

# 3P0633 BUSINESS MODELS



EVROPSKÁ UNIE  
Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání

**MŠMT**  
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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 al 2011)

# BUSINESS MODEL

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

„The concept is either described as a **model of an organisational system** (e.g. Baden-Fuller and Morgan, 2010; Knyphausen-Aufsess and Meinhardt, 2002), as **an abstract characteristic of an organisational 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 categorisation 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).“

# Business model definitions

## Model

As a model of an organisational system

## Abstract concept

As an abstract characteristic of an organisational unit

## Reduced scope

With a reduced scope that equates the term with individual elements of other authors' definitions or reduce it to achieve certain means

(Geissdoerfer, Vladimirova, Evans, 2018):

# 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)

# Business model innovation

```
graph TD; A[Business model innovation] --> B[Start-up]; A --> C[Business model transformation]; A --> D[Business model diversification]; A --> E[Business model acquisition];
```

## Start-up

There is no current business model, and a new business model is created

## Business model transformation

There is a current business model that is changed into another business model

## Business model diversification

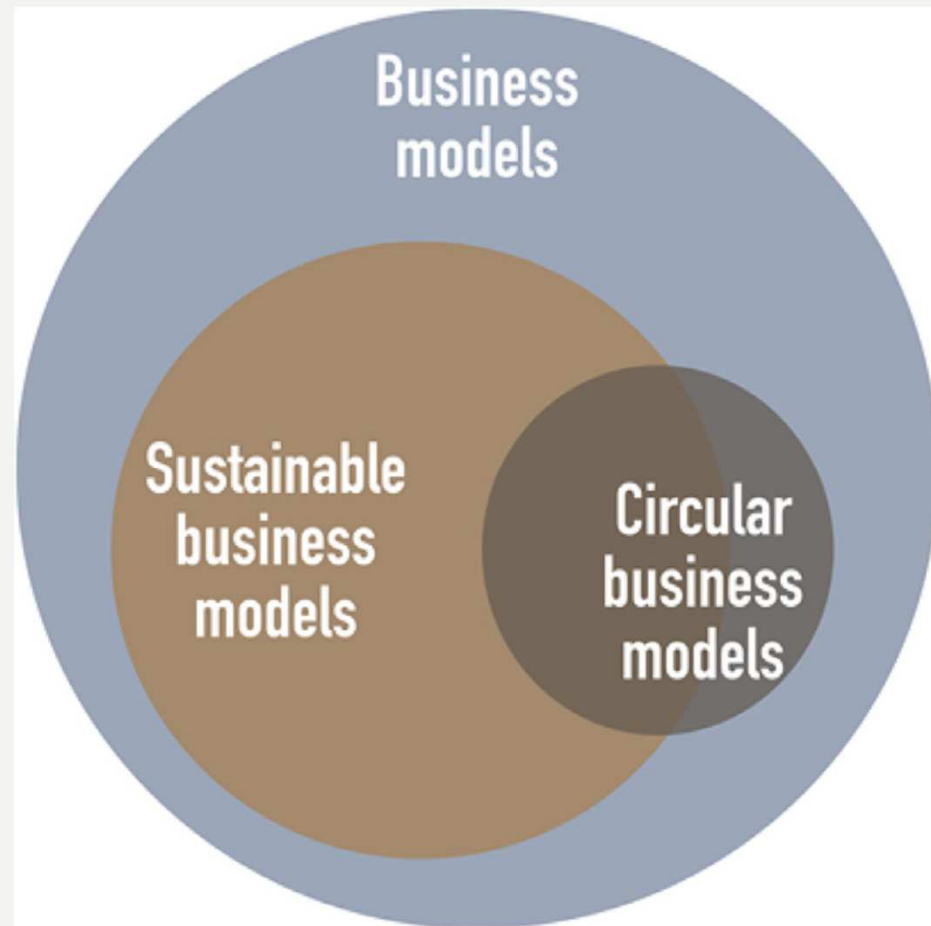
The current business model stays in place, and an additional business model is created

