



BUSINESS MODELLING AND SCALING

Exploded View Introduction | Milou Derks, Jisca van Bommel and Andrea Kerstens

› THE TEAM



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GOAL OF THE SESSION AND AGENDA

- › Introduction to business modelling and scaling, as well as its importance in every step from product innovation to impact at scale
 - › Explanation of different workshop formats we offer between June and September
 - › Selecting a workshop which best suits your needs, interviews conducted so far have served as first input
-
- ❖ Explanation of business model
 - ❖ Importance of business modelling and scaling
 - ❖ Workshops offered per phase
 - ❖ Selecting the workshop that fits your needs

WHAT IS A BUSINESS MODEL?

- › *A business model:*
 - › Spells out the core logic of **value** creation for the customer (segment) and how actors in return are able to capture
 - › Details the **internal and external resources** that are needed to support this logic
 - › Serves as the concrete plan-of-action to achieve **strategic goals**

WHAT IS THE DIFFERENCE BETWEEN THE BUSINESS MODEL AND BUSINESS CASE?

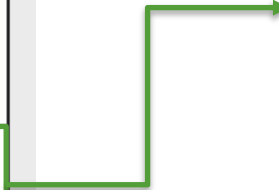
The Business Model Canvas

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

<p>Key Partners</p> <p>Why are we the best partner? What do we do for our partners? What do our partners do for us? What do we expect from our partners? What do our partners expect from us?</p>	<p>Key Activities</p> <p>What key activities do we have to perform to create value? What key activities do we have to perform to deliver value? What key activities do we have to perform to capture value?</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? What value do we deliver to the customer? What value do we deliver to the customer? What value do we deliver to the customer? What value do we deliver to the customer?</p>	<p>Customer Relationships</p> <p>What type of relationship do we build with our customers? What type of relationship do we build with our customers? What type of relationship do we build with our customers? What type of relationship do we build with our customers? What type of relationship do we build with our customers?</p>	<p>Customer Segments</p> <p>Who are our target customers? Who are our target customers? Who are our target customers? Who are our target customers? Who are our target customers?</p>
<p>Key Resources</p> <p>What key resources do we have to perform to create value? What key resources do we have to perform to deliver value? What key resources do we have to perform to capture value?</p>	<p>Channels</p> <p>Through which channels do we reach our customers? Through which channels do we reach our customers? Through which channels do we reach our customers? Through which channels do we reach our customers? Through which channels do we reach our customers?</p>	<p>Cost Structure</p> <p>What are the most important costs incurred in our business model? What are the most important costs incurred in our business model? What are the most important costs incurred in our business model? What are the most important costs incurred in our business model? What are the most important costs incurred in our business model?</p>		
<p>Revenue Streams</p> <p>How do we generate revenue? How do we generate revenue? How do we generate revenue? How do we generate revenue? How do we generate revenue?</p>				

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WHY DO BUSINESS MODELLING AND SCALING?



