

GRP Lab: from the theory of the *business model* to the creation of a digital platform for entrepreneurship awareness, training and support

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This text is a translation of a draft of the article published in French : Verstraete T., « GRP Lab : d'une théorie du business model à la réalisation d'une plateforme numérique de sensibilisation, formation et accompagnement à l'entrepreneuriat », *Revue Internationale PME*, 38(3-4), 2015



Pragmatism in research often stops at intention. A declaration may be made but it rarely materializes into a concrete realization. «GRP Lab» results from the desire of a research team to see its work put into practice through the <http://grp-lab.com> website. This freely accessible digital platform is the product of the valorization of research on the notion of the business model (BM hereafter), which seeks to understand its origin, meaning, nature, components and functions¹.

GRP Lab is a skills platform for entrepreneurship awareness, training and support that is based on the GRP model. The GRP model defines the BM as a convention (concept of BM based on the conventions theory) related to the generation (G) of value, the remuneration (R) of value and participation (P) in value exchanges (Verstraete and Jouison-Lafitte, 2009; 2011a and 2011b). Users talk about GRP BM. The theory was popularized when applied to GRP Lab where the notion of «convention» was changed to «shared representation».

The tools contained in GRP Lab are for the use of both the supporters and the supported, especially since GRP Lab is not designed to short-circuit this supportive relationship which contributes to the success of projects. The supporter may be a start-up advisor, an entrepreneurship trainer or a consultant. The supported may be the creator of a new company, a student attending an entrepreneurship awareness seminar or training, the founder of an established company or the head of a non-profit organization. These stakeholders have been the subject of several case studies and research actions. Nothing is anecdotal on the GRP Lab website: what it offers is the result of research. This scientific activity has been recognized as part of an IdEx call.

¹ The phrase «*business model*» has become a practical notion. Sometimes rendered as «*modèle d'affaires*» or «*modèle économique*» in French, the translation is not satisfactory (especially the latter, which is only part of a *business model*).

GRP Lab has been certified as a “societal innovation center” (CIS) within the Excellence Initiative (IdEx) of the University of Bordeaux². In this context, GRP Lab has benefitted from investments mainly earmarked for the development of the online platform³. The Chaire Entrepreneuriat of the Fondation Bordeaux Université (FBU) also supports the project. GRP Lab started in 2012 and was inaugurated in March 2014. It results from fifteen years’ of work and mainly transfers knowledge from the IRGO Entrepreneuriat team (Institut de recherche en gestion des organisations) at the University of Bordeaux. The latter has four areas of interest: BM and entrepreneurship pedagogy, BM and project support (creation, recovery, development, evaluation...), BM and social entrepreneurship, BM in the wine sector (important in France, particularly the Bordeaux region)⁴. The rest of this paper reviews the initial research theme and how it has developed (1), presents the research methods used (2) and the lessons that have been learnt by taking a few examples of completed or ongoing research. GRP Lab insists on «storytelling», which is why the rest of this article voluntarily adopts a narrative chronological form to expose both the genesis and the construction of the project. Isn’t storytelling the first way of communicating?

² The IdEx action of the national “investments for the future” program in France aims at supporting and promoting internationally institutions recognized for their scientific excellence, based on projects related to the socio-economic context and structured around particular skills. The IdEx Bordeaux CIS offers the skills developed by research centers in the University to the socio-economic sector. There are three CIS on the Bordeaux campus: the Montesquieu forum for law, the technological intelligence tool Via-Inno Via for economics and GRP Lab for entrepreneurship.

³ Hélène Jacquet heads the MIA (Mission d’Investissement d’Avenir = Future Investment Mission) and has helped the team to develop the project. She had previously supported actions in favor of student entrepreneurship and knew the skills of the team.

⁴ It is possible that other research issues could be considered under a different light. What particularly comes to mind is research project currently underway on BMs in the cultural field, particularly since the recent recruitment of Federica Antonaglia, and the unusual work on e-BMs in which our research engineer Vincent Blazquez is involved.

The Business Model: A **convention** for the **Generation**, the **Remuneration** and the **Sharing of value**.

Verstraete, T. et Jouison-Laffitte, E. (2009). Business model pour entreprendre – *Le modèle GRP : théorie et pratique*. Bruxelles, De Boeck Université.

Verstraete, T. et Jouison-Laffitte, E. (2011a). A conventionalist theory of the business model in the context of business creation for understanding organizational impetus. *Management International*, 15(2), 109-124.

Verstraete, T. et Jouison-Laffitte, E. (2011b). *A Business model for entrepreneurship*. Cheltenham, Edward Elgar Publishing.

1. FROM THE ORIGINS OF THE MODEL TO THE CREATION OF GRP LAB: UNDERSTANDING, DOING AND VALORIZING

In 1999, when I had already set up entrepreneurship classes at the University, an IT colleague of mine asked me if I talked about “business model” to my students. It was an awkward question since the answer was no. At that time, entrepreneurship classes were based on the notion of business plan.

Even if I had heard or read several times about the phrase «business model,» I had only a vague idea of what it was. What was most embarrassing was that a trained project leader could face a question from his partner about his BM and not know how to differentiate it from the business plan. We still cannot be sure even today that all entrepreneurial stakeholders know the difference.

