Building Social Business

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Abstract: This article analyses the conceptual aspects of entrepreneurship, cites the characteristics of an entrepreneur, the relevance of being administrator and entrepreneur, and the importance of Learning process, uniting the theory, practice and innovation in the development of business plans, preparing them and developing the entrepreneurial spirit. On a competitive landscape, the way the companies have been building has gone through changes. Organizations that have their origins in creativity have ease of adapting to the market. With that, the creative economy innovated in the way of presenting the business, building models that aid in quality of products and services. This research aims to show how to apply the tool *Business Model Canvas,* proposed with Osterwalder and Pigneur, (2010) to describe and visualize in a simple way the operation of an automotive company. The approach is classified as qualitative and exploratory, descriptive because it gave from technical visits, interviews and data collection. In conclusion, it was noticed that in addition to the results contribute to the theoretical framework, the development of this model was crucial to leveling the conformity of products and services offered by the company, whereas your capacity and contributing to their strategies.

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1. Introduction:

The Business Model Generation features a deep insight the nature of the business models showing the logic of creation, delivery and value capture by an organization. Describes traditional and innovative models and dynamic and innovative techniques, how to position themselves in a competitive scenario and how to lead the redesign of an organization's business model. Surely that is a book. It was designed to convey the essence of what you need to know, in a quick, simple and visual. Examples are presented with images, and the content is supplemented with exercises and activities that you can put into practice immediately. Instead of writing a conventional book, tried to make a practical guide for entrepreneurs, visionaries and challenges.

The innovation of business models is not something new. When the founders of Diners Club presented your credit card in 1950, were practicing this innovation. But the proportion and the speed with which innovative business models are transforming the industry now are unprecedented. For entrepreneurs, executives, consultants and academics, this is the right time to try to Understand the impact of this extraordinary development, and dealing methodically with its challenges (Schumpeter , 1939).

Innovation in business models is about creating value for companies or customers or to the whole society. It is to replace outdated models. For example, with the iPod and iTunes, Apple has created a business model that has transformed the company into a dominant force in the digital music market.

The Skype cheapened the international calls and even brought the free calls from Skype to Skype, with a business model based on technology known as peer-to-peer. It is currently the largest operator of voice traffic in the world. It's a business model that has emerged in response to the emerging needs of the users and the pressure of environmental concerns. The Grameen Bank is helping to alleviate poverty, popularizing the Microloan to those most in need.

But how to invent, design and implement systematically models as well? How to question, challenge and transform models old and outdated? How to turn visionary ideas into business models that turn the game or restart the game, if we are ourselves the current leaders? Innovation in business models aims to bring those answers. Since the practice surpasses the simple theory, we have adopted a new paradigm. For Drucker (1974) is entrepreneurship: practice; market vision; evolution, and says that:

"Entrepreneurship in a company-specific work of business is doing business today being able to make the future, transforming into a different business" [...]

Entrepreneurship is neither science nor art. Is a practice. (DRUKER, 1974: p25)

The authors, Osterwalder and Pigneur, (2010) offers a concept that allows us to describe and think about the business model of an organization, its competitors or any other company. This concept was applied and tested around the world and is already used by organizations such as IBM, Ericsson, Deloitte, Public Works and Government of Canada, among others.

According (Schwartz 1996), Business model and innovate successfully. We believe that a business model can best be described with nine basic components, which show the logic of how an organization intends to create value. The nine components cover the four main areas of business: customers, supply, infrastructure and financial viability.

The business model is a scheme for the strategy be implemented through organizational structures, processes, and systems. The 9 components of the painting of Osterwalder and Pigneur are:

1. Customer segments
An organization serves one or several customer segments.

2. Value proposition
Search resolve customer issues and satisfy your needs, with value propositions.

3. Channels
The value propositions are taken to clients by channels of communication, distribution and sales.

4. Relationship with Customers
The *customer relationship is established and maintained with each customer segment.*

5. Fonts of revenue
The sources of revenue are the result of value propositions offered successfully to customers.

6. Key Features
The Key Features . .. The elements of the assets to offer and deliver the elements previously described

7. Key Activities
When performing a series of key activities

8. Main Partnerships
Some activities are outsourced and some resources are acquired outside the company

9. Cost Structure
The elements of the Business Model depends on the cost structure

The Picture of the model of Osterwalder and Pigneur and a common language to describe, visualizes, evaluate and change the Business model.

