

3P0633
BUSINESS MODELS
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Operační program Výzkum, vývoj a vzdělávání

MŠMT
MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY

ENTREPRENEURIAL OPPORTUNITY

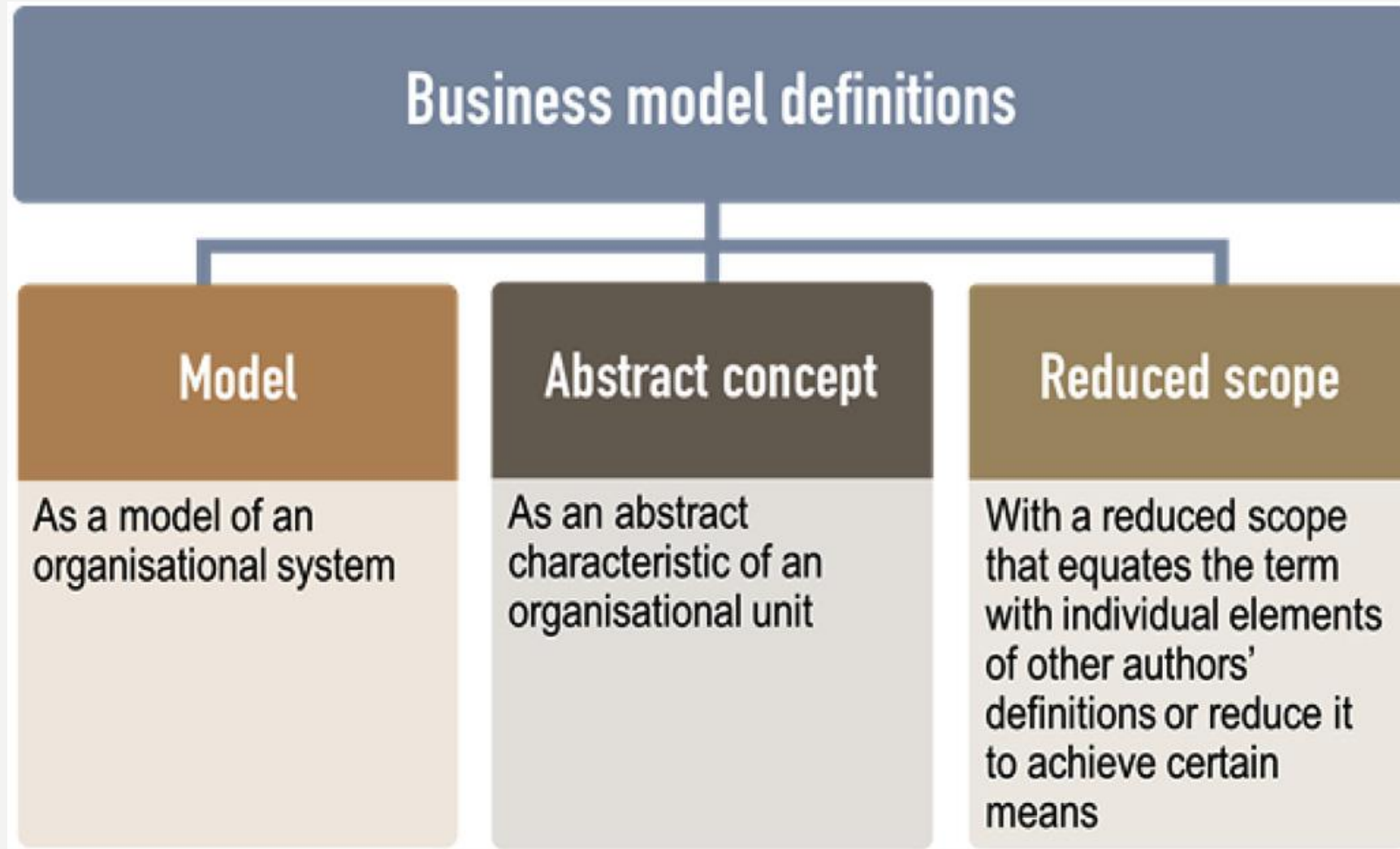
- Internal view of the opportunity:
 - New way of getting results
 - Ability to create solution
 - Ability to perception of the entrepreneur to see the opportunity
 - External view of the opportunity:
 - Opportunity already exists and must be discovered by the entrepreneur
 - Opportunity is the result of the entrepreneurial creativity
- (Hansen et all 2011)

BUSINESS MODEL

- 3 categories of business model (Geissdoerfer, Vladimirova, Evans, 2018):

„The concept is either described as a **model of an organizational system** (e.g. Baden-Fuller and Morgan, 2010; Knyphausen-Aufsess and Meinhardt, 2002), as an **abstract characteristic of an organizational unit**, (e.g. Osterwalder and Pigneur, 2010; Teece, 2010), or with a reduced scope that equates the term with individual elements of other authors' definitions or reduce it to achieve certain means (e.g. Doganova and Eyquem-Renault, 2009).

