



ProBM 2

# NATIONAL REPORT FROM INTERVIEWS (POLAND)

Understanding and Developing  
Business Models in the Globalisation Era

ProBM 2

20-03-2020



## 1. INTRODUCTION

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

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

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

Those eligible to participate included directors, entrepreneurs, business owners, business managers, head of business or head of human resources who are involved with managing an SME (an enterprise with between 10 and 250 employees) that has been in operation for a minimum of 5 years.

Questionnaires in Poland were sent by e-mail to 8 selected entrepreneurs.

The questionnaire was divided into 4 blocks:

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

The results of the study are presented on the following pages.

*In most cases, 8 respondents are considered 100% (in Block 2, depending on the answers given, not every respondent answers all questions). In the legends, next to the graphs, the number of individual answers is given in brackets. In addition, it should be noted that in question 6 in Block 1, question 4 in Block 2 and question 5 in Block 4 it was possible to choose more than one answer.*

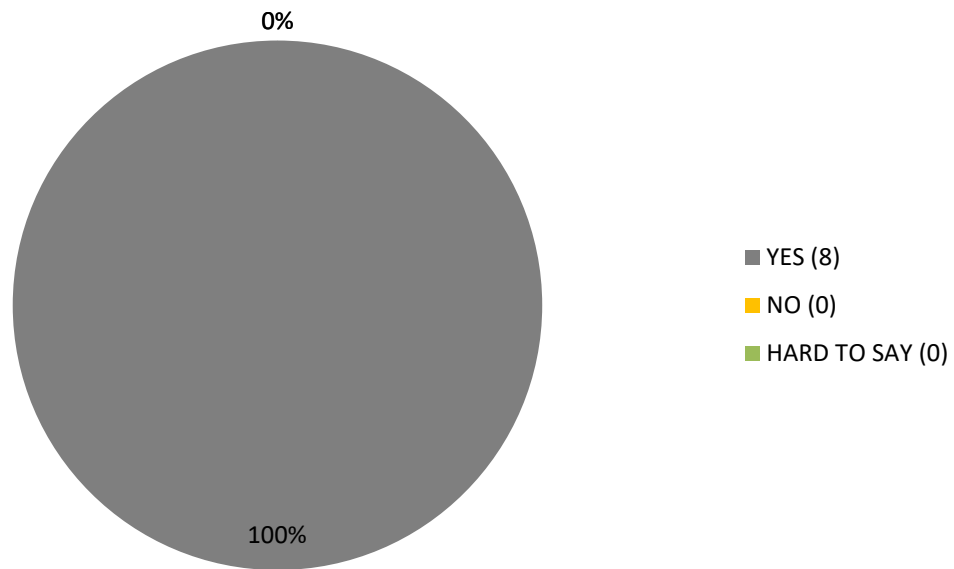
## 2. RESULTS

### BLOCK 1

#### GENERAL KNOWLEDGE AND OPINIONS ON BUSINESS MODELS

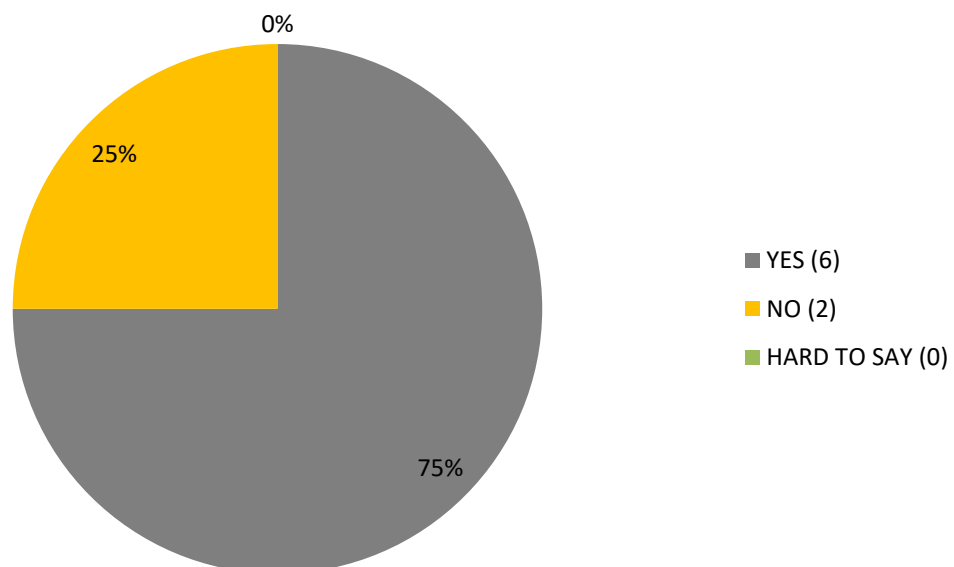
##### QUESTION 1:

Do you know what a business model is?



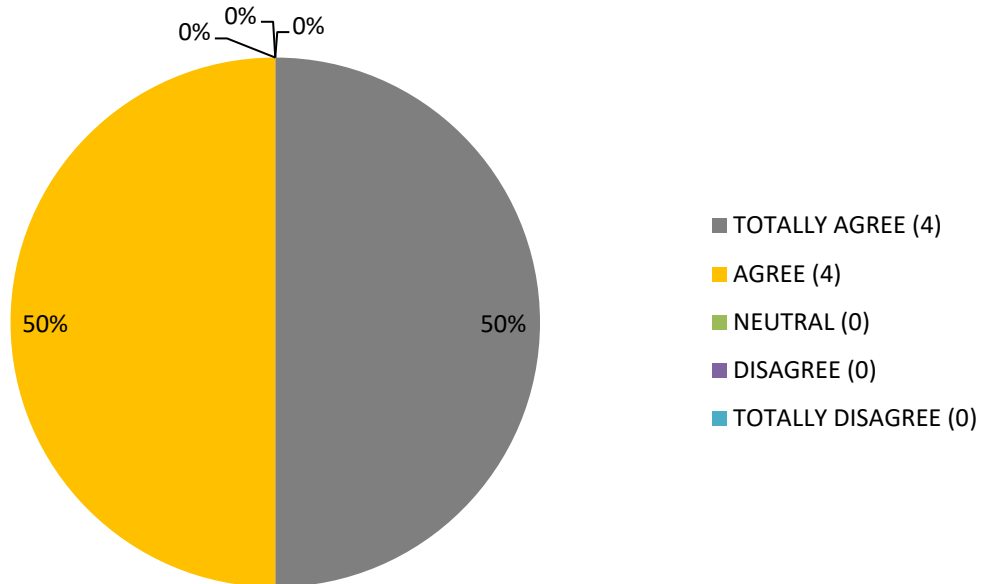
##### QUESTION 2:

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



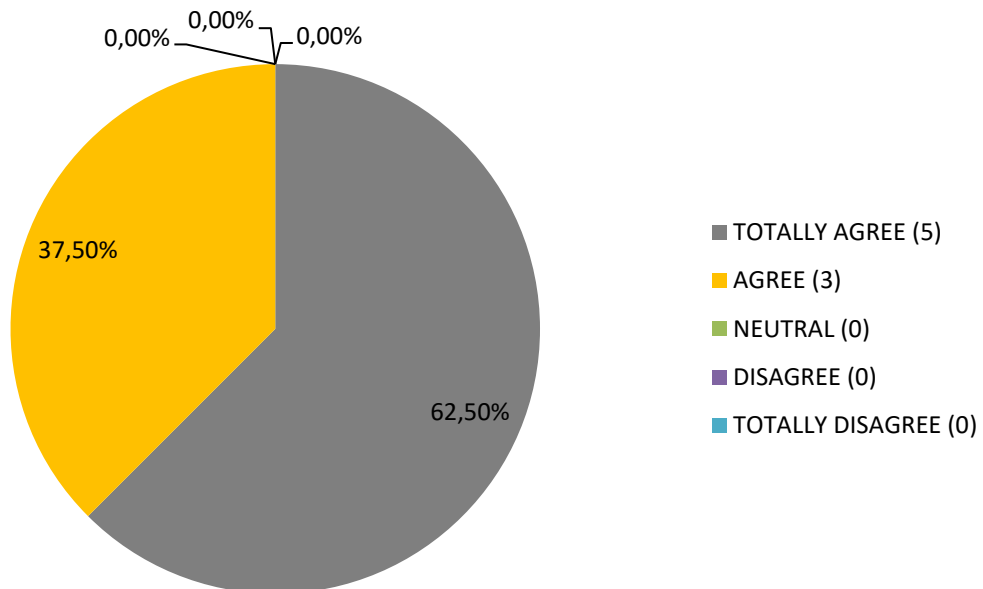
**QUESTION 3:**

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



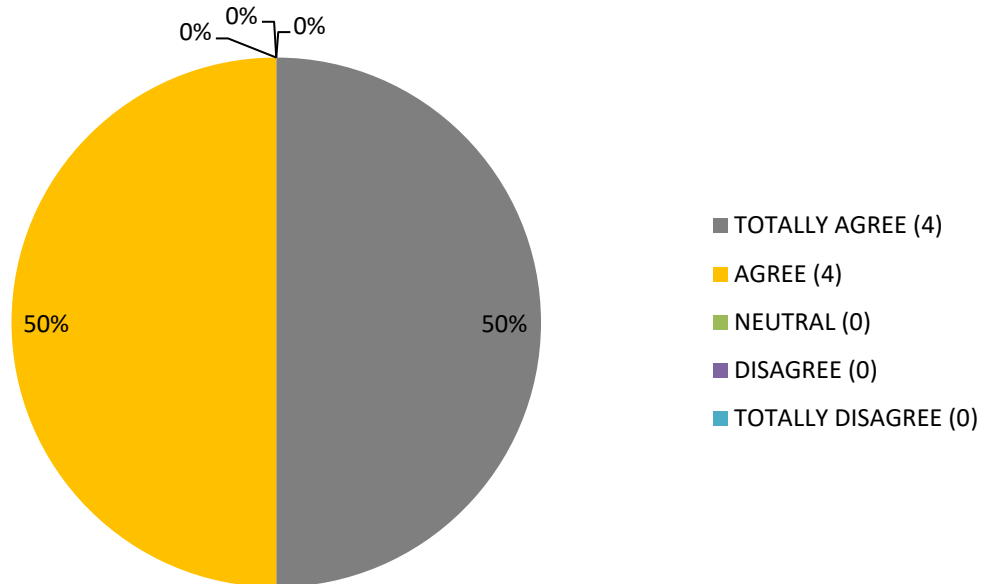
**QUESTION 4:**

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

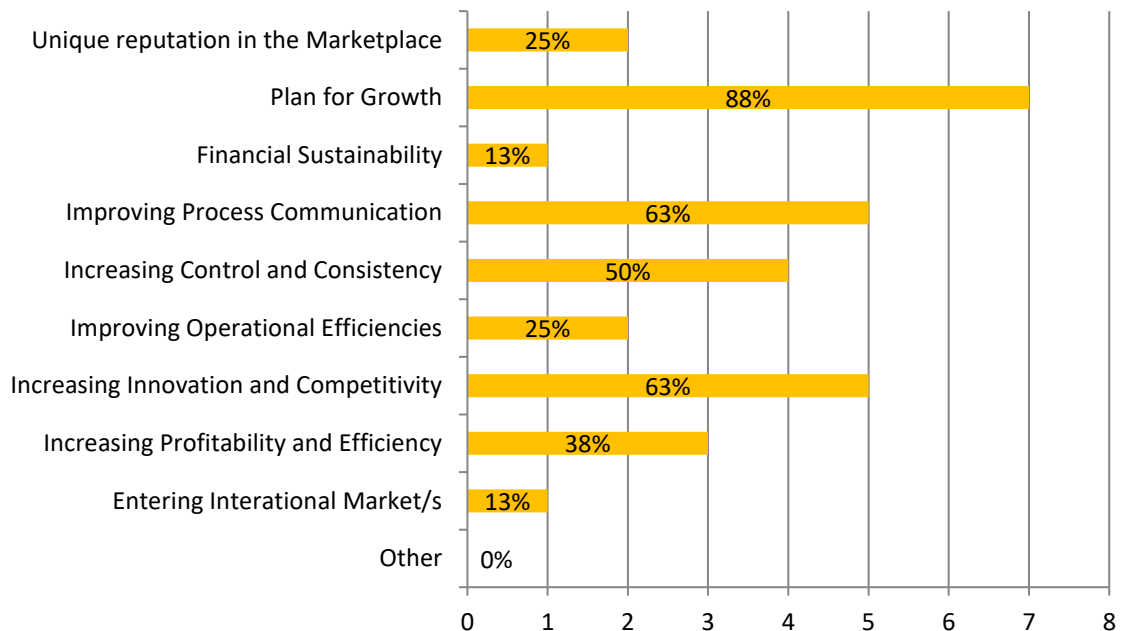


**QUESTION 5:**

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


**QUESTION 6:**

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





## BLOCK 2

### BUSINESS MODEL IN YOUR COMPANY

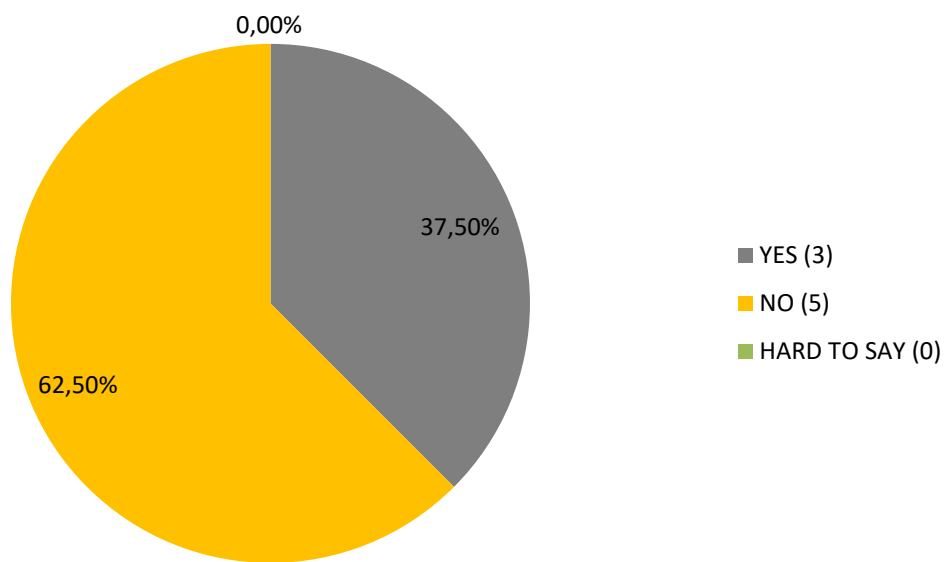
#### QUESTION 1:

Did you apply business models within your company?

