



ProBM 2

COMPARATIVE REPORT FROM INTERVIEWS

Understanding and Developing
Business Models in the Globalisation Era

No.2019-1-PL01-KA204-064951

ProBM 2

15-05-2020



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1. INTRODUCTION

“Understanding and Developing Business Models in the Globalisation Era”, is an Erasmus+ Project that brings together Universities and businesses from **Malta, Poland, Italy, Greece, Portugal, Switzerland and Romania**. The ProBM2 project is a continuation of the ProBM project “Understanding and Developing Business Models” (Erasmus+), in which the partners developed a compendium of business models for entrepreneurs.

The main objective of the ProBM 2 project is to increase the skills and knowledge of adult educators and training providers in teaching business models. Acquired knowledge and skills will directly contribute to the design and use of an optimal business model by the beneficiaries (entrepreneurs, prospective entrepreneurs, business owners, business managers) in their present or future enterprises.

The first phase of the project involved a questionnaire which was designed to gather information about the knowledge, understanding and use of business models in practice. The results will be used for the development of the business models training program for entrepreneurs and adult educators.

Those eligible to participate include directors, entrepreneurs, business owners, business managers, head of business or head of human resources who are involved with managing microenterprises and SMEs (an enterprise with between 1 and 250 employees) that has been in operation for a minimum of 5 years.

The research gathered responses from 5-11 respondents, who completed a survey about business models. The questionnaires were conducted electronically (via e-mail, Skype, Google Drive) and face-to-face. The number of interviews per countries were the following:

- 8 in Poland,
- 11 in Malta,
- 9 in Greece,
- 8 in Portugal,
- 5 in Switzerland,
- 8 in Romania,
- 6 in Italy.

The total number of interviews conducted is 55. Some questions were not answered by all the respondents. The number of answers is indicated in the “Total” summary in each question.

The survey took place in March 2020. This report summarizes the answers of the whole sample. The results of the study are presented on the following pages.

2. RESULTS

The questionnaire was divided into 4 blocks:

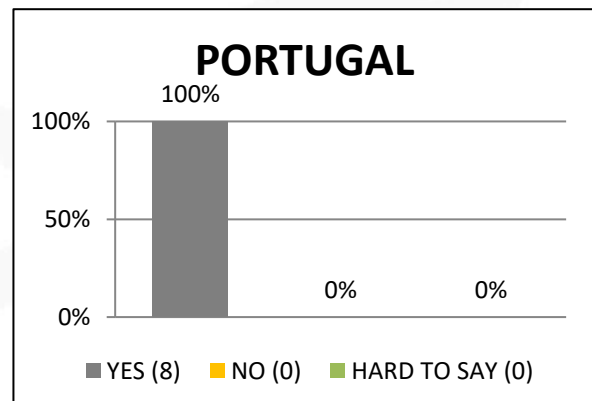
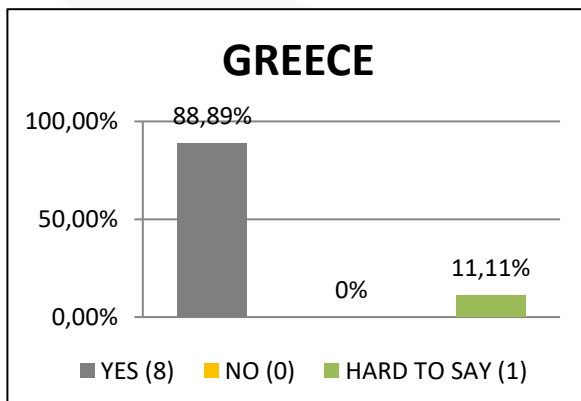
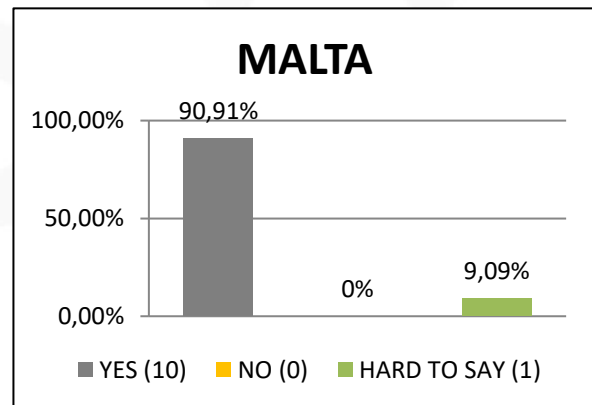
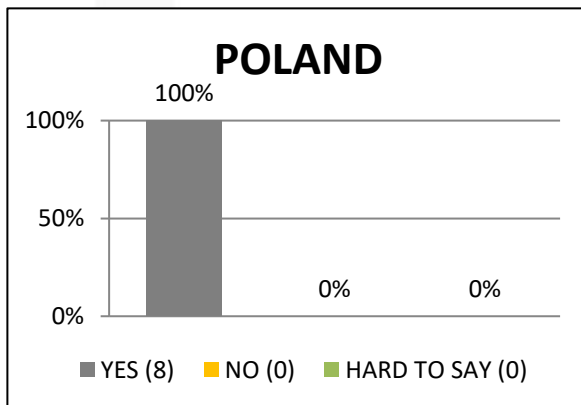
- BLOCK 1: General knowledge and opinions on business models
- BLOCK 2: Business model in your company
- BLOCK 3: Elements of business models
- BLOCK 4: Company and interviewee profile

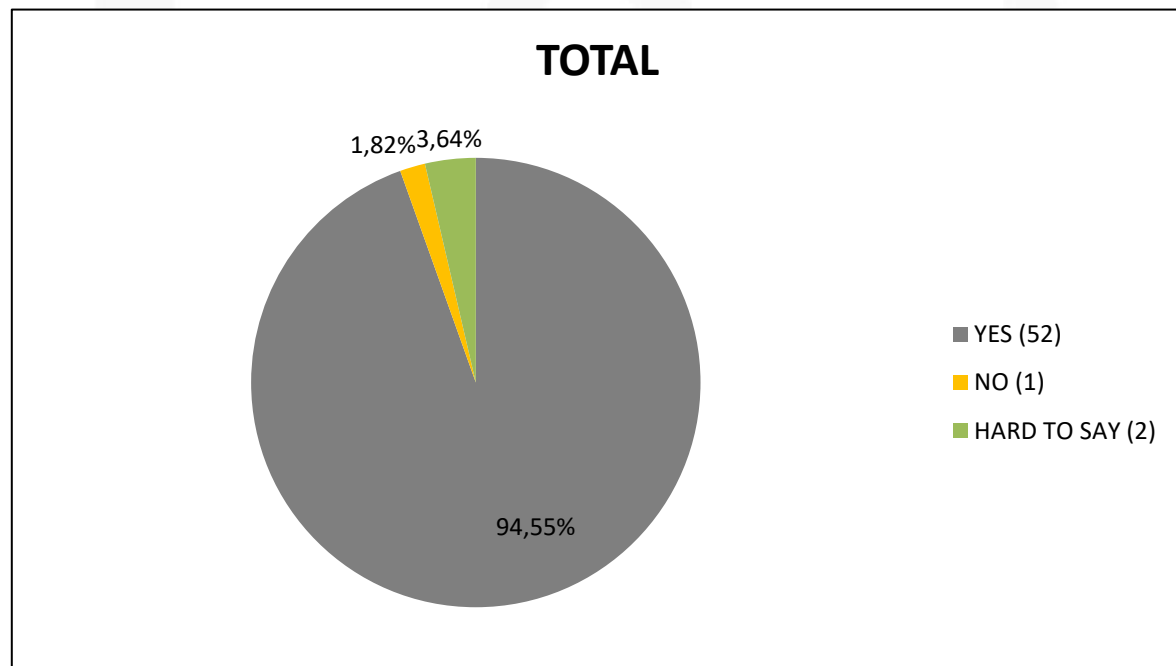
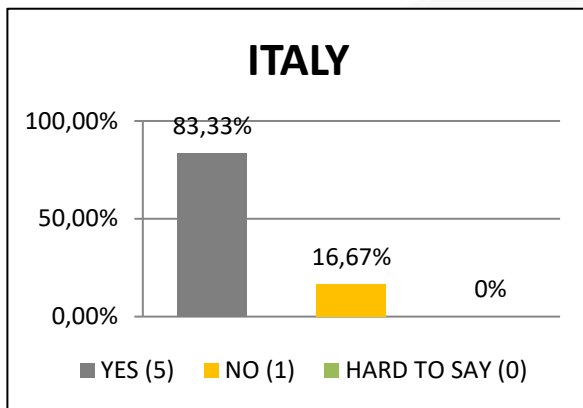
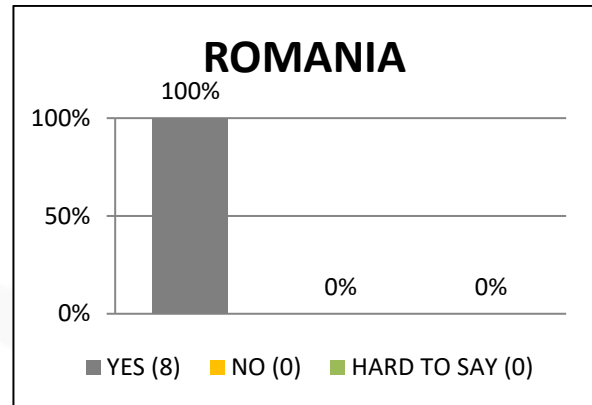
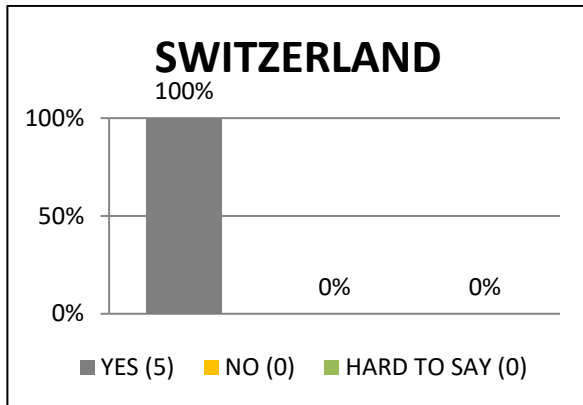
BLOCK 1

GENERAL KNOWLEDGE AND OPINIONS ON BUSINESS MODELS

QUESTION 1:

Do you know what a business model is?

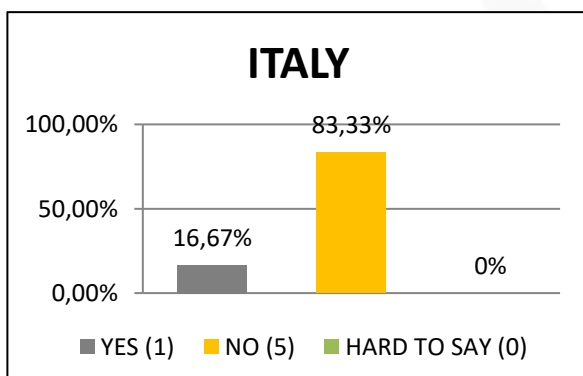
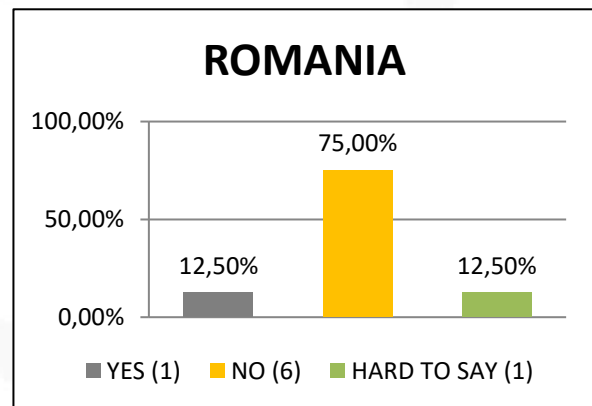
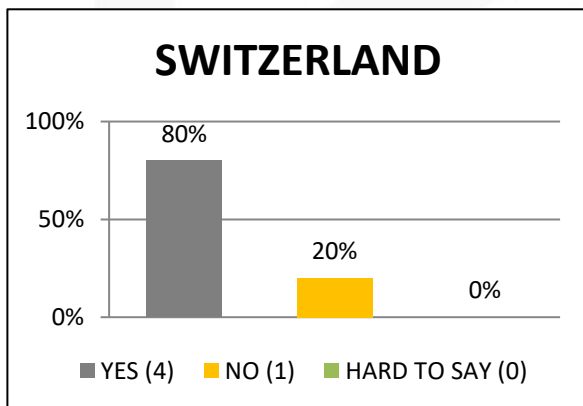
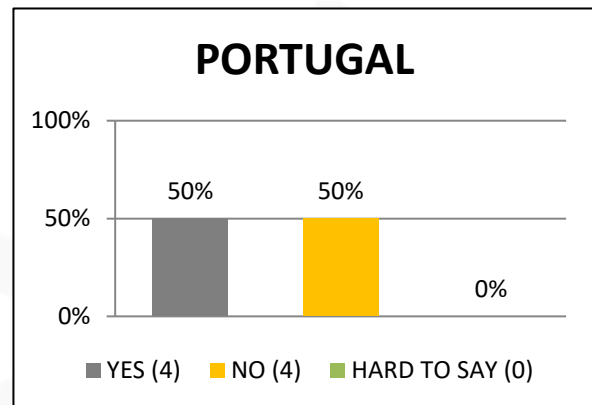
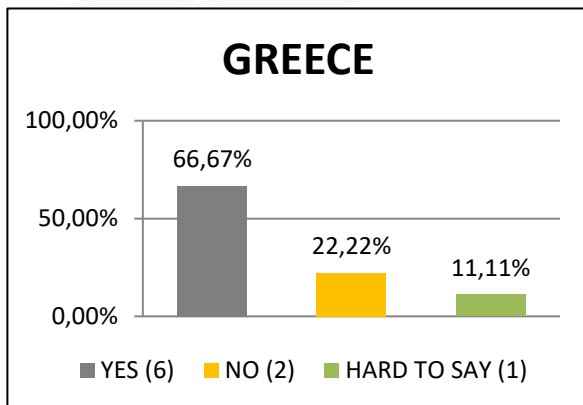
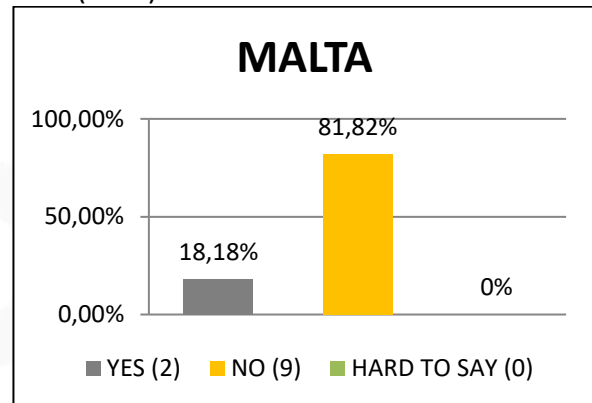
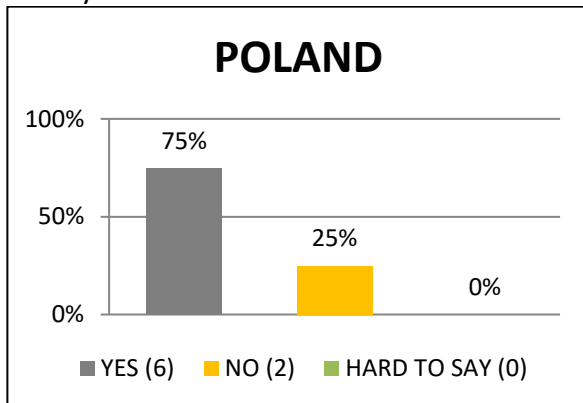


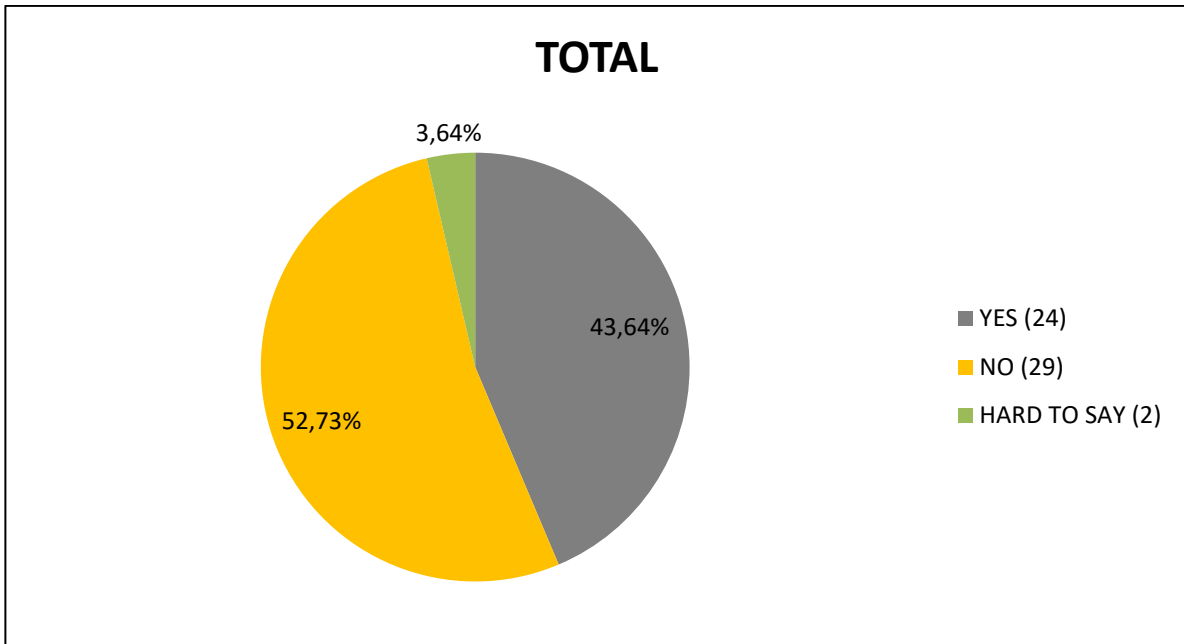


Out of 55 responses from all countries, fifty-two (52 – 94,55%) were positive (Yes), one (1 – 1,82%) was negative (No), and two respondents (2 – 3,64%) were indecisive (Hard to say). This shows that almost all of the interviewees claimed to have knowledge of what a business model is.

QUESTION 2:

Have you ever heard about Business Model Canvas (BMC)?

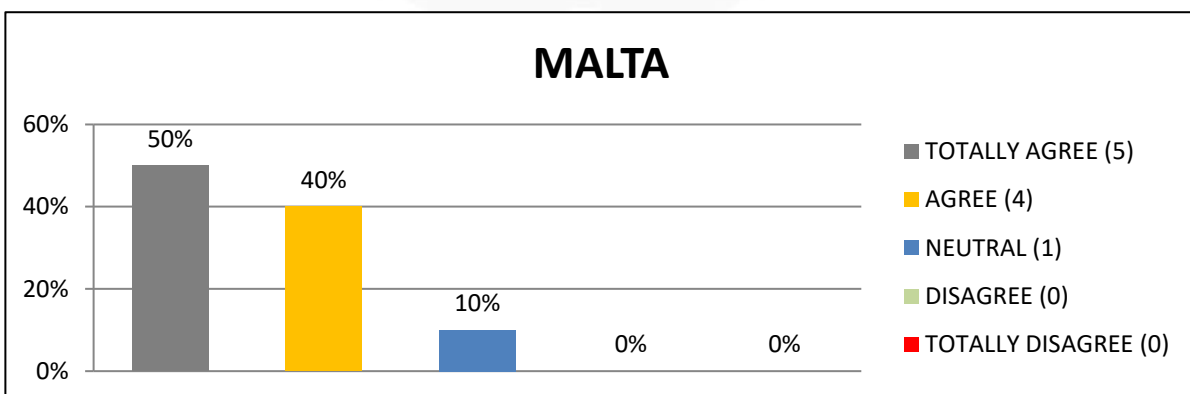
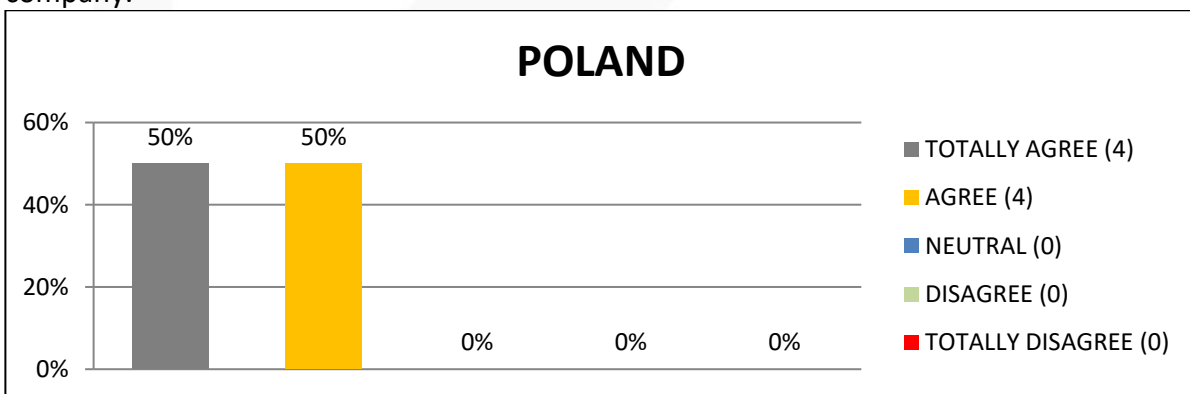


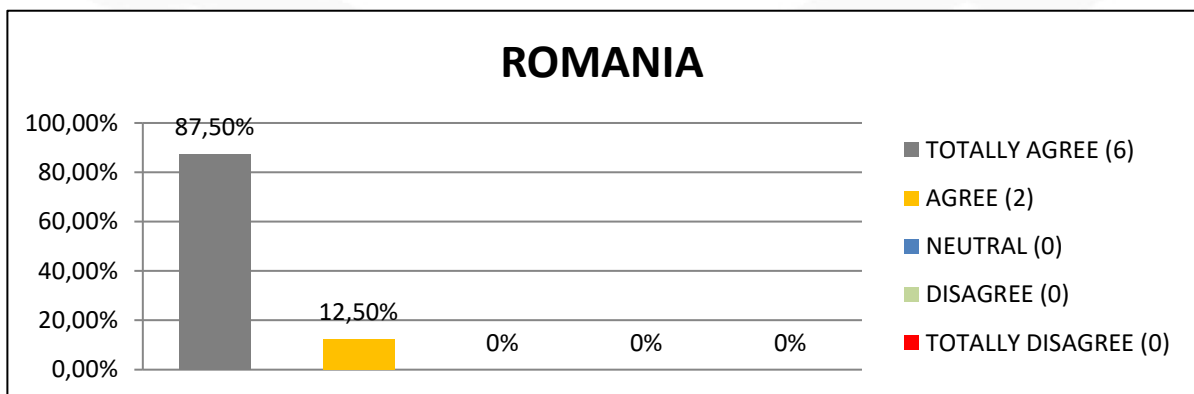
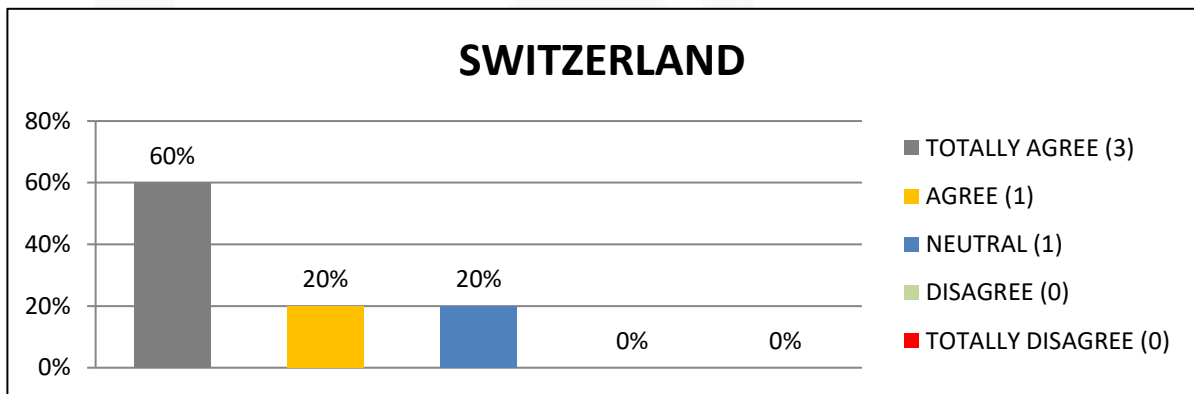
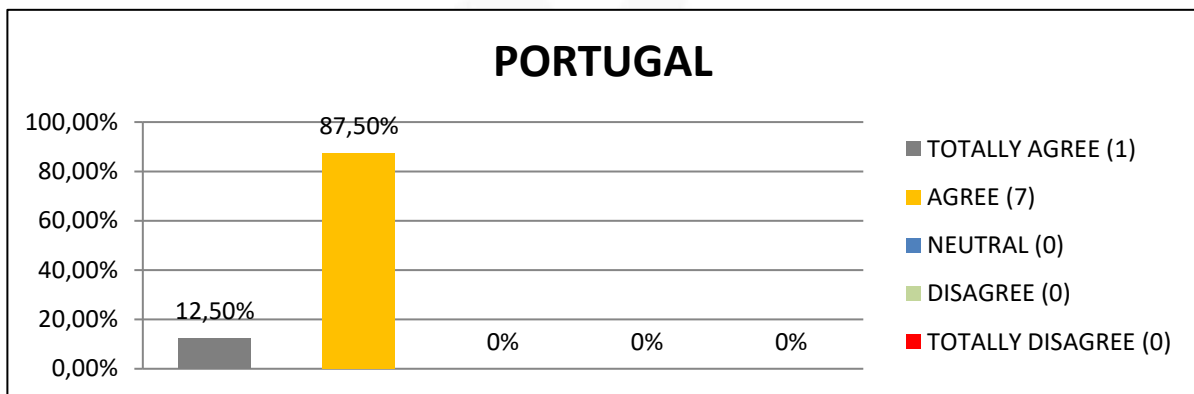
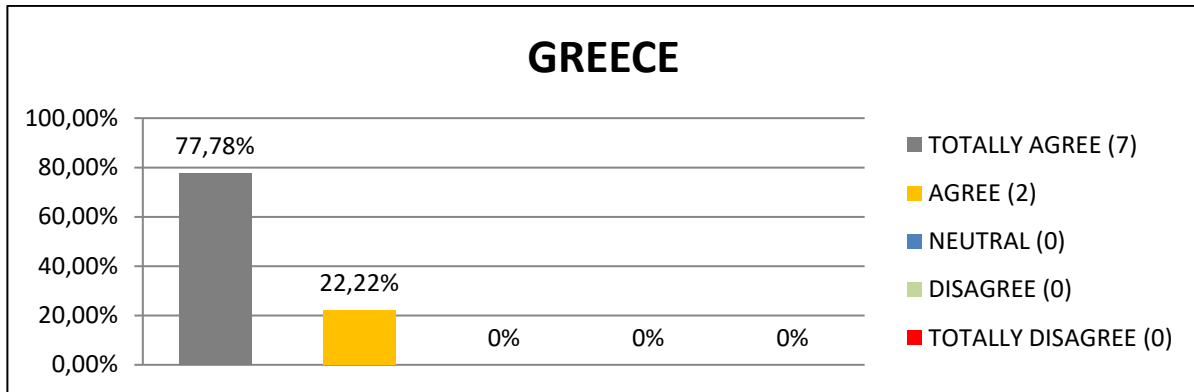


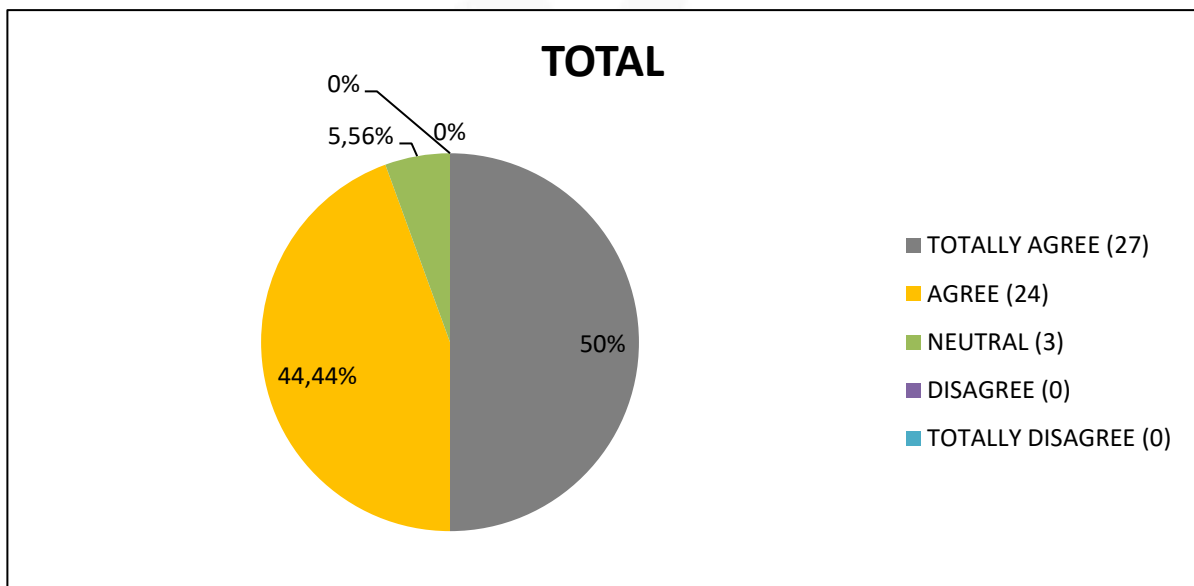
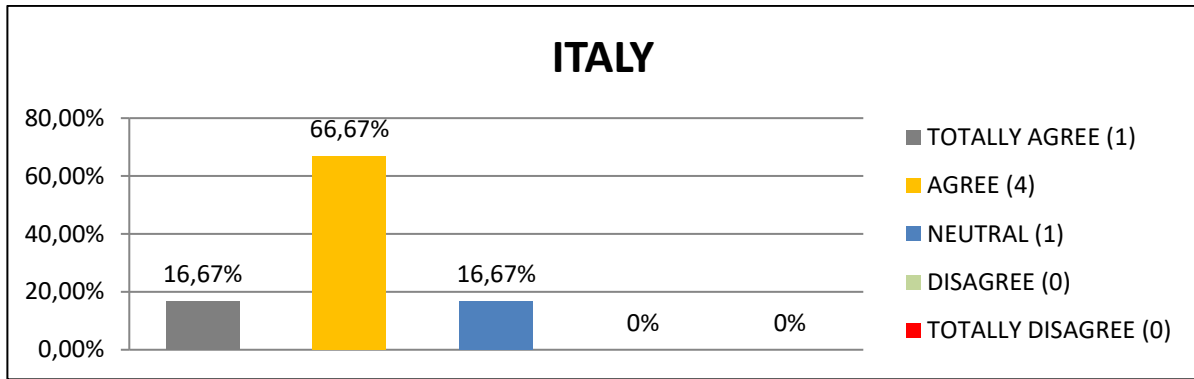
Out of 55 responses from all countries twenty-four (24 – 43,64%) were positive (Yes), twenty-nine (29 – 52,73%) were negative (No), and two (2 – 3,64%) were indecisive (Hard to say). This shows that almost half of the participants have never heard of the Business Model Canvas.

QUESTION 3:

The development of the business model is crucial towards contributing to the success of a company.



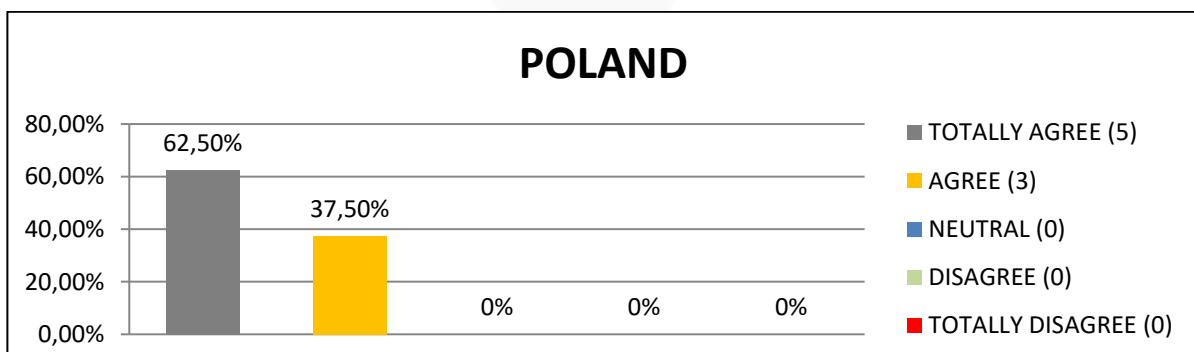


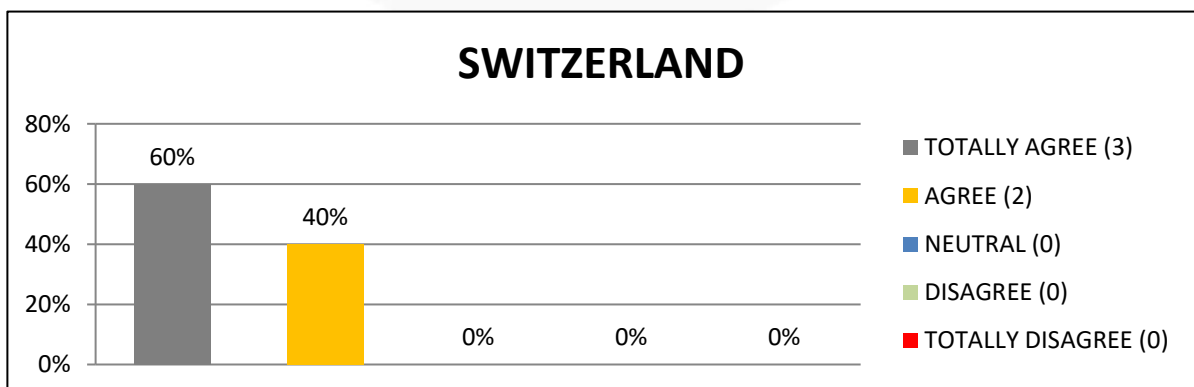
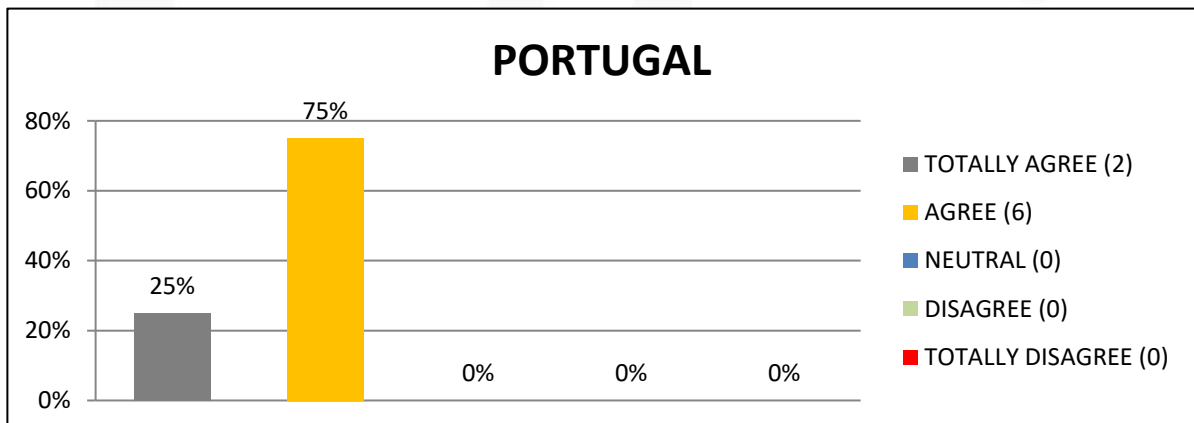
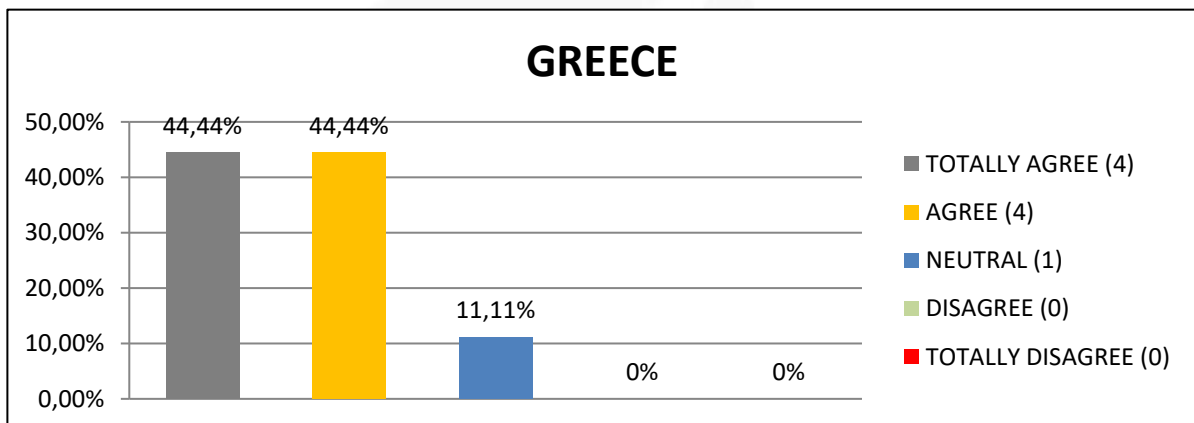
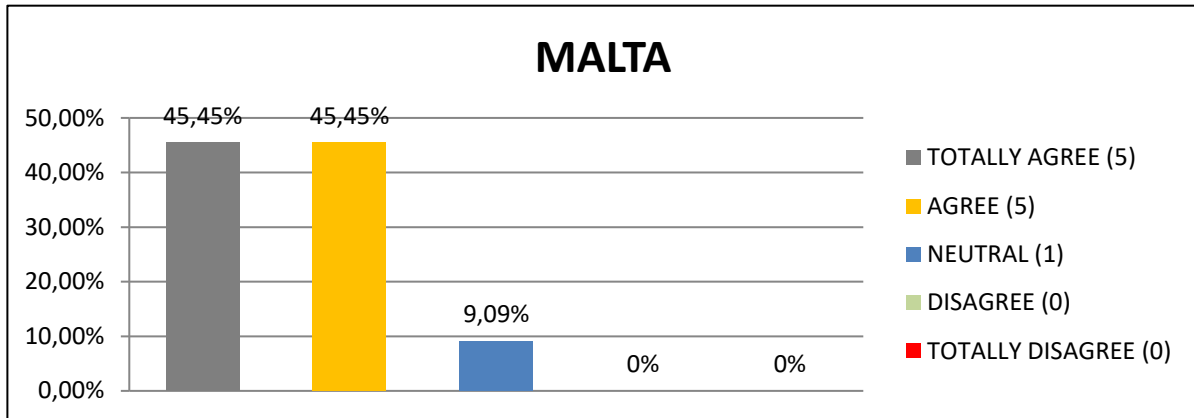


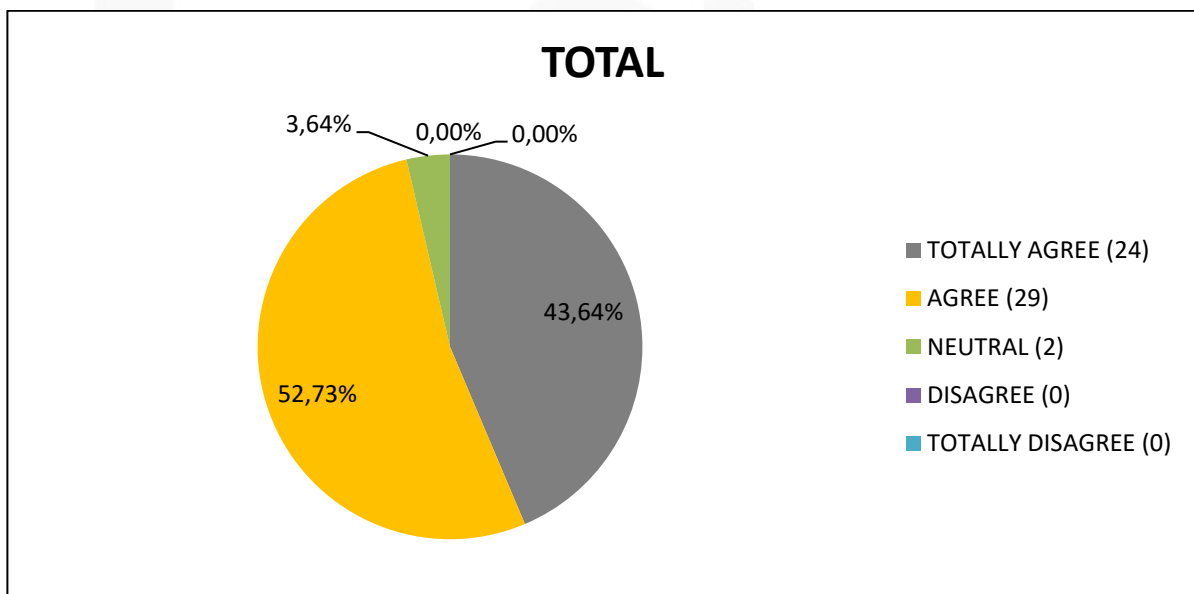
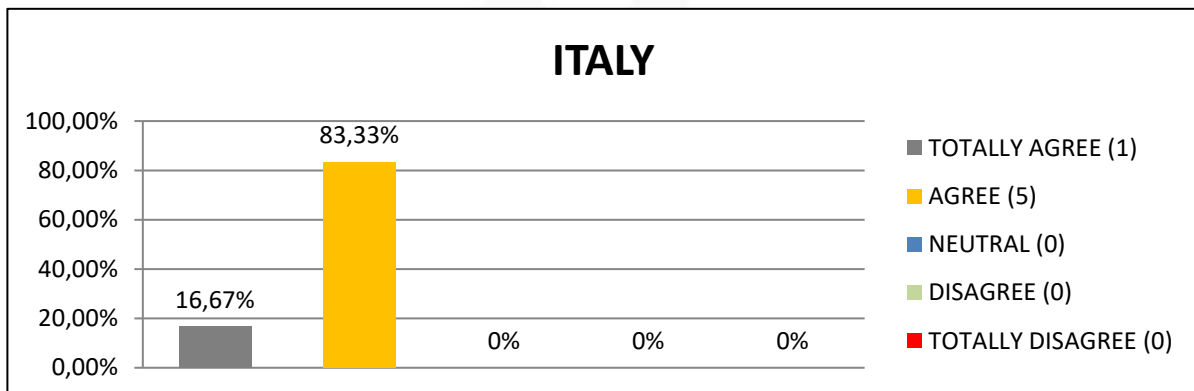
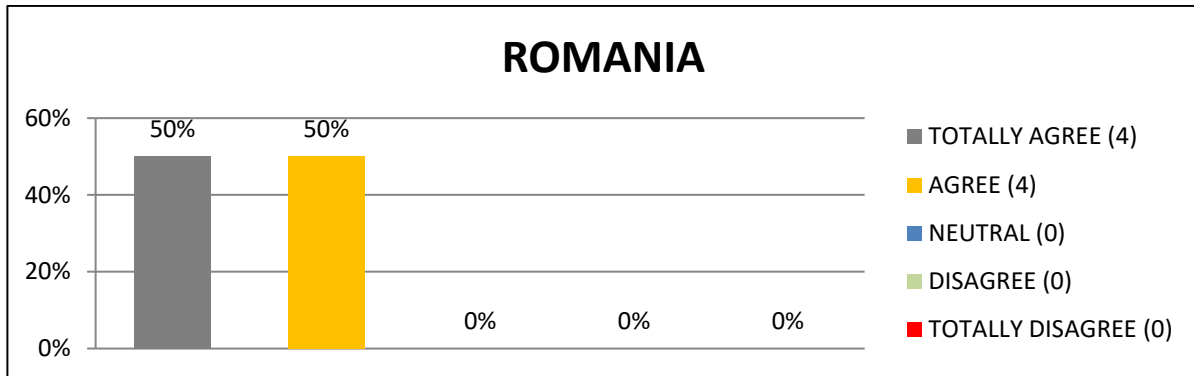
The participants were asked whether they agreed with the statement *The development of the business model is crucial towards contributing to the success of a company* on a one-to-five (1-5) Likert scale, with One being Totally Agree and Five being Totally Disagree. Out of fifty-four (54) responses, twenty-seven (27 – 50%) were marked as Totally Agree (One), twenty-four (24 – 44,44%) were marked as Agree (Two), and three (3 – 5,56%) were marked as Neutral (Three). The above shows an understanding of the importance of a business model in terms of a business’s success.

QUESTION 4:

The use of a good business model improves the situation of an enterprise/organisation on the market.



