

**ESCOLA POLITÉCNICA DA USP**  
**DEPARTAMENTO DE ENGENHARIA DE PRODUÇÃO**

**PRO 3385 Corporate Social Responsibility**  
**(CSR)**



Lecture 9

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# Modelo de negócio

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Business model is defined as “the rationale of how an organization creates, delivers and captures value”

It is a conceptualization of an organization which includes **3 key aspects**:

- 1) How key components and functions, or parts, are integrated to **deliver value** to the customer;
- 2) How those parts are **interconnected** within the organization and throughout its supply chain and stakeholder networks; and
- 3) How the organization **generates value**, or creates profit, through those interconnections.

When clearly understood, an organization's business model can provide insight into the alignment of high level strategies and underlying actions in an organization, which in turn supports strategic competitiveness.

# Business Model Canvas (BMC)

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A business model can best be described through nine basic building blocks that show the logic of how a company intends to make money. The **nine blocks** cover the **four main areas** of a business: customers, offer, infrastructure, and financial viability.

A business model canvas (BMC) tool can be quite effective here in helping users understand an organization's business model. The BMC can help users visually represent of the elements of a business model and the potential interconnections and impacts on value creation.

O BMC permite que todo o negócio seja visualizado em uma única página e que se observe o “encaixe estratégico” que existe entre diferentes áreas.

# Business Model Canvas (BMC)

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A elaboração do BMC segue um processo de 9 passos, na seguinte ordem:

1º passo: **Segmento de Clientes** - fatia do mercado foco da empresa.

2º passo: **Oferta de Valor** – benefício / diferencial do seu negócio a ser oferecido aos clientes.

3º passo: **Canais** - caminhos pelos quais a empresa comunica e entrega valor para o cliente (interface da empresa com o cliente), isto é, comunicação, vendas e distribuição do produto.

4º passo: **Relacionamento** - estratégias que evitam que seus clientes corram para o concorrente.

# Business Model Canvas (BMC)

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5º passo: **Fontes de Renda** - a maneira como o cliente pagará pelos benefícios recebidos.

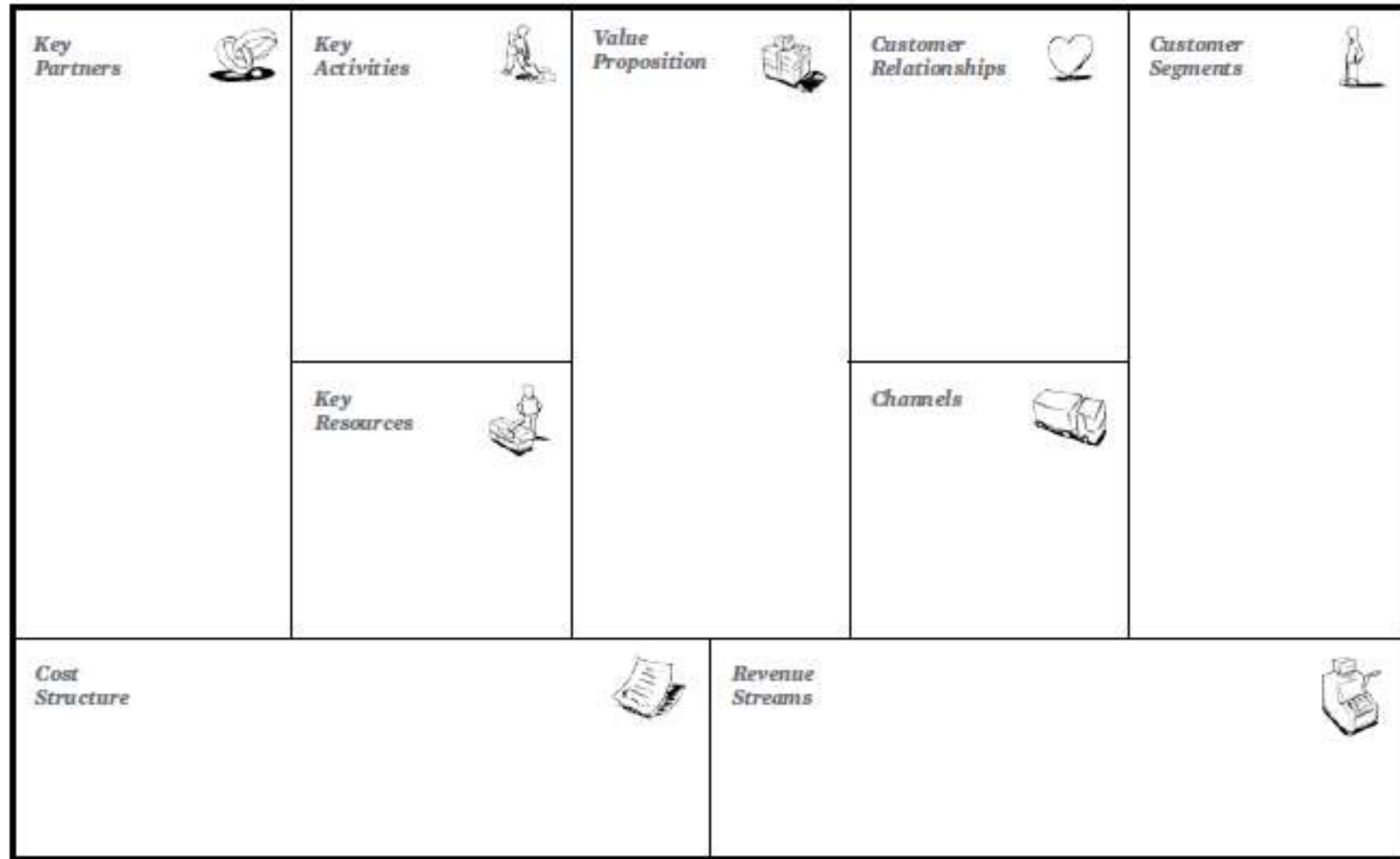
6º passo: **Recursos-Chave** - ativos fundamentais para fazer o negócio funcionar.

