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# Monnet BeSustainAble- 101085651- ERASMUS-JMO- 2022-MODULE





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The project

# E-business models for sustainable development: digital marketing tools

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Educational and Scientific Institute 'Karazin Institute of International Relations and  
Tourism Business',  
Department of Hotel and Restaurant Business and Food Technologies  
(2022-2025)





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1. The Business Model Concept
2. Development of Digital Business
3. Business Models in Digital Markets
4. B2C Digital Business Models: Content
5. B2C Digital Business Models: Commerce
6. B2C Digital Business Models: Connection
7. Hybrid Digital Business Models
8. B2B Digital Business Models
9. Digital Business Model Innovation





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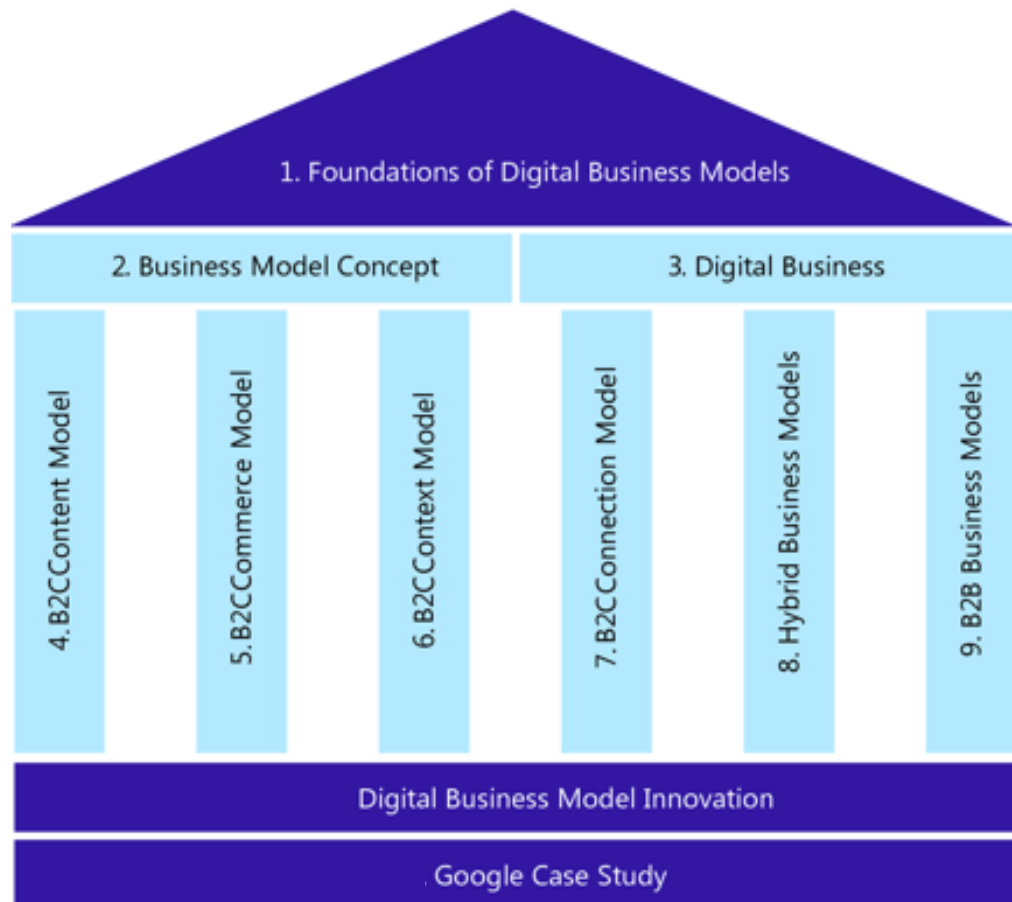


# 1. The Business Model Concept





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+

10. Modern digital business models increasingly integrate sustainability principles (ESG), aiming not only for profit but also for positive social and environmental impact



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Context of usage	1975–1989	1990–1994	1995–2000	Total	Per-cent
Value creation	1	7	81	89	17.6
Tacit conception	4	25	55	84	16.6
Revenue model	0	13	58	71	14.0
Electronic commerce	0	7	57	64	12.6
Computer/system modeling	28	19	13	60	11.8
Relationship management	0	17	35	52	10.3
Business strategy	0	11	14	25	4.9
Varied other	3	12	5	20	3.9
Business plan	2	3	13	18	3.6
Organization design	0	5	9	14	2.8
Globalization	0	9	1	10	2.0
Time block totals	38	128	341	507	100
Percentage	8	25	67	100	–

Frequency of the business model term  
according to context

+ Sustainability / ESG





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	Business Informatics	Management Theory	
	Information- technological approach	Organization- theoretical approach	Strategic approach
Development:	<ul style="list-style-type: none"><li>• Phase I (1975-1995): business modeling for system construction</li><li>• Phase II (since 1995): e-business</li></ul>	<ul style="list-style-type: none"><li>• Management as science: Taylor (1911), Gilbreth (1911), Fayol (1916)</li><li>• Various organization schools (e.g., contingency theory, transaction cost theory)</li><li>• The structuring of organizations: Mintzberg (1979)</li></ul>	<ul style="list-style-type: none"><li>• Innovation: Schumpeter (1934)</li><li>• Strategy and structure: Chandler (1962), Ansoff (1965)</li><li>• Resource-based view: Penrose (1951), Barney (1986)</li><li>• Market-based view: Porter (1980)</li></ul>
Establishment as a basic approach of the business model concept:	<ul style="list-style-type: none"><li>• Since 1975</li><li>• Development parallel to the business model term</li></ul>	<ul style="list-style-type: none"><li>• Since 1995</li><li>• Structure detached from IT</li><li>• Business structure/ Business plan/ business architecture</li></ul>	<ul style="list-style-type: none"><li>• Since 2000</li><li>• Strategic business structuring</li><li>• Business model innovation</li><li>• Value creation</li></ul>
Important representatives of the view:	<ul style="list-style-type: none"><li>• Timmers (1998)</li><li>• Wirtz (2000)</li><li>• Afuah/Tucci (2003)</li></ul>	<ul style="list-style-type: none"><li>• Linder/Cantrell (2000)</li><li>• Keen/Qureshi (2005)</li><li>• Tikkanen/Lamberg (2005)</li></ul>	<ul style="list-style-type: none"><li>• Hamel (2000,2001)</li><li>• Chesbrough/ Rosenbloom (2002)</li><li>• Zott/Amit (2008)</li></ul>
Concept of business model			

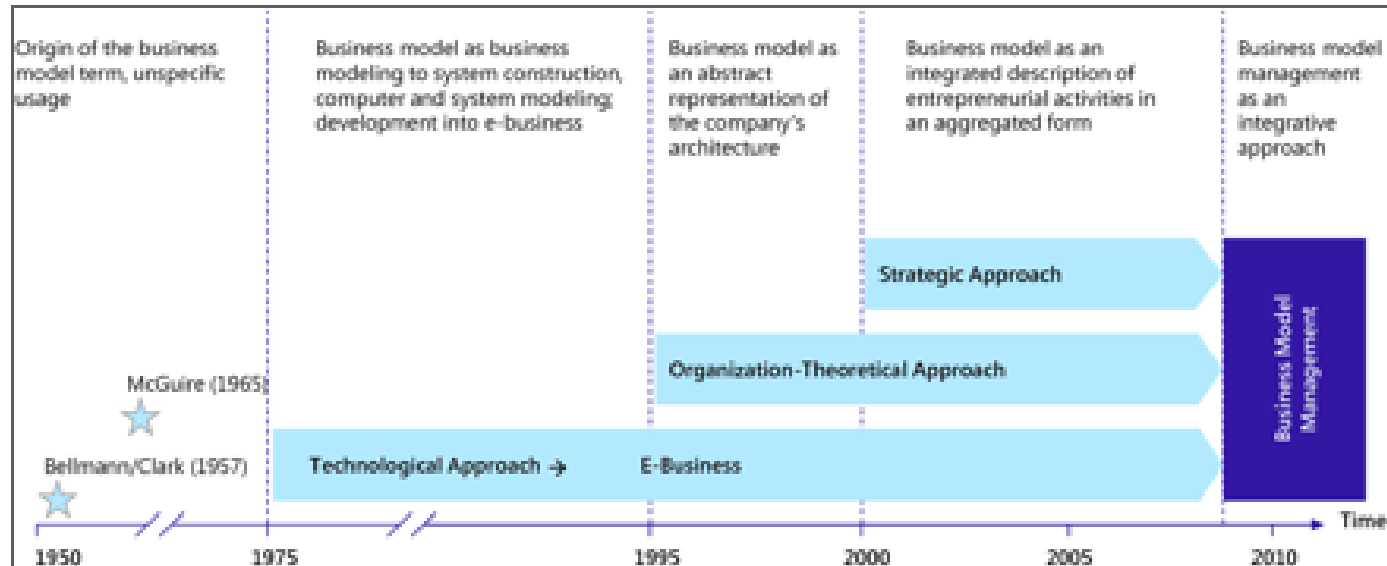
Research streams of the  
business model concept



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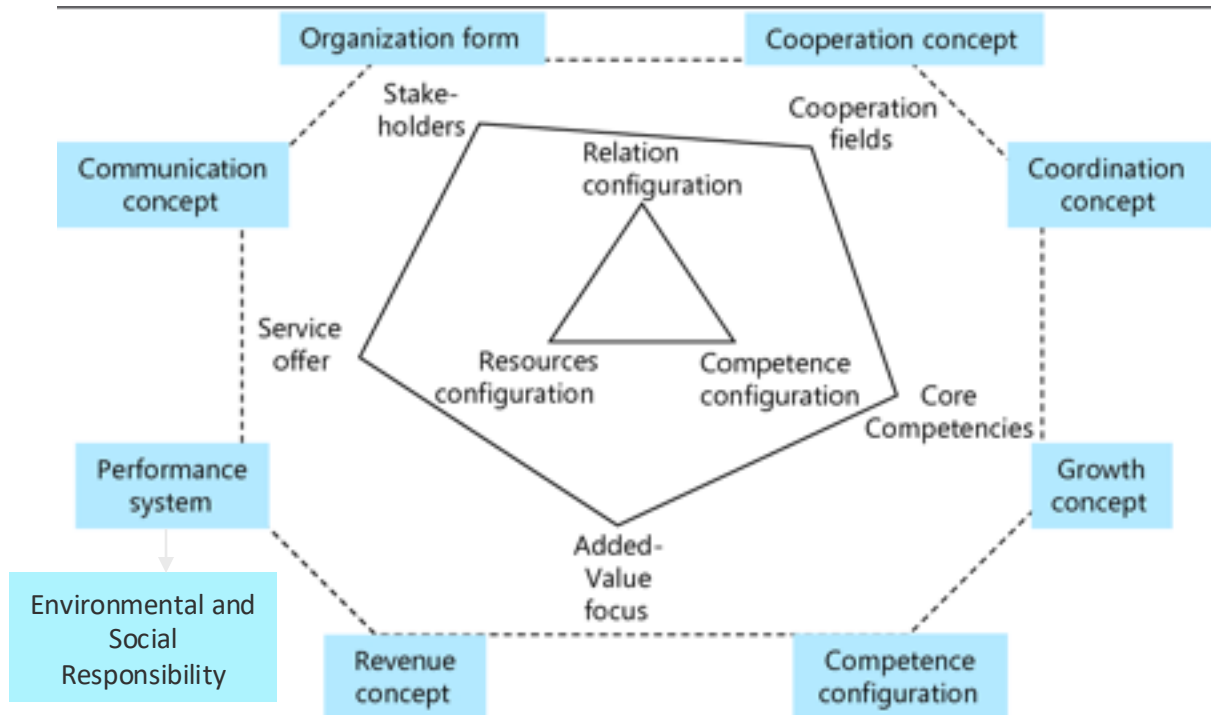
## Development of the business model concept.







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Eight dimensions of a  
business model



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Sections and research  
approaches of business models

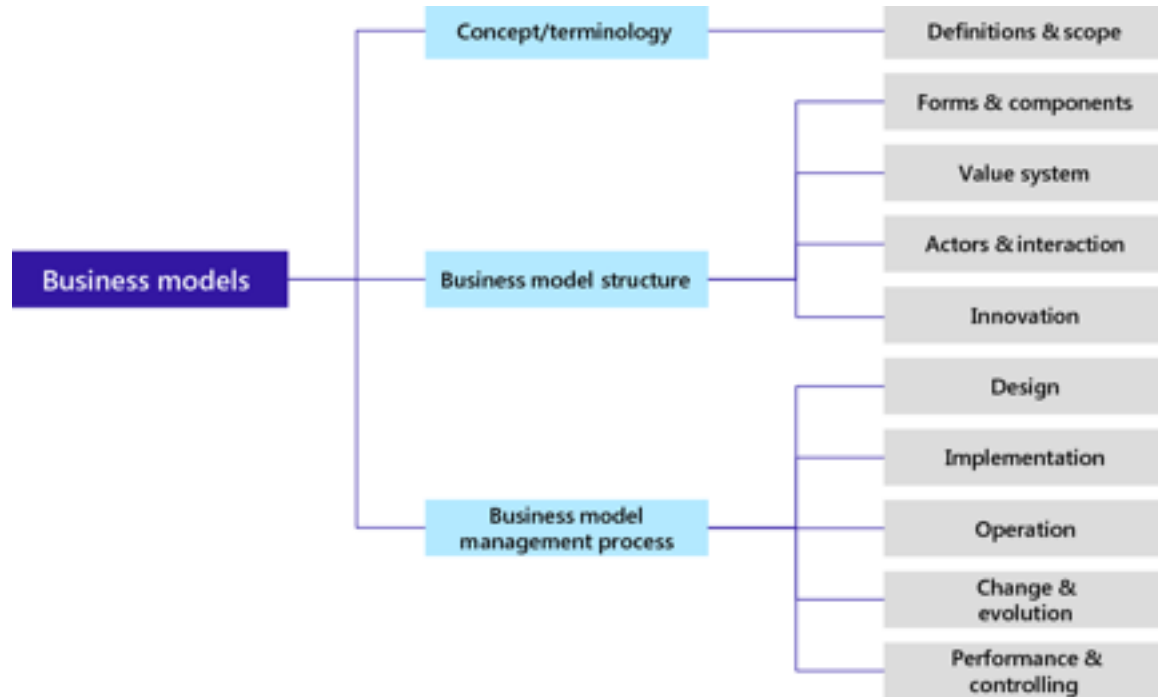




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## Business model classification according to Wirtz





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## 2. Development of Digital Business

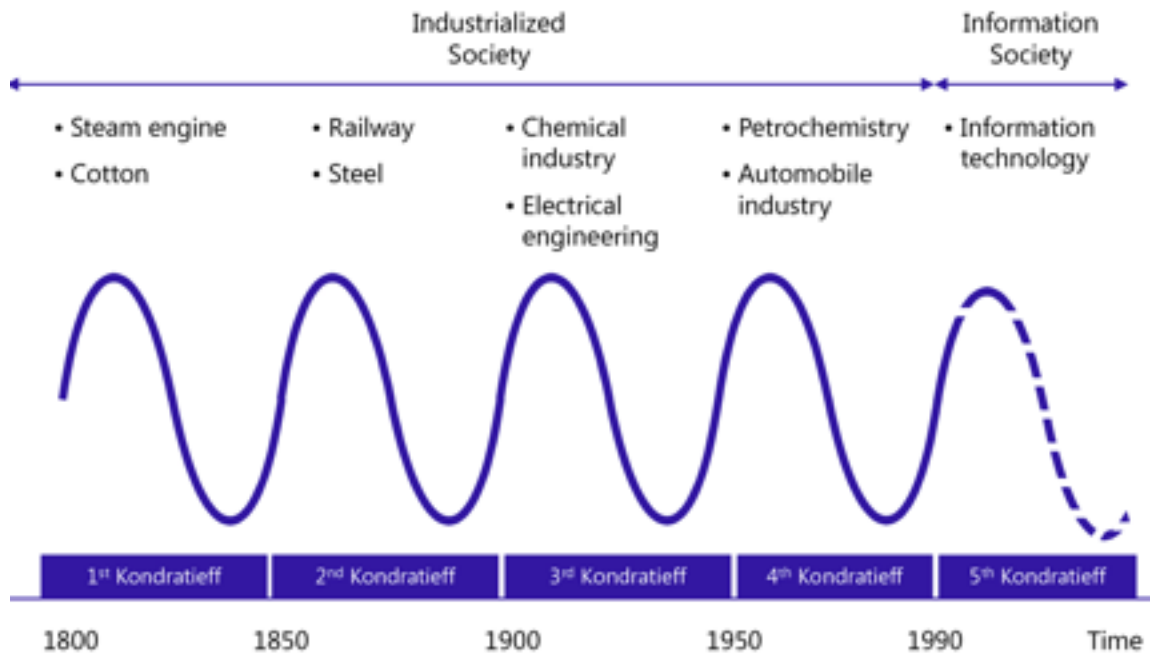




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Kondratieff-cycle.  
Source Nefiodow (1999)



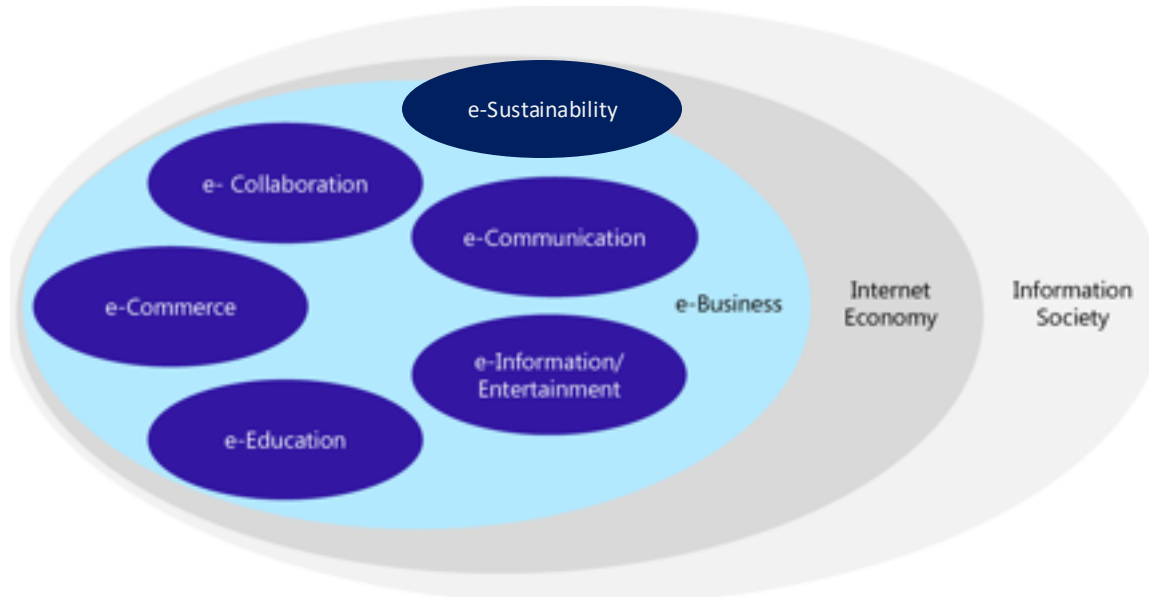
6th Kondratieff (2020+):  
Biotech, Renewable  
Energy, Circular Economy,  
AI for Sustainability



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## Dimensions of the information society

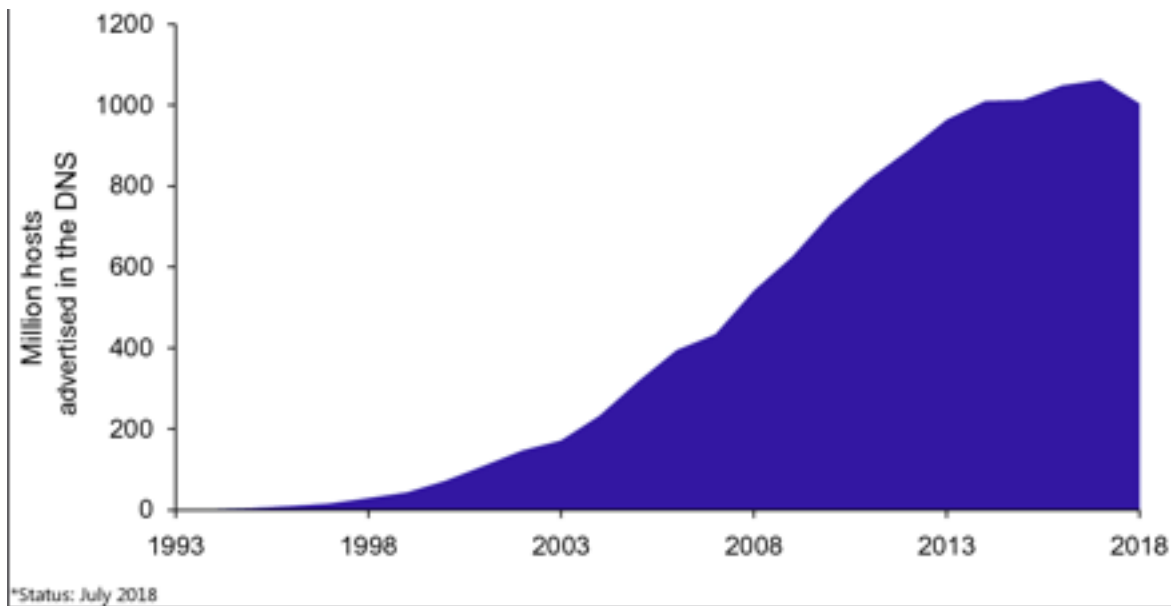




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## Dimensions of the information society





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## Worldwide Internet usage and population statistics

Regions	Population (2017 Est.)	www users (31 Dec 2000)	www users (31 Mar 2017)	Pop. in %	Growth (2000– 2017) (%)	Users in %
Africa	1,246,504,865	4,514,400	345,676,501	27.7	7557.2	9.3
Asia	4,148,177,672	114,304,000	1,873,856,654	45.2	1539.4	50.2
Europe	822,710,362	105,096,093	636,971,824	77.4	506.1	17.1
Latin America/Caribbean	647,604,645	3,284,800	385,919,382	59.6	2035.8	10.3
Middle East	250,327,574	108,096,800	141,931,765	56.7	4220.9	3.8
North America	363,224,006	18,068,919	320,068,243	88.1	196.1	8.6
Oceania/Australia	40,479,846	7,620,480	27,549,054	68.1	261.5	0.7
<b>World total</b>	<b>7,519,028,970</b>	<b>360,985,492</b>	<b>3,731,973,423</b>	<b>49.6</b>	<b>933.8</b>	<b>100.0</b>

