

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



**ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS**

Καινοτομία και Επιχειρηματικότητα

Ενότητα # 2: Διάλεξη 2

Διδάσκων: Θεόδωρος Αποστολόπουλος

Τμήμα: Μεταπτυχιακό Πρόγραμμα Σπουδών Πληροφορικής



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο



ΥΠΟΥΡΓΕΙΟ ΠΑΙΔΕΙΑΣ & ΘΡΗΣΚΕΥΜΑΤΩΝ, ΠΟΛΙΤΙΣΜΟΥ & ΑΘΛΗΤΙΣΜΟΥ
ΕΙΔΙΚΗ ΥΠΗΡΕΣΙΑ ΔΙΑΧΕΙΡΙΣΗΣ

Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης



Χρηματοδότηση

- Το παρόν εκπαιδευτικό υλικό έχει αναπτυχθεί στα πλαίσια του εκπαιδευτικού έργου του διδάσκοντα.
- Το έργο «**Ανοικτά Ακαδημαϊκά Μαθήματα στο Οικονομικό Πανεπιστήμιο Αθηνών**» έχει χρηματοδοτήσει μόνο τη αναδιαμόρφωση του εκπαιδευτικού υλικού.
- Το έργο υλοποιείται στο πλαίσιο του Επιχειρησιακού Προγράμματος «Εκπαίδευση και Δια Βίου Μάθηση» και συγχρηματοδοτείται από την Ευρωπαϊκή Ένωση (Ευρωπαϊκό Κοινωνικό Ταμείο) και από εθνικούς πόρους.



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο



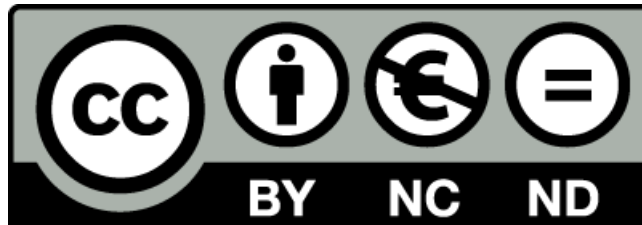
ΥΠΟΥΡΓΕΙΟ ΠΑΙΔΕΙΑΣ & ΘΡΗΣΚΕΥΜΑΤΩΝ, ΠΟΛΙΤΙΣΜΟΥ & ΑΘΛΗΤΙΣΜΟΥ
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Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης



Άδειες Χρήσης

- Το παρόν εκπαιδευτικό υλικό υπόκειται σε άδειες χρήσης Creative Commons.
- Οι εικόνες προέρχονται



Σκοποί ενότητας

- Να αναδείξει τη σημασία ενός Επιχειρηματικού Μοντέλου (Business Model)
- Να παρουσιάσει και αποσαφηνίσει τα στοιχεία ενός Επιχειρηματικού Μοντέλου
- Να παράσχει ένα χρήσιμο εργαλείο αποτύπωσης ενός Επιχειρηματικού Μοντέλου (Business Model Canvas)
- Να εισαγάγει τις έννοιες του Marketing
- Να εισαγάγει ένα μοντέλο ανάλυσης αγοράς

Περιεχόμενα ενότητας

- Business Model
- Marketing

**ΟΙΚΟΝΟΜΙΚΟ
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Business Model



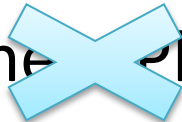
Μάθημα: Καινοτομία και Επιχειρηματικότητα

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Τι είναι το Business Model;

- Business Model = Νομική μορφή 
- Business Model = Εταιρική δομή 
- Business Model = Business Plan 

Τι είναι Business Model (Επιχειρηματικό Μοντέλο)

- Το επιχειρηματικό μοντέλο δείχνει πώς μια επιχείρηση χρησιμοποιεί τους πόρους της για να προσφέρει στους πελάτες υψηλότερη αξία σε σχέση με τους ανταγωνιστές της και πώς βγάζει χρήματα από αυτό
 - Ποια είναι η προσφερόμενη αξία, σε ποιους προσφέρεται, ποιος πληρώνει, πόσο, πόσο συχνά...
- Το πώς και το πού θα τρέξει η εταιρεία είναι το μοντέλο της.
 - π.χ. Franchise, e-shop, μεσάζον,
- Πώς θα διανεμηθεί το προϊόν/υπηρεσία στους πελάτες σας καθορίζει το επιχειρηματικό μοντέλο
 - π.χ. Απευθείας αποστολές στους πελάτες, αποστολή των αγαθών από κεντρική αποθήκη, internet (αν είναι άυλο αγαθό)

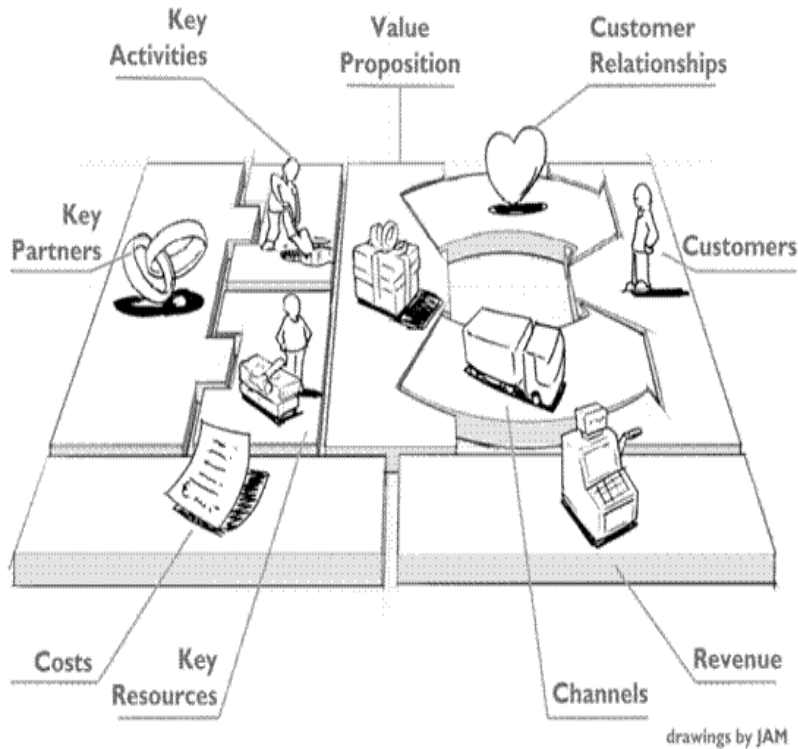
Τι είναι Business Plan (Επιχειρηματικό Σχέδιο)

- Το επιχειρηματικό σχέδιο μπαίνει στις λεπτομέρειες της επιχείρησης.
- Παίρνει το Επιχειρηματικού Μοντέλο και χτίζει πάνω σε αυτό.
- Εξηγεί τους πόρους (εξοπλισμός, προσωπικό) που απαιτούνται για να ανταποκριθεί στις δραστηριότητές της.
- Εξηγεί τη στρατηγική μάρκετινγκ της επιχείρησης
 - Πώς η επιχείρηση θα προσελκύσει και διατηρήσει πελάτες
 - Πώς θα ασχοληθεί με τον ανταγωνισμό
- Εξηγεί την οικονομική σταθερότητα της επιχείρησης σε εύλογο χρονικό διάστημα (Οικονομική Ανάλυση)
- Συνολικά, υποστηρίζει το επιχειρηματικό μοντέλο και εξηγεί τα βήματα που απαιτούνται για την επίτευξη των στόχων του εν λόγω μοντέλου.

