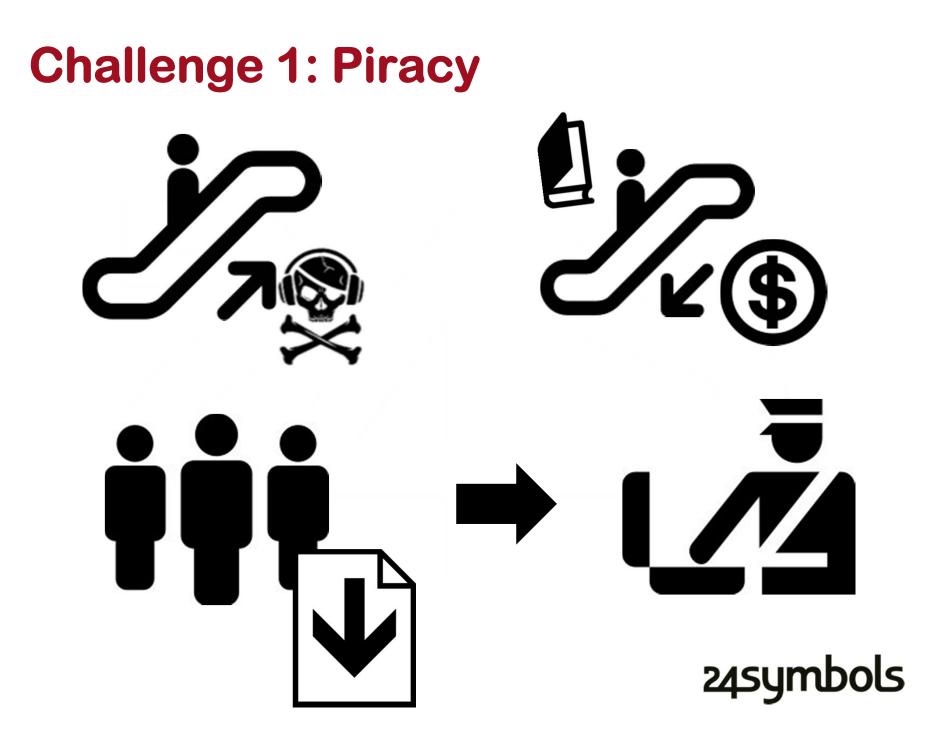


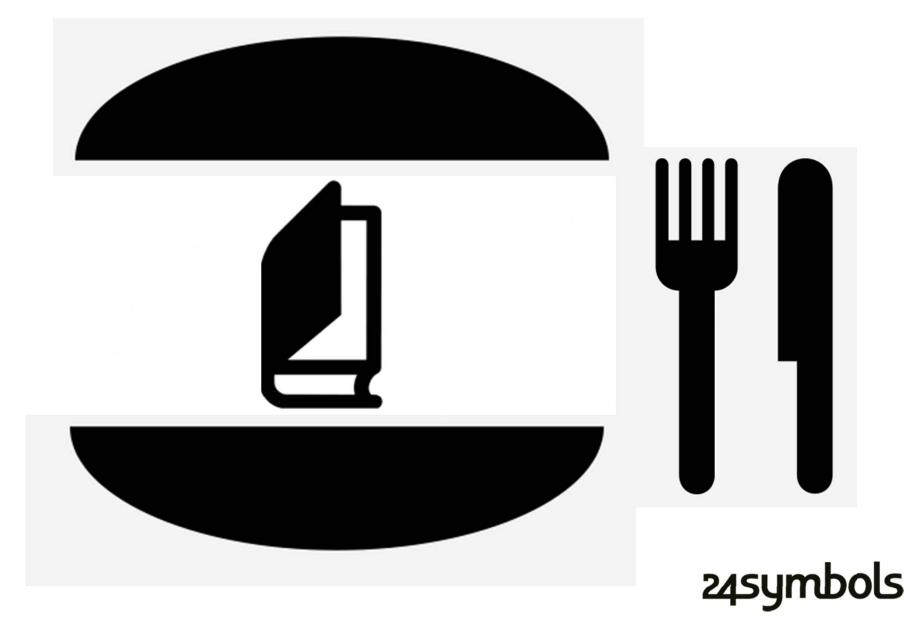
Panel: Breakthrough Business Models

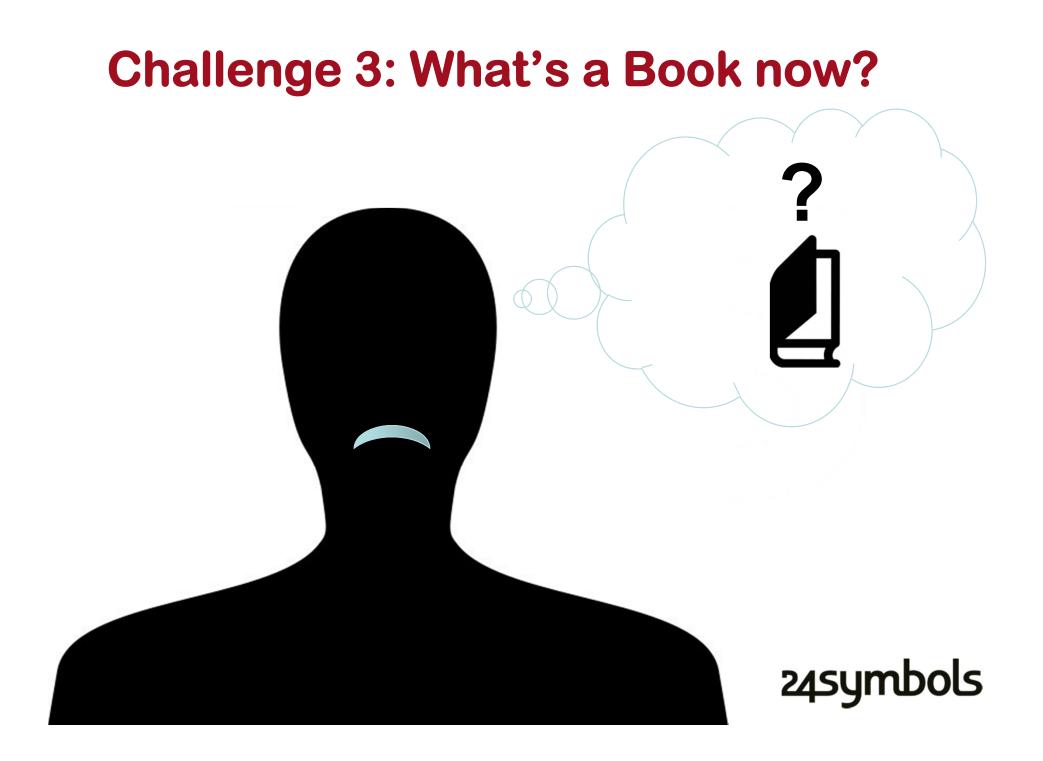
Justo Hidalgo Co-founder, Chief Product Officer May 23rd, 2011





