



Value Propositions: Theory and cases

Episode 7 Value Map. Gain Creators. Pain Relievers

*You are learning with the
Spring Saga of the year
From January 22nd to May 6th, 2024.
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Value Propositions: Theory and Cases.

Outline

1. **Introduction** 
2. **The history of Marketing: The background of value propositions** 
3. **What is a value proposition?** 
4. **Problem solving in the context of value propositions.** 
5. **The philosophy behind the Osterwalder Canvas** 
6. **Customer profile. Gains. Pains** 
7. **Value map. Gain Creators. Pain relievers**  **Today**
8. **Fit between the Client and the Value Map.**
EASTER WEEK HOLIDAY No publication this week.
9. **Let´s practice. Example 1. A Global Consumer Packaged Good (CPG)**
10. **Let´s practice. Example 2. A Fast-moving Consumer Good (FMCG)**
11. **Let´s practice: Example 3. A Technological Computer Peripheral Equipment Manufacturing**
12. **Let´s practice: Example 4. A Luxury Precious Stone Mining**
13. **Let´s practice: Example 5. A Global Transportation Services Enterprise**
14. **Let´s practice: Example 6. A Financial Sector initiative**
15. **Let´s practice: Example 7. An agriculture-food security product**
16. **Strategic Reflections about Value Propositions.**
17. **Summary and conclusions.**

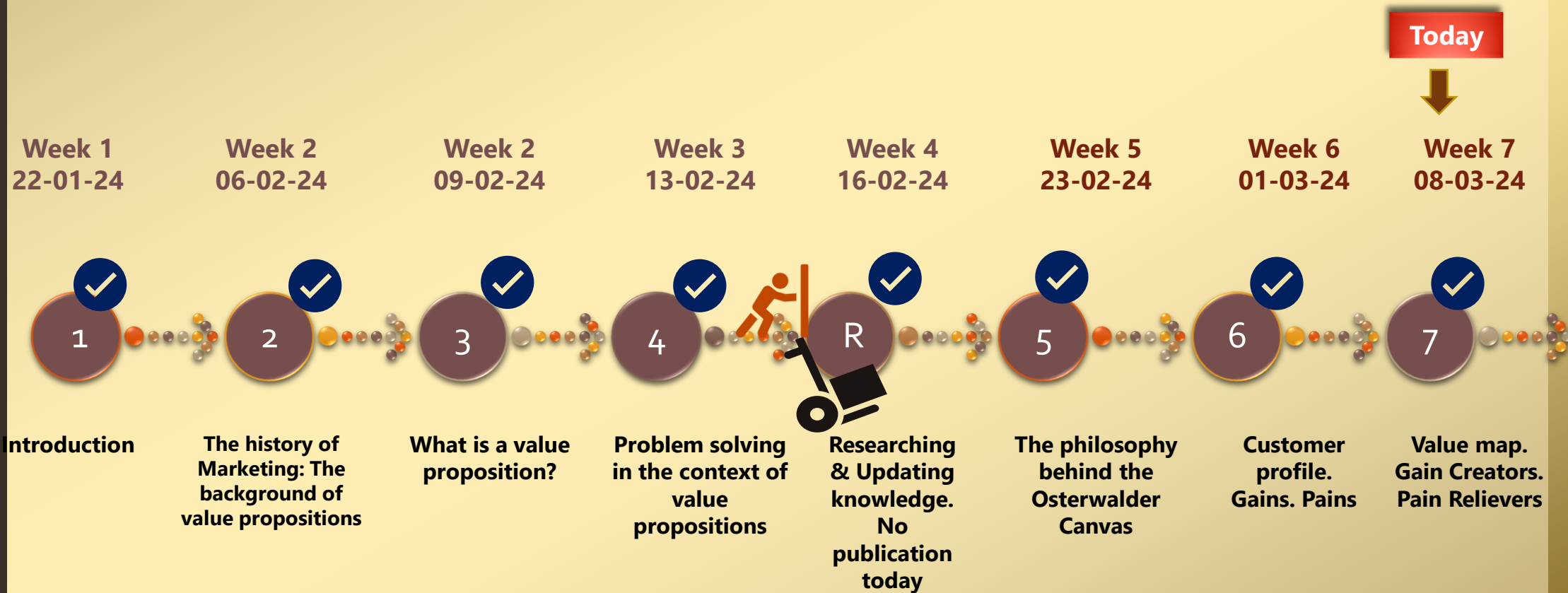
This outline is subject to change if the author considers it appropriate.



Value Propositions: Theory and Cases.

Tentative Schedule Program (subject to change)

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This outline is subject to change if the author considers it appropriate.



Value Propositions: Theory and Cases.

Tentative Schedule Program (subject to change)

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Week 8 15-03-24	Easter Week 22-03-24	Week 9 29-03-24	Week 10 05-04-24	Week 11 12-04-24	Week 12 19-04-24	Week 13 26-04-24	Week 14 03-04-24	Week 15 09-05-24	Week 16 17-05-24	Week17 24-05-24
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Fit between customers and value map	Easter Vacations No publication this Friday	Let's Practice. Example 1 	Let's practice. Example 2 	Let's Practice. Example 3 	Let's Practice. Example 4 	Let's Practice. Example 5 	Let's Practice. Example 6 	Let's Practice. Example 7 	Strategic Reflections about Value Propositions	Summary and Conclusions

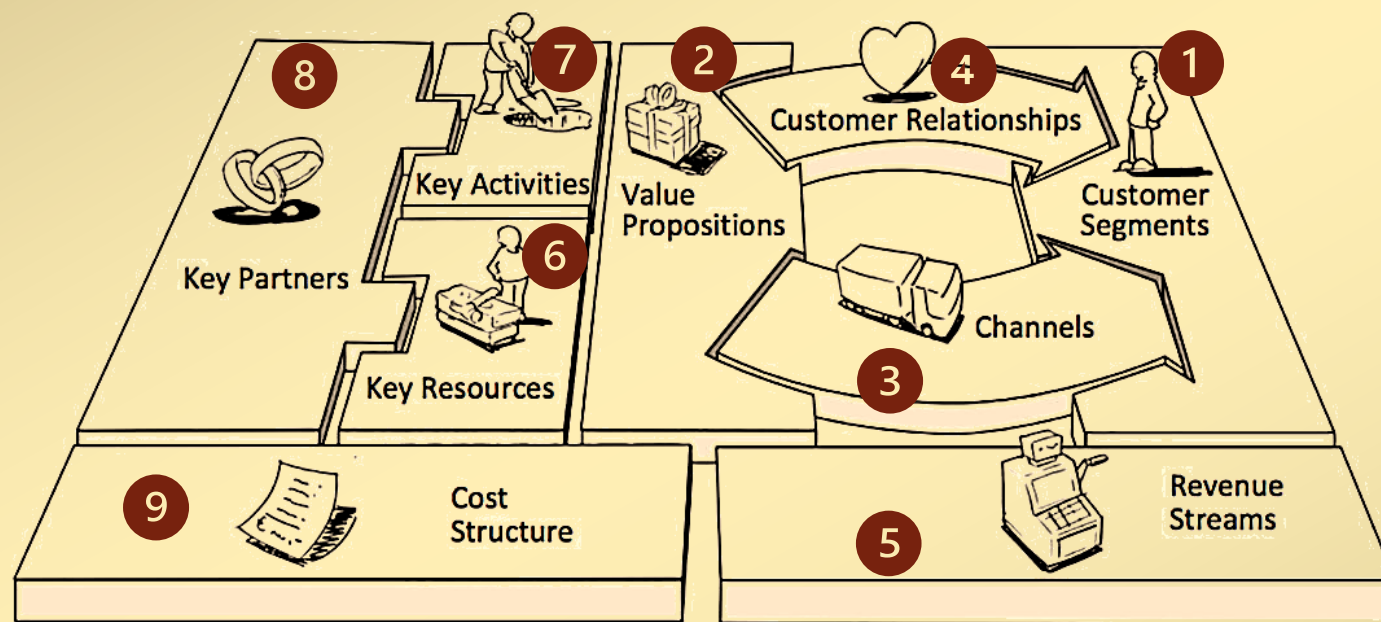
The Summer saga of the year will kick-off as of June 14th, 2024.