Πώς με βοηθά το Business Model;

- Είναι ένας τρόπος να εκφράσω πολύπλοκες ιδέες τεμαχίζοντάς τις σε μικρότερα μέρη
- Είναι τρόπος να αξιολογήσω γρήγορα τη βιωσιμότητα της ιδέας μου
- Αν το μοντέλο δεν παράγει έσοδα.... πρέπει να σκεφτούμε κάτι άλλο...
- Ένα επιχειρηματικό μοντέλο περιγράφει τη λογική του πώς ένας οργανισμός δημιουργεί, διανέμει, και κατοχυρώνει την προστιθέμενη αξία που προσφέρει

The Business Model Canvas

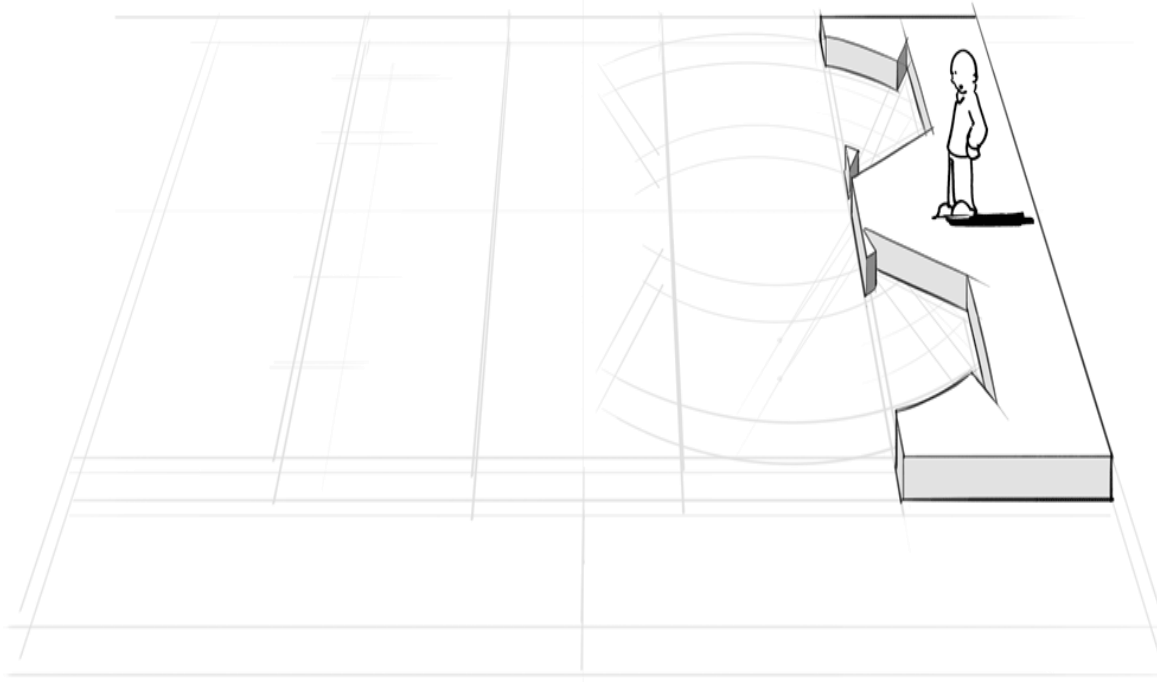


http://www.youtube.com/v/41q_zn8jMaE

<http://www.youtube.com/v/QoAOzMTLP5s>

Dr. Alexander Osterwalder

Customer Segments



- ▶ Ποιοι είναι οι πελάτες και οι χρήστες που παρέχεται η υπηρεσία (Target Group);
- ▶ Ποιες είναι οι ανάγκες τους και τι θέλουν να κάνουν;

The Business Model Canvas: CUSTOMER SEGMENTS

An organization must make a conscious decision about which segments to serve and which segments to ignore. Once this decision is made, a business model can be carefully designed around a strong understanding of specific customer needs.

Customer groups represent separate segments if:

- *Their needs require and justify a distinct offer*
- *They are willing to pay for different aspects of the offer*

- *They require different types of relationships*

- *They are reached through different Distribution Channels*

- *They have substantially different profitabilities*

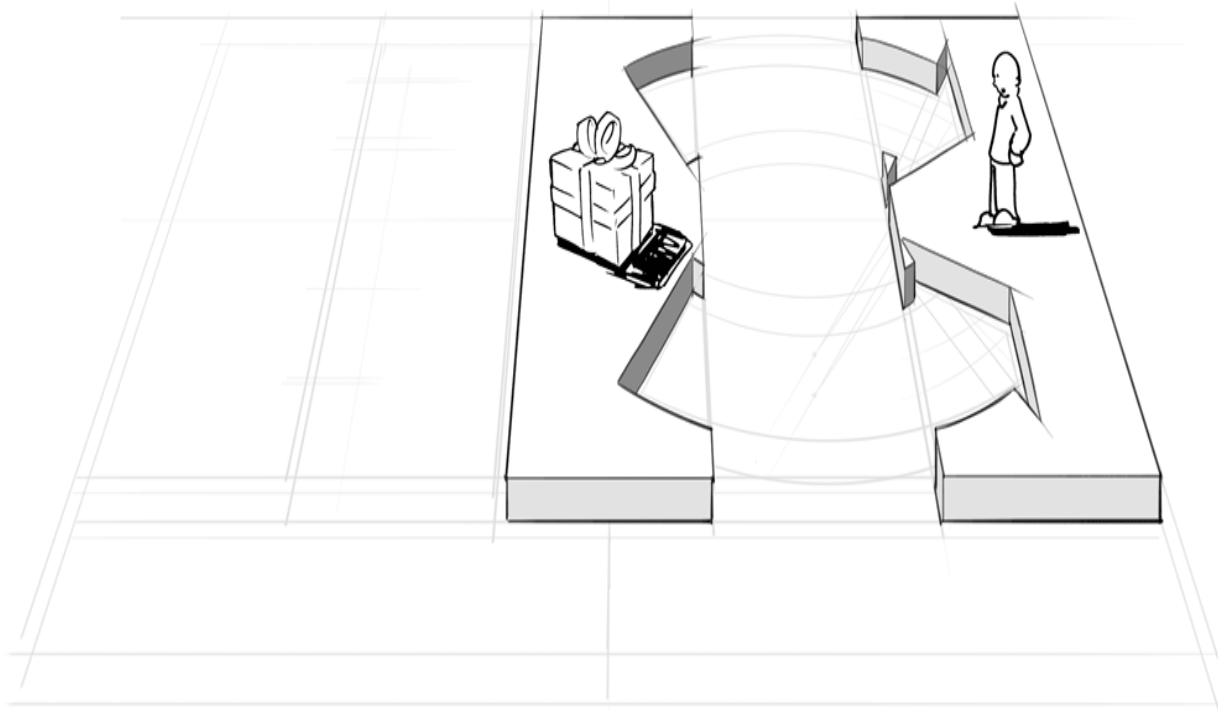
For *whom* are we creating *what* value?
Who are our most important customers?

The Customer Segments Building Block defines the different groups of people or organizations an enterprise aims to reach and serve

Customer Segments

- Mass market
 - don't distinguish between different Customer Segments
 - e.g. Consumer Electronics
- Niche market
 - Targets niche markets cater to specific, specialized Customer Segments
 - e.g. automotive parts suppliers
- Segmented
 - Distinguish between market segments with slightly different needs and problems
 - Sony VAIO laptops
- Diversified
 - Serves two unrelated Customer Segments with very different needs and problems
 - e.g. Amazon.com retail and cloud
- Multi-sided platforms (or multi-sided markets)
 - Serve two or more interdependent Customer Segments
 - e.g. credit card company, free newspaper

Value Proposition



- ▶ Τι τους προσφέρεις; Ποια υπηρεσία τους παρέχεις;
- ▶ Ενδιαφέρονται για κάτι τέτοιο;

The Business Model Canvas: VALUE PROPOSITIONS

Each Value Proposition consists of a selected aggregation, or *bundle*, of products and/or services that caters to the requirements of a specific Customer Segment. In this sense, the Value Proposition is a *bundle of benefits*.

The Value Proposition is the reason why customers turn to one company over another.

You identify your value proposition from a problem-solving or needs-satisfaction perspective.

Some Value Propositions may be innovative and represent a new or disruptive offer. Others may be similar to existing market offers, but with added features and attributes.

Values can be quantitative or qualitative.