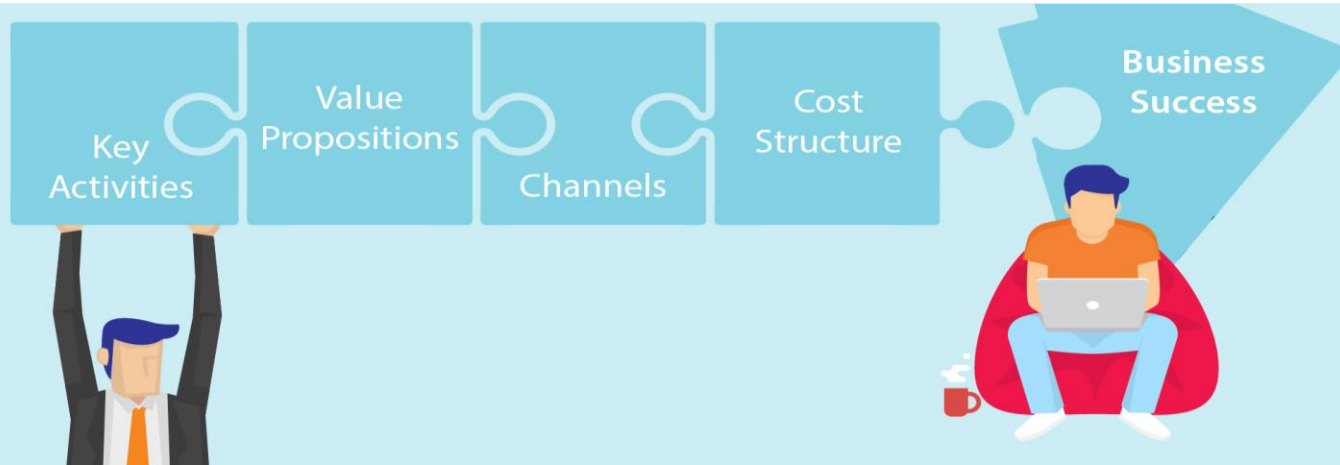
MAKING IMPACT REQUIRES SCALING OF YOUR INNOVATIONS

- › Your projects focus on technical, social or organizational innovations
- › To create impact, you need to market and scale your innovation
- › Thus your business model needs to be fit for scaling



EVERY ORGANIZATION HAS A BUSINESS MODEL, YOUR INNOVATION SHOULD HAVE ONE TOO!

- › Every organization has a business model
- › A business model spells out how to market your innovation
- › What is the business model surrounding YOUR innovation?



IN SUSTAINABILITY INNOVATIONS, BUSINESS MODELS BECOME MORE IMPORTANT

- › Small revenues per unit of sale
- › Substituting business as usual
- › Often not solving a direct 'pain' or need of a customer, but a long term collective problem
- › Your business model needs to compensate

YOU CANNOT CREATE LASTING IMPACT ALONE, YOU NEED YOUR ECOSYSTEM!

- › Adapt business model to your local context
- › Understand how innovation affects other actors
- › Develop partnerships to make your innovation a success



BUSINESS MODELLING AND SCALING IN EVERY PHASE

Product development and testing

- Who needs your product?
- What problem is your product solving?
- Can your customers pay for your product?
- How difficult is it to use your product?



Market entry/Commercialization

- What does your future value chain look like?
- Does your product fit in existing supply chains?
- Who are you competing with or what are you substituting?
- With whom do you need to partner to guarantee success?



Scaling

- What scaling strategy will you use to make impact?
- Can your value network support your scaling ambition?
- Will 'business as usual' hinder your scaling effort?
- Who do you need to partner with to scale further? How will value be distributed among you?

WORKSHOPS PER PHASE

Product development and testing

- **Value proposition and business model workshop**
→ *How to develop a value proposition and business model that solves the needs of my customers*



Market entry/ Commercialization

- **Collaborative business modelling for the value network**
→ *Analyse your future value network, discover what key actors are needed to make your innovation a success and how to form meaningful partnerships*



Scaling

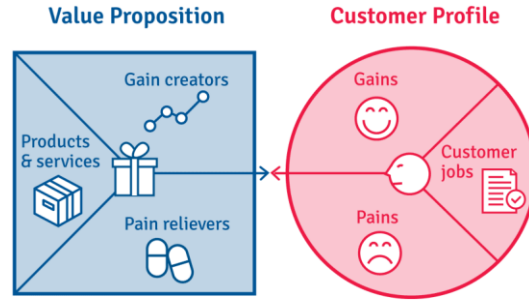
- **The role of the value network in scaling**
→ *Discover various scaling strategies and the role of your value network in successful scaling, can your network support your scaling ambition?*
- **Value Case Methodology**
→ *multi-value multi-actor decision problem*

VALUE PROPOSITION AND BUSINESS MODEL WORKSHOP

- › What you do
- › What you learn

Our help(s) who want to

by and a customer pain and and a customer gain (unlike)