1.1. Objective:

The general objective of the research is to perform *an analysis-from predefined comparison-shafts of the main methodologies related to new business management in order to identify how they complement each other and relate.*

The specific objectives provide the basis for an analysis of the Business Model Generation in Understand the concept of effectuation and your relationship with the need for new management techniques; Introduc the conceptual referential related to methodologies proposed by the main authors of the book, Identify the main similarities and differences between each of these methods;

The methodology used in this article divided into two parts: the first one is related to the conceptual frame of *effectuation* and main methods and innovative business management tools, discussed in the book "*Business Model Generation*" (Osterwalder & Pigneur,2010),

2. Review of Literature:

The main visions of science and literature about the context in which entrepreneurship and new business generation inserted, your difference with the traditional model, main motivations, profile of entrepreneurs, in addition to the methods and tools designed in order to contribute to the success of these new businesses.

The first source of Business Model Generation is the theory of *effectuation*. This presents a new way to see the entrepreneurial behavior from the suggestion that even if differs from the traditional model in many ways. From this theory, it will be possible to understand the main methodologies in light of this new way of thinking.

The other references presented correspond, respectively, to books *Business Model Generation* (Osterwalder & Pigneur, 2010), *Lean Startup* (Ries, 2012), *Running Lean* (Ash Maruya-2012) and *The Startup Owner's Manual* (Blank & Dorf, 2012). These are, in actuality, the main methodological references about how to create and develop a successful business.

2.1. Effectuation Theory

The phenomenon of entrepreneurship has received each day more attention both from traditional business, as academia: MBA courses and graduate programs are created and hundreds of books are written with the goal of trying to understand how the entrepreneurs think and how they manage to build new successful businesses. Venkataraman (1997 *apud*. González *et al.* 2011) concludes that the study of entrepreneurship;

"*is to understand how, in the absence of existing markets for future products and services, these products and services come into existence*".

The theory *effectuation,* created by a professor at the University of Virginia, Saras Sarasvathy (2008), arose precisely from the need to respond to this question that has been debated for decades: "what makes entrepreneurs become entrepreneurs?" According to entrepreneurs, the future can be invented and created from the action of people. Therefore, you do not need to worry about providing for him, in determining the right time to start a business or find the best opportunity. This kind of thinking is opposite to what exists in circumstances more predictable environments.

Saras Sarasvathy gives the name of " *effectual*" logic to this way of thinking the opposite of "causal logic" taught in business schools traditionally. Soon, the *effectuation* proposes that there is a logic common to entrepreneurs experienced in various industries, locations and ages. Is a *"logic of thinking used by experienced entrepreneurs to build successful businesses, discovery through scientific research"*

2.2. Effectuation x Causation Theory:

The *effectual* logic is based on a vision of the world and constant business construction by humans. To do this, use a specific set of means to create possible effects (which can be represented by new businesses), other than those traditionally known. The *effectual* thought works from the following principle *"if I can control the future, I don't need provides it."*

Already the causal logic, traditionally broadcast, seeks to reach a given pre-established objective from the choice of different media to which they have access. Therefore, follow the principle of *"I can't predict the future, I can control it."*

Sarasvathy (2008) clarifies that although opposite, these two logics are not exclusive since in general the entrepreneur uses each of them at different times during the development of a new business.

Thus, it was possible to learn that: entrepreneurs share a common logic in solving problems of entrepreneurship, and that causal thinking is not bad and is required for the construction of a new business. Is the amount of time spent using the *effectual* thinking that distinguishes the experienced entrepreneurs. Especially in the early stages, they prefer to use this logic to create new opportunities.

2.3. Principles of Effectual Logic:

The *effectuation* consists of five principles created from techniques that the entrepreneurs use to reduce the predictions about the future and, thus, be able to create it. They are:

Principle 1 – bird in the hand (work with what you have): the possibilities devised by entrepreneurs originating from what they have in now, that is, from who he is, what he does and who he knows.

Principle 2 – Losses Tolerable (bet you can lose): entrepreneurs limit the risk that savvy they can lose in each step, rather than pursue opportunities within the concept "all or nothing".

Principle 3 – Lemonade (make the lemon lemonade): *effectual* logic accepts the surprise factor instead of building different "what if?" scenarios. Large entrepreneurs deal with bad news and surprises as possibilities to create a new market.

