Business models for growth

Citation for published version (APA):

Document status and date:
Published: 01/01/2013

Document Version:
Accepted manuscript including changes made at the peer-review stage

Please check the document version of this publication:
• A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher’s website.
• The final author version and the galley proof are versions of the publication after peer review.
• The final published version features the final layout of the paper including the volume, issue and page numbers.

Link to publication

General rights
Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

• Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
• You may not further distribute the material or use it for any profit-making activity or commercial gain
• You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the “Taverne” license above, please follow below link for the End User Agreement:
www.tue.nl/taverne

Take down policy
If you believe that this document breaches copyright please contact us at:
openaccess@tue.nl
providing details and we will investigate your claim.

Download date: 05. May. 2019
Business Models for Growth

Commissioner: Syntens

Author: Isabelle Reymen, in collaboration with Kati Brock, Onno Kuip, Stefan van Leuven, Ksenia Podoynitsyna and Sharon Dolmans

Date: 31/10/2013
Preface
This report is the result of the project “Business models for growth”. This project aimed to support the national Syntens growth program NLGroei, mainly with good examples of repeatable and scalable business models for growth and with an approach for the design and implementation of business models for growth. The project focused on innovative startups and scale-ups with ambition to grow, and innovative established SME organizations in general. This report starts with a literature study performed on small firm growth, business models, and approaches for transforming business models for growth. Next, 8 example cases showing high growth and how this is achieved are described and preliminary conclusions are derived from these.

A first project proposal for this project was written by Isabelle Reymen, Ksenia Podoynitsyna en Sharon Dolmans in December 2012. The final project was agreed upon in June 2013. The project was performed from June 18, 2013 until October 31, 2013. Under supervision of Isabelle Reymen, 2 former master thesis students of Isabelle, namely Onno Kuip and Stefan van Leuven, performed the literature study for the project. Kati Brock, master thesis student of Ksenia Podoynitsyna, performed as student assistant the empirical part of the project and also contributed to the literature study.

I would especially like to thank the people who made this study possible. First of all, Sjoerd Keijser and Stefan Morssink of Syntens who dropped their need for a project around business models for growth with us, and for the confidence they gave us. Stefan Morssink also gave us detailed insight in the current approaches of Syntens and guided us towards the needs Syntens has and to make the end result useful for Syntens. Next, I would like to thank the interviewees who gave insight in their business models over time and in how they achieved high growth. Finally, I would like to thank all contributors to this project, starting with Ksenia Podoynitsyna and Sharon Dolmans in the preparation phase of the project, and the (former) master thesis students Onno Kuip, Stefan van Leuven, and especially Kati Brock for all her effort, good insights, and project management skills.

Isabelle Reymen
Innovation, Technology Entrepreneurship and Marketing Group
School of Industrial Engineering
Eindhoven University of Technology
www.item-eindhoven.org
www.tue.nl
Contents
1. Introduction .................................................................................................................. 6
2. Research approach....................................................................................................... 7
  2.1 Literature study ....................................................................................................... 7
  2.2 Empirical study ...................................................................................................... 7
    2.2.1 Case selection ................................................................................................. 7
    2.2.2 Data collection ............................................................................................... 8
    2.2.3 Data analysis .................................................................................................. 8
3. Literature study .......................................................................................................... 9
  3.1 Small firm growth .................................................................................................. 9
    3.1.1 Growth stages ............................................................................................... 9
    3.1.2 Growth factors ............................................................................................. 11
    3.1.3 Gazelles ....................................................................................................... 12
  3.2 Business models .................................................................................................... 13
    3.2.1 Business model canvas ............................................................................... 13
    3.2.2 Business models and strategy ..................................................................... 13
    3.2.3 Business models and competitive advantage ........................................... 15
  3.3 Approaches for transforming business models for growth .................................. 16
    3.3.1 Business model transformation .................................................................. 17
    3.3.2 Renewing business models .......................................................................... 20
    3.3.3 Business model innovation ......................................................................... 21
4. Growth cases ........................................................................................................... 22
5. Cross-case analysis ................................................................................................... 25
6. Conclusions ............................................................................................................... 28
References ...................................................................................................................... 29
Appendix A: Selection criteria of growth competitions ................................................. 32
Appendix B: Letter to companies .................................................................................. 34
Appendix C: Interview protocol .................................................................................... 36
Appendix D: Overview companies interviewed ........................................................... 39
Appendix E: Growth stages ............................................................................................ 40
Appendix F: Business model innovation processes ....................................................... 42
Appendix G: Business models ....................................................................................... 44
Appendix H: External analysis .................................................................................................................... 52
Appendix I: Internal analysis .................................................................................................................... 56
1. Introduction

Some small and medium-sized firms are able to show a high growth. How can this growth be explained? This study uses a business model perspective to analyze the growth in 8 small and medium-sized firms and discusses important literature on growth, business models and transforming business models for growth. The business model canvas of Osterwalder is used to describe each case. Cases are analyzed for internal and external factors, offering opportunities and drivers for growth. For each case, its position in the business lifecycle is indicated.

The report subsequently presents the research approach, reviews important literature, presents the results of an empirical study under 8 small and medium-sized firms, and finally presents some preliminary conclusions.
2. Research approach

This project was approached as a research project, starting with a main research question, a literature study, and an empirical study gathering data via interviews and documents on several cases, after which a cross case analysis followed. More work is however necessary to complete the analysis and draw generalized conclusions. The leading research question in this project is: How to accelerate growth of start-ups and established SME organizations through means of a business model?

2.1 Literature study

The literature review was performed using three different search engines (ABInform; GoogleScholar and ScienceDirect). The search strings consider small businesses (search strings: small business; small firm; SME; start-up and Gazelle), growth (search strings: growth, growth strategy, growth model) and business models for growth (search strings: business model; business model innovation). The search strings were used both independently and in combination with each other.

Results out of the search engines were analysed by reading the title and the abstract first, and a selection was made. Information was primarily used if it is published in the last two decades, ranging from 1993 until now. Although, literature about the stages of SME growth ranges mostly from before the last two decades.

Second, the multiple item measure of the Association of Business Schools (ABS) was used to select articles because of its combination of peer review, statistical information related to citation and editorial judgments in one ranking (Harzing, 2013). Only journals that are ranked as ‘highly regarded’ or higher were used in the literature review.

Third, if the literature review provided articles that focus on for example a single case study, then they are not taken into account. Also, region-specific literature is not included within the literature review, because the results of these studies are too dependent on for example country specific policies and regulations.

2.2 Empirical study

The empirical study consisted of case selection, data collection and data analysis.

2.2.1 Case selection

In order to create an overview of possible cases for the project, we consulted several list of companies, including Gazelle Award 2011 and 2012 (with a focus on small and medium-sized companies), Financieel Dagblad Awards, Made in Amsterdam startups, TheNextWeb Dutch Startup Award, Accenture Innovation Awards, Deloitte Tech Fast 500 EMEA Winners 2012 as well as companies that Syntens had already successfully worked with in the past, taken from a Syntens magazine (2011). The Gazelle Award list from 2011 and 2012 contributed the most companies, as their explicit focus lies on (economic)
growth from the past three years. The selection criteria for participation and award nomination of the growth competitions can be found in Appendix A. A total of 486 companies have been listed.

From this long list, a total of 55 were selected for the short list (38 from the Gazelle Award list and 17 from the other sources combined). Participants could come from the public or private industry and from all industry segments. The selection was based on the companies having explicitly stated a business model or business model ambitions on their website, and/or whether they were known and praised for their innovation and/or whether they were excelling in growing. The focus lay on selecting a broad range of industries, while also focusing on interesting cases, where growth, innovation, or a business model was achieved or created in an industry that one would not normally think of, such as for example the care and mental health sector or online car rental. These companies were contacted via email (see Appendix B for the letter to the companies) and asked to participate in this study.

From the Gazelle list a total of 5 companies reacted positively (De Opvoedpoli, Leap, Wolf Huisvestingsgroep, Emesa Nederland, and SecureLink Nederland) and 2 negatively. From the other list a total of 3 companies reacted positively (Incotec, AFAS, and Peecho) and 5 responded negatively. In total 8 companies agreed to be interviewed for the purpose of this study.

2.2.2 Data collection
Data was collected through interviews and archival data like websites. The interview protocol can be found in Appendix C. The protocol includes a general introduction, company specifications, business model, growth, business model and growth and a conclusion. The interviewees were asked to describe all 9 building blocks from the Business Model Canvas, and indicate the main building block(s) that were the drivers in their growth process. The interviews took place between 30-08-2013 and 24-09-2013. Each interview took around one hour. An overview of all the interviewees, their location and the industry of the companies can be found in Appendix D.

2.2.3 Data analysis
The data from the interviews was analyzed using the same approach, in order to be able to compare the various companies. Based on the input of the interviewees, a Business Model Canvas was drawn for each case. Taking the business model of the participating company as the basis, three types of external factors were analyzed (trends and developments, forces in the market, forces in the segment), based on previous Syntens presentations and projects. Opportunities that presented themselves were identified, which the company used to their advantage. On top of that, the value types that the company operates with were analyzed. After that, an internal perspective was taken, analyzing founder characteristics, firm attributes, HRM practices and business practices, based on Barringer et al. (2005). From these, company specific growth drivers were identified. The external opportunities as well as the internal drivers of all companies were then compared between the 8 companies aligned according to the Business Lifecycle based on growth. The results of the analyses will need further analysis in order to generate generalizable results.
3. Literature study

The main focus of the literature review is the investigation on how to accelerate growth of start-ups and Small and Medium Enterprises (SMEs). More specifically, the literature review aims to identify business models that can help and stimulate the growth of the small firm. The identified framework for these business models will help to design and implement a successful business model (innovation) within a small business in order to stimulate growth of that business.

Small businesses can be characterized as (Scoot & Bruce, 1987) by independent management, there is capital and an individual or small group are the owners, and the main operational focus is locally; however, markets do not necessarily have to be local. Especially interesting are the high-growth firms, also called Gazelles, which provide high economic benefits and employment.

This literature review will first discuss small firm growth, focussing in growth stages, growth factors, and focus specifically on Gazelles. Next, the business model canvas, and the relation between business models and strategy and business models and competitive advantage is discussed. The literature review ends with approaches for the design and implementation of business models for growth.

3.1 Small firm growth

Due to heavy influences from globalization and technology advances, competition has become more and more fierce. Markets and industries are growing faster and faster and demand the same from the organizations involved.

3.1.1 Growth stages

In order to determine the appropriate business model that can be used for small firm growth, it is useful to introduce the growth model that is used to describe the different phases of small firm growth. By knowing in which growth stage a business is in, the manager can anticipate probable crises and changes and act accordingly (Scott & Bruce, 1987). The different phases are about different challenges, and small firms have to deal with these challenges. Even though no business is the same it is safe to say according to Scott & Bruce (1987) that their growth model is applicable due to similar problems the firms are confronted with.

