

A close-up photograph of a hand placing a white puzzle piece into a dark blue puzzle. The puzzle pieces are interlocking, and the hand is visible on the left side, with fingers holding the white piece. The background is a dark blue surface.

Business Models

New Business Models Seminar

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Business Model Design Center

- *Forskning*
 - *Forskning; Forretningsmodeller*
 - *Quant*
 - *Narrative metoder*
 - *Virksomhedssamarbejder på nye måder / Lab*
 - *Undervisning*
 - *Forretningsmodeller*
 - *HA Valgfag, SDC, EE, Økonomistyring og andre*
 - *New Venture Creation*
 - *Corporate entrepreneurship*
 - *Lab og Dissemination*
 - *Journal of business models*
 - *Virksomhedssamarbejder*



NEW VENTURE CREATION

113



New Venture Creation

2013: 4 studerende

2014: 27 studerende

MIKE

Environmental Man. & Sciences

International Business Economics

Culture, Communication and Globalization

Tourism

Digital Media

Management Accounting

International Marketing

Experience Design

2015: 50 studerende

International Business Economics

Development & International Relations

International Marketing

Culture, Communication and Globalization

Entrepreneurial Engineering

Tourism

Politics & Administration

Management Accounting

MIKE

Operations and Innovation Management

Man. In the Building Industry

Sports Science

Sustainable Energy Planning



Corporate Intrepreneurship

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INFO MEETINGS:
APRIL 16, 13:00
APRIL 21, 13:00
FEB. 11, ROOM 03

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- *Stordrift der frigør ressourcer til eksempelvis inkubation og understøttende aktiviteter*
- *Mere uddannelsessamarbejde*
- *Flere forsknings-samarbejder og publikation*
- *Lettere adgang til særligt samarbejde med SMV og iværksættere*
- *Branding-værdi af AAU som samarbejdende universitet*



International Center for Innovation

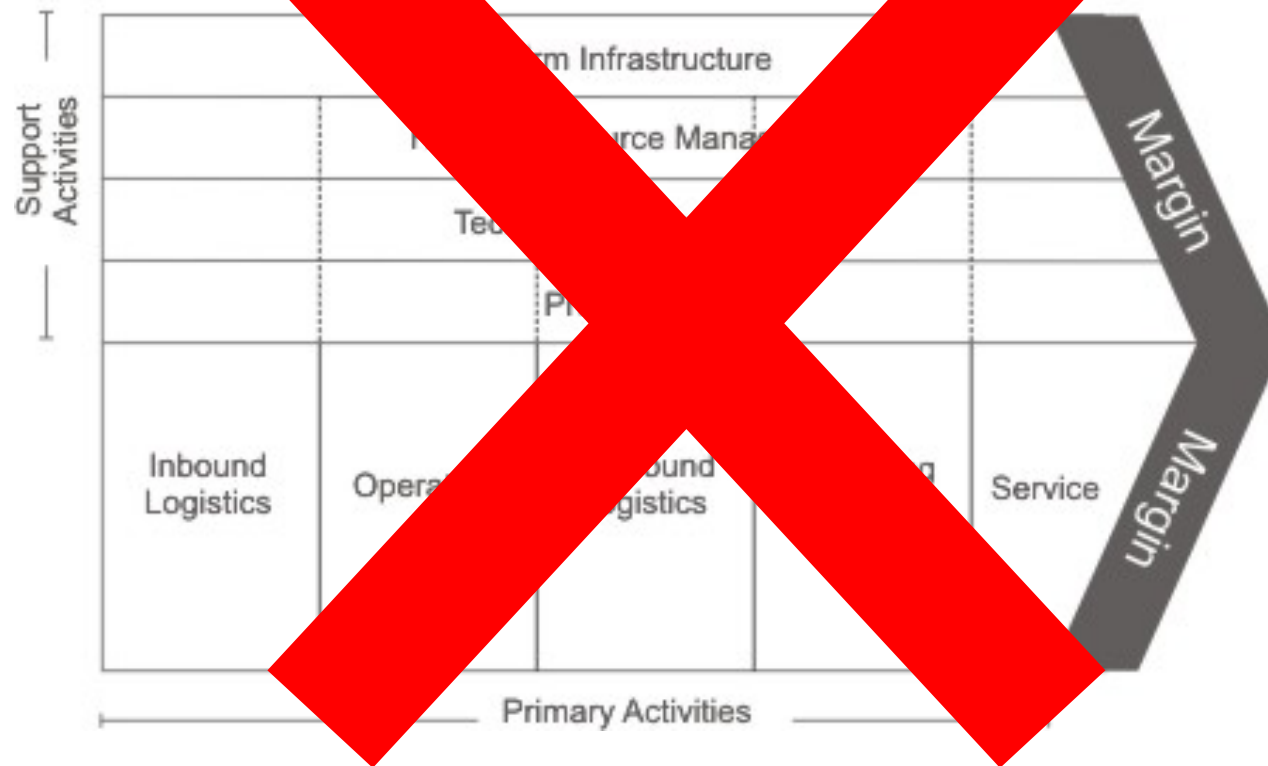
- *EU Regional fund project - 2007 – 2013, budget 8,5 mil €.*
- *Targets*
 - *International Center*
 - *Focus on business models*
 - *Develop methods and tools*
 - *Business development*
 - *10 networks (more than 100 companies and partners)*
 - *New global business model for each network*
 - *ICI Lab*
 - *Facilitating business model innovation*
 - *Innovation lab*
 - *International presses (San Francisco, Shanghai, Munich)*

