

*Business shall transform changes
into innovations and thus into
new businesses*

Peter Drucker



Case studies analysis – business models used in the companies

UNDERSTANDING AND DEVELOPING BUSINESS MODELS



POLAND

Name of the company (Poland)	MED-SON	
Type of the company	Private (civil) partnership	
Type of business model	<ul style="list-style-type: none"> • Client – trust model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels • Kinds of income 	
Benefits of using business models	<ul style="list-style-type: none"> • Improve Process Communication 	
Defeats of not using business models	<ul style="list-style-type: none"> • Low communication efficiency 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Interpersonal relations • Design of a business plan • Good organisation of work • Good contacts with staff 	<ul style="list-style-type: none"> • Specificity of a branch (marketing aspects)
Other information, if necessary		

Name of the company (Poland)	Technical and Energy Services Company (ZUTE)	
Type of the company	Ltd	
Type of business model	<ul style="list-style-type: none"> • No specific business model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Financial sustainability • Stability of staff 	
Defeats of not using business models	<ul style="list-style-type: none"> • Low communication efficiency 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Specificity of a branch (marketing aspects) • Costs related to the branch 	<ul style="list-style-type: none"> • Specificity of a branch (marketing aspects) • Costs related to the branch
Other information, if necessary	Too small company (less than 10 employees, most of them are retired people, the introduction of changes is not possible).	

Name of the company (Poland)	EUROKREATOR	
Type of the company	Ltd	
Type of business model	<ul style="list-style-type: none"> • Affiliate model • Direct sales model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • Key resources • Relation with clients • Communication channels • Proposition of values 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Plan for growth • Financial sustainability • Improve process communication • Improve operational efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • Not identified 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Communication • Problem solving • Management 	<ul style="list-style-type: none"> • Facts about the market in a specific area • Management
Other information, if necessary	Not identified	

Name of the company (Poland)	Anonymous	
Type of the company	Ltd	
Type of business model	<ul style="list-style-type: none"> • Direct sales model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • Kinds of income • Relation with clients • Communication channels 	
Benefits of using business models	<ul style="list-style-type: none"> • Financial sustainability 	
Defeats of not using business models	<ul style="list-style-type: none"> • Low communication efficiency • The lack of financial stability 	
Skills and knowledge	Skills	Knowledge

	<ul style="list-style-type: none"> • Specificity of a branch (marketing aspects) • Finance management 	<ul style="list-style-type: none"> • Specificity of a branch (marketing aspects) • Financial aspects • Management aspects
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The case study questionnaire addressed to the Polish entrepreneurs included seven questions – closed (multiple), open and descriptive one. Polish partner mainly asked Ltd. One questionnaire was anonymous as the entrepreneur did not wish to give the name of the company.

The kind of business models chosen were very different: client-trust model, affiliate model and direct sales model. One entrepreneurs stated they did not use any specific model and this is a very important information as it turns out that in Poland very few entrepreneurs use any specific business model. The knowledge on business models is very skimpy. However, they were able to indicate which elements are crucial for the company to exist. Most of the surveyed companies have indicated that relations with clients and communication channels are the most important. Other crucial elements were the following: kinds of income, key partners, key resources and proposition of values.

The next question concerned the benefits of using business models. They seemed to be quite different. It turned out that financial sustainability and unique reputation in the marketplace common almost for all case studies.

On the other hand, it was interesting to observe that companies have noticed the same defeats associated with the introduction business model – low communication efficiency and lack of financial stability.

As the compendium, which is planned to be developed in the project, includes the information on necessary skills and knowledge on business models, the survey contained a question related to this aspect. The answers were quite varied: interpersonal relations, design of business plan, good organization of work, good contact with staff, specificity of a branch, costs related to the branch, communication, problem solving and management. Specificity of a branch and managements were knowledge factors.

Only one company shared it opinion about business model in a descriptive form. According to the representative of a company, in small companies, which have less than 10 employees or most employees are retired people, the introduction of changes is not possible.

