## We Are Open FLATTEN THE CURVE NOT YOUR BUSINESS

Crisis-Driven Business Model Innovation

 We are eight research associates and PhD students from the Institute for Technology and Innovation management (TIM) at RWTH Aachen University



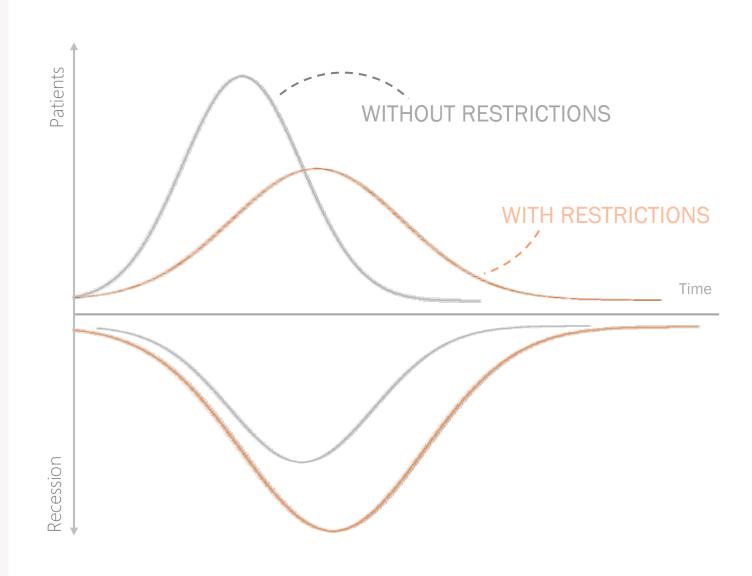
 Together we participated in the #WirVsVirus hackathon of the federal government in March 2020 and developed the idea and a prototype for the platform "We Are Open"

https://www.youtube.com/watch?v=Wc8YLEQ81n0&list=PLYGe9q9\_Jo3DGHe-zs8C-gNfpOys8EnM6&index=10

- This idea was inspired by our research in the fields of business administration, e.g. business model innovation, platform economy, organizational change, innovation ecosystems and crowdsourcing
- Supported by our institute director Prof. Frank T. Piller, we have continued to develop the project over the past weeks...



# THE COVID 19 DILEMMA





**RETAIL STORES:** Customers shop via shop window by sending a foto of the dress to the shop owner. Thus, no need to go inside



**GYMS:** Gyms offered part of their services via online platforms (e.g. Cyberobics), moved their courses outside or switched to online classes.



HOTELS: Instead of normal guests, hotels rented their rooms to people that needed a "home office place"





**CINEMAS:** During COVID19 cinemas reinvented the car-cinema to generate revenue.



Some Companies make adjustments to their business model very quickly as they are affected by the constraints of the crisis (e.g. absence of customers or changes in demand).

These adjustments can be generalised and can to some extent be found in various companies. We have derived **business model patterns for times of crisis** from them.

On an **open platform** we want to present these business model patterns, give companies the opportunity to present their **own patterns of resilient business models** in times of crisis and **discuss the concrete implementation** together.

Although the "Corona crisis" serves as a current example here, companies or entire industries will **continue to be affected by crises** with specific consequences (e.g. a decline in demand) in the future.

By combining different concepts of innovation management, such as business model innovation, crowdsourcing, open innovation and platform business, we want to help companies to get through difficult economic times in the short term and perhaps even to build up a more resilient business in the long term.

- Gulanti et al. (2010) show that 17% of organizations do not survive a crisis, whereas 9% strive afterwards.
- 4 dominant strategies to respond to a crisis (Wenzel et al., 2020):
  - Persevering: Sustaining a firm's business activities to preserve the status quo.
  - Retrenchment: Reduction of costs, assets, etc. (Pearce & Robins, 1993).
  - Innovation: Strategic renewal in response to a crisis
  - Exit: Discontinuation of a firm's business activities (e.g. Argyres et al., 2015).
- Organizations that flourish after a crisis have balanced to cut costs but also invested in existing and new businesses (Gulanti et al., 2010).
- Literature limited to strategic perspective
- It remains unclear how companies implement these strategies.





1 LEARNING ABOUT BUSINESS MODEL INNOVATIONS







**NETNOGRAPHY** 

HISTORICAL CRISES

CROWDSOURCING

2 DEVELOPING BUSINESS MODEL PATTERN IN TIMES OF CRISES



**AGGREGATION** 

**CATEGORIZATION** 

**DESCRIPTION** 

OBSERVE BUSINESS MODEL INNOVATIONS THROUGHOUT THE CRISIS



BARRIERS



**EVOLUTION** 



**EFFECTIVENESS** 

home geschäftsmodelle entdecken gesc

GESCHÄFTSMODELLE TEILEN

ÜBER UNS

#### Innovative Geschäftsmodelle teilen

Helfen Sie auch anderen Unternehmen ihr Geschäftsmodell an die aktuelle Krise anzupassen. Sie haben eine tolle Idee, die wir noch nicht kennen? Senden Sie uns eine kurze Beschreibung!

Zurück

#### Ihre Geschäftsmodellidee

Helfen Sie anderen Unternehmern ihr Geschäftsmodell fit für die Krise zu machen und teilen Sie Ihr innovatives Geschäftsmodell oder Ihre innovative Idee mit uns

#### Bezeichnung Geschäftsmodellidee

Geschäftsmodellidee

Bitte beschreiben Sie das Problem, dass Sie durch das neue Geschäftsmodell löser

#### Geschäftsmodellbeschreibung\*

Bitte beschreiben Sie hier Ihre Geschäftsmodellidee. Geben Sie gerne Links zu Ihrer Homepage Zeitungsartikeln und co än. Ihre Idee kann änderen Unternehmen helfen gestärkt aus der Krise zu kommen!

#### Tipps und Tricks

Bitte beschreiben Sie welche Herausforderungen bei der Umsetzung aufgetreten sind und wie Sie diese gemeistert haben. Welche Tipps und Tricks können Sie anderen Unternehmen mit auf den Weg geben?

Vair oriches

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www.weareopen.business

### RESULTS

>200 business model innovations analyzed

23 business model patterns in times of crisis

6 business model categories

- 1. Combination of different patterns?
- 2. Evolution of business model pattern?

Effectiveness of patterns?

3. Barriers to implement patterns?

NEXT STEPS





#### Adding new patterns:

Crowdsourcing competition to find innovative business model patterns to overcome the crisis.

https://businessmodels.hyvecrowd.com/contest/157/overview (Submission phase currently running)



#### **Building an Open Innovation Ecosystem:**

Companies should not only use our homepage as a library for resilient business model patterns, but share their own business model innovation or their experiences of applying the patterns.



#### Deriving generalizable findings:

By analyzing the contributions and the exchange between different companies on our platform, we want to derive scientific findings in order to contribute to existing theories and discussions in science. Visit our homepage

#### www.weareopen.business

or help us by supporting our Crowdsourcing contest!

Please write us for feedback, further information or questions:

weareopen.business@gmail.com

Further information about research and projects of the TIM-Institute at RWTH Aachen University can be found <a href="here">here</a>!

