

n<sup>+</sup> JAVIER NAVARRO



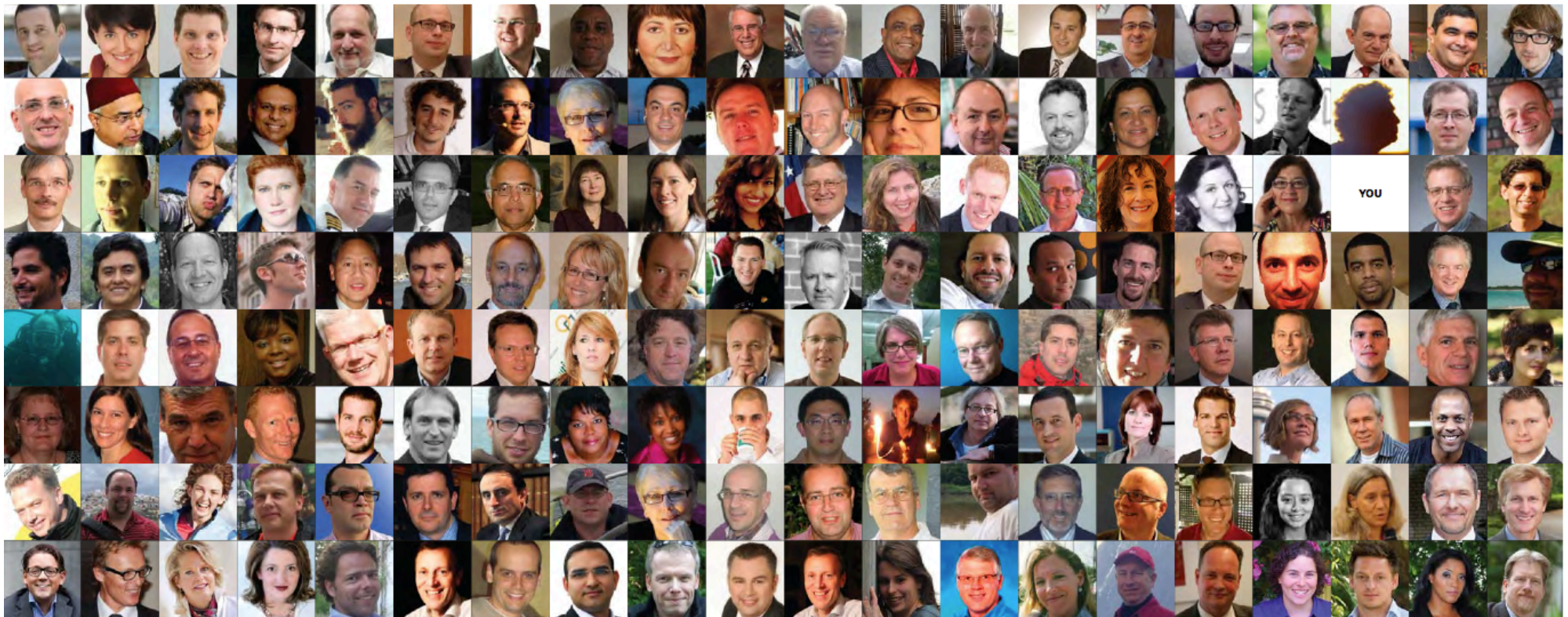
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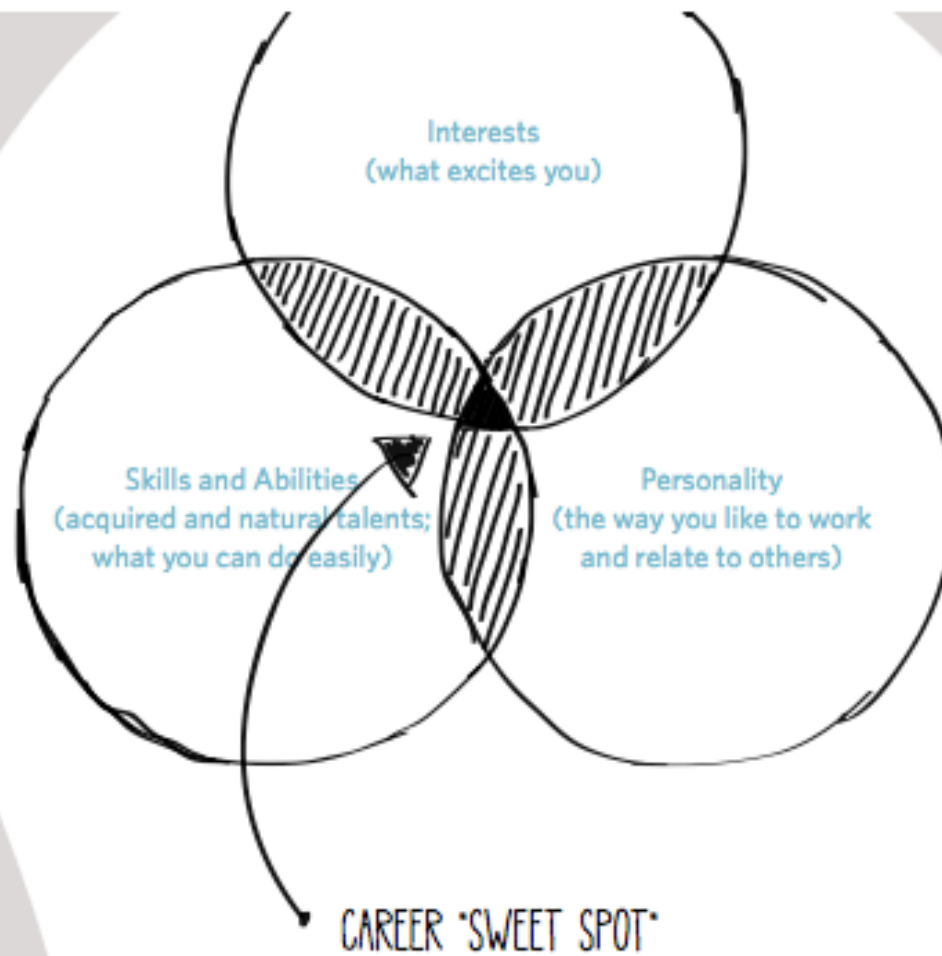










