

A black Genelec studio monitor speaker is positioned on a rustic wooden log stand. The speaker features a large circular driver and a smaller tweeter. The background shows a blurred office environment with a computer monitor and a window.

BUSINESS MODEL ANALYSIS

GENELEC

Group 3:

Sampsa Piira

Tommi Neuvonen

Yachan Yuan

Shotaro To

GENELEC

01 History and Story



History

Genelec 's headquarters is in Iisalmi, Finland. Genelec has a revenue of \$20M, and 124 employees. As of December 2018, Genelec has 112.7K fans on Facebook and 32.9K followers on Twitter.

*“Genelec’s design philosophy is based on sustainable development and environmental values, using industrial design to serve our products’ acoustical performance. **We aim to deliver performance-driven, tonally neutral speaker and subwoofer systems for audio professionals and enthusiasts.** In our quest for this ultimate goal, we strive to improve all aspects of our products’ sound reproduction qualities which leads us to continuously develop innovative technologies and revolutionary designs.”*





GENELEC

02 Insights

Insights



1976
First monitoring speaker S30



1985
1022A, Round shapes were developed to minimize sound diffraction



1991-2005
1031A is company's key to success



1985
First 12 piece speaker family showcased in AES fair in Hamburg



1996
1996 die casted aluminum came part of designs. Co-operation with Harri Koskinen started.

GENELEC

03 Business Model



Business Model

Shop in a Shop

Instead of opening new branches, a partner is chosen whose branches can profit from integrating the company's offering in a way that imitates a small shop within another shop.

Customer loyalty

Customers are voluntarily bound to the company, which protects future revenue.

Experience Selling

The value of a product or service is increased with the customer experience offered with it

Solution provider

Special know-how is given to the customer in order to increase his or her efficiency and the company become a full service provider

Direct selling

(Products are available directly from the manufacturer or service provider

Trash-to-cash

Used products are collected and either sold in other parts of the world or transformed into new products

Business Model

Clients

Stakeholders

Steps



RD



Manufacturing



Marketing
Development



Sales



Customer
segments



Service



Stakeholders

- management
- Cooperation companies
- Investors

- Regulators
- Component manufacturers
- Contractors and suppliers
- Environmental partners
- Employees

- Local Authorities
- Distributors
- Other brands
- Employees
- Media

- Local Authorities
- Distributors
- Other brands
- Employees

- Music studios
- Live events
- Clubs
- Universities
- Broadcast industry
- Movies
- Circus
- individuals
- ...

- Distributors
- Customers



GENELEC

04 Design Thinking

Design

"Genelec's design philosophy is based on sustainable development and environmental values, using industrial design to serve our products' acoustical performance. We aim to deliver performance-driven, tonally neutral speaker and subwoofer systems for audio professionals and enthusiasts. In our quest for this ultimate goal, we strive to improve all aspects of our products' sound reproduction qualities which leads us to continuously develop innovative technologies and revolutionary designs."

Home products



8341 Monitor

9000A Stereo Volume Controller



F One Active Subwoofer



Studio Products

SAM™ Compact Studio Monitors and subwoofers



GENELEC

05 Design Strategies and Platforms



Business Model Canvas

Three parts: Development, R&D

- Sound & acoustics consultation
- Technical consultation
- Design consultation, Harri Koskinen

Manufacturing

- Component manufacturers and suppliers, OEM
- Assembly and sub-assembly lines.

Acquiring knowledge and technologies from partners

Key Partners

- Developing high quality sound systems
- Running Manufacturing of sound systems
- Selling sound system through shops and distributors
- Customer service sound reinforcement

Key Activities

- Knowledge in development
- Specific understanding in activities
- Partner contacts and knowledge
- Brand value
- Innovational offering

Key Resources

- Good quality sound, long lasting products
- Good looks
- Variety of speakers
- Satisfying quality expectations

Value Proposition

- Service (Genelec's world-wide distribution network consists of carefully selected and trained audio professionals in more than 70 countries.)
- Events & Shows • Universities

Customer Relations

- Media channels: Instagram & Blog & Facebook
- Physical shops: Distributors over 70 countries
- Service channels: 3-year product service

