



DISRUPTIVE OFFER & **WASTE & RESOURCES**




WHY

Amazon encourages customers to dematerialize their consumption of books by buying digital versions on its e-reader device.

HOW

- Amazon Kindle allows users to carry all of their digital books on a single e-reader equipped with Wi-Fi.
- e-books are purchased on the Amazon platform.
- The sales model locks people into the Amazon platform and enables people to buy books wherever and whenever they want.

BUSINESS VALUE

 MARKET	<p>Market creation – The Kindle Fire’s pricing and features have created a new market beyond color e-readers and fully functional iPads.</p> <p>New segment access – Amazon has access to new segments of the e-reader market through partnerships with Apple which make the Kindle shop available to iPad owners.</p>
 INNOVATION	<p>Relationships – Selling e-books has led Amazon to develop close relationships with major publishers.</p> <p>Technology – Creating the Kindle needed new hard and software development.</p>
 SALES	<p>Penetration – On average, Kindle users buy over three times as many books as they did prior to owning the device.</p>

CONSUMER VALUE



FUNCTIONAL

Users are able to carry their whole library on one device, making heavy holiday suitcases packed with books a thing of the past. They can also buy new e-books whenever they like, which are often cheaper than physical versions.

RESULTS

- Amazon reports that it sells more e-books than physical books, just four years after launching the Kindle. [Source](#)
- Kindle Fire sales experienced a significant increase from 29% in 2011 to 54% in 2012, making up more than half of the Android tablet market at that time. [Source](#)
- Amazon’s e-book sales model has increased the number of repeat customers, because Kindle devices can only display books from the Amazon store. [Source](#)
- On average, Kindle users buy over three times as many books as they did prior to owning the device. [Source](#)