



Co-funded by the
Erasmus+ Programme
of the European Union



BUSINESS MODELS

QUESTIONNAIRE REPORT - ANNEX 1



CONTENTS

INTRODUCTION	3
1. THE SAMPLE	3
Figure 1. Age of the participants	4
Figure 2. Professional status of the participants	5
Figure 3. Educational level of the participants	5
2. OVERALL RESULTS	6
BLOCK 1: KEY PARTNERS	6
Figure 4. Networking and strategic alliance	7
Figure 5. Problem solving in a partnership	8
Figure 6. Public-speaking	9
Figure 7. Competitiveness and cooperation issues	10
BLOCK 2: KEY RESOURCES	10
Figure 8. Main resources of a company	11
Figure 9. Resources management	12
BLOCK 3: STRUCTURE OF COSTS	12
Figure 10. Financial situation of a company	13
Figure 11. Estimation of costs in the company	14
Figure 12. Categories of costs	15
Figure 13. Differentiation between fixed and variable costs	16
Figure 14. Strategic decisions related to financial aspects	17
BLOCK 4: RELATIONS WITH CLIENTS / COMMUNICATION CHANNELS	17
Figure 15. Effective communication	18
Figure 16. Motivation for joint cooperation	19
Figure 17. Communication channels with the clients	20
Figure 18. Time management	21
Figure 19. Cooperation strategy	22
Figure 20. Consideration of the clients' ideas	23
BLOCK 5: REVENUE STREAMS AND VALUE PROPOSITION	24
Figure 21. Sources of revenue	24
Figure 22. Goods and services offered for sale	25
Figure 23. Selection of pricing mechanism	26
Figure 24. Use of an appropriate pricing mechanism	27



Figure 25. Calculation of advertising, brokerage, licensing, landing, renting, leasing or usage fees.....	28
BLOCK 6: GENERAL QUESTIONS	28
Figure 26. Improvement of a business model vs. making success	30
Figure 27. The use of appropriate methods and tools as help to design a successful business model	31
Figure 28. Increase of the awareness of business models	32
Figure 29. Role of the project in the improvement of skills of self-employability and new business creation	33
Figure 30. The use of a good business model as the improvement of the situation on the labour market	34
Figure 31. Knowledge on a business model for reducing barriers to starting own business	35
CONCLUSIONS	35



INTRODUCTION

“Understanding and Developing Business Models (ProBM)” is an Erasmus+ strategic partnership project, executed in the years 2016-2018 and focused on exchanging good practices and developing the compendium on business models. This survey was implemented in 5 EU countries (Poland, Greece, Italy, Slovenia, the Czech Republic), participating in this project. This report presents the results of the survey (with the use of the questionnaire), which took place in 5 partner countries.

The aim of this questionnaire was to gather information from the target groups about necessary skills and knowledge for being familiar with the topics of business models.

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, Pigneur & Tucci, 2005).

- ✓ A business model is a conceptual tool that contains a set of ELEMENTS
- ✓ The following sections refer to each ELEMENT

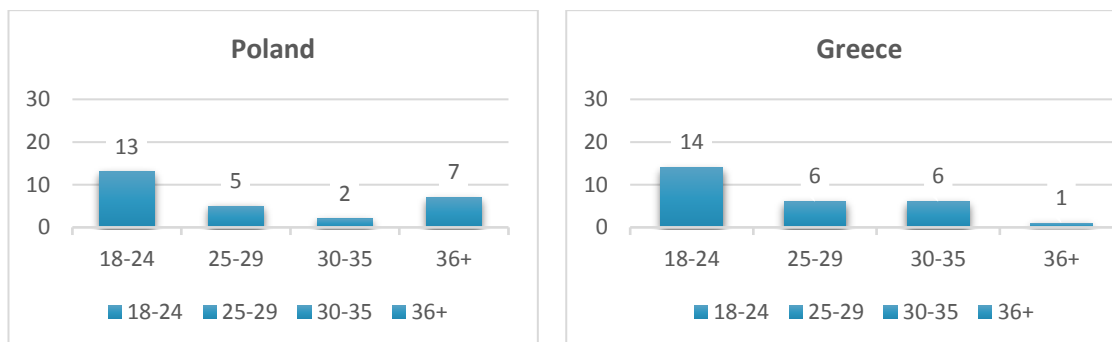
The interviewees, according to their beliefs, indicated the importance of skills and knowledge for a successful business.

The research gathered between 27-30 respondents, who filled in questionnaire (*on-line* or directly) dealing with questions of the topics of business models. The Greek, the Italian and the Czech partners applied *on-line* questionnaire; the Polish and the Slovenian partners interviewed the target group directly.

The survey took place between November 2017 and January 2018. This report is summarizing the answers of the whole sample.

1. THE SAMPLE

As it can be seen in Figure 1, the **age** of the participants was diversified. It can be observed that the research included many young people (18-24 years old), however people around 30-40 also took part in the research.



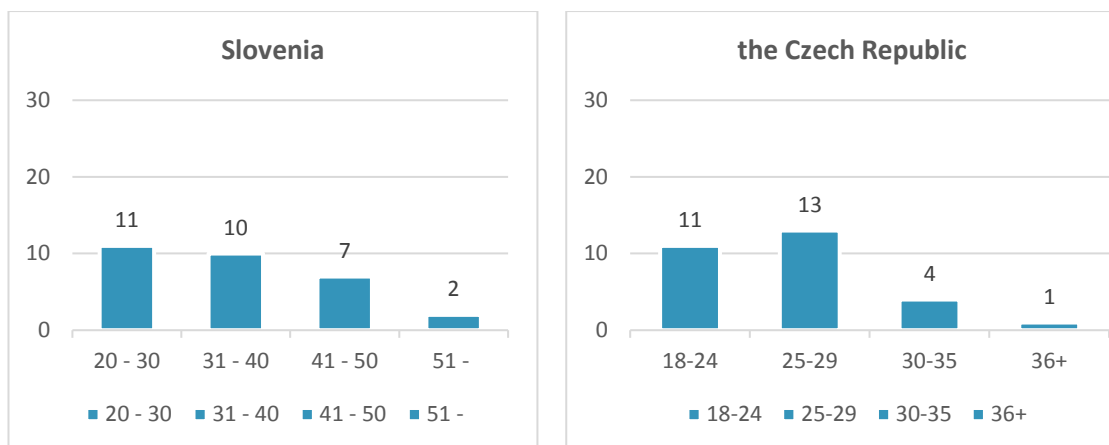


Figure 1. Age of the participants

As far as it concerns the **professional status** of the participants (Figure 2), the majority of the respondents was employed. The Polish and the Czech partners did not interviewed any unemployed person; in Italy and in Slovenia it was that 40% of the population was unemployed, whereas in Greece – 39%.

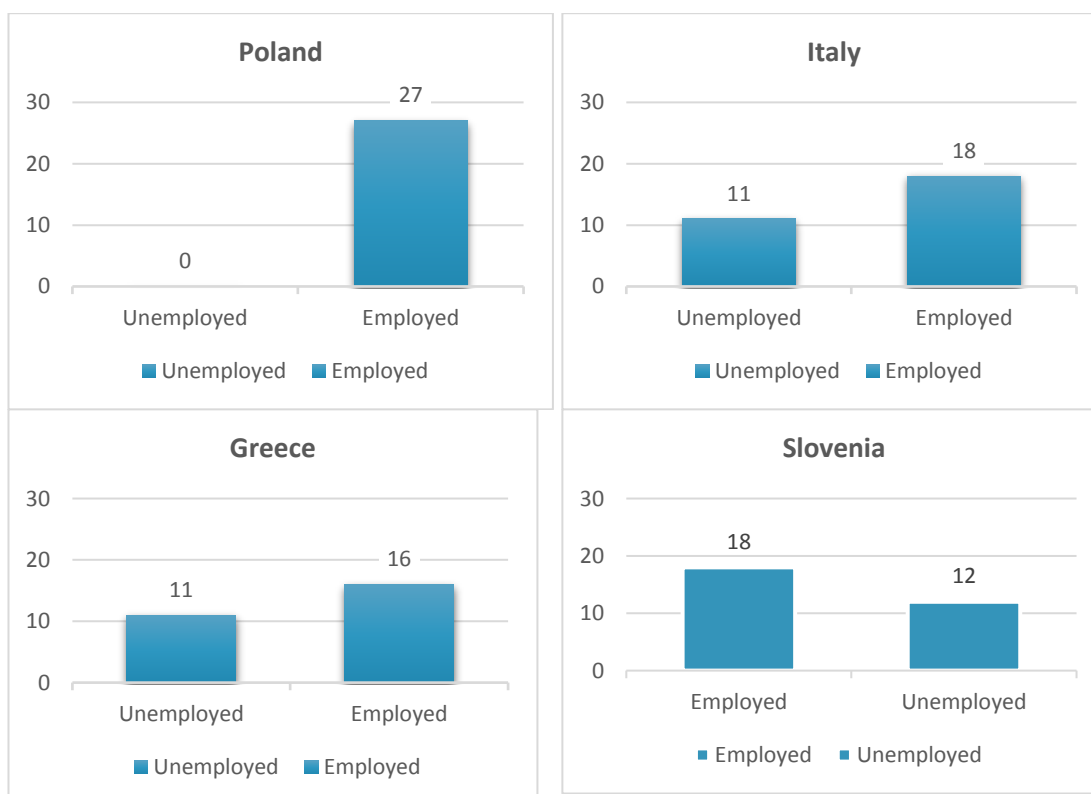




Figure 2. Professional status of the participants

In relation to **educational level** of the participants (Figure 3), the most frequent category in Greece, Italy and the Czech Republic was tertiary education (adequately 74%, 83% and 35%). In Poland and in Slovenia the educational level mainly included secondary vocational and general secondary levels.

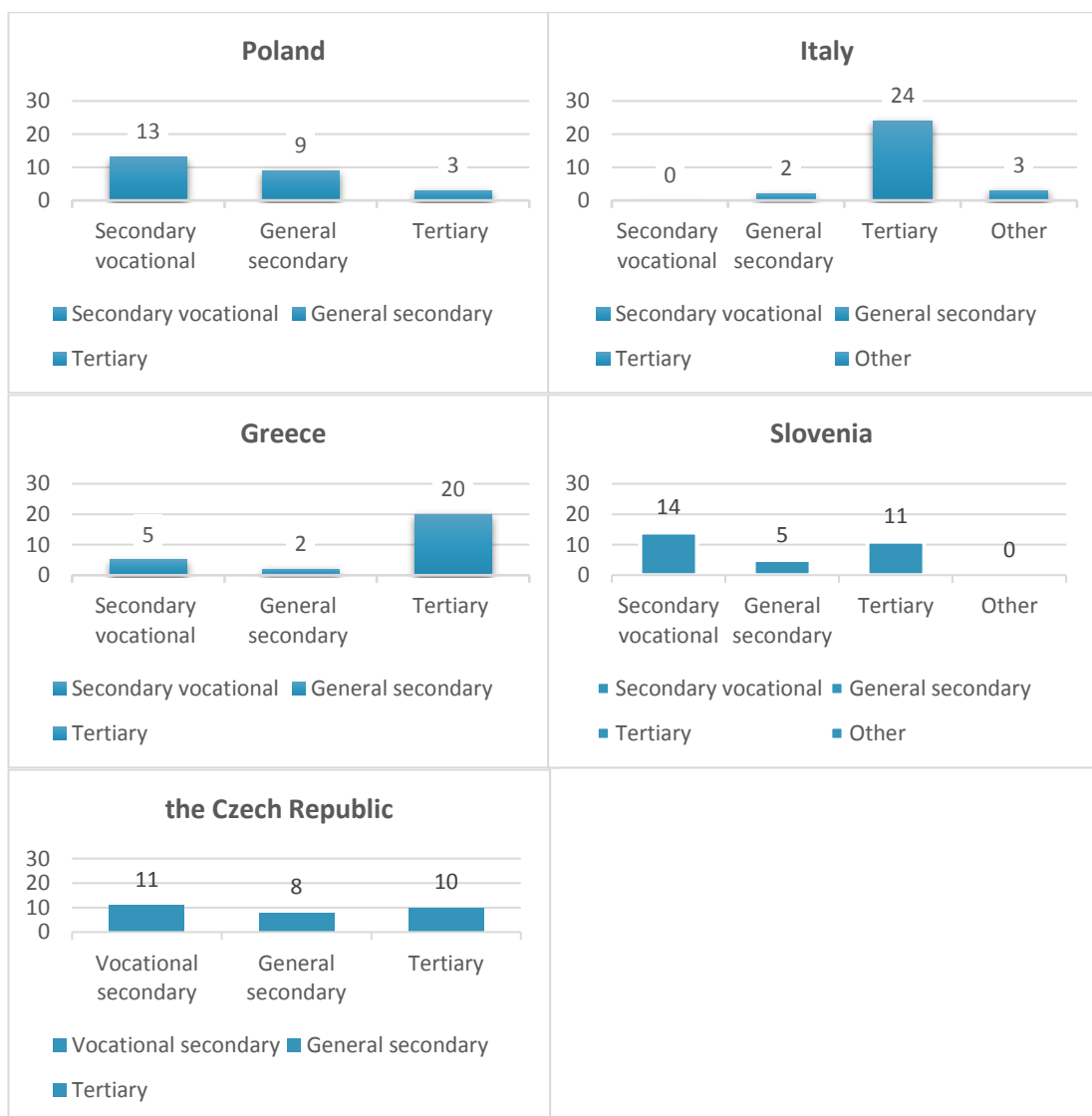


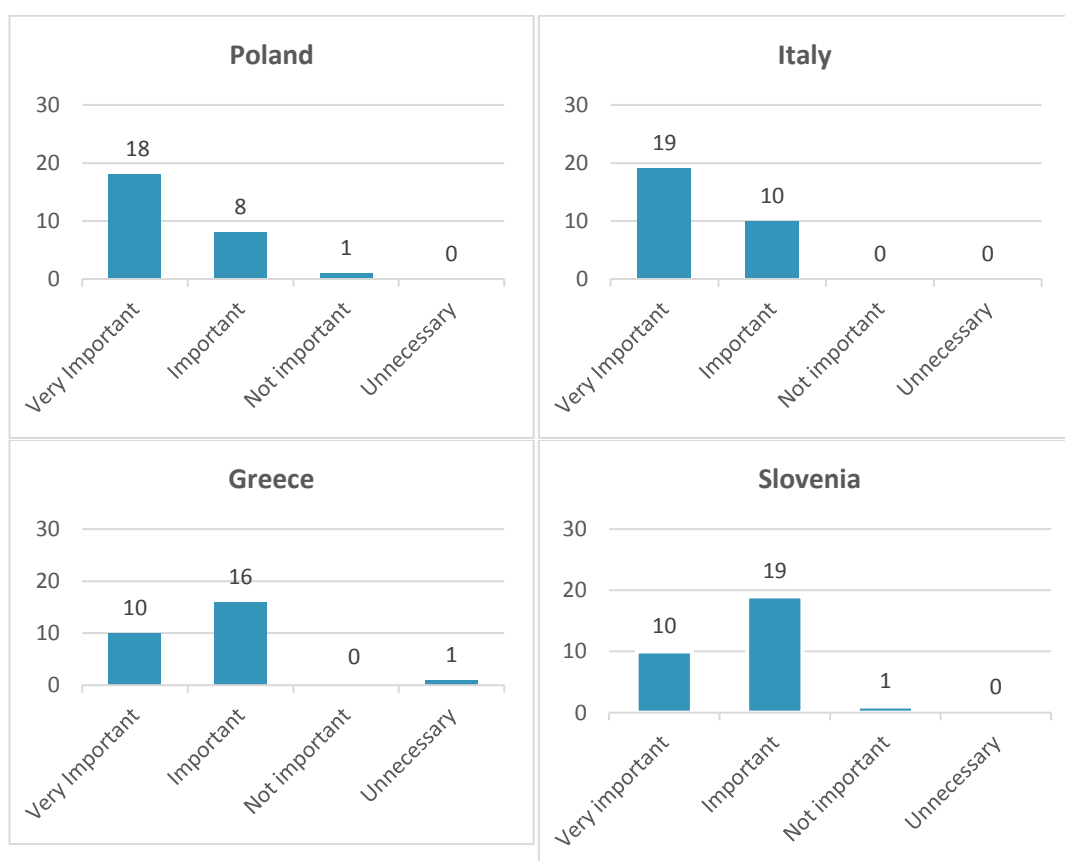
Figure 3. Educational level of the participants

2. OVERALL RESULTS

This questionnaire was divided into six main blocks. The first block deals with key partners; the second block - with key recourses; the third block - with structure of cost; the forth block - with relation with clients and communication channels; the fifth block - with revenue streams and value proposition and the last block included general questions related to the topic of business models.

BLOCK 1: KEY PARTNERS

The first part (Figure 4) of this block concerned networking and strategic alliance. As it can be shown, making networking and strategic alliances was important for the majority of the respondents for whom it was either very important or important. Only few of them said that it was unimportant or unnecessary.