*If "Yes" interviewee continues with question No 3*

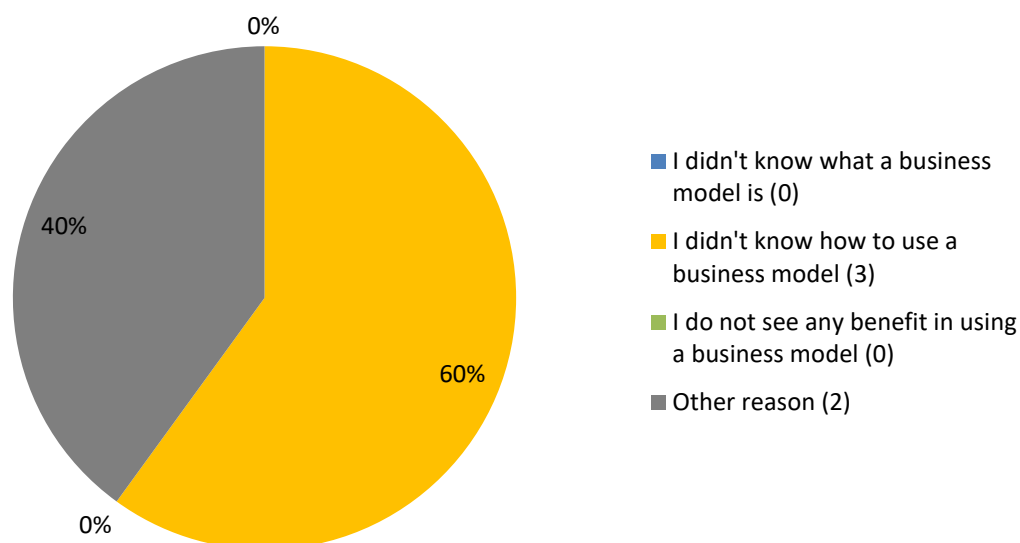
*If "No" interviewee continues only with question No 2, then goes to Block 3*

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



#### QUESTION 2:

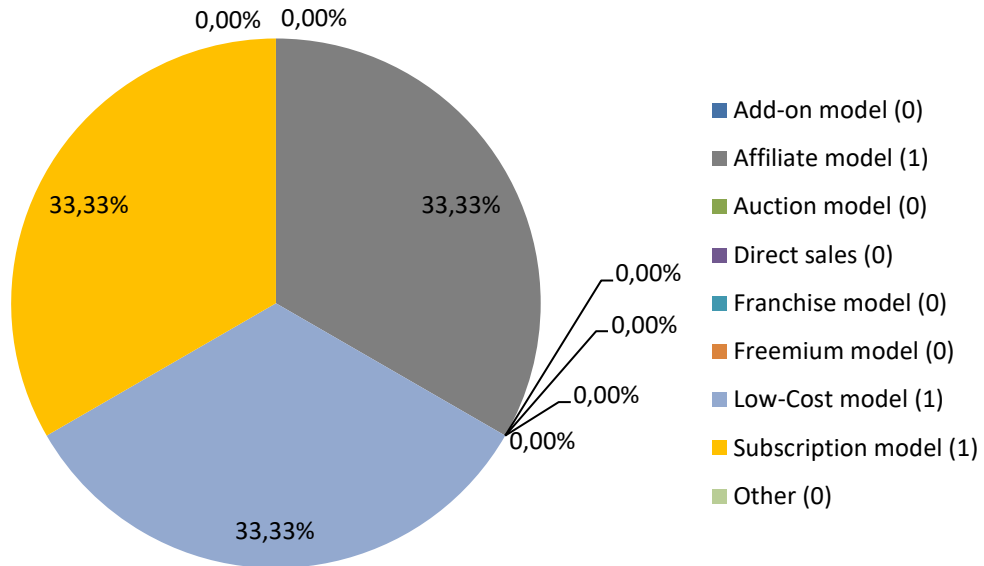
If "No" or "Hard to say", why didn't you use a business model in your company?



Other reasons: (1) *Early stage of business development and its specifics (NGO)*, (2) *Lack of knowledge of the management about this topic.*

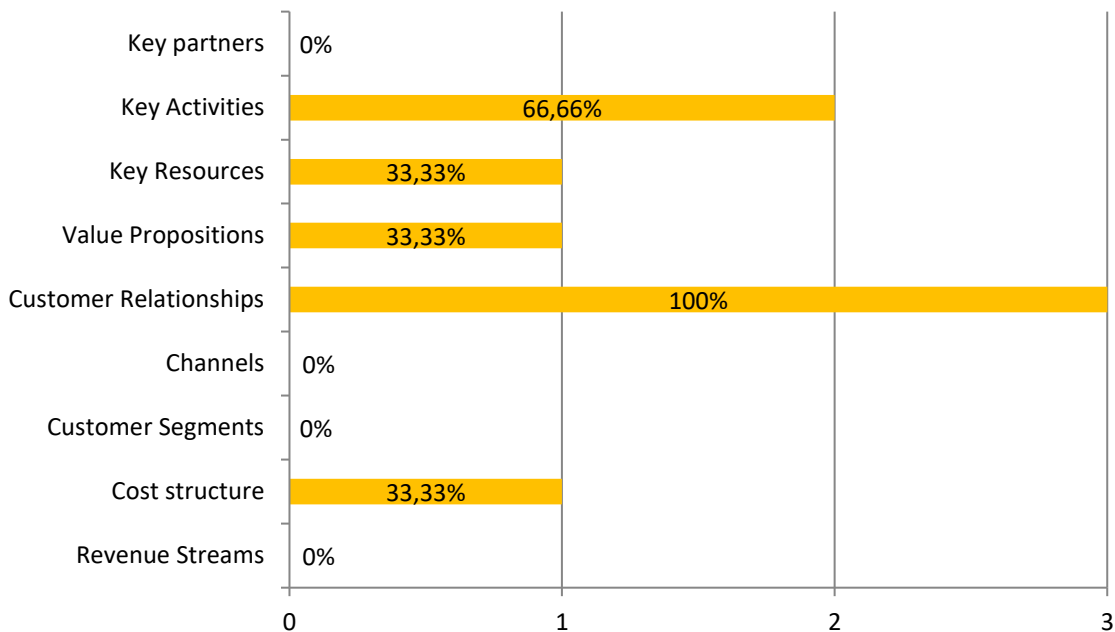
**QUESTION 3:**

What type of revenue streams do you use?