The small firm can go through five different growth phases. According to Churchill (1983) these are: existence; survival; success; take-off and resource maturity. These overlap significantly with those of Scott & Bruce (1987): inception, survival, growth, expansion and maturity. Some phases are sometimes skipped and the starting point of the SME can also differ for different companies (Churchill, 1983). Each phase has its own challenges, required management style and required strategy. The five phases are presented in Figure 1.
Each phase is linked with another phase by means of a crisis. The most likely crises are different for each phase. For example, likely crises that appear between the first and the second phase are an emphasis shift to profitability, the increased administrative demands and the increased activity and its demand on time (see Appendix E for a complete overview of the stages and the most likely crises). Also, each different growth stage has its own characteristics regarding required management style, major source of finance, organization structure and so on. Through careful anticipation and planning on the management side, it is possible to take a proactive attitude towards a crisis. If this is not done the business will fail and disappear (Scott & Bruce, 1987).

The five stages of growth are also considered as stages of evolution and revolution (Greiner, 1998). Each stage can then be described using the management style that fits well to the evolutionary growth, and transitions to another evolutionary growth stage go together with a revolutionary management style that brings the company to the next stage of growth.

Transitions from one stage to another stage are often spurred by new competitive forces, new product development or other pressures that forces a company to change its way of business and remain effectiveness and serve the companies needs (Mount, 1993). Each stage requires also specific entrepreneurial and management activities (Mount, 1993).

Similar to this research is the fourth stage model that is developed for technology based new ventures, considering the conception phase, the commercialization phase, the growth phase and the stability phase (Kazanjian, 1990). These four different stages have all their own different problems and organizations should adapt to the problems and stage contingencies that each phase has (Kazanjian, 1990). Empirical evidence shows that some technology based ventures go through these four different
stages, although other companies do not (Kazanjian, 1989). Therefore, the growth models as presented here, must be handled carefully, because it provides important insights to the possible growth stages of a new venture, but there are always exceptions and different cases (Kazanjian, 1988).

3.1.2 Growth factors

The growth of a small firm is determined by many different factors. The growth of a small company is influenced by, for example, the characteristics of the entrepreneur, the available and required resources, the geographic location, the strategy, the industry context, the organization structure and systems (Gilbert, 2006). All these factors provide opportunities on the one hand, but can also erect barriers to growth, for example with an unfavourable location of the firm or a lack of resources that prevent growth.

The growth of a small firm can also be described using the difference in characteristics between rapid-growth firms and slow-growth firms (Barringer, 2005). These attributes are presented in Figure 2.

![Figure 2: Key attributes that distinguish rapid-growth firms from slow-growth firms (Barringer, 2005)](image)

The factors as described above are also key to other research, for example the importance of the personal network for the company performance and development (Ostgaard, 1996). This theory is largely based on the access to required resources that can be reached via the personal network. As can be seen, no significant evidence is however found within the multidimensional model as presented in Figure 2 for the influence of personal networks to rapid-growth firms. Other results show the importance of contact with other national and international entrepreneurs in the network of the entrepreneur in order to facilitate small business growth (Donckels, 1995).
The variety of factors that influence small firm growth is also researched using firm-specific characteristics, founder-specific characteristics and external characteristics (Almus, 1999). Results show that growth rates of small firms are often higher than the growth rates of large firms. Furthermore, firm-specific, founder-specific and external factors have an strong correlation with growth rate.

The firm-specific factors become also visible within technology based ventures. In the case of technology based new ventures, also the fit between stage and decision-making centralization and the degree of functional specialization in marketing/sales, manufacturing, and engineering and technology are significantly related to the rate of growth of a company (Kazanjian, 1990). Furthermore, the growth stages as described in Figure 1 can also differ for these technology based firms, because if they reach enough attention during their growth from the beginning, they can grow more easily and skip for example the second phase of growth (Churchill, 1983).

More fundamental is the question on how much the entrepreneur is willing to grow and the way growth is measured (Gilbert, 2006). For example, entrepreneurs might not be willing to grow, although they are able to. Also, the growth can be described by different means, for example by market share growth, an increase in the number of employees or the sales growth. Research results must be therefore interpreted with care, as the growth of firms can be described differently.

3.1.3 Gazelles

Factors that drive Gazelles success are hard to find within literature, because of the focus of small firm growth in general and the focus on case studies that provide results that cannot be generalized across different companies. Specific research to Gazelles in general is therefore scarce, but research to high-growth firms is present (Barringer, 2005; Chan, 2006; Delmar, 2003; Feindt, 2002; Fischer, 2003; Siegel, 1993). More specific research to Gazelles is also performed, for example the characteristics that explain the high growth of Gazelles (Sims, 2006). Another example include the identification of different strategies that are present within Gazelles (Parker, 2010), for example the presence of a marketing department and the avoidance of new product development.
3.2 Business models

3.2.1 Business model canvas
This study uses the definition of Osterwalder and Pigneur (2010, p.4) to define a business model: “a business model describes the rationale of how an organization creates, delivers and captures value”. Although there is no consensus on the definition of business models, there seems to be some agreement on the purpose of business models, namely the aspect of value creation and capture. The Osterwalder canvas, as given in Figure 3, is used to represent a business model.

![Business Model Canvas](image)

*Figure 3: Business model canvas (Osterwalder, 2010)*

3.2.2 Business models and strategy
“The business model we choose will determine the success or failure of our strategy” – Study participant IBM Global CEO study 2006 (Pohle & Chapman, 2006, p.34)

According to Porter (2001) strategy is about doing different activities than the competition or doing the same activities in a different manner, which will ultimately lead to a competitive advantage. Chesbrough & Rosenbloom (2002) work with the definition by Ansoff (1965) that strategy is a conscious plan of how to use opportunities and threats that initiated from a company’s environment. Whereas Casadesus-Masanell & Ricart (2010) see a strategy as a plan of action in order to achieve specific goals. Combining these three views with the one from Richardson (2008) one can state that the main goal of a strategy is to create superior value for customers, especially compared to competitors. Consequently, a business model which, as the definition above points out, focuses purely on creating, capturing and delivering value, is the appropriate tool for implementing a firm’s strategy. Gavetti et al. (2005) acknowledge that strategy making is most needed in times of turbulent environments and change. However, there currently still is no general consensus on the exact difference between a business model and a strategy is, even though there is significant overlap between the opinions.
Morris et al. (2005), state a business model is not a strategy but consists of an amount of strategy elements, where the business model itself consists of both strategic and operational effectiveness. A business model uses some general ideas from business strategy as a basis. Chesbrough & Rosenbloom (2002) go on to define three main differences between a business model and strategy. Where a business model is more about delivering value for the customer, strategy is more about the competitive environment, mainly focusing on Porter’s (2008) five forces model. Second, a business model looks at value for the business, not necessarily in financial terms, whereas strategy is out to deliver mainly financial value to the shareholders. The third difference lies in the state of knowledge of stakeholders, where the business model assumes limited and biased knowledge and strategy assumes lots and reliable information (Chesbrough & Rosenbloom, 2002). It becomes apparent that every company has a business model, as mentioned above, but does not necessarily have to have a strategy, as Casadesus-Masanell & Ricart (2010) put it. Chesbrough & Rosenbloom (2002) continue by calling a business model a ‘proto-strategy’, resulting from an interactive and iterative approach of analyzing and computing new information and possibilities in order to deliver value to the customer (Richardson, 2008). Therefore, in essence it is not a defined plan of action, but a process that needs to be done (Chesbrough & Rosenbloom, 2002).

There is one line of thought that does see a business model as a sort of tool that leads to and can be implemented to execute the overall strategy. According to Zott et al. (2011) the business model can be a significant part of an organization’s strategy. It plays an important role in explaining the firm’s activities and how they interact, to essentially formulate and execute the firm’s overall strategy (Richardson, 2008). Additionally, both Shafer et al. (2005) and Casadesus-Masanell & Ricart (2010) state that a business model reflects a firm’s implemented strategy, and needs to be modified when the company reacts to contingent strategies. Mitchell & Coles (2003) as well as Markides & Oyon (2010) state that a business model can be used to apply a certain strategy; for the latter, this meant a “disrupt the disrupter strategy” (p.27). One of the most successful examples in doing so is Nintendo’s Wii (Markides & Oyon, 2010). Additionally, Osterwalder (2004) uses a business model design to translate a strategy of a company into a business model blueprint through organizational structures, processes and systems (Osterwalder & Pigneur, 2010); or to be more specific it acts as a conceptual link between business strategy, business organization and ICT. Casadesus-Masanell & Ricart (2010) provide a link between the concepts of Richardson (2008), Markides & Oyon (2010) and Osterwalder (2004) and define strategy as the choice of which business model to apply in the marketplace in order to compete, where the business model in itself is linked to the logic of the firm, its operational approach and how the value creation process for stakeholders is done (Teece, 2010). Richardson (2008) goes one step further and sees the logic, which the business model represents, as the execution of a firm’s strategy ultimately leading to competitive advantage. Next to that a business model framework can be used for evaluating and checking on the progress of the firm’s strategy. However, Teece (2010) takes the opposite side, stating that a business model is more generic than a strategy and through coupling both it is possible to protect the competitive advantage from designing and implementing the organizational business model. The author claims that strategy analysis is a highly important step in developing a business model with a sustainable competitive advantage.
Chesbrough & Rosenbloom (2002) state that a company can have only one corporate strategy and several so-called business strategies based on product-market choice as Andrews (1987) puts it, or as Richardson (2008) calls them functional strategies that take a step towards operations. So essentially, this can be translated to a company being able to have different business models, but only one overall firm strategy.

Next to that one of the most important strategic advantages according to Doz & Kosonen (2010) is superior anticipation. This allows a better reaction to changes in the environment so that the business model can be transformed in a timely manner. In order to react towards these changes managers must consider strategic choices in order to sustain competitive advantage (Grégoire, Barr, & Shepherd, 2010).

One can say that a business model does not only link strategy and competitive advantage, but also contributes to defining strategy and competitive advantage.

3.2.3 Business models and competitive advantage

Prior to the 1990s it used to be the case that business model innovations were introduced only through new entrants and once a company had found a suitable business model it only changed by playing into different markets, reducing costs or through acquiring and expanding (Mitchell & Coles, 2003). However, a firm’s business model can also be a source of competitive advantage while setting it aside from a firm’s market strategy (Zott, Amit, & Massa, 2011). Nearly 50% of the companies that were started in the past 25 years have been able to grow into the Fortune 500 within the past 10 years through business model innovation (Johnson, Christensen, & Kagermann, 2008).