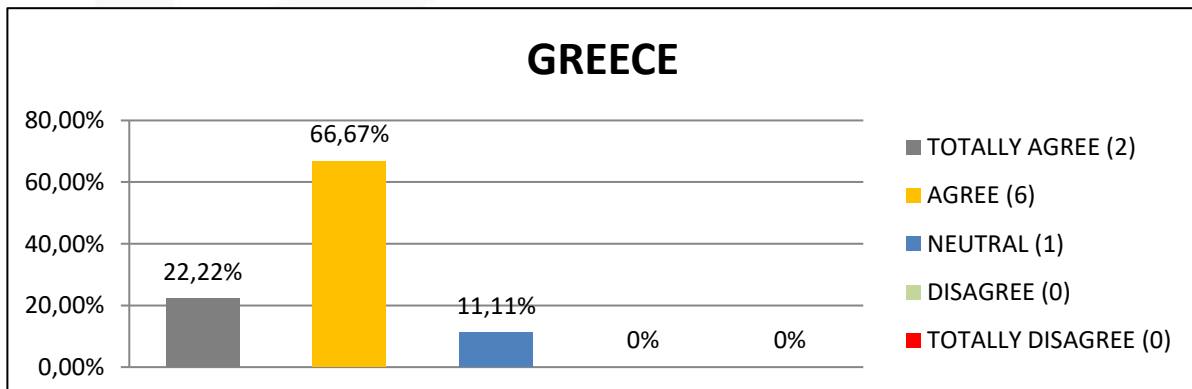
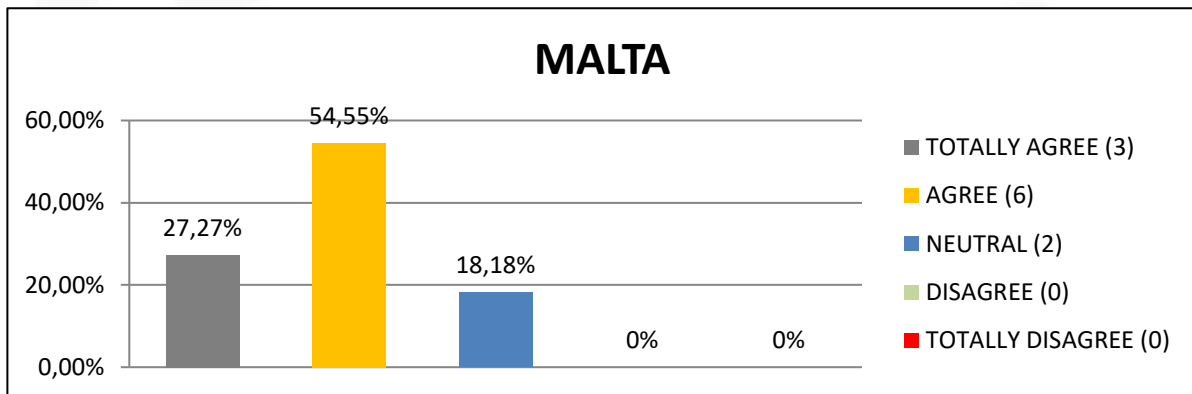
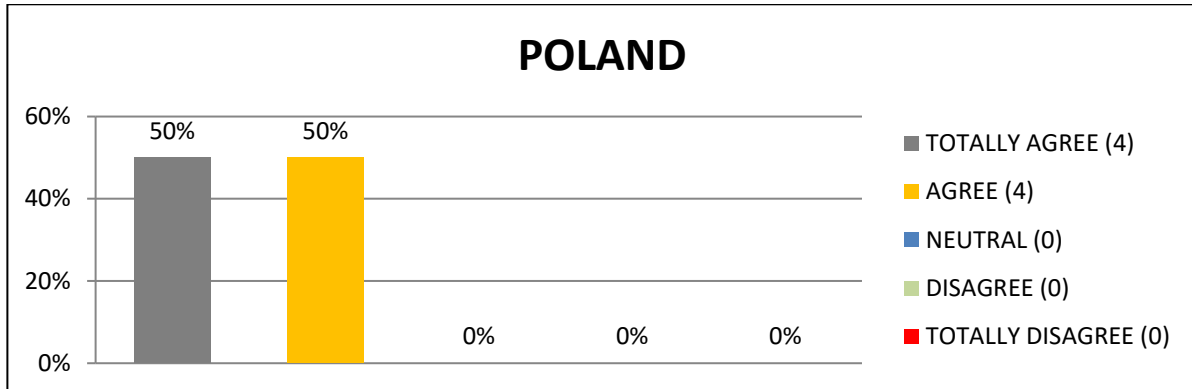


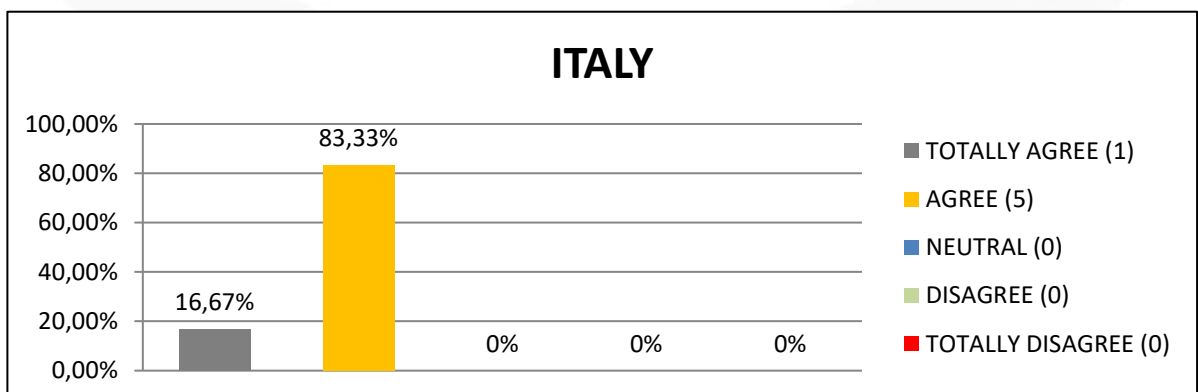
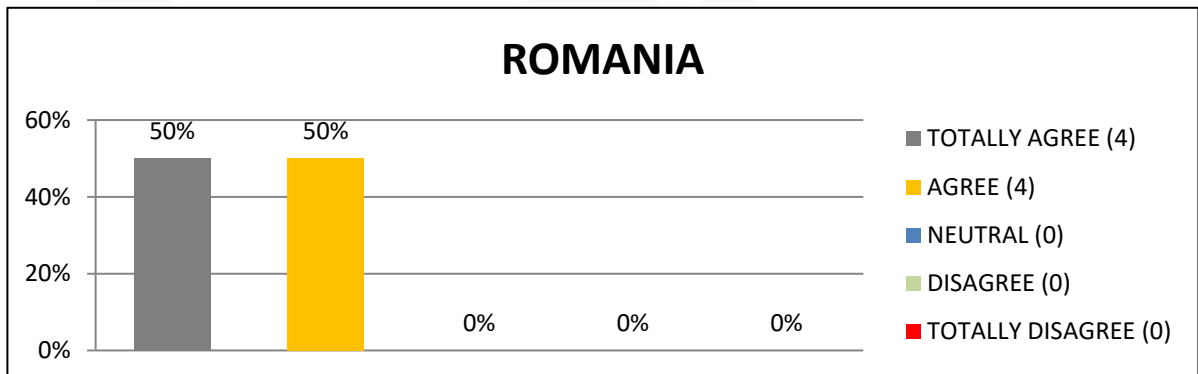
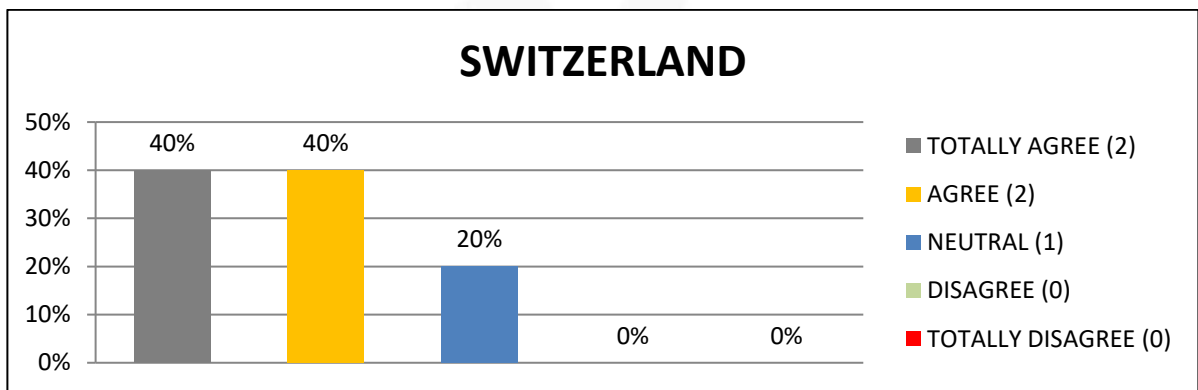
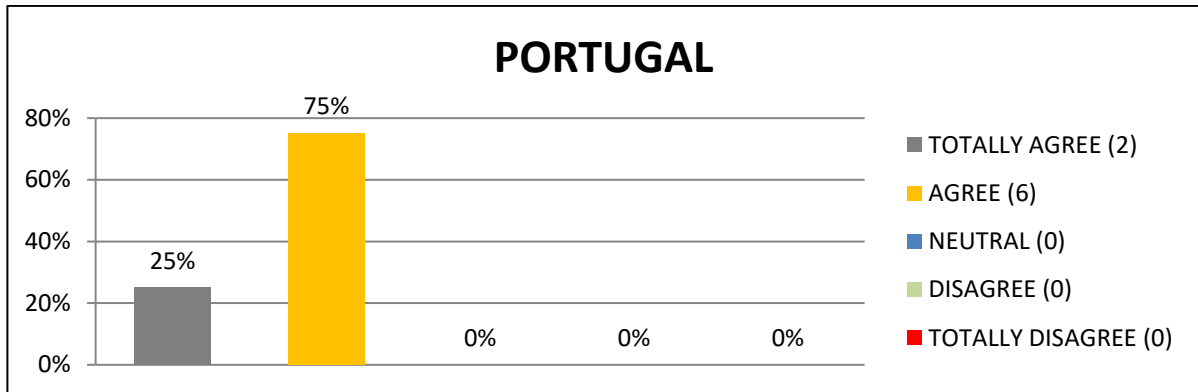


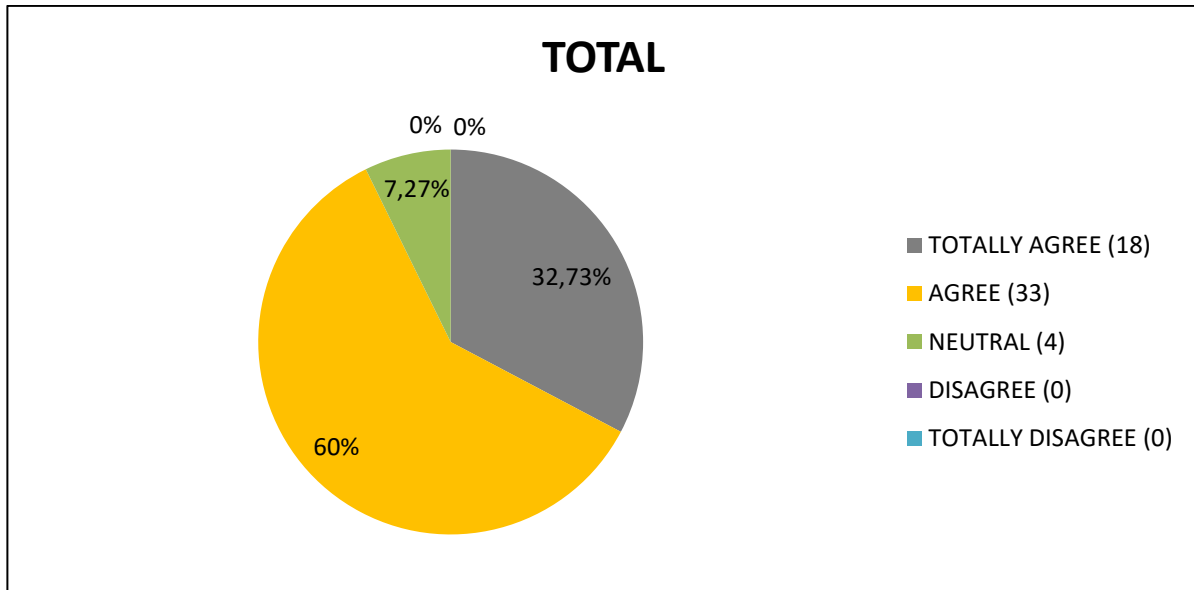
The participants were asked whether they agreed with the statement *The use of a good business model improves the situation of an enterprise/organization on the market* on a one-to-five (1-5) Likert scale, with One being Totally Agree and Five being Totally Disagree. Out of fifty-five (55) responses, twenty-four (24 – 43.64%) were marked as Totally Agree (One), twenty-nine (29 – 52.73%) were marked as Agree (Two), and two (2 – 3.64%) were marked as Neutral (Three). The results of this question positively echo those of the previous one, with the addition of the importance of a quality business model, rather than just the existence of one, and the effect one might have to the success of the business.

QUESTION 5:

The increase in knowledge on business models reduces barriers to starting or/and improving own business.





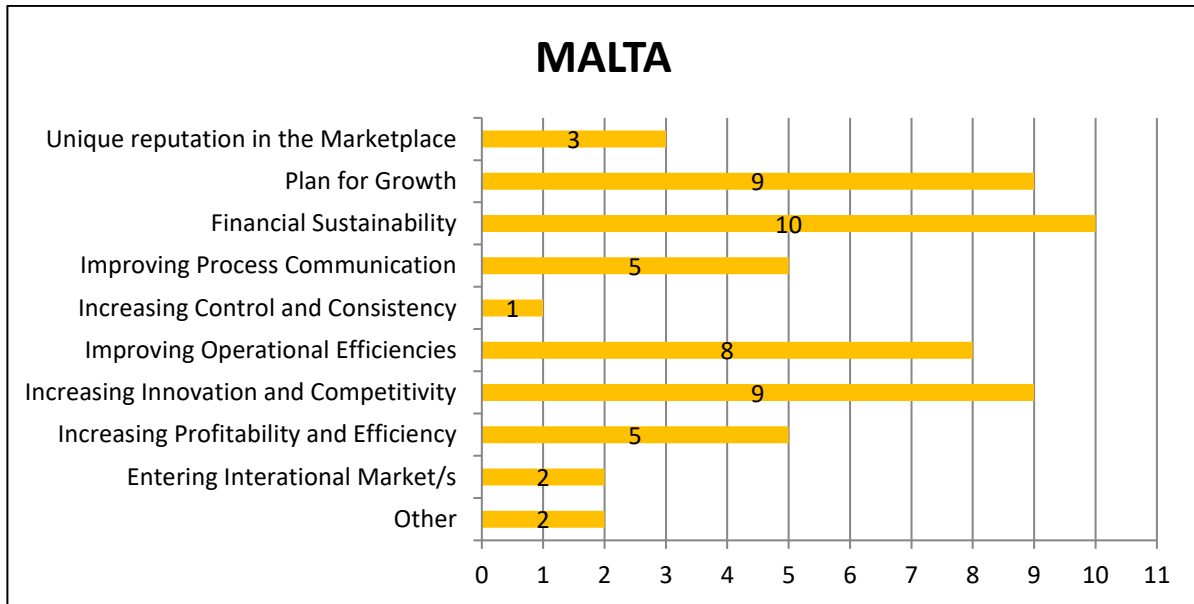


The participants were asked whether they agreed with the statement *The increase in knowledge on business models reduces barriers to starting or/and improving own business* on a one-to-five (1-5) Likert scale, with One being Totally Agree and Five being Totally Disagree. Out of fifty-five (55) responses, eighteen (18 – 32,73%) were marked as Totally Agree (One), thirty-three (33 – 60%) were marked as Agree (Two), and four (4 – 7,27%) was marked as Neutral (Three). The overwhelmingly positive results show an appreciation for the importance of Business Models in business, this time in terms of business process improvement and/or starting a business.

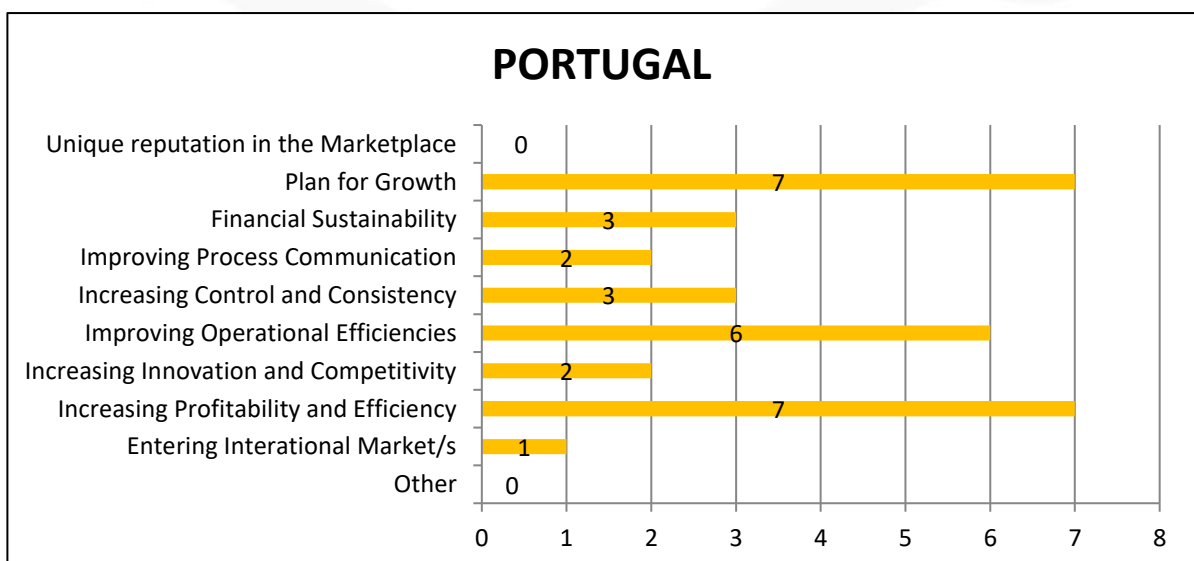
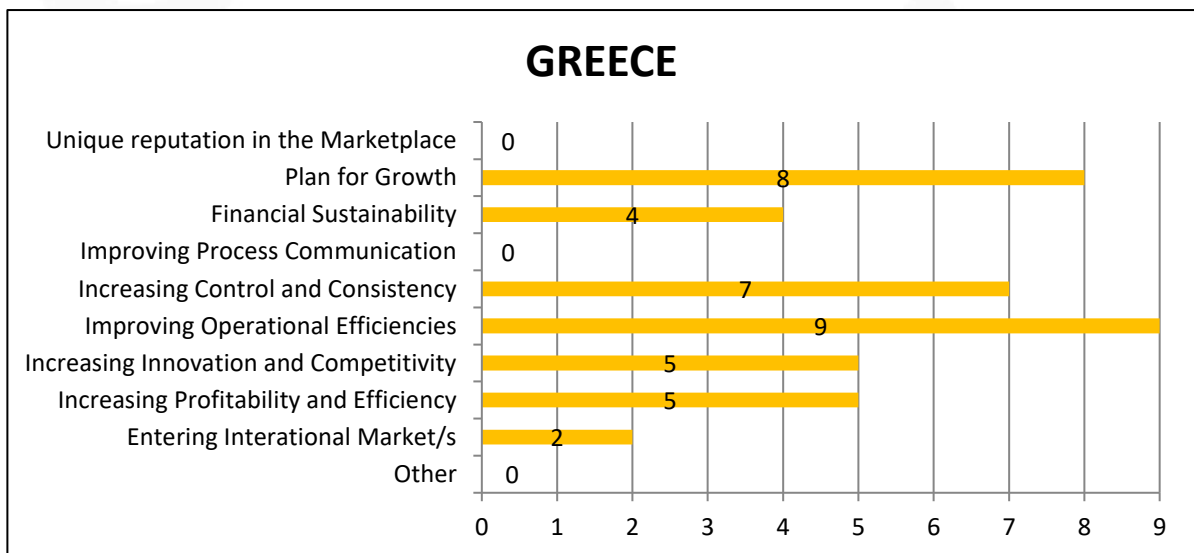
QUESTION 6:

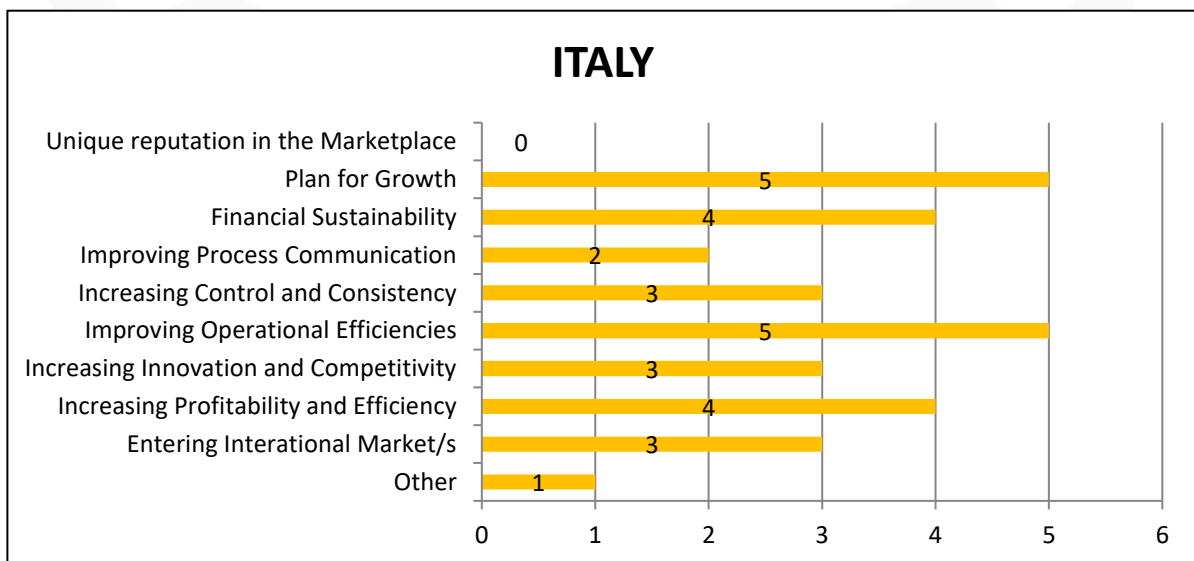
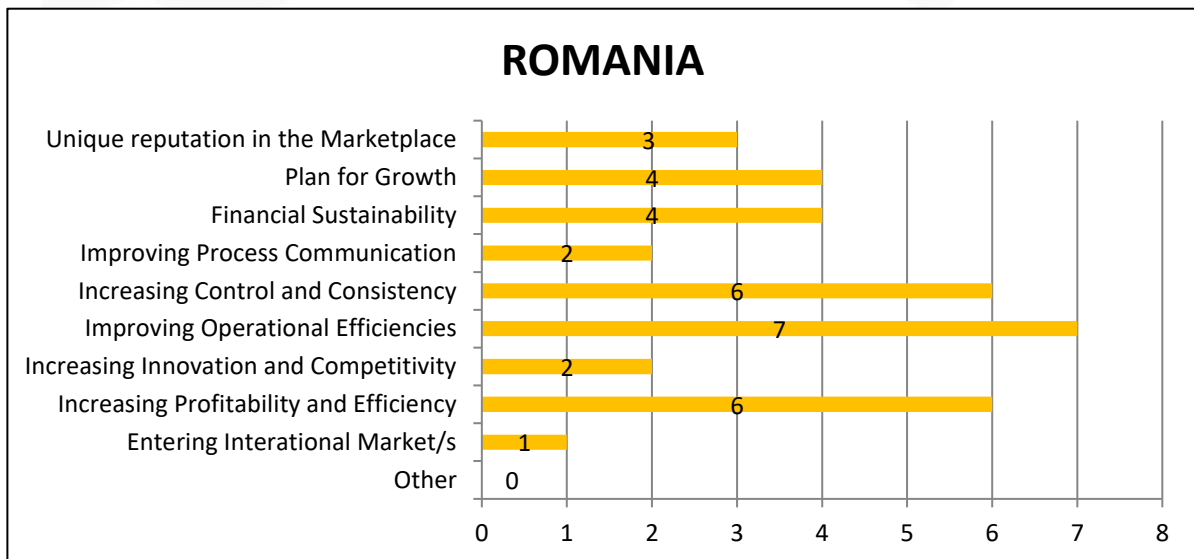
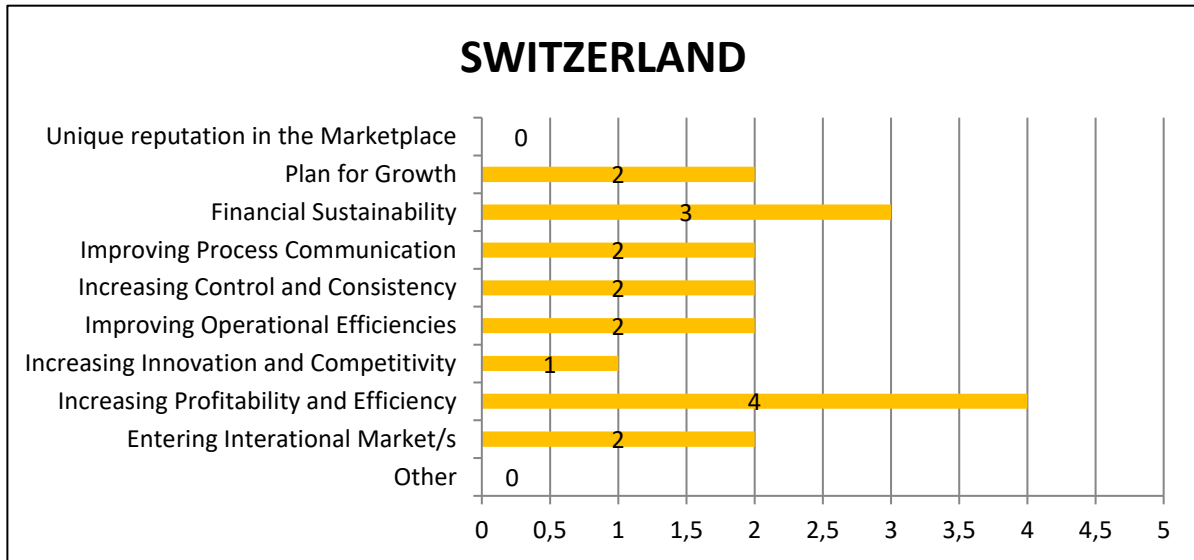
Could you define the benefits of using business models? Please list up to 5 most relevant benefits.



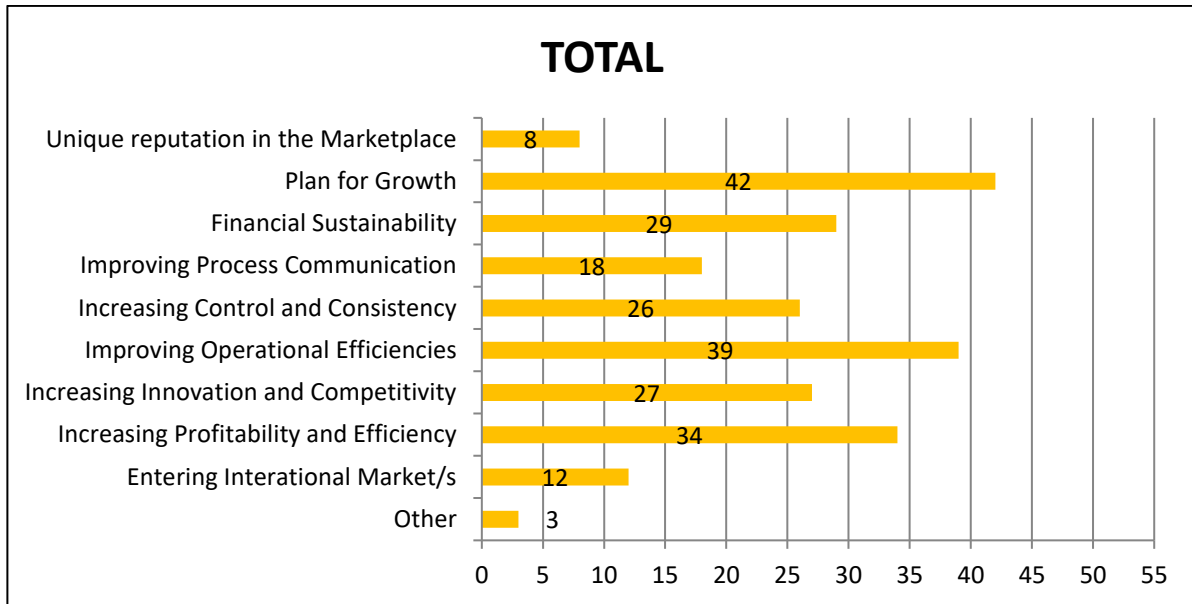


Other: 1) May help one to self-reflect and delve into more detail on BM components;
 2) it works as a snapshot of how your BM was, it allows one to contrast current BM





Other: 1) Division of roles and responsibilities



Out of fifty-five (55) responses, moving from the highest to the lowest priority, forty-two (42 – 76,36%) votes were given to 2. *Plan for Growth*, thirty-nine (39 – 70,91%) votes were given to 6. *Improving Operational Efficiencies*, thirty-four (34 – 61,82%) were given to 8. *Increasing Profitability and Efficiency*, twenty-nine (29 – 52,73%) were given to 3. *Financial Sustainability*, twenty-seven (27 – 49,09%) were given to 7. *Increasing Innovation and Competitiveness*, twenty-six (26 – 47,27%) were given to 5. *Increasing Control and Consistency*, eighteen (18 – 32,73%) were given to 4. *Improving Process Communication*, twelve (12 – 21,82%) were given to 9. *Entering International Market/s*, eight (8 – 14,55%) were given to 1. *Unique Reputation in the Marketplace*, and three (3 – 5,45%) were given to 10. *Other*.

BLOCK 2

BUSINESS MODEL IN YOUR COMPANY

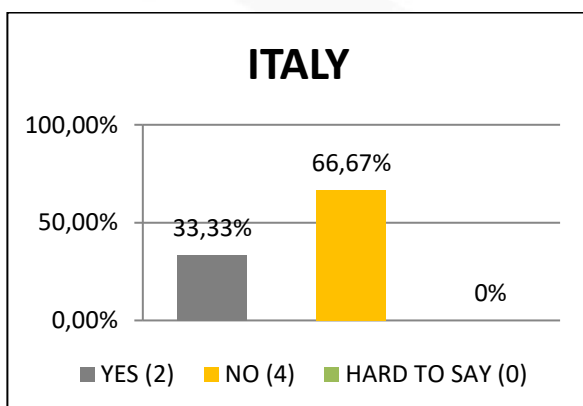
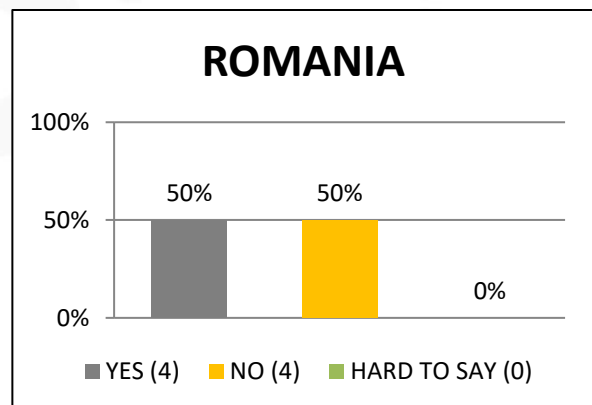
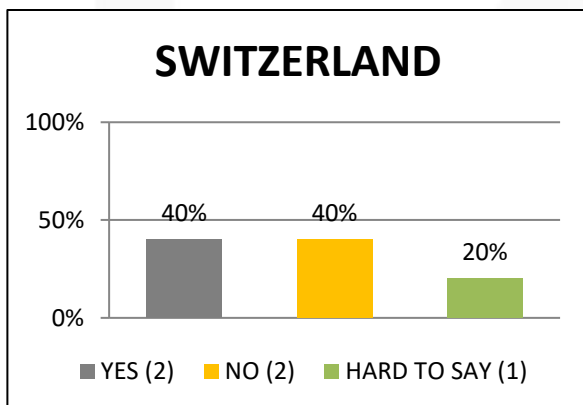
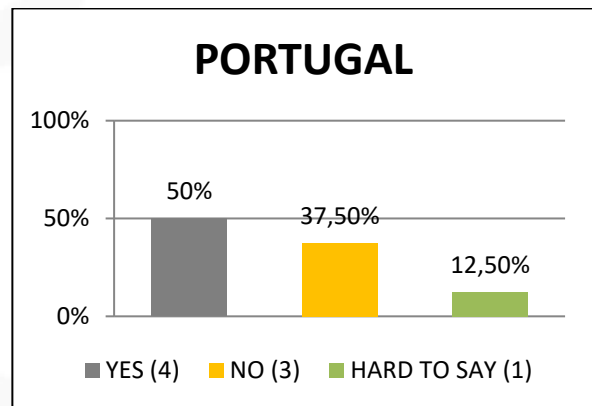
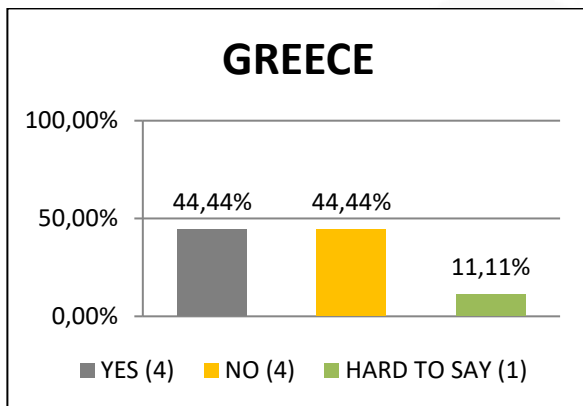
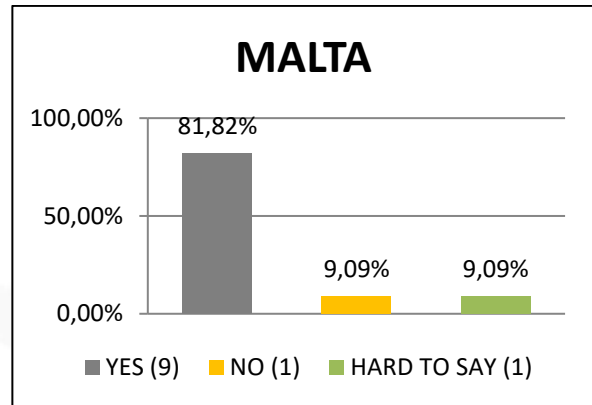
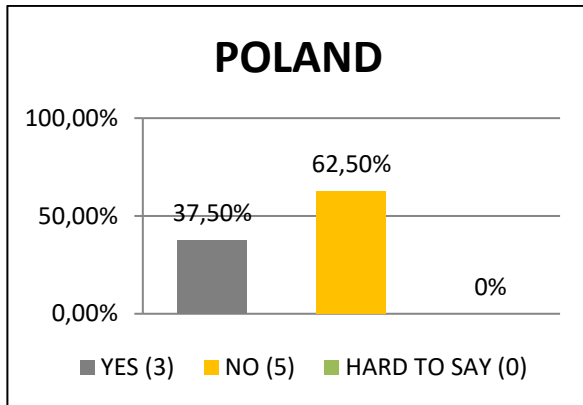
QUESTION 1:

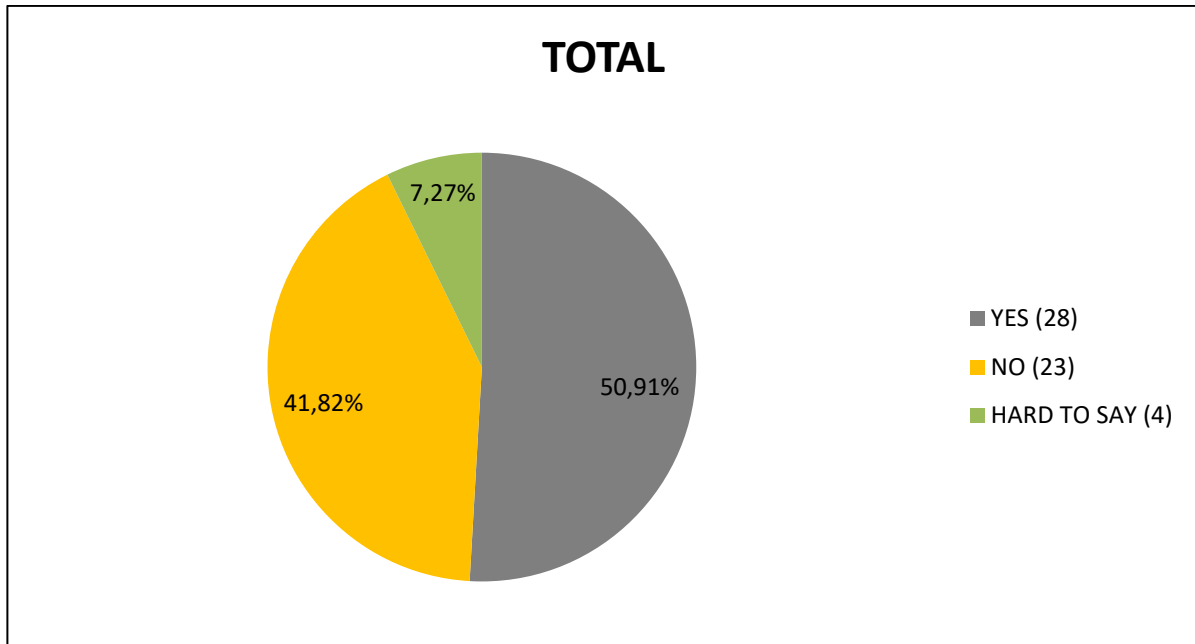
Did you apply business models within your company?

If “Yes” interviewee continues with question No 3

If “No” interviewee continues only with question No 2, then goes to Block 3

If “Hard to say” interviewee continues only with question No 2, then goes to Block 3

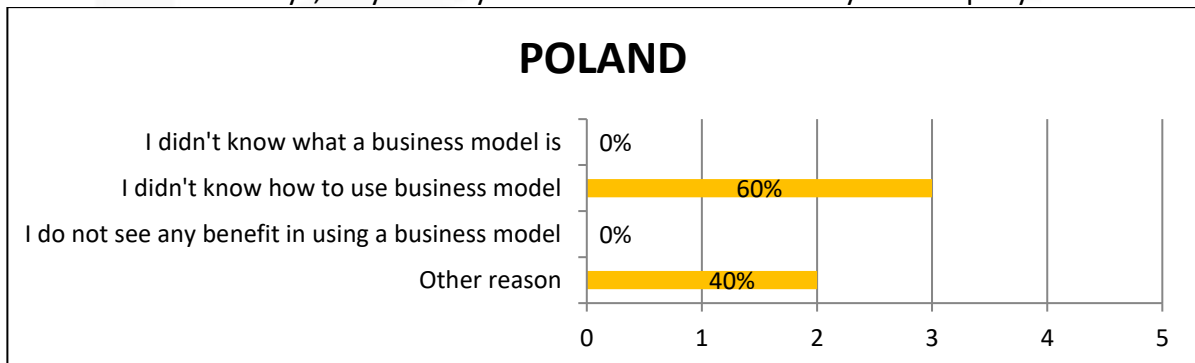




Out of fifty-five (55) responses, twenty-eight (28 – 50,91%) were positive (Yes), twenty-three (23 – 41,82%) were negative (No) and four (4 – 7,27%) was indecisive (Hard to say). While the participants seem to understand the importance of a Business Model, more than half of them do not use one.

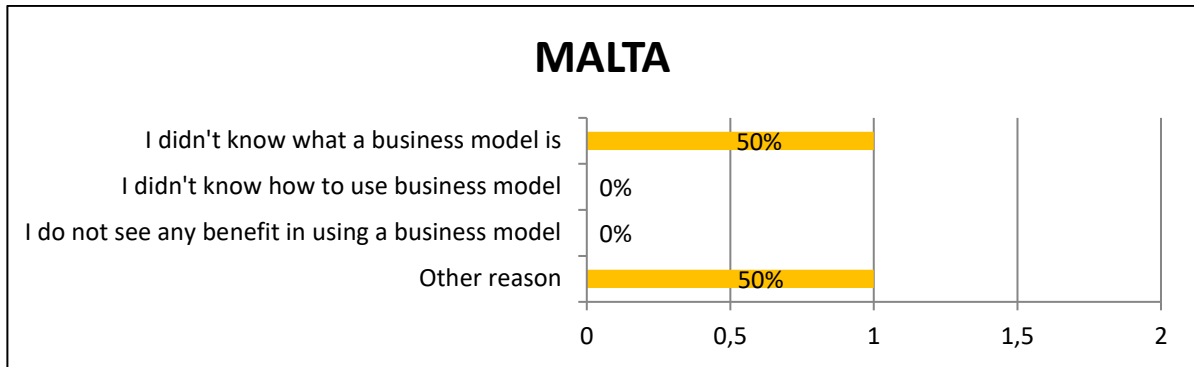
QUESTION 2:

If “No” or “Hard to say”, why didn’t you use a business model in your company?

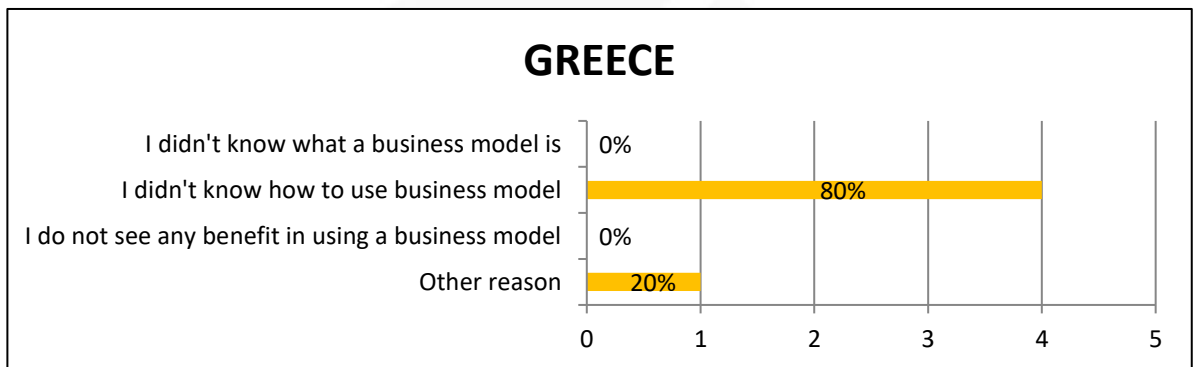


Other reason:

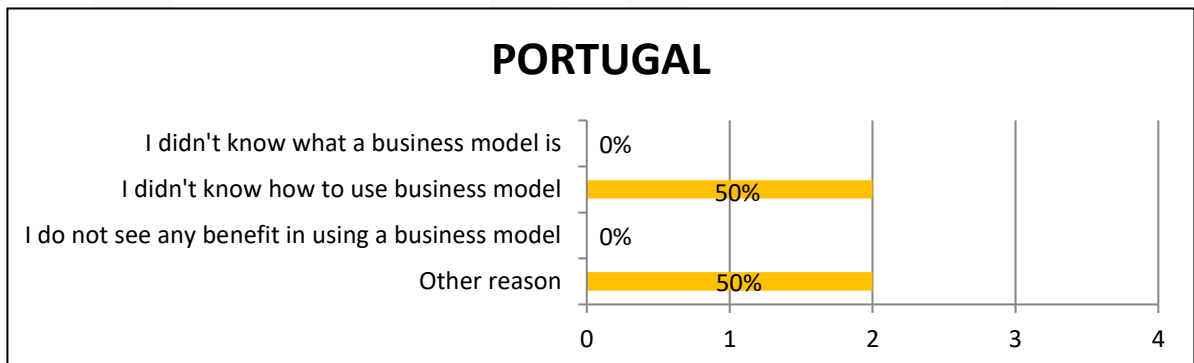
- 1) Early stage of business development and its specifics
- 2) Lack of knowledge of the management about this topic



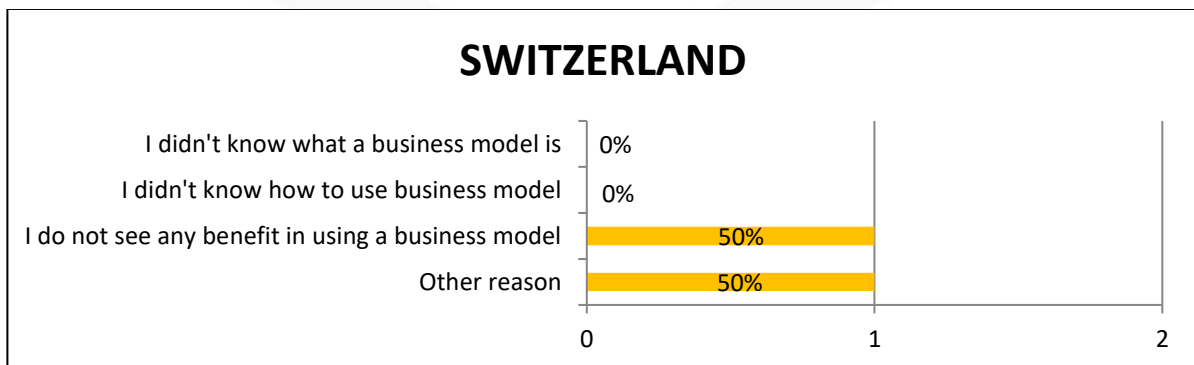
Other reason: 1) The focus of the company is mainly on Revenue streams, so not much emphasis has been placed on other elements of the BM.



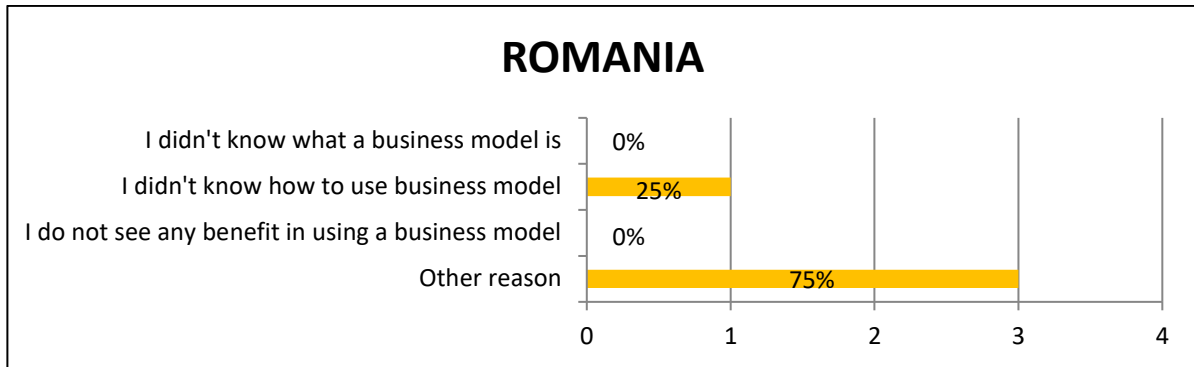
Other reason: 1) A change in leadership causing the adoption of a more non-structured business model.