#### **Challenge 2: Cannibalization**



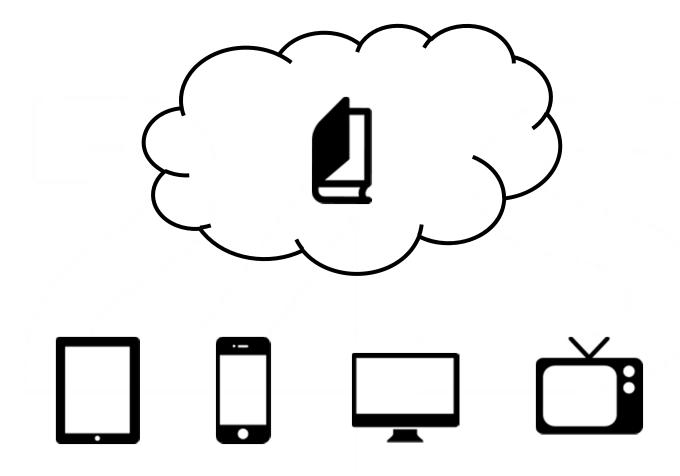


### 24symbols is a platform to read digital books on the Internet

# $\underbrace{43}_{24s} = cloud + social + freemium$

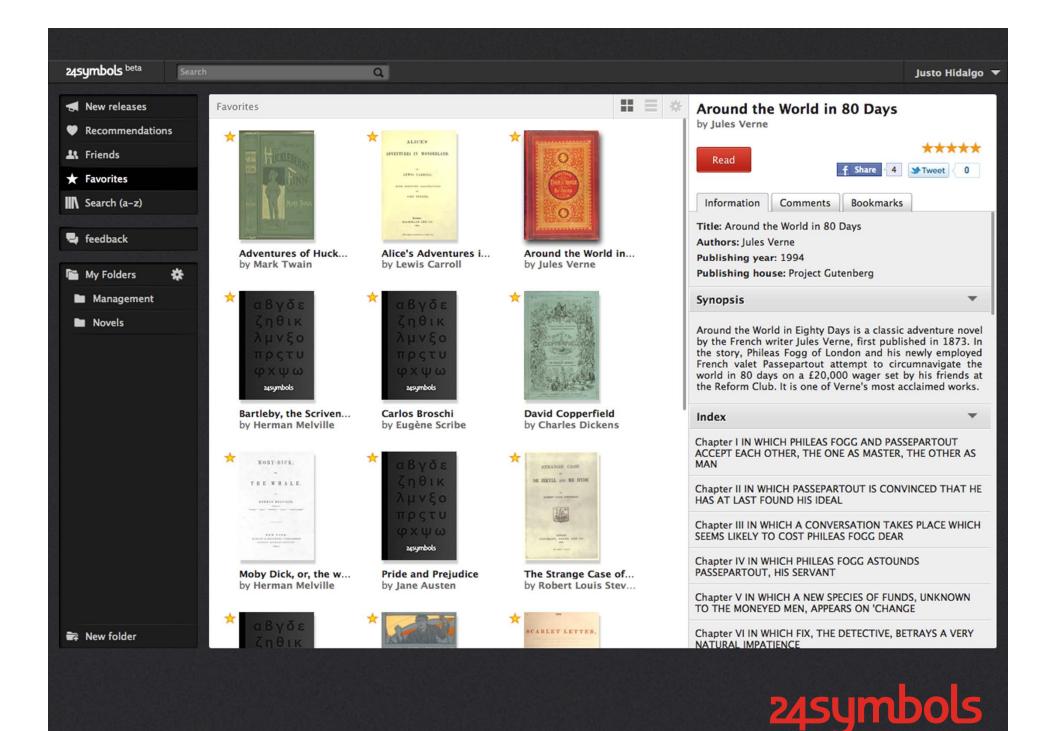


#### On the cloud









Home Home

Around the World in 80 Days

IL :≡ ∧A

Barceló

HOTELS & RESORT

El Corte Ingles

24symbols

VIAJES

"But have you got the robber's description?" asked Stuart.

"In the first place, he is no robber at all," returned Ralph, positively.

"What! a fellow who makes off with fifty-five thousand pounds, no robber?"

"No."

"Perhaps he's a manufacturer, then."

"The Daily Telegraph says that he is a gentleman."

It was Phileas Fogg, whose head now emerged from behind his newspapers, who made this remark. He bowed to his friends, and entered into the conversation. The affair which formed its subject, and which was town talk, had occurred three days before at the Bank of England. A package of banknotes, to the value of fifty-five thousand pounds, had been taken from the principal cashier's table, that functionary being at the moment engaged in registering the receipt of three shillings and sixpence. Of course, he could not have his eyes everywhere. Let it be observed that the Bank of England reposes a touching confidence in the honesty of the public. There are neither guards nor gratings to protect its treasures; gold, silver, banknotes are freely exposed, at the mercy of the first comer. A keen observer of English customs relates that, being in one of the rooms of the Bank one day, he had the curiosity to examine a gold ingot weighing some seven or eight pounds. He took it up, scrutinised it, passed it to his neighbour, he to the next man, and so on until the ingot, going from hand to hand, was transferred to the end of a dark entry; nor did it return to its place for half an hour. Meanwhile, the cashier had not so much as raised his head. But in the present instance things had not gone so smoothly. The package of notes not being found when five o'clock sounded from the ponderous clock in the "drawing office," the amount was passed to the account of profit and loss. As soon as the robbery was discovered, picked detectives hastened off to Liverpool, Glasgow, Havre, Suez, Brindisi, New York, and other ports, inspired by the proffered reward of two thousand pounds, and five per cent. on the sum that might be recovered. Detectives were also charged with narrowly watching those who arrived at or left London by rail, and a judicial examination was at once entered upon.

