

**Digital Innovation Hub Süd**

# **Disruptive Geschäftsmodelle**

Praxis

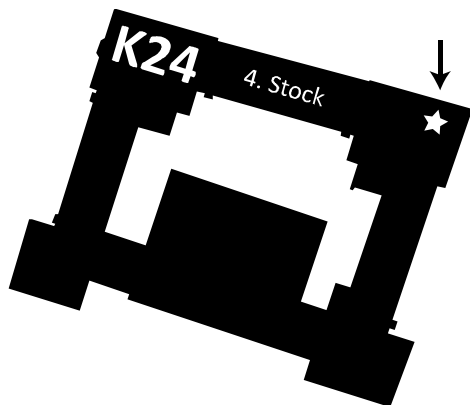
**Thomas Draschbacher**  
**Martin Glinik**  
**Christiana Ropposch**

Graz, 30. Mai 2023

Zeit	Format	Inhalt
9:00-9:15	Vorstellungsrunde	
9:15-9:45	Impulsvortrag	Vorstellung LEAP Game & Design Challenge
9:45-11:30	Spiel	Business Model Innovation
11:30-12:00	Wrap-Up	Learnings & Feedback

## Institut für Unternehmungsführung und Organisation

Kopernikusgasse 24/IV  
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### Lehrbeauftragte Extern:

- Michael Rachinger (Palfinger)
- Wolfgang Danzer (Pewag)
- Christian Haas (Cryoshelter)
- Thomas Puchleitner (Knapp IT Solutions)
- Roland Winkler (AT&S)
- Harald Wipfler (FH Joanneum)
- Björn Fellner (HAINZL Industriesysteme)



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- Jose Fernando Dardon Sandoval



**Sonja Seidnitzer**  
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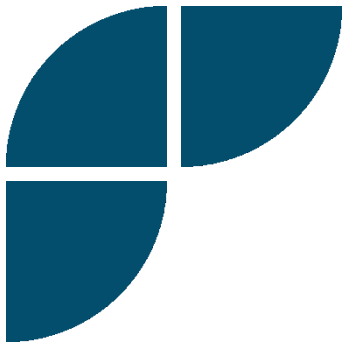
**Christiana Ropposch**  
Ass.-Prof.



**Martin Glinik**  
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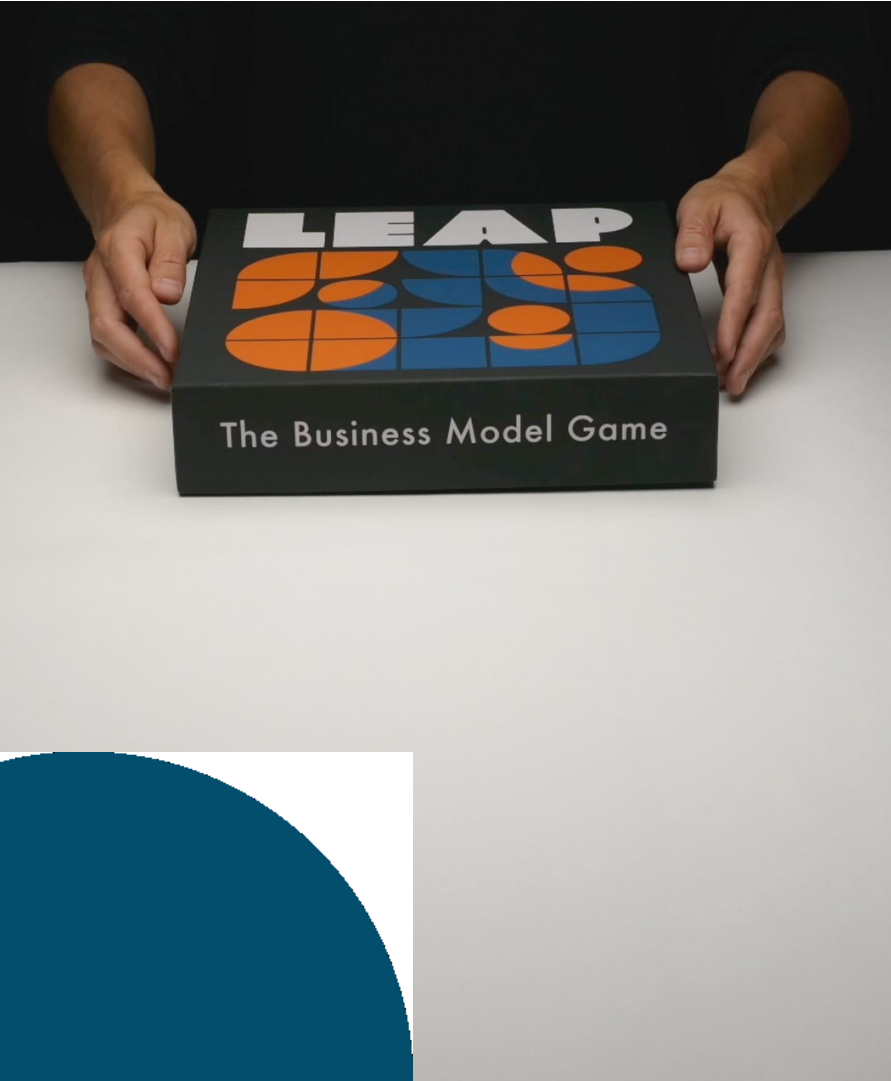
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# The Business Model Game

