



ProBM 2

NATIONAL REPORT FROM INTERVIEWS (SWITZERLAND)

Understanding and Developing Business Models in the Globalisation Era

ProBM 2

07-04-2020



This report is referred to the collection of five surveys held in Switzerland between March and the beginning of April 2020, conducted from SUPSI – LUCI (Labour, Urbanscape and Citizenship) research area. The companies were reached with considerable efforts, due to the outbreak of covid 19 pandemic that is affecting all economic system and work organization, implying a re-modulation and re-settlement of the whole way of operating.

The five companies interviewed are:

- Architecture firm
- Automotive market
- Medical devices
- Telecom systems’ software development
- Engineering (civil and Electromechanics)

The sectors are different, as well as their dimensions and structure and, correspondingly, the sensibility towards Business models concept and knowledge is dissimilar. This sample, although limited in quantity, is able to give a sufficient qualitative overview on the conception and consideration about business model.

In this national report are shortly presented the results section by section (blocks), with figures as gathered in the xls file with a comment.

BLOCK 1 %											
No.	TOTAL	YES	NO	HARD TO SAY							
1.	5	100.00%	0.00%	0.00%							
2.	5	80.00%	20.00%	0.00%							
	TOTAL	TOTALLY AGREE	AGREE	NEUTRAL	DISAGREE	TOTALLY DISAGREE					
3.	5	60.00%	20.00%	20.00%	0.00%	0.00%					
4.	5	60.00%	40.00%	0.00%	0.00%	0.00%					
5.	5	40.00%	40.00%	20.00%	0.00%	0.00%					
6.	TOTAL	Unique Reputation in the Marketplace	Plan for Growth	Financial Sustainability	Improving Process Communication	Increasing Control and Consistency	Improving Operational Efficiencies	Increasing innovation and competitiveness	Increasing Profitability and Efficiency	Entering International Market/s	Other
6.	18	0.00%	11.11%	16.67%	11.11%	11.11%	11.11%	5.56%	22.22%	11.11%	0.00%

This first block, on “General knowledge and opinions on business models”, indicates that all companies are aware of what is a business model and the main tool to operationalize it. Practically all companies, except one giving neutral position, agree on the benefit of the adoption of a business model to improve the company performances. The main benefits, in

terms of rate of answers, are seen on “Increasing profitability and efficiency” and “Financial sustainability”.

BLOCK 2 %										
No.	TOTAL	YES	NO	HARD TO SAY						
1.	5	40.00%	40.00%	20.00%						
	TOTAL	I didn't know what a business model is	I didn't know how to use a business model	I do not see any benefit in using a business model	Other reason					
2.	2	0.00%	0.00%	50.00%	50.00%					
	TOTAL	Add-one model	Affiliate model	Auction model	Direct sales	Franchise model	Freemium model	Low-Cost model	Subscription model	Other
3.	5	0.00%	20.00%	0.00%	20.00%	20.00%	20.00%	0.00%	0.00%	20.00%
	TOTAL	Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Customer Segments	Cost Structure	Revenue Streams
4.	15	26.67%	13.33%	6.67%	13.33%	20.00%	13.33%	0.00%	6.67%	0.00%

As for the second block, on “Business model in your company”, the situation is quite heterogeneous, since two companies apply a business model, two do not and for one is hard to say. Together with not seeing any advantage in using a business model due to the sort of company, there is a other answer stating that it is “Not really useful for our business type (Civil Engineering)” and as well motivated from the fact of a friction between the board of directors and the management.

For the revenue streams used the answer are quite scattered (one for each chosen case). Concerning the elements included in the business mode, there is a clear main indication on “Key partners”, followed by “Customer relationship” and then the other with lower pointings.

BLOCK 3 %											
No.	TOTAL	TOTALLY IMPORTANT	IMPORTANT	NEUTRAL	UNIMPORTANT	TOTALLY UNIMPORTANT					
1.	5	40.00%	60.00%	0.00%	0.00%	0.00%					
2.	5	60.00%	40.00%	0.00%	0.00%	0.00%					
3.	5	20.00%	60.00%	20.00%	0.00%	0.00%					
4.	5	60.00%	0.00%	40.00%	0.00%	0.00%					
5.	5	40.00%	60.00%	0.00%	0.00%	0.00%					
6.	5	20.00%	40.00%	20.00%	0.00%	20.00%					
7.	5	0.00%	40.00%	40.00%	20.00%	0.00%					
8.	5	40.00%	40.00%	20.00%	0.00%	0.00%					
9.	5	0.00%	100.00%	0.00%	0.00%	0.00%					
	TOTAL	Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Customer Segments	Cost Structure	Revenue Streams	There is no most important element
10.	7	14.29%	14.29%	14.29%	14.29%	28.57%	0.00%	0.00%	0.00%	0.00%	14.29%
	TOTAL	Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Customer Segments	Cost Structure	Revenue Streams	There is no least important element
11.	6	0.00%	0.00%	0.00%	16.67%	0.00%	16.67%	33.33%	0.00%	16.67%	16.67%
	TOTAL	TOTALLY INDEPENDENT	MAINLY INDEPENDENT	DEPENDENT IN SOME PARTS, INDEPENDENT IN OTHERS	MAINLY DEPENDENT	TOTALLY DEPENDENT					
12.	5	0.00%	0.00%	20.00%	80.00%	0.00%					
	TOTAL	NEVER	SELDOM	SOMETIMES	OFTEN	ALWAYS					
13.	5	0.00%	0.00%	40.00%	60.00%	0.00%					

Observing the third block, “Elements of business models”, considering the rates adding totally important and important (100% within these two answers), appears that the most significant elements are key partners, key activities, customer relationship and revenue streams. In particular, then the customer relationship appears being the most important and customer segments is evaluated as the least important.

The predominance of companies (4 out of 5) considers the elements mainly dependent, indicating (mainly) as often that a change in one of the elements lead to a change in others. This indicates that the companies are aware that the different parts and components of the organization are intertwined, meaning that is not possible to treat only one of them without having relapses on the others.

BLOCK 4 %									
	TOTAL	Joint stock company	Cooperative	Association	Ltd.	Self-employed	Other		
1.	5	20.00%	0.00%	0.00%	40.00%	20.00%	20.00%		
	TOTAL	<10 employees	<50 employees	<250 employees	250 or more				
2.	5	20.00%	20.00%	40.00%	20.00%				
	TOTAL	Executive head	Head of Marketing	HR Manager	Director	Head of Business	Other		
3.	5	60.00%	0.00%	0.00%	0.00%	40.00%	0.00%		
	TOTAL	Having experience in business models training	Having experience in my business area	Being a experienced trainer	Being a trainer linked with a credible organization	Low cost training	Having an in-house training	The possibility of having training in my vicinities	Being online or B-learning
5.	16	12.50%	31.25%	12.50%	18.75%	0.00%	6.25%	6.25%	12.50%

Going to the last block, asking on “Company and interviewee profile”, the operating sectors are the above described. The type of company is quite differentiated, with one case “Other” specifying a family company. The same dissimilarity is on the size, offering an appreciable qualitative representation.

Handling the question on trainer features would they appreciate if searching for a business models training, the majority of answers points on the experience in the company specific business area, followed by being linked with a credible organization and then the other answers with lower rates. Companies want trainers competent in their field and with a strong answerability in terms of organizational affiliation or connection. These are important indications for the future setting up of the ProBM2 outcomes.