Channels

Audio professionals and enthusiasts

- Music studios
- Live events
- Clubs
- Universities
- Broadcast industry
- Movie production
- Circus

Customer Segments

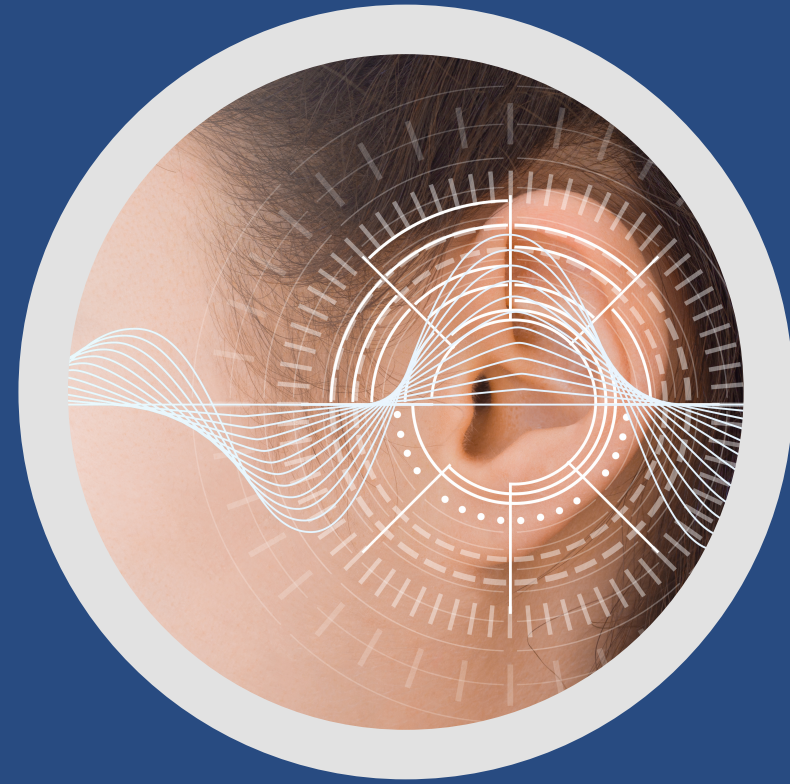
Cost

- 124 employees
- Employee categories still open? R&D, marketing, sourcing, management, manufacturing, maintenance.
- Revenue 21 million • Profit 2,8 million
- Building costs
- manufacturing costs • HR costs

Revenue

- Experience selling
- Shop in shop
- Trash to cash
- Customer loyalty
- Direct selling
- Solution provider

05 Design Strategies and Platforms



SCIENTIFIC FOUNDATION

The starting point of any high-end monitor design is the **scientific foundation**, and the neutrality and standards that foundation requires to deliver quality assurance.



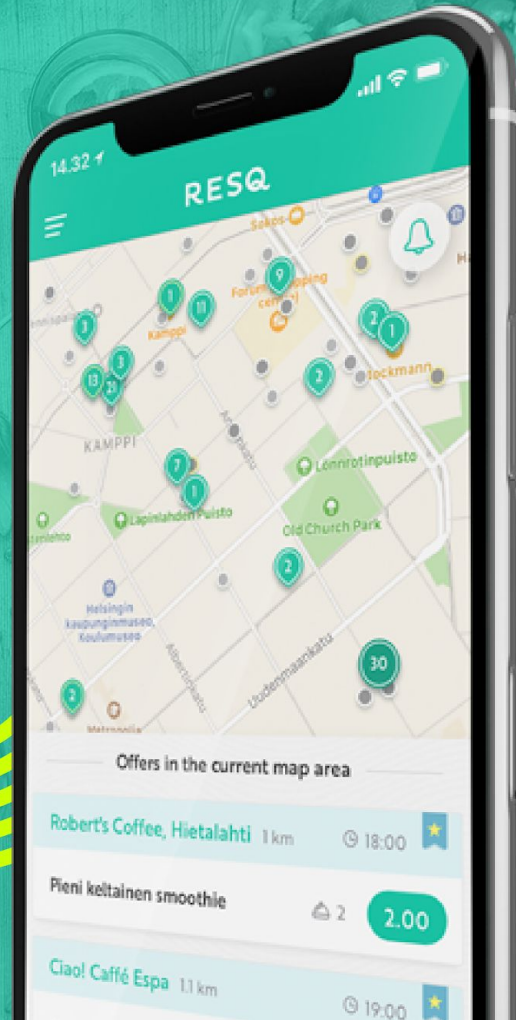
SUSTAINABLE DEVELOPMENT

They plan their operations so that the production, application and recycling of the product is implemented with **minimum energy and by using sustainable methods**.



