

POLYTECHNIC INSTITUTE OF SANTARÉM



**INTERNATIONALIZATION IN TIMES OF PANDEMIC:
CHALLENGES AND GOOD PRACTICES**

Business Models: from trade-offs to win-wins

Carla Vivas
Professor at School of Management and
Technology/IPSantarém

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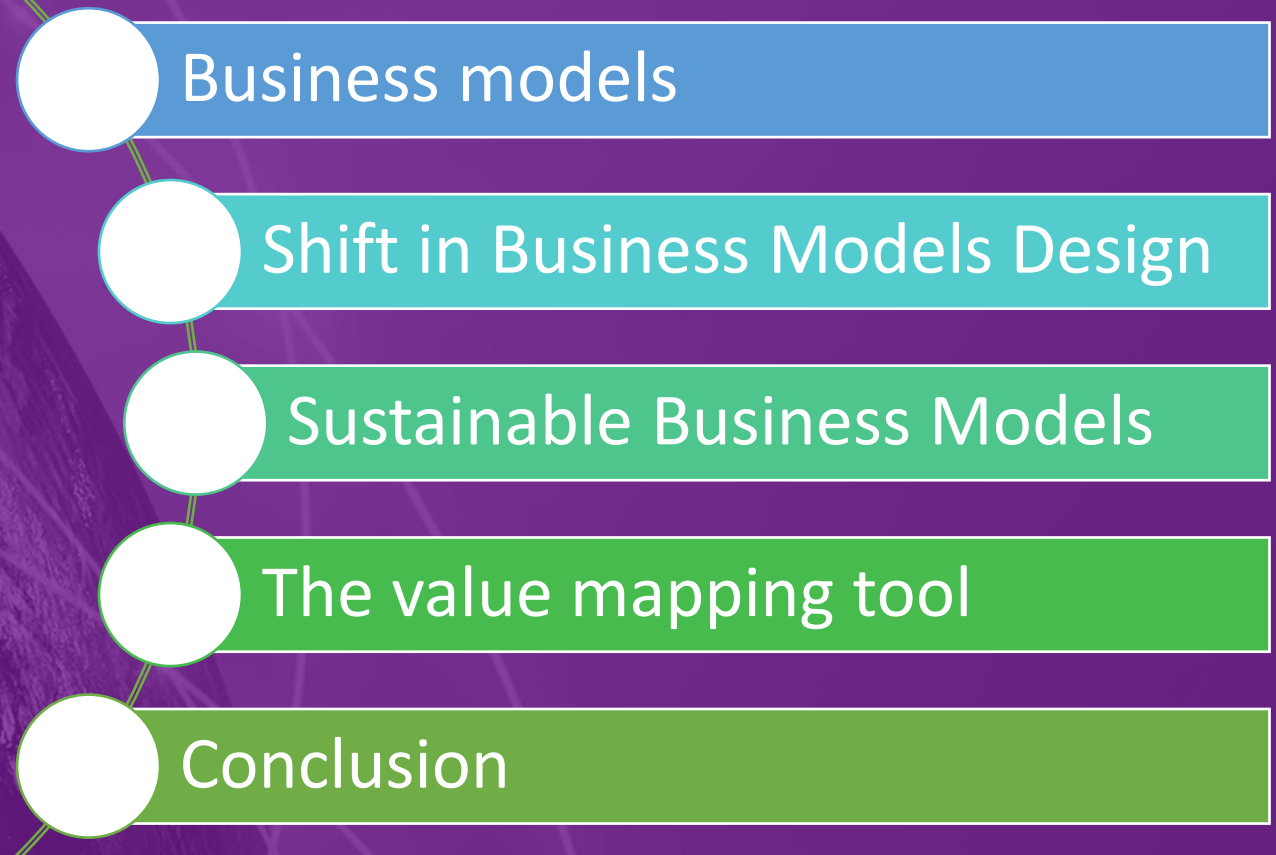
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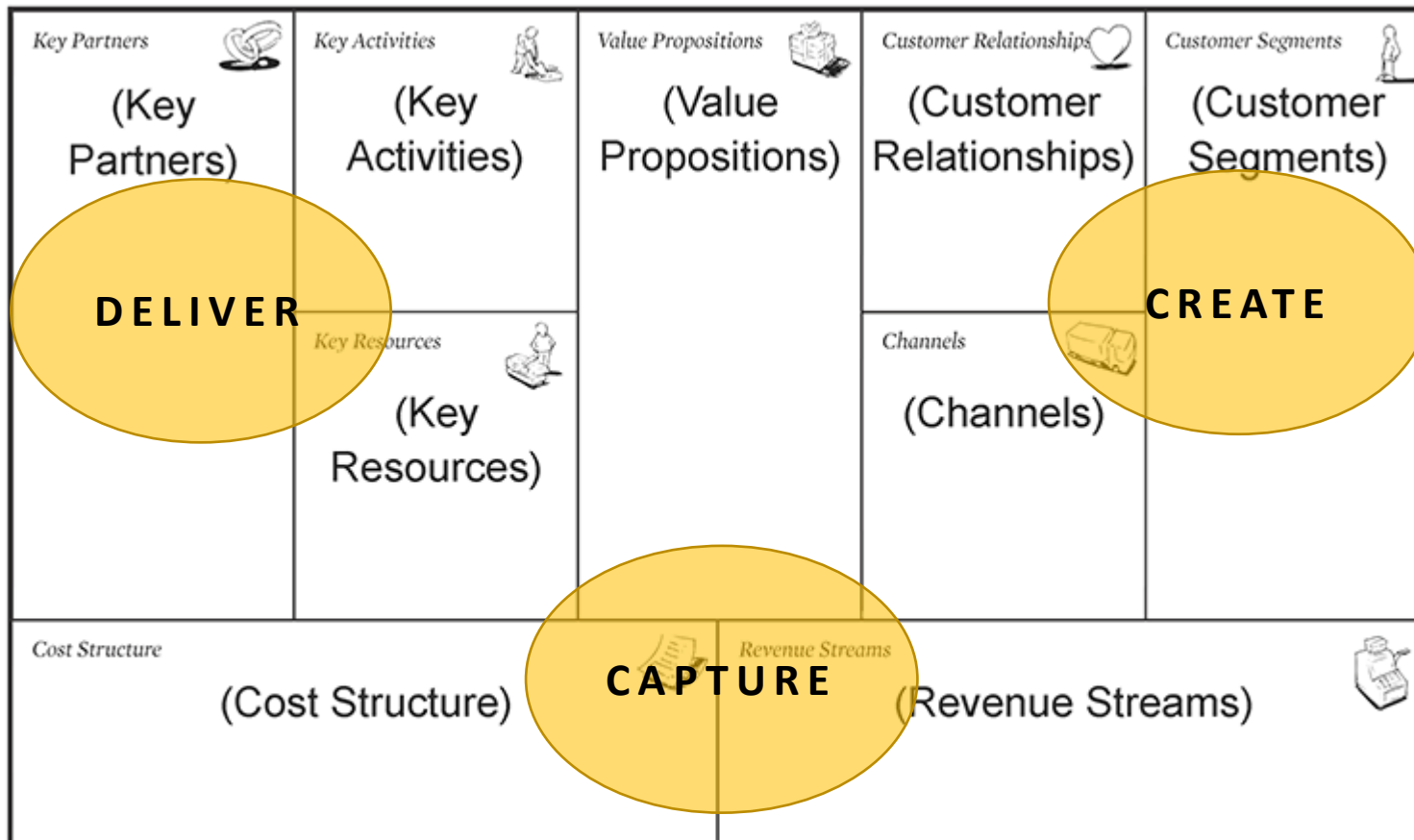
Business Models: from trade-offs to win-wins