Value Propositions: Theory and Cases.

What is the Customer Value Proposition (CVP) that we will study during this trimester?

From several business model frameworks, we selected the CVP designed by Osterwalder-Pigneur.



The CVP is the crucial component of the business model canvas. It is like the engine of the framework.

- For Osterwalder-Pigneur, their business model framework is a TOOL that encompasses a set of different concepts and their mutual relations. All these elements allow to express the business logic process of an entrepreneur or corporation.
- Osterwalder model is extremely explicit: he has designed it to illustrate how a company can create value (Value creation) from their inside out, considering the customer needs by establishing a progression of the 9 key components of BM.
- The CVP involves two of these components: The customer segments section called Customer profile **1** and the Value map **2** section.



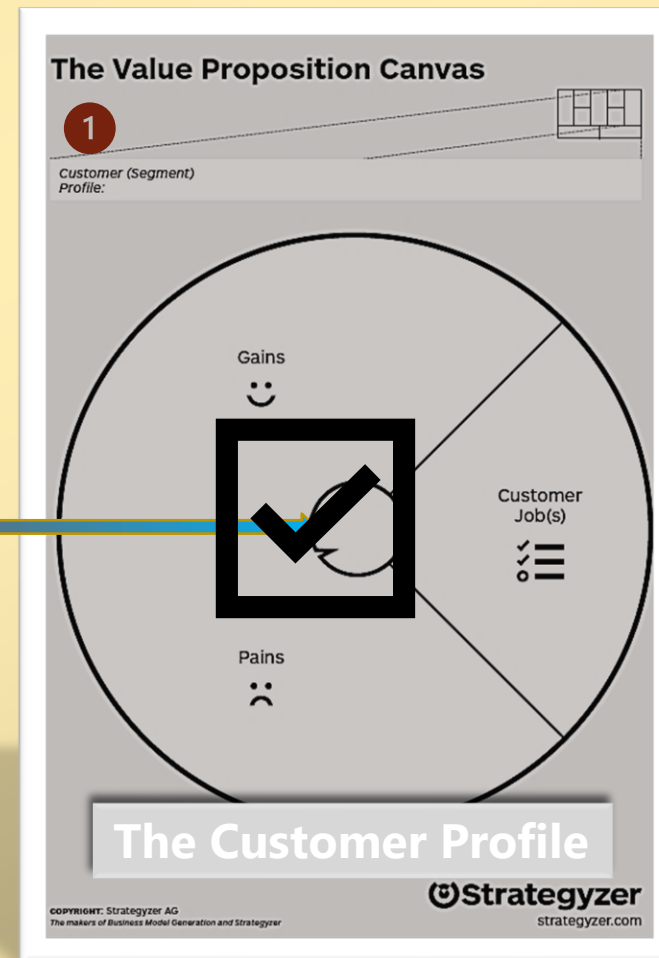
Adapted from 'Business Model Generation', Alexander Osterwalder, Wiley 2012.
www.businessmodelgeneration.com
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Value Propositions: Theory and Cases.

What are the two components of the value proposition canvas (Osterwalder-Pigneur)?

The two components are: (1) the Customer Profile, and the (2) Value Map. Let´s observe both below.





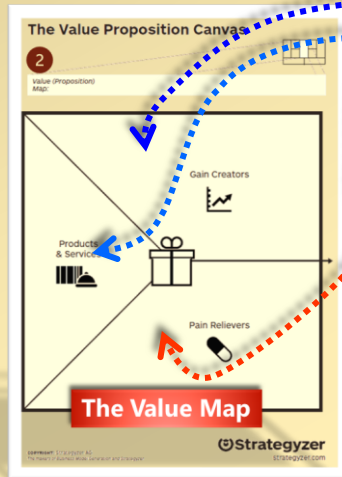
Value Propositions: Theory and Cases.

Today we continue exploring the second section of the theoretical framework of the Customer Value Proposition (CVP) by Osterwalder-Pigneur

Let's explore the left side of the CVP: The Value Map.

The Value Map

The value map has three sections:



Products and Services



Products and Services are the goods (whatever the category) that hold a value that your customers need and want. What products hold the values that customers need/want to see, perceive, feel, think, taste, smell, touch, use, transport, know, write, solve? A product can't be defined without a specific customer segment in mind.

Gain Creators



Gains Creators describe how your products and services create customer gains. They outline explicitly how to produce outcomes and benefits that our customer expects, desires, or would be surprised by at different levels: emotional, functional, positive emotions and cost savings

Pain Relievers



Pain Relievers: describe how the product or service will alleviate or reduce or remove totally the customer pains. Pain relievers outline how to eliminate completely or reduce or makeup some of the pains that annoy the client when he or she is trying to complete an activity. They also remove or diminish the obstacles or risks or prevent new ones to arise.



Value Propositions: Theory and Cases.

Today we continue exploring the theoretical framework of the Customer Value Proposition (CVP) by Osterwalder-Pigneur

Let's explore the right side of the CVP: The Value Map

The Value Map

Osterwalder-Pigneur classify the products and services in 4 categories

Products and Services

Physical/tangible

Goods such as manufactured products that imply a section or part of the value chain. If these are tangible, imply a material-substance in real terms.
Examples: A table, chair, laptop, mobile, food, and anything which is physically touchable.

Intangible

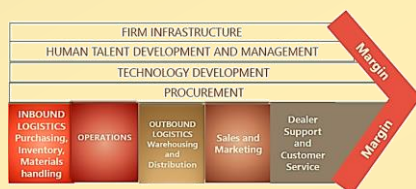
Goods which are built for a non-touchable or immaterial experience. Products that do not hold a physical appearance but are crucial.
Intangible assets such as copyrights or customer services as after-sales assistance.
Here we include the goodwill, the branding value, patents, proprietary know-how, intellectual property, etc.
Any good that doesn't require any digital or real inventory space.

Digital

Digital products are any type of good that are built in a computer-environment value chain. It is any product that is created, distributed, and consumed in an electronic format, or using the Internet.
The digital value chain is computer generated or virtual. It involves IT programmer specialists and NAIQIs (Nanotech+Artificial Intelligence (including automation and robotics)+Internet-Quantum Tech).

Financial

Financial securities, such as stocks and bonds, are also considered tangible assets even though they can't be held. That's because they derive their value from contractual claims.
Here we include products such as investment funds, insurance or other financial services too.
The digital currencies are still on early testing, Bitcoin and cryptos are under scrutiny because they hold massive theoretical failures.



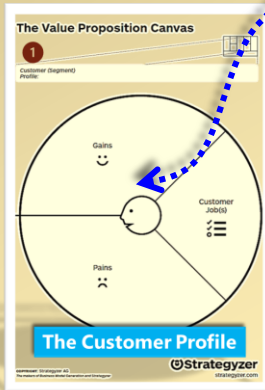


Value Propositions: Theory and Cases.

Today we will explore the theoretical framework of the Customer Value Proposition by Osterwalder-Pigneur

The Value Map

Let's explore the right side of the CVP: The Value Map



Gain Creators

Functional-Utility Advantages

- These are the core, the essential motives or the solution at the functional level
- Examples of these functional elements of value:
 1. Helps to save time
 2. Simplifies the process
 3. Reduces costs
 4. Provides quality
 5. Includes variety

Gain creators remark what exactly your products or services help, aid, or contribute customers to achieve gains.

