

# **MODULE 1: DETRIVIALIZING SHARED VALUE**

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# TODAY'S SCHEDULE

- Introduction
- The course structure
- **Keynote: Business model and shared value as concepts**
- Preparing for Thursday
- Q&A

# WHAT IS A BUSINESS MODEL?

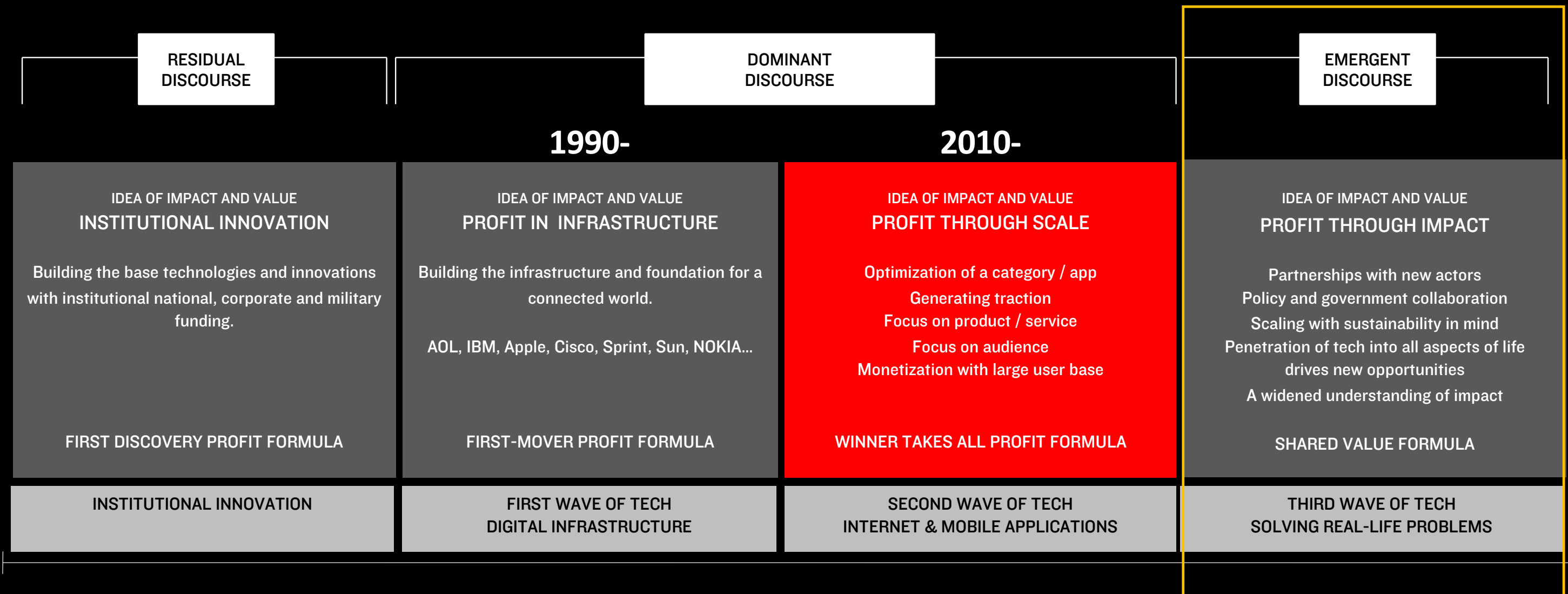
# Value creation + value capture

More modern perspective:

**Value creation + ~~value capture~~**

Value sharing among  
the contributors

# A NEW VALUE LOGIC IS EMERGING



# DISCUSSING THE SHARED VALUE CONCEPT

Let's discuss in groups

- Is shared value something more than neatly wrapped marketing message and "sustainabilitywashing"?
- How to embrace value sharing in business?

REFLECTING THE READINGS

- Michael Porter: Why business can be good at solving social problems.  
<https://youtu.be/0ilh5YYDR2o> (video)
- Crane, A., Palazzo, G., Spence, L. J., & Matten, D. (2014). Contesting the value of "creating shared value". *California management review*, 56(2), 130-153.

