

Ανάπτυξη Επιχειρηματικών Μοντέλων

Business Models

3rd lecture

Executive MBA

“Διοίκηση Καινοτομίας”

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Ο Ψηφιακός Μετασχηματισμός είναι Αλλαγή

- Αλλαγή όχι μόνο σε νοοτροπία αλλά και σε προϊόντα
- Αλλαγή σε υπηρεσίες
- Αλλαγή σε Business models
- Αλλαγή σε Operating models
- Αλλαγή στον τρόπο που πουλάμε
- Αλλαγή στο revenue stream και τα pricing models
- Αλλαγή στον τρόπο που αντιλαμβανόμαστε τον πελάτη (CX)
- Χρήση Τεχνολογίας παντού

"...SEEING A VERSION OF THE WORLD THAT DOESN'T EXIST YET, AND THEN PAINTING A PICTURE OF WHAT THIS LOOKS LIKE FOR THE REST OF THE WORLD."

For me, innovation is about solving a problem in a simple and rather creative way, for challenging questions, in a way that hasn't been done yet.

Innovation can be a two-pronged approach. It either imagines what is possible to solve a problem that has never been done before, or it re-imagines solutions for previous innovations

Innovation is a new way or technique of solving existing problem

Innovation is improving/simplifying a current problem.

Disrupting how it has been done forever with a product or service.

Innovation is something new that has value for people because it solves a need

Gifting value to the world to change how things are done.

Innovation is looking at a problem through a different lens and finding a way to solve it that has not be done before

Η αγορά εξελίσσεται

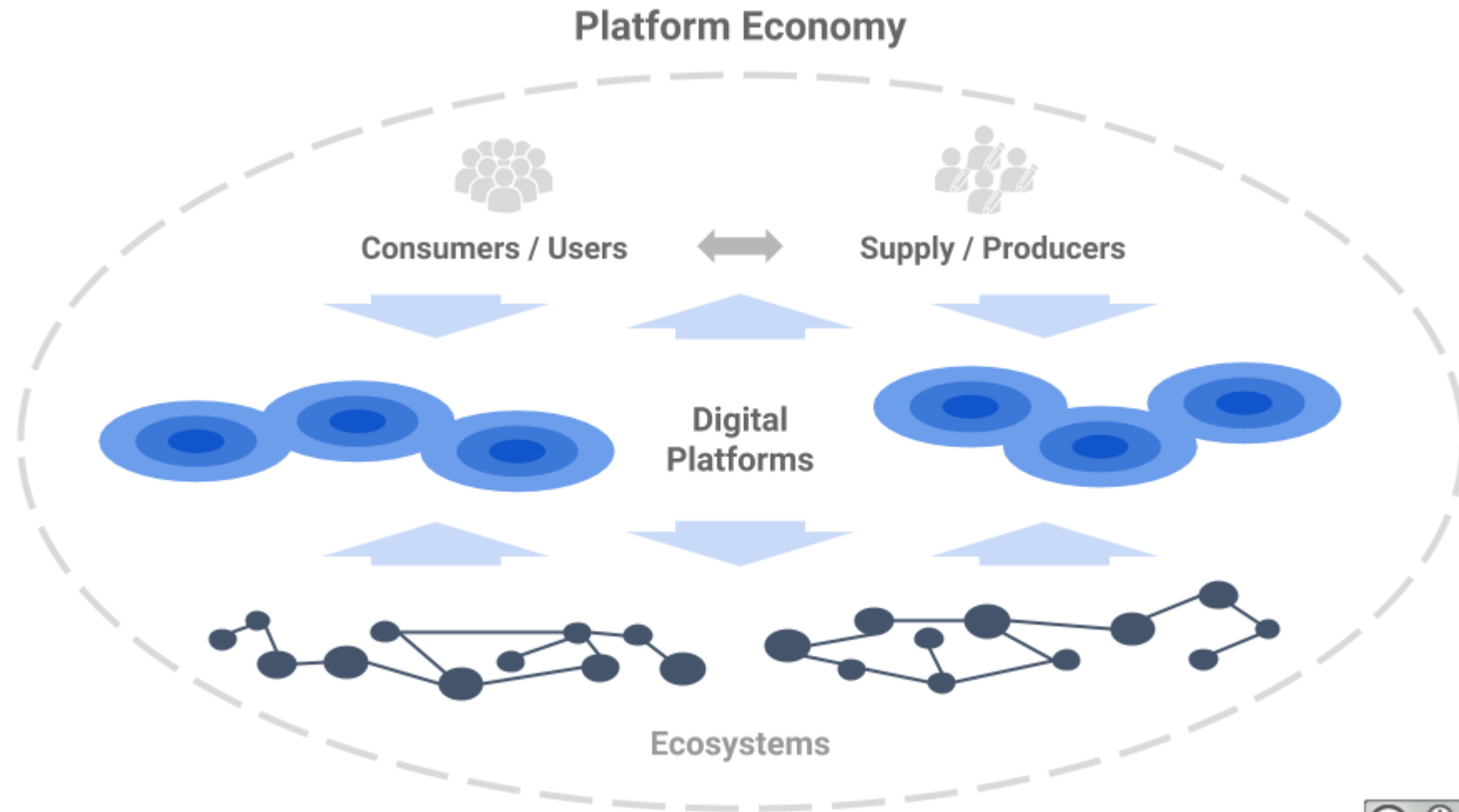
The Goods Era

- ▶ Selling products
- ▶ Competitors
- ▶ Management (Certainty)
- ▶ Model exploitation
- ▶ Outsourcing
- ▶ Hierarchical structures
- ▶ Big loud brands
- ▶ Incremental improvement