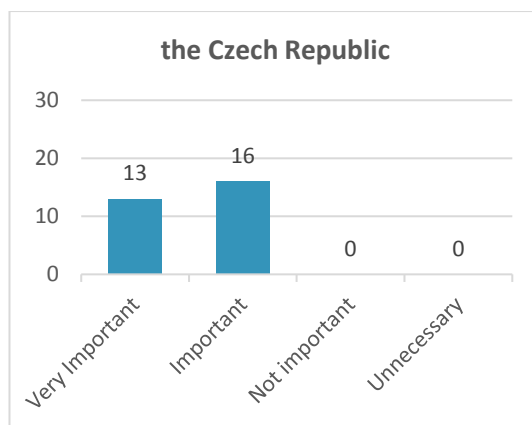
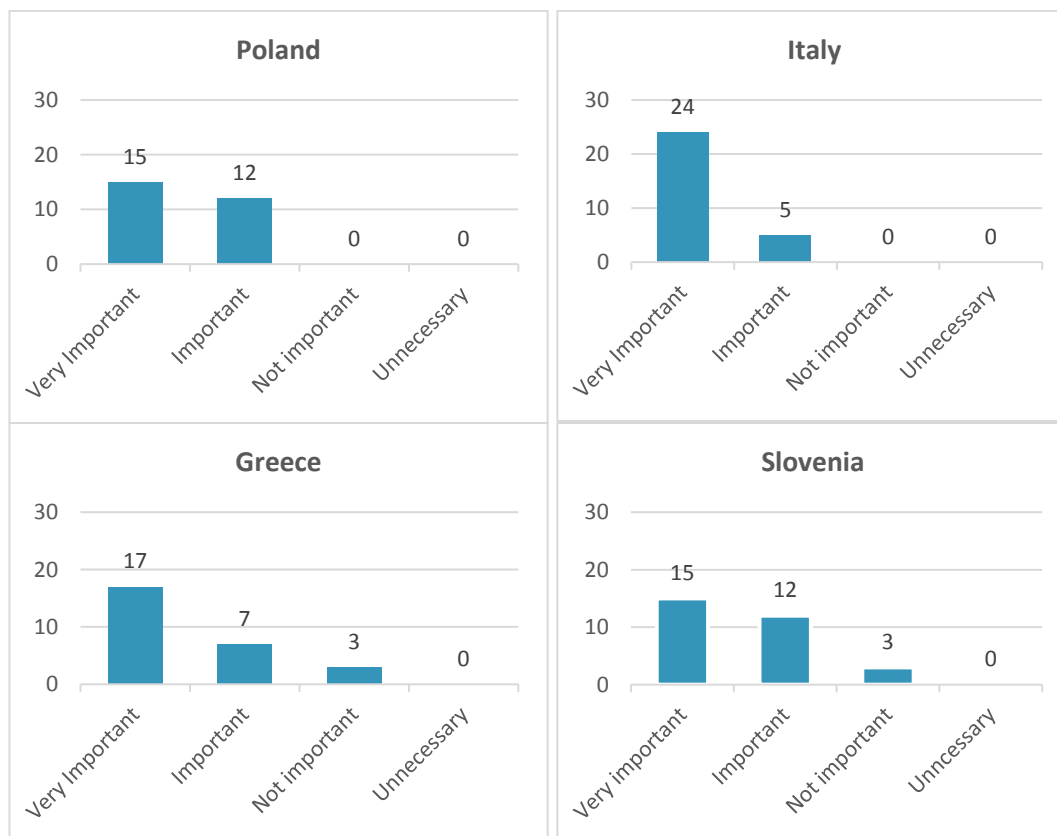


Figure 4. Networking and strategic alliance

The second question (Figure 5) was related to problem solving in a partnership. The majority of the respondents (adequately: Poland – 56%; Italy – 83%; Greece – 63%; Slovenia – 50% and the Czech Republic – 38%) said that it is very important to solve problems in a partnership. The rest of the participants stated that this aspect is important. Only 3 people in Greece and Slovenia admitted that solving problems in a partnership is not important.



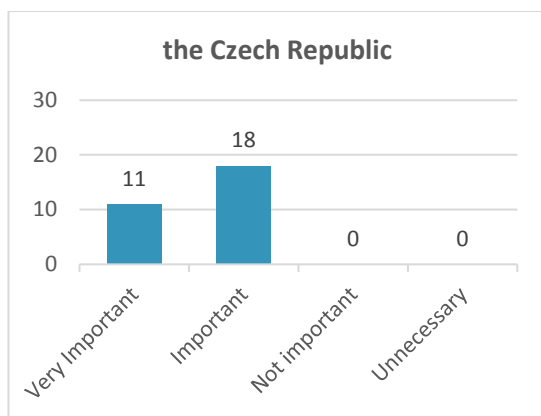
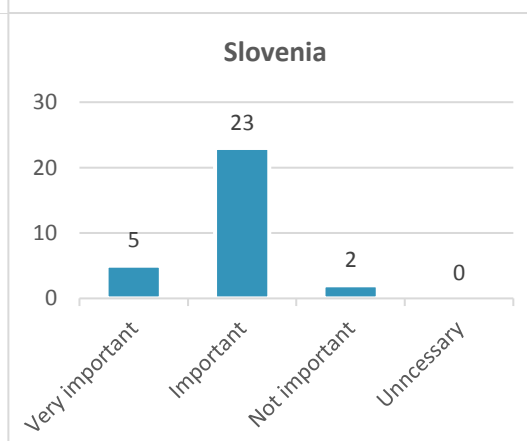
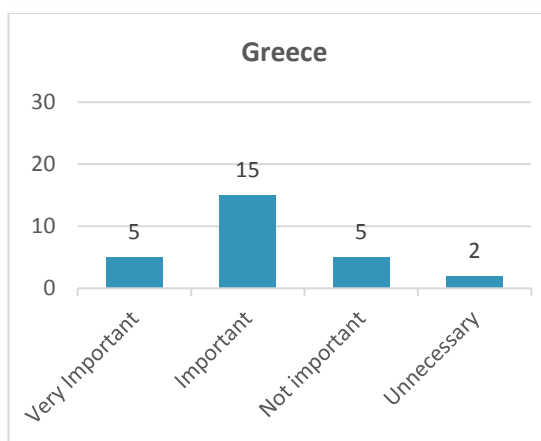
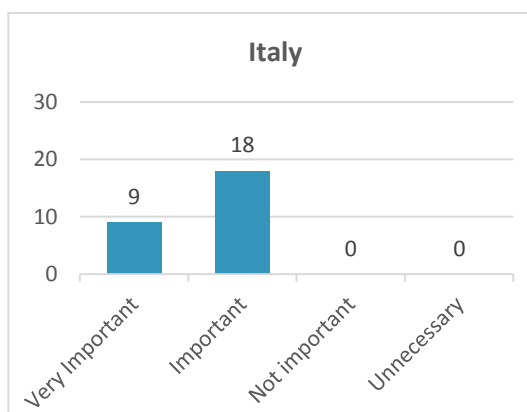
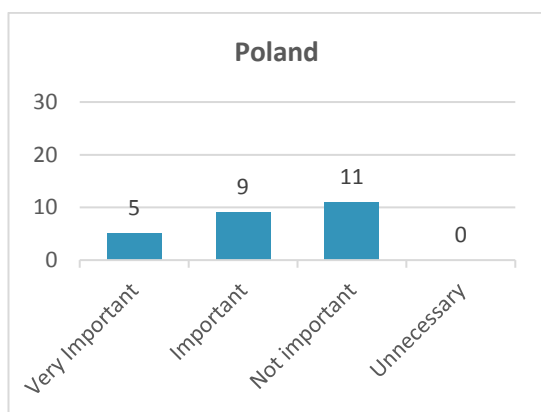


Figure 5. Problem solving in a partnership

The third question (Figure 6) was related to public-speaking. The majority of the respondents said that public-speaking skills are important. What was interesting, this aspect seemed to be unimportant for 44% of the participants in Poland, 19% of the participants in Greece and 6% of the participants in Slovenia. In Greece even 7% of the participants stated this skill is unnecessary.



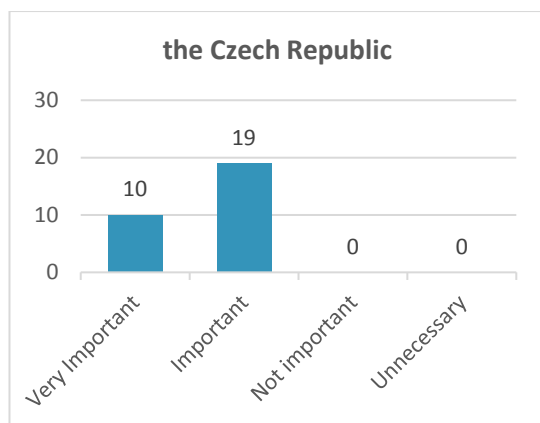
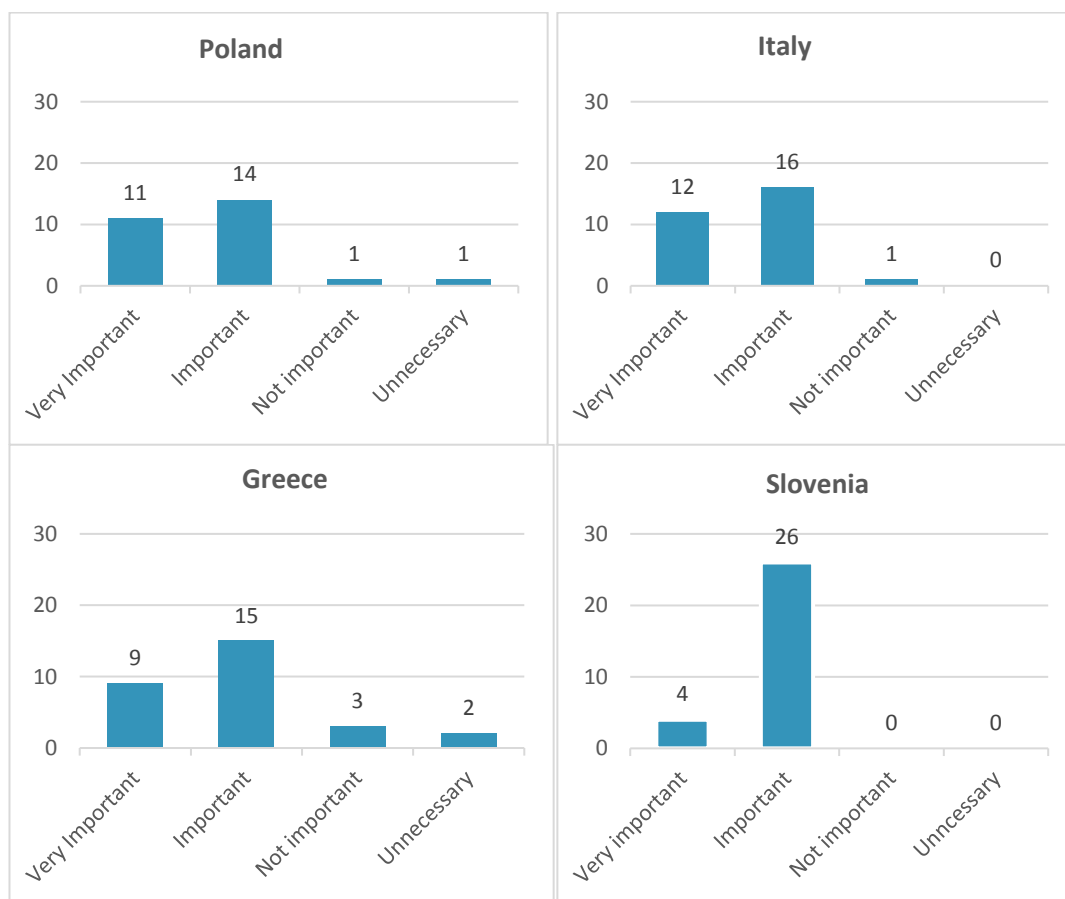


Figure 6. Public-speaking

The last question of this block (Figure 7) concerned competitiveness and cooperation issues. The majority of the respondents said that it was important in order to manage in terms of key partners with the use of rules of competitiveness and cooperation.



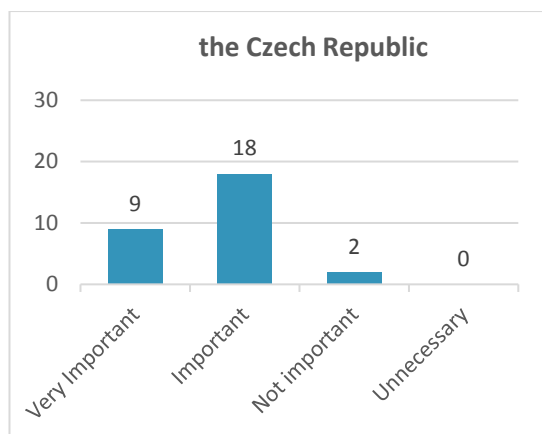
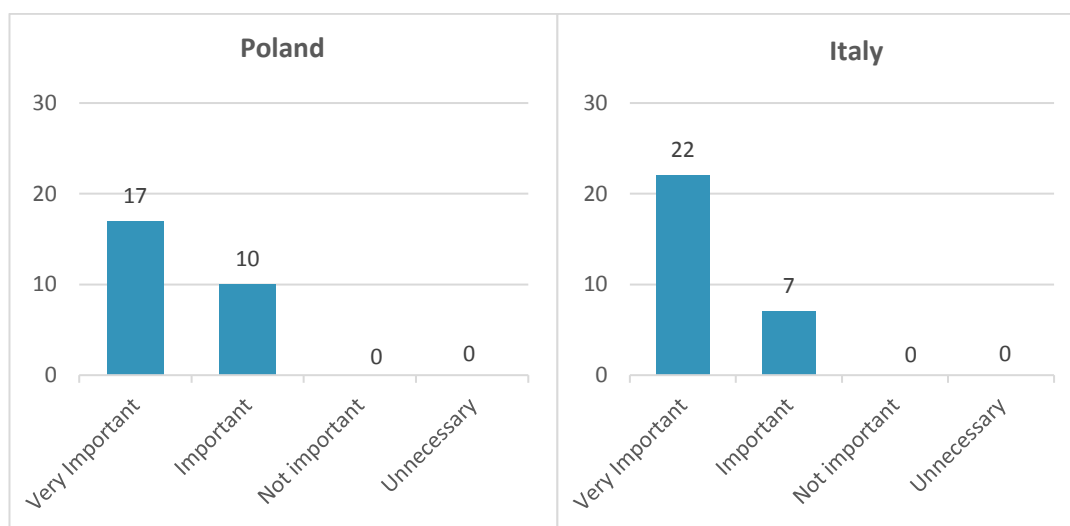


Figure 7. Competitiveness and cooperation issues

To sum up, the block related to **key partners** seemed to be very important for the respondents. All presented issues were assessed as very important or important. It shows that in the process of the development of a business model, it is indispensable to consider the partners we plan to cooperate with.

BLOCK 2: KEY RESOURCES

The first question (Figure 8) of the second block concerned the main resources of a company. As it can be presented on the charts, the identification of the main resources (physical, intellectual, human and financial) of a company was very important for the majority of the respondents. Only in the case of Greece 3 of them said that it was unimportant.



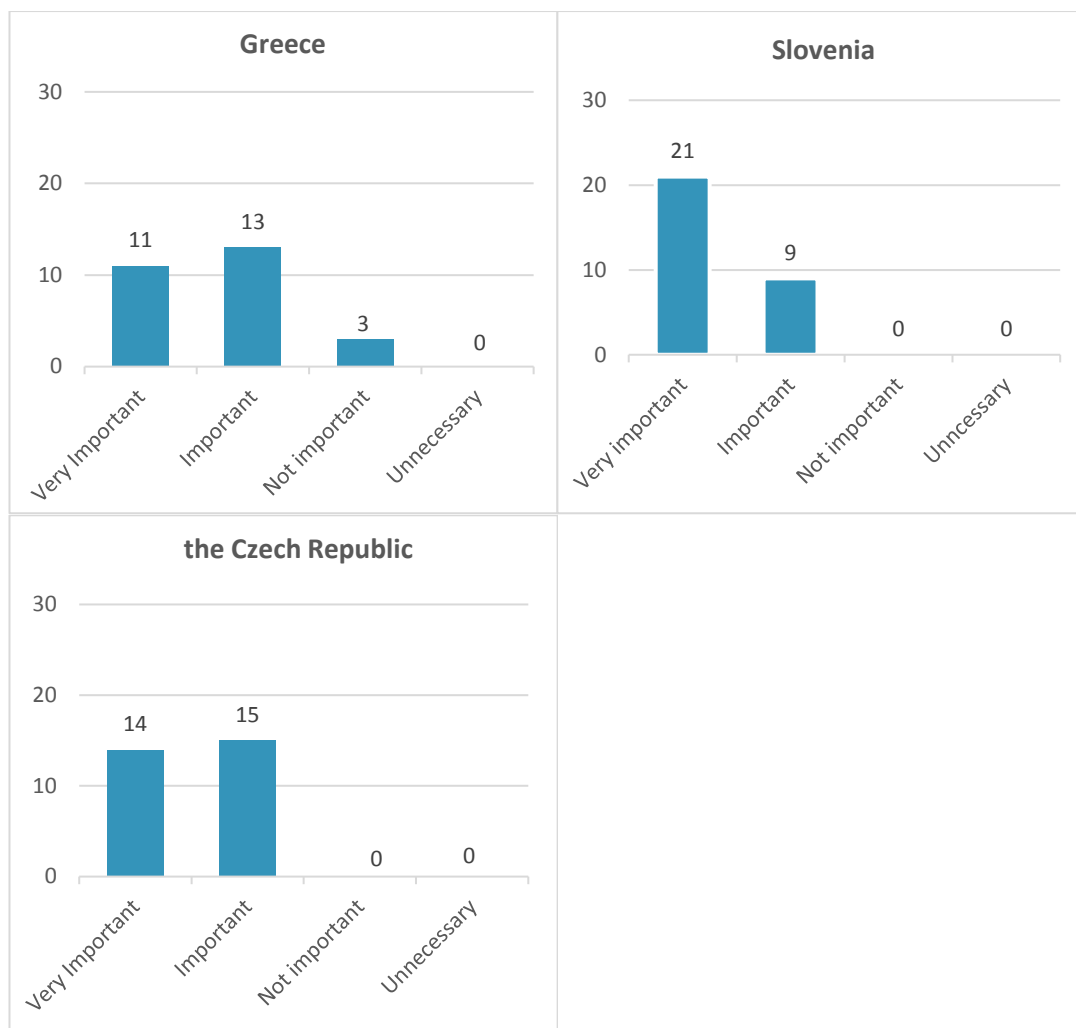


Figure 8. Main resources of a company

The second question of this block (Figure 9) concerned resources management. Similarly to the first question of this block, the majority of the respondents said that it was important or very important to manage resources. In the case of Greece only one person said that it was not important.