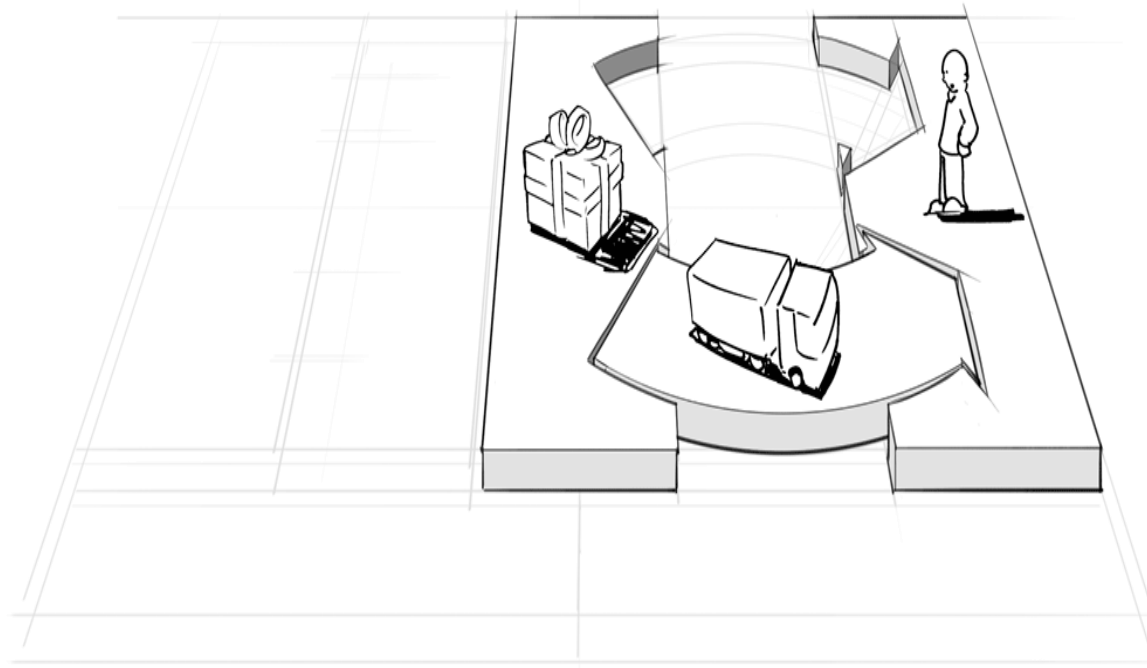
What value do we deliver to the customer?
Which problems are we solving?
Which needs are we satisfying?
What bundles of products and services are we offering to each Segment?

The Value Propositions Building Block describes the bundle of products and services that create value for a specific Customer Segment

Value Proposition

- Newness – MEETING AN UNARTICULATED AND THEREFORE UNMET NEED
 - Virtual Theater, Smartphone, Online antique auctions, Social funds for private investors...
- Performance - BETTER–CHEAPER–FASTER–MORE FLEXIBLE–MORE FUN
 - Amazon, e-Bay, Skroutz.gr, AutoMarin.gr, weendy.com, The USB stick, ...
- Getting it Done – SEEMLESS INTEGRATION OF FULL SERVICE OFFER
 - Xerox copier service, IBM's B-Model revolution, Catering...
- Price – SIMILAR VALUE AT LOWER PRICE. SEEN AS THE VP THAT MOBILIZES MOST PROFOUNDLY ALL THE OTHER CANVAS ELEMENTS IN ORDER TO ACHIEVE COST REDUCTION
 - Greek Potatoes Movement and its more sophisticated forms, Micro loans, Generic Drugs, City Rental Bikes, Ryanair ...
- Customization – PROVIDE THE SAME SERVICE/PRODUCT BUT TAILORMADE
 - Dell computers, Nike shoes...

Channels



- ▶ Πώς κάθε τομέας καταναλωτών θέλει να του παραδώσεις το προϊόν;
- ▶ Ποια είναι τα κατάλληλα μέσα αλληλεπίδρασης;

The Business Model Canvas: CHANNELS

Communication, distribution, and sales Channels comprise a company's interface with customers. Channels are customer touch points that play an important role in the customer experience.

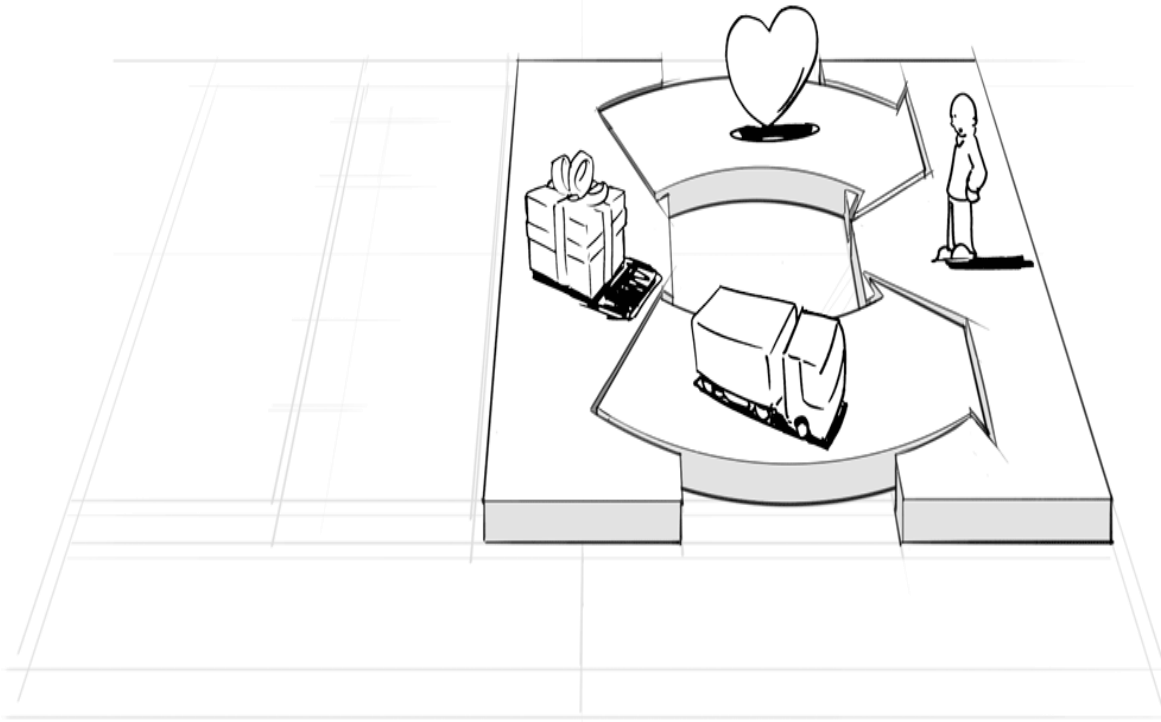
Channels serve several functions, including:

- *Raising awareness among customers about a company's products and services*
- *Helping customers evaluate a company's Value Proposition*
- *Allowing customers to purchase specific products and services*
- *Delivering a Value Proposition to customers*
- *Providing post-purchase customer support*

Through which Channels do our Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most costefficient? How are we integrating them with customer routines?

The Channels Building Block describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition

Customer Relationships



- ▶ Τι επικοινωνία και αλληλεπίδραση χρειάζεται για τους καταναλωτές;
- ▶ Προσωπική; Αυτοματοποιημένη; μέσα από κίνητρα;

The Business Model Canvas: CUSTOMER RELATIONS

WHAT RELATIONSHIP FOR WHAT SEGMENT?

Customer relationships may be driven by the following motivations:

- Customer acquisition
- Customer retention
- Increasing returns from each sales (upselling)
- Increasing sales volumes (commoditize)

THE RELATIONSHIP IS WHAT DETERMINES THE EXPERIENCE!

The range is from Personal to Automated, BUT
The relation can also be a MIX of these!

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?

Which ones have we already established?

Which ones will we prioritize to establish?

How costly are they?

How are they integrated with the rest of our business model?

The Business Model Canvas: CUSTOMER RELATIONS

- **Personal Assistance (incl. dedicated personal assistance)**
Clothing – also on-line, restauration-recreation, any type of consulting
- **Self-Service**
Traditional retail, increasingly also Travelling, Banking
- **Automated Service**
Recommendations, proposals based on cust. data, subscriptions, automatic payments. Travelling, Banking, Media...
- **Communities**
Build groups that reflect segments, and leverage 'tribe' communication. Create communication and interaction between members. Fidelity cards, on-line communities, facebook, competitions...
- **Co-Creation – Lead User involvement**
Book, cine, hotel reviews, self-publishing, athletes – scientists providing expert input

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?