It has been proven that a clear business model can beat a better idea (Zott & Amit, 2007), since offerings can be matched much more quickly than before whereas a business model is much more difficult to copy (Mitchell & Coles, 2003). Just as much value can be gained from an innovative business model as from an innovative new technology (Chesbrough, 2010). Innovation on other areas such as technology, people, leadership and production can also provide a competitive advantage but does not guarantee long-term success; it has no inherent value and is mostly of a short-lived advantage compared to business model innovation (Doganova & Eyquem-Renault, 2009; Mitchell & Coles, 2003; Teece, 2010). History has proven that without a well-thought of business model including an attractive value proposition, even the most remarkable innovations will fail, even when being widely adopted by customers (Teece, 2010). Prominent examples are Thomas Edison and his portfolio of more than a thousand patents.

Due to advances in ICT and new strategies for bottom of the pyramid markets as well as a more social entrepreneurial mindset there have been significant advance in business model innovation (Casadesus-Masanell & Ricart, 2010). Continuous, agile and quick business model innovation leads to more success in two ways: first, it can lead to higher advantages and sizes which will eventually lead to higher profits, and second, without business model innovation competitors will be more successful and the own rigid approach will lead to competitive failure (Mitchell & Coles, 2003). These drivers call for action from companies that want to remain competitive and only through an appropriate business model can the
organization transform technical success into commercial success (Teece, 2010; Zott, Amit, & Massa, 2011).

Next to using business models for a successful commercial application of new technologies, the business model itself can also be an input to innovation (Mitchell & Coles, 2003). As Zott et al. (2011) put it: “…the business model can be a vehicle for innovation as well as a subject of innovation” (p.16). There is more and more agreement that business model innovation is essential to a firm’s performance (Teece, 2010; Zott, Amit, & Massa, 2011). Business model innovation has been widely discussed as a trigger for organizational transformation and change (Demil & Lecocq, 2010; Johnson, Christensen, & Kagermann, 2008). Teece (2010) continues by stating that business model innovation in itself can be an input to sustainable competitive advantage, as long as it is differentiated enough and difficult to replicate. Successful examples of doing so have been Dell Inc. and Wal-Mart (Teece, 2010).

The IBM Global CEO study from 2006 supports this and uncovers that business model innovation is high on the CEOs priority list (Johnson, Christensen, & Kagermann, 2008; Pohle & Chapman, 2006). A business model can be used as a mean to differentiate the company from its competitors (Wirtz, Schilke, & Ullrich, 2010). The CEOs agreed that finding ways to capture and create value through a business model in a very different way from other market players is of high importance for every company, leading to a strategic competitive advantage and to business model innovation (Mitchell & Coles, 2003; Pohle & Chapman, 2006). This superior offering or differentiation as compared to competitors stems from the value proposition of an organization (Richardson, 2008), which is one of the core components, since it has been identified most often as a business model component in business model literature (Morris, Schindehutte, & Allen, 2005). Casadesus-Masanean & Ricart (2010) agree and state that firms that innovate their business model are able to grow faster in the uncertain environments and compete on a different level. It was proven that organizations that financially outperform others put two times as much emphasis on business model innovation, all leading to a competitive advantage (Pohle & Chapman, 2006; Richardson, 2008).

Among the most important business model innovations are major strategic partnerships and organization structure changes (Pohle & Chapman, 2006). This demonstrates that the current focus lies more on the operational and strategic part of business models, as opposed to the financial. The main advantages lie in cost reduction and strategic flexibility, which allows companies to focus more on specialization and to react more quickly to new opportunities. It appears that business model innovation has a strong correlation with operation margin growth (Pohle & Chapman, 2006).

However, there are two hurdles that need to be taken into account (Mitchell & Coles, 2003). First of all, through improving a certain process other activities and process can be weakened or made inefficient. And secondly, innovating ones business processes does not necessarily lead to the best business model if as whole it is obsolete.

3.3 Approaches for transforming business models for growth

Johnson et al. (2010) urge the necessity to know where and how gazelles spend their resources in pursuit of new growth. The authors argue that in the early phases of a company’s life the playing field is
without any logical boundaries flowing tentatively along paths of least resistance. As a company matures its operations become better defined, and resources and expertise concentrates on this “core operating space” (Johnson et al. 2010). However, what sets apart slow- and fast growth companies in their early phases of the maturity model is what happens when an opportunity arises outside a company’s core (Johnson et al. 2010). The authors argue that fast growth firms outperform their peers by seizing this “white space” and ability to transform their existing business model to capitalize on new business opportunities outside the core operating space.

Through the increasing complexity of the economic landscape, including information, technology and networks, as well as through greater uncertainty and serious market disruptions, companies need to be aware of the new hyper-connected nature of information and its consequences for businesses and environments (Mitchell & Coles, 2003; Osterwalder & Pigneur, 2010; Richardson, 2008). Customers have more choice, can voice their opinion more frequently and directly and alternatives become more transparent (Teece, 2010). On top of that technological progress, competitive changes and new governmental regulations and laws influence the environment in which companies operate significantly (Teece, 2010; Wirtz, Schilke, & Ullrich, 2010). All this has lead to a decrease of lifetime of an operating business model and requires a more flexible and agile approach (Chesbrough, 2007; Doz & Kosonen, 2010; Johnson, Christensen, & Kagermann, 2008; Teece, 2010). A business model is not a static construct, but should adapt, morph and change with time (Andries & Debackere, 2007; Günzel & Wilker, 2009; Teece, 2010). A company should be able to modify and improve its business model according to contingent strategies at all times (Casadesus-Masanell & Ricart, 2010; Teece, 2010). The appropriate business model cannot be anticipated in advance, it needs to progress continually and requires progressive fine-tuning (Chesbrough & Rosenbloom, 2002; Demil & Lecocq, 2010). In order to do so companies need to anticipate the change of the internal and external factors, including the dynamics associated with these factors, and also adapt as well as reinvent themselves in order to remain competitive and ahead of competition (Casadesus-Masanell & Ricart, 2010; Demil & Lecocq, 2010).

3.3.1 Business model transformation

An organization can be confronted with lots of difficulties when confronted with business model transformation (Teece, 2010). Reacting towards change can be quite challenging as business models tend to have a stable nature and are therefore hard to transform (Doz & Kosonen, 2010). Selecting, adjusting and/or improving business models can be quite a complex task to achieve (Teece, 2010). Consequently, if achieved it is possible that new business models create new industries. In order to overcome this business model rigidity three approaches can be taken: either the business shifts from the old business model to a new one, the business has two or more business models at the same time or the company can apply a current business model to a new setting (Johnson, Christensen, & Kagermann, 2008), which in essence is applying the idea of analogical reasoning. All of them lead to a transformation of how a company does business and if done correctly can lead to change and a competitive advantage, for example through growth, learning, network externalities, economies of scale or scope, etc. (Demil & Lecocq, 2010; Wirtz, Schilke, & Ullrich, 2010). There are two prominent successful example of adapting a different business model than previously implemented or done by competitors. The first one is the Xerox, then Haloid, business model, which leased instead of sold office copy machines (Chesbrough &
Rosenbloom, 2002) and the second is Ryanair who adapted its business model on the verge of bankruptcy and changed from a small full-service airline to becoming the Southwest of Europe and one of the few airlines that achieve black figures today (Casadesus-Masanell & Ricart, 2010).

In order to achieve this competitive advantage and essentially growth, both the need for adaptation and change as well as possible barriers, such as inertia and rigidity, should be dealt with in a proactive approach (Mitchell & Coles, 2003; Teece, 2010). Companies should not wait with business model transformation until it is dictated by external influences, but rather be involved in the paradigm change, in order to prevent inertia (Teece, 2010). These cases require significant trial and error as well as experimentation and agility on behalf of the company in order to eventually find a new business model approach, which is better suited for the current needs (Chesbrough, 2010; Doz & Kosonen, 2010; Sosna, Trevinyo-Rodríguez, & Ramakrishna Velamuri, 2010; Teece, 2010). On top of that a business model transformation requires patience, overcoming the trial and error period, learning, adapting and executing, waiting for growth and profit. Typically a new business revises its business model up to four times before reaching profitability; but this will finally lead to a sustainable organization and growth (Demil & Lecocq, 2010; Johnson, Christensen, & Kagermann, 2008). Additionally, according to a study by Mitchell & Coles (2003) a company that shifts its multidimensional model every two to four years is more successful and effective than its competitors.

a) One possible approach is to shift from an older to a new business model. Incrementally changing the business model might not be enough to ensure high performance and a more radical change to a new business model might be required for more sustainable performance or a better fit with market or technology opportunities (Chesbrough & Rosenbloom, 2002; Demil & Lecocq, 2010; Osterwalder & Pigneur, 2010). Especially radical innovation tend to require greater changes to the traditional business model. However, Johnson et al. (2008) suggest that there are two problems with this business model innovation and developing new business models inside a company. First, is the lack of definition and second is the lack of understanding of what the company specific business model actually is (Demil & Lecocq, 2010; Doz & Kosonen, 2010; Johnson, Christensen, & Kagermann, 2008). Therefore, managers have difficulties analyzing the status quo and envisioning the future possibilities for their company (Chesbrough & Rosenbloom, 2002). Johnson et al. (2008) suggest three steps that can be implemented: focus on the opportunity to satisfy a customer need and not focus on the business model, construct a blueprint on how to do so including how to make a profit, and lastly compare this new model to the existing one and analyze how much needs to be changed. If the two models do not have significant overlap a new approach can be taken (Johnson, Christensen, & Kagermann, 2008). Doz & Kosonen (2010) suggest taking a modular approach, through modularizing underlying business systems (such as processes and IT systems) and re-assemble them in order to contribute to the implementation of the new business model. However, they continue by stating that this is most applicable in the historical product business, and this approach is less appropriate for the service business. However, barriers to this kind of business model innovation can often be found when radical technologies need a new business model compared to established technologies. There, a conflict arises between the still profitable application of the established technology and the need for resources of the new technology (Amit & Zott, 2001). Another barrier can be that it is not even clear what the right business model
should be (Chesbrough, 2010). Also, a manager’s inability to realize the potential of business models can be a barrier to business model innovation as well as the new business model might not being substantially different from the current business model due to the dominant logic prevailing in the organization. Therefore, by contrast developing a new business model outside of the core business seems to bring fewer constraints with it (Chesbrough & Rosenbloom, 2002).