There is a **central role of value** in most definitions, roughly following the categorization of Richardson (2008), value proposition, value creation and delivery, and value capture, with some authors also adding the value network (e.g. Zott and Amit, 2010).“

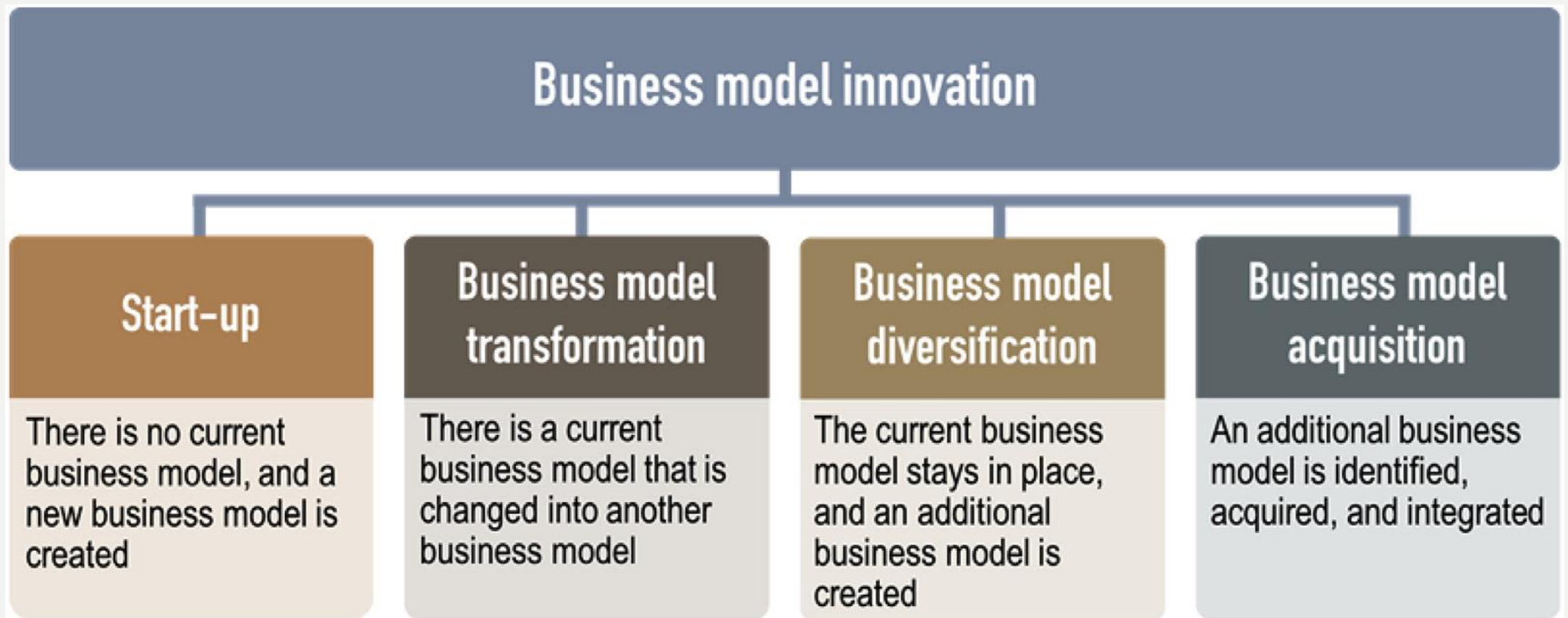


Three types of business model definitions

Source: (Geissdoerfer, Vladimirova, Evans, 2018) Fig. 2

BUSINESS MODEL DEFINITION

„...simplified representations of the value proposition, value creation and delivery, and value capture elements and the interactions between these elements within an organizational unit...” (Geissdoerfer, Vladimirova, Evans, 2018)



Types of business model innovation

Source: (Geissdoerfer, Vladimirova, Evans, 2018) Fig. 5

Selected business model definitions.

| Source | Definition |
|--|--|
| Timmers, 1998 | The business model is "an architecture of the product, service and information flows, including a description of the various business actors and their roles; a description of the potential benefits for the various business actors; a description of the sources of revenues" (p. 4) |
| Chesbrough and Rosenbloom, 2002 | The business model is "the heuristic logic that connects technical potential with the realization of economic value" (p. 529). "The business model provides a coherent framework that takes technological characteristics and potentials as inputs and converts them through customers and markets into economic outputs" (p. 532). |
| Knyphausen-Aufsess and Meinhardt, 2002 | A business model is a simplified representation of a profit aimed venture, consisting of its essential elements and their interconnections. |
| Magretta, 2002 | "[Business models] are, at heart, stories—stories that explain how enterprises work [and answer the following questions,] Who is the customer? And what does the customer value? It also answers the fundamental question every manager must ask: How do we make money in this business? What is the underlying economic logic that explains how we can deliver value to the customers at an appropriate cost?" (p. 87) |
| Richardson, 2008 | A business model is "a conceptual framework that helps to link the firm's strategy, or theory of how to compete, to its activities, or execution of the strategy. The business model framework can help to think strategically about the details of the way the firm does business." (p. 135) "The three major components of the framework — the value proposition, the value creation and delivery system, and value capture — reflect the logic of strategic thinking about value. The essence of strategy is to create superior value for customers and capture a greater amount of that value than competitors." (p. 138) |
| Doganova and Eyquem-Renault, 2009 | "The business model is a narrative and calculative device that allows entrepreneurs to explore a market and plays a performative role by contributing to the construction of the techno-economic network of an innovation." (p. 1559) |
| Baden-Fuller and Morgan, 2010 | "business models have a multivalent character as models. They can be found as exemplar role models that might be copied or presented as nutshell descriptions of a business organisation: simplified, short-hand descriptions equivalent to scale models. We can think of them not only as capturing the characteristics of observed kinds in the world (within a taxonomy), but also as abstract ideal types (in a typology)" (p. 167) |
| Casadesus-Masanell and Ricart, 2010) | "A business model is [...] a reflection of the firm's realized strategy" (p. 195). |
| Osterwalder and Pigneur, 2010 | "A business model describes the rationale of how an organisation creates, delivers, and captures value." (p. 14) |
| Teece, 2010 | "A business model articulates the logic, the data and other evidence that support a value proposition for the customer, and a viable structure of revenues and costs for the enterprise delivering that value" (p. 179). |
| Zott and Amit, 2010 | "we conceptualize a firm's business model as a system of interdependent activities that transcends the focal firm and spans its boundaries. The activity system enables the firm, in concert with its partners, to create value and also to appropriate a share of that value [and is defined by] design elements - content, structure and governance - that describe the architecture of an activity system; and design themes - novelty, lock-in, complementarities and efficiency - that describe the sources of the activity system's value creation." (p. 216) |
| Geissdoerfer et al., 2016 | "we describe business models as simplified representations of the elements and interactions between these elements that an organisational unit chooses in order to create, deliver, capture, and exchange value." (p. 1218) |
| Wirtz et al., 2016 | "A business model is a simplified and aggregated representation of the relevant activities of a company. It describes how marketable information, products and/or services are generated by means of a company's value-added component. In addition to the architecture of value creation, strategic as well as customer and market components are taken into consideration, in order to achieve the superordinate goal of generating, or rather, securing the competitive advantage. To fulfil this latter purpose, a current business model should always be critically regarded from a dynamic perspective, thus within the consciousness that there may be the need for business model evolution or business model innovation, due to internal or external changes over time." (p. 41) |
| Massa et al., 2017 | "a business model is a description of an organisation and how that organisation functions in achieving its goals (e.g., profitability, growth, social impact, ...)." (p. 73) |