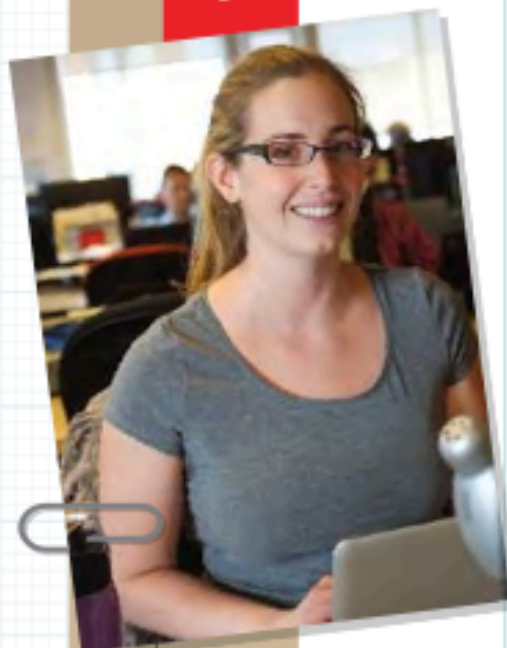




# Business Model





NAME **CHRIS BURNS**

## KEY POINT:

**CUSTOMERS OWN JOBS**

## PROFILE:

**THE DOCTORAL STUDENT**

A journalist by training and experience, Chris Burns watched as traditional publishing industry business models — including her own employer's — withered before the Internet onslaught. By the time she was laid off, she had enrolled in a doctoral program with the goal of becoming a writing professor.

Thanks to her strong interest in sustainability issues and connections provided by her doctoral committee members, Chris found part-time work copyediting scholarly papers for university professors. To her surprise, she enjoyed this work.

One day, Chris realized her *real* job wasn't copyediting, it was something far more valuable: helping Customers get articles published in leading scholarly journals. So she decided to raise her hourly rate significantly and charge for research time.

The result? She won more Customers than ever.