Topics



Business Model

Business Model Canvas



Definition1...

“a mechanism that allows an organization to **create, deliver, and capture value** through its operations.”

Osterwalder and Pigneur (2010)

Shift in BM design

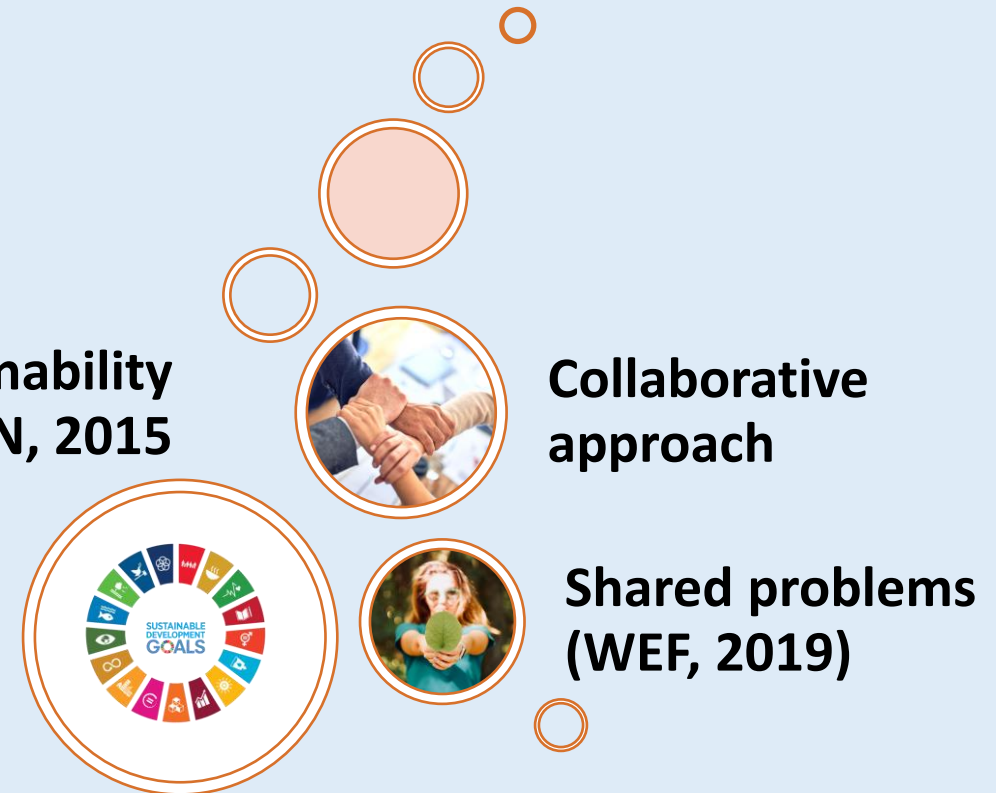
Conventional Business Models



Chesbrough & Rosenbloom, 2002;
Osterwalder & Pigneur, 2010; Teece, 2018

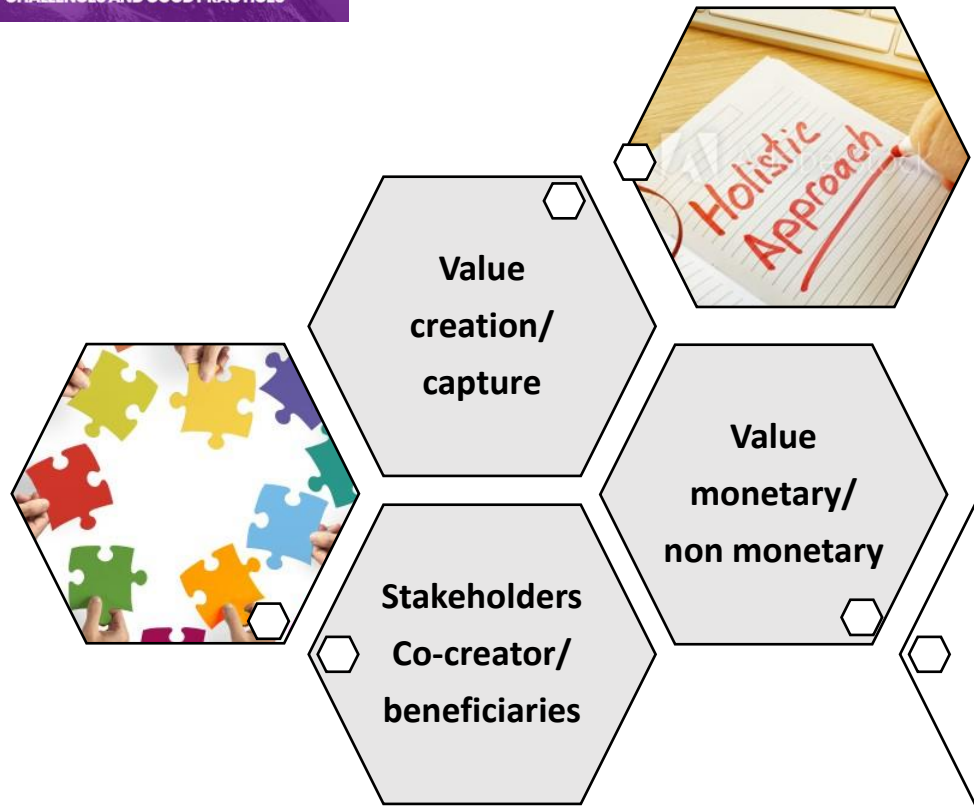
Bocken et al., 2015; Evans et al., 2017
Schaltegger et al., 2016; Zott & Amit, 2010

Sustainability (SDG) – UN, 2015



Sustainable Business Models

positive alignment of value



Key Partners (Key Partners)	Key Activities (Key Activities)	Value Propositions (Value Propositions)	Customer Relationships (Customer Relationships)	Customer Segments (Customer Segments)
	Key Resources (Key Resources)		Channels (Channels)	
Cost Structure (Cost Structure)		Revenue Streams (Revenue Streams)		

co-creation for all stakeholders

Sustainability-oriented BM frameworks ...

network-level business model

[Lindgren et al. (2010)]

the collaborative business approach

[Rohrbeck et al. (2013)]

value mapping tool

[Short et al. (2013) and Bocken et al. (2013)]

triple layered business model canvas

[Joyce and Paquin (2016)]

stakeholder value creation framework
structure

[Freudenreich et al. (2020)]

Sustainability

network-level business model
 [Lindgren et al. (2010)]

Ideating future
BM scenarios

Identifying
network-level
BM drivers

the collaborative business architecture
 [Rohrbeck et al. (2013)]

