

## Business models for growth

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# Business Models for Growth

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## Preface

This report is the result of the project “Business models for growth”. This project aimed to support the national Syntens growth program NLGroeit, 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 Podoyntsina 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 Podoyntsina, 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 Podoyntsina 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.

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## **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 (ABIInform; 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.

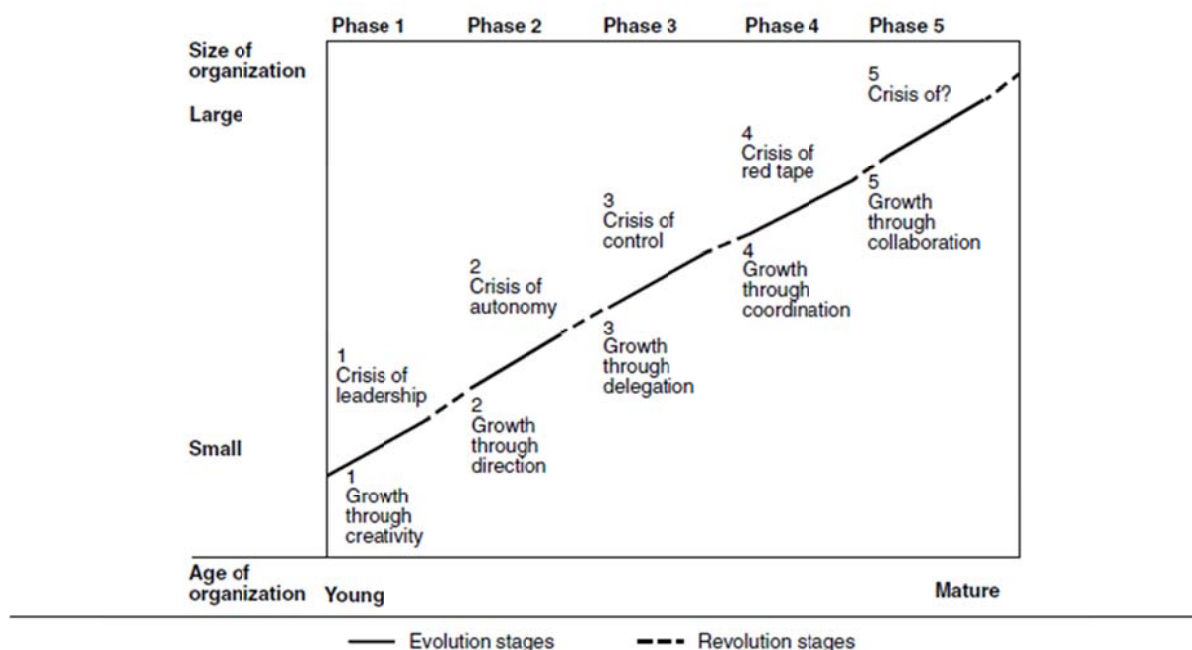


Figure 1: Growth phases (Churchill, 1983)

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.

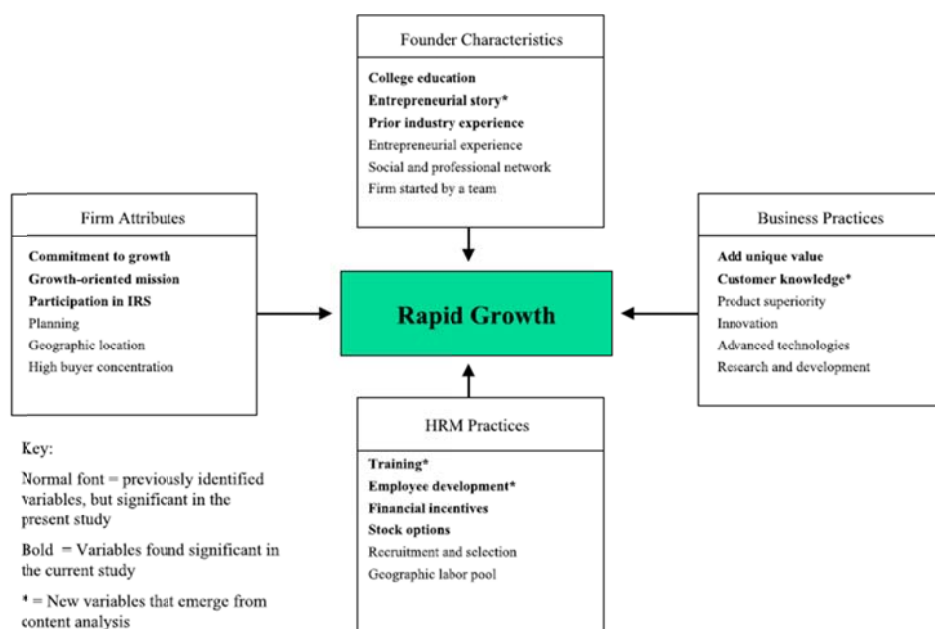


Figure 2: Key attributes that distinguish rapid-growth firms from slow-growth firms (Barringer, 2005)

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 a 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.

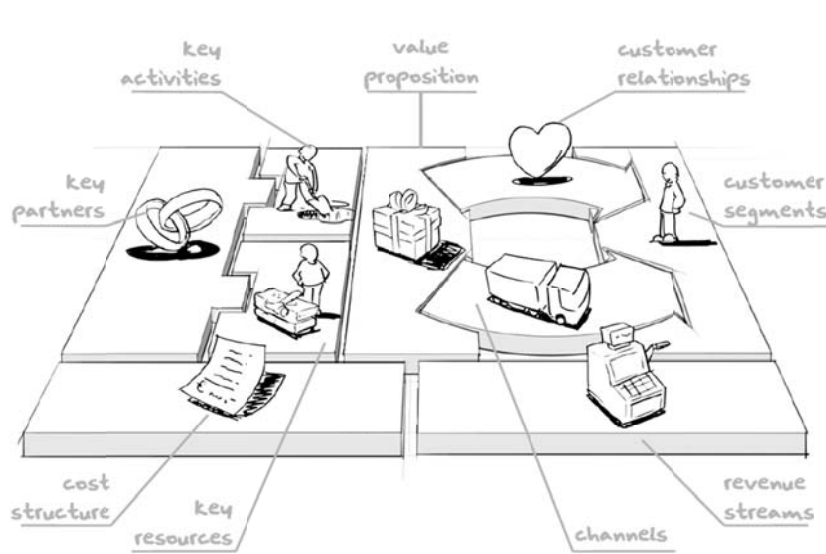


Figure 3: Business model canvas (Osterwalder, 2010)

### 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-Masanell & 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 led 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, Treviño-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 sets 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<sup>®</sup> 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.

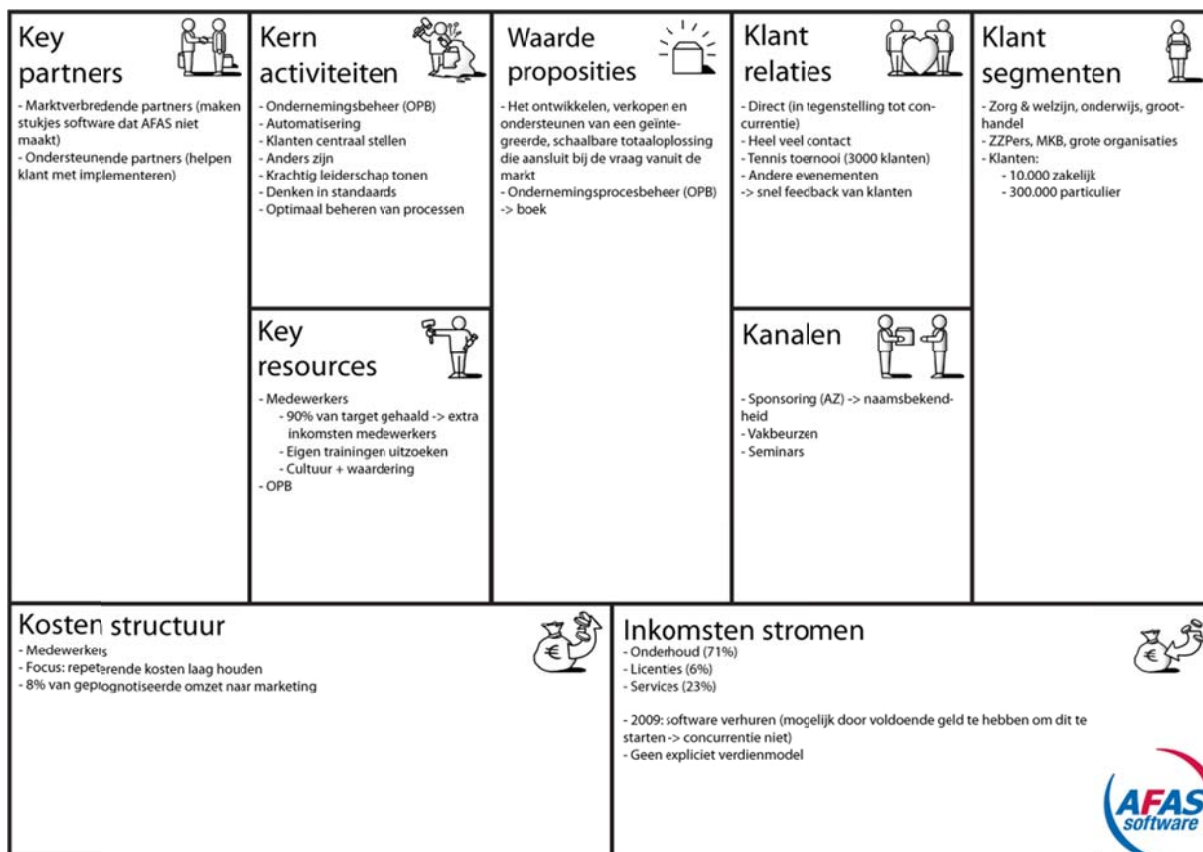


Figure 4: Business model canvas for AFAS software (in Dutch).

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.

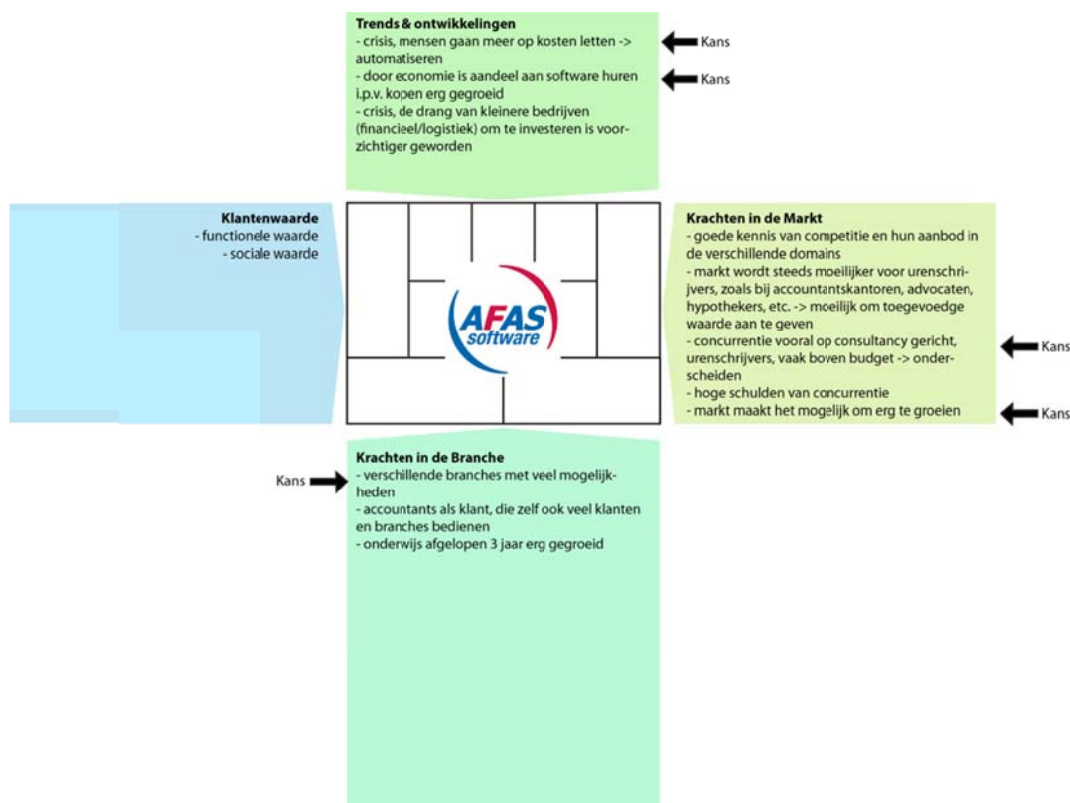


Figure 5: Example of external analysis (in Dutch).