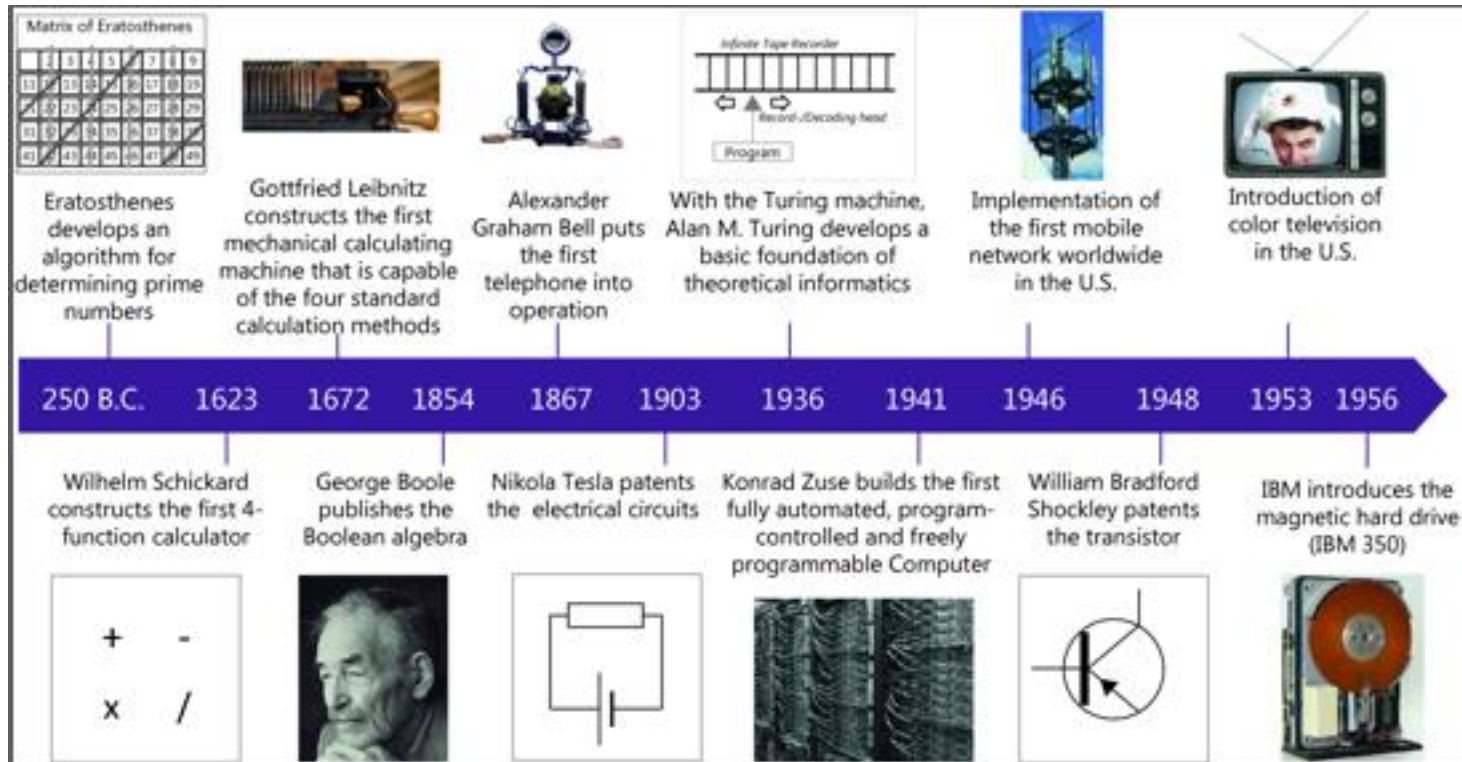




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## Development of information and communication applications

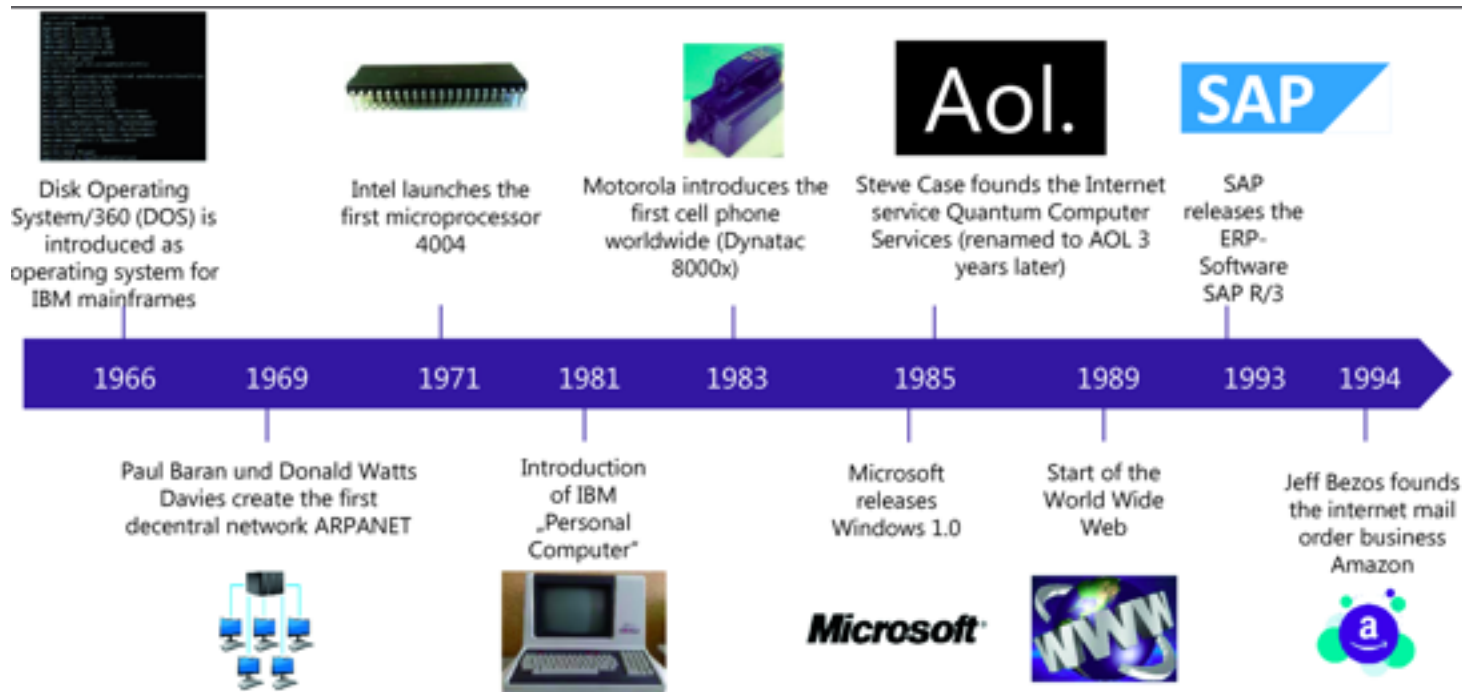




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## Development of information and communication applications (1966 until 1994)

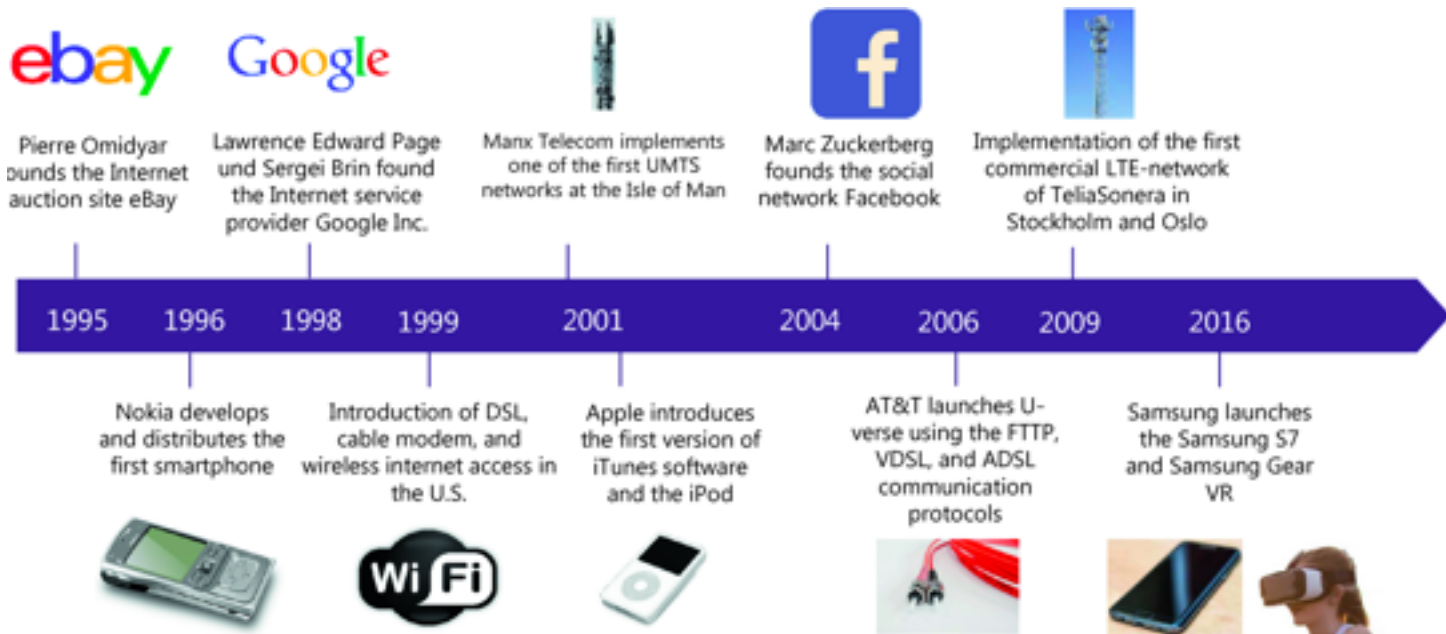




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Development of information and communication  
applications (1995 until 2016).

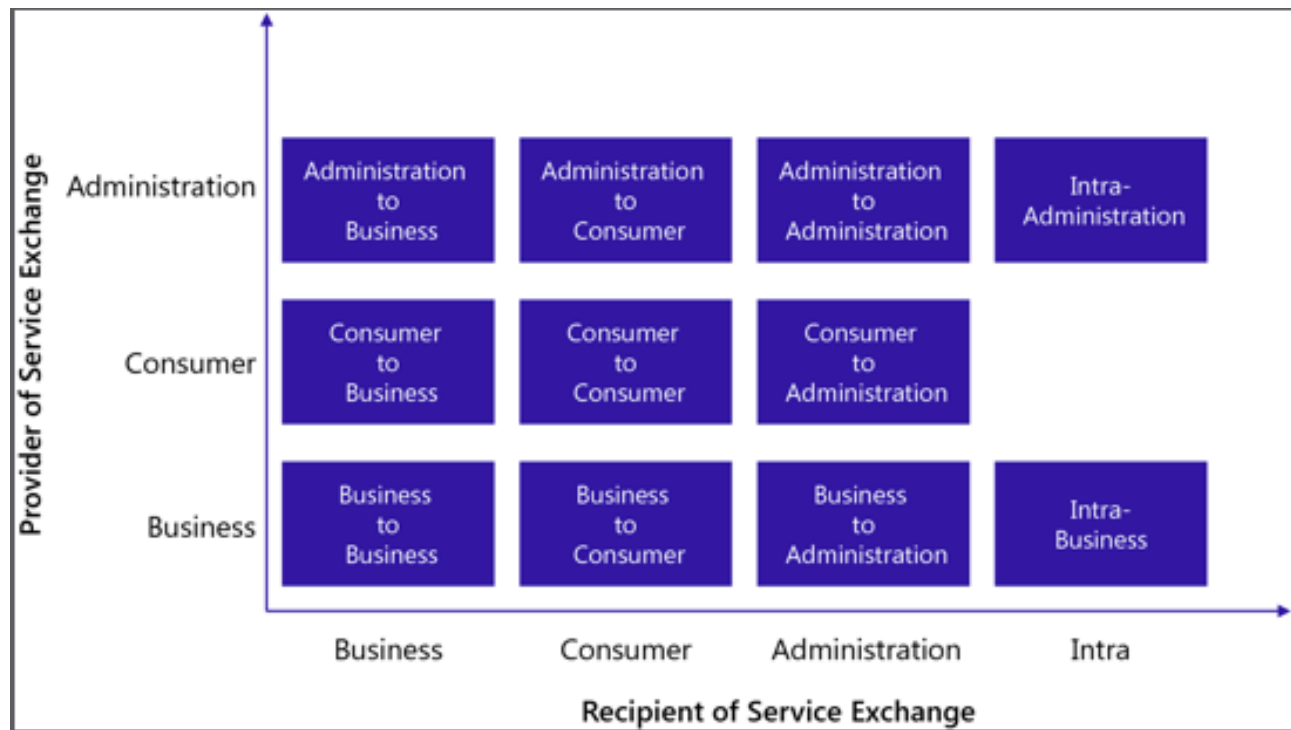




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Matrix of  
interaction  
patterns in  
digital  
business

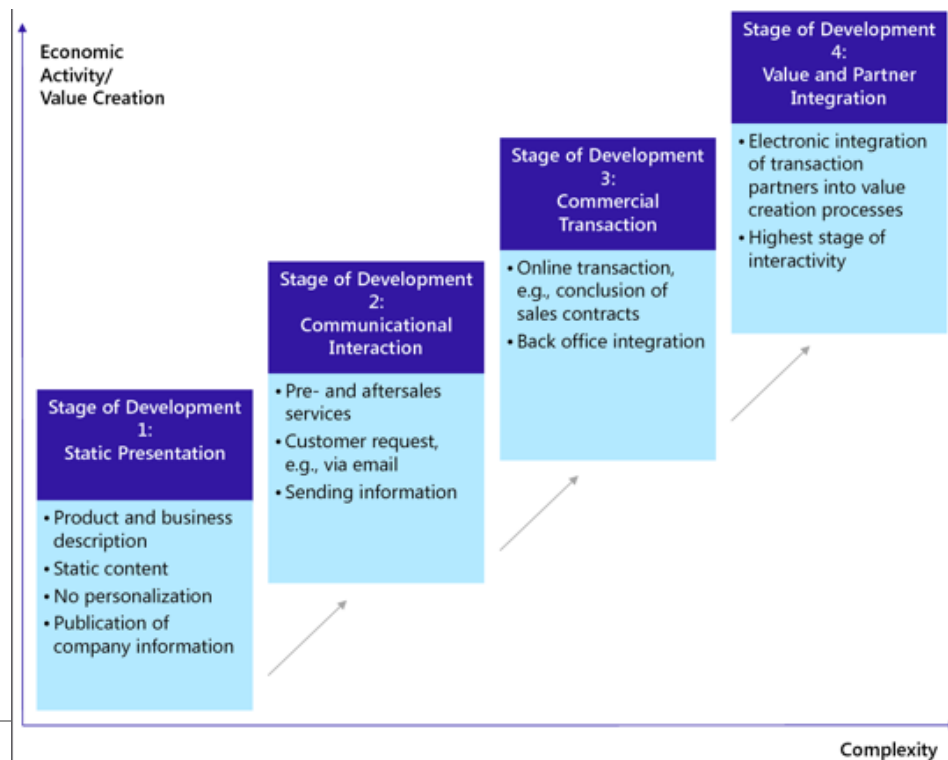




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## Stages of digital business development

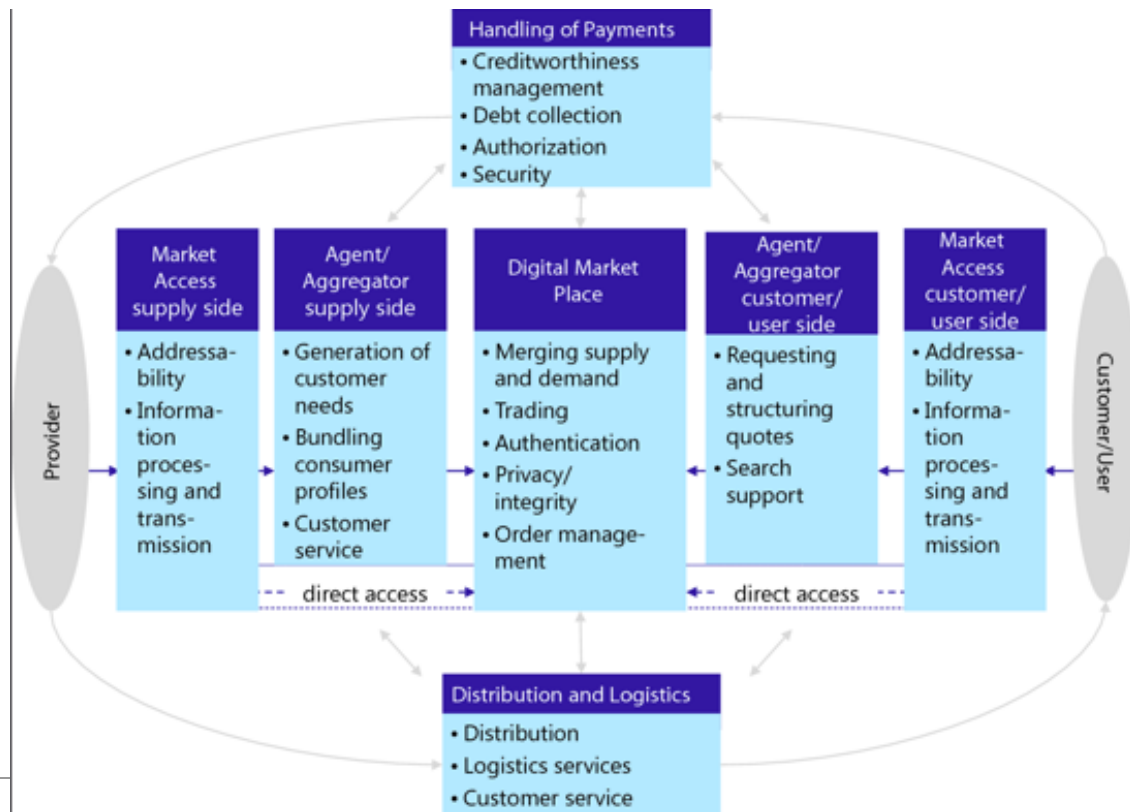




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Service exchange  
model of Internet  
economy

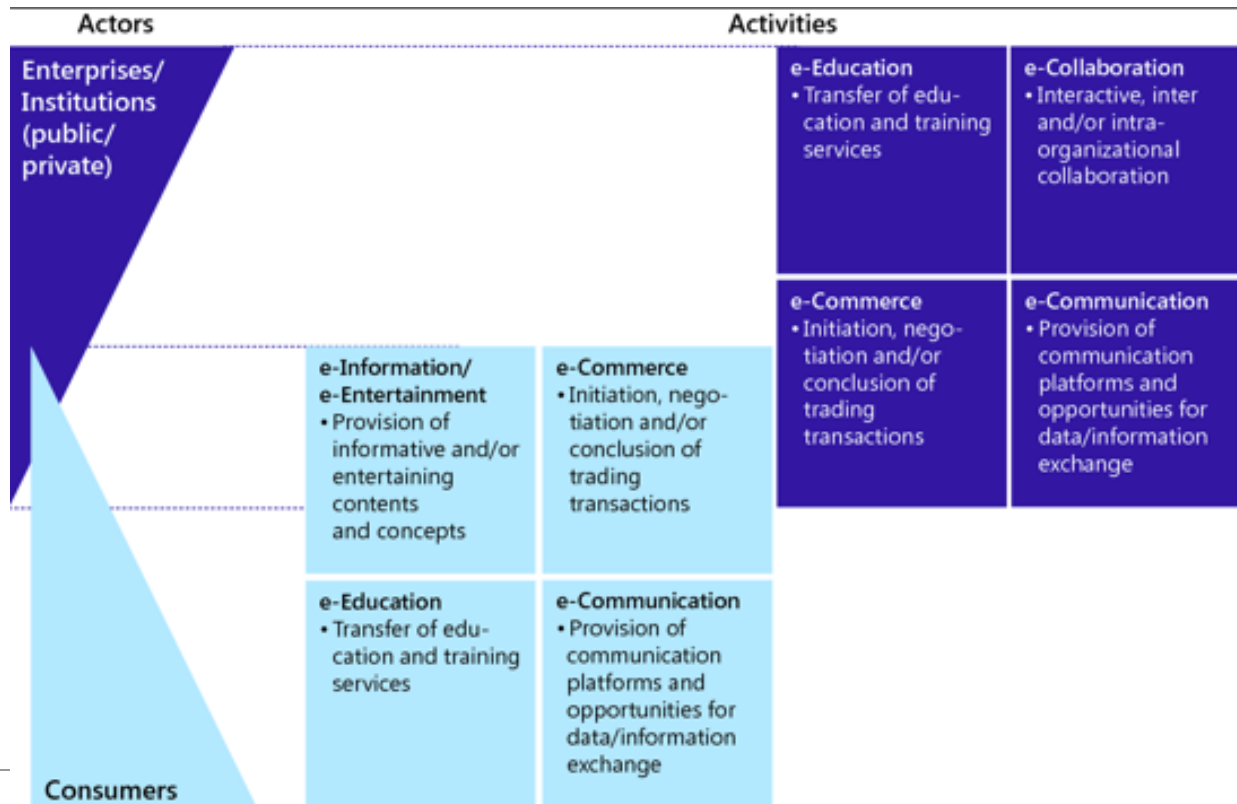




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Actors and activities of  
digital business







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Success  
factors of  
digital  
business

### Digital Innovation Capability

- Market analysis/customer needs
- Evaluation of risks and opportunities of a innovation
- Physical vs. virtual goods
- Digital Marketing Efficacy (Leveraging digital marketing tools (SEO, content marketing, email marketing, SMM) to communicate sustainability initiatives, engage audiences, and build loyalty based on shared values.)