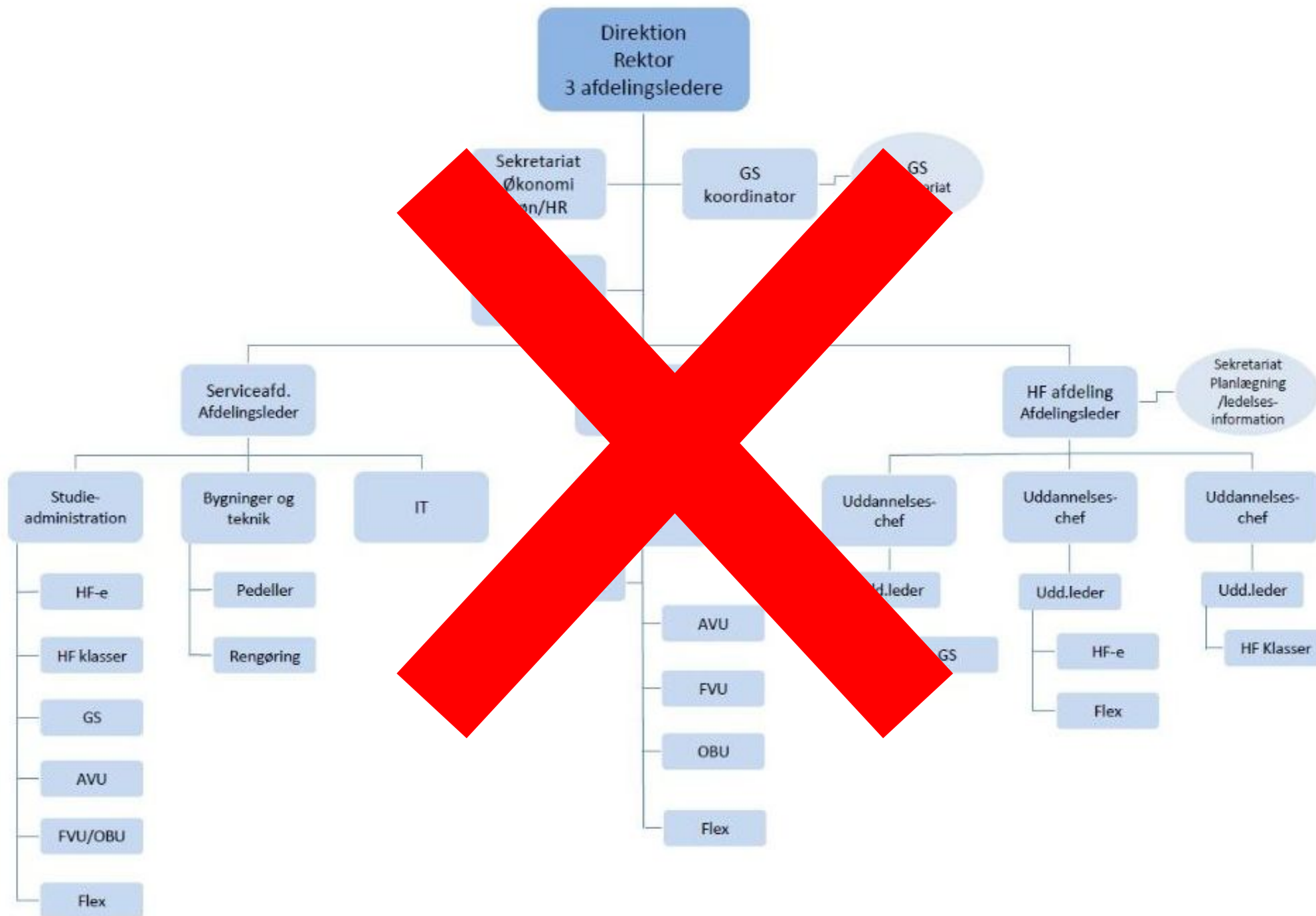
The 10 projects

- *Provital – Water filtration*
- *Eye in the sky – Drones*
- *Viewworld – Reporting data*
- *Seafood – Fish to consumers in new ways*
- *HR IT – Platform for HR managing and offering employee benefits*
- *CSPOT – Instant marketing*
- *Mobile tracking – The Real life Google*
- *EBB – Sustainable construction*
- *SAFE – Logistics*
- *Spacecreators – Conquering space*

What is a business model?

Figure 1: Porter's Generic Value Chain





“A Business model is a statement of how a firm will make money and sustain its profit stream over time”.

Stewart and Zhao, 2000

“A conceptual tool that contains a set of elements and their relationships and allows expressing the business logic of a specific firm.

It is a description of the value a company offers to one or several segments of customers and the architecture of the firm and its network of partners for creating, marketing and delivering this value and relationship capital, to generate profitable and sustainable revenue stream”.

Alexander Osterwalder 2004

Timmers, 1998

“Business model stands for the architecture for the product, service and information flows, including a description of the various business actors and their roles, the potential benefits for these actors and the sources of revenues... the business model includes competition and stakeholders”.

Venkatraman and Henderson, 1998

“An architecture along three dimensions: customer interaction, asset configuration and knowledge leverage”.

Selz, 1999

“A business model is architecture for the firm’s product, service and information flows. This includes a description of the various economic agents and their roles. A business model also describes the potential benefits for the various agents and provides a description of the potential revenue flows”.

Linderand & Cantrell, 2000

“The business model is the organization’s core logic for creating value”.

Hamel, 2000

“A business model is simply a business concept that has been put into practice. A business concept has four major components: Core Strategy, Strategic Resources, Customer Interface and Value Network”... (Elements of the core strategy include business mission, product/market scope, and basis for differentiation. Strategic resources include core competencies, key assets, and core processes. Customer interface includes fulfilment and support, information and insight, relationships and pricing structure. The value network consists of suppliers, partners and coalitions)”.

Petrovic et al. 2001

“Business model describes the logic of a business system for creating value that lies behind the actual processes”.

Weill and Vitale, 2001

“A description of the roles and relationships among a firm’s consumers, customers, allies and suppliers that identifies major flows of product, information and money and the major benefits to participants”.

Magretta, 2002

“Business models are stories that explain how the enterprises work... Business models describe, as a system, how the pieces of a business fit together, but they don’t factor in one critical dimension of performance: competition”....” a good business model has to satisfy two conditions. It must have a good logic - who the customers are, what they value, and how the company can make money by providing them that value. Second, the business model must generate profits.”

Amit and Zott, 2002

“A business model is the architectural configuration of the components of transactions designed to exploit business opportunities. The transaction component refers to the specific information, service, or product that is exchanged and/or the parties that engage in the exchange. The architectural configuration explains the linkages among the components of transactions and describes their sequencing”.