Selected business model definitions, source of the table: (Geissdoerfer, Vladimirova, Evans, 2018, Table 2)

SELECTED SUSTAINABLE BUSINESS MODEL DEFINITIONS

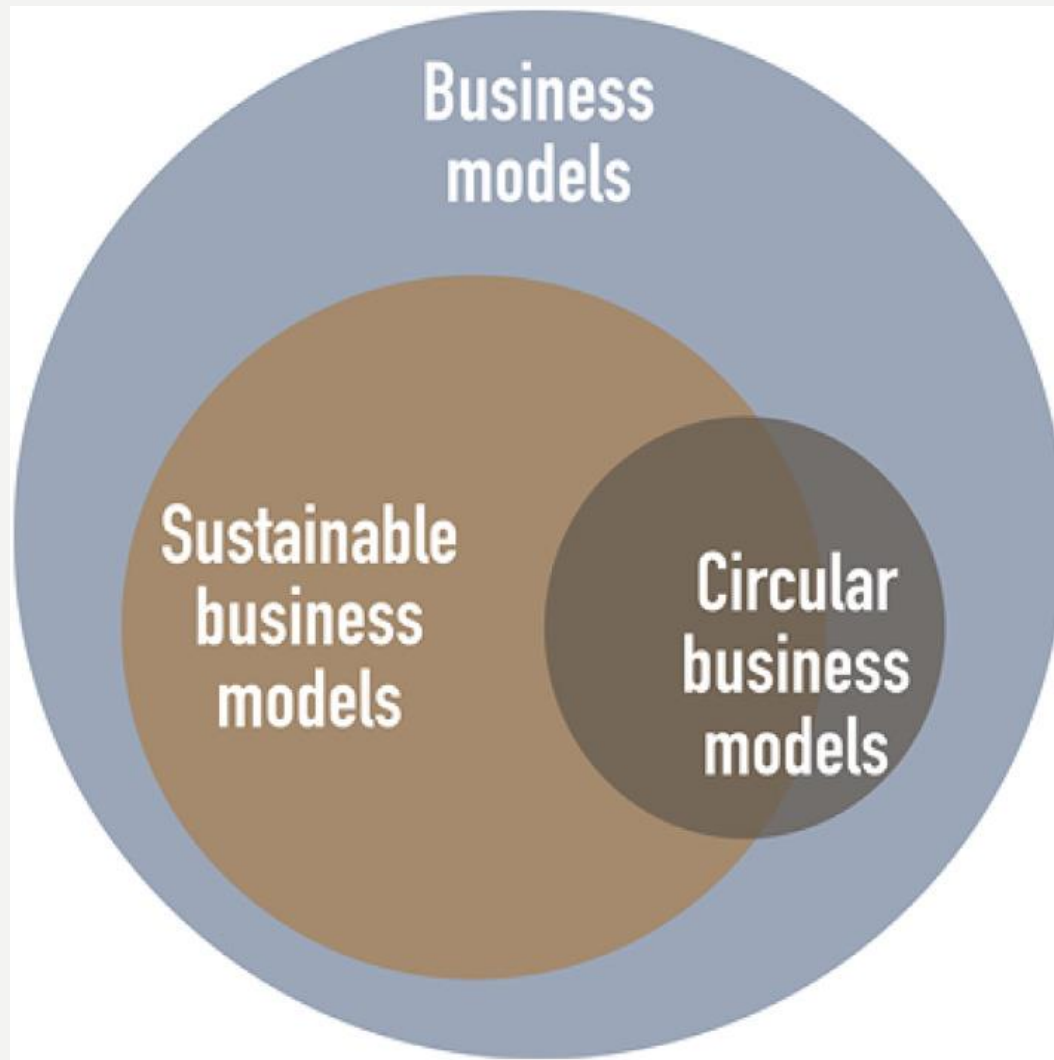
„Boons and Lüdeke-Freund, 2013: Sustainable business model innovation is understood as the adaption of the business model to overcome barriers within the company and its environment to market sustainable process, product, or service innovations. (p. 13)

Loorbach and Wijsman, 2013: Sustainable business model innovation describes businesses' "searching for ways to deal with unpredictable [...] wider societal changes and sustainability issues." (p. 20)

Bocken et al., 2014 "Business model innovations for sustainability are defined as: Innovations that create significant positive and/or significantly reduced negative impacts for the environment and/or society, through changes in the way the organisation and its value-network create, deliver value and capture value (i.e. create economic value) or change their value propositions." (p. 44)

Geissdoerfer et al., 2016 "Sustainable business innovation processes specifically aim at incorporating sustainable value and a pro-active management of a broad range of stakeholders into the business model." (p.1220) ..."