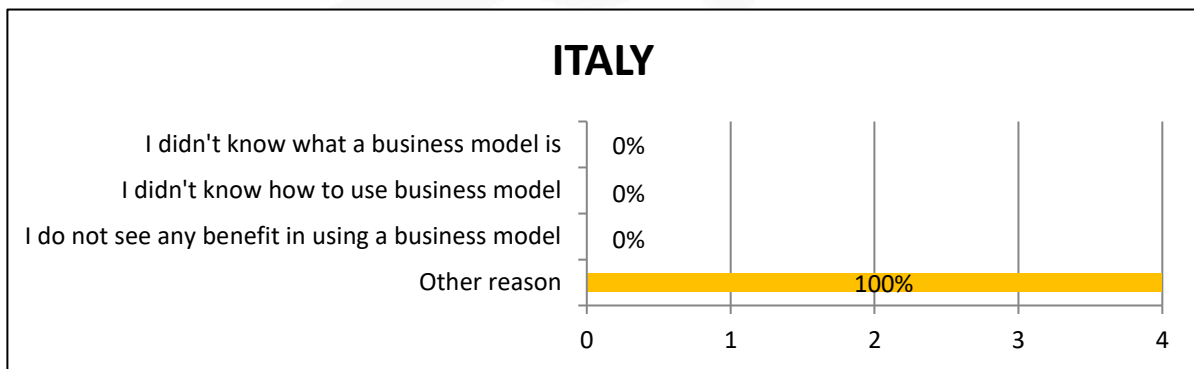
No other reasons were given



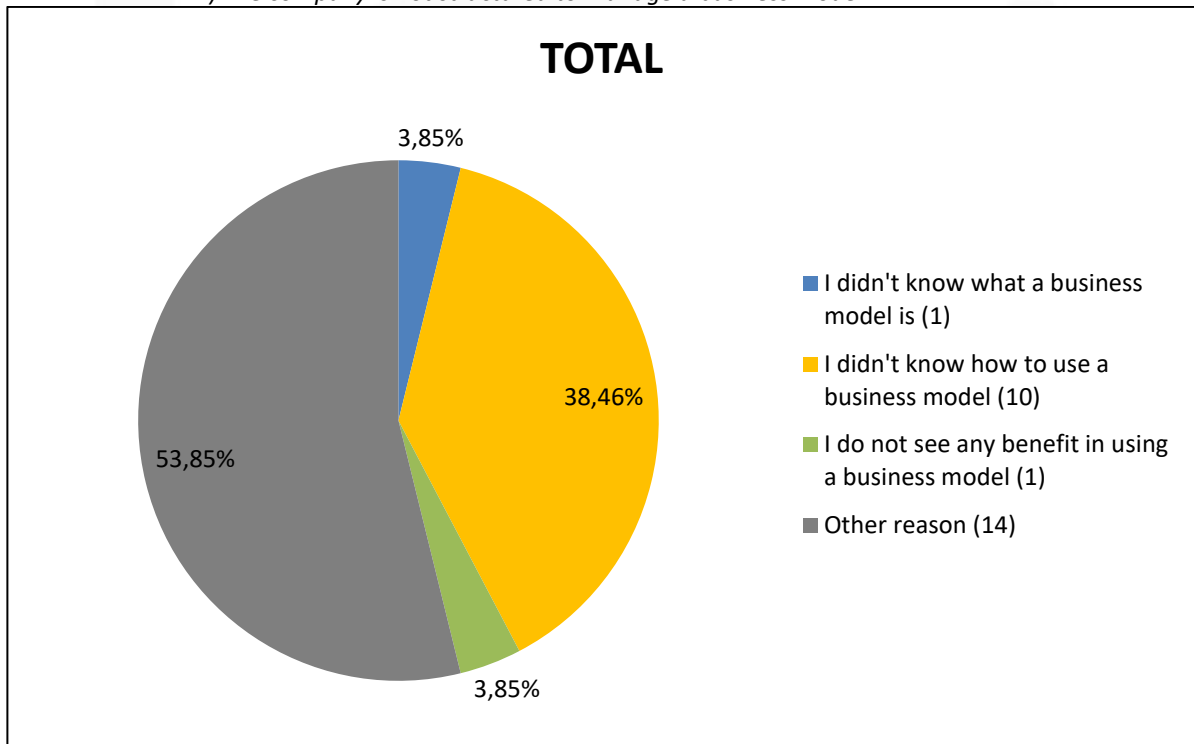
Other reason: 1) Not really usefull for our Business type (Civil Engineering); Board of Directors not so friendly with new management.



Other reason: 1) I'm not responsible with business development
 2) It is not yet implemented
 3) Business model usa



Other reason: 1) Interpretation of business with an old vision of one man business
 2) Satisfactory performance of the company
 3) Inability
 4) The company is not structured to manage a business model

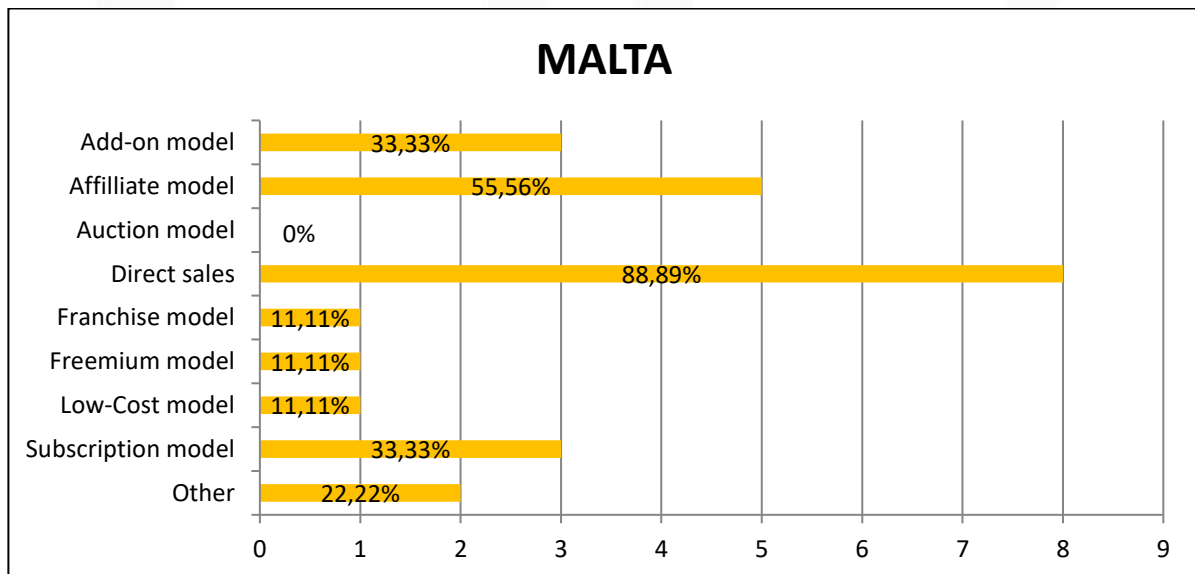
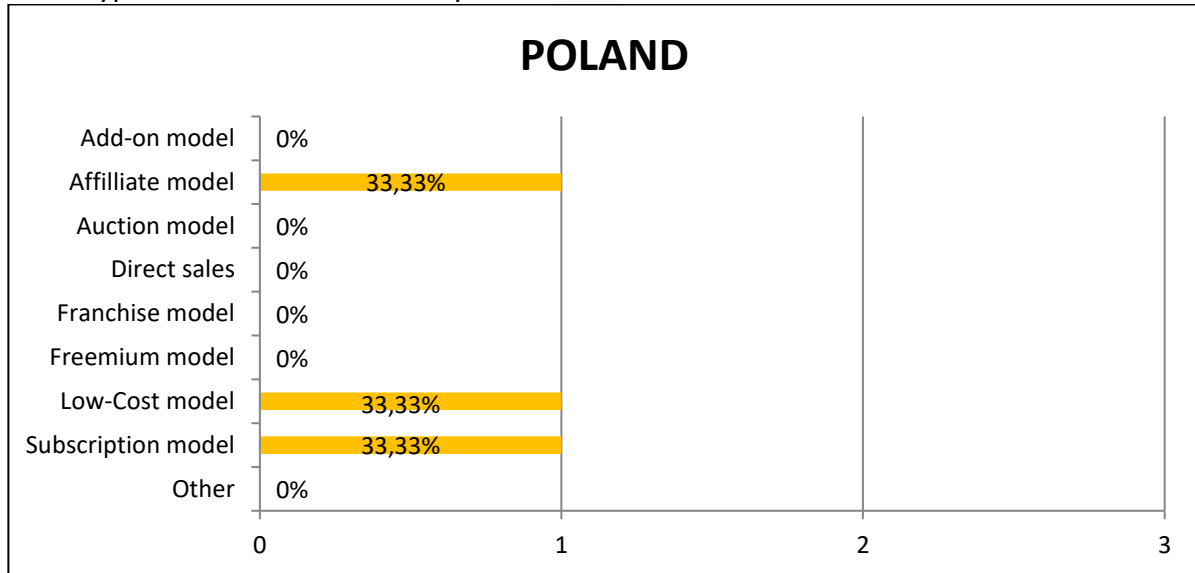


Out of twenty-six (26) responses, only one (1 – 3,85%) respondent chose *Option 1. I didn't know what business model is*, and another one (1 – 3,85%) chose *Option 3. I do not see any*

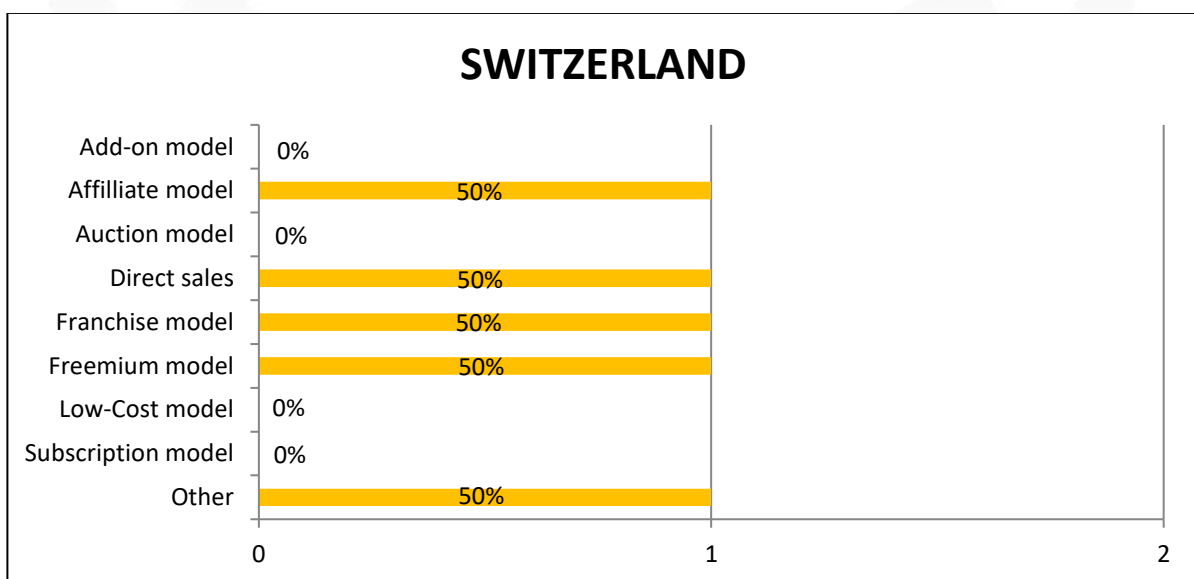
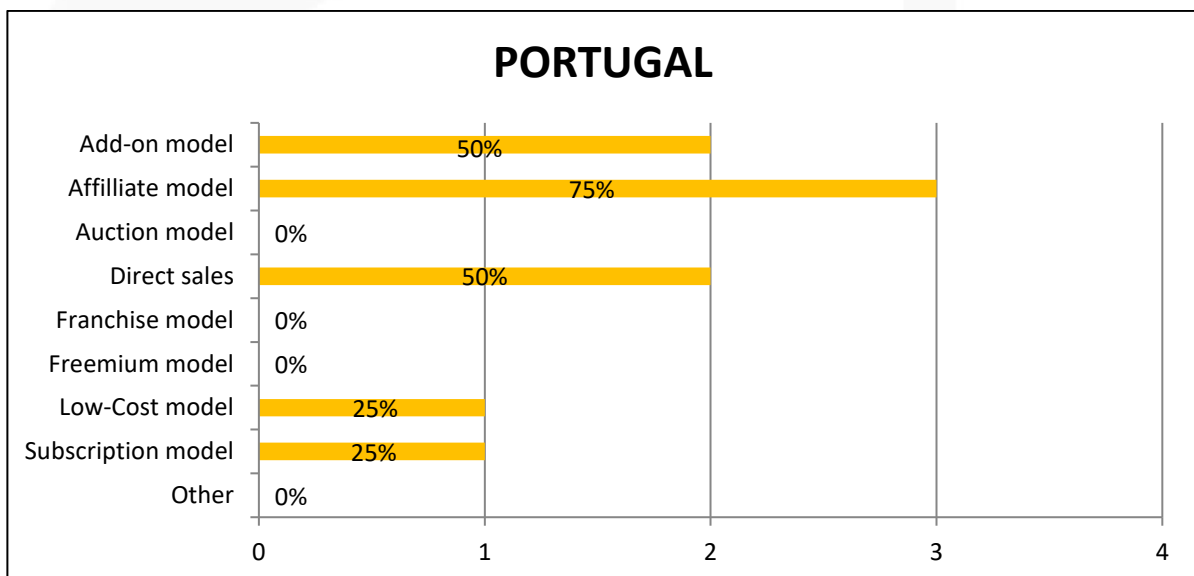
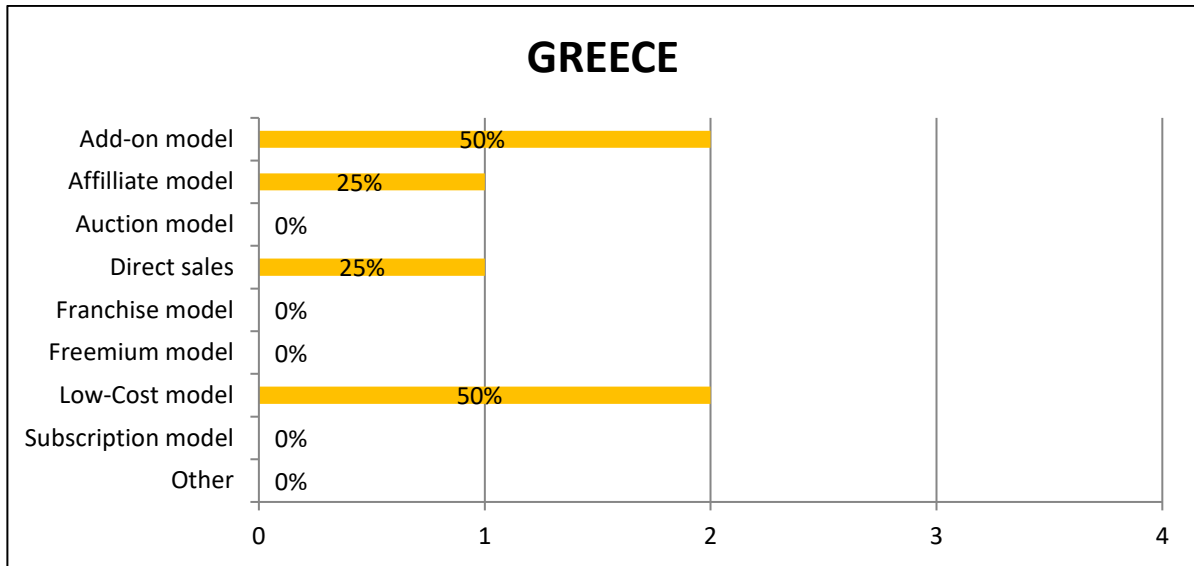
benefit in using a business model. Ten (10 – 38,46%) respondents choose *Option 2. I didn't know how to use a business model*, fourteen (14 – 53,85%) indicated *Option 4. Other reason*. Based on the above results, it can be concluded that these respondents have theoretical knowledge of business models but cannot or do not see the need to use them in practice.

QUESTION 3:

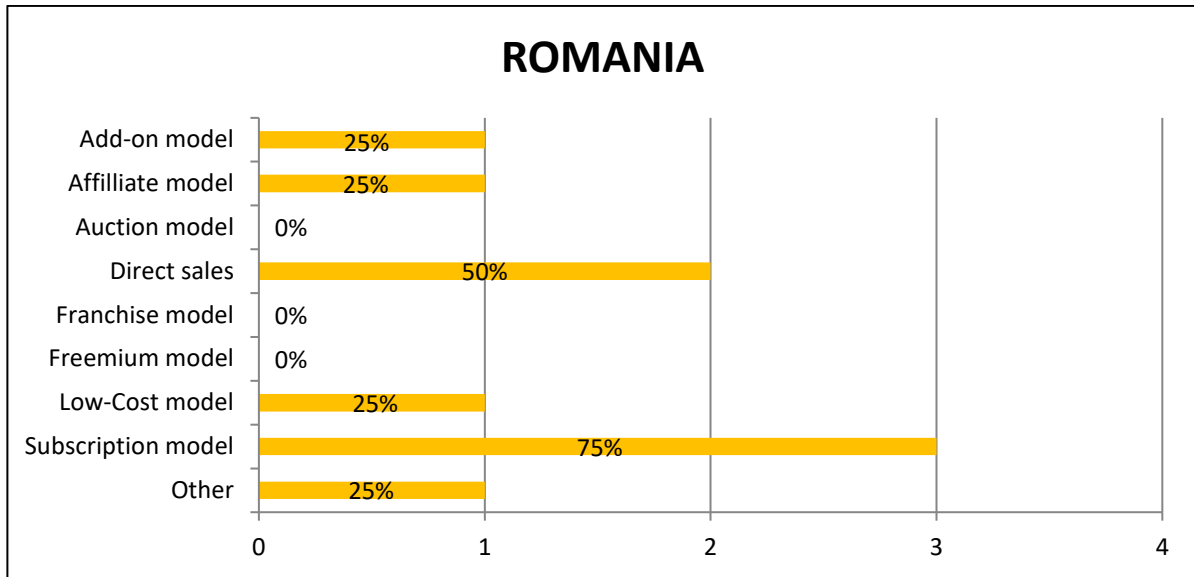
What type of revenue streams do you use?



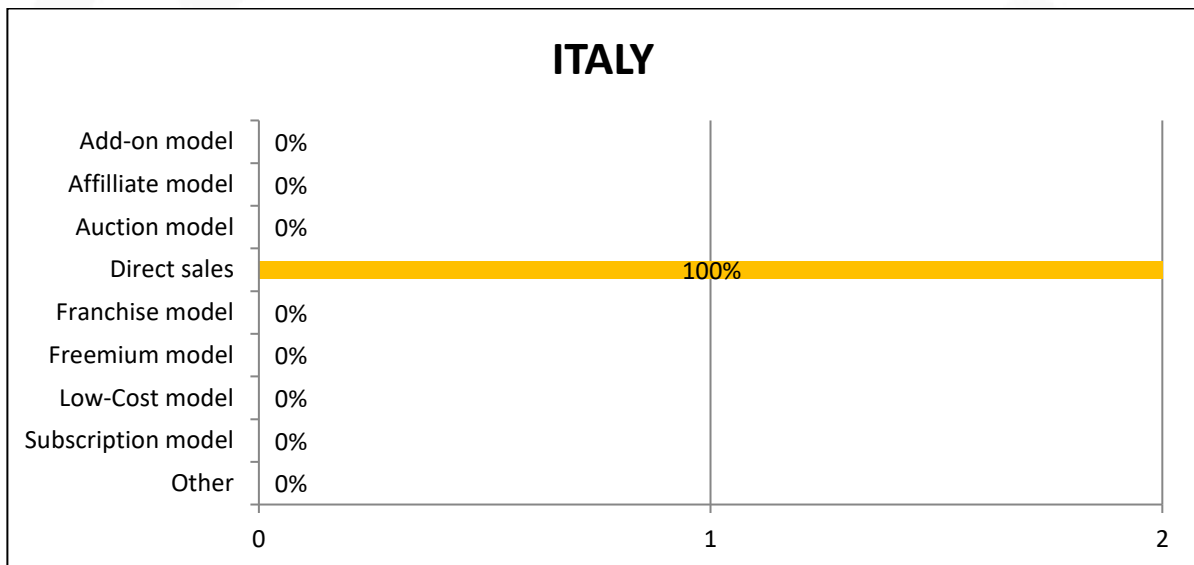
Other: 1) Government service admin charge
2) Professional service

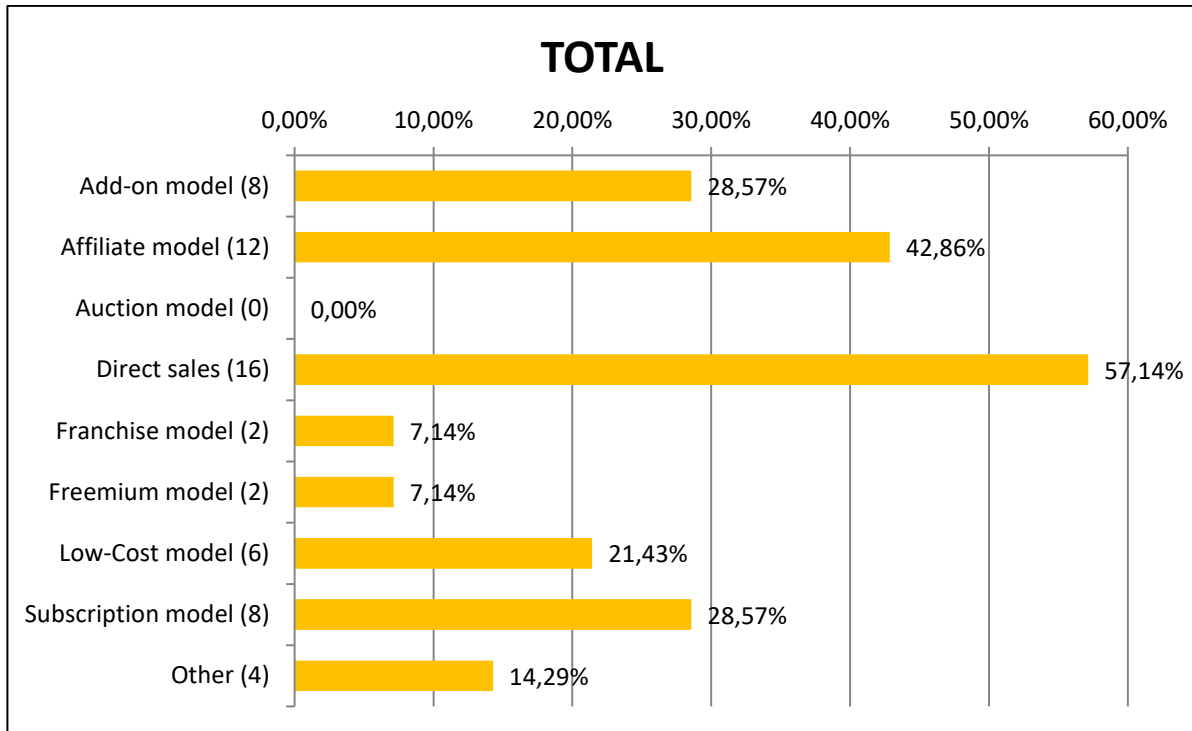


Other: 1) Public tenders with hard price competition



Other: 1) Confidential



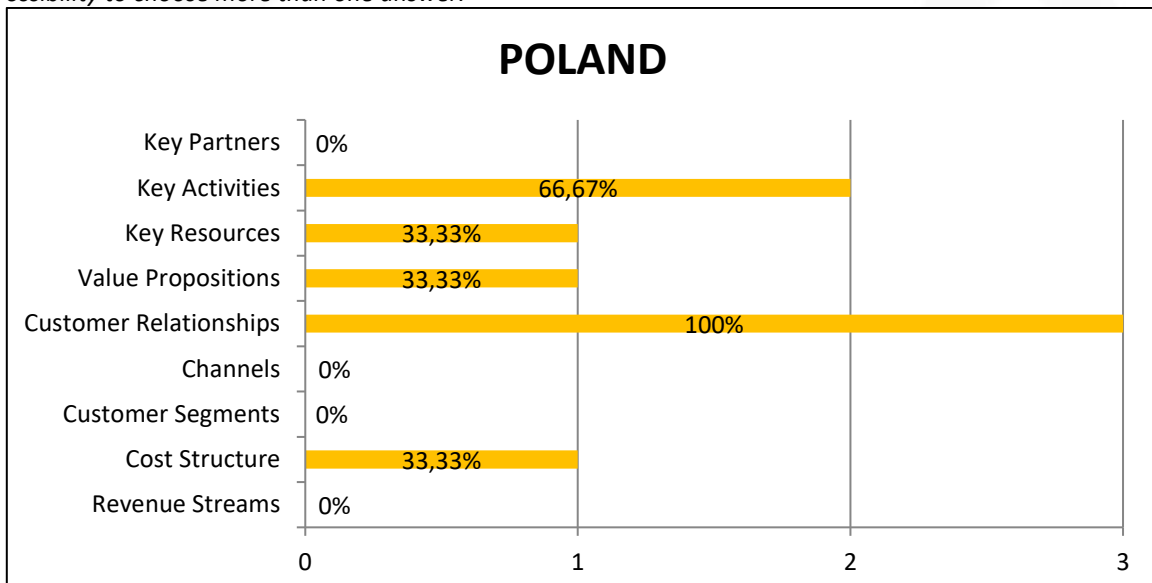


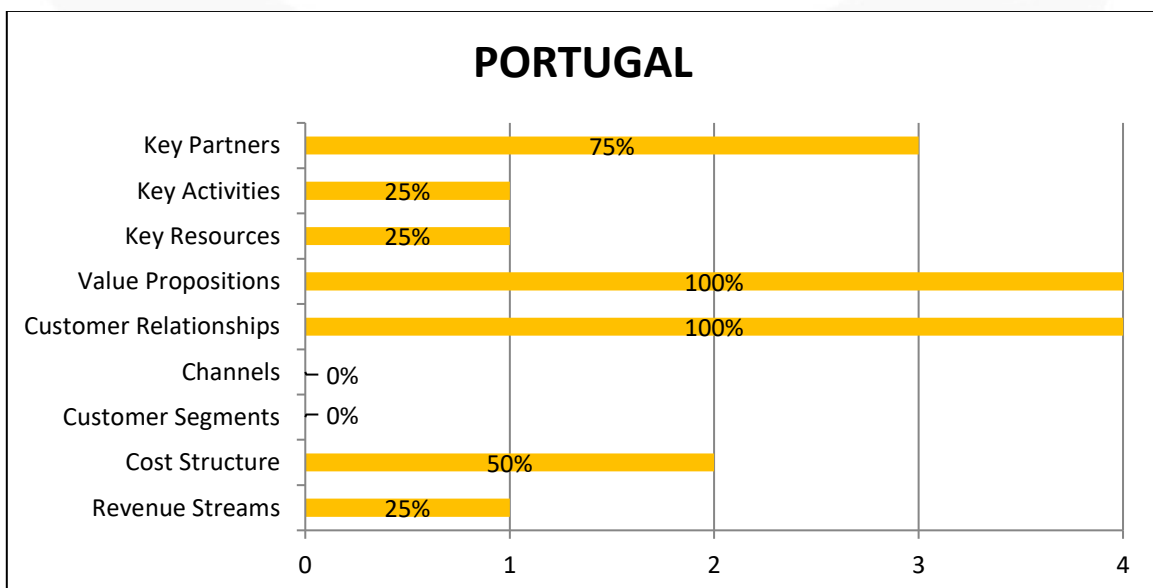
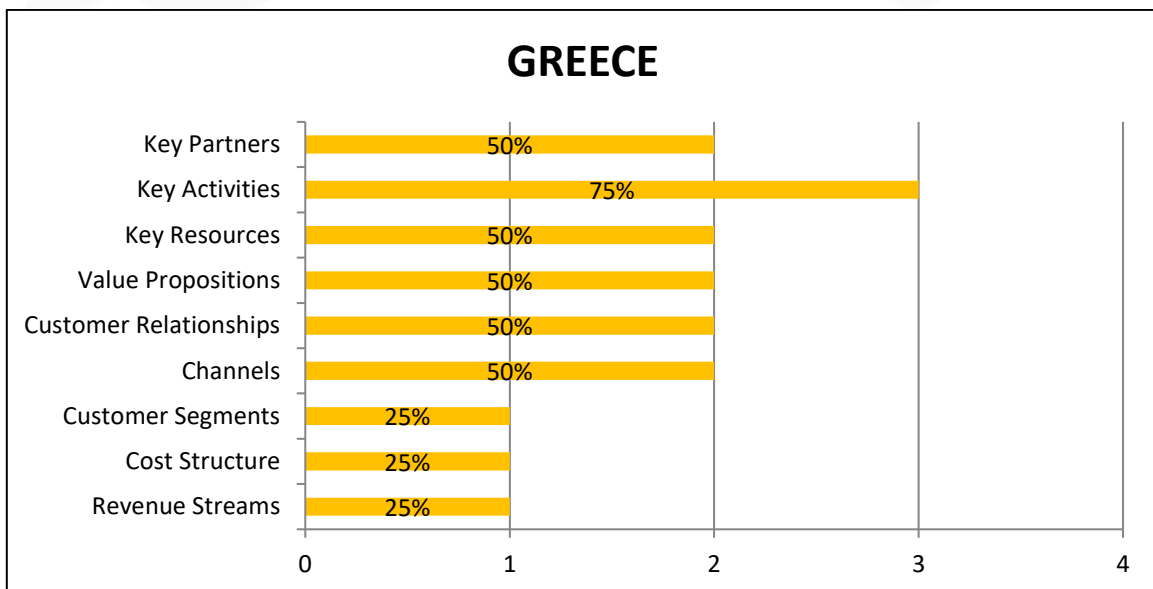
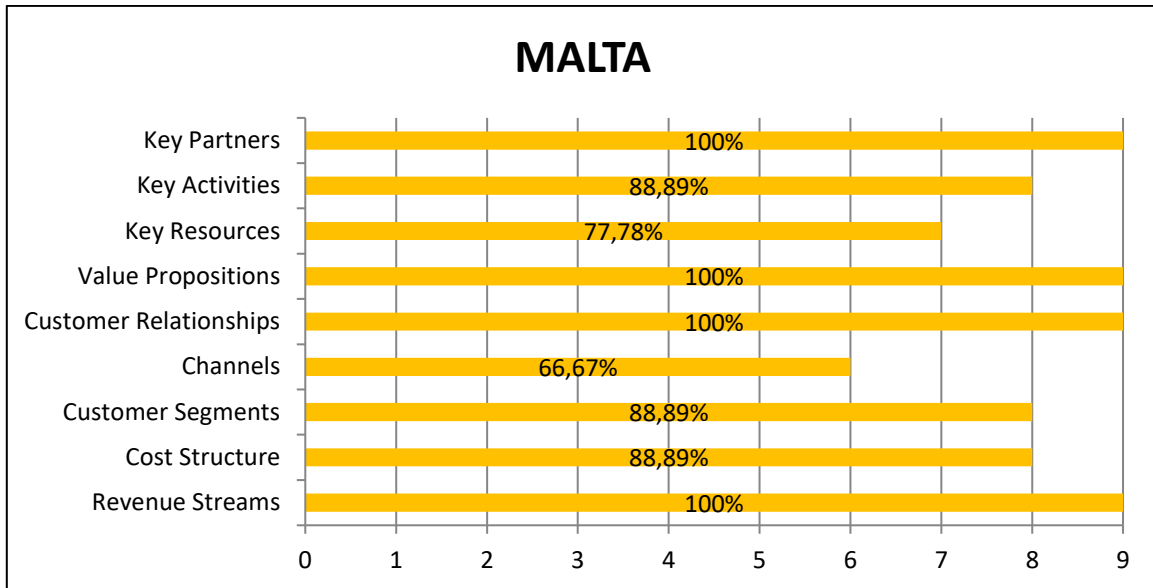
Of the twenty-eight (28) responses, sixteen (16 – 57,14%) participants choose *Direct sales*, twelve (12 – 42,86%) participants choose *Affiliate model*, eight (8 – 28,57%) participants choose *Add-on model*, also eight (8 – 28,57%) participants choose *Subscription model*, six (6 – 21,43%) participants choose *Low-Cost model*, four (4 – 14,29%) participants choose *Other model*, two (2 – 7,14%) participants choose *Franchise model*, and two (2 – 7,14%) choose *Freemium model*.

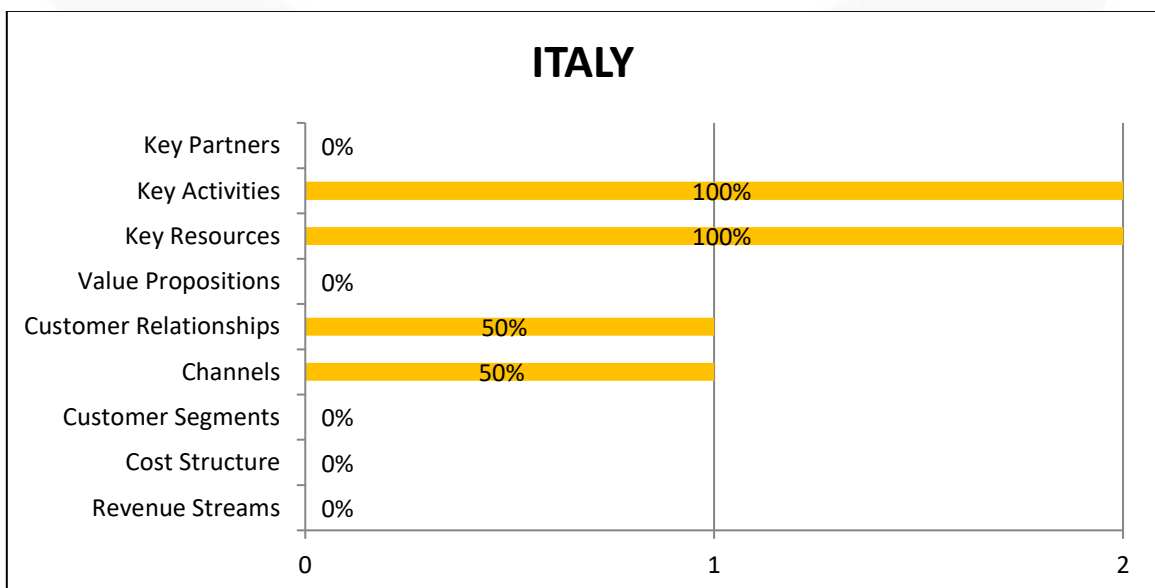
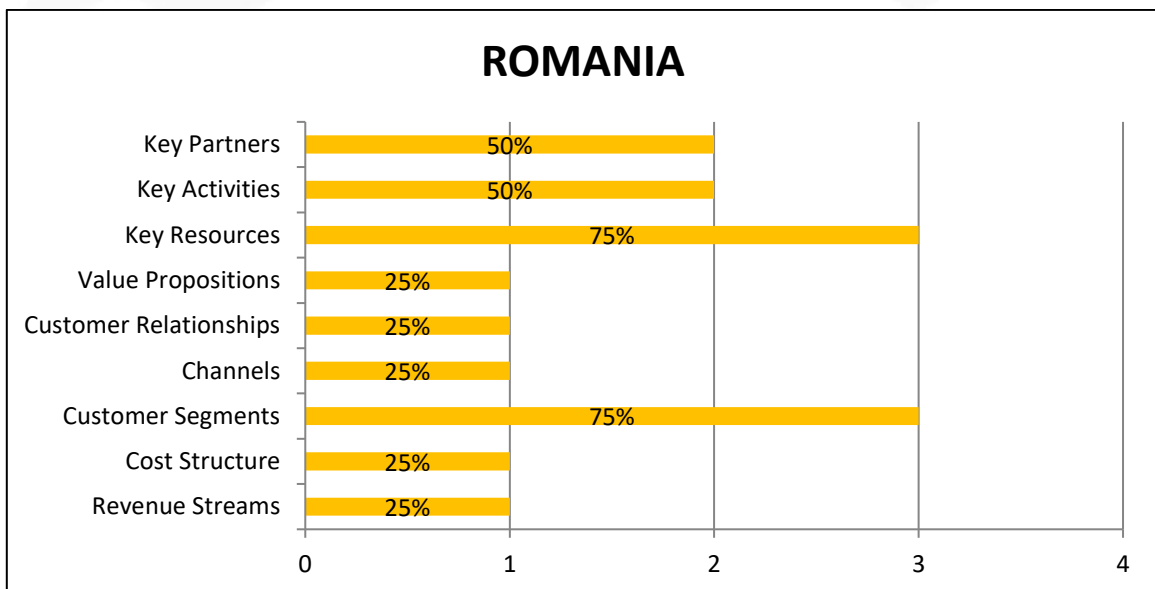
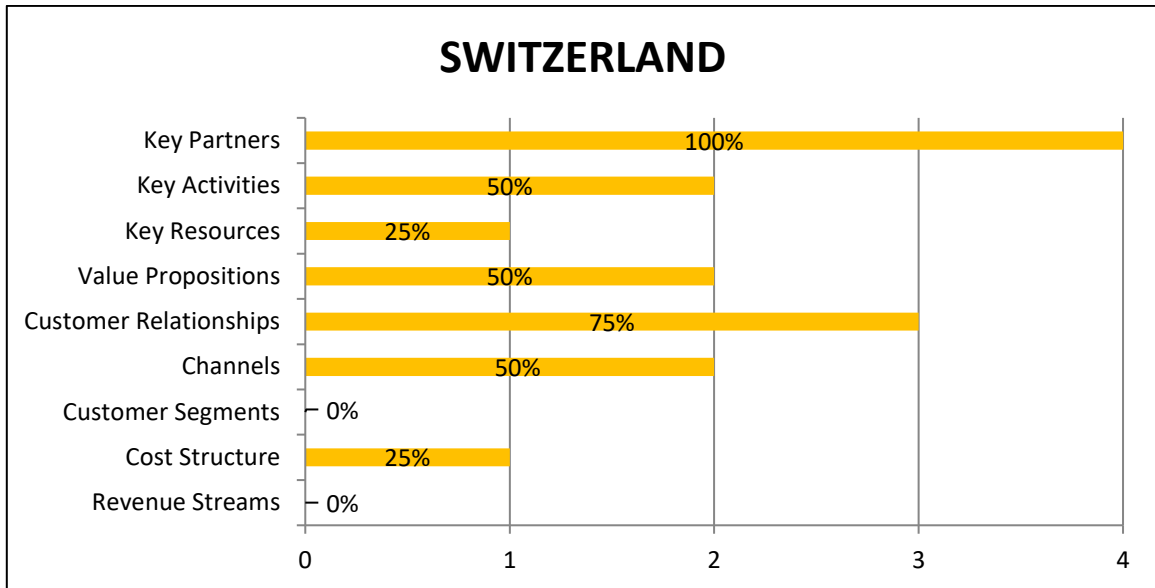
QUESTION 4:

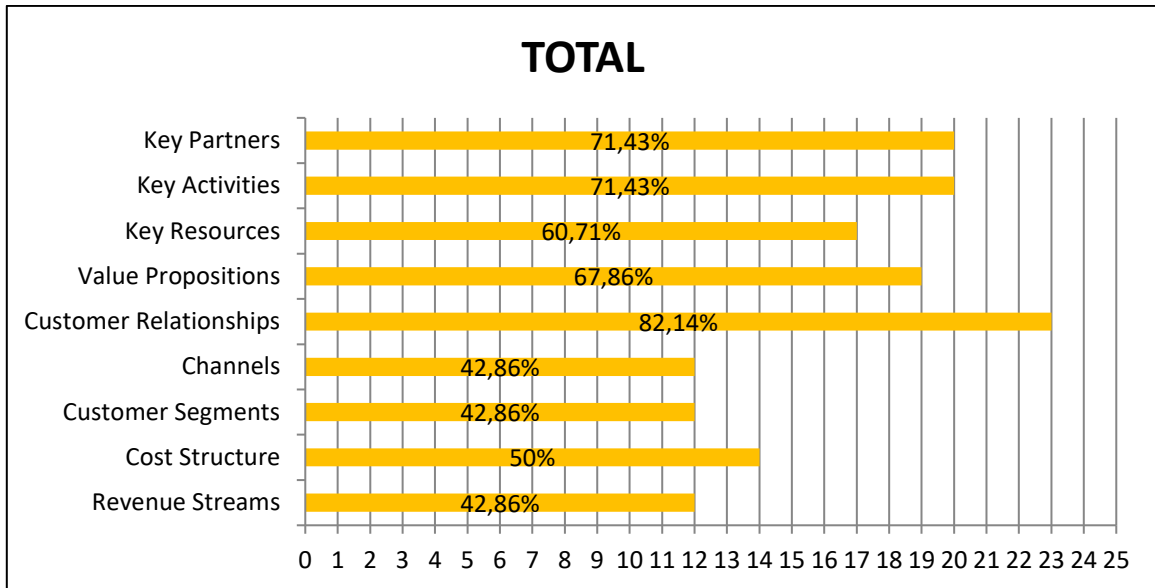
Which of the following elements have you included in your business model?

Possibility to choose more than one answer.









Of the twenty-eight (28) responses, twenty-three (23 – 82,14%) respondents choose *Customer Relationships*, twenty (20 – 71,43%) respondents choose *Key Partners*, twenty (20 – 71,43%) respondents choose *Key Activities*, nineteen (19 – 67,86%) respondents choose *Value Propositions*, seventeen (17 – 60,71%) choose *Key Resources*, fourteen (14 – 50%) choose *Cost Structure*, twelve (12 – 42,86%) choose *Channels*, twelve (12 – 42,86%) choose *Customer Segments*, and twelve (12 – 42,86%) choose *Revenue Streams*.

