



ProBM 2

# NATIONAL REPORT FROM INTERVIEWS (ROMANIA)

## 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 continues the ProBM project *“Understanding and Developing Business Models”* (Erasmus+) with the aim of helping adult educators and training providers to rise their capacity to teach business models. In the first project, the partners established a compendium of business models for entrepreneurs. In the ProBM2 project, partners from Malta, Poland, Italy, Greece, Portugal, Switzerland and Romania will develop a training program for teaching applicable knowledge and skills about business models.

The project's target audience will be entrepreneurs, prospective entrepreneurs, business owners, business managers. They will become more confident to design and implement the best business model in their present or future enterprises.

The first output of the project are the results of a survey about how business models are used and with what impact. Each partner country will implement this survey and will catch the influence of business models in the practice of local companies. The results of the survey will be compiled in national reports and then the conclusions will be used to compose an integrated project report with the most important aspects to be included in the training program.

The survey was administered to entrepreneurs, directors, business owners, business managers, head of business or head of human resources from SME (an enterprise with between 10 and 250 employees).

In Romania, surveys were sent by e-mail and were taken by face-to-face interviews to eight selected people.

The questions of the survey were 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 next pages include the answers of the survey questions and their interpretation.

*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.*

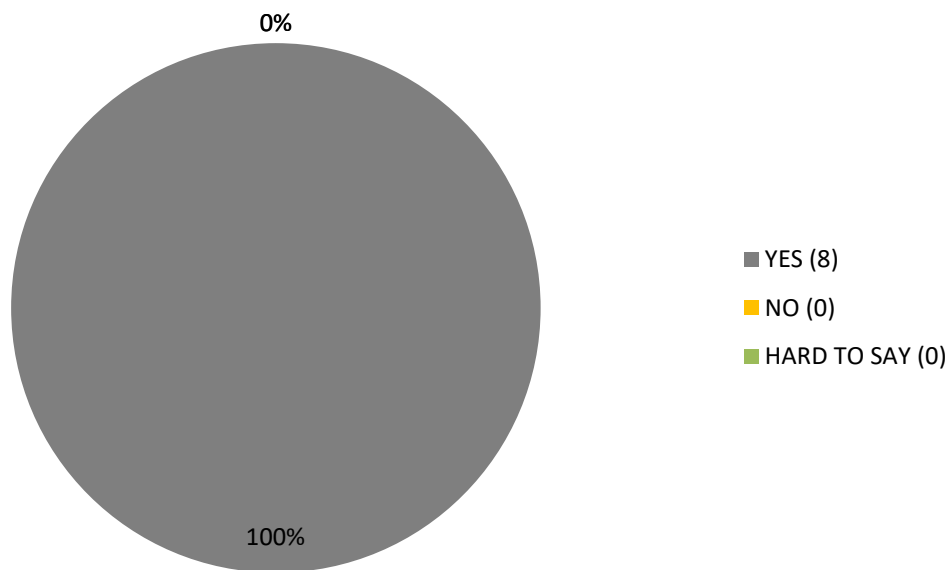
## 2. RESULTS

### BLOCK 1

#### GENERAL KNOWLEDGE AND OPINIONS ON BUSINESS MODELS

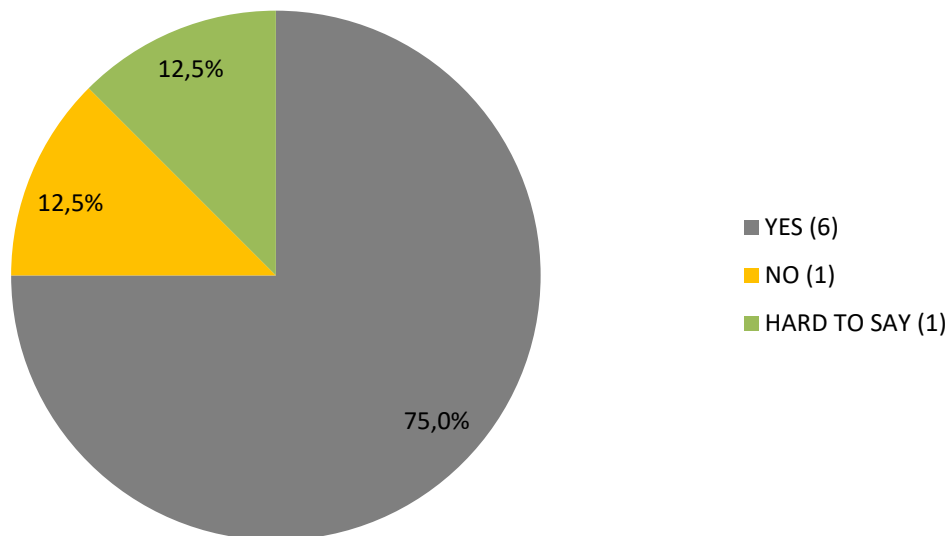
##### QUESTION 1:

Do you know what business model is?



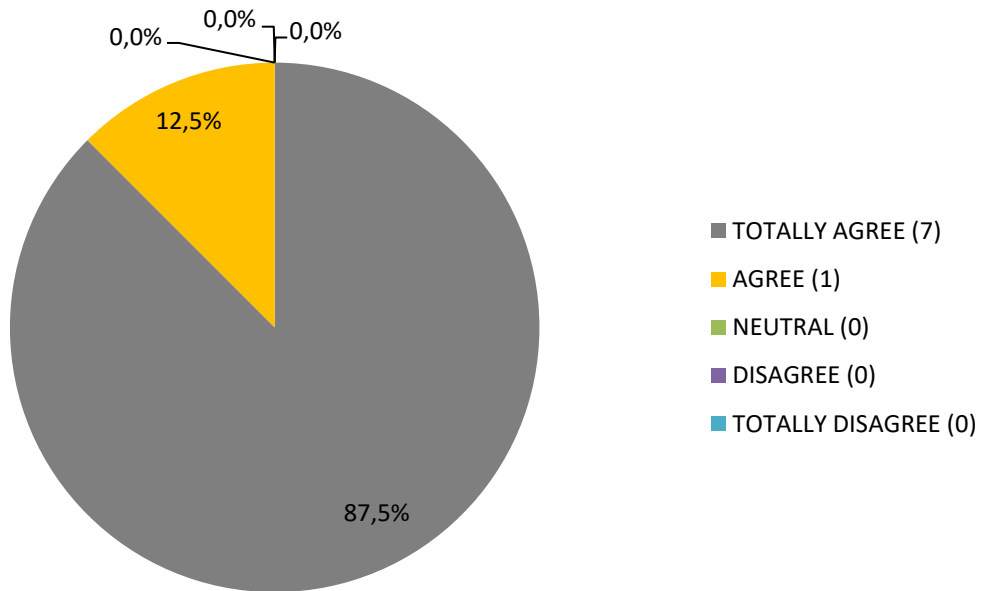
##### QUESTION 2:

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



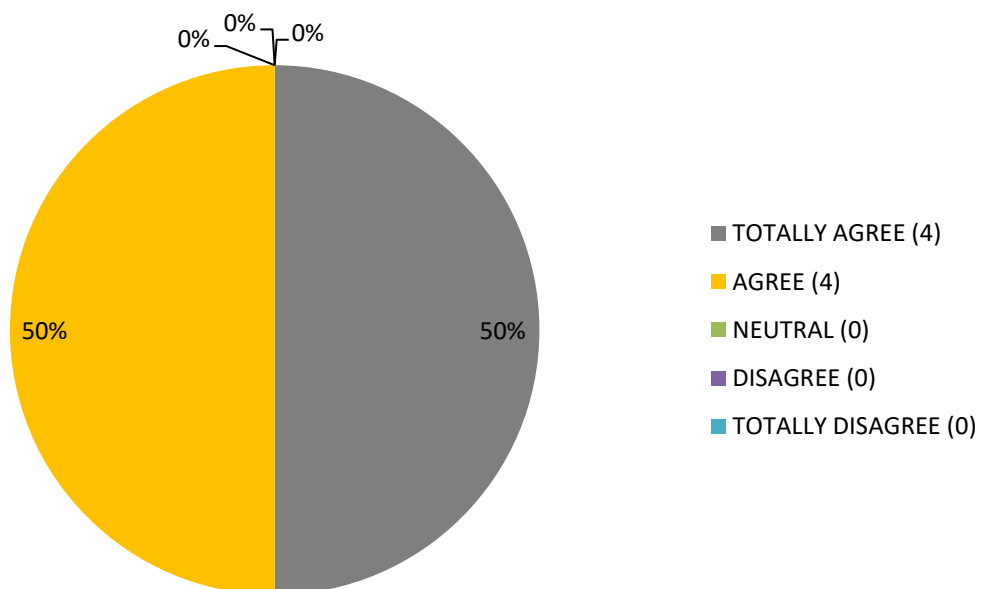
**QUESTION 3:**

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



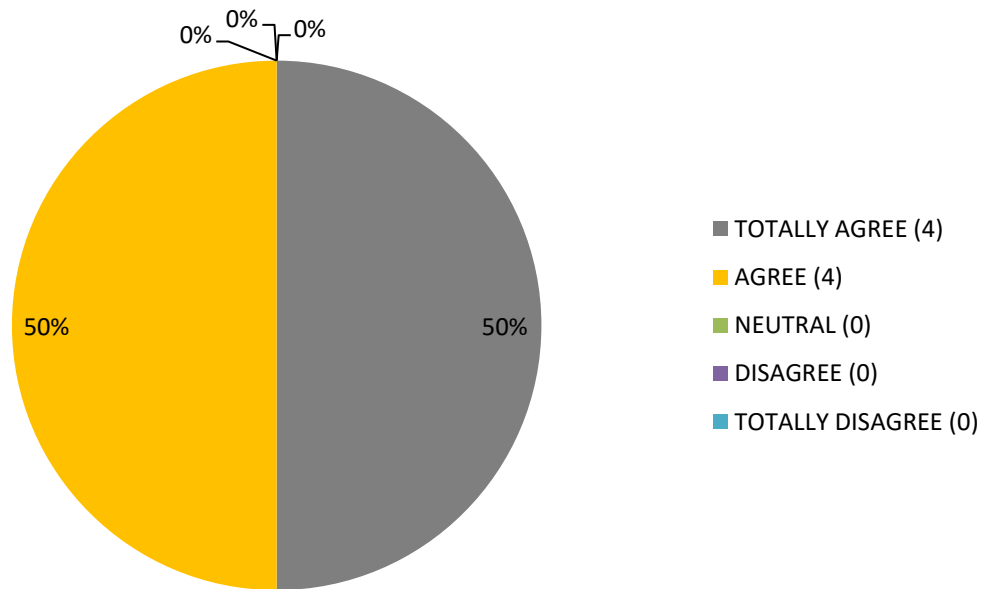
**QUESTION 4:**

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

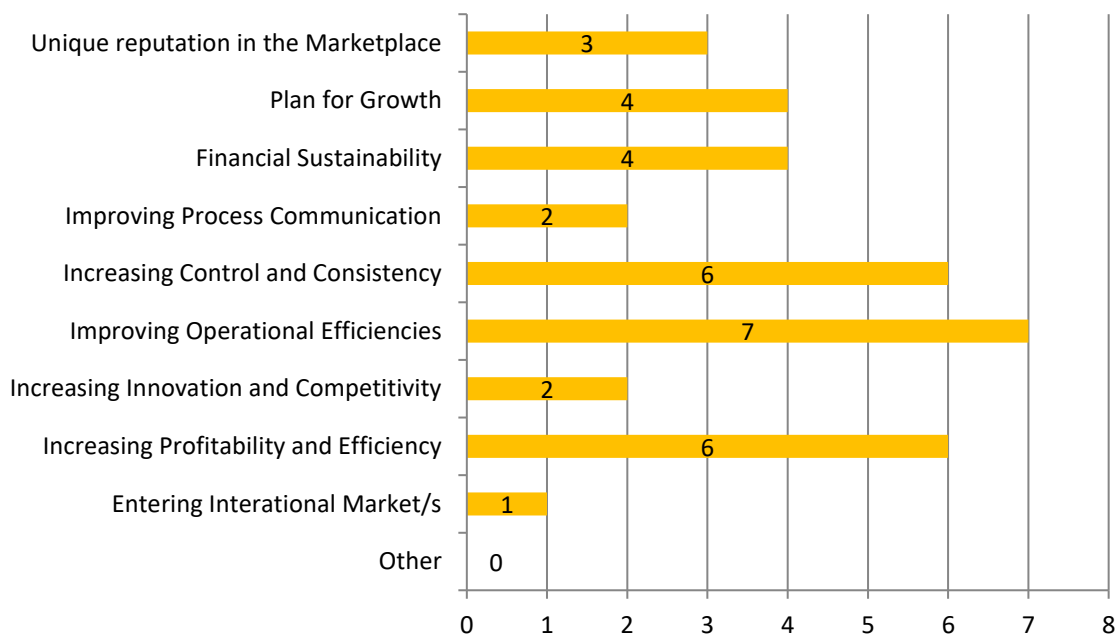


**QUESTION 5:**

The increase in knowledge on business models reduce barriers to starting or/and improving 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

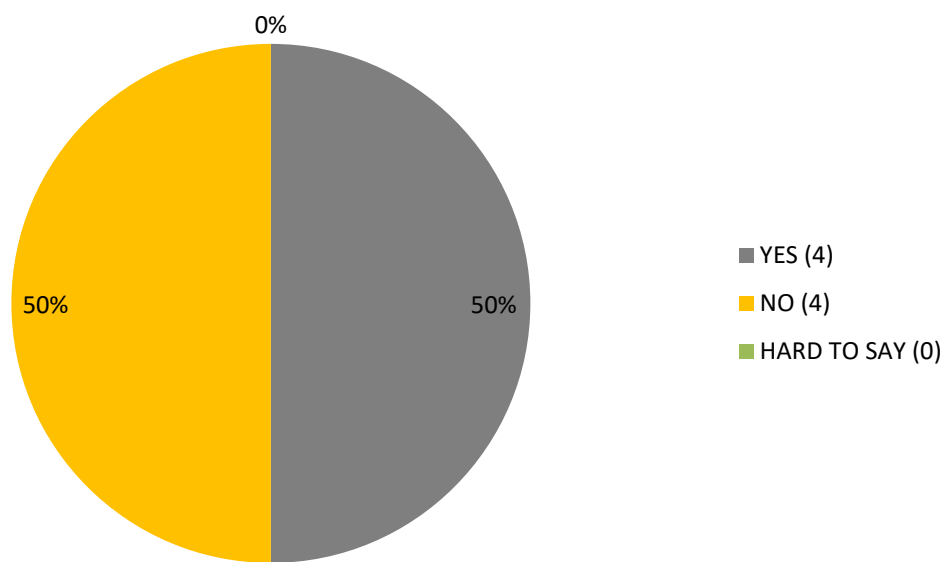
#### QUESTION 1:

Did you apply business models within your company?