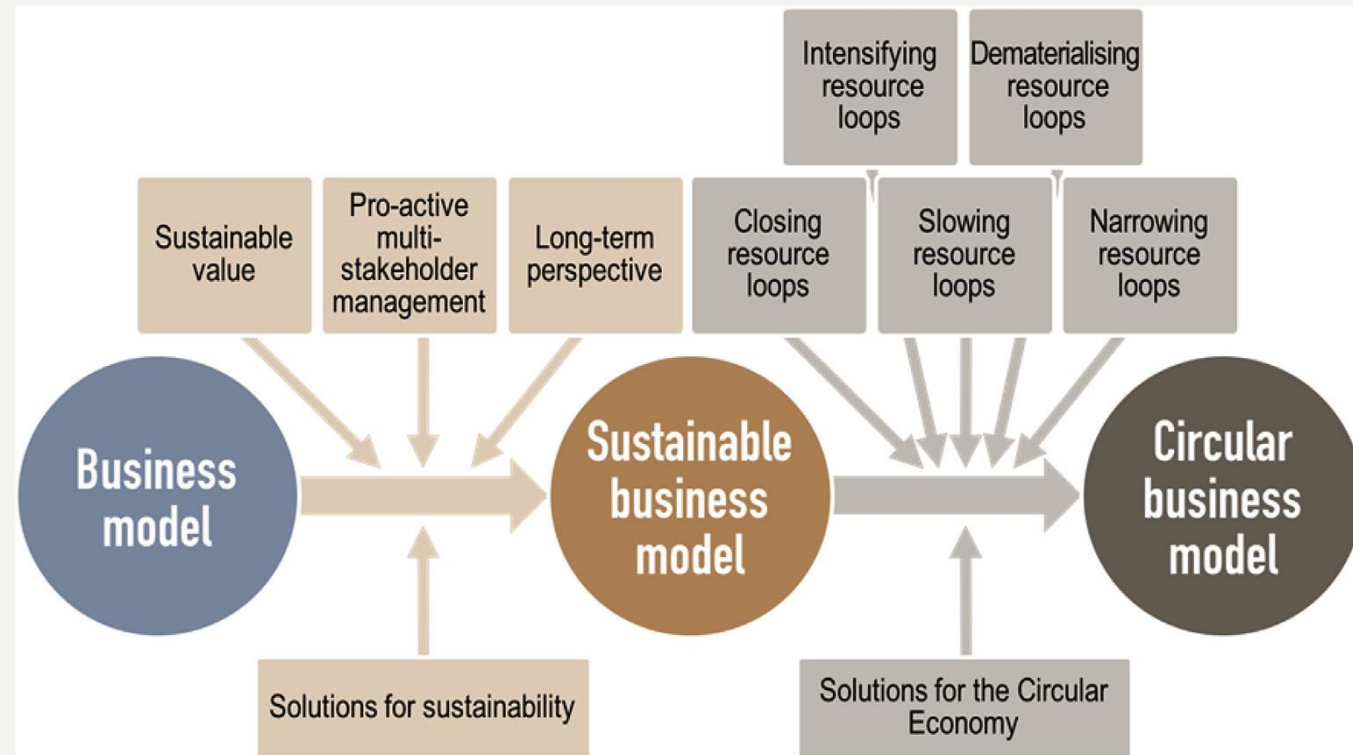
Copied part of the Table 3 Selected sustainable business model definition from (Geissdoerfer, Vladimirova, Evans, 2018)



Imperfect overlap of sustainable business model concept and its subcategories like circular business models