Chesbrough, 2007

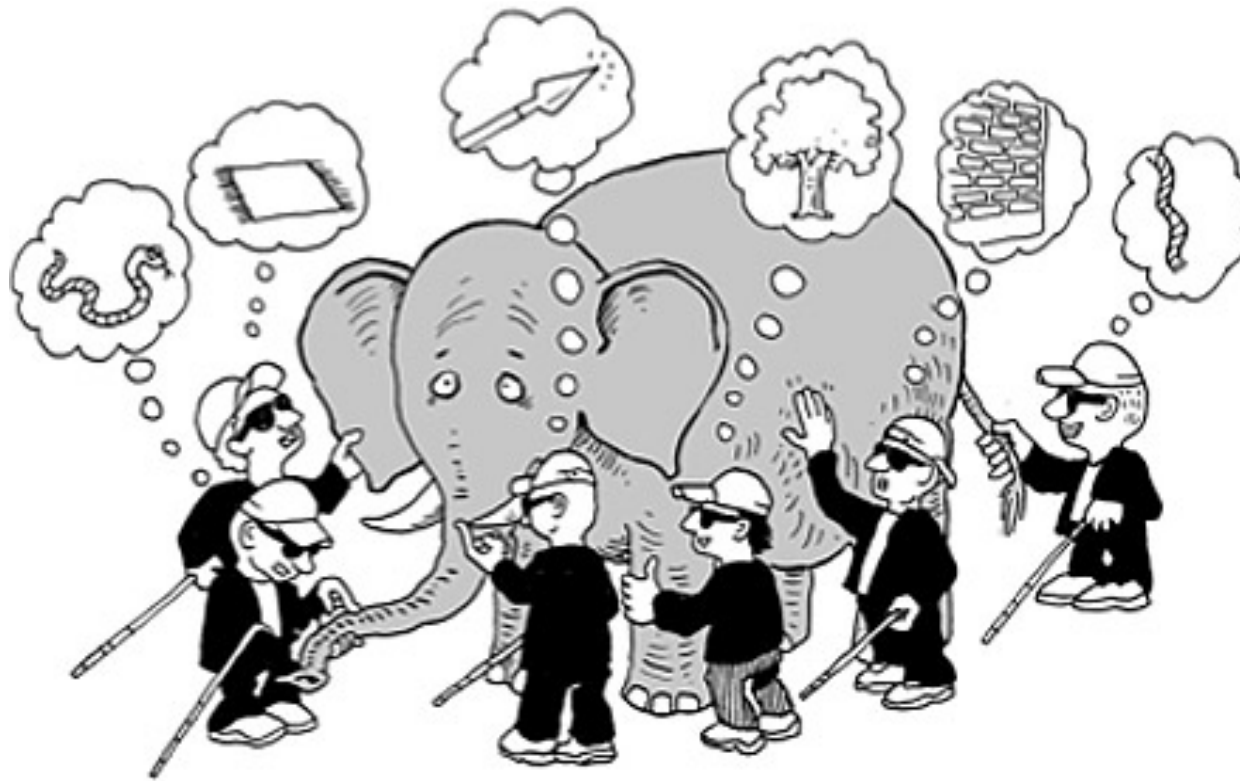
“The business model is a useful framework to link ideas and technologies to economic outcomes”... “It also has value in understanding how companies of all sizes can convert technological potential (e.g. products, feasibility, and performance) into economic value (price and profits)”..... “Every company has a business model, whether that model is articulated or not”.

Skarzynskiand Gibson, 2008

“The business model is a conceptual framework for identifying how a company creates, delivers, and extracts value. It typically includes a whole set of integrated components, all of which can be looked on as opportunities for innovation and competitive advantage”.

Surprisingly, the business model is often studied without explicitly defining the concept. 103 business model publications were reviewed in a working paper, and more than one-third (37%) do not define the concept at all, taking its meaning more or less for granted.