### Strategic and Organizational Flexibility

- Dynamic environment of the Internet economy
- Focusing on customer relationship
- Capability of adapting to market structure at different company levels

### Capability for Networking and Integrating

- Digital combination and processing of information
- Resources and time advantage through electronic networking without media disruption
- Network effects and lock-in effects

### Ease of Use

- Efficiency of and access to business interfaces
- Transfer of offline basics to e-business
- Focus on customer/user needs
- Sustainability Integration Capability: supply chain transparency, green tech, responsible consumption

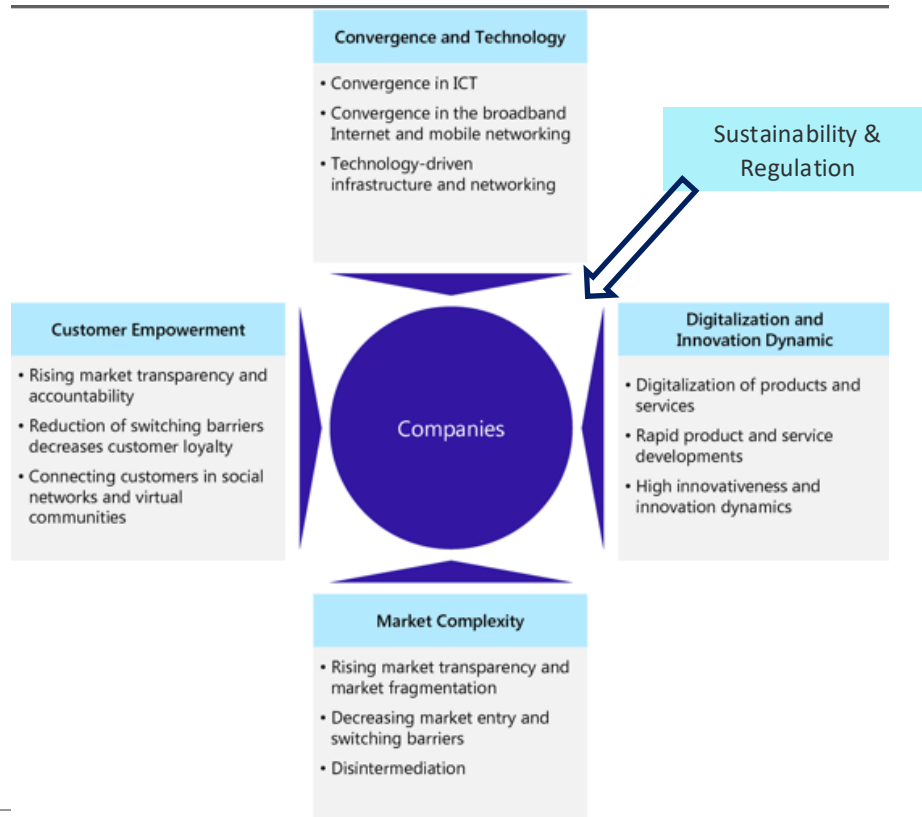




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## Five-forces model of digital business

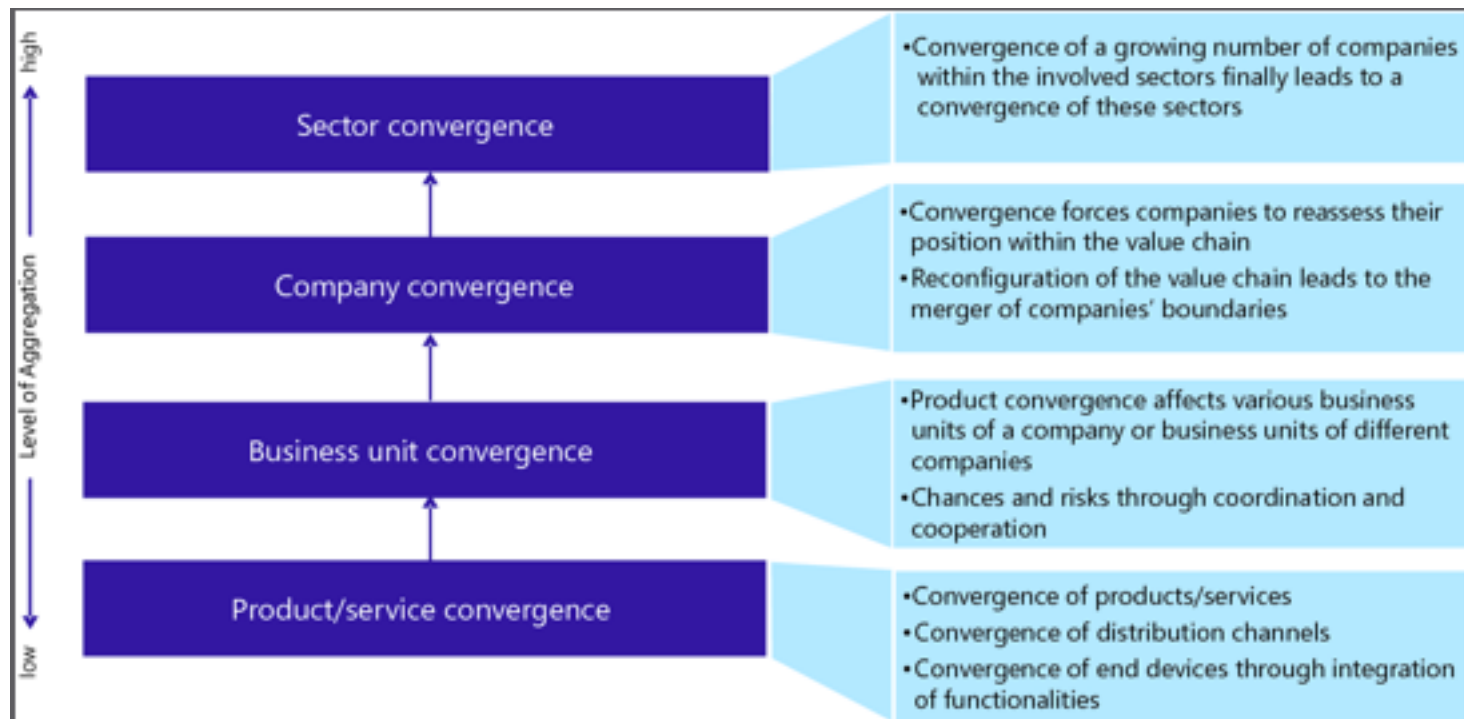




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## Four-level convergence model

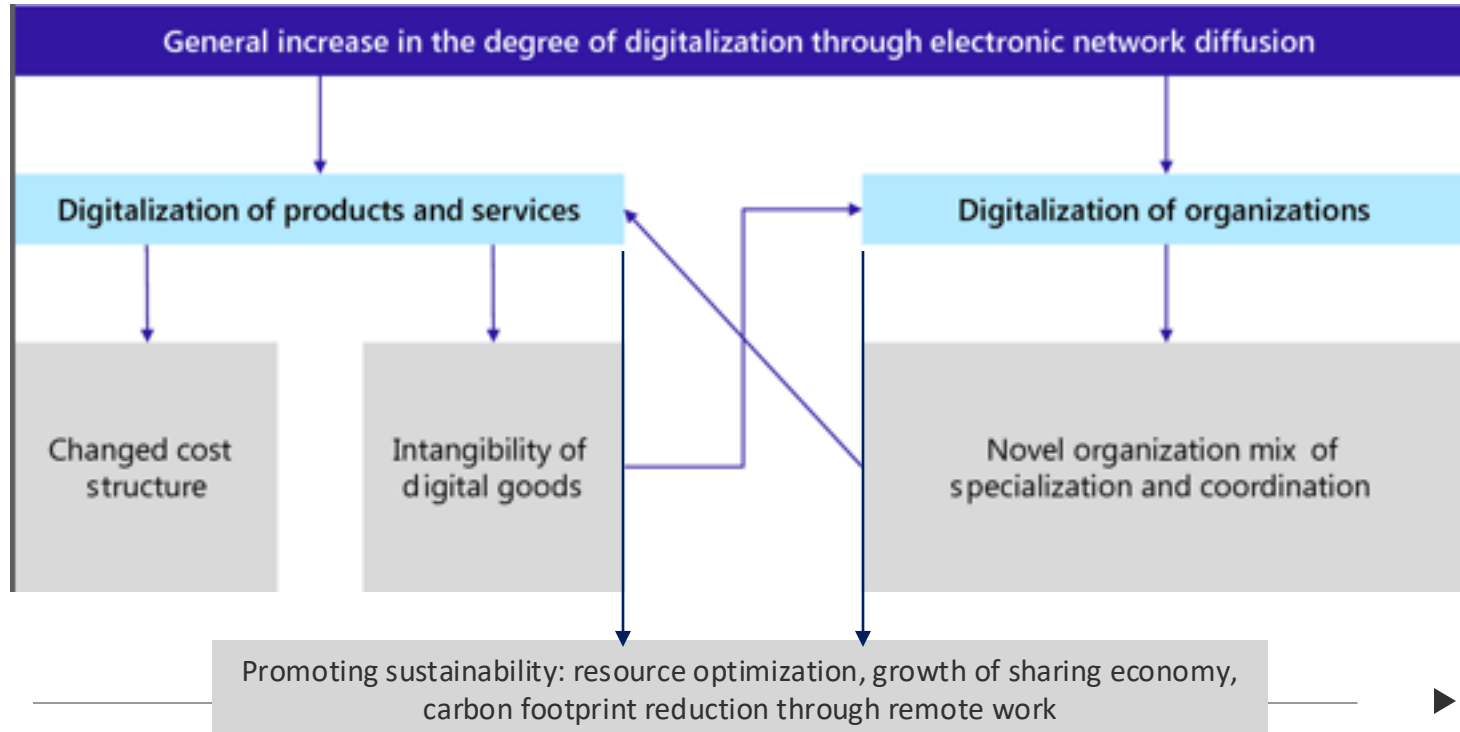




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## Impacts of digitalization

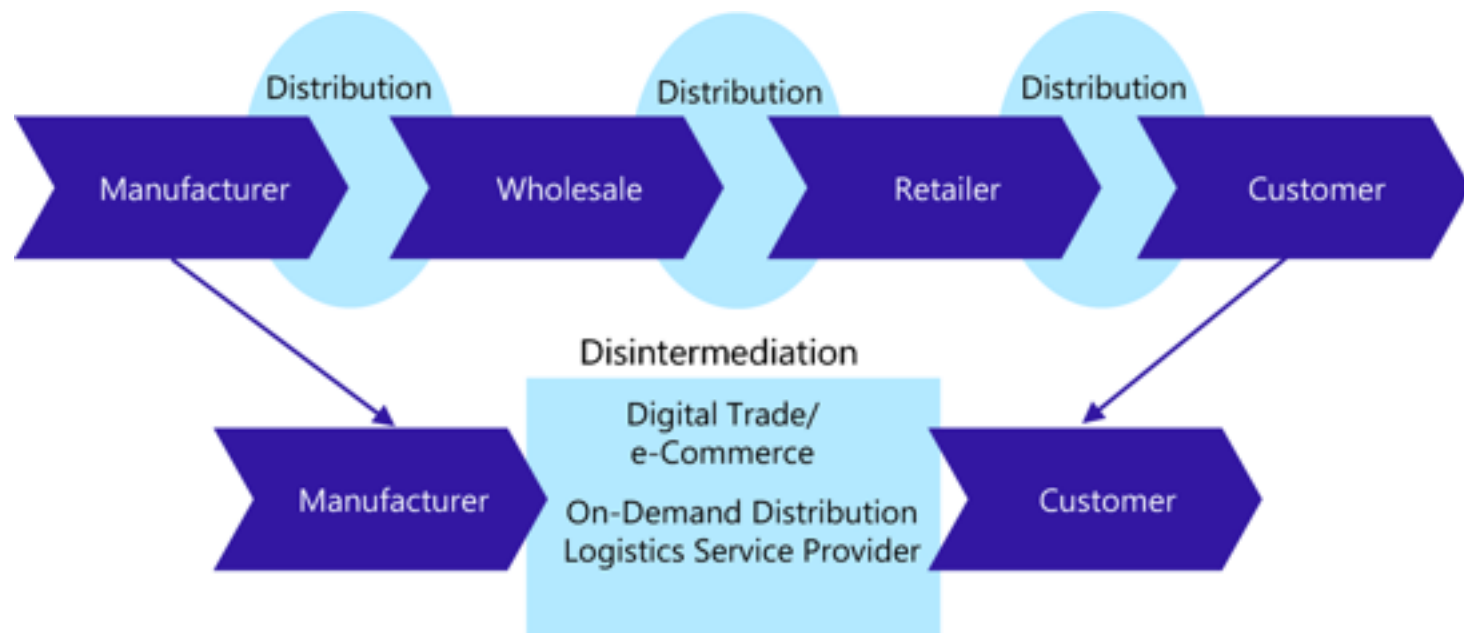




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## Disintermediation





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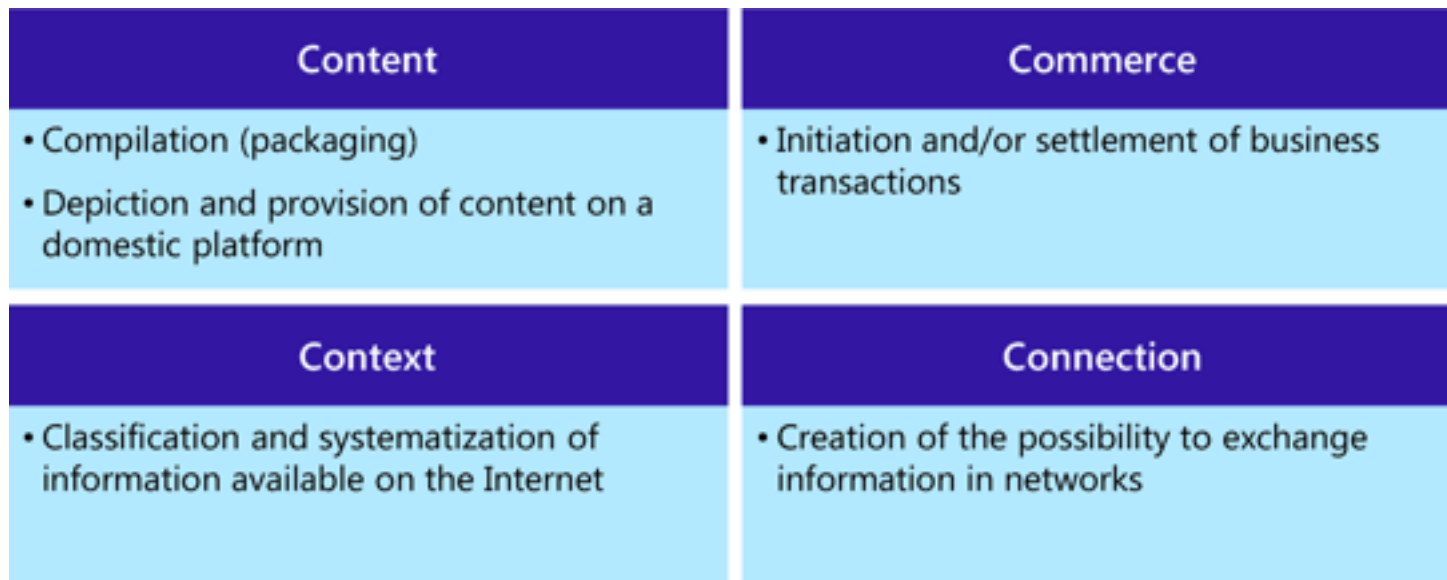


### 3. Business Models in Digital Markets





## 4C-Net Business Model





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## 4S-Net Business Model

Sourcing	Sales
<ul style="list-style-type: none"><li>• Initiation and/or</li><li>• Settlement of direct B2B business transactions from buyer to seller</li></ul>	<ul style="list-style-type: none"><li>• Initiation and/or</li><li>• Settlement of business transactions from seller to buyer</li></ul>
Supportive Collaboration	Service Broker
<ul style="list-style-type: none"><li>• Supporting collaborative value generation</li><li>• Collaborative research and development</li><li>• Collaborative production</li><li>• Collaborative sale</li></ul>	<ul style="list-style-type: none"><li>• Support of B2B business transactions</li><li>• Providing information and marketplaces of third parties</li></ul>





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## 4. B2C Digital Business Models: Content





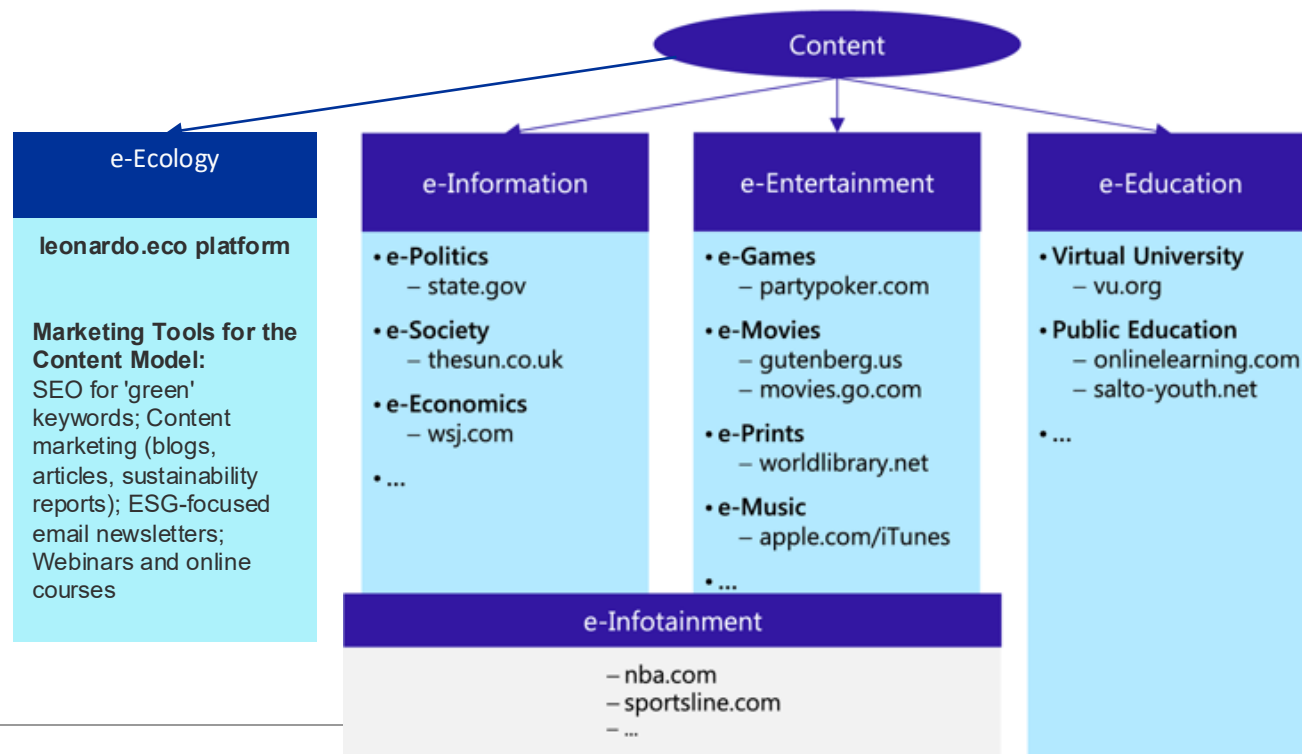


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## The content business model

- Compilation (Packaging)
- Depiction and provision of content on a domestic platform





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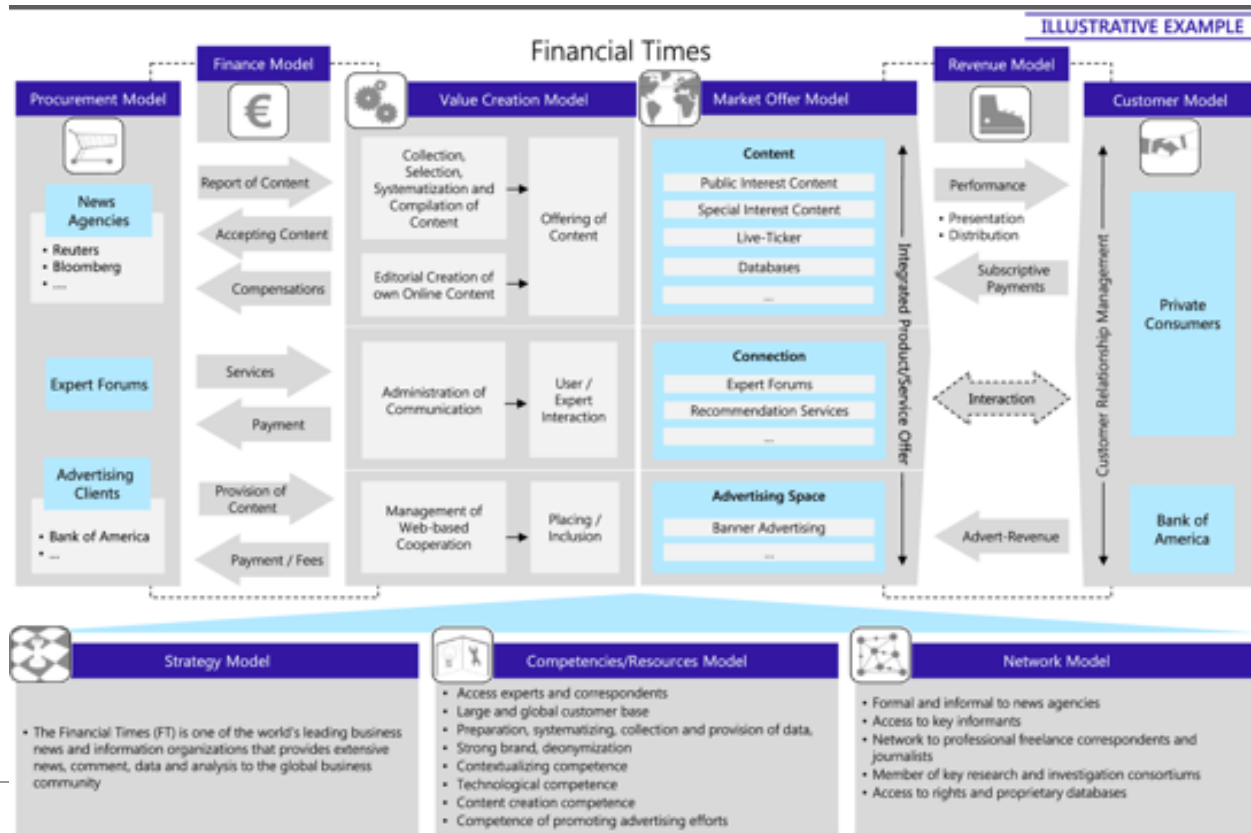


## The business model of the Financial Times

Coverage of ESG topics and support for corporate transparency

Marketing Channels:

Targeted contextual advertising for finance professionals; SMM for promoting ESG research; SEO articles on trending sustainability topics





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Service offer from online-learning.com

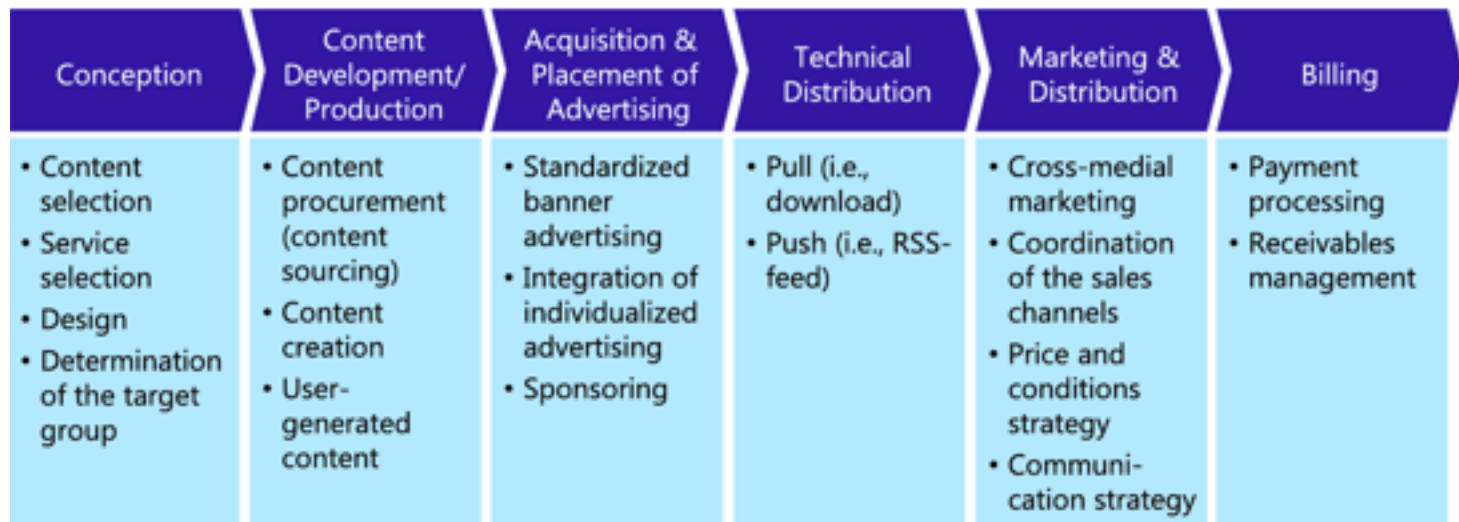




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## Aggregated value chain of the content business model