b) Therefore, another approach is to have two business models in the same company and industry at the same time (Doz & Kosonen, 2010; Johnson, Christensen, & Kagermann, 2008; Markides & Oyon, 2010). These multiple strategic frames for a business model are rather rare, but at the same time can lead to a more radical differentiation when it comes to renewal solutions (Doz & Kosonen, 2010). However, this may lead to competition among the two business models and a conflict of interest stemming from low-cost and differentiation strategies (Markides & Oyon, 2010). By being able to flexibly apply different models when reacting to changes in the markets or maturing of products businesses can save a lot of time and costs savings (Doz & Kosonen, 2010). On the other hand, there is the dilemma of whether to limit cannibalizing existing markets or whether to exploit new ones (Markides & Oyon, 2010). One possible solution would be to create separate organizations, which can each then focus and develop their own business model. Unfortunately, a lot of synergies are then lost, therefore it has been suggested that one can create two business units instead (Doz & Kosonen, 2010; Johnson, Christensen, & Kagermann, 2008; Markides & Oyon, 2010; Osterwalder & Pigneur, 2010). These can overlap in similar market environments and technologies (Chesbrough & Rosenbloom, 2002) or can be linked by integrating mechanisms, such as one common general manager, appoint an integrator, develop incentives, etc. (Johnson, Christensen, & Kagermann, 2008) or could. This would ensure that the new as well as the old business model are then protected. According to Markides & Oyon (2010), there are five questions that companies need to consider in order to have success with dual business models. These include whether to enter a new market space with a new business model, whether to enter a new market space with an existing business model, why and how to adopt an invading business model, how to separating new and existing business model, and how to overcome the unique challenges of having two business models.

c) A third approach to business model innovation as well as transformation and adaptation can be done through analogical reasoning. This uses pioneering examples from other industries and places them in new contexts (Teece, 2010). Doz & Kosonen (2010) state that this so-called rooted and conceptual approach to abstracting one’s business model allows managers to consciously take in their business model’s context and consequently abstract and generalize it in order to apply it to other contexts, moving to new business domains. In essence this means that analogical reasoning can be a mean to apply business model transformation to one’s own business in order to become more successful. Such an approach makes it possible to apply more variable cost models than before, which improves efficiency and reduces early capital requirements (Teece, 2010). One successful example of applying analogical reasoning has been done by easyJet (Doz & Kosonen, 2010). They developed into one of the largest budget airlines in Europe through a different approach to business models than other airlines did. Their business model focuses on fixed capacity, high fixed cost service together with a price elastic demand. After having established themselves in the airline industry they transferred their business
model to other domains, such as internet cafés or budget cruise ships, with successes and failures. This allowed the main company to expand its business range as well as build and leverage on its core competencies (Doz & Kosonen, 2010).

3.3.2 Renewing business models
Failing to regularly check, assess and act on an organization’s business model can lead to reduced competitive behavior and may lead to an organization’s failure (Chesbrough & Rosenbloom, 2002; Osterwalder & Pigneur, 2010). Examples from the automobile, music and mobile industries have proven this. Whether such an evaluation and eventually change is actually implemented lies in the responsibility of the manager of the company (Markides & Oyon, 2010; Pohle & Chapman, 2006). A business model is a reflection of the manager’s hypothesized vision on what customers want, how they want it and what they will pay (Teece, 2010). Doz & Kosonen (2010) have suggested a strategic agility approach to renewing and transforming a business model successfully. Three meta-capabilities on the part of top management are required: strategic agility, leadership unity and resource fluidity (Doz & Kosonen, 2010). First of all, strategic sensitivity allows early identification of opportunities for new business models and changes to the current business model. This includes anticipating, experimenting, distancing, abstracting and reframing. Leadership unity enables quick decision making of the top team that essentially enables the transformation and should include dialoguing, revealing, integrating, aligning and caring. Resource fluidity calls for the quick relocation and reconfiguration of resources that are needed to support the new opportunities and should be done through decoupling, modularizing, dissociating, switching and grafting. For a more detailed explanation see Doz & Kosonen (2010). Also Demil & Lecocq (2010) as well as Johnson et al. (2008) identify the importance of internal factors in business model change, in essence the deliberate decisions by managers. Demil & Lecocq (2010) continue by stating that a company leader has three main tasks when managing business model evolution, having to focus on both environmental and internal influences: monitoring risks and uncertainties, anticipating potential consequences and implementing deliberate actions. It is important that a manager ensures a so-called dynamic consistency between the core components of the business model, by making balanced decisions concerning business model consistency and the reality of continuous change (Demil & Lecocq, 2010). Chesbrough & Rosenbloom (2002) focus not purely on the manager, but more on the entrepreneurs’ vision and eye for latent opportunities combined with an adaptive approach to interactions with potential customers and investments. Additionally, Mitchell & Coles (2003) underline the CEOs role in establishing a strong core vision and on top of that demonstrate the importance of becoming more specialized and expert in order to avoid inertia. Business model transformation requires fast, frequent, more extensive changes, involving many stakeholders (Mitchell & Coles, 2003). It is not simply about realizing what the choices are but also about assembling information and evidence from stakeholders, including consumers, competitors, suppliers, etc. Traditional market research may not be enough to identify yet unarticulated needs or emerging trends. Essentially the company has to understand the customer need and willingness to pay, competitor positioning and possible return actions in order to make the right decisions when it comes to business model transformation and in turn to propose the most promising value proposition (Teece, 2010).
However, many high tech established organisations have difficulties to innovate their business model. In general, managers do not sufficiently understand their existing business model in order to refocus and change where necessary (Johnson, Christensen, & Kagermann, 2008).

Teece (2010) states that “selecting, adjusting and/or improving business models is a complex art” (p. 176), and much of the literature widely agrees on the importance of experimentation to enhance BMI. The authors set forth that innovating an established business model requires significant amount of creativity, insight, and information and intelligence of customers, competitors and suppliers. Furthermore, business models entail a great deal of tacit components, and therefore require an entrepreneurial mind-set to innovate and benefit from them entirely. Thus, experimentation and learning are prerequisites to innovate an established business model (Teece, 2010; Chesbrough, 2010; Morris, Schindehutte, & Allen, 2005; Sosna, Trevinyo-Rodriguez, & Ramakrishna Velamuri, 2010).

### 3.3.3 Business model innovation

In general there are three contrasting BMI processes. The first is a structured BMI process via a controlled and stepwise process. Sniukas (2012) developed a BMI process (Appendix F, figure 1), which high tech established organisations may follow in the innovation process. The author extends the iterative process with five key elements derived from stage-gate® processes; description, input, tasks, output and gates. Second, Frankenberger et al. (2012) analysed fourteen cases which resulted in their “4I-framework” of phases of the BMI process and their key challenges (Appendix F, figure 2). Third, Osterwalder & Pigneur (2010) theoretically analysed their business model framework and developed a five dimension BMI process (Appendix F, figure 3). This process is a highly dynamic, semi-structured innovation processes where the process leapfrogs forward via multiple iterations.

The first two and latter innovation processes differ in the continuity of their activities and phases. Whereas the process by Sniukas (2012) has a clear start and end stage, the process by (Frankenberger, Weiblen, Csik, & Gassmann, 2012) has a similar approach, but evolves according several iterations. Contrary, Osterwalder & Pigneur (2010) their BMI phases are a continuous process. The latter process relies more on entrepreneurial behaviour and deep level corporate entrepreneurship, while the two former rely solely on surface level CE.
4. **Growth cases**

Based on the input of the interviewees, a business model canvas was drawn for each case. An example of a filled out business model canvas is given in Figure 4. An overview of all business models can be found in Appendix G.

![Business model canvas for AFAS software (in Dutch).](image-url)
Taking the business model of the company as a basis, three types of external factors were analyzed (trends and developments, forces in the market, forces in the segment). Opportunities that presented themselves were identified, which the company used to their advantage. On top of that, the value types that the company operates with were analyzed. An example of an external analysis is given in Figure 5; an overview of the internal analyses for all companies can be found in Appendix H.

Figure 5: Example of external analysis (in Dutch).
Next, an internal perspective was taken, analyzing founder characteristics, firm attributes, HRM practices and business practices, based on Barringer et al. (2005). From these, company specific growth drivers were identified (with a *), see Figure 6 and Appendix I.
5. Cross-case analysis

In the cross-case analysis, first of all, the main business model drivers were visualized for each case, see Figure 7.

Figure 7: Main business model drivers for each case.
Next, the cases were positioned along the business lifecycle, based on their current number of employees (Figure 8).

**Business Life Cycle**

![Business Life Cycle Diagram](image)

*Figure 8: Position of cases along business lifecycle, based on number of employees.*

Finally, the external opportunities as well as the internal drivers of all companies were compared between the 8 companies and aligned according to the Business Lifecycle based on growth, see Figure 9.

In general, the 8 companies can be grouped into 4 main categories. Peecho is still really in the startup phase and focuses more on how to make money and how to scale up. Wolf Huisvestingsgroep and Leap are more or less categorized by similar opportunities and drivers, focusing on automation and finding the right people to work with. The most significant finding lies in the third category where four companies could be grouped together, focusing on more or less the same opportunities and drivers. All the companies have already surpassed a “hiring a new general director” phase who made it possible to grow on a more professional level. Additionally, the four companies now focus a lot more on marketing and branding in order to make their company well known in the market and to grow more. The case of De Opvoedpoli stands a bit out as it is a very special market with difficult circumstances that cannot really be compared to the others. However, they still stand out with their company philosophy and approach.

The results of the analyses will need further interpretation to draw more generalizable conclusions.
Figure 9: Cross case analysis comparing internal and external drivers for all cases.
6. Conclusions

This project aimed to support the national Syntens growth program NLGroei, mainly with good examples of repeatable and scalable business models for growth and with an approach for the design and implementation of business models for growth.

A literature revealed important growth stages and growth factors and discussed approaches to transform business models.

Insight was also given into 8 small firms showing high growth, by analysing their business model and the external and internal factors for this growth, thereby identifying opportunities and drivers for growth. The opportunities and drivers for growth differ according to the position in the business life cycle of the firms.

Further research is necessary to interpret and generalize the results, but we hope Syntens can already use the example cases and literature to inspire its clients to accelerate growth.
References


Appendix A: Selection criteria of growth competitions

FD Gazelle Award
Het hoofdcriterium is een omzetgroei van minimaal 20% over een periode van drie jaar. De omzetgroei dient ononderbroken te zijn over de periode van drie jaar en in het eerste jaar behoort de omzet minimaal € 100.000,- te bedragen. Het laatste jaar dient het nettoresultaat positief te zijn en in de voorgaande twee jaar maximaal één jaar verlieslatend. Uitgesloten zijn bedrijven in de volgende categorieën: lege holdings, energiebedrijven, arbodiensten, franchisebouwers van grote ketens, dochters van buitenlandse bedrijven die niet autonoom en niet onder eigen naam opereren, pensioenfondsen, projectontwikkelaars, beleggende/speculerende instellingen en participatiemaatschappijen. Bedrijven moeten daarnaast financieel gezond zijn. De financiële gezondheid van een bedrijf is afhankelijk van meerdere factoren. Twee belangrijke factoren zijn de waarde van de jaarrekening en de waarde van het betaalgedrag. Beide factoren mogen niet te laag zijn. Zo worden bedrijven met een structureel negatief eigen vermogen of werkkapitaal dan wel bedrijven met een ondermaatse betaalgedrag uitgesloten van deelname. Tevens dienen de bedrijven over de gehele onderzochte periode economisch actief te zijn.

http://fd.nl/events/784260-1303/criteria-fd-gazellen-2013

Gazelle company: A company having an annual growth rate of 20 percent or more as measured in sales revenue. Typically, these are small publicly traded companies that have sustained this growth for each of the past four years, beginning with sales of at least $1 million. Also, gazelle companies usually are known for creating many new job opportunities.