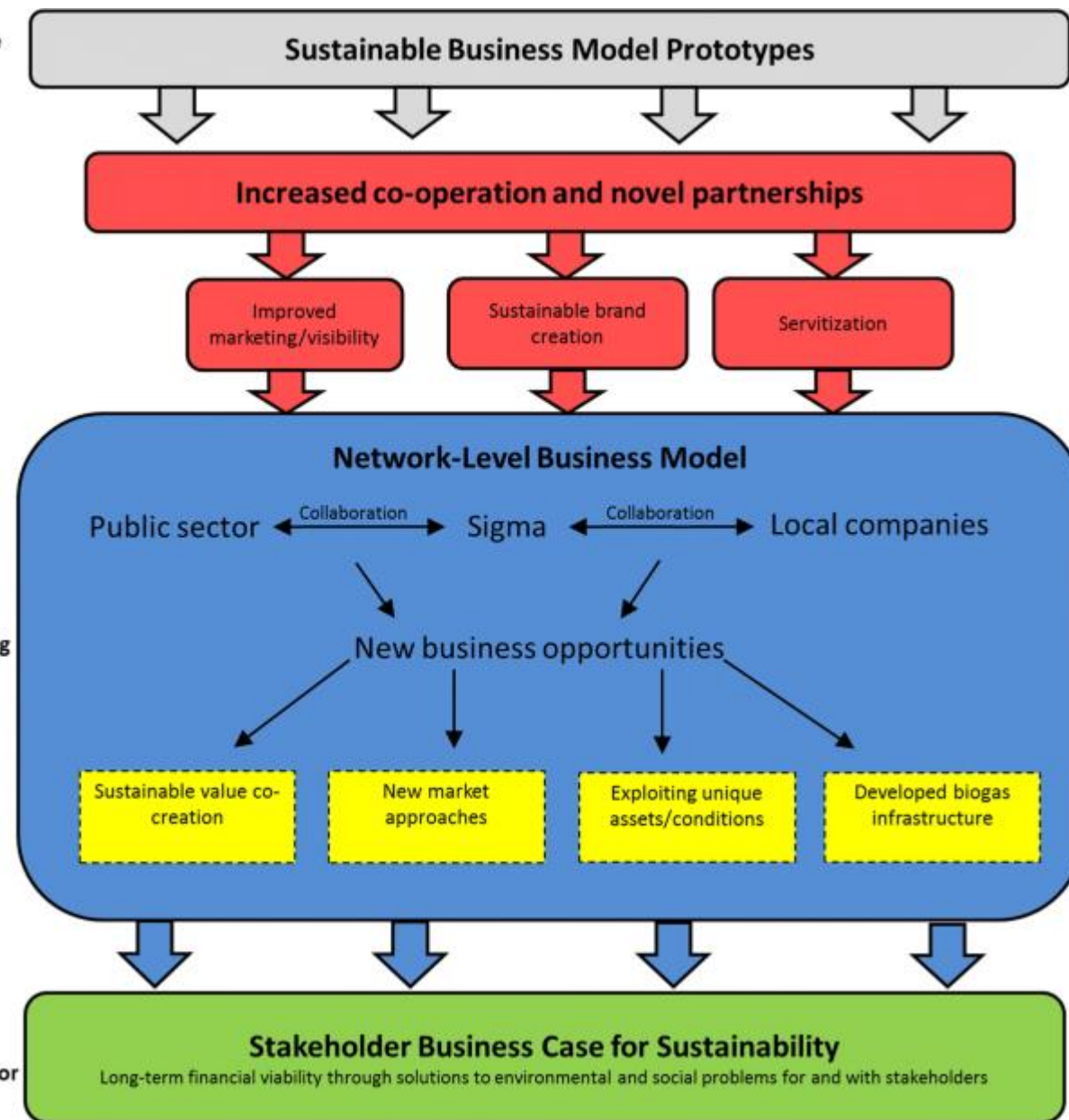
value mapping tool
 [Short et al. (2013) and Bocken et al. (2014)]

Conceptualizing
the network-level BM

triple layered business model
 [Joyce and Paquin (2016)]

stakeholder value creation framework
 structure
 [Freudenreich et al. (2020)]

Developing a
stakeholder
business case for
sustainability



Sustainability-oriented BM frameworks ...

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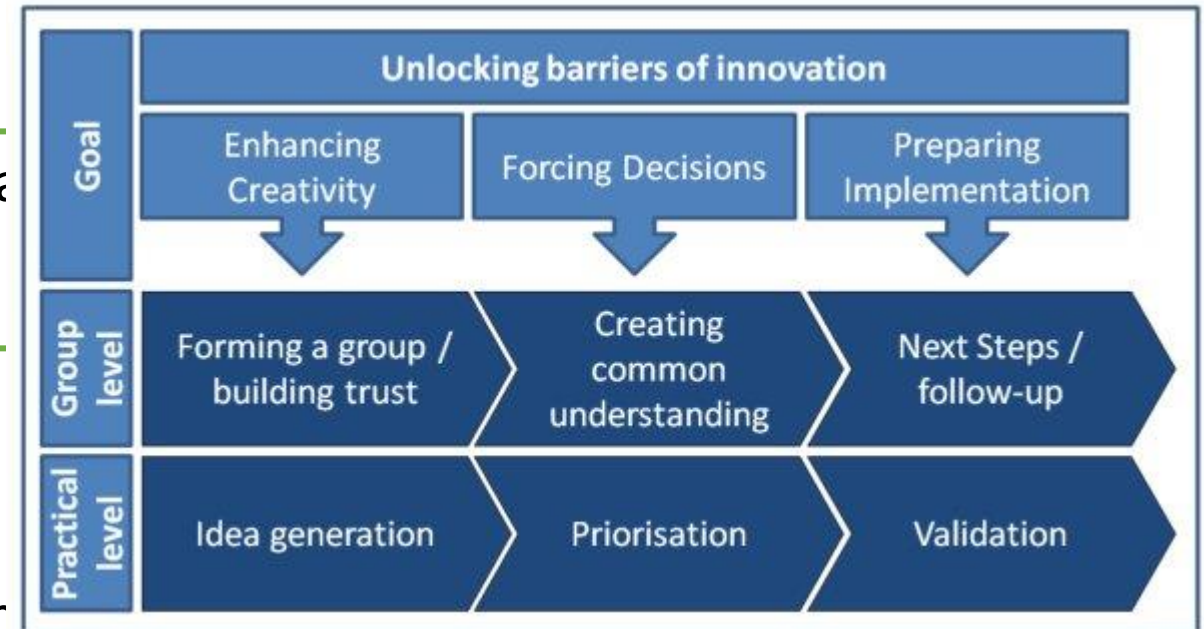
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Sustainability-orientation