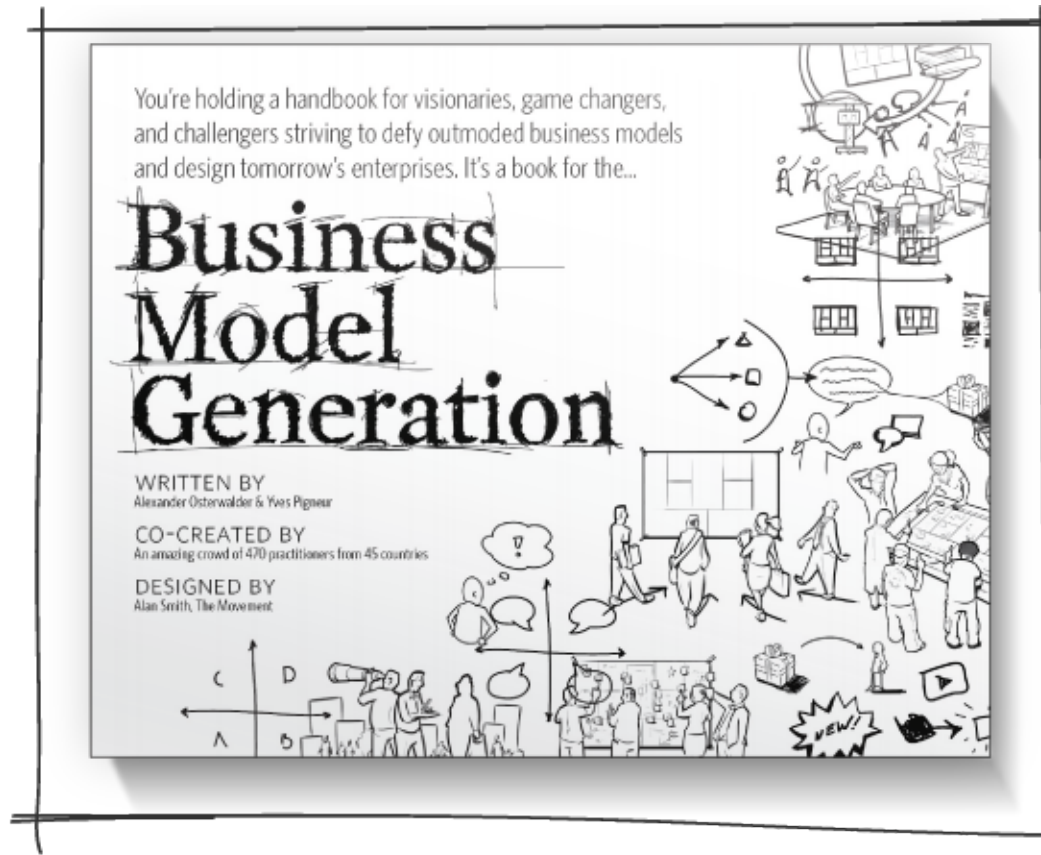
Zott et al. 2011



Many are trying to describe “the business model” but most are only touching “the elephant”

Chesbrough 2007

Business Model Generation (2010)



Alex Osterwalder & Yves Pigneur



How can you
describe your
Business Model?