# BUSINESS MODEL IS A MIDDLE LEVEL CONCEPT

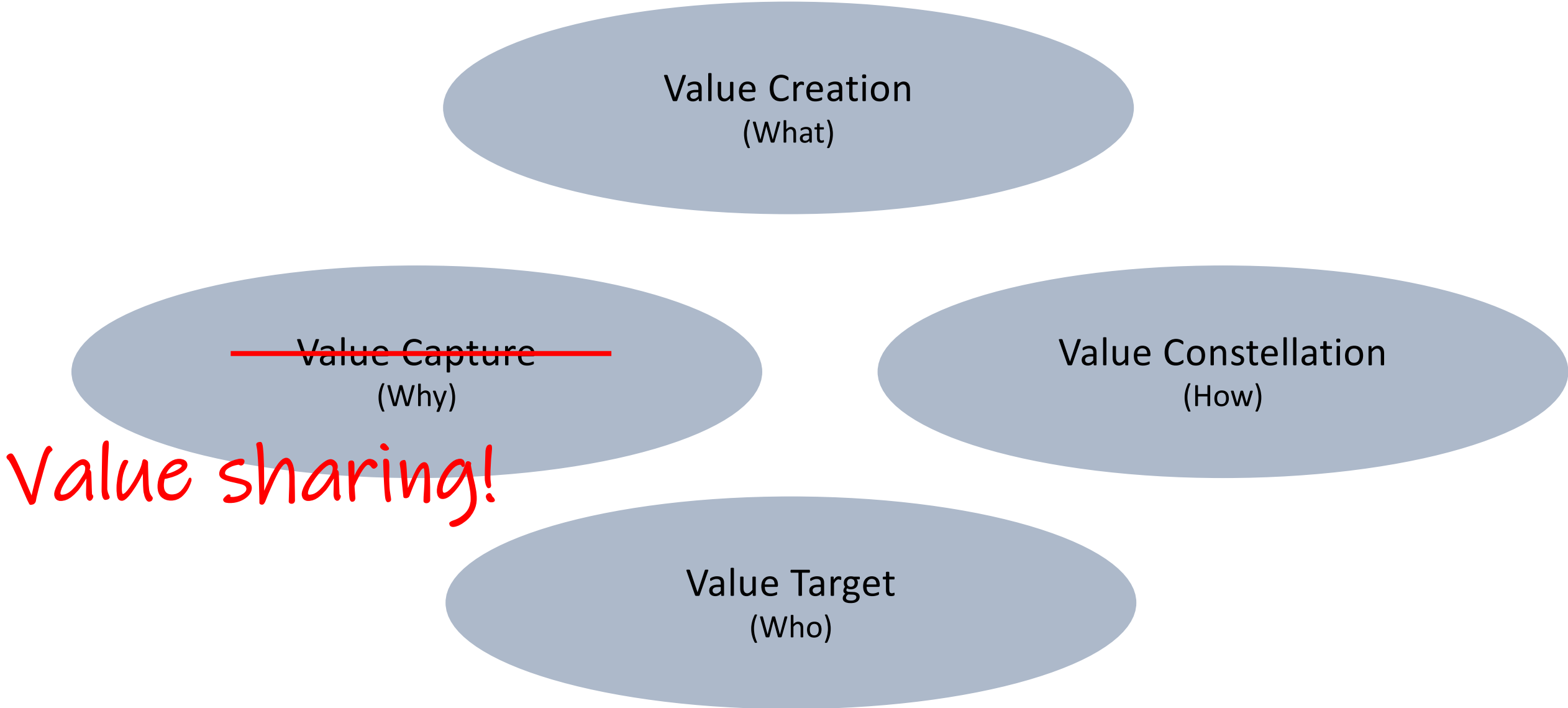
descriptions are neither so general that they fail to distinguish the main differences between firms...