## Business model acquisition

An additional business model is identified, acquired, and integrated

# SELECTED SUSTAINABLE BUSINESS MODEL INNOVATION DEFINITIONS

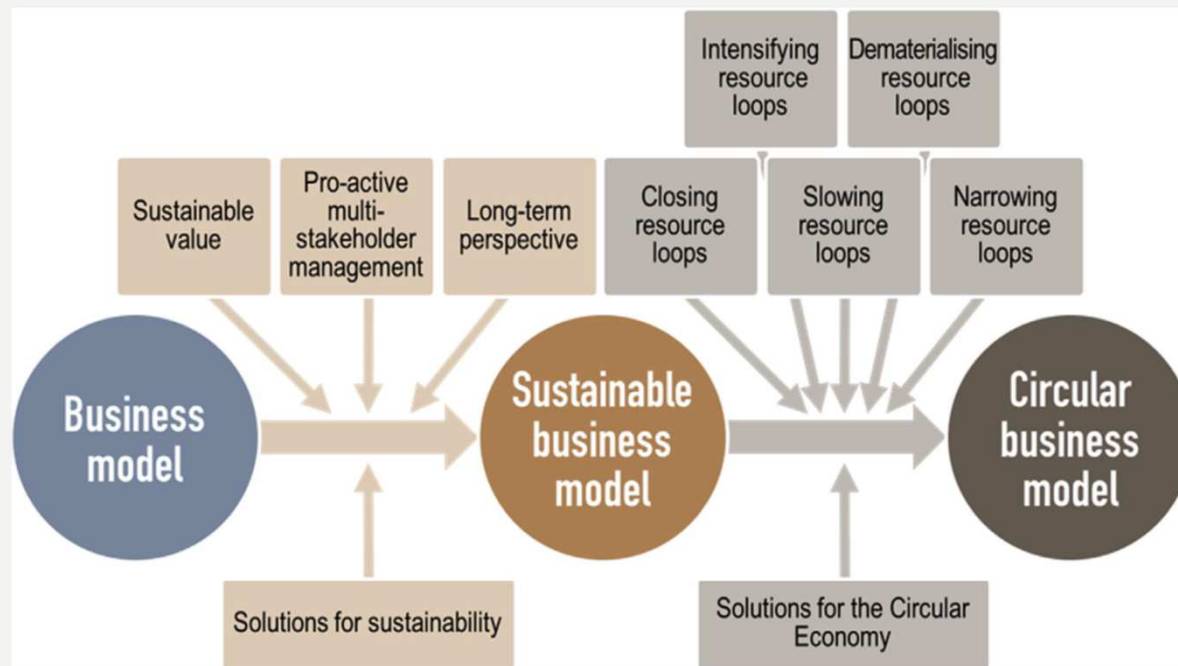
- „Boons and Lüdeke-Freund, 2013: Sustainable business model innovation is understood as the adaption of the business model to overcome barriers within the company and its environment to market sustainable process, product, or service innovations. (p. 13)
  - Loorbach and Wijsman, 2013: Sustainable business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