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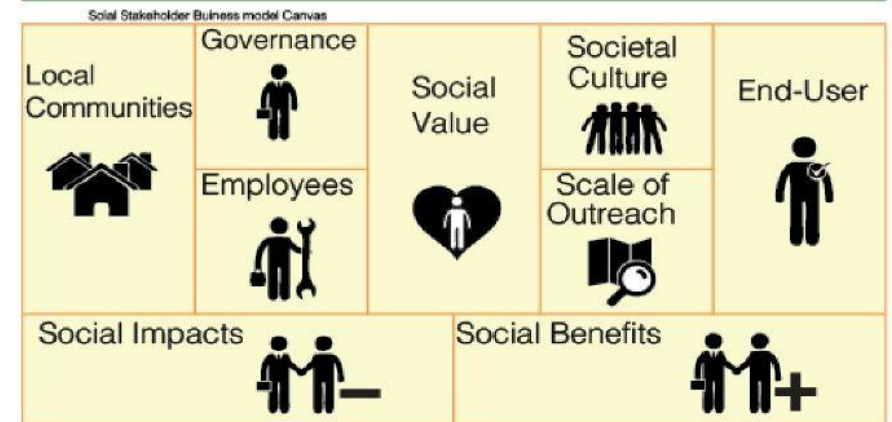
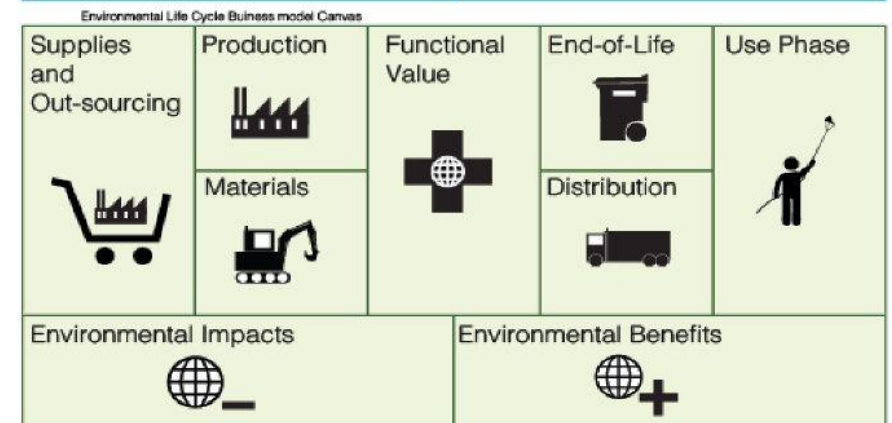
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Sustainability

network-level business

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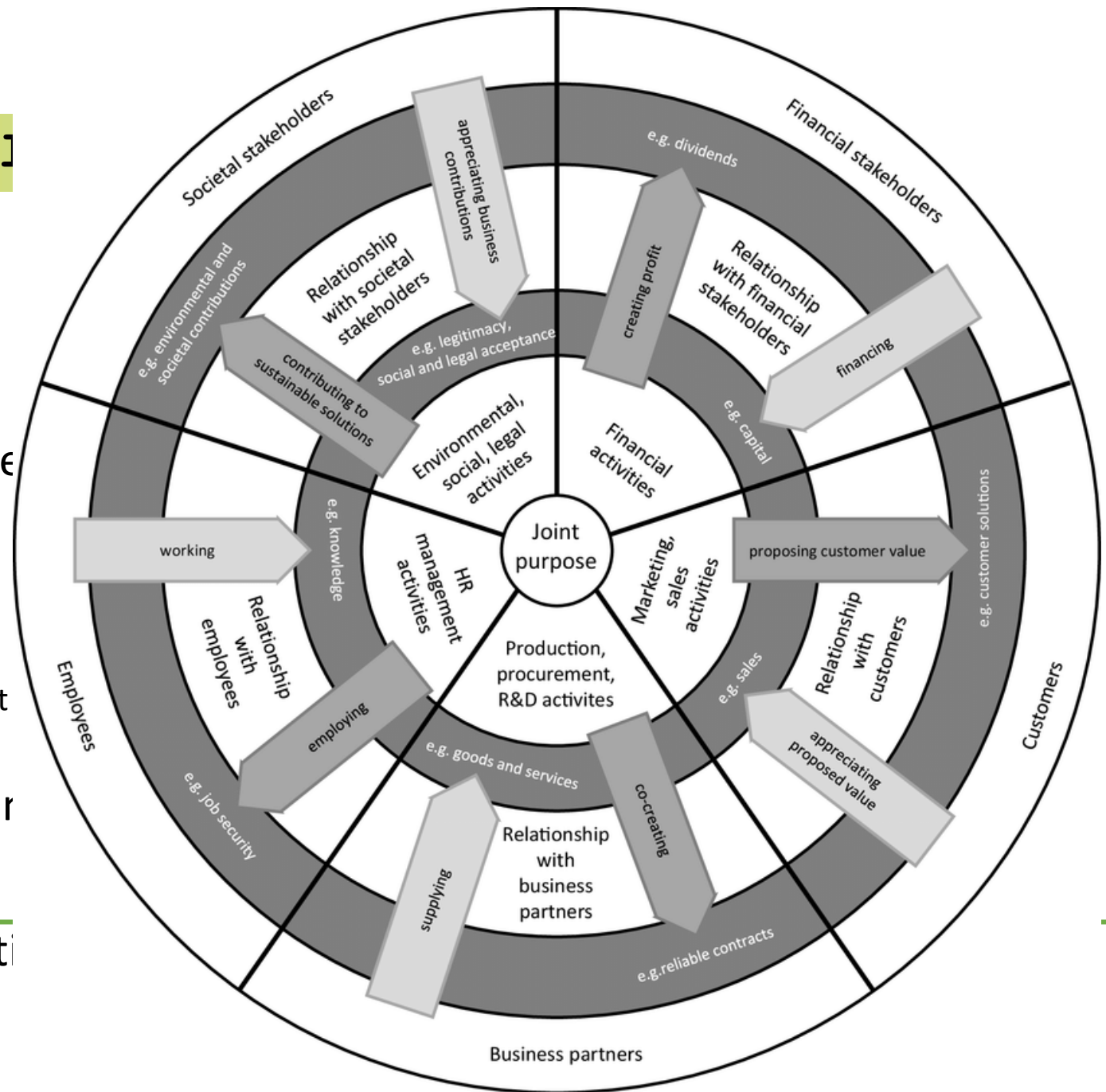
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Sustainability-oriented BM frameworks ...