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.

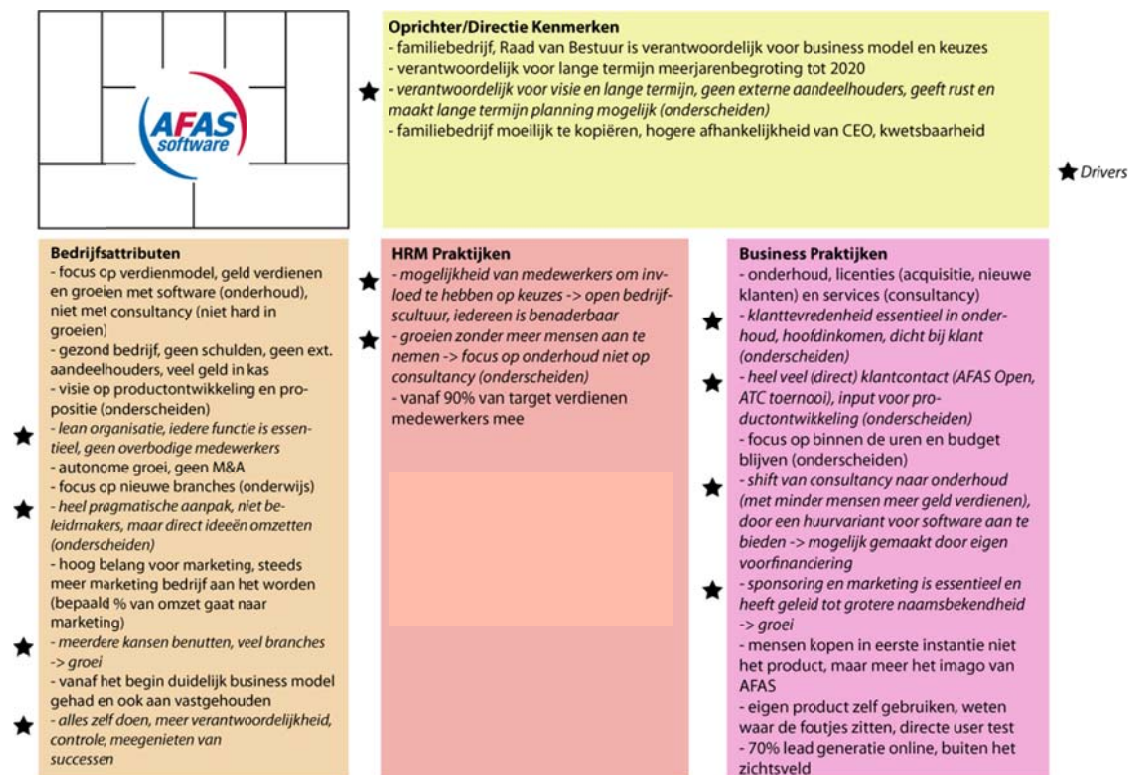


Figure 6: Example of internal analysis (in Dutch).

## 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.

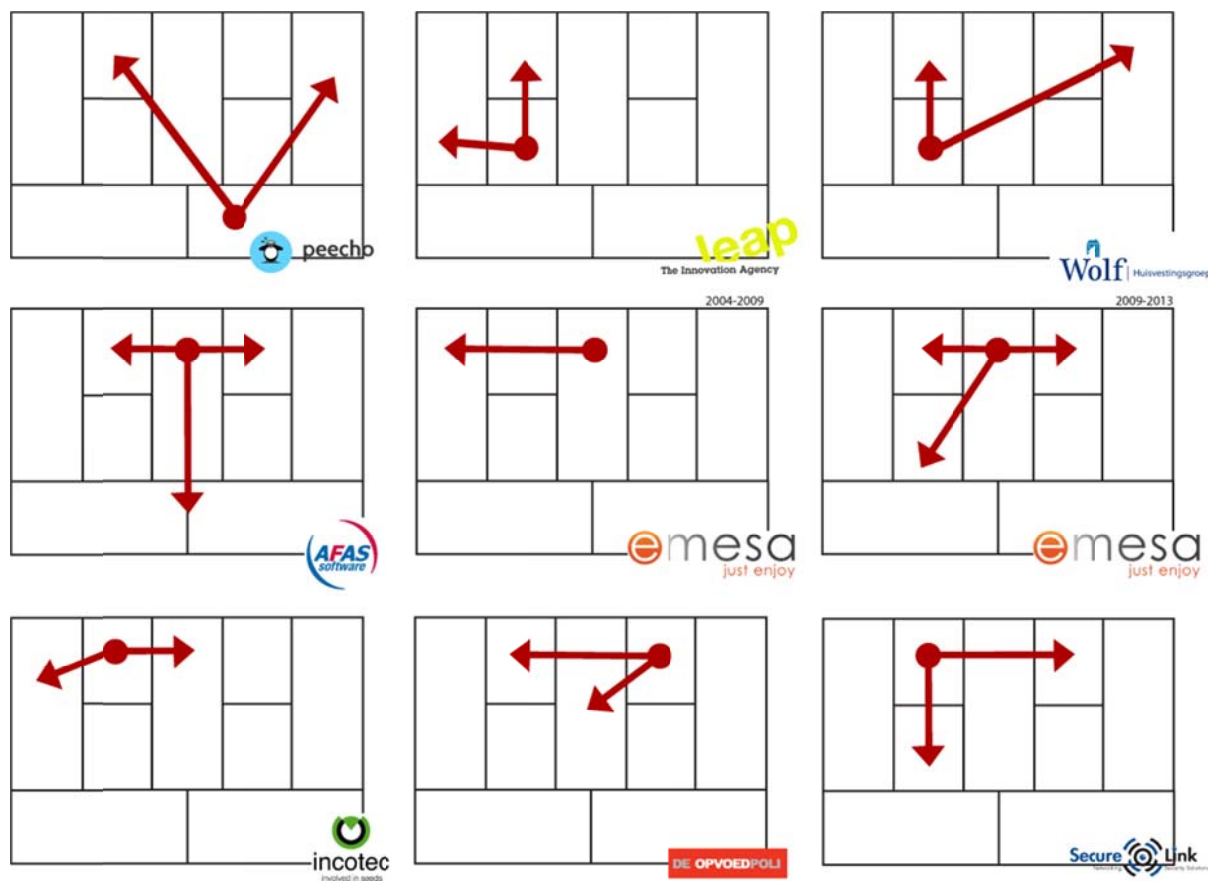


Figure 7: Main business model drivers for each case.

Next, the cases were positioned along the business lifecycle, based on their current number of employees (Figure 8).

## Business Life Cycle

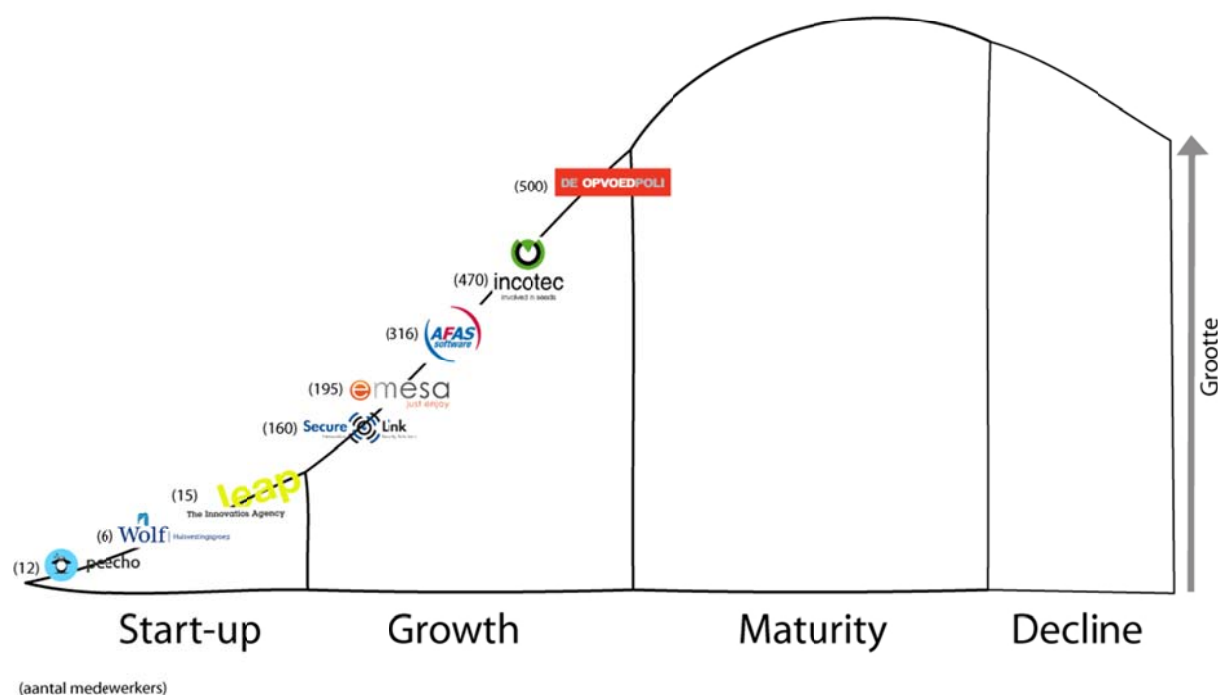


Figure 8: Position of cases along business lifecycle, based on number of employees.

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.