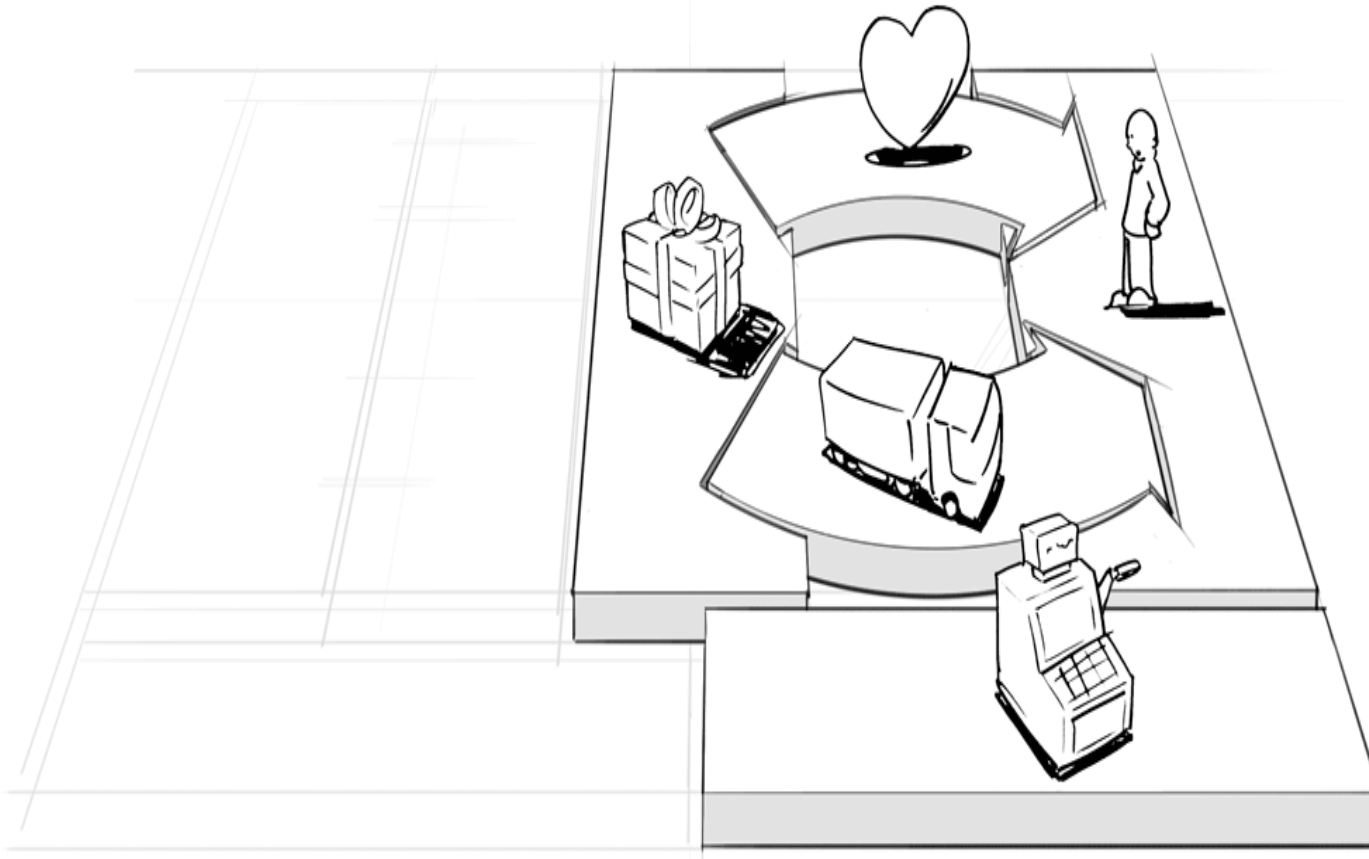
Which ones have we already established?

Which ones will we prioritize to establish?

How costly are they?

How are they integrated with the rest of our business model?

Revenue Stream



The Business Model Canvas: REVENUE STREAMS

The CASH you will generate from each
Customer Segment!

Your *earnings* will be this cash minus your costs.

If customers comprise the heart of a business model, Revenue
Streams are its arteries.

Each revenue stream corresponds to some specific *value proposition*
for some specific *customer segment* .

Hence: Behind the answer to the question «For what value is each
Customer Segment truly willing to pay?» lies a revenue stream.

Each Revenue Stream may have different pricing mechanisms,
involving one or a combination of
'Spot' Payments, Repetitive Spot Payments, and Ongoing Payments.



For what value are
our customers
really willing to
pay?

For what do they
currently pay?

How are they
currently paying?

How would they
prefer to pay?

How much does
each Revenue
Stream contribute
to overall
revenues?

The Business Model Canvas: REVENUE STREAMS

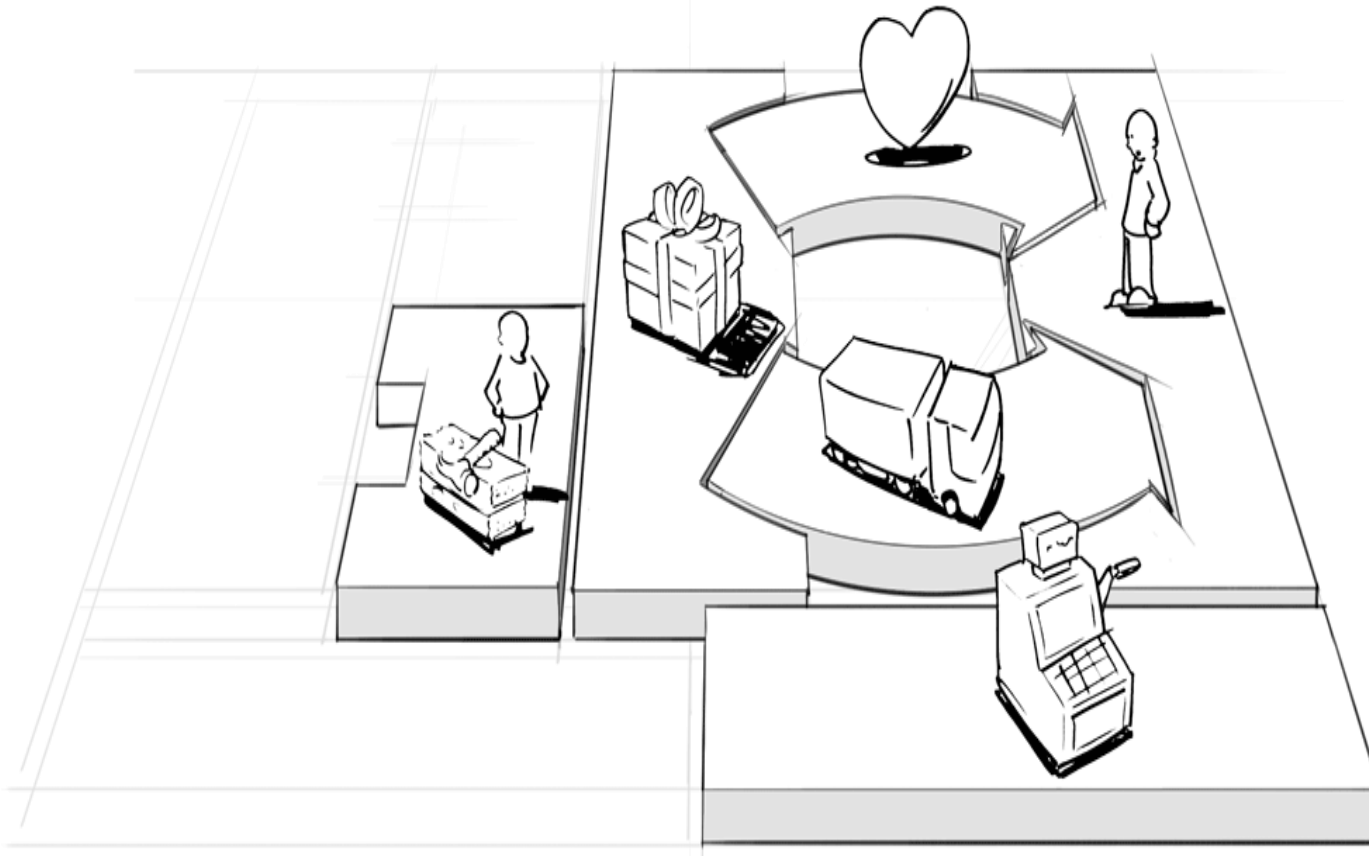
- **Asset Sale «Ownership Rights to a Physical Product»**
The largely dominating stream for products. Complemented, as, e.g., in cars by after-sales streams and accessories streams
- **Usage Fee**
'Pay per use', 'The more usage, the larger the stream'. Mobile tariffs, electricity, water... Data Banks, Analysis Firms, Consulting, Coaching...
- **Subscription fees**
Selling continuous access to a service or product. Gym, publications, on-line retail of, e.g., collectors items, cosmetics, health products... Also web hoisting & maintenance.
- **Lending/Renting/Leasing**
Temporary granting ownership against a fee. Xerox, Techn. equipment – household water filter! Cars, IT equipment...
- **Licensing Brokerage Advertising**
L: Exploiting a protected technology / product / concept
B: Charging for an intermediation service; real-estate, finance...
A: Media in general – Free Press! Apps, Any type of freeware...