30.05.2023





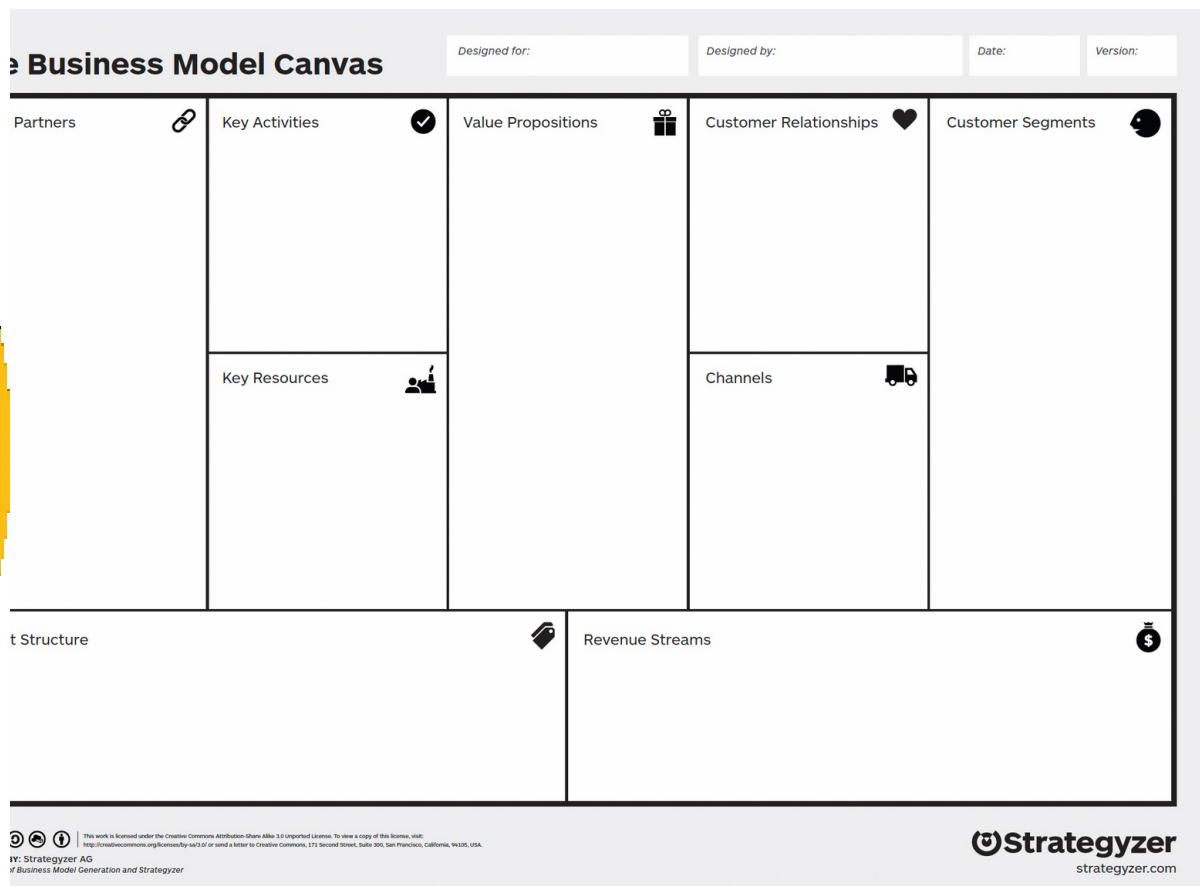
An entrepreneurship game  
to transform ideas into  
profitable business models.