...nor are they so absolutely particular that they cover every last detail of contract and activity. (Baden-Fuller & Morgan, 2010)

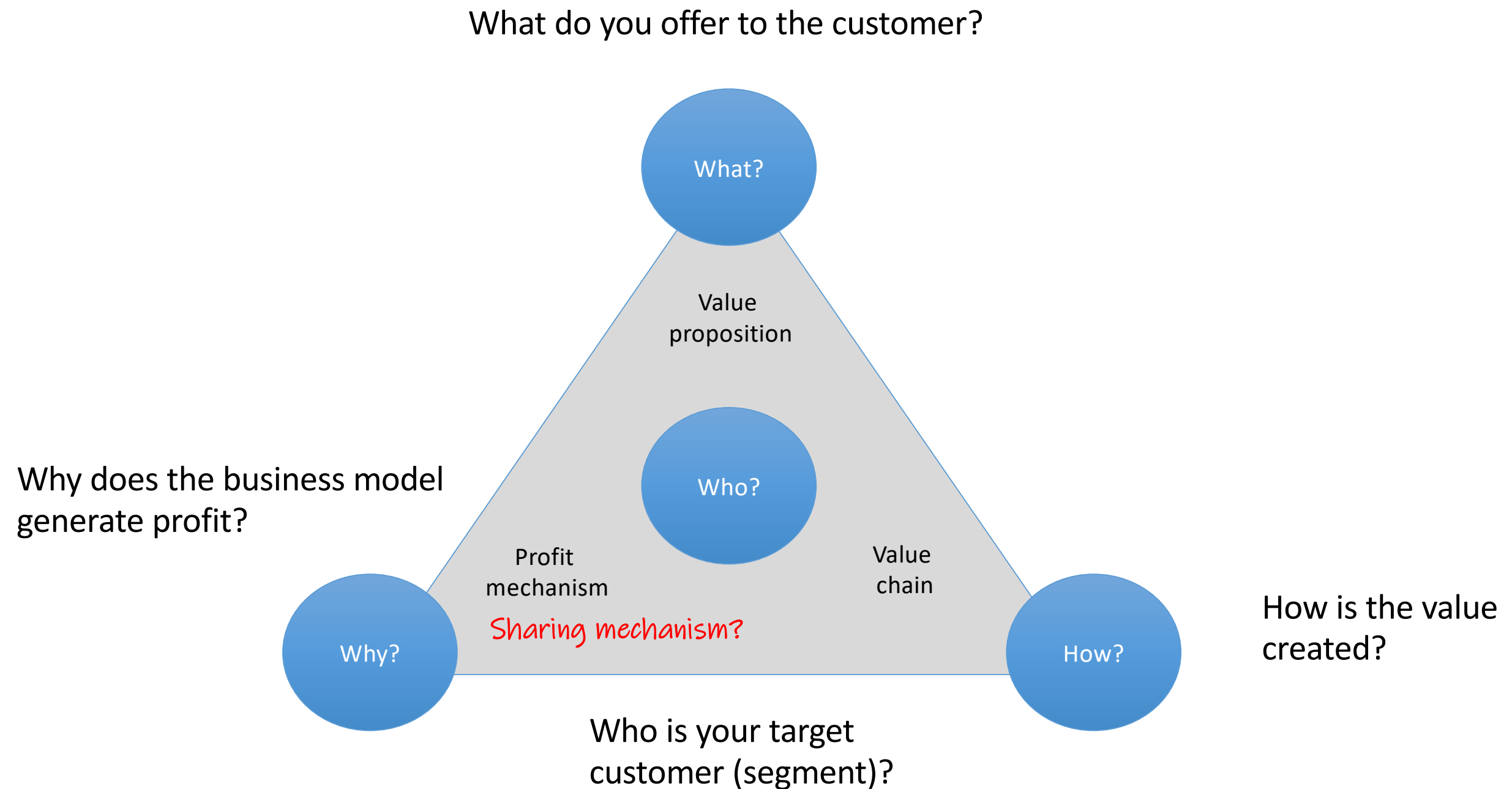




# MOST DEFINITIONS AGREE WITH THESE ELEMENTS

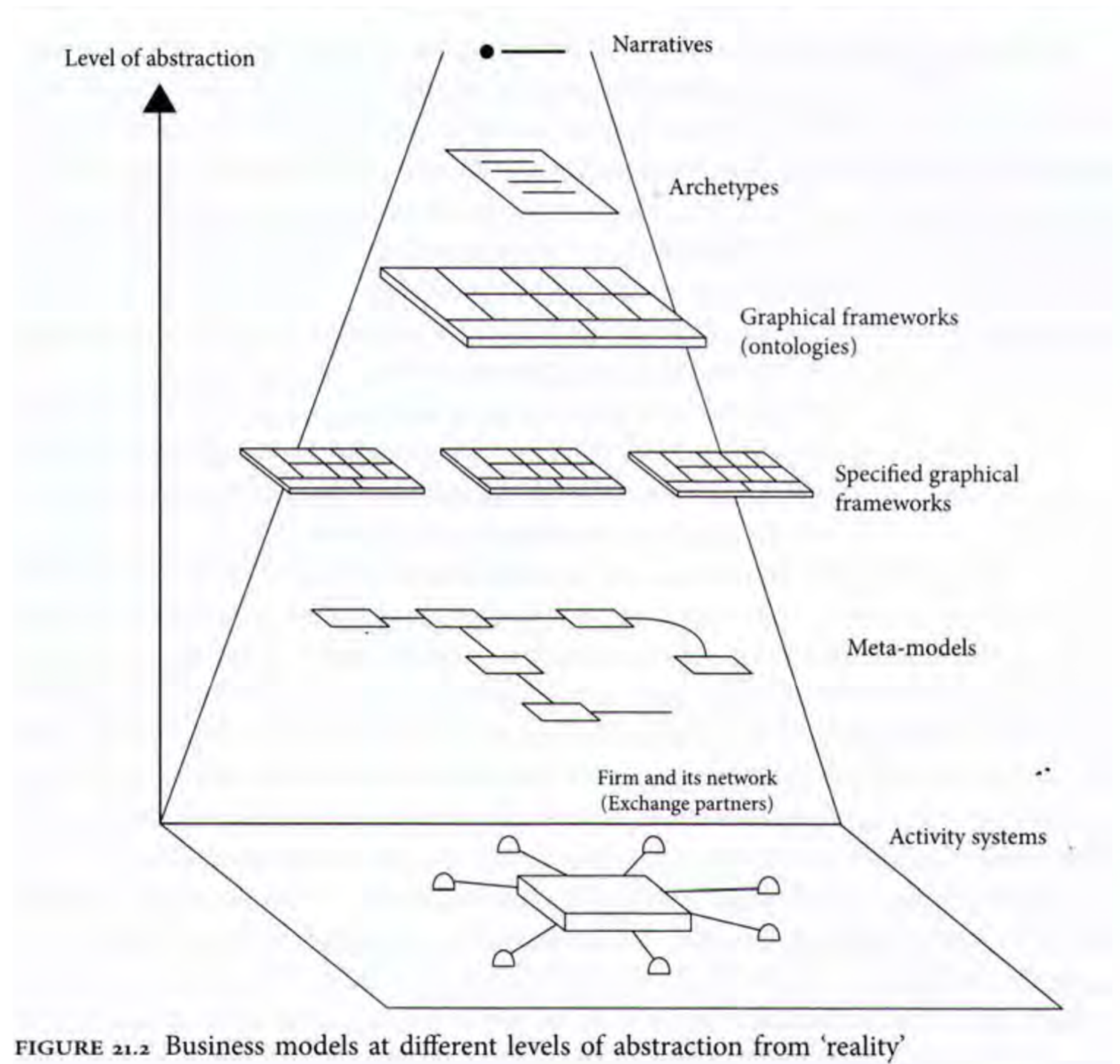


# INTEGRATIVE CONCEPT: BUSINESS MODEL TRIANGLE



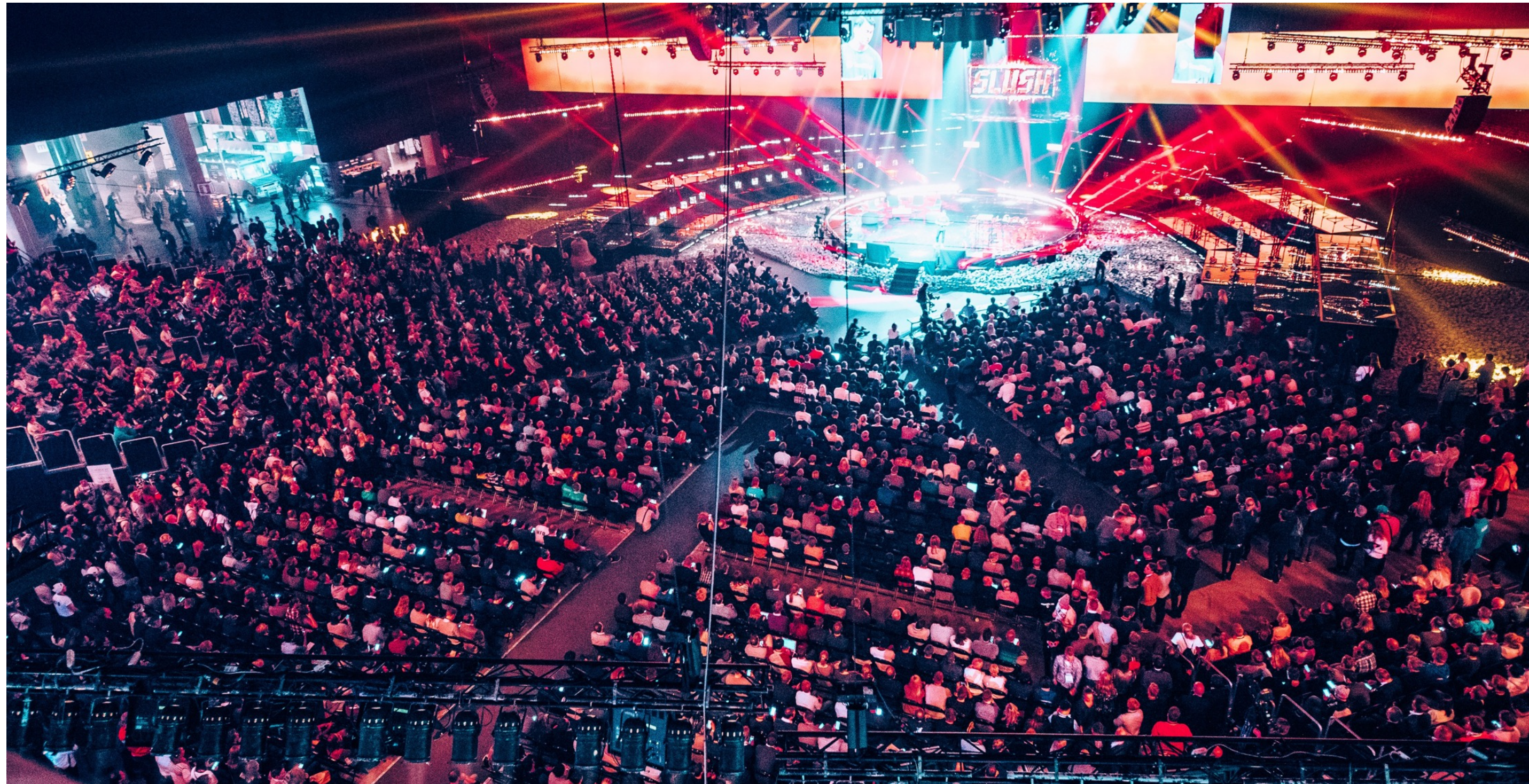