7º passo: **Atividades-Chave** - atividades mais importantes que a empresa deve fazer de forma constante para que o negócio funcione corretamente.

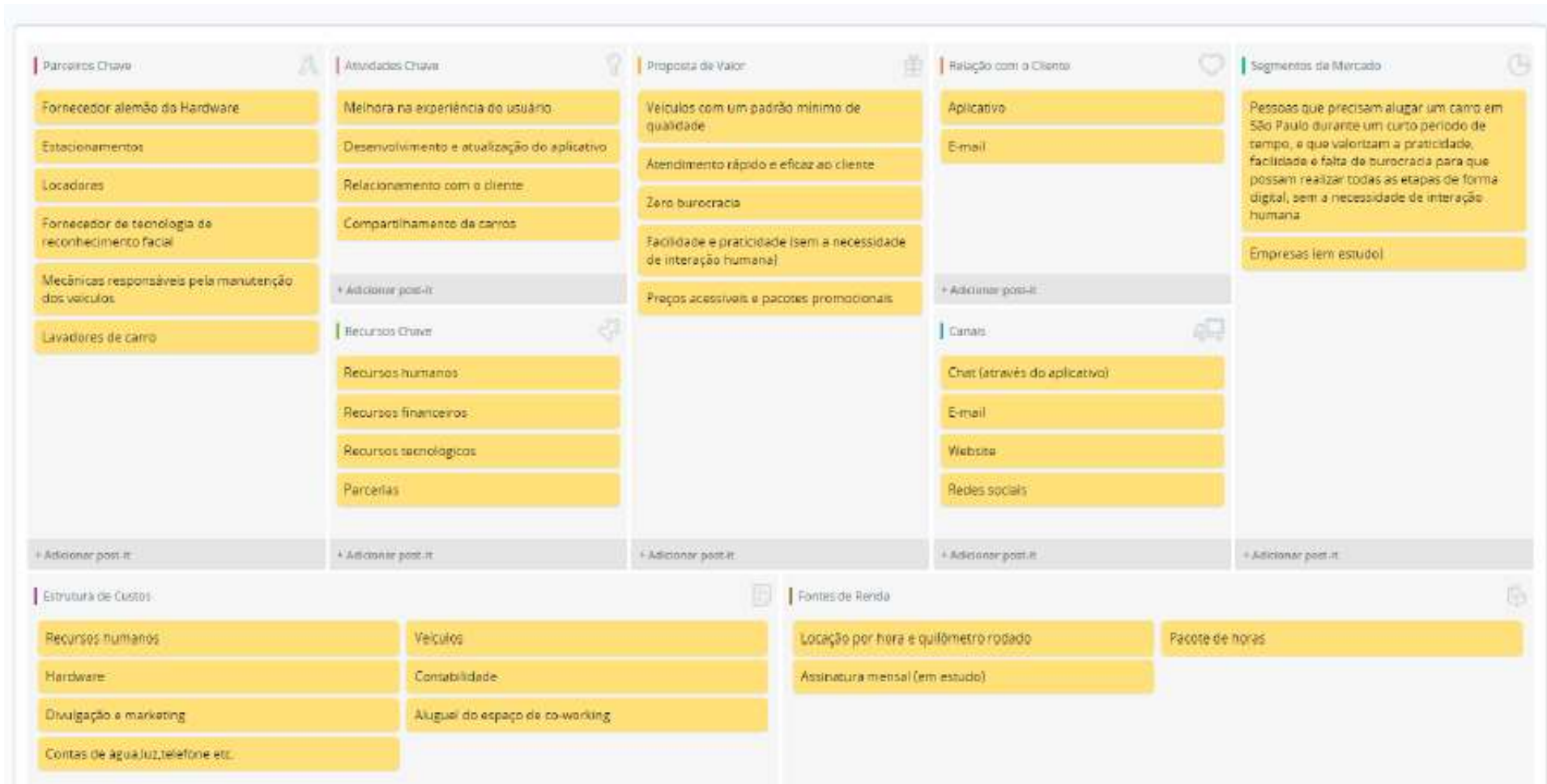
8º passo: **Parcerias-Chave** - terceirizações / fornecedores.

