

Appendices

Appendix 1: Business model typologies

Authors	Timmers (1998)	Zhang, Williams and Polychronakis (2012)	Afuah and Tucci (2001)	Tapscott, Ticoll and Lowy (2001)	Lam and Harrison-Walker (2003)
Number of categories	11	12	7	5	8
Criteria	(1) Degree of functional integration, and (2) degree of innovation	(1) Degree of functional integration, and (2) degree of innovation	(1) Profit site, (2) Revenue model, (3) Commerce strategy, and (4) pricing model	(1) Degree of economic control, and (2) degree of value integration	(1) Relational objectives, and (2) value-based objectives
Details	E-shop E-procurement E-mail E-auction Third-party marketplace Virtual communities Value chain service provider Value chain integrators Collaboration platforms Information brokerage Trust services	E-shop/E-mails Third-party procurer (aggregation) E-catalogue Auction engines Third-party marketplace (sourcing) Virtual community Value chain service provider Value chain integrators Social network Information service provider (search engine) Trust services Game network	Commission Advertising Markup Production Referral Subscription Fee-for-service	Aggregation Agora Value chain Alliance Distributive network	Internet merchants and portals Virtual product differentiations Brokerage networks Purchase assistance networks Retail networks Interactive networks Internet promoters Image building

Authors	Linder and Cantrell (2000)	Betz (2002)	Applegate (2001)	Rappa (2001)	Bambury (1998)
Number of categories	8 categories and 34 subcategories	6	6 categories and 25 subcategories	9 categories and 41 subcategories	2 categories and 15 subcategories
Criteria	(1) core profit making activity, and (2) relative position on the price/value continuum	(1) Resources, (2) Sales, (3) Profits, and (4) Capital	None	None	None
Details	*Price models Buying club One-stop, low-price shopping Under the umbrella pricing Free for advertising Razor and blade *Convenience models One-stop, convenient shopping Instant gratification Comprehensive offering *Commodity-Plus models Low-price reliable commodity Reliable commodity operations Branded reliable commodity Mass-customized commodity Service-wrapped commodity *Experience models Experience selling Experience destination Cool brands *Channel models Channel maximization Cat-daddy selling Quality selling Value-added reseller *Intermediary models Market aggregation Multi-party market aggregation Open market-making Exclusive market-making Transaction service and exchange intermediation *Trust models Trusted operations Trusted solution Trusted advisor Trusted product leadership De Facto Standard Trusted service leadership *Innovation models Incomparable products Incomparable service Breakthrough markets	Strategic Finance Strategic Response Strategic Enterprise Strategic Learning Strategic Firm Strategic Innovation	*Focused distributors (5) Retailer Marketplace Aggregator Infomediary Exchange *Portals (3) Horizontal portals Vertical portals Affinity portals *Producers (5) Manufacturers Service provider Educators Advisors Information and news *Infrastructure distributors (4) Infrastructure retailers Infrastructure marketplaces Infrastructures exchange *Infrastructure portals (2) Horizontal infrastructure portals Vertical infrastructure portals *Infrastructure producers (6) Equipment/component Manufacturing Software firms Custom software and integration Infrastructure provider	*Brokerage (8) Marketplace exchange Buy/sell fulfillment Demand collection system Auction broker Transaction broker Distributor Search agent Virtual marketplace *Advertising (8) portal classified user registration query-based paid placement contextual advertising/behavioral marketing content-targeted advertising intracommercials ultracommercials *Infomediary (4) advertising networks audience measurement services incentive marketing metamediary *Merchant (4) virtual merchant catalog merchant click and mortar bit vendor *Manufacturer (direct) (4) purchase lease license brand integrated content Affiliate (3) banner exchange pay-per-click revenue sharing *Community (4) open source open content public broadcasting social networking services *Subscription (4) content services person-to-person networking services trust services internet services providers *Utility (2) metered usage metered subscriptions	*Translated real-world business models Mail-order mode Advertising-based model Subscription model Free trial model Direct marketing model Real estate model Incentive scheme model B2B Combination of the above models *Native Internet business models Library model Freeware model Information barter model Digital products and digital delivery model Access provision model Website hosting and other models