# MODELING THE BUSINESS MODELS –

# DIFFERENT LEVELS OF ABSTRACTION





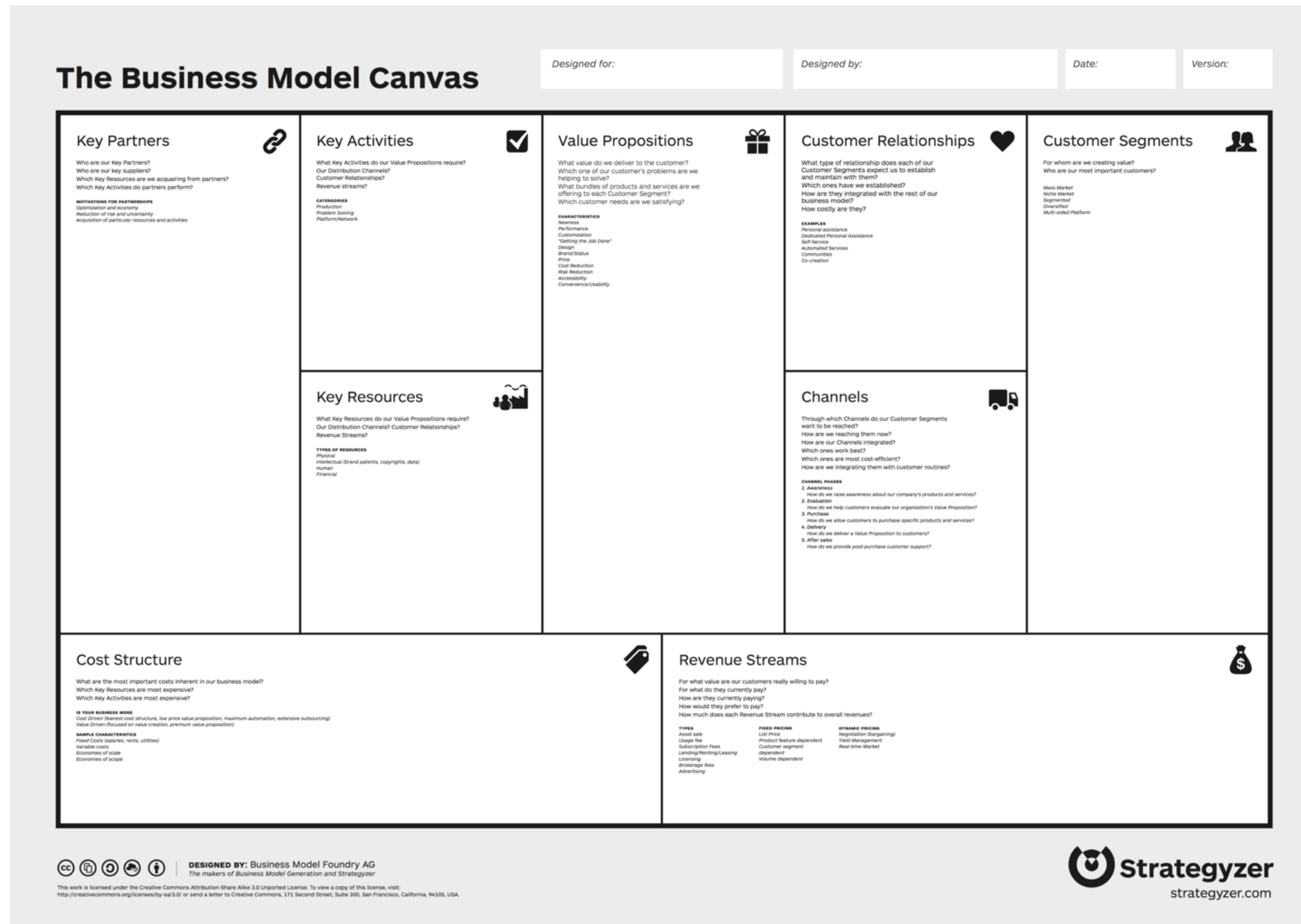
# BUSINESS MODELING: NARRATIVES



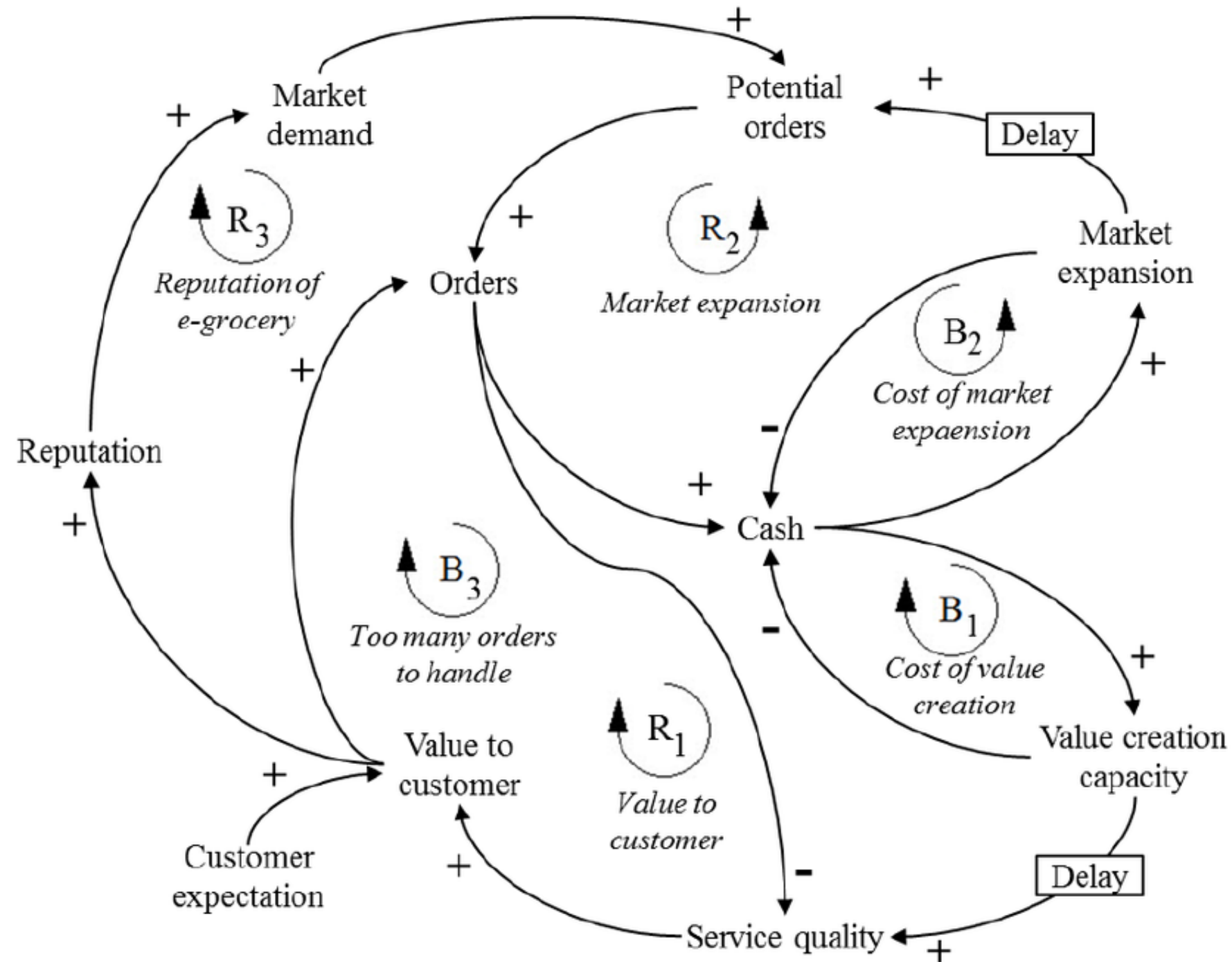




# BUSINESS MODELING: GRAPHICAL FRAMEWORKS (ONTOLOGIES)



# BUSINESS MODELING: META-MODELS, ACTIVITY SYSTEMS...



# KEY TAKEAWAYS

- Ongoing shift toward the logic of value sharing in business (models)
- Business model is a middle range concept
- Diverse definitions, converging into four elements
- Modeling a business requires selection of abstraction level



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# PREPARING FOR THURSDAY

- Same workshop run three times: 9-11, 12-14, 15-17. You have already selected a group. Please stick to that one :)
- We will run a set of tasks: instructions already in Mycourses so you will know what needs to be done
- Tasks are done in teams of 3-5 persons. We set the teams today! New teams each week.
- We will soon open breakout rooms in which you can discuss with your team shortly. Three things we need you to do for Thursday:
  1. **Select** a case company
  2. **Analyze** the case company (generally, using webpages)
  3. **Set** up a Miro account (unless you don't have one already)

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# MORE INFORMATION

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