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

Pricing Mechanisms

- ✓ Fixed Menu
 - *Customer Segment Dependent*
 - *Volume Dependent*
- ✓ Dynamic
 - *Auctions*

Key Resources



The Business Model Canvas: KEY RESOURCES

What are the assets required to make the business model work?

Key resources can be

- Physical – equipment (from laptop to machinery), space, material and components supply, distribution networks...
CAPITAL INTENSIVE!
- Financial – Own capital, FFF, Venture or Seed capital, supporting cash flow... GUARANTEES, LINES OF CREDIT!
- Intellectual - software, applications, design, brand, text (literature, analysis, critiques...), imagination...
PATENTS, LICENCES, COPYRIGHT!
- Human - knowledge, know-how, competency, social capital, networks, behaviour, communication, flexibility, diplomacy...
KNOWLEDGE WALKS!

Key resources can be *owned* or *leased* by the company.

They can be *acquired* from key partners or *shared* with partners.

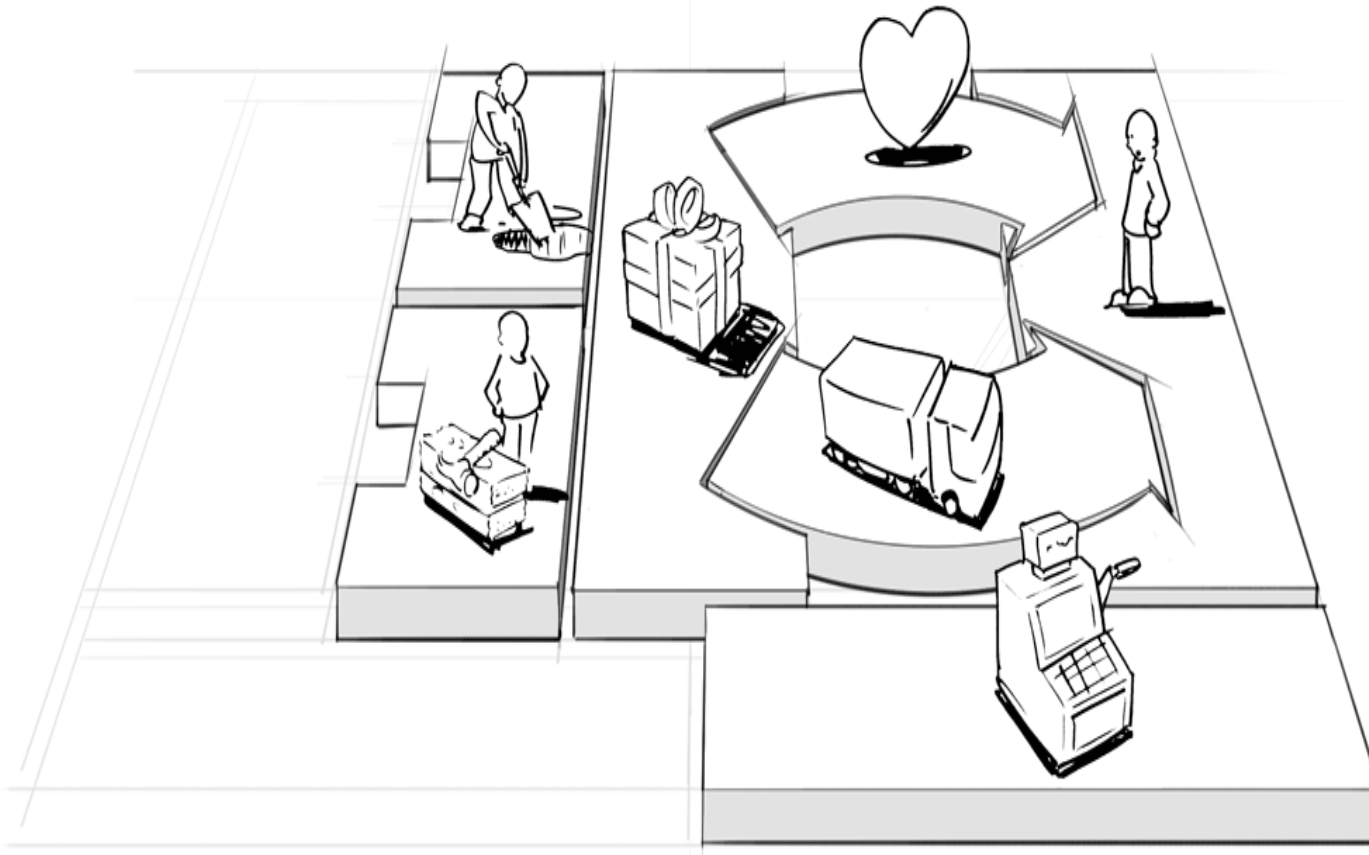
What Key Resources do our Value Propositions require?

Our Distribution Channels?

Customer Relationships?

Revenue Streams?