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

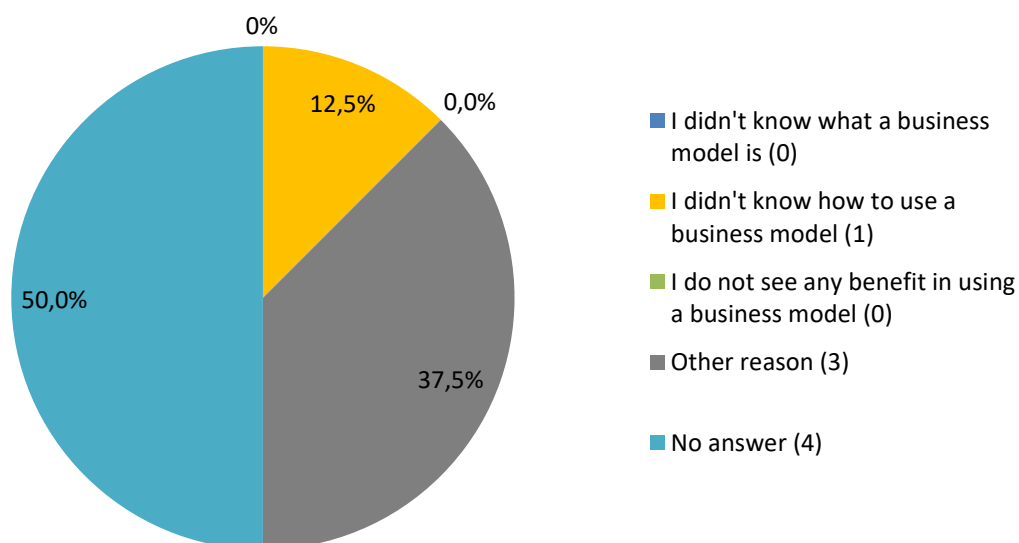
*If "No" interviewee continues only with question No 2, then goes to Block 3*

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



#### QUESTION 2:

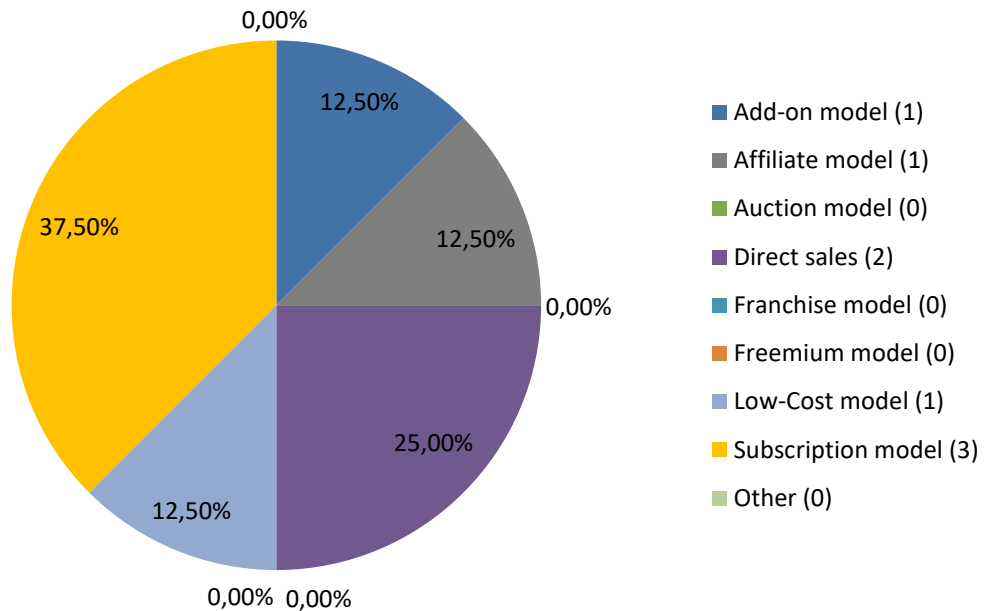
If "No" or "Hard to say", why didn't you use a business model in your company?



Other reasons: (1) *It is used a business model from USA*, (2) *I'm not responsible with bussiness development*, (3) *It is not yet implemented*.