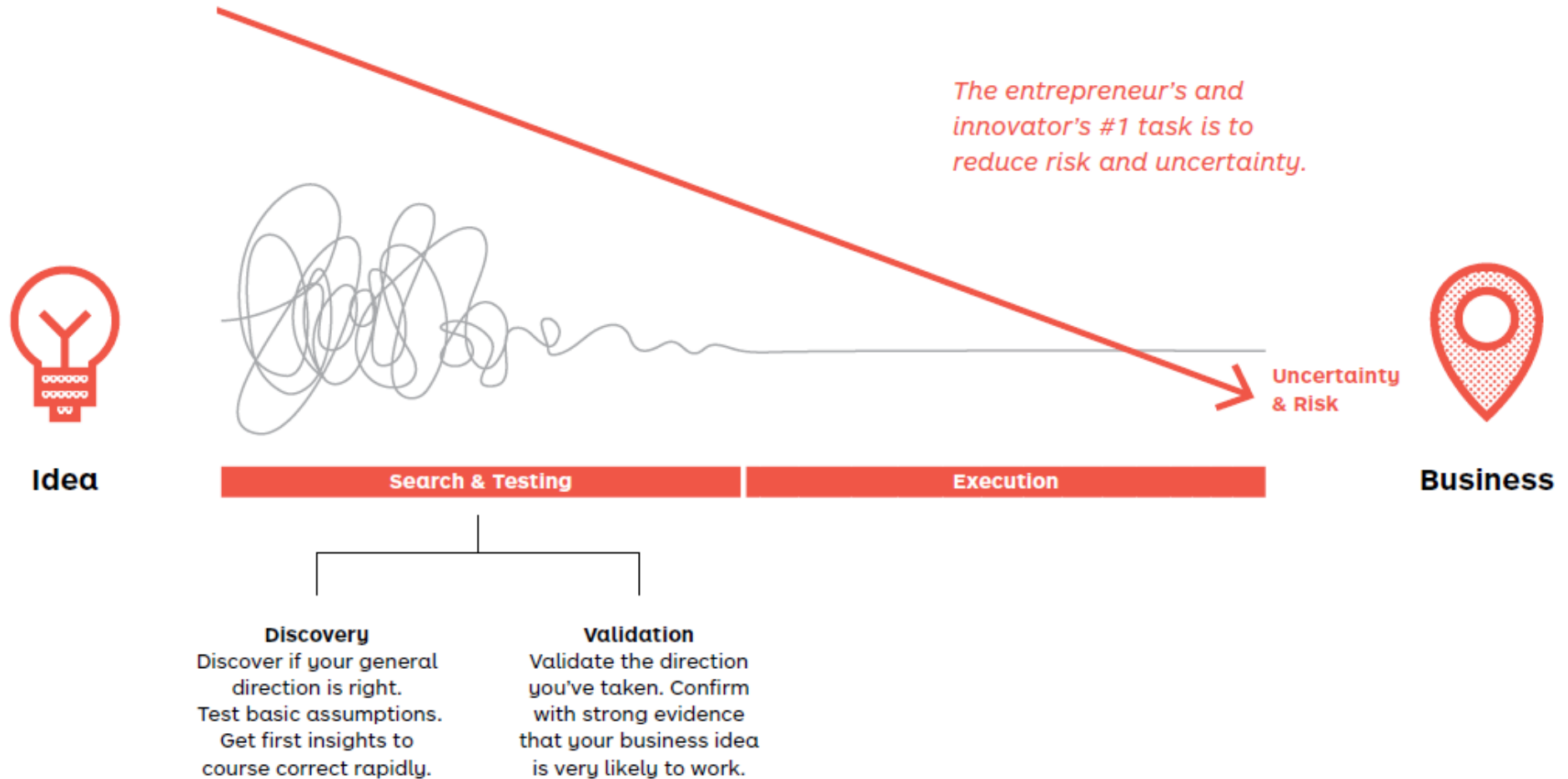
The Services Era

- ▶ Delivering experiences
- ▶ Customers
- ▶ Entrepreneurship (Confidence)
- ▶ Model exploration
- ▶ Employee engagement
- ▶ Collaborative structures
- ▶ Game-changing innovation

Welcome to the Platform Economy



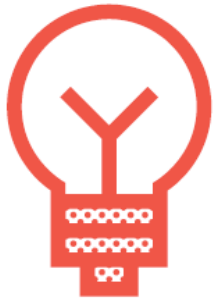
Idea -----> Business



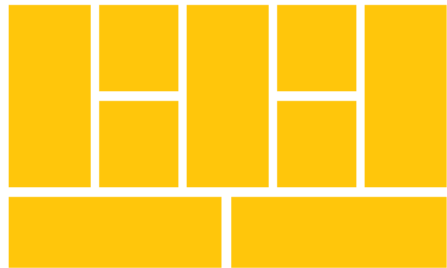
Golden equation

Business Model Canvas - **BMC**

Value Proposition Canvas- **VPC**



Idea



Business Model



Value Proposition



Business Model

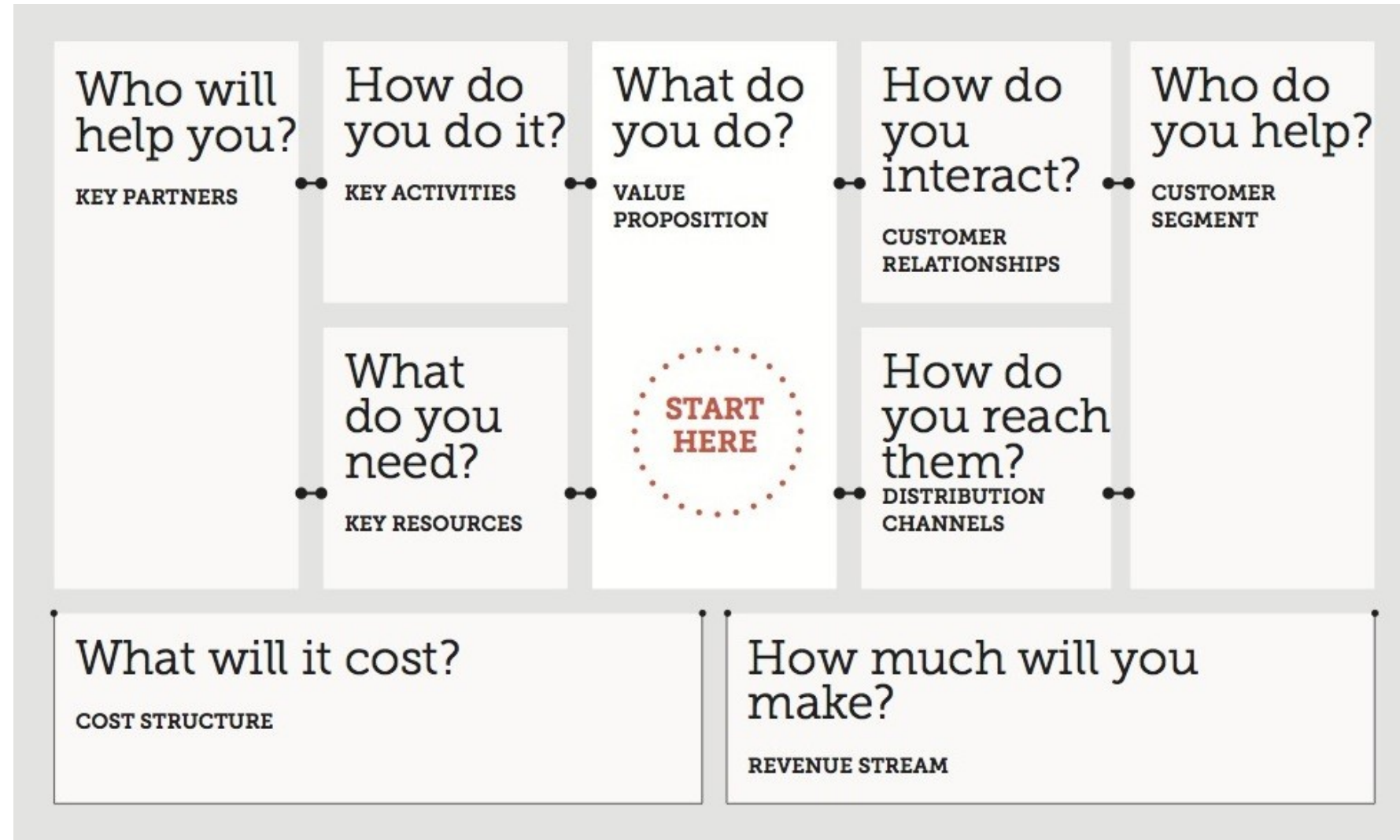
[IMD Business School: A Short Video Series on the Business Model Canvas \(strategyzer.com\)](http://strategyzer.com)