Key Activities



The Business Model Canvas

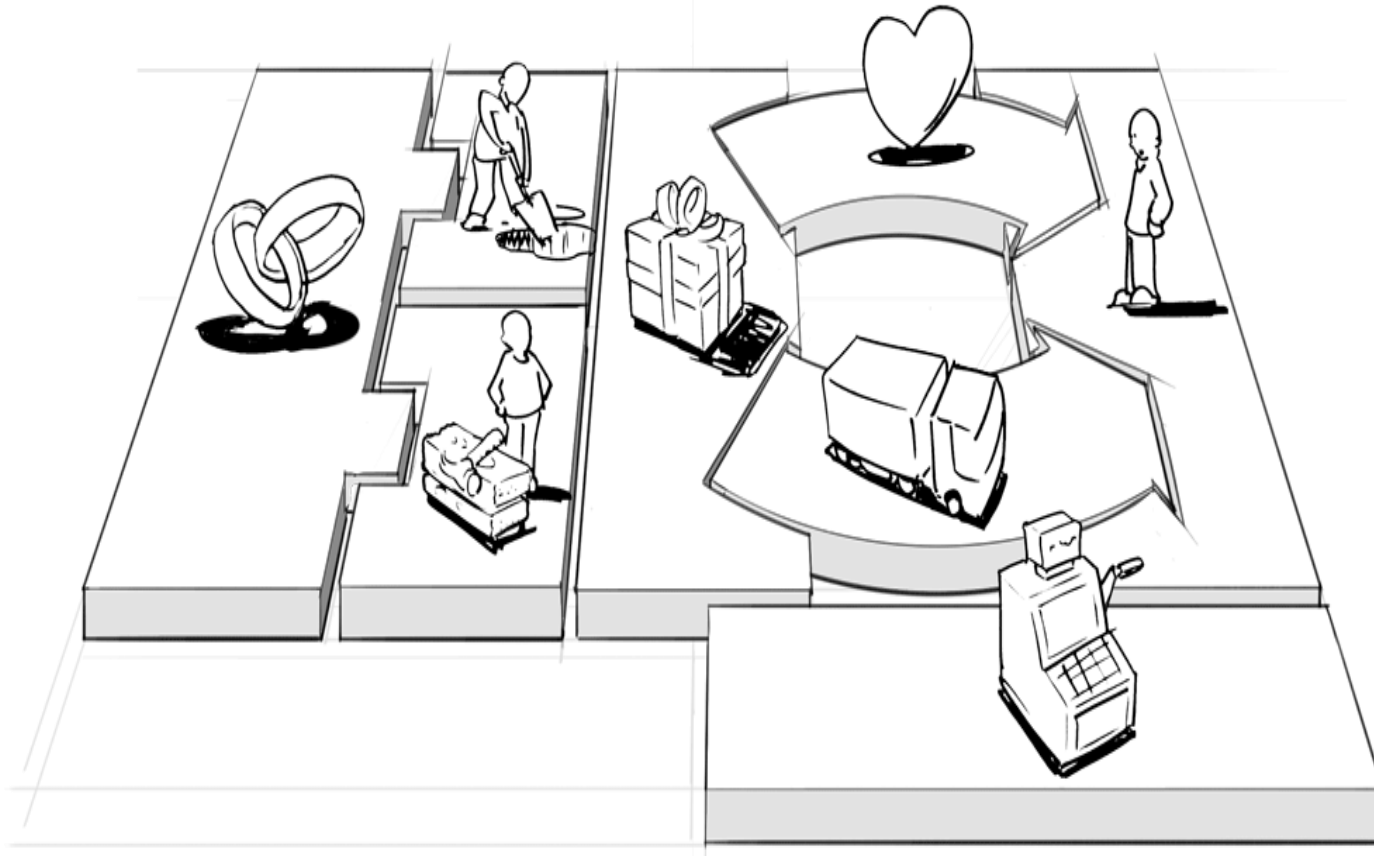
Key Activities

What do you have to do to make the Business Model work?

Examples of Key Activities needed for the 'front-office' elements to operate effectively:

- CUSTOMERS require Awareness- and Relationship-Building...
- VALUE PROPOSITIONS require Production, Development, Problem Solving or Platform Maintenance and Evolution...
- CHANNELS require Partner Selection and Monitoring, quality control, efficiency optimization...
- CUSTOMER RELATIONS require Data Collection and Analysis, Pro-Active and Re-Active Communication...
- REVENUE STREAMS require accounting, financial planning, investment analysis, reporting...

Key Partners



The Business Model Canvas

Key Partnerships

The NETWORK of suppliers and other partners that make the model work

Social media have brought true life to the notion of *extended partnerships*:

Who are your friends, fans, links, followers, diggers..., ...?

Key partnerships are ALL your relations except customers (who are treated at the right side of the canvas model)

Supplier Relations: Lean Supply (early 1990s from lean Production) is the reference

You must attempt to classify your *other* relations – IMBA example:

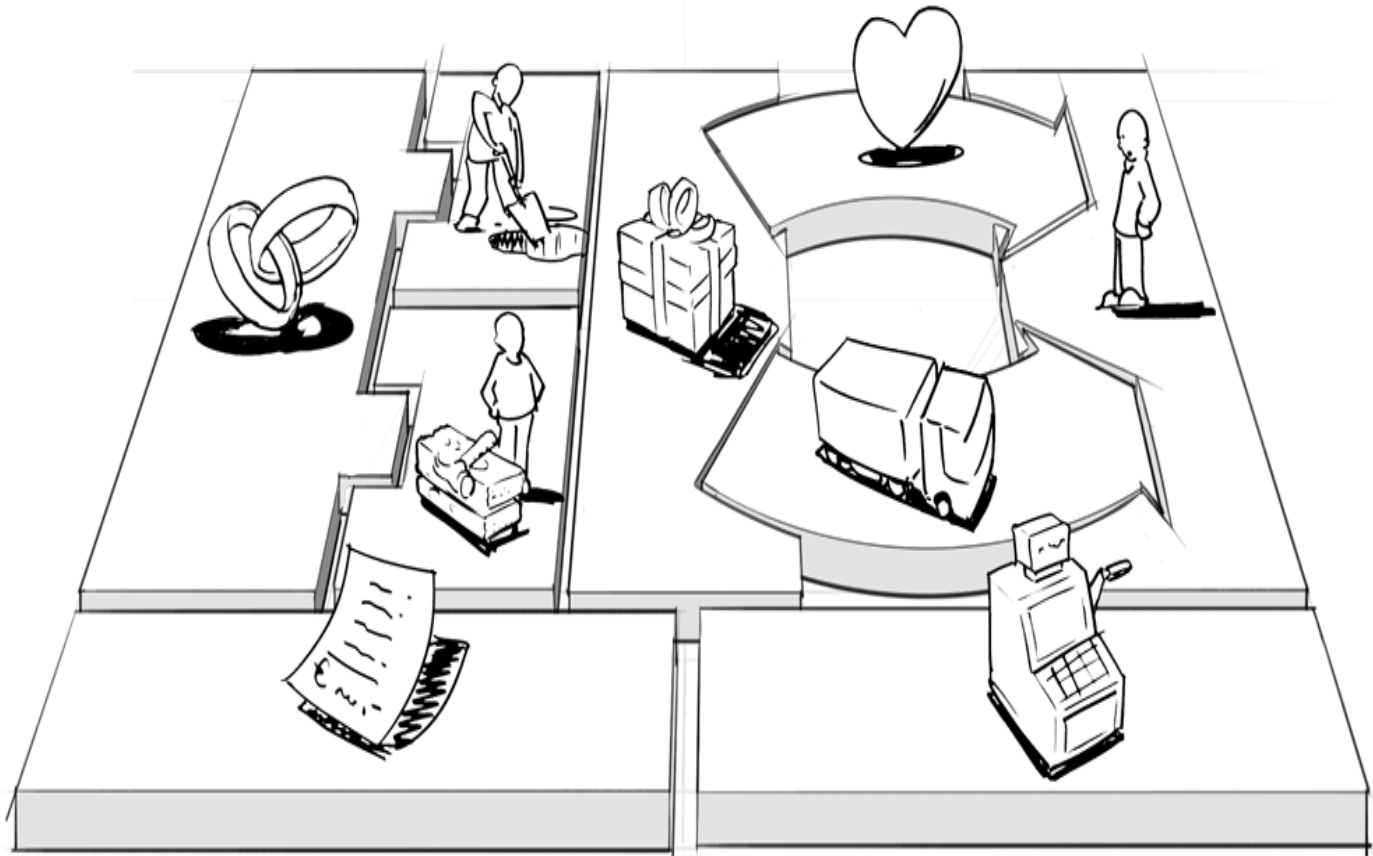
Who are our Key Partners?

Who are our key suppliers?

Which Key Resources are we acquiring from each partner?

Which Key Activities do partners perform?

Cost Structure



The Business Model Canvas

Cost Structure

All COSTS incurred to operate your business model

ATTENTION! It is not just the 'cost spiral' or 'cost burden' aspect; Cost Structure can be *THE* differentiating element of your new venture business model!

The main cost items stem from

- Key Resources,
- Key Activities,
- Key Partnerships.

In some business models Customer Relations can also be very costly.

This is acceptable if unique relations is the differentiator!

Wood for Trees Alert! Cost Monitoring is Great, but *Cost Productivity* is GREATER!

What are the most important costs inherent in our business model?

Which Key Resources are most expensive?

Which Key Activities are most expensive?

The Business Model Canvas

Cost Structure

Cost related issues to consider:

Cost-Driven Business Model – Chase and cut costs everywhere -
Creative *elimination* of costs

Fixed Costs – Independent of volume – Lean startup pushes this
towards zero (credit card limit!).

Cost productivity might make your day for the fixed costs!