Source: (Geissdoerfer, Vladimirova, Evans, 2018) Fig. 4

BUSINESS MODEL – SUSTAINABLE – CIRCULAR BM

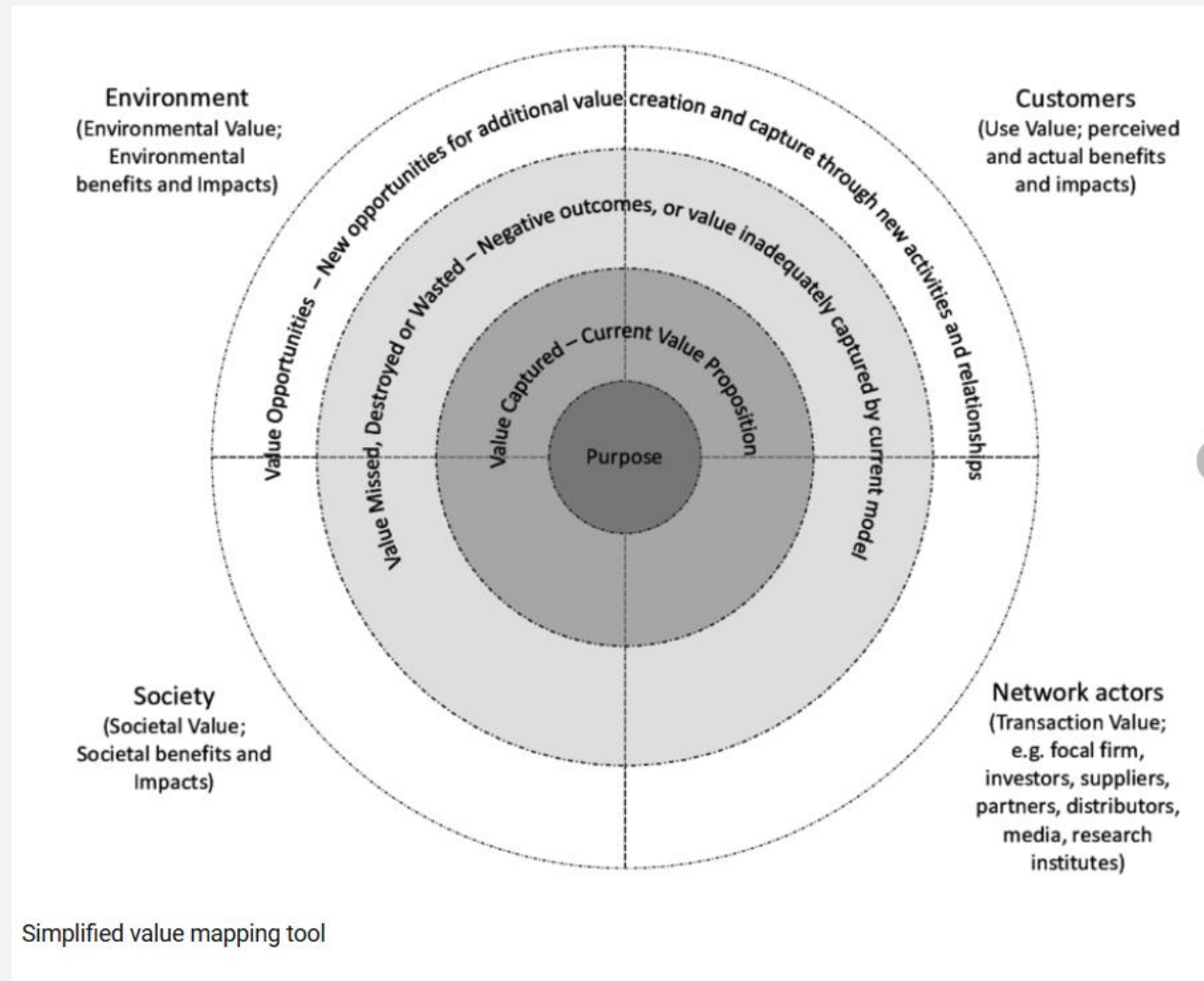


Sustainable and circular business models (Geissdoerfer et al., 2018a in (Geissdoerfer, Vladimirova, Evans, 2018)) Fig. 3

TOOLS FOR BUSINESS MODELS

- Business model canvas
- Lean canvas
- Sustainable business canvas
- Social business model canvas
- Social lean canvas
- Triple-layered business model canvas
- Value mapping tool

VALUE MAPPING TOOL











Source:
https://www.researchgate.net/figure/Simplified-value-mapping-tool_fig3_265864830

BUSINESS MODEL CANVAS

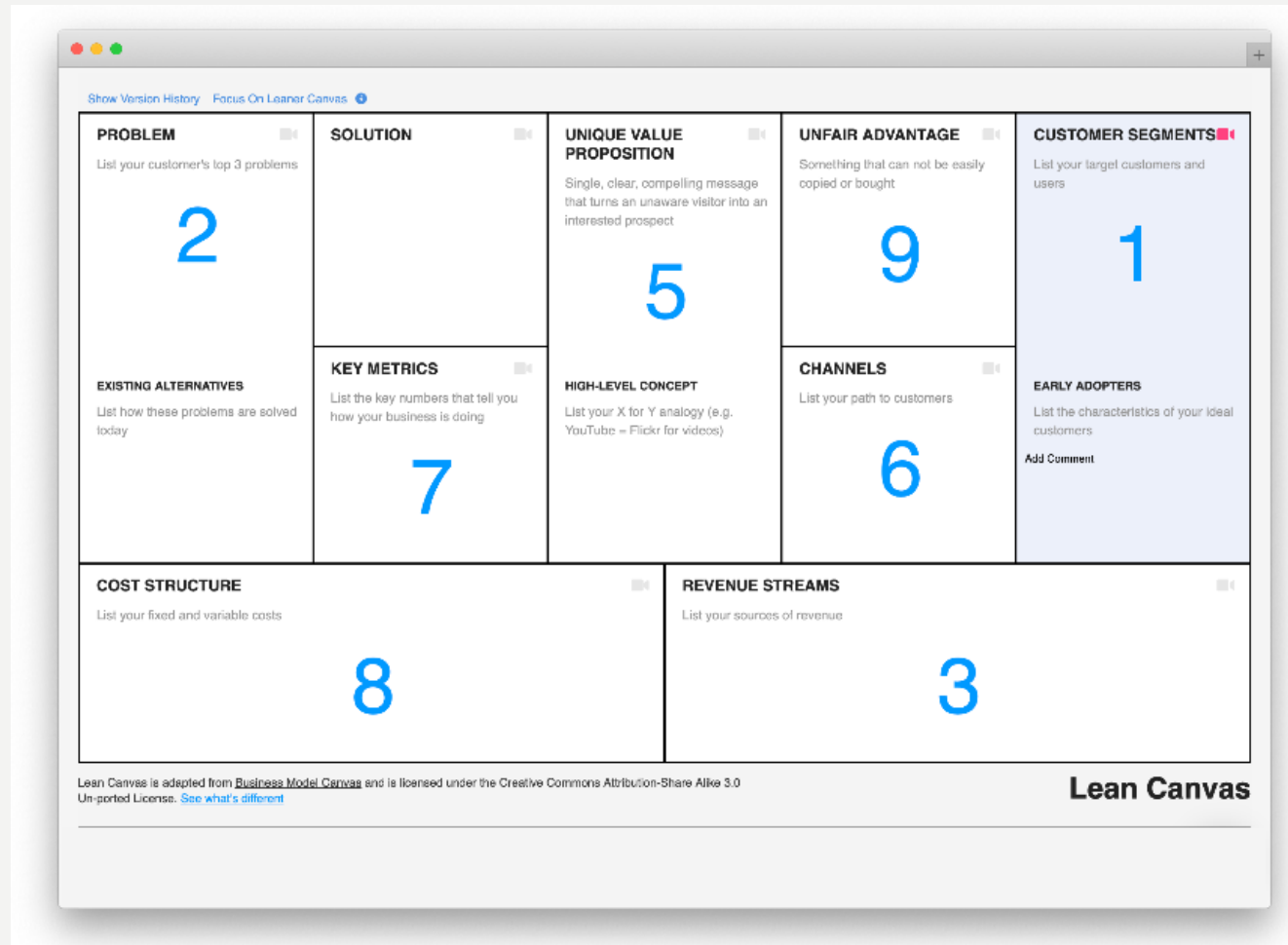
The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

| | | | | |
|--|--|--|--|---|
| Key Partners  | Key Activities  | Value Propositions  | Customer Relationships  | Customer Segments  |
| | Key Resources  | | Channels  | |
| Cost Structure  | | Revenue Streams  | | |

