

Data-Driven Business Model Innovation

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OBERÖSTERREICH

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Key Insights from Qualitative Research

- Understand ecosystem relationships → The Market-Sided Extended CANVAS highlights direct customers, intermediaries, & end customers, emphasizing stakeholder value creation.
- Assess sustainability holistically → The Sustainable Value Added (SUVA) integrates financial, environmental, & social dimensions, systematically assessing corporate sustainability strategies.
- Guide business model innovation (BMI) → The Six-Phase Process Model extends approaches with lifecycle analysis, competitor analysis, & roadmapping, supporting incumbents' BMI.
- Identify essential capabilities → The Value-Added Conceptual Framework integrates dynamic capabilities (DCs) into data-driven BMI, guiding incumbents to define, identify, and deploy DCs.
- Uncover capability interactions → The DC-Based Process Model conceptualizes how datadriven technologies drive sustainable BMI, revealing capability interactions.

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Basic Concept of SUVA

SUVA contains KPIs, categories, subcategories, and indicators and can be weighted

$$X = \alpha_{Y_1}Y_1 + \alpha_{Y_2}Y_2 + \ldots + \alpha_{Y_N}Y_N$$

whereby
$$\alpha_{Y_1} + \alpha_{Y_2} + \ldots + \alpha_{Y_N} = 1$$

$$\alpha_{Y_1} > 0, \, \alpha_{Y_2} > 0, \, ..., \, \alpha_{Y_N} > 0$$

4

Indicators can be "the higher the better" or "the lower the better"





Process Model for Iterative BMI of Incumbents



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5

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Mapping DCs for Value Creation Across BMI Phases

Value enablers Value makers Value outcomes Digitalization Platformization Sustainability -Strategic perspective capability -Business foresight capability -Economic value capture, creation, & -IT capability -Platform thinking capability delivery -Data management capability -Platform management capability -Environmental value capture, -Logistics capability creation, & delivery IoT -Orchestration capability -Social value capture, creation, & -IoT capability deliverv Servitization -Cloud computing capability -Product-service systems capability AI -Adaptive capability -Modeling capability Sharing economy -ML capability -Data analytics capability -Data science capability -Blockchain technology capability -Data analytics capability **Big data** -Data analytics capability -Cloud computing capability Mobile networks -Service innovation capability -Capability to match value proposition & customer needs

6



Mapping DCs for Value Creation Across BMI Phases



7





Implementation

Value outcomes

- -Define the current customer segments, their needs
- -Get an agreed understanding of the current BM outcome
- -Define the current value capture mechanisms

Value makers

- -List the current used BM archetypes and describe them.
- Identify current used patterns, building blocks, or frameworks and their key enablers
- -Search for tensions between the current value makers and the desired outcome of the current BM

Value enablers

- -Shortlist existing DCs to set up enablers, value makers, and outcomes in the current BM
- -Create a DC matrix and match enabler DCs with value makers and outcomes in the existing BM
- -Identify gaps in the current DC deployment
- -Varify the current DC matrix against the outcome definition

Value outcomes

- -Identify potential new customer segments, their needs, and
- corresponding value propositions
- -Generate ideas for potential outcomes, which potentially generate added value for the customers
- -Identify potential new value capture mechanisms for the company
- -Prioritize potential implementation sequence

Value makers

- -List potential new BM archetypes and describe them
- Identify potential new patterns, building blocks, or frameworks and their key enablers
- -Search for potential tensions between the potential value makers and the potential new BM

Value enablers

Identify newly to develop DC to implement a potential new BM
Create a DC matrix and match enabler DCs with value makers and outcomes in the existing BM
Identify gaps in the current DC

deployment

Value outcomes

- -Describe the customer segments and their needs in detail and write a draft for the new BM
- -Describe the desired outcome of the new BM that creates added value for the customer
- -Define and describe the value capture mechanisms for the company
- -Define implementation sequence and tasks

Value makers

- -Substantiate the BM archetypes which should be used in the new BM
- -Describe the patterns, building blocks, frameworks, and their key
- enablers that should be used -List potential tensions between the
- value makers and the new BM

Value enablers

- -Create a list of DCs which must be established to create the value makers and achieve the outcome
- -Create the DC matrix and assign the enabler DCs with value makers and outcomes in the new BM
- -Identify DC deployment gaps for the new BM

Value outcomes

- -Execute value delivery measures for the new BM
- Ensure the desired outcome of the new BM that creates added value for the customer
- -Establish value capture mechanisms for the company
- -Execute the defined implementation sequence and tasks for the new BM

Value makers

- -Transfer the BM archetypes from the old to the new BM
- -Implement the patterns, building blocks, frameworks and their key enablers for the new BM
- -Monitor potential tensions between the value makers and the new BM

Value enablers

- -Build the DCs which must be established to create the value makers and achieve the outcome
- -Monitor the DC matrix to set up enabler DCs for value makers and outcomes in the new BM
- -Identify DC deployment gaps for the new BM and demount them

DC-Based Process Model for Data-Driven Sustainable BMI



Contact Information



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10 Josef Ressel Centre for Data-Driven Business Model Innovation