Social Benefits

- These are related to help the client to look good, socially acceptable or honouring status and community belonging.
- Examples of Social Benefits:
 1. Assists the image of the client to look refined
 2. Affiliates the client to a specific group of reference
 3. Generates a civic leadership for next Association Election

Examples:

Emotional Upgrading

- These elements of value trigger an emotional acceptance and improvement in the client.
- Examples of Emotional Gain Creators:
 1. Reduces anxiety, relaxes the soul
 2. Improves overall wellness
 3. Offers multiple sources of fun/entertainment
 4. Makes the client prettier
 5. Helps to increase comfort

Savings Qualities

- These elements are related mainly to creating qualities of savings in terms of time, effort, money, more performance for the same price than competitors, lower cost of ownership, efficient process to fewer frequent investment, etc.
- Examples of these gain creators:
 1. Helps to save time
 2. Enlarges my money income
 3. Hold back tuition for kids
 4. Offers a high yield-return on investment

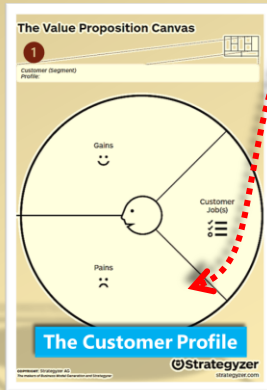


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The Value Map

Let's explore the right side of the CVP: The Value Map.



Pain relievers

A pain can be eradicated (removal) or reduced (palliative). A pain reliever category is designed according to the degree of solution to the problem

Reducing or Removing undesired factors

- A palliative pain to undesired factors can be functional, social, emotional or ancillary.
- What annoys a client with undesired characteristics maybe reduced or left out with product savings in time, money, efforts.
- Examples:
 - Refill products for frequency restock instead of paying expensive packaging of toothpaste, soap and deodorant.



Bathroom supplies

Diminishing or Eliminating Obstacles

- Diminish or eliminate barriers that keep your customers out of adopting your products/services
- Examples:
 - High level of Cybersecurity is essential for e-banking.
 - Take the Gym to the office: For People who work from 9 to 5 lack the time to work out. Offer a kinesiologist trainer therapist for employees 15 min/day



Digital Banking



Gym

Examples:



Virtual Education

Cosmetic or true Solving Problems

- To remedy what causes additional troubles to clients when utilizing the products, the pain reliever should fix underperforming solutions by re-making its measure of success and even requesting the governments to applying regulation.
- Example:
 - Virtual education is damaging the memory capacity in kids and teenagers. The pain reliever should be to limit the scope of the product. And request the government to change the KPIs of social media as likes, subscriptions, number of views, pay per views, etc.

Weakening or Wiping Risks out

- A pain reliever that may eliminate or lessen the different risks that may have negative consequences. The issue here, is to find risks that can't be removed. In this case the product should be aborted radically or changed.
- Risks can be financial, social, technical or psychological too.
- Examples:
 - Digital painting barrens an historical handmade competence tradition of traditional art. Print-on-demand art services should be aborted for good in wall paintings. Original Art must go back to its premium position.



08/03/2024

Source References: See slide 28

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Value Propositions: Theory and Cases.

When defining the list of elements for Pain relievers, Gain Creators and Products-Services, it is crucial to prioritize. Ranking is essential to design a good CVP.

The prioritization of the features of these three components can only occur if we describe them as concrete as possible under specific contexts and answering the needs/wants/problems of the customer segment.



Products/Services

Relevance Scale



Gain Creators

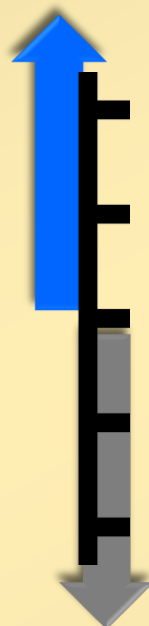
Relevance scale



Pain Relievers

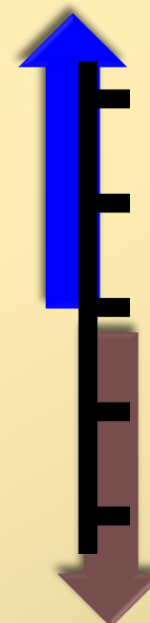
Relevance Scale

"There is a degree of value and relevance that each product/service prioritizes for the client"



+
Essential

-
Nice to Have



+
Essential

-
Nice to Have



+
Essential

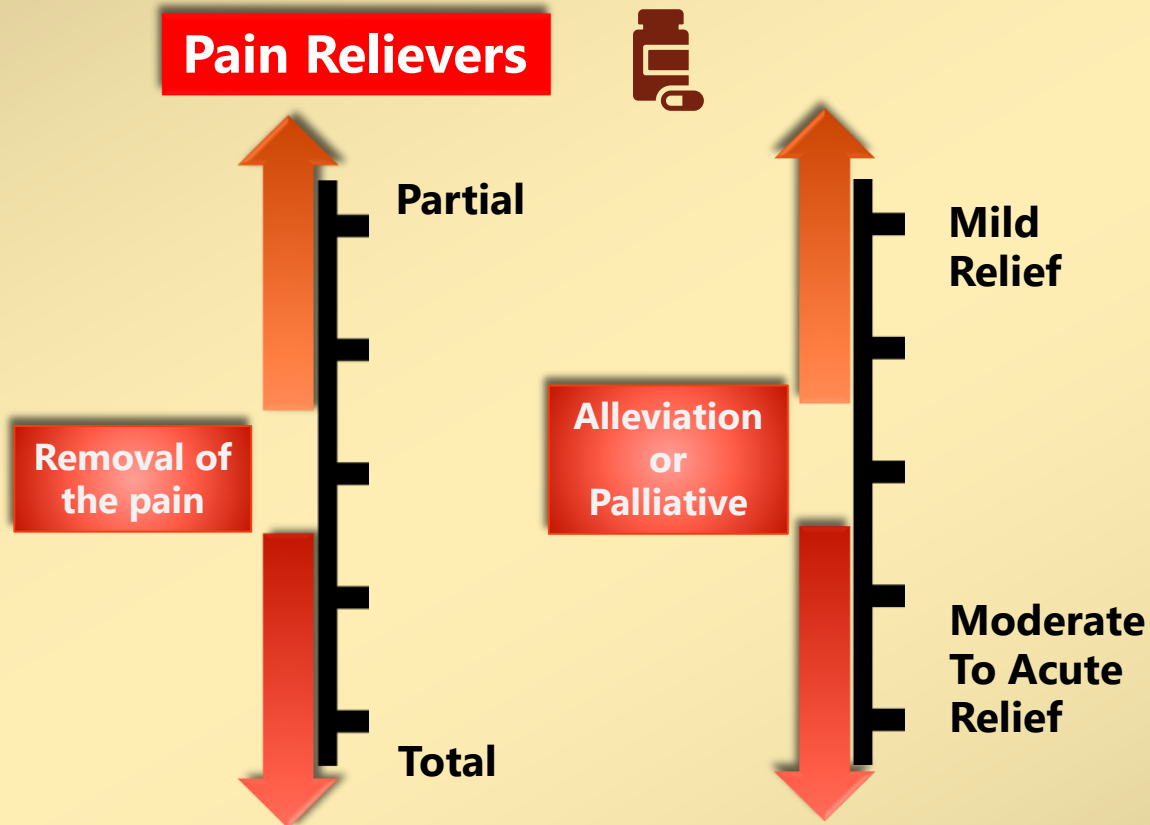
-
Nice to have



Value Propositions: Theory and Cases.

In the case of Pain relievers, it is crucial to understand what are we offering? A remedy that is a palliative? Of a Removal of the problem?

If you pursue the contentment of the client based on emotions, feelings, thoughts, it is important to pre-establish the type of pain reliever in the value map.