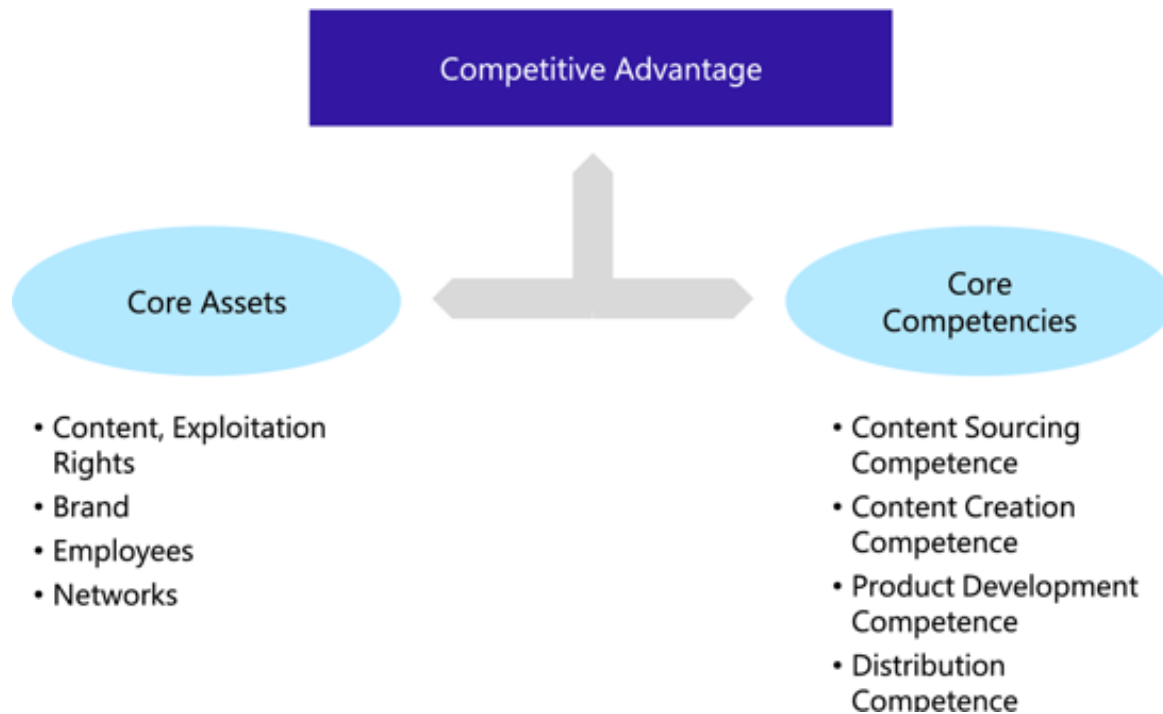




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Core assets and competencies of the content provider





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## Functions of Wikipedia

Article Discussion

Possibility to Edit

Login and Search Function

Not logged in | [Talk](#) | [Contributions](#) | [Create account](#) | [Log in](#)

Read [Edit](#) [View history](#)

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The Free Encyclopedia

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# Electronic business

From Wikipedia, the free encyclopedia

**This article provides insufficient context for those unfamiliar with the subject. Please help improve the article with a good introductory style. (May 2011) (Learn how and when to remove this template message)**

**Electronic Business** or **e-business** is a term which can be used for any kind of business or commercial transaction that includes sharing information across the internet. **Commerce** constitutes the exchange of products and services between businesses, groups and individuals and can be seen as one of the essential activities of any business. Electronic commerce focuses on the use of ICT to enable the external activities and relationships of the business with individuals, groups and other businesses or e business refers to business with help of internet i.e. doing business with the help of internet network.<sup>[1]</sup> The term "e-business" was coined by IBM's marketing and Internet team in 1996.<sup>[2][3]</sup>

**Contents** [hide]

- History
- Business model
  - Revenue model
  - E-commerce
- Concerns
  - Security
    - Privacy and confidentiality
    - Authenticity
    - Data integrity
    - Non-repudiation
    - Access control
    - Availability
    - Cost
  - Security solutions
    - Access and data integrity
    - Encryption

**Business administration**

**Management of a business**

<b>Types of business</b>	<a href="#">[show]</a>
<b>Business entity</b>	<a href="#">[show]</a>
<b>Corporate governance</b>	<a href="#">[show]</a>
<b>Corporate titles</b>	<a href="#">[show]</a>
<b>Economy</b>	<a href="#">[show]</a>
<b>Corporate law</b>	<a href="#">[show]</a>
<b>Finance</b>	<a href="#">[show]</a>
<b>Accounting</b>	<a href="#">[show]</a>
<b>Trade</b>	<a href="#">[show]</a>
<b>Organization</b>	<a href="#">[show]</a>
<b>Society</b>	<a href="#">[show]</a>
<b>Types of management</b>	<a href="#">[show]</a>

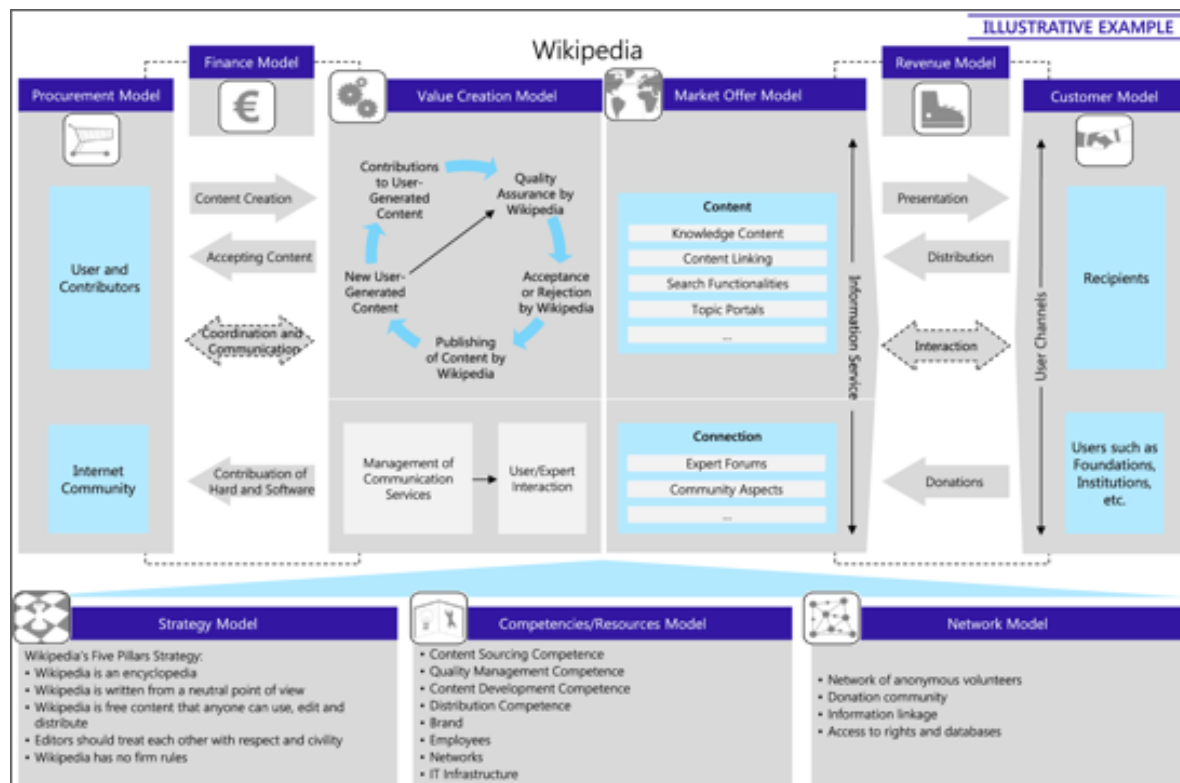
[Business and economics portal](#)

— v — t — e —

Other Options



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## Strategic orientation of Wikipedia

	Aspects
Strategy	<ul style="list-style-type: none"><li>• Provision of free online content in the area of online encyclopedias</li><li>• Information leadership in the knowledge sector</li></ul>
Business Model	<ul style="list-style-type: none"><li>• Content aspect: collection, selection, systematization, compilation and provision of knowledge in form of a freely accessible and advertisement-free information portal</li><li>• Business model type: E-information without focus on one specific area of information</li></ul>
Service Offer	<ul style="list-style-type: none"><li>• Extensive pool of knowledge</li><li>• Extended content through other Wiki-tools</li><li>• Integration with other Wiki-tools</li><li>• Community Features</li></ul>
Success Factors	<ul style="list-style-type: none"><li>• Non-profit, free-of-ads and free-of-charge encyclopedia</li><li>• Activity of intrinsically motivated authors</li><li>• Well-known brand</li><li>• Large customer base, high number of users</li><li>• Community aspect</li><li>• Collected knowledge of a worldwide collective authorship</li></ul>





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## 5. B2C Digital Business Models: Commerce



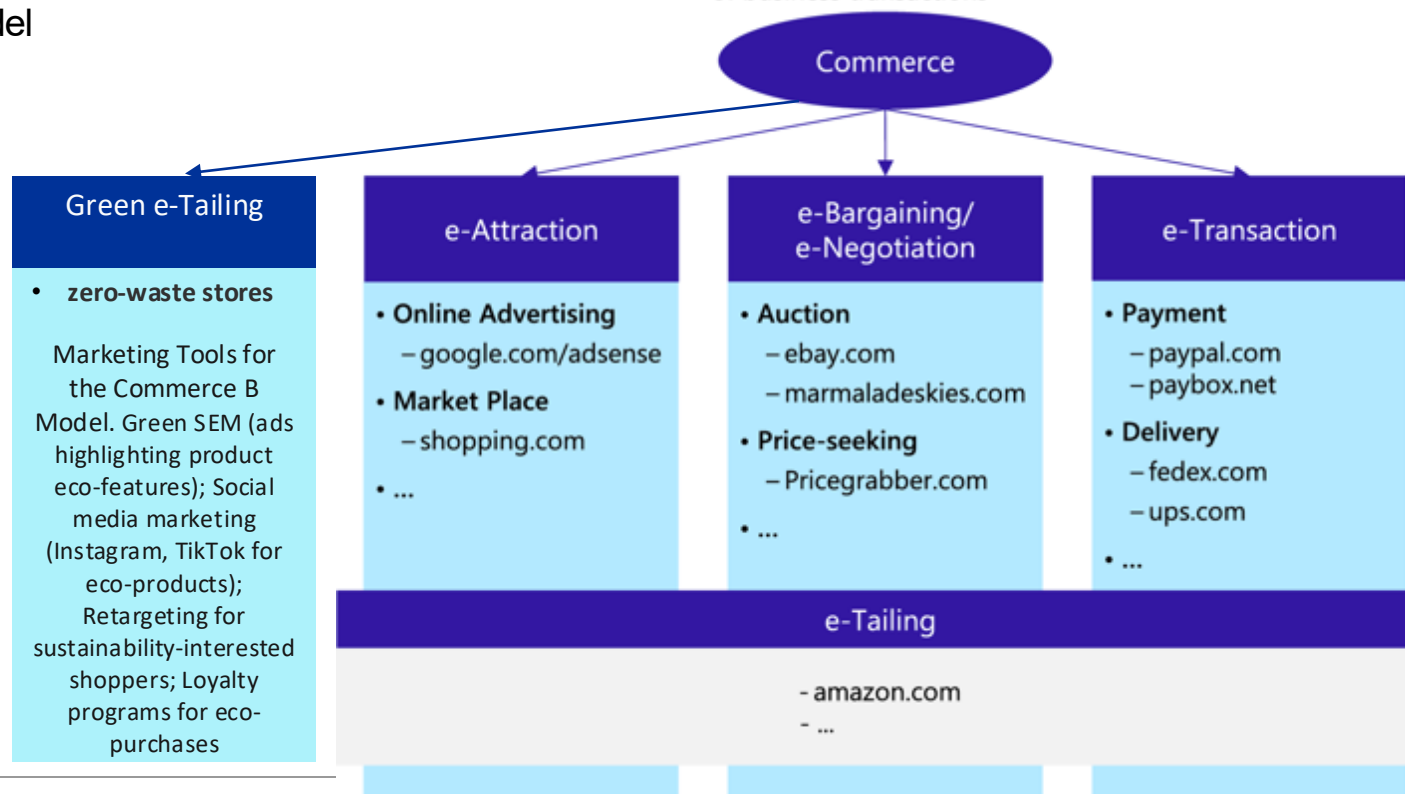


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## The commerce business model

- Initiation, negotiation and/or settlement of business transactions





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## Example of context-specific advertising of Google

Google digital business models

All Images News Videos Shopping More Search tools

About 15,700,000 results (0.86 seconds)

**Business Strategy Model - accenture.com**  
[www.accenture.com/strategy](http://www.accenture.com/strategy)  
An Agile Global Operating Model Helps Your Competitive Edge.

**Scholarly articles for digital business models**  
**e-Business** - **Kalakota** - Cited by 2795  
**The economics of digital business models** A ... - **Pénard** - Cited by 54  
... 2.0: Design patterns and business models for the next ... - **O'Reilly** - Cited by 11099

Includes taking a commission from people with money but no time who pay for goods and services delivered or fulfilled by people with time but no money. The Ecosystem Model (Apple, Google) Disrupts by selling an interlocking and interdependent suite of products and services that increase in value as more are purchased. May 18, 2014

**INSIGHT REPORT**  
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**The 10 Business Models of Digital Disruption (and how to respond to ...**  
[digitalintelligence.today.com/the-10-business-models-of-digital-disruption-and-how-to-...](http://digitalintelligence.today.com/the-10-business-models-of-digital-disruption-and-how-to-...)

About this result • Feedback

**The 10 Business Models of Digital Disruption (and how to respond to ...**  
[digitalintelligence.today.com/the-10-business-models-of-digital-disruption-and-how-to-...](http://digitalintelligence.today.com/the-10-business-models-of-digital-disruption-and-how-to-...)  
May 18, 2014 - Includes taking a commission from people with money but no time who pay for goods and services delivered or fulfilled by people with time but no money. The Ecosystem Model (Apple, Google) Disrupts by selling an interlocking and interdependent suite of products and services that increase in value as more are purchased.

Context-specific advertising



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## Types of auctions

		Seller	
		One	Multiple
Buyer	One	Not applicable	Reverse Auction
	Multiple	Forward Auction (English or Dutch Auction)	Double Auction





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Expedia.com.

Diversified Range of Services

Login and Personalized Areas

Expedia+ Get an extra 10% off or more on select hotels with Member Pricing [Join now, it's free!](#)

Expedia

Account My Scratchpad My Trip Support Español 简体中文

Sign in to see exclusive Member Pricing

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Home Bundle Deals Hotels Cars Flights Cruises Things to Do Vacation Mobile

Sign In

New? Create an Account

Flights Hotels Bundle Deals Cars Cruises Things to Do Vacation Rentals Search Anything

Flight + Hotel Flight + Hotel + Car Flight + Car Hotel + Car

Flying from City or airport

Flying to City or airport

Departing mm/dd/yyyy

Returning mm/dd/yyyy

Rooms 1

Adults (18+) 2

Children (0-17) 0

☐ I only need a hotel for part of my stay

Economy/Coach

Search

Save up to \$603  
Book Flight + Hotel at the same time\*

Search over a million flights, hotels, packages, and more

Secure incredible value with Expedia's Price Pledge

No Expedia cancellation fee to change or cancel almost any hotel reservation

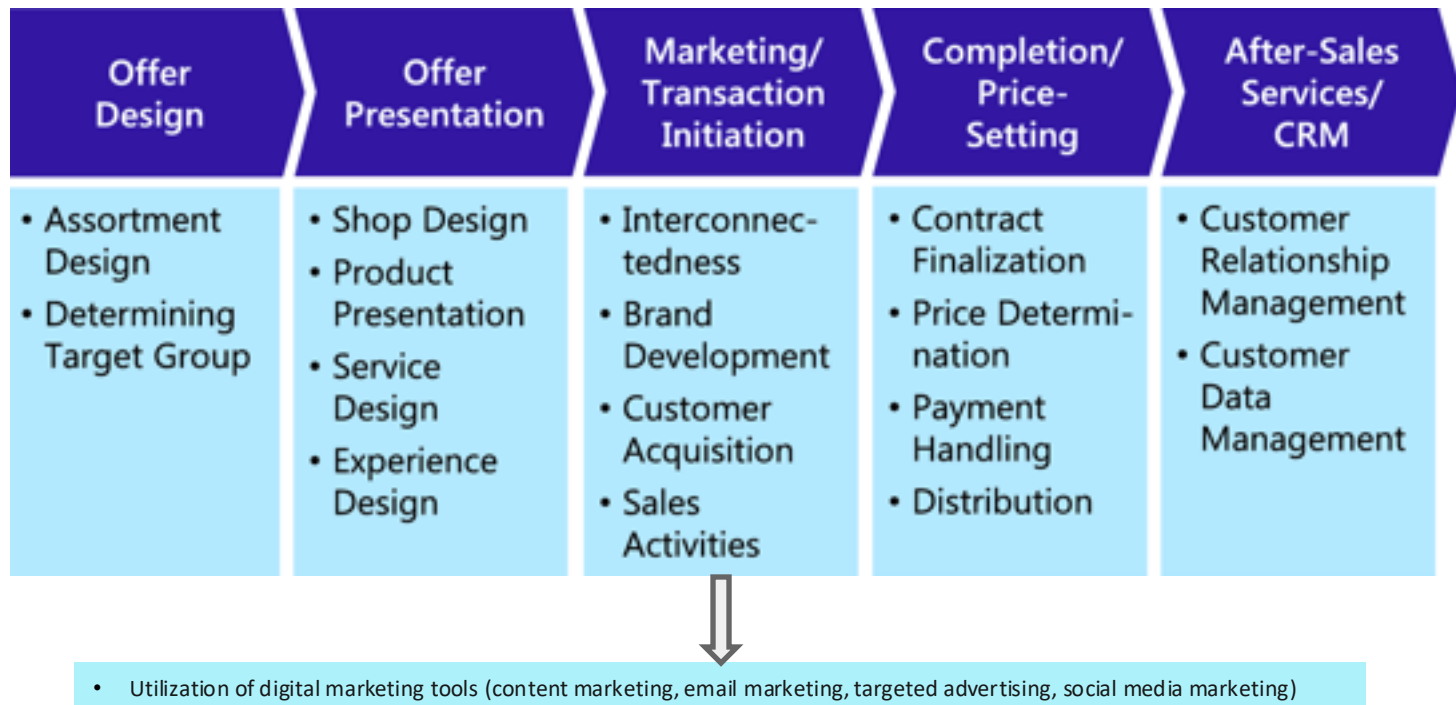
Quick Search for Cheap Holiday Trips



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## Value chain commerce business model





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## Personalized product recommendations on Amazon

Personalized Recommendations According to Interests of Other Customers Who Bought the Same Item

Customers who bought this item also bought

Page 2 of 14 Start over

Product Title	Author	Kindle Edition	Price
The Lean Product Playbook: How to Innovate with Minimum Viable...	Dan Olsen	112	\$18.39
Brand Identity: Breakthrough How to Craft Your Company's...	Gregory Davis	112	\$9.99
Michael Porter's Value Chain: Unlock your company's competitive...	SCARLETTES.COM	2	\$5.40
Narrative and Numbers: The Value of Stories in Business (Columbia...	Alexis Ocasio	28	\$15.65
Strategy That Works: How Winning Companies Close the Strategy G...	Paul Leonard	25	\$9.24
Irresistible: The Rise of Addictive Technology and the Business of Keeping...	Adam Alter	98	\$12.98
Overcrowded: Designing Meaningful Products in a World Awash with Ideas...	Roberto Vergara	3	\$18.14

Sponsored products related to this item (what's this)

Page 3 of 14 Start over

Product Title	Author	Kindle Edition	Price
Social Media Marketing when you have NO CLUE! YouTube, Instagram, Pinterest...	Gundi Galante	24	\$9.99
Wake Up Call: How To Take Control of Your Morning And Transform Your Life	Thibault Mourier	8	\$9.99
10 Minute Mindfulness: 71 Habits for Living in the Present Moment	Shirley Books	72	\$5.99
The Anti-Procrastination Habit: A Simple Guide to Mastering Difficult Tasks	S.J. Scott	24	\$2.99
Published: The Proven Path from Blank Page to Published Author	Chandler Burr	434	\$5.99
Time to get launched: 7 Keys to Succeed with Your Startup	Sandra Tavis	4	\$9.99
Enlightened Entrepreneurship: How to start and scale your business without...	Christiane Myers	29	\$2.99

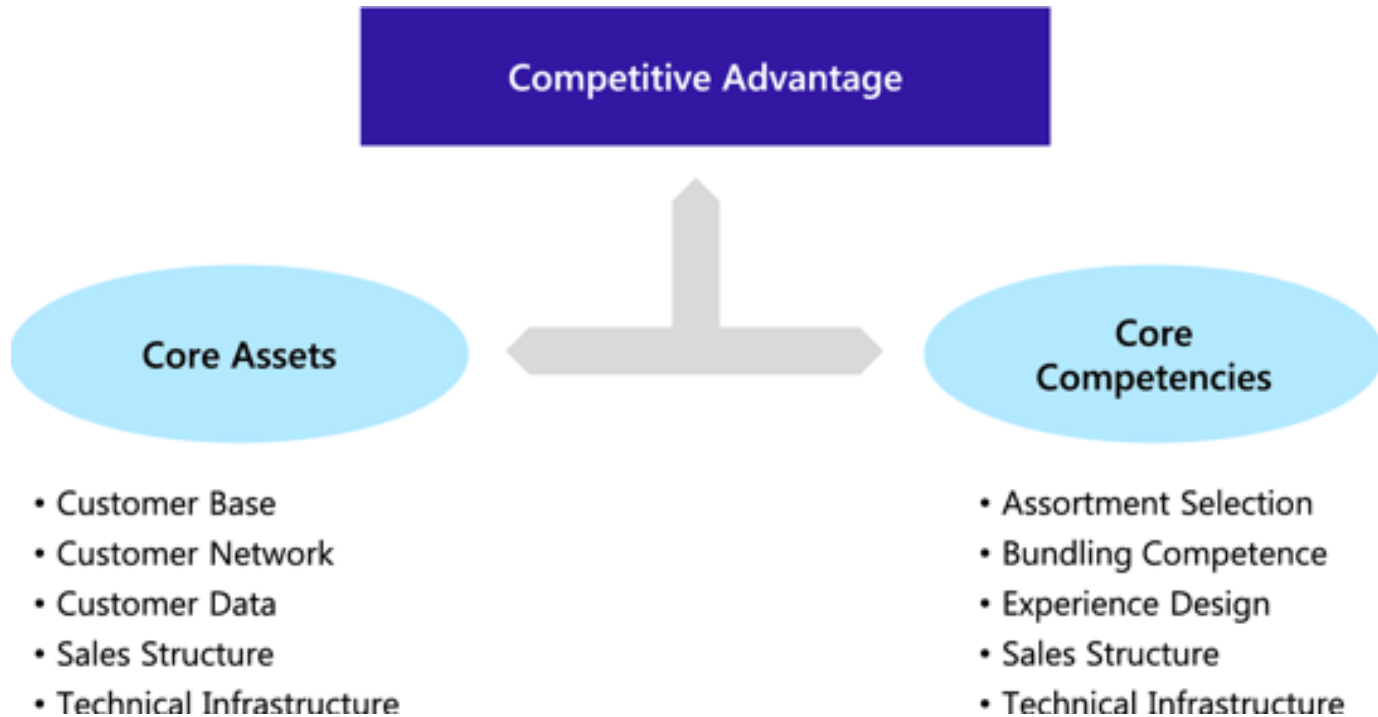
Ads of Sponsored Products with Similar Characteristics as the Selected Item



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Core assets and competencies of the commerce model.