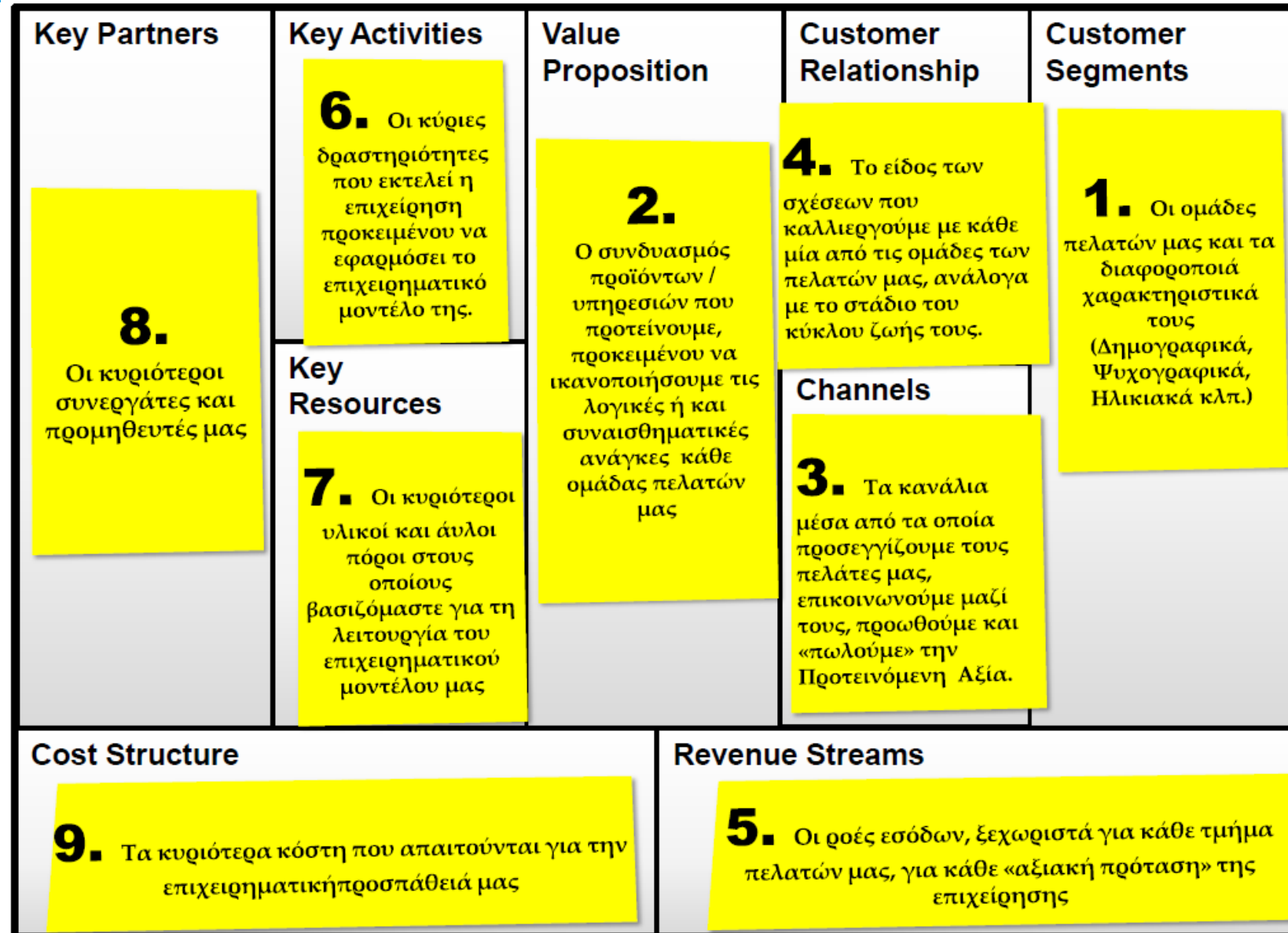
- Ένα **επιχειρηματικό μοντέλο** περιγράφει τον τρόπο με τον οποίο ένας οργανισμός δημιουργεί, προσφέρει αξία και αμείβεται (**value capture and value creation**)
- Το **επιχειρηματικό μοντέλο** μιας επιχείρησης είναι η απεικόνιση της επιχειρηματικής λογικής και στρατηγικής της. Το πλέον δημοφιλές εργαλείο περιγραφής του, είναι ο Καμβάς (**Business Model Canvas**) που επινόησε ο **Alexander Osterwalder**
- Περιγράφει το τι **προσφέρει η επιχείρηση** στους πελάτες της, πως τους προσεγγίζει και δημιουργεί σχέσεις μαζί τους, μέσω ποιων πόρων, δραστηριοτήτων και συνεργασιών επιχειρεί, και τέλος πως κερδίζει χρήματα (**Operating Model**)

Business model Canvas - BMC

- Τρόπος να φτιάχνουμε την βάση των επιχειρηματικών μοντέλων
- Το BMC αποτελεί το βασικό μέρος ενός Επιχειρηματικού Σχεδίου (Business Plan)