"The design-thinking business modeler should be aware of what is offering to the client as a pain reliever. Particularly because of the negative side-effects"

The severity of the problem that the client has may indicate several types of pain relievers:

1. Removal of the feature that doesn't add any value.
2. If the feature is essential, once eliminated, the product can't continue to be analysed
3. If the pain reliever is cosmetic: the client may react negatively once he finds out he is being cheated
4. If the pain reliever only alleviates or reduces the level of factors that annoy the customer, before, during or after the activity (customer job), then the problem won't be solved. It will continue to be there.
5. Any pain reliever (as in medicine) has contraindications and negative consequences that should be measured at this stage.
6. Be aware of fake pain relievers with considerable side effects: I call these features: Opioids. The collateral damage is nastier than the hazard taken to use them



Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

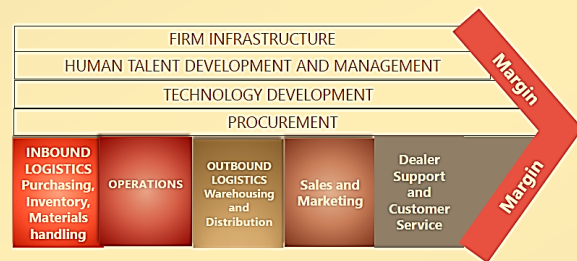
Let's explore the right side of the CVP: The Value Map

The Value Map

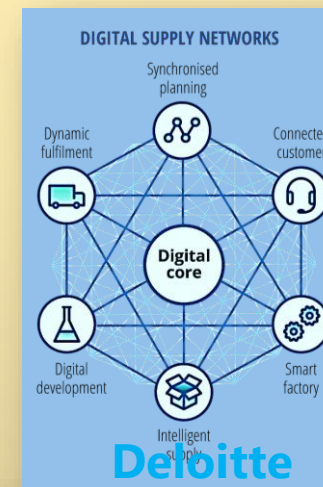
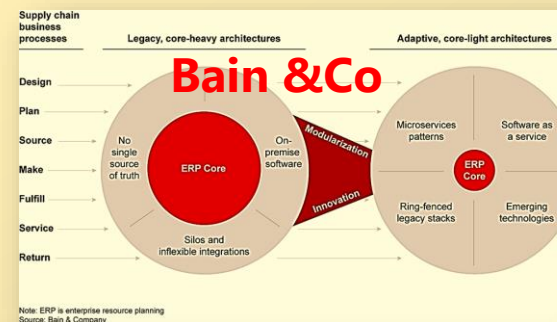


Products and Services

Physical Value Chain



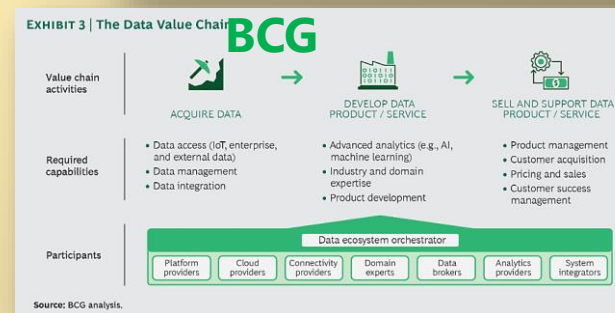
Digital Virtual Value Chain



Be aware:

In the case of digital-virtual products and services the value chain is different. We can't do digital products and services with the same mentality as the physical.

The metrics of success already defined in the digital spectrum are wrongly conceptualized and mistakenly defined



The McKinsey Digital Supply Chain Compass maps Supply Chain 4.0 improvement levers to 6 main value drivers





Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

Let's explore the right side of the CVP: The Value Map for a Circular Economy

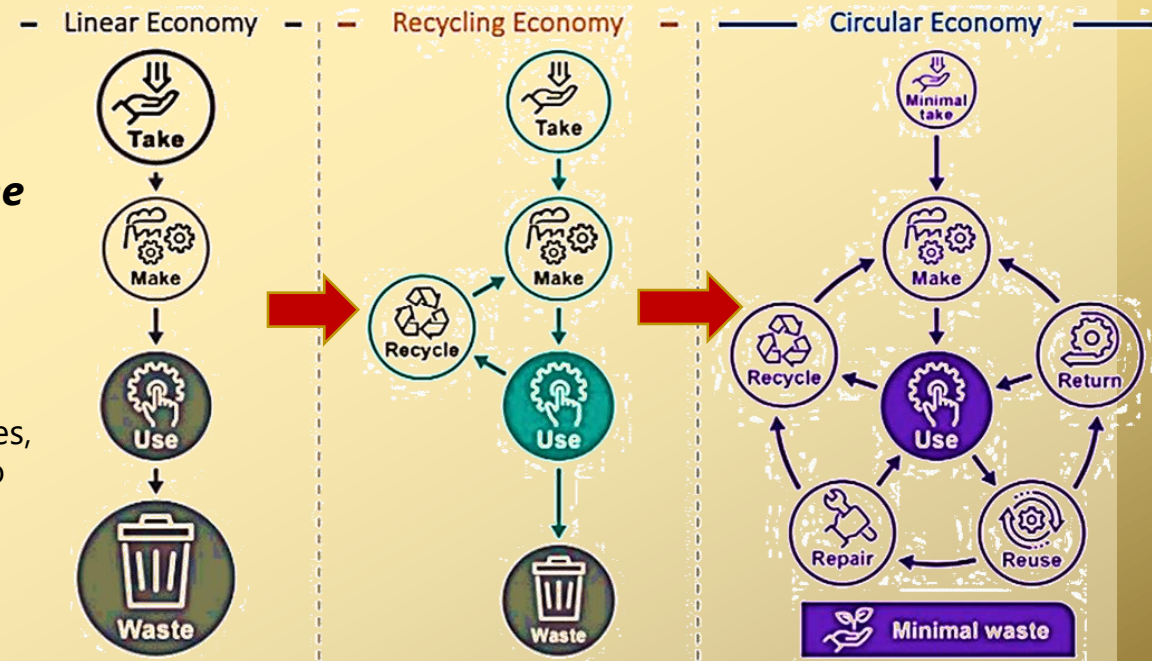
The Value Map



Products and Services

The naked truth: The circular economy obliges us to reframe the categorization of products and services completely.

- Since the year 2016, there have been several scholars who have proposed a different view about products and services, previewing the environmental damage to the planet. Their research has shaken the roots of the design thinking for products and services.
- There are several frameworks which are being initially considered by practitioners. Still is a work in progress staple.
- During the last 20 years, university scholars have designed a roadmap from a linear economy to a recycling economy, and finally to a circular economy.



By considering the needs of the nature and the planet ecosystems, there is a current debate on how to reconcile our caring for it, while making our business happen.

<https://www.weforum.org/agenda/2023/03/8-ways-the-circular-economy-outperforms-traditional-business-models/>



Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

The Value Map

Let's explore the right side of the CVP: The Value Map with other circular business models



Products and Services

Circular Supply

Circular supply: replacing traditional inputs with bio-based, renewable or recovered materials

Product Life Extension

Product life extension: extend product life by ensuring that circularity of material and components is considered at the design phase to allow for direct reuse, maintenance, repair, refurbishment and remanufacturing, recyclability, use of secondary resources for the production

Sharing

Sharing: promote the use of underutilized consumer assets more intensively. Prominent examples often cited in the literature are Airbnb and Uber, where private owners can share their assets (as houses and cars) with strangers in exchange for a payment.

Resource Recovery

Resource recovery: producing secondary raw materials from waste streams. This business model concerns recycling and recovery of resources from waste to close material loops.

Product-Service Systems PSS

Product-service systems (PSS): combining a physical product with a service component while ownership remains with the supplier. PSS provide customers an access to a product's function, instead of selling the product.



The PSS enables the digital transformation since 2004.



Value Propositions: Theory and Cases.

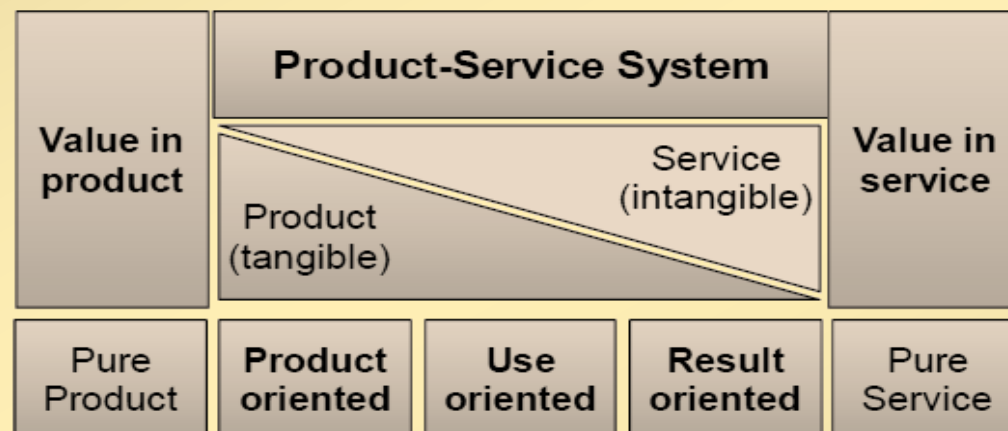
The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

The Value Map

Let's explore the right side of the CVP: The Value Map for PSS business model



Products and Services



1. Product related
2. Advice and Consultancy
3. Product renting sharing
4. Product pooling
5. Product lease
6. Activity management
7. Pay per service unit
8. Functional result

Main Categories of PSS. There are three hybrid categories: Product Oriented, Use Oriented and Result Oriented. The subcategories are grouped under each major category.