9º passo: **Estrutura de Custos** - principais custos que têm peso no financeiro e são derivados da operacionalização do negócio.

# Business Model Canvas



# Business Model Canvas – Turbi



# Triple Layer Business Model Canvas (TLBMC)

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Innovating towards more **sustainable business models** requires developing new business models which go beyond an economic focus to one which generates and integrates **economic, environmental** and **social** value through an organization's actions.

The **Triple Layer Business Model Canvas** (TLBMC) offers the opportunity to integrate economic, environmental, and social value into a holistic view of corporate sustainability.

It addresses a **triple bottom line** perspective where each canvas layer is dedicated to a single dimension and together they provide a means to integrate the relationships and impacts across layers.

The **economic layer** is based on the Business Model Canvas (BMC).



# Economic TLBMC – Nespresso



Economic Business model Canvas



# Triple Layer Business Model Canvas (TLBMC)

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The **environmental layer** of the TLBMC builds on a life cycle perspective of environmental impact. Life Cycle Assessments (LCA) is a formal approach for measuring a product's or service's environmental impacts across all stages of its life.

**Functional value** - describes the focal outputs of a service (or product) by the organization under examination.

**Materials** - refer to the bio-physical stocks used to render the functional value.

**Production** - extends the key activities to the environmental layer and captures the actions that the organization undertakes to create value.

**Supplies and out-sourcing** - represent all the other various material and production activities that are necessary for the functional value but not considered 'core' to the organization.

# Triple Layer Business Model Canvas (TLBMC)



**Distribution** - it is the combination of the transportation modes, the distances travelled and the weights of what is shipped, as well as issues of packaging and delivery logistics.

**Use phase** - focuses on the impact of the client's partaking in the organization's functional value, or core service and/or product.

**End-of-life** - entails issues of material reuse such as remanufacturing, repurposing, recycling, disassembly, incineration or disposal of a product.

