



LM THAPAR School of Management
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Business Models

Objectives

1. What is Vision and Mission?
2. Value Proposition
3. **Business Model**
4. Core Competency and Competitive advantage
5. Sustainability



➤ Vision

Informed and forward looking statement of purpose that defines the long term destiny of the firm.

Intel's Vision



➤ Mission

It completely describe the company's goals and customers while incorporating the basic tenets of the vision statement.



INTEL

Mission Statement:

Through computing innovation, we push the boundaries of smart and connected technology to make amazing experiences possible for every person on earth.



Value Proposition

➤ Definition

- Value is the worth, importance or usefulness to the customer.
- Value proposition states who the customer is and describes the values offered to this customer.

➤ Five values offered to a customer

Values	Descriptors
Product	Performance, Quality, Feature, Brand, Selection, Search, Safe
Price	Fair, Visible, Consistent, Reasonable
Access	Convenient, Location, Nearby, At-hand, Easy to find
Service	Ordering, Delivery, Return, Check-out
Experience	Emotional, respect, Ambiance, Fun, Intimacy, Relationship, Community

Value Proposition (contd..)

➤ Primary/Secondary values

One value is selected to dominate the value proposition and the second value to differentiate the offering and the remaining value must meet the industry norms.

[Crawford and Matthews, 2001]

➤ Unique Selling proposition (USP)

It is a short version of the firm's value proposition which explains the key benefits of the firm's offering as compared to a key competitor.

e.g. FedEx:

Positively, Absolutely overnight

Primary/Secondary values for leading firm

		Primary value				
		Product	Price	Access	Service	Experience
Secondary value	Product	-		Amazon.com		
	Price		-			
	Access	Google		-		
	Service	Toyota			-	
	Experience					-

This exercise is to be completed in the lab session

- The design of a business is the means for delivering value to customers and earning a profit from that activity.
- The business design incorporates the selection of customer, its offerings, the tasks it will do itself and those it will outsource and how it will capture profits.
- The resulting outcome of the business design process is **“The Business Model”**.

- A business model is a set of planned assumptions about how a firm will create value for all its stake-holders [Magretta, 2002].
- A business model is the framework that connects a technology to economic profit.
- The business model answers questions about the customers, profit and value.

Elements of a Business Model

Elements	Interpretations
Customer Selection	<ul style="list-style-type: none"> • Customer • Offering relevant to the customer
Value Proposition	<ul style="list-style-type: none"> • Unique benefits
Differentiation and Control	<ul style="list-style-type: none"> • Relationship • Sustainability of competitive advantage
Scope of product and activity	<ul style="list-style-type: none"> • Scope • Activities in-house/Outsource
Organizational Design	<ul style="list-style-type: none"> • Organizational Architecture
Value Capture for profit	<ul style="list-style-type: none"> • Total value for profit • Protection of profitability
Value for talent	<ul style="list-style-type: none"> • Selection of good people • Leverage of talent

<https://www.youtube.com/watch?v=XnLaQzi8xJc>

Business Model of Dell Computers

Elements	Outcomes
Customer Selection: High relevance to the customer	<ul style="list-style-type: none"> • Corporate, Government, Education, Consumer
Value Proposition: Unique benefits	<ul style="list-style-type: none"> • A customized computer at a good price with great service
Differentiation and Control: Sustainability of competitive advantage	<ul style="list-style-type: none"> • Customer relationship • Customized product • Direct sales Channel
Scope of product and activity	<ul style="list-style-type: none"> • Desktop, Laptops and Servers • Strong supply chain
Organizational Design	<ul style="list-style-type: none"> • Divisional Organization
Value Capture for profit	<ul style="list-style-type: none"> • Opportunities for cross sell and up-sell
Value for talent: Learn, grow, prosper	<ul style="list-style-type: none"> • Training, learning and career opportunities

Core Competencies and Competitive Advantage

- **Core Competencies** of a firm are its unique skills and capabilities. These are rare, difficult to imitate and difficult to substitute.

- Examples:

Core competencies of **Intel** is in designing of new microprocessor with advanced technology nodes.

Core competencies of **Honda** is in designing of IC engines of all sizes.

- **Competitive Advantage** of a firm is its distinctive factors that give it a superior or favorable position in relation to its competitors.
- Sources of **Competitive Advantage** are:
Efficiency, low cost, product and manufacturing innovation, quality, reliability and customer responsiveness.