Source:
<https://www.strategyzer.com/canvas/business-model-canvas>

LEAN CANVAS



Source: (*Lean Canvas / LEANSTACK, b.r.*)

SOCIAL BUSINESS MODEL CANVAS

Social Business Model Canvas

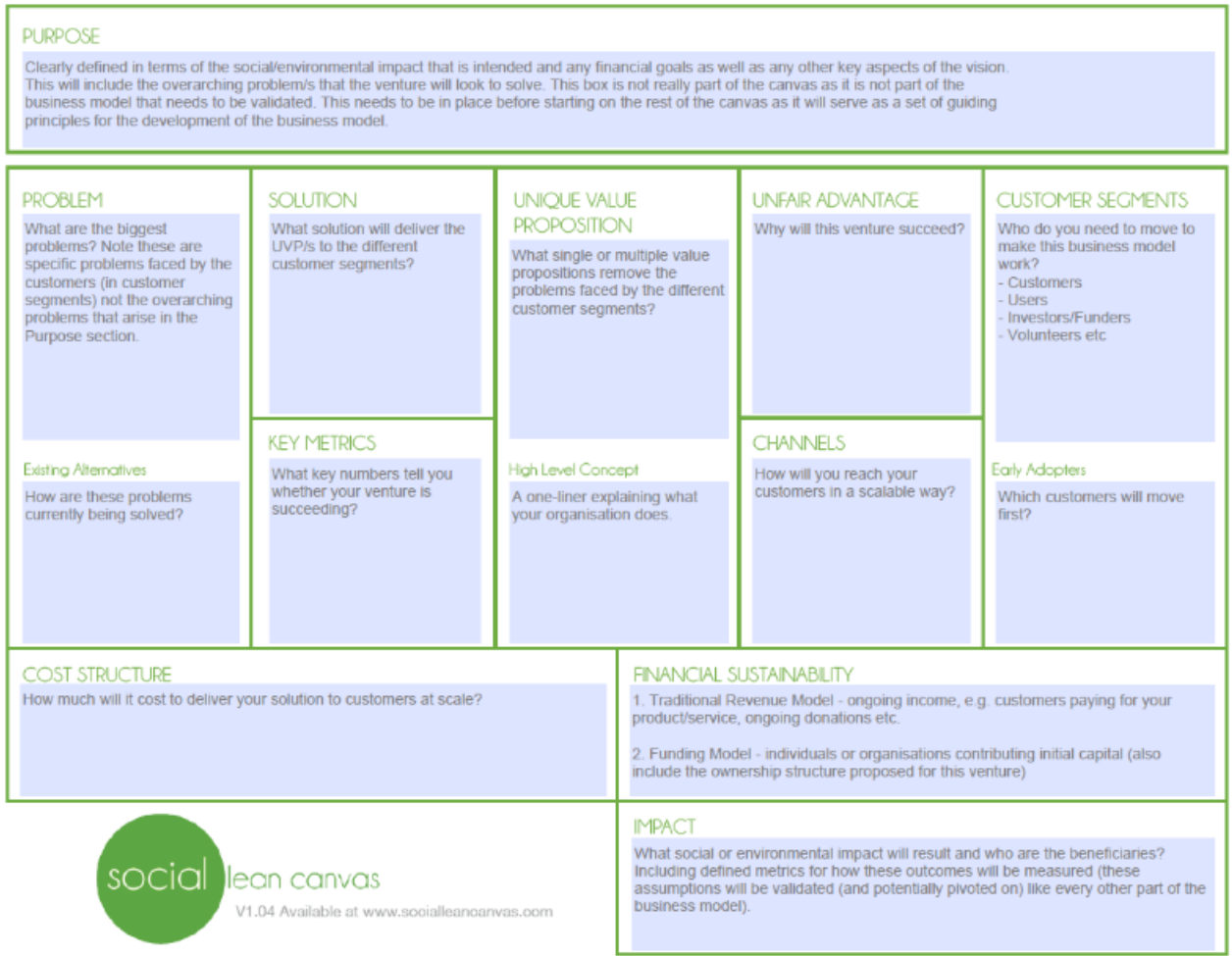


| | | | | |
|---|---|---|--|--|
| <p>Key Resources</p> <p><i>What resources will you need to run your activities? People, finance, access?</i></p> | <p>Key Activities</p> | <p>Type of Intervention ②</p> <p><i>What is the format of your intervention? Is it a workshop? A service? A product?</i></p> | <p>Segments ①</p> <p>Beneficiary <i>Who benefits from your intervention?</i></p> | <p>Value Proposition ③</p> <p>User Value Proposition</p> <p>Impact Measures</p> |
| <p>Partners + Key Stakeholders</p> <p><i>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i></p> | <p><i>What programme and non-programme activities will your organisation be carrying out?</i></p> | <p>Channels ⑥</p> <p><i>How are you reaching your users and customers?</i></p> | <p>Customer ④</p> <p><i>Who are the people or organisations who will pay to address this issue?</i></p> | <p><i>How will you show that you are creating social impact?</i></p> <p>Customer Value Proposition ⑤</p> <p><i>What do your customers want to get out of this initiative?</i></p> |
| <p>Cost Structure</p> <p><i>What are your biggest expenditure areas? How do they change as you scale up?</i></p> | | <p>Surplus</p> <p><i>Where do you plan to invest your profits?</i></p> | <p>Revenue</p> <p><i>Break down your revenue sources by %</i></p> | |

Inspired by The Business Model Canvas

Source: (*Social Business Model Canvas / Tandemic, b.r.*)

SOCIAL LEAN CANVAS



Source:
(The Social Lean Canvas / Dave Moskovitz, b.r.)