Principle 4 – patchwork (form partnerships): build partnerships with potential *stakeholders*. Obtain commitment from these key partners in the early stages of a business reduces uncertainty and make it create new markets the interested.

Principle 5 – airline pilot (control x forecast): by focusing on activities that can control, successful entrepreneurs are relying on their actions has a greater chance of achieving results. An *effectual* vision of the world is directed by the belief that the future is not predictable and therefore, must be created.

2.4. The Effectual Cycle:

The *effectual* cycle presents a thought process that enables the creation of Products, markets and new businesses. Not propose, however, to be a method step by step, what and when should be done, but rather a heuristic technique that applies a unique and universal the challenges faced by entrepreneurs (Sarasvathy & Simon 2000).

The entrepreneur's objectives should be framed in accordance with risk that he chooses to run, i.e. the "tolerable losses". The construction and the achievement of the goals are different sides of the same coin.

"It can be argued that like any other decision criteria, identity-based decision criteria are nothing but a certain type of preference ordering. And, of course, both identity-based criteria and preferences can co-exist or even overlap in entrepreneurial settings. The difference lies in the relationship between preferences for particular outcomes and preferences for particular courses of action. When the preference for a particular outcome is clearly connected with the preference for a particular course of action that leads to that outcome, then the preferences may suffice to make the decision" (Sarasvathy and Dew 2005, p. 393).

The following interactions carried out seek to facilitate the process of attracting partners for the new business.

"This chain of effectual interactions sets in motion two cycles—an expanding cycle of mobilized means and resources that each new stakeholder adds to the pool, and another cycle of constraints on the possible objectives and outcomes of the project that converges to the goals of the resultant organization. Each new stakeholder has a say in what the artifact that comes to be will be, rather than in whether it will come to be or how valuable it will be. In other words, commitment decisions seek to shape what the pie will be rather than how to divide it" (Sarasvathy & Dew, 2005, p. 402).

The cycle continues until the entrepreneur gets closer and closer to a product/service and saleable, and has the commitment of consumers and the partners that make up the new market.

3. Methodology

3. The Context of Business Model Generation:

In several countries, the promotion of new business models and support for its entrepreneurs is already part of the culture. In the United States and in European countries, for example, most universities offer an extremely favorable environment to promote new business: events, competitions, induction with experts and disciplines aimed at the theme are offered to students. In addition, these countries have a large number of companies and investors willing to risk their resources and bet on the success of a *startup*.

As a result, several models and supporting tools have emerged and have been improved over the years, being used since then as planning instruments, guidelines and business model and validation of scale your application. Osterwalder and Pigneur (2010), describing the business model as the way in which an organization creates, delivers and generates value. These models require constant improvements to adapt to changing economic and organizational environments, these increasingly dynamic and competitive.

In recent years, the dynamics of the markets has created a favorable environment for the development of new business models, especially those related to the digital environment. With these new models, other methodologies emerged in order to keep up with the fast pace of innovation and cater mostly to a specific segment: companies known as *startups.* In many cases, the difference between the definitions of small businesses and *startups* is not yet widely understood, although each their own features.

3.Results:

The *Business Model Generations* was first published in 2009 by Osterwalder and Pigneur. According to them, is a guide to visionary entrepreneurs who seek to challenge the outdated business model and thus to draw the future of companies. The theme of business model innovation is related to the creation of value for organizations, for customers and society, replacing the outdated models. The need for constant changes has been increasingly accelerated, making the unprecedented scale and speed in which innovative business models are changing industrial scenario.

In the quest for continuous innovation, it is common that companies encounter with some crucial questions: how to invent and implement this powerful new business model? How to question, challenge and transform the old models? How to turn visionary ideas into successful business models? (Anderson 2001).

The book "Business Model Generation aims to provide an *insight* the nature of the business models, describing their technical innovation and dynamic form of placement in an intensely competitive. To this end, it proposes a methodology that helps entrepreneurs to turn these guidelines into action. Its main advantage is the speed in the structuring and the what-if analysis, reducing the degree of uncertainty of the innovative business models.

The content of the book is presented in five sections: Business Model Canvas; Standards of business models; Aid techniques to Design models of Business; Reinterpretation of the strategy through the lens of Business Model; and Generic Design aid Process of Innovative business models. However, the subsequent synthesis will be divided two sections: the first, with a focus on present and elaborate the model proposed and the second Canvas, showing the four following sections that are related to the techniques and tools that will assist the reflection and the development of this model.