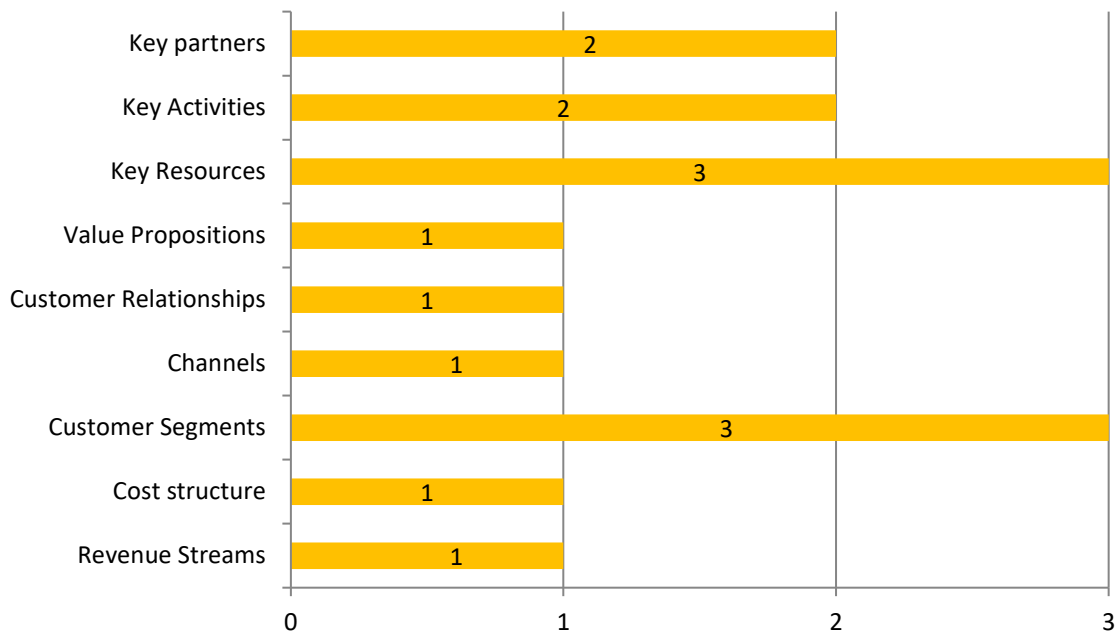
**QUESTION 3:**

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.*



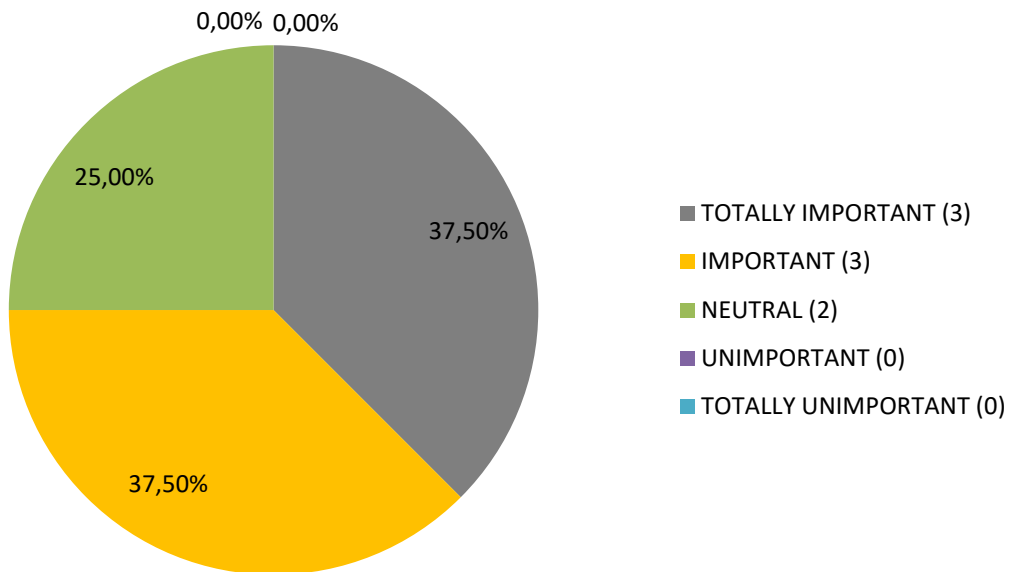
### BLOCK 3

#### ELEMENTS OF BUSINESS MODEL

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

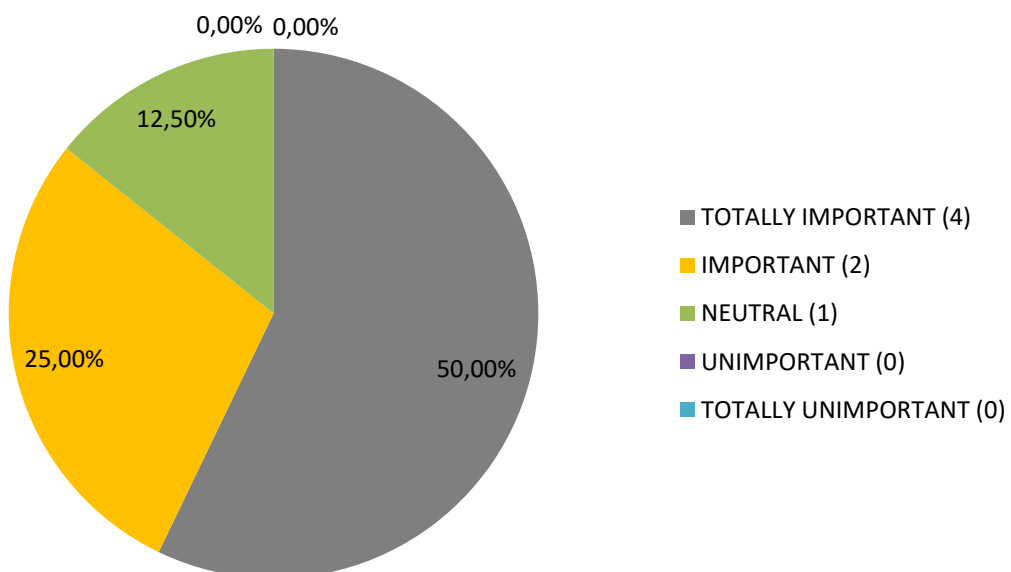
##### 1. KEY PARTNERS

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



##### 2. KEY ACTIVITIES

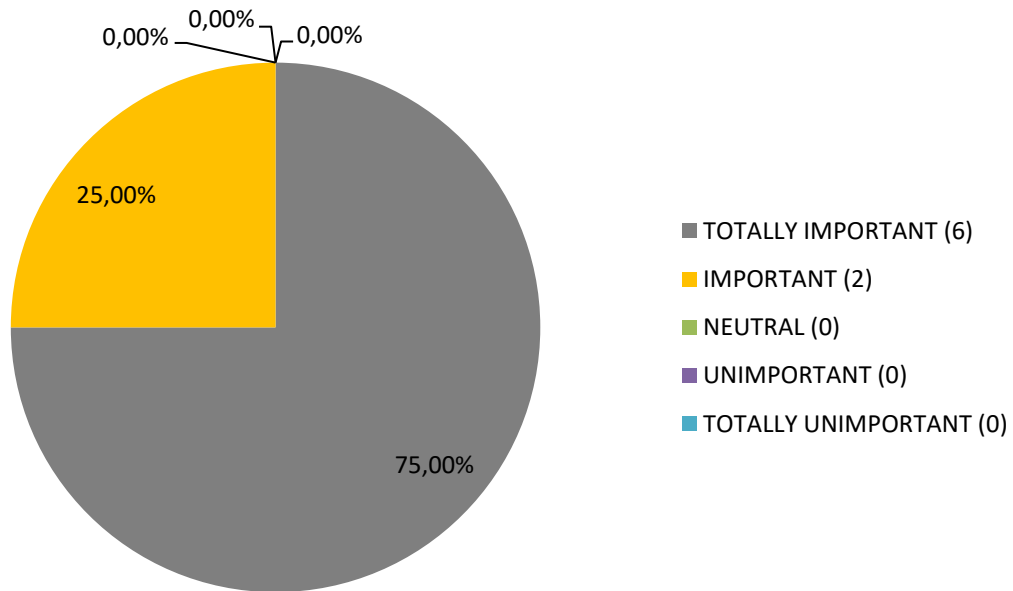
*(The most important activities that a company must perform to provide added value, establish a relationship with a customer, and generate revenue)*