The Next Web (TNW) Dutch Startup Awards
Nadat de jury een shortlist van 5 gedagdigen per categorie had gekozen was het woord aan het Nederlandse publiek om te bepalen wie de uiteindelijke winnaars van de Dutch Startup Awards zouden worden. In het totaal zijn er 14401 stemmen uitgebracht (tegen 5035 stemmen vorig jaar), de organisatie heeft 648 stemmen als ‘frauduleus’ bestempeld en deze stemmen afgetrokken van de totalen.

Accenture Innovation Awards 2012
Blauwe Tulp-Juryprijzen
Tijdens het evenement maakte de verschillende jurypanels de winnaars van de zes industrieën bekend. De jury beoordeelde de concepten op innovativiteit, succes en potentie.
Blauwe Tulp-Publieksprizes
In totaal werden 33.557 stemmen uitgebracht. De publieksprizes voor de concepten die de meeste stemmen ontvingen via de website www.innovation-awards.nl

Deloitte Tech Fast 500 EMEA Winners 2012
The Technology Fast 500 programs rate the 500 fastest growth technology companies by
region, based on percentage revenue growth over five (EMEA and North America) or three (Asia Pacific) years. Participants can be public or private, and encompass all technology industry segments including:

- Biotech / Pharmaceutical / Medical equipment, Telecommunications / Networking, Computers / Peripherals, Internet, Semiconductors, components and electronics, Media and entertainment, Software, Greentech.

To participate, a technology company must meet the definitions and requirements as outlined below.

1. It must be a technology company defined as one that:
   1. Develops or owns proprietary technology that contributes to a significant portion of the company's operating revenues; or
   2. Manufactures a technology-related product; or
   3. Devotes a high percentage of effort to research and development of technology.

*Using another company's technology in a unique way does not qualify.

2. Have base-year operating revenues of at least €50,000 and a current year operating revenues of at least €800,000.

3. Be in business a minimum of 5 years.

4. Have your headquarters within Europe, the Middle East or Africa or have shares listed on a European stock exchange (subsidiaries do not qualify).
Appendix B: Letter to companies

Beste [bedrijf X],

Innovatie wordt niet alleen op het gebied van producten en services belangrijker maar wordt ook steeds vaker toegepast op business modellen. Bedrijven moeten hun business model blijven innoveren om te kunnen reageren op veranderingen in de markt en om zich te differentiëren van concurrenten.

Syntens, een overheids-consultancy dat zich richt op het steunen van ondernemingen op het gebied van vernieuwings- en innovatieprocessen, wil zich met hun nationaal project NLGroei specifiek richten op business modellen voor groei en dan met name op start-up bedrijven en MKB. Wij als onderzoekers technische bedrijfskunde van de Technische Universiteit Eindhoven, vakgroep ITEM (Innovation, Technology Entrepreneurship and Marketing), hebben van Syntens de opdracht gekregen om te kijken wat voor Nederlandse bedrijven op het gebied van business modellen en groei voorloper zijn. Het doel is om te analyseren hoe deze bedrijven hun business model defineren en toepassen.

Uw bedrijf Fowy Food staat bekend om uw succes op het gebied van groei en innovatie. Voor die reden willen wij u graag als voorbeeld gebruiken om te analyseren hoe uw business model op dit moment er uit ziet en wat voor process u doorlopen heeft om daar te komen. Graag zouden wij een interview van maximaal 60 minuten met u houden om wat specifieke vragen te kunnen stellen. Ik zou willen vragen of u in augustus of begin september een uur vrij kunt maken voor een interview (bij u op locatie). Wij ontvangen uw reactie graag voor 10 september.

Uw medewerking zal een grote bijdrage aan het Syntens NLGroei project leveren en u krijgt ook het eindrapport van ons toegestuurt met een overzicht van verschillende mechanismen voor groei. Dit biedt voor uzelf een interessante mogelijkheid om van andere groeibedrijven te leren. Bij vragen of opmerkingen kunt u ons altijd mailen of bellen.

Samen met Syntens zouden wij uw deelname zeer waarderen. Graag horen wij of u interesse heeft.

Met vriendelijke groeten,

Kati Brock
Master Student Innovation Management
Technische Universiteit Eindhoven
Faculteit Industrial Engineering and Innovation Sciences
Email: k.m.brock@student.tue.nl
Mobile: +31 6 ...

Dr ir. Isabelle Reymen
Universitair Hoofddocent Entrepreneurship & Design
Technische Universiteit Eindhoven
Faculteit Industrial Engineering and Innovation Sciences
ITEM groep (Innovation, Technology Entrepreneurship and Marketing)
secr: +31 40 247 2170
email: i.m.m.j.reymen@tue.nl
www.tue.nl/staff/i.m.m.j.reymen
www.item-eindhoven.nl
Appendix C: Interview protocol

Interview Protocol Syntens Project 2013

Datum: Locatie: Tijd:
Geïnterviewde: Interviewer:

Introductie (1)

- Achtergrond van het Syntens project (met name focus op business modellen en groei, met als doel mechanisms van groei proberen te achterhalen)
- Output van het project zal een rapport en een presentatie zijn die Syntens voor workshops kan gebruiken
- Definitie business model: Een business model wordt voor de vertegenwoordiging van verbindingen tussen verschillende partijen of activiteiten gebruikt om waarde te creëren, vast te houden en te leveren aan haar belanghebbenden (stakeholders).
- Definitie groei: Groei heeft te maken met positieve verandering in grootte, vaak over een langere tijdperk. Groei kan in stappen gebeuren of als proces van vervulling. De kwantiteit kan fysiek zijn (lengte, hoeveelheid geld, etc.) of meer abstract (systemen worden meer complex, een organisme wordt meer volwassen).
- Feedback mogelijkheden.
- Vragen of het goed is als het interview opgenomen wordt.

Achtergrond geïnterviewde (2)

1. Kunt u mij iets over uw achtergrond en over uw huidige positie binnen het bedrijf vertellen?

Algemene informatie bedrijf (3)

2. Wat is de grootte van uw organisatie? (bijv. omzet, winst, aantal werknemers)
3. Hoe zou u de industrie waar uw bedrijf in zit beschrijven?
4. Hoeveel is uw organisatie in de afgelopen drie jaar gegroeid (u kunt denken aan winst, werknemers, omzet, etc.)?
5. Wie is verantwoordelijk voor het business model en business model ontwikkelingen binnen uw bedrijf?

Huidige Business model (4)

6. Gelieve jullie huidige business model te beschrijven:
Business model evolutie (5)

10. Hoe is uw business model ontwikkeld sinds de oprichting van uw bedrijf, (of voor bedrijven die al lang bestaan) sinds de start van grote groei van uw bedrijf (min 3 jaar)? Beschrijf voor elke verandering:
   a. Wat is er veranderd aan het business model? (componenten)
   b. Waarom is het veranderd?
   c. Wat waren externe of interne aanleidingen hiervoor?
   d. Welke kansen werden daarmee gegrepen?
   e. Welke competencies, partners, activiteiten etc moesten hiervoor aangetrokken of ontwikkeld worden?

11. Wat waren uw ambities toen u bent begonnen?
   a. Hoe en waarom zijn uw ambities geëvolueerd over de tijd?

Groei (6)

12. Hoe verklaart u de groei van uw bedrijf?
   a. Hoe bent u daar gekomen?

13. Waar komt deze groei vandaan?
   a. Hoe heeft u deze schaalbaarheid/herhaalbaarheid bereikt?
   b. Wat waren de belangrijkste aansturingspunten voor het opschalen?
   c. Was dat bewust of niet?
   d. Was er iets wat uw groei belemmerd heeft? Hoezo?
Business model veranderingen en groei (7)

14. Zou u zeggen dat uw groei gelinked is aan uw business model of andersom? Als ja:
   a. Uit welk onderdeel van uw business model komt de groei?
   b. Heeft dit dan vooral te maken met goed inspelen op veranderingen/trends in de maatschappij (veroudering, globalisering, ...), met interne processen, het zien van kansen, of anders?
15. Hoe ziet uw business model over twee jaar uit? En over 10 jaar?
16. Wat zijn belangrijke keuzes die u in de nabije toekomst moet maken?

Conclusie (8)

17. Zijn er nog bepaalde documenten waar wij toegang tot kunnen krijgen, bijv. plannen, jaarlijkse verslagen, krantartikelen, archief?
18. Zijn er nog aspecten die we nog niet besproken hebben maar die wel belangrijk zijn voor business model ontwikkelingen?
19. Zijn er nog andere mensen met wie we zouden moeten praten?
# Appendix D: Overview companies interviewed

<table>
<thead>
<tr>
<th>Date</th>
<th>Bedrijf</th>
<th>Naam</th>
<th>Functie</th>
<th>Locatie</th>
<th>Branche</th>
</tr>
</thead>
<tbody>
<tr>
<td>30/08/2013</td>
<td>Peecho</td>
<td>Martijn Groot</td>
<td>CEO</td>
<td>Amsterdam</td>
<td>Cloud printing</td>
</tr>
<tr>
<td>02/09/2013</td>
<td>Leap</td>
<td>Chris de Ruijter</td>
<td>CEO</td>
<td>Nijmegen</td>
<td>Subsidie- en innovatieadvies</td>
</tr>
<tr>
<td>04/09/2013</td>
<td>Wolf Huisvestingsgroep</td>
<td>Frank van Min</td>
<td>CEO</td>
<td>Amsterdam</td>
<td>Vastgoedbeheer</td>
</tr>
<tr>
<td>10/09/2013</td>
<td>AFAS Software</td>
<td>Dennis van Velzen &amp; Israel van Bedijk</td>
<td>Directeur Productontwikkeling &amp; Marketing Manager</td>
<td>Leusden</td>
<td>ICT</td>
</tr>
<tr>
<td>16/09/2013</td>
<td>Emesa</td>
<td>Aad Verveld</td>
<td>CFO</td>
<td>Amsterdam</td>
<td>Online veilingen</td>
</tr>
<tr>
<td>17/09/2013</td>
<td>INCOTEC</td>
<td>JanWillem Breukink &amp; Ed Nobel</td>
<td>President/CEO &amp; Marketing Manager</td>
<td>Enkhuizen</td>
<td>Zaautechnologie</td>
</tr>
<tr>
<td>20/09/2013</td>
<td>De Opvoedpoli</td>
<td>Bas Werkhoven</td>
<td>Directeur Moederkantoor</td>
<td>Amsterdam</td>
<td>Jeugd- en GGZ-zorg</td>
</tr>
<tr>
<td>24/09/2013</td>
<td>Securelink</td>
<td>Jeroen Roosien</td>
<td>General Manager</td>
<td>Sliedrecht</td>
<td>ICT</td>
</tr>
</tbody>
</table>
Appendix E: Growth stages