Built upon The Business Model Canvas

# The Business Model Canvas

A strategic management tool that lets you visualize and assess your business idea.

A one-page document containing nine building blocks that represent different fundamental elements of a business.





Watch this 2-min  
introduction to  
the Business  
Model Canvas

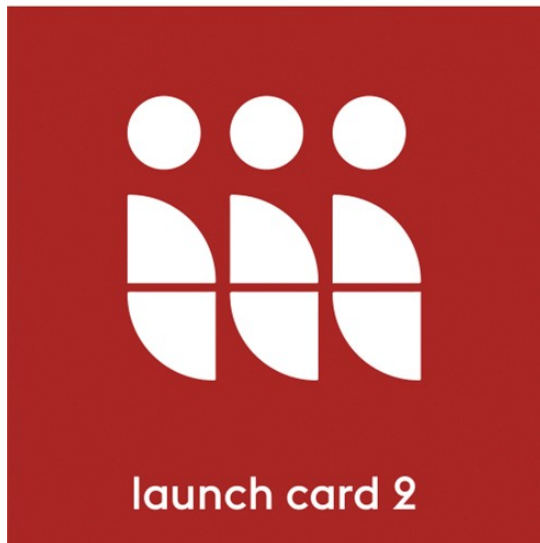


# The 9 building blocks





## CUSTOMERS



Which segments are you creating value for?  
Who is your most important customer?

Customers do not exist for you, but your product/service exists to answer a need in the market.

Google serves two customer segments, people performing searches as well as advertisers.

**Will be played today!**

## INSPIRATION

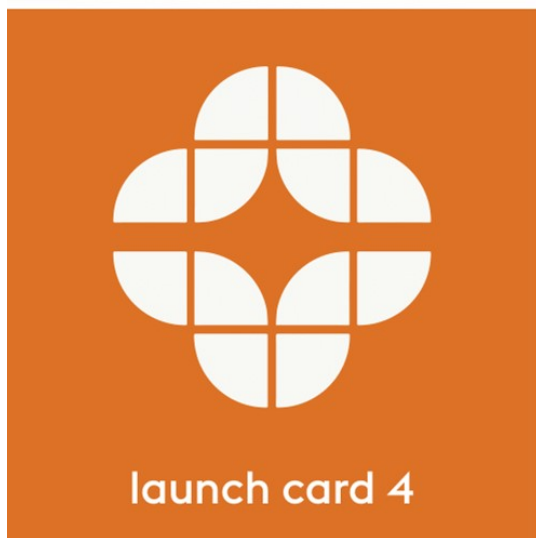


Bring new ideas through examples from existing successful business models.

Rolex, Redbull or Patagonia developed some fruitful business strategies. Could their models be replicated in your company?