3.1. Business Model Canvas:

The Canvas is the primary tool presented in the book. Has as provide a shared language to describe, visualize, measure and modify the business model. With that, proposes a concept that allows you to describe and think about the business model of the Organization, of its competitors or of any other company. In this way, a tool for easy understanding and shared understanding, thus facilitating the discussion among diverse actors.

The model is divided into nine blocks covering the main areas of a business such as customers, supply, infrastructure and financial viability. These blocks and the order in which the authors suggest that to be defined and detailed, are:

3.1.1. Customer Segments

The block of the customer segments defines the different groups of people or organizations that a company intends to reach and serve. Soon, customers should be seen as the reason of the whole business, have to answer in the best way possible for your needs is vital to the success of any organization. In order to better satisfy its customers, the enterprise should group them into segments distinguished according to needs, behaviors or attributes that have in common. With it, you can draw the entire business model based on understanding the core needs of each one of them.

A group of customers or organization represents a separate segment if: they have needs that require and justify different offers; are impacted by different communication channels; require different types of relationships; have substantially different profitability and have a predisposition to pay for different aspects of the offer. The main customer segments found in the everyday life of organizations can be mass market, niche, segmented, diverse and multifaceted.

3.1.2. Value Proposition

The value proposition is the reason consumers choose between a company and another. Soon, can be understood as the set of benefits that a company provides to your customer. To develop a value proposition that meets the needs of each one of the segments of consumers, companies should reflect on the following questions: what value is being delivered to our customers? Which of the problems of our customers we're helping to solve? What are the needs of the customers we're satisfying? What types of products and services offering to each customer segment?

The value propositions can be both quantitative as qualitative, tangible or intangible and can be synthesized in major groups: News, performance, design, brand, lost, cost reduction, risk mitigation, accessibility, and convenience.

3.1.3. Channels

The channels include the way the company communicates, distributes and sells its consumer products. In other words, are the means used to achieve interaction each customer segment (Osterwalder & Pigneur, 2010), the communication channels serve the major characteristics: increase customer information about their products and services; help customers measure the Organization's value proposition; allow customers to purchase certain products or services; deliver a value proposition to customers; and provide customer service and after purchase support.

Companies should identify the best combination to meet the needs of its customers in order to enhance the user experience and increase sales. The relationship channels have five distinct stages, namely: knowledge; evaluation; purchase; delivery and after-sales. These phases can be covered by one or more channels. In addition, there are own and partner channels.

3.1.4. Relationship with the Client

The relationship with the client describes the kind of relationship that the company will establish with each of your customer segments, which can range from the personal to the automated. The main reasons that a company should keep in mind when setting your main relationship channels, can be customer acquisition, customer retention and increased sales.

For that, Osterwalder & Pigneur (2010), suggest that organizations think about some key questions that will indicate the best alternatives to be adopted. They are: what type of relationship that each segment of customers expect from our company? Which of them are already established? What is the cost of these relationships? As they must be integrated into our business model? In General, there are 6 main types of relationships with customers, including personal assistance, dedicated personnel, auto service, automated services, communities and co-creation.

3.1.5. Revenue Stream

The revenue stream represents the monetary value generated by each segment of customers. To set it, the company should question what value each segment of customers are willing to pay for your products and services and thus establish the different pricing mechanisms. Revenue can come from two main sources: payment cash or recurrent income arising out of payments to be made in the future, in order to deliver a value proposition to the customer or provide after-sales support. In addition to this Division can also be separated into seven main categories: sale of assets, usage fee, registration fee, loan/renting/leasing, licensing, brokerage fees and advertising.

3.1.6. Key Features

The key features are the most important assets that support the operation of the business. In this way, allow organizations to create and deliver the value proposition, reach the markets, maintain the relationship with your customers and gain new sales. Maybe physical, human and financial, intellectual or be present both internally in the company, as being acquired from partners.

The main question to be examined and answered by businesses to define the best way their resources: what key features our value proposition, our distribution channels and our customers require?

3.1.7. Key Activities

Describe the most important activities to be carried out by the Organization for the operation of your business model, namely, what should be done to ensure the success of their operations.