Geissdoerfer, Vladimirova, Evans, 2018



# BUSINESS MODEL – SUSTAINABLE – CIRCULAR BM

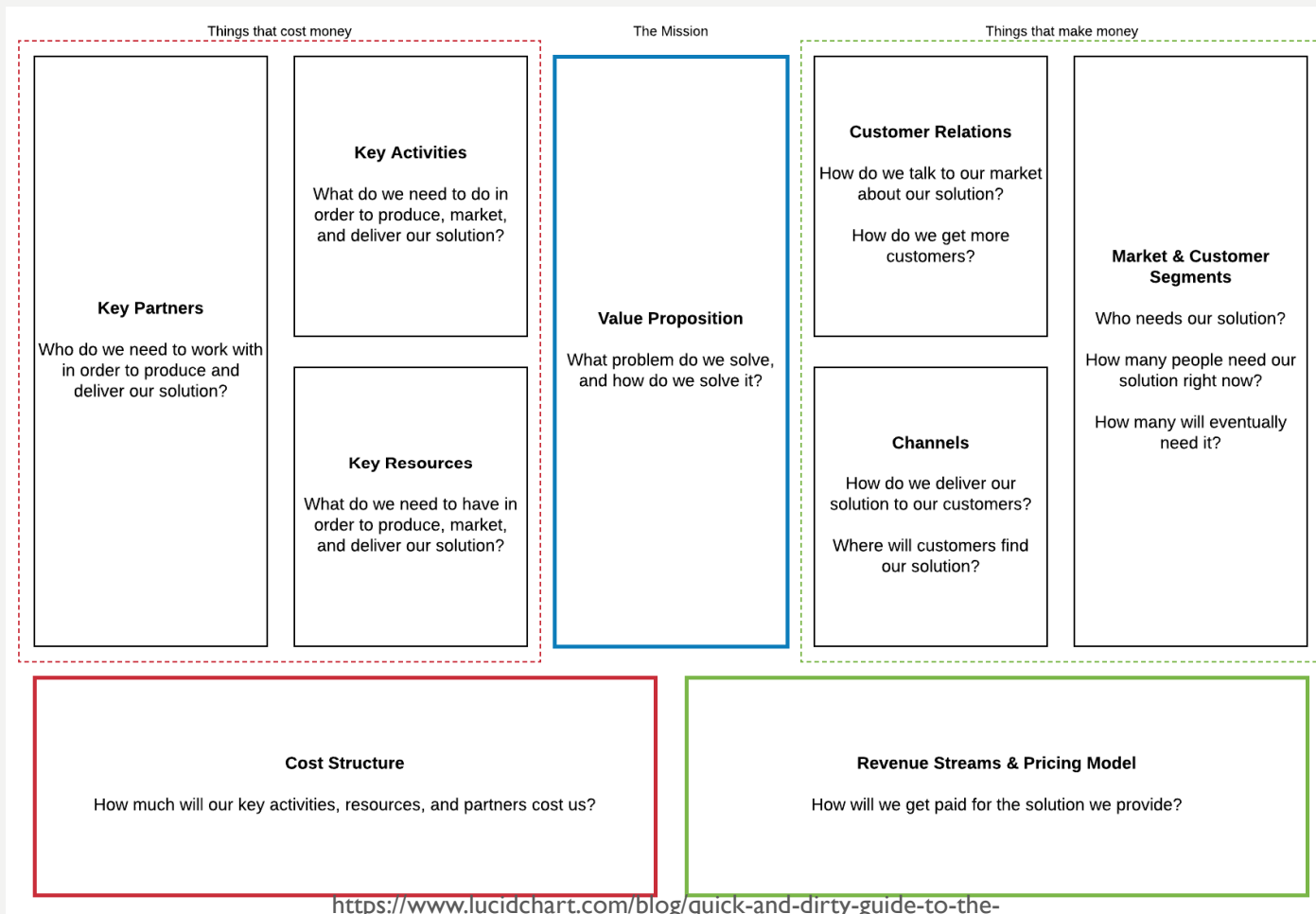


Geissdoerfer, Vladimirova, Evans, 2018

# TOOLS FOR BM

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

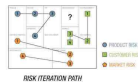
# BUSINESS MODEL CANVAS



<https://www.lucidchart.com/blog/quick-and-dirty-guide-to-the-business-model-canvas>