**Will be played today!**

## VALUE PROPOSITION



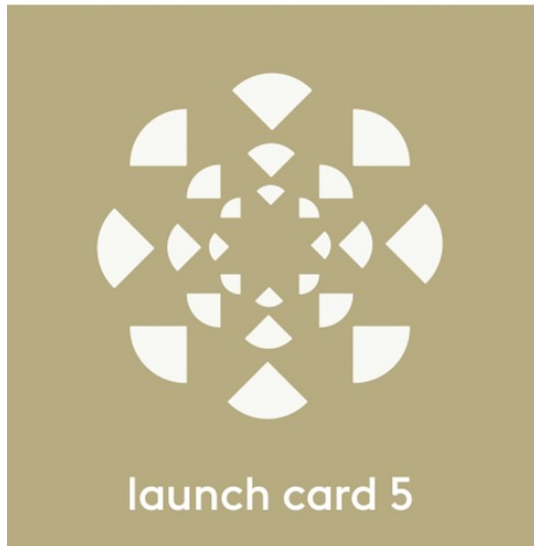
Why will customers choose your solution over the one of a competitor?

Values may be:

- **Quantitative:** can be measured and compared to other products directly.  
e.g., price, speed of service...
- **Qualitative:** more intangible values, feelings, beliefs, and personal relationships.  
e.g., design, customer experience...

**Will be played today!**

## CHANNELS



You can reach your customers through your channels, partner channels, or a mix of both.

- **Owned (Direct):** opportunity to get higher margins but can be costly to implement and manage.  
e.g., an in-house sales force, a Web site, or retail stores owned or operated by the organization.
- **Partner (Indirect):** opportunity to expand its reach and benefit from partner strengths but lead to lower margins.  
e.g., wholesale distribution, retail, or partner-owned websites.

**Will not be played today!**

## CUSTOMER RELATIONSHIP



What type of relationship does each of your customer segments expect you to establish and maintain with them?

The Customer Relationships can be divided among the three following steps:

- **Get:** How do customers find out about you and make their initial purchase?
- **Keep:** How do you keep customers?
- **Grow:** How do you get your customers to spend more?

**Will not be played today!**

## ACTIVITIES



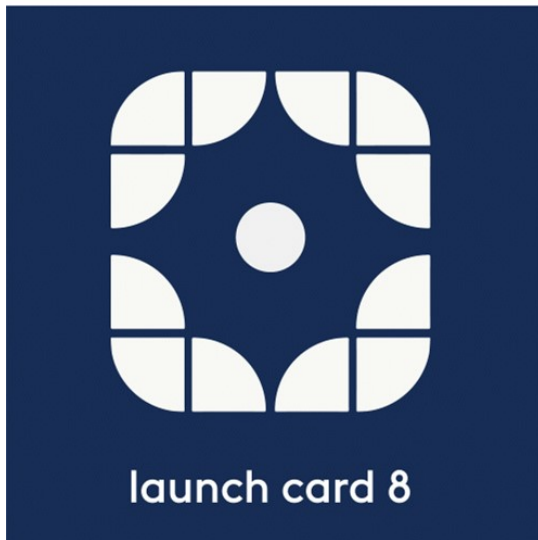
What key activities does your value proposition require?

They can typically be split into three broad categories:

- **Production:** refers to designing, manufacturing, and delivering your product. You will typically do this to either a high quality or a high quantity.
- **Problem-solving:** relate to proposing new solutions to individual customer challenges.
- **Platform/network:** relate to business models designed with a platform as a key resource.

**Will not be played today!**

## RESOURCES



What key resources does your value proposition require?

Resources can be differentiated into four categories:

- **Physical:** e.g., buildings, vehicles, machines, and distribution networks.
- **Intellectual:** e.g., brands, specialist knowledge, patents and copyrights, partnerships, and customer databases.
- **Human:** the collaborators necessary to produce the value proposition
- **Financial:** the assets necessary for funding the production of the value proposition, e.g., lines of credit, cash balances etc.