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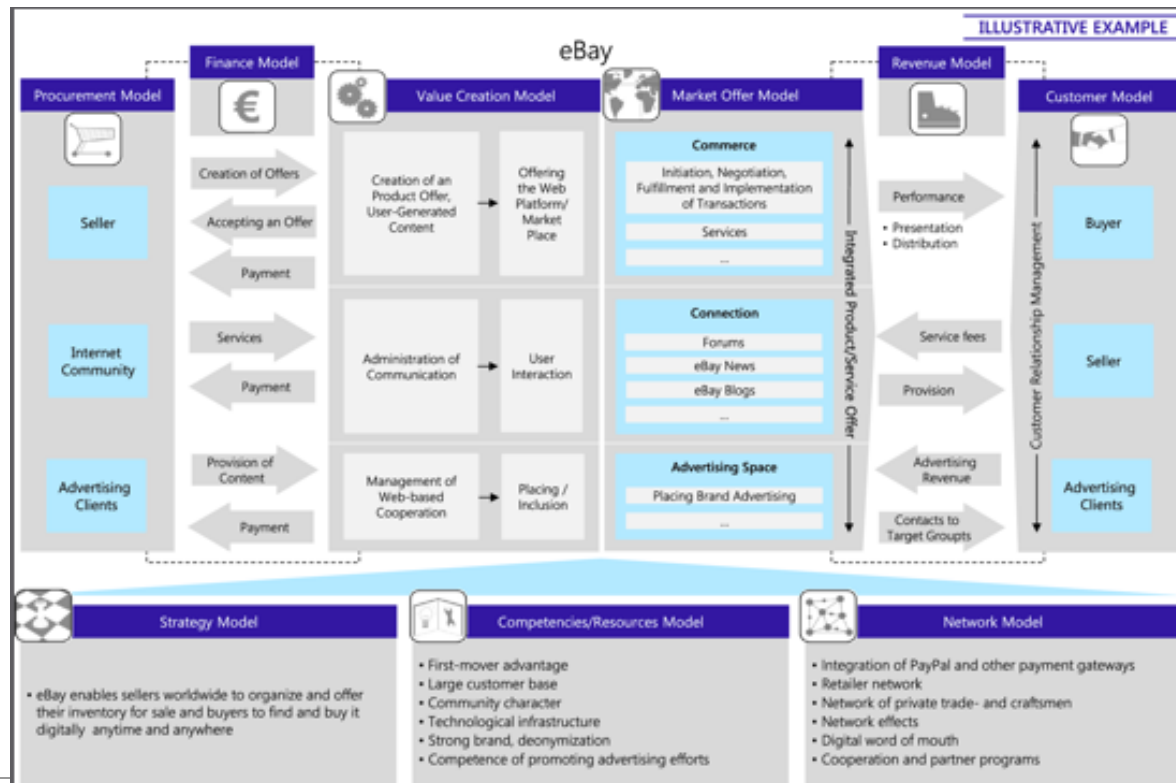


## The business model of eBay

Promoting circular economy by extending product lifecycles

- eco-enthusiast communities

Market Offer Model  
(Digital Marketing: SEO for "buy used", "recycling" queries; SMM campaigns on "give items a second life"; Email marketing with curated second-hand product selections)





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## Strategic orientation of eBay

### Strategy

- Provision of online auction platform and market place
- Further services related to the negotiation/ bargaining as well as the processing of transactions through the Internet
- Market leader of online auctioning

### Business Model

- Commerce aspect: initiation, negotiation and processing of business transactions
- Business model types: e-bargaining/e-negotiation

### Service Offer

- Provision of a simple online platform to present and offer products, as well as an optional auction-based pricing tool
- Extended services to increase visibility, market products, as well as the integration of different payment options
- Community features

### Success Factors

- First-mover advantage, well- known brand
- Large customer base, high number of users
- Community aspect
- Worldwide market leader in online auctions



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## 6. B2C Digital Business Models: Connnection



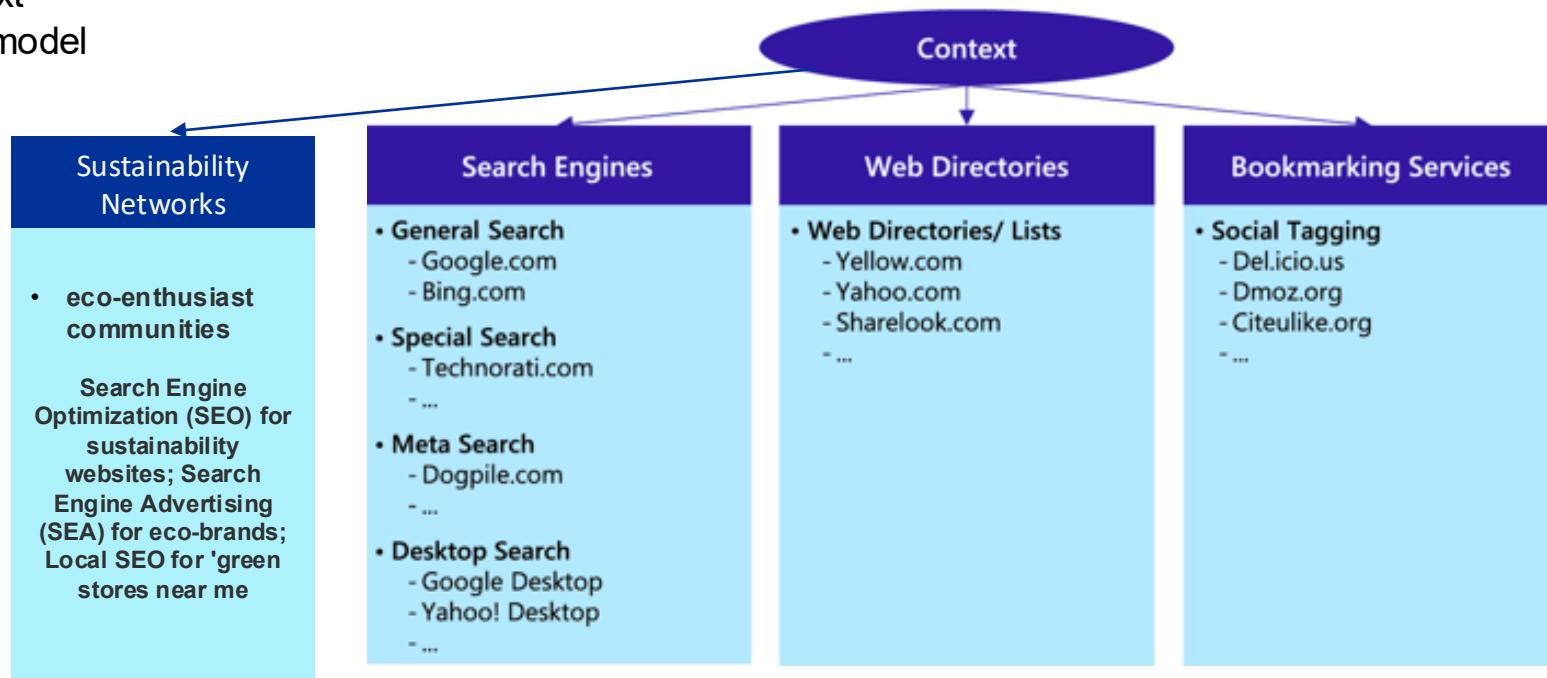


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The context  
business model

- Classification and systematization of information available on the Internet

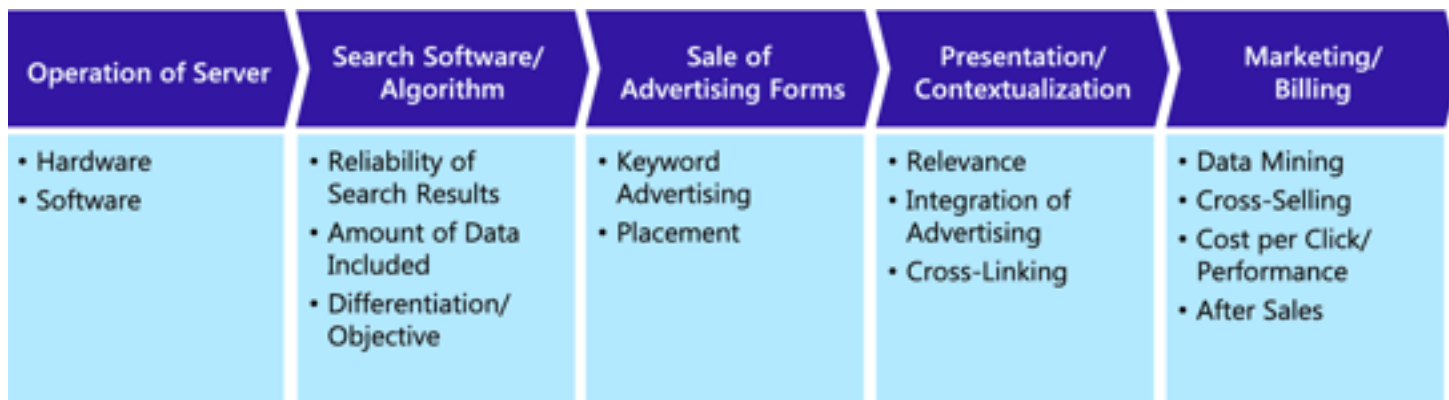




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## Context value chain

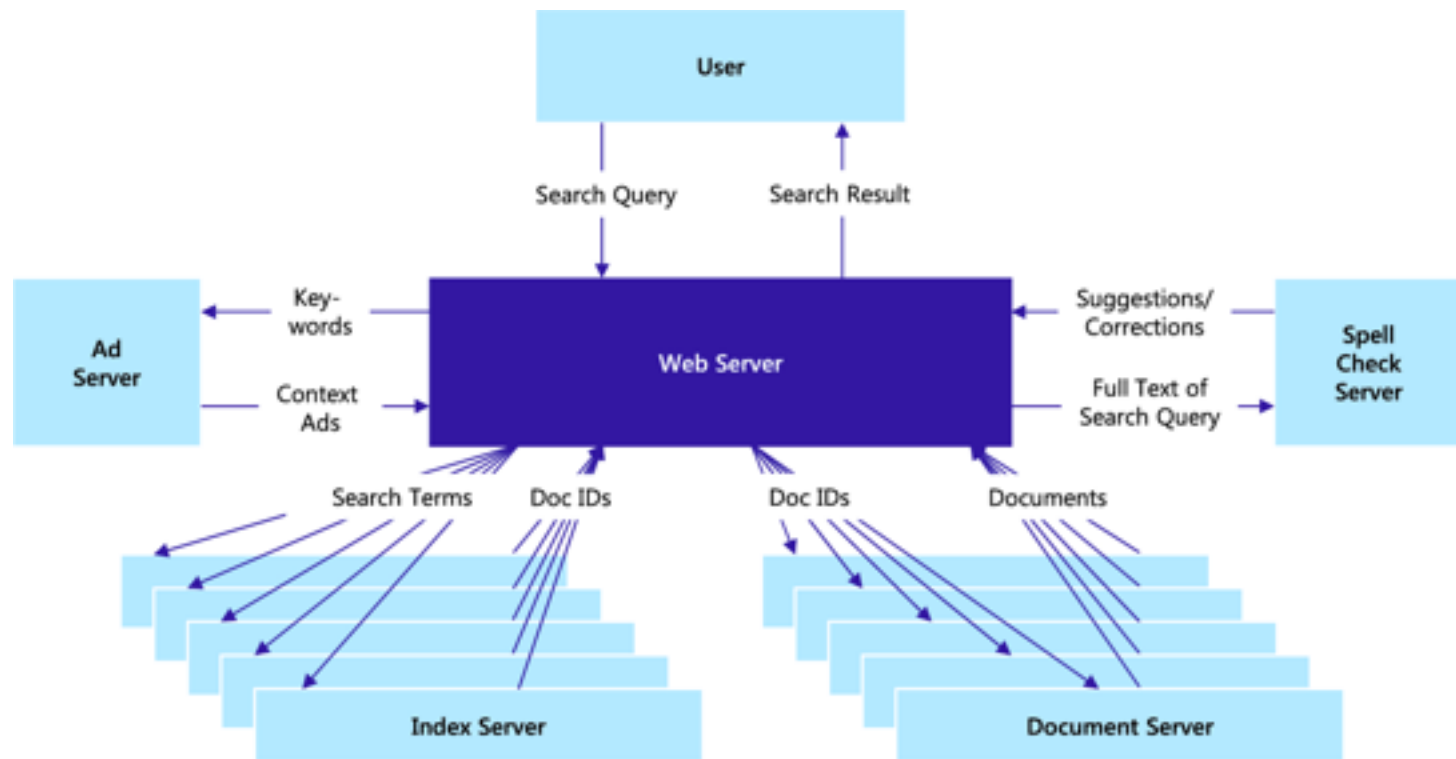




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## Server structure and interaction for a search query





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Integrated search result of the search engine Google.

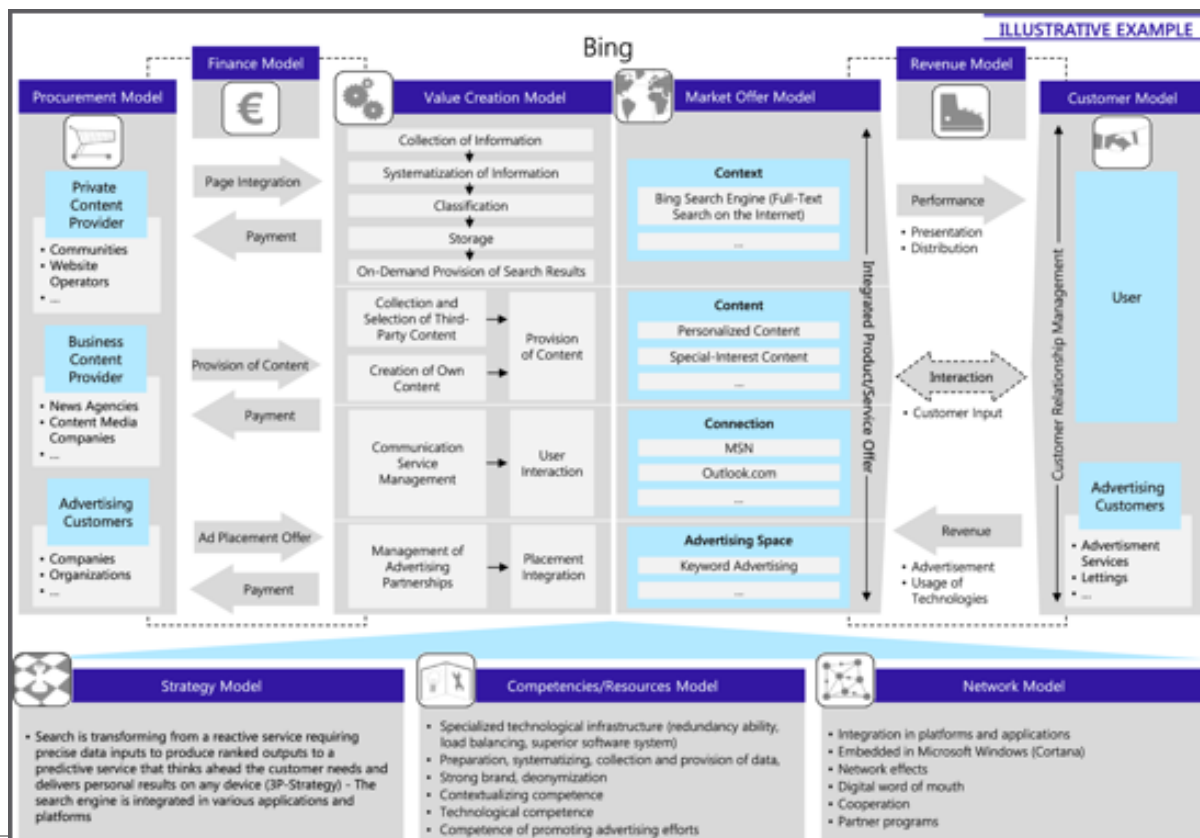
[illegible]



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## Business model of Bing







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## Strategic orientation of Bing

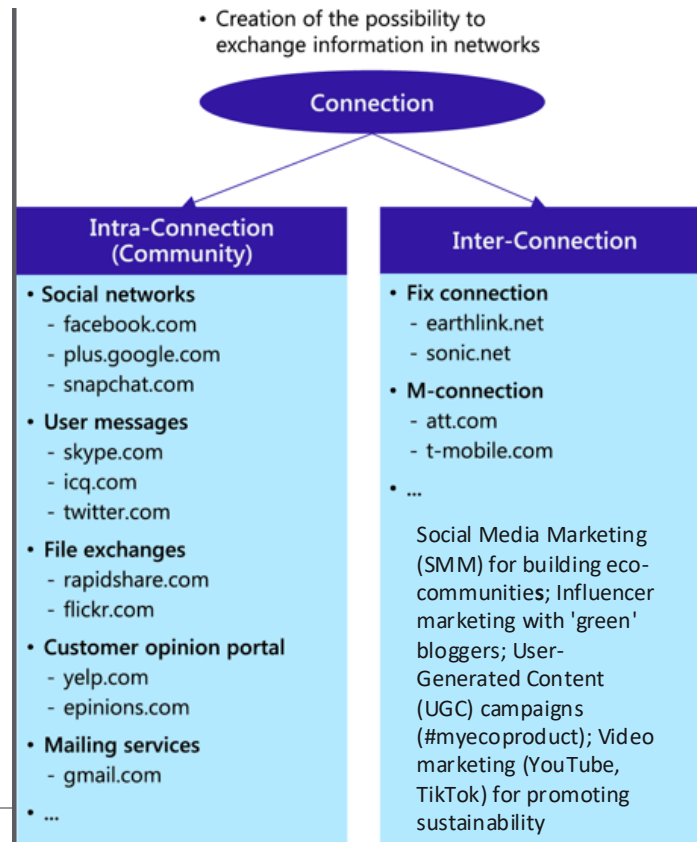
	Aspects
Strategy	<ul style="list-style-type: none"><li>• Organize and systematize global presence of information on the Internet and provide it to users by means of a user-friendly interface</li></ul>
Business Model	<ul style="list-style-type: none"><li>• Context aspect: Classification and systematization of information available on the Internet</li><li>• Business model type: e-search classified as general search</li><li>• Partial content aspect: collection, selection, systematization, compilation (packaging) and provision of own content and third-party content</li><li>• Partial connection-aspect: Opportunity to exchange information by means of social web applications, integration of Microsoft's services</li></ul>
Range of Services	<ul style="list-style-type: none"><li>• Free search engine</li><li>• Integration of other Microsoft services such as MSN and Outlook.com</li><li>• User-friendly interface</li></ul>
Success Factors	<ul style="list-style-type: none"><li>• Brand awareness of Microsoft as parent company behind the search engine Bing</li><li>• Network effects/economies of scale</li><li>• Cooperation and partner programs</li></ul>
	Opportunity for brands to use the platform for <b>green SEM</b> and targeting audiences interested in sustainability



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## The connection business model





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Mobile network  
hosts and  
operators in the  
UK.

### M-Connection Providers in the UK

EE

- 1pMobile
- Airwave Smart Mobile
- Anywhere Sim
- Asda Mobile
- Auracall Travel Talk
- Axis Telecom
- BT
- Chromebook 3G SIM
- CTEExcelbiz
- Delight Mobile
- Digital Phone
- Econet Mobile
- Food Mobile
- Virgin Mobile
- White Calling
- ...

O<sup>2</sup>

- Anywhere Sim
- Believe Mobile
- C4C Mobile
- Champions Mobile
- Fonome Mobile
- giffgaff
- GT Mobile
- Jadoo Mobile
- Jump
- KC Mobile
- Lycamobile
- Mobilek
- Pebble Mobile Network
- Piranha Mobile Ltd
- Tesco Mobile

Three

- AfriMobile
- Anywhere Sim
- Cloud SIM
- FreedomPop
- Gamma Telecom
- iD Mobile
- Pebble Mobile Network
- Piranha Mobile Ltd
- Rok Mobile
- RWG Mobile
- Shebang (PG Mobile)
- Simwood
- Telfoni
- ...

Vodafone

- 360Coms Telecom
- Age UK My Phone
- Anywhere Sim
- Bemilo
- Candy Telecom
- Jump
- Kontakt Mobile
- Lebara Mobile
- Pebble Mobile Network
- Talkmobile
- Truphone



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## Value chain of the connection business model

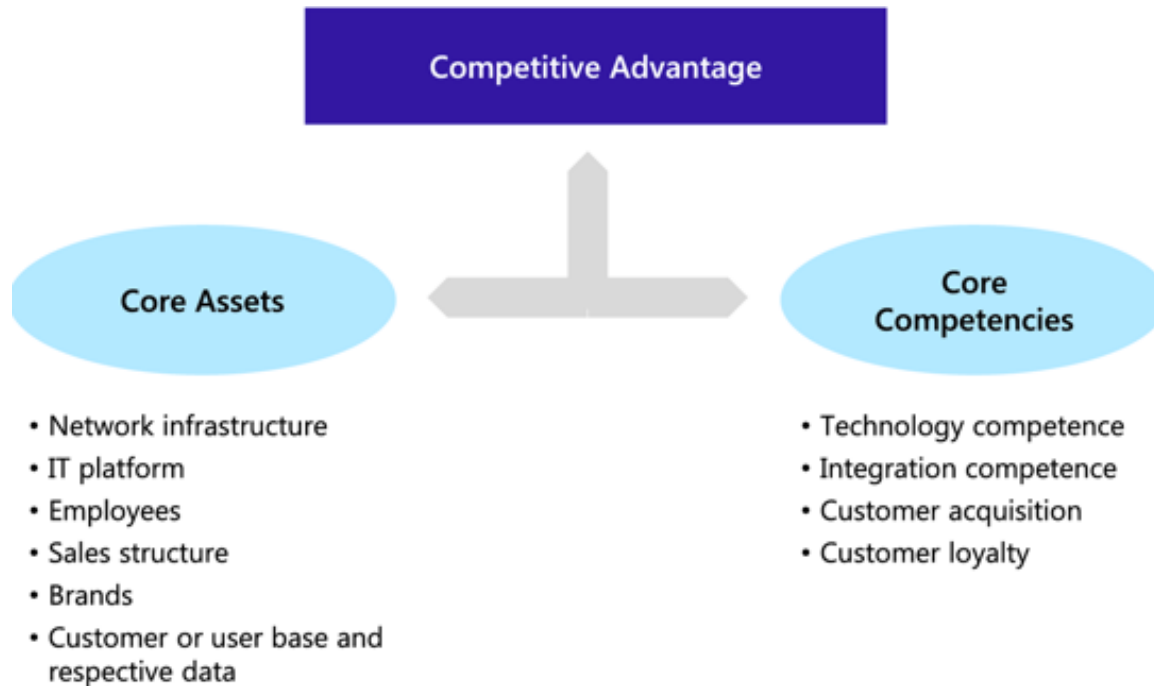
Server Operations	Network Infrastructure	Marketing/Sales	Billing	After-Sales Services/CRM
<ul style="list-style-type: none"><li>• Software</li><li>• Hardware</li></ul>	<ul style="list-style-type: none"><li>• Extension and maintenance of the network infrastructure</li><li>• Implementation of new hardware standards (LTE, G5)</li><li>• Cooperation with infrastructure partners (e.g., backbone networks)</li></ul>	<ul style="list-style-type: none"><li>• Management of physical distribution</li><li>• Continuous increase of brand awareness and brand extension</li><li>• Up-selling of own rate structure to premium rates</li></ul>	<ul style="list-style-type: none"><li>• Extension of payment functions</li><li>• Payment processing</li><li>• Receivables management</li><li>• Development and implementation of innovative payment methods</li></ul>	<ul style="list-style-type: none"><li>• Customer relationship management</li><li>• Relief of after-sales services through easy-to-use services (e.g., FAQ, chatbots)</li></ul>



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Core assets and competencies of a connection provider





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## Screenshot LinkedIn home

Search Function      Account Functionalities      Call to Premium Account

Lehrstuhl, don't miss a career opportunity. Prepare with these 3 easy steps:

- Build your network**  
More connections mean you'll be more likely to hear about new opportunities – even for 30+ in tech.  
[Find connections](#)
- Profile started!**  
Continue adding experience and skills to showcase your accomplishments.
- Sources followed!**  
You'll see news from these sources in your feed. You can always discover more from any post's related items.