There were real grounds for supposing, as the Daily Telegraph said, that the thief did not

Chapter III IN WHICH A CONVERSATION TAKES...

pages 15 and 16 of 284

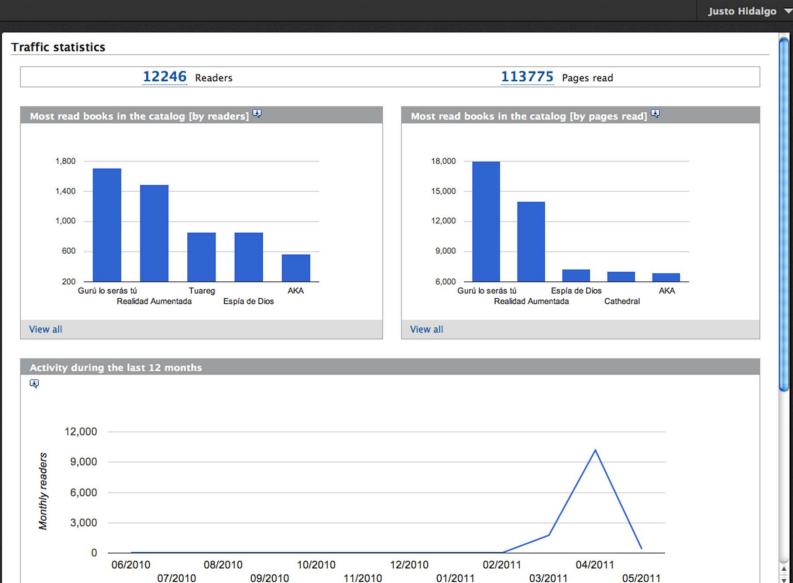
#### 24symbols beta



#### € Financial

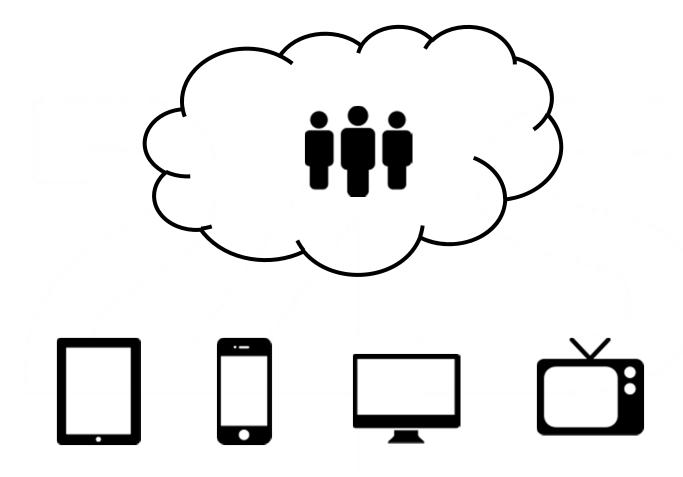
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★ Control panel