The PSS is a circular business model which has been gaining acceptance in Europe. It classifies products/services in 10 different categories

The reason why we must understand the categorization of Product-Service Systems (PSS) is because:

1. There is a strong effort in European Countries (European Union) to stimulate the PSS during the last decade.
2. The PSS model has accomplished 20 years, and it has been proven to provide a framework of superior environmental performance.
3. There are high expectations "for the role of PSS in enabling the transition towards a circular economy".
4. Digitalization is considered an enabler of PSS Business models.



Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

The Value Map

Let's explore the right side of the CVP: The Value Map under the PSS business mode.



Products and Services

Framework of analysis	Product Service System
Key Characteristic	Provision of hybrid product-services Product ownership may remain with supplier
Resource Efficiency Driver	Narrow resource flows
Business Model Sub/types	<ol style="list-style-type: none">1. Pure Product2. Product Oriented Services3. User Oriented Services4. Result Oriented Services5. Pure service
Main Sectors currently applied in	Transport, Chemicals and Energy. Digitalization of brick-and-mortar products.

Anyone can use a classification of products and services of his/her convenience under the Laissez-faire philosophy of doing businesses. But who is reviewing the consequences of the digitalization and AI when using the PSS business model? The answer is NO ONE.

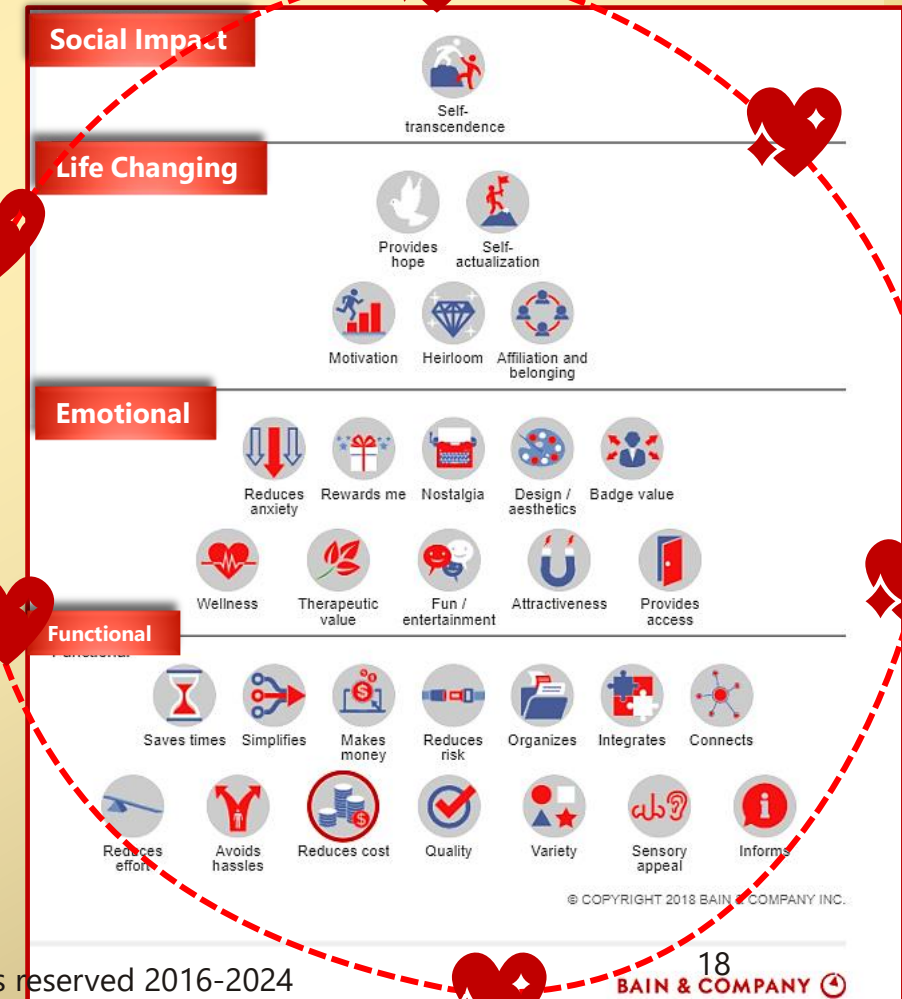
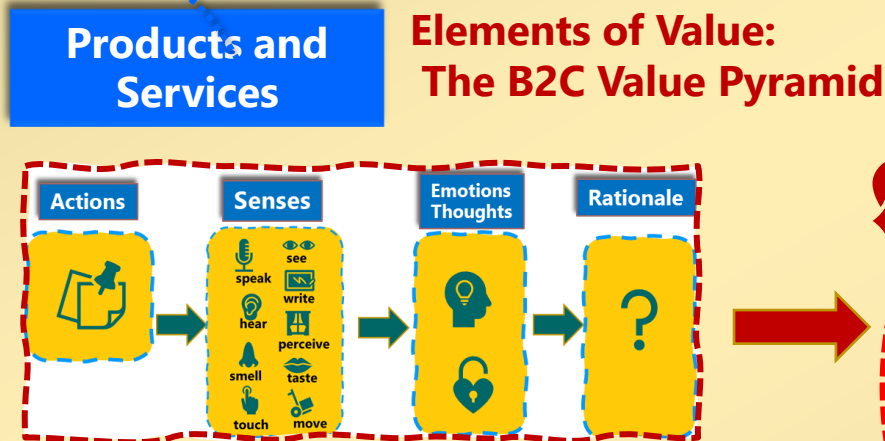


Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

Here we can find a new categorization of product-services by Bain & Co.

The Value Map



There is another classification of products and services that is being linked to a categorization based on Maslow's human needs pyramid. Look at the categories of value that could be addressed by your products and services (Elmqvist, Senior, Bloch for Bain and Company) :

1. Functional
2. Emotional
3. Life Changing
4. Social Impact
5. Love (EEStrategy adds a surrounding category that embraces everything)

For more information visit: <https://media.bain.com/elements-of-value/#>

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Source References: See slide 23.

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BAIN & COMPANY



Value Propositions: Theory and Cases.

The Value map proposed by Osterwalder-Pigneur implies a categorization of products and services beyond marketing. Let's explore other alternative classifications.

Bain and Company, has asked what elements of value do customers value the most by industry?



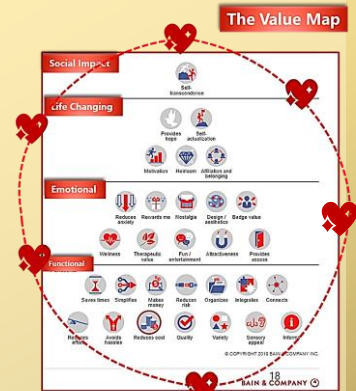
Products and Services

Elements of Value: The B2C Value Pyramid

Categories of value by Bain & Co.