Call to Connect      Advertising      Messenger/Chat

Find the best hotel deals - Business trips, city tours, family vacations - book a hotel online now. Ad

Join the May 10 interview

First the best hotel deals  
Business trips, city tours, family vacations - book a hotel online now

Relevant Posts

Realizing the Potential of Blockchain  
A Multistakeholder Approach to the Stewardship of Blockchain and Cryptocurrencies  
Realizing the Potential of Blockchain  
For Business and Society

Contributing Own Content

Keeping in touch is easier  
Post, chat, call. No more missed calls or missed messages.  
[Get it](#)

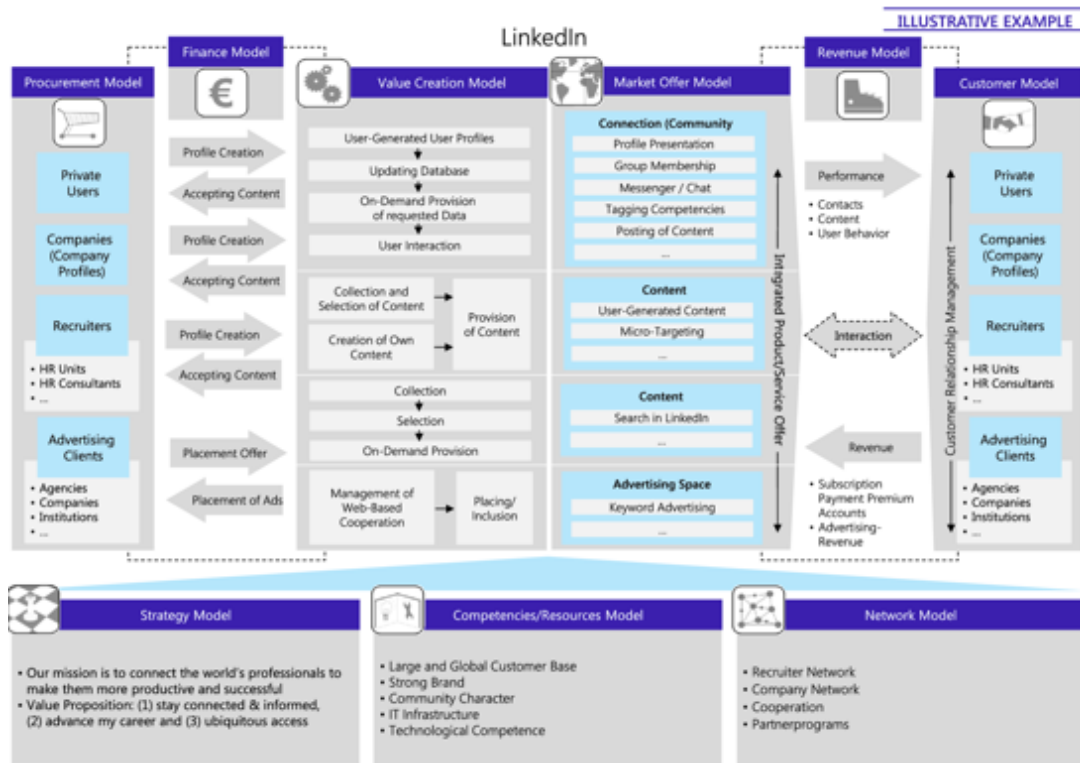
Messaging



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## The LinkedIn business model







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## Strategic focus of LinkedIn

Aspects	
Strategy	<ul style="list-style-type: none"><li>• LinkedIn's mission is to connect the world's professionals to make them more productive and successful</li></ul>
Business Model	<ul style="list-style-type: none"><li>• Focus on intra-connection, offering of online commercial and communicative services. LinkedIn is a community-platform and therein can be assigned to social networks</li><li>• Partly a content-approach by providing user-generated content in customer and company profiles. Here, the collection and selection of content is particularly relevant</li><li>• Partly a commerce-approach through the sale of services to business customers and the provision of initiation/ negotiation functions</li></ul>
B2B Marketing Solutions Targeted advertising for promoting ESG consulting, green tech, and sustainable B2B solutions among professionals	<ul style="list-style-type: none"><li>• Provision of professional and company profiles and placement of contacts</li><li>• Provision of personalized advertising</li><li>• Provision of analysis services</li></ul>
Success Factors	<ul style="list-style-type: none"><li>• Brandawareness of the company and high number of users</li><li>• Global presence and pronounced scale and network effects</li><li>• Comprehensive and differentiated recruiting services</li></ul>





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## 7. Hybrid Digital Business Models

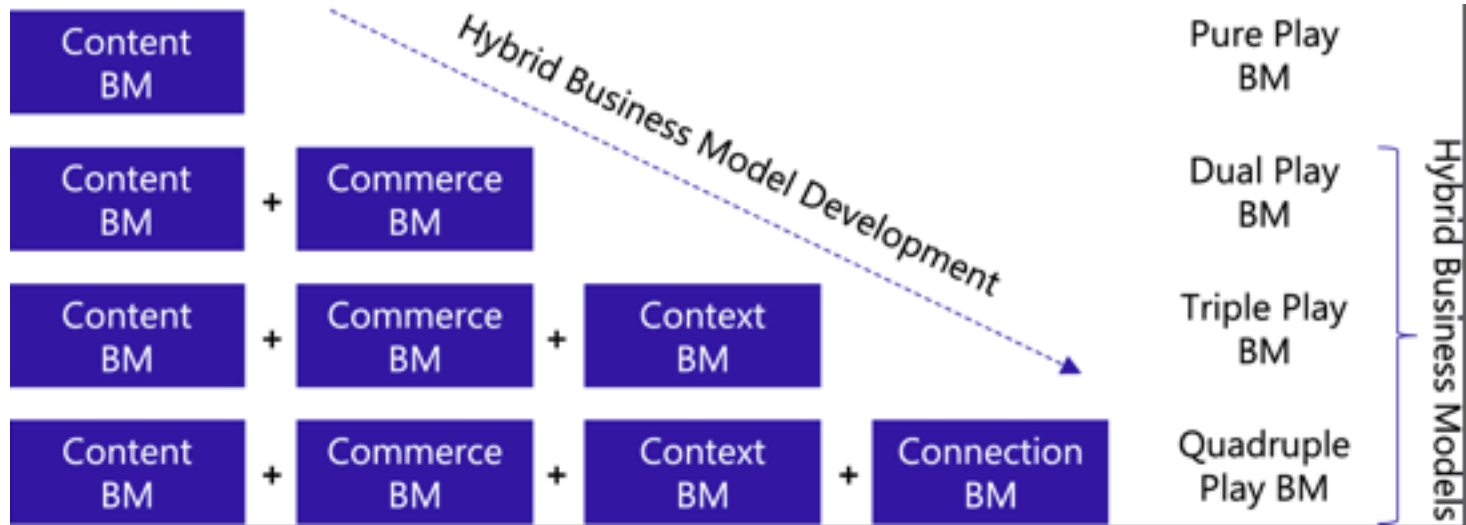




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## Hybrid business model development

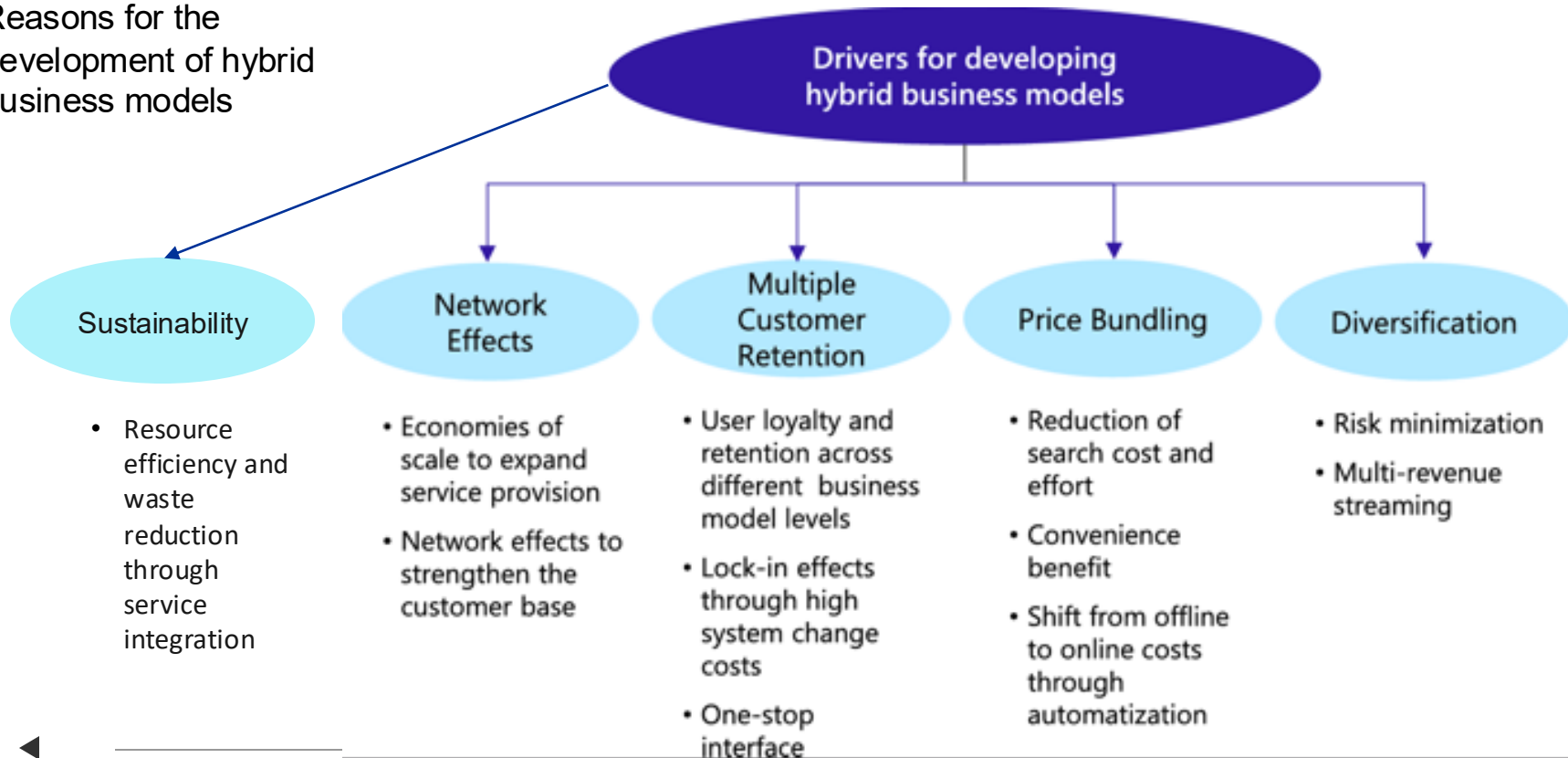




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Reasons for the  
development of hybrid  
business models



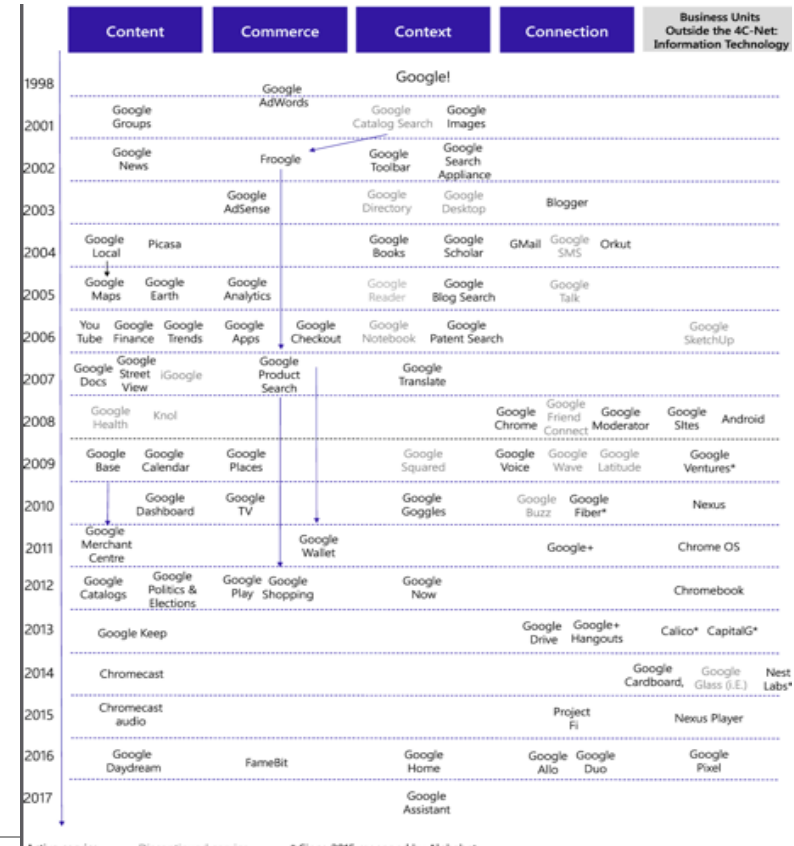


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## Development of Google's hybrid business model

Source: Wirtz (2019, 2020)



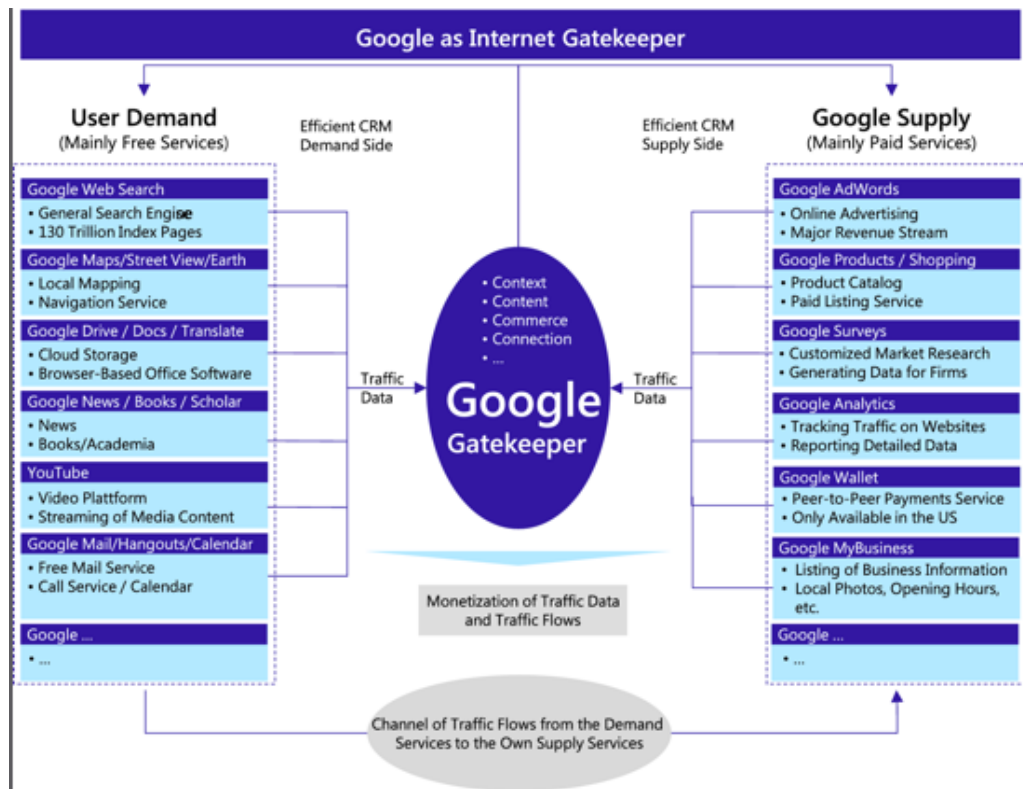


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## Google as Internet gatekeeper

Google's Sustainability Initiatives: Carbon-neutral since 2007, aim to operate on 24/7 carbon-free energy by 2030, tools like Environmental Insights Explorer





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## Digital Marketing Toolkit for Sustainable E-Business

Business Models	Marketing tools	Examples of use for sustainability
Content	SEO, Content marketing, Email marketing	Promotion of articles on Sustainable Development Goals (SDGs)
Commerce	SEM, SMM, Retargeting, Affiliate marketing	Advertising of goods from ethical sources, 'green' certificates
Connection	SMM, Influencer marketing, UGC, Video marketing	Creation of communities around eco-initiatives, challenges
B2B	LinkedIn Ads, Webinars, Email narratives	Promotion of ESG reporting, sustainable supply chains



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## 8. B2B Digital Business Models





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## 4S-Net Business Model

Sourcing	Sales
<ul style="list-style-type: none"><li>• Initiation and/or</li><li>• Settlement of direct B2B business transactions from buyer to seller</li></ul>	<ul style="list-style-type: none"><li>• Initiation and/or</li><li>• Settlement of business transactions from seller to buyer</li></ul>
Supportive Collaboration	Service Broker
<ul style="list-style-type: none"><li>• Supporting collaborative value generation</li><li>• Collaborative research and development</li><li>• Collaborative production</li><li>• Collaborative sale</li></ul>	<ul style="list-style-type: none"><li>• Support of B2B business transactions</li><li>• Providing information and marketplaces of third parties</li></ul>







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Digital  
business  
model  
sourcing

- Initiation and/or
- Settlement of direct B2B business transactions from buyer to seller

Sourcing

Private B2B-Exchange  
(One To One)

- Extranet/EDI
  - NEC
  - Dell
  - IBM
  - ...

Buy Side B2B-Exchange  
(One To Many)

- Buy Side E-Marketplace
  - General Motors
  - Siemens
  - ...
- Intranet
  - Intel
  - ...



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## Aggregated value chain of the sourcing business model

Requisition	Search Provider	Select Provider/ Product	Order	Order Processing
<ul style="list-style-type: none"><li>• Specification of Needed Items</li><li>• Quantity of Needed Items</li></ul>	<ul style="list-style-type: none"><li>• Search for Potential Providers</li><li>• Contacting Potential Providers</li></ul>	<ul style="list-style-type: none"><li>• Selection of Providers</li><li>• Selection of Products</li></ul>	<ul style="list-style-type: none"><li>• Order Purchasing</li><li>• Order Transmission</li></ul>	<ul style="list-style-type: none"><li>• Receipt</li><li>• Invoice Verification</li><li>• Payment</li></ul>

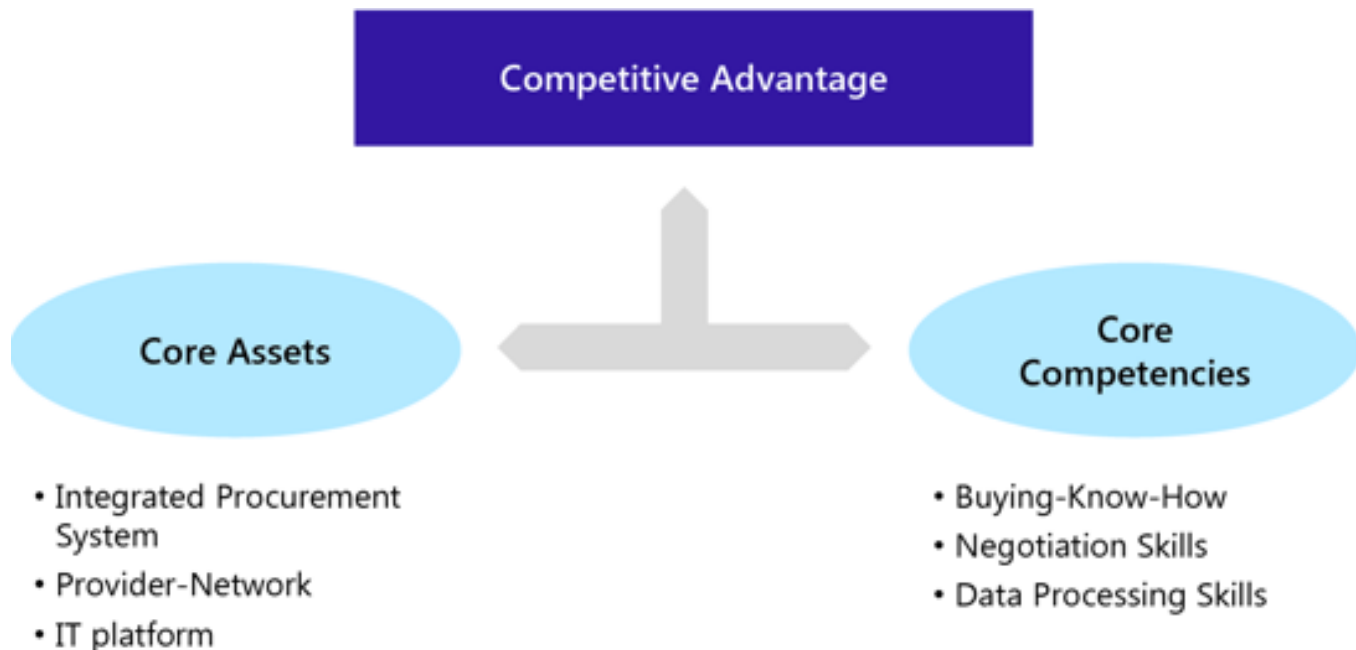




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Core assets and core competencies of the sourcing business model