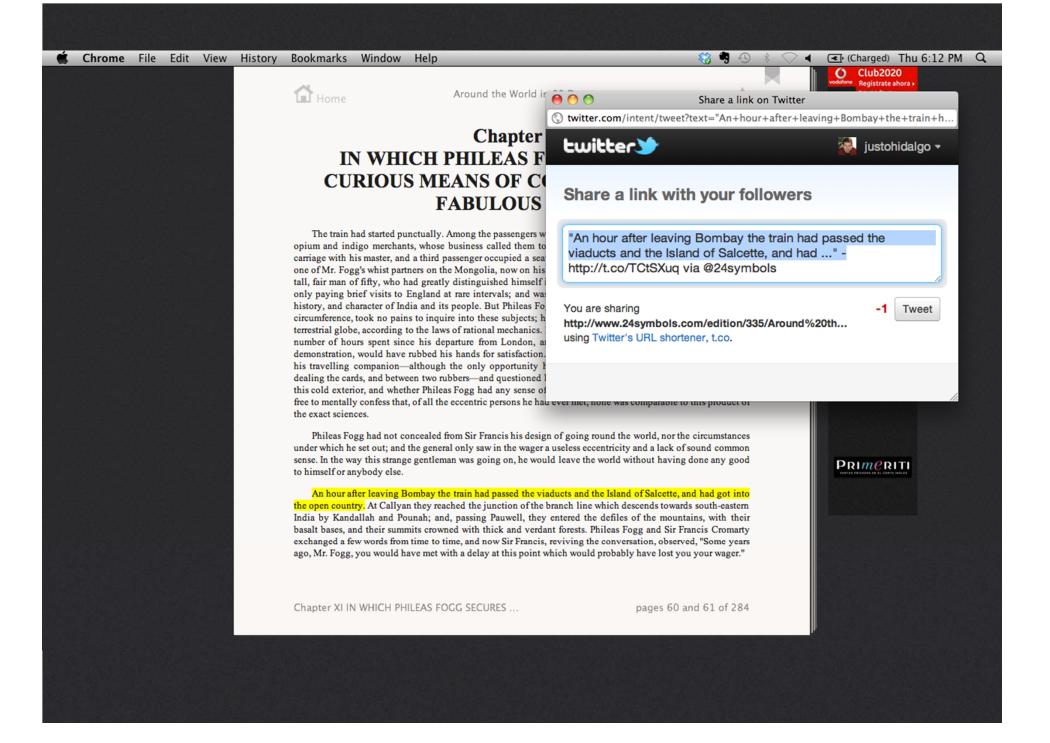
#### Social







24symbols beta	🔂 Home	💓 Reader	Search	Q				Justo Hidalgo 🔻
New releases	Friends	Justo				*	Justo Hidalgo	->
Recommendations	has 17 fa	vorites and 2 fold	ers				has 17 favorites and 2 folders	Disconnect
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★ Favorites	* 8	Adventures of by Mark Twain	Huckleberry Finn				Jorge Suarez Rivaya	
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	* 🚊	<b>Gurú lo serás tú</b> by José Carlos León					Vicente Orjales Padín	
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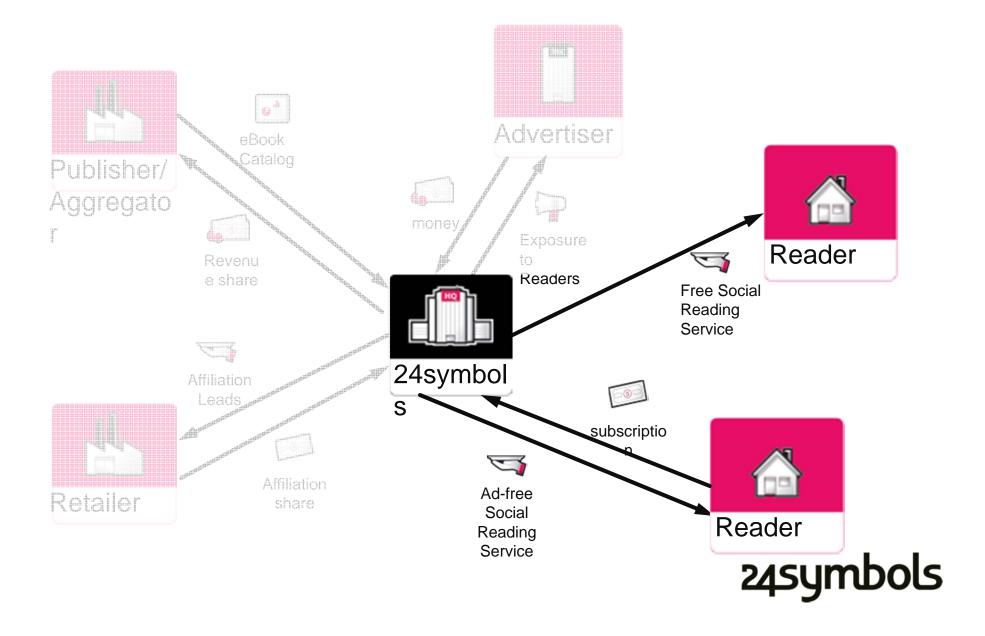
#### **Freemium Business Model**

