Canvas biznis model

Jelena Rajković Borisavljević¹, Milinko Veličković²

¹Fakultet za inženjerski menadžment, Univerzitet Union "Nikola Tesla", Beograd, jelena.rajkovic@fim.rs

²Sekretarijat za privredu, Grad Beograd

Apstrakt: Posmatranje poslovnog modela kao alata u savremenom poslovanju pomaže pri razumevanju i komunikaciji poslovanja. Kao takav poslovni model predstavlja izuzetno koristan koncept jer menadžeri nisu u mogućnosti da objasne kompleksnost poslovnih odrednica. Svrha ovog rada je da približi pregled najzastupljenijeg poslovnog modela Canvas sa teoretskim odrednicama. Rad je fokusiran na pregledu literature uz detaljniji pregled komparacije dveju kompanija. U radu je obrađena i anketa u vidu upitnika, kao takva je imala svrhu da detaljnije približi informaciju koji brend je zastupljeniji na našem tržištu.

Ključne reči: Canvas, poslovni modeli, Coca-Cola, Pepsi

Canvas Business Model

Abstract: Observing the business model as a tool in modern business helps in understanding and communicating business. As such, the business model is a very useful concept because managers are not able to explain the complexity of business determinants. The purpose of this paper is to draw the overview of the most common business model Canvas with the oretical determinants. The paper focuses on the literature review with a more detailed overview of the comparisons of the two companies. In the paper a questionnaire questionnaire was also processed, as such it was intended to get closer to the information which brand is more represented on our market.

Keywords: Canvas, business models, Coca-Cola, Pepsi

Introduction

A business model or BMC Program model is a graphic representation of a number of variables that show the values of an organization. A business model can be deployed as a strategic tool for developing a new organization. Furthermore, it also analyzes the (business) situation of the existing business.

The Canvas model was created by Alexander Osterwalder in 2008, the lead author of the model he wrote along with Yves Pigneur: "Business Model Genaration" (Osterwalder & Pigneur, 2010). The book has become a reference because all subsequent authors and consulting firms offering schemes rely on it without touching the starting points and only providing variations to the main underlying concept or its application. Definitions of individual areas in the Canvas model are not novel, but gain transparency, logical connectivity and consistency, which enables quick analysis and decision making. These qualities as well as comprehensibility contribute to the spread of the model, as it involves a wider range of carriers from particular functions of companies such as sales, marketing, development, production, logistics, finance. The model pays special attention because it simply breaks the so-called. the effect of a silo where each function operates on its own is justified and guilty of blaming others. The BMC is all connected. For example, in terms of cost, it must be taken into account how this will act on demand, how the financial effects are, what can be done in the production process, the shortening of the supply chain. Participants should be encouraged to compete in quality assurance, the price of the product, instead of each operating separately in their "silo" with an undefeated boss at the top. The requirement for successful cooperation is to create an atmosphere in which people will feel comfortable, and they also have the will to accept mistakes, as it encourages the necessary experimentation.

Canvas Business model

BMC elements, "canvas", consist of nine templates (a computer word template) on which special parts are to be linked and balanced. They are suitable for the initial job as well as for linking an existing business model that consists of a huge number of pages, but which are not visibly linked. In practice, it has been shown that the links that are well illustrated give the best views to the investors who need to logically connect with the situation, expectations and the necessary requirements. The model is particularly suitable for introducing innovations, whether about technical, functional changes, strategy change, branding, slogan, distribution, and the other that arises as a solution to the problem in a new way. For the success of innovation, companies must create an innovation culture, develop and adopt the so-called. an innovation map, a procedure that foresees graduation, but also a stimulus for improving business, launching a new one, finding new uses, markets, consumers. All this in the success of successful companies results in a reasonable price. If there is an intention to enter the market with low prices, then we underestimate the drive to innovate.

A. Osterwalder's scheme is rounded up to nine connected areas:

1. Customer segments, consumers (CS - Customer Segments)
2. Value Proposition (VP)
3. Channels (CH - Channels)
4. Customer Relationship (CR - Customer Relationship)
5. Cash Flows - Revenue (RS - Revenue Stream)
6. Key activities (KA - Key Activities)
7. Key Resource (KR)
8. Key Partners (KP - Key Partnership)
9. Costs (CS - Cost Structure).

It starts from the segments we deliver to goods and services. These are the value propositions we give them, then the channels to which they are delivered. Infrastructure is marked in terms of key activities, resources, partners in the business. The following are financial implications in terms of cash flows and costs. "Canvas" implies interdependence, entanglement in which everyone involved is in the process. The related elements make a consistent approach to strategic decision-making.

