Lesson 3. Strategies based on value creation

Basic references:

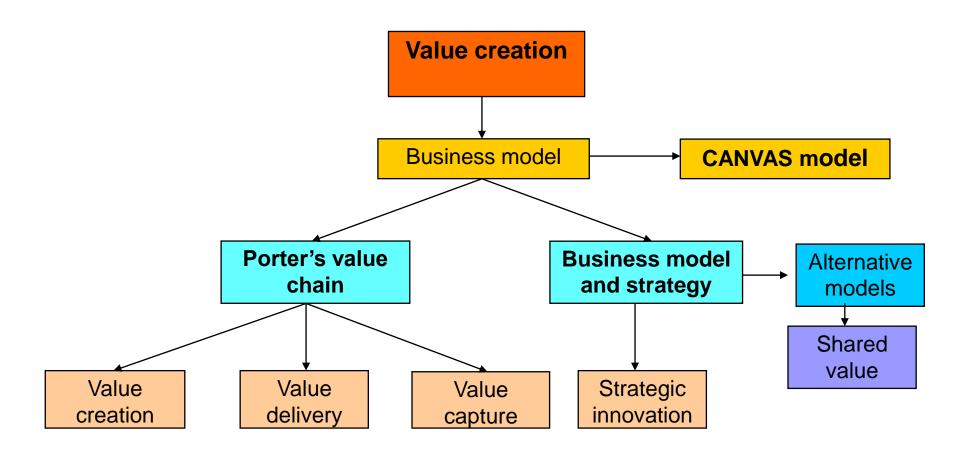
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- Thomson, A., Peteraf, M.A., Gamble, J.E., & Strickland, A.J. (2020). Crafting & Executing Strategy. Concepts and readings. McGraw-Hill Education.
- Casadesús, R. (2004), "Dinámica competitiva y modelos de negocio". Universia Business Review, cuarto trimestre, nº 4, pp. 8-17.
- Porter, M. E. I Kramer, M. (2011): «La creación de valor compartido». Harvard Business Review



Lesson 3. Strategies based on value creation

- 3.1. Business model concept and value creation
- 3.2. Business models patterns
- 3.3. Canvas business model: the triple layer
- 3.4. Business model and strategy: creation of shared value



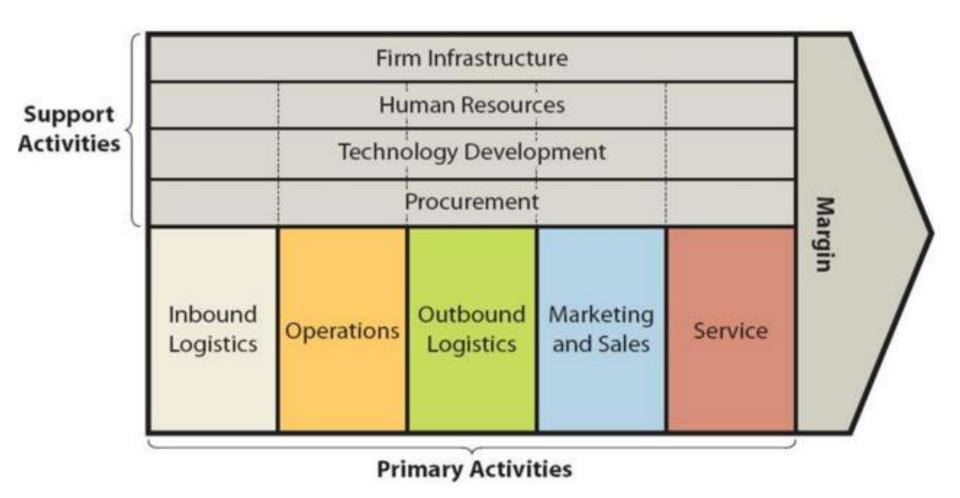




3.1. Business model concept and value creation

- > Porter's value chain:
 - Activities that generate value in the company
 - Horizontal and vertical rings
- > Business model:
 - > Tool through which a company creates, delivers, and captures value
 - Virtuous cycle: relationships between elements of the business model: profit, prices, costs, and production
- Value creation: key resources and capabilities
 - Which key resources require our value proposition?
 - Which key activities require our value proposition?
- Created value:
 - Capturing value for company
 - Delivering value to customer
- > Added value: value created by company value created by competition





3.2. Business models patterns: value capture and delivery

Delivery of value (to the customer) Price paid – value awarded

- Market segment:
 - Who do we create value for?
 - Who are our main customers?
- Value proposition:
 - What value can we offer customers?
 - What customer problems can we help them solve?
 - What customer needs can we meet?
- What products/services can we offer customers?