Alex Osterwalder & Yves Pigneur





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Mutation of business models



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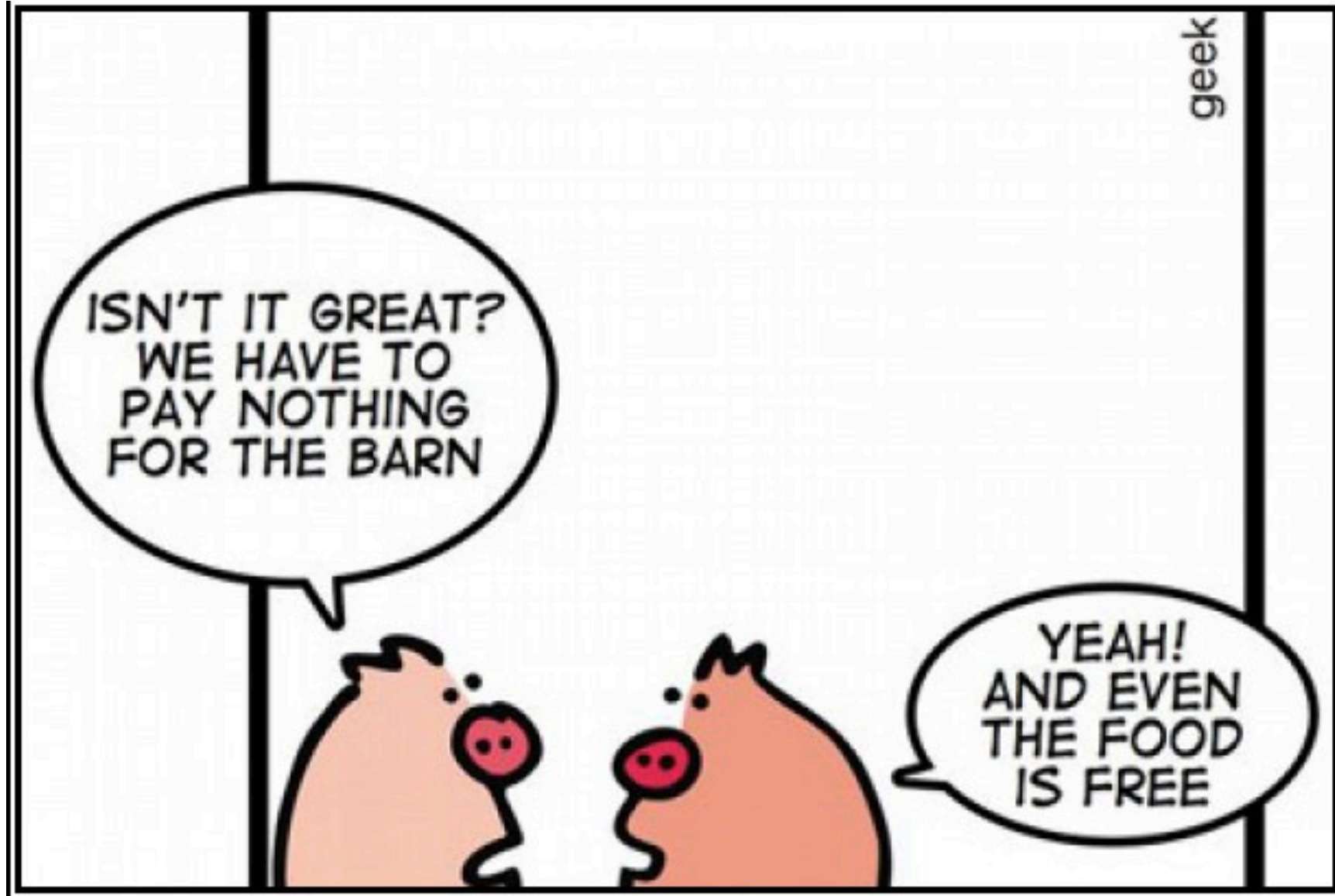
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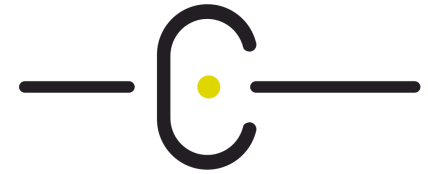
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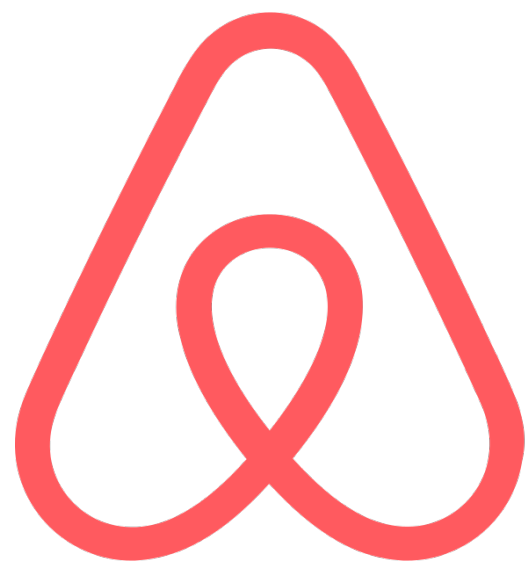




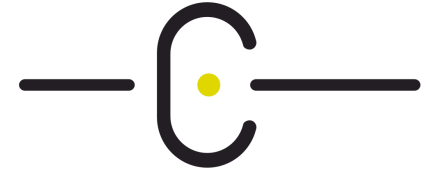




UBER



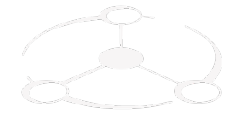
airbnb



CASE: Sky-Watch A/S

- Sky-Watch A/S was founded in Aalborg, Denmark in December 2009 with financial support and resources from ICI
- Today they have 15 employees
- A proven scalable global business model
 - Sales through partners
 - Development through partners
 - Global service through partner

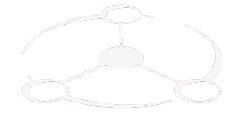
The X1



SHY-WATCH



The X1



SHY-WATCH

Airframe



Flight case-with build in recharger



Thermal Camera (Optional)



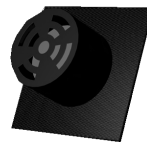
Gyro HD Camera



Vision



Sonar



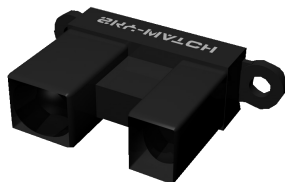
4X Batteries



Ground station



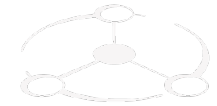
IR-Sensor (Optional)



CF-19



User Interface

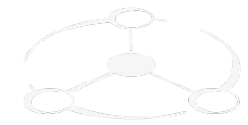


SHY-WATCH

The map created by the software can now be used to navigate by.