ITALY

Name of the company (country)	Redlab Srl	
Type of the company	Ltd	
Type of business model	Direct sales	
Elements crucial for the company	<ul style="list-style-type: none"> • The structure of costs • Value proposition 	
Benefits of using business models	<ul style="list-style-type: none"> • Increase Control and Consistency • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • Not consistent value proposition • Low definition of the structure of costs 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • How to manage the relation with clients • How to make a financing plan 	<ul style="list-style-type: none"> • Characteristics of your business and market • Financing • Competitors • Positioning

Name of the company (country)	Maglificio Tomas S.R.L.	
Type of the company	Ltd	
Type of business model	Direct sales and international distribution contract (London)	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • Communication channels • Value proposition 	
Benefits of using business models	<ul style="list-style-type: none"> • Plan for growth • Financial Sustainability • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • Low capacity in understanding the market • Insufficient financial planning • Not effective internal communication channels 	

Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Practical experience 	<ul style="list-style-type: none"> • Market analysis

Name of the company (country)	Hyperlean S.R.L.	
Type of the company	Ltd	
Type of business model	Affiliate Direct Sales	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • Key resources • Relation with clients 	
Benefits of using business models	<ul style="list-style-type: none"> • Plan for growth • Increase Control and consistency • Improve communication • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • None 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Management 	<ul style="list-style-type: none"> • Processes and dynamics related to the company • Economics studies • Market

Name of the company (country)	Digital Business	
Type of the company	Ltd	
Type of business model	<ul style="list-style-type: none"> • Add-one • Affiliate • Direct sales • Premium 	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • Relation with clients • Communication channels 	
Benefits of using business models	<ul style="list-style-type: none"> • Financial sustainability • Unique reputation in the marketplace 	
Defeats of not using business models	<ul style="list-style-type: none"> • Low communication efficiency • Low quality of internal interactions 	

Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Innovative products • Effective communication (internal, external) 	<ul style="list-style-type: none"> • Market analysis

The case study questionnaire submitted to the Italian entrepreneurs included seven questions – closed (multiple), plus one question open. The questionnaire collected data from four entrepreneurs with less than 10 and 50 employees. The four companies they represent are operating in the domain of software development and marketing, new technologies, knitwear.

The kind of business models chosen were very different in the four companies, mainly direct sales with affiliated and contract. One case is also using add-one and premium. The questionnaire we have collected are from more advanced entrepreneurs, as in most cases in Italy there is no much knowledge and information on business models. The four entrepreneurs cooperating in this survey are also indicating key elements for the survival of the company, mainly Key partners, Relation with clients and communication channels. Other crucial elements were the following: the structure of costs and value proposition.

The next question in the survey is related to the benefits on using business models. They seemed to be quite different, however the Increase Control and consistency and Improve Operational Efficiencies are the most common.

Another question concerns about the skills and knowledge needed to “run” a business model in companies. The answers were different for skills: management, communication and product innovation, practical experience and writing of a business plan.

While the answers for Knowledge were different, mainly development of knowledge in terms of market analysis characteristics and dynamics of own business.

In all four survey questionnaires we did not collect relevant data about future planning in using business models as it is done at the moment or different models.

SLOVENIA

Name of the company (Slovenia)	ASTRA, farmacevt svetovalec, Mojca Bobnar s.p.	
Type of the company	Ltd.	
Type of business model	<ul style="list-style-type: none"> • They don't use business models 	
Elements crucial for the company	<ul style="list-style-type: none"> • The structure of costs • Relations with clients • Kinds of income • Proposition of values • Key partners 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Plan for growth • Financial Sustainability • Improve Process Communication • Increase Control and Consistency 	
Defeats of not using business models	<ul style="list-style-type: none"> • Too big order, not enough customers 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • ICT skills 	

Name of the company (Slovenia)	Gozdarske storitve, Vladimir Stojnšek, s.p.	
Type of the company	Self-employed	
Type of business model	<ul style="list-style-type: none"> • They don't use business models 	
Elements crucial for the company	<ul style="list-style-type: none"> • Proposition of values • The structure of costs • Relation with clients • Kinds of income • Key partners 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Improve Process Communication • Increase control and Consistency • Plan for growth • Financial Sustainability 	
Defeats of not using business models	<ul style="list-style-type: none"> • None 	