The main question to be examined and answered by the companies to better define their activities is: what are the key activities that our value propositions, channels of distribution, relationship with customers and revenue streams require?

3.1.8. Key Partners

Key partners describe the network of suppliers and partners that enable the operation of the business model. Currently, the partnerships have been making a fundamental factor in the operation of enterprises, since they enable them to focus on their key activities, thereby improving your efficiency.

According to the authors, there are four main types of partnerships: strategic alliances between non-competitors; strategic alliances between competitors; *joint ventures* for the development of a new business; and buyer-supplier relationships to ensure reliability in the supply.

The main questions to be answered at that time by the companies are: who are our key partners? Who are our suppliers? What key features we're getting from our partners? In which key activities our partners act?

3.1.9. Cost Structure

The cost structure describes all costs related to the operation of the business model. Depending on the Organization's value proposition, this can be more or less important to the operation of the business.

Proposed a division of the cost structure in two categories: cost-oriented and driven by added value, where the first focuses on reducing costs as much as possible, and

Table 1: *Model Representation Canvas*:

<table>
<tr>
<td rowspan="2">PK
3.1.8. Partners Key
Some activities require terciarizada labor and some resources are acquired outside the company</td>
<td>KA
3.1.7. Key Activities
Running a certain number of key activities</td>
<td rowspan="2">VP
3.1.2. Value Proposition
Seeks to resolve customer issues and resolve the needs</td>
<td>RC
3.1.4. Relationship with Customers
Customer relationships are established and maintained with each customer segment</td>
<td rowspan="2">CS
3.1.1. Customer Segment
A servant organization one or several customer segments</td>
</tr>
<tr>
<td>RK
3.1.6. Resources Key
Assets required to supply and delivery of previous elements</td>
<td>CC
3.1.3. Channels
Value propositions are delivered to customers through communication channels, distribution and sales.</td>
</tr>
<tr>
<td colspan="3">$C
3.1.9. Structure of Costs
the elements of the business model result from a cost structure.</td>
<td colspan="2">$R
3.1.5. Revenue Stream
Result from proposals successful value offered to customers</td>
</tr>
</table>

Source: adapted from Osterwalder & Pigneur, 2010, p. 44.

the second focuses on the added value of their products and services. Consequently, the latter opts for higher costs for better user experience.

3.2. Construction of the Model Canvas: approaches and Tools:

The book shows the structure of model construction in four main pillars that Present methods and tools to aid in the preparation and development of the business model based on the Canvas. They are standards, Design, strategy, and process. Each of these pillars contribute to reflection, discussion, and understanding of the homogeneous new business model that is being developed (Schwenk & Shrader 1993).

Osterwalder & Pigneur (2010), suggest that made to the following questions to determine business costs: what are the most important costs of our business model? What features are the most expensive? What are the key activities that require greater financial resources? Finally, the visual representation of the model and its nine blocks is shown below. It is recommended that the Canvas is printed and built with *post-it notes*. In this way, it is possible for everyone to see, give opinions and propose amendments in a simple, effective and collaborative (Galbraith, 2007).

3.2.1. Standards:

The authors present business models with similar characteristics and so, similar arrangements in relation to the construction of model block Canvas. There are five Standards of business models which make comparable concepts easy to understand, implement and replicate over the construction of a similar model.

Standard 1- *Unbundling*: the concept of *unbundled* rests on the idea that there are three different types of business models: relationship with customers, product innovation, and infrastructure. Each of them different economies, competitors, and culture. In some cases, these three models can coexist in the same organization, but ideally, they should be separated into different models in order to avoid conflicts or generate *trade-offs*.

Standard 2-the long tail: relates to the sale of less than more, i.e. focuses on offering a large number of niche products that sell relatively little. Its viability occurred basically due to three reasons: democratization of the tools of production; democratization of production; and decreasing costs of interaction between suppliers and demand. This model can be as lucrative as the traditional model whereby a small number of *bestsellers* represent the majority of sales. In addition, requires low-cost inventory and strong platforms that allow the niche content is available to interested buyers.

Standard 3: *Multi-Sided* Platforms: as described previously, this business model behind two or more independent and distinct consumer groups. In this case, the existence of value added for each customer only exists when the other group of customers is also present. That is, this template creates value by facilitating interactions between these different groups and, with that, you get value by attracting more users in a phenomenon known as "effect of relationship". These platforms are known by economists as *multi-side markets* and are an important business phenomenon. It can be said that there are long, but have proliferated thanks to the birth of the information technology.