Variable Costs – Linearly related to volume – Relate as much as possible
to *sales* (and not to 'production').

*Be ware of the variable cost bubble – if an exponential function takes
over from the linear...!*

What Economies of Scale can you exploit?

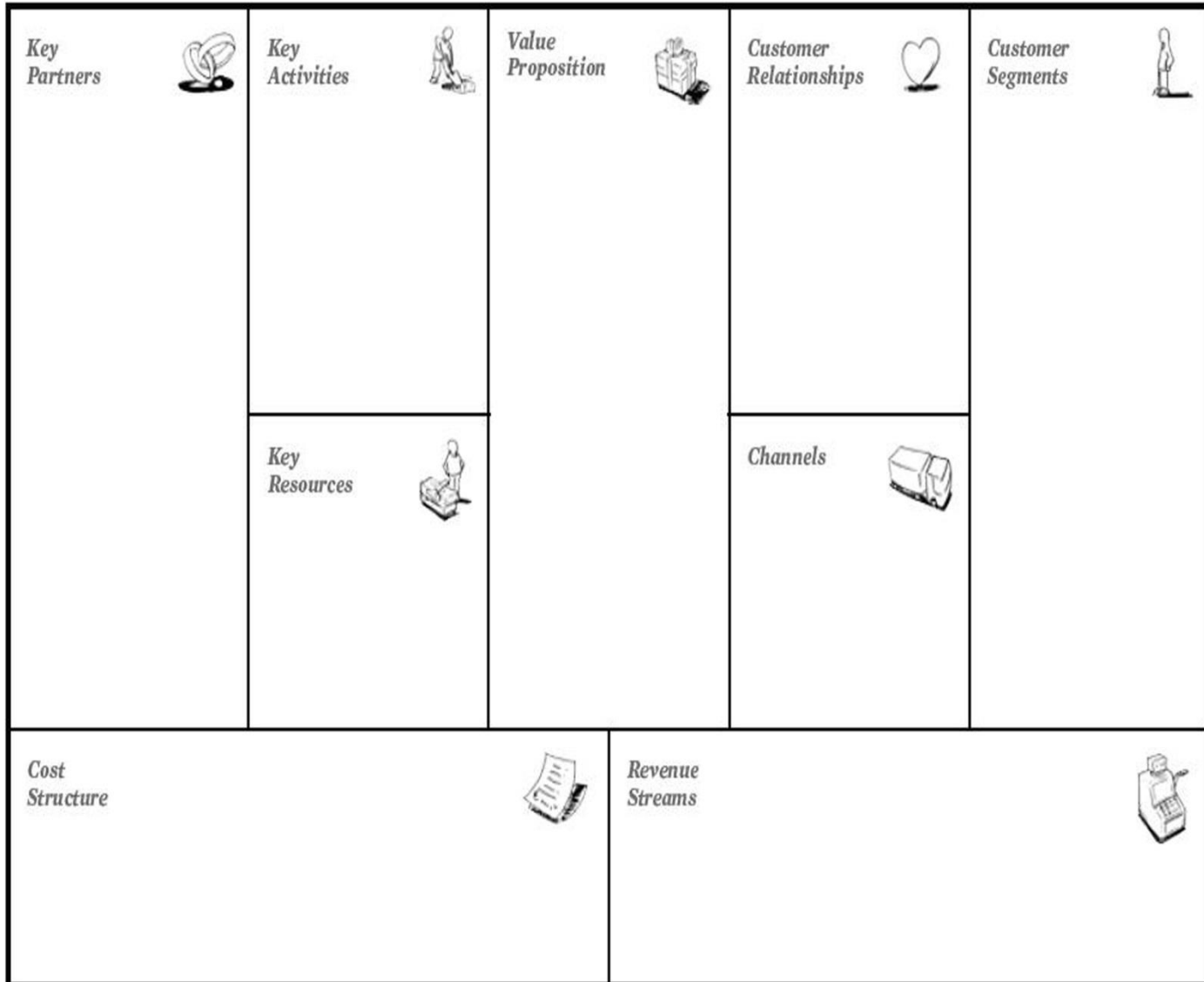
What Economies of Scope can you exploit?

What are the most
important costs
inherent in our
business
model?

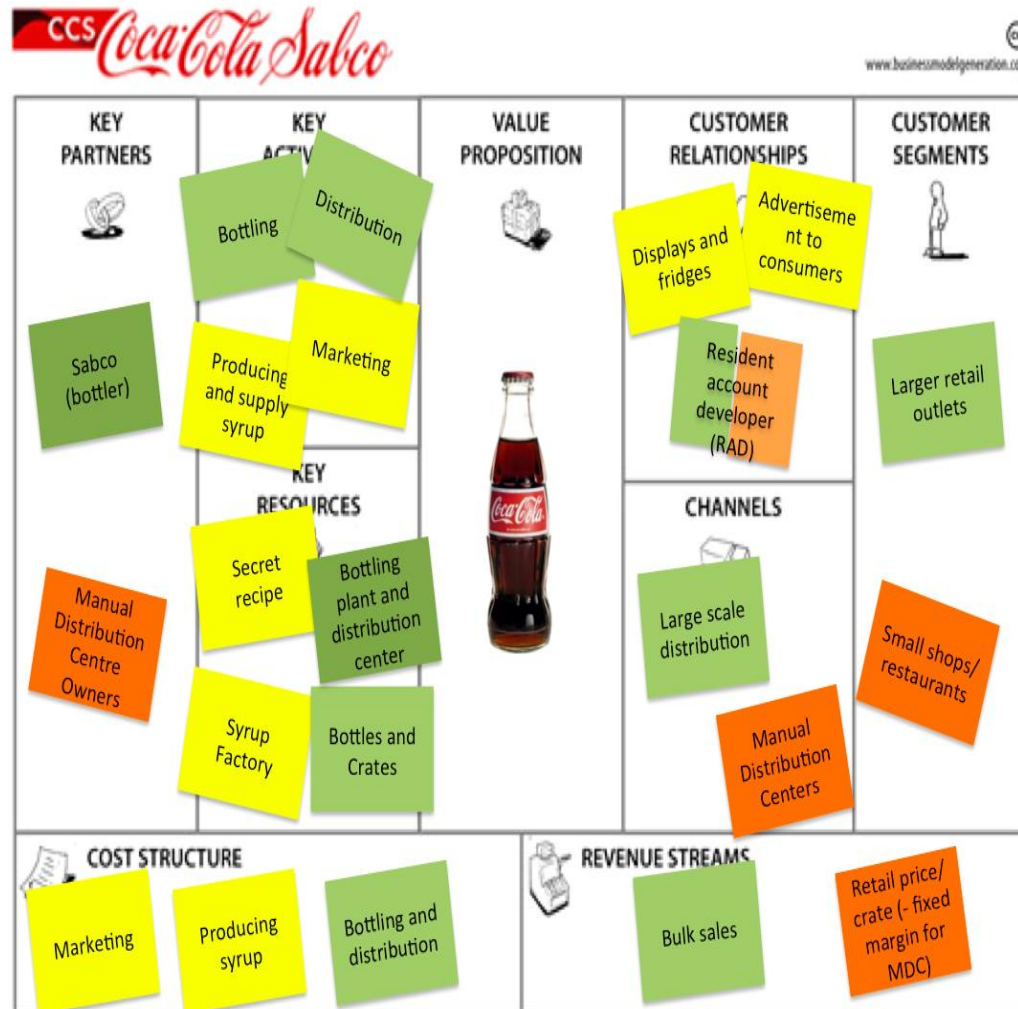
Which Key
Resources are most
expensive?

Which
Key Activities are
most expensive?

Business Model Canvas



Business Model Canvas – Coca Cola Sabco



Βιβλιογραφία

- Alexander Osterwalder, A. & Pigneur, Y., (2010),
- Business Model Generation, John Wiley & Sons.