Industry	Apparel Retail	Discount Retail	Grocery	Food and Beverages	Smartphones
Elements of value	<ul style="list-style-type: none">QualityVarietyAvoid HasslesDesign and AestheticsSaves time	<ul style="list-style-type: none">QualityVarietyReduces CostSaves timeRewards me	<ul style="list-style-type: none">QualityVarietySensory AppealReduces CostRewards me	<ul style="list-style-type: none">QualitySensory AppealVarietyDesign and AestheticsTherapeutic value	<ul style="list-style-type: none">QualityReduces effortVarietyOrganizesConnects

Industry	TV Service Providers	Consumer Banking	Brokerage	Auto Insurance	Credit Cards
Elements of Value	<ul style="list-style-type: none">QualityVarietyReduces costDesign and AestheticsFun & Entertainment	<ul style="list-style-type: none">QualityProvides accessHeirloomAvoids HasslesReduces Anxiety	<ul style="list-style-type: none">QualityMakes moneyHeirloomVarietyProvides Access	<ul style="list-style-type: none">QualityReduces AnxietyReduces CostProvides AccessVariety	<ul style="list-style-type: none">QualityRewards meHeirloomAvoids HasslesProvides Access



Pyramid of Elements of value, By Bain & Co.
EEStrategy has added the most important: True love for your customers.





Value Propositions: Theory and Cases.

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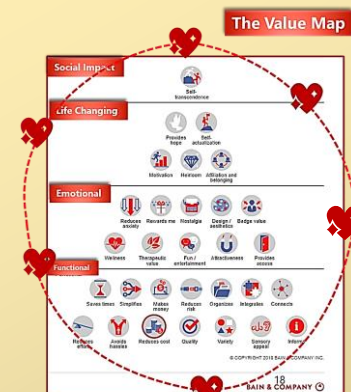


Products and Services

Elements of Value: The B2C Value Pyramid

Some Functional Categories of value to the customers by Bain & Co.

Elements of Value	Definition of Value for the Customer	Gain Creator or Pain Reliever
 Avoids hassles	Avoiding or reducing bothers and annoyances to the customer	<ul style="list-style-type: none">• Zappos offers free shipping and generous return policies.
 Quality	Providing high-quality goods or services	<ul style="list-style-type: none">• USAA delivers high-quality insurance, banking and investment products and services tailored to its members—those who have served in the military and their families.
 Sensory appeal	Appealing in taste, smell, hearing and other senses.	<ul style="list-style-type: none">• Starbucks acquired tea company Teavana and bakery La Boulange to improve its non-coffee products.
 Reduces cost	Saving money in purchases, fees or subscriptions	<ul style="list-style-type: none">• Nordstrom, J. Crew and other retailers introduced budget brands.
 Variety	Providing a variety of things to choose from	<ul style="list-style-type: none">• Fitbit has branched out from a simple step counter to different products for everyday users and high-performance athletes



Pyramid of Elements of value, By Bain & Co.
EEStrategy has added the most important: True love for your customers.





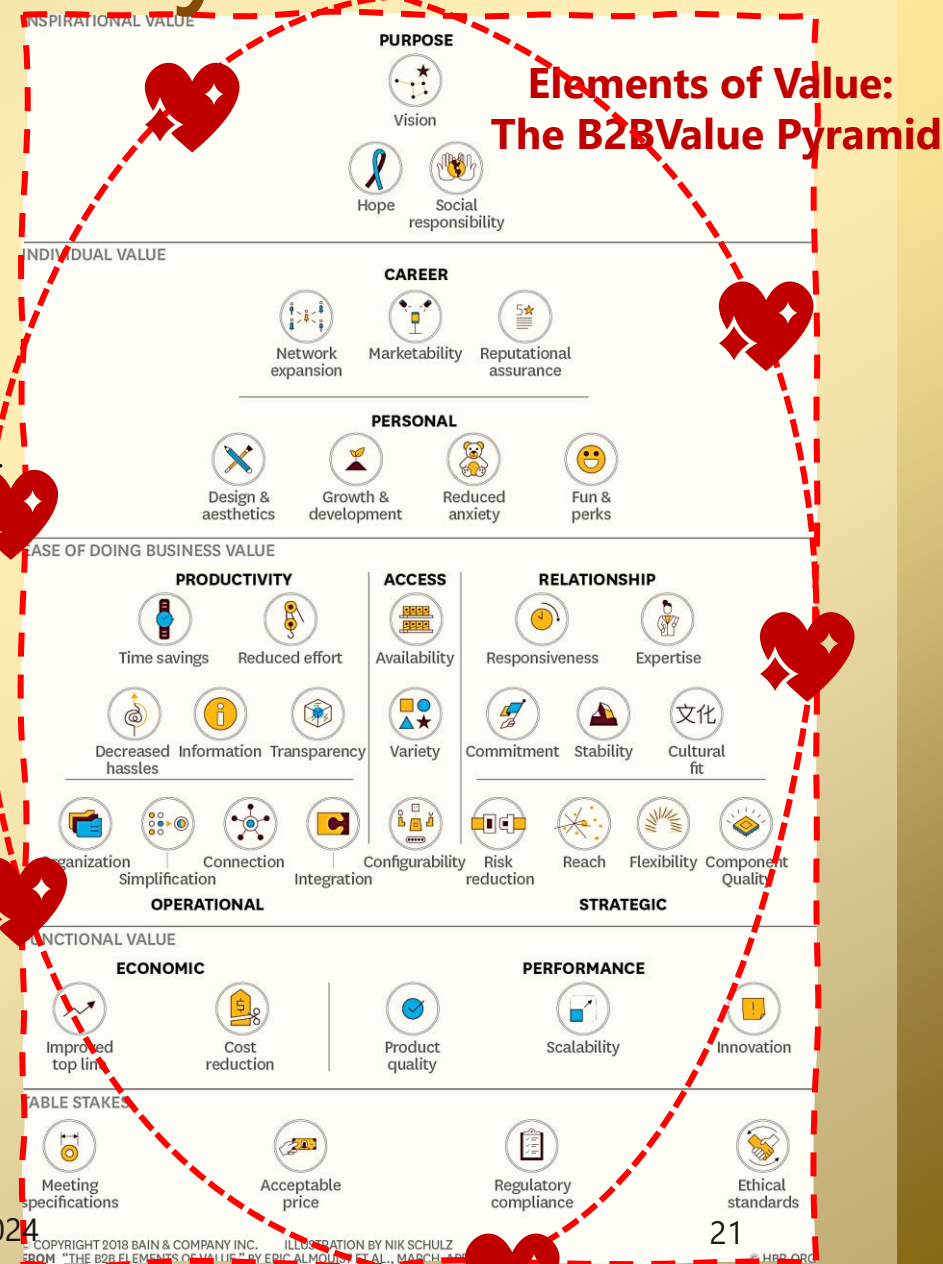
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An example from Bain and Company for a B2B offering. Bain has organized 40 distinct kinds of value that B2B offerings provide customers into a pyramid with five levels.

- I would like you to pay attention to the subgroup categories at each of these 5 levels.
- A B2B transaction involves a different set of gain creators and pain relievers.
- You can find at the top of the Pyramid, the level of Inspirational features
- At the bottom you find the table-stakes or the minimum offering features on any aspect of a product before it is considered for purchase by a customer.
- Observe the 5 segments of the level 3: Productivity, Access, Relationship, Operational and Strategic. See how the elements of value can move up or down according to the type of product/service offering.
- Finally, it is interesting to visualize the elements of value grouped under a scheme of prioritization in which it is well possible that the personal elements, the relationship elements and the relatedness of B2B customers, generate the idea that psychological/behavioral needs are more important than functional ones.
- See what part is missing: Love to others as ourselves.

Business-to-business (B2B) is a transaction or business conducted between one business and another, such as a wholesaler and retailer. B2B transactions tend to happen in the supply chain, where one company will purchase raw materials from another to be used in the manufacturing process. (Investopedia). They also occur between Governments and companies.





Value Propositions: Theory and Cases.

Recommendations before starting to build CVPs according to Osterwalder-Pigneur.

Visualize by mapping out your value map. Remember that a Pain reliever comes from the Pains, and a Gain Creator comes from a Gain that you defined on the Customer profile section last week.