# LEAN CANVAS

|  |   |   |   |   |
|--|---|---|---|---|
| <b>PROBLEM</b><br><i>List your top 1-3 problems.</i>                             | <b>SOLUTION</b><br><i>Outline a possible solution for each problem.</i>                     | <b>UNIQUE VALUE PROPOSITION</b><br><i>Single, clear, compelling message that states why you are different and worth paying attention.</i> | <b>UNFAIR ADVANTAGE</b><br><i>Something that cannot easily be bought or copied.</i> | <b>CUSTOMER SEGMENTS</b><br><i>List your target customers and users.</i>          |
|  | <b>KEY METRICS</b><br><i>List the key numbers that tell you how your business is doing.</i> |   | <b>CHANNELS</b><br><i>List your path to customers (inbound or outbound).</i>        |   |
| <b>EXISTING ALTERNATIVES</b><br><i>List how these problems are solved today.</i> |   | <b>HIGH-LEVEL CONCEPT</b><br><i>List your 'X' for 'Y' analogy e.g. YouTube = Flickr for videos.</i>                                       |   | <b>EARLY ADOPTERS</b><br><i>List the characteristics of your ideal customers.</i> |
| <b>COST STRUCTURE</b><br><i>List your fixed and variable costs.</i>              |   |   | <b>REVENUE STREAMS</b><br><i>List your sources of revenue.</i>                      |   |

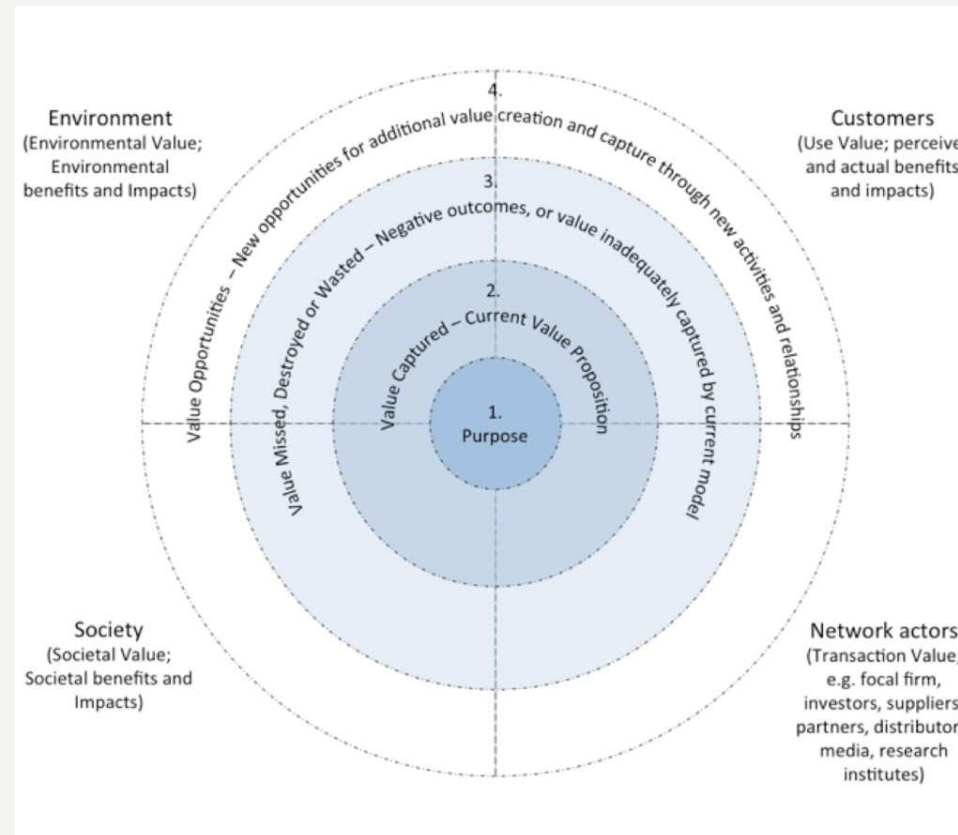


**Lean Canvas**

Created by SparK59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)


Lean Canvas is adapted from The Business Model Canvas ([www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)) and is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License.