THE SUSTAINABLE BMC

The Sustainable Business Model Canvas

Designed for: _____ Designed by: _____

On: _____ For: _____

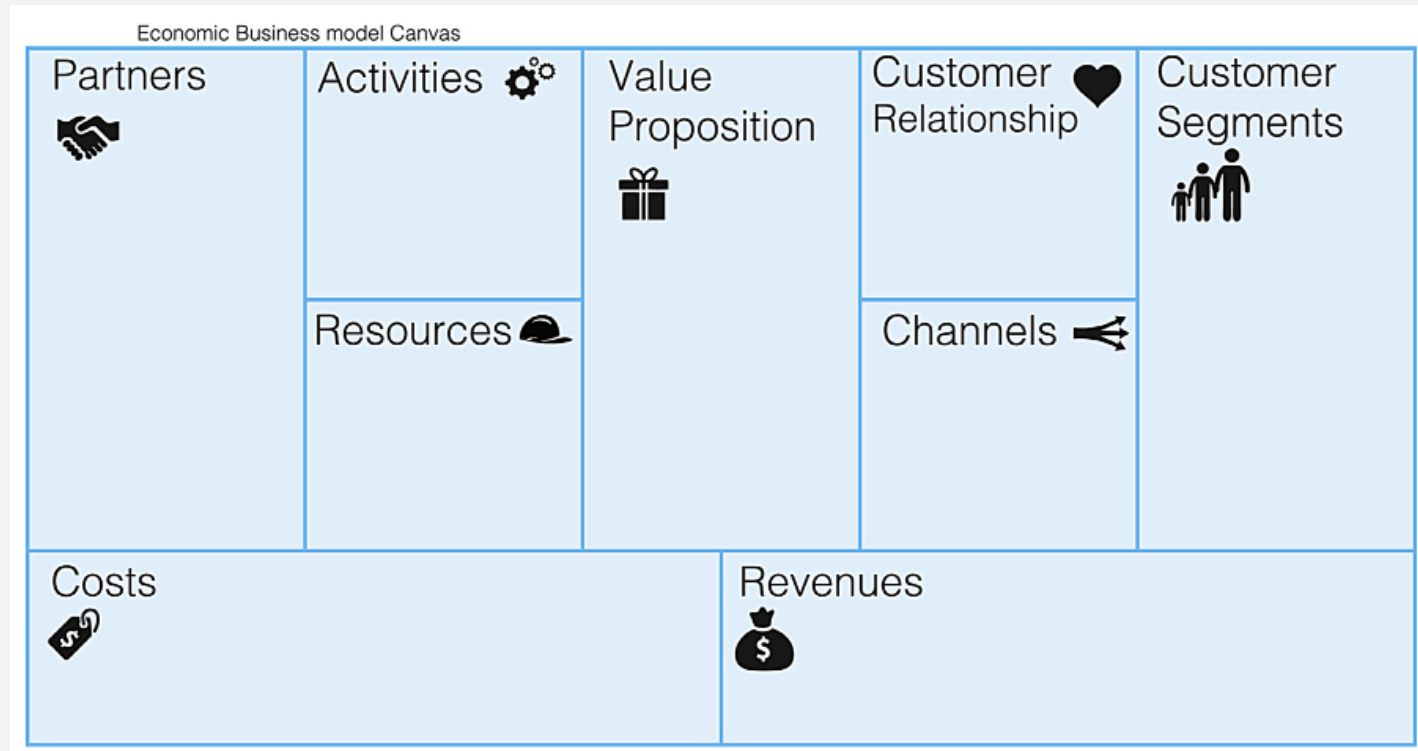
Version: _____



Based on: www.businessmodelgeneration.com

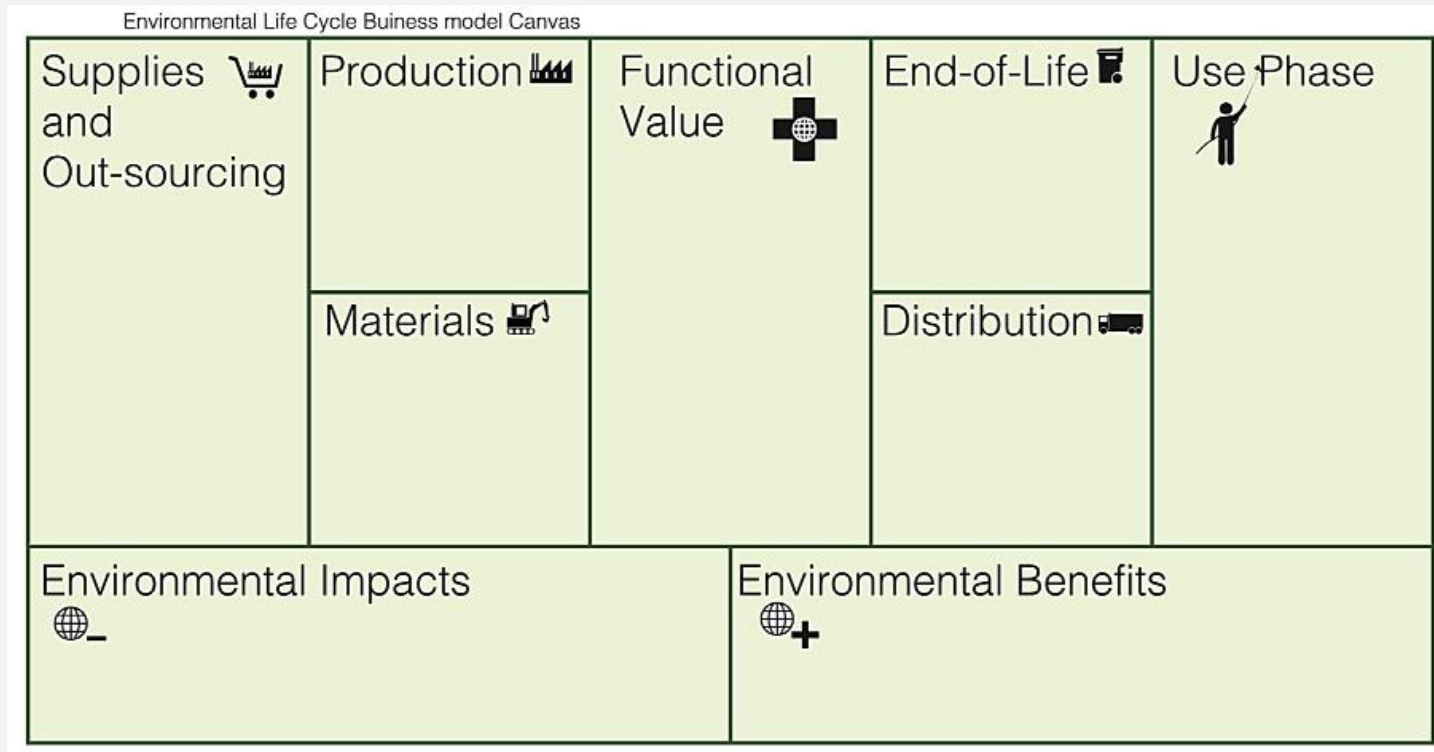
Source: (Sustainable Business Model Canvas, b.r.)

TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 1



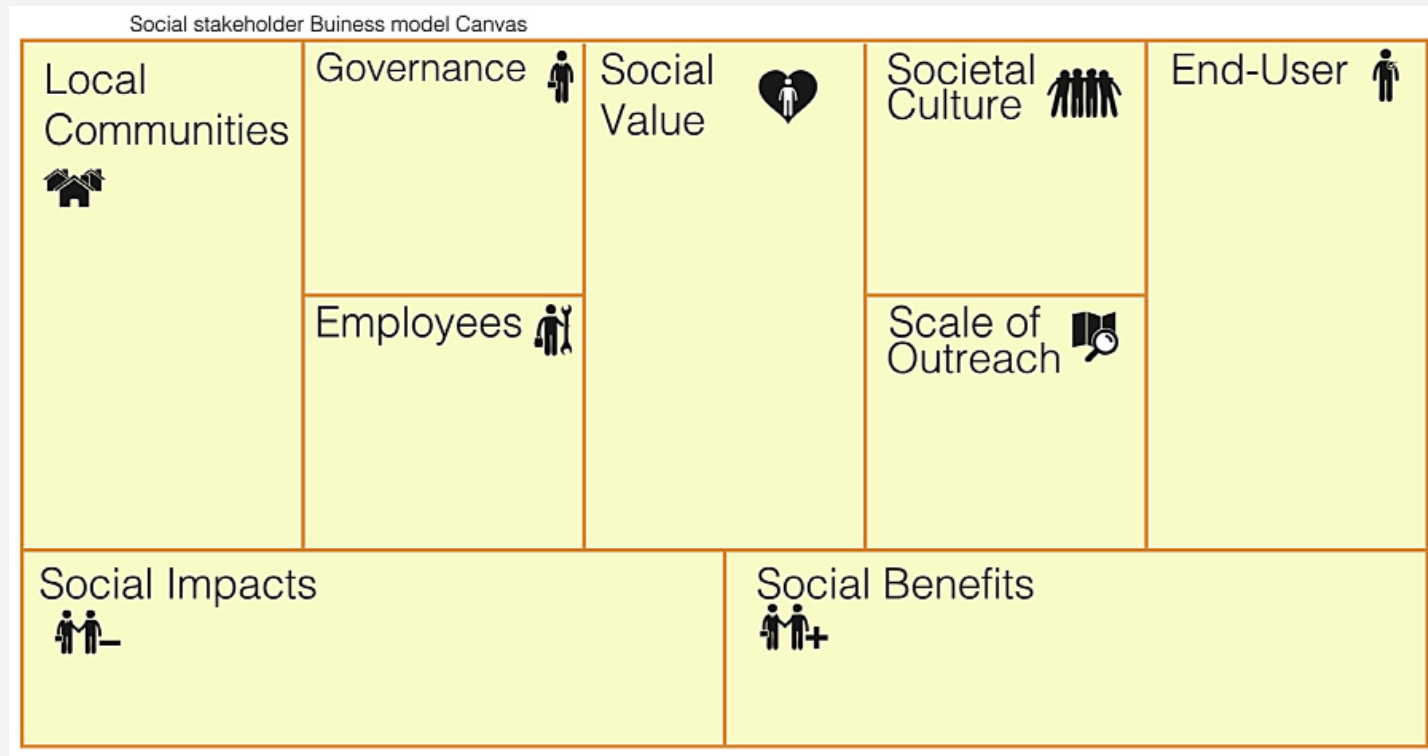
Source:
(Joyce, Paqui 2016)

TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 2



Source:
(Joyce, Paqui 2016)

TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 3



Source:
(Joyce, Paqui 2016)

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