Table 1 Scott & Bruce's (1987) five stages of growth.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Key issues</td>
<td>Obtaining customers, economic production</td>
<td>Revenues and expenses</td>
<td>Managed growth, ensuring resources</td>
<td>Financing growth, maintaining control</td>
<td>Expense control, productivity, niche marketing if industry declining</td>
</tr>
<tr>
<td>Top management role</td>
<td>Direct supervision</td>
<td>Supervised supervision</td>
<td>Delegation, co-ordination</td>
<td>Decentralization</td>
<td>Decentralization</td>
</tr>
<tr>
<td>Management style</td>
<td>Entrepreneurial, individualistic</td>
<td>Entrepreneurial, administrative</td>
<td>Functional, co-ordinate</td>
<td>Professional, administrative</td>
<td>Watchdog</td>
</tr>
<tr>
<td>Organization structure</td>
<td>Unstructured</td>
<td>Simple</td>
<td>Functional, centralized</td>
<td>Decentralized functional/product</td>
<td>Decentralization functional/product</td>
</tr>
<tr>
<td>Product and market research</td>
<td>None</td>
<td>Little</td>
<td>Some new product development</td>
<td>New product innovation, market research</td>
<td>Production innovation</td>
</tr>
<tr>
<td>Systems and controls</td>
<td>Simple bookkeeping, eyeball control</td>
<td>Simple bookkeeping, personal control</td>
<td>Accounting systems, simple control reports</td>
<td>Budgeting systems, monthly sales and production, export, production control</td>
<td>Formal control systems, management by objectives</td>
</tr>
<tr>
<td>Major source of finance</td>
<td>Owners, friends and relatives, suppliers leasing</td>
<td>Owners, suppliers, banks</td>
<td>Banks, new partners, retained earnings</td>
<td>Retained earnings, new partners, secured long-term debt</td>
<td>Retained earnings, long term debt</td>
</tr>
<tr>
<td>Cash generation</td>
<td>Negative</td>
<td>Negative/break even</td>
<td>Positive but reinvested</td>
<td>Positive with small dividend</td>
<td>Cash generator, higher dividend</td>
</tr>
<tr>
<td>Major investments</td>
<td>Plant and equipment</td>
<td>Working capital</td>
<td>Working capital, extended plant</td>
<td>New operating units</td>
<td>Maintenance of plant and market position</td>
</tr>
<tr>
<td>Product-market</td>
<td>Single line and limited channels and market</td>
<td>Single line and market but increasing scale and channels</td>
<td>Broadened but limited line, single market, multiple channels</td>
<td>Extended range, increased markets and channels</td>
<td>Contained lines, multiple markets and channels</td>
</tr>
</tbody>
</table>
Table 2 Scott & Bruce’s (1987) most likely crises per growth stage.

<table>
<thead>
<tr>
<th>Stage 1 – Inception</th>
<th>Stage 2 - Survival</th>
<th>Stage 3 – Growth</th>
<th>Stage 4 – Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>The emphasis on profit</td>
<td>Overtrading</td>
<td>Entry of larger competitors</td>
<td>The distance of top management from the ‘action’</td>
</tr>
<tr>
<td>Administrative demands</td>
<td>The increased complexity of expanded distribution channels</td>
<td>The demands of expansion into new markets or products</td>
<td>The need for external focus</td>
</tr>
<tr>
<td>Increased activity and its demands on time</td>
<td>Change in the basis of competition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pressures for information</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix F: Business model innovation processes

1 Business model innovation process by Sniukas (2012)

2 Business model innovation process by Frankenberger, Weiblen, Csik, & Gassmann (2012)
Mobilize
• Assemble all elements for successful BMI
• Create awareness of the need for BMI

Understand
Gain relevant knowledge

Implement
Implement the selected business model design

Design
Experimentation, learning and learning

Manage
Install management structures to continuously evaluate and adapt where necessary

3 Business model innovation process by Osterwalder & Pigneur (2010)
Appendix G: Business models

Key partners
- Marktvleugelende partners (makeורדolyis software dat AFAS niet maakt)
- Ondersteunende partners (helpen klant met implementatie)

Kern activiteiten
- Ondernemingsbeheer (OPB)
- Automatisering
- Klantengroei
- Andere
- Kraakband, business
- Denken in standaards
- Optimaal beheer van processen

Waardevol proposities
- Het ontwikkelen, verkopen en optimaliseren van een geïntegreerde, schaalbare toelevering is nauwkeurig bij de vraag vanaf de maat
- Ondernemingsoplossing (OPB) => loop

Key resources
- Medewerker
- 90% van target gehaald -> extra
- Inkomsten medewerker
- Eigen trainingen vlotteren
- Cultuur + waarden
- OPB

Klantrelaties
- Direct (dragstelling tot concurrent)
- Heel veel contact
- Telefoon (ca. 3.000 klanten)
- Doorloop aannemers
- => snel feedback van klanten

Klant segmenten
- Zorg & welzijn, onderwijs, groot-
handel
- ZZP, MKB, grote organisaties
- Klanten
- 10,000 individueel
- 300.000 particulier

Kanaal
- Sponsorship (IAZ) => naamsbekendheid
- Web
- Seminars

Kostenstructuur
- Medewerknng
- Focus op relevante kosten zoals onderhoud
- 8% van geïntegreerde omzet naar marktkena

Inkomstenstromen
- Onderhoud (71%)
- Licenties (31%)
- Services (23%)
Key partners
- Scholen
- Artsen
- Bureau Jeugdzorg (omdat het nodig is)
- Hulpverleners
- Organisaties
- Gemeentelijke instanties
- Kerk, clubs
- Centrum Voor Jeugd en Gezin (CGJ)

- flexibel netwerk van professionals, locaties, partners en relaties
- niet echt verschil tussen klant en partners
- oorthandels

- partners

Kern activiteiten
- Geestelijke gezondheidszorg (GGZ)
- Onverwacht
- Jeugdzorg
- Fysiotherapie, behandelingen, verschillende methoden

Waardeproposities
- Denken vanuit de vraag (ouders) -> andere instellingen zijn aantrekkelijk naar gezondheid
- Wrap-around-care
- Vraag -> benadering op individuele manier
- Inclusief help bieden

Klantrelaties
- Persoonlijke benadering -> één coach
- Wrap-around-care -> goede hulpverleners vinden -> matchen

Klant segmenten
- Kinderen
- Ouders
- Hele gezin
- CMH helpen, geen wachtlijst, eenvoud

Key resources
- Urenbetalen
- Flexibele schil
- Organisatie -> hulpverleners, process
- Flexibiliteit medewerkers

Kostenstructuur
- Minimum 50% overhead en bureauzitting
- Minimaal 50% van eventuele winst blijft voor investeringen onderzoek, ontwikkeling nieuwe diensten, opleiding, enz.
- Foutvrije ondersteuning aansluiten
- Geen dividende
- Resultaat verantwoordelijke bonus voor alle medewerkers
- Gemiddelde kostenprijssel per cliënt was 1.713 Euro

Inkomstenstromen
- Alleen vanaf gezinsinkomen
- Kosten van meer dan € 1500
- € 800 van salarie van cliënten
- 100% agendamobilisatie
- Overheid max. 15%
- Elk Opvoedpoli draagt 10% van omzet aan moederkantoor voor centrale ondersteuning en diensten
<table>
<thead>
<tr>
<th><strong>Key partners</strong></th>
<th><strong>Kern activiteiten</strong></th>
<th><strong>Vergeleken posities</strong></th>
<th><strong>Klant relaties</strong></th>
<th><strong>Klant segmenten</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alle segmenten (hotels, bijv. NH, Fletcher, Savon)</td>
<td>Seoing (aanbiedingen)</td>
<td>Kwaad; inspireren, inlezen, activeren en verassen</td>
<td>Email</td>
<td>Vrouwen 20-40 jaar</td>
</tr>
<tr>
<td></td>
<td>- Ontvankelijkheid</td>
<td>- Consument is leiding en bepaald</td>
<td>- Nieuwsbrief</td>
<td>Meerdaagse boekingen 2-3 weken,</td>
</tr>
<tr>
<td></td>
<td>- Reality van aanbiedingen</td>
<td>- Moeite vraag en aanbod</td>
<td>- 6.000.000 abonnees</td>
<td>MRBH</td>
</tr>
<tr>
<td></td>
<td>- IT platform</td>
<td>- Strategic network</td>
<td>- 15% totaal inkomen per jaar</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Customer service</td>
<td>- Marketing (offline + online) analyse</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key resources</strong></th>
<th><strong>Kanalen</strong></th>
<th><strong>Inkomsten stromen</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Gouden idee</td>
<td>- Nieuwsbrief</td>
<td>- Grotendeels vakantieveilingen.nl</td>
</tr>
<tr>
<td>- Georganiseerde groei (combinatie van messen, timing systeem)</td>
<td>- Persoonlijke aanbiedingen</td>
<td>- Rest Achter de Garen.nl en inpakkenlegepraktiek.nl</td>
</tr>
<tr>
<td>- Grootmachtige veilingen &gt; logistiek</td>
<td>- Seoing repportement houdt zich bezig met aanbiedingen vinden</td>
<td>- Verdeling model:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- deels consument</td>
</tr>
</tbody>
</table>

**emesa**

just enjoy
<table>
<thead>
<tr>
<th>Key partners</th>
<th>Kern activiteiten</th>
<th>Waarde posities</th>
<th>Klant relaties</th>
<th>Klant segmenten</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Lange-terms partnerships</td>
<td>- Goorsten</td>
<td>- Duidelijke focus: technologie op een enzaadzaad (missionwel d/i)</td>
<td>- Direct</td>
<td>- Zaan bedrijven wereldwijd</td>
</tr>
<tr>
<td>- Partners</td>
<td>- Landbouw</td>
<td>- Considere kwaliteit</td>
<td>- Echte business unit heeft eigen</td>
<td></td>
</tr>
<tr>
<td>- Grofemper</td>
<td>- Sierieelt</td>
<td>- Kortgibde kwaliteit</td>
<td>Sales &amp; Marketing</td>
<td></td>
</tr>
<tr>
<td>- Odorinstitutie</td>
<td>- Analytische Services</td>
<td>- Bloeiend groeifase</td>
<td>- elle klant heeft eigen contactpersoon</td>
<td></td>
</tr>
<tr>
<td>Concurrentie</td>
<td>- kernvisies</td>
<td>- Onderzoek radicaal en incrementeel</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key resources</th>
<th>Kanalen</th>
<th>Kosten structuur</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Technologie</td>
<td>- Direct</td>
<td>- Media werks</td>
</tr>
<tr>
<td>- Specifieke kennis (a 40 jaar)</td>
<td>- Weving klanten in groeie (rond 100)</td>
<td>- Marketing</td>
</tr>
</tbody>
</table>

| Inkomsten stromen | |
|-------------------| |
| - 70% grofsten + bloem | |
| - 30% field crop coating + technologie + service |
| - freedoem landbouw (5 jaar landbouwform) | incotec
|
Key partners
- Print facilitator
- Amazon als technologie partner
- Key partners: Amazon, Peak Capital