**QUESTION 4:**

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

*Possibility to choose more than one answer.*



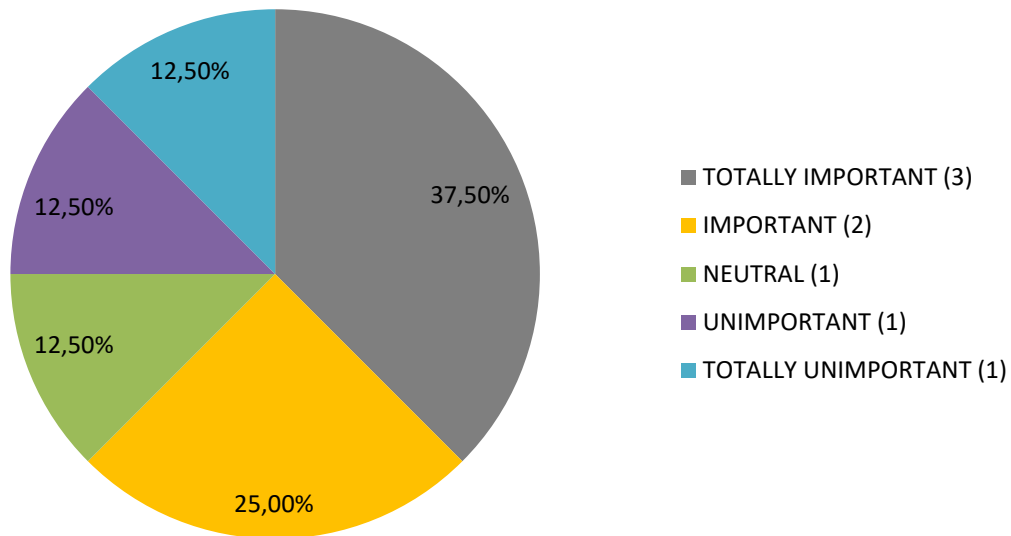
### BLOCK 3

#### ELEMENTS OF BUSINESS MODEL

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

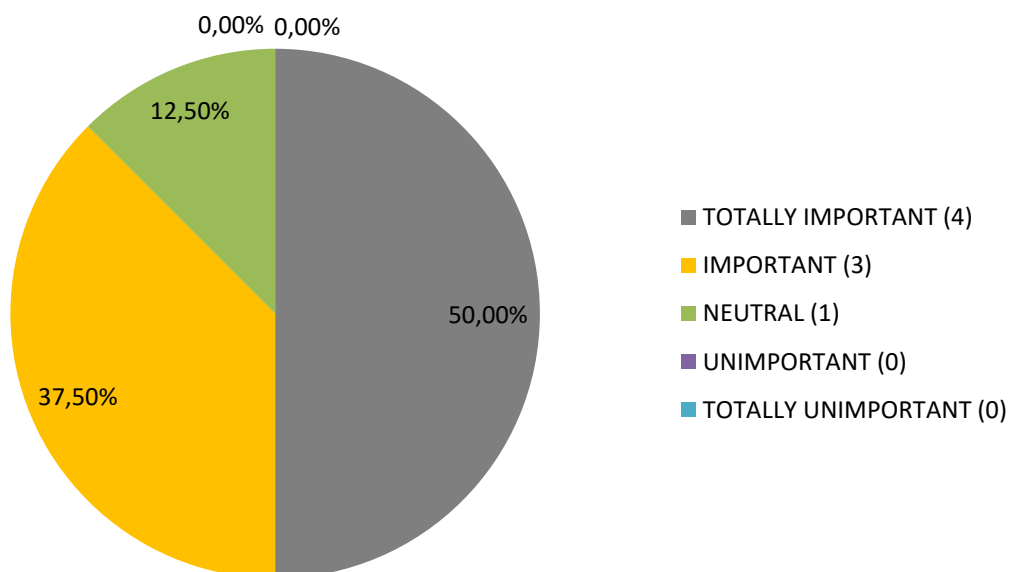
##### 1. KEY PARTNERS

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



##### 2. KEY ACTIVITIES

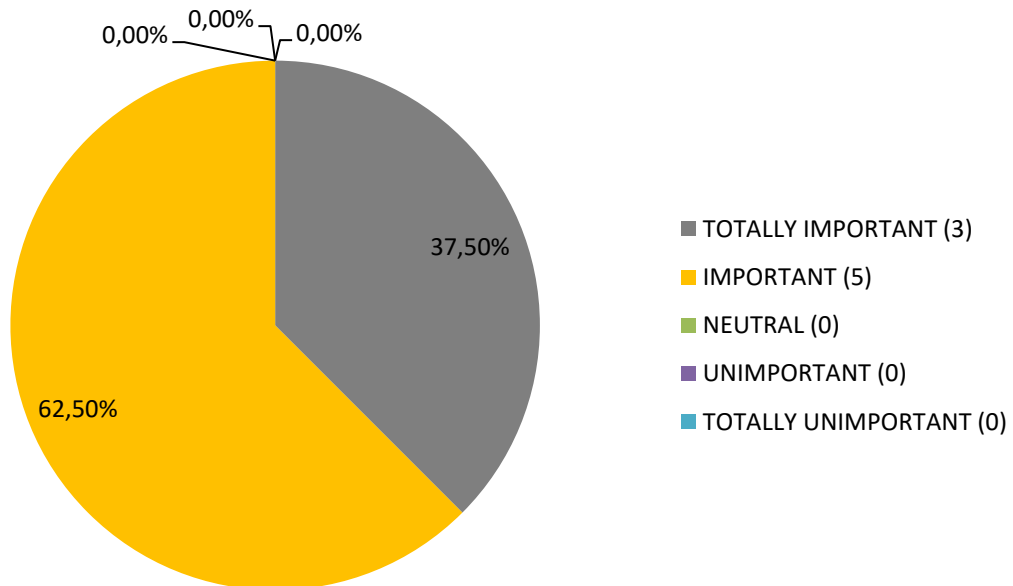
*(The most important activities that a company must perform to provide added value, establish a relationship with a customer, and generate revenue)*