# VALUE MAPING TOOL



Bocken et al 2013, available from: <http://nancybocken.com/sustainable-business-modelling/?shared=email&msg=fail> 20.6.2019

# SOCIAL BUSINESS MODEL CANVAS



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

*Inspired by The Business Model Canvas*

# SOCIAL LEAN CANVAS

The image shows a web browser window displaying the 'Social Lean Canvas' application. The browser's address bar shows the URL 'https://socialleancanvas.com'. The application interface has a blue header with the text 'My Social Enterprise' and 'v0.0.1'. The main content area is a grid of boxes for filling out business information:

|   |   |   |  |   |
|---|---|---|--|---|
| <b>PURPOSE</b><br>Your reason for doing this venture, clearly defined in terms of the social or environmental problems you want to solve. |   | <b>IMPACT</b><br>What is the intended social or environmental impact of your venture?   |  |   |
| <b>PROBLEM</b><br>What are the specific problems each of the different customer types face?   | <b>SOLUTION</b><br>What is your product or service?                                       | <b>UNIQUE VALUE PROPOSITION</b><br>What is the unique combination of benefits your product or service will offer to overcome problems the customer has? | <b>UNFAIR ADVANTAGE</b><br>Why will this venture succeed ahead of the competition? | <b>CUSTOMER SEGMENTS</b><br>Who do you need to move to make your business model work? |
|   | <b>KEY METRICS</b><br>What are the numbers that will show your business model is working? |   | <b>CHANNELS</b><br>How will you reach your customers in a scalable way.            |   |
| <b>COST STRUCTURE</b><br>What are the major costs associated with running this social enterprise.   |   | <b>REVENUE</b><br>What are the ongoing flows of income that will create financial sustainability for this venture?                                      |  |   |

Available from: <https://oecd-opsi.org/toolkits/social-lean-canvas/>, 20.6. 2019

# THE SUSTAINABLE BMC

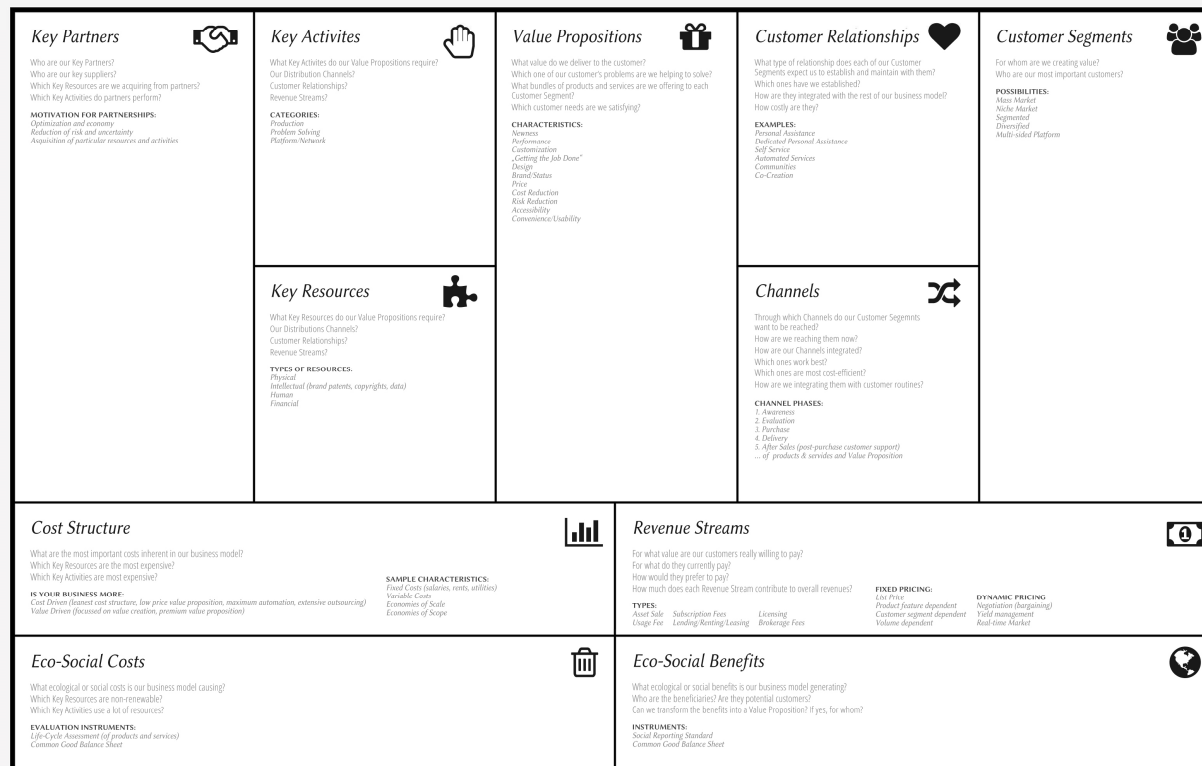
## The Sustainable Business Model Canvas