Kern activiteiten
- Peecho danes, cares, shares
- Dans, print button, global verkopen
- Cares: aandacht voor
- Diversiteit
- Shares: open prior platform, kennis delen

Waarde proposities
- Ext: inkomstenmodel voor de
- Content van de klant
- Print button
- Venlent van prijzen naar print
- Usonie automatisering proces

Klant relaties
- Direct

Klant segmenten
- B2B (B2C, musea)
- Bevorder mijn C, de klant dienen
- Online reputatie
- Inslag
- Klant
- Deloitte

Key resources
- Mensen + kennis
- Servers
- Platform

Kanalen
- Speel op, bezoeken en congressen
- Eigen netwerk
- Bloggers

Kosten structuur
- Beurs
- Servers
- Platform

Inkomsten stromen
- Peecho lastskrijs product X
- Klanten inkoopprijs Product X
- Klanten
- Hockey stick effect door distribution model
**Key partners**
- Geen overnemende security fabrikant
- Direct afkoop Securelink, relaties en fabrikant

**Kern activiteiten**
- Boundary Security
- Eenvoudige en dynamische netwerkdiensten
- E-mail Security
- Integrated Security Gateway
- Web Security Gateway
- Connectiviteit
- Secure Scaling
- Wireless Security
- Core Network Services
- Infrastructuur optimalisatie, toegankelijkheid en levering outsource services

**Waarde propo'sies**
- Securelink is in staat technisch diepgaand onderzoek/advies te verkennen naar concrete ondernemers, adviezen en aanbevelingen
- Offerwaarde in de handels Lan, Heereveld en geënte security en netwerking specialiteit, voorname vorder statusen, managed services en log-klanten leverdieht

**Klant relaties**
- Direct
- Bepaalde wissel van een verzorger van service, minder voorzieningen, etc.

**Klant segmenten**
- B2B
- Direct (75%)
- Finance (laatste jaren sterk toegeneomen)
- Industrie

**Key resources**
- Experten: connectiviteit, alles zelf kunnen
- CRM pakket (hele bijzondere, alle klantkantinformatie)
- Manier van toekomstzicht (eenvoudig, directe benadering klanten)

**Kanalen**
- Direct
- Actief op zoek naar nieuwe klanten, Sales team

**Inkomsten stromen**
- Verkoop hardware (eenmalig) + licenties (eenmalig) + service contracten (repetitief)
- Manage service (repetitief) + verder ontwikkelen, alles zelf doen, hier zit groei in

**Kosten structuur**
- Maken
- Overhead

---

[Logo SecureLink]
### Key partners
- Bedrijven
- Juristen
- Brandweer-/huisartsen
- Bevorderen

### Kern activiteiten
- 4 diensten: verhuur & beheer, her-
  binnemen & inrichten, huurder-
  binnemen & -inrichten, huurzen-
  trin & -inrichten
- Verhuur 
- Beheer 
- Herbinnen 
- Inrichten

### Waarde proposities
- Wij Huisvestingsgroep streven 
  ernaar om het rendement van 
  vaste 
- Administratieve taken minimi-
  eren 
- Het woongebruik en gemak van 
  huurders optimiseren 
- Persoonlijk aansluitend traject

### Klant relaties
- Website PHQ
- E-mail

### Klant segmenten
- Verhuurders
- Woningbouw
- Niet-vrije huurders (scholen, 
  kantoren, etc.)
- Studenten
- School
- Start-ups

### Key resources
- Reputatie bij klanten
- Automatisering
- Marktkennis (regels, kenmerken, etc.)

### Inkomsten stromen
- Vast bedrag per beheerde woning of pand
- Vast % van geleasede huurinkomen
- Procentuele rente of bedrag
- Per euro/huur gaat er dus een deel aan de verhuurder en een deel naar Wij 
  Huisvestingsgroep
- Verdiepmodellen:
- Aantal
- Eindiging

### Klanten
- Neigende klanten direct opbouw
- Direct contact met eigenaar leeg 
  staande panden

### Kosten structuur
- Automatisering
- Personeel
- Overheidskosten
- Bouwkundig en juridisch advies

---

Wij Huisvestingsgroep
Appendix H: External analysis

Trends & Ontwikkelingen
- Crisis, mensen gaan meer op kosten letten ->
  automatiseren
- Door economie is aandeel aan software huren
  (p.x. kopien erg gegroeid)
- Crisis, de groei van enkele beheers (financieel/legale)
  om te investeren is voorzichtig geworden

Krachten in de Markt
- Goede kennis van competitie en hun aanbod in
de verschillende markten
- Markt werkt steeds steeds moeilijker voor ondernemers,
  zoals bij accountantskantoren, advocaten,
  hypotheekmakers, etc. -> meer om toegevoegde
  waarde aan te lenen
- Concurrentie voorziet op consultancy-gericht,
  ondernemers, vaak beperkt budget -> onder-
  scheiden
- Toe te schrijven aan concurrentie
- Markt maakt het mogelijk om te groeien

Klantenwaarde
- Economische waard
- Emotionele waard
- Sociale waard

Krachten in de Branche
- Verschillende branche met veer mogelijkheden
  - Accountants als klant, die zelf ook veel klanten
een branche bedienen
  - Onderaans afgelopen 3 jaar erg gegroeid

Trends & Ontwikkelingen
- 2015 industrie/ingezet, zorg naargelang
- Gematigde toename in de zorg
- Inkoop van zorg wordt anders decentral of
  centraal
- Groei aan computerbehoefte (bij mede-
  kantoor)

Klantenwaarde
- Functionele waard
- Sociale waard

Krachten in de Markt
- GGZ en jeugdzorg, heel verplaatste en com-
  plexe sector, per sector veel instellingen, maar
  geen overheidsinstelling
- heel veel spelers die je zoveel tegen komt

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans

Kans
**Klantenwaarde**
- emotionele waarde
- sociale waarde
- functionele waarde

**Krachten in de Markt**
- nieuwkomer op de markt, heeft paar grote spelers (MySafeData, KPMG, Business Unit, etc.)
- gigantisch groei in de markt, ontwikkelt zich super snel, opportunistische markt, grote snelheid in de markt, continu actieve markt
- concurrentie erin minder hard, toewijze markt er wél is
- groeiën tegen de markt in, dat geen last van crisis

**Krachten in de Branche**
- geen duidelijke wetgeving, helemaal niet in internationaal verband
- nieuwe klantengroep, online retail in Amerika vind als eerste innovatie op het gebied van IT plaat
- heel moeilijk om te konster te voorstellen, klant en medewerker blijven wel viraal

**Trends & Ontwikkelingen**
- inperkingen (bijv. huurprijzen) → steeds minder overheidssponsor
- juridische: steeds langzaam maar zeker de goede kant op
- cloud computing

**Klantenwaarde**
- sociale waarde
- emotionele waarde

**Krachten in de Markt**
- huurmarkt voor 95% in handen van woningcorporaties, > semi-standaardiseren
- woonmarkts: huurprijz, huurdelingen, etc.; grote overheidsinvloed
- huurprijzen, puntmeten ofachterhaalde systemen
- marktcreaties: veel meer vraag dan aanbod
Appendix I: Internal analysis

<table>
<thead>
<tr>
<th>Oprichter/Directie Kenmerken</th>
<th>Business Practijken</th>
</tr>
</thead>
<tbody>
<tr>
<td>familiebedrijf, Raad van Bestuur is verantwoordelijk voor business model en keuzes</td>
<td>onderhoud, licenties (acquisitie, nieuwe klanten) en services (consultancy)</td>
</tr>
<tr>
<td>verantwoordelijk voor lange termijn meerparenbrogging tot 2020</td>
<td>Maatschappelijk verantwoordelijkheid essentieel in ondernemen, overheidsfinanciën dicht bij klant (onderscheiden)</td>
</tr>
<tr>
<td>verantwoordelijk voor risico in lange termijn geen externe aandeelhouders, geeft ruimte en maakt lage termijn planning mogelijk (onderscheiden)</td>
<td>- heft veel direct klantcontact (AFAS Open, ATC, beurzen) en input voor productontwikkeling (onderscheiden)</td>
</tr>
<tr>
<td>familiebedrijf moeilijke kopieer, hogere afhankelijkheid van CEO, kwetsbaarheid</td>
<td>- focus op binnen de uren en budget blijven (onderscheiden)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bedrijfsattributen</th>
<th>HIM Praktijken</th>
<th>Business Practijken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus op verdienmodell, geld verdienen en groeien met software (onafhankelijk), niet met consolitary (niet hard in groeien)</td>
<td>mogelijkheid van medewerkers om invloed te hebben op keuzes</td>
<td>onderhoud, licenties (acquisitie, nieuwe klanten) en services (consultancy)</td>
</tr>
<tr>
<td>bezorgd bedrijf, geen schulden, geen extra aandeelhouders, veel geld in kas</td>
<td>open bedrijfsschuur, zowel in zowelmedewerkers</td>
<td>- open houding, niet in ondernemen (onderscheiden)</td>
</tr>
<tr>
<td>vaag reject en productontwikkeling en provocatie (onderscheiden)</td>
<td>groeien zonder meer mensen aan te nemen</td>
<td>- focus op onderhoud niet op consultancy (onderscheiden)</td>
</tr>
<tr>
<td>- ondernemingsidee: topfunktie onderscheidt</td>
<td>bepaald 90% van targetverdienende medewerkers mee</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bedrijfsattributen</th>
<th>Drives</th>
<th>- naam erfenis essentieel in ondernemen (onderscheiden)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- officijele organisatie met 23 vestigingen, centraal management (regelt bij huisstijl om eenheid te creëren, IT, strategie, beeld, financiën, etc.)</td>
<td>- heft veel direct klantcontact (AFAS Open, ATC, beurzen) en input voor productontwikkeling (onderscheiden)</td>
<td></td>
</tr>
<tr>
<td>- directe van vestigingen zelf eigenaar maken</td>
<td>- focus op binnen de uren en budget blijven (onderscheiden)</td>
<td></td>
</tr>
<tr>
<td>- verantwoordelijkheid en ondernemerschap dragen</td>
<td>- shift van consultancy naar onderhoud (met minder mensen meer geld verdienen), door een huisvesting voor software aan te bieden</td>
<td></td>
</tr>
<tr>
<td>- business is druk bezig met bedrijfsstructuur van Excant (Zwolle) book</td>
<td>- mogelijk gemaakt door eigen voorfinanciering</td>
<td></td>
</tr>
<tr>
<td>- business model zoals IT behoort</td>
<td>- ontwikkelt marketing en product line voor consultancy (onderscheiden)</td>
<td></td>
</tr>
<tr>
<td>- leren zelfdoen, meer voornaamelijkheid bedrijf aan het vorderen bepaald</td>
<td>- shift van consultancy naar onderhoud (met minder mensen meer geld verdienen)</td>
<td></td>
</tr>
<tr>
<td>- meerder kansen benutten, veel branches</td>
<td>- mensen kopen in eerste instantie niet het product, maar meer het image van AFAS</td>
<td></td>
</tr>
<tr>
<td>- vanaf het begin duidelijk, business model geïntegreerd en ook aan vastgehouwen</td>
<td>- eigen product zelf gebruiken, weten waar de fouten zitten, directe user test</td>
<td></td>
</tr>
<tr>
<td>- bedrijfsmodel van groei, meer voornaamelijkheid, controles, meegaan in succes</td>
<td>- 70% lead generatie online, buiten het zichtveld</td>
<td></td>
</tr>
</tbody>
</table>