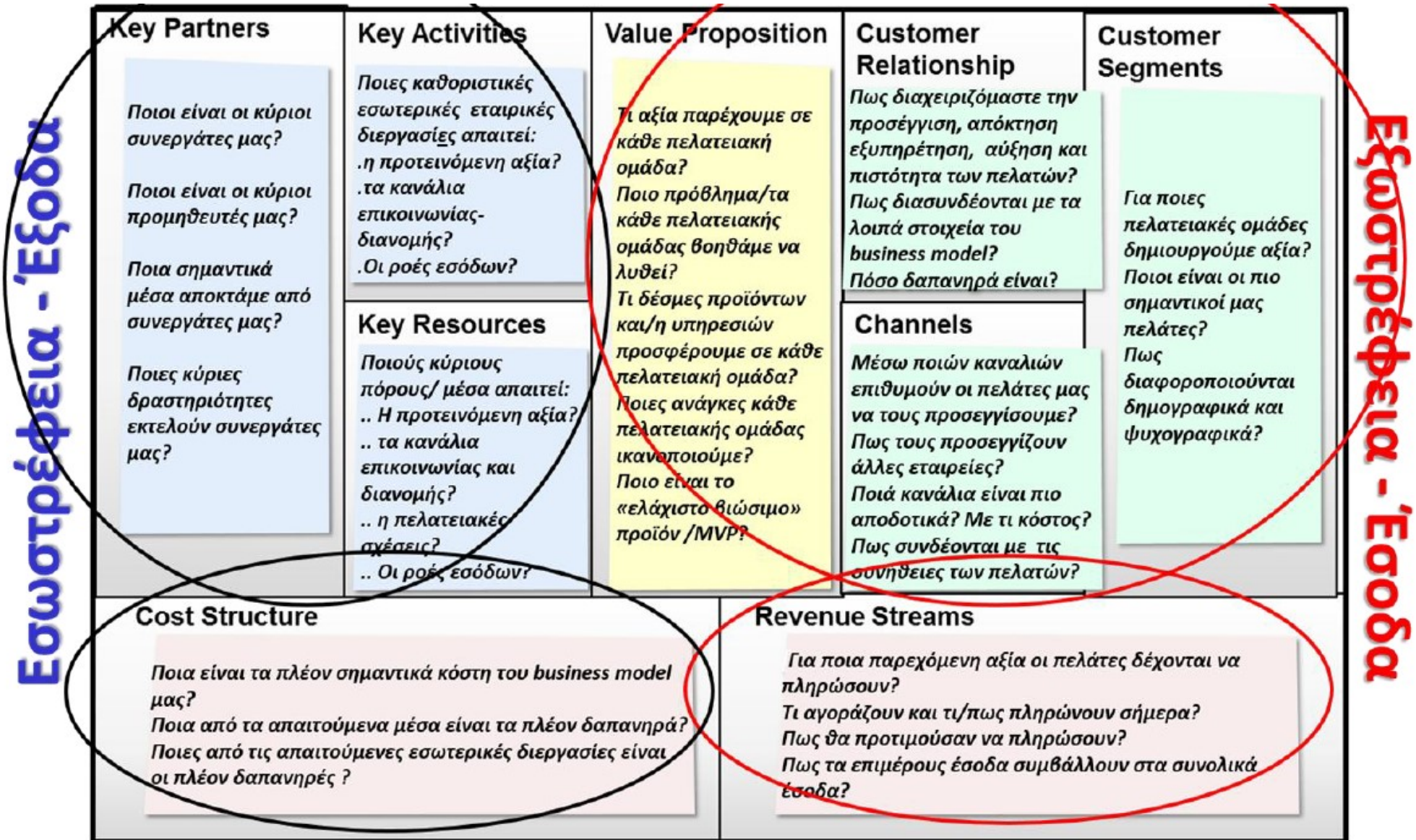
Business model Canvas - BMC



Source: Alex Osterwalder

Business model Canvas - BMC

- Τα έξοδά μας τα οργανώνουμε και αναλύουμε στο P&L (Profit and Loss template)