USER EXPERIENCE

Genelec's education-oriented marketing therefore reflects our philosophy of providing **truthful** monitoring systems with **respect** for the human user.





Key Activity: **Connects restaurants with surplus food to hungry cost-aware customers**

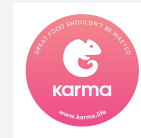
Founded in **2015**

Employee number: **15 people**

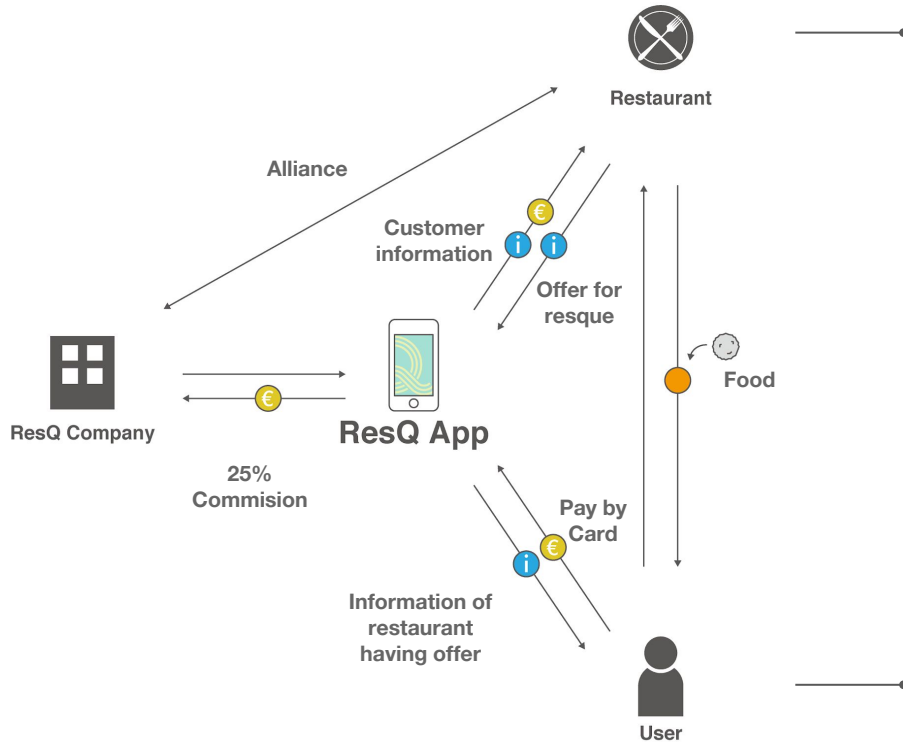
User number: **Over 300,000** 

Sold portions: **Over 1,000,000**

Competitors:



