

# Innovation: Business Model Innovation & Neue Technologien

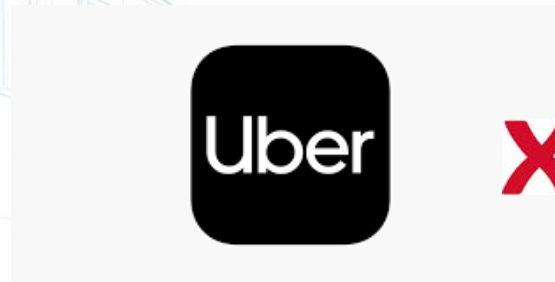
ULG Daten- und KI-Management

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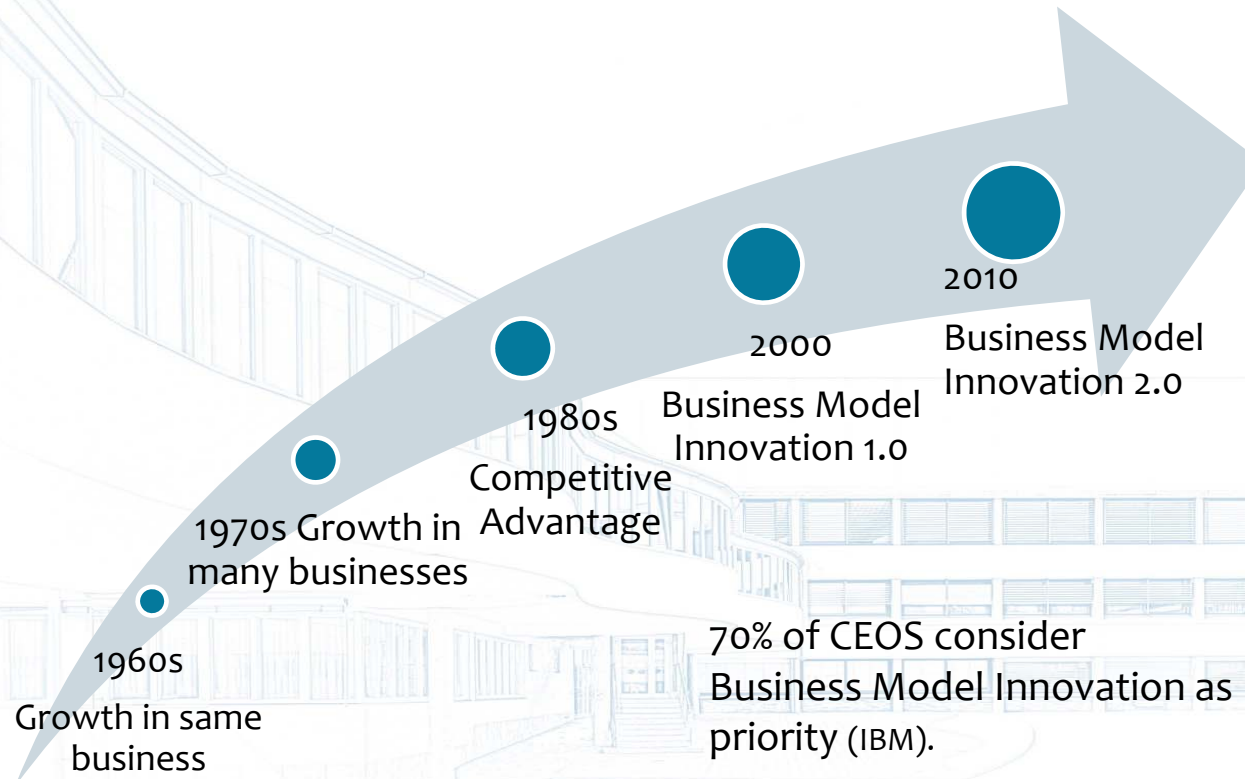
November 2022



# Relevanz des Themas



# Shift in Strategic focus



# Business Model

“A business model is

- 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
- of **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 streams.”