3.2. Business models patterns: value capture and delivery

Value delivery

Channels:

- Through which channels can customers be reached?
- Types of channels, integration between them, efficiency, profitability.

Customer relations:

- What kind of relationship do customers expect?
- What are we really doing?
- Costs and integration with rest of model.



3.2. Business models patterns: value capture and delivery

Capture of value (for the company) Price received - cost

- Sources of income:
 - Customer acquisition and loyalty
 - Sales and revenue
- Cost structure:
 - What are the most important costs in business model?
 - Which resources are cheapest?
 - Which activities are cheapest?



- Alexander Osterwalder (2008):
 - > Entrepreneurship innovation
 - Very simple methodology
- 9 steps:
 - Segment customers: business opportunities
 - Defining value proposition: innovative and different
 - > Delimit communication and distribution channels
 - > Establish relationships with customers
 - > Determine economic sources of business idea
 - Identify key resources and capabilities
 - Know the key activities that will give value
 - > Identifying key partners: networking strategies
 - Cost structures



The Business Model Canvas

Designed for:

Denigraid by:

DUDE

(Available)



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Key Activities

to be to be

\checkmark Value Propositions

Customer Relationships

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Customer Segments

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Key Resources

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Channels

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- Control forms

 1 Marketin (1995)

 2 Marketin (1995)

 3 Marketin (1995)

 4 Marketin (1



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Video: The Business Model Canvas - 9 Steps to Creating a Successful Business Model - Startup Tips

https://www.youtube.com/watch?v=I
P0cUBWTgpY

9 min, English, subtitled

HBR, English, 9 min A Plan is not a Strategy

https://www.youtube.com/watch?v=i uYlGRnC7J8&t=16s

Triple layered business model canvas 7 min, English, subtitled

https://www.youtube.com/watch?v= DpnbqBD8bVA



MODELO CANVAS

Socios Clave



Investigación y desarrollo de aplicaciones Nuestros aliados claves se dividen en dos sectores: Aliados técnicos. Universidades interactivas y estáticas para televisión digital. Investigación de frameworks y

que tengan centro de investigación y desarrollo en proyectos para aplicaciones herramientas que aprovechen el medio digitales. Aliados comerciales digital como proveedor de distintos Proveedores del servicio de televisión productos. Acompañamiento a empresas digital y servicios teleinformáticos. Socios productoras de contenidos digitales para de telecomunicaciones de cualquiera de identificar necesidades o productos. las empresas grandes que hay en Análisis de medio, clientes, mercado para Colombia. Productoras públicas y privadas identificar la mejor infraestructura de contenidos digitales. Entidades tecnológica que permita aprovechar al gubernamentales interesadas en el apoyo máximo los medios digitales como medio de distribución de aplicaciones de estos tipos de proyectos.

Recursos Clave

Intelectuales. Personal con conocimiento en maneio de frameworks actuales para el desarrollo de aplicaciones para televisión digital con conocimiento en herramientas de simulación para las mismas. Personal con conocimiento en infraestructura y nuevas tendencias en el negocio de servicios de contenidos digitales e interactivos. Financieros. Inversión inicial que solvente el proceso de investigación y desarrollo de aplicaciones que permita un primer acercamiento al mercado. Inversión en conferencias para dar a conocer nuestros servicios

Actividades Clave



Propuesta de Valor

Diseño y desarrollo de aplicaciones para televisión digital que permitan la interacción de los usuarios finales con los distribuidores de contenido (proveedores del servicio de televisión) o con los creadores de contenido (productoras de televisión). Acompañamiento a empresas con necesidades de soluciones interactivas que les permitan mejorar la productividad v utilidad de su negocio.