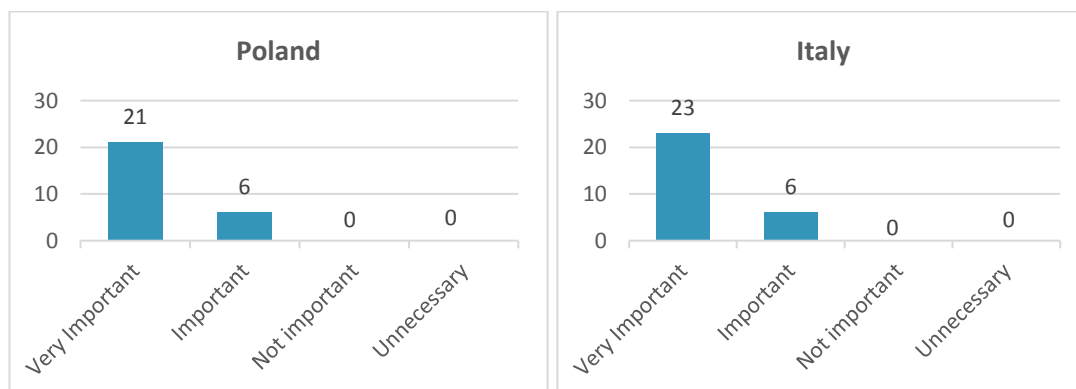


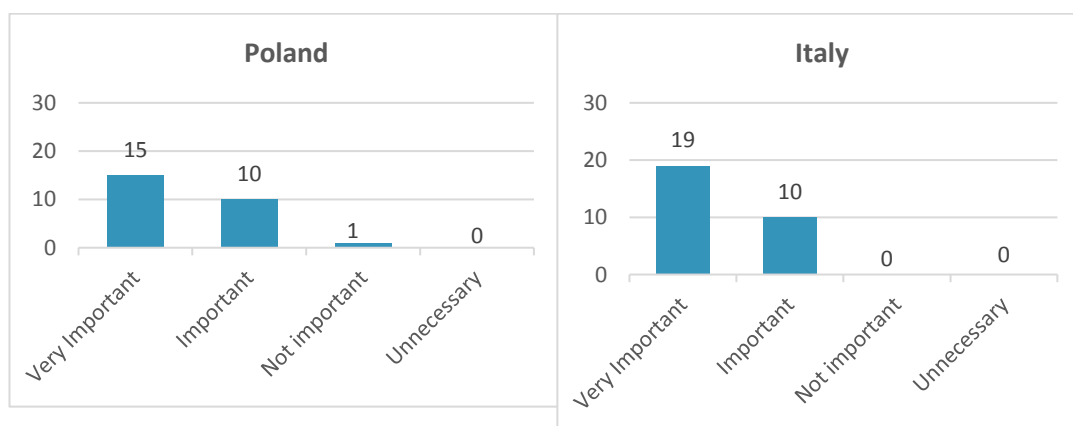


Figure 9. Resources management

The block of **key resources** turned out to be very important for the participants. Both, the identification of resources and the management of resources should be included in the process of the development or the improvement of a business model.

BLOCK 3: STRUCTURE OF COSTS

In this section the respondents were asked for the structure of costs in a company. The first question (Figure 10) of this block concerned the financial situation of the company. The majority of respondents said that it is either very important (respectively: Poland – 58%; Italy – 66%; Greece – 33%; Slovenia – 63%, the Czech Republic – 28%) or important (especially the Czech Republic – 72%) to assess the situation of a company in the financial aspect. Only 1 person in Poland, 1 person in Slovenia and 3 people in Greece said that it was not important.



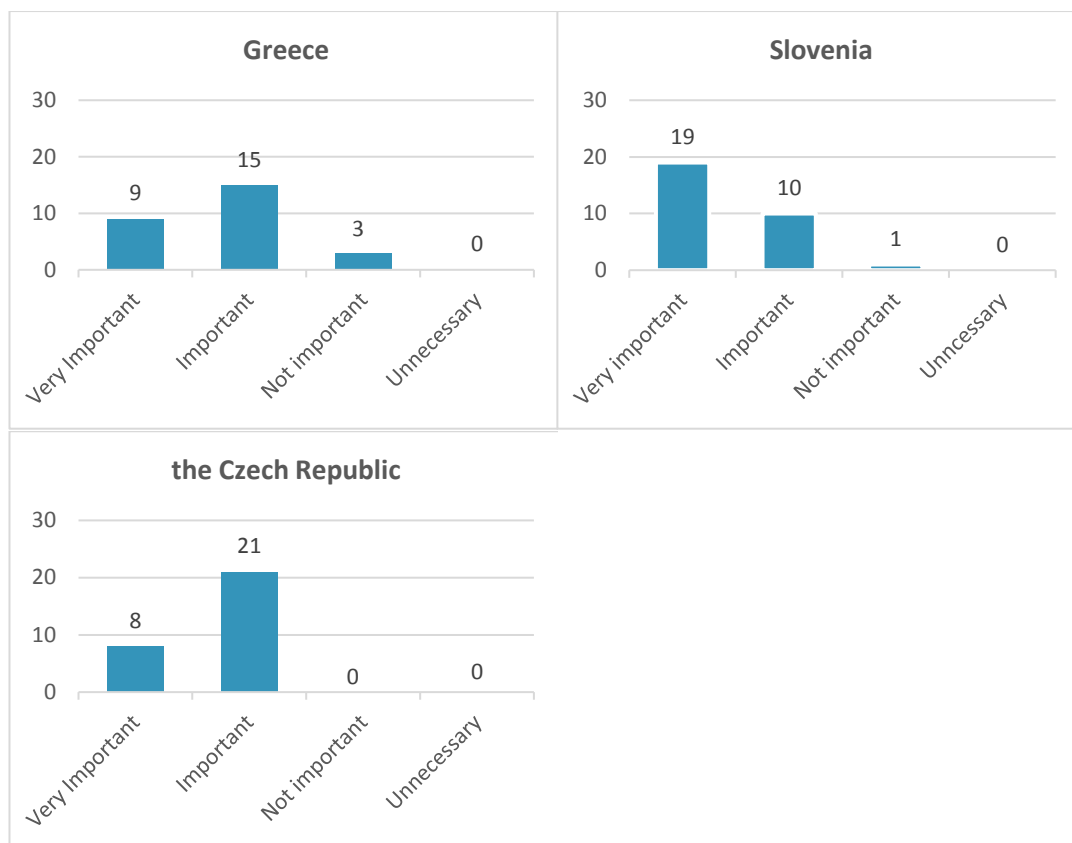
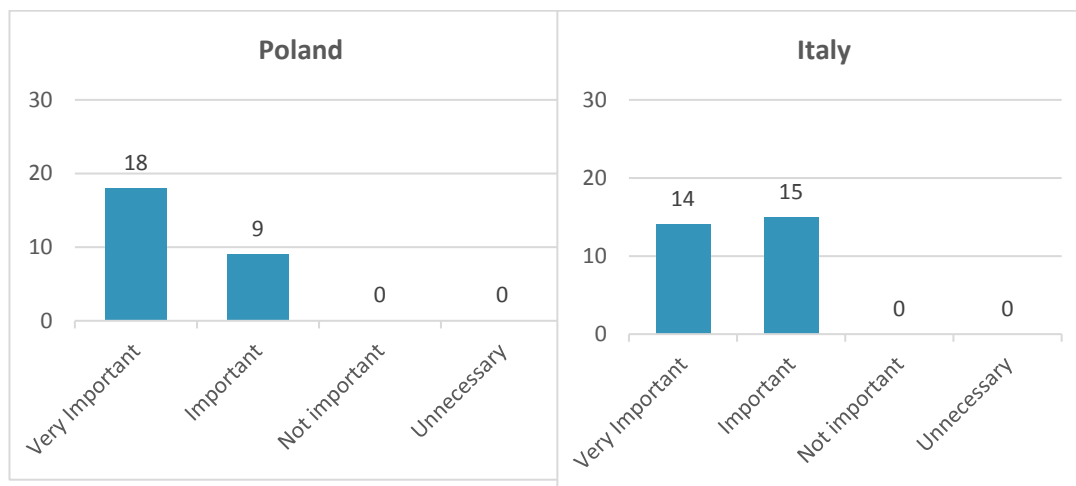


Figure 10. Financial situation of a company

The second question (Figure 11) concerned the estimation of costs in the company. 63% of the respondents said that it was very important to estimate the costs of the company, whereas 36% of them that it is important.



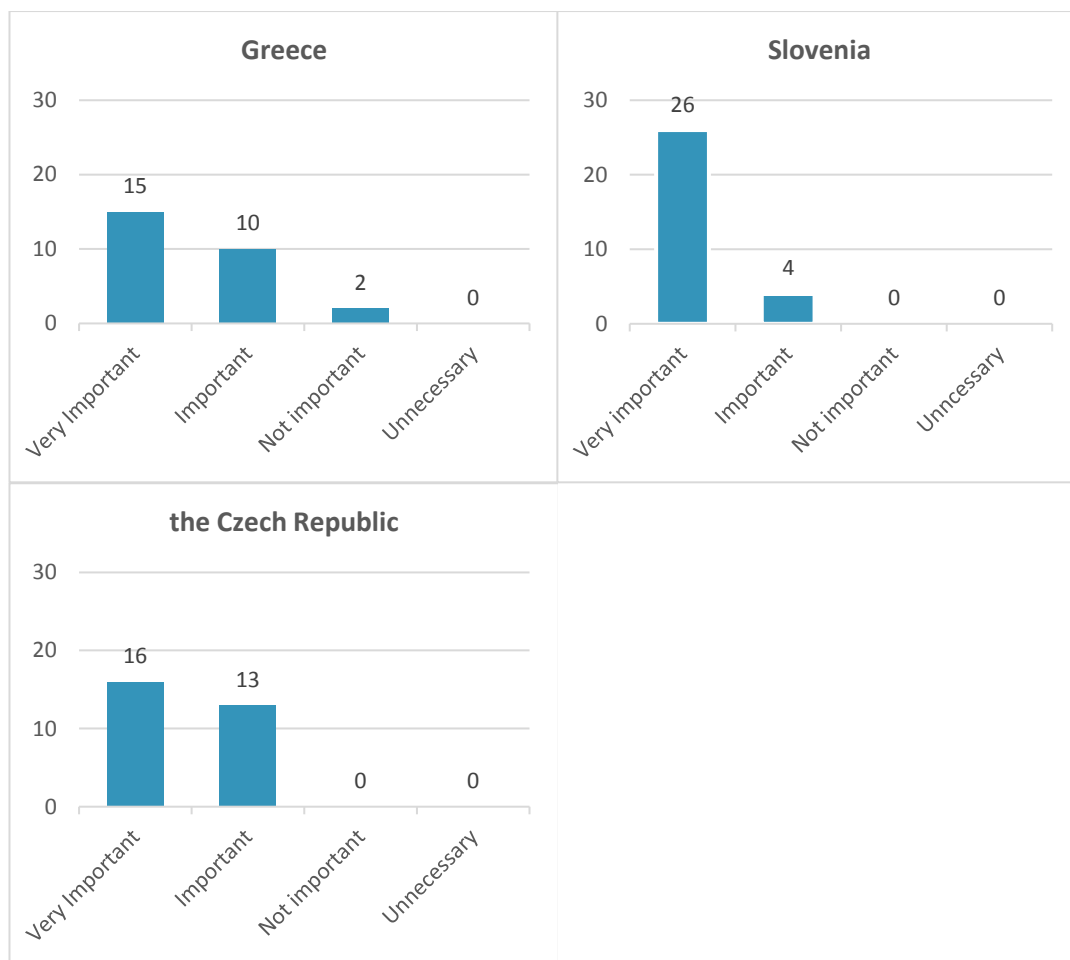
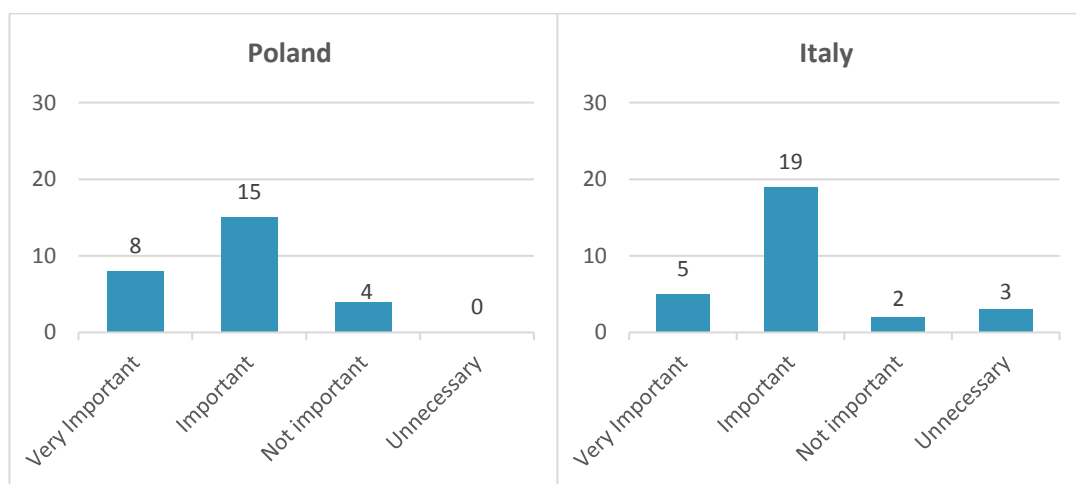


Figure 11. Estimation of costs in the company

The third question (Figure 12) was related to the categories of costs. The responses of the participants were quite diversified. Most of them stated that this aspect was very important and important, however several people perceived this aspect as not important (11% in all partner countries) or even unnecessary (5%).