Year	Authors	Type	Number	Components	Value	Resource/ capabilities	Economics/ financials
2002	Magretta	G	2	Activities associated with making something and activities associated with selling something (p. 88)			x
2010	McGrath	G	2	Unit of business, key metrics of process or operational advantages		x	
2011	Casadesu-Masanell and	G	2	Choice (regarding policy, asset and governance) and consequences		x	
2000	Mahadevan	E	3	Value stream, revenue stream and logistical stream	x	x	
2001	Applegate	E	3	Concept, capabilities, value	x		
2001	Amit and Zott	E	3	Transaction content, transaction structure, transaction governance	x		
2004	Voelpe, Leibold and Tek	G	3	New customer value proposition, value network, leadership capabilities	x		
				Value proposition (offering, target customer, basic strategy), value creation and delivery system (resources and capabilities, organization, position in the value network), value capture (revenue sources, economics of the business)			
2008	Richardson	G	3	business)	x		x
2010	Demil and Lecocq	G	3	Resources and competences, organizational structure, proposition for value delivery	x		
2012	Verstraete et al.	G	3	Value creation, value remuneration, value sharing	x		
2010	Nenonen and Storbacka	G	3	Design principles, resources, capabilities	x		
2014	Cavalcante	G	3	Value creation, modus operandi of the firm, value capture	x		
2005	Shafer et al.	G	4	Strategic choices, value network, create value, capture value	x		
2001	Rayport and Jaworski	E	4	Value cluster, marketplace offering, resource system, financial model	x		x
2003	Rajala et al.	G	4	Product strategy, revenue logic, distribution model, service and implementation model	x		x
2008	Christensen and Kagerm	G	4	Customer value proposition, profit formula, key resources, key processes	x		x
2010	Al-Debei and Avison	G	4	Value proposition, value architecture, value finance, value network	x		x
2014	Afuah	G	5	Customer value proposition, market segments, revenue models, growth model, capabilities	x		x
2001	Alt and Zimmermann	E	6	Mission, structure, processes, revenues, legal issues, technology			x
				Factors related to the offering, market factors, internal capability factors, competitive strategy factors, economic factors, personal/investor factors			
2005	Morris, Schindehutte and	G	6	Value proposition, target market, value-chain, revenue mechanisms, value network or ecosystem, competitive strategy	x		x
2007	Chesbrough	G	6	strategy	x		x
2013	Wei, Zhu and Lin	G	6	Business system, positioning, profit model, key resources and capabilities, cash flow structure, corporate value	x		x
				Core strategy, strategic resources, customer interface and value network, customer benefits, configuration,			
2000	Hamel	G	7	company boundaries	x		
				Pricing model, revenue model, channel model, commerce process model, internet-enabled commerce relationship,			
2000	Linder and Cantrell	G	7	organizational form, value proposition	x		x
				Customers, competitors, offering, activities and organizations, resources, factor and production inputs, scope of management			
2002	Hedman and Kalling	G	7	management	x		
				Value model, resource model, production model, customer relations model, revenue model, capital model, market model			
2001	Peterovic et al.	E	7	model	x		x
				Key partners, key activities, key resources, value proposition, customer relationship, channels, customers			
2012	Ostenwalder and Pigneur	G	9	segments, cost structure, revenue structure	x		x
				Profit site, customer value, scope, price, revenue sources, connected activities, implementation, capabilities,			
2001	Afuah and Tucci	E	10	sustainability, cost structure	x		x
				Value proposition, wealth potential, revenue mechanisms, product/service design, organization design, resource deployment, technology, core strategy, value network, externality			
2011	Tsai, Lin and Su	G	10	deployment, technology, core strategy, value network, externality	x		x
				Total number of instances	21	18	17

Appendix 2: Analysis of the key components