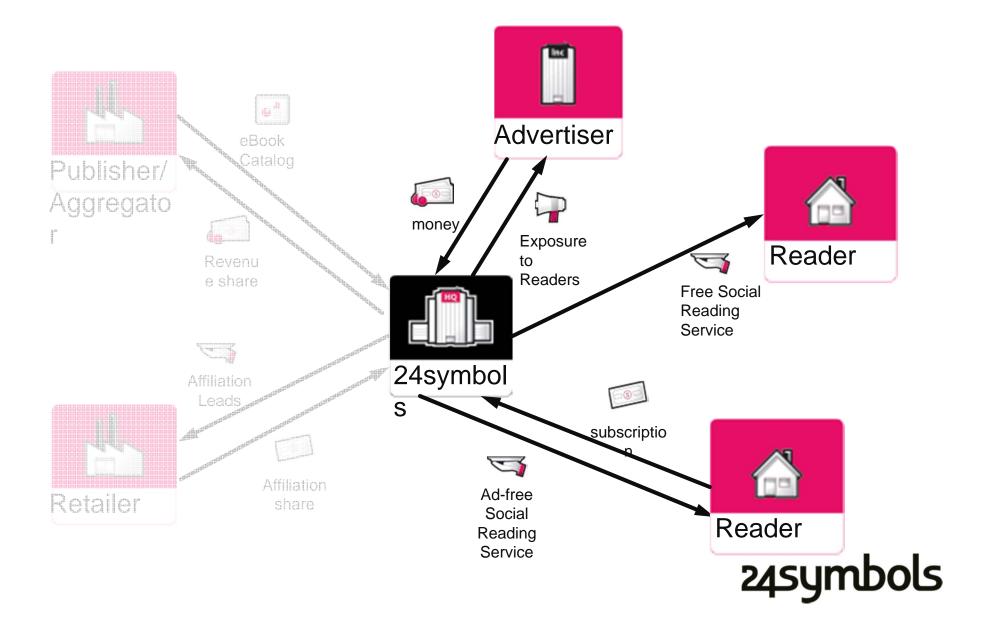
**Free:** ability to read ebooks, free and with non-intrusive ads

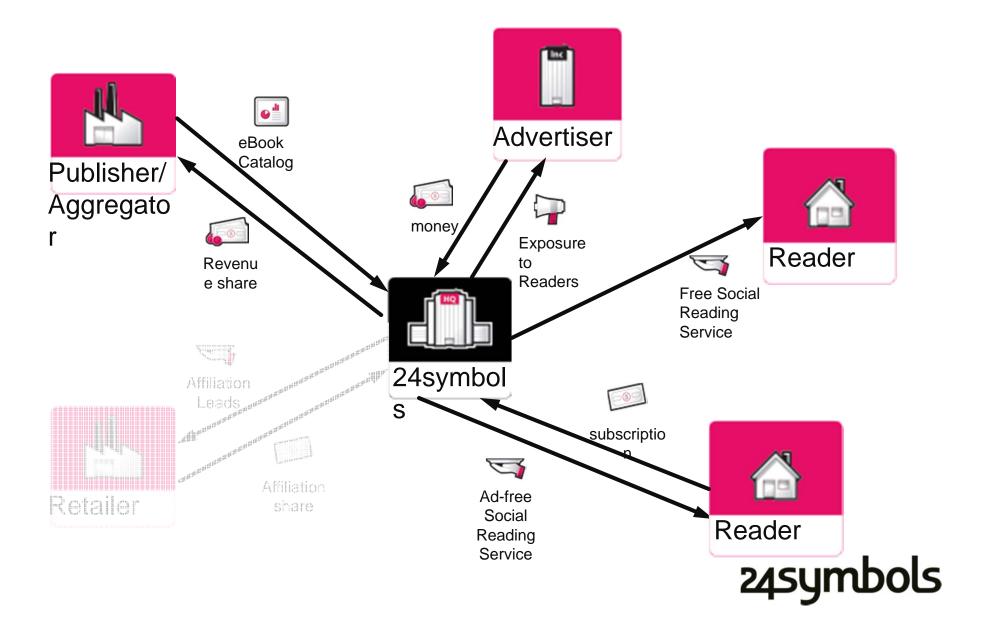
**Premium:** ability to read ebooks, ad-free. Price by subscription