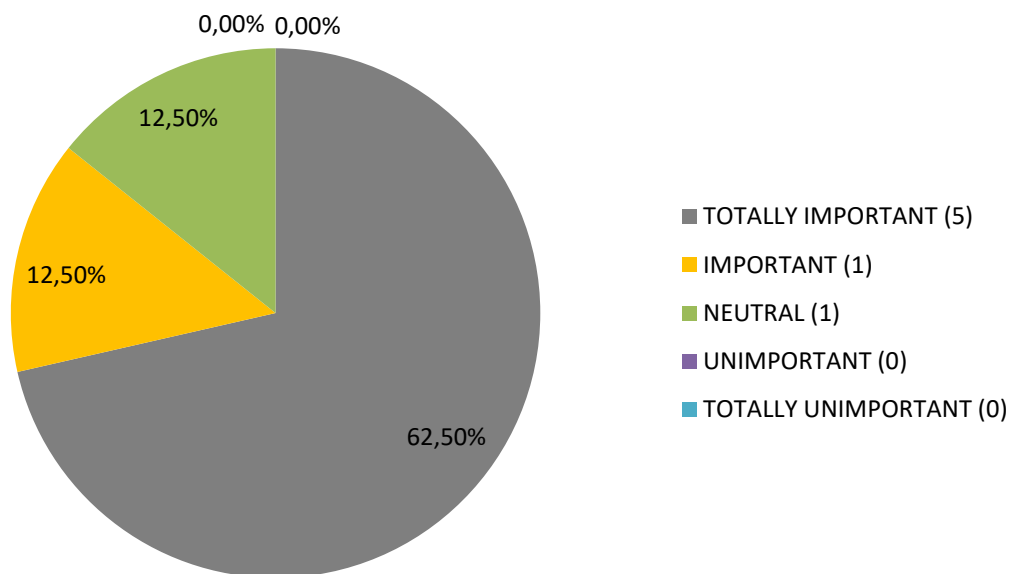
### 3. KEY RESOURCES

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



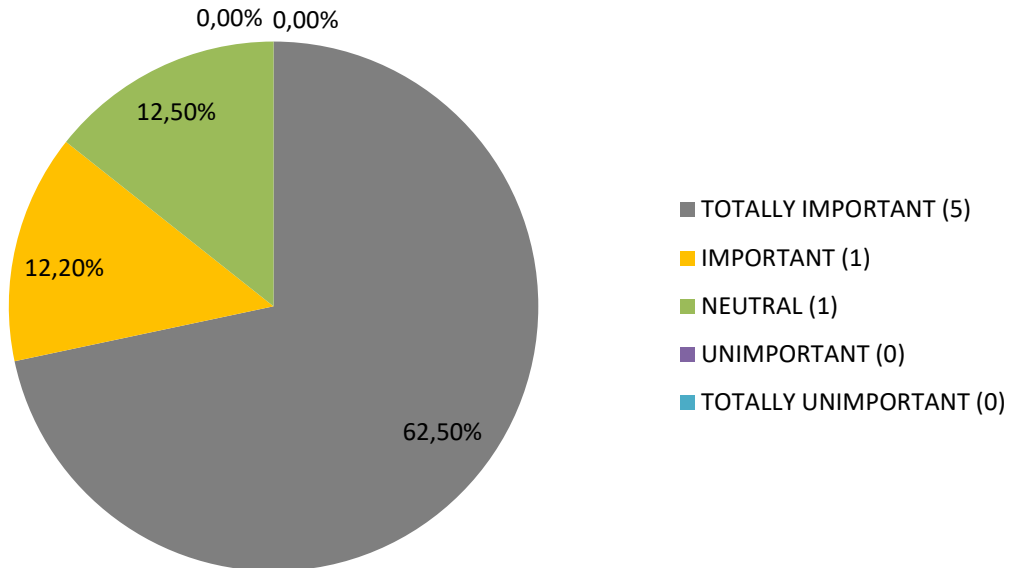
### 4. VALUE PROPOSITIONS

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



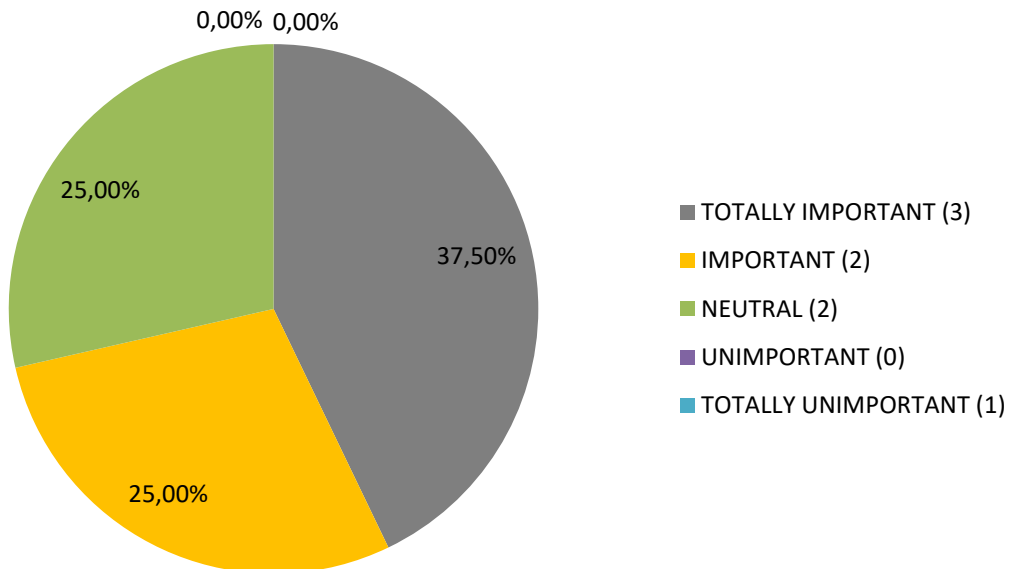
## 5. CUSTOMER RELATIONSHIPS

*(Characteristics of relationships with the client)*



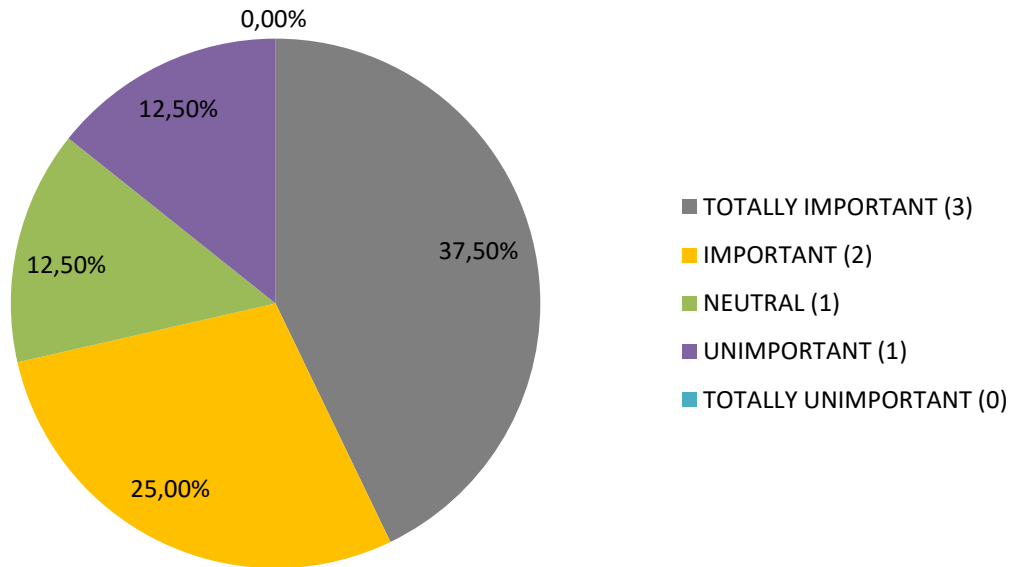
## 6. CHANNELS

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