Drives
**Oprichter/Directie- Kenmerken**
- goudene idee + georganiseerde groei
- directie heeft veel ervaring (grote, internationale bedrijven)
- oprichters achtergrond: marketing, IT, reizen --> focus op online en internet (begonnen met reisvergelijkingswebsite + verhuurmodel (toeval) --> VnzeTek Verhuur, Nl)
- door oprichters management binnengehaald om structuur aan te brengen voor gebalanceerde groei (professionalisering) --> schaalbaarheid

**HRM Praktijken**
- bedrijf is in duidelijke business units ingedeeld (directie, marketing, IT, customer service, etc.)
- kennisontwikkeling tot nu wat achtergebleven, nieuwe mensen vinden voor groei

**BusinessPraktijken**
- arrangementen verkopen aan concurrerende, heel breed aanbod
- unieke, maar aansluitend op de markt te zetten
- door verhuur (onderscheiden)
- personalisatie van website en nieuwsbrief
- bemiddelen tussen aanbieders en concurrerende, soort intermediair, well met risico
- zelf redactie en planning van verhuur doen, ondersteund door geautomatiseerde tools (logistieke ontwikkeld)
- marketing: veel online adviezen (samen modelletjes, e-mail campagne, nieuwsbrief)
- website: aanbieders en consumenten mee sturen/ontwikkelen, website voor mobiel en ook mobiele app ontwikkeld
- web analytics zorg ervoor om het erg dicht tegen customer intieme aan liggen en core business

**Bedrijfsattribute**
- in elk segment belangrijke partners (bijv., hotels, autovakantie, etc.)
- directieheug roest vrij van beruchtheid, kapitaal, markt, etc. zijn belangrijk, maar kan lange termijn relatief ook doorbreken
- 85% van armoede wordt jaarlijks geïntegreerd in overheid (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groot
- 2% van wereldorde (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei
- 1% van het bedrijf is voor de werknemer (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei

**HRM Praktijken**
- bedrijf is in duidelijke business units ingedeeld (directie, marketing, IT, customer service, etc.)
- kennisontwikkeling tot nu wat achtergebleven, nieuwe mensen vinden voor groei

**BusinessPraktijken**
- arrangementen verkopen aan concurrerende, heel breed aanbod
- unieke, maar aansluitend op de markt te zetten
- door verhuur (onderscheiden)
- personalisatie van website en nieuwsbrief
- bemiddelen tussen aanbieders en concurrerende, soort intermediair, well met risico
- zelf redactie en planning van verhuur doen, ondersteund door geautomatiseerde tools (logistieke ontwikkeld)
- marketing: veel online adviezen (samen modelletjes, e-mail campagne, nieuwsbrief)
- website: aanbieders en consumenten mee sturen/ontwikkelen, website voor mobiel en ook mobiele app ontwikkeld
- web analytics zorg ervoor om het erg dicht tegen customer intieme aan liggen en core business

**Bedrijfsattribute**
- in elk segment belangrijke partners (bijv., hotels, autovakantie, etc.)
- directieheug roest vrij van beruchtheid, kapitaal, markt, etc. zijn belangrijk, maar kan lange termijn relatief ook doorbreken
- 85% van armoede wordt jaarlijks geïntegreerd in overheid (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groot
- 2% van wereldorde (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei
- 1% van het bedrijf is voor de werknemer (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei

**HRM Praktijken**
- bedrijf is in duidelijke business units ingedeeld (directie, marketing, IT, customer service, etc.)
- kennisontwikkeling tot nu wat achtergebleven, nieuwe mensen vinden voor groei

**BusinessPraktijken**
- arrangementen verkopen aan concurrerende, heel breed aanbod
- unieke, maar aansluitend op de markt te zetten
- door verhuur (onderscheiden)
- personalisatie van website en nieuwsbrief
- bemiddelen tussen aanbieders en concurrerende, soort intermediair, well met risico
- zelf redactie en planning van verhuur doen, ondersteund door geautomatiseerde tools (logistieke ontwikkeld)
- marketing: veel online adviezen (samen modelletjes, e-mail campagne, nieuwsbrief)
- website: aanbieders en consumenten mee sturen/ontwikkelen, website voor mobiel en ook mobiele app ontwikkeld
- web analytics zorg ervoor om het erg dicht tegen customer intieme aan liggen en core business

**Bedrijfsattribute**
- in elk segment belangrijke partners (bijv., hotels, autovakantie, etc.)
- directieheug roest vrij van beruchtheid, kapitaal, markt, etc. zijn belangrijk, maar kan lange termijn relatief ook doorbreken
- 85% van armoede wordt jaarlijks geïntegreerd in overheid (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groot
- 2% van wereldorde (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei
- 1% van het bedrijf is voor de werknemer (nauwkeurig: bij 2% van de huidige, nieuwe technologieën --> groei

**HRM Praktijken**
- bedrijf is in duidelijke business units ingedeeld (directie, marketing, IT, customer service, etc.)
- kennisontwikkeling tot nu wat achtergebleven, nieuwe mensen vinden voor groei

**BusinessPraktijken**
- arrangementen verkopen aan concurrerende, heel breed aanbod
- unieke, maar aansluitend op de markt te zetten
- door verhuur (onderscheiden)
- personalisatie van website en nieuwsbrief
- bemiddelen tussen aanbieders en concurrerende, soort intermediair, well met risico
- zelf redactie en planning van verhuur doen, ondersteund door geautomatiseerde tools (logistieke ontwikkeld)
- marketing: veel online adviezen (samen modelletjes, e-mail campagne, nieuwsbrief)
- website: aanbieders en consumenten mee sturen/ontwikkelen, website voor mobiel en ook mobiele app ontwikkeld
- web analytics zorg ervoor om het erg dicht tegen customer intieme aan liggen en core business
### Oprichter/Directie Kwaliteit

- Kwaliteitsontwikkeling, heel praktisch, hands-on (ondersteunen)
- Focus op financiële stimulering van innovatie
- Nieuwe divisie: business innovatie (risicospecialist)
- Als enige duurzame focus op technologische maakindustrie en ICT, MKB
- Onafhankelijk van afspraak met het bedrijf om te komen tot een optimale aanpak
- Groei
- Veel meer waarde aan kunnen tonen zonder met de prijs te gaan stijgen
- Geen belachelijke concurrentie
- Nieuwe klanten door verwijzingen, gezamenlijke maklinvestering met partners, samenwerkingsverband principes
- Samenwerkings- en communicatiestrategie voor de technologische maakindustrie FME

### Oprichter/Directie Kompetenties

- Innovatief en entrepreneurisch (bij grotere bedrijven is er vaak een ambitie)
- Management, commercie, directeur van diensten en contacten (goede mensen vinden voor bedrijf, goede samenwerking met coöperatie)
- Evolutie digitale zoekmarkt
- Innovatieve op congressen, bussen, expos, meevoeren met pijnlijke, etc.
- Nauwkeurigheid voor klanten en investeerders (goed reflecties moment voor eigen business model)
- Zelfstandig en eigen netwerk
- Continu jezelf motiveren en ook het team

### Drivers

- Continu beveiligen, exploitatiebedrijf
- Hoogwaardige en ondersteunende bedrijf
- Vrijwel geen kliktip
- Veel meer
- Zelfstandig
- Het is een bedrijf dat de bedrijfsstrategie en het bedrijf
- Scrum methode voor teambedrijf
- Eindresultaat
- Visie
- Ontwikkeling van visie
- Interne markt
- Interne markt
- Interne markt
- Interne markt
- Interne markt
- Interne markt

### HRM Praktijken

- Eén medewerker, mogelijk voor seniormanagers als start-up aan te trekken.
- Specifieke subviesalduisjes bereid voor publieke beschikbaarheid.
- Exclusieve consultering van concurrenten.
- Partnerschap ongebroken, betrokken, betrokken, betrokken.
- Competitieniveau van epaauze: interesse in nieuwe systemen.
- HR: eerst zoeken naar klanten,
- Groei
- Leiderschap van manager voor meer
- Groei
- Bedrijfskaraktersectoren: internø.

### Business Praktijken

- Website/sjablonen en productiefaciliteiten koppelen
- Network opbouwen (aanbouw van faciliteiten op platform)
- Hoe meer faciliteiten hoe meer klanten
- Hoe meer faciliteiten hoe meer faciliteiten
- Optimiseer en volg stappen
- Realisatie van platform afhankelijk van extra inkomst model voor klanten
- Marge bij faciliteiten niet bij klant
- Optimalisering van uitgebreide documenten, geautomatiseerd, uniek wereldwijd
- Vanaf begin proeftuin op generiek aanbod en schaalbaarheid
- Optimalisering van platform afhankelijk van extra inkomstenmodel voor klanten
- Marge bij faciliteiten niet bij klant
- Optimalisering van uitgebreide documenten, geautomatiseerd, uniek wereldwijd

### Bedrijfstraditie

- Netwerk voor print-on-demand faciliteiten
- Ontstaan van Amazon servers, storage, etc.
- Expertiserror bedrijf
-bedrijf
- Groei
- Eenvoudig en betrekken
- Visie
- Ontwikkeling van visie
- Netwerk bedrijf
- Netwerk bedrijf
- Netwerk bedrijf
- Netwerk bedrijf
- Netwerk bedrijf
- Netwerk bedrijf