Relación con Clientes



La relación con los diferentes segmentos se dará mediante la atención personalizada, atención en oficina donde se presentarán los diferentes paquetes de productos y servicios. Así mismo, se llevaran acabo por medios interactivos que permitan realizar teleconferencias o reuniones aprovechando la tecnología de comunicaciones que se tiene disponible actualmente.

Canales



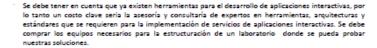
Teniendo en cuenta que es una solución de carácter tecnológico, y que es un servicio que apenas esta incursionado en el mercado de nuestro país, se deben realizar conferencias a las distintas compañías o potenciales clientes para dar a conocer las distintas necesidades y posibles opciones de negocio que podemos llegar a ofrecer atreves de nuestros servicios. Esto debe ir acompañado de otros medios de divulgación como canales de internet, prensa y otros medios digitales usados.

Segmentos De Clientes



Empresas proveedores del servicio de televisión digital y servicios teleinformáticos. Empresas productoras de contenidos públicas y privadas, que produzcan televisión digital o estén en el proceso de implementación tecnologías de digitalización en sus contenidos. A futuro, cuando todo el sistema y servicio este implementado los usuarios finales serán clientes potenciales ya a través de una alianza con determinados proveedores se podrán ofrecer productos directos a clientes específicos.

Estructura De Costos



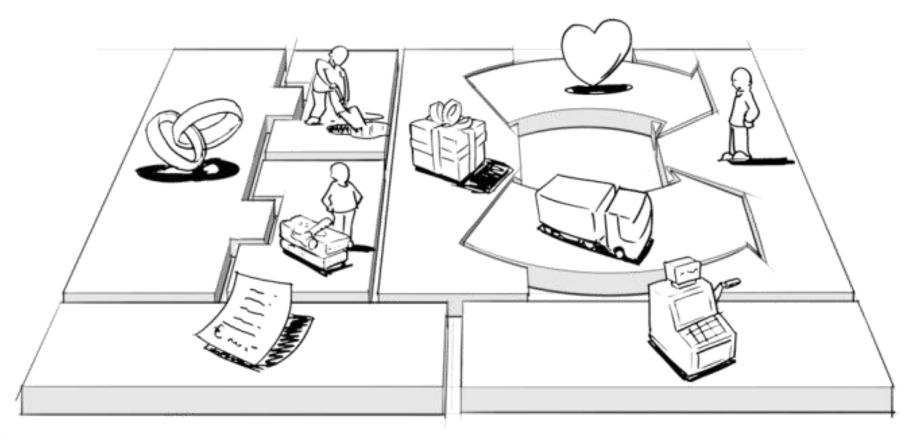


Fuente De Ingresos



Se ofrecerán los servicios por medio de paquetes teniendo en cuenta el número de suscriptores del servicio específico que ofrezca el proveedor. Dichos paquetes tendrán una serie de configuraciones de productos de acuerdo a la temática del programa. Existen otros productos de son de servicio en línea en tiempo real (ej. sistemas de votación por canal interactivo), estos servicios se facturaran por tiempo en línea. Para aplicaciones genéricas se definirá una cuota moderadora del servicio.





Ethics, social responsibility, and sustainability

- Sustainable development is defined in the Brundtland Report (1987) as development that: "meets the needs of the present without compromising the ability of future generations to meet their own needs."
- Non-sustainability factors:
 - Massive, polluting, and unethical production (generates inequality and poverty)
 - > Hyper consumption, planned obsolescence, throwaway culture
 - Overexploitation of natural resources, waste, pollution, non-renewable energy



- Ethics, social responsibility, and sustainability.
- The term 'sustainable development' was coined as an alternative to the terms: economic development and economic growth.
- Sustainable development is based on three factors (three p's), i.e., society (people), economy (profit), and environment (planet).



Environmental Justice



Ethics, social responsibility, and sustainability What is social responsibility?

- Responsibility of an organisation for impacts that its decisions and activities cause on society and the environment, through an ethical and transparent behaviour that:
 - Contributes to sustainable development, including the health and well-being of society.
 - Considers expectations of stakeholders.
 - Complies with applicable legislation and is consistent with international standards of behaviour.
 - Is integrated throughout the organisation and is put into practice in its relationships (ISO 26000, page. 4).