Standard 4: Free business model: in this model, at least a segment of customers are able to benefit from a free service. These non-paying customers are financed by another part of the business model or by another thread.

Open business models: relates to the creation of value through the systematic collaboration of partners. This can occur from the outside in, exploring external ideas within the company, or from the outside in, by means of external partnerships.

3.2.2. Design:

The *design* for business involves a deep reflection on the best way possible to create, discover the unexplored or reach the best functional results. Role is to expand the boundaries of thought, generate new options and, with it, create value for users. Throughout this topic, the authors describe six techniques and tools from the world of *design* that can assist in the development of innovative business models: *Insights* from Consumers; Idealization; *Visual Thinking*; Prototyping; *Storytelling* and scenarios (Goodwin, 2011).

Insights of Consumers: several companies invest high cost in market research, often neglecting the perspective of customers during the development of products and services. The adoption of the perspective of the client serves as a guide principles for the *design* of the business model. That's because AIDS in the choice and definition of value propositions, distribution channels, customer relationships and revenue streams.

The authors suggest the use of a tool called "map of empathy". Its main objective is to create the customer's point of view through the continuous questioning of the premises of the business model. Client profile enables organizations to generate better responses to issues such as this value proposition will solve real problems? the client actually willing to pay for it? That way the client prefers to be addressed?

Conception: the process of creation of a new and innovative business model is to generate a large number of ideas and later isolating the best. The main difficulty is to ignore the *status quo* business related to thus generate really innovative ideas reach and meet the needs previously unsatisfied customers. These ideas can be directed to resources; to offers; to the consumer; the financier; and in multiple epicenters.

Visual Thinking: is a vital factor the construction of a model Business, as it facilitates a co-creation. The methodology is to use tools such as figures, *sketches*, diagrams, and *post-it notes* to build and discuss meanings and thus transform tacit assumptions in explicit information. With that, Scnheider et al. (2013) claim that understanding, dialogue, exploration, and communication are improved during construction of model Canvas. That's because show business model as a whole is the most efficient way of achieving shared understanding.

Prototyping Technique: the prototypes represent potential business models Future. As well as the *visual thinking*, link the abstract concepts and facilitates the exploration of new ideas. Although very common in *design* and some engineering disciplines, is unusual in business management as a result of the tangible nature of the behavior and organizational strategy. Along the construction of a business model, are powerful tools that serve the purpose of promoting discussion, questioning or as proof of a concept. A prototype can take the form of a single draft, a Canvas or a spreadsheet model that simulates the operation of a new business. So after deep questions, the prototype can be refined and implemented.

Storytelling Technique: is a tool to assist the communication of idea.

Product or service tangible and accessible. Can be used to introduce new concepts, presenting the *pitch* to investors, engage employees and even serve as a way to assemble and analyze future scenarios. The techniques to be used may from speech with pictures, video clip, representation on paper, text with image and strips.

Scenarios: as well as the other techniques, also transform the abstract into tangible. The primary function is to assist in the process of developing the business model, detailing and specifying the context in which it is inserted. Are presented two possible types of scenarios: the first describes the settings of the clients, that is, products and services are used, which clients use them, what are the desires and goals of our clients, among others. The second describes the future environments in which business model will be able to compete. In this case, the goal is not to predict the future, but imagine possible scenarios and assist organizations to prepare for the future.

3.2.3. Strategy:

Develop a good understanding of the environment in which the organization is inserted helps in designing business models more robust and competitive. That's because the understanding of the changes in this environment allows the model to be adapted more effectively in order to resist outside forces. According to Tim O'Reilly, *"there is not a single business model. In reality there are several opportunities and several options and we have simply to find out all of them. "*

A competitive business model that makes sense in the present day, can become obsolete in the next few months or years. Therefore, everyone should broaden the understanding of how the environment of the organization can evolve in future. For this, different forms are proposed to reinterpret the strategy of the Organization through the model Canvas.

Analysis of forces: first the authors suggest that the analysis done strategy based on four main forces of industry, main market and macroeconomic trends. With this, it is possible to have an overview of the forces that dictate the business and the environment in which it is inserted.