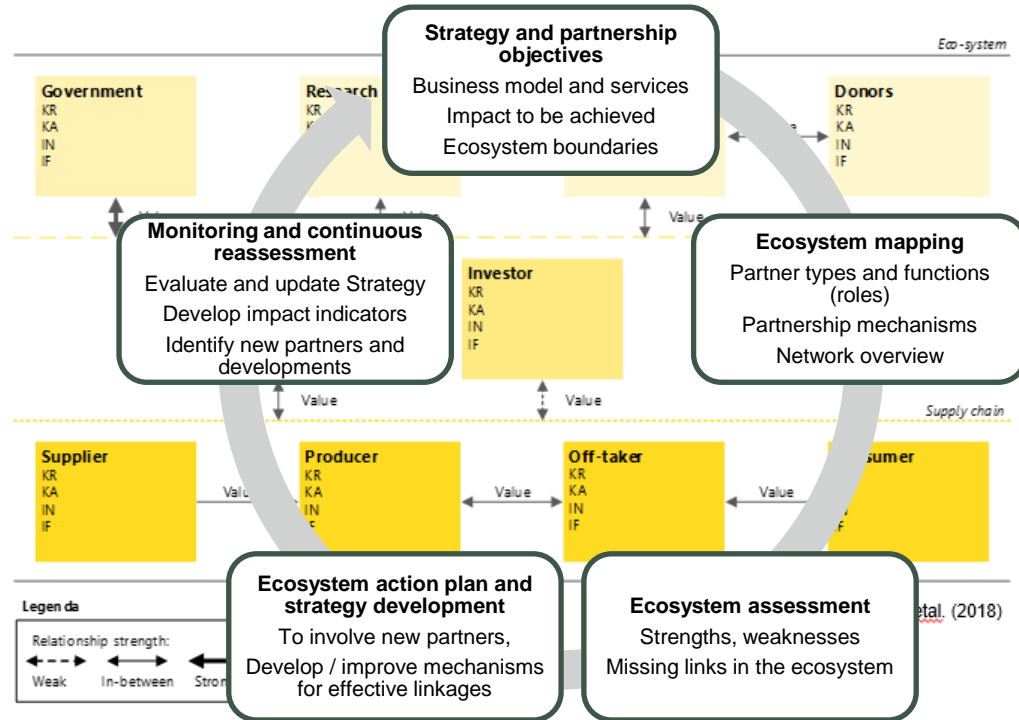
What activities are **currently** and **to be** conducted as a result of the solution?

What stakeholders are involved to support this?

What information or action is needed (delta as-is / to-be)?

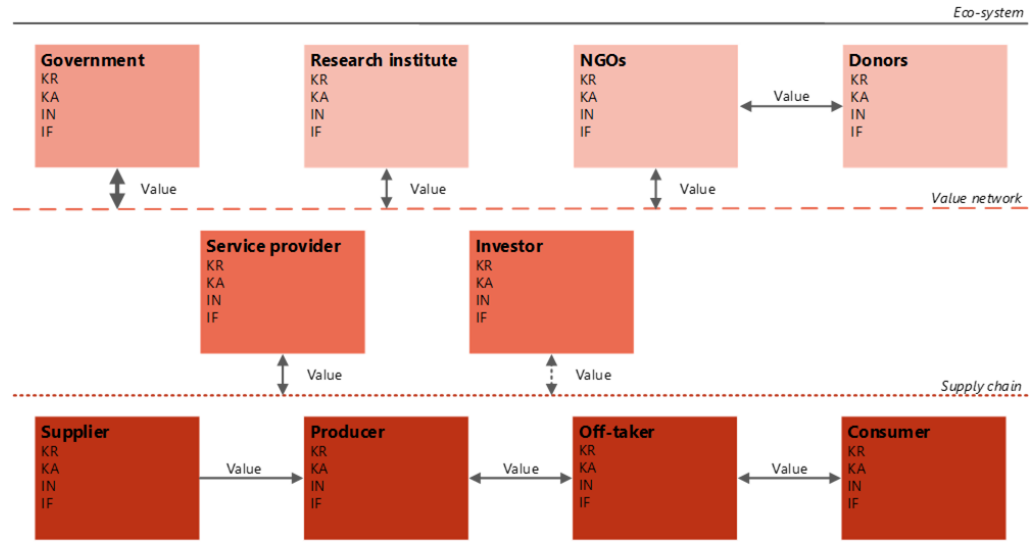
COLLABORATIVE BUSINESS MODELLING FOR THE VALUE NETWORK

- › What you do
- › What you learn



THE ROLE OF THE VALUE NETWORK IN SCALING

- › What you do
- › What you learn



Legend



Inspired by Brehmer et al. (2018)

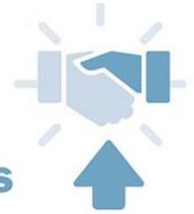
Based on Gessner et al. (2010).

VALUE CASE METHODOLOGY

- › What you do
- › What you learn



COMPLEX DECISION



CONSENSUS



WHICH WORKSHOP SUITS YOUR NEEDS?

THANK YOU FOR YOUR ATTENTION

TNO innovation
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