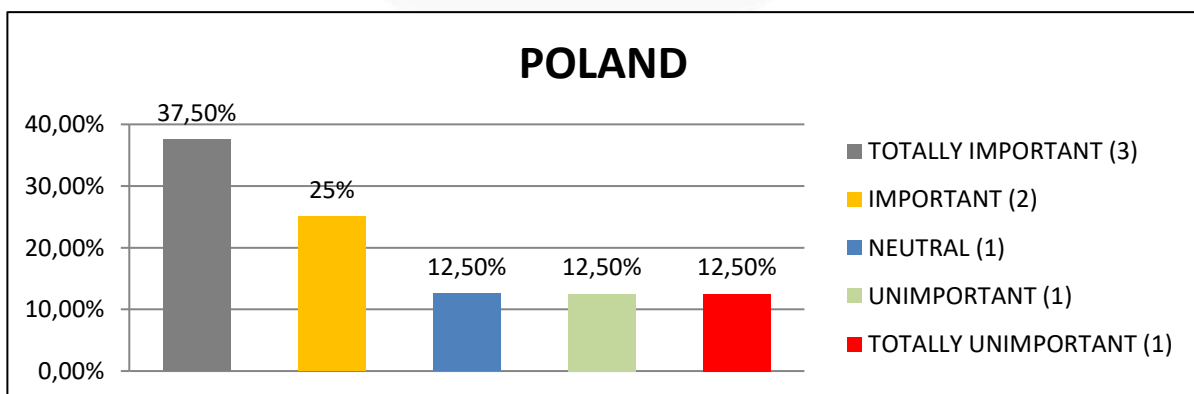
BLOCK 3

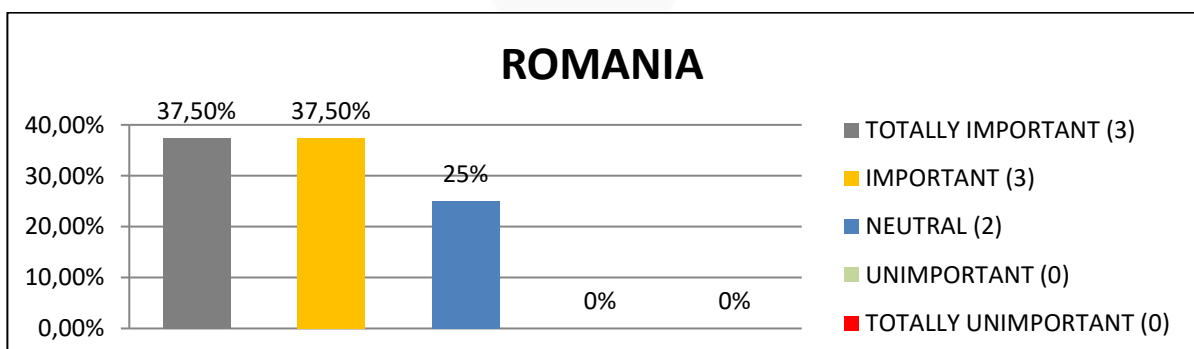
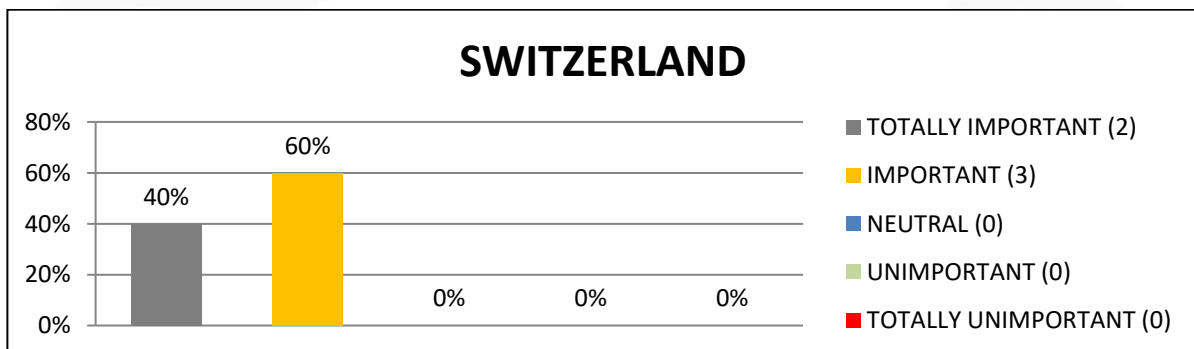
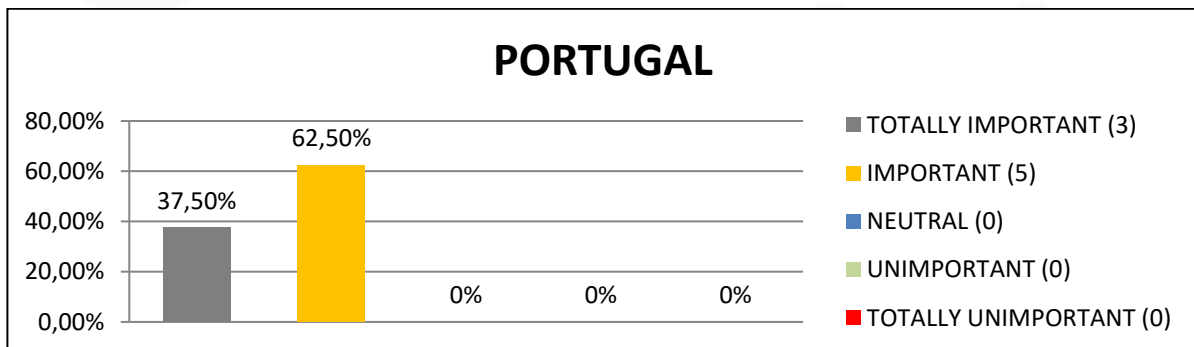
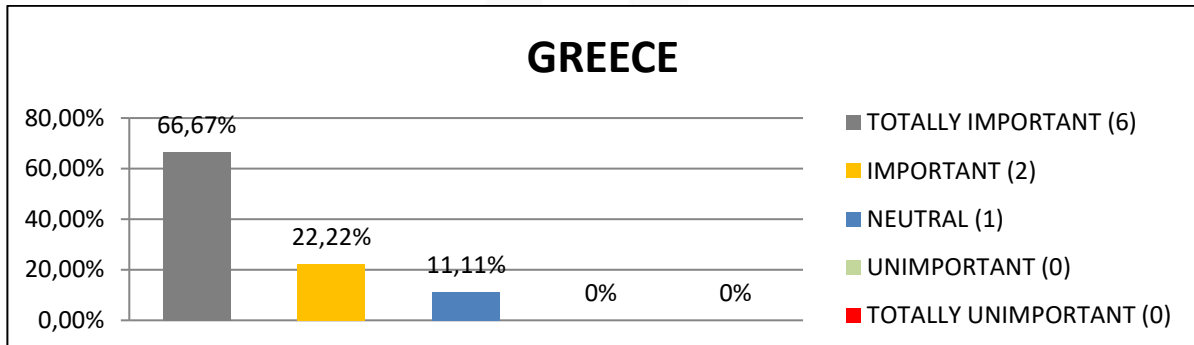
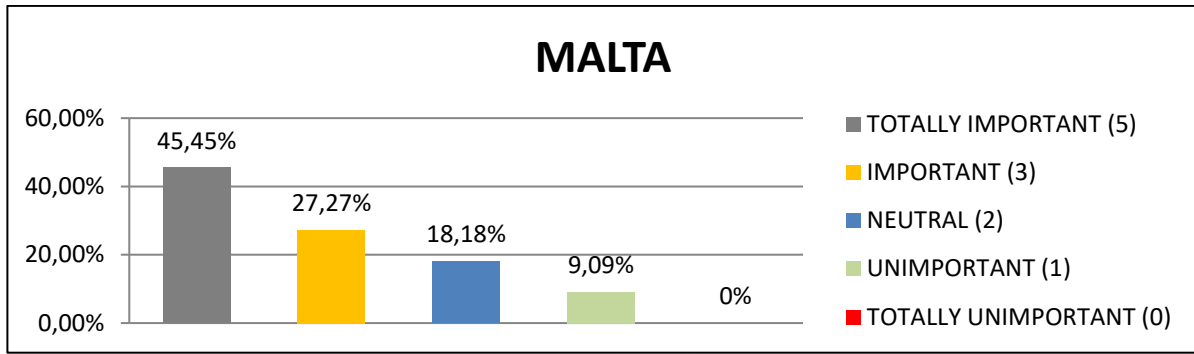
ELEMENTS OF BUSINESS MODEL

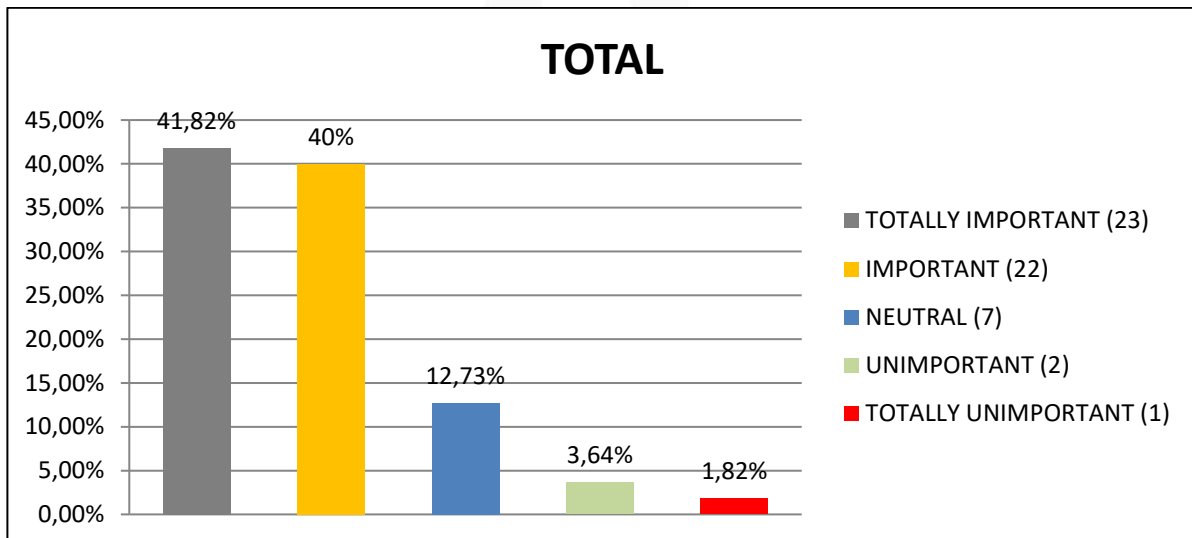
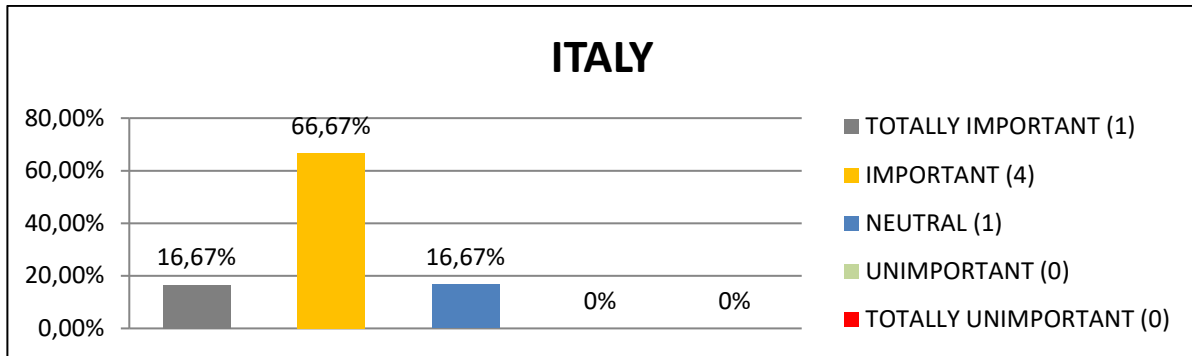
Based on the elements of Business Model Canvas, please indicate which elements you perceive as important in your business activity.

1. KEY PARTNERS

(Business partners, without whom the business could not operate properly; these are usually sellers, suppliers and subcontractors)



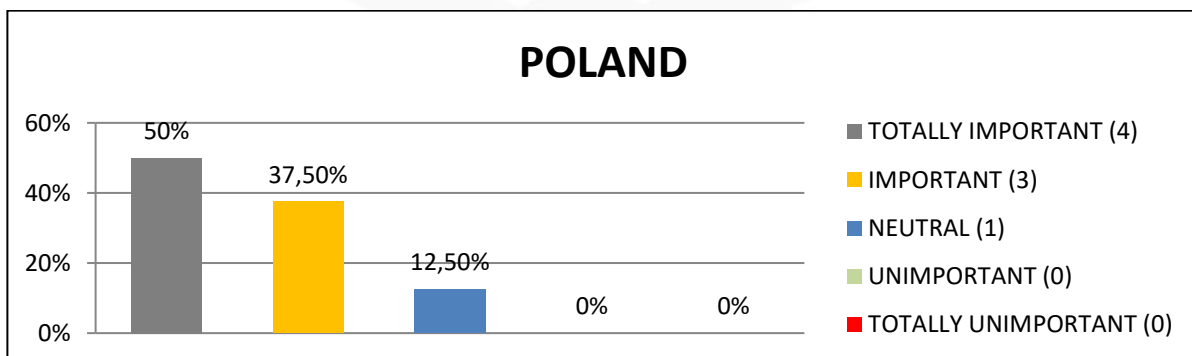


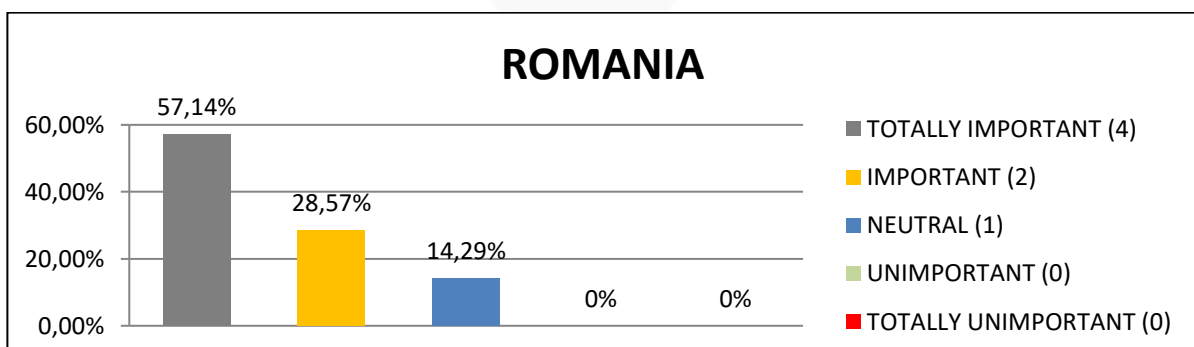
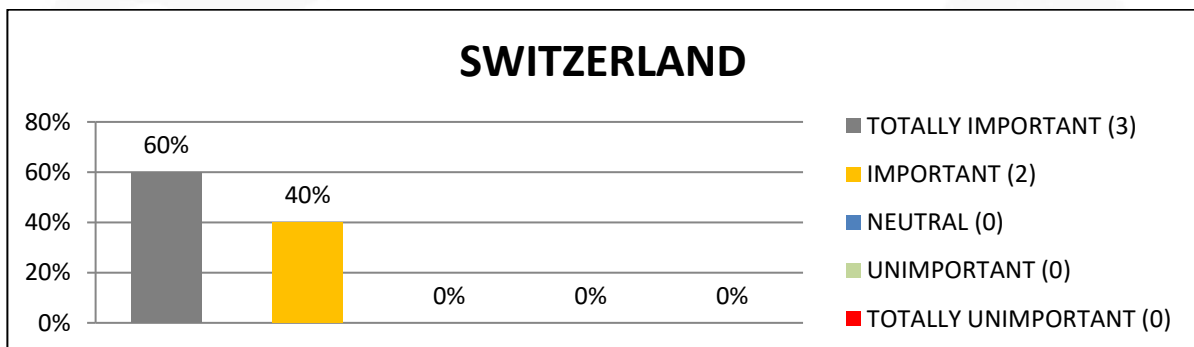
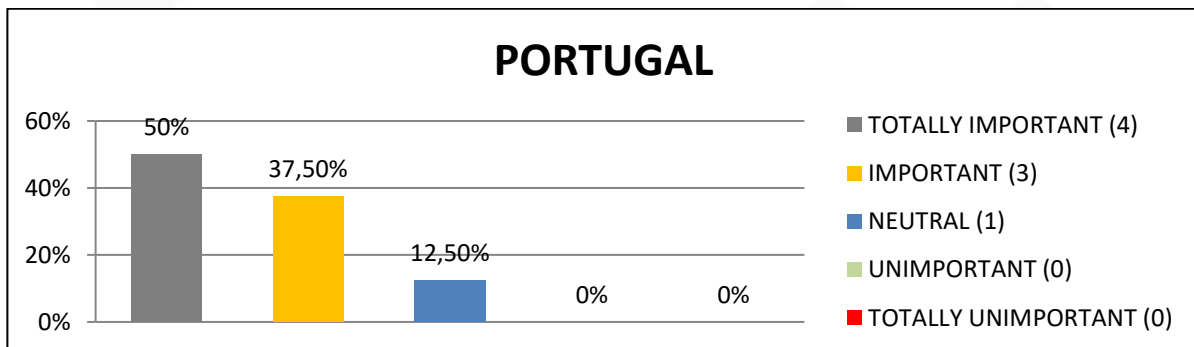
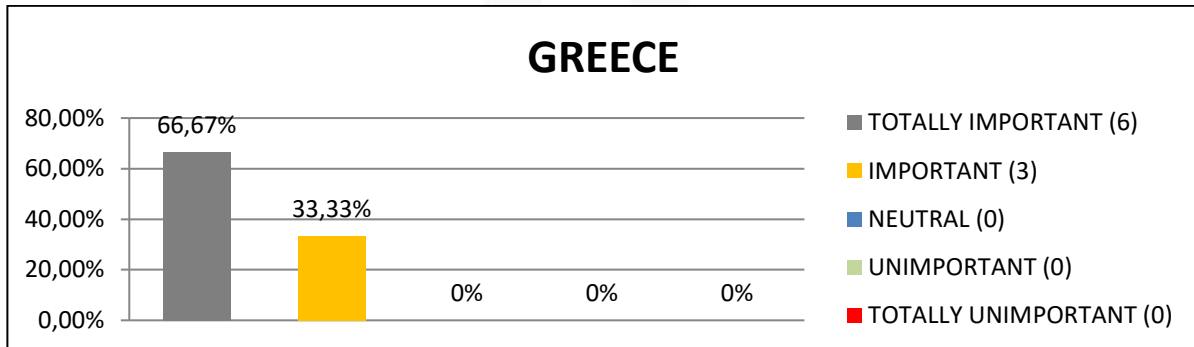
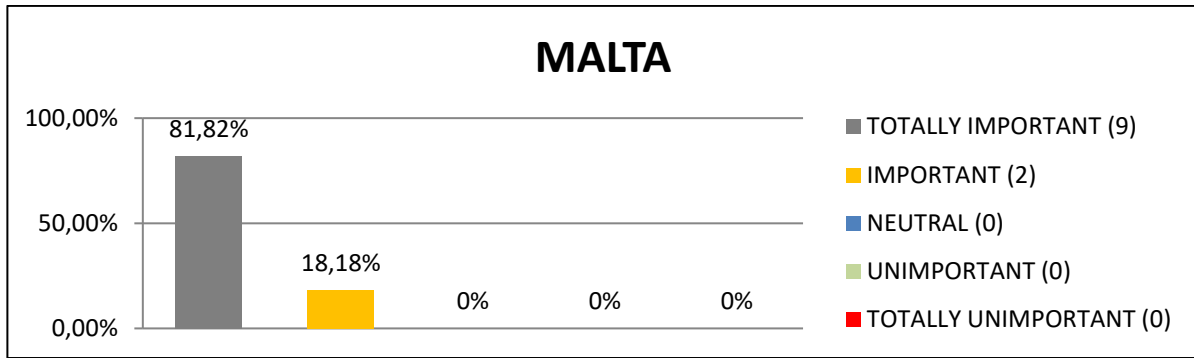


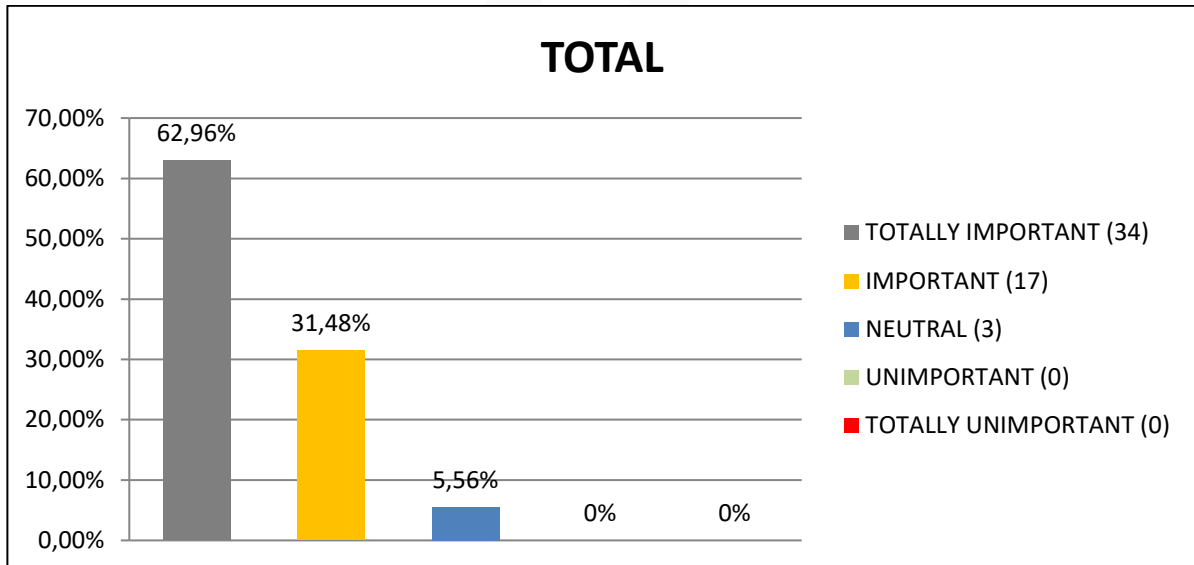
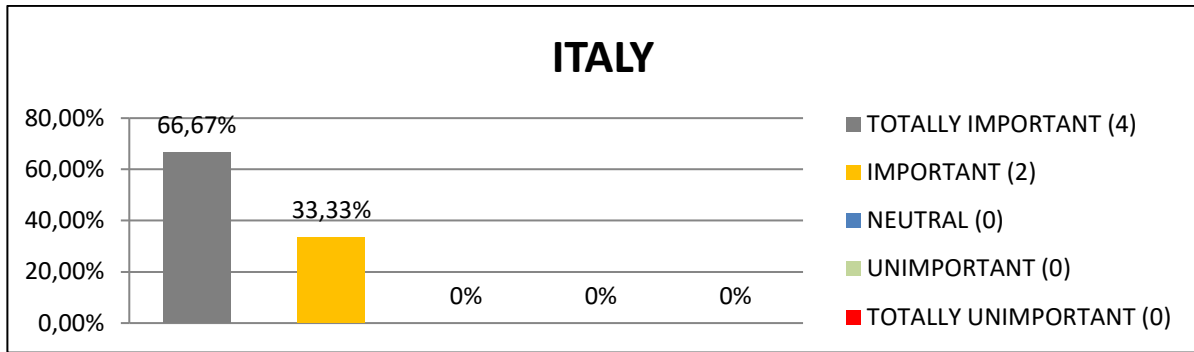
The participants were asked whether they considered the above important, on a one-to-five (1-5) Likert scale, with one (1) being Totally Unimportant and five (5) being Totally Important. Out of fifty-five (55) responses, twenty-three (23 – 41,82%) considered Key Partners to be Totally Important, twenty-two (22 – 40%) considered them to be Important, seven (7 – 12,73%) considered them to be Neutral, two (2 – 3,64%) considered them to be Unimportant, and one (1 – 1,82%) considered them to be Totally Unimportant.

2. KEY ACTIVITIES

(The most important activities that a company must perform to provide added value, establish a relationship with a customer, and generate revenue)



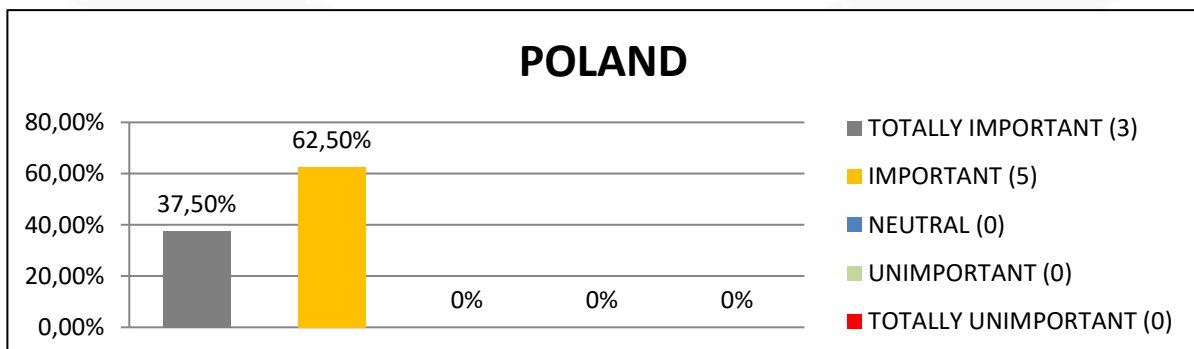


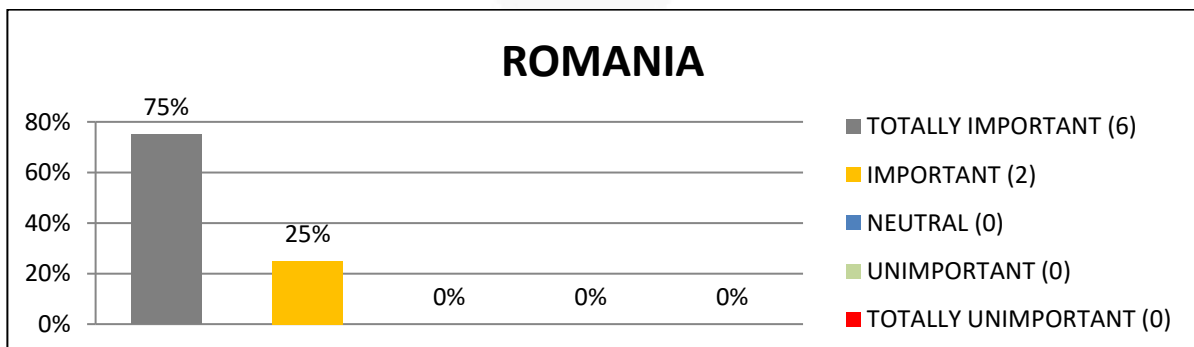
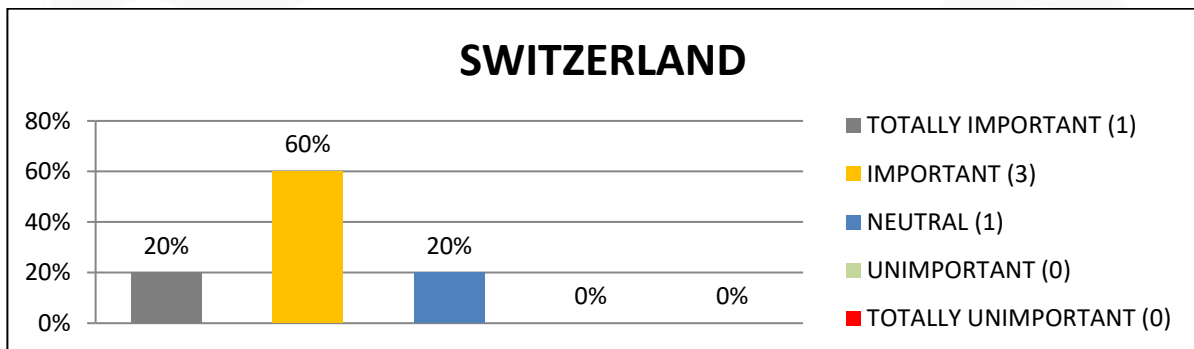
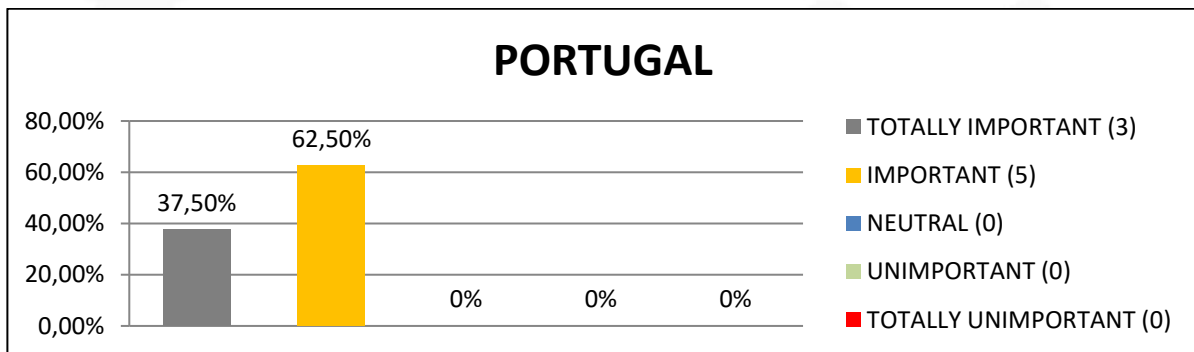
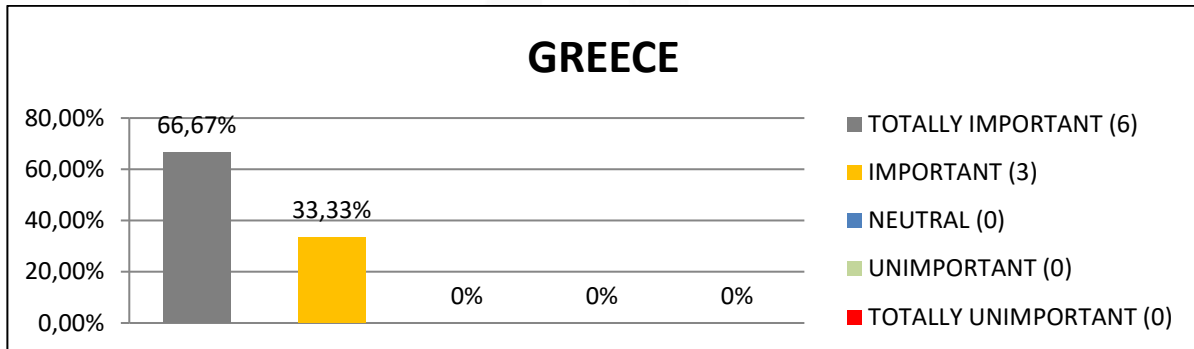
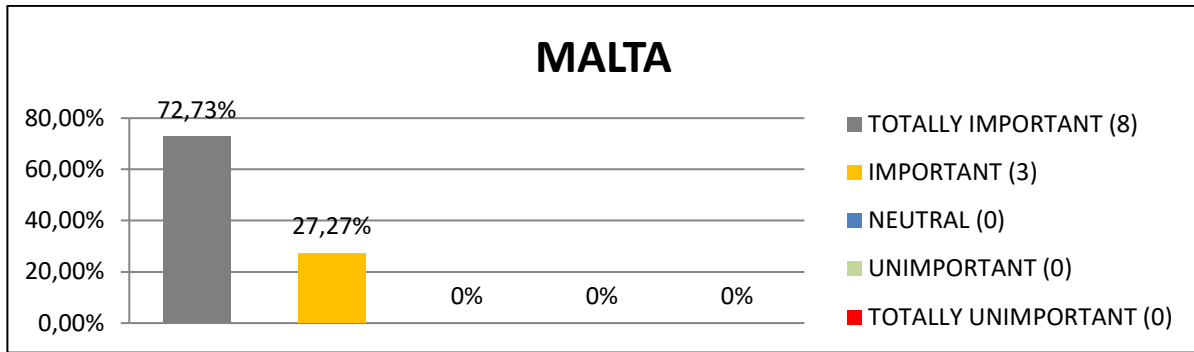


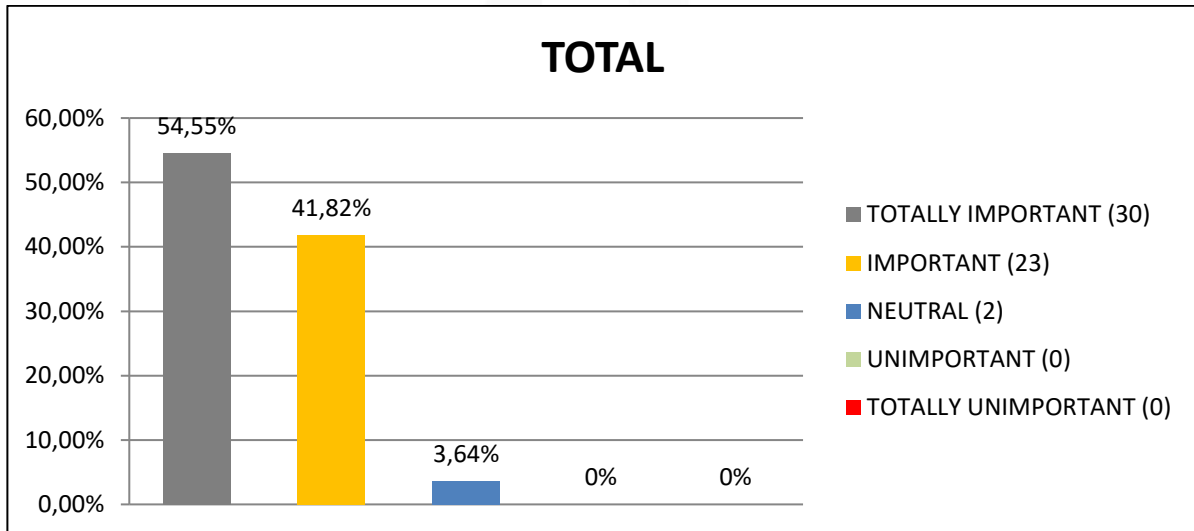
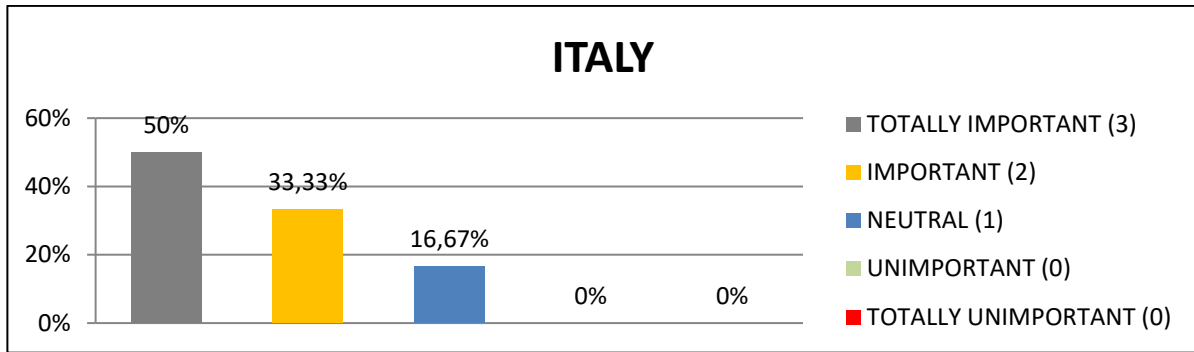
Out of fifty-four (54) responses, thirty-four (34 – 62,96%) considered Key Activities to be Totally Important, seventeen (17 – 31,48%) considered them to be Important and three (3 – 5,56%) considered them to be Neutral.

3. KEY RESOURCES

(Company resources that are necessary for the operating of a business, both tangible and intangible)



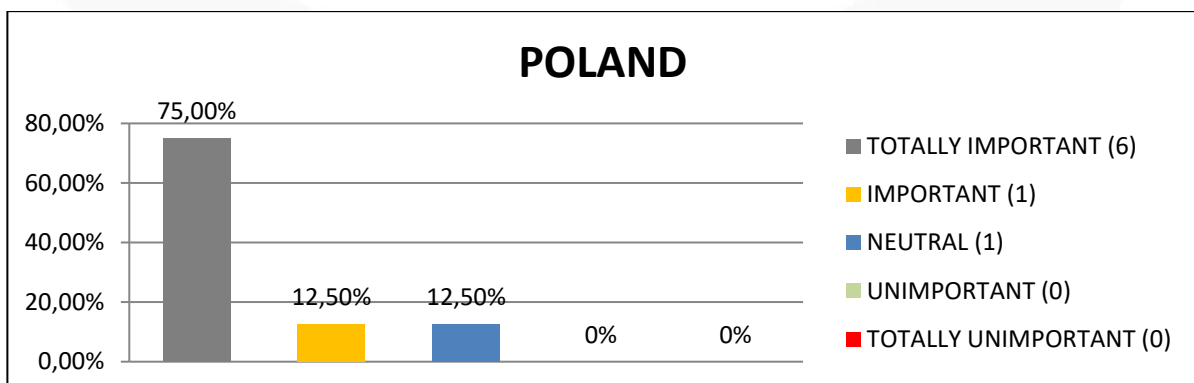


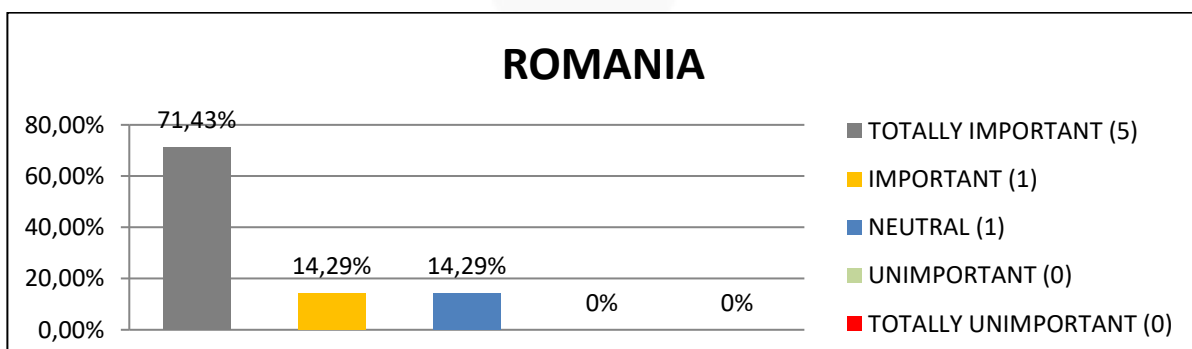
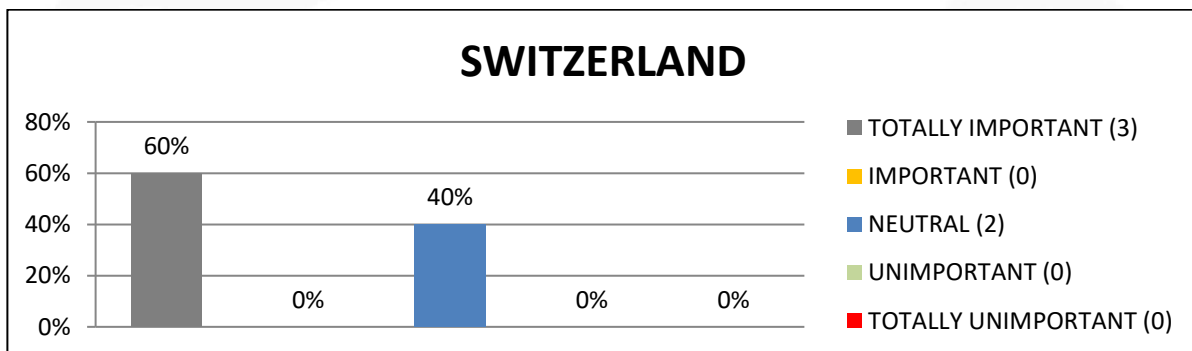
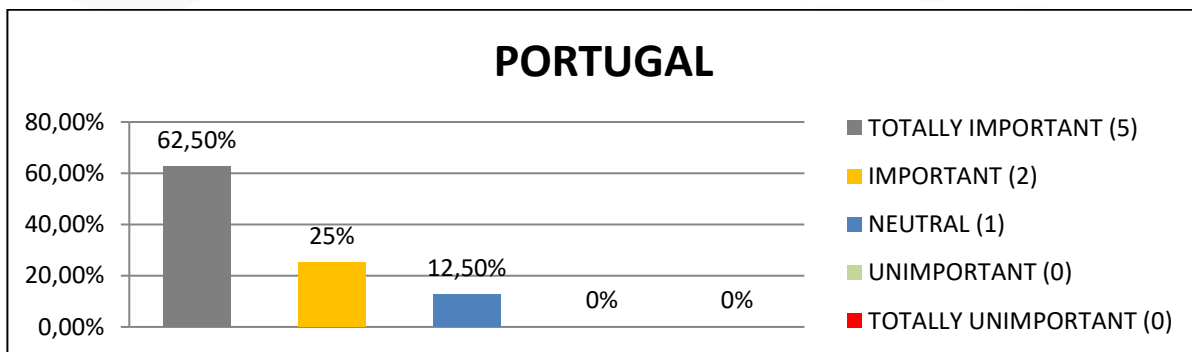
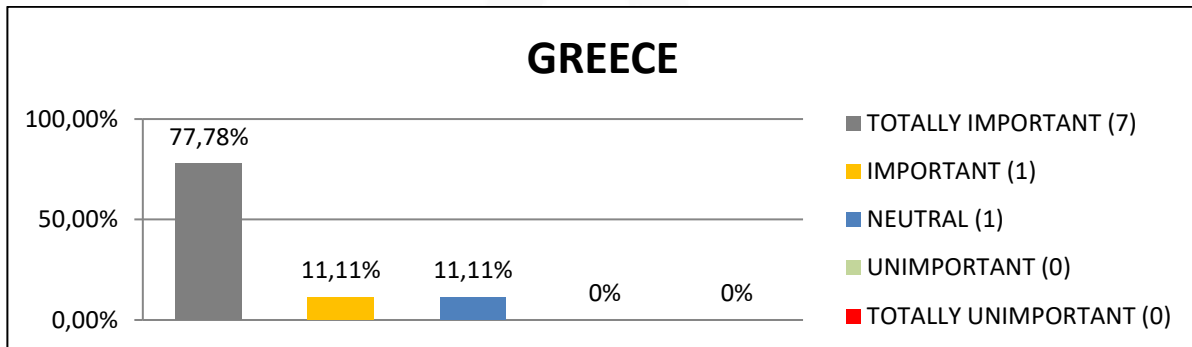
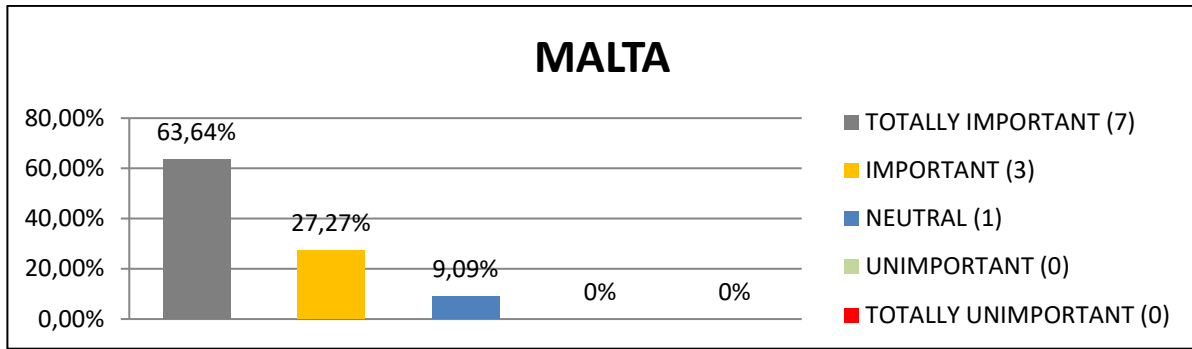


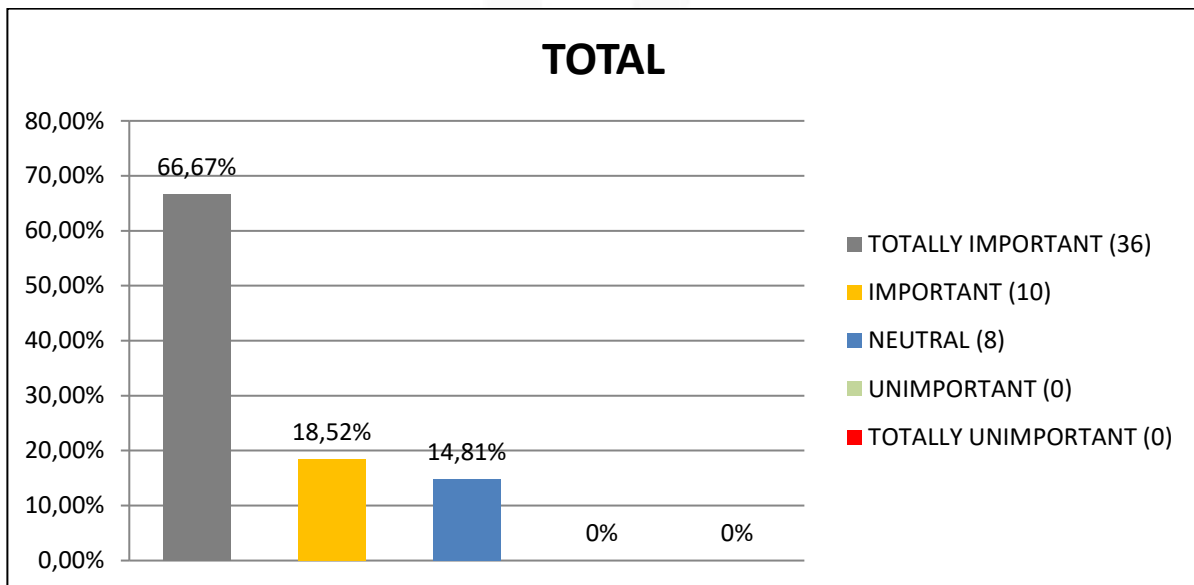
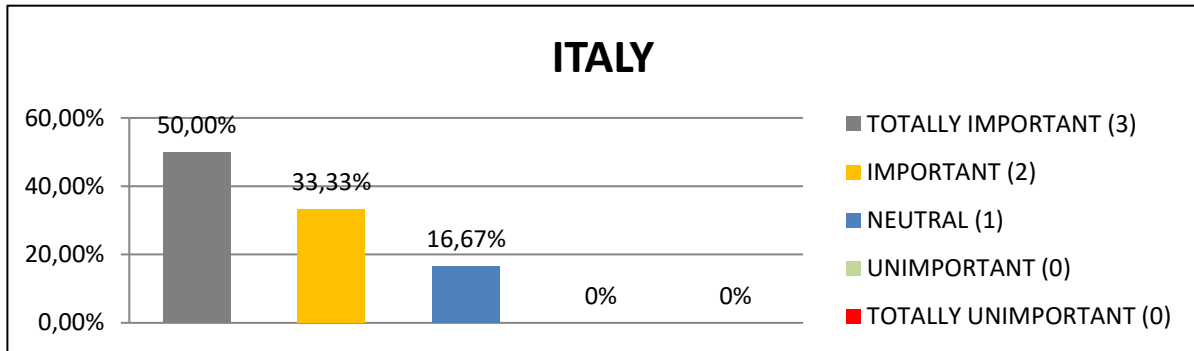
Out of fifty-five (55) responses, thirty (30 – 54,55%) considered Key Resources to be Totally Important, twenty-three (23 – 41,82%) considered them to be Important and two (2 – 3,64%) considered them to be Neutral.