Skills and knowledge	Skills	Knowledge

Name of the company (Slovenia)	REALKA, Jasna Colnerič, s. p.	
Type of the company	Self-employed	
Type of business model	<ul style="list-style-type: none"> • They don't use a business model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels • Key resources • Kinds of income • Key partners 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Improve Process Communication • Increase control and Consistency • Financial Sustainability • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • At the beginning, they experienced some defeats because they trusted their partners and their clients too much. Now they sign an agreement before they do any kind of job. 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • ICT skills 	<ul style="list-style-type: none"> • Management
Other information, if necessary	Not identified	

Name of the company (Slovenia)	MANIKURA STUDIO IRENA HLADIN S.P. (SLOVENIA)	
Type of the company	Self-employed	
Type of business model	<ul style="list-style-type: none"> • Direct sales model 	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels • The structure of costs • Proposition of values • Key resources • Kinds of income 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace 	

	<ul style="list-style-type: none"> • Plan of growth • Financial Sustainability • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • None 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • good use of computers • communication skills 	<ul style="list-style-type: none"> • foreign languages • knowledge about marketing

Name of the company (Slovenia)	TIP, TURIZEM IN POUČEVANJE, JOŽICA ŽOLGAR S.P	
Type of the company	Self-employed	
Type of business model	<ul style="list-style-type: none"> • They don't use business models 	
Elements crucial for the company	<ul style="list-style-type: none"> • Proposition of values • The structure of costs • Relation with clients • Kinds of income • Key partners 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Improve Process Communication • Plan for growth • Financial Sustainability • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • None 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • good organizational skills • communication skills 	

The case study questionnaire addressed to the Slovenian entrepreneurs included seven questions – closed (multiple), open and descriptive one. Slovenian partner mainly asked Self-employed type of businesses. The Slovenian partner included 5 businesses.

Only one of the businesses uses a business model - direct sales model, others stated they don't use a business model. All of the surveyed companies have indicated that relations with clients are the most important. Other crucial elements were the following: Key partners, Kinds of income, proposition

of values and the structure of costs. The least important are considered Key resources and Communication channels.

The next question concerned the benefits of using business models. The most important benefits are considered Unique Reputation in the marketplace and Financial Sustainability. They are followed by plan for growth and improved process communication. Increased control and consistency and improved operational efficiencies are considered less important.

The only defeat the companies mentioned were too big order, not enough customers and too much trust at the beginning of their business path.

As the compendium, which is planned to be developed in the project, includes the information on necessary skills and knowledge on business models, the survey contained a question related to this aspect. The answers were quite varied: the skills they find important are ICT skills, communication skills and good organizational skills and the knowledge they find important are knowledge of foreign languages, marketing and practical knowledge in the field of individual business.

None of the interviewed companies shared their opinion about business model in a descriptive form.

GREECE

Name of the company (Greece)	ΕΠΙΧΕΙΡΩ	
Type of the company	Self-employed	
Type of business model	I am not aware of/I don't know	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels 	
Benefits of using business models	<ul style="list-style-type: none"> • Financial Sustainability • Increase Control and Consistency 	
Defeats of not using business models	<ul style="list-style-type: none"> • Not effective management 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Basic entrepreneurial skills 	<ul style="list-style-type: none"> • New Trades over this field
	<ul style="list-style-type: none"> • Public Relations 	<ul style="list-style-type: none"> • Customer's Needs
Other information, if necessary	I established my company this year. We offer consulting services over financial issues. The current staff is <10 employees. I plan to start using business models according to the needs of my business.	