Sustainable Competitive Advantage

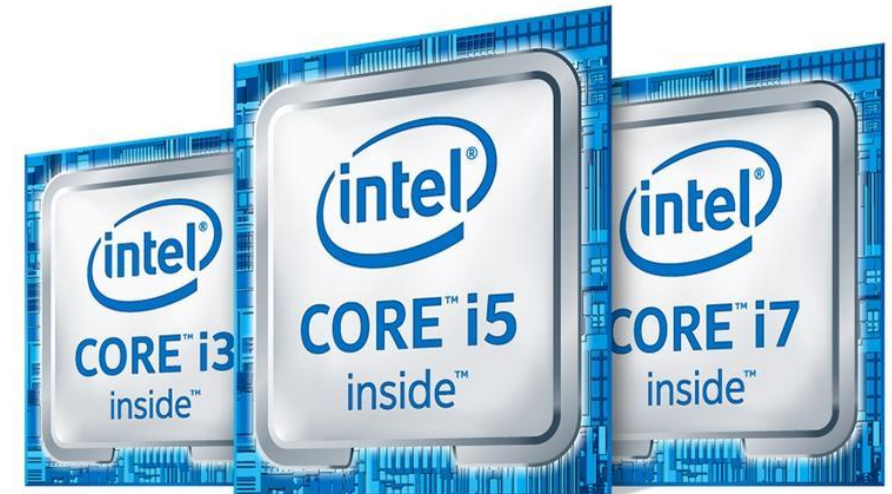
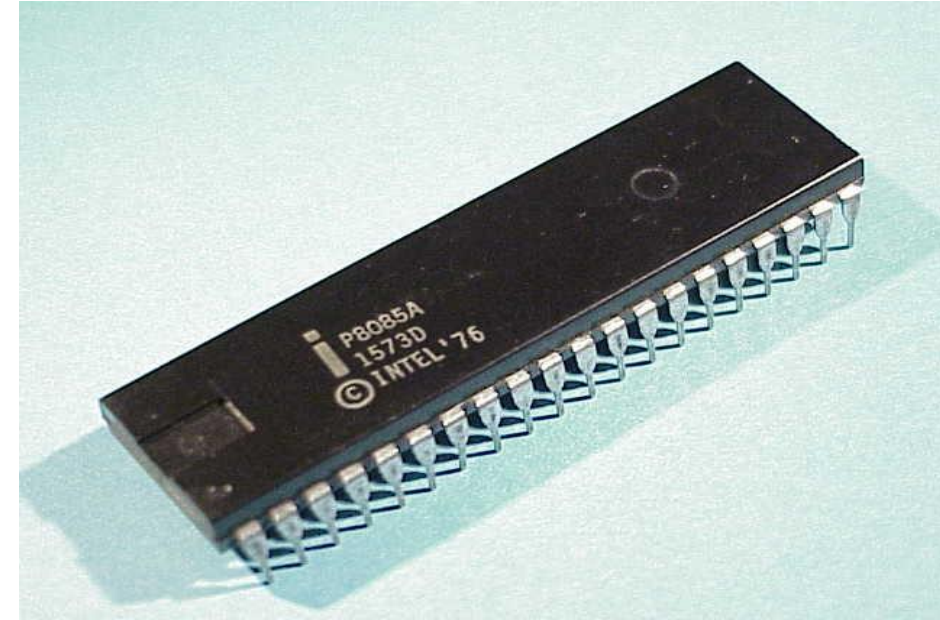
- **Sustainable Competitive Advantage** is a competitive advantage that can be maintained over a period of time measured in years. The competitive advantage is used to measure the market value of the firm and given as

$$MV = CA \times D$$

Where MV is the market value

CA is competitive advantage
and D is duration

- Designing of Cores is Sustainable Competitive advantage for **Intel since 1970.**



The vision, mission, value proposition and business model embodied within the business design of a firm and powered by a sustainable competitive advantage can lead to compelling results.

Technology Ventures: From Idea to Enterprise

Richard C. Dorf

Thomas H. Bayers

Further Readings

1. Christensen, C.M., Johnson, M.W. and Kagermann, H. (2008) Rebuilding your business model, Harvard Business Review, 86, 12,50-59.
2. Girotra, K. and S. Netessine (2014), Four Paths to Business Model Innovation, Harvard Business Review, 92(7/8): 96-103.
3. Zott, C., Amit, R. and Massa, L. (2011) The Business Model: Recent Developments and Future Research, Journal of Management, 37, 4, 1019-1042.
4. Teece, D.J. (2010), Business Models, Business Strategy and Innovation, Long Range Planning, 43, 172-194.
5. Osterwalder, A., & Pigneur, Y. (2010). Business model canvas. [practical/popular].

How can we use this information in teaching?

- Role of Vision and Mission.
- Understanding of Value Proposition for a firm. An assignment may be given to evaluate the primary and secondary value proposition of various firms (Assignment 1).
- Identify the different elements of a business model and develop the business model for different firms (As assignment 2).
- Importance of Core Competency and Competitive advantage.
- How to maintain the sustainability of the product.
- Papers can be shared with students for reading in groups and asked for presentations.
- Flipped classroom environment.

Primary/Secondary values for leading firm(Assignment 1)

		Primary value				
		Product	Price	Access	Service	Experience
Secondary value	Product	-				
	Price		-			
	Access			-		
	Service				-	
	Experience					-

Select one business,

1. What are the jobs/pains/gains of the customer ?
2. Define 2 distinct ways HOW one could address jobs/pains/gains of the customer.
3. For each “HOW”, describe 2 distinct ways to capture the value.

Proposition

Value creation (job/pains/gains)	Value delivery (the HOW)	Value capture (what stands on the bill?)

Elements of a Business Model (Assignment 2)

Elements	Outcomes
Customer Selection	
Value Proposition	
Differentiation and Control	
Scope of product and activity	
Organizational Design	
Value Capture for profit	
Value for talent	