Consumer Segmentation:

Who does a particular job do and to whom are the values delivered? "We should know current and potential consumers, know where they are, what are their habits, attitudes (why?), Purchasing power. According to them, products are designed and advertising is made, which must be understandable for them, acceptable. Segmentation approach can be related to segment characteristics, location, specific interests (niches), such as: sport, adventure, recreation, youth, students, professions, social status, etc. The second segmentation can relate to any part of the world, and it is defined roughly - those who like to be creative, advanced in communications, save time and dedicate themselves to the family, be "in" in fashion ... The car requires security or speed or economy and the like. The most exemplary example of such a segmentation is Nike who says - "Just do it!". It is a call to everyone - you have a body, you train the equipment as well as M. Jordan and - runs ... The most demanding area in which marketing people are in the field of positioning is the code marked as insight, which denotes an insight into the "soul" of consumers, his views on the category, emotions towards the brand (Magretta, 2010). Insights must be defined in short terms in one or two sentences that are crucial for positioning, and on the canvas there is a good knowledge of it and an optimal ranking is formed. The perception falls within the field of consumer understanding and extends a circle called consumer behavior. How many consumers have, what kind of potential they have, affects all the further stages, costs, and expected revenues. " (Osterwalder, Pigneur, In Clark & Smith, 2010)

Value propositions:

What do we offer to consumers, what kind of advantages do we have, why are we different from the competition? "It largely depends on the first phase - to what extent do we meet consumers, their needs, wishes, ideals, aspirations, behaviors, attitudes, feelings (Slávik, 2011). The offer can go to functionality such as better performance, new features (mobile devices), new applications (mobile phone today and internet and tv and instagram ...). The offer can be individualized ("caste") which

creates immediacy. It can also be emotional, such as experience, status, social effects within a product category. Example - beer is with us socializing, joy, pleasure ... soup is a warm home, Kinder is a world of creativity and imagination. These are also food supplements ... The tangible benefits are products, intangible banks and insurance, and virtual as part of the online area." (Osterwalder, Pigneur, In Clark & Smith, 2010)

Channels:

Osterwalder (and other authors who take it) under "channels" means a whole block ("block") that includes ways for the company to communicate and reach consumers, deliver value propositions, goods and services to them. "In the communication mix, the consumer comes to know about the brand, creates an interest in it, a desire for shopping and use is born (Rappa, 2010). The efficacy of a communication mix in classical advertising is a complex in which an interest is generated through the media, and then reappears at the point of sale through the so-called "Mild advertisers. In direct sales it is important that the seller discovers the interest of the buyer, the need, the desire and to enter into communication, communion with him. Emotionality, understanding and empathy play a crucial role in this. In the modern world, the importance of the digital approach is growing, which must involve clients, initiate them into action. Physical delivery depends on the character of the goods, the environment, the cocoon position. There are frequent changes in this world. Amazon delivers directly. This was followed by not only bookstores that introduce parallel sales (for example, Barnes & Noble), but also sales chains. Konzum has e-sales in parallel, and Croatian "Amazon" - Abrakadabra is also being introduced. Some companies that go through the store as intermediaries, introduce special direct deliveries. That's what Nestle tried to do with the introduction of espresso coffee Dolce Gusto." (Osterwalder, Pigneur In Clark & Smith, 2010).

Customer Relationship:

CR has a major impact on how the customer will experience the brand, the product and the company. This is especially expressed in the personal service of goods and services, the creation of communities through which the clients are involved on the basis of common interests (Mullins & Komisar 2009). For example, Amazon invites you to submit book reviews. Individualization in the digital world is gaining in importance. Relations are also created through self-service tailored to customers - designing self-service outlets, designating exhibition spaces, studying what is being bought impulsively, and with preconceived intentions. (Osterwalder, Pigneur In Clark & Smith, 2010).

Cash income:

Cash income is generated from selected customer segments. Already in the definition of segments, it must be clear how much they are expected to earn, how much they are willing to pay. "Revenue is derived from one-off payments (permanent goods) or permanently from consumer goods Fast-moving consumer goods (FMCG). Payment models depend on the nature of goods and services, so it is chosen from the example of the sale or transfer of ownership, billing of goods, leasing, fees, etc. We should emphasize the popularity of popular brands. Examples are, Kinder, Vegeta, Cokolino, Coca-Cola in our country, they have the status of "fat have", so they must have them. Collection compared to lesser known is more favorable, which means that it is very worthwhile to invest in the brand." (Osterwalder, Pigneur In Clark & Smith, 2010).

Key resources:

Key resources are equipment, finance, people, intellectual property (knowledge, brand, patents). "Each activity, product, and brand require resources. From the skill of business management and strategy it depends how they will be deployed. The basic orientation can be the Boston Matrix in which the areas are divided into "Cows of the Mussolini", "Stars", "Questionnaires" and "Dogs". These latter have no prospects, so resources that would be better used if they focus on those who carry revenue, play an important role in the portfolio and have a perspective are wasting on their maintenance. These successful organizations solve without a sentiment. "That's why they are successful.