4. VALUE PROPOSITIONS

(It is what we offer our clients, what distinguishes us from what our competitors offer. These are the benefits that the customer will receive)



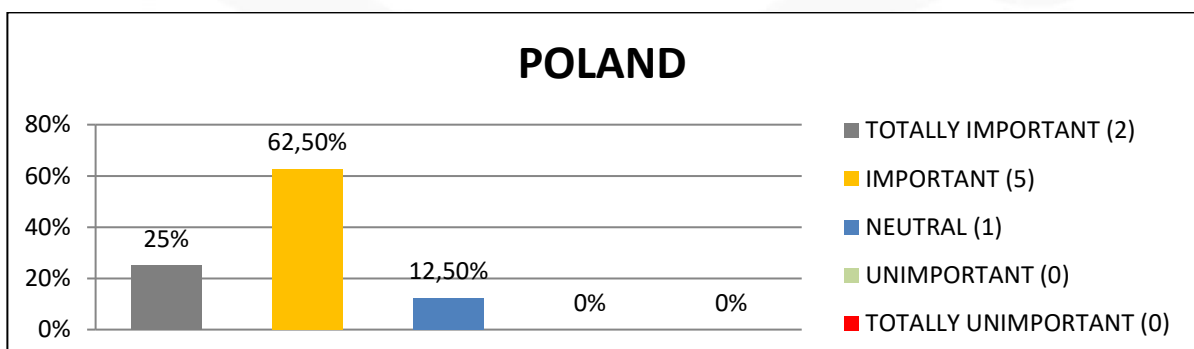


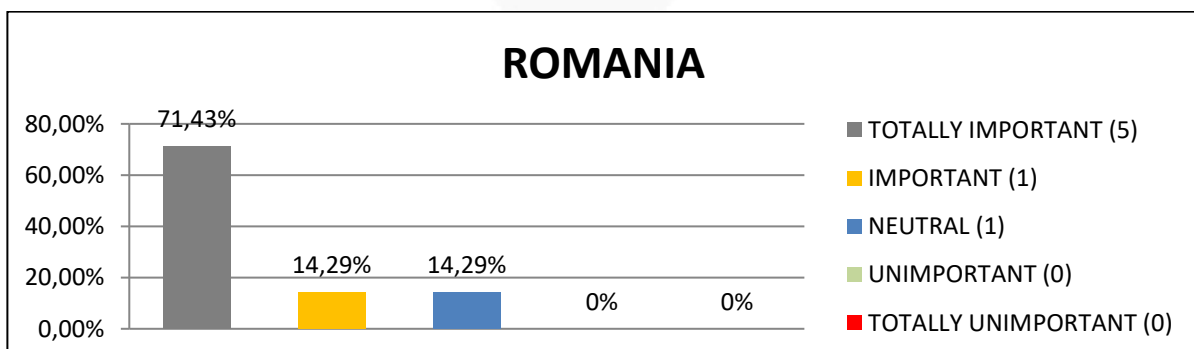
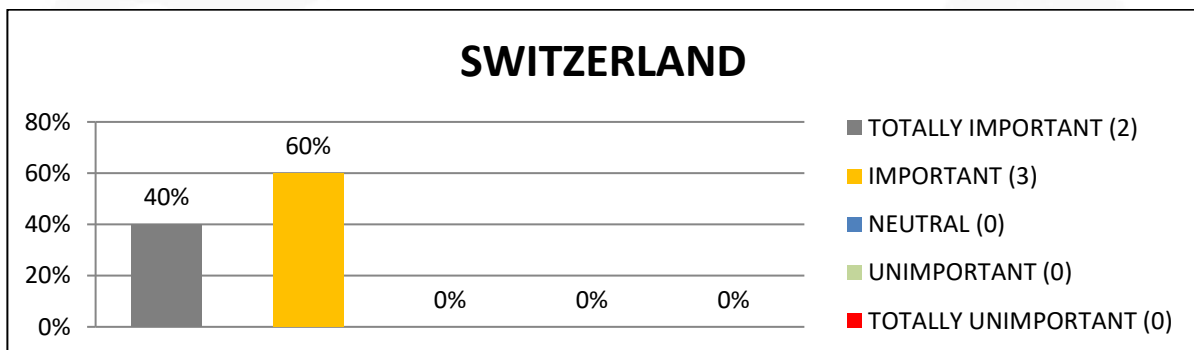
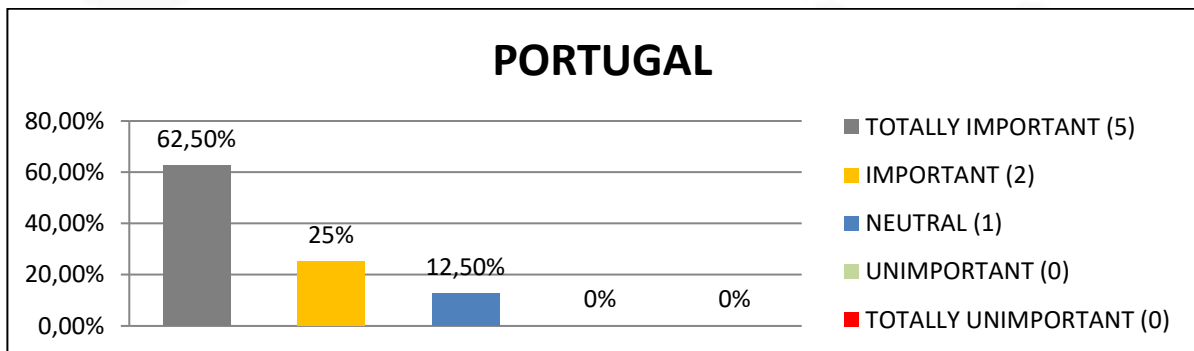
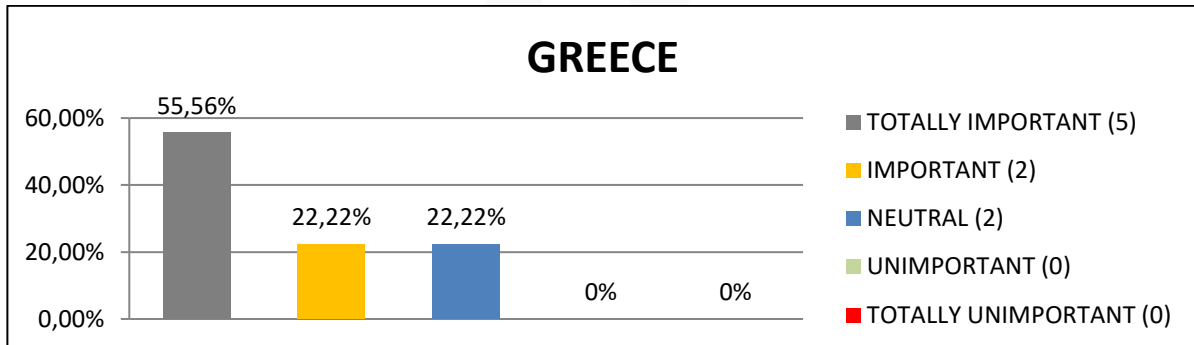
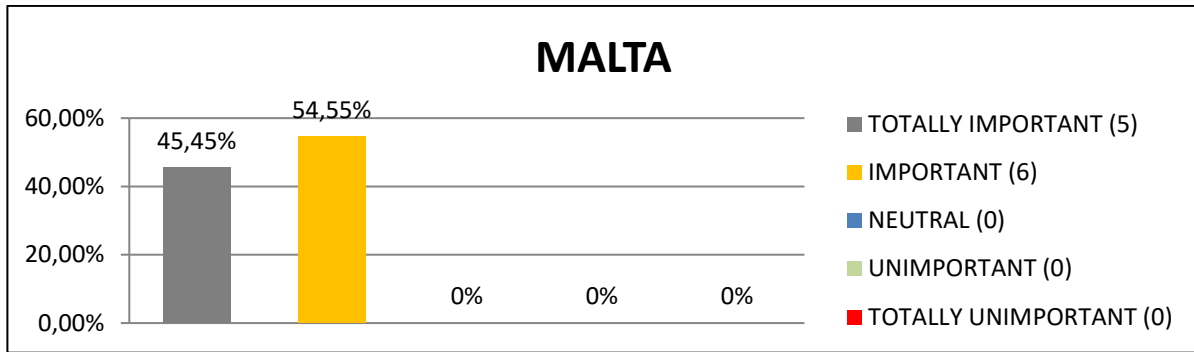


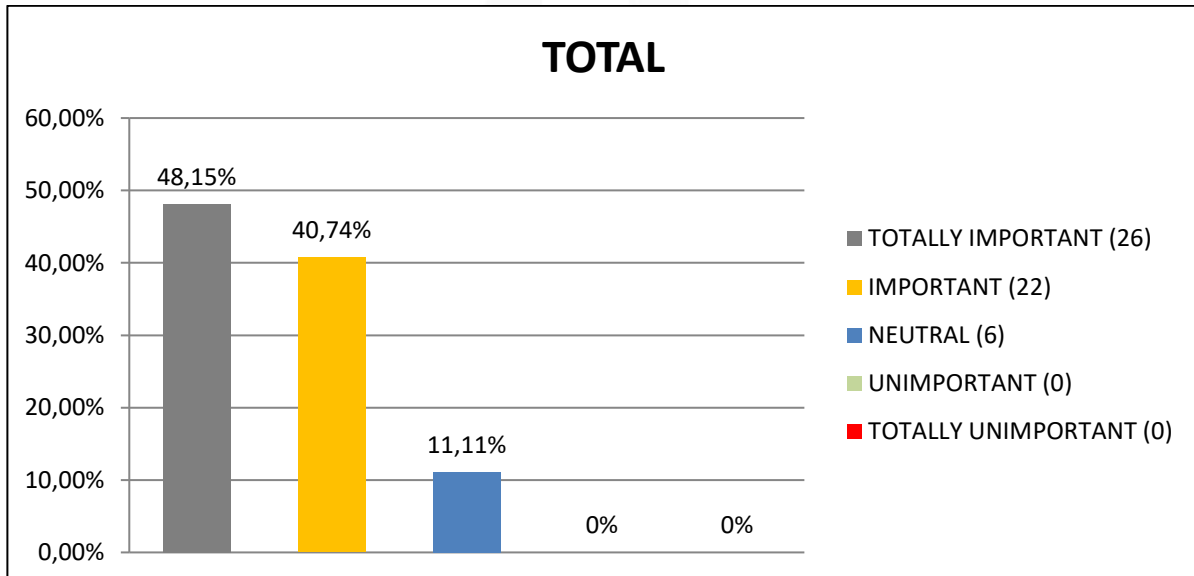
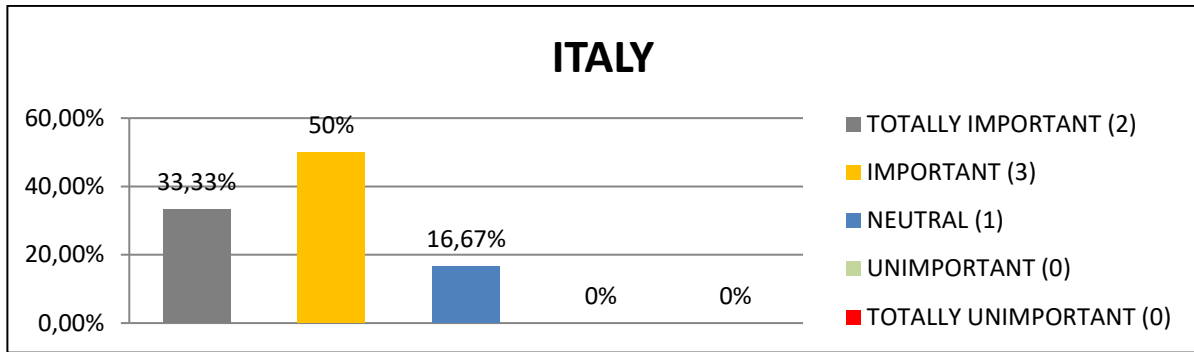
Out of fifty-four (54) responses, thirty-six (36 – 66,67%) considered Value Propositions to be Totally Important, ten (10 – 18,51%) considered them to be Important and eight (8 – 14,81%) considered them to be Neutral.

5. CUSTOMER RELATIONSHIPS

(Characteristics of relationships with the client)



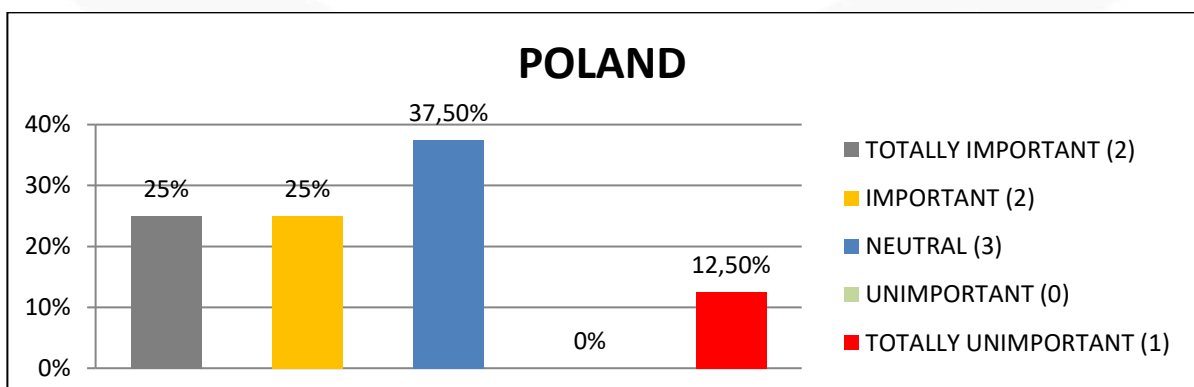


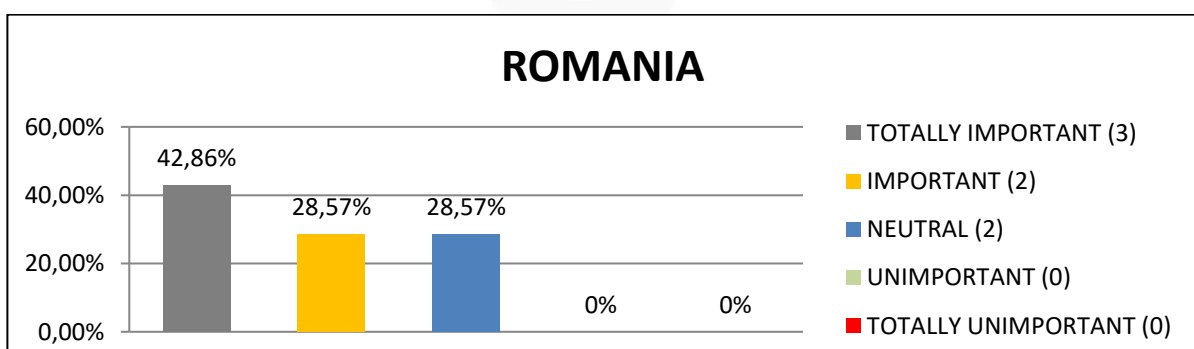
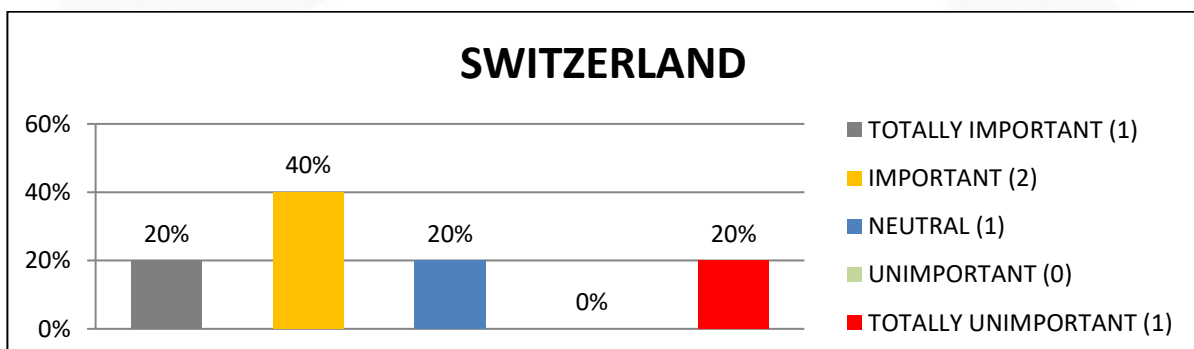
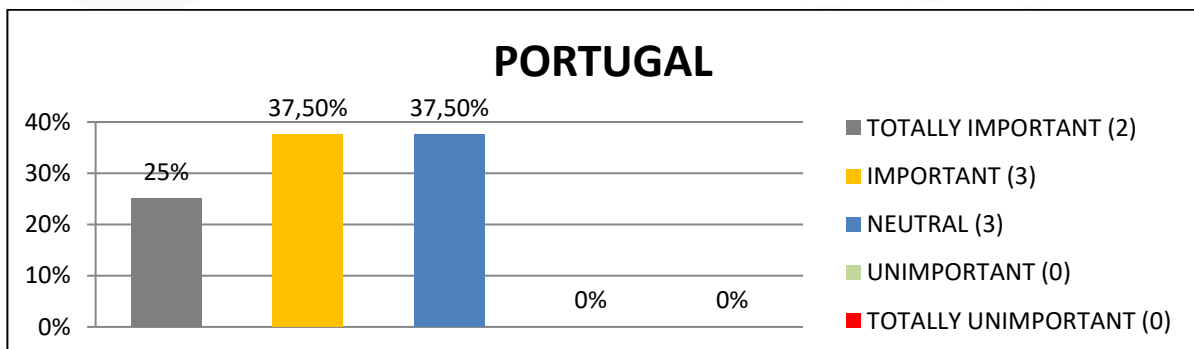
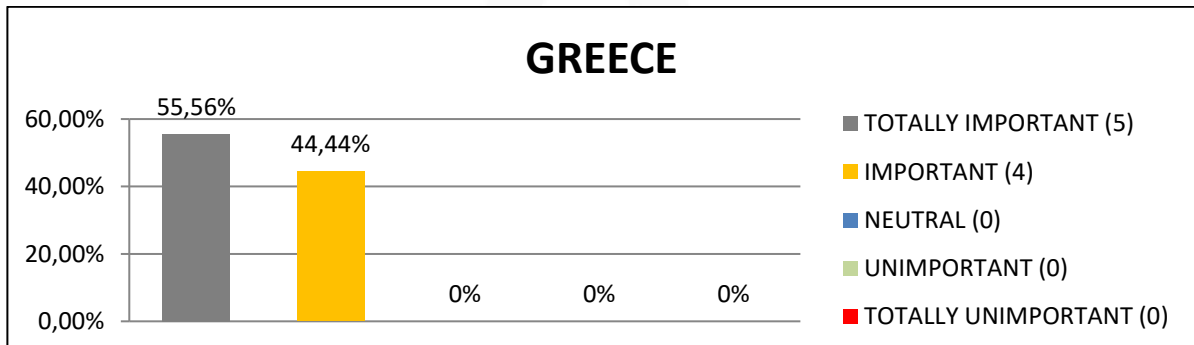
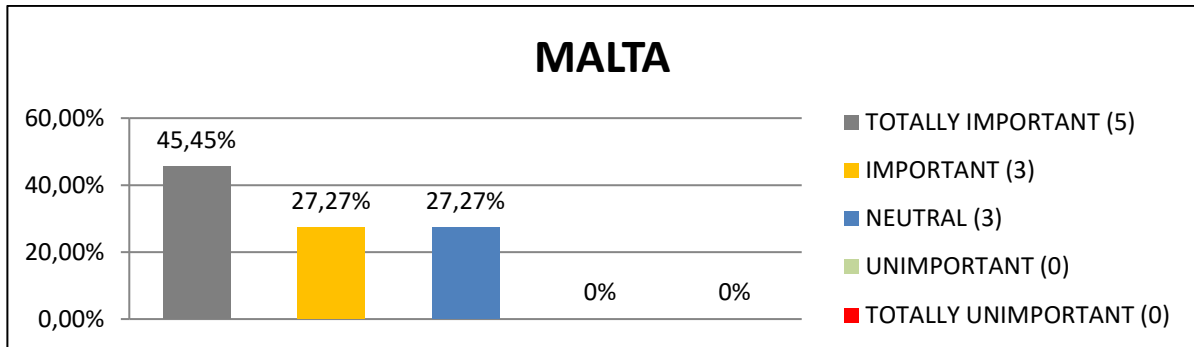


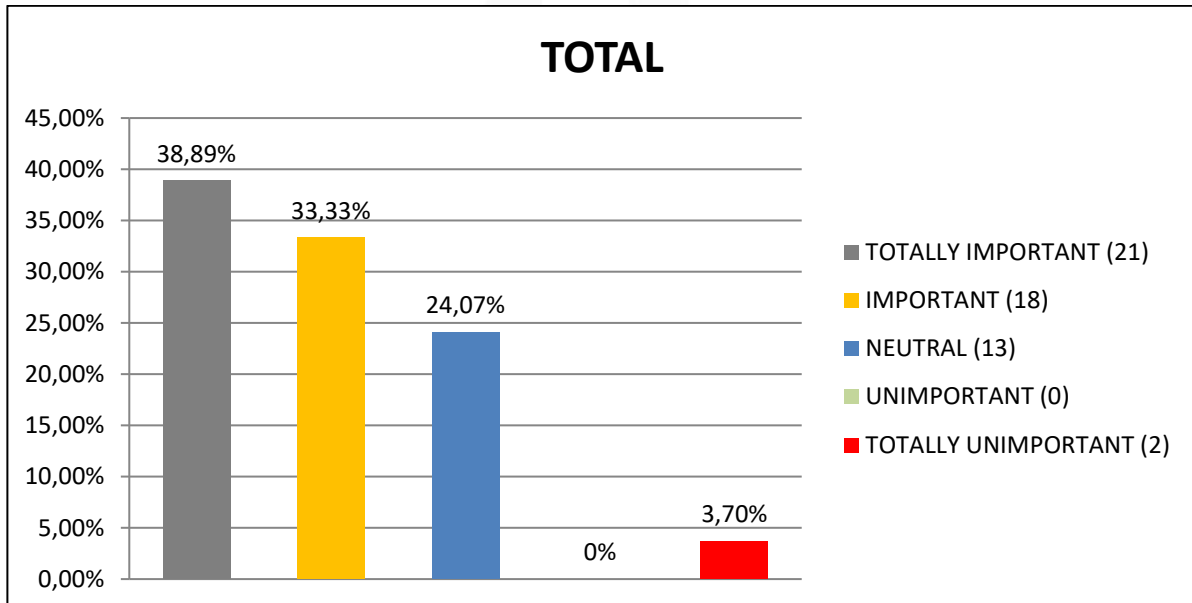
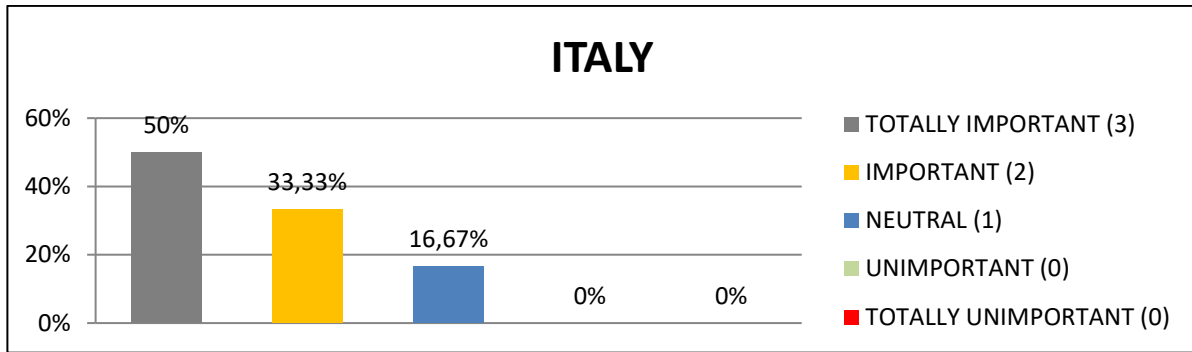
Out of fifty-four (54) responses, twenty-six (26 – 48,15%) considered Customer Relationships to be Totally Important, twenty-two (22 – 40,74%) considered them to be Important and six (6 – 11,11%) considered them to be Neutral.

6. CHANNELS

(Ways of reaching the customers, how we can reach them and sell the product)



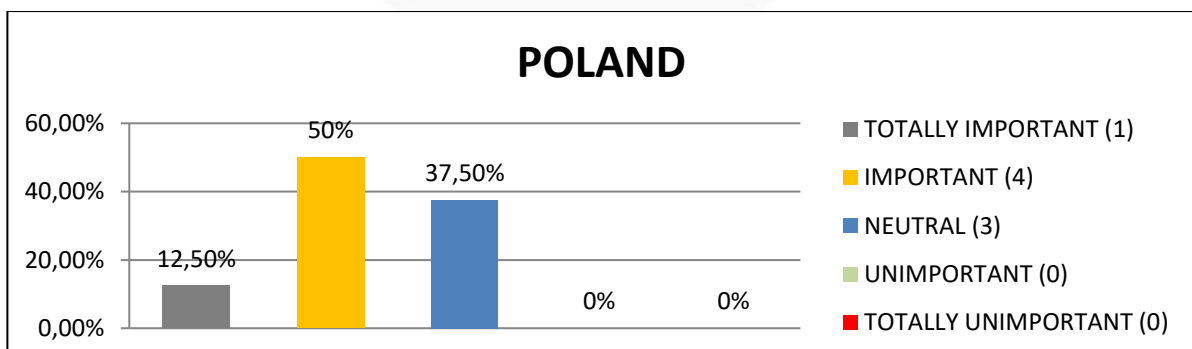


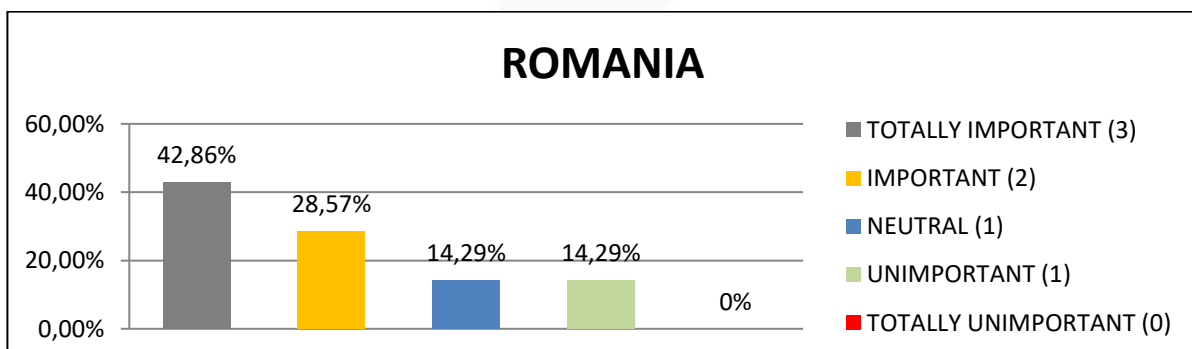
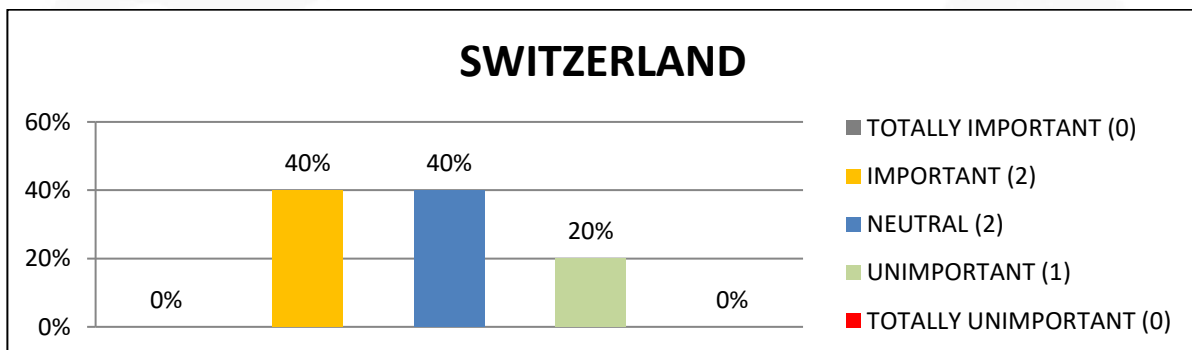
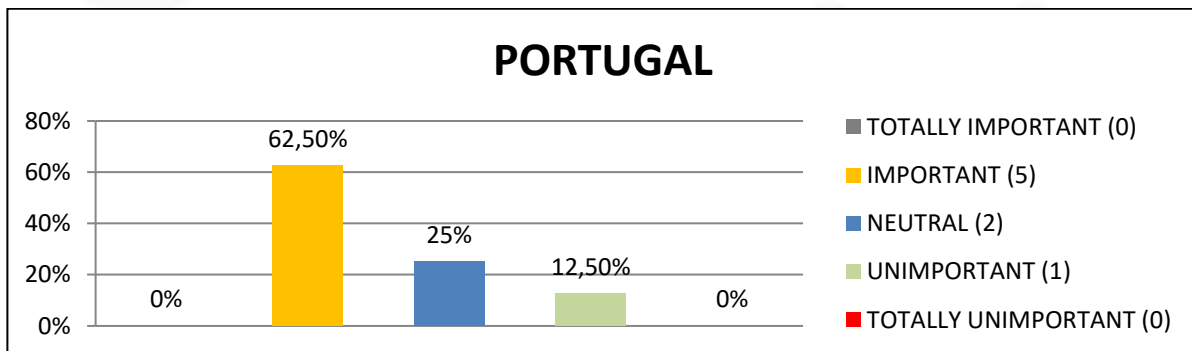
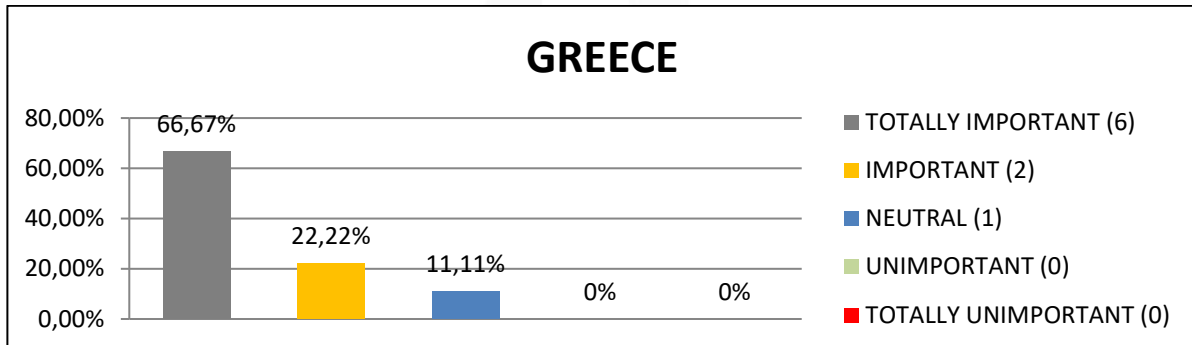
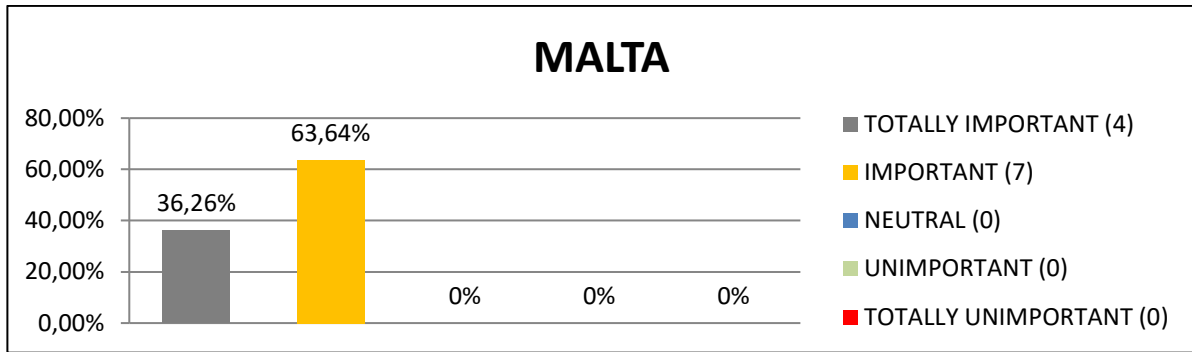


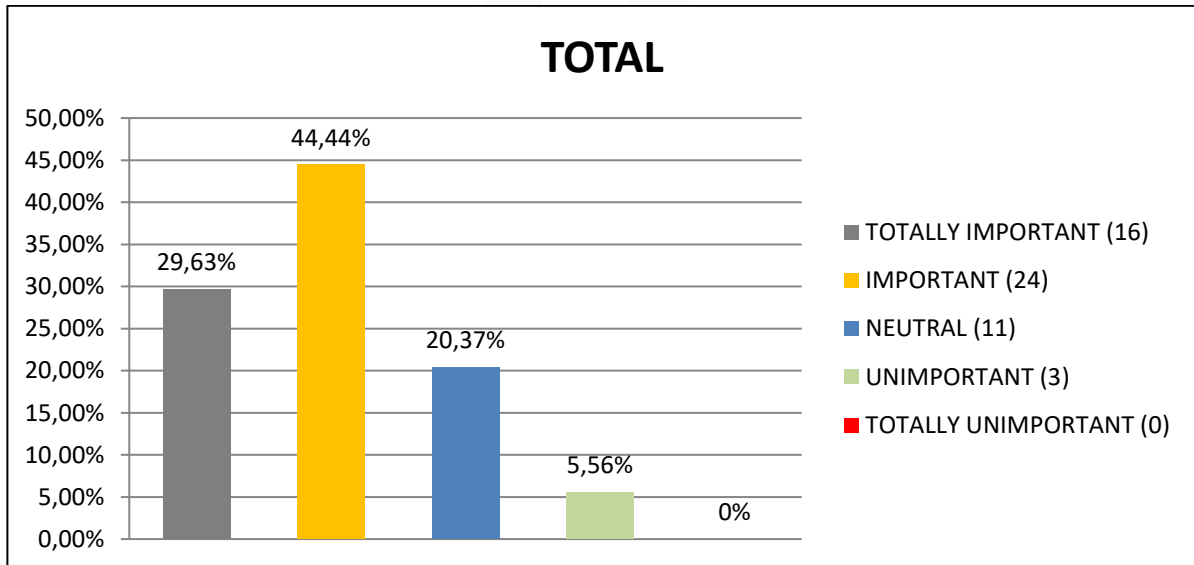
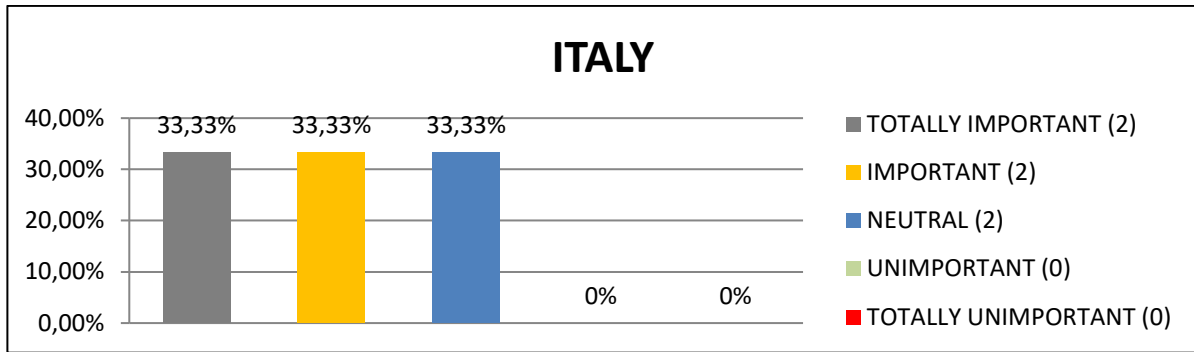
Out of fifty-four (54) responses, twenty-one (21 – 38,89%) considered Channels to be Totally Important, eighteen (18 – 33,33%) considered them to be Important, thirteen (13 – 24,07%) considered them to be Neutral, and two (2 – 3,70%) considered them to be Totally Unimportant.

7. CUSTOMER SEGMENTS

(Different groups of people, organisations to which activities will be directed. They will be the customers. Customer segments should be separated if they differ significantly)



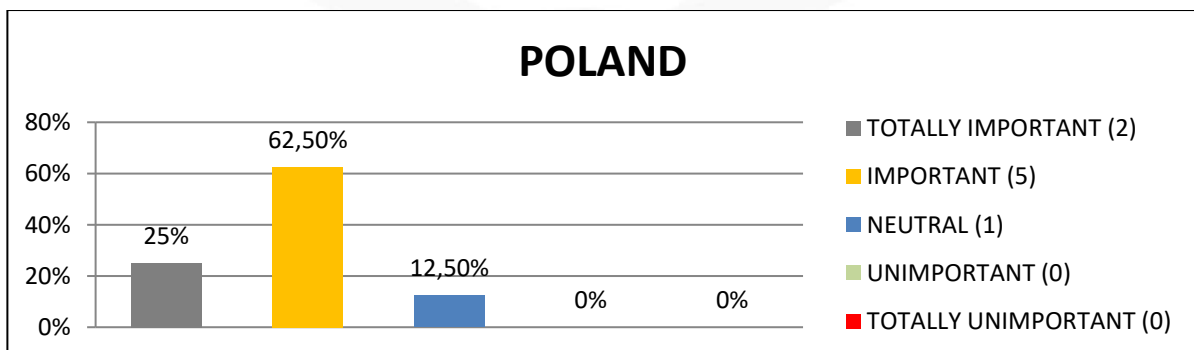


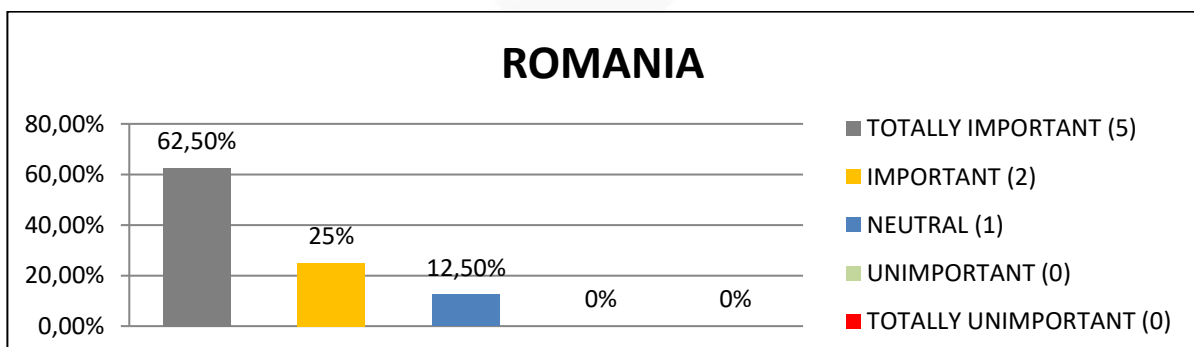
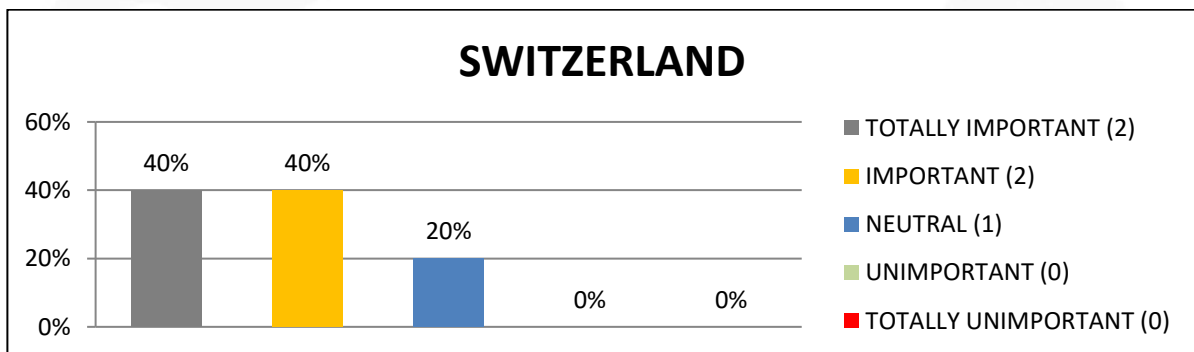
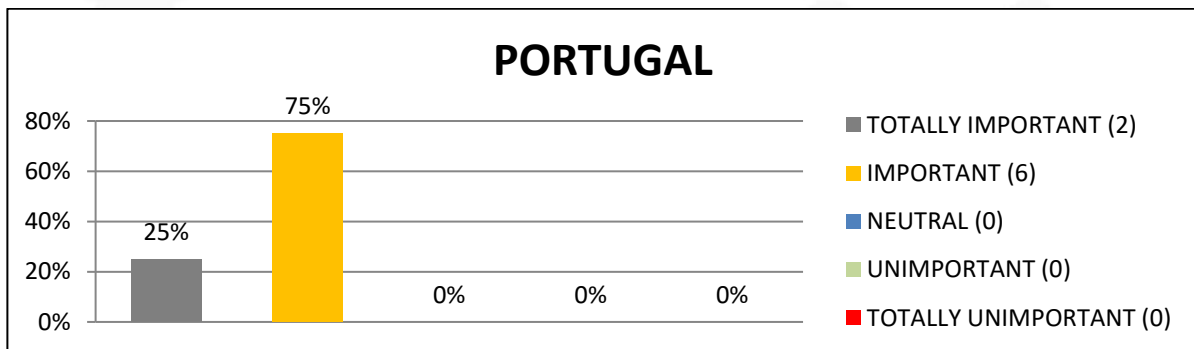
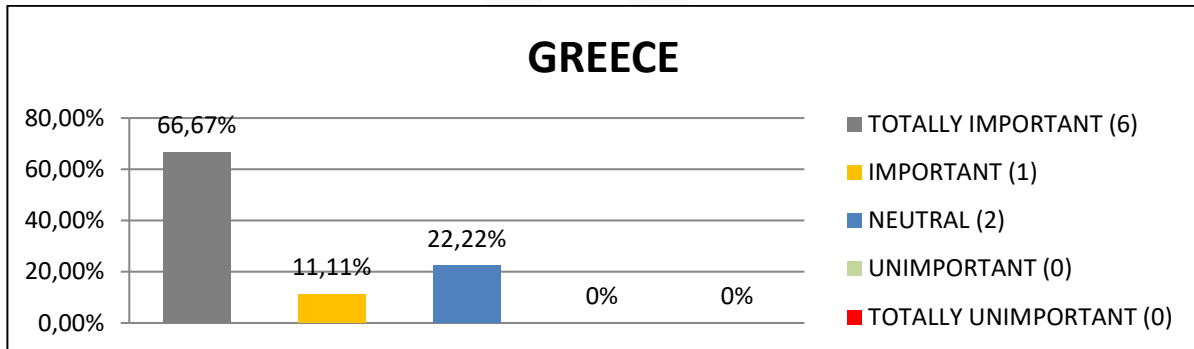
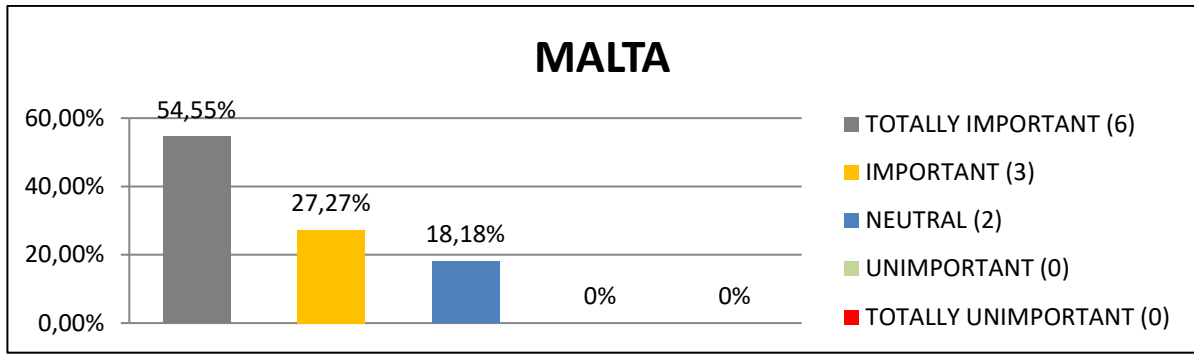


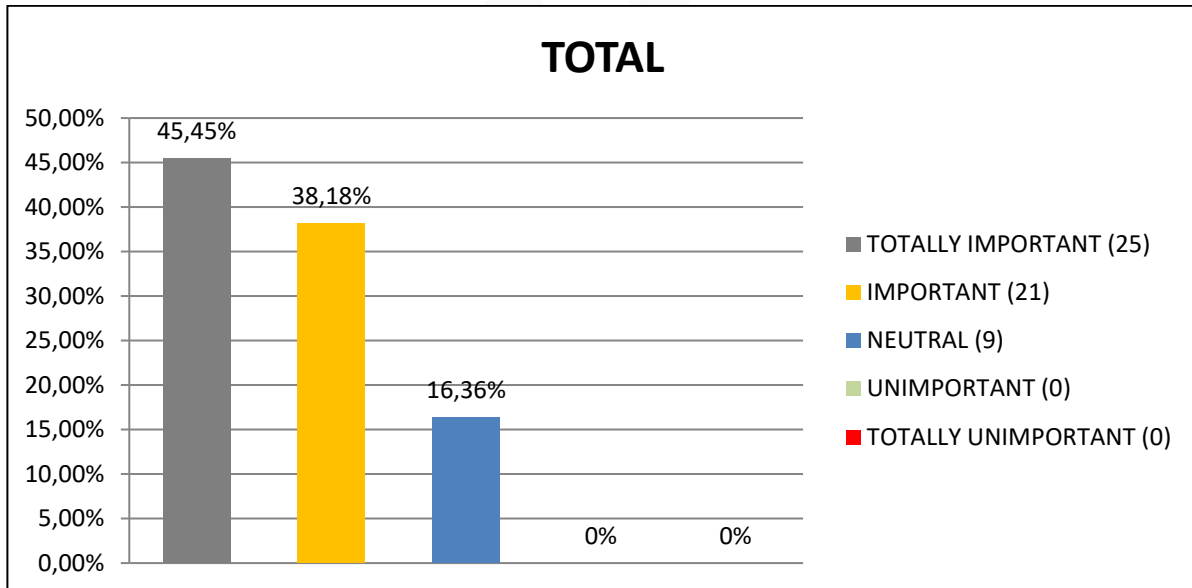
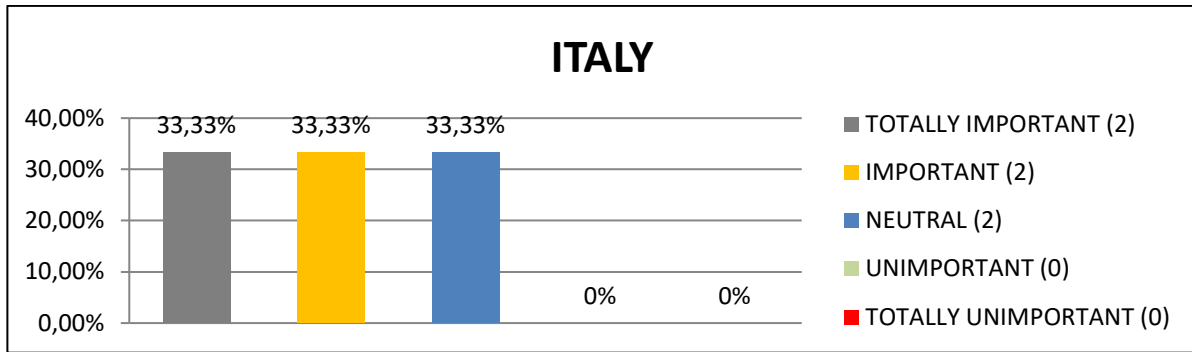
Out of fifty-four (54) responses, sixteen (16 – 29,63%) considered Customer Segments to be Totally Important, twenty-four (24 – 44,44%) considered them to be Important, eleven (11 – 20,37%) considered them to be Neutral, and three (3 – 5,56%) considered them to be Unimportant.