Business Model

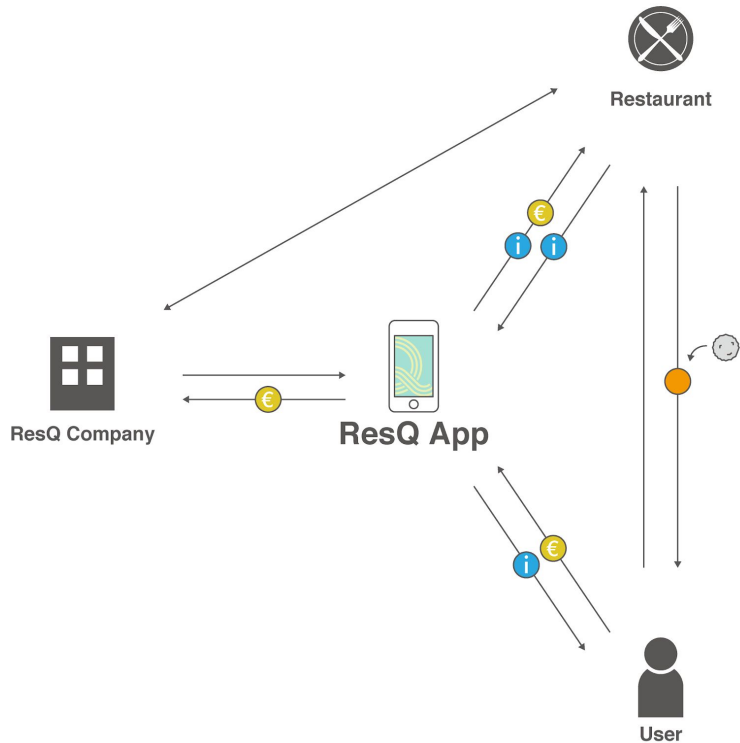


Advantage

- Saving cost of solid waste disposal
- Acquisition of new customer
- Selling the food that can be thrown away
- Brand image for sustainability

Advantage

- Saving money and time to get food
- The feeling of contributing to environment



Business Model Pattern

32. OPEN BUSINESS MODEL

Companies pursuing an open business model actively search for novel ways of working together with suppliers.

35.PAY PER USE

41.REVENUE SHARING

Revenue sharing refers to firms' practice of sharing revenues with their stakeholders

50.TARGET THE POOR

Customers with lower purchasing power benefit from affordable products. The company generates small profits with each product sold, but benefits from the higher sales numbers that usually come with the scale of the customer base.

51.TRASH-TO-CASH

Used products are collected and either sold in other parts of the world or transformed into new products. The profit scheme is essentially based on low-to-no purchase prices.

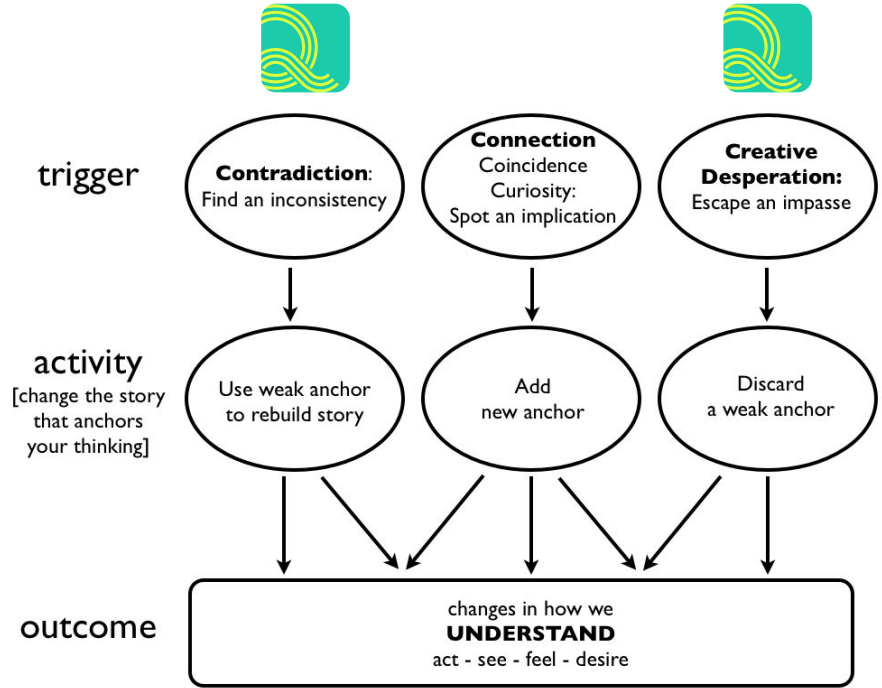
52.TWO-SIDED MARKET

The value of the platform increases as more groups or as more individual members of each group are using it.

Rescuing planet piece by piece

Surplus Food → Garbage → Food

Lost profit → Small profit



Gary Klein, *Seeing What Others Don't* (2013)

Design Strategy & Platform

App development

UI and UX design

Different platforms for customers and restaurants

Advertisement strategy

method of user involvement

User studies?

Collaborative design?

Design as differentiator?

We will meet the company next week!

Thank you