(Osterwalder et al. 2005)

# Geschäftsmodell

- „Ein Geschäftsmodell beschreibt das Grundprinzip, nach dem eine Organisation Werte schafft, vermittelt und erfasst“ (Osterwalder& Pigneur 2011).
- Business logic – the way we are doing business.
- Zentrale Elemente:
  - Value Proposition
  - Value Creation
  - Value Capture



# VALUE PROPOSITION & KUNDENNUTZEN

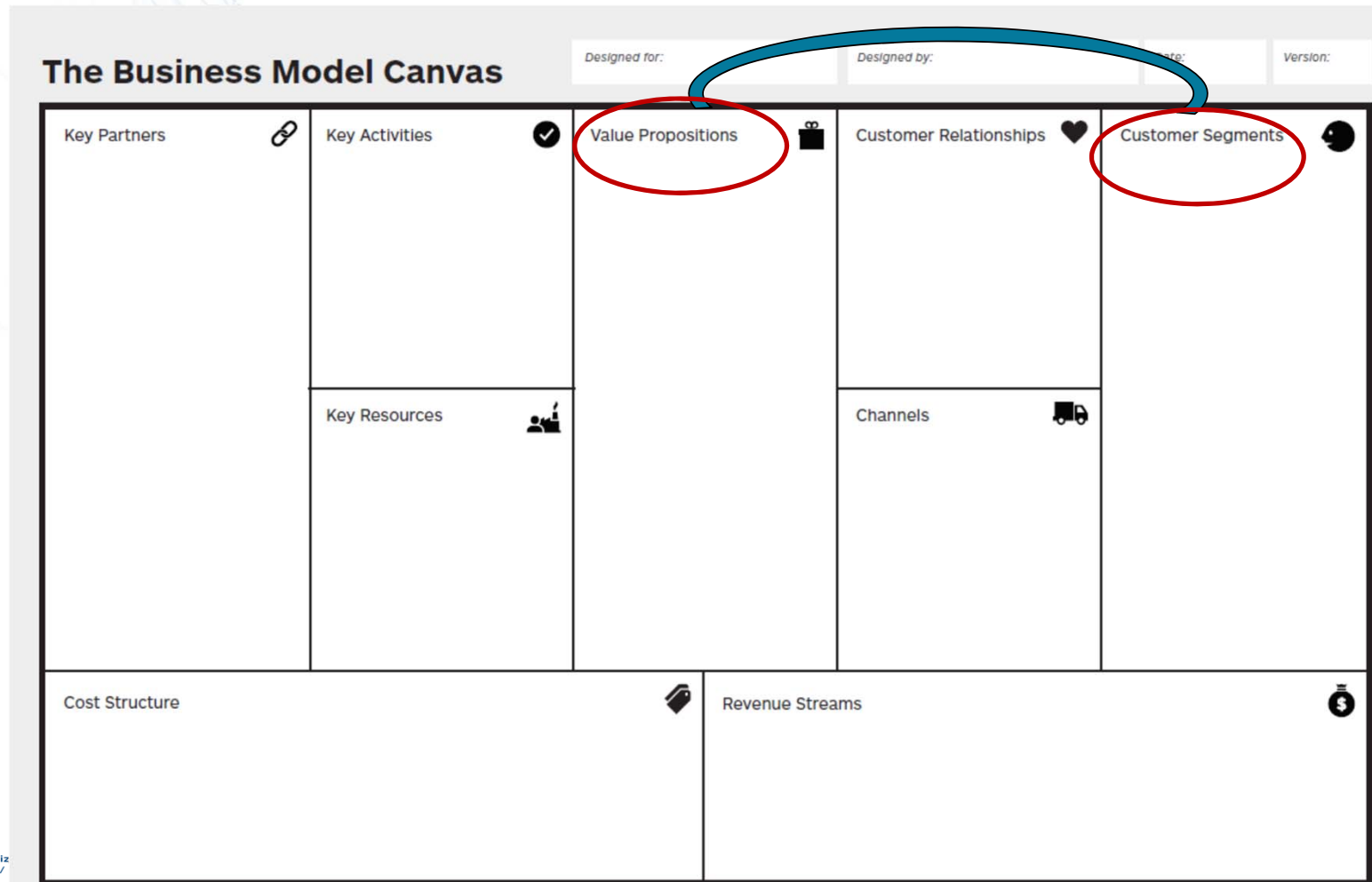
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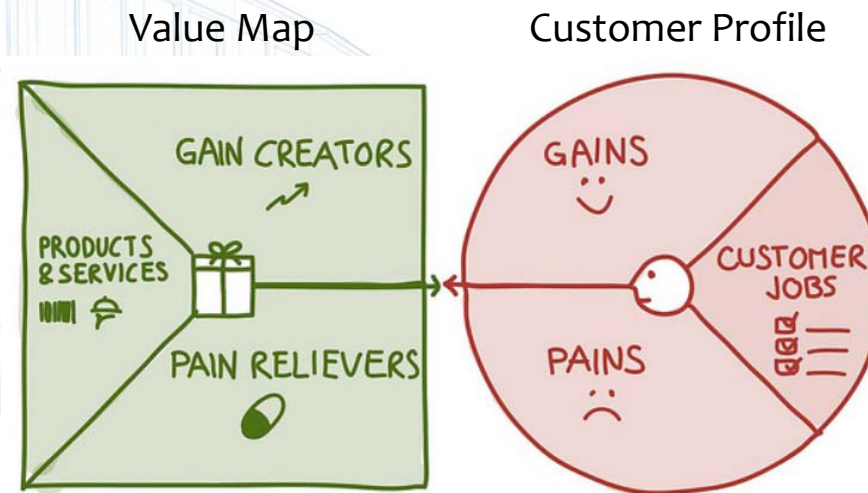
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# Value Proposition – Teil des Business Model



