WHAT IT IS?

The current state-of-the-art view of business model levers that, in combination, can transform industries is known as Asset Sharing. This approach involves:

- Sharing the cost of costly assets, and unlocking value for multiple sides of platforms
- Increases the chance of success, while reducing entry barriers to an industry

An expanded view of each lever, with Breakthrough Innovation and the UN Sustainable Development Goals in mind...

- Maximizing capacity and encouraging effectiveness over efficiency
- Creating new, inclusive forms of value across diverse domains from financial, to societal to environmental, both for the company and its value chain, as well as for non-traditional stakeholders

RELEVANT DISRUPTIVE TECHNOLOGIES

- Internet of Things (IoT) and Big Data
- Additive Manufacture
- Autonomous Vehicles
- Collaborative Robots / Assistants
- Blockchain

CHARACTERISTICS OF RELEVANT BUSINESS MODELS

- Add-On: The core offering is priced competitively, but extras drive the price up. Customers benefit from a variable offer they can adapt.
- Aikido: Allows a company to offer something diametrically opposed to the image and mindset of the competition. The novelty of the offering attracts a particular type of customer.
- Buy One Give One: Using a portion of the profits from the sale of a product or service towards donating a similar product/service to those in need.
- Crowdfunding: Enabling entrepreneurs to tap into the resources of a wider network of people to raise money.
- Crowdsourcing: Solutions to tasks or problems is generated via an anonymous crowd, with contributors receiving some incentives. Interaction with contributors/customers fosters a positive relationship with the company and can subsequently result in increased sales.
- Customer Loyalty: Customers are retained by providing value over and above the actual product or service itself.
- Digitization: Relies on the ability to turn existing products or services into digital versions of themselves, offering advantages such as more rapid distribution.
- Fractional Ownership: Sharing of a certain asset class among a group of owners. Typical where the asset is capital intensive, but is only required on an occasional basis.
- Increased Functionality/Services: Uncovering multiple, alternative uses for an existing product, resulting in fewer products required.
- Licensing: Developing intellectual property that can be licensed to other manufacturers, transforming intangible assets into money.
- Make More of It: Where know-how and other assets in a company is also offered to other companies, creating additional revenue using slack resources.
- Multi-sided Platform: Creating value by enabling direct interactions between two (or more) groups, typically through an intermediary platform. Success is dependent on attracting more users to both sides.
- No Frills: Focusing on the necessary minimum to deliver the core value proposition, where cost savings are shared with the customer.
- Open Source: Where the source code of a software product is not proprietary, but made freely accessible for anyone. Money is typically earned with services that are complementary to the product, such as consulting and support.
- Peer to Peer: Based on cooperation among individuals in a group or community connected via a meeting point, usually an online platform. Types of transactions include offering items for rent, provision of products or services, or sharing of experiences. Sometimes known as Shared Resource.
- Repurposing Excess Capacity: Where excess capacity is mobilized in new ways, or with new customers.

EXAMPLES OF THE KEY IN USE

GlaxoSmithKline (United Kingdom; multinational company)
The company announced in March 2016 that it would not file any drug patents in 50 poor countries worldwide with a total population of 1 billion. This move will allow generic manufacturers to make cheaper versions of its drugs, and thereby potentially making needed drugs more accessible to more patients. ????

Lemonade Inc. (United States; small/medium enterprise)
Operates a peer to peer insurance model where the firm takes a flat fee from premiums paid by customers, and pools unclaimed balance as a ‘giveback’ to shared causes amongst its customers. Its model addresses the inherent tension between insurance companies making a profit from clients premiums by striving to reduce claims and payouts.

Shiply (United Kingdom; small/medium enterprise)
A platform that offers a more personalized solution for customers wanting to courier items, by getting delivery companies to bid on calls for quotation and assigning spare capacity on their existing delivery routes to courier jobs. This results in lower costs for customers.