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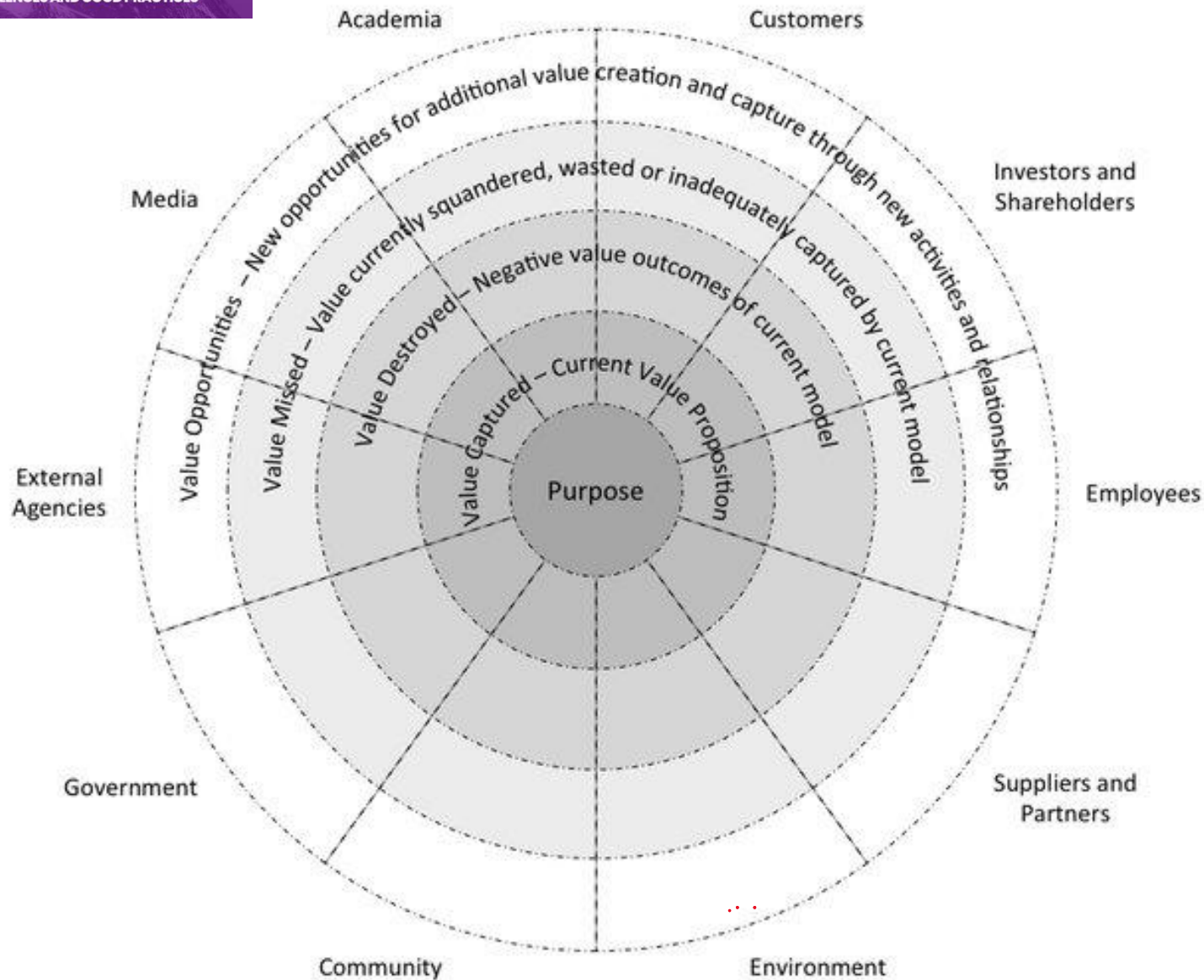
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value mapping tool

[Short et al. (2013) and Bocken et al. (2013)]

- ✓ **Systemic approach** to the generation of **new BM ideas** for sustainability
- ✓ **multi-stakeholder perspective**
- ✓ **network-centric perspective of value**
- ✓ incorporates **economic, social and ecological** value
- ✓ Measures both **positive** and **negative** value propositions and evaluates possibilities of **improvement**