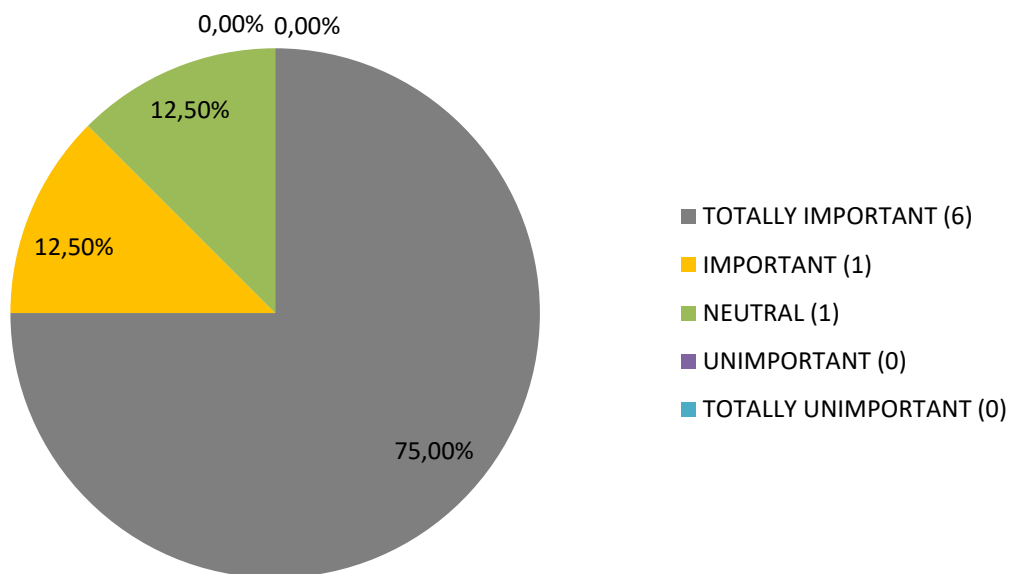
### 3. KEY RESOURCES

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



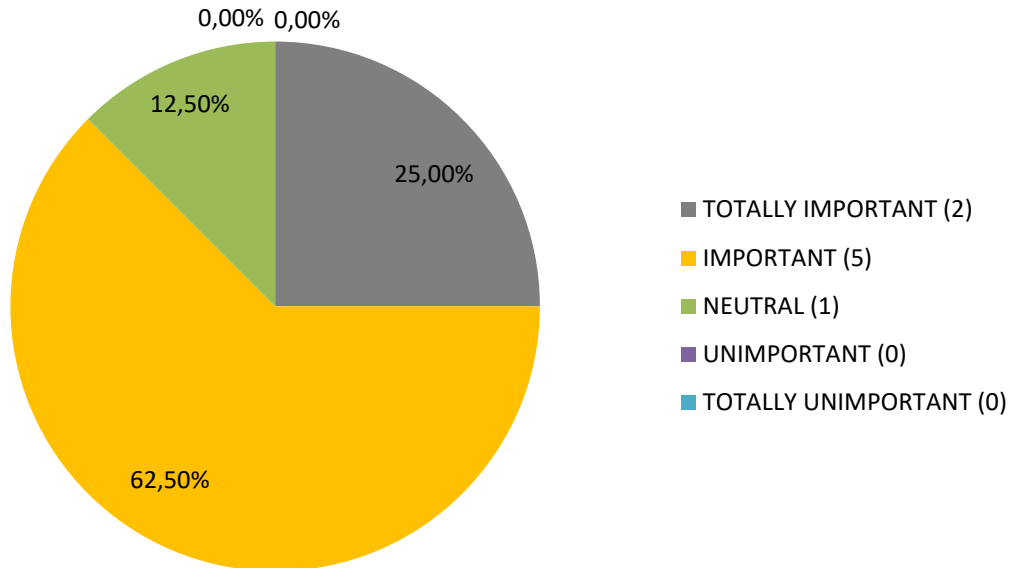
### 4. VALUE PROPOSITIONS

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



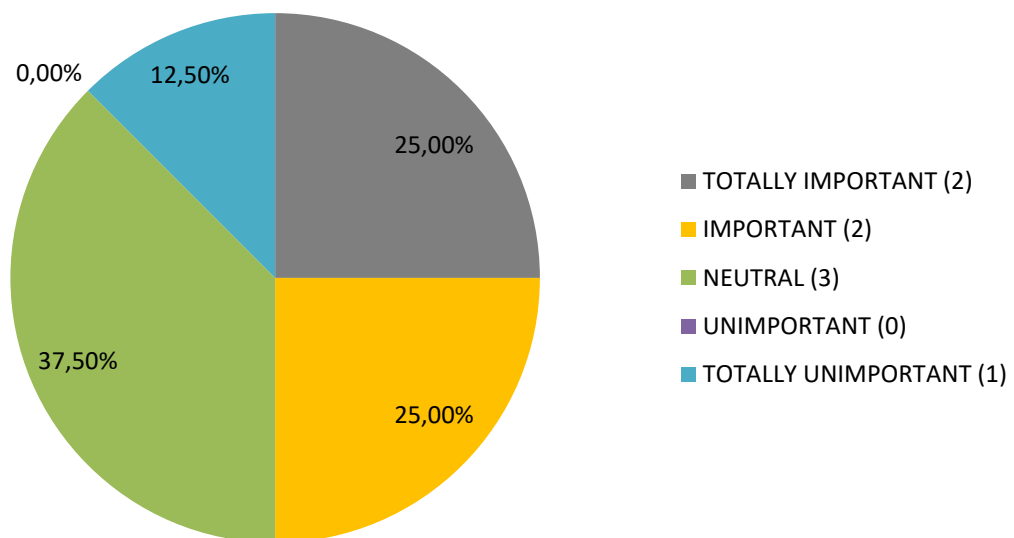
## 5. CUSTOMER RELATIONSHIPS

*(Characteristics of relationships with the client)*



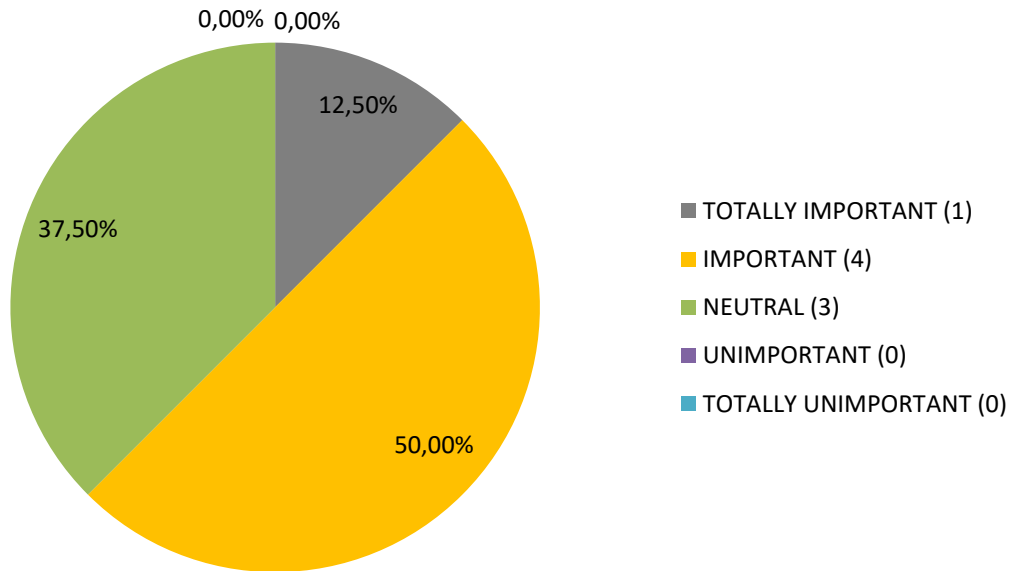
## 6. CHANNELS

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