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Marketing

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Ενότητα # 2: Διάλεξη 2

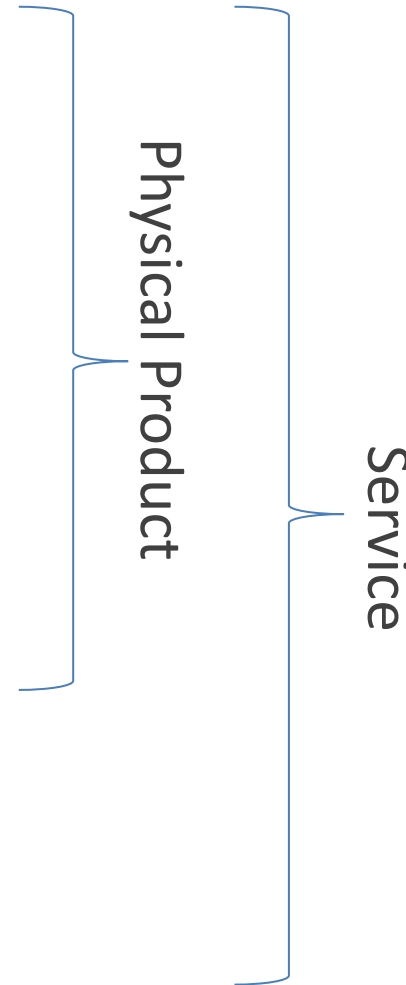
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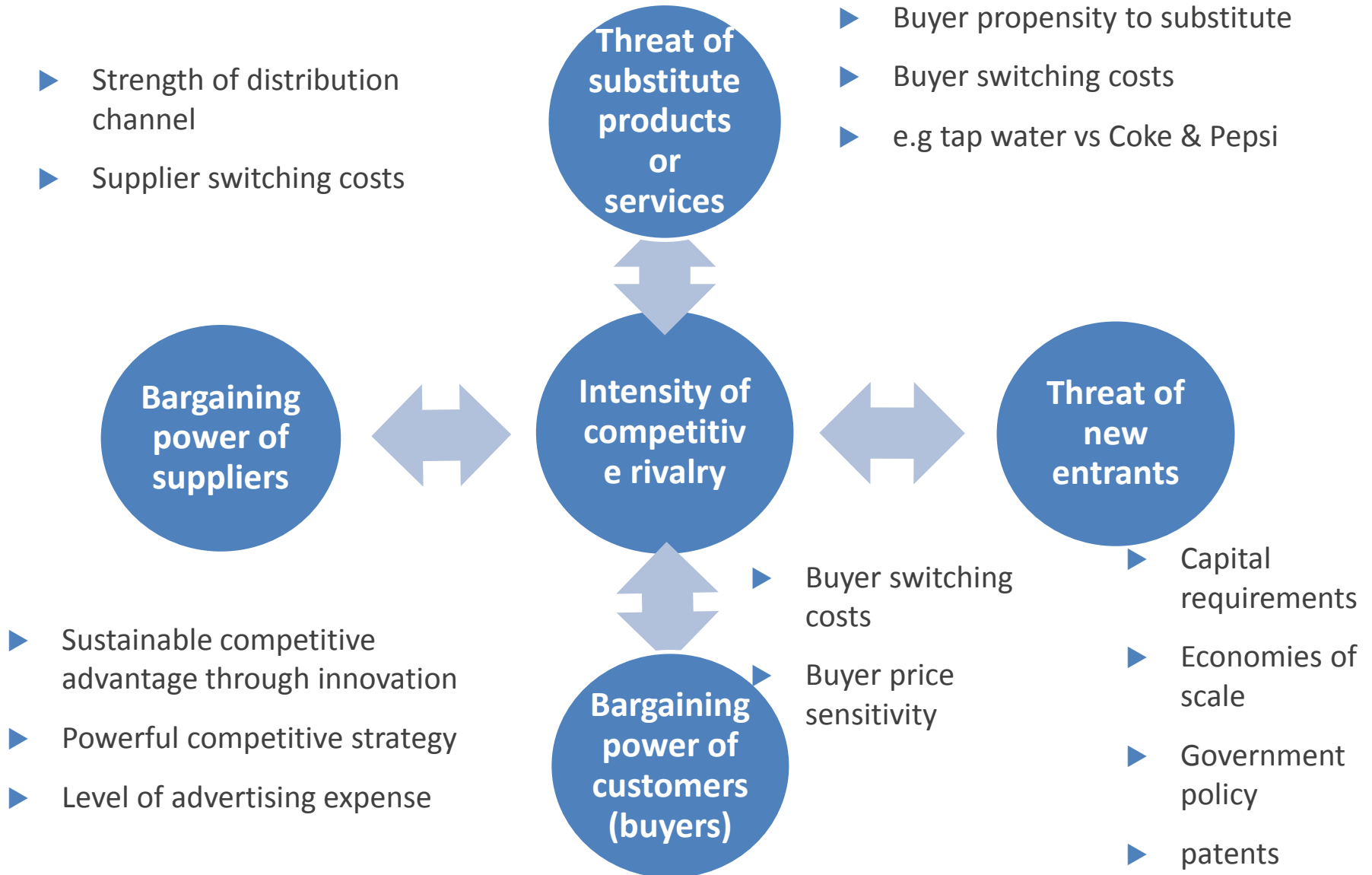
Marketing Mix

4 Ps and 7 Ps

- ▶ Product
- ▶ Price
 - Skimming, Penetration, neutral
 - pricing models
- ▶ Promotion
 - advertising, public relations,
 - sales organization and sales promotion
- ▶ Place (Distribution)
 - Push, Pull
- ▶ Physical Evidence
 - Receipt, invoice, packaging
- ▶ People
- ▶ Process



Ανάλυση Αγοράς Porter's 5 Forces



SWOT Analysis

<p style="text-align: center;">Strength (S)</p> <p>A distinctive competence? Well-thought-of by stakeholders? An acknowledged academic leader? Well conceived operational strategies? Location advantages? Insulated from competitive pressures? Proprietary technology? Adequate financial resources? Access to economies of scale? Cost advantages? Product innovation abilities? Proven Management? Other?</p>	<p style="text-align: center;">Weakness (W)</p> <p>No clear strategic direction Obsolete facilities? Weak image? Falling behind in R&D? Too narrow ranges of courses offered? Lack of managerial depth and talent? Missing any essential skills or competencies? Poor track record? Plagued with internal operating problems? Vulnerable to competitive pressures? Competitive disadvantages? Below-average marketing skills? Unable to finance needed changes in strategy? Other?</p>
<p style="text-align: center;">Opportunities (O)</p> <p>Serve additional customer groups? Enter new market or segments? Expand courses to meet broader range of customer needs? Diversify into related courses or services? Add complementary courses or services? Vertical integration? Ability to move to better strategic group? Complacency among other institutions? Faster market growth Other?</p>	<p style="text-align: center;">Threats (T)</p> <p>Likely entry of new competitors? Growing of substitute courses? Slower student growth? Adverse government policies? Growing competitive pressures? Vulnerability to recession and business cycle? Growing bargaining power of customers or suppliers? Changing stakeholder needs and tastes? Adverse demographic changes? Other?</p>



Άσκηση Προθέρμανσης

- Ετοιμάστε το δικός σας Επιχειρηματικό Μοντέλο
- Στις ομάδες σας (των 2-3 ατόμων) ετοιμάστε το επιχειρηματικό μοντέλο της ιδέας που έχετε σκεφτεί (20 λεπτά)
- Παρουσίαση των αποτελεσμάτων στην αίθουσα και συζήτηση (10 λεπτά)

ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
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Τέλος Ενότητας # 2

Μάθημα: Καινοτομία και Επιχειρηματικότητα, **Ενότητα # 2:** Διάλεξη 2
Διδάσκων: Θεόδωρος Αποστολόπουλος, **Τμήμα:** Μεταπτυχιακό
Πρόγραμμα Σπουδών Πληροφορικής



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο



ΥΠΟΥΡΓΕΙΟ ΠΑΙΔΕΙΑΣ & ΘΡΗΣΚΕΥΜΑΤΩΝ, ΠΟΛΙΤΙΣΜΟΥ & ΑΘΛΗΤΙΣΜΟΥ
ΕΙΔΙΚΗ ΥΠΗΡΕΣΙΑ ΔΙΑΧΕΙΡΙΣΗΣ

Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης