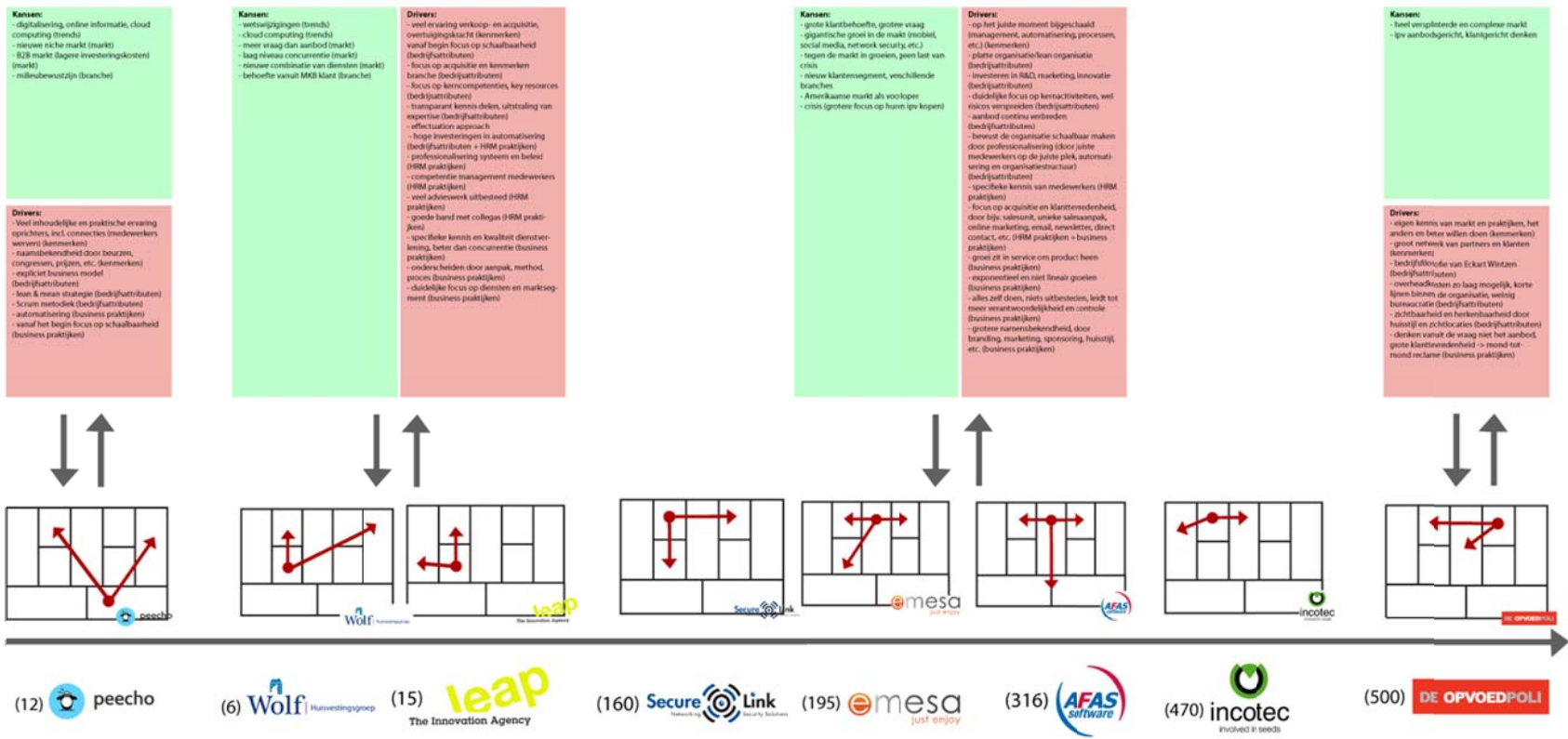


Figure 9: Cross case analysis comparing internal and external drivers for all cases.

## 6. Conclusions

This project aimed to support the national Syntens growth program NLGroeit, 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.

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## 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, franchisenemers 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 hierin zijn de waardering voor de jaarrekening en de waardering voor het betaalgedrag. Beide factoren mogen niet te laag zijn. Zo worden bedrijven met een structureel negatief eigen vermogen of werkkapitaal danwel bedrijven met een ondermaats 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 gegadigden 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-Publieksprijzen*

In totaal werden 33.557 stemmen uitgebracht. De publieksprijzen voor de concepten die de meeste stemmen ontvingen via de website [www.innovation-awards.nl](http://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 NLGroeit 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 definiëren 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 NLGroeit project leveren en u krijgt ook het eindrapport van ons toegestuurd 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,

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[www.item-eindhoven.nl](http://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 mechanismes 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 gegroeit (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:

- a. Waarde propositie (value proposition): aandeelhouders (shareholders) of belanghebbende (stakeholders) (winst vs. duurzame relatie en klanttevredenheid)?
  - b. Klantensegmenten (customer segments): B2C of B2B
  - c. Channels: direct of indirecte channels
  - d. Klantrelaties (customer relationships): transactioneel vs. relationeel; co-creatie (transactional vs. relational; co-creation)
  - e. Inkomstenstroom (revenue stream): inkomsten model/bron/structuur (different revenue sources/structures may exist such as asset selling, usage fee, subscription fee, lending/renting/leasing, licensing, brokerage fees, and advertising. Revenue stream can, for instance, be influenced by the amount of volume sold and the type of margins in place)
  - f. Kern middelen (key resources): fysiek (bijv. machines, gebouwen), financieel, intellectueel (bijv. merken, patenten, copyrights, samenwerking), of mensen
  - g. Kernactiviteiten (key activities)
  - h. Kernsamenwerkingen (key partnerships)
  - i. Kostenstructuur
7. Wat zijn vanuit uw perspectief de meest belangrijke onderdelen van u business model?
  8. Wat is het sterkste punt van uw business model?
  9. Wat waren of zijn de belangrijkste bedreigingen voor uw business model?

### 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 competenties, 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 geevolueerd 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 aansturingpunten 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

<b>Datum</b>	<b>Bedrijf</b>	<b>Naam</b>	<b>Functie</b>	<b>Locatie</b>	<b>Branche</b>
<b>30/08/2013</b>	Peecho	Martijn Groot	CEO	Amsterdam	Cloud printing
<b>02/09/2013</b>	Leap	Chris de Ruijter	CEO	Nijmegen	Subsidie- en innovatieadvies
<b>04/09/2013</b>	Wolf Huisvestings-groep	Frank van Min	CEO	Amsterdam	Vastgoedbeheer
<b>10/09/2013</b>	AFAS Software	Dennis van Velzen & Israel van Bedijk	Directeur Productontwikkeling & Marketing Manager	Leusden	ICT
<b>16/09/2013</b>	Emesa	Aad Verveld	CFO	Amsterdam	Online veilingen
<b>17/09/2013</b>	INCOTEC	JanWillem Breukink & Ed Nobel	President/CEO & Marketing Manager	Enkhuizen	Zaatechnologie
<b>20/09/2013</b>	De Opvoedpoli	Bas Werkhoven	Directeur Moederkantoor	Amsterdam	Jeugd- en GGZ-zorg
<b>24/09/2013</b>	Securelink	Jeroen Roosien	General Manager	Sliedrecht	ICT



## Appendix E: Growth stages

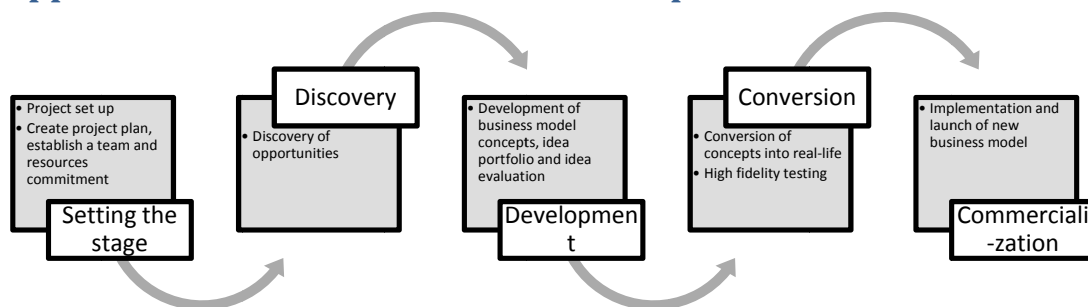
Table 1 Scott & Bruce's (1987) five stages of growth.

	Stage 1. Inception	Stage 2. Survival	Stage 3. Growth	Stage 4. Expansion	Stage 5. Maturity
Stage of industry	Emerging, fragmented	Emerging, fragmented	Growth, some larger competitors, new entries	Growth, shakeout	Growth/shakeout or mature/declining
Key issues	Obtaining customers, economic production	Revenues and expenses	Managed growth, ensuring resources	Financing growth, maintaining control	Expense control, productivity, niche marketing if industry declining
Top management role	Direct supervision	Supervised supervision	Delegation, co-ordination	Decentralization	Decentralization
Management style	Entrepreneurial, individualistic	Entrepreneurial, administrative	Entrepreneurial, co-ordinate	Professional, administrative	Watchdog
Organization structure	Unstructured	Simple	Functional, centralized	Functional, decentralized	Decentralized functional/product
Product and market research	None	Little	Some new product development	New product innovation, market research	Production innovation
Systems and controls	Simple bookkeeping, eyeball control	Simple bookkeeping, personal control	Accounting systems, simple control reports	Budgeting systems, monthly sales and production reports, delegated control	Formal control systems, management by objectives
Major source of finance	Owners, friends and relatives, suppliers leasing	Owners, suppliers, banks	Banks, new partners, retained earnings	Retained earnings, new partners, secured long-term debt	Retained earnings, long-term debt
Cash generation	Negative	Negative/breakeven	Positive but reinvested	Positive with small dividend	Cash generator, higher dividend
Major investments	Plant and equipment	Working capital	Working capital, extended plant	New operating units	Maintenance of plant and market position
Product-market	Single line and limited channels and market	Single line and market but increasing scale and channels	Broadened but limited line, single market, multiple channels	Extended range, increased markets and channels	Contained lines, multiple markets and channels

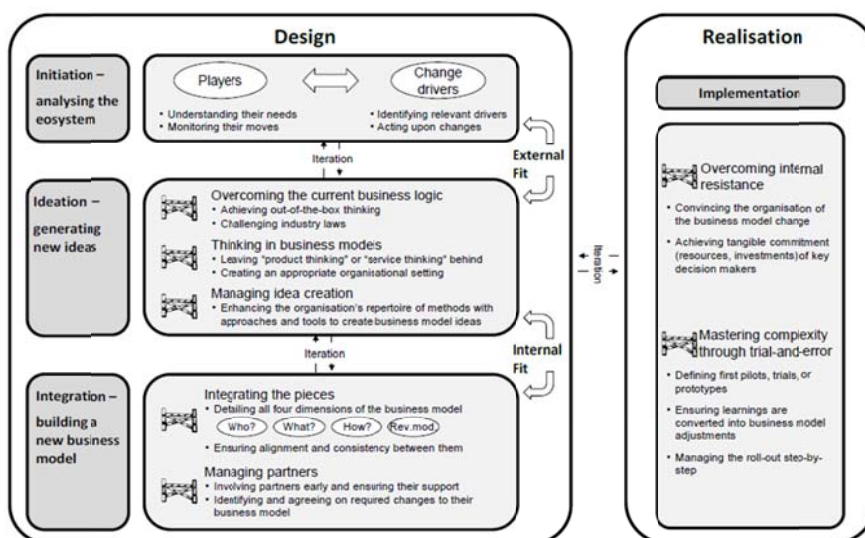
Table 2 Scott &amp; Bruce's (1987) most likely crises per growth stage.

Stage 1 – Inception	Stage 2 - Survival	Stage 3 – Growth	Stage 4 – Expansion
The emphasis on profit	Overtrading	Entry of larger competitors	The distance of top management from the 'action'
Administrative demands	The increased complexity of expanded distribution channels	The demands of expansion into new markets or products	The need for external focus
Increased activity and its demands on time	Change in the basis of competition		
	Pressures for information		

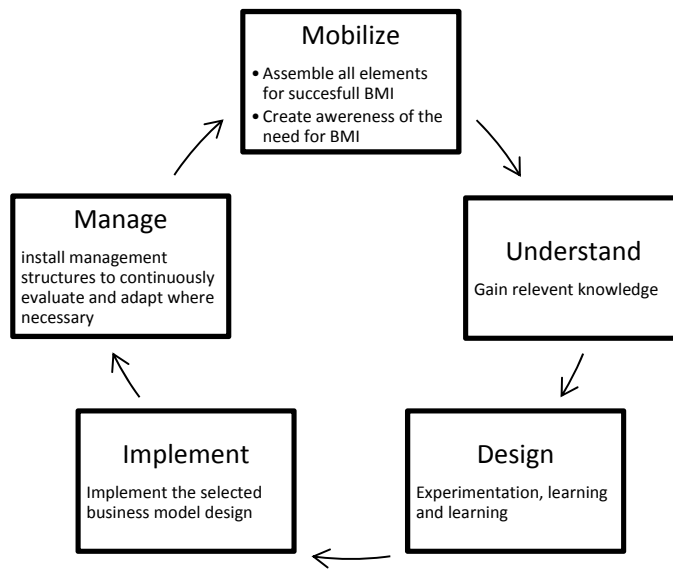
## Appendix F: Business model innovation processes



### 1 Business model innovation process by Sniukas (2012)


















### 2 Business model innovation process by Frankenberger, Weiblen, Csik, & Gassmann (2012)

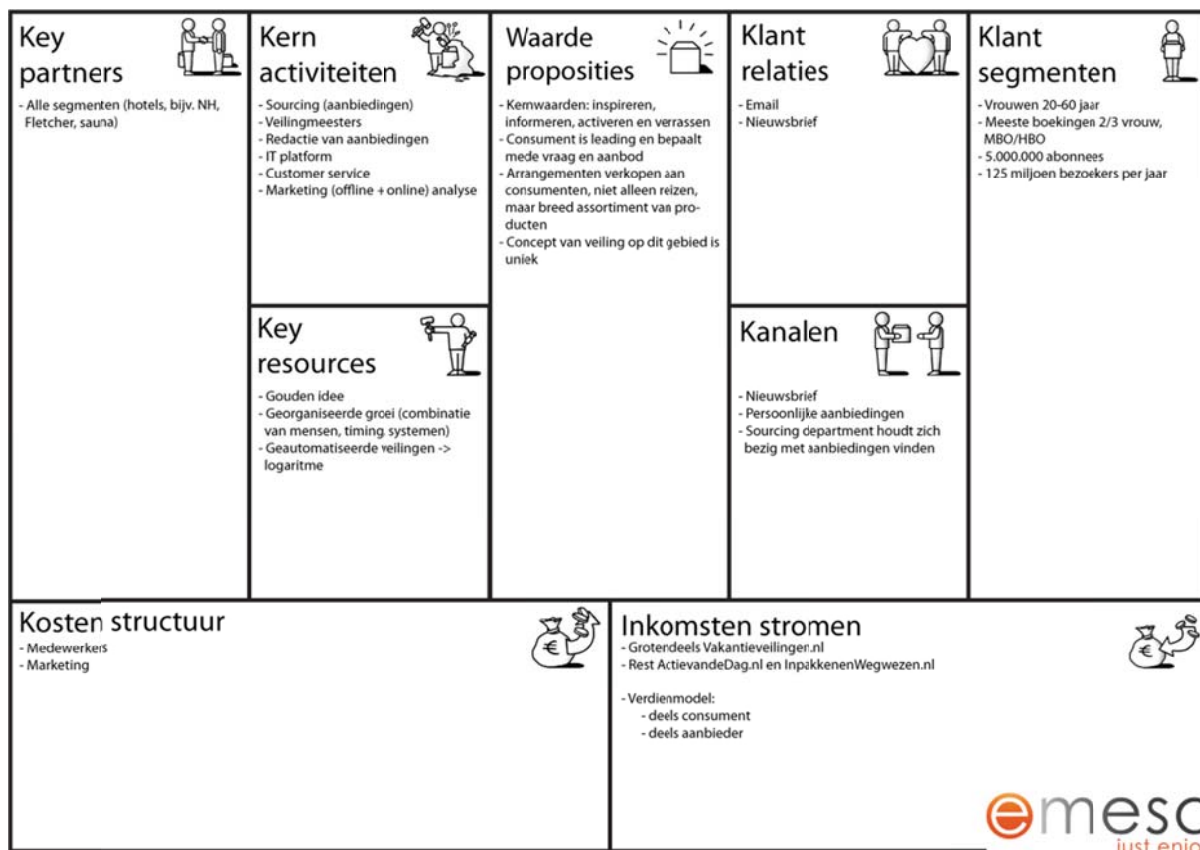


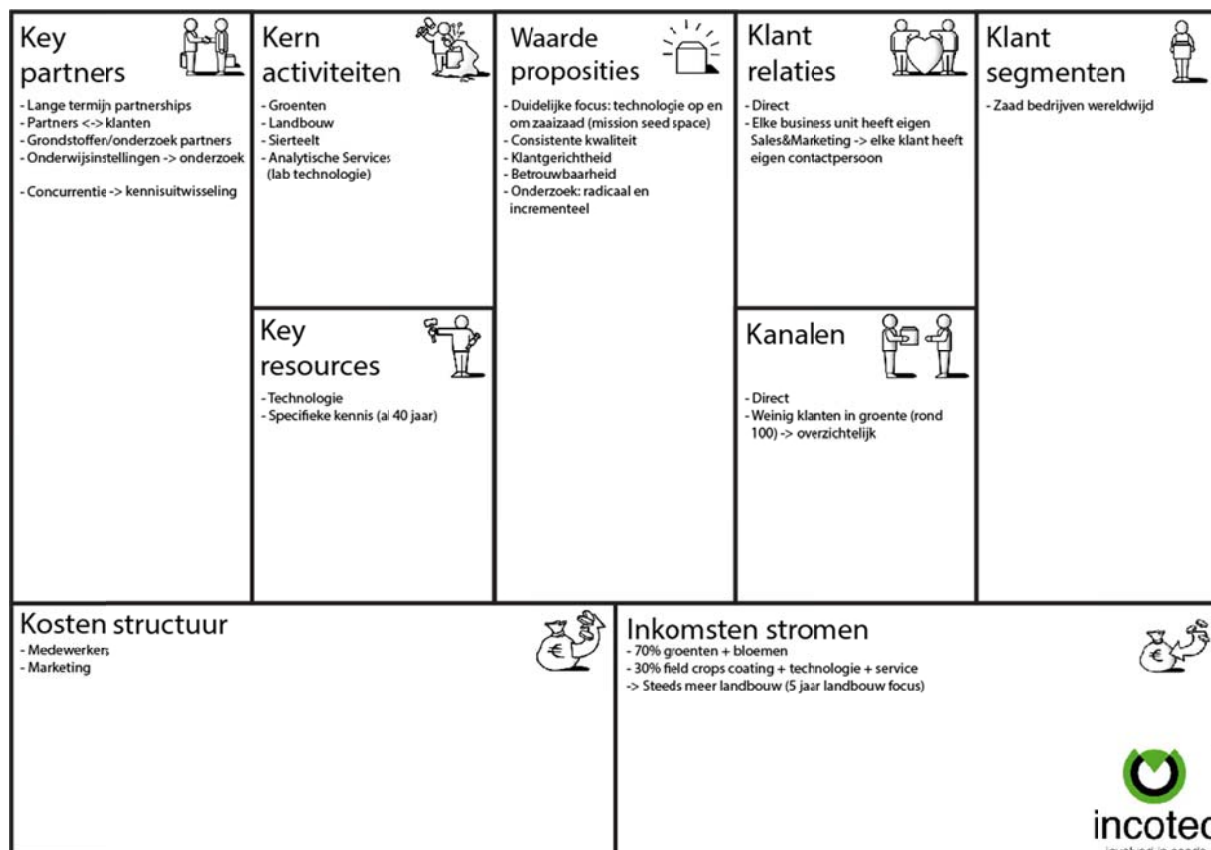
3 Business model innovation process by Osterwalder & Pigneur (2010)

## Appendix G: Business models

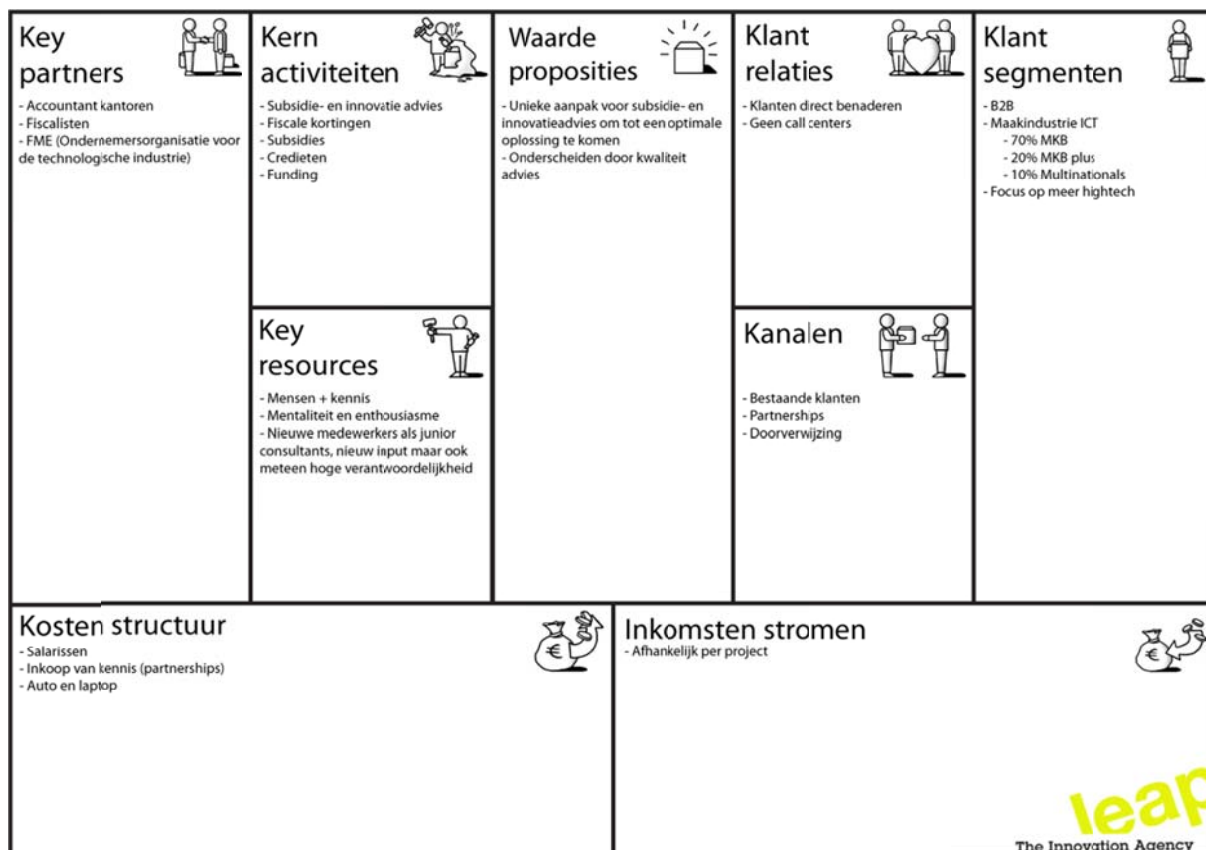
<p><b>Key partners</b> </p> <ul style="list-style-type: none"> <li>- Marktverbreedende partners (maken stukjes software dat AFAS niet maakt)</li> <li>- Ondersteunende partners (helpen klant met implementeren)</li> </ul>	<p><b>Kern activiteiten</b> </p> <ul style="list-style-type: none"> <li>- Ondernemingsbeheer (OPB)</li> <li>- Automatisering</li> <li>- Klanten centraal stellen</li> <li>- Anders zijn</li> <li>- Krachtig leiderschap tonen</li> <li>- Denken in standaards</li> <li>- Optimaal beheren van processen</li> </ul>	<p><b>Waarde proposities</b> </p> <ul style="list-style-type: none"> <li>- Het ontwikkelen, verkopen en ondersteunen van een geïntegreerde, schaalbare totaaloplossing die aansluit bij de vraag vanuit de markt</li> <li>- Ondernemingsprocesbeheer (OPB)</li> <li>-&gt; boek</li> </ul>	<p><b>Klant relaties</b> </p> <ul style="list-style-type: none"> <li>- Direct (in tegenstelling tot concurrentie)</li> <li>- Heel veel contact</li> <li>- Tennis toernooi (3000 klanten)</li> <li>- Andere evenementen</li> <li>-&gt; snel feedback van klanten</li> </ul>	<p><b>Klant segmenten</b> </p> <ul style="list-style-type: none"> <li>- Zorg &amp; welzijn, onderwijs, groot-handel</li> <li>- ZZPers, MKB, groei organisaties</li> <li>- Klanten: <ul style="list-style-type: none"> <li>- 10.000 zakelijk</li> <li>- 300.000 particulier</li> </ul> </li> </ul>
<p><b>Key resources</b> </p> <ul style="list-style-type: none"> <li>- Medewerkers <ul style="list-style-type: none"> <li>- 90% van target gehaald -&gt; extra inkomsten medewerkers</li> <li>- Eigen trainingen uitzoeken</li> <li>- Cultuur + waardering</li> </ul> </li> <li>- OPB</li> </ul>		<p><b>Kanalen</b> </p> <ul style="list-style-type: none"> <li>- Sponsoring (AZ) -&gt; naamsbekendheid</li> <li>- Vakbeurzen</li> <li>- Seminars</li> </ul>		
<p><b>Kosten structuur</b></p> <ul style="list-style-type: none"> <li>- Medewerkers</li> <li>- Focus: repeterende kosten laag houden</li> <li>- 8% van geprognostiseerde omzet naar marketing</li> </ul>		<p><b>Inkomsten stromen</b></p> <ul style="list-style-type: none"> <li>- Ongehoud (71%)</li> <li>- Licenties (6%)</li> <li>- Services (23%)</li> <li>- 2009: software verhuren (mogelijk door voldoende geld te hebben om dit te starten -&gt; concurrentie niet)</li> <li>- Geen expliciet verdienmodel</li> </ul>		

