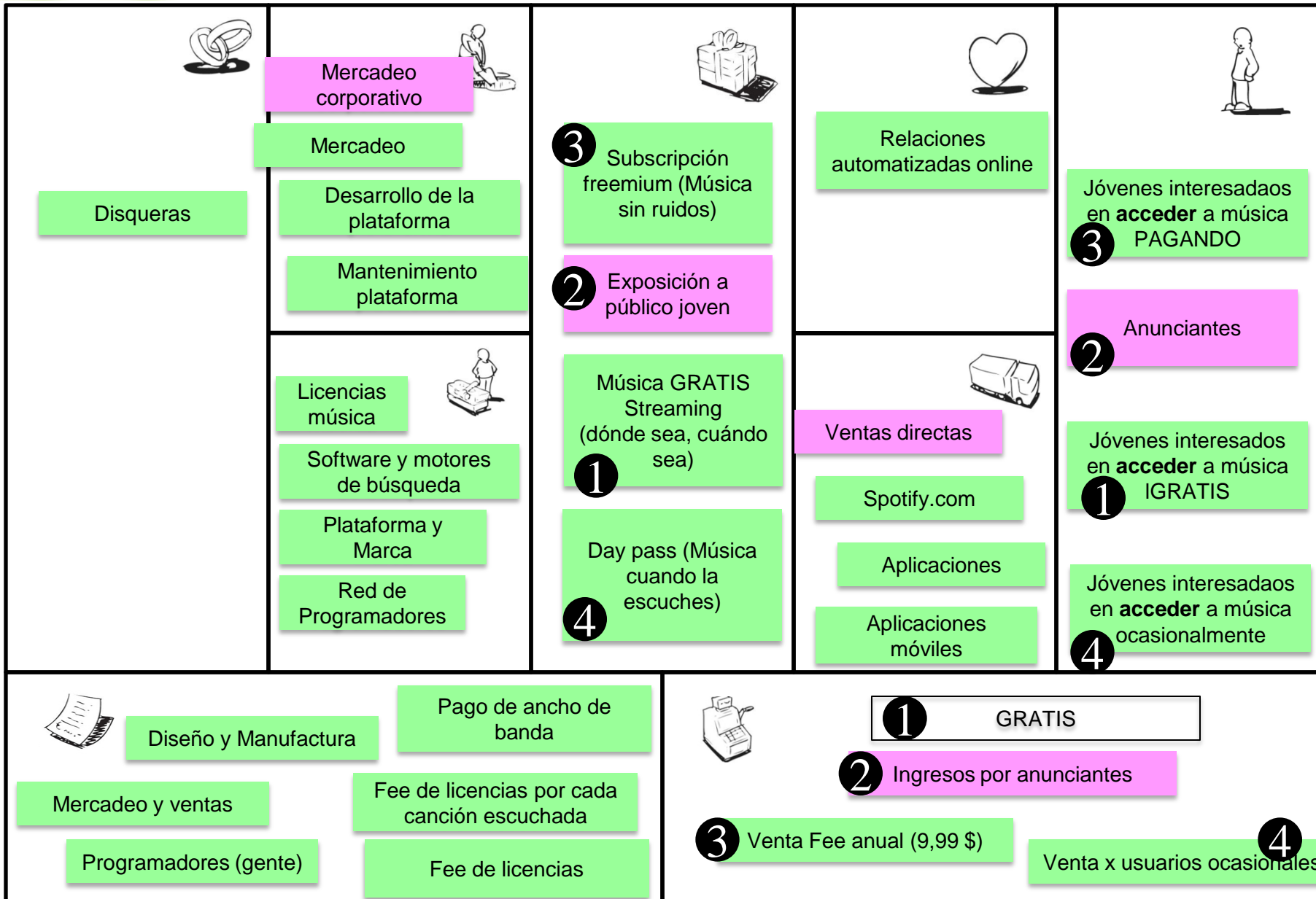
Now there's even more to discover thanks to free Spotify Apps. In a nutshell, apps bring you new and exciting music experiences built around your music tastes. Intrigued? Then say hello to Spotify Apps.

<http://www.spotify.com/int/about/apps/>



<http://www.spotify.com/int/about/what/>





# Reflexiones



Modelo de negocios = lógica de ingresos y de generación de valor



Diseñarlo y compartirlo con colegas (CANVAS)



Revisarlo constantemente (CANVAS)



Revisar factibilidad:

- Plan de negocios: Cada modelo de negocios requiere de un plan de negocios

- Probando (prototipo)

## Fracasa rápido y barato





## **Aramis Rodriguez**

Dr. Ciencias Empresariales  
Experiencia como emprendedor



@RodriguezAramis



[aramis.rodriguez@iesa.edu.ve](mailto:aramis.rodriguez@iesa.edu.ve)