1

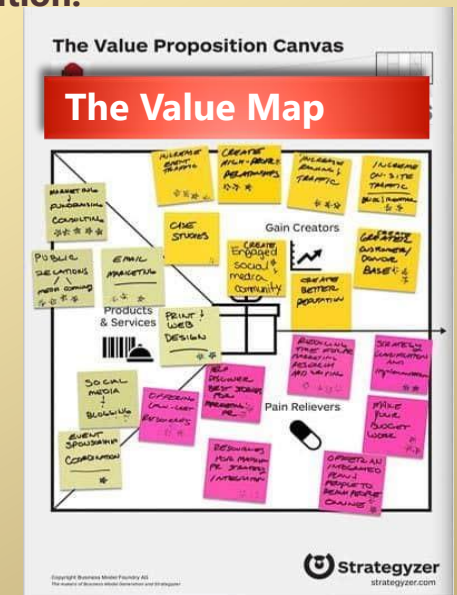
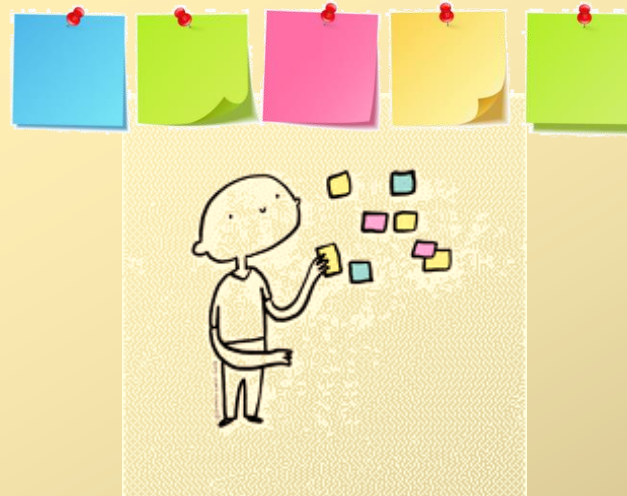
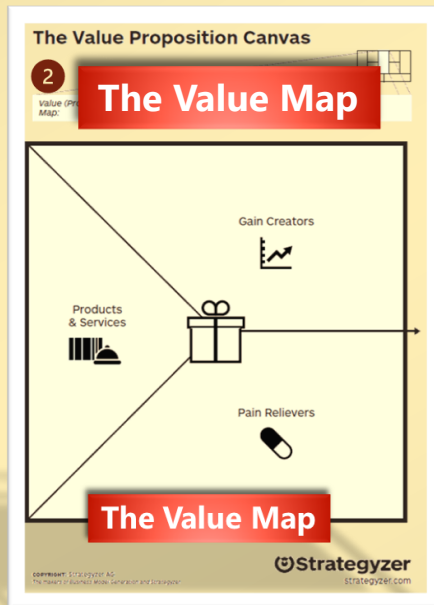
Before starting, download the template of the Value Map Template. Print it, or draw it in a poster page, or project it on the wall or a giant screen.

2

Grab the customer profile you previously completed last week. Use your sticky notes. Write your ideas in each category: Start with Pain relievers, then go to Gain Creators, and finally interweave the product-service solution

3

Map out your value map. Better if you do it with a team. Pain relievers address pains in the customer profile. Gain Creators tackle gains from the customer profile. Pain relievers and Gain creators are unlimited in number and based on your imagination.

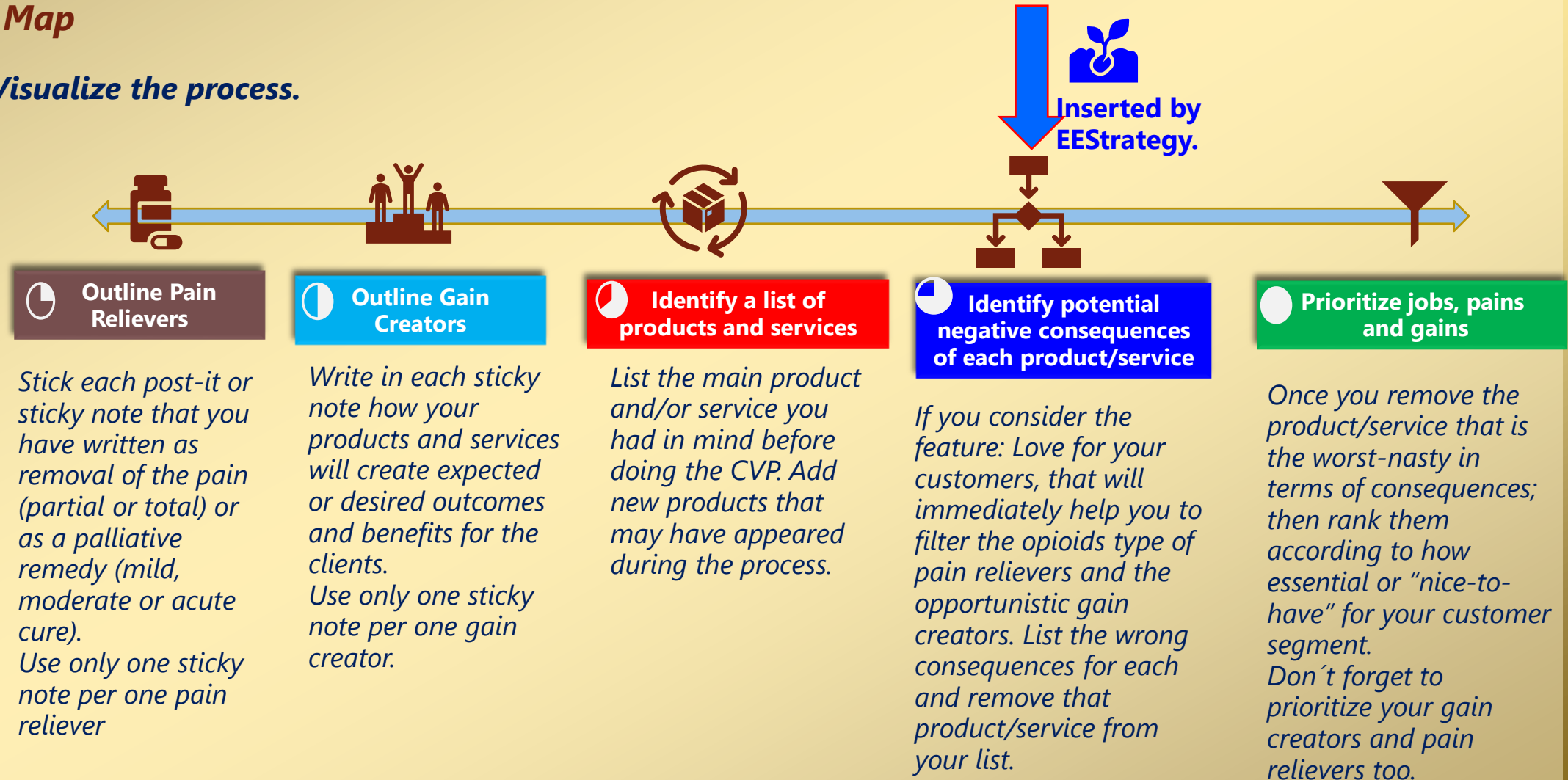




Value Propositions: Theory and Cases.

Osterwalder-Pigneur have instructed us to follow a 5-step process when building the Value Map

Visualize the process.





Value Propositions: Theory and Cases.

Osterwalder-Pigneur have observed the most common mistakes and best practices for mapping products and services, pain relievers and gain creators

Some advise directly from the authors of this technique to build value propositions.

Common Mistakes

Best Practices

List all your products and services rather than just those targeted at a specific segment

Remember that a product or a service create value only in relationship to a specific customer segment

Add products and services to the pain reliever or gain creator fields. Remember that a pain reliever or gain creator are elements of value.

Pain relievers are explanations of elements of value. Gain Creators are explanations of elements of value. When you write them, always start with a verb: Examples: "helps to save time", "augments variety", "reduces anxiety", "minimizes effort", "connects easily", "diminishes hassles", etc.

Offer pain relievers and gain creators that have nothing to do with the pains and gains in the customer profile

Remember that products and services don't create value in absolute terms, but only in relation to a customer profile that includes customer's Jobs, pains and gains.

Make the unrealistic attempt to address all customer pains and gains.