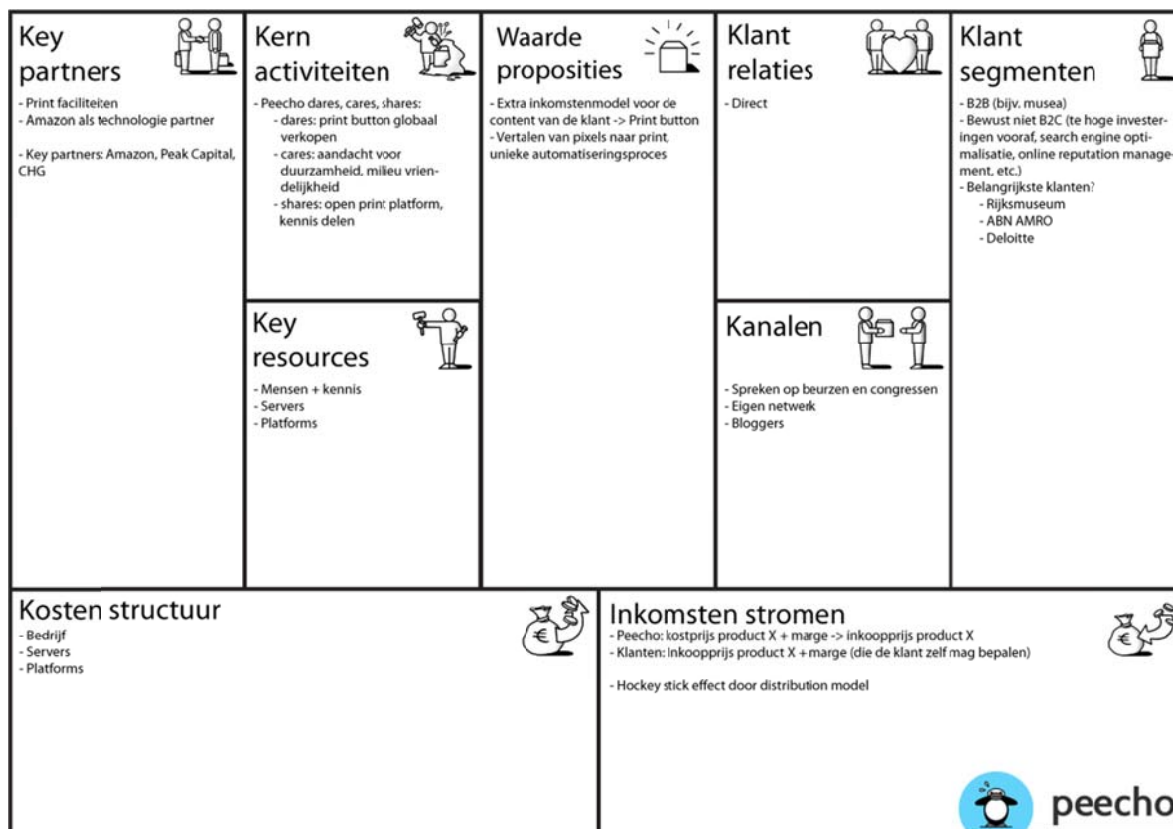
<p><b>Key partners</b> </p> <ul style="list-style-type: none"> <li>- Scholen</li> <li>- Artsen</li> <li>- Bureau Jeugdzorg (omdat het nodig is)</li> <li>- Hulpverleners</li> <li>- Organisaties</li> <li>- Gemeentelijke instanties</li> <li>- Kerk, clubs</li> <li>- Centrum voor Jeugd en Gezin (CSG)</li> </ul> <p>-&gt; flexibel netwerk van professionals, locaties, partners en relaties -&gt; niet echt verschil tussen klant en partners -&gt; outsourcen externe expertise (ICT, communicatie, huisstijl, etc.)</p>	<p><b>Kern activiteiten</b> </p> <ul style="list-style-type: none"> <li>- Geestelijke gezondheidszorg (GGZ)</li> <li>- Onderwijshulp</li> <li>- Jeugdzorg</li> <li>- Diagnose, behandelen, verschillende methodieken</li> </ul>	<p><b>Waarde proposities</b> </p> <ul style="list-style-type: none"> <li>- Denken vanuit de vraag (ouders) -&gt; andere instellingen zijn aanbodgericht</li> <li>- Wrap-around-care</li> <li>- Vraag + financiering -&gt; cirkel om persoon heen</li> <li>- Integrale hulp bieden</li> </ul>	<p><b>Klant relaties</b> </p> <ul style="list-style-type: none"> <li>- Persoonlijke benadering -&gt; één coach</li> <li>- Wrap-around-care -&gt; goede hulpverlener vinden -&gt; matchen</li> </ul>	<p><b>Klant segmenten</b> </p> <ul style="list-style-type: none"> <li>- Kinderen</li> <li>- Ouders</li> <li>- Hele gezin</li> <li>- 24/7 hulp, geen wachtrij -&gt; uniek</li> </ul>
<p><b>Kosten structuur</b></p> <ul style="list-style-type: none"> <li>- Minimum aan overhead en bureaucratie</li> <li>- Minimaal 50% van eventuele winst blijft voor investeringen, onderzoek, ontwikkeling, innovatie, opleiding, groei en fondsvorming voor bijzondere ondersteuning aan cliënten</li> <li>- Geen dividend</li> <li>- Resultaats-verantwoordelijke bonus voor alle medewerkers</li> <li>- Gemiddelde kostprijs per cliënt was 3.752 Euro</li> </ul>	<p><b>Key resources</b> </p> <ul style="list-style-type: none"> <li>- Urenfabriek</li> <li>- Flexibele schil</li> <li>- Organisatie -&gt; hulpverleners, proces</li> <li>- Flexibiliteit medewerkers</li> </ul>	<p><b>Inkomsten stromen</b></p> <ul style="list-style-type: none"> <li>- Afhankelijk van gezinsinkomen</li> <li>- Kosten variëren per klant heel erg</li> <li>- 8% marge op uurloon van 85 euro</li> <li>- 100% agendaregistratie</li> <li>- Overhead max. 15%</li> <li>- Elke Cpvoedpoli draagt 10% van omzet af aan moederkantoor voor centrale ondersteuning en diensten</li> </ul>	<p><b>Kanalen</b> </p> <ul style="list-style-type: none"> <li>- Mond-tot-mond reclame</li> <li>- Internet</li> <li>- Bureau Jeugdzorg</li> </ul>	<p></p>