Object counting system



SHY-WATCH

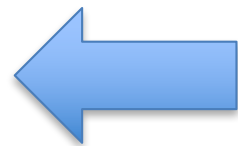


A potential successful business

- *A successful product innovation – proof of concept*
- *A common business model, “a good product, the right price”*

Moving towards a platform-based BM

The use of storytelling to impact the business model



FSD

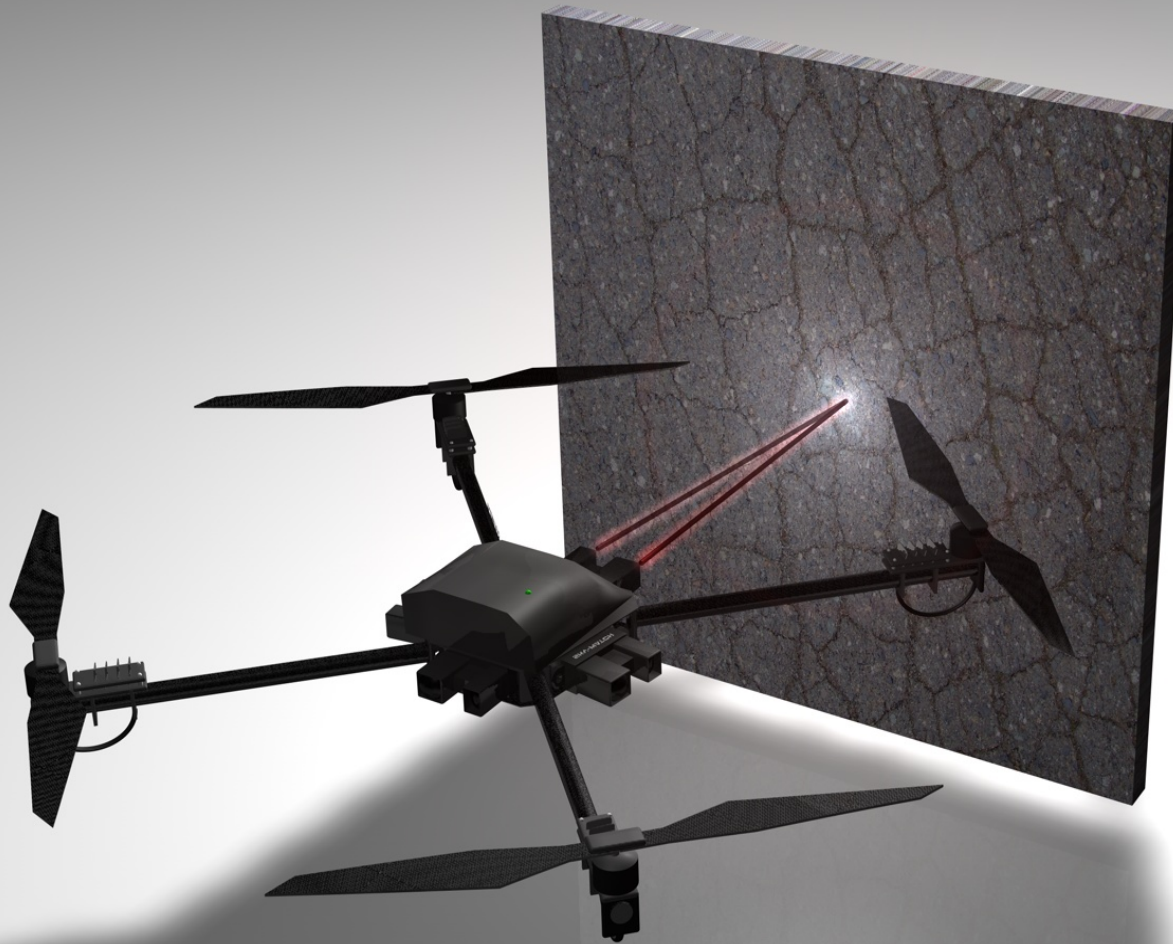


SKY-MATCH

FSD enables the user to follow any surface at a preset distance. This will ensure that no material damage occurs.