Business model Canvas - BMC

ΠΑΡΑΔΕΙΓΜΑ

business model canvas

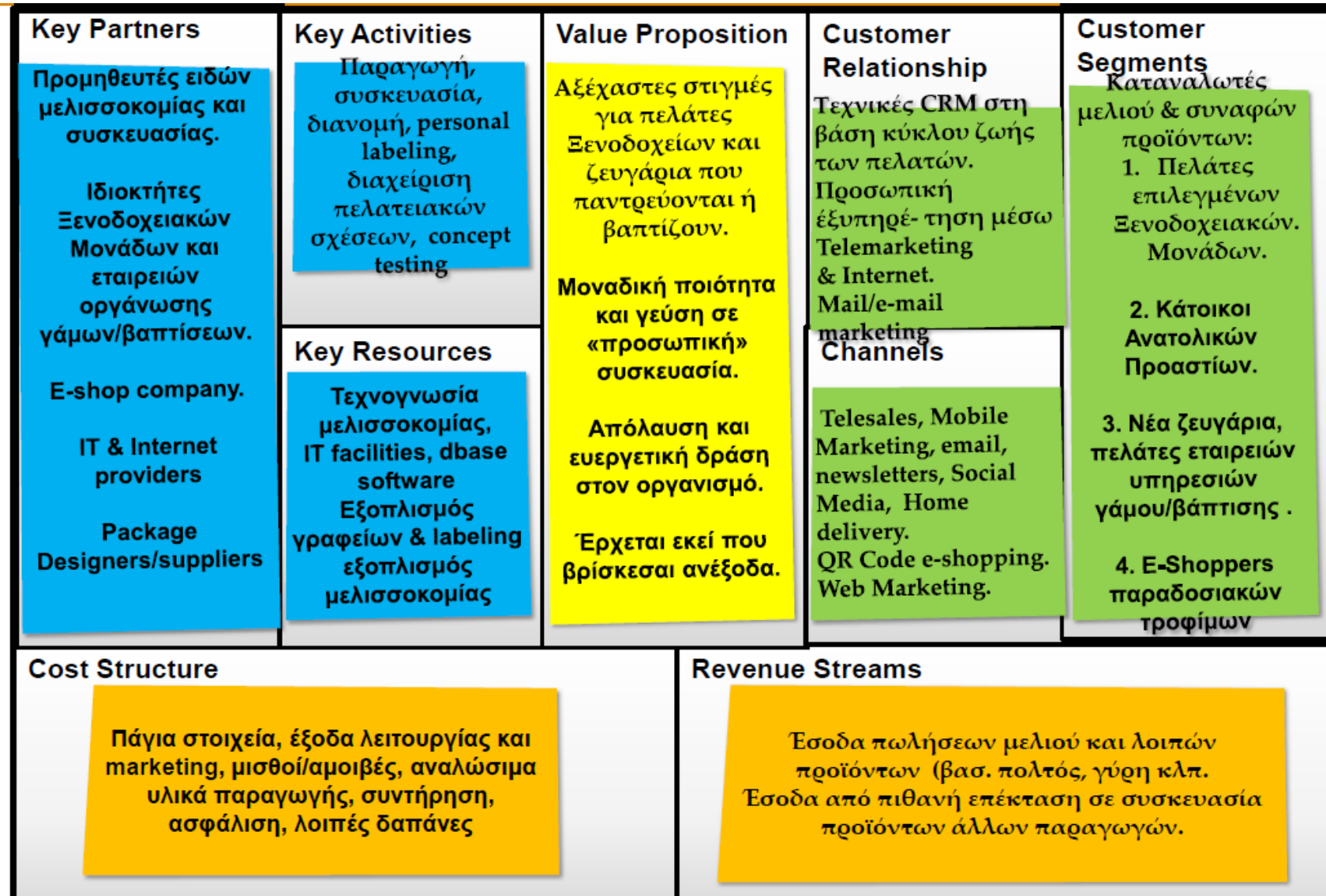
name Uber



Business model Canvas - BMC

ΠΑΡΑΔΕΙΓΜΑ

- Εταιρία Παραγωγής Μελιού



Value Proposition Canvas - VPC

[How to Use Value Proposition Canvas: The Definitive Guide \(digitalnatives.hu\)](http://digitalnatives.hu)



Value Map

Describes the features of a specific value proposition in your business model in a structured and detailed way.



Products and Services

List the products and services your value proposition is built around.



Gain Creators

Describe how your products and services create customer gains.



Pain Relievers

Describe how your products and services alleviate customer pains.



Customer Profile

Describes a specific customer segment in your business in a structured and detailed way.



Customer Jobs

Describe what customers are trying to get done in their work and in their lives.



Gains

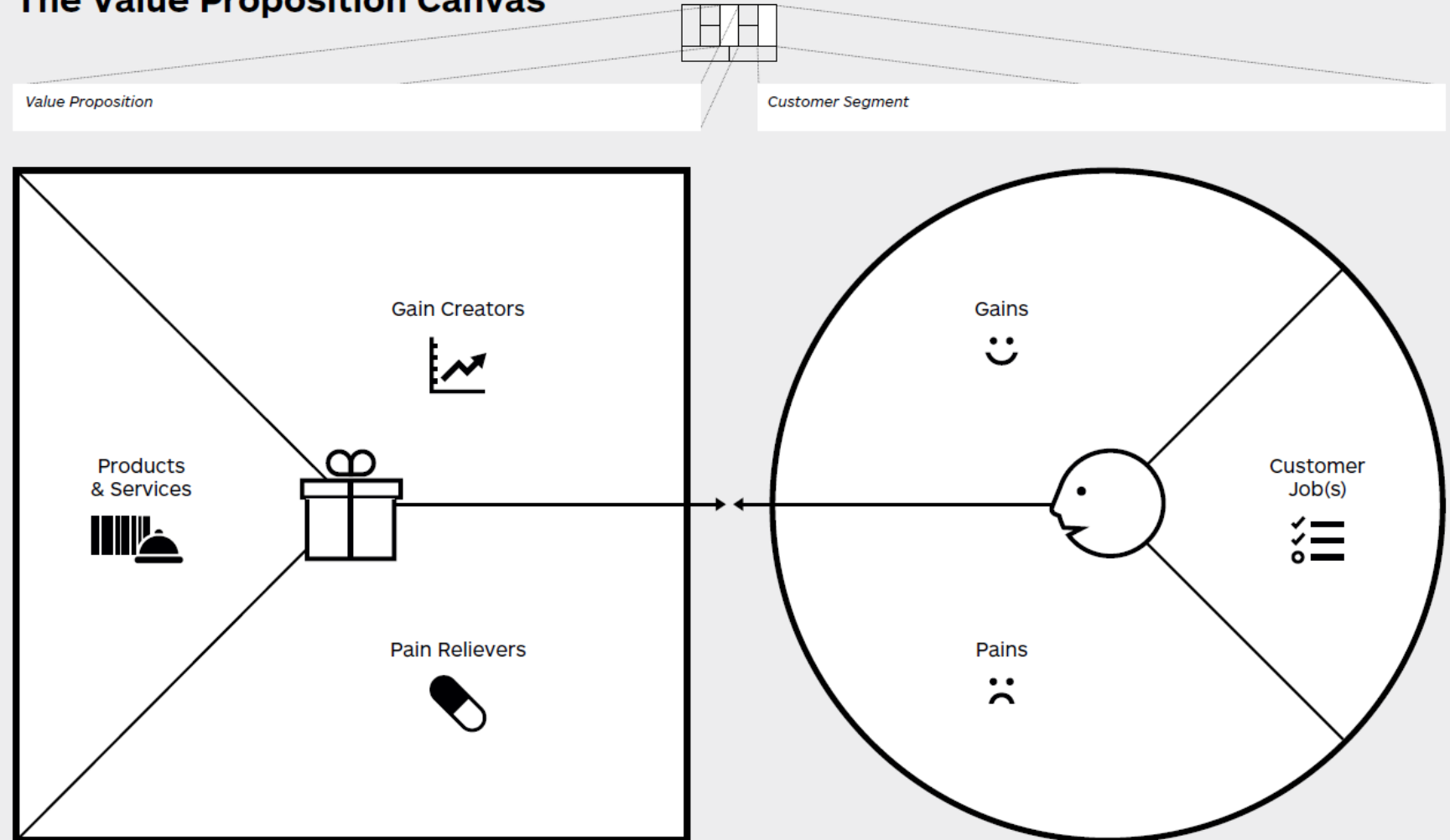
Describe the outcomes customers want to achieve or the concrete benefits they are seeking.



Pains

Describe the bad outcomes, risk, and obstacles related to customer jobs.

The Value Proposition Canvas



Customer Personas

Persona

Μία Persona βοηθά να κατανοήσουμε καλύτερα και να οπτικοποιήσουμε τους πελάτες στους οποίους στοχεύουμε.