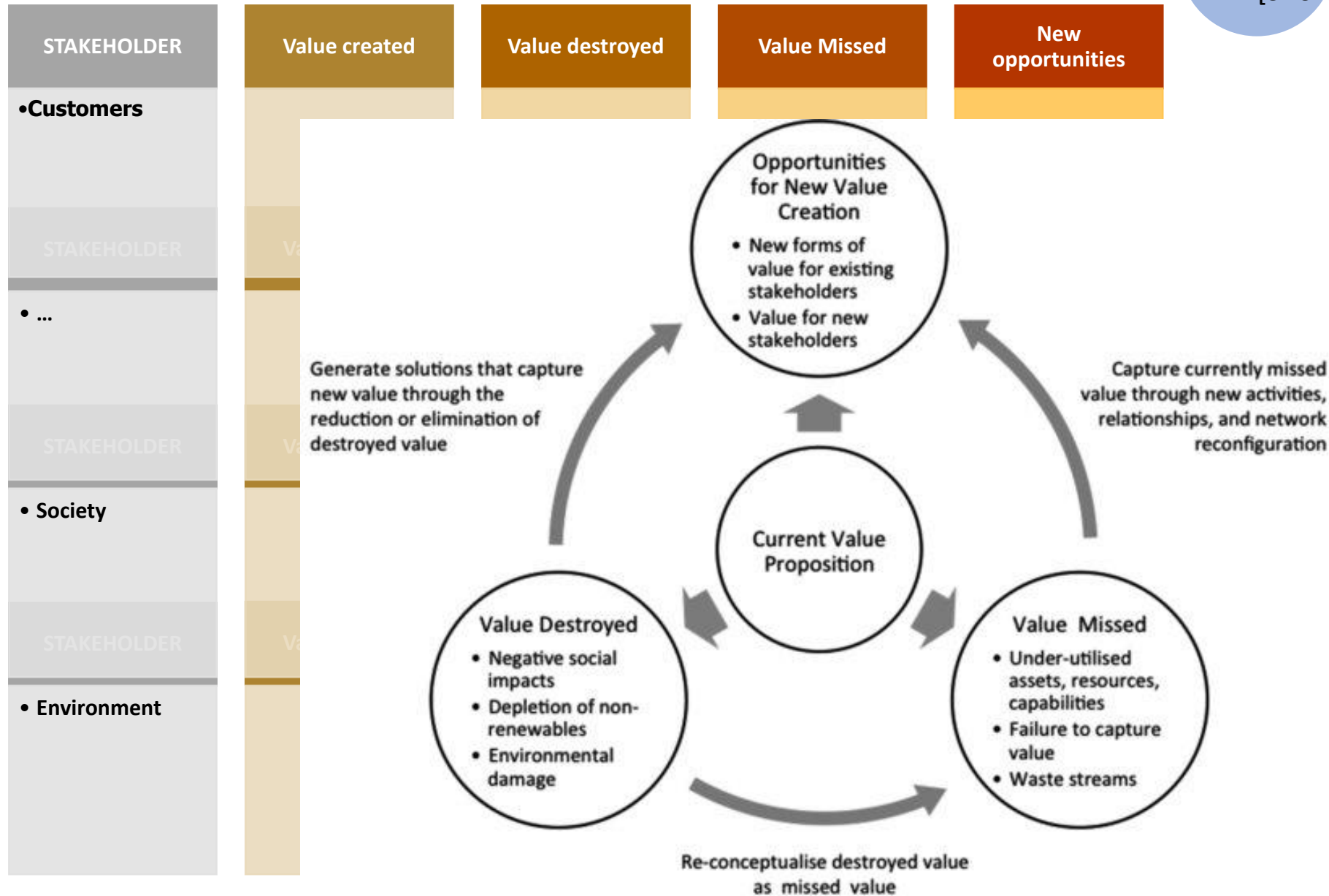
value mapping tool

[Short et al. (2013) and Bocken et al. (2013)]

STAKEHOLDER	Value created	Value destroyed	Value Missed	New opportunities
• Customers				
STAKEHOLDER	Value created	Value destroyed	Value Missed	New opportunities
• ...				
STAKEHOLDER	Value created	Value destroyed	Value Missed	New opportunities
• Society				
STAKEHOLDER	Value created	Value destroyed	Value Missed	New opportunities
• Environment				