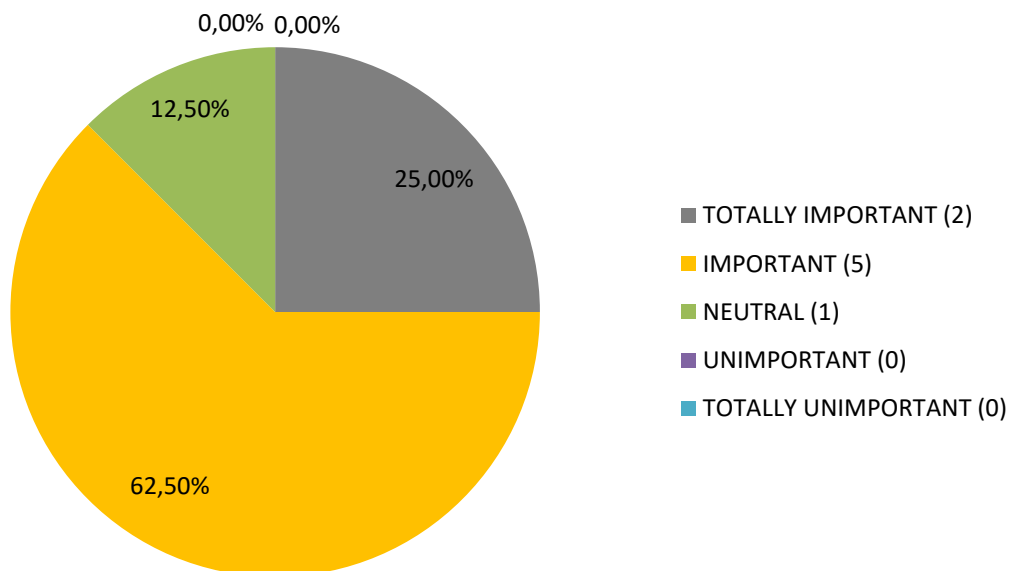
## 7. CUSTOMER SEGMENTS

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



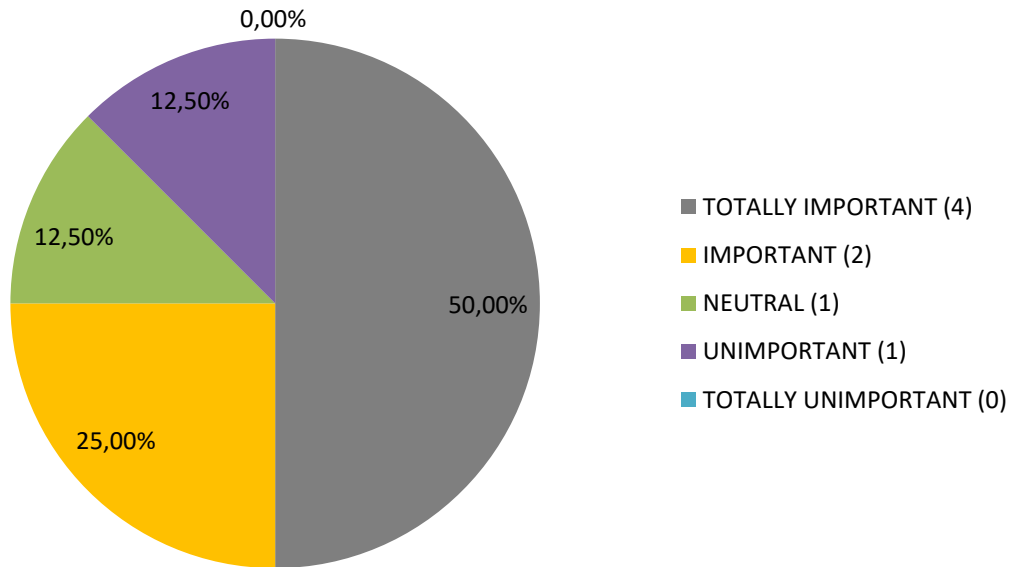
## 8. COST STRUCTURE

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

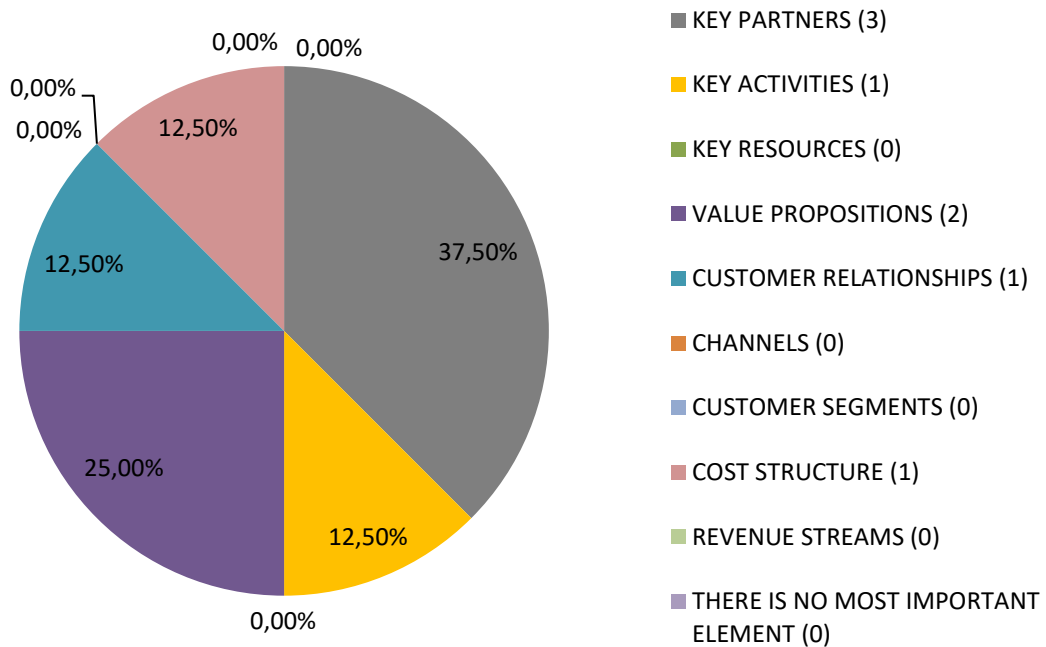


## 9. REVENUE STREAMS

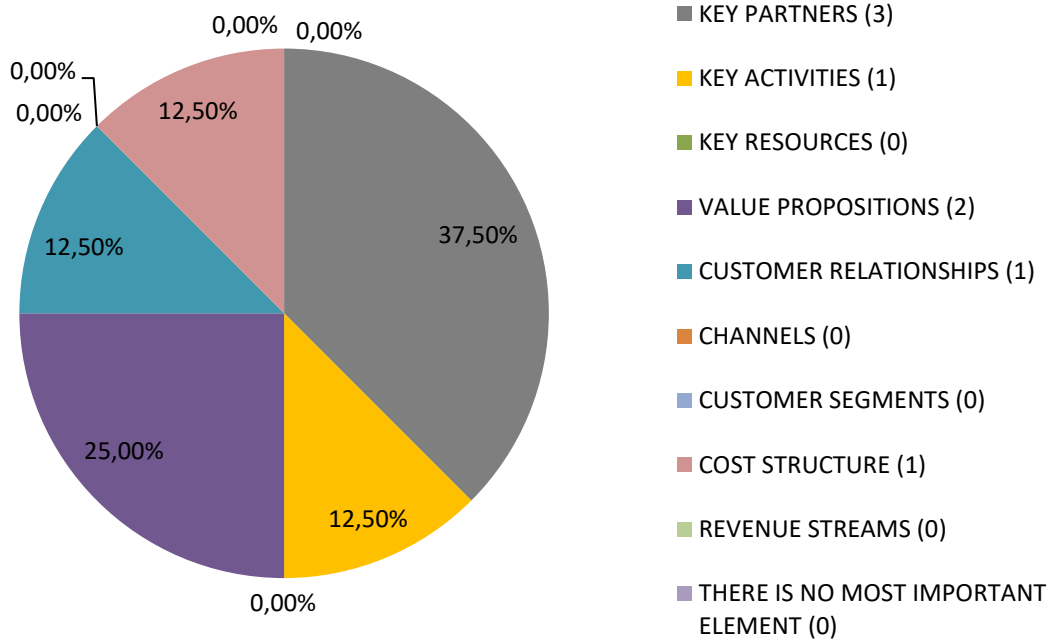
(An introduction of how the product or service will generate revenue. It may be different for each customer segment)