8. COST STRUCTURE

(All expenses incurred in connection with the functioning of the business model)



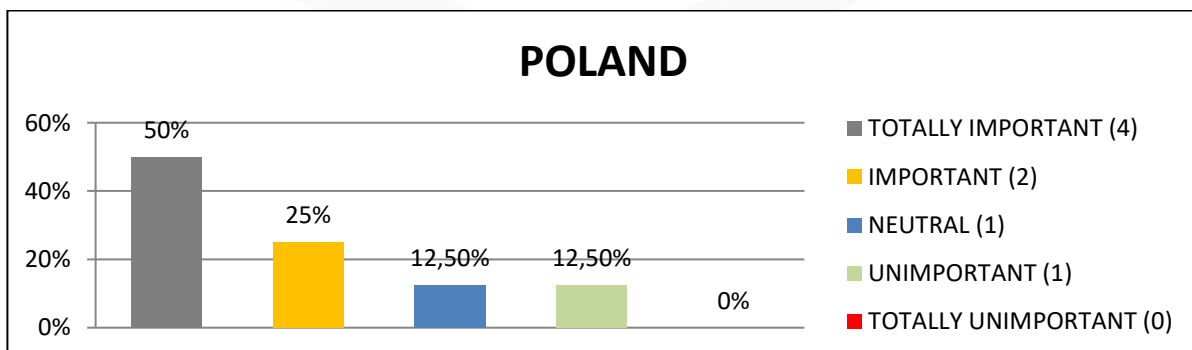


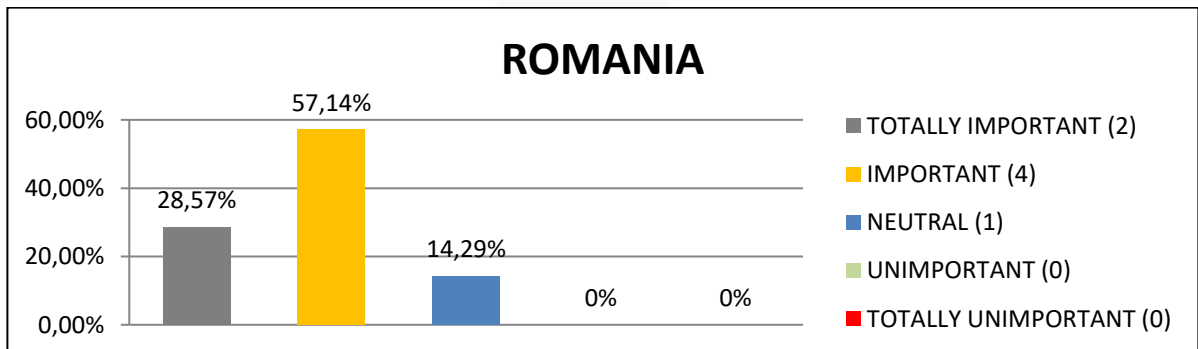
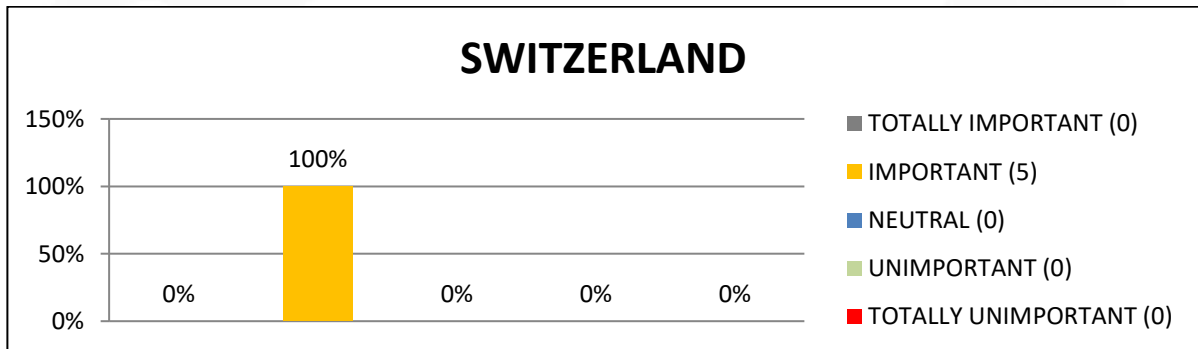
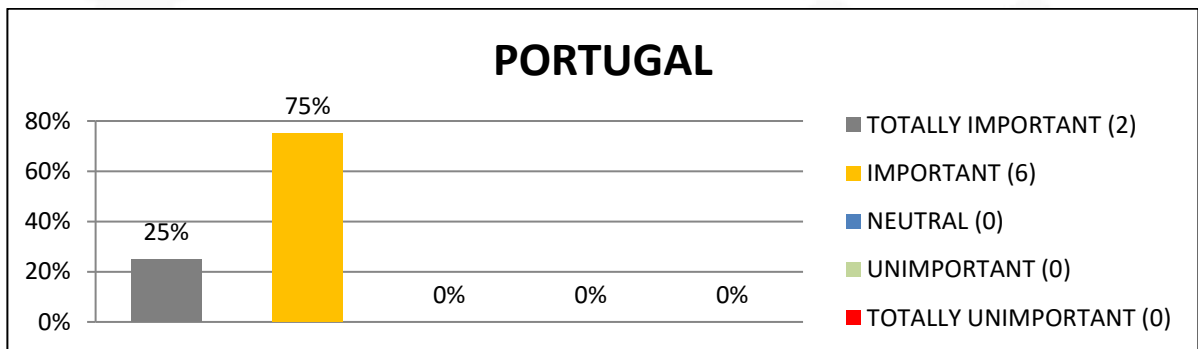
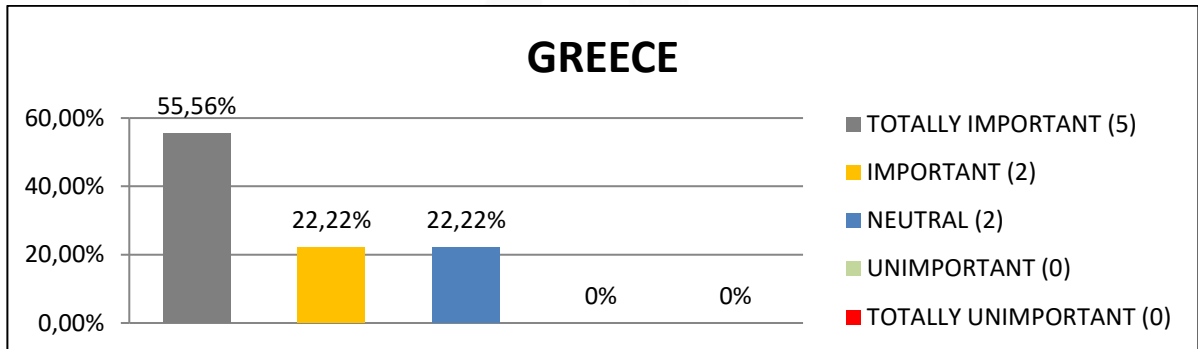
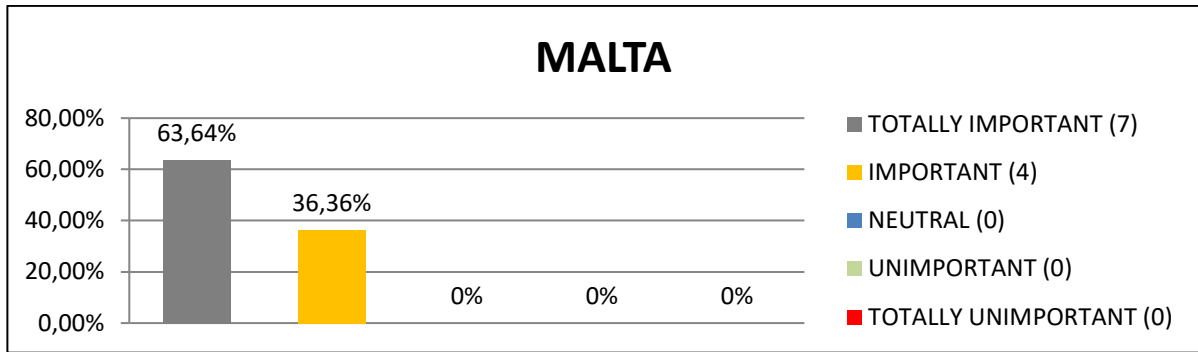


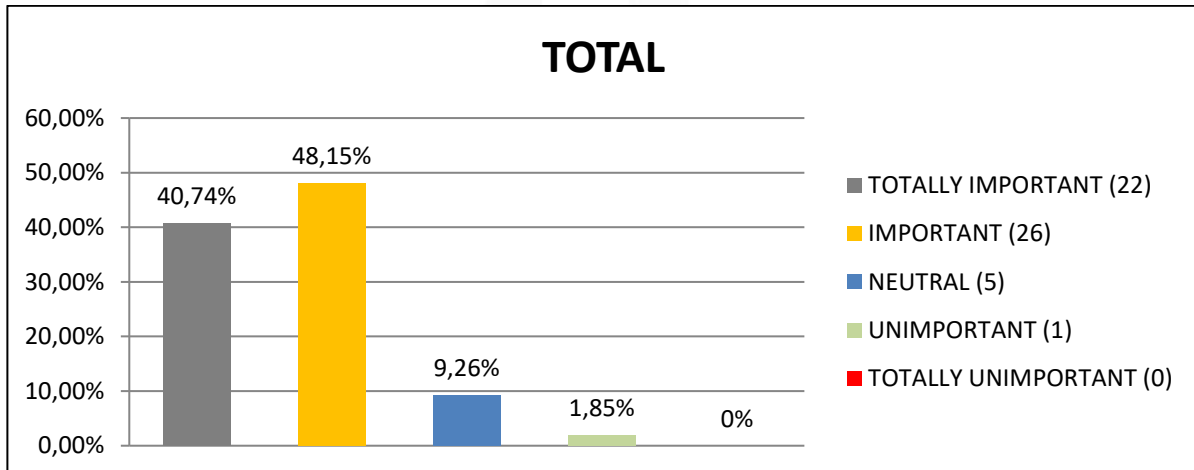
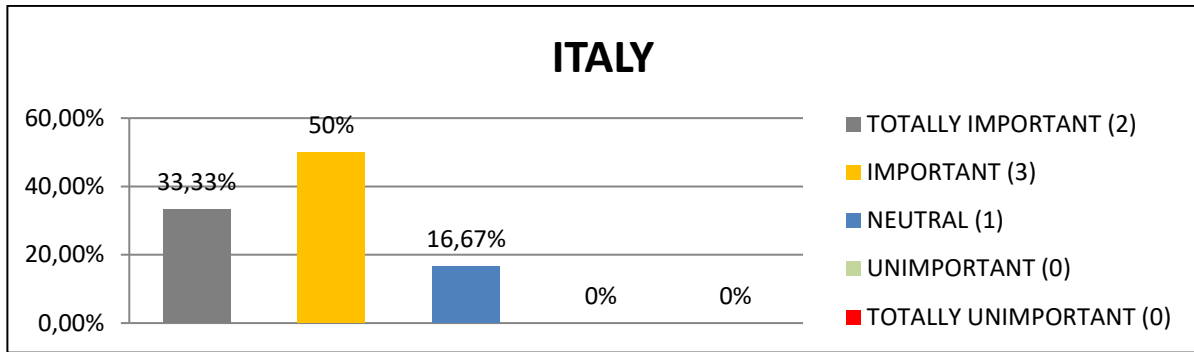
Out of fifty-five (55) responses, twenty-five (25 – 45,45%) considered Cost Structure to be Totally Important, twenty-one (21 – 38,18%) considered them to be Important, and nine (9 – 16,36%) considered them to be Neutral.

9. REVENUE STREAMS

(An introduction of how the product of service will generate revenue. It may be different for each customer segment)



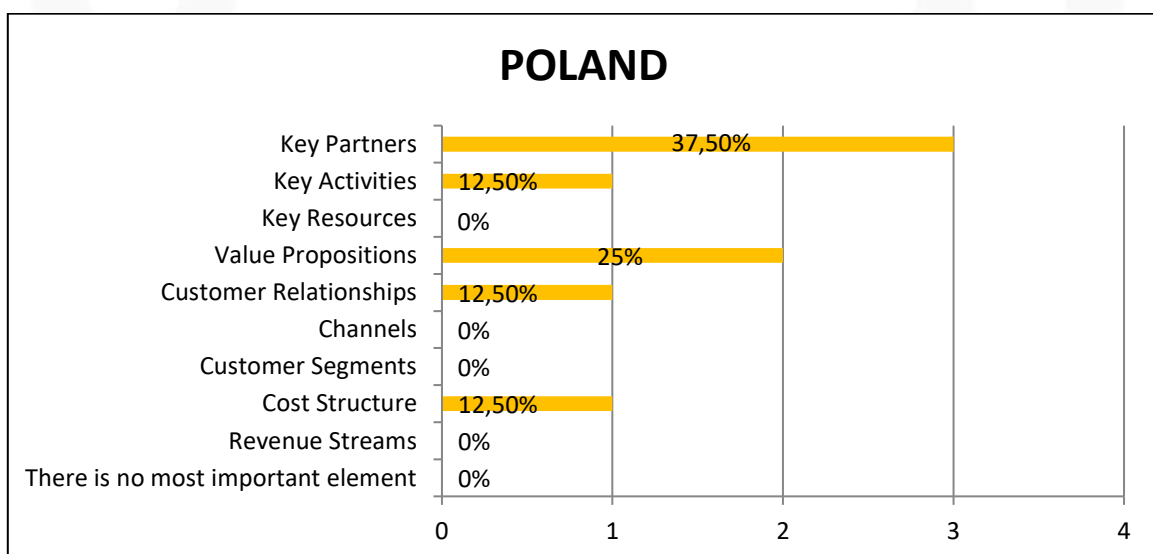


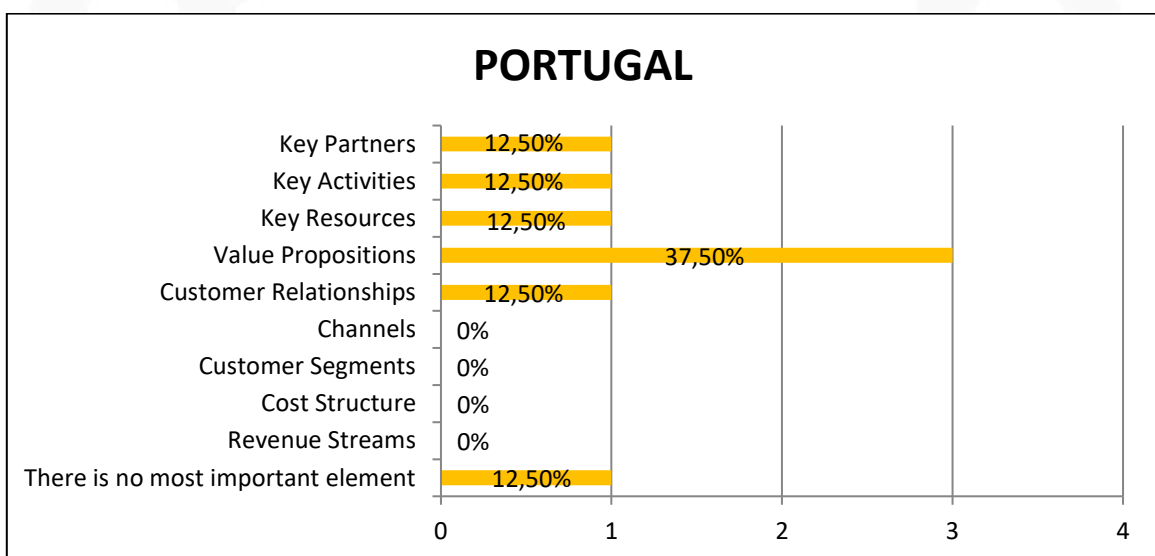
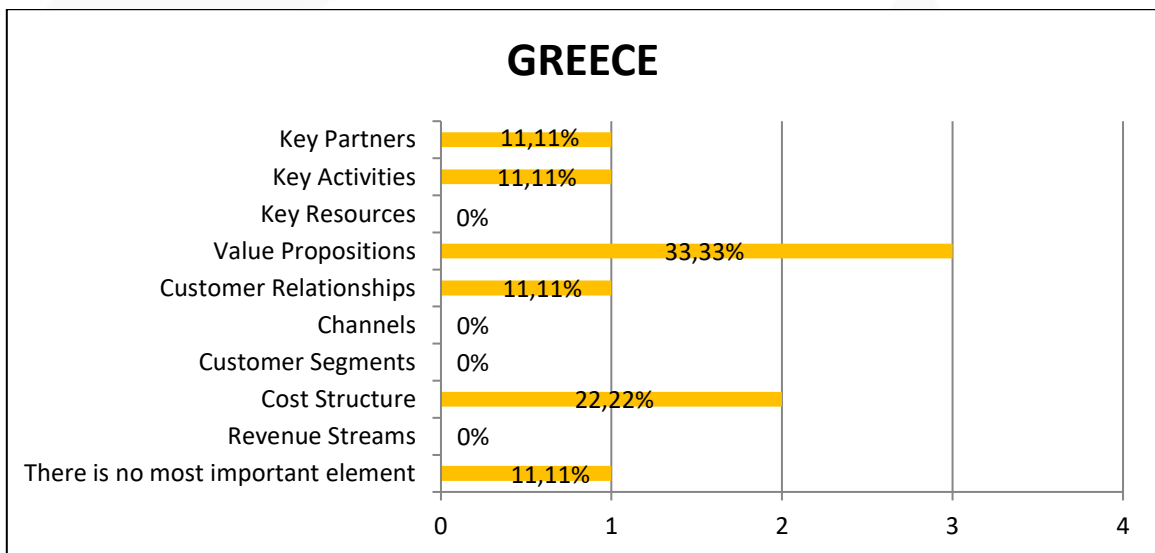
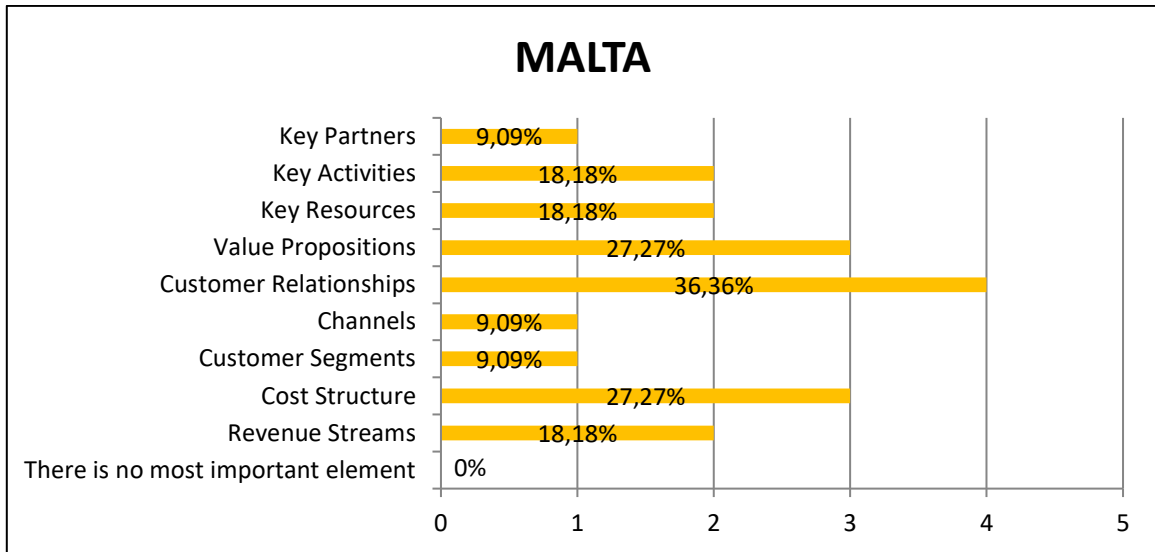


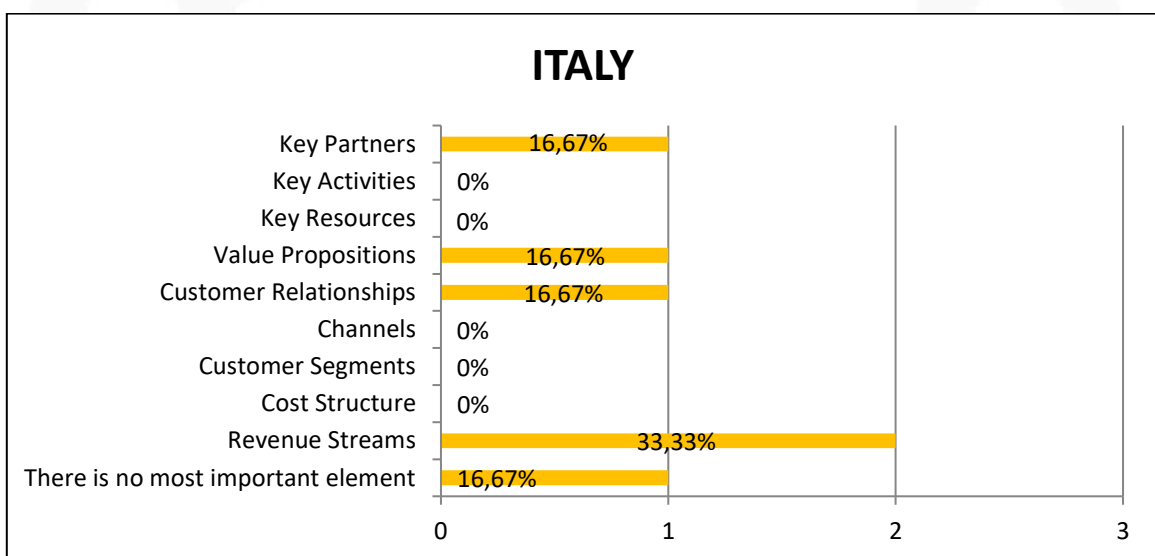
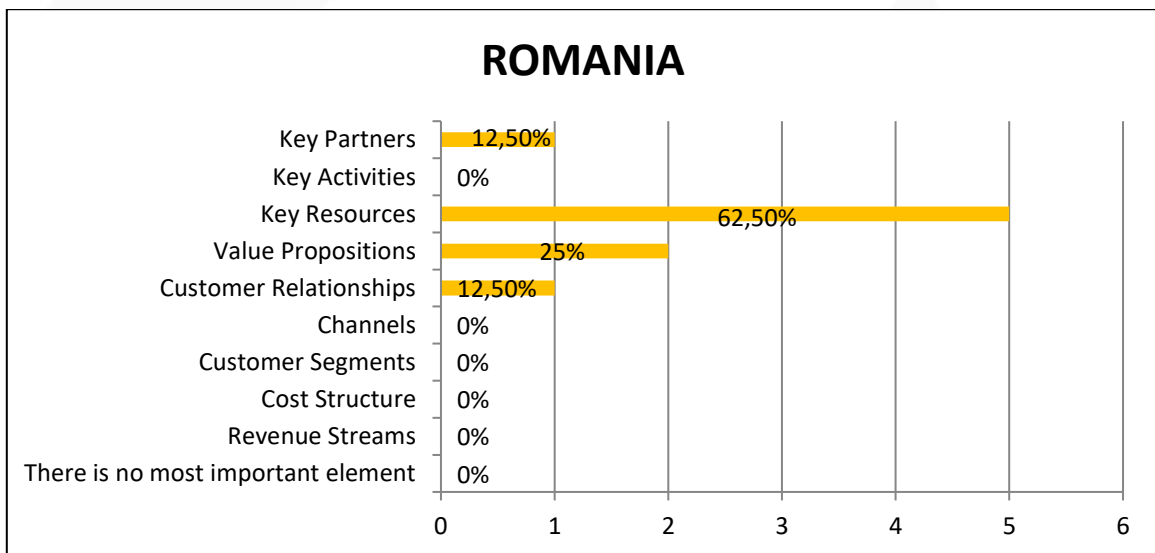
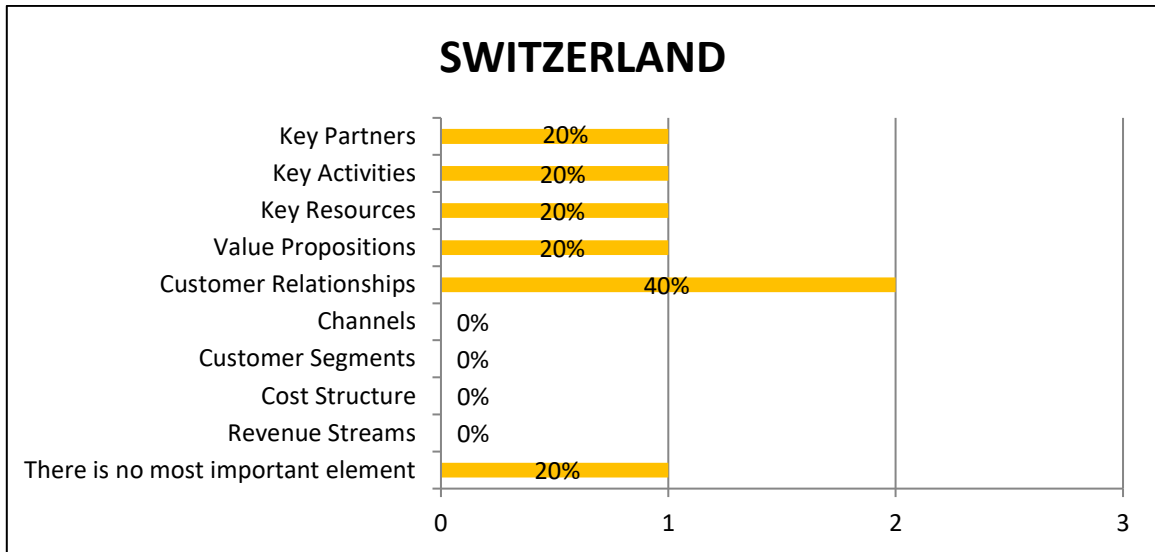
Out of fifty-four (54) responses, twenty-two (22 – 40,74%) considered Revenue Streams to be Totally Important, twenty-six (26 – 48,15%) considered them to be Important, five (5 – 9,26%) considered them to be Neutral, and one (1 – 1,85%) considered them to be Unimportant.

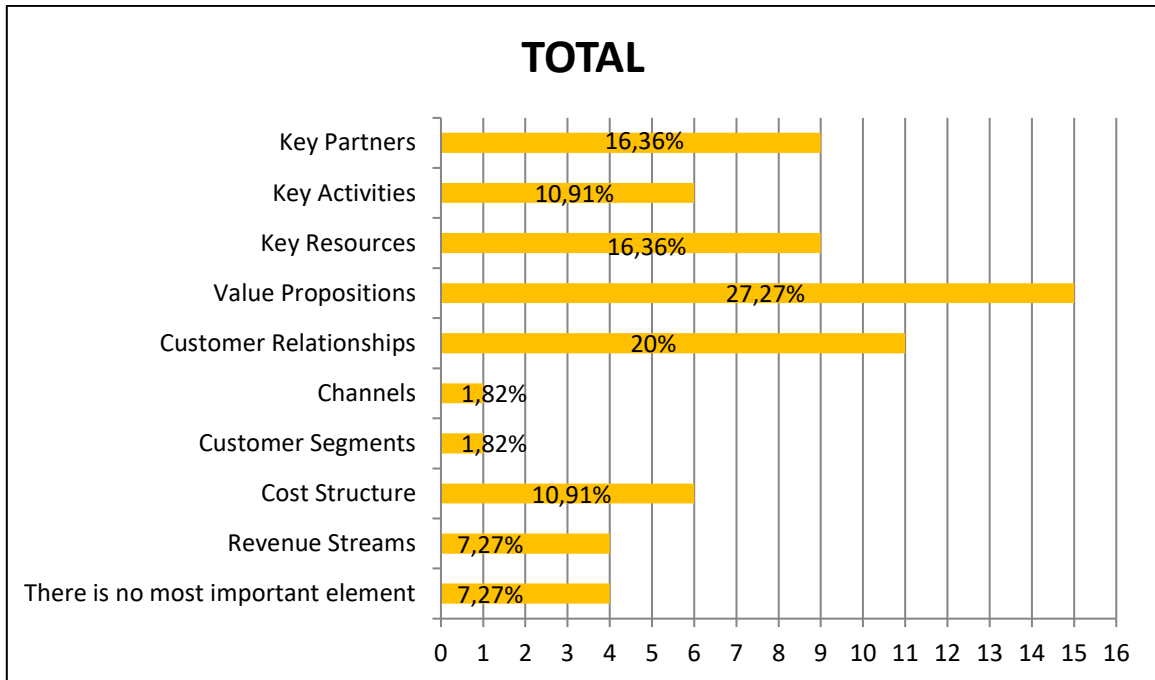
QUESTION 10.

Which of the above elements is the **MOST IMPORTANT** in your opinion?





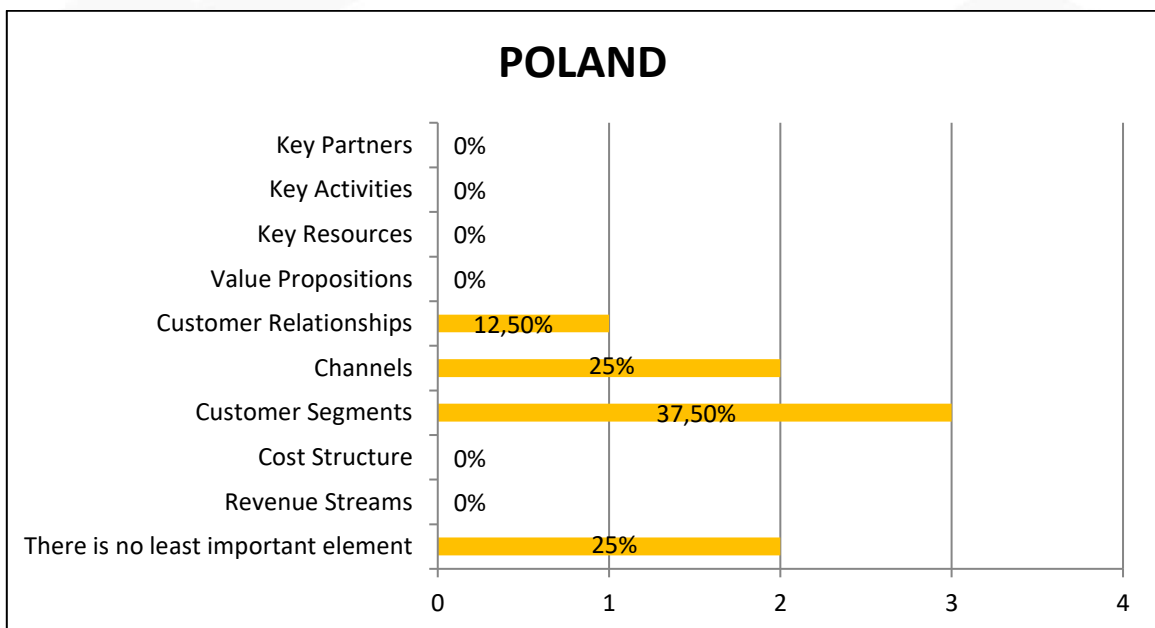


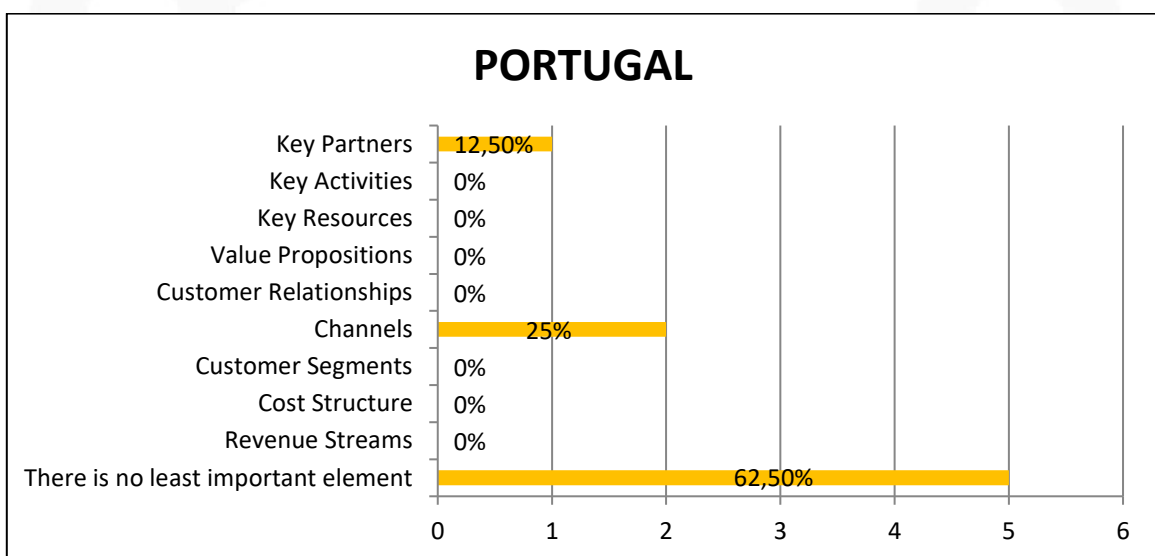
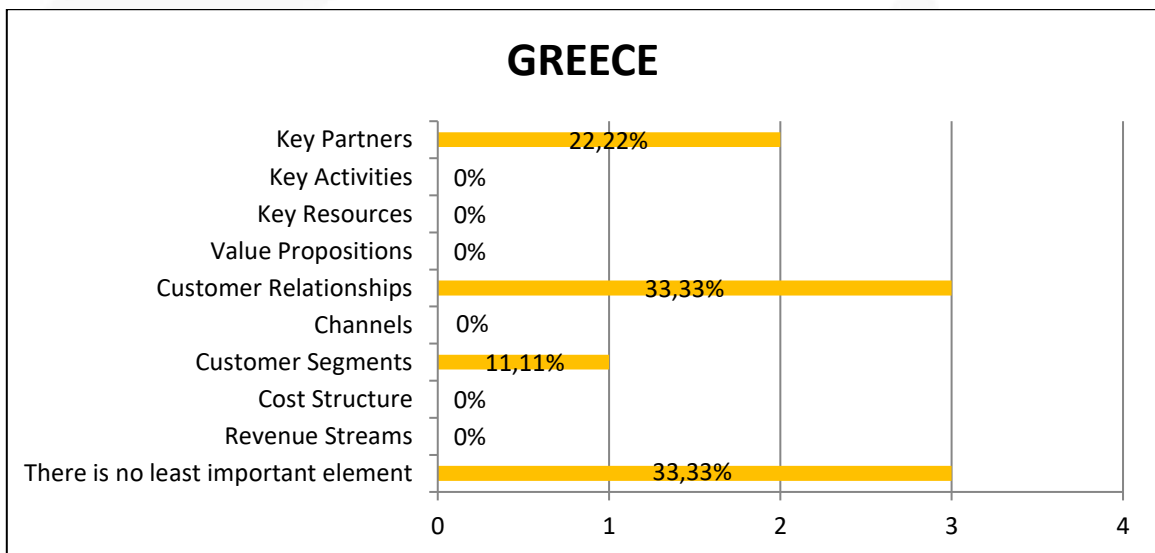
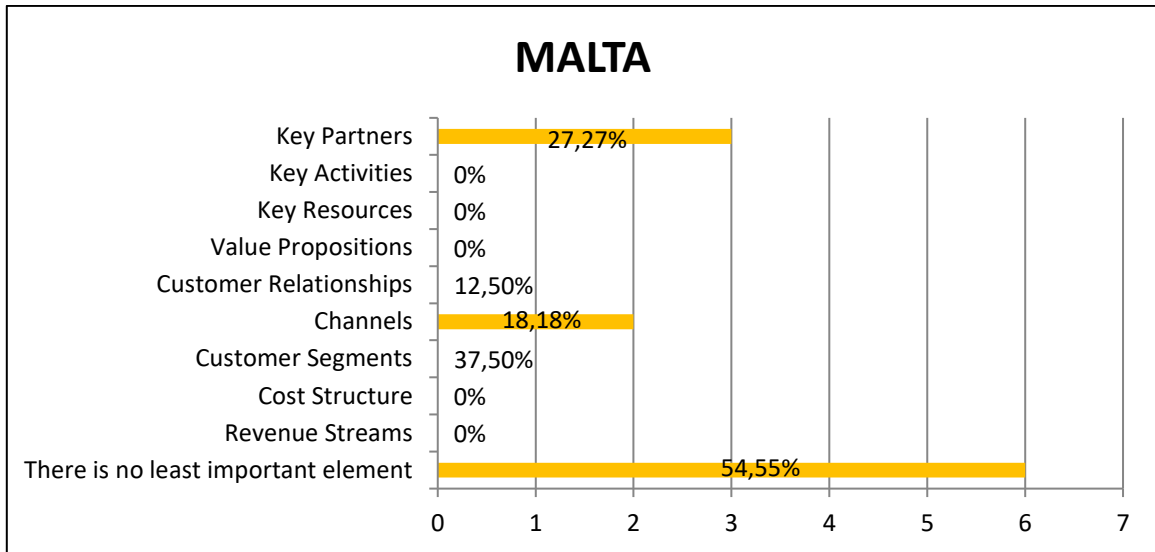


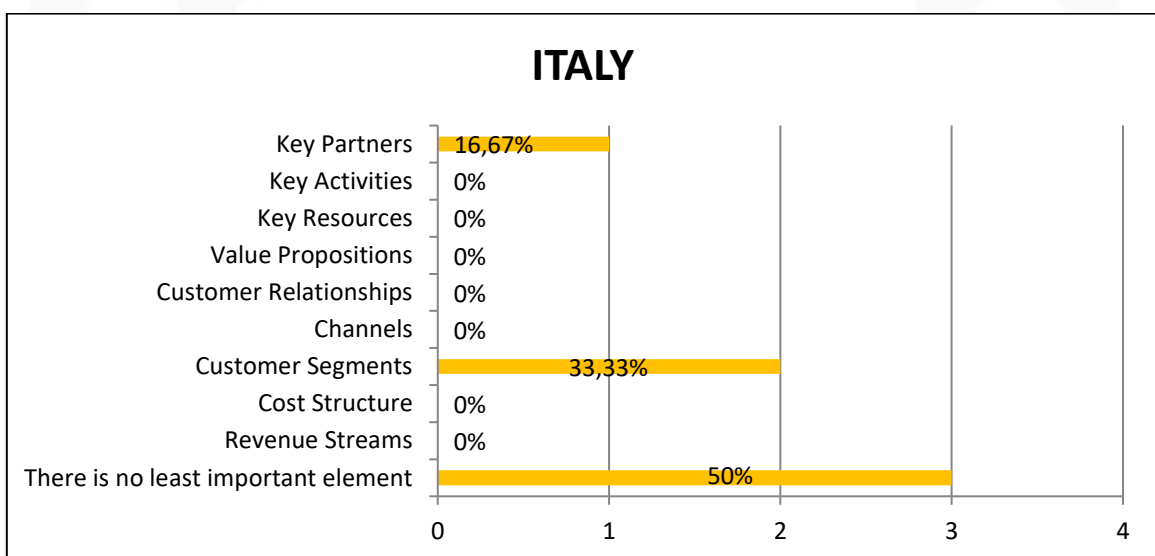
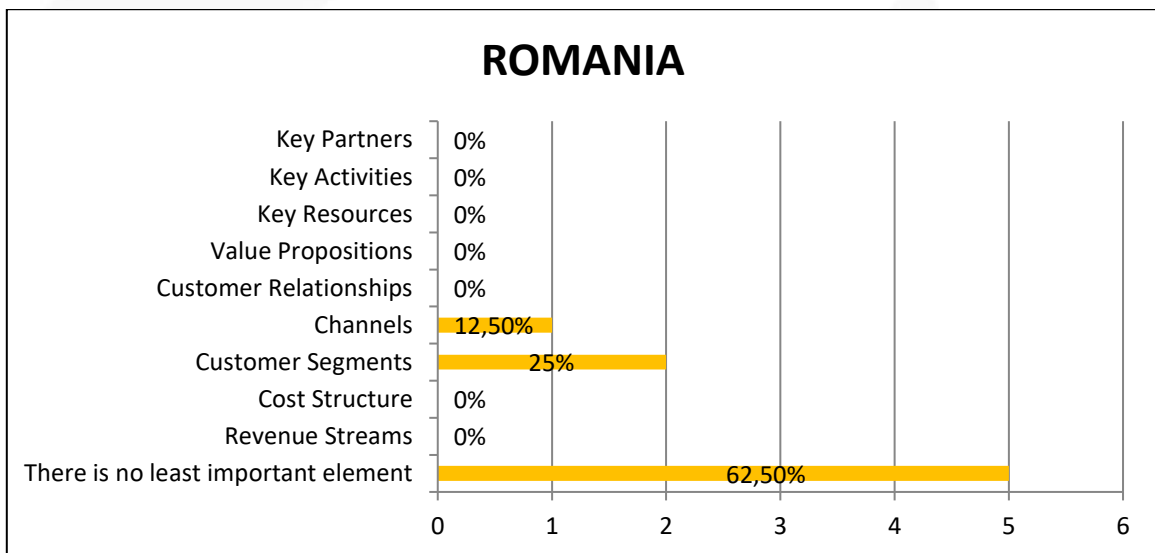
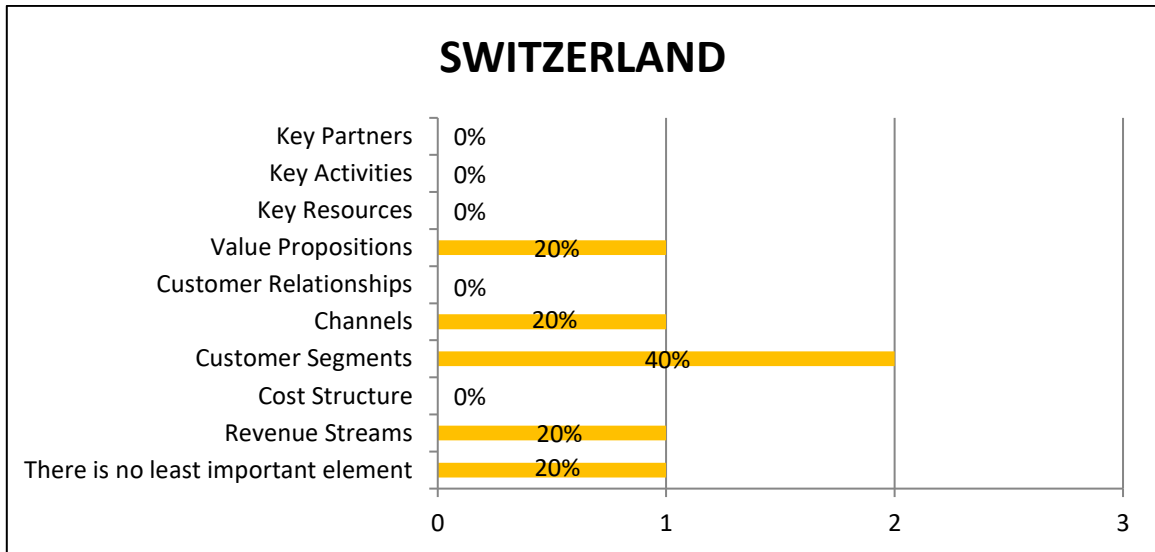
Out of fifty-five (55) responses, fifteen (15 – 27,27%) were for 4. *Value Propositions*, eleven (11 – 20%) were for 5. *Customer Relationships*, nine (9 – 16,36%) were for 1. *Key Partners*, nine (9 – 16,36%) were for 3. *Key Resources*, six (6 – 10,91%) were for 2. *Key Activities*, six (6 – 10,91%) were for 8. *Cost Structure*, four (4 – 7,27%) were for 9. *Revenue Streams*, four (4 – 7,27%) were for 10. *There is no most important element*, one (1 – 1,82%) was for 6. *Channels*, and one (1 – 1,82%) was for 7. *Customer Segments*.

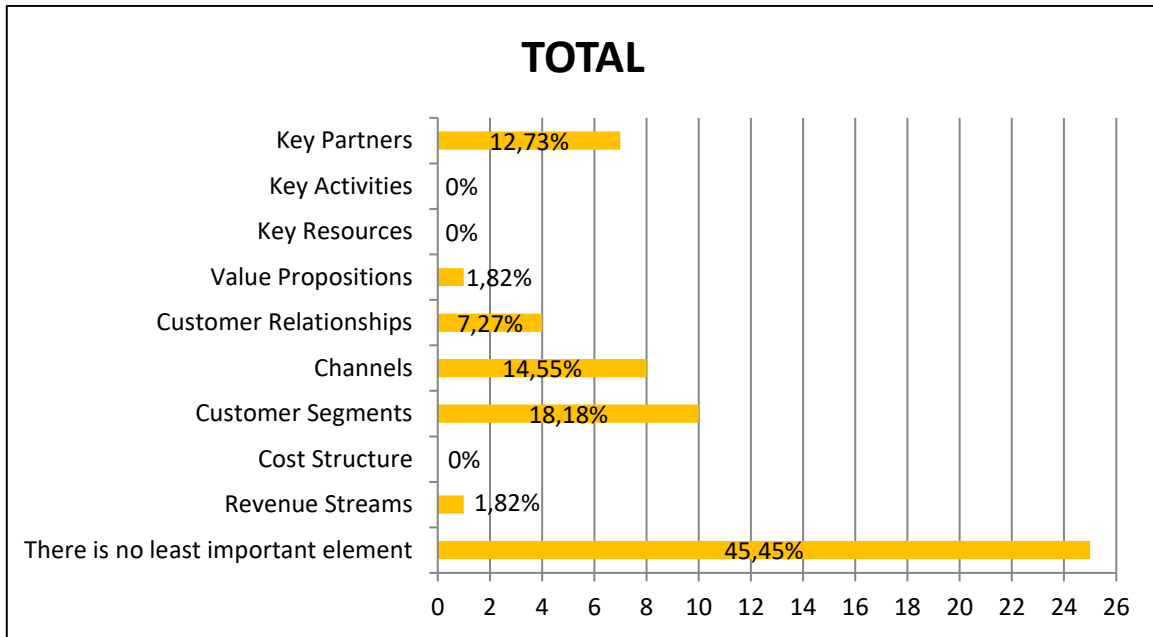
QUESTION 11.

Which of the above elements is the **LEAST IMPORTANT** in your opinion?