SKY-WATCH FSD

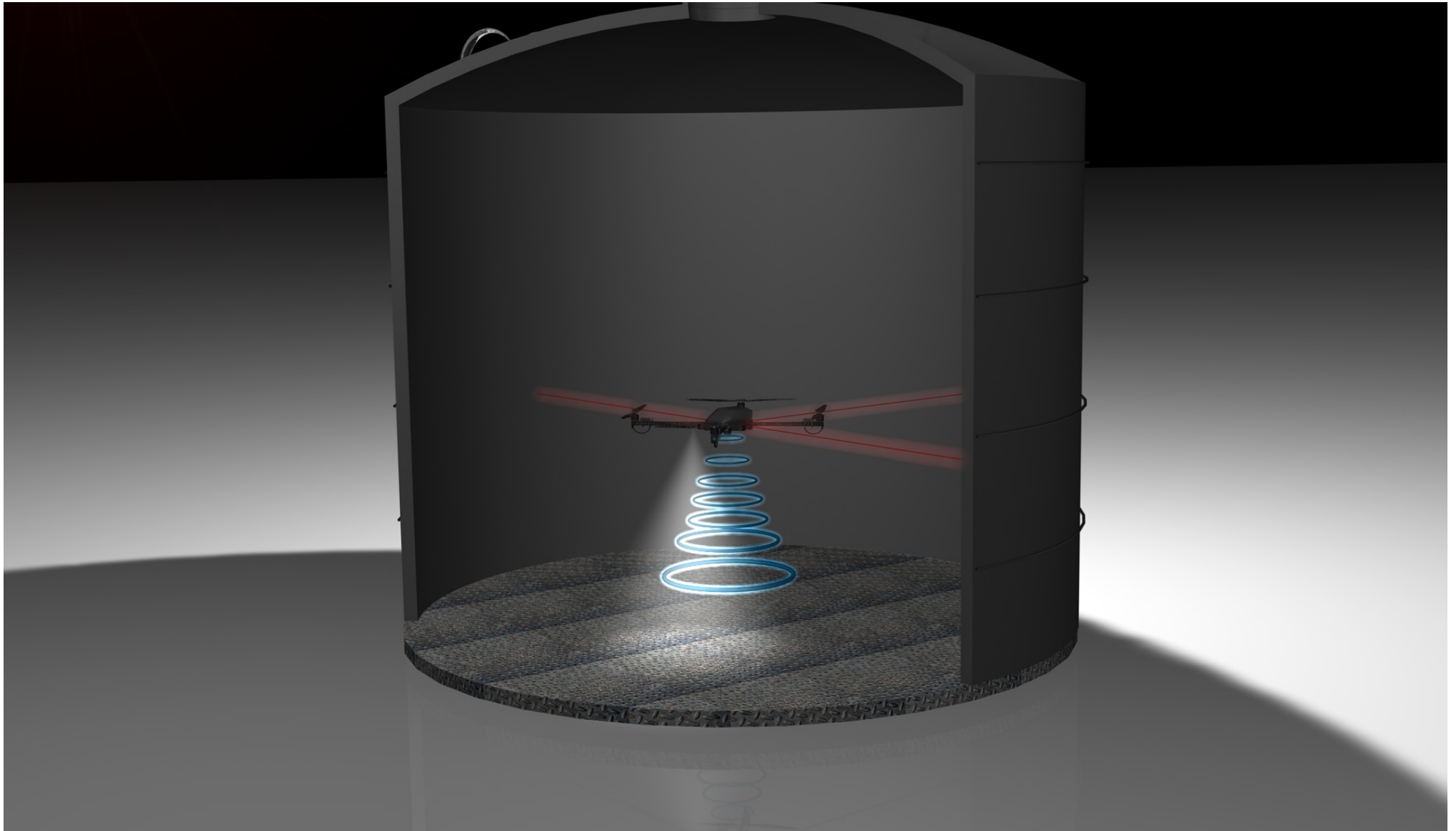


FSD enables the user to follow any surface at a preset distance. This will ensure that no material damage occurs.

Internal Inspection



SHY-WATCH





SKY-WATCH IED DETECTION



Warning
tarrain change detected





Water sample collection





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