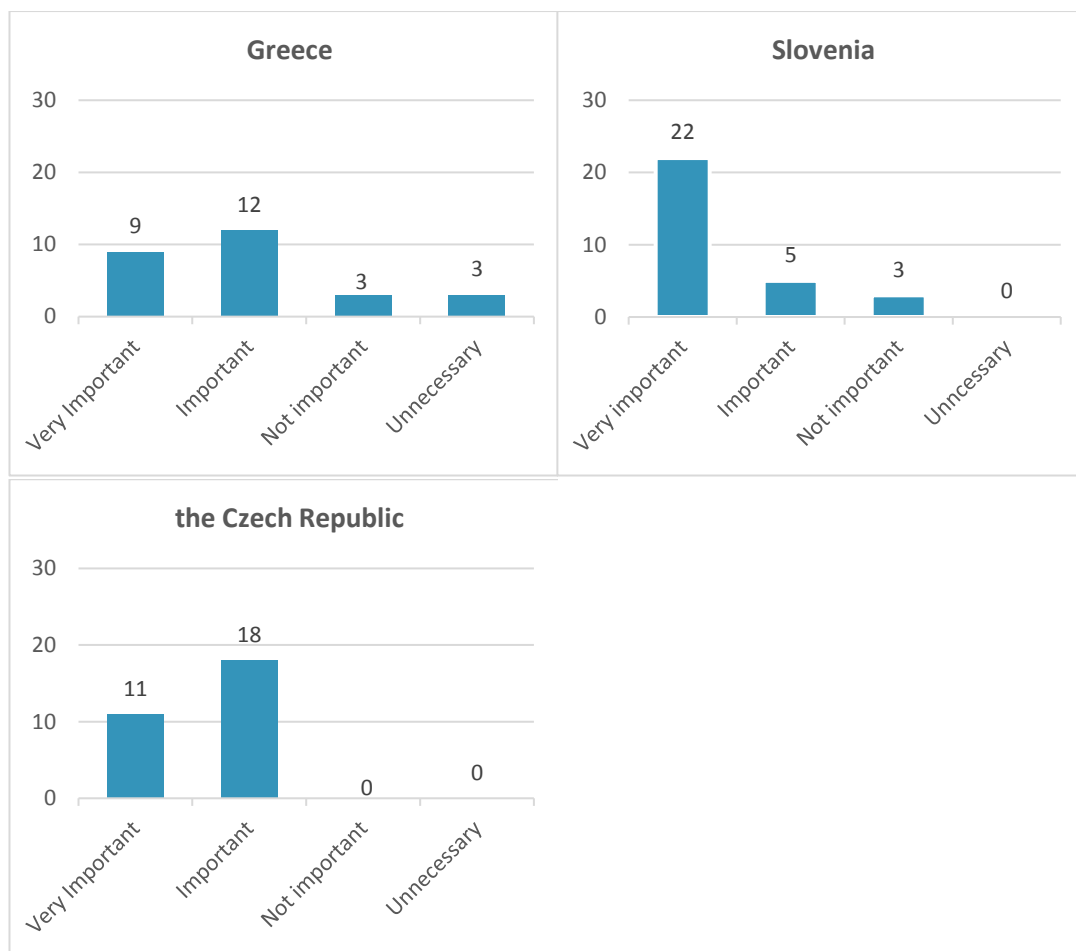
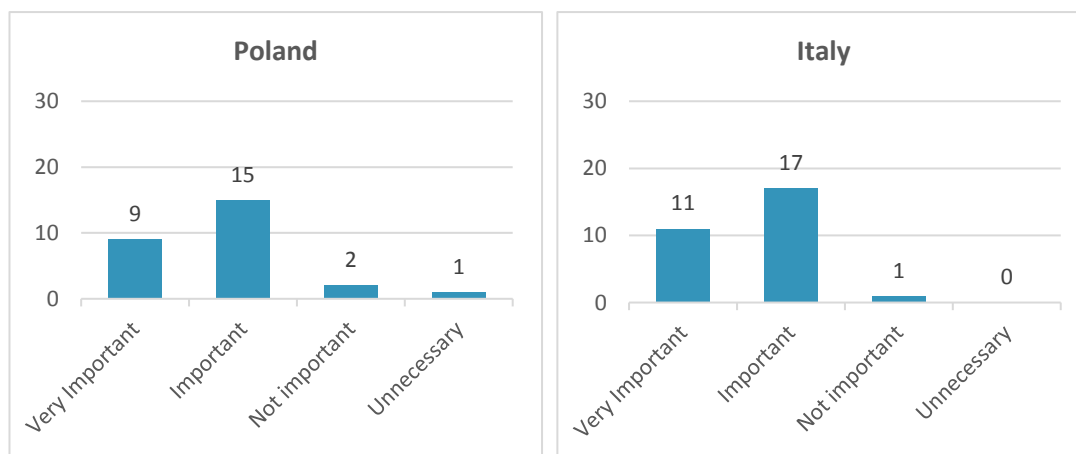


Figure 12. Categories of costs

The forth question (Figure 13) of this block concerned the differentiation between fixed and variable costs. The majority of the respondents said that it was important to distinguish between fixed costs and variable costs in the company. Only several participants stated that it was not important (8% of the respondents in partner countries) or unnecessary (1 person in Poland).



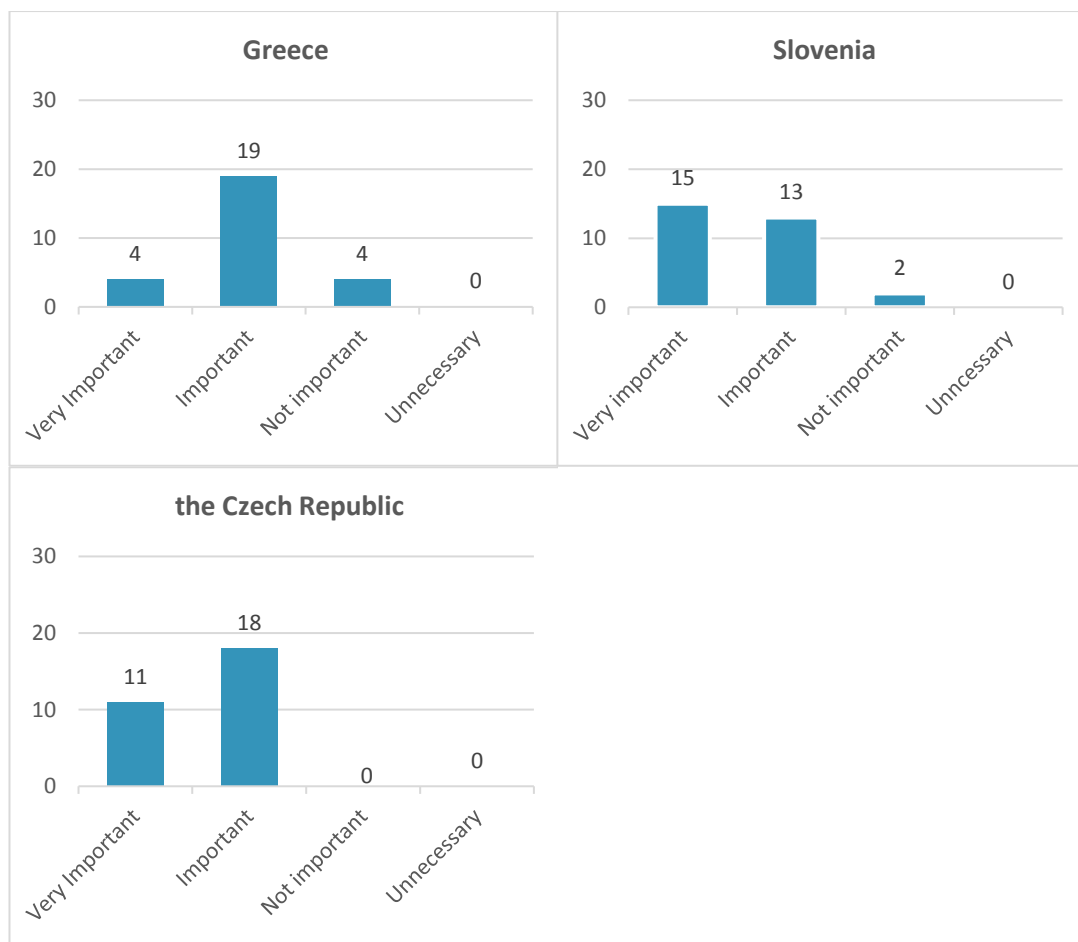
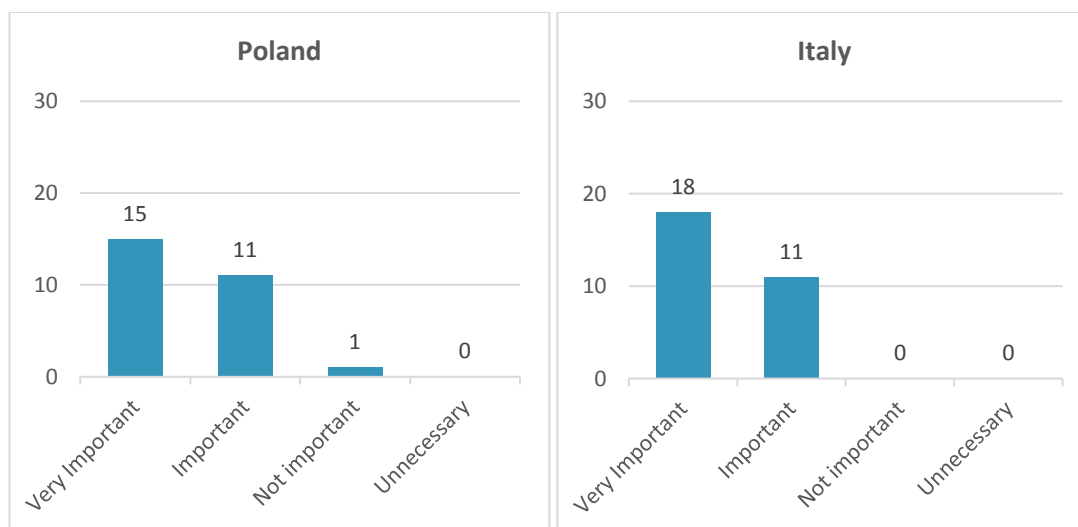


Figure 13. Differentiation between fixed and variable costs

The last question of this block (Figure 14) was related to the strategic decisions linked with financial aspects. In Poland, Italy, Greece and the Czech Republic the aspect was either very important or important for the respondents. It was not a big difference between these two categories. Unlike these countries, in Slovenia a big majority of the respondents stated that this issue is very important (87%).



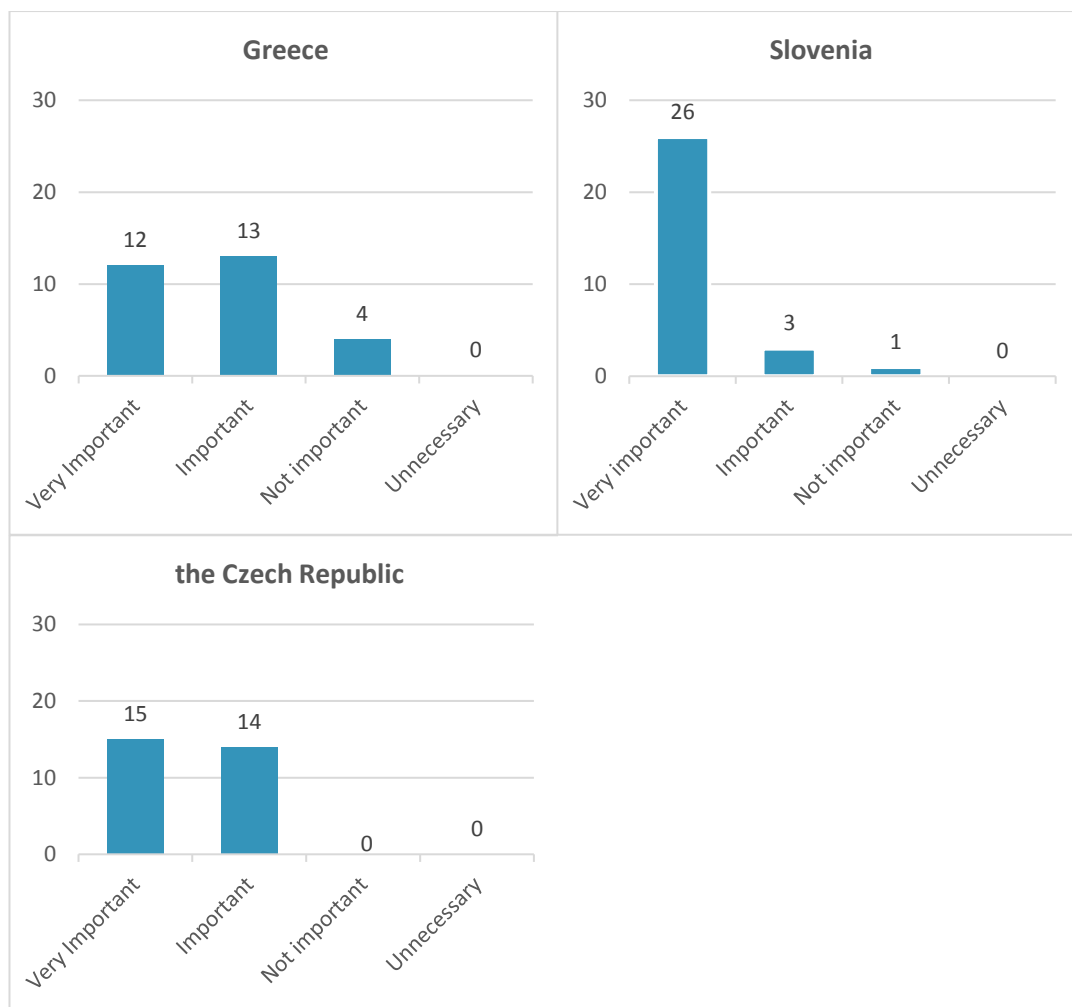


Figure 14. Strategic decisions related to financial aspects

Summarizing this part of the questionnaire, it turned out that the **financial aspect** are very necessary for the company. It is clear that without money there is no chance to maintain the business activity. It seems that the respondents are aware of the importance of financial knowledge and skills and that is why they assessed those aspects at a high level.

BLOCK 4: RELATIONS WITH CLIENTS / COMMUNICATION CHANNELS

The first question (Figure 15) of the block related to the topic of the relations with clients and communication channels concerned effective communication. It was obvious that this aspect was very important for the majority of the respondents in all partner countries. In addition, many of them said that effective communication was important. Only 1 person in Greece and 1 person in Slovenia said that it was not important.

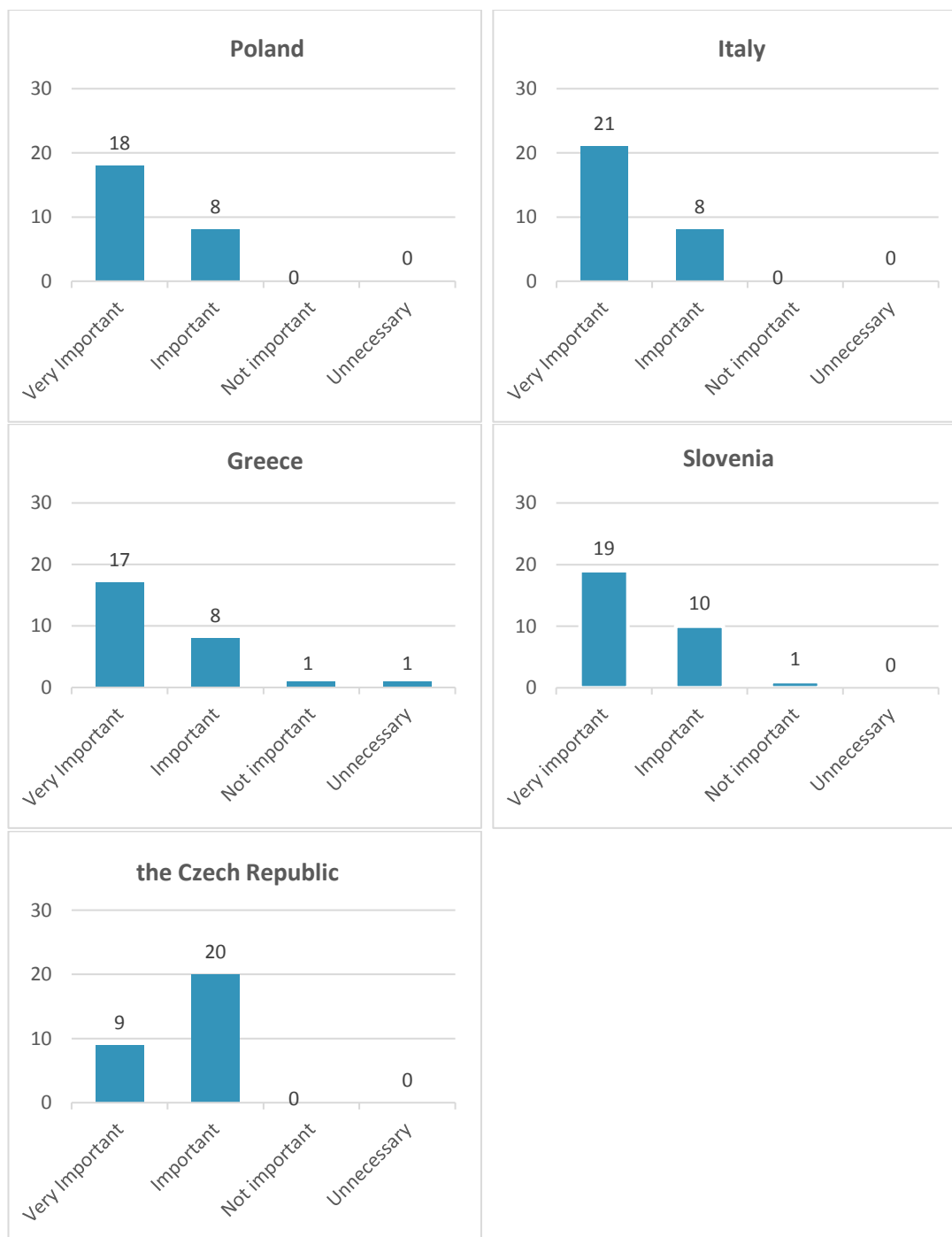


Figure 15. Effective communication

The next part (Figure 16) of this block was related to the motivation of the entrepreneurs for joint cooperation. A high percentage of the respondents in all partner countries said that it was very important or important to motivate the entrepreneurs for joint cooperation with the clients. Several respondents said that it is not important (4 people in Poland, 4 people in Greece and 2 people in the Czech Republic) and only 1 person (in Poland, Italy, Greece and the Czech Republic) said that it was unnecessary.