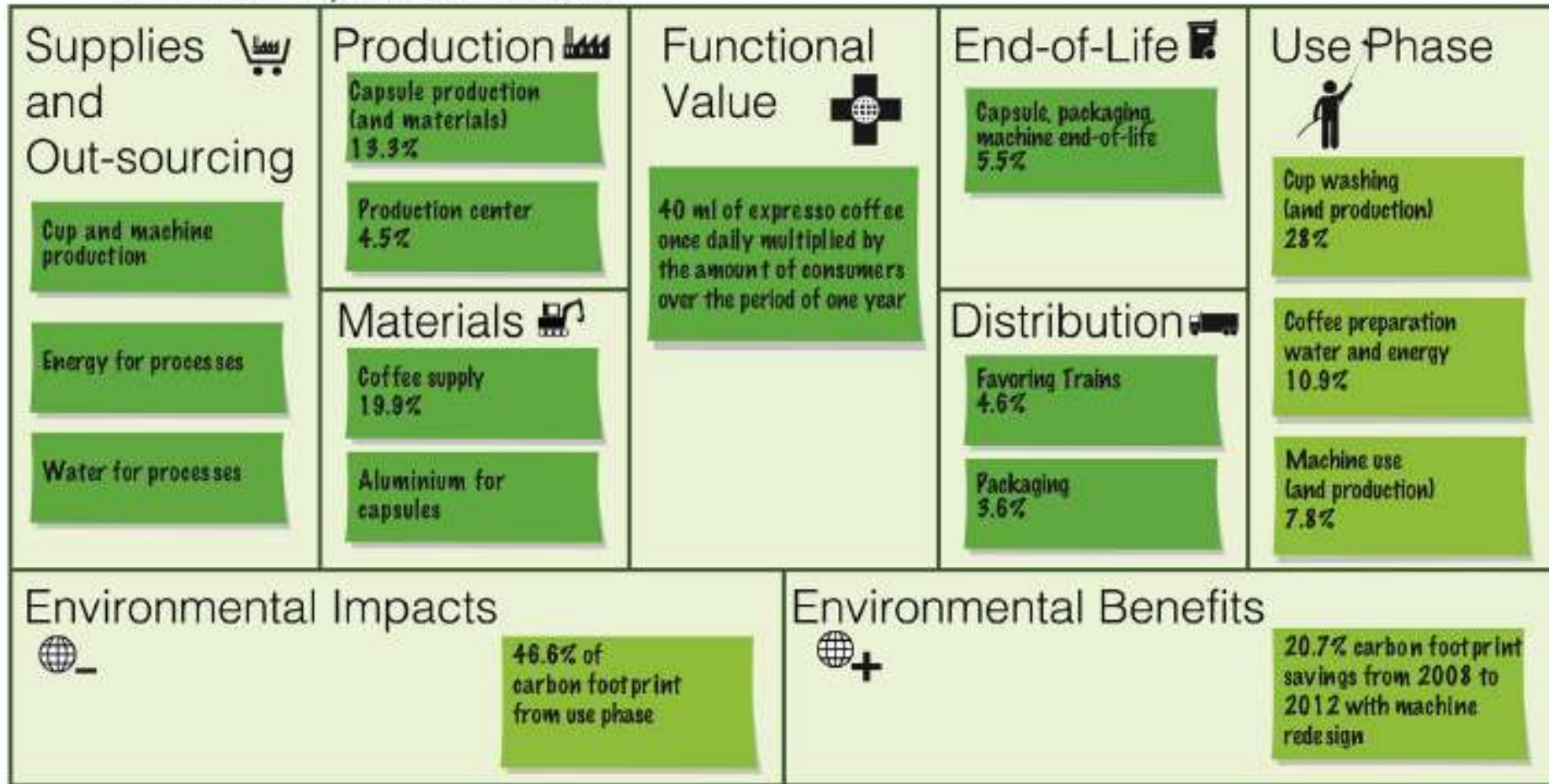
**Environmental impacts** - addresses the ecological costs of the organization's actions.

**Environmental benefits** - encompasses the ecological value the organization creates through environmental impact reductions and even regenerative positive ecological value.

# Environmental TLBMC – Nespresso



Environmental Life Cycle Business model Canvas



# Triple Layer Business Model Canvas (TLBMC)

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The **social layer** of the TLBMC builds on a stakeholder management approach to explore an organization's social impact.

**Social value** - speaks to the aspect of an organization's mission which focuses on creating benefit for its stakeholders and society more broadly.

**Employee** - provides a space to consider the role of employees as a core organizational stakeholder.

**Governance** - captures the organizational structure and decision-making policies of an organization.

**Communities** - social relationships that are built with suppliers and their local communities.

# Triple Layer Business Model Canvas (TLBMC)

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**Societal culture** - recognizes the potential impact of an organization on society as a whole.

**Scale of the outreach** - describes the depth and breadth of the relationships an organization builds with its stakeholders through its actions over time.