In retrospect, Chris recognized two common flaws in her initial model:

**Equating Key Activities with Value**

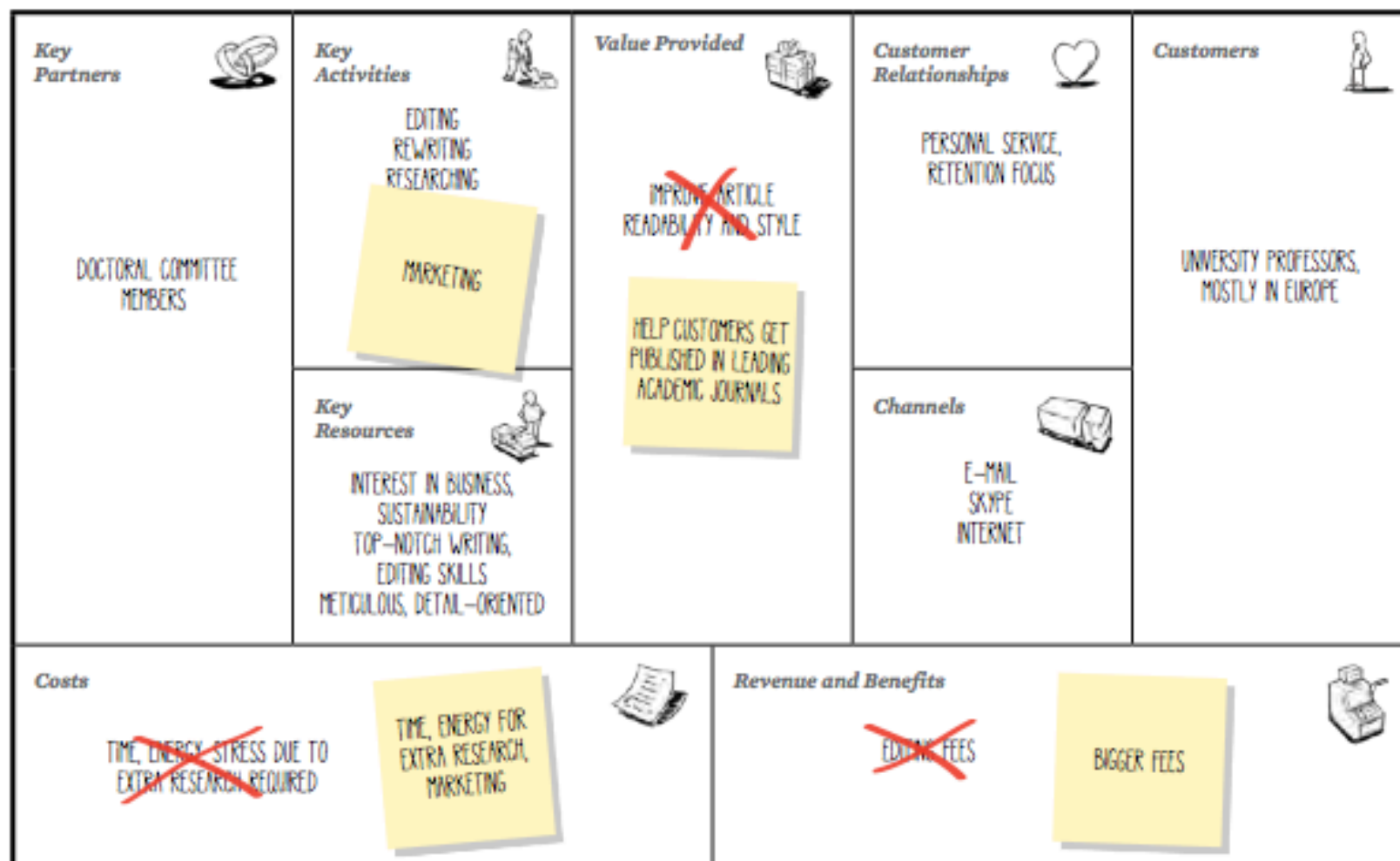
Instead of identifying the Customer job-to-be-done at the highest level — and defining Value in terms of that job — Chris equated Value Provided with her editing and rewriting activities. This diminished her offer's worth.

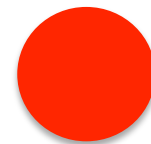
**Owning the job**

Chris "owned" the job from the start. That left her work narrowly defined by Customers as "improving readability and style." When she started reminding Customers that getting published was *their* job — and one she could help with — her Value (and reputation) soared.



## How Chris Revised Her Personal Business Model





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Inspiring

different

ideas