# Value Proposition Map (by Osterwalder, Strategyzer)

Die Value Proposition Map bringt das Wertversprechen mit dem Segment/ Kundenprofil zusammen



Source: Alexander Osterwalder, Strategyzer



# MUSTER VON GESCHÄFTSMODELLEN

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# 1. Unbundling Business Models

## Three different types of businesses

### 1. Customer Relationship businesses:

- Finding and acquiring customers and building relationships with them

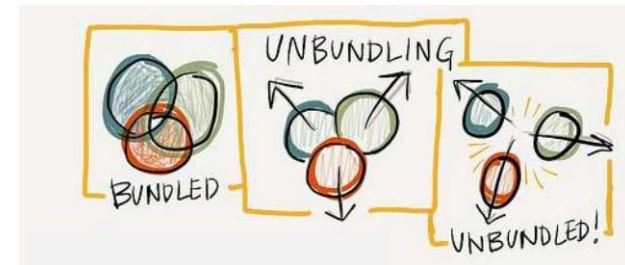
### 2. Product Innovation businesses:

- Developing new and attractive products and services

### 3. Infrastructure businesses:

- Building and managing platforms for high volume, repetitive tasks

**! Often, the three businesses co-exist – but the company should try to separate them, and focus on one of the businesses primarily!!**



# The challenge to manage different business models

	Product Innovation	Customer Relationship Management	Infrastructure Management
Economics	Early market entry enables charging premium prices and acquiring large market share; speed is key	High cost of customer acquisition makes it imperative to gain large wallet share; economies of scope are key	High fixed costs make large volumes essential to achieve low unit costs; economies of scale are key
Competition	Battle for talent; low barriers to entry; many small players thrive	Battle for scope; rapid consolidation; a few big players dominate	Battle for scale; rapid consolidation; a few big players dominate
Culture	Employee centered; coddling the creative stars	Highly service oriented; customer-comes-first mentality	Cost focused; stresses standardization, predictability, and efficiency

# Digitale Transformation und digitale Geschäftsmodelle