**Will not be played today!**

## PARTNERS



There are three main motivations for creating and maintaining partnerships:

- Optimization and economy of scale  
e.g., outsourcing, the sharing of infrastructure
- Reduction of risk and uncertainty  
e.g., strategic alliance with competitors to close the market
- Acquisition of particular resources and activities  
e.g., the buyer-supplier relationship covering specific needs

**Will not be played today!**



## COST STRUCTURE



What are the most important costs in your business model?

Business models can adopt two main types cost structures:

- **Cost-driven:** focus on minimizing costs wherever possible.
- **Value-driven:** focus on value creation.

The cost structure is based on

- **Fixed costs:** costs that remain the same despite the volume of goods or services produced.
- **Variable costs:** costs that vary proportionally with the

volume of goods or services produced.  
**Will not be played today!**

## REVENUE STREAM



For what value are your customers willing to pay?

How much does each revenue stream contribute to the overall revenues?

Characteristics of the revenue stream

➔ Are customers paying:

- for ownership or for usage?
- once or a recurring revenue stream?
- for the value created or for the time it took?

**Will be played today!**

# The design challenge

Articulates the problem you are trying to solve and helps you define a scope that is neither too narrow nor too broad.



# Frame your design challenge

## Question 1

What is the problem you're trying to solve?

## Answer 1

“most people are too stressed”

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## Question 2

Frame your problem into a “How Might We” question:

## Answer 2

“how might we reduce stress”

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## Question 3

State the impact you're trying to achieve and include aspects of the context or constraints:

## Answer 3

“how might we eliminate all unnecessary stress for families”

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# Scope of the game session

- Reinvent an existing business model
- Co-developing individual business models



# Groups



Group 1

Daniel Herrgesell



Group 2

Anita Brunner-Irujo



Group 3

Rudolf Aichbauer



Group 4

Ronald Wagner

# Guidelines



Each card deck is facilitated by the launch cards



Make sure to read the launch cards carefully before starting a new category



Aim at keeping the overall time frame stated on the launch cards

## Principles of brainstorming

- Come up with as many ideas as possible during the session
- Wild and ambitious ideas are welcome
- Build on each others' ideas
- Never criticise ideas
- One conversation at a time in the whole group



# Responsibilities



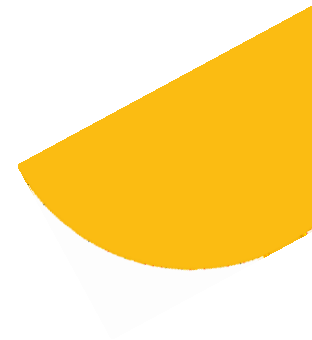
Choose a timekeeper



Everyone records their ideas on post-its  
when sharing them



# Let's play

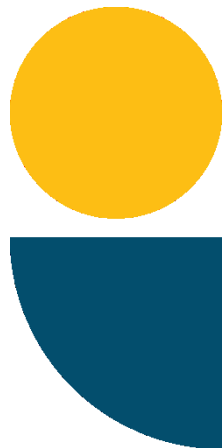
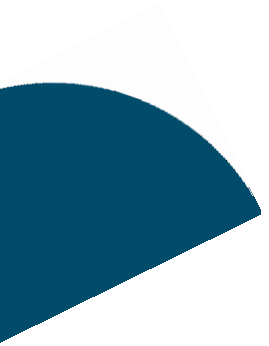




# Pitching



# Learnings & Feedback



Kurs	Daten
Digital Economy - Basics	07.06.2023, 9:00-13:00
Digital Economy - Advanced	07.06.2023, 14:00-17:00
Digital Strategies - Basic	05.07.2023, 9:00-13:00
Digital Strategies - Advanced	05.07.2023, 14:00-17:00
Disruptive Geschäftsmodelle - Basic	25.10.2023, 9:00-12:00
Disruptive Geschäftsmodelle - Advanced	25.10.2023, 13:00-16:00