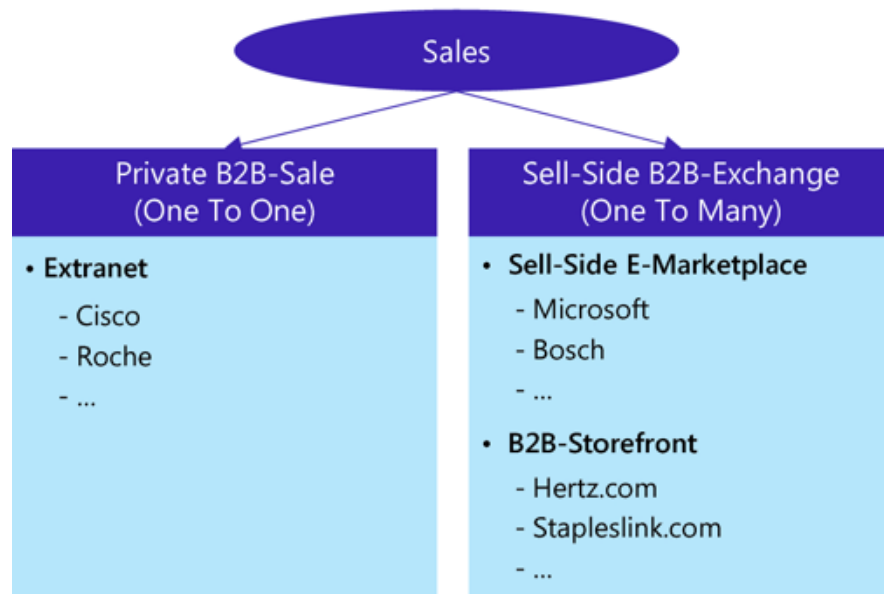


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Digital business model sales

- Initiation and/or
- Settlement of direct B2B business transactions from seller to buyer





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## Aggregated value chain of the sales business model

Key-Account- Management	Channel- Relationship	Sales Execution	Billing	After-Sales- Management
<ul style="list-style-type: none"><li>• Analysis of Customer Segments</li><li>• Selection of Customer Segments</li></ul>	<ul style="list-style-type: none"><li>• Customer Relationship Management</li><li>• Building the Sales-Platform</li></ul>	<ul style="list-style-type: none"><li>• Order Processing</li><li>• Delivery of Good, Provision of Services</li></ul>	<ul style="list-style-type: none"><li>• Classical Invoicing Practice</li><li>• Electronical Transferral, Direct Debit</li></ul>	<ul style="list-style-type: none"><li>• Customer Loyalty</li><li>• Service, Care</li><li>• After-Sales-Support</li></ul>

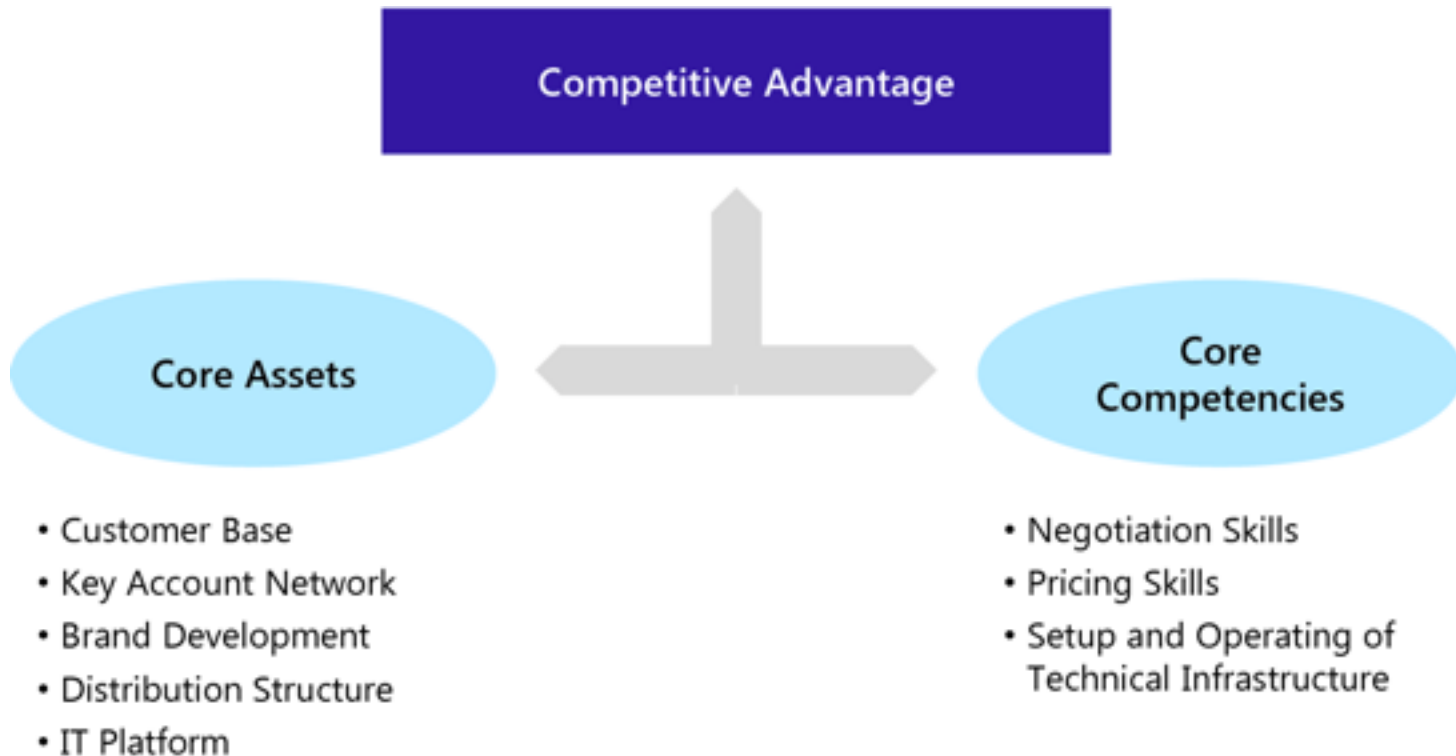




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Core assets and core competencies of the sourcing business model



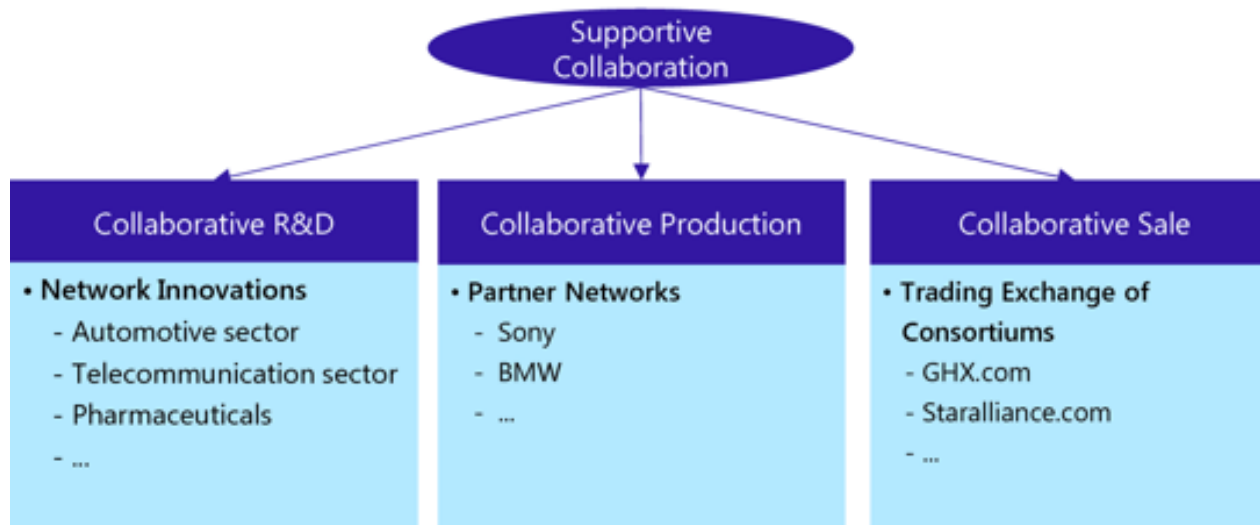


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## Digital business model of supportive collaboration

- Support of Collaborative Value Generation
- Collaborative R&D
- Collaborative Production
- Collaborative Sale





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## Aggregated value chain of the supportive collaboration business model

Collaboration Planning	Collaboration Partnering	Collaboration Scheduling	Collaboration Fulfilment	Collaboration Audit
<ul style="list-style-type: none"><li>• Analysis of Value Chain According to Collaboration Potential</li></ul>	<ul style="list-style-type: none"><li>• Identification and Selection of Potential Collaboration Partners</li><li>• Contacting and Contract Negotiations</li></ul>	<ul style="list-style-type: none"><li>• Negotiation of Contact Conditions</li><li>• Definition of Organizational Chart</li><li>• Conclusion of Collaboration Contract</li></ul>	<ul style="list-style-type: none"><li>• Collaboration Fulfilment</li><li>• Execution of Defined Collaboration</li><li>• Installation of IT-Platform</li></ul>	<ul style="list-style-type: none"><li>• Examination of Collaboration Fulfilment</li><li>• Performance-Measurement of Collaboration and Implementation of Improvements</li></ul>



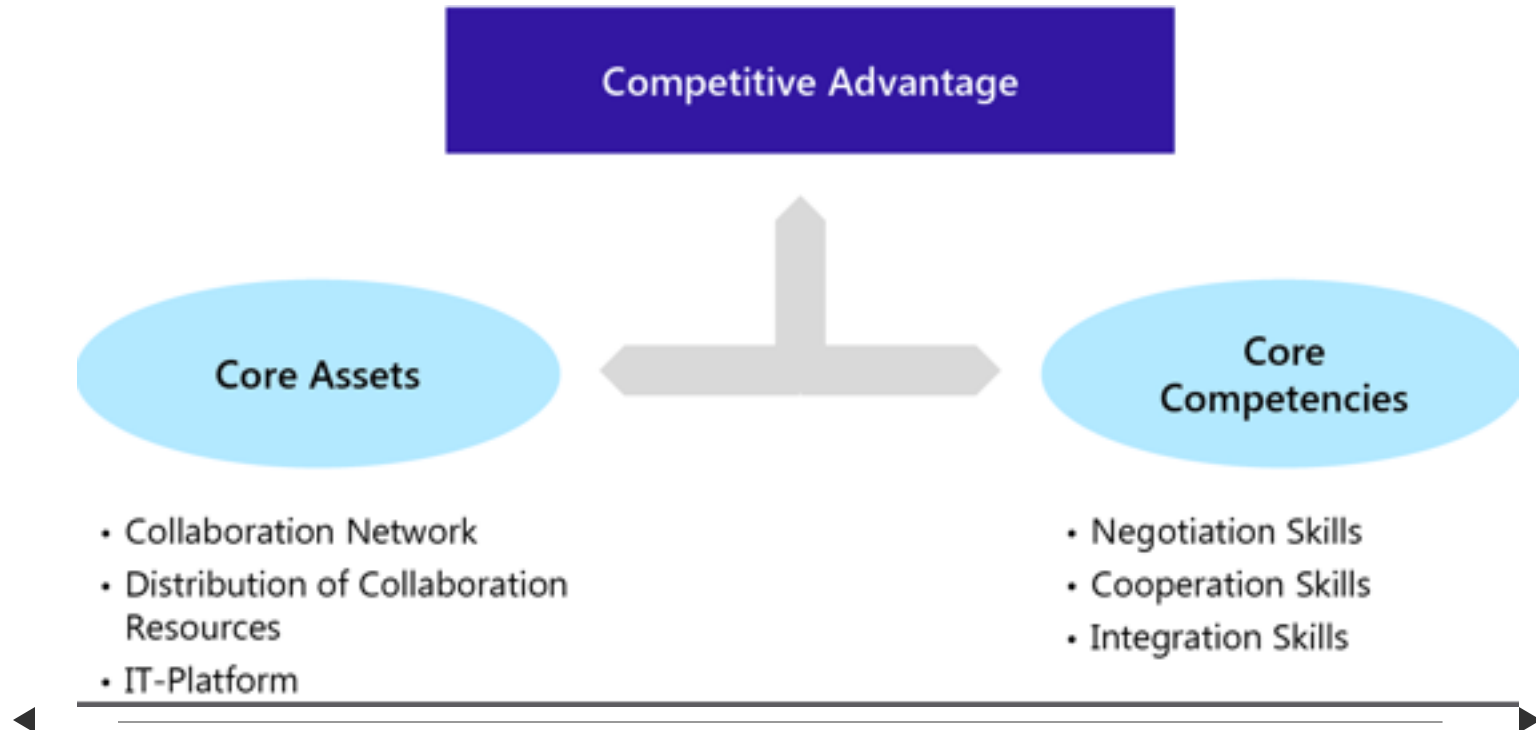




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Core assets and core competencies of the supportive collaboration business model





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## 9. Digital Business Model Innovation





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## Overview of business model innovation literature

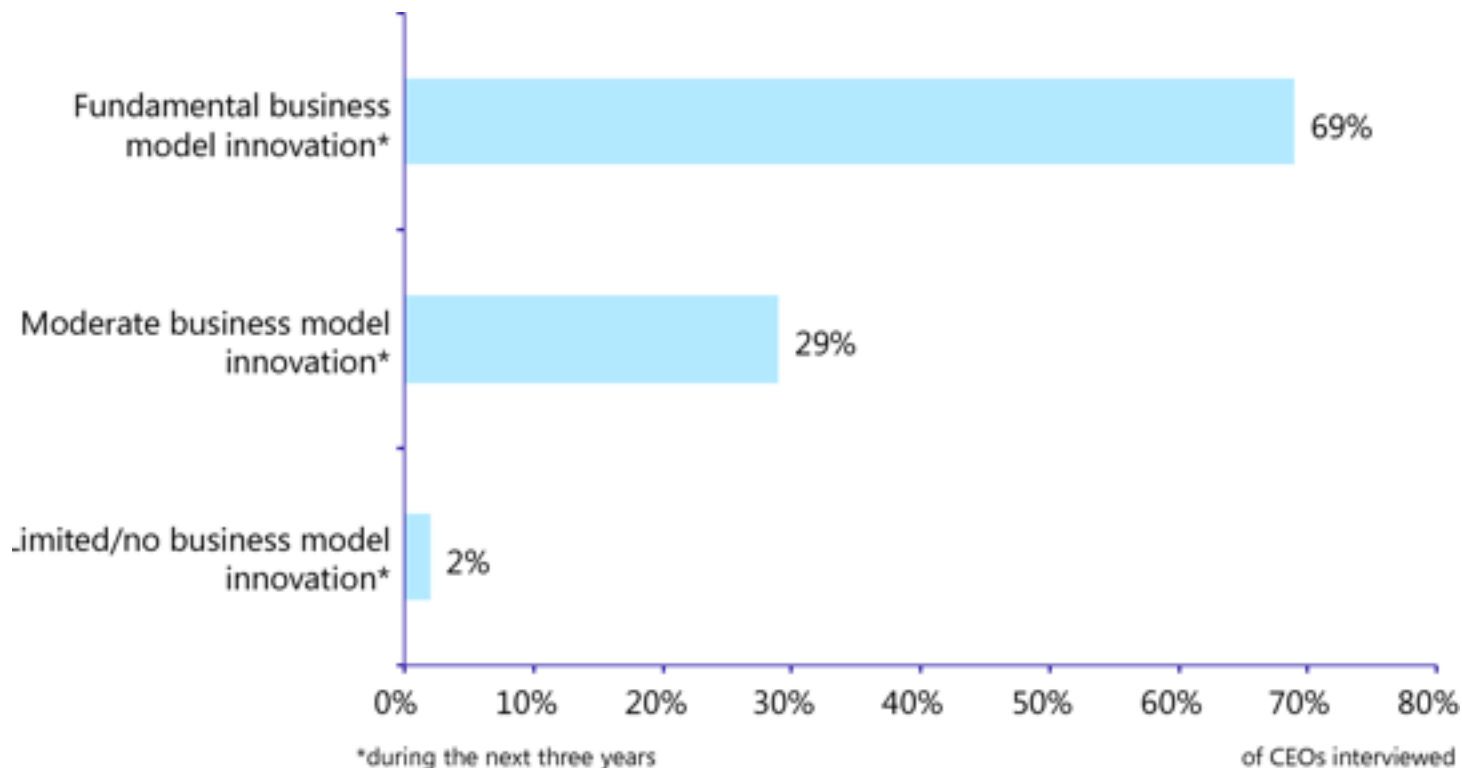
	2000 – 2004	2005 – 2010	2011 – ...
Corporate strategy	<ul style="list-style-type: none"> <li>• Chesbrough/Rosenbloom 2002</li> <li>• Mitchell/Coles 2003</li> <li>• Mitchell/Bruckner Coles 2004</li> </ul>	<ul style="list-style-type: none"> <li>• Onetti/Capobianco 2005</li> <li>• Pohle/Chapman 2006</li> <li>• Chesbrough 2007</li> <li>• Johnson/Christensen/Kagermann 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Aspara et al. 2010</li> <li>• Sanchez/Ricart 2010</li> <li>• Teece 2010</li> <li>• Amit/Zott 2012</li> <li>• Bock et al. 2012</li> <li>• Casadesus-Masanell/Zhu 2013</li> <li>• Desyllas/Sako 2013</li> <li>• Carayannis/Sindakis/Walter 2015</li> <li>• Taras/Boer/Lindgren 2015</li> </ul>
Innovation & Technology Management	<ul style="list-style-type: none"> <li>• Malhotra 2000</li> <li>• Voelpel/Leibold/Tekie 2004</li> </ul>	<ul style="list-style-type: none"> <li>• Francis/Bessant 2005</li> <li>• Chesbrough/Schwartz 2007</li> <li>• Shelton 2009</li> <li>• Chesbrough 2010</li> <li>• Gambardella/McGahan 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Koen/Bertels/Elsom 2011</li> <li>• Pynnönen/Hallikas/Ritala 2012</li> <li>• Evans/Johnson 2013</li> <li>• Kastalli/Van Looy 2013</li> <li>• Fichman/Dos Santos/Zheng 2014</li> </ul>
Entrepreneurship		<ul style="list-style-type: none"> <li>• Zott/Amit 2007</li> <li>• Sosna/Treviño-Rodríguez/Velamuri 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Trimi/Berbegal-Mirabent 2012</li> <li>• Schneider/Spieth 2013</li> <li>• Denicolai/Ramirez/Tidd 2014</li> <li>• Bohnsack/Pinske/Kolk 2015</li> </ul>
	Early phase	Formation phase of overall concepts	Consolidation and differentiation phase



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## Planned business model innovations of CEOs interviewed

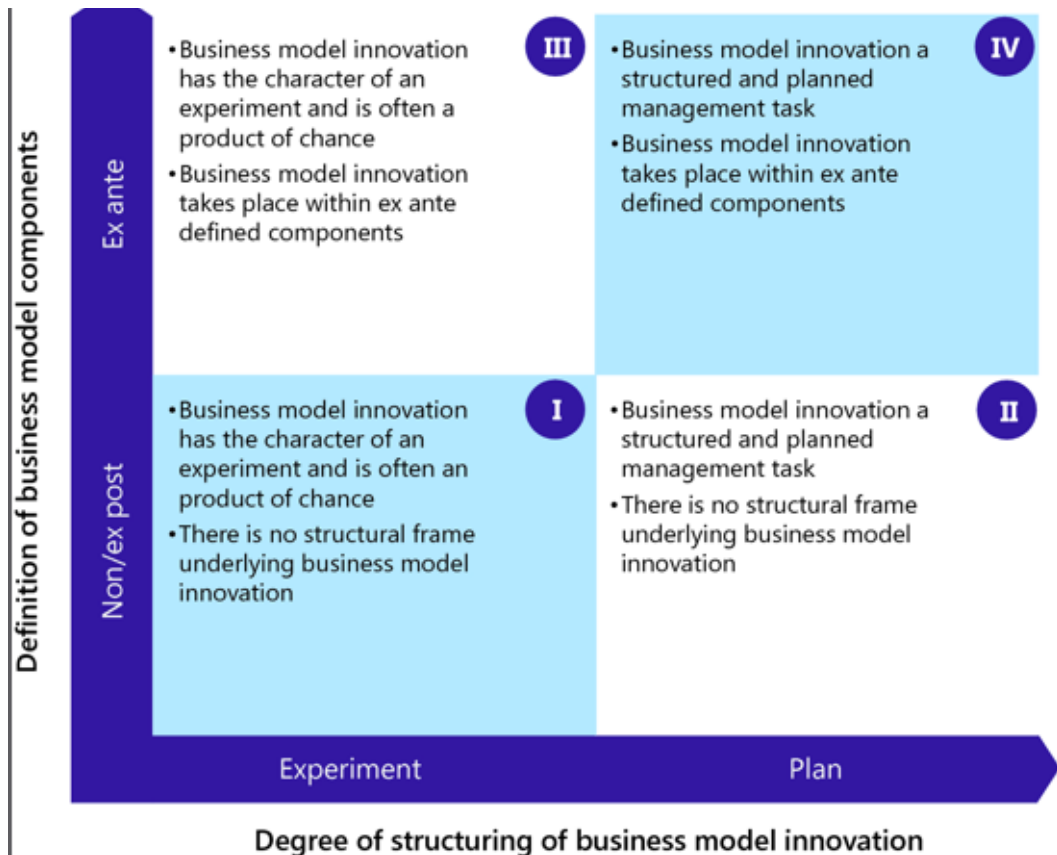




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## Business model innovation approaches in the literature