Είναι ένας φανταστικός χαρακτήρας που περιγράφει την προσωπικότητα, τα ενδιαφέροντα, τα προβλήματα, τους στόχους και τη συμπεριφορά ενός τυπικού πελάτη.

Μία Persona βοηθάει να λάβουμε αποφάσεις αναφορικά με τη στόχευση που θα κάνουμε σε επίπεδο μάρκετινγκ και πωλήσεων.

Μία Persona μπορεί να χρησιμοποιηθεί και όταν ο πελάτης σας δεν είναι καταναλωτής αλλά μια επιχείρηση. Δημιουργείται ένα προσαρμοσμένο πρότυπο για μία επιχείρηση.



Customer Personas

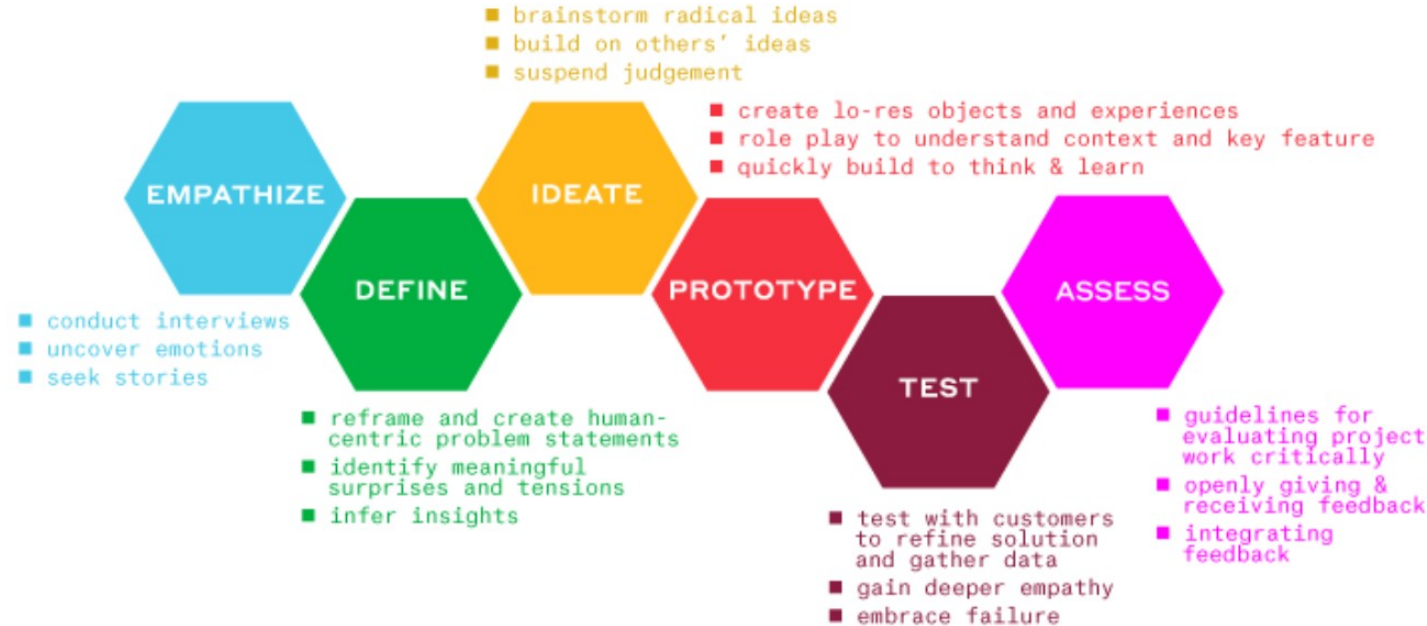
name Carol



bio

Carol is a hard working mom, who does her best to create a safe and warm home for her children. She is highly invested in the lives of her children.

Design Thinking Process Diagram*



is caring"

interests

Carol wants to help as much as possible at the school of her kids.

of money, Carol tries environment for her

preferred channels

Carol is an online shopper, because it saves her time and she can shop at any moment.