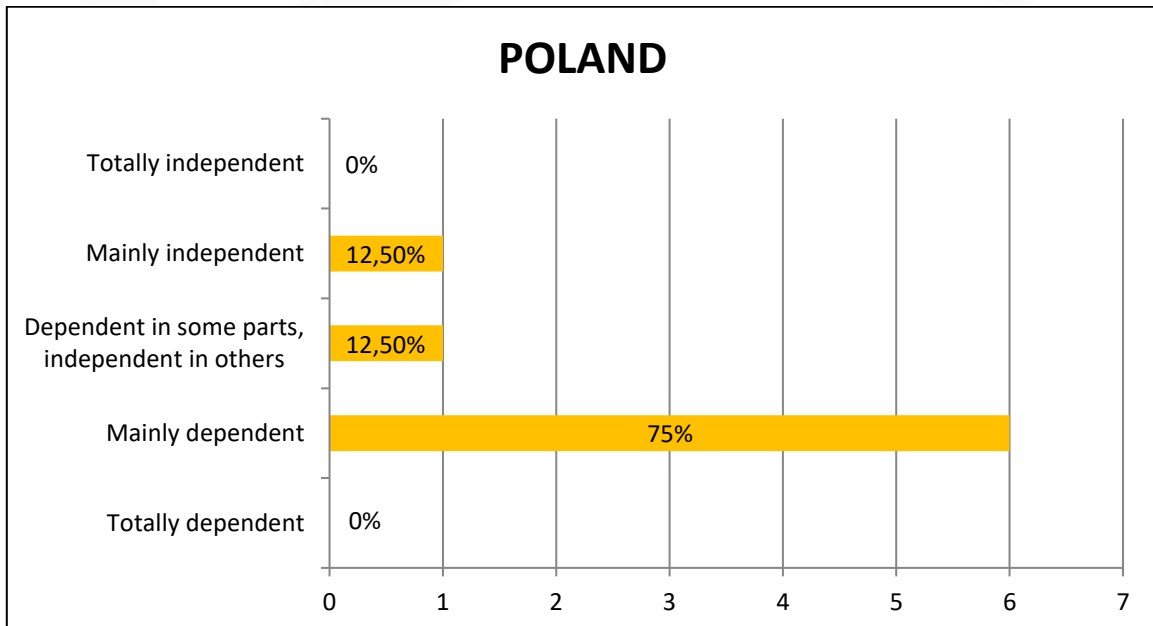


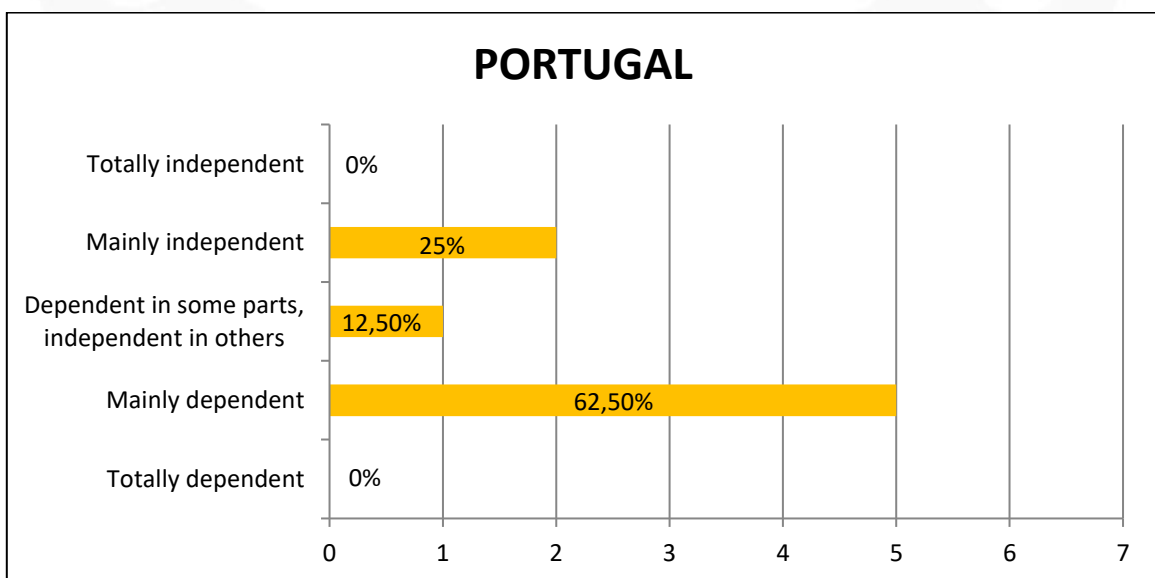
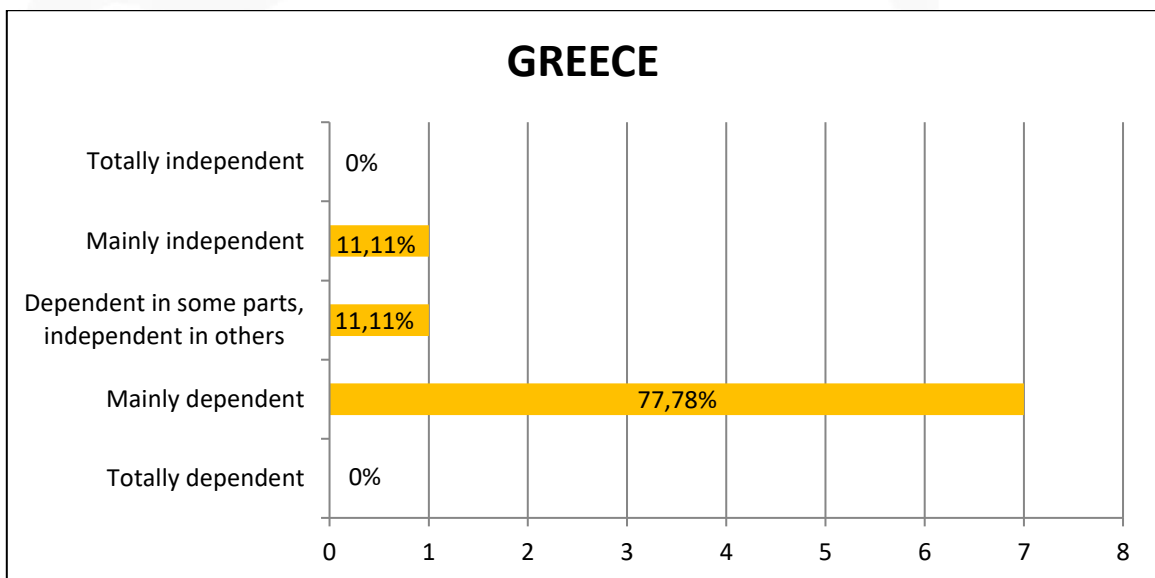
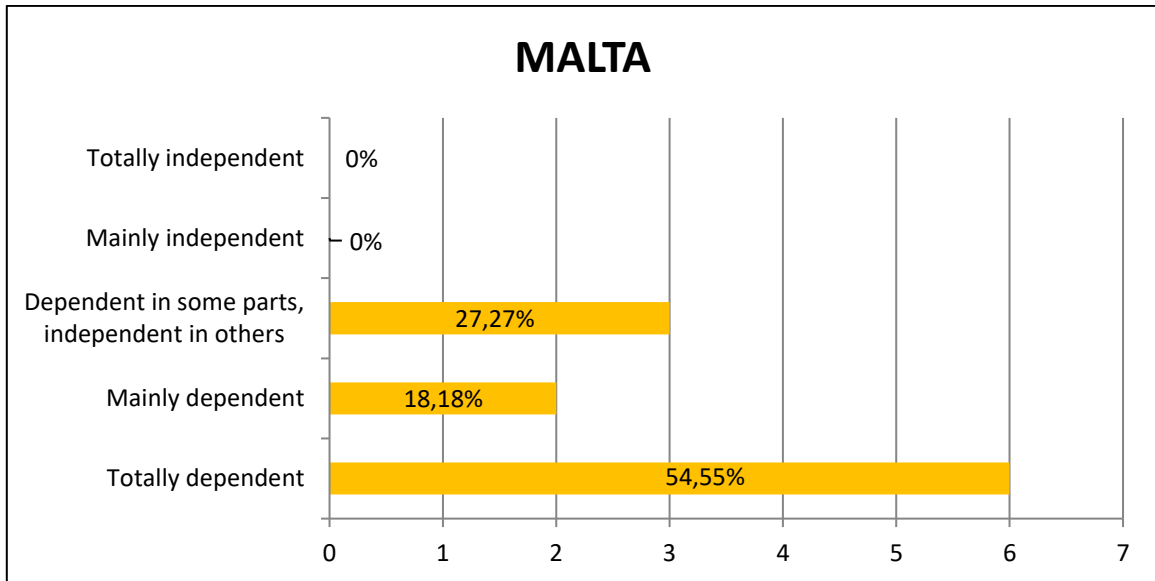


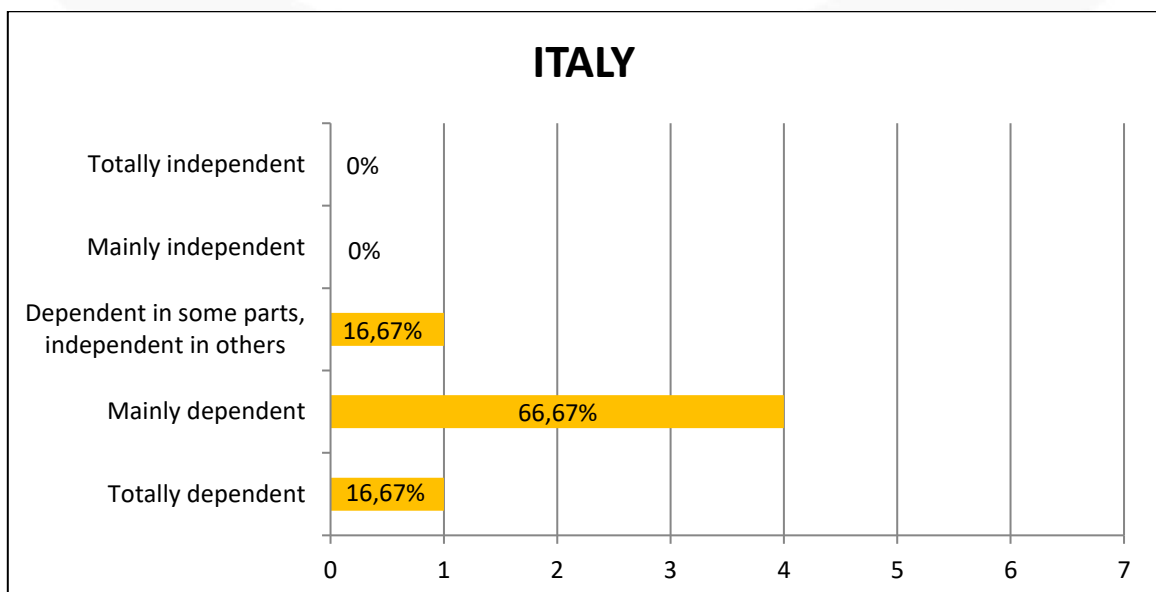
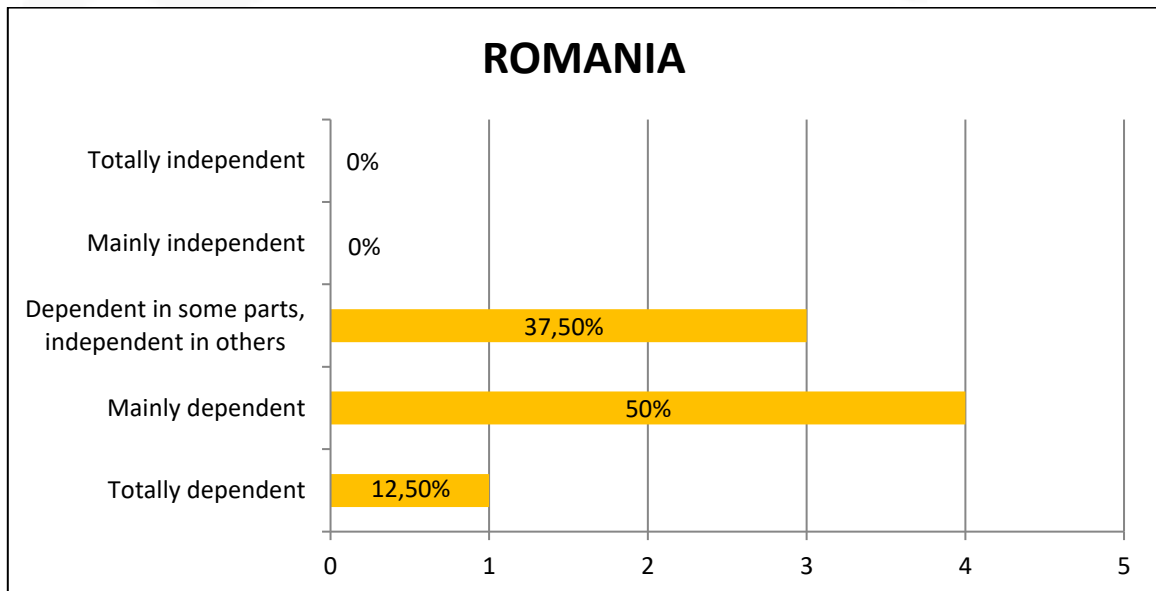
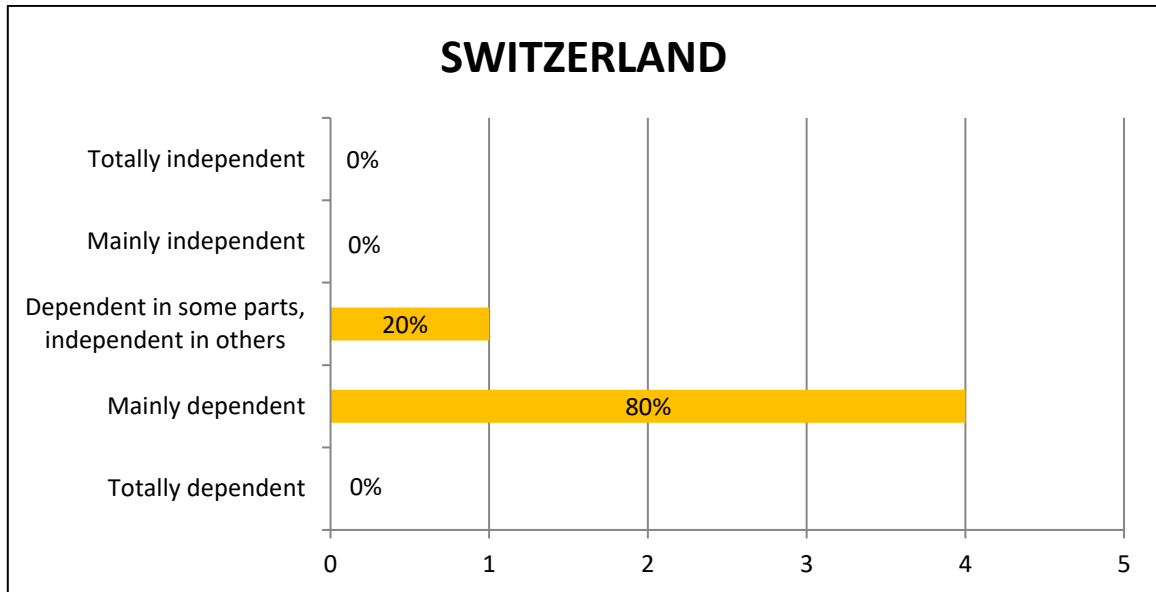
Out of fifty-five (55) responses, twenty-five (25 – 45,45%) were for 10. *There is no least important element*, ten (10 – 18,18%) were for 7. *Customer Segments*, eight (8 – 14,55%) were for 6. *Channels*, seven (7 – 12,73%) were for 1. *Key Partners*, four (4 – 7,27%) were for 5. *Customer Relationships*, one (1 – 1,82%) was for 4. *Value Propositions*, and one (1 – 1,82%) was for 9. *Revenue Streams*.

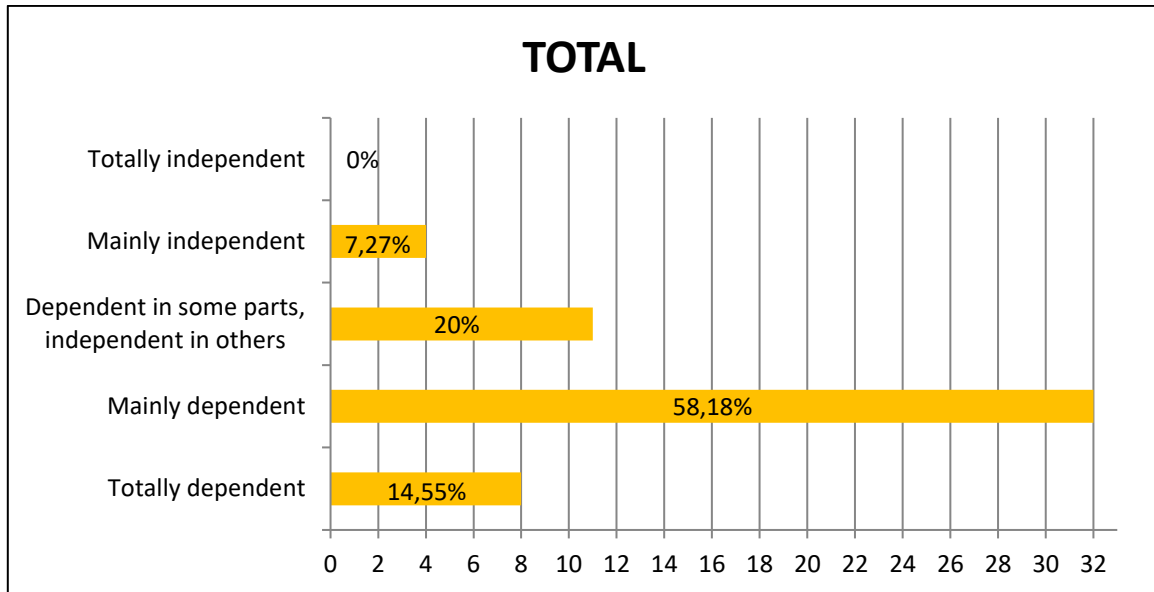
QUESTION 12.

You see the different elements of business model as:





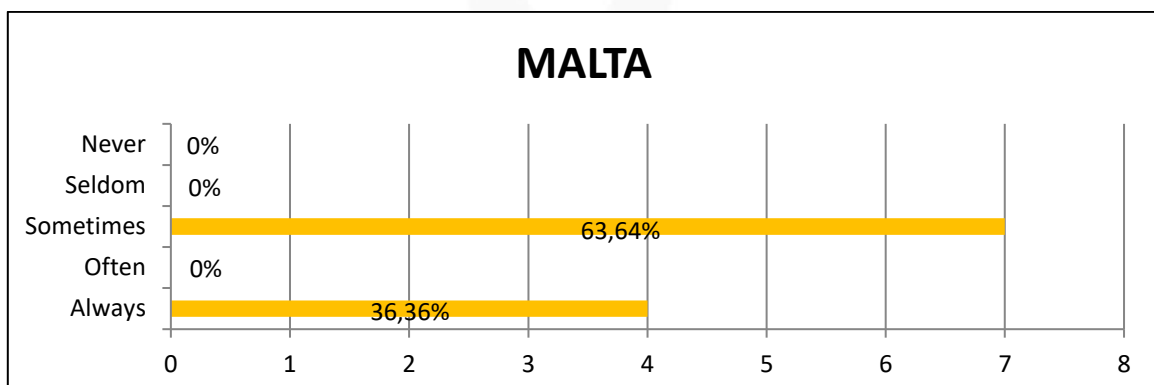
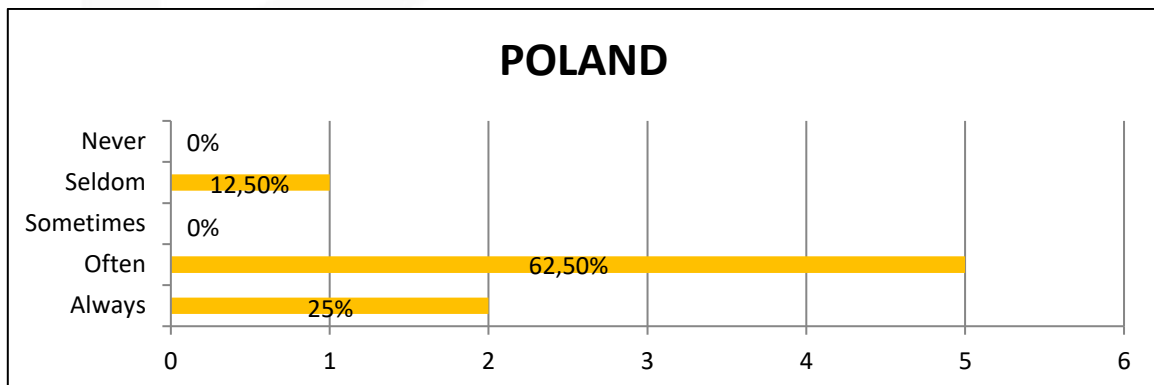


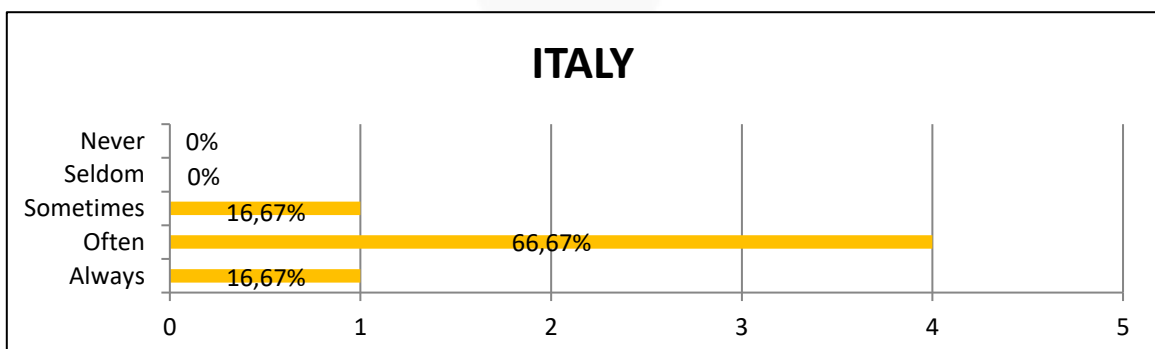
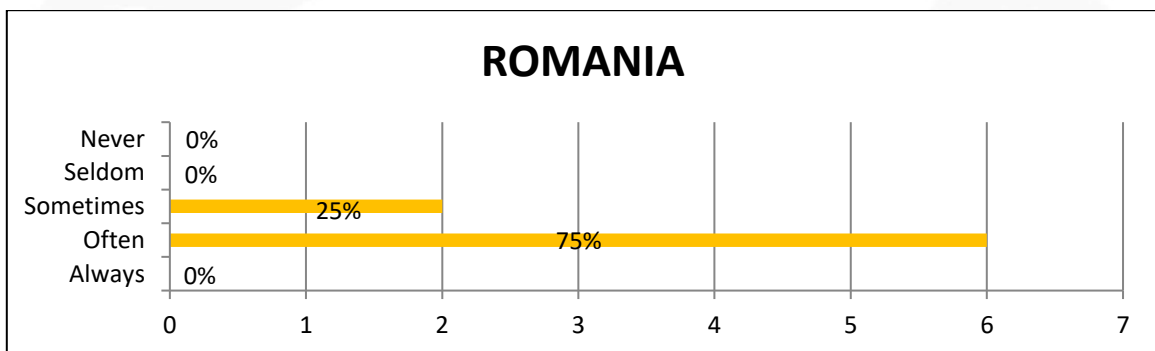
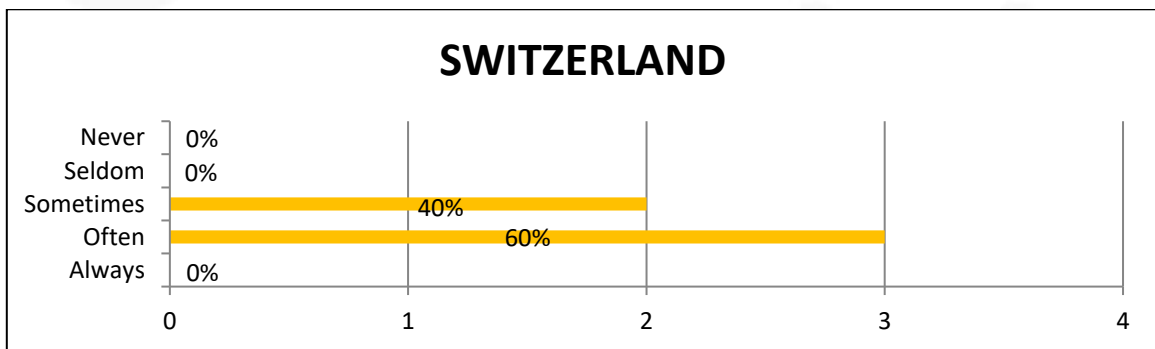
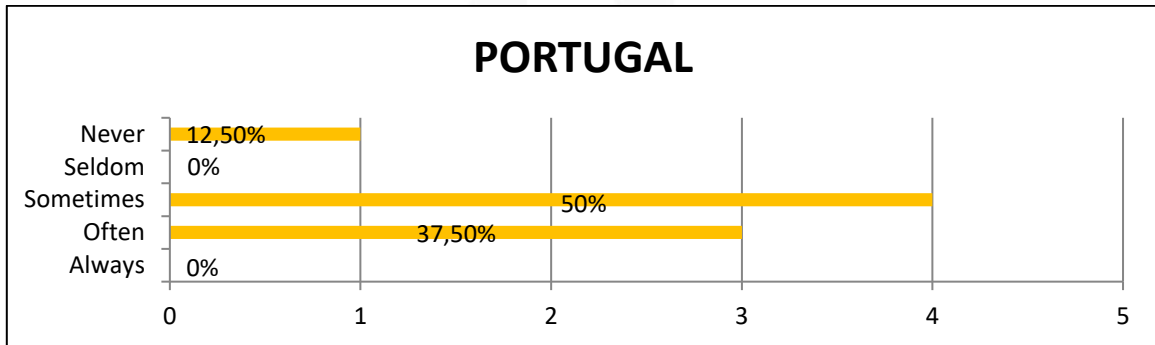
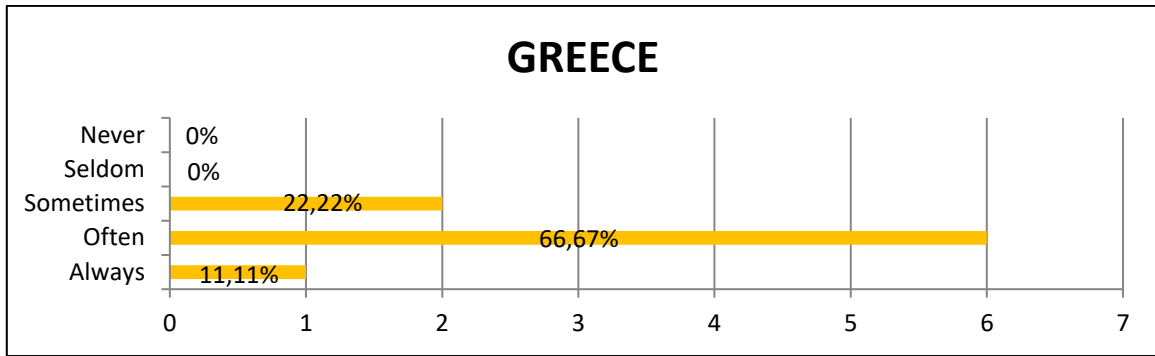


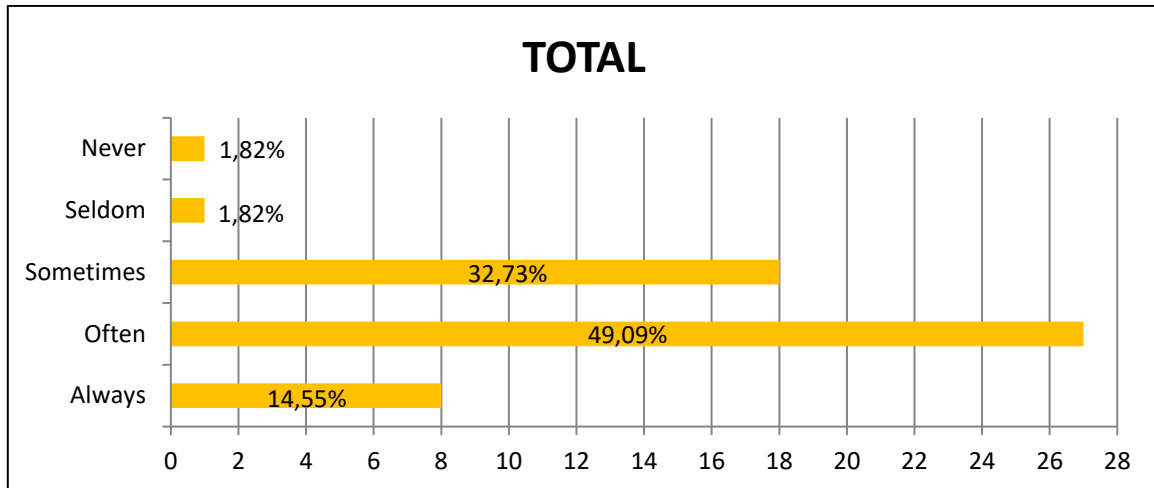
The participants were asked whether they considered the above independent, on a one-to-five (1-5) Likert scale, with one (1) being Totally Independent and five (5) being Totally Dependent. Out of fifty-five (55) responses, thirty-two (32 – 58,15%) considered different elements to be 4. *Mainly Dependent*, eleven (11 – 20%) considered them to be 3. *Dependent in some parts, independent in others*, eight (8 – 14,55%) considered them to be 5. *Totally dependent*, and four (4 – 7,27%) considered them to be 2. *Mainly Independent*.

QUESTION 13.

How often, in your opinion, does a change in one of the elements lead to a change in other(s)?







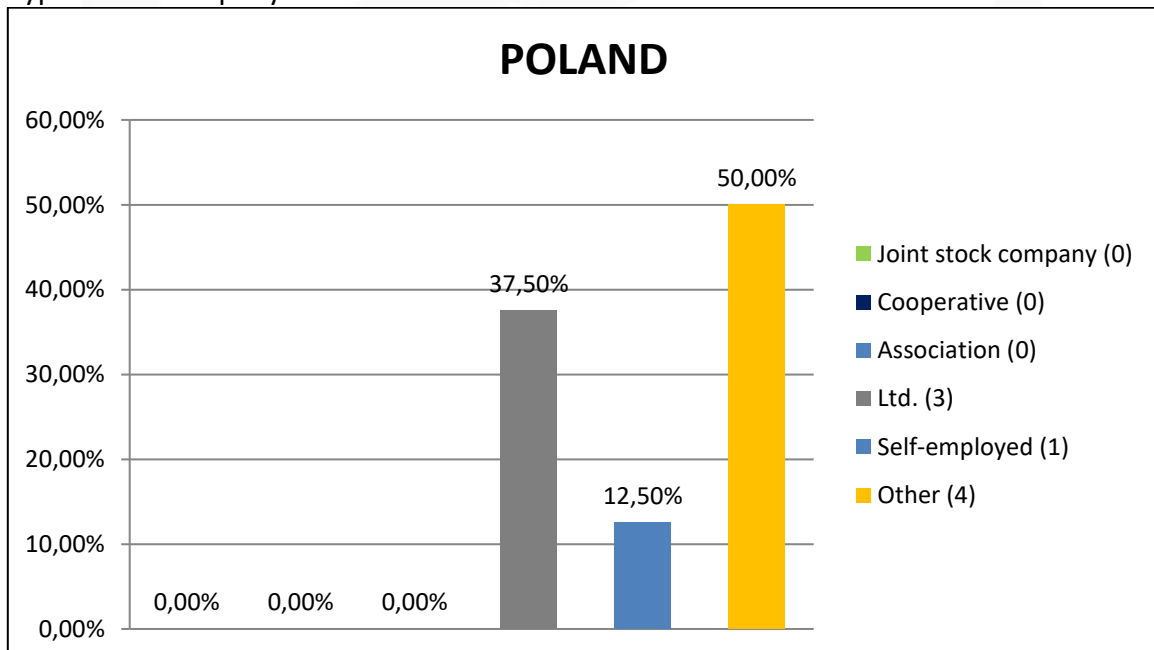
The participants were asked about the likelihood of change, on a one-to-five (1-5) Likert scale, with one (1) being Always and five (5) being Never. Out of fifty-five (55) responses, twenty-seven (27 – 49,09%) considered the likelihood to be 4. *Often*, eighteen (18 – 32,73%) considered it to be 3. *Sometimes*, eight (8 – 14,55%) considered it to be 5. *Always*, one (1 – 1,82%) considered it to be 2. *Seldom*, and one (1 – 1,82%) considered it to be 1. *Never*.

BLOCK 4

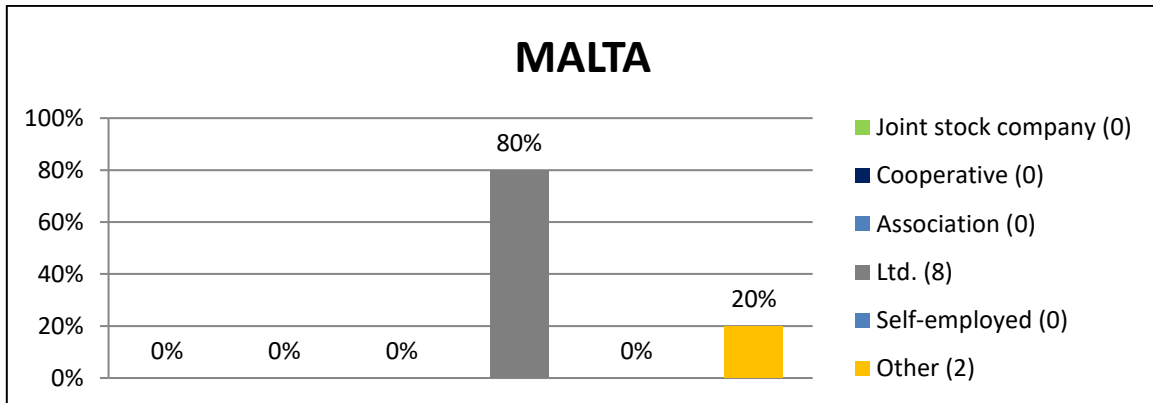
COMPANY AND INTERVIEWEE PROFILE

QUESTION 1:

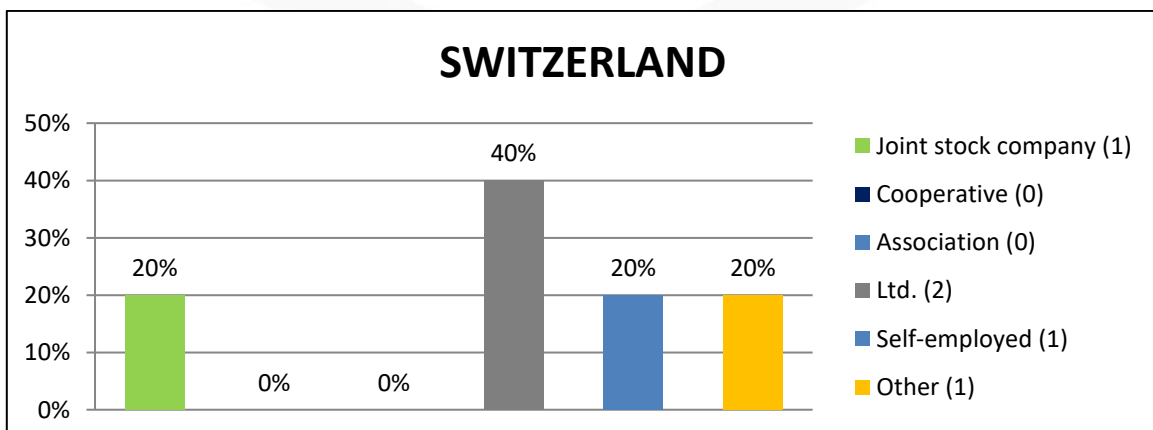
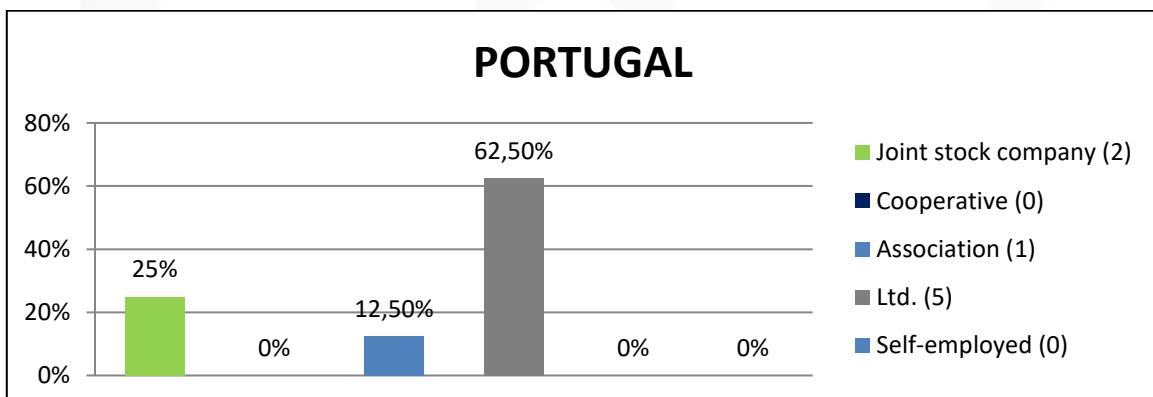
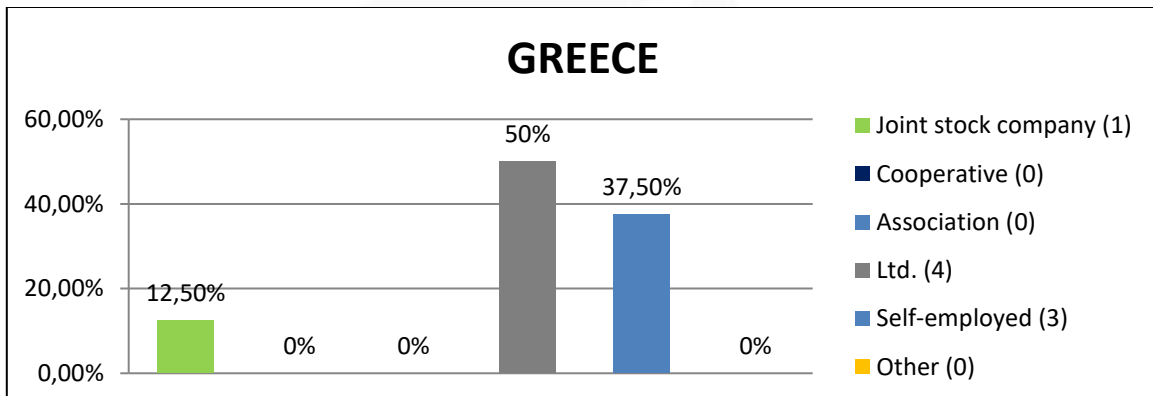
Type of the company



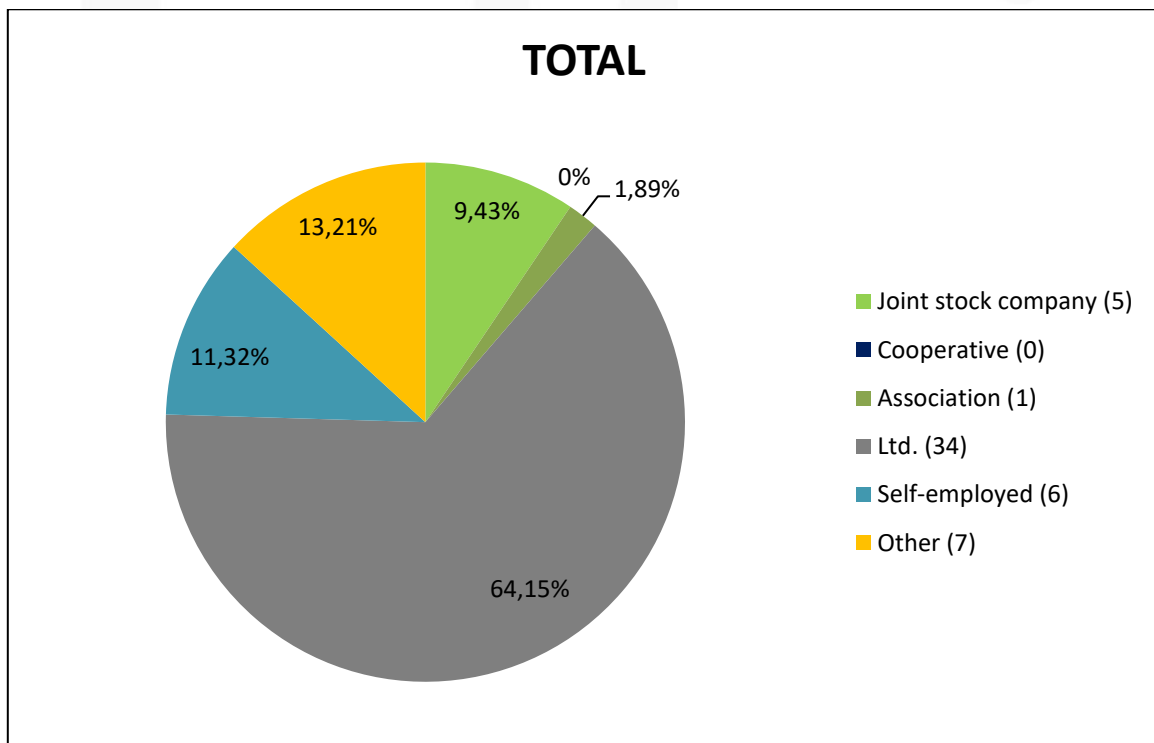
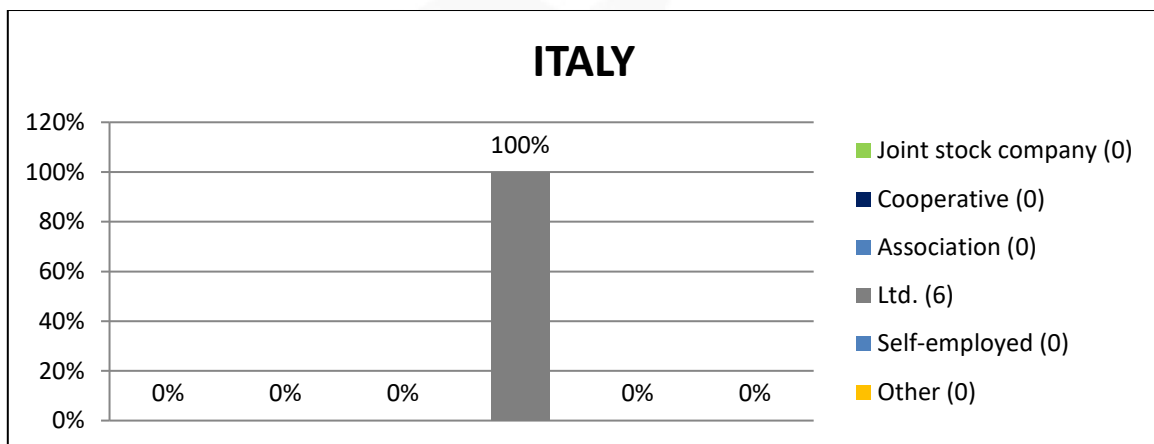
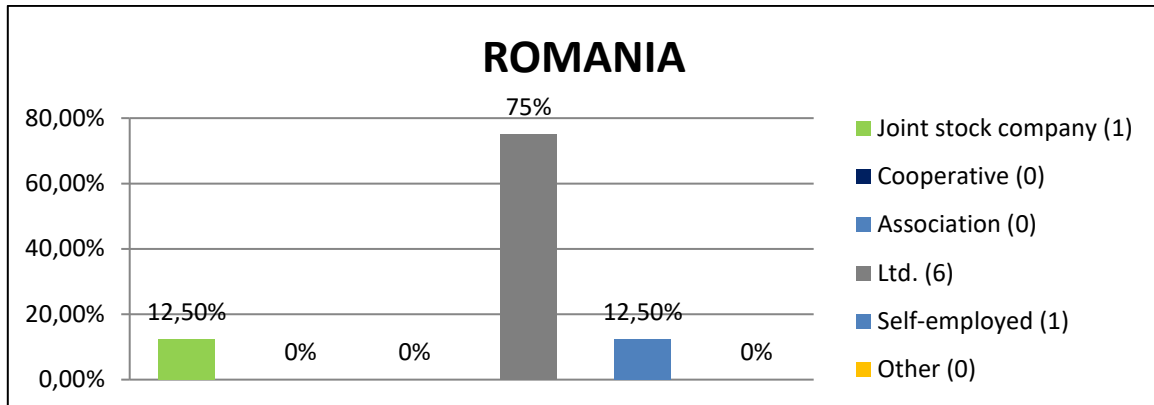
Other: (1) General Partnership, (2) Civil Law Partnership, (3) NGO, (4) Civil Law Partnership.