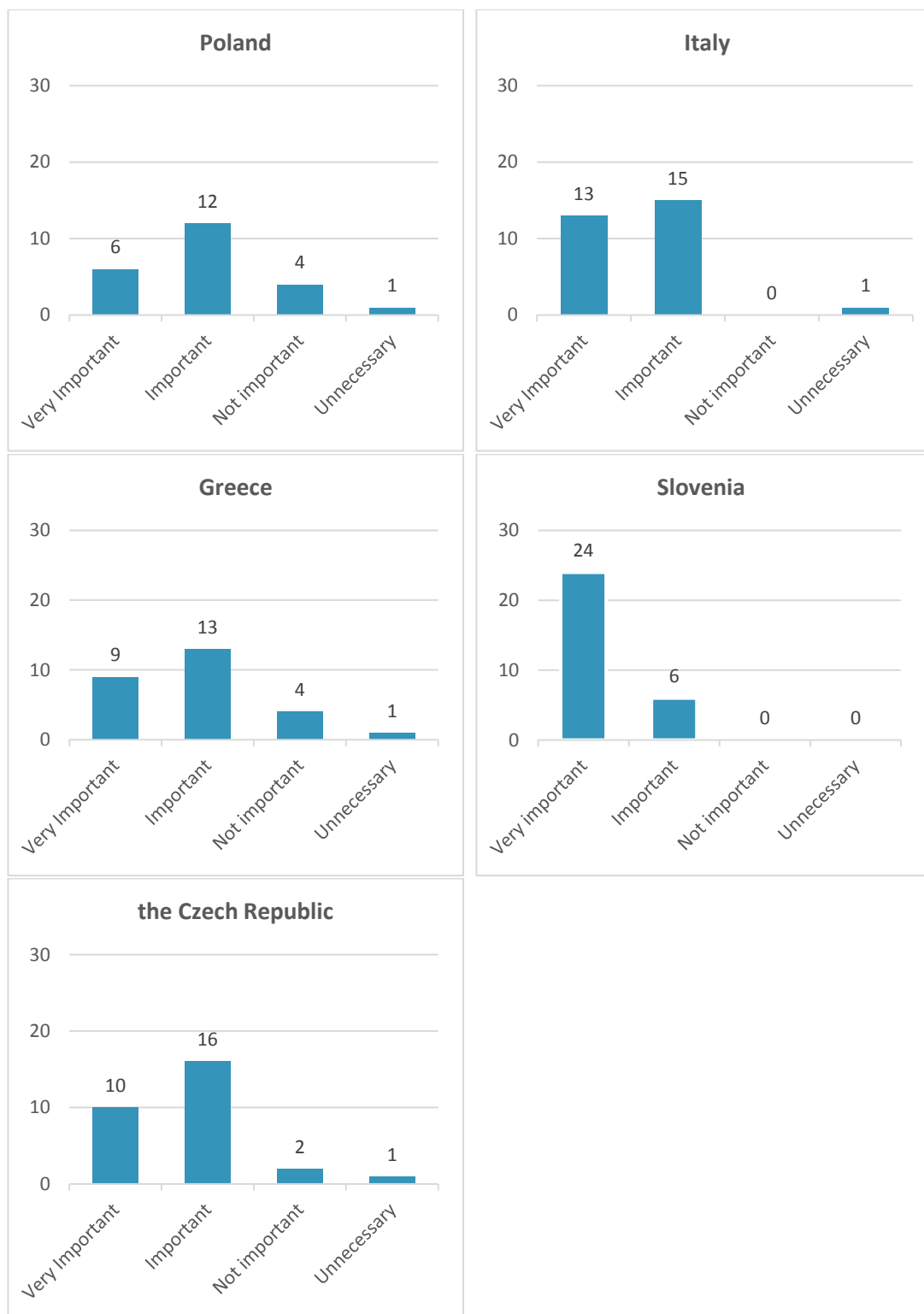


Figure 16. Motivation for joint cooperation

Communication with clients through different channels was very important or important for the majority of the respondents in all partner countries. As Figure 17 shows, only few of them said that it was not important and unnecessary.

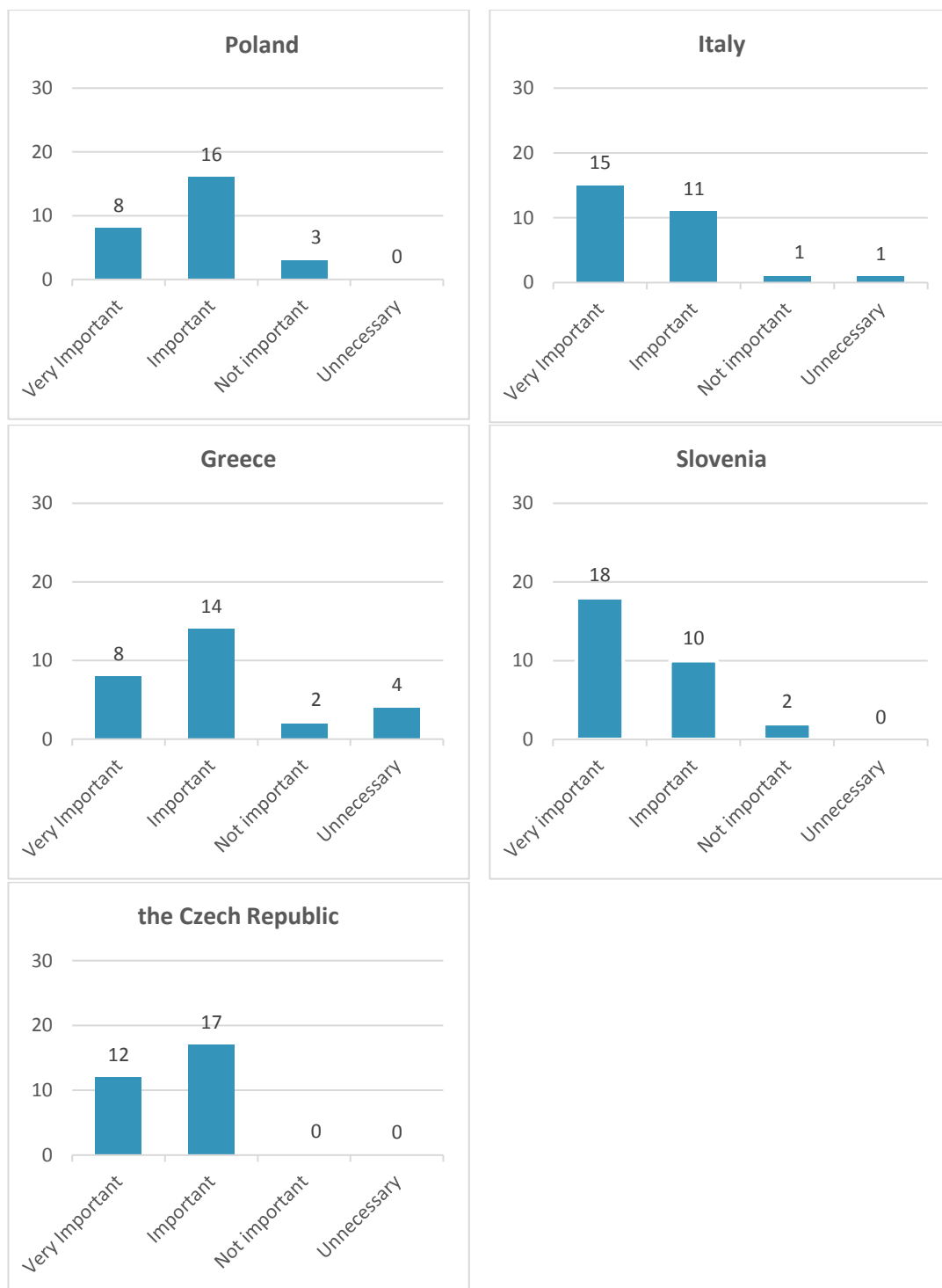


Figure 17. Communication channels with the clients

The fourth question of this block (Figure 18) concerned time management issue. 57% of all the respondents said that effective time management is very important, whereas 39% of them stated that it is important for the company. Only 4% of the participants said that it is not important. In Greece we also can observe that 13% of people stated that time management is unnecessary for business model creation.

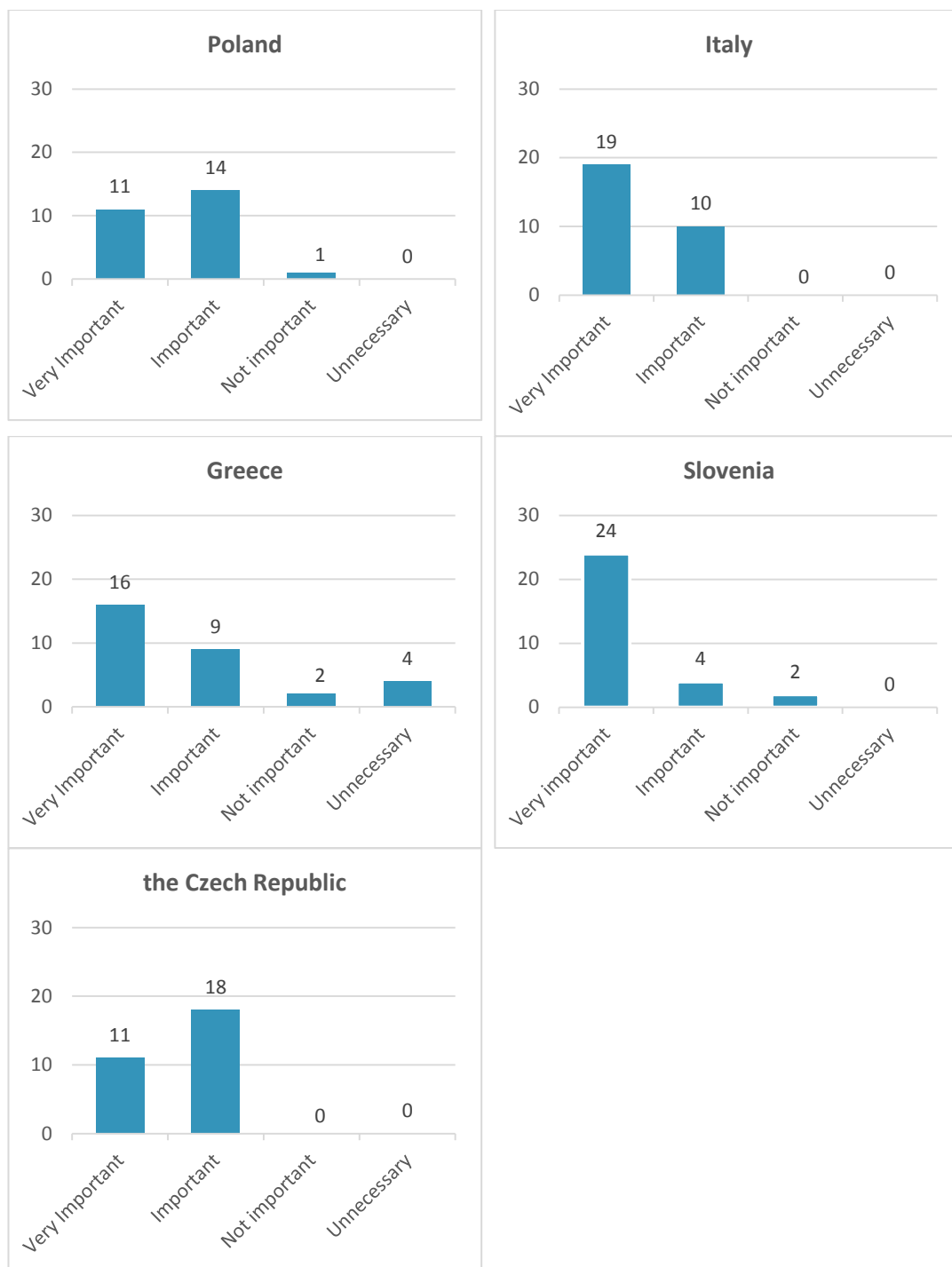


Figure 18. Time management

The fifth question of this block (Figure 19) was related to the cooperation strategy. Most of the respondents stated that this issue is either very important (51% in all partner countries) or important (41% in all partner countries). 5% of them said that it is not important and only 2 people admitted that it is not necessary.

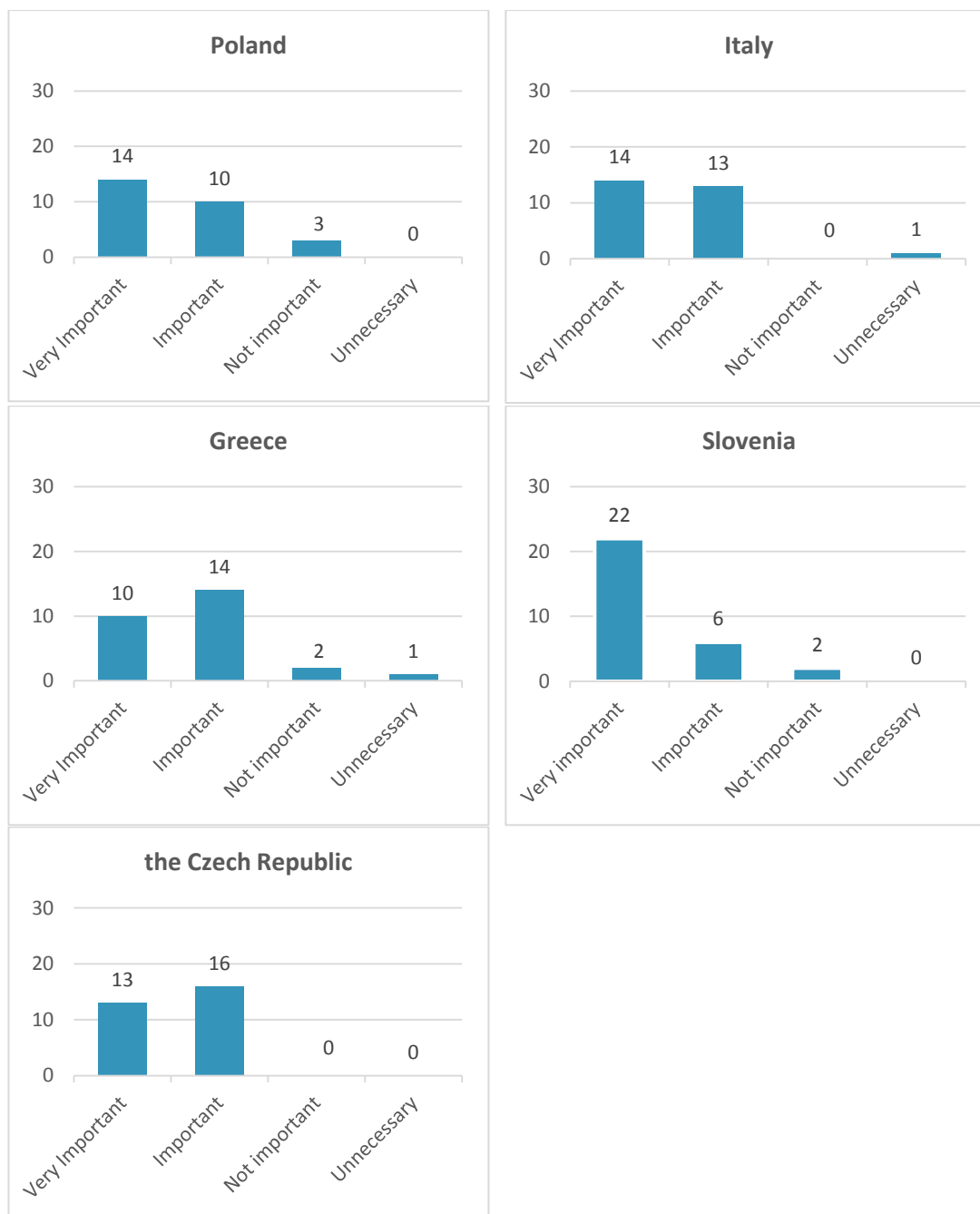


Figure 19. Cooperation strategy

The last question of this block (Figure 20) concerned the consideration of clients' ideas. The majority of the respondents (49%) said that it is an important aspect. 38% of them perceived it as very important. 12% of the respondents said that it is not important or unnecessary.