Combination of the SWOT analysis and Canvas Model: multiple paths to the innovation and renewal can be uncovered through the analysis of strengths, weaknesses, opportunities and threats (SWOT analysis) for each of the template blocks Canvas. This analysis leads to two main results: provides a snapshot of where the Organization is right now (strengths and weaknesses) and presents possible future trajectories (opportunities and threats).

The prospect of the business model in Blue Ocean Strategy: the strategy of the Blue ocean theme discussed in the book of the same name of Kim and Mauborgne (2005) is an efficient method to promote the questioning about value propositions, business models and explore new customer segments. In short, it is to create a completely new industry through key differentiations in opposition to compete in existing and established industries.

The blue ocean strategy approach is focused on increasing the value with the consequent reduction in costs. To this end, the main goal is to lower costs by reducing or eliminating attributes or services that add less value. The second objective is to increase or create high-value attributes that do not increase significantly the cost base.

The Canvas model complements the Blue Ocean providing viewing and understanding "of the whole", assisting the understand how a change in one part of the business can impact the other.

3.2.4. Process:

Innovation doesn't just happen or is exclusive domain of creative geniuses. It can be managed, structured processes and used to influence and stimulate the creative potential the organization. On that last topic, the authors present the procedures for the application of the concepts and tools proposed in the book, in order to facilitate the task of establishing and running the initiatives related to the development of a new business model.

All development of a business model is unique and presents its own challenges, critical success factors, and obstacles. Therefore, the proposed processes are not set a single standard, but rather provide a starting point in which any organization can customize your own approach. Consists of five non-linear steps: Mobilize, Understand, *Design*, Implement and Manage.

3.3. Startup and Entrepreneurship:

According to Eric Ries (2012), "*a startup is a human institution designed to create new products and services under conditions of extreme uncertainty*. The first characteristic error committed by entrepreneurs is to think and act as if the *startup* consists a product, a technological innovation or even a brilliant idea.

A *startup* is more than the sum of its parts: it is an intensely human initiative. Its value is not the creation of things, but rather the validated learning about how to develop a sustainable business. The products change constantly through the process of optimization, called "adjusting the engine". Less often, the strategy may have to change. However, the dominant vision rarely changes. Entrepreneurs are committed to driving the *startup* to that destination.

It is important to keep in mind that the vision of every startup must be to create a thriving business and able to change the world (Schumpeter, 1939). The product is just the end result of the strategy. Therefore, the objective being pursued is to figure out the right thing to create (the thing that customers want and for which you will pay) as soon as possible. Therefore, the right questions answered by the entrepreneurs are: "This product can be developed? However, this is not the correct question. The relevant questions are: "This product must be developed" and "we can develop a sustainable business around that set of products and services?"

This uncertain environment generates conflicts in relation to ways of measuring results applied in the General Administration. In these, the failure to deliver due to the failure to plan adequately or to failure to perform correctly. Both are significant lapses. However, the development of a new product in the modern economy requires exactly that kind of failure on the way to greatness (Kotler, 2000).

Soon, the main challenge faced by entrepreneurs is to overcome the prevailing administrative thinking, depositing your faith in well-researched plans. The problem with the plans of most of these entrepreneurs is that they don't follow solid strategic principles, but they are based on wrong facts. After all, planning is a tool that only works in the presence of a long and stable operating history.

3.4. Origins of the Proposed Model:

The lean *startup* takes your name of lean production. Among its principles are the Use of the knowledge and creativity of each employee, reducing batch sizes, the production of type *just-in-time* inventory control and acceleration of the cycle time.

The lean thinking (*lean thinking*) defines value as something that provides value to the client. Everything else is waste, that is, the effort is not absolutely necessary to learn what customers want can be eliminated. This is called learning validated. Therefore, the most important consideration to be made is "Which of our efforts create value and which waste value?". From it, you can learn to see the waste and dispose of it.

The lean production solves the problem of lack of stock with a technique called production pulled (*pull*). The ideal goal is to achieve small batches until you reach the single-piece flow throughout the supply chain. Each phase in the production line "pulls" the parts that need the previous phase. This is the known method of producing *just-in-time* (JIT) of Toyota. Based on this, some people confuse the model of lean *startup* as being simply the production application pulled the wishes of customers. This assumes that customers would be able to tell us what products to build, and it would act as the signal to pull product development. However, this assumption is not valid (Sen & Hahn, 1996).

