



Lean Research

Teaching Entrepreneurial Research Through The Lens
Of The Business Model Canvas

Genifer Snipes, Business & Economics Librarian, University of Oregon



University of Oregon

Eugene, OR

- 23,634 FTE
- 4,687 Business students

Launching an interdisciplinary
minor for non-majors Spring
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The Idea

Could structuring secondary research instruction around the Business Model Canvas increase student comprehension?



The Motivation

- Provide framework for secondary research
- Illustrate connections between course content and information sources
- Encourage synthesis & contextualization of materials
- Decouple information sources from purpose labels
- Highlight the complexities of using secondary resources and offer strategies to address them

The Setup

Students

- 3-5 person groups
- Familiarity w/ BMC
- Own or assigned topic
- Flat classroom (ideal)

Supplies

- Sticky Wall Pads
- Colored markers
- BMC examples
- Database printouts (optional)



The Process

1. Distribute supplies
2. Review structure of BMC
3. Explain activity
4. Assign 1st source to groups
5. Groups have 10 -15 min to connect source w/ BMC categories
6. Repeat 4 & 5
7. Groups report back re: info found in each source & purposes assigned in BMC
8. Librarian -led review*



Ideation & Prototyping by Ewan McIntosh CC BY-NC 2.0

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Customer Segments



For whom are we creating value?
Who are our most important customers?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.

Source: Porter, Michael E. (2009). *The Five Competitive Forces That Shape Strategic Business Models*. Harvard Business Review Press, Boston, MA.



Feedback?

1. Are there particular research challenges you've seen students encounter that this activity might address?
2. What are your thoughts on how this activity could help students understand the entrepreneurial research process and resources?
3. Are there specific potential shortfalls in student understanding that could be caused by this teaching approach?
4. Should some type of pre -instruction accompany this activity in order for students to produce accurate results or could it work as a standalone activity?

Genifer Snipes
Business & Economics Librarian
University of Oregon
gsnipes@uoregon.edu



Source List

Alexander Osterwalder: <http://alexosterwalder.com/>

Strategyzer: <https://strategyzer.com/>

Canvanizer: <https://canvanizer.com>

Steve Blank: <https://steveblank.com>

Osterwalder, A. & Pigneur, Yves. (2010). *Business model generation : A handbook for visionaries, game changers, and challengers.* Hoboken, New Jersey: Wiley.