Key activities:

KA were created for the creation of value propositions. They should not be explicitly explained because they are the most important part of company operations, but it is necessary to define what is most important, crucial in production, supply chain, development, marketing, etc. "In the service area, the success of the activity is to solve customer problems. Success depends on skills, training, optimization and rationalization of goods flows, integration into optimal planning".

Key partners:

According to Paret's rule, a small proportion of customers make up most of the turnover. That's why companies share customers with importance to A., B, and C. By these criteria, they allocate activities. Similarly, the key factors in the entire supply chain ("chain of supply") are chosen. "With some partners, strategic alliances are being created. Purchasing partners are not selected only according to the criteria of lower prices, but in the alliance are those with whom joint efforts in development, permanent supply, improvements in production and channels are invested. Instead of competition, competition with competitors arises, and this phenomenon is called co-repetition. It is most visible in the Category Management category where competitors co-operate in the area of selling goods at the point of sale according to the objective criteria obtained by market research, where the highest authority enjoys AcNielsen."

Cost structure:

Products and services require the budget needed for development, key activities, fixed and variable costs. "The criteria are very consistent, and are developing and applying more and more, and in the area of the brand Rule 80/20 is applied in many spheres of activity. Examples - 80% of the results are achieved with 20% of the time or cost. Stores can also be shared the same - 20% carry 80% of the traffic. It is intended that each company formulates key marketing indicators - KPI, taking into account the increasing importance of the digital domain of operations. Examples, as well as the investment, are the formulation marketing return of investment (MROI), to gain insights on how to return investment in the field of marketing. In communications, each area has its own price according to how much the consumer reaches, what is appropriate for them, and so on. Investments do not always achieve instant profitability, and therefore, in a graph that crosses costs and traffic, plans to link those two lines to the point where the Best Efficiency point (BEP) occurs. Benefit in the portfolio of products and services is measured directly by profession and indirectly as far as the strength and development of the brand, relationship with customers and the overall offer. The portfolio can be divided into carriers of traffic, profit, image and protection from competition. When the whole business model is understood, then the concept of costs can be formed."

Figure 1: A schematic view of the Canvas business model

Table 1. Coca-Cola on the Canvas business model

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<div>Sabco (bottler)</div> <div>Manual Distribution Centre Owners</div>	<div>Bottling</div> <div>Distribution</div> <div>Producing and supply syrup</div> <div>Marketing</div>	<div>Drink</div>	<div>Displays and fridges</div> <div>Advertisement to consumers</div> <div>Resident account developer</div>	<div>Larger retail outlets</div> <div>Small shops/restaurants</div>
KEY RESOURCES			CHANNELS	
<div>Secret recipe</div> <div>Bottling plant and distribution center</div> <div>Syrup factory</div> <div>Bottles and crates</div>			<div>Large scale distribution</div> <div>Manual distribution centers</div>	
COST STRUCTURE			REVENUE STREAMS	
<div>Marketing</div> <div>Producing syrup</div> <div>Bottling and distribution</div>			<div>Bulk sales</div> <div>Retail price/crate (fixed margin for MDC)</div>	

Table 2. Pepsi on the Canvas business model:

KEY PARTNERS <div>Distributor</div> <div>Food and drink</div> <div>Products</div> <div>All over the world</div> <div>International Food and drink</div> <div>Customers</div> <div>Mass media</div>	KEY ACTIVITIES <div>Bottling</div> <div>Distribution</div> <div>Production</div> <div>Marketing</div>	VALUE OF PROPOSITION <div>Nutritional food and drinks</div>	RELATIONS <div>Healthy food and beverage</div>	USER SEGMENTS <div>Companies</div> <div>Young people around the world</div> <div>Ordinary people</div> <div>Athletes</div>
STRUCTURE OF COSTS <div>Marketing tools</div> <div>Designing a product</div> <div>Ingredients and materials</div>	KEY RESOURCES <div>Product</div> <div>Brand</div> <div>Staff</div> <div>Partner and retail networks</div>		CHANNELS <div>Advertising</div> <div>Global sales</div>	RELATIONS WITH BUYERS <div>Sales of products</div> <div>Widespread sales</div>
COST STRUCTURE <div>Data center costs</div> <div>General and administrative</div>			INFLOWS <div>Free</div> <div>Arrivals</div> <div>Revenue from the gameplay</div>	

Conclusion:

Canvas business model is the most widespread model, and companies most often opt for its implementation. It consists of nine elements (templates) to which the specific parts we connect are glued together. Canvas is suitable for initial jobs, new organizations, and for linking an existing model that is not sufficiently connected. Through the Canvas model, certain transparency, distinct connectivity, consistency and comprehensibility are obtained, which contributes to the spread of models, such as sales, marketing, production, development, finance and logistics. There is no optimum use of the business model, but it is constantly being modified.

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