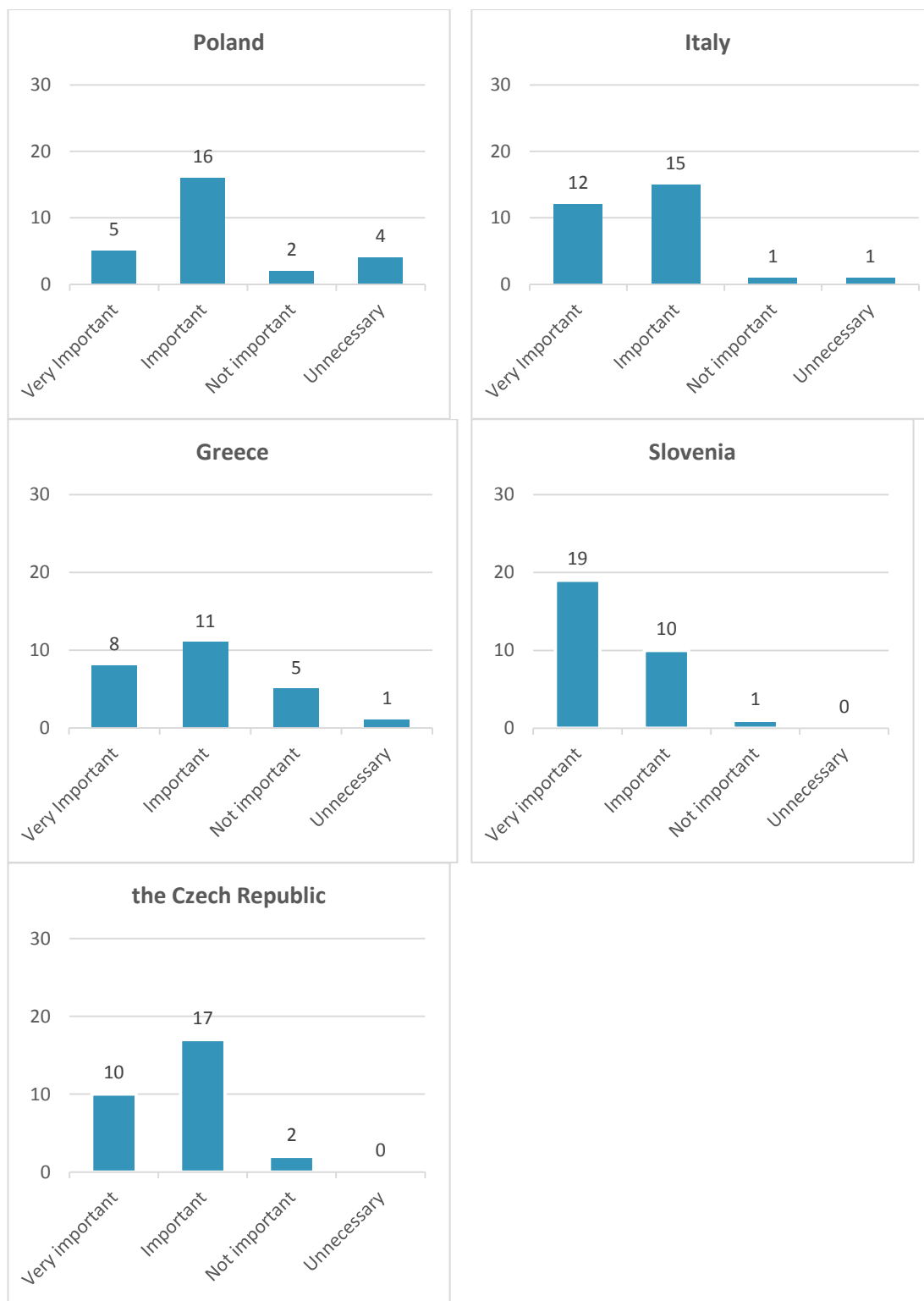


Figure 20. Consideration of the clients' ideas

To sum up **“relation with clients / communication channels”** block, we can observe that the respondents perceived almost all the aspects as very important or important. What can be interesting, this is the fact that the respondents do not fully agree that the consideration of the clients' ideas could be significant for the development of the company. It however seems that nowadays, in order to meet the clients' needs, it is sometimes important to consider their needs and to modify the business model if it brings more profits.

BLOCK 5: REVENUE STREAMS AND VALUE PROPOSITION

In this section the respondents were asked to think about revenue streams and value proposition. The first question of this block (Figure 21) concerned the sources of revenue of the company. The majority of respondents said that it is very important (36%) or important (60%). Only few of them said that it is not important.

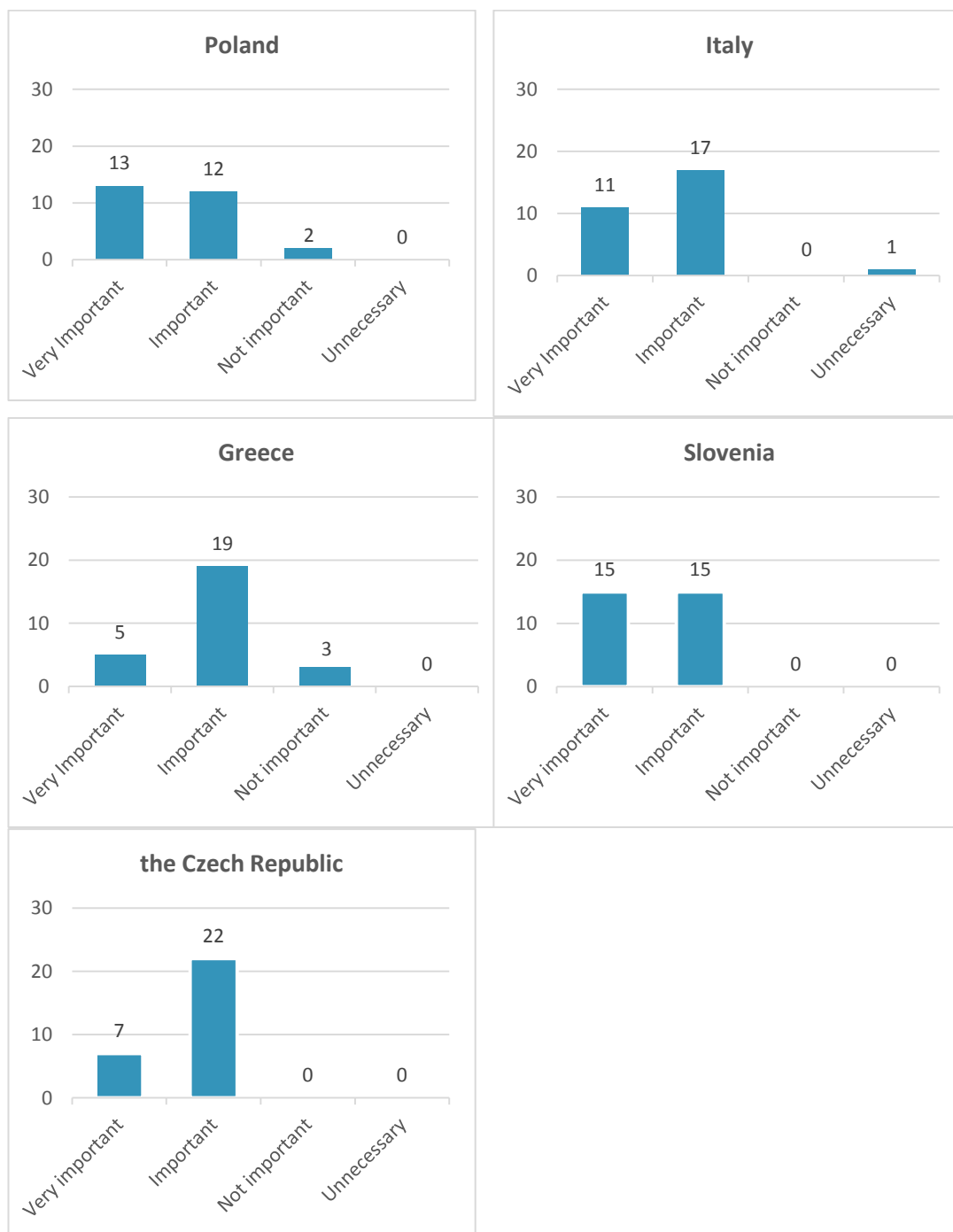


Figure 21. Sources of revenue

The second question of this block (Figure 22) was related to the goods offered for sale. The majority of the respondents said that it was very important to offer different goods and services for the clients. Depending on the market segmentation, the companies should respond the clients' needs. However, while interviewing, 6% of the respondents stated that the value proposition is not important for the company and probably it should not be included in the designed business model.

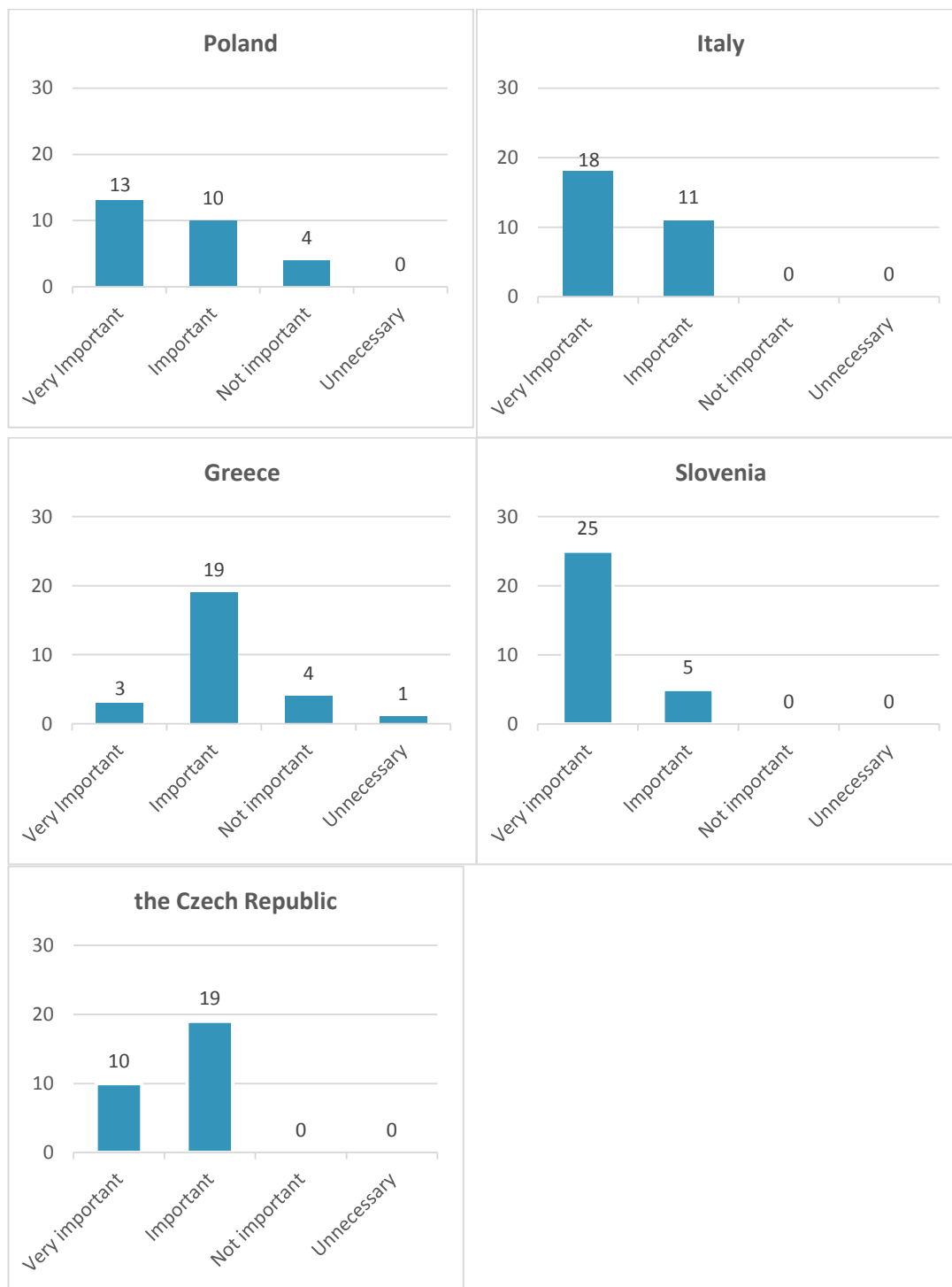


Figure 22. Goods and services offered for sale

The third question of this block (Figure 23) concerned the selection of the pricing mechanisms. The majority of the respondents said that it was very important or important for

the company to select an appropriate pricing mechanism. Only 5% of the respondents said that it is not important.

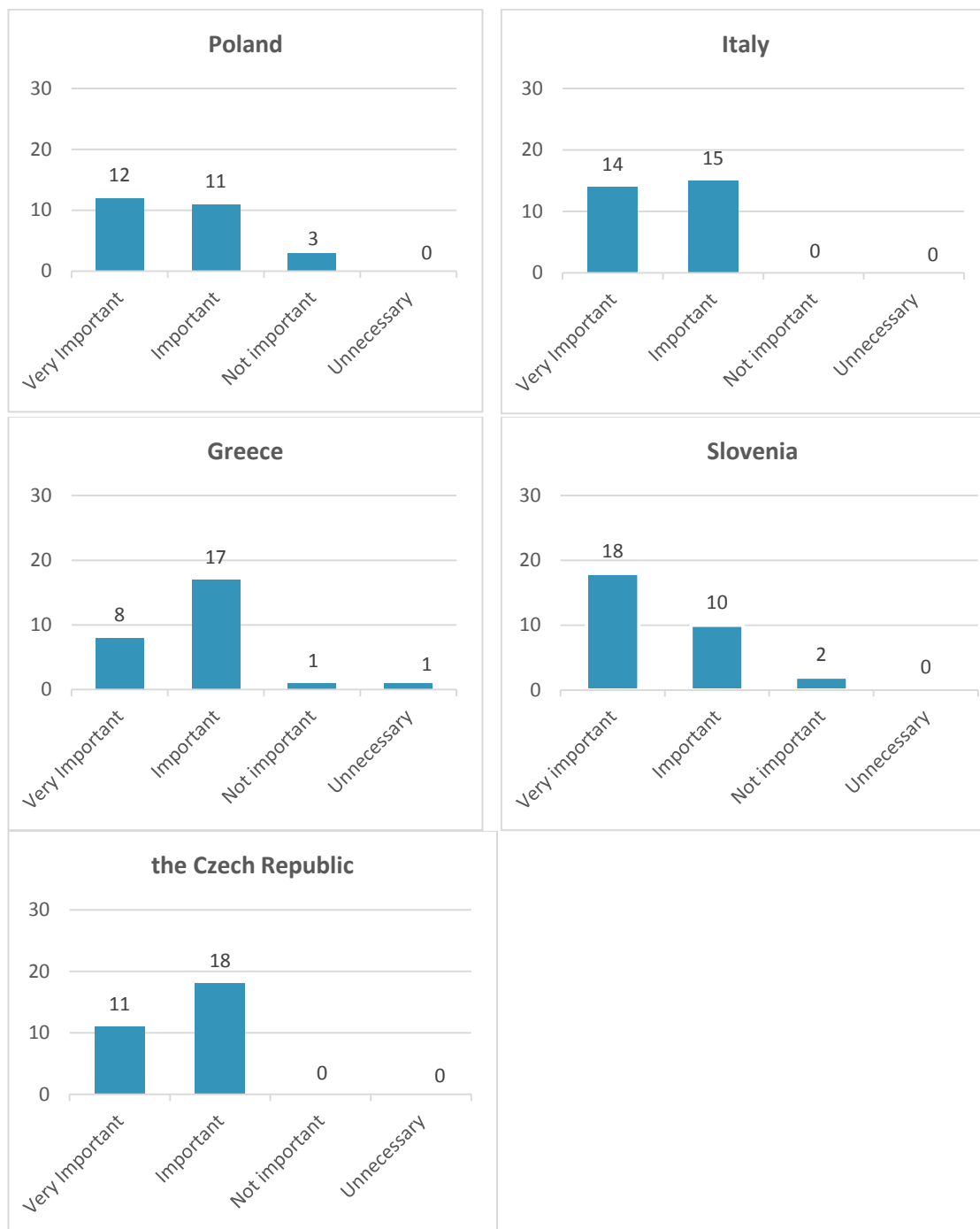


Figure 23. Selection of pricing mechanism

The forth question of this block (Figure 24) was related to the use of appropriate pricing mechanisms. The responses were similar to those, which concerned the question of the selection of pricing mechanism – it was very important or important for the respondents.