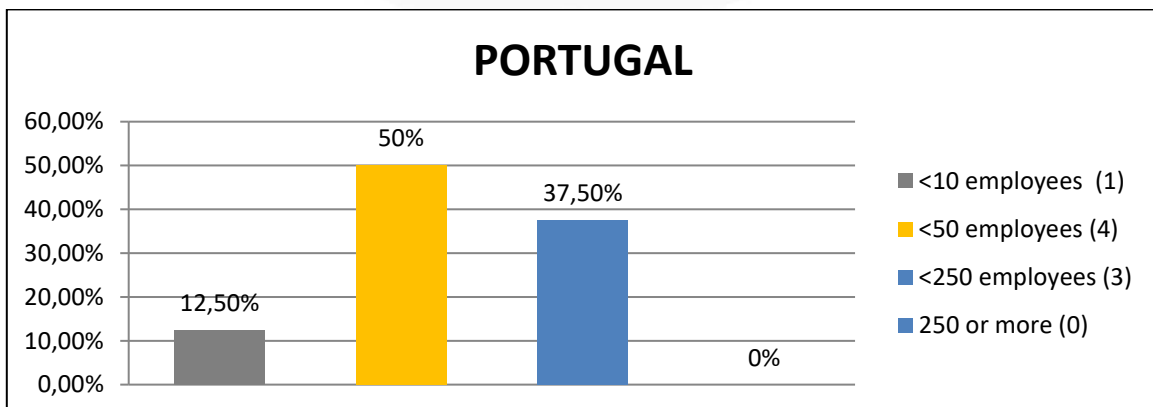
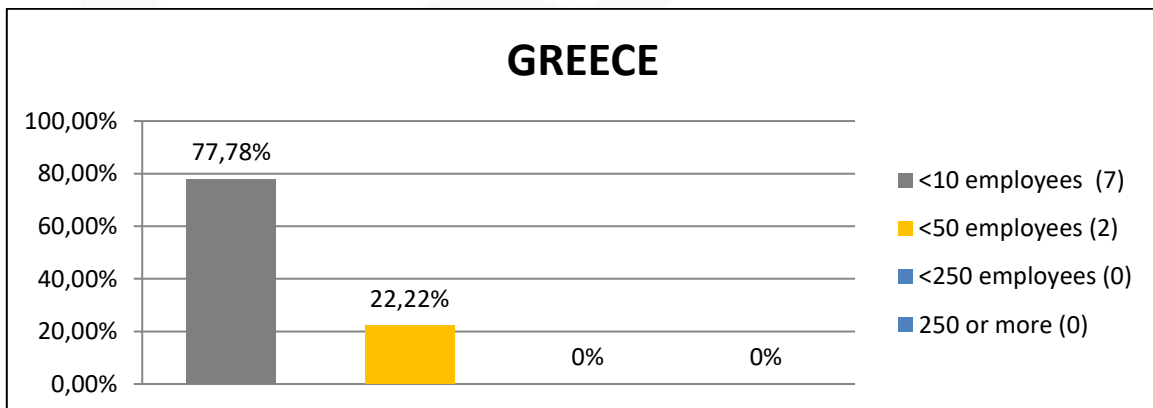
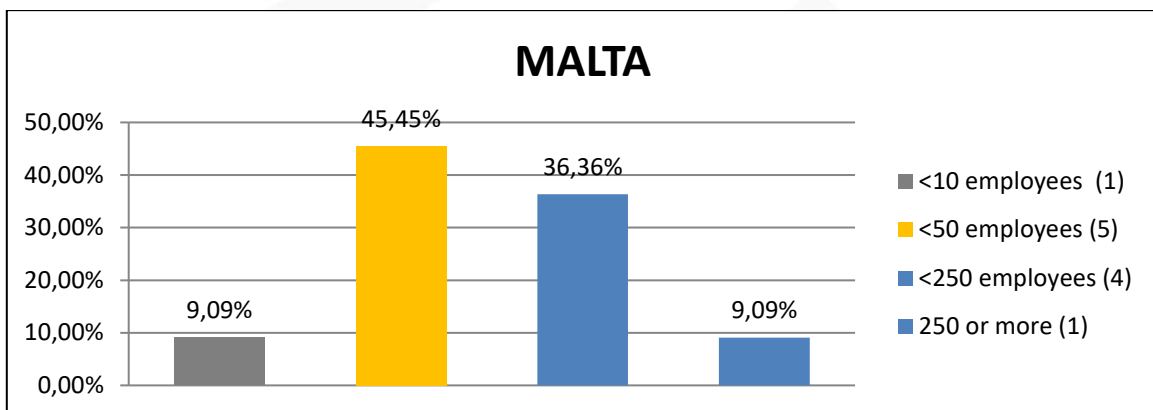
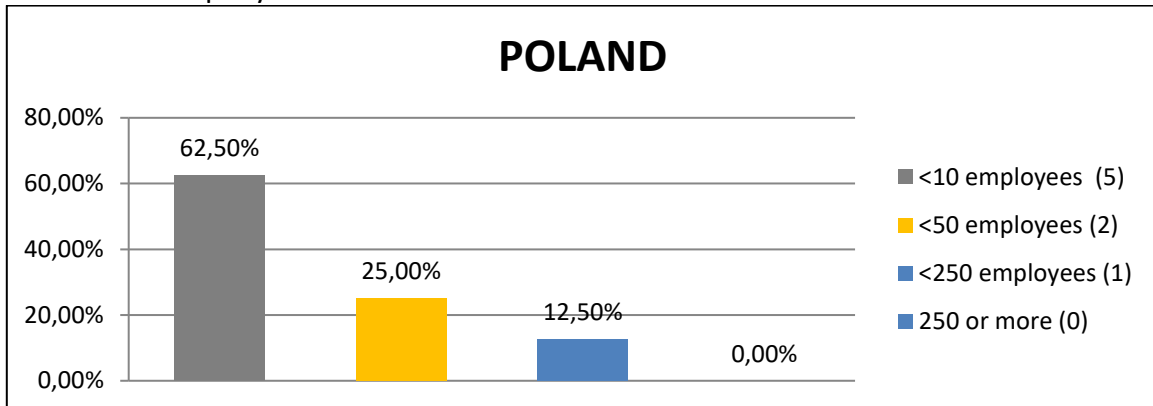
Other: (1) Regulatory Government Entity, (2) Professional Partnership

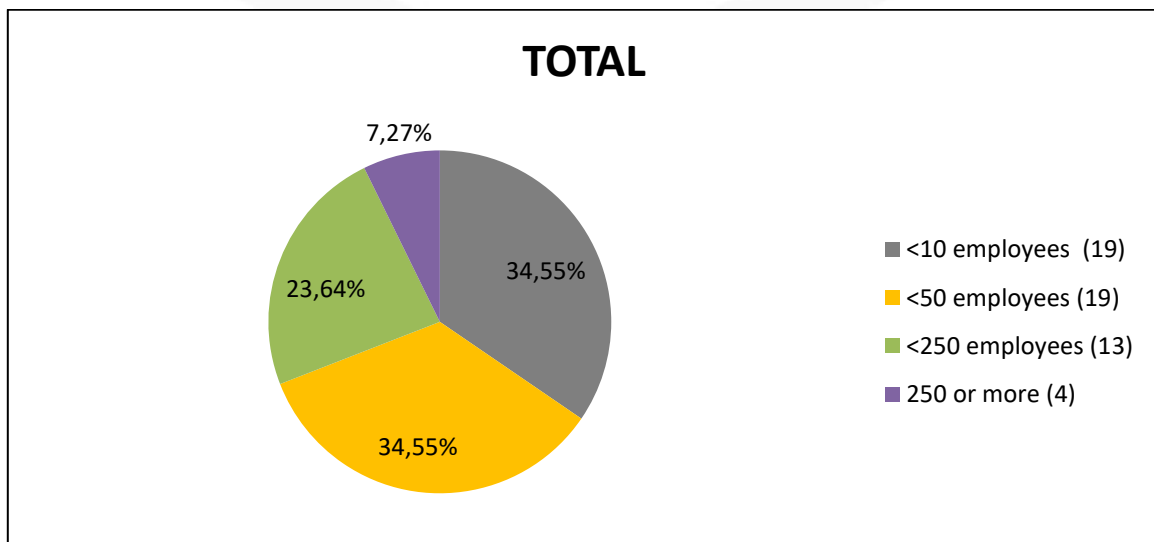
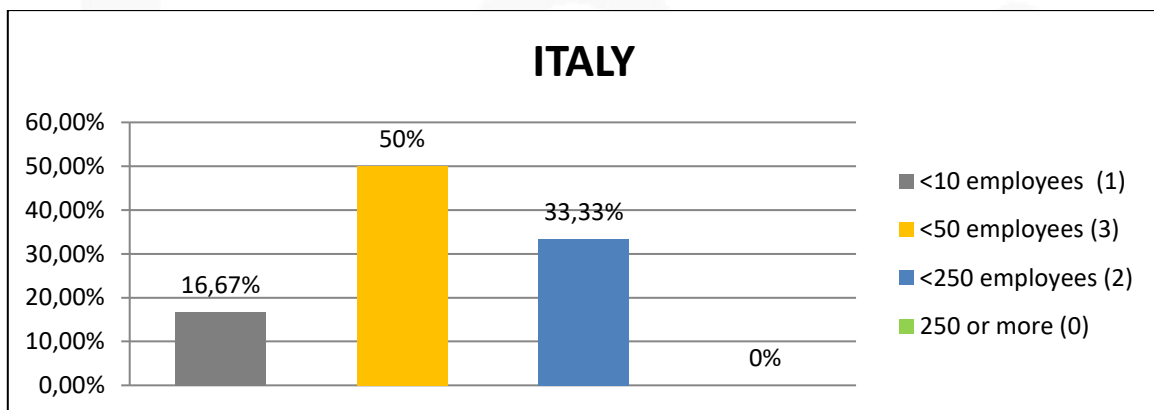
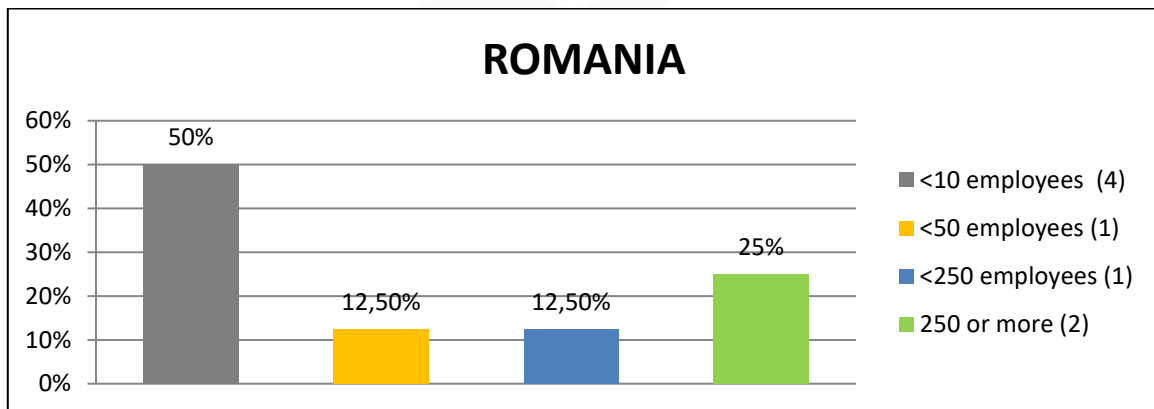
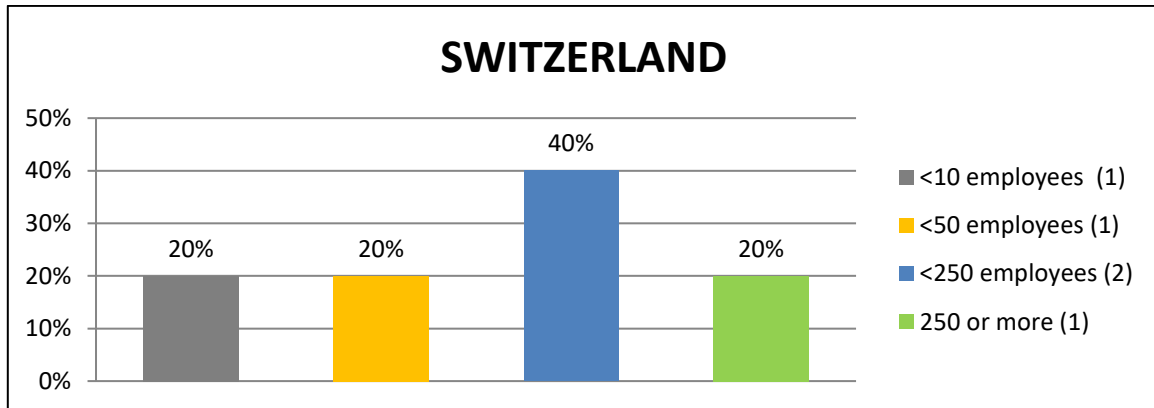


Other: (1) Family company



Out of fifty-three (53) responses, thirty-four (34 – 64,15%) were 4. *Ltd.*, seven (7 – 13,21%) were 6. *Other*, six (6 – 11,32%) were 5. *Self-employed*, five (5 – 9,43%) were 1. *Joint stock company*, and one (1 – 1,89%) was 3. *Association*.

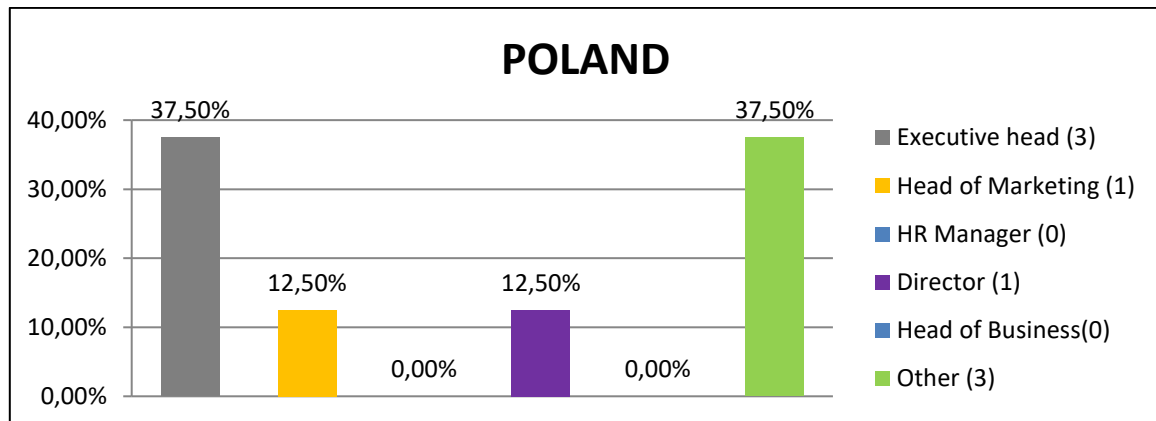
QUESTION 2:
Size of the company




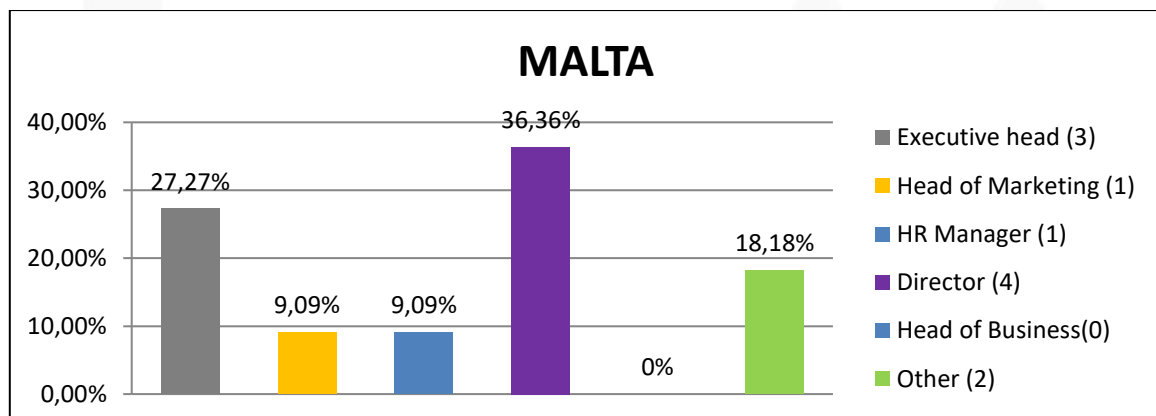
Out of fifty-five (55) responses, nineteen (19 -34,55%) were for 1. <10 employees (1-9), nineteen (19 – 34,55%) were for 2. <50 employees (10-49), thirteen (13 – 23,64%) were for 3. <250 employees (50-249), and four (4 – 7,27%) were for 4. 250 or more.

QUESTION 3:

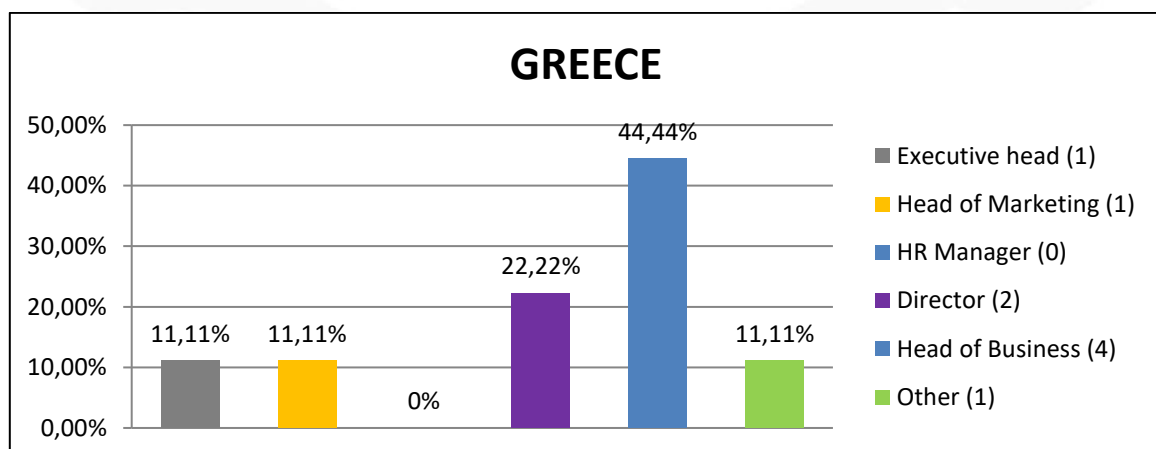
Position in the company



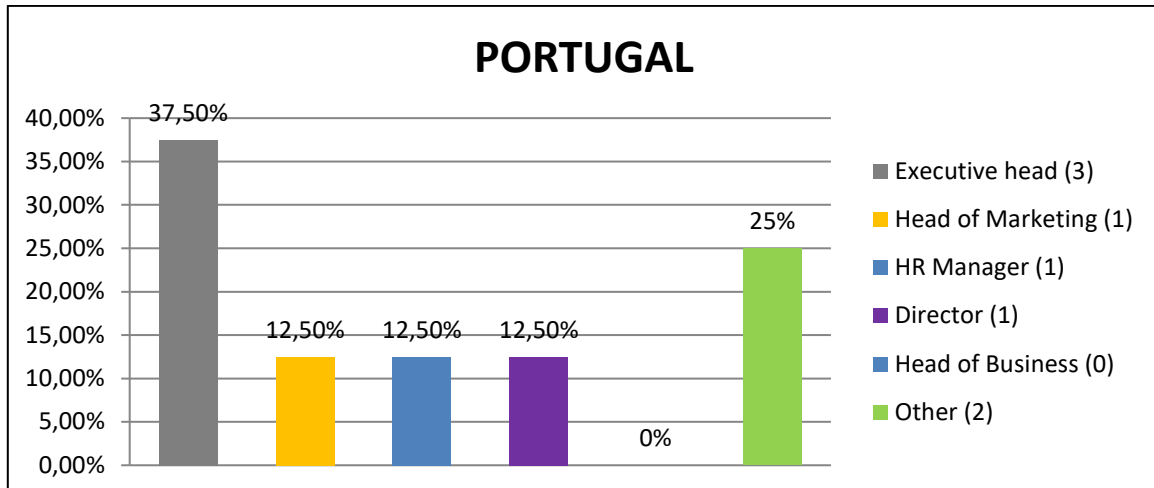
Other: (1) Accountant, (2) Chairman of the Board, (3) Co-owner.



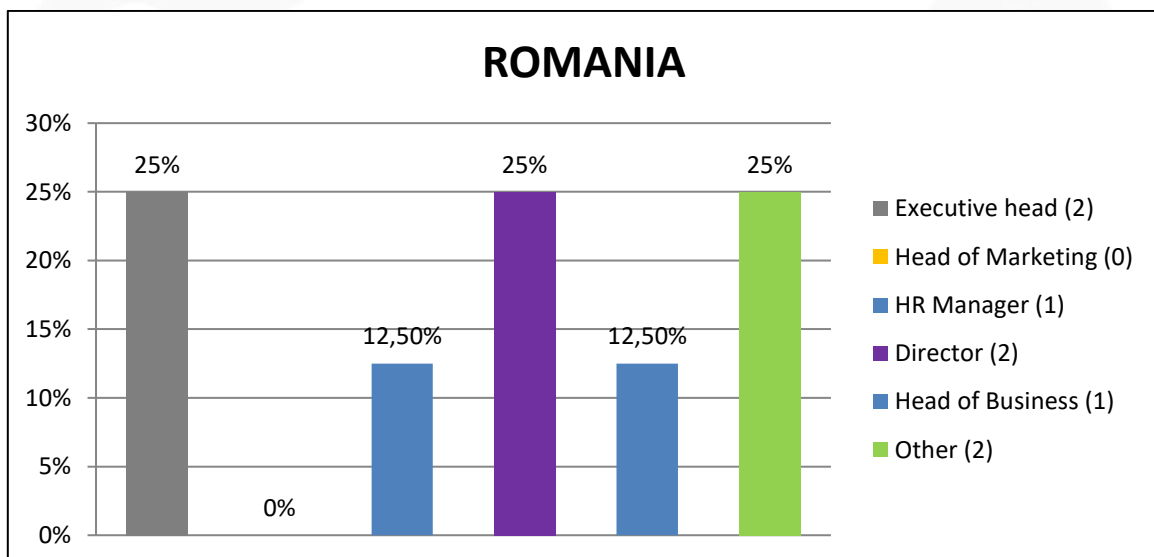
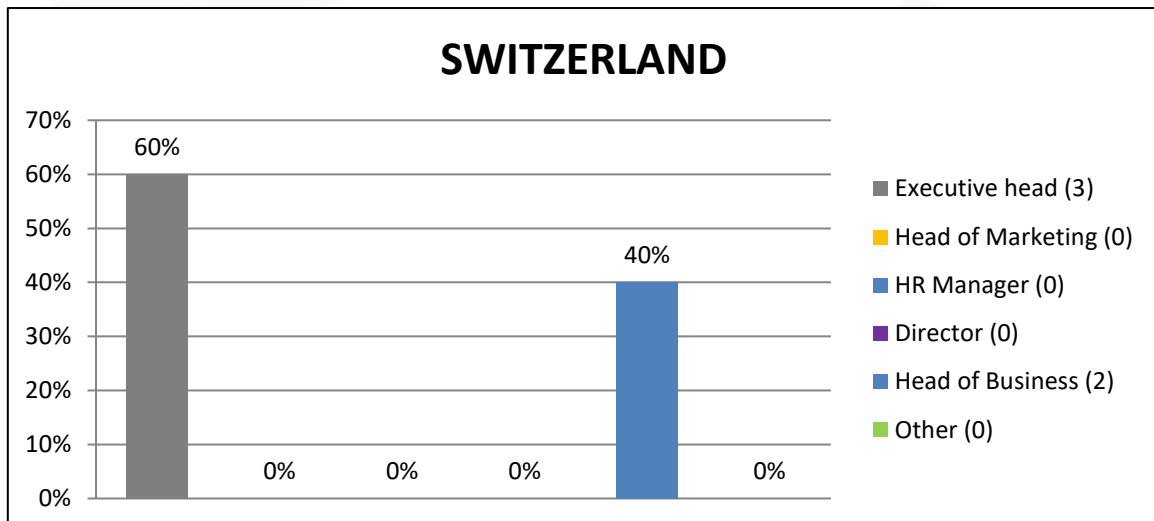
Other: (1) Country leader, (2) Partner



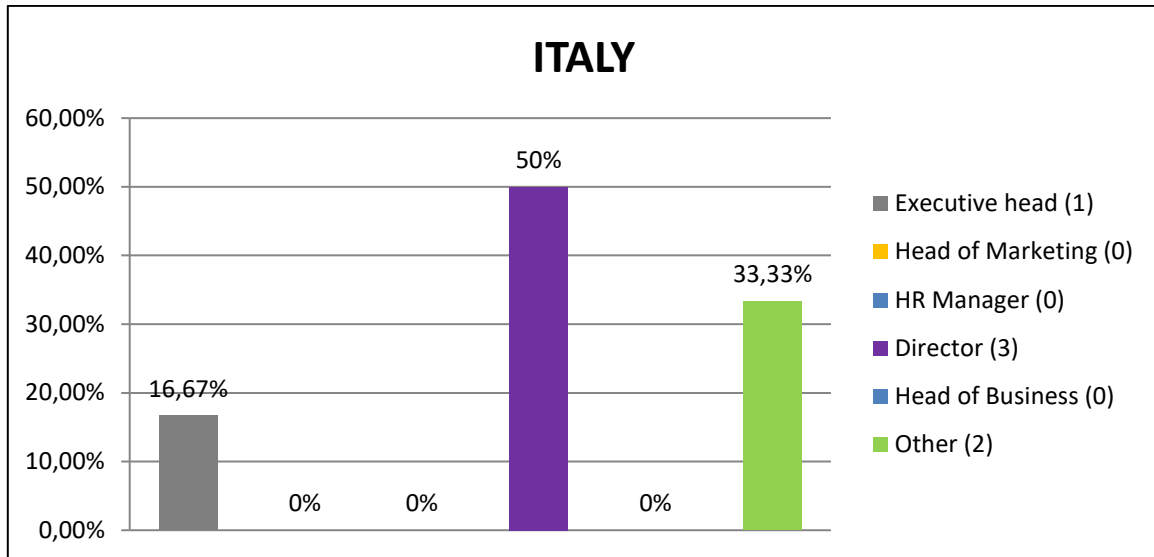
Other: (1) Administrator



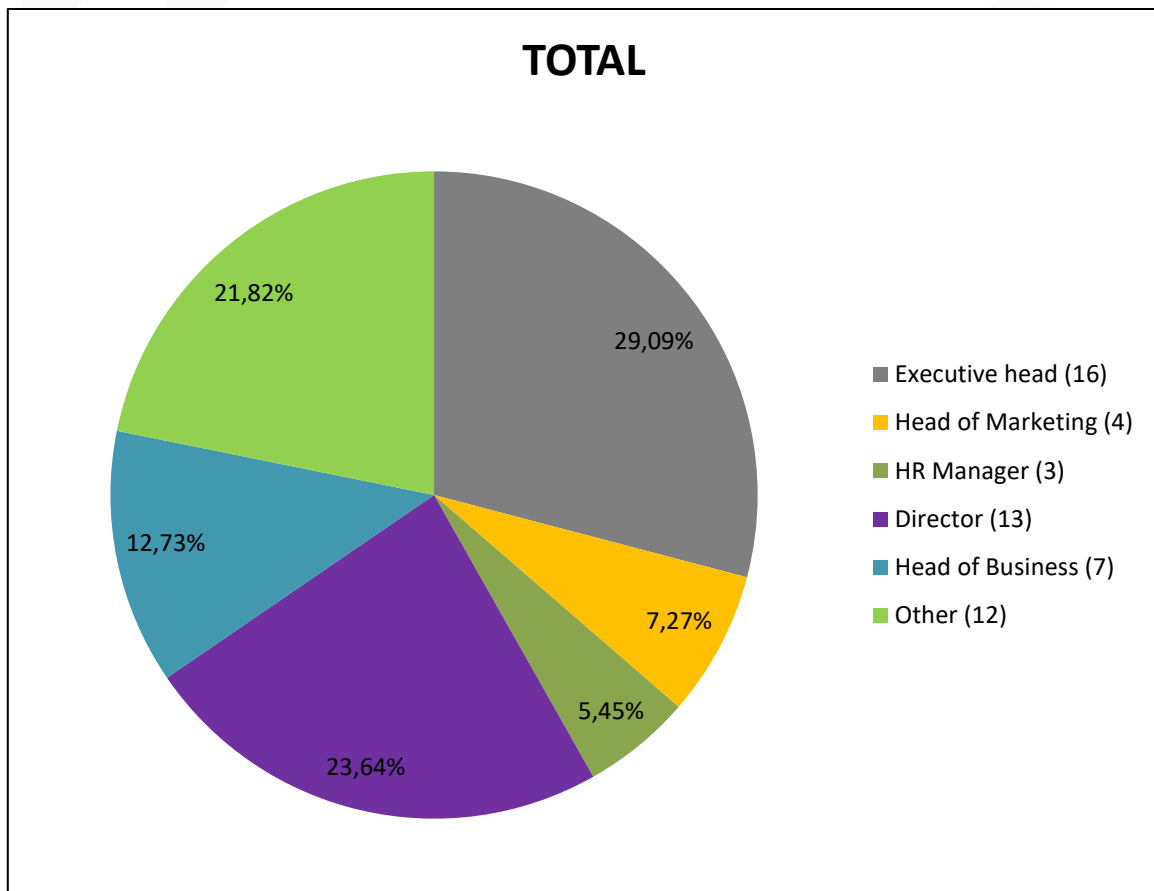
Other: (1) Manager, (2) Process Manager



Other: (1) Project manager, (2) Owner



Other: (1) Back office – Commercial department Italy, (2) Responsible for foreign sales



Out of fifty-five (55) responses, sixteen (16 – 29,09%) were for 1. *Executive head*, thirteen (13 – 23,64%) were for 4. *Director*, twelve (12 – 21,82%) were for 6. *Other*, seven (7 – 12,73%) were for 5. *Head of Business*, four (4 – 7,27%) were for 2. *Head of Marketing*, and three (3 – 5,45%) were for 3. *HR Manager*.

QUESTION 4:

Sector of the company:

POLAND:

- 1) Metal industry – 1 answer
- 2) Services – 5 answers
- 3) Production – 1 answer
- 4) NGO – 1 answer

MALTA:

- 1) Technology – 1 answer
- 2) Insurance – 1 answer
- 3) Consulting & training – 1 answer
- 4) Environmental services – 1 answer
- 5) Transportation, mobility and technology – 1 answer
- 6) Cultural heritage – 1 answer
- 7) Corporate services – 1 answer
- 8) Video games – 1 answer
- 9) Information technology – 1 answer
- 10) Architecture and civil engineering – 1 answer
- 11) Manufacturing and retail – 1 answer

GREECE:

- 1) Design – 1 answer
- 2) Marketing services – 1 answer
- 3) Online Direct-to-Customer Sales – 1 answer
- 4) Agriculture – 1 answer
- 5) Insurance – 1 answer
- 6) B2C – 2 answers
- 7) Consult Services – 1 answer
- 8) Hospitality – 1 answer

PORTUGAL:

- 1) Consulting – 1 answer
- 2) Information Technologies – 2 answers
- 3) Human health – 1 answer
- 4) Nutrition and Fitness – 1 answer
- 5) Retail Trade by Other Methods – 1 answer
- 6) Retail Sales of Fuels for Domestic Use in Specialized Stores – 1 answer
- 7) Manufacture and other plastic products – 1 answer

SWITZERLAND:

- 1) Architecture firm – 1 answer
- 2) Automotive market – 1 answer
- 3) Medical devices – 1 answer
- 4) Telecom systems software development – 1 answer
- 5) Engineering (civil and Electromechanics) – 1 answer

ROMANIA:

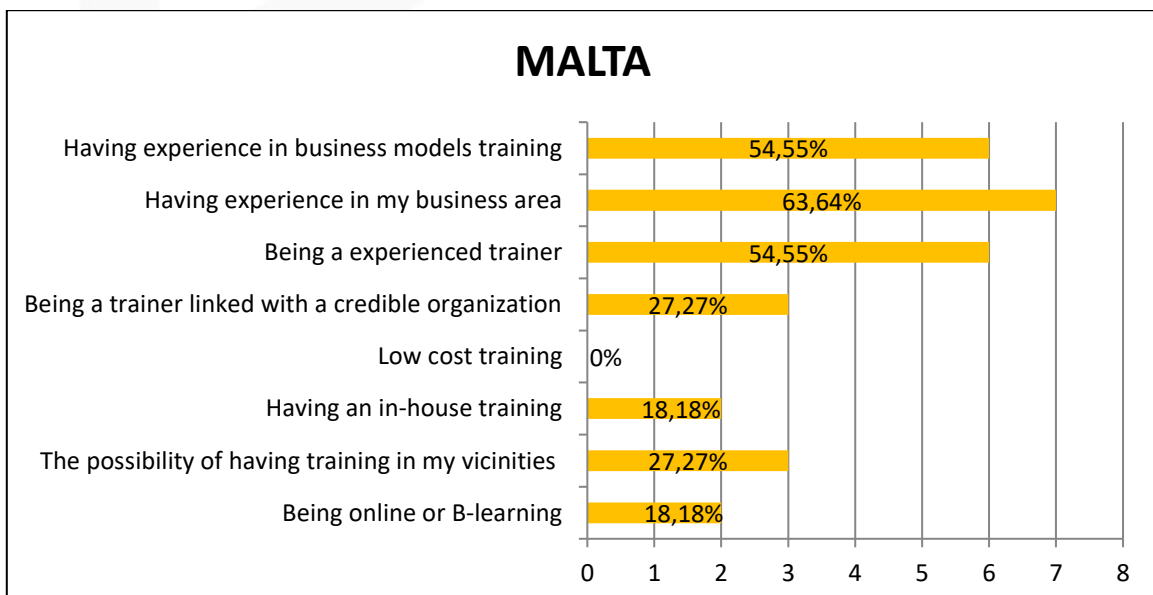
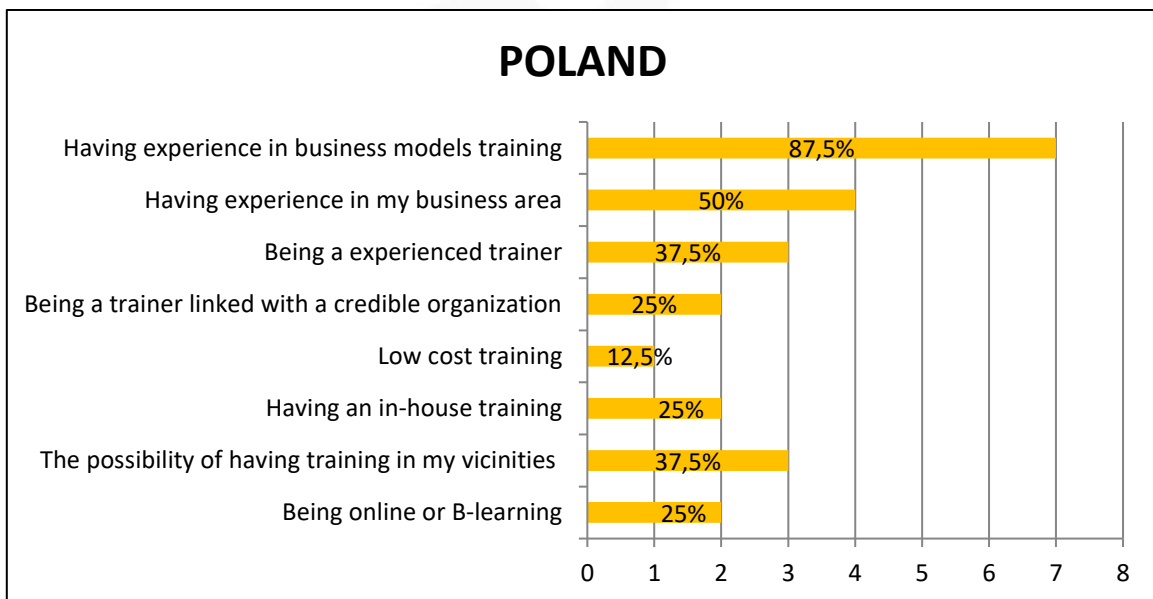
- 1) IT – 6 answers
- 2) Constructions – 1 answer
- 3) Equipment sales – 1 answer

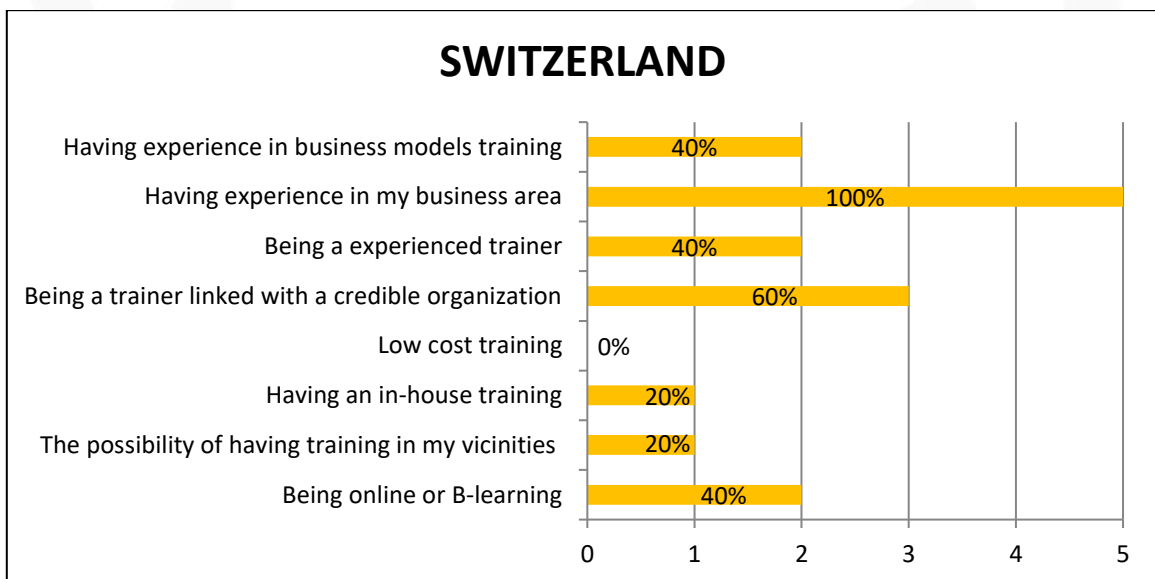
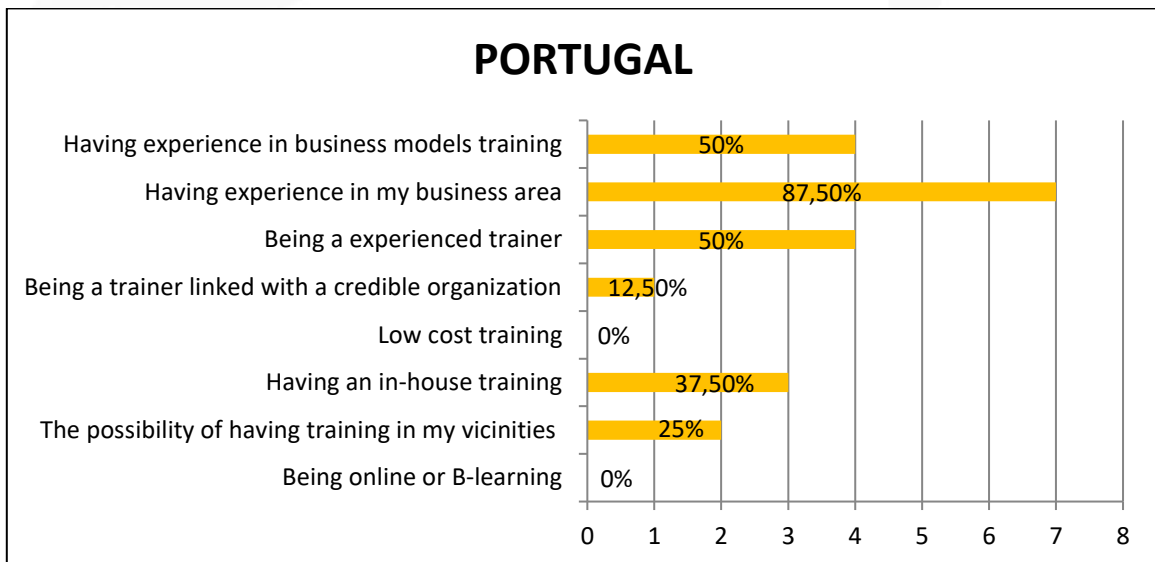
ITALY:

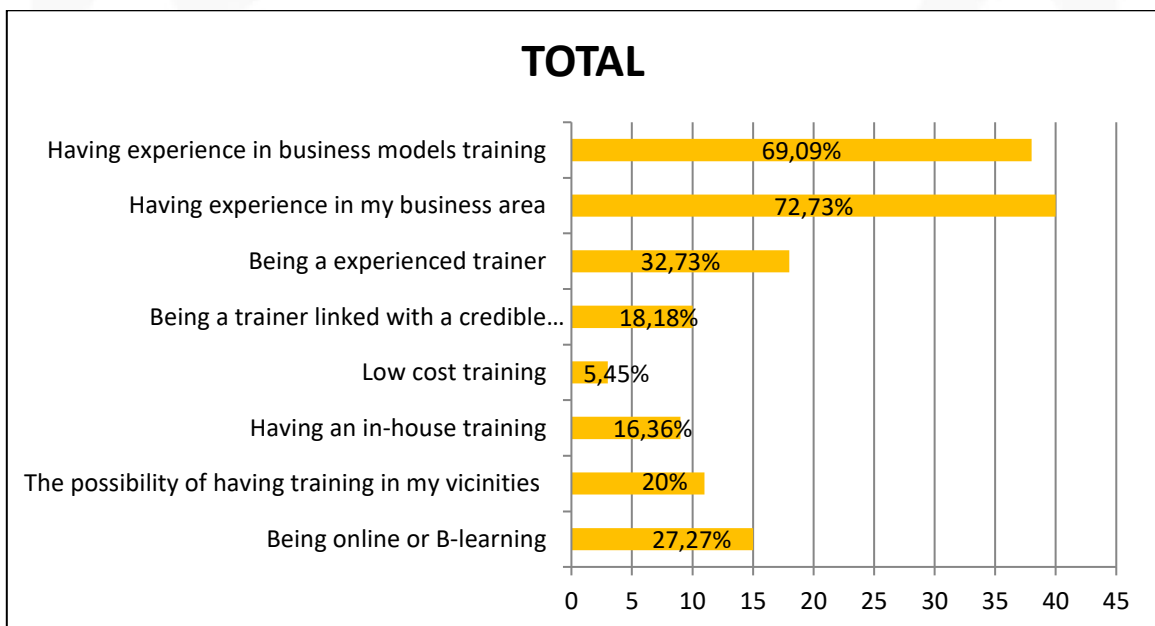
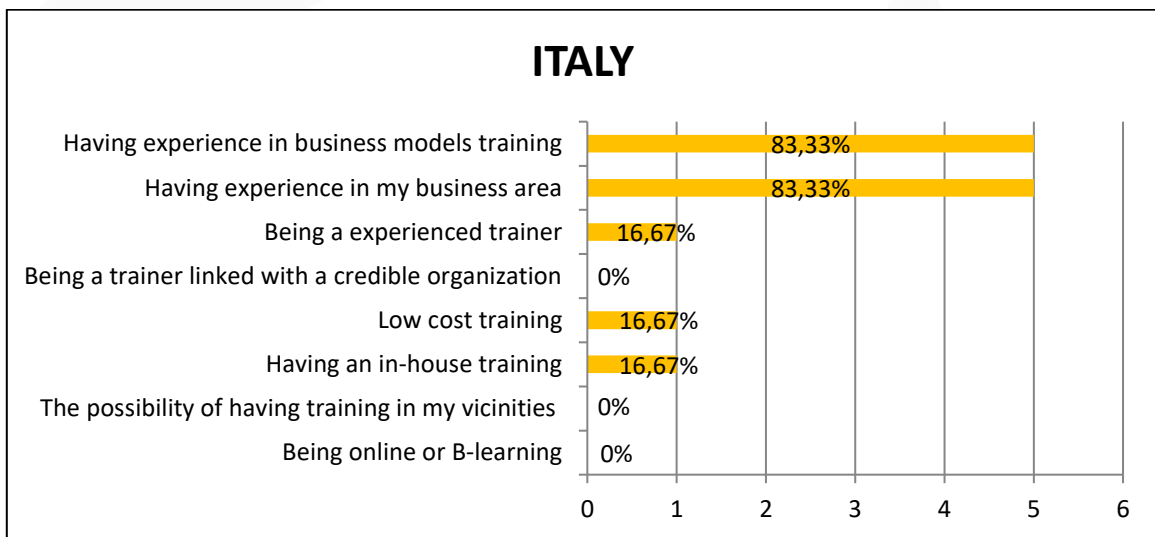
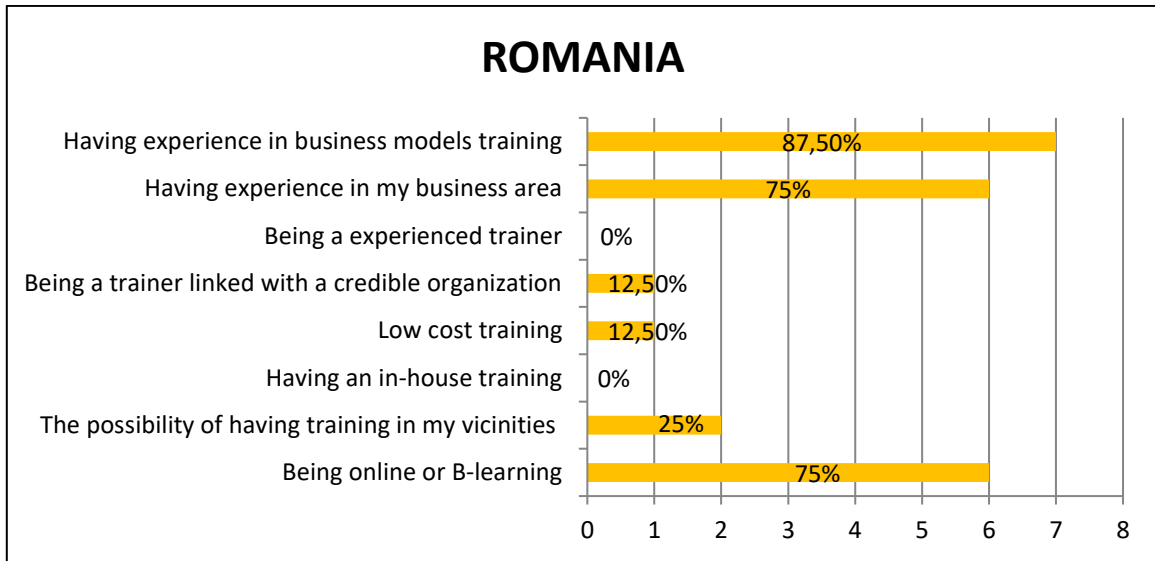
- 1) Tourism – 1 answer
- 2) Software B2B – 1 answer
- 3) Production of lighting elements – 1 answer
- 4) Commerce – 1 answer
- 5) Metal-mechanics machinery – 1 answer
- 6) Textile and fashion

QUESTION 5:

What kind of trainer features would you appreciate if you search for a business models training? You can choose more than one answer







Out of fifty-five (55) responses, forty (40 – 72,73%) were 2. *Having experience in my business area*, thirty-eight (38 – 69,09%) were 1. *Having experience in business models training*, eighteen (18 – 32,73%) were 3. *Being an experienced trainer*, fifteen (15 – 27,27%) were 8. *Being online or B-learning*, eleven (11 – 20%) were 7. *The possibility of having training in my vicinities*, ten (10 – 18,18%) were 4. *Being a trainer linked with a credible organisation*, nine (9 – 16,36%) were 6. *Having an in-house training*, and one (1 – 5,45%) was 5. *Low cost training*.

3. CONCLUSIONS

Based on the results obtained from surveys, it can be stated that entrepreneurs from Poland, Malta, Greece, Portugal, Switzerland, Romania and Italy have basic knowledge about what business models are (94,55% of interviewees answered that they know what a business model is), but only 43,64% of entrepreneurs have heard of Business Model Canvas before. Almost 100% of interviewees agree or totally agree with the statements that:

- the development of business model is crucial towards contributing to the success of a company (50% totally agree, 44,44% agree);
- the use of a good business model improves the situation of an enterprise/organisation on the market (43,64% totally agree, 52,73% agree);
- the increase in knowledge on business models reduces barriers to starting or/and improving own business (32,73% totally agree, 60% agree).

When asked about the benefits of using business models, as many as 76,36% of entrepreneurs indicate Plan for Growth. The next most frequently chosen benefits are Improving Operational Effectiveness (70,91%), Increasing Profitability and Efficiency (61,82%), and Financial Sustainability (52,73%). As the least important they indicated Unique Reputation in the Marketplace (14,55%) and Other (5,45%): (1) *Division of roles and responsibilities*; (2) *May help one to self-reflect and delve into more detail on BM components*; (3) *It works as a snapshot of how your BM was, it allows one to contrast current BM scenario against the previous scenario*.

Only slightly above half of the entrepreneurs interviewed (50,91%) applied business models within their companies. The rest (49,09%) admitted that they didn't apply business models because they didn't know how to use a business model (38,64% of them) or indicated other reason (53,85% of them): (1) *Early stage of business development and its specifics*; (2) *Lack of knowledge of the management about this topic*; (3) *The focus of the company is mainly on Revenue streams, so not much emphasis has been placed on other elements of the BM*; (4) *A change in leadership causing the adoption of a more non-structured business model*; (5) *Not really useful for our Business type (Civil Engineering)*; (6) *Board of Directors not so friendly with new management*; (7) *I'm not responsible with business development*; (8) *It is not yet implemented*; (9) *Business model use*; (10) *Interpretation of business with an old vision of one man business*; (11) *Satisfactory performance of the company*; (12) *Inability* (13) *The company is not structured to manage a business model*.

The most popular revenue streams that they use in their companies are:

- direct sales (57,14%),
- affiliate model (42,86%),
- add-on model (28,57%),
- subscription model (28,57%).

In their business models, they used the following elements:

- Customer Relationships (82,14%),
- Key Activities (71,43%),
- Key Partners (71,43%),
- Value Propositions (67,86%),
- Key Resources (60,71%),
- Cost Structure (50%),
- Channels (42,86%),
- Customer Segments (42,86%),
- Revenue Streams (42,86%).

As the Business Model Canvas (BMC) is considered to be the easiest and most popular tool for creating a business model, there is a need to increase awareness and teach entrepreneurs how to use the Business Model Canvas, because only 43.64% of respondents knew what the BMC is, and 38,64% of entrepreneurs that did not use business model in their companies admitted that they didn't know how to use it.

According to the respondents, the most important element is Value Propositions (27,27%). 45,45% stated that there is no least important element, however, 18,18% believe that Customer Segments is an element to which there is no need to attach greater importance. They see the different elements of a business model as mainly dependent (58,18%). Only 7,27% of interviewees indicated that these elements are mainly independent. In their opinion, a change in one of the elements leads to a change in others:

- often (49,09%),
- sometimes (32,72%),
- always (14,55%),
- never (1,82%),
- seldom (1,82%).

Respondents were also asked to indicate what kind of trainer features they would appreciate if they were to search for business models training. According to the responses, the most important element is having experience in their business area (72,73%), having experience in business models training (69,09%), being an experienced trainer (32,73%) and being online or b-learning (27,27%). The cost of training was considered to be the least important element (5,45%).