Designed for:

Designed by:

On:

Version:

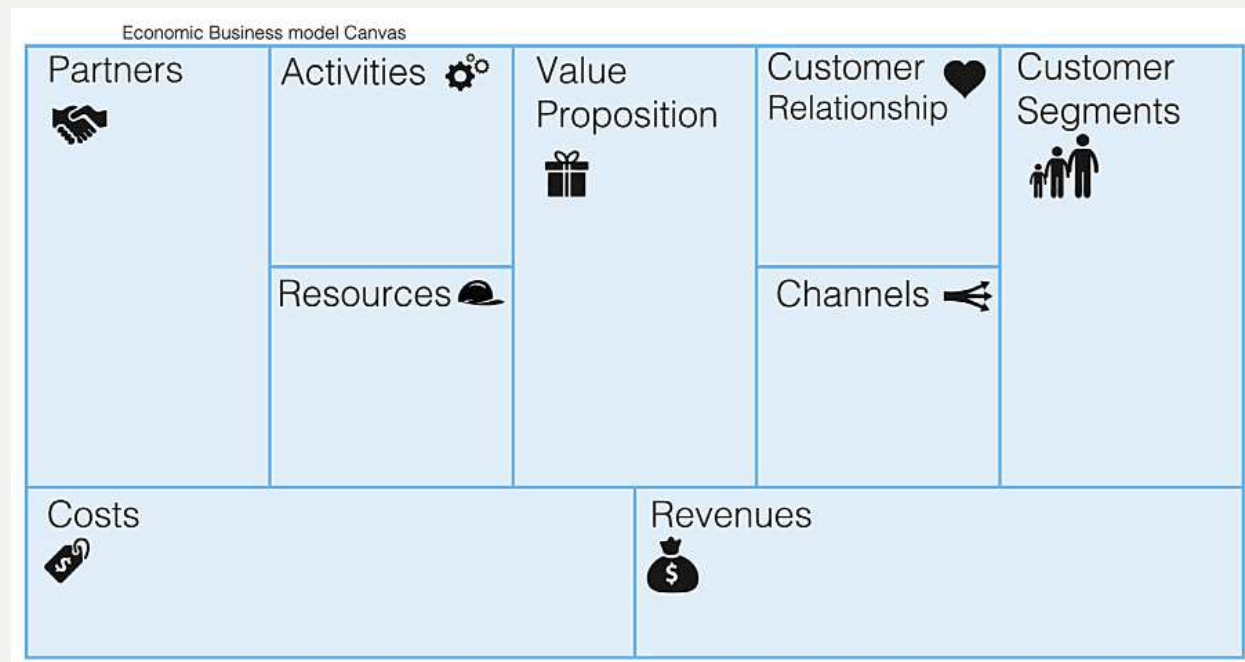


Based on: [www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

Available from: <https://www.case-ka.eu/index.html%3Fp=2174.html>, 20.6. 2019



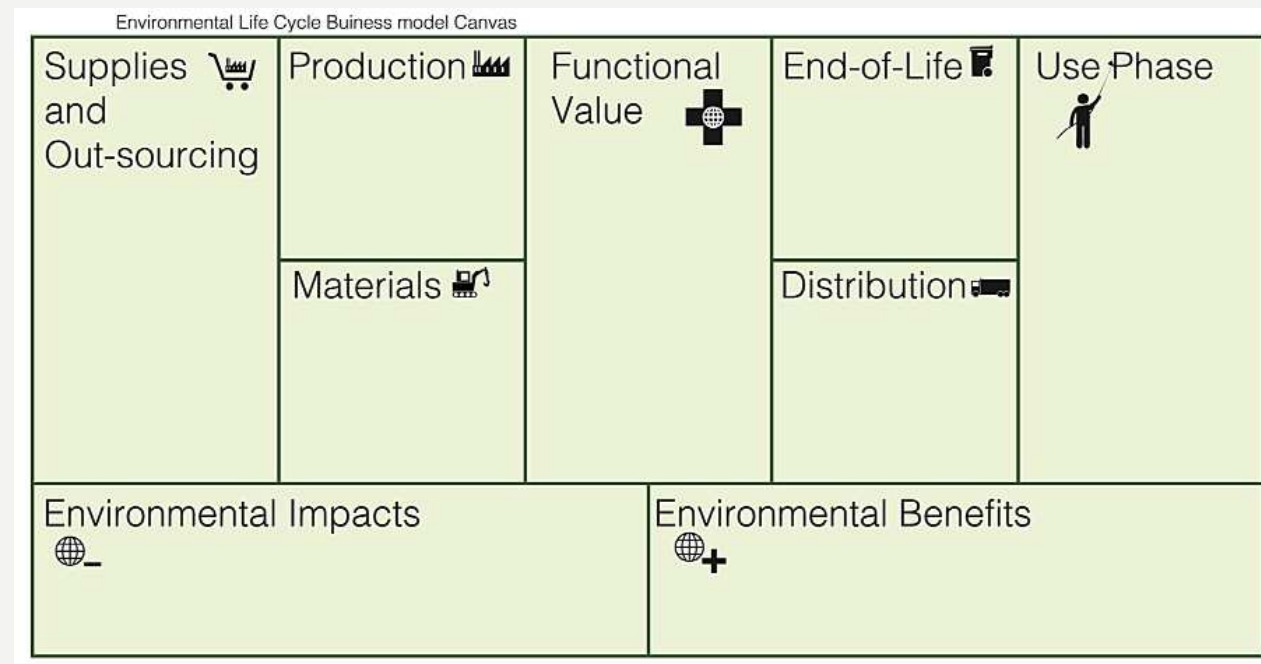
# TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 1



Joyce, Paquine, 2016, available from:

[https://www.researchgate.net/profile/Raymond\\_Paquin/publication/304026101\\_The\\_triple\\_layered\\_business\\_model\\_canvas\\_A\\_tool\\_to\\_design\\_more\\_sustainable\\_business\\_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf](https://www.researchgate.net/profile/Raymond_Paquin/publication/304026101_The_triple_layered_business_model_canvas_A_tool_to_design_more_sustainable_business_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf)