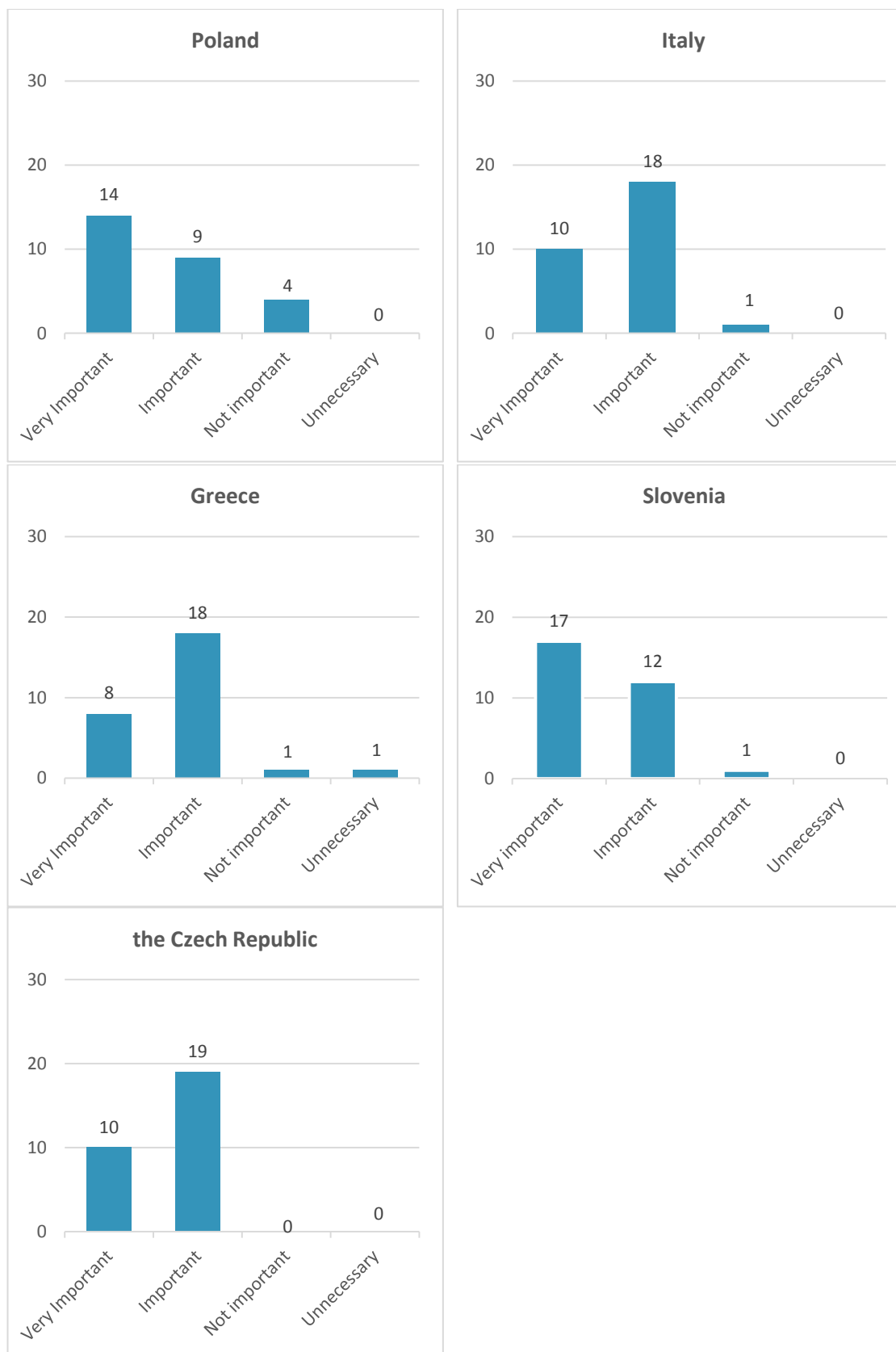


Figure 24. Use of an appropriate pricing mechanism

The last question of this block (Figure 25) concerned the calculation of advertising, brokerage, licensing, landing, renting leasing or usage fees. About half of the respondents

(49%) said that it was very important to calculate of advertising, brokerage, licensing, landing, renting leasing and usage fees. 49% of them also said that it is very important.

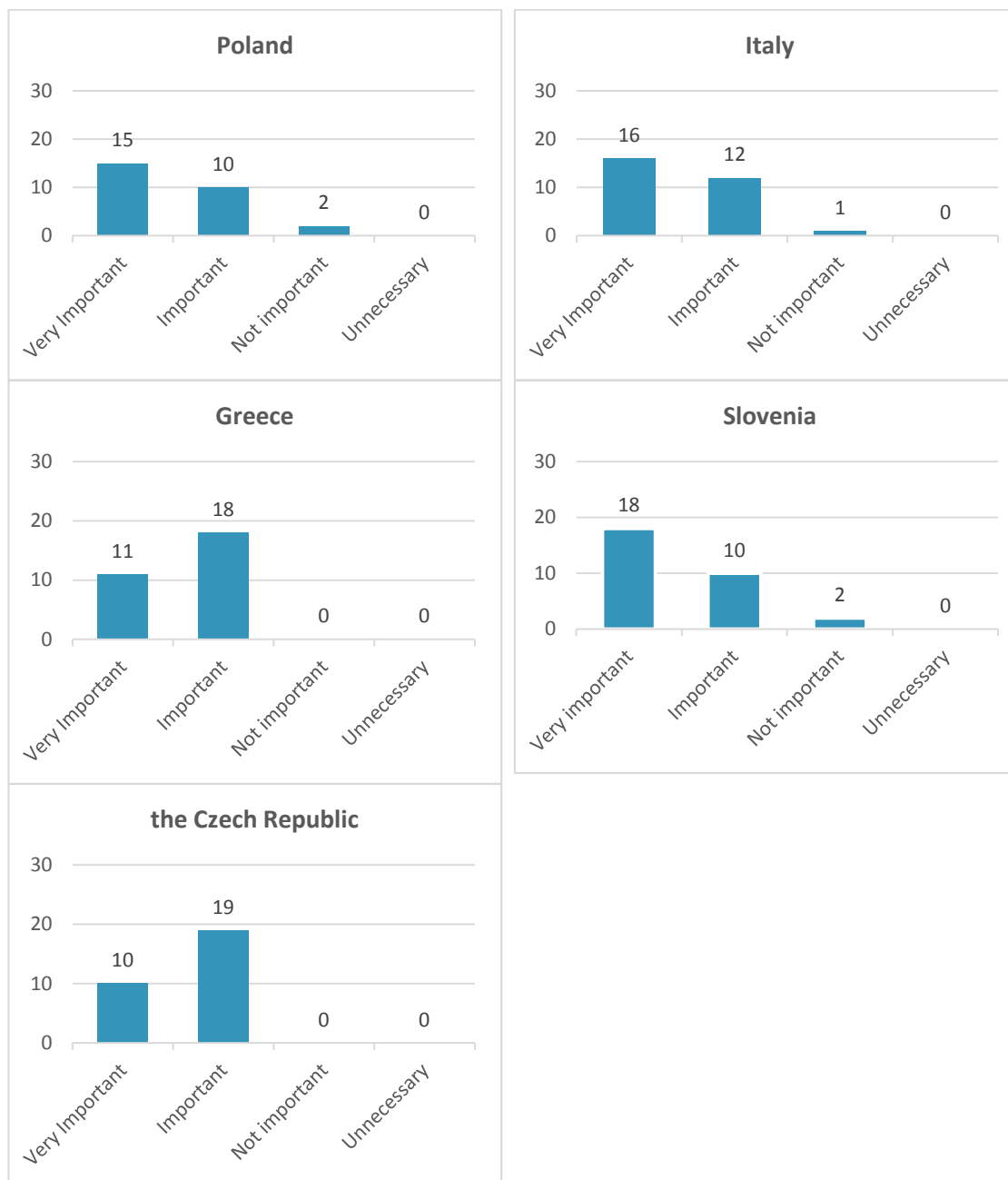


Figure 25. Calculation of advertising, brokerage, licensing, landing, renting, leasing or usage fees

BLOCK 6: GENERAL QUESTIONS

The last block of this questionnaire contained 6 general questions containing the following aspects:

- the improvement of business model vs. the success of a company;
- the use of appropriate methods and tools for the design of a successful business model;
- the increase of the awareness on the importance of business models;

- the role of the project in the improvement of skills of self-employability and new business creation;
- the knowledge on business models vs. reducing barriers in the creation of start-ups.

At first, the participants were asked to answer the question “*Is the improvement of business model crucial for making success in the company?*” (Figure 26). The responses were different, depending on the country. In Poland and Italy the responses *very important* and *important* were almost 50/50. In Greece the majority of the respondents stated that the improvement of business model is crucial to make success. In Slovenia, 90% of the respondents admitted that this aspect was very important.

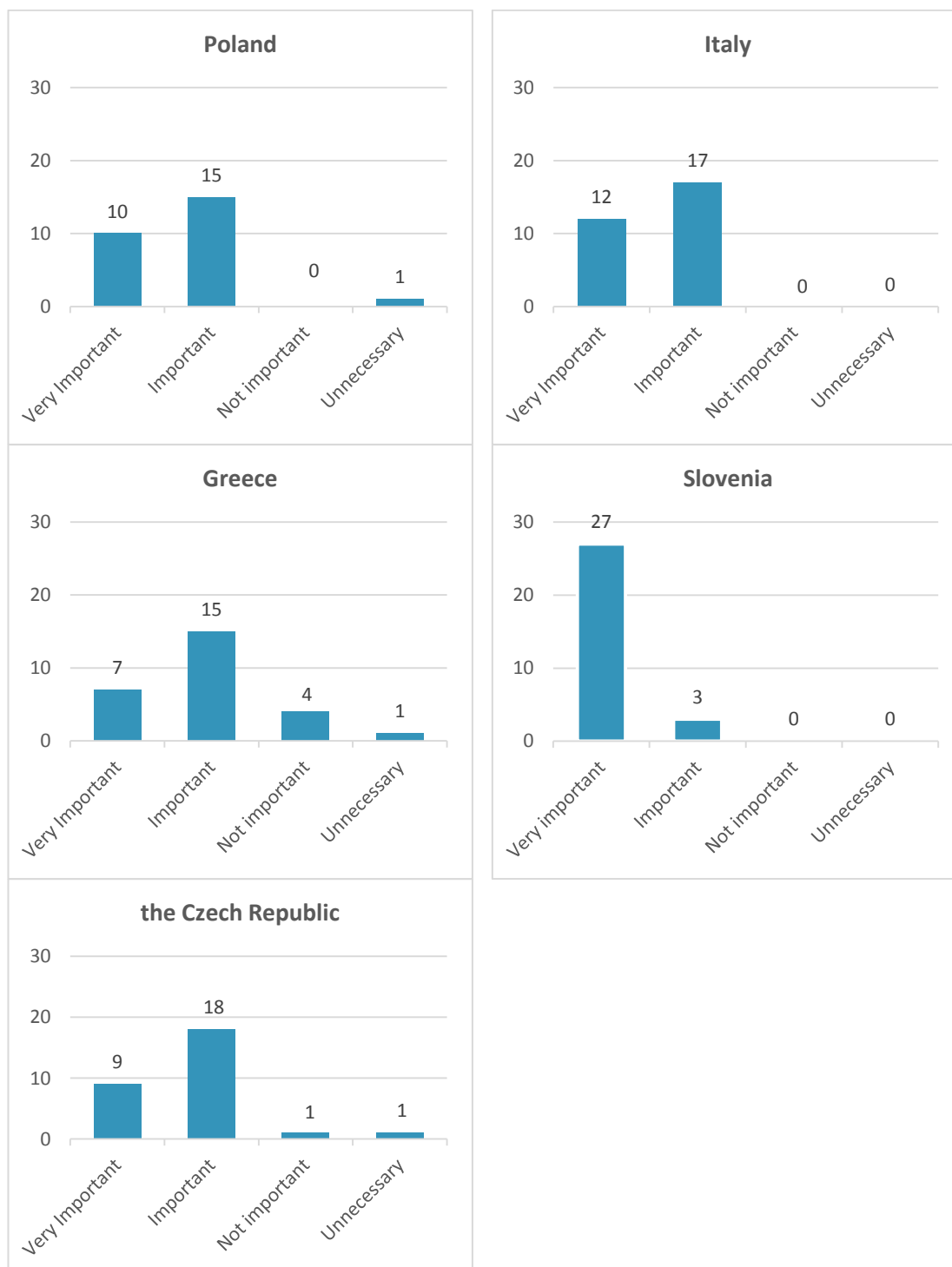
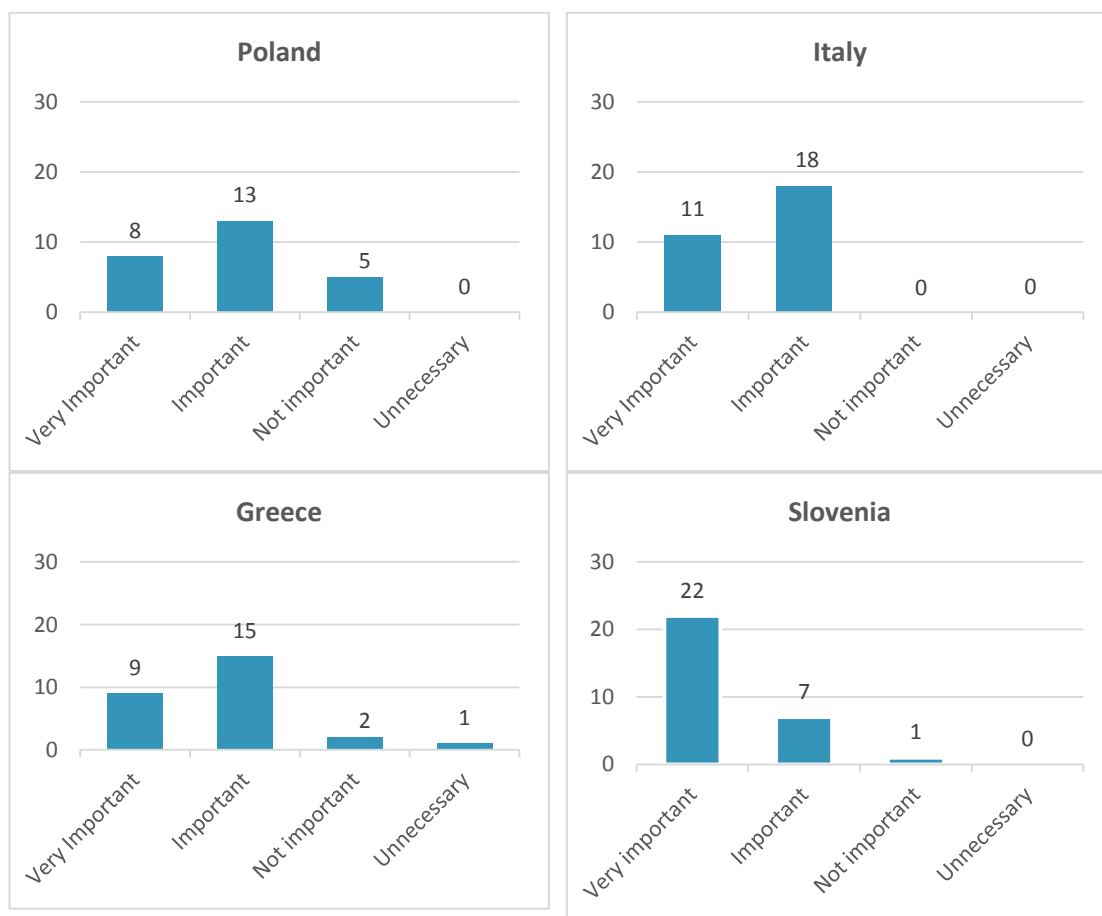


Figure 26. Improvement of a business model vs. making success

The results of the second question “Does the use of appropriate methods and tools help to design a successful business model?” are presented in Figure 27. Similarly like in Figure 26, the responses are very different. In Poland the respondents leaned towards answers “very important” (31%) and “important” (50%). However, 19% of the respondents thought that the use of appropriate methods and tools was not important in order to design a good business model. In Italy, the majority of people said that this aspect is important (62%) and very important (38%). In Greece 56% of the respondents thought that the use of appropriate tools and methods was important for the design a good business model, whereas 55% of the respondents perceived this aspect as very important. In Slovenia the majority of the respondents stated this aspect as very important and this was the opposite for the Czech Republic, where this aspect was perceived as important.