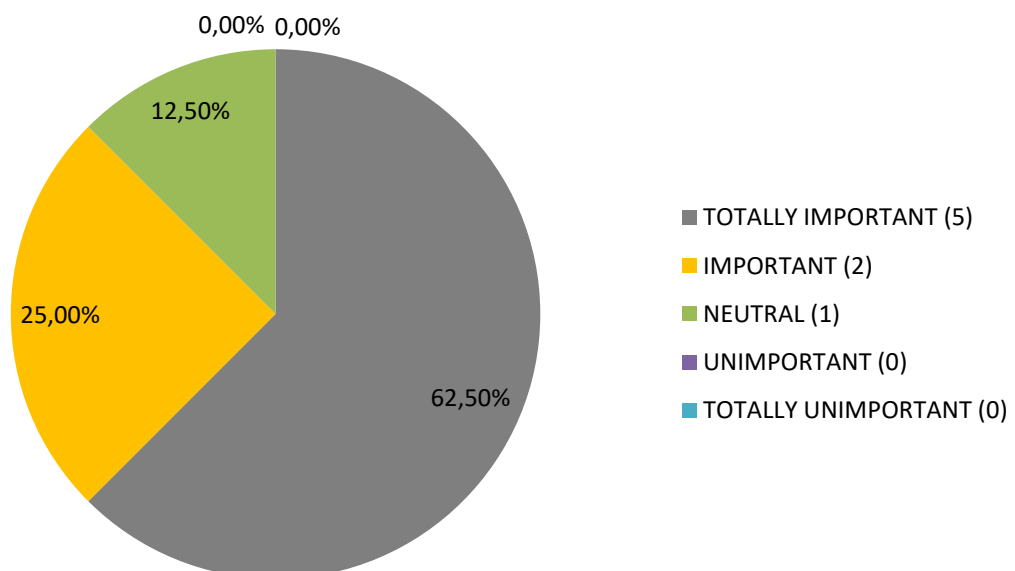
## 7. CUSTOMER SEGMENTS

*(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)*



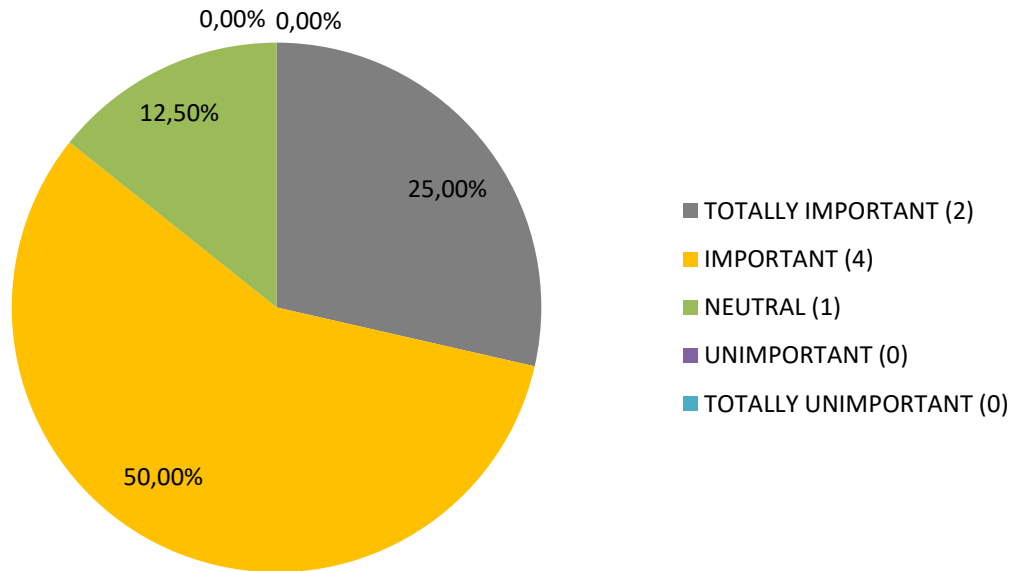
## 8. COST STRUCTURE

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

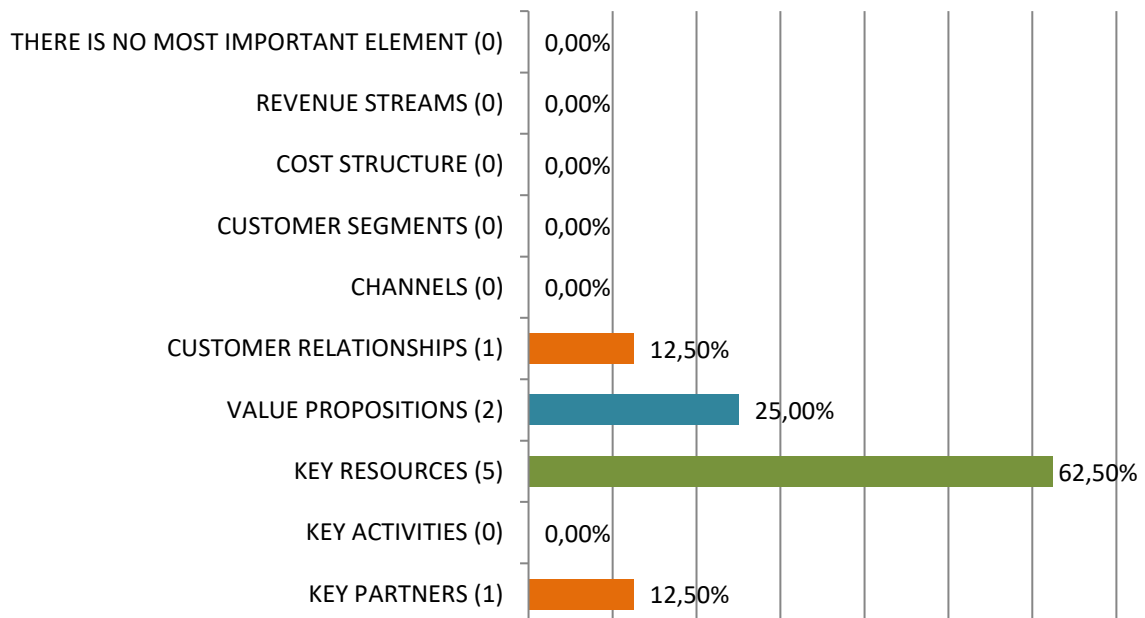


## 9. REVENUE STREAMS

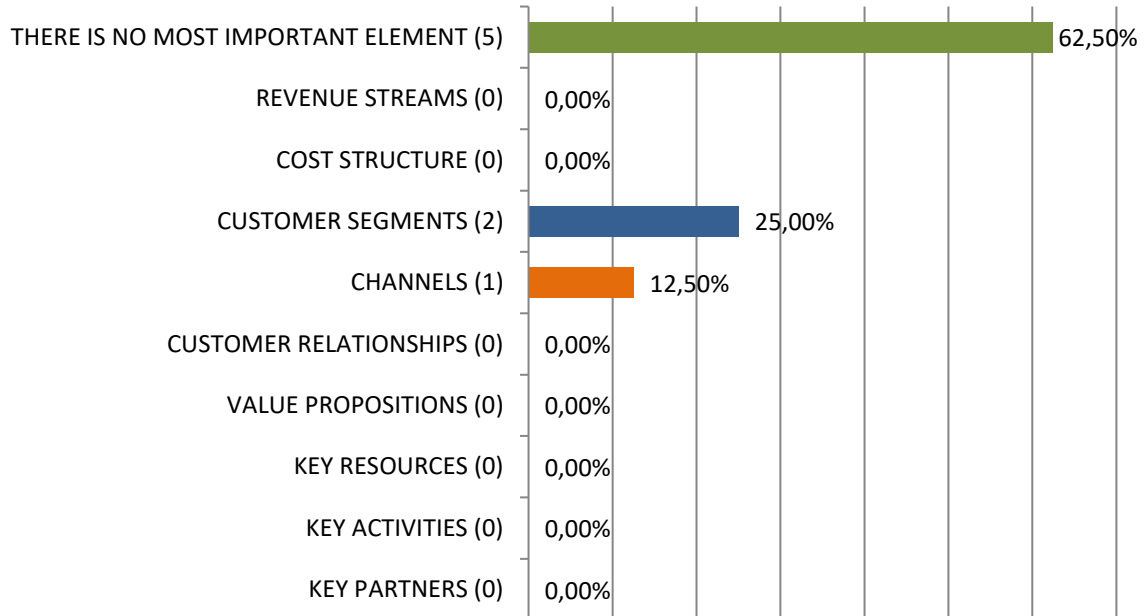
(An introduction of how the product of service will generate revenue. It may be different for each customer segment)