Name of the company (Greece)	ΣΥΝΕΡΓΕΙΟ ΑΥΤΟΚΙΝΗΤΩΝ "ΑΦΟΙ ΚΑΡΡΑ"	
	Garage – Car Services	
Type of the company	Self-employed	
Type of business model	I am not aware of/I don't know	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients 	
Benefits of using business models	<ul style="list-style-type: none"> • Plan for growth • Financial Sustainability • Increase Control and Consistency • Improve Operational Efficiencies 	
Defeats of not using business models	<ul style="list-style-type: none"> • Not identified 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Problem solving 	<ul style="list-style-type: none"> • Technical Issues
	<ul style="list-style-type: none"> • Technical Support 	<ul style="list-style-type: none"> • Expertise over the field of activities
	<ul style="list-style-type: none"> • Resource Management 	
	<ul style="list-style-type: none"> • It needs a good understanding of the 	<ul style="list-style-type: none"> • This knowledge could be gained

	company's expected course in the coming years and a good knowledge of how to set up the business model.	through attending relevant seminars or by discovering and using some existing good practices
Other information, if necessary	I establish this business with personal funds. I started working with my brother and now I employ other 3 young men. We are experts in our profession. I don't have theoretical knowledge about management issues. However, I am satisfied with the way I manage this business so far. I am planning to open a second car service garage in another area.	

Name of the company (Greece)	Logistics	
Type of the company	Cooperative	
Type of business model	The Low-Cost model	
Elements crucial for the company	<ul style="list-style-type: none"> • The structure of costs • Communication channels • Relation with clients 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Financial Sustainability • Improve Process Communication • Increase Control and Consistency 	
Defeats of not using business models	<ul style="list-style-type: none"> • Making Decisions • Taking Risks • Entering new markets 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Problem solving • Technical Support 	<ul style="list-style-type: none"> • Technical Issues • Expertise over the field of activities
	<ul style="list-style-type: none"> • Resource Management 	
Other information, if necessary	Current number of permanent staff Extending the company to new markets and developing its services to make it more attractive and profitable for its existing customers and for the busy new customers.	

Name of the company (Greece)	Tourism Apps IKE	
Type of the company	Join stock company	
Type of business model	Direct Sales model	
Elements crucial for the company	<ul style="list-style-type: none"> • Relation with clients • Communication channels • Key partners 	
Benefits of using business models	<ul style="list-style-type: none"> • Unique reputation in the marketplace • Plan for growth • Financial Sustainability • Improve Process Communication 	
Defeats of not using business models	<ul style="list-style-type: none"> • Vulnerability against the strong competition 	
Skills and knowledge	Skills	Knowledge
	<ul style="list-style-type: none"> • Customer relations management 	
	<ul style="list-style-type: none"> • Recognition of vacant markets 	
	<ul style="list-style-type: none"> • Immediate application of new trends 	
Other information, if necessary	We just organise our plan for growth through strategic synergies	

The case study questionnaire addressed to the Greek entrepreneurs included seven questions – closed (multiple), open and descriptive one.

The kind of business models chosen by the surveyed entrepreneurs were: the low-cost model and direct sales model. In Greece, it is observed that many businesses don't use business models mostly because they are not aware of their existence and their value. Two entrepreneurs stated that they do not use a specific model, however they perform actions that perhaps fall into the framework of one or more business models. Even if, their knowledge on business models is limited, they were able to recognize which elements are crucial for the sustainability of the company. All entrepreneurs pointed that the relation with clients and the communication channels are the most important elements followed by key partners and the structure of costs.

Regarding the benefits of using business models, it came up that businesses identify a lot of benefits, where financial sustainability was a common answer for all the surveyed entrepreneurs.

Moreover, it is quite interesting that the companies have noticed variable defeats by not using business model – such as not effective management, vulnerability against the strong competition.

When asked about necessary skills and knowledge on business models, the answers were also different such as problem solving, customer relations management, resource management. It is observed that most of these answers are affected by the identity of its company. Last but not least, there is an obvious interest of businesses that don't use any model so far to adapt one that will improve their business development. In addition, all of the surveyed entrepreneurs stated that they have plans for growth and expansion of their businesses.