d is annoyed with eedless time. about unexpected

brands

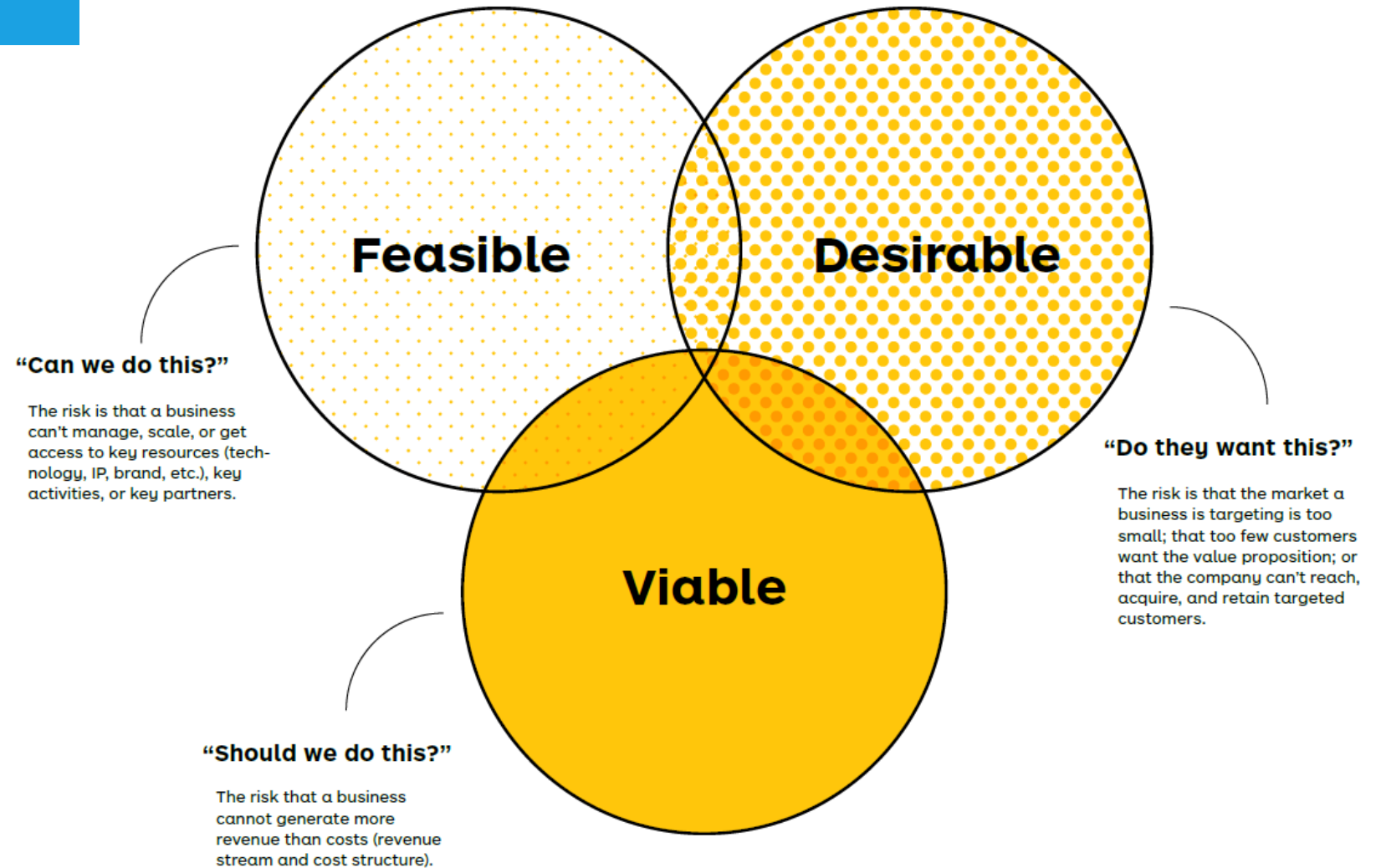
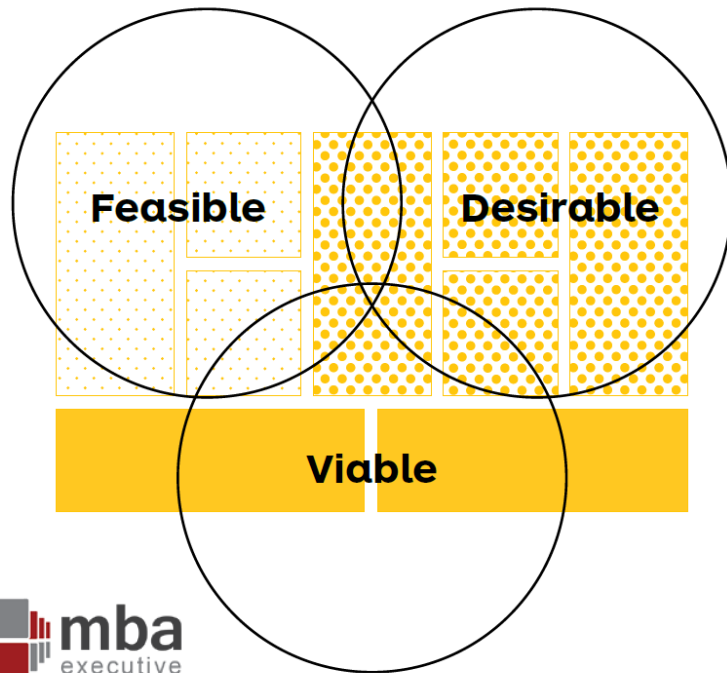
Wehkamp
H&M
Zara
bol.com

d.school Executive Education
Hasso Plattner Institute of Design at Stanford University

*not necessarily linear, apply as needed ©2019

Testing the Business model

- Ελέγχουμε τις 3 περιοχές του BMC
 - Εφικτό (Backstage)
 - Επιθυμητό (Frontstage)
 - «Βγαίνει» οικονομικά ?



Types of Hypotheses

Adapted from Larry Keeley, Doblin Group and IDEO.

Testing the Business model

- Το **Front Stage** στο BMC πρέπει να ταιριάζει με το Value Proposition Canvas (VPC)

- Οι αξίες ταιριάζουν στην αξία του πελάτη
- Οι υπηρεσίες/προϊόντα του λύνουν ένα πρόβλημα
- Έχουμε αναλύσει σε βάθος την persona του πελάτη μας

The Value Proposition Canvas contains market risk in both the Value Map and Customer Profile. Identify the desirability hypotheses you are making in:



Customer Profile

We believe that we...

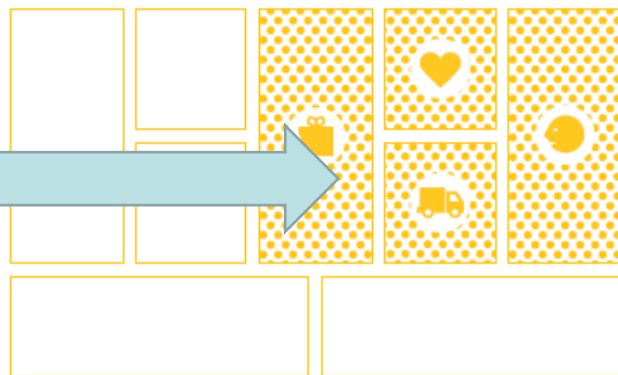
- are addressing jobs that really matter to customers.
- are focused on pains that really matter to customers.
- are focused on gains that really matter to customers.

Value Map

We believe...

- our products and services really solve for high-value customer jobs.
- our products and services relieve top customer pains.
- our products and services create important customer gains.

The Business Model Canvas contains market risk in the value proposition, customer segment, channel, and customer relationship components. Identify the desirability hypotheses you are making in:



Customer Segments

We believe...

- we are targeting the right customer segments.
- the segments we are targeting actually exist.
- the segments we are targeting are big enough.

Value Propositions

We believe...

- we have the right value propositions for the customer segments we are targeting.
- our value proposition is unique enough to replicate.

Channels

We believe...

- we have the right channels to reach and acquire our customers.
- we can master the channels to deliver value.