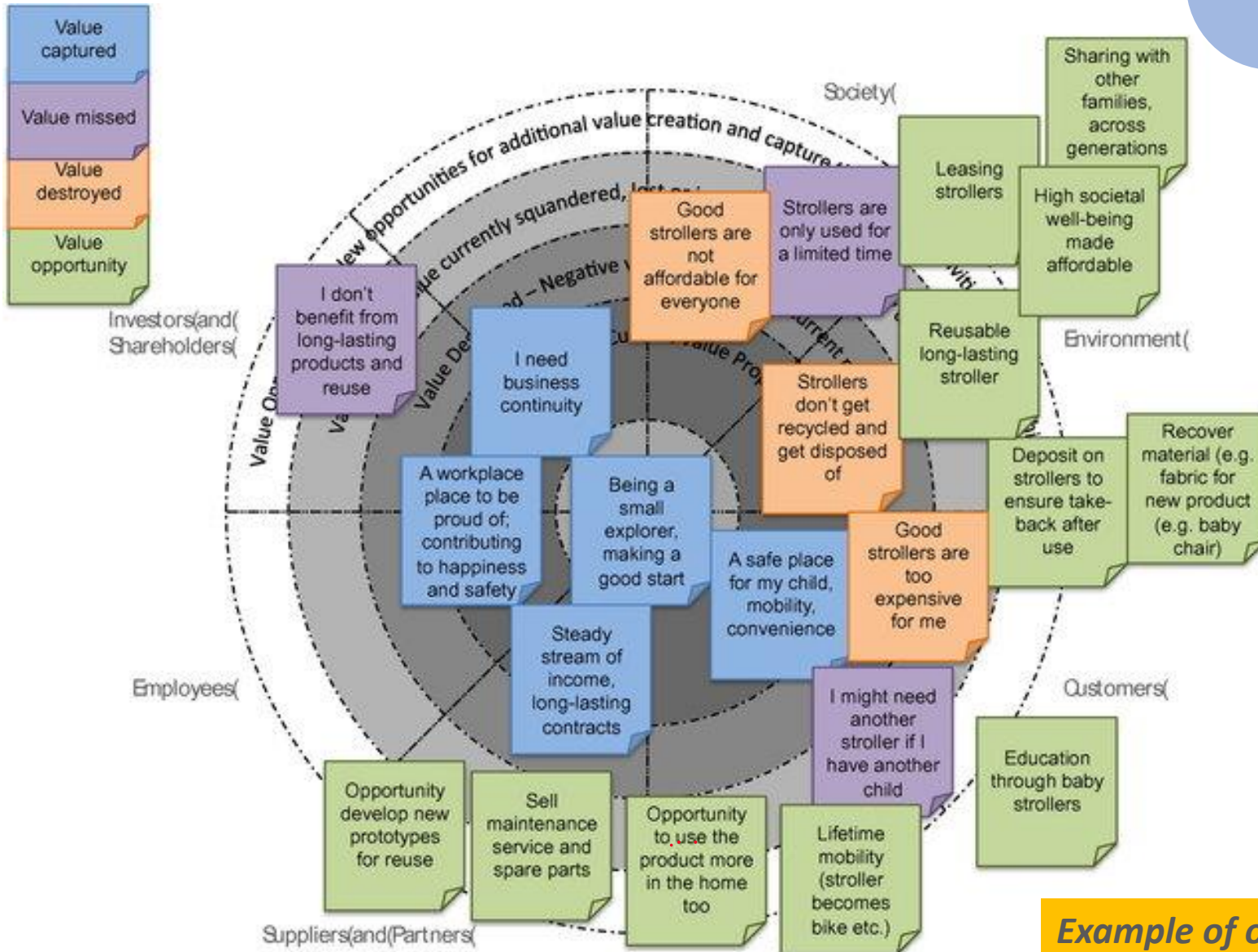
value mapping tool

[Short et al. (2013) and Bocken et al. (2013)]



value mapping tool

[Short et al. (2013) and Bocken et al. (2013)]



Example of output of a product innovation workshop



Conclusion

Business Models: from trade-offs to win-wins

Sustainable business models (re)design (Eco-Soc-Env) require involving all the actors (e.g., companies, government, social economic organizations, academia and society).

Hidden **win-wins** can be visible by **co-creation processes**

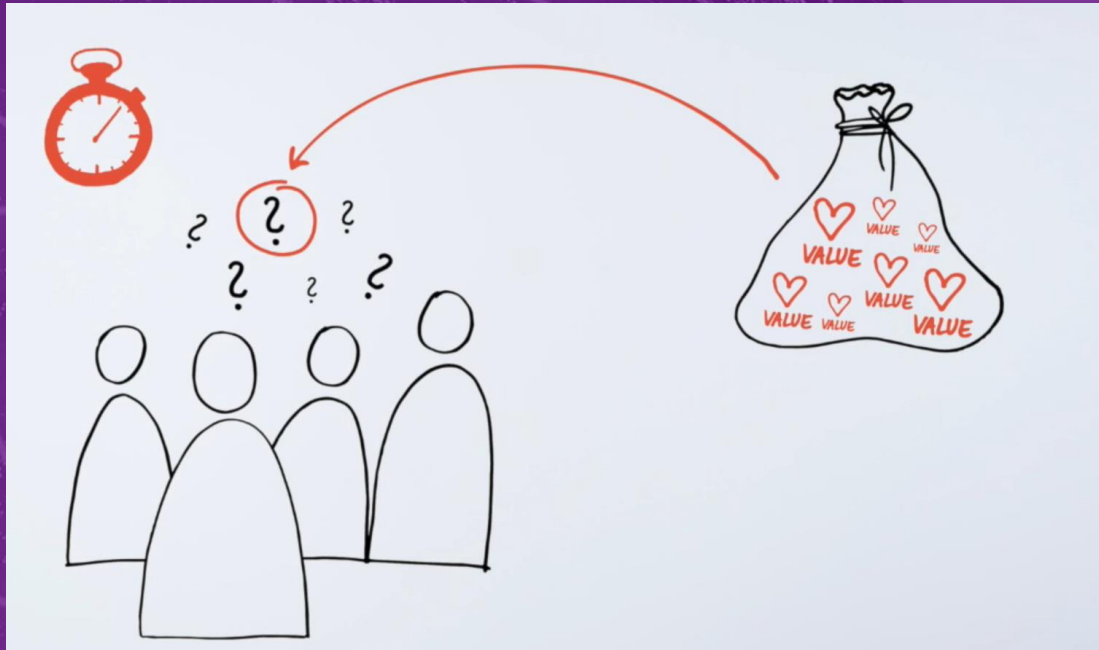
Identify **win-wins** require a whole lot of **effort!!!**

Value mapping tool can give a “big help” on that hard process 😊

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Thank you for your attention!

Questions? Comments?

carla.vivas@esg.ipsantarem.pt