The CVP is a cycle of attempts. Don't believe you will get everything on the first cycle. A great CVP is about making choices in relation to gains, pains and Jobs.

Mix the classification of elements of value of different businesses in one canvas. **Added by EEStrategy**

When using Osterwalder-Pigneur model, try to use only one classification of elements of value. Don't mix categories of product if you are bringing a service. A B2C business has different categories of value than a B2B. **Added by EEStrategy**

Forget about the external environment that may affect the priorities. During the pandemic, the gain creators and pain relievers were different than in normal conditions of civilization. **Added by EEStrategy**

The context of your CVP should be taken into account. When the world was worried about a pandemic, or in the case of Ukraine war, or when countries lack of resources as water, or the climate is extreme (Africa). Each context creates different needs and wants in equivalent customer segments. **Added by EEStrategy**



Value Propositions: Theory and Cases.

Osterwalder-Pigneur advise how to integrate or separate or create a final CVP when we have several customer segments (or multiple CVPs).

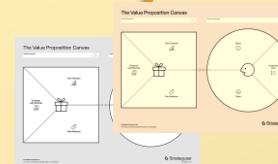
Similarity of the CVP	Potential for Synergies	Potential for Conflicts
++	++	--
++	+ -	--
--	+ -	++

Create synergies among the separated CVPs and coordinate between them as necessary.

Integration



Autonomy



Separation



Avoid conflicts between the integrated CVPs and allow for necessary autonomy

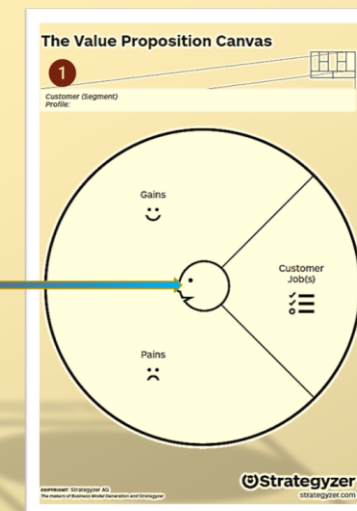
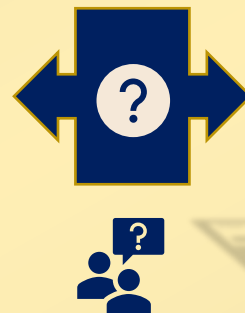
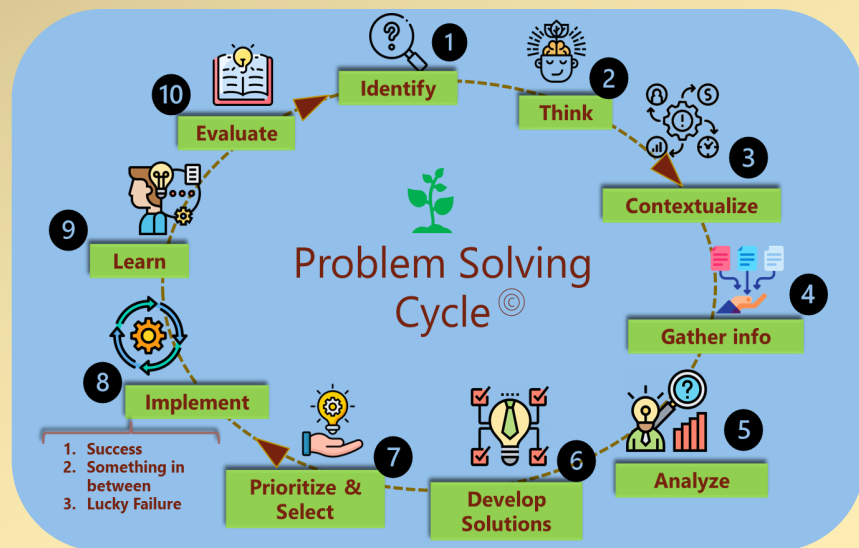


An expert strategist can integrate and visualize how to do a CVP for different customer profiles in one page if integrated. It is not the case for those who have never used this toolkit.



Value Propositions: Theory and Cases.

What is the connection between our problem-solving cycle and the value map?



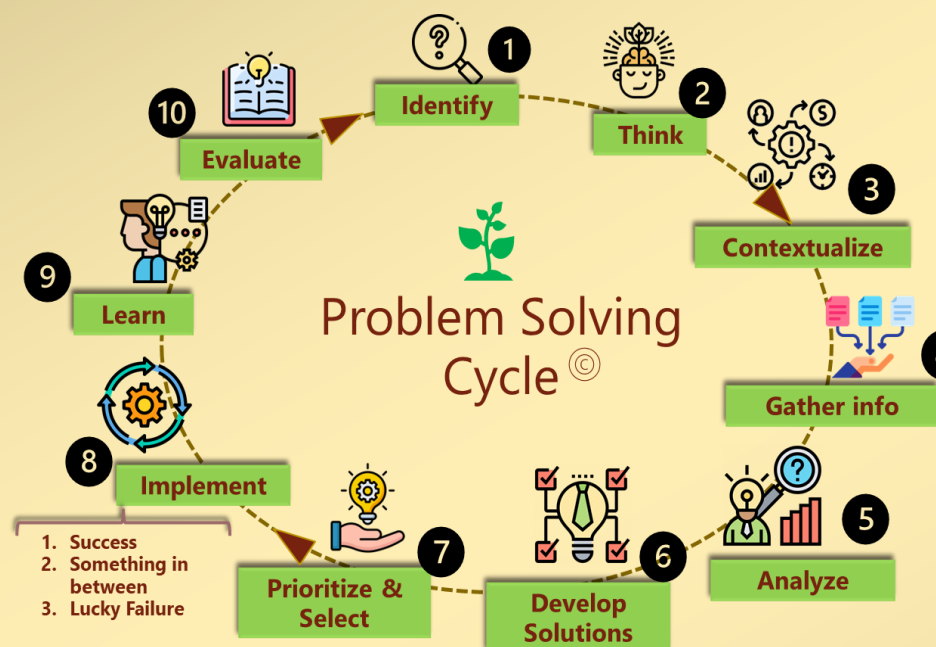
- When the Value Proposition Canvas when driven by psychological and behavioral emotional elements of value (at the top priority), then the irrational choices of humans are leading the race of competition.
- It is dangerous to establish a laissez-faire economics driven by subjective/emotional elements of value. As much as in a relationship, love is not enough for the long term, but only compatibility within several areas.
- In the design of CVPs, individualistic emotional-psychological factors may deviate the good health of individuals and the wellbeing of communities: the consequence is that bad outcomes to our brain will blow up in our civilization if the product/service becomes ubiquitous as the Internet or the Smartphones.
- Rational Problem solving can provide an equilibrium to an excessive domain of irrational pursuit of needs/wants that will make our brains null and void in a disorganized process for digitalization.

Eleonora Escalante Strategy



Value Propositions: Theory and Cases.

A new colossal change is coming to the business modeling and CVPs design: Sustainability and Circular Economic Premises will be at the core of everything, if these are well studied and accepted.



- The next Generation of multidisciplinary researchers, from every single discipline, including, Economic scientists and Business/Management Scholars must be aware of the historical background and present issues of business modeling practitioners.
- Otherwise, anything new will be to much of one thing, and the disruption will fail, or will not be able to enhance, or improve or even transform our accepted frameworks.
- Better slowly and well accepted by practitioners, than disrupting just to fell in the intent.
- The Ph.D. youth is being prepared and groomed to change all the theoretical frameworks that we have discussed today, particularly in terms of sustainability and care for the environment. But it will take some time. I hope that is the future that awaits us.
- The European Union is working hard to promote a circular business model.
- When digitization melts with the circular business model it is crucial to keep an equilibrium, otherwise the risk to wipe our good memory learning traditions, our physical health and our brain well-being is around the corner.
- For the sake of the present saga, we have framed our work as it has been done during the last 20 years, and we chose the Osterwalder-Pigneur for your understanding.



Value Propositions: Theory and Cases.

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Our next publication is about the Fit between the Client Profile and the Value Map.

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