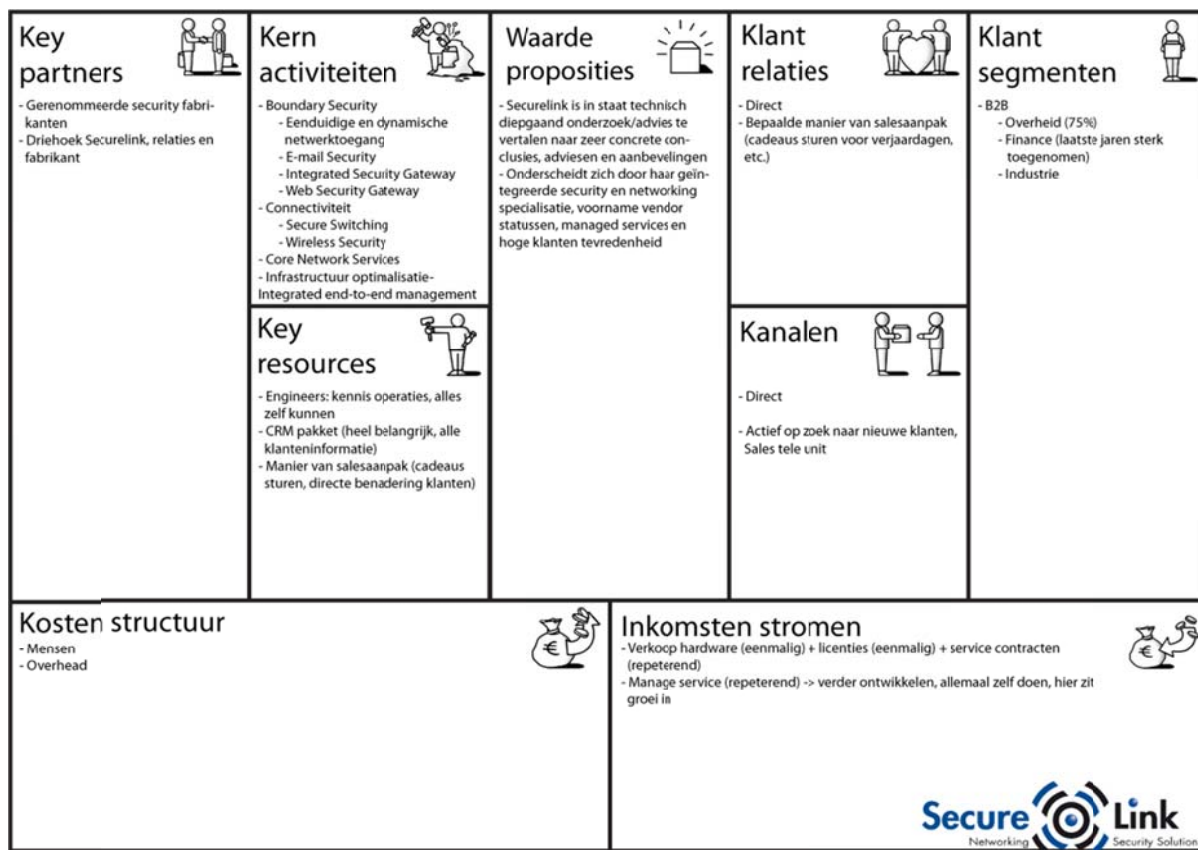


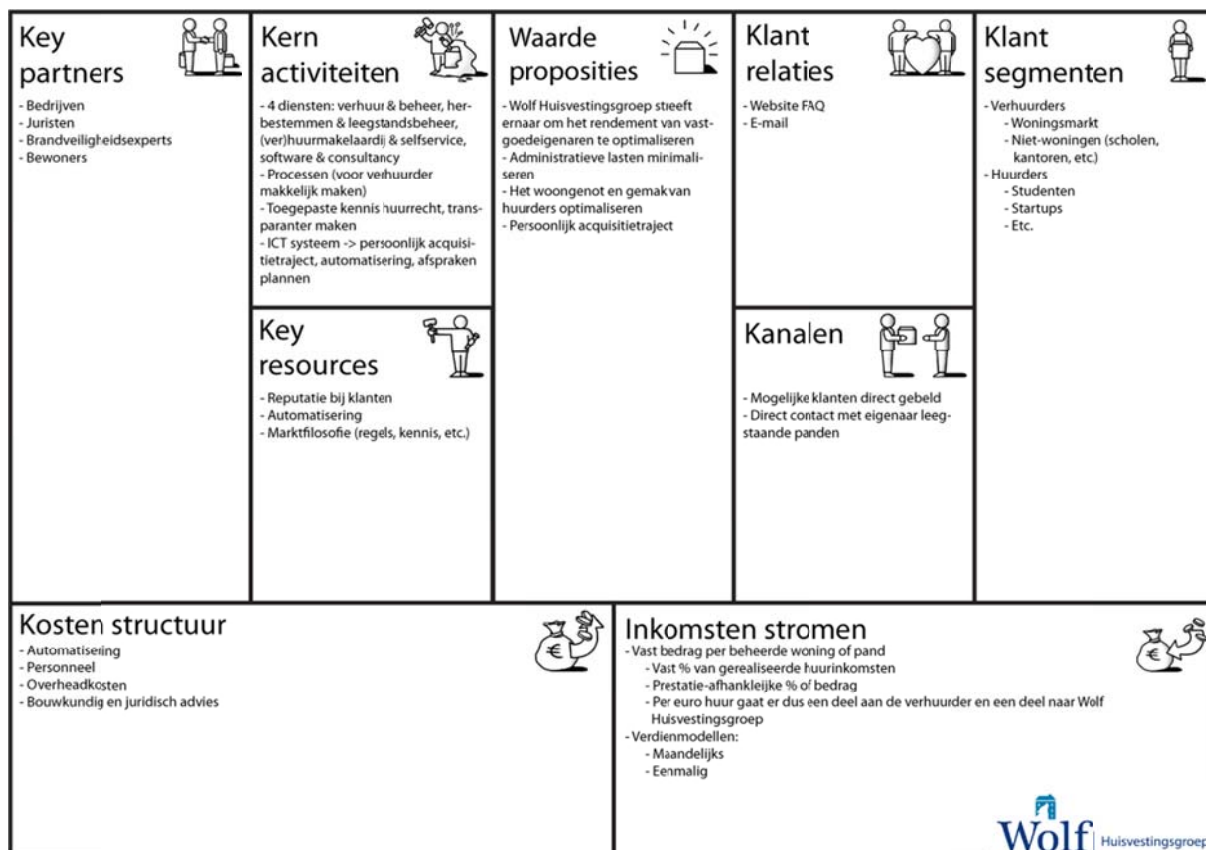




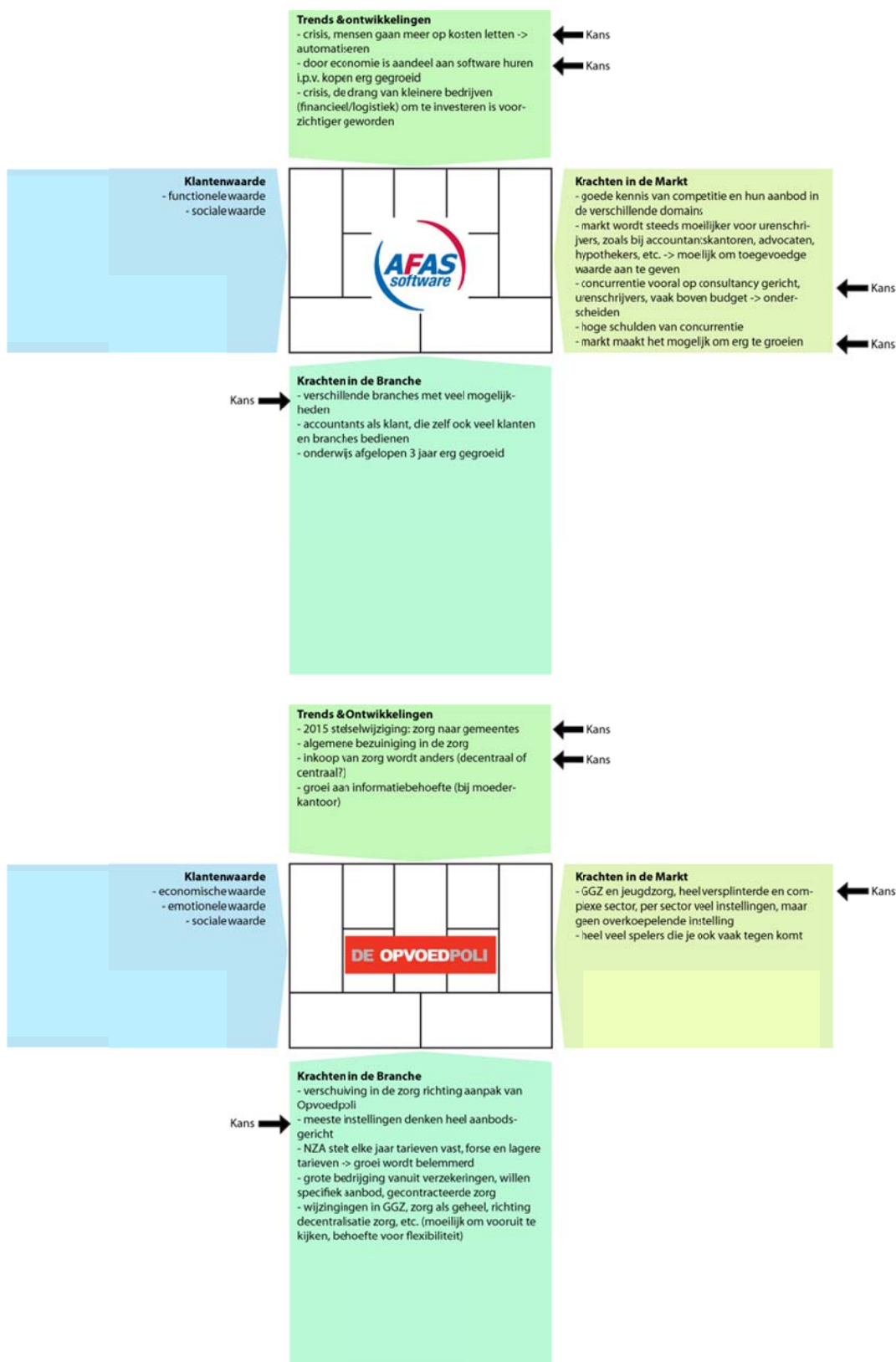


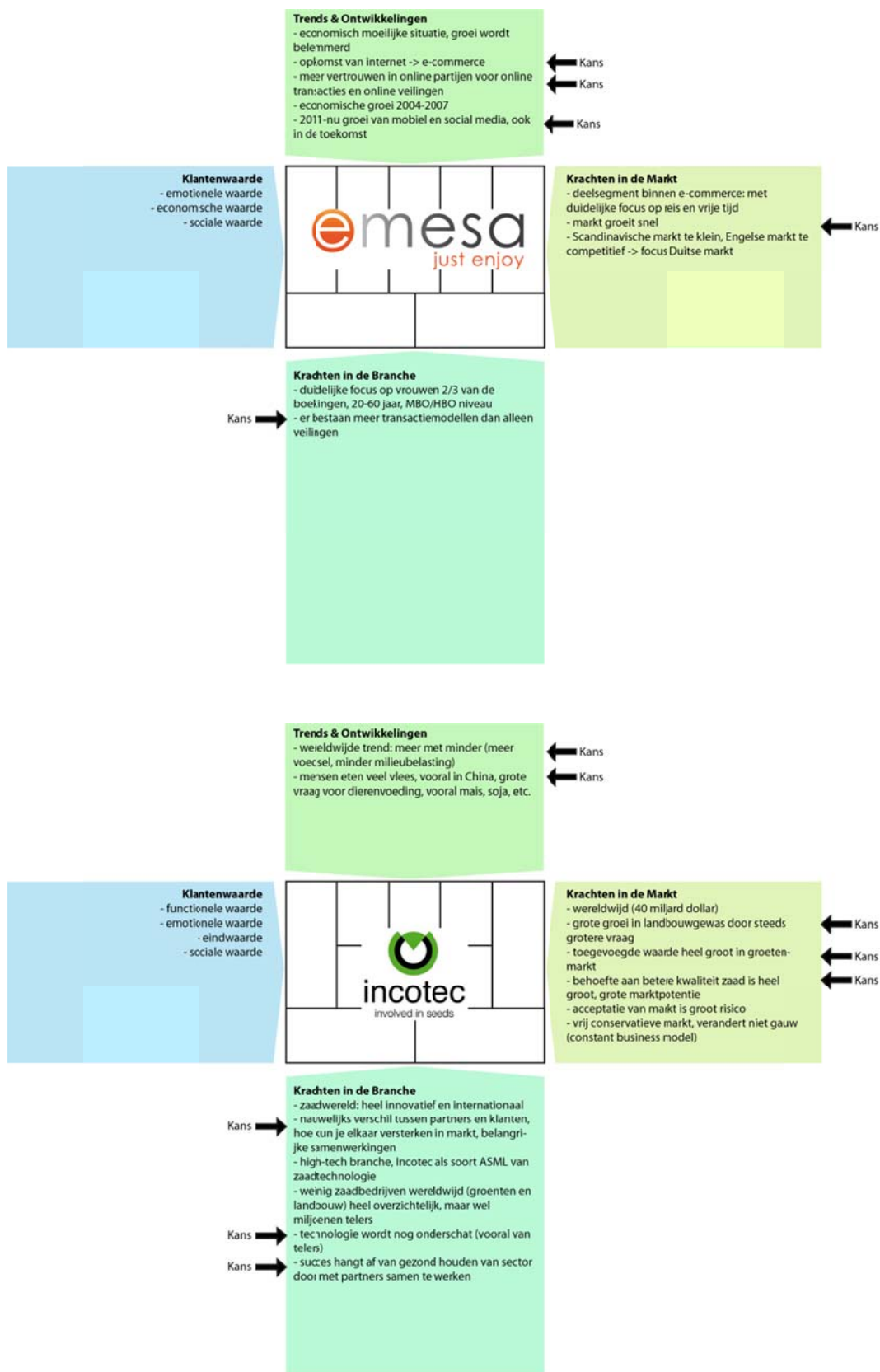




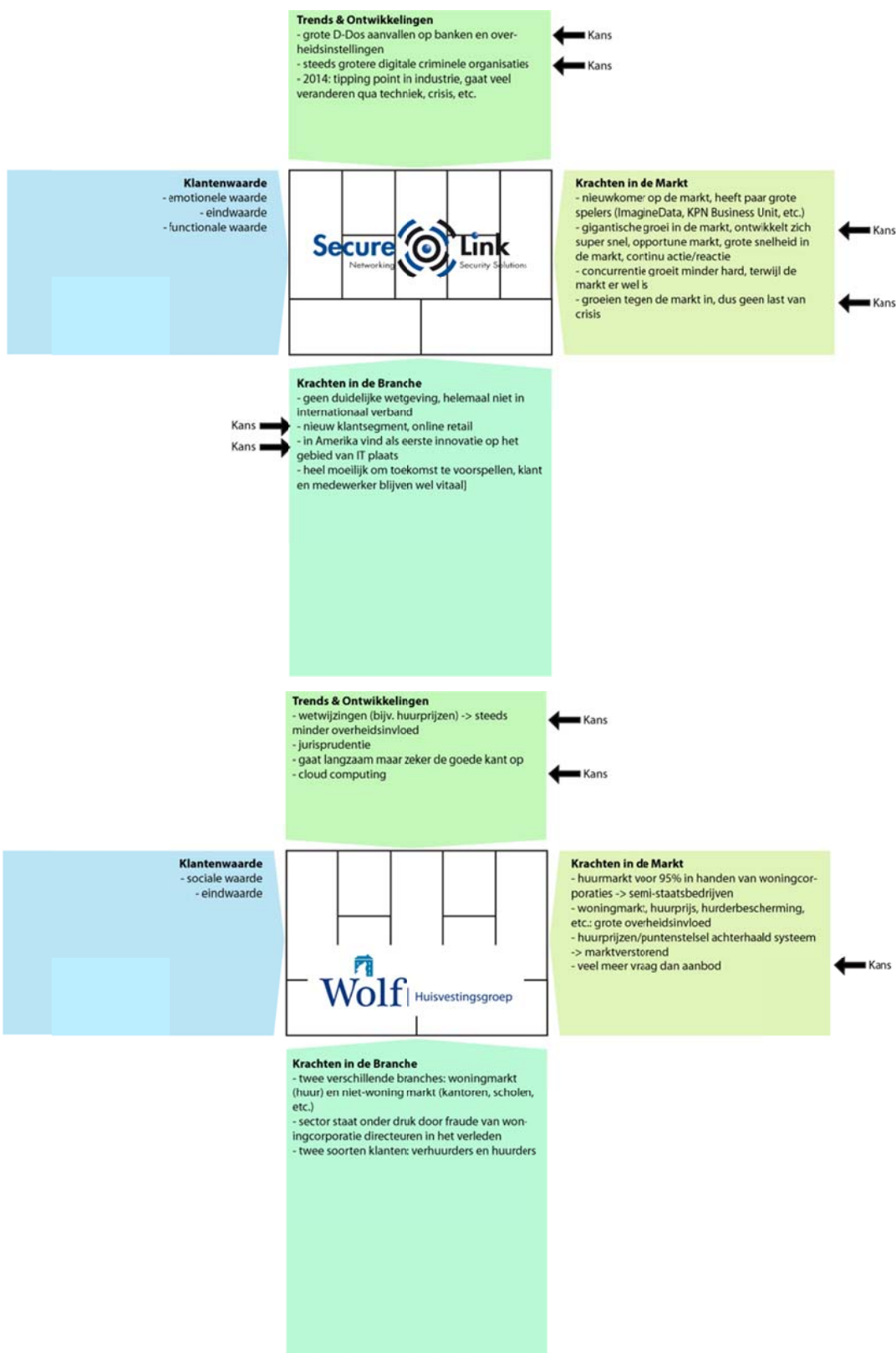


## Appendix H: External analysis











## Appendix I: Internal analysis



### Oprichter/Directie Kenmerken

- familiebedrijf, Raad van Bestuur is verantwoordelijk voor business model en keuzes
- verantwoordelijk voor lange termijn meerjarenbegroting tot 2020
- *verantwoordelijk voor visie en lange termijn, geen externe aandeelhouders, geeft rust en maakt lange termijn planning mogelijk (onderscheiden)*
- familiebedrijf moeilijk te kopiëren, hogere afhankelijkheid van CEO, kwetsbaarheid

★ Drivers

### Bedrijfsattributen

- focus op verdienmodel, geld verdienen en groeien met software (onderhoud), niet met consultancy (niet hard in groeien)
- gezond bedrijf, geen schulden, geen ext. aandeelhouders, veel geld in kas
- visie op productontwikkeling en propositie (onderscheiden)
- ★ - *lean organisatie, iedere functie is essentieel, geen overbodige medewerkers*
- ★ - *autonome groei, geen M&A*
- ★ - *focus op nieuwe branches (onderwijs)*
- ★ - *heel pragmatische aanpak, niet beleidmakers, maar direct ideeën omzetten (onderscheiden)*
- *hoog belang voor marketing, steeds meer marketing bedrijf aan het worden (bepaald % van omzet gaat naar marketing)*
- ★ - *meerdere kansen benutten, veel branches -> groei*
- *vanaf het begin duidelijk business model gehad en ook aan vastgehouden*
- ★ - *alles zelf doen, meer verantwoordelijkheid, controle, meegenieten van successen*

### HRM Praktijken

- ★ - *mogelijkheid van medewerkers om invloed te hebben op keuzes -> open bedrijfscultuur, iedereen is benaderbaar*
- ★ - *groeien zonder meer mensen aan te nemen -> focus op onderhoud niet op consultancy (onderscheiden)*
- *vanaf 90% van target verdienen medewerkers mee*

### Business Praktijken

- *onderhoud, licenties (acquisitie, nieuwe klanten) en services (consultancy)*
- ★ - *klanttevredenheid essentieel in onderhoud, hoofdkomen, dicht bij klant (onderscheiden)*
- ★ - *heel veel (direct) klantcontact (AFAS Open, ATC toernooi), input voor productontwikkeling (onderscheiden)*
- ★ - *focus op binnen de uren en budget blijven (onderscheiden)*
- ★ - *shift van consultancy naar onderhoud (met minder mensen meer geld verdienen), door een huurvariant voor software aan te bieden -> mogelijk gemaakt door eigen voorfinanciering*
- ★ - *sponsoring en marketing is essentieel en heeft geleid tot grotere naamsbekendheid -> groei*
- *mensen kopen in eerste instantie niet het product, maar meer het imago van AFAS*
- *eigen product zelf gebruiken, weten waar de foutjes zitten, directe user test*
- *70% lead generatie online, buiten het zichtsveld*



### Oprichter/Directie Kenmerken

- ★ - *achtergrond oprichter Linda Bijl, orthopedagoog/directeur zorginstellingen, zag vaak hoe het niet goed ging, dus wou het altijd anders doen in de zorg, anders en slimmer*
- *maatschappelijke ambitie: verandering in het stelsel, goedkoper en efficiëntere zorg die past bij vraag -> roept weerstand op*
- *vanaf het begin opnieuw kunnen doen, incl. gefocust op 24/7 bereikbaarheid, vraag gericht, etc. (onderscheiden)*
- ★ - *groot netwerk van partners en kennissen van oprichter*

★ Drivers

### Bedrijfsattributen

- *decentrale organisatie met 23 vestigingen, centraal moederkantoor (regelt bijr, huisstijl om eenheid te creëren, IT, strategie, beleid, financiën, etc.) -> enorme mate van flexibiliteit*
- ★ - *directie van vestigingen zelf eigenaar maken -> verantwoordelijkheid en ondernemerschap steunen*
- ★ - *business model gebaseerd op bedrijfsfilosofie van Eckart Wintzen's boek -> als bedrijf groter wordt dan komt er een splitsing met een nieuwe vestiging met deel oude werknemers + flexibiliteit (huurcontracten, nergens op vast leggen) -> schaalbaarheid*
- ★ - *business model zoals IT het gebruik, overhead kosten zo laag mogelijk houden (onderscheiden)*
- *inhuren van externe expertise (bijr. IT -> cloud, huisstijl, etc.)*
- ★ - *heel korte lijnen binnen de organisatie, weinig bureaucratie, werkt toegankelijker*
- ★ - *zichtlocaties, grote panden, ambulante club, vaste huisstijl vestigingen, huiselijke sfeer -> zichtbaarheid, herkenbaarheid en klant tevredenheid (lage drempel tot zorg) -> groei*
- ★ - *manier van werken zorgt voor groei en organisatie model zorgt voor schaalbaarheid*

### HRM Praktijken

- ★ - *flexibele werktijden, 24/7 bereikbaarheid, urenregistratie, geen 9-5 mentaliteit*
- *urenfabriek, uurtje factuurtje, hele hoop disciplines*
- *veel vrijheid en verantwoordelijkheid voor professionals, groot vertrouwen*
- *ruime keuze in professionals, zelfs wachtljst*

### Business Praktijken

- ★ - *denken vanuit de vraag cliënt niet vanuit het aanbod, wrap-around-care, cirkel om de cliënt heen (onderscheiden)*