 On 25 September 2015, 193 world leaders committed to 17 sustainable development goals to achieve three extraordinary objectives within the next 15 years – eradicate extreme poverty; fight inequality and injustice; and solve climate change. These sustainable development goals could help to achieve these three objectives for everyone.

















Two axis





















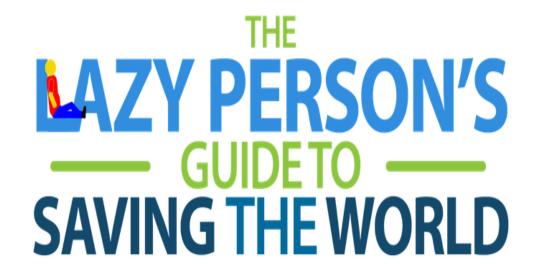






UN: http://www.un.org/sustainabledevelopment/sustainabledevelopment/sustainabledevelopment-goals/

Ethics, social responsibility, and sustainability



http://www.un.org/sustainabledev elopment/takeaction/

Triple layer canvas model

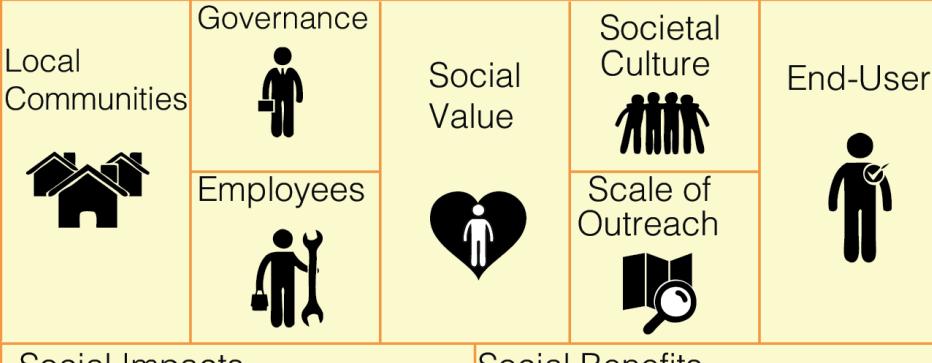
- Joyce, Paquin and Pigneur (2015)
- Social innovation: business model with social and environmental impact
- Sustainability: future generations
- Three layers:
 - Economic value (CANVAS classic cycle)
 - Social value
 - Environmental value