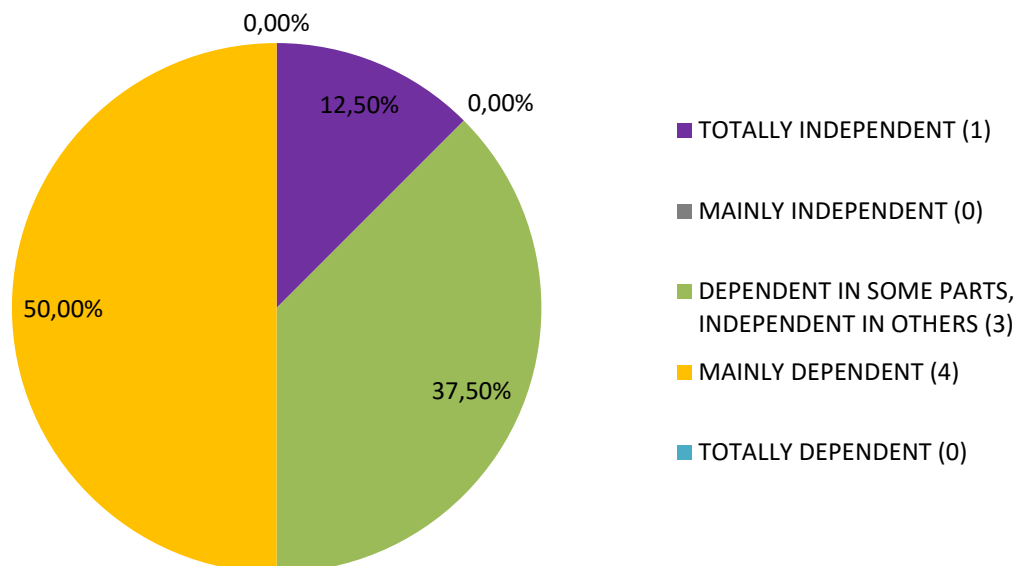
## 10. Which of the above elements is the **MOST IMPORTANT** in your opinion?



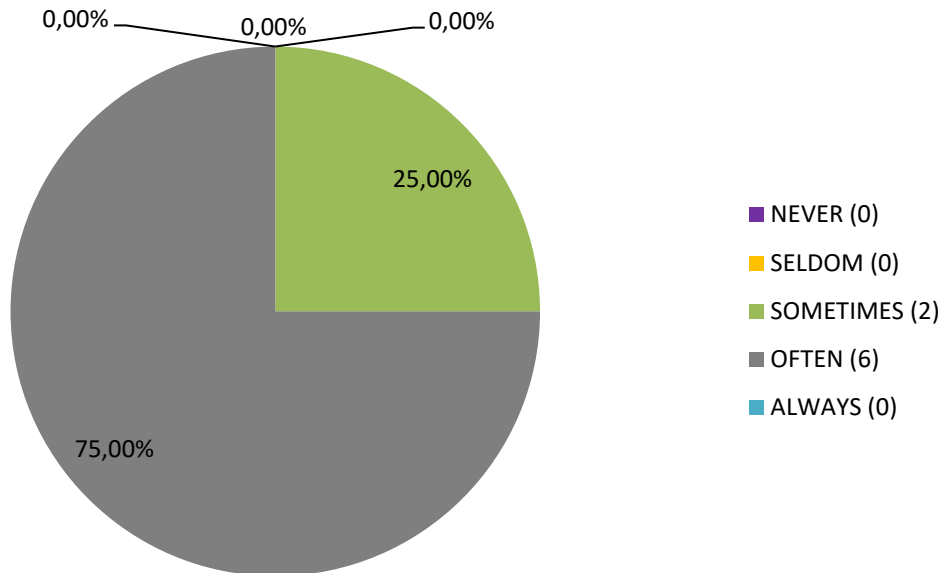
11. Which of the above elements is the **LEAST IMPORTANT** in your opinion?



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

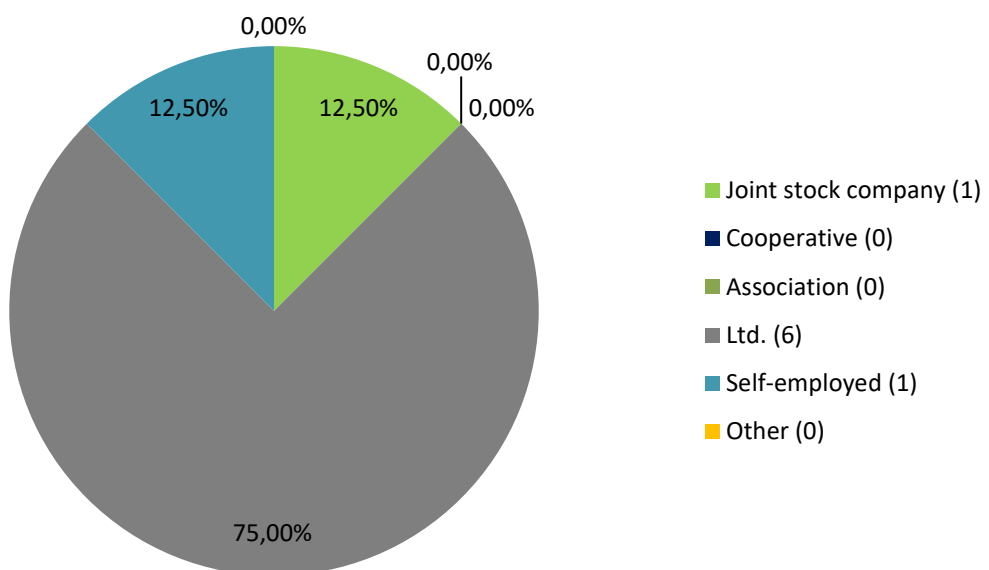


13. How often, in your opinion, a change in one of the elements lead to a change in other(s)?



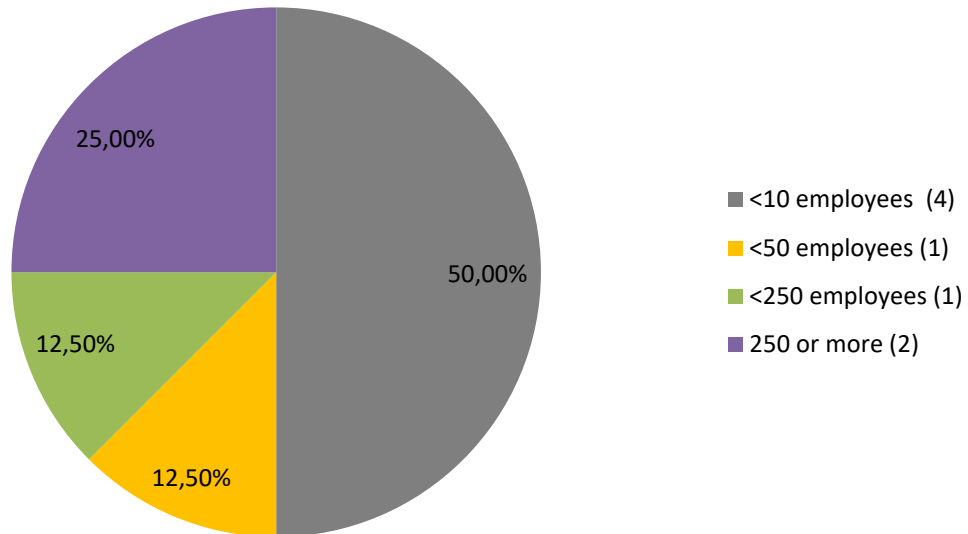
**BLOCK 4**  
**COMPANY AND INTERVIEWEE PROFILE**