- *geen wachtrijen, 24/7 bereikbaarheid van medewerkers, alles is hier op afgestemd (onderscheiden)*
- *maatwerk voor elke cliënt, geen onderscheid tussen cliënten, diagnose en behandel combinaties -> sterk primair proces, mensen keuze kunnen geven*
- *meta-methodiek wrap-around-care, en bestaande methodieken deels of geheel toepassen*
- ★ - *focus op hoge klant tevredenheid -> mond tot mond reclame, geen behoefte voor veel marketing -> groei*



#### Oprichter/Directie Kenmerken

- gouden idee + georganiseerde groei
- directie heeft veel ervaring (grote, internationale bedrijven)
- oprichters achtergrond: marketing, IT, reizen -> focus op reizen en internet (begonnen met reisvergelijkingssite) + veilingmodel (toeval) -> VakantieVeilingen.nl
- door oprichters management binnengehaald om structuur aan te brengen voor gebalanceerde groei (professionalisering) -> schaalbaarheid

★ Drivers

#### Bedrijfsattributen

- in elk segment belangrijke partners (bijv. hotels, sauna, etc.)
- ★ - aanbod continu verbreed -> groei
- ★ - professionalisering van organisatie (systemen, mensen, etc.) heeft geleid tot soort framework -> groei en schaalbaarheid
- bedrijf op groei gericht
- ★ - gedreven door customer intimacy: van advertentiemodel tot transactiemodel tot uiteindelijk hele afhandeling boeking -> verticaal in keten integreren om klant dichterbij te houden
- ★ - juiste mensen en goede timing in de markt -> groei (andere eerdere bedrijven met zelfde model waren niet succesvol)
- ★ - schaalbaarheid door duidelijke doelen: nieuwe systemen (automatisering), nieuwe proposities, kwaliteitsverbetering voor de toekomst -> meer groei
- hoge kennis van de markt om succes in te kunnen schatten
- voor internationale groei externe investeerders gezocht, bewuste keuzes voor uitbreiding gemaakt (Duitsland)

#### HRM Praktijken

- bedrijf is in duidelijke business units ingedeeld (redactie, marketing, IT, customer service, etc.)
- kennisontwikkeling tot nu wat achter gebleven, nieuwe mensen vinden voor groei

#### Business Praktijken

- arrangementen verkopen aan consumenten, heel breed aanbod (onderscheiden)
- ★ - unieke manier om op de markt te zetten, door veilingen (onderscheiden)
- personalization van website en nieuwsbrief
- bemiddelen tussen aanbieders en consumenten, soort intermediair, wel met risico's
- zelf redactie en planning van veilingen doen, ondersteund door geautomatiseerde tools (logaritme ontwikkeld)
- ★ - marketing: veel online adverteren (aantal modellen), e-mail campagne, nieuwsbrief en tv reclames -> groei
- marge richting aanbieders en consumenten moesten aanpast worden door crisis
- ★ - website aanpast voor mobiel en ook mobiele apps ontwikkeld -> groei
- web analytics zelf doen omdat het erg dicht tegen customer intimacy aan ligt en core business



#### Oprichter/Directie Kenmerken

- (studie) achtergrond in biologie, land- en tuinbouw
- ★ - duidelijke visie, geloof, passie en focus + trends en behoeftes van de telers voorspellen, bijv. genetica en landbouwmarkt groei, vertalen naar innovaties en meerjarenplan (onderscheiden)
- ★ - bedrijf organiseren om te reageren op behoeftes, trends en grote groei markt

★ Drivers

#### Bedrijfsattributen

- ★ - sociale innovatie: partnerships (onderzoeksniveau, klanten, grondstofvervoerder, etc.) zijn belangrijk, vooral ook lange termijn relaties ook met klanten
- ★ - 8-9% van omzet wordt jaarlijks geïnvesteerd in onderzoek (bestaande technieken onderhouden, nieuwe technologieën) -> groei
- vroeger Europees gericht, nu wereldwijd -> groei
- ★ - brand Incotec: betrouwbaarheid en kwaliteit, inspelen op wereldwijde trend: meer met minder -> groei
- ★ - focus op core business en toegevoegde waarde/waardeproposities (verbeteren van genetisch uitgangsmateriaal), niet laten verliezen om breed te gaan
- business model innovatie (franchise model) in Brazilië, als dat een succes wordt ook in andere landen aanpassen en kan leiden tot veel grotere inkomsten
- heel specifiek kennis terrein en onderzoek, heel moeilijk te kopiëren, lage concurrentie (onderscheiden)
- ★ - marktonafhankelijkheden (behoefte van telers voor flexibiliteit en customisation) hebben business model en partnerships invloed en heeft geleid tot groei

#### HRM Praktijken

- in 4 business areas opgesplitst omdat de markten verschillende aandachtsniveaus nodig hadden, andere klant (benadering) en ander onderzoek
- > juiste mensen er op kunnen zetten
- R&D: research gecentraliseerd, vooral technologieën, en development gedecentraliseerd, incl. splitsing in 4 business areas, voor betere focus
- ★ - niet vinden van goede mensen heeft groei belemmerd, daarom begonnen met SeedValley, markt zichtbaar maken, bekendheid vergroten, nieuw publiek en jonge mensen, meer vacatures