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## NICE-framework

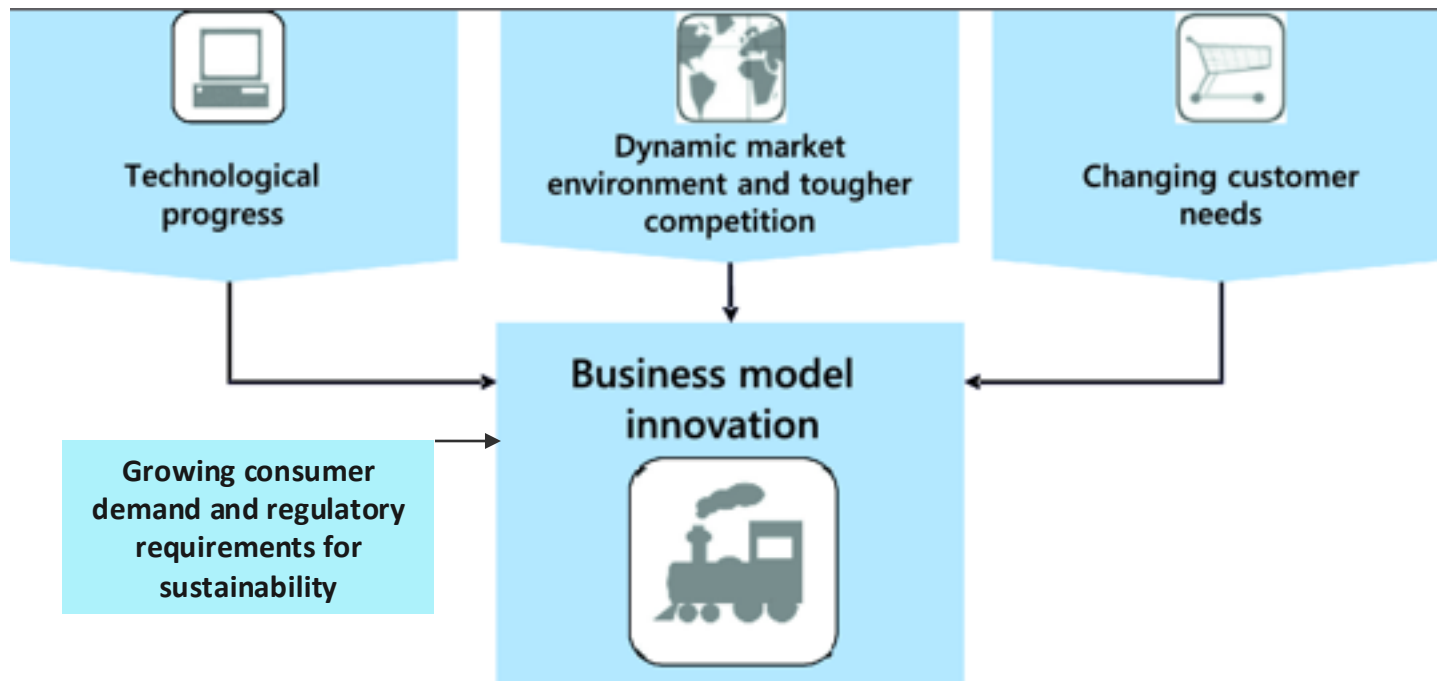
<b>N</b>	<b>Novelty</b>	<ul style="list-style-type: none"><li>• Adoption of innovative elements</li><li>• The focal points are new activities, new structures and new approaches</li><li>• e.g. Apple iTunes as a new way to market music</li></ul>
<b>I</b>	<b>Lock-in</b>	<ul style="list-style-type: none"><li>• Creating lock-in effects to attract third parties to become business model participants</li><li>• e.g. eBay, where sellers become linked to the system due to the great number of buyers</li></ul>
<b>C</b>	<b>Complementarities</b>	<ul style="list-style-type: none"><li>• Bundling of activities with the goal of generating added value (especially along the value-added chain)</li><li>• e.g. biotechnology companies that do research for large pharmaceutical companies</li></ul>
<b>E</b>	<b>Efficiency</b>	<ul style="list-style-type: none"><li>• Reorganizing activities in order to reduce transaction costs</li><li>• e.g. outsourcing of certain activities (relocating production to India, etc.)</li></ul>



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## Drivers of business model innovation

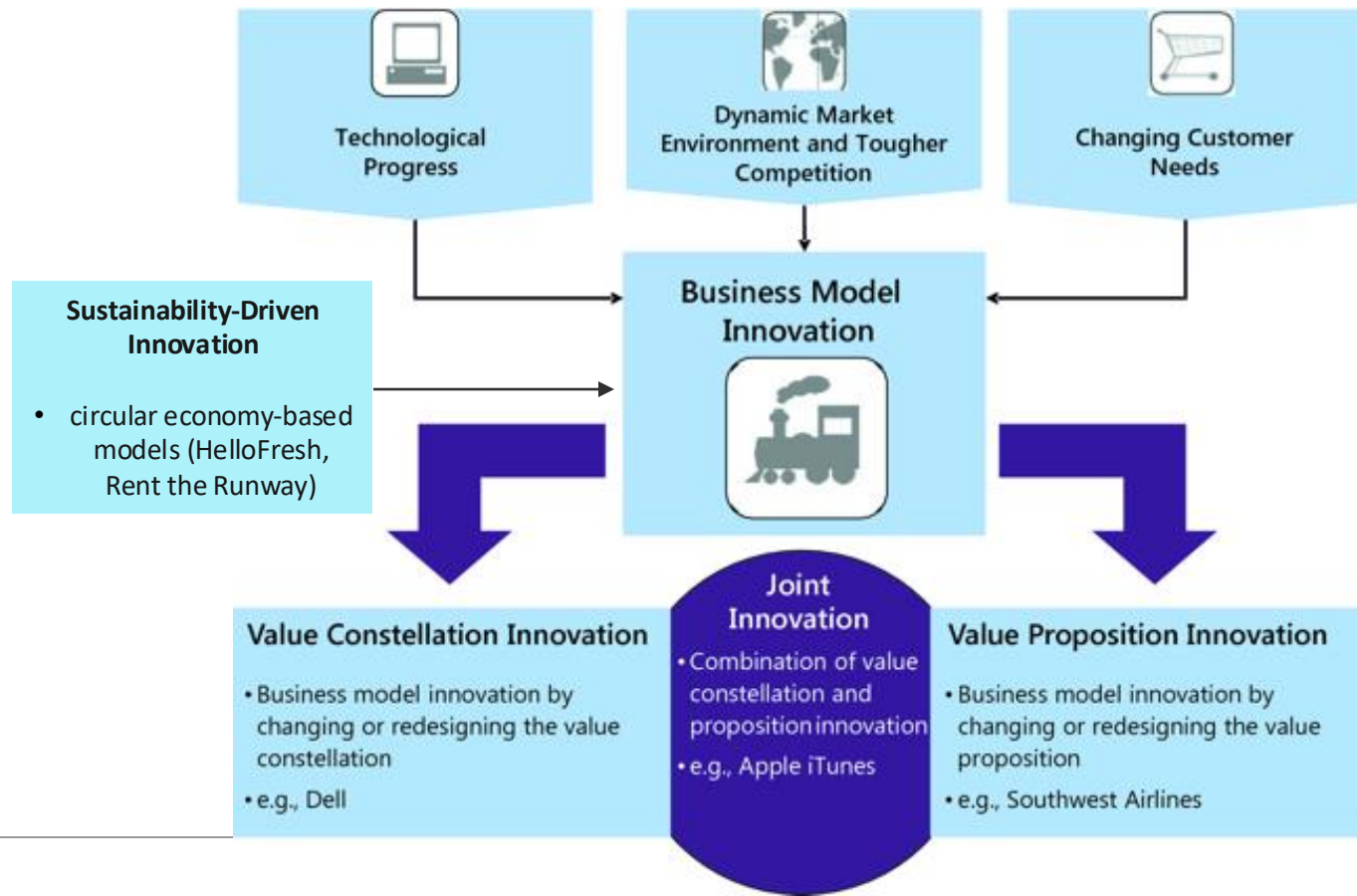




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## Types of business model innovation



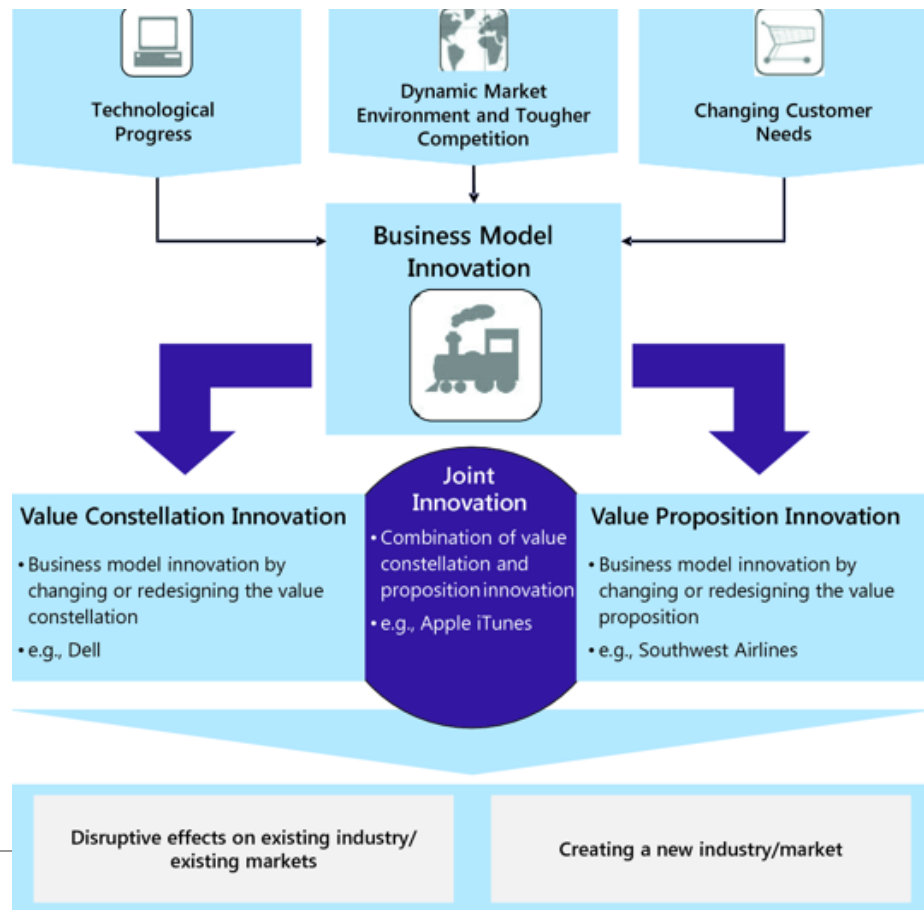




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Effects of  
business model  
innovation





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## Classic innovation processes



Vracking and Cozijnsen (1993)



Hughes et al. (1996)



Cooper (1996)



Herstatt and Verworn (2001)



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## Business model innovation process

Analysis of the  
current business  
model  
  
ESG metrics audit



Business Model  
Innovation  
Process



Analysis of  
Initial Situation



- Analysis of the current business model
- Analysis of products/services
- Analysis of target group/customers
- Analysis of market/competition

Idea Generation



- Determination of the BMI mission
- Generation of customer insights
- Development of customer scenarios
- Visual/networked thinking
- Storytelling

Feasibility Analysis



- Assumptions about the business environment
- Analysis of interdependencies
- Analysis of potential internal or external business model alignment

Prototyping



- Analysis of different BMI design alternatives
- Creation of different BMI design alternatives
- Development of several detailed concepts
- Refinement of the components/partial models

Decision-Making



- Evaluation of each BMI design alternative
- Selection of one BMI design
- Final harmonization of the components
- Realization and test of the BMI
- Potential adaptation of the BMI

Implementation



- Development of implementation plan
- Communication and team setup
- Step-by-step realization of the BMI
- Implementation completion

Monitoring and  
Controlling



- Monitoring BMI performance
- Value proposition controlling
- Value constellation controlling
- Derivation of implications

Securing  
Sustainability



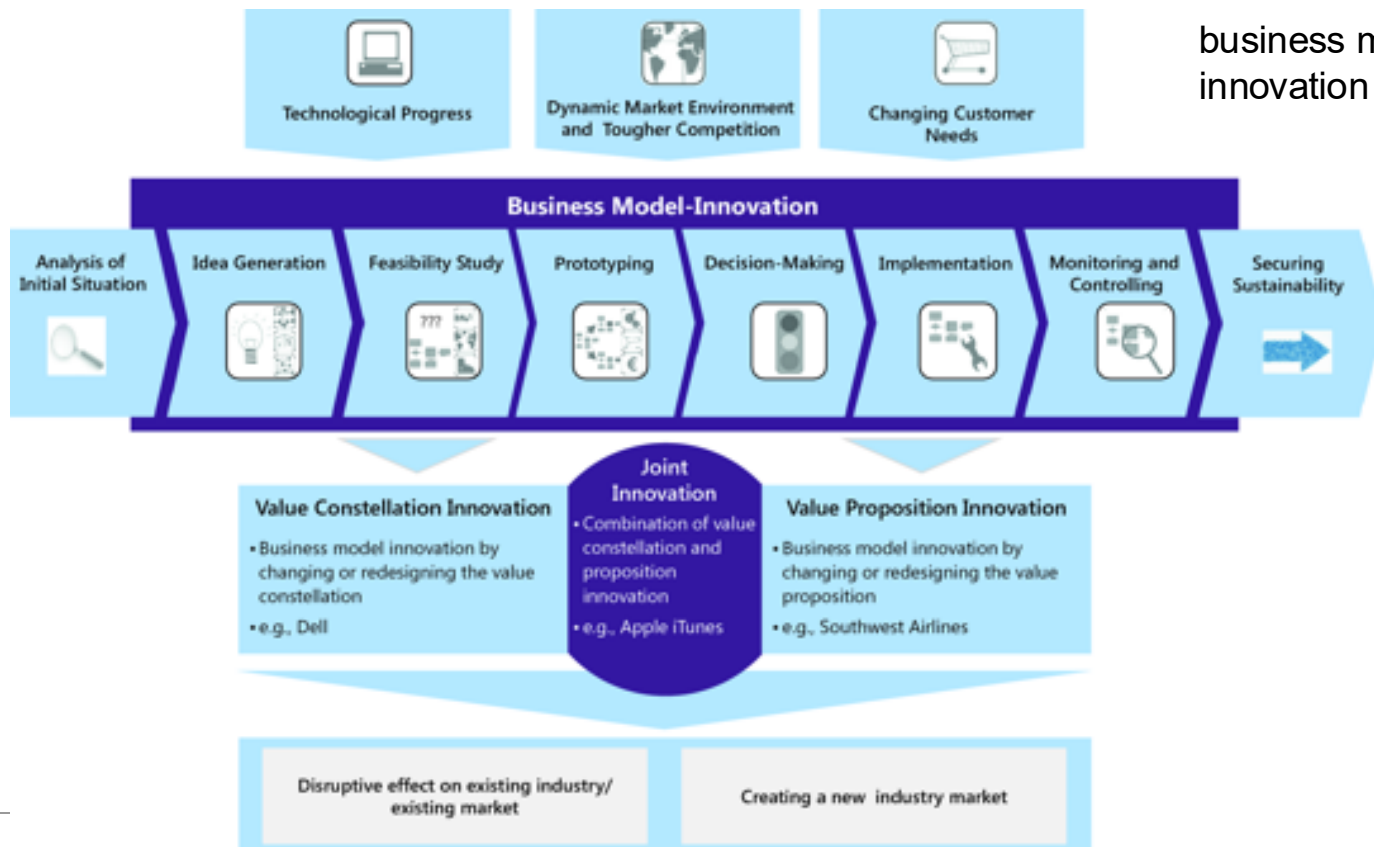
- Potential adaptation of the BMI
- Sustained growth through organization-wide learning
- Creation of isolating mechanisms towards competitor
- Securing long-term competitive advantage



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business model  
innovation

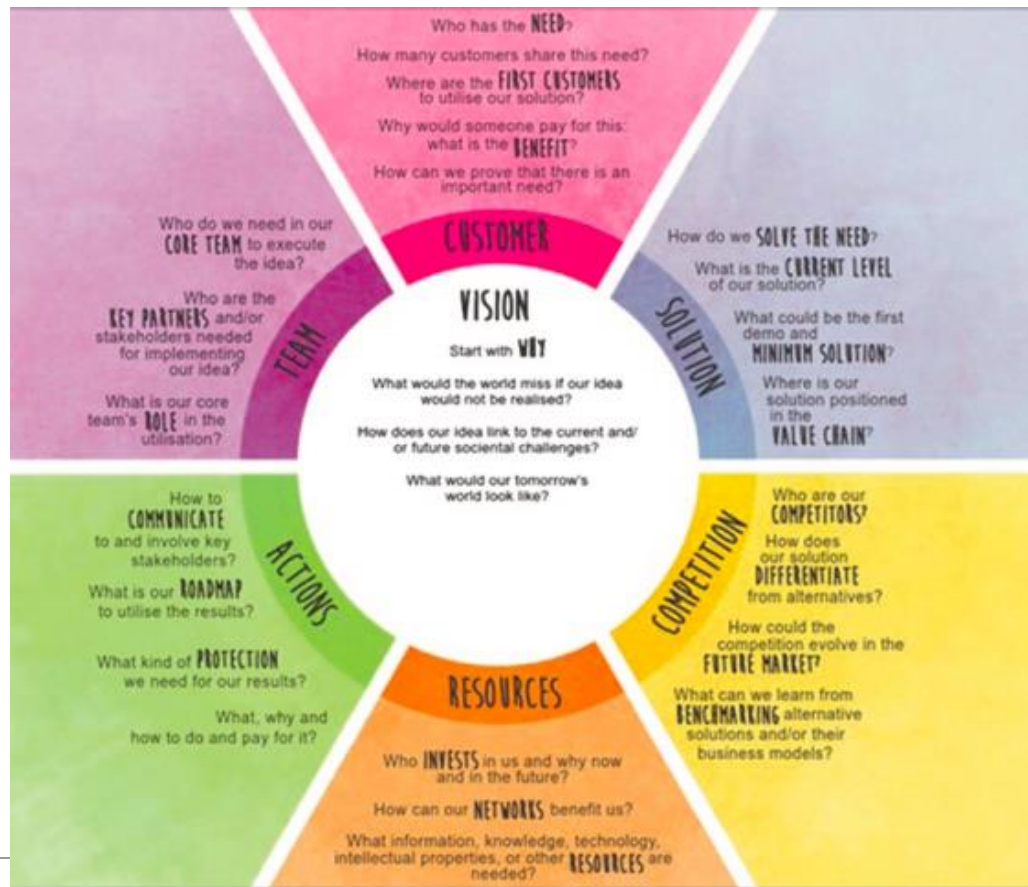




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Impact Canvas tool  
and a built-in  
iteration with  
Status-Target-Test  
and Do for each  
section of the  
Canvas

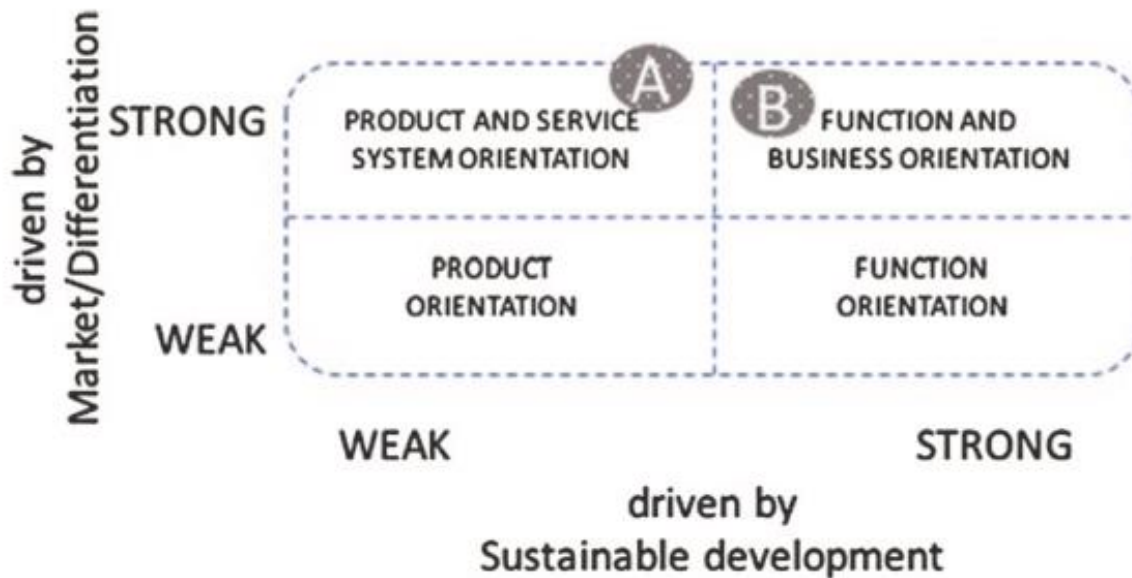




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Different driving forces push for different innovation

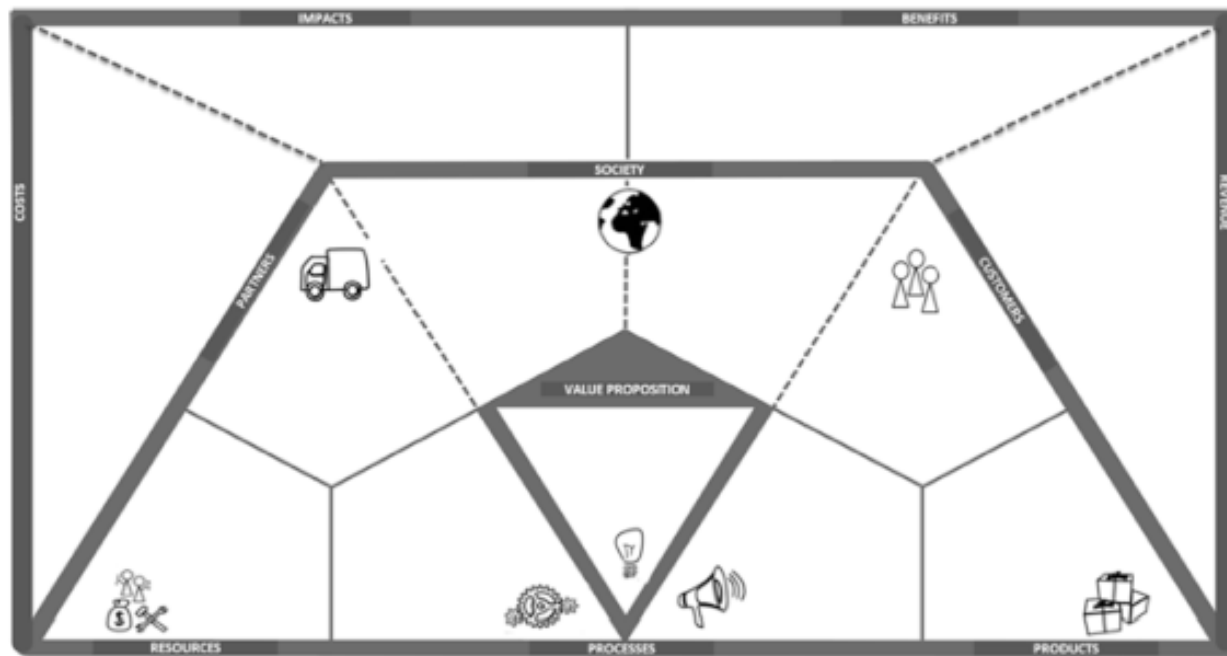




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## Value triangle business model Canvas





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## Value triangle business model Canvas

1. Society: the various stakeholders whom the firm establishes and maintains mutually beneficial relationships including natural environment with its ecosystem services including the natural environment and its ecosystem services.

2. Value proposition: firm's statement to co-create and co-deliver value for its stakeholders.

3. Customers: the different group of people or organizations that the firm aims to reach and serve.

4. Products: the bundle of goods and services that create values for customers.

5. Key operational activities: key operational activities include inbound logistics (i.e., procurement and supply channels), R&D, and operations as well as marketing and outbound logistics (i.e., distribution and communication channels).







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## Value triangle business model Canvas

6. Resources: capital types used by the firm: financial (e.g., cash used in transactions), manufactured (e.g. semi-products, infrastructure), intellectual (e.g., patents, tacit knowledge), human (e.g., labor, skills, motivation), social and relationship (e.g., shared norms, brand loyalty), and natural capital (e.g., clean air, biodiversity).

7. Partners: the network of suppliers and partners that makes the BM work.

8. Benefits: benefits are divided among benefits delivered to society and environment (i.e., public and partner value) and revenue sources by which firm captures some economic value for itself. Clearly separate social/environmental benefits.

9. Costs: costs are divided between costs that represents the negative impact of firm's outcomes and outputs on society and environment and cost drivers that impact the financial aspects of firm's performance. Clearly separate social/environmental costs.





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