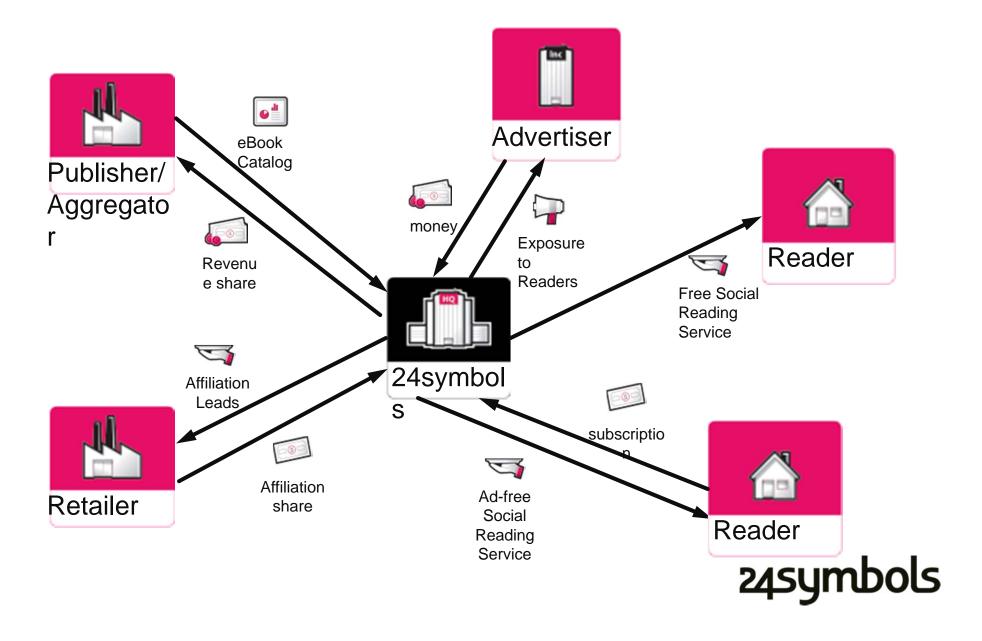
Affiliation: traffic redirection to the publisher's/retailer's site