#### Business Praktijken

- met technologie kwaliteit en waarde van zaden verbeteren zodat alle spelers in de keten kunnen profiteren
- duidelijk klantgericht en consistente kwaliteit, omdat effecten enorm zijn voor telers
- 4 business areas: groenten + bloemen (kleinere hoeveelheden), landbouw (grote hoeveelheden), analytische services
- ★ - heel breed technologie aanbod, met de jaren geïntensiveerd (onderscheiden)
- ★ - niet alleen focus op zaadbedrijven maar ook telers (landbouw) bewust maken van technologie -> meer naamsbekendheid door nieuwe huisstijl en co-branding -> hoge marktpotentie -> groei
- ★ - functionele inzetbaarheid van technologie, laag risico -> schaalbaarheid
- voordeel van groei: risico verspreiden op verschillende markten, producten en klanten
- ★ - reageren/aansluiten op behoeftes van de markt, met name van telers (worden mondiger) -> groei





#### Oprichter/Directie Kenmerken

- praktijkmens
- werkervaring subsidieadvies (E&Y)
- doel bedrijf opbouwen met goed bedrijfsfeer
- ondernemer niet manager
- duidelijk doel: onderscheid door kwaliteit niet prijs
- eerst kijken of het zelf lukt, en als niet dan pas partners erbij betrekken
- *bepaalde karaktereigenschap: naar buiten gaan, overtuigingskracht en commercieel inzicht*
- een bedrijf opbouwen en zo snel mogelijk jezelf overbodig maken

★ Drivers

#### Bedrijfsattributen

- E&Y als voorbeeld
- specialisten worden voor technologie bedrijven in NL
- investeren in nieuwe diensten
- drie kantoren: dicht bij de klant, lokale netwerken, naamsbekendheid, zichtbaarheid, minder kilometers en uren van je consultants in de auto, afbakening
- naamsbekendheid door Gazelle award
- afhankelijkheid van overheid verminderen
- *effectuation approach*
- *kerncompetenties: kansen zien en benutten, goed netwerk hebben*

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#### HRM Praktijken

- jonge medewerkers, moeilijk om senior consultants als startup aan te trekken, specifieke subsidieopleiding bestaat niet, dus meteen van de schoolbank
- betere consultants dan concurrentie
- partners uitbetaald, die groei belemmerden
- cross-selling tussen subsidie- en innovatieadviseurs
- *professionalisering (nieuwe ERP-systeem, HR-beleid) -> groei*
- *competentiemanagement: gericht ontwikkelen van jouw personeel -> groei*
- nieuwe managing director voor meer omzet, resultaat en groei
- onderscheid maken tussen de verkopers en de inhoudelijke mensen

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#### Business Praktijken

- *kwaliteit dienstverlening, heel praktisch, hands-on (onderscheiden)*
- *professionaliteit (onderscheiden)*
- *focus op financiële stimulering van innovatie*
- *nieuwe divisie: business innovatie (risico verspreiden)*
- *als enige duidelijke focus op technologie maakindustrie en ICT, MKBs*
- *onderscheiden door aanpak/methode om te komen tot een optimale aanvraag -> groei*
- *gevoel van waarde aan kunnen tonen zonder met de prijs te gaan stunten*
- *geen belacquisitie (concurrentie wel)*
- *nieuwe klanten door verwijzingen, gezamenlijke marktwerking met partners, vermenigvuldiging principe*
- *samenwerking brancheorganisatie voor de technologische maakindustrie FME -> groei*
- *uitdieping van de dienstverlening*
- *focus op diensten en op marktsegment -> groei*

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#### Oprichter/Directie Kenmerken

- *innovatie en entrepreneurship (bij grotere bedrijven ervaren) -> eigen ambitie*
- *management, commercieel directeur ervaring en connecties (goede mensen vinden voor bedrijf, goede samenwerking met compagnon)*
- *ervaring digitale fotoboek markt*
- *spreken op congressen, beurzen, expo, meedoen met prijzen, blogs, etc. -> naamsbekendheid voor klanten en investeerders (goed reflectie moment voor eigen business model)*
- *groot eigen netwerk*
- *continu jezelf motiveren en ook het team*

★ Drivers

#### Bedrijfsattributen

- *netwerk voor print-on-demand faciliteiten*
- *Silver partner van Amazon (servers, storage, etc.)*
- *expliciet business model vanaf het begin (distributed model) -> groei*
- *6 talen en verschillende valuta's, internationaal gefocust*
- *lean & mean (eigen geld geïnvesteerd) om van de naar concept te komen, voordat je investeerders dan kan krijgen*
- *lean & mean strategie, bedrijf bewust heel klein houden en dingen uitbesteden om flexibiliteit te behouden, geen log bedrijf worden dat niet meer kan bewegen -> Scrum methodiek voor hele bedrijf, maakt het agile, snel be-slissingen nemen*
- *alles delen met iedereen, het is niet mogelijk om internationale ambities te hebben en alles zelf te willen doen*
- *visie long-term, development altijd short-term (dankzij Scrum)*

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#### HRM Praktijken

- *bekende developers benaderd (10 uur p/w beschikbaar zijn), klein aandeel bedrijf + WBSO subsidie -> bepaald level van dedication*
- *iedereen is bezig met het bedrijf lean & mean te houden*
- *maandelijks retrospective/development dinner met z'n allen, incl. demos, wat wel of niet goed ging en daarna wordt bepaald welke klant en wat gedaan moet worden voor grote orders, die het meeste geld opleveren*

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#### Business Praktijken

- *websites/applicaties en productiefaciliteiten koppelen*
- *netwerk opbouwen (aansluiting van faciliteiten op platform) -> hoe meer faciliteiten hoe meer klanten -> hoe meer klanten hoe meer faciliteiten*
- *optimaliseren van opgesturde documenten, geautomatiseerd, uniek wereldwijd*
- *meten vanaf het begin van cloud computing gebruikt gemaakt -> schaalbaarheid*
- *vanaf begin puur gefocust op generiek aanbod en schaalbaarheid*
- *uptime van platform afhankelijk van aantal orders (storage, servers, etc.), om kosten laag houden*
- *milieubelasting verminderen door print-on-demand bij faciliteiten in buurt*
- *mogelijke lead generatie en extra inkomsten model voor klanten*
- *marge bij printfaciliteiten niet bij klant -> schaalbaarheid*
- *eigen software aan printfaciliteiten verkopen*

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#### Oprichter/Directie Kenmerken

- general manager altijd in B2B markt gezeten en bij technologie bedrijven
- begonnen in België en toen kantoor in Nederland opgericht, omdat er vraag vanuit de markt onstond
- duidelijk focus op security en netwerk infrastructuur en niet richten op iets anders
- ★ - op het juiste moment bijgeschaald, bijv. general manager inhuren voor leiderschap, processen inrichten, automatisering, etc. focus op schaalbaarheid van organisatie, komt ook door push van private equity partijen
- meerjarenplan (max. 3 jaar) met focus op exponentiële groei om lineaire groei tussen omzet en medewerkers te voorkomen

★ Drivers

#### Bedrijfsattributen

- alles zelf doen, niet afhankelijk van derde partijen, flexibele en snelle organisatie (onderscheiden)
- ★ - platte organisatie waardoor ze snel kunnen schakelen (snelle dingen op de markt zetten) -> groei
- ★ - nog steeds duidelijke focus op security en netwerk infrastructuur
- diens: portfolio ontwikkeld om nieuwe doelgroepen aan te kunnen spreken + vraag vanuit de klant
- uniek CRM pakket, erg belangrijk, omvat alle klanteninformatie
- ★ - schaalbaarheid door focus op: organisatiestructuur (bijv. teamleiderschap), juiste persoon op juiste plek, automatisering van administratie, finance, order fulfillment, planning -> groei

#### HRM Praktijken

- duidelijke splitsing in verschillende business units (marketing, IT, etc.)
- combinatie van direct sales en telesales om nieuwe klanten te vinden
- exponentiële groei in medewerkers (en omzet)
- ★ - upstaven van salesunit + unieke salesaanpak (focus op details en persoonlijk contact -> hoge klanttevredenheid) -> groei
- ★ - kennis van ingenieurs is uniek, juist moeilijk om goede mensen (skills en fit met cultuur) te vinden en op te leiden, heeft groei belemmerd
- ★ - alleen HBO/WO, hebben bepaald niveau van snelheid om informatie te bewerken -> flexibele en snelle organisatie -> groei

#### Business Praktijken

- combineren van infrastructuur elementen met dienstverlening op het gebied van security
- ★ - managed dienstverlening portfolio, service om het product heen, bereikbaarheid bij problemen (onderscheiden), in de toekomst verder ontwikkelen, andere marges -> (exponentiële) groei
- heel actief zoeken naar nieuwe oplossingen, begint in Amerika, daar vind innovatie op het gebied van IT plaats, partnerships aan gaan
- ★ - via bestaande klanten nieuwe klanten krijgen + heel actief op zoek zijn naar klanten (sales) -> groei
- ★ - exponentieel groeien -> compleet concept kunnen aanbieden op het gebied van security -> onderdelen van vakgebied nog in huis willen brengen (eventueel door overnames) -> waar de klant alles kan afnemen, security integrator



#### Oprichter/Directie Kenmerken

- ★ - Montessori lagere school
- ★ - veel verkoop- en acquisitie ervaring -> toegepast op eigen bedrijf
- weinig te verliezen (geen kinderen, hypotheek, geen vooraf investeringen) + idee: woningnood (zelf ervaren) + eigen ambitie -> eigen bedrijf oprichten
- kennis over markt zelf opgebouwd (voordeel: geen beer op de weg zien, nadeel: makkelijker gezegd dan gedaan)
- veel geduld en doorzettingsvermogen voor acquisities (vooral in het begin)
- ★ - vanaf het begin de ambitie om het schaalbaar te maken

★ Drivers

#### Bedrijfsattributen

- bedrijf niet per se klein maar efficiënt houden
- intermediaire rol tussen huurder en verhuurder
- ★ - focus op acquisitie en kenmerken van branche -> groei
- ★ - duidelijke visie en missie
- vraag en aanbod bij elkaar brengen
- veel meer vraag dan aanbod -> maakt acquisitie deel erg belangrijk
- ★ - transparant, kennis online gepubliceerd -> draagt bij aan uitstraling van expertise
- intellectueel eigendom van procesautomatisering en database -> ambities om dat uit te gaan rollen
- netwerk en reputatie bij opdrachtgevers belangrijkste attribuut (aan het begin beetje bluffen en beoefen waar maken)
- ★ - hoogste investeringen in automatisering (redelijk waardevast) -> schaalbaarheid (om ook in nieuwe markten te investeren)

#### HRM Praktijken

- 1 full-time, 2 part-time medewerkers, netwerk bewoners die flexibel inzetbaar zijn voor kleine klusjes
- werknemers: vrienden, bekenden -> waardigheden (computer, technisch, sociaal) en persoonlijkheid -> leren van zelf van de markt en juridische kennis uit database
- ★ - veel advieswerk (bouwkundig, juridisch, accountant, automatisering) wordt uitbested
- ★ - processen steeds verder geautomatiseerd, gedocumenteerd en geoptimaliseerd -> met weinig personeel leden veel afhandelen (onderscheiden)
- ★ - prettig met collega's werken, goede band onderling -> groei

#### Business Praktijken

- advies geven aan woningcorporaties en aan overheid over wetswijzigingen
- verhuur en beheer, herbesteding en leegstandsbeheer (daarmee begonnen, incl. antikraak) -> consultancy is ondersteunend
- ★ - specifieke kennis van huurrecht (onderscheiden)
- door behoeftes voor verschillende contracten van de klant nieuwe diensten ontwikkeld om specifieke kennis aan te bieden
- driehoek uit type vastgoed, klanten/vragers, processen/diensten -> optimaal op elkaar toepassen en aanpassen
- ★ - veel voor komende vragen documentariseren in de cloud (FAQ op site), minder arbeidsintensiteit
- ★ - processen van plannen en afspraken maken (beter dan concurrentie) -> schaalbaarheid