**QUESTION 1:**  
Type of the company



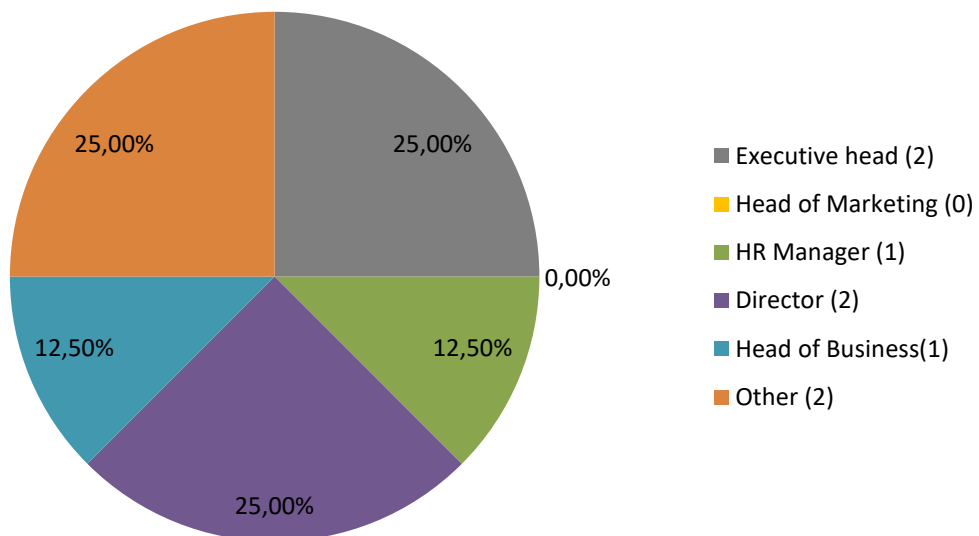
**QUESTION 2:**

Size of the company



**QUESTION 3:**

Position in the company



Other: (1) Owner, (2) Project manager.

**QUESTION 4:**

Sector of the company:

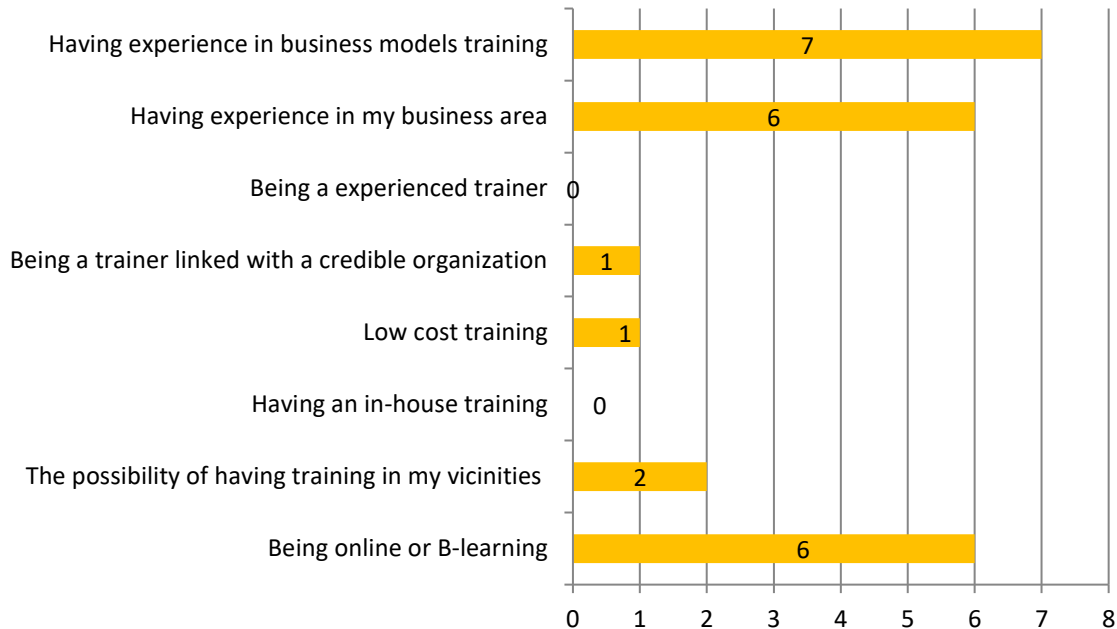
Information Technology (6 answers)

Constructions (1 answer)

Equipments sales (1 answer)

**QUESTION 5:**

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



### 3. CONCLUSIONS

Based on the answers obtained from surveys, it can be stated that Romanian entrepreneurs have 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 Business Model Canvas before. All the interviewees agree or totally agree with the next statements:

- the development of 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 / organization on the market;
- the increase in knowledge on business models reduce barriers to starting or / and improving own business.

The most relevant benefits of using business models in descendent order are:

1. Improving Operational Efficiencies
2. Increasing Control and Consistency
3. Increasing Profitability and Efficiency
4. Financial Sustainability
5. Plan for Growth



Only half of the respondents actually use a business model in their activity. From those who are not using any business model, most of them do not have any explanation (no answer) (50%) or they have other reasons (37.5%) as they are not responsible with business development, they use a model imposed by central company, or they do not have implemented yet. Only one answered that he did not know how to use a business model.

Revenue streams that they use in their companies are:

- Subscription model (37.50%),
- Direct sales (25%),
- Add-on model, affiliate model, low-cost model (each with 12.50%).

In their business models, the most used elements are:

- Key Resources and Customer Segments (3)
- Key Partners and Key Activities (2)
- All others (each with 1 answer).

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

Giving the results, the most important element is Key Resources (62.50%), then the Value Propositions (25%), and the least important element are Customer Relationships and Key Partners (each 12.50%). The respondents think there is no most important element (62.50%) and different elements of business model are mainly dependent (50%) or dependent in some parts and independent in others (37.50%). Only one interviewee indicated that these elements are totally independent. General opinion is that Often (75%) and Sometimes (25%) a change in one of the elements leads to a change in others.

About trainer features that would be appreciated for training in business models the most desired is to have experience in business model training, then in the equal measure to have experience in the respondent business area or to be on-line.

The profile of interviewed is:

- Ltd (75%), Joint stock company (12.50%) and Self-employed (12.50%).
- Small companies (50%), big companies (25%), medium companies (25%).
- The distribution of positions in companies of interviewed people is equibrate between all the proposed choices.
- The activity domain is in the vast majority the Information Technology, with one in Construction sector and one in Equipment sales.

Given the activity domain (IT) of the majority of the respondents, it is understandable that the most important resource is the Key resources, thinking at human resources, and the less important is Channels.