**End-user** - how the value proposition addresses the needs of the end-user, contributing to his/her quality of life.

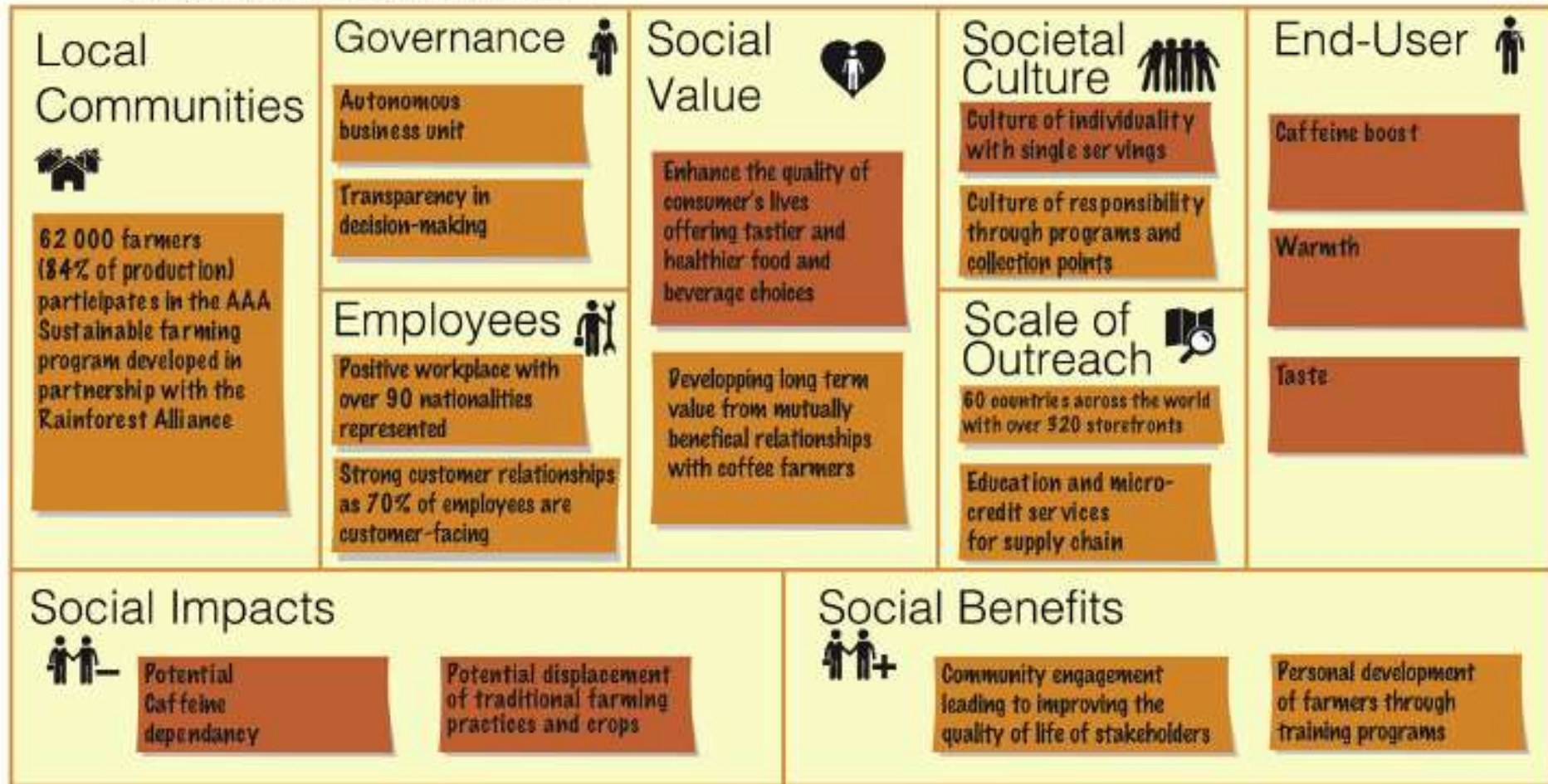
**Social impacts** - addresses the social costs of an organization.

**Social benefits** - are the positive social value creating aspects of the organization's action.

# Social TLBMC – Nespresso



Social stakeholder Business model Canvas



# Bibliografia

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