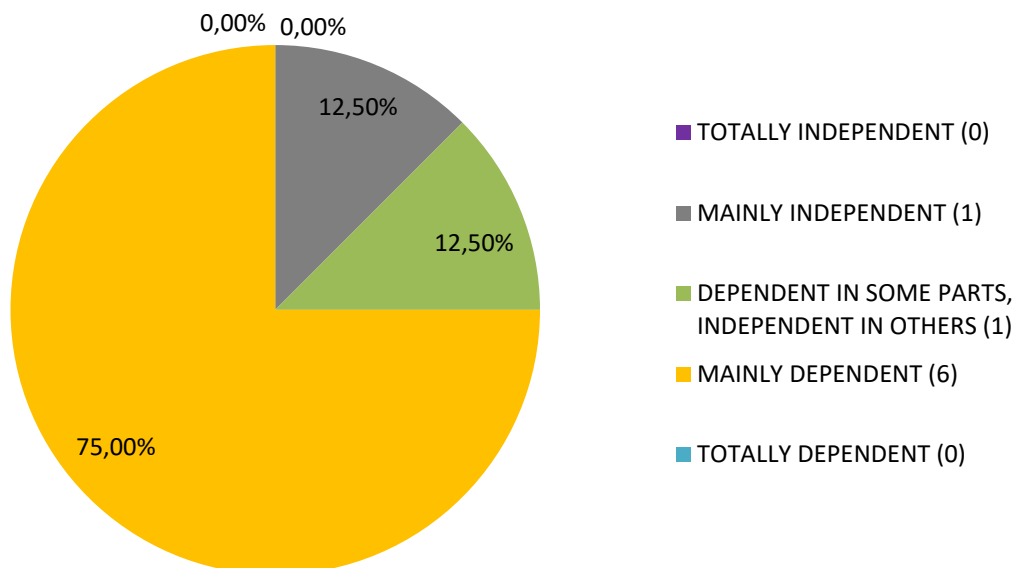
## 10. Which of the above elements is the **MOST IMPORTANT** in your opinion?



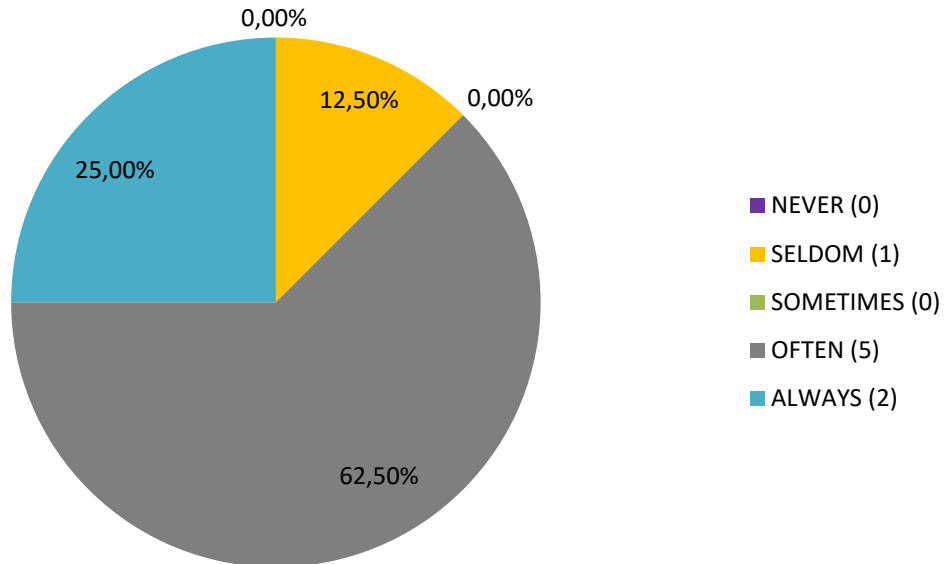
11. Which of the above elements is the **LEAST IMPORTANT** in your opinion?



12. You see the different elements of business model as:



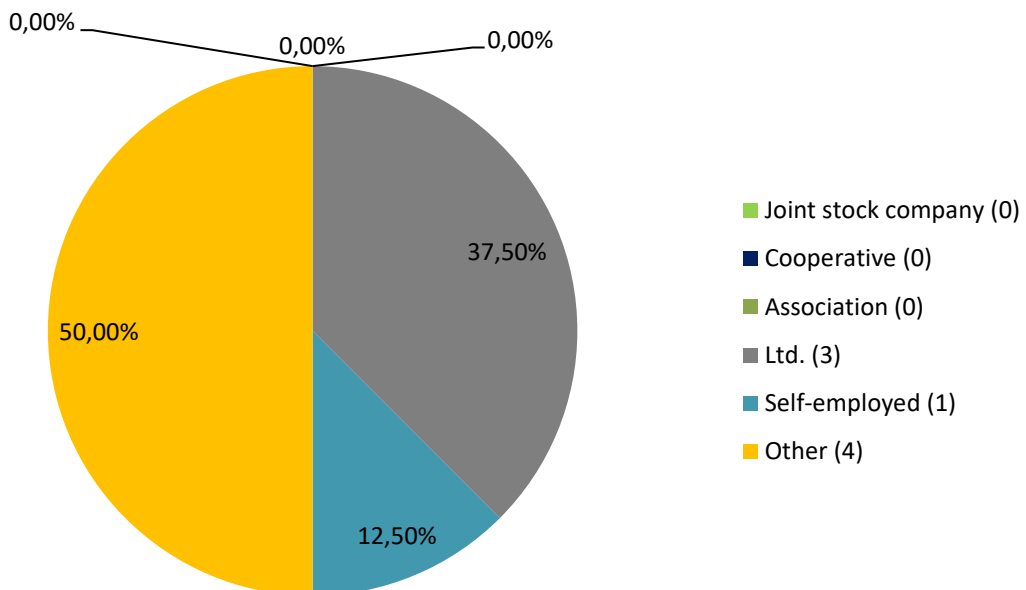
**13.** How often, in your opinion, does a change in one of the elements lead to a change in other(s)?



## BLOCK 4 COMPANY AND INTERVIEWEE PROFILE

### QUESTION 1:

Type of the company

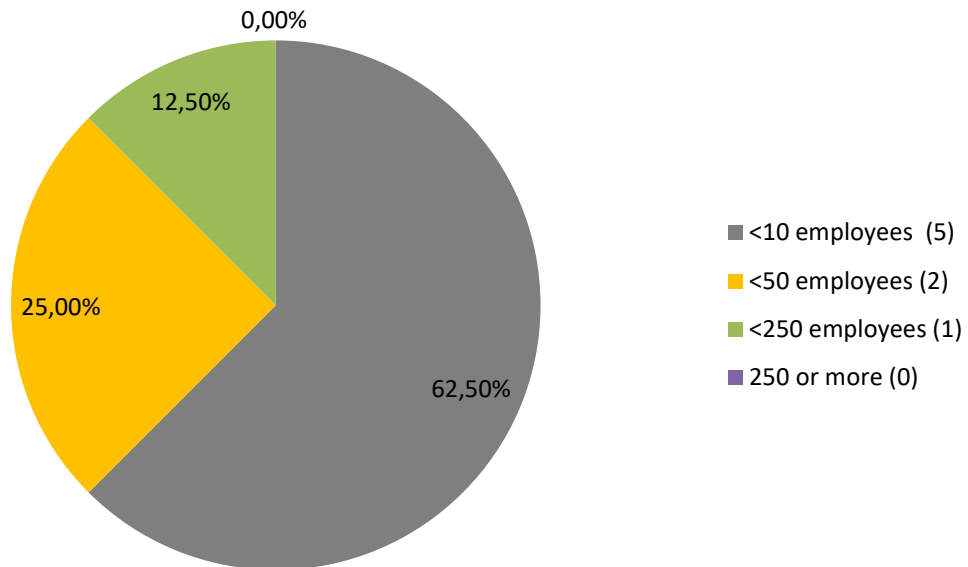


Other: (1) General Partnership, (2) Civil Law Partnership, (3) NGO, (4) Civil Law Partnership.