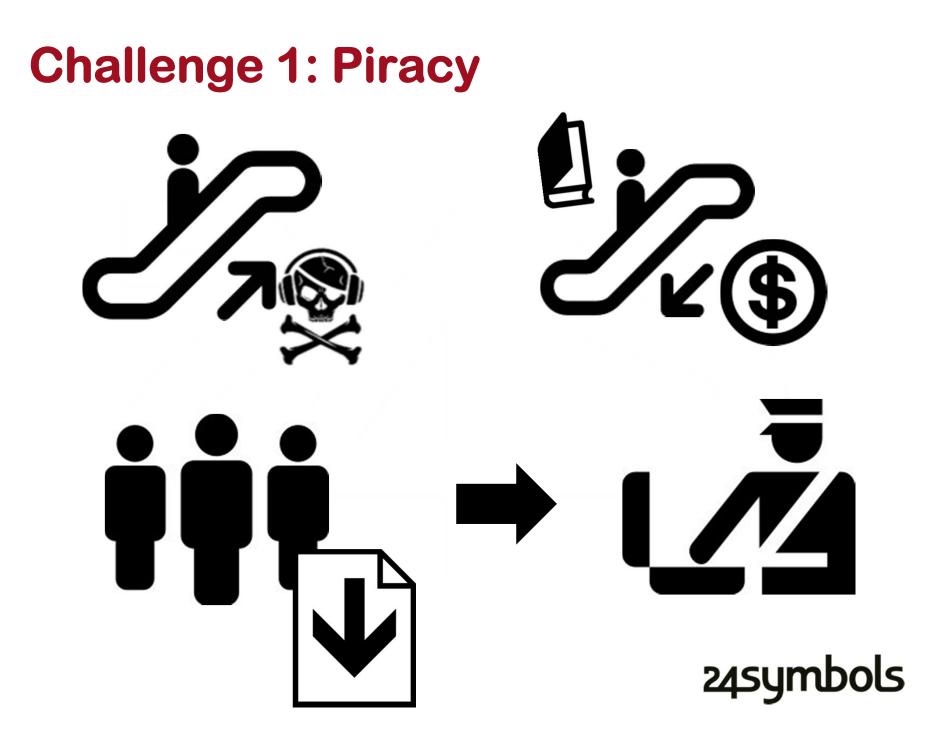


#### Income

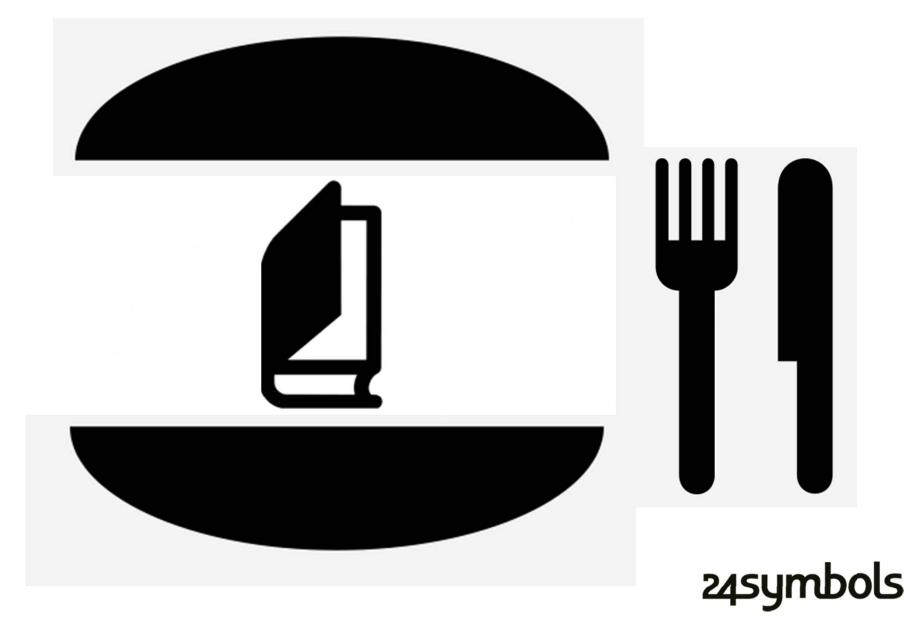
24symbols income is based on advertising and subscriptions. 70% of this revenue is shared equally among the total number of pages read.

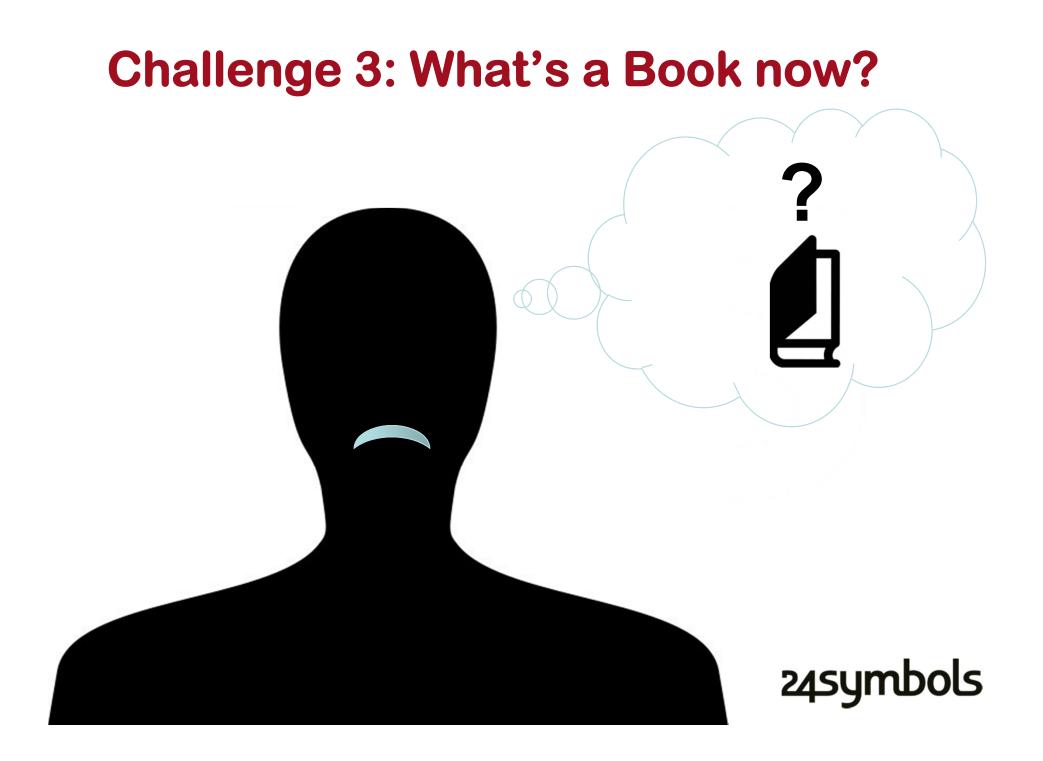
Publisher's	70% Total Income	X	Publisher's Pages Read
Income =	Total Pages Read		





#### **Challenge 2: Cannibalization**





#### It's happening now

#### Private Beta released on March 31<sup>st</sup>

- Number of invitations requested: 6,000 on March 31<sup>st</sup>, 25,000+ on May 22<sup>nd</sup>
- Number of active beta users: 12,000
- Number of pages read: 150,000+
- Next milestone: June 30<sup>th</sup>
  - Premium model
  - Apps





## 245

#### Thanks!

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