THE CZECH REPUBLIC

Name of the company (country)	YOUR WAY (Czech Republic)	
Type of the company	Self-employed	
Type of business model	No business model applied	
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners • The structure of costs • Communication channels and strategy • Relation with clients • Knowledge of competition 	
Benefits of using business models	<ul style="list-style-type: none"> • Financial Sustainability • Increase Control and Consistency 	
Defeats of not using business models	<ul style="list-style-type: none"> • Not having enough clients in seminars and courses to get sustainable profit. 	
Skills and knowledge	Skills	Knowledge
	• to understand and use business legal acts	• business law and obligation
	• to differentiate business models	• type of business models
	• to design a business strategy	• business strategies
	• to analyse the competition at the market	• competition analysis
	• to analyse different types of customers and to make the segmentation of customers	• customer analysis and segmentation
Other information, if necessary	None	

Name of the company (country)	Centrum individuálních sportů Ostrava (CISO) / Czech Republic
Type of the company	NGO
Type of business model	No business model applied
Elements crucial for the company	<ul style="list-style-type: none"> • Key partners

	<ul style="list-style-type: none"> • Key resources • Relation with clients • Communication channels 				
Benefits of using business models	<ul style="list-style-type: none"> • Plan for growth • Financial sustainability 				
Skills and knowledge	<table border="1"> <thead> <tr> <th>Skills</th> <th>Knowledge</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Managerial skills </td> <td> <ul style="list-style-type: none"> • Economical knowledge </td> </tr> </tbody> </table>	Skills	Knowledge	<ul style="list-style-type: none"> • Managerial skills 	<ul style="list-style-type: none"> • Economical knowledge
	Skills	Knowledge			
<ul style="list-style-type: none"> • Managerial skills 	<ul style="list-style-type: none"> • Economical knowledge 				
Other information, if necessary	None				

Name of the company (country)	Dotační kancelář DOTAKON, s.r.o./Czech Republic					
Type of the company	Ltd.					
Type of business model	Not aware of business model application					
Elements crucial for the company	<ul style="list-style-type: none"> • confidence • relation with clients • values • partners 					
Benefits of using business models	<ul style="list-style-type: none"> • unique reputation in the marketplace • financial sustainability 					
Defeats of not using business models	<ul style="list-style-type: none"> • Wrong choice of partner, wrong choice of client, wrong setting of the remuneration, absence of personal/consultant substitutes 					
Skills and knowledge	<table border="1"> <thead> <tr> <th>Skills</th> <th>Knowledge</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Management skills • Ability to learn • Open mind </td> <td></td> </tr> </tbody> </table>	Skills	Knowledge	<ul style="list-style-type: none"> • Management skills • Ability to learn • Open mind 		
	Skills	Knowledge				
<ul style="list-style-type: none"> • Management skills • Ability to learn • Open mind 						
Other information, if necessary						

GLAFKA made interviews in three Czech companies. The companies were very different as far as it concerns their status: Ltd., NGO and the self-employment. In all the companies, any of business model is not applied. What is more worrying, in one company the staff is not even aware that something like a business model exists. It shows that knowledge on business model is still very little. Even if the companies do not use any business model, they are able to indicate key elements for the company – the relations with clients and the communication channels are perceived as most

important. Moreover, the companies indicated among others: the structure of costs, key resources and values.

They have also seen the benefits, which can flow from the use of business model: financial sustainability, plan for growth and unique reputation in the marketplace. On the other hand, they think that if they do not use any business model, they can choose wrong partners, clients or simply they can have too few clients. Therefore, the use of the business model is perceived as very important factor in the company development and existence.

The last question concerned the skills and knowledge, which is necessary for developing and coping with business models. As far as it concerns skills, the entrepreneurs indicated e.g. management skills, to be open-minded, to be familiar with legal acts on business models, business model strategy, competition on the market, types of customers.

As far as it concerns knowledge, they mentioned among other: economic knowledge, business law, types of business models, competition analysis, customer and segmentation analysis. They are then linked very strongly to the aforementioned skills.