Economic Business model Canvas





Social Stakeholder Buiness model Canvas



Social Impacts

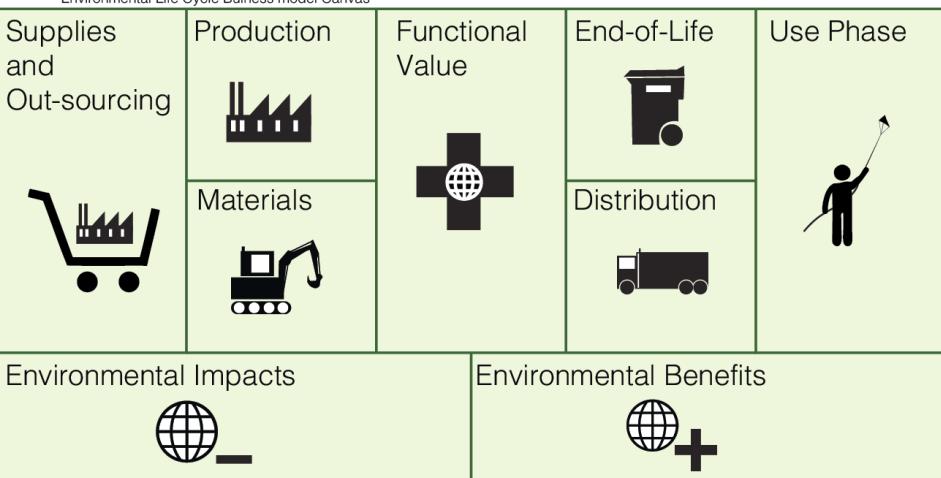


Social Benefits

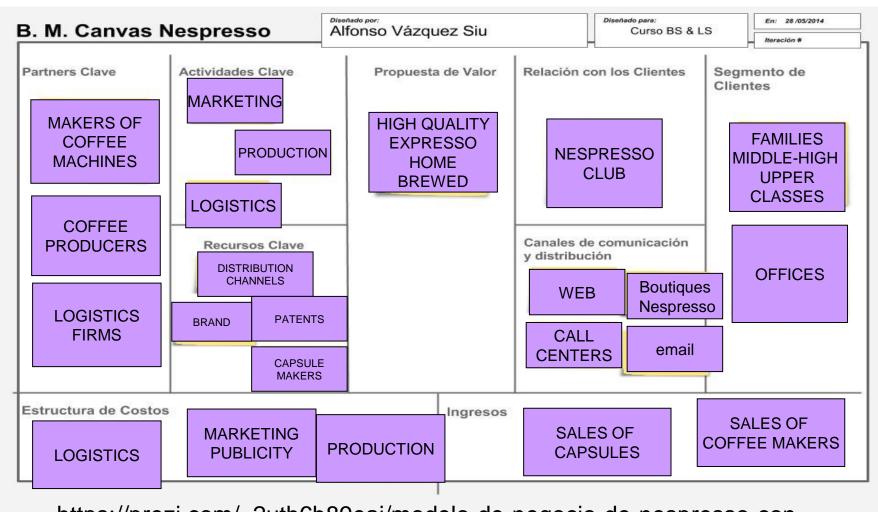




Environmental Life Cycle Buiness model Canvas







https://prezi.com/_2uth6b89eai/modelo-de-negocio-de-nespresso-con-

VNIVERSITAT canvas-business-model/

Social stakeholder Buiness model Canvas End-User 🛉 Governance Social Societal ____ Local Culture 7000 Value Communities Autonomous culture of individuality business unit Caffeine boost with single servings Offering the world Multinational public leading nutrition, culture of responsibility сомрану health and wellness 62 000 farmers through programs Warmth through food and (84% of production) beverages participates in the Employees 👬 Scale of Outreach AAA Sustainable farming program Improving the quality Taste Employee wellness developed in partnership of life of the supply 60 countries across the world with the Rainforest program with over 320 storefronts chain stakeholders Alliance

Social Impacts

Potential Caffeine dependancy

Little nutrional value

Health and safety

measures

Social Benefits

Personal and professional growth for supply chain

Education and micro-

credit services

for supply chain

Transparency from reporting

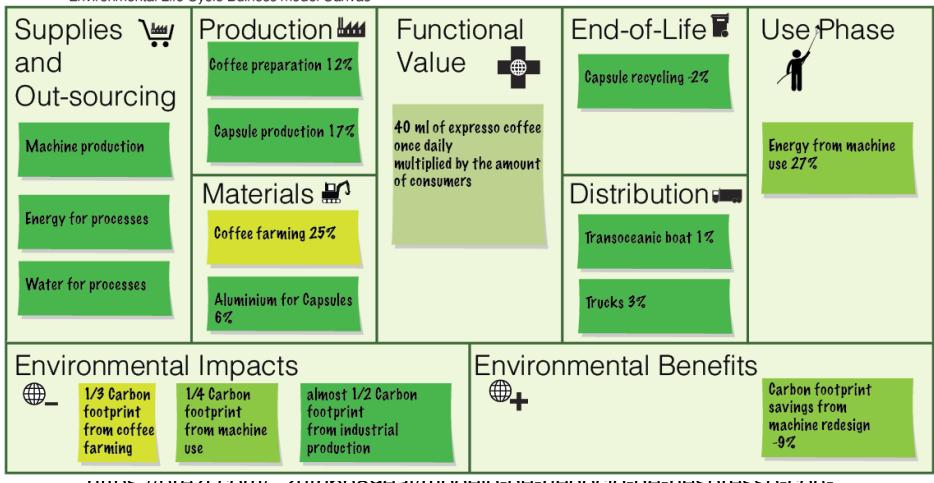
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in developing countries

DÖVALÈNCIA

Departament de Direcció d'Empreses . Juan José Renau Piqueras

Environmental Life Cycle Buiness model Canvas



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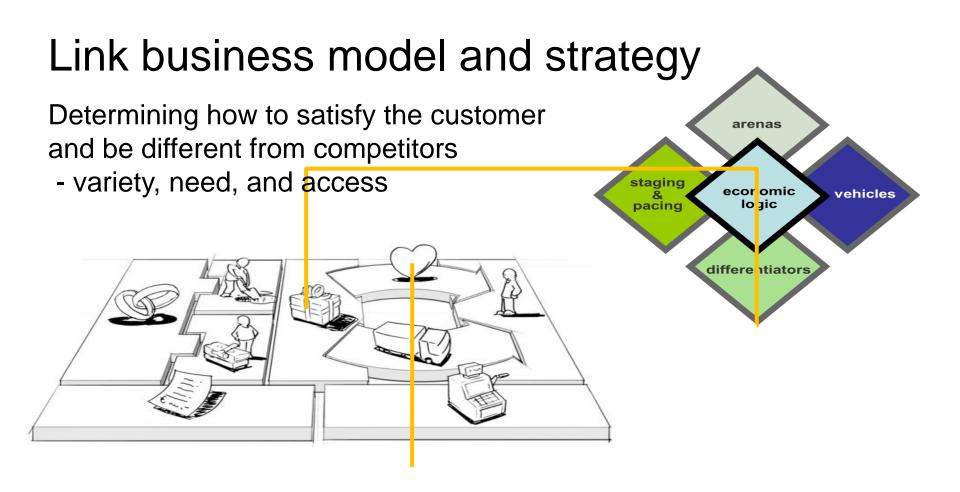
canvas-business-model/

3.4. Business model and strategy: shared value creation

- A business model helps to understand what a business does and how its key parts fit together.
- A business model contributes in part to success, as it does not consider market competition.
- Dealing with the competition is the work of the strategy.
- The strategy is the plan to differentiate the company and provide it with a competitive advantage.

Link business model and strategy Defining new markets / segments: arenas New products Define changes in the staging economic value chain vehicles pacing logic differentiators





Link business model and strategy

arenas

economic

logic

differentiators

vehicles

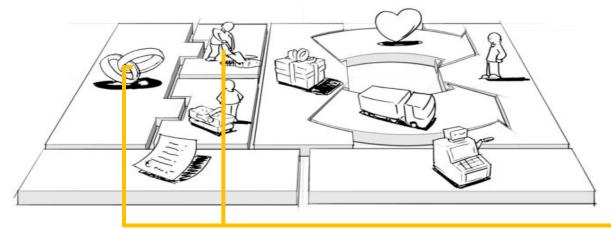
staging

pacing

Design how to access or generate necessary resources,

- Activities and partners

- Organic, partnerships, mergers





Link business model and strategy



Strategic innovation and business innovation

- Management of business change by the company.
- > Styles:
 - Boiler room: constant evaluation of the business model new models in both new and old businesses.
 - Spiral staircase: constant innovations in business but without changing it.
 - Fertile field: looking for new segments for today's business.
 - "Comecocos": outsourcing innovation with start-ups.
 - Explorer: small low-cost innovations.

Types of businesses

- Additive business:
 - Basic products (raw materials)
 - Linear income
 - Simple and unskilled staff
- Multiplicative business:
 - Special products with high added value for the customer
 - Constant growth of the business
- Exponential business:
 - Continuous selling products and viral distribution
- Without borders and exponential growth VNIVERSITAT

Strategic innovation and business innovation

- Partially redefining current business: gradual specific changes
- Creating new businesses: disruptive changes
- Business transfer: transformation-restructuring of companies
- Transformation of the business model
- Transformation of the legal form of the company
- Recovered companies (social economy):
 - Origins: Latin America (Argentina, Uruguay): https://www.youtube.com/watch?v=-G9dN2jrwKM
 - Economic crisis 2007 Spain:
 - http://www.rtve.es/alacarta/videos/telediario/espana-pais-europadonde-hay-mas-empresas-recuperadas-propios-

trabajadores/2592797/