Customer Relationships

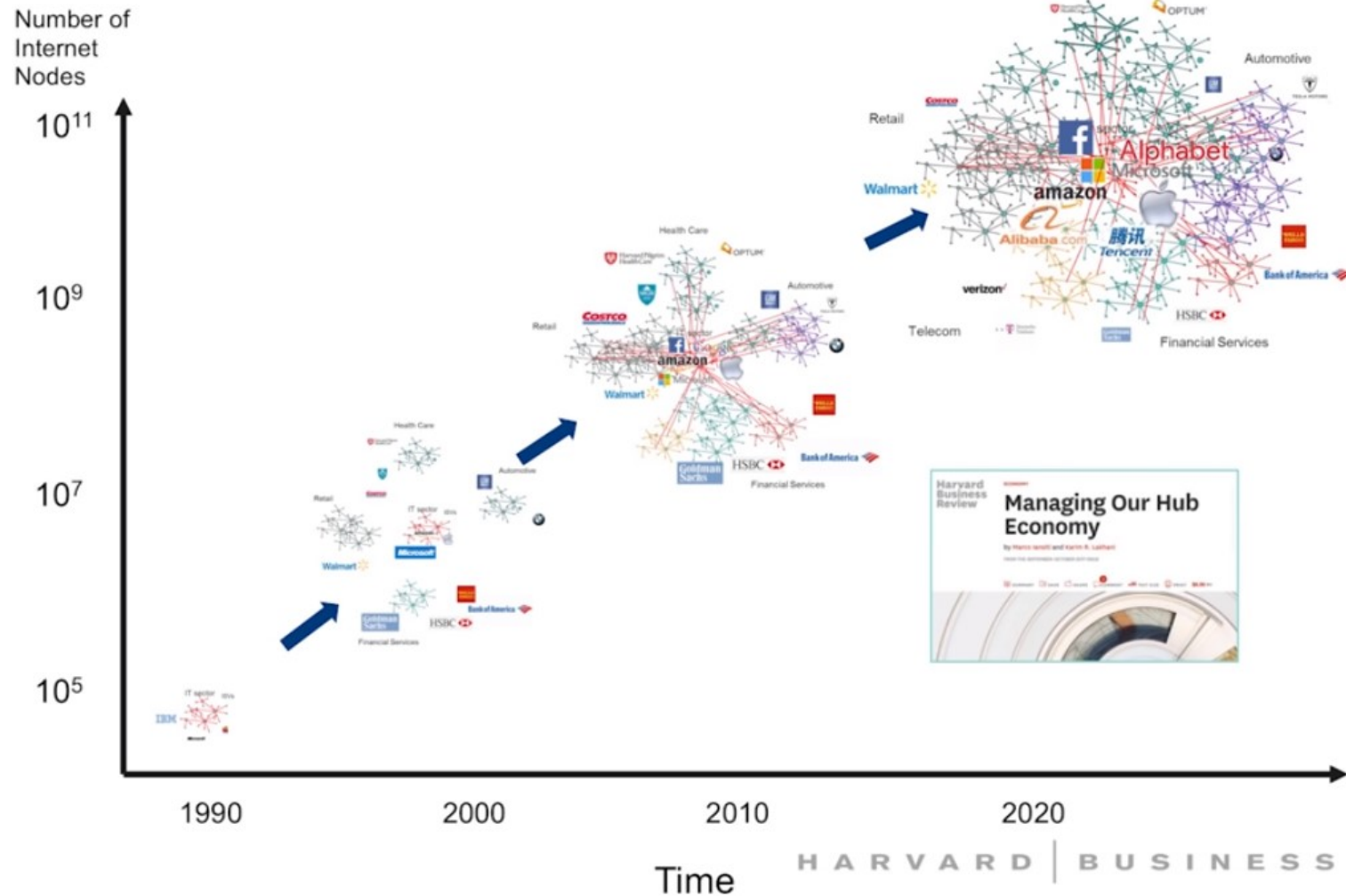
We believe...

- we can build the right relationships with customers.
- it is difficult for customers to switch to a competitor's product.
- we can retain customers.

Welcome to the Platform Economy

IV. Recombination

Digital transformation is changing the structure and nature of all industries

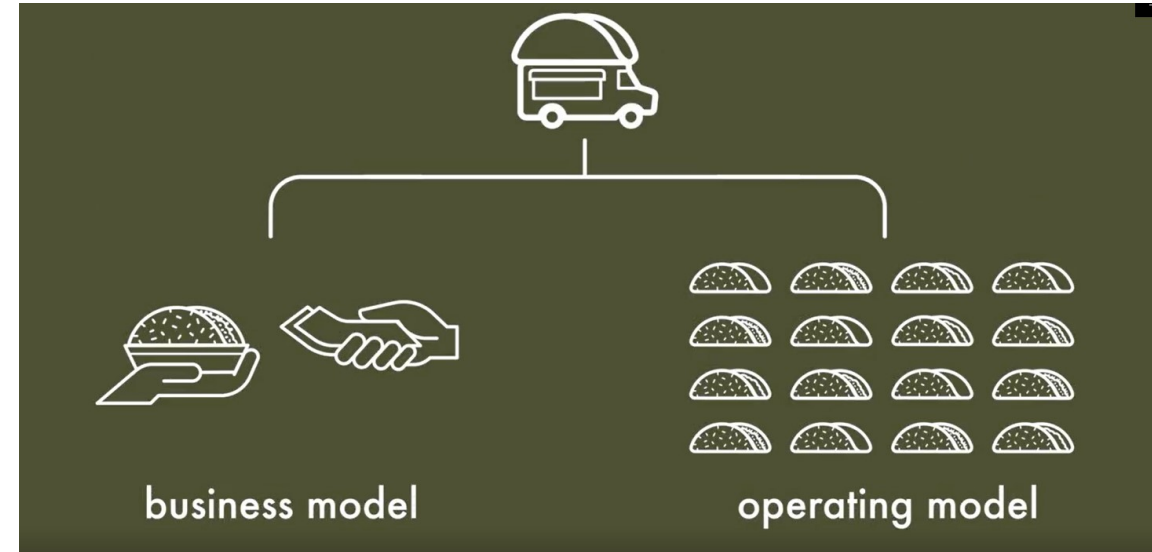


Harvard approach

- **Value Creation:** How does your firm create value for your customers (i.e., what benefits would you provide or what problem would you solve)? Please try and quantify where possible.
- **Value Capture:** How would you earn revenue from the value you create?

OPERATING MODEL

- **Structure:** How is your business and your value offering structured?
- **Assets:** What facilities, equipment, human capital and other assets would you need to enable your business?
- **Capabilities:** What unique strengths and abilities would you need to enable your business? How are these difficult to replicate?



Read it !

You're holding a guide to the world's best business models.
Use it to inspire your own portfolio of new ideas and reinventions.
Design a culture of innovation and transformation to become...

The Invincible Company

strategyzer.com/invincible

Written by

Alex Osterwalder
Yves Pigneur
Fred Etienne
Alan Smith

Designed by

Chris White
Trish Papadakos

WILEY



Strategyzer
Series

This book integrates with
Business Model Generation,
Value Proposition Design,
& *Testing Business Ideas*
International Bestsellers
40+ Languages

Laloux Model

<https://www.youtube.com/watch?v=g0Jc5aAJu9g>



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<http://vnikolopoulos.com>

Q&A