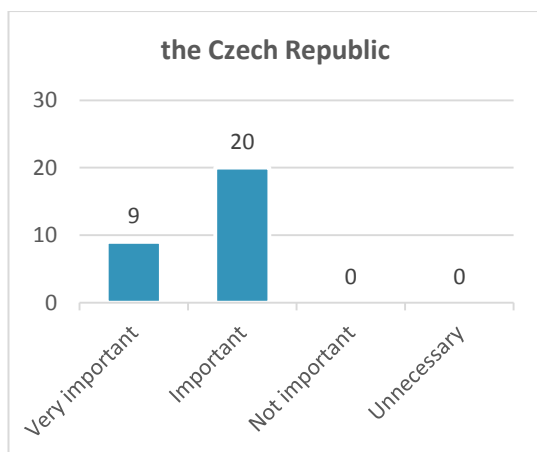
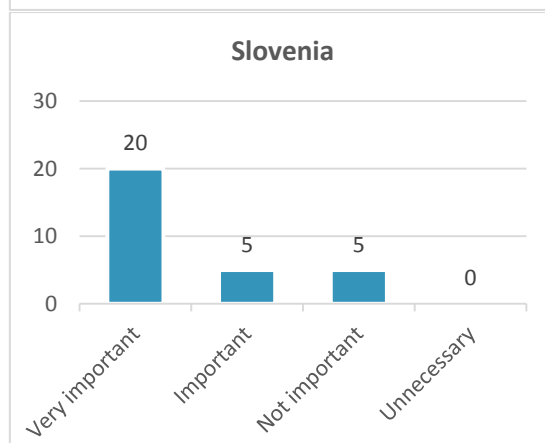
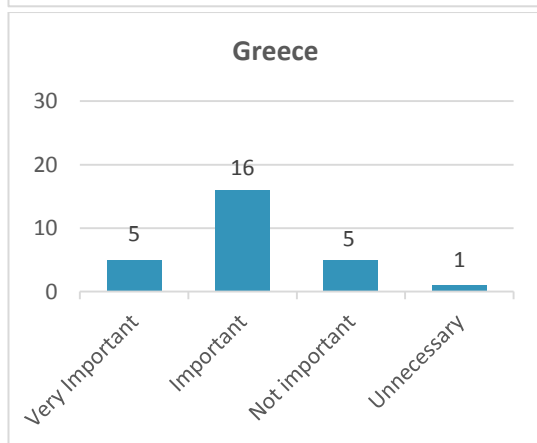
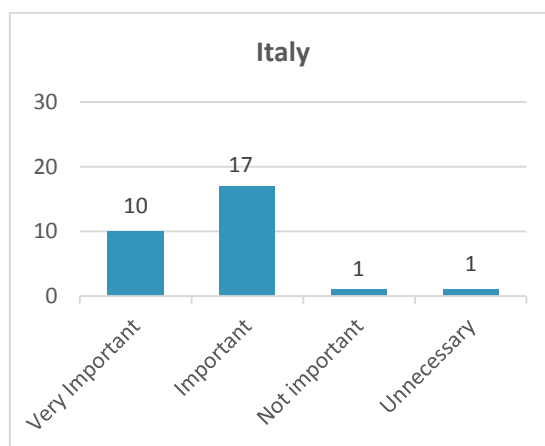
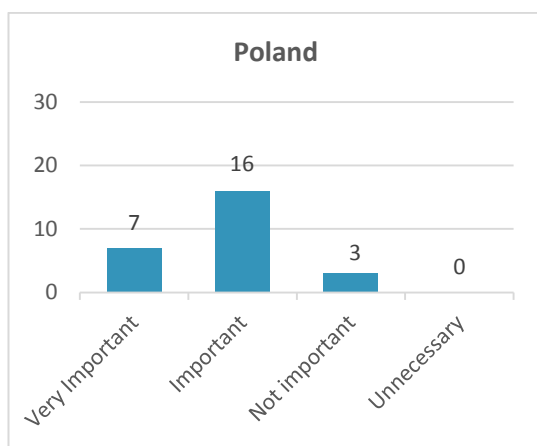


Figure 27. The use of appropriate methods and tools as help to design a successful business model

The third question was “Does this project increase awareness on the importance of business models?” (Figure 28). The majority of the respondents said that the ProBM project increased awareness on the importance of business model, however several participants stated it was not important or even unnecessary (14% in total).



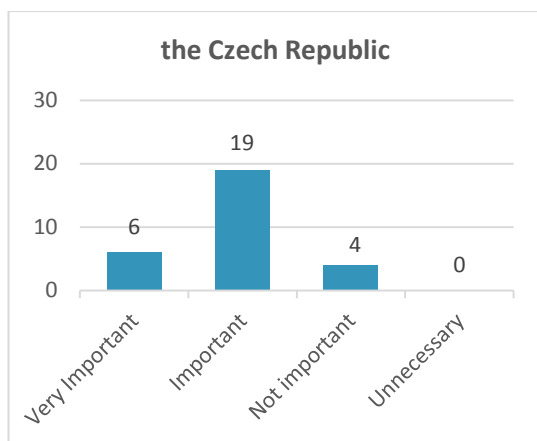
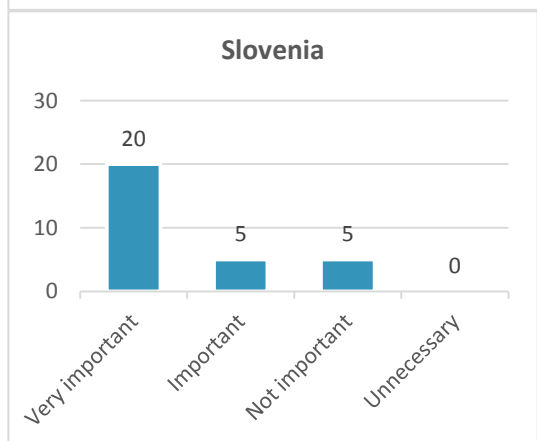
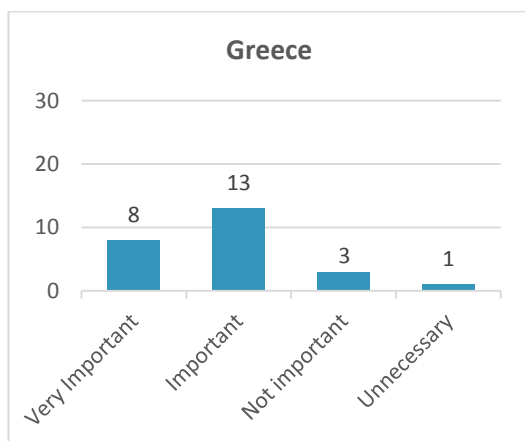
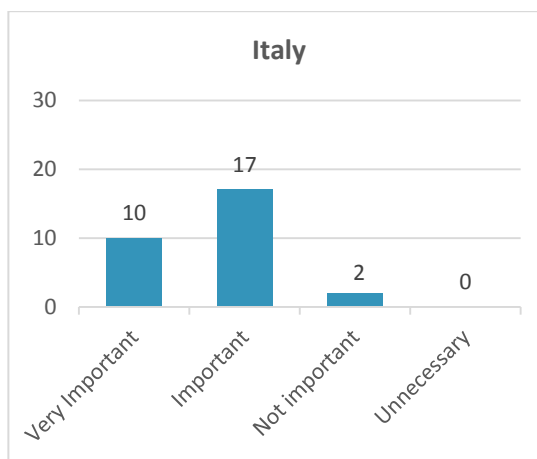
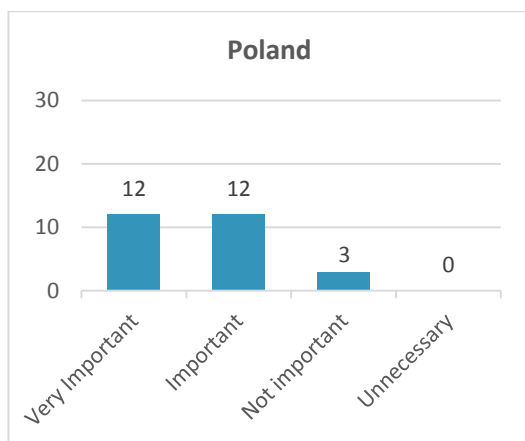


Figure 28. Increase of the awareness of business models

The forth question was the following: *“Does this project improve skills for employability and new business creation?”* (Figure 29). The majority of the respondents said that this project improved the skills for employability and new business creation (very important or important aspects in all partner countries).



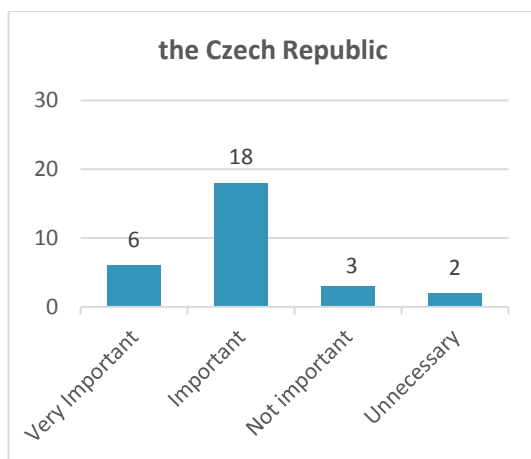
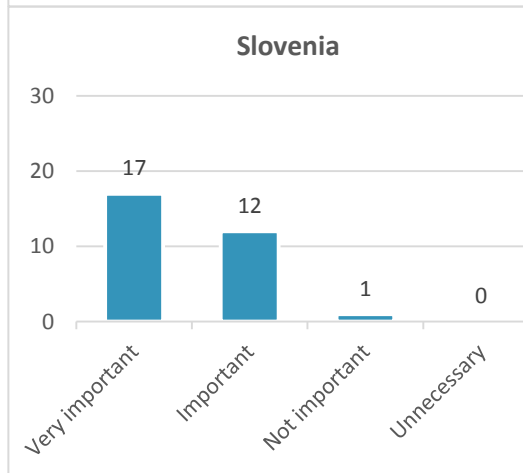
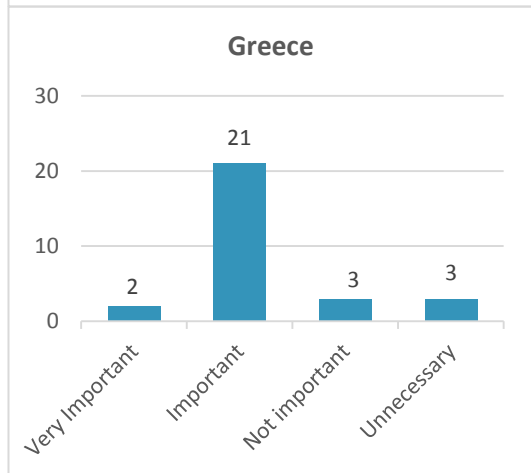
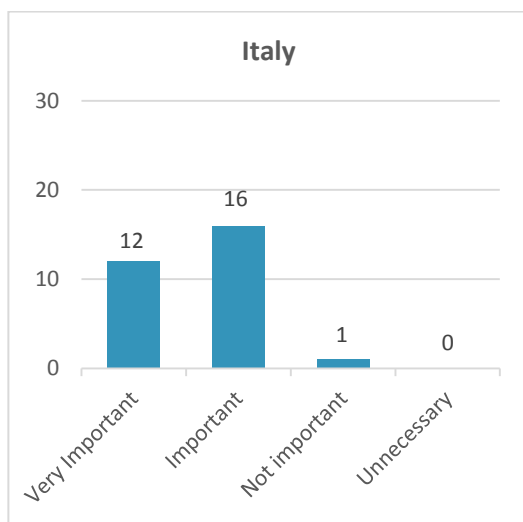
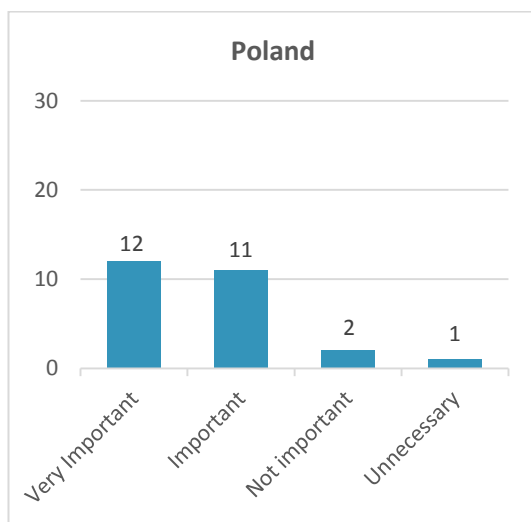


Figure 29. Role of the project in the improvement of skills of self-employability and new business creation

The fifth question was: “*Would the use of a good business model improve the situation on the labour market?*” (Figure 30). 54% of the respondents said that *the use of a good business model would importantly improve situation on the labour market*, while 35% stated that the improvement of the situation on the labour market would be very significant.

On the other hand, 12% of the respondents think that the improvement would not be significant or even there would not be any improvement of the situation.



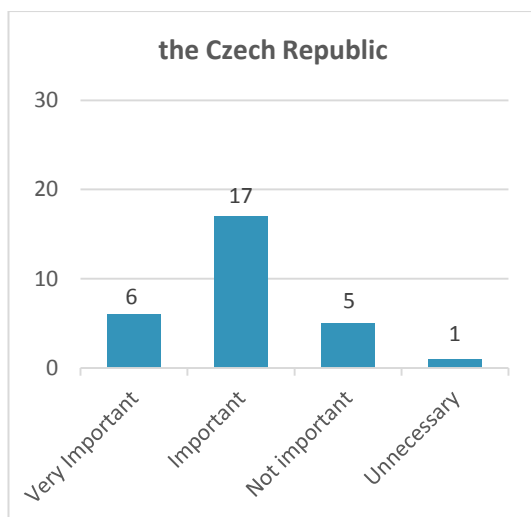
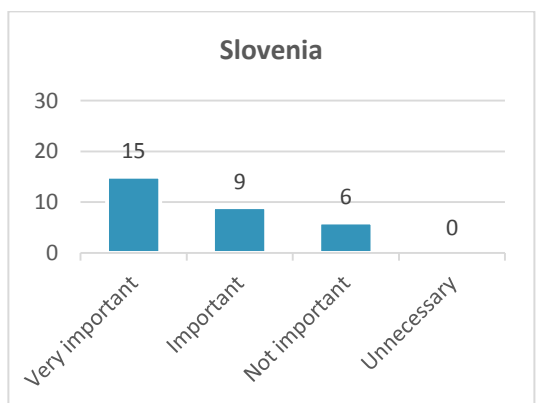
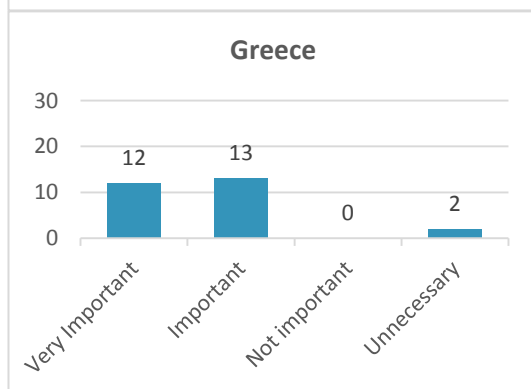
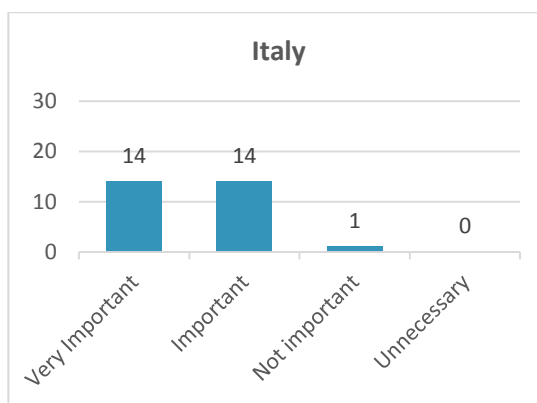
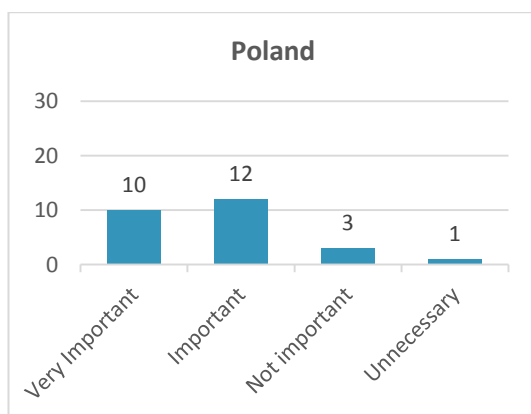


Figure 30. The use of a good business model as the improvement of the situation on the labour market

The last question was: “*Would the knowledge on a business model reduce barriers to starting own business?*” (Figure 31). About half of the respondents stated that knowledge on a business model would importantly reduce barriers to starting own business (47%). 40% of the respondents thought that knowledge was very significant for reducing barriers to starting own business. 12% of the respondents admitted that this aspects was not important or even unnecessary.



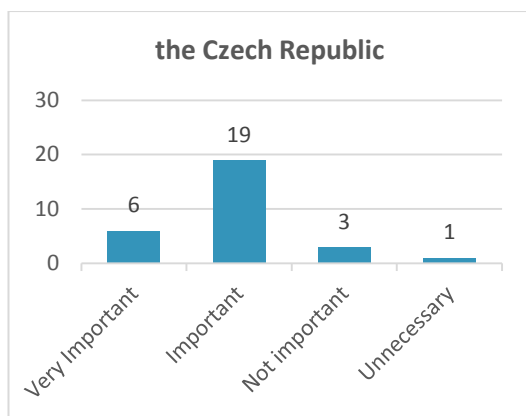


Figure 31. Knowledge on a business model for reducing barriers to starting own business

CONCLUSIONS

As the results of the questionnaire shows, the overwhelming majority of the people filled in the questionnaire responded many of the questions as “important” and “very important”. A very low percentage replied with “not important” and “unnecessary”. It means that the topic of business models is very interesting and important as well for the target groups.

In addition, as far as it concerns age, educational level and professional status, these are factors, which did not play a notable role for the replies of the respondents.

After these results, it is obvious that whoever wants to get involved in the business market, should firstly understand the meaning and the importance of the business model elements. Secondly, in order to succeed in a business (either as the owner or a member) it is necessary to obtain knowledge and skills in order to execute correctly the elements of the business model.

More theoretical information and the executive summaries from the research executed in the “*Understanding and Developing Business Model (ProBM)*” project can be found in the Compendium available in 6 language versions – English, Polish, Italian, Slovenia, Greek and Czech.