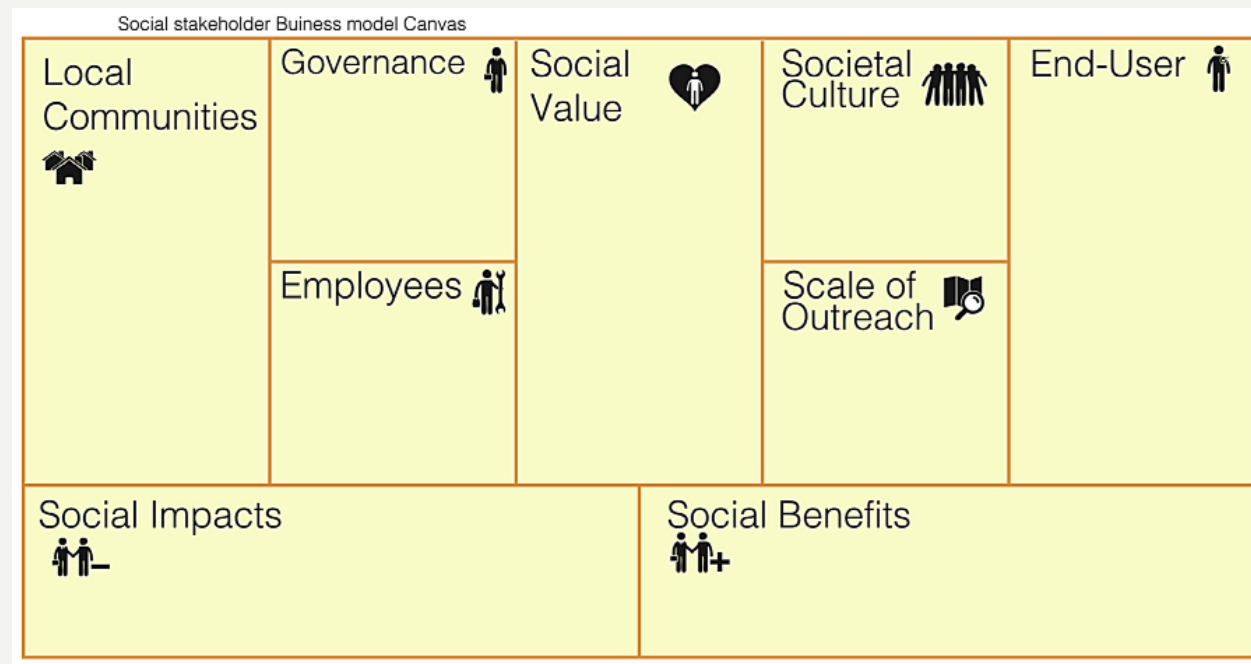
# TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 2



Joyce, Paquine, 2016, available from:

[https://www.researchgate.net/profile/Raymond\\_Paquin/publication/304026101\\_The\\_triple\\_layered\\_business\\_model\\_canvas\\_A\\_tool\\_to\\_design\\_more\\_sustainable\\_business\\_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf](https://www.researchgate.net/profile/Raymond_Paquin/publication/304026101_The_triple_layered_business_model_canvas_A_tool_to_design_more_sustainable_business_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf)

# TRIPLE-LAYERED BUSINESS MODEL CANVAS – PART 3



Joyce, Paquine, 2016, available from:

[https://www.researchgate.net/profile/Raymond\\_Paquin/publication/304026101\\_The\\_triple\\_layered\\_business\\_model\\_canvas\\_A\\_tool\\_to\\_design\\_more\\_sustainable\\_business\\_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf](https://www.researchgate.net/profile/Raymond_Paquin/publication/304026101_The_triple_layered_business_model_canvas_A_tool_to_design_more_sustainable_business_models/links/5a072299a6fdcc65eab3a65c/The-triple-layered-business-model-canvas-A-tool-to-design-more-sustainable-business-models.pdf)

# REFERENCE

- Hansen, David J. and Shrader, Rodney and Monllor, Javier, Defragmenting Definitions of Entrepreneurial Opportunity (April 2011). Journal of Small Business Management, Vol. 49, Issue 2, pp. 283-304, 2011. Available at SSRN: <https://ssrn.com/abstract=1799121> or <http://dx.doi.org/10.1111/j.1540-627X.2011.00325.x>
- Geissdoerfer, Martin and Vladimirova, Doroteya and Evans, Steve, Sustainable Business Model Innovation: A Review (October 10, 2018). Geissdoerfer, M., Vladimirova, D. and Evans, S. 2018. Sustainable Business Model Innovation: A Review, Journal of Cleaner Production, 198, pp. 401–416. doi: 10.1016/j.jclepro.2018.06.240. Available at SSRN: <https://ssrn.com/abstract=3221448>
- Joyce, A., Paquin, R.L., The triple layered business model canvas: A tool to design more sustainable business models, Journal of Cleaner Production (2016), <http://dx.doi.org/10.1016/j.jclepro.2016.06.067>