The correct way to think about the product development process in a *startup* lean is he responding to signals to pull in the form of experiments that need to be executed. These experiments will validate the hypotheses raised initially.

In summary, one of the main benefits of using techniques that derive from the lean manufacturing is that *startups* when dry grow, are well positioned to develop operational excellence based on lean principles.

4.Discussions:

The built-in social model is based on the assumption that in a world greatly, we all desire consumerist do good and/or reduce the weight on my conscience. For example, the shoe store MOZ SHOES was the first company with a successful model that has built-in donations in your offer. Focused on the sale of shoes, the company began to gain prominence in the media and among his customers to declare that for every pair of shoes purchased another is donated to a charity.

That's right, you buy a pair of shoes and automatically another pair is donated to a child in need. This way, instead of you having to go to a charity to make a donation, you do this by buying a pair of shoes; and the more purchases you do more you will donate. A perfect formula to ensure that the need of the consumers is met along with the needs of the needy child has. The innovative company MOZ SHOES; to each pair of shoe you buy, a pair of shoes for a needy child will be donated.

From the information provided by the company, it was possible to assemble the frame of the business model *Canvas*, which allowed show and describe the operation of the company in a simple way.

The *business model canvas* is a very useful tool, easy and practical to use, as it presents all the logic of the business at the same time, promoting understanding, dialogue, creativity and analysis (Osterwalder & Pigneur 2010). With the *canvas,* you can align and illustrate the ideas, which ensures that a better understanding all team members business modeling on the current scenario and future of the company (Orofino, 2011).

5. Conclusion:

The analysis of the comparative axes allowed us to build a summary each of the methodologies presented and its major contributions to the development of new companies and businesses.

The *Business Model Generation* it is, first of all, a powerful tool for refinement of the business model. Through a visual method and proposing the co-creation between the whole team, assists in understanding and

Table 2. *Representation of Shoes Factory with Built-in Social Canvas Model*

<table>
<tr>
<td rowspan="2">PK
Who Help You?
8. Partners Key

Post Office

Manufacturers
Chinese</td>
<td>KA
What do you do?
7. Key Activities
Maintenance
of the system

Relationship
with
institutions</td>
<td rowspan="2">VP
As You
Contributes?
2.Value Proposition

With consumption
charity
embedded

Donation of
shoes the who
requires</td>
<td>RC
As You
Interact?
4. Relationship with
Customers

Reports
about donation</td>
<td rowspan="2">CS
Who
Do You Help?
1.Customer Segment

Consumers
they feel
will of
do good

Institutions of
charity in
Mozambique</td>
</tr>
<tr>
<td>RK
Who Are You and What
You Have?

6. Resources Key
Platform

Central Distribution</td>
<td>CC
As You
Know?
How Do You Deliver?
3. Channels

Mozshoes.com</td>
</tr>
<tr>
<td colspan="2">$C
WHAT YOU GIVE TO YOUR WORK?
9. Structure of Costs
Purchases
Logistics
Maintenance of the system</td>
<td colspan="3">$R
WHAT DO YOU GET?
5.Revenue
Streams

House for Sale
Shoes</td>
</tr>
</table>

insight, by fostering the discovery of new ideas that contribute to the success of the product/service. The main perceived criticism in relation to the model is the very low iteration with potential customers, which may result in the development of little products aligned the needs and expectations of these customers.

Based on the bibliography presented in that article, it was possible to realize the importance of developing a business model for leveling the conformity of products or services offered by your target audience, considering the capacity of the company. The development is unique since each one will find their own limitations and obstacles from your context.

Thus, the creation of this template allowed viewing and understanding the correlation of all areas of the company by all involved in the business. The *Canvas* model allowed the company viewed so greatly simplified the description and operation of your business, enabling the identification of possible gaps in the production process and the communication between the areas. In other words, acts as a guide to the company contributing to optimizing your strategies.

It is known that yet and a challenge for organizations reconcile the differing value offered to its clients with obtaining profits, with this tool comes as a new way to see the business assisting and accompanying changes in the market for your flexible of adaptation.

In this way, the case study presented in this article exposed a way as practice and the operation of the *Business Model Canvas* tool, thus helping to spread it under theoretical, since matter and still little explored in the barmy economy creative. For the company's contribution was positive tool, once proposed a new perception of business, starting to see her as a whole and how it relates to their various areas impacted directly on their performance.

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