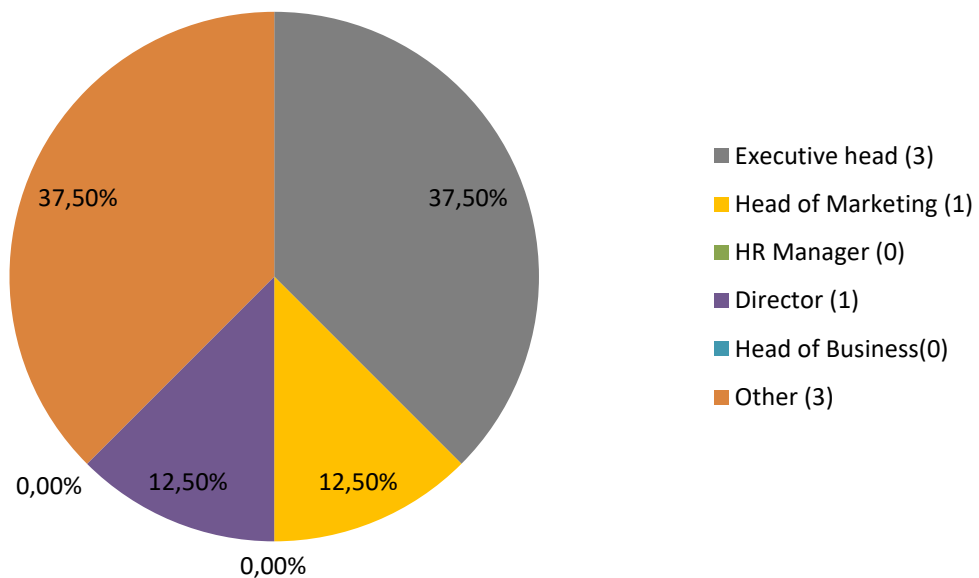
**QUESTION 2:**

Size of the company



**QUESTION 3:**

Position in the company



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

**QUESTION 4:**

Sector of the company:

Metal industry (1 answer)

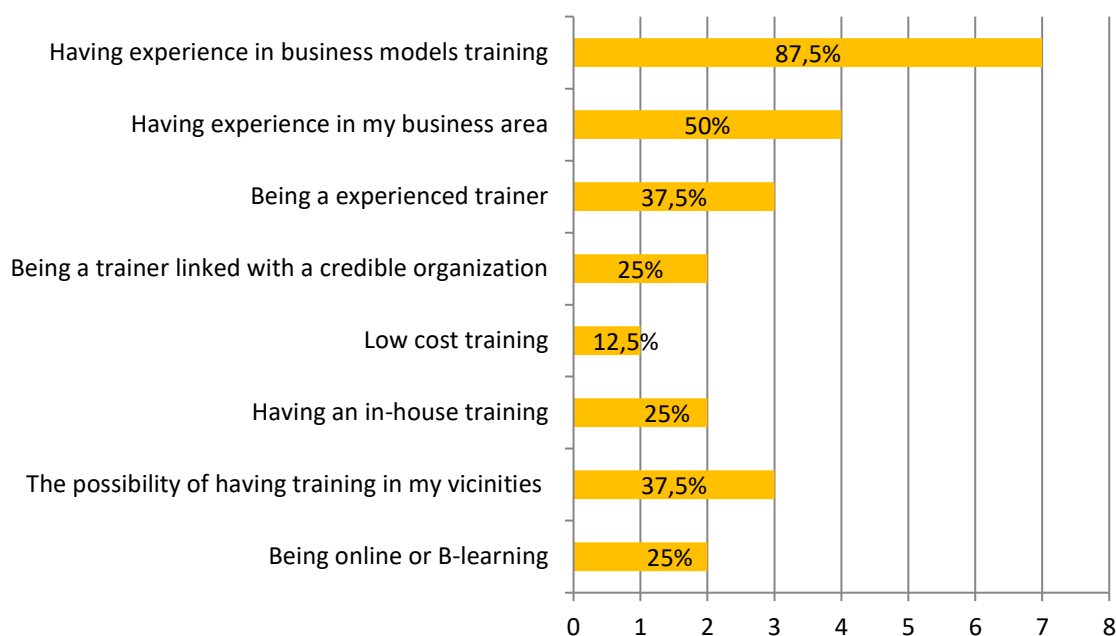
Services (5 answers)

Production (1 answer)

NGO (1 answer)

### QUESTION 5:

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



## 3. CONCLUSIONS

Based on the results obtained from the surveys, it can be stated that Polish entrepreneurs possess basic knowledge about what business models are (100% of interviewees answered that they know what a business model is). 75% of entrepreneurs have heard of the Business Model Canvas before. Moreover, 100% of interviewees agree or totally agree with the statements that:

- the development of a business model is crucial towards contributing to the success of a company;
- the use of a good business model improves the situation of an enterprise / organisation on the market;
- the increase in knowledge on business models reduces barriers to starting and/ or improving one's own business.

When asked about the benefits of using business models, as many as 87,5% of respondents selected Plan for Growth. The next most frequently chosen benefits are Increasing Innovation and Competitivity (62,5%), Improving Process Communication (62,5%) and Increasing Control and Consistency (50%). Respondents indicated Financial Sustainability (12,5%) and Entering International Market/s (12,5%) as the least important benefits.

Only 37,5% of respondents applied business models within their companies. The rest (62,5%) admitted that they did not apply business models because they did not know how to use a business model (60%), while some respondents indicated another reason (40%), these were: early stage of business development and its specifics, and lack of knowledge of the management about this topic.

Revenue streams that are used in their companies are:

- affiliate model (33,33%),
- low-cost model (33,33%),
- subscription model (33,33%).

Respondents used the following elements in their business models:

- Key Activities (66,66%),
- Key Resources (33,33%),
- Value Propositions (33,33%),
- Customer Relationships (100%),
- Cost Structure (33,33%).

**When asked about the importance of individual elements of business models, the vast majority of respondents indicated that all elements are important or totally important.**

According to respondents, the most important element is Key Partners (37,5%), and the least important element is Customer Segments (37,5%). They see the different elements of a business model as mainly dependent (75%). Only one interviewee indicated that these elements are mainly independent, while another respondent claimed that they are dependent in some parts, and independent in others. In their opinion, a change in one of the elements lead to a change in others:

- often (62,5%),
- always (25%),
- seldom (12,5%).

Respondents were asked to indicate what kind of trainer features they would most appreciate if they were to search for business models training. According to respondents, the most important element is having experience in business models training (87,5%), having experience in their business area (50%), being an experienced trainer (37,5%) and the possibility of having training in their vicinity (37,5%). The cost of training was considered the least important element (12,5%).