The teacher that I was thus had to assume his role as researcher to clarify the question. The first essay was published in 2000 as a book chapter in which this teaser of a colleague and myself combined our interests (Benavent and Verstraete, 2000)⁵. The title of the chapter contained the words «construction and regeneration» which we would probably now call «design and redesign» (terms widely used today).

In a book about entrepreneurship (Verstraete and Saporta, 2006)⁶, Bertrand Saporta and I devote a section to the BM entitled «Values, Conventions and Stakeholders.» It lays the foundations of a concept that at that time was still only partially developed. A BM can be considered as a form of agreement that unites owners of resources whose commitment

supposes that they understand three things: the value of offering an entity capable of producing it, the way in which that value will be remunerated on the markets, and the manner in which the ‘cake will be shared’, which corresponds to the sharing of the co-constructed value (between stakeholders, see pp 377-378). This is close to the GRP model but not yet a formalized theory. Above all, it is not the state-of-the-art concept that was later achieved by the stimulating and lasting collaboration I have enjoyed with Estèle Jouison-Laffitte.

Estèle Jouison had just registered as a doctoral student. In line with the pragmatist position of the entrepreneurship research team of the IRGO (created in 2005), a research action investigating 6 start-up projects was started. One of the main lessons drawn from this doctoral work is that the BM is particularly relevant for guiding the leaders of a business project (Jouison, 2008).

At the same time, we clarified the definition of the GRP model and presented it formally in a 2009 book published in France, in an article published in 2011 in *Management International* and in a book published in English that same year (Verstraete and Jouison-Laffitte, 2009; 2011a and 2011b). By 2006, a few communications had already presented our concept and an article published in the *Revue Française de Gestion* had also helped formalize our research (Jouison-Laffitte and Verstraete, 2008).

As time went on, all the members of the IRGO entrepreneurship research team joined in to define the model more precisely and develop research actions so that it could be explained in training sessions and supporting materials. In addition to this pedagogical and scientific work that included 6 doctoral theses using the GRP BM⁷, the practical valorization of the model gave birth to the GRP Lab.

⁵ Benavent, C. et Verstraete, T. (2000). *Entrepreneuriat et NTIC – La construction du business model*. Dans T. Verstraete (dir.), *Histoire d'entreprendre – Les réalités de l'entrepreneuriat*. Cormelles-le-Royal, EMS.

⁶ Verstraete, T. et Saporta, B. (2006). *Création d'entreprise et entrepreneuriat*. Éditions de l'ADREG.

⁷ The bibliography includes theses defended by team members who used the GRP BM to reveal the BM of the cases studied and thus serve the study of the object of research (Servantie, 2010; Bousquet, 2014; Fouda, 2014) or which used it within the framework of the study (Jouison, 2008; Masamba, 2013; Meiar, 2015).



GRP
Lab

STORIES

LEARNING

PUBLISHING

RESEARCH

TEAM

BLOG

STORYTELLER



*The Business Model: A **convention** for the Generation, the **Remuneration** and the Sharing of value.*

Verstraete, T. et Jousion-Laffite, E. (2009), Business model pour entreprendre – Le modèle GRP : théorie et pratique. Bruxelles, De Boeck Université.

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Verstraete, T. et Jousion-Laffite, E. (2011b), *A Business model for entrepreneurship*, Cheltenham, Edward Elgar Publishing.

Raconter l'histoire de son Business
avec GRP Storyteller

MacBook Pro

GRP Lab contains several sections on the website <http://grp-lab.com>: software, case studies, team, research, blog, teaching and publications. Among the digital developments available to users, the GRP Storyteller application invites the entrepreneur to talk about his or her BM with the guidance of his advisor. It is free and collaborative, which means that several team members can work on the same document at the same time, each from his or her computer or tablet. Data is confidential and only those invited by the project creator can view or modify (when authorized) the contents of the project. These contents can either be edited to be sent by email or printed out.

Besides tutorials, the site also hosts instructional videos on the BM. They last about 5 minutes and provide the tutor with a basis for discussion with his/her trainees⁸.

2. CASE STUDIES AND ACTION RESEARCH TO ILLUSTRATE THE VARIOUS CONTEXTS FOR USING THE GRP BUSINESS MODEL

Consistent with the pragmatist outlook of the team, the investigative framework is based on case studies and action research. These two types of approach, which are perfectly complementary, offer great opportunities to observe the field close up. The team has in-house experts for each of these methods (Hlady-Rispal, 2002; Jouison-Laffitte, 2009) who have passed on their knowledge to the other members.

Contrary to a common idea, the individuals who are investigated by our research are very interested in the scientific approach we adopt. Even so, it is important to use protocols of whose usefulness they can grasp, without them having to know all the ins and outs of the epistemological

foundations and methodological details of our procedures. That said, each of the studies conducted by the team plans a meeting with the two parties (researchers and individuals under study) during which commitments are undertaken (particularly in terms of availability) and limitations are specified (e.g. the researcher is not a consultant). Case studies and action research creates a strong relationship between the stakeholders, sometimes even an intimacy that reveals the very soul of the project.

GRP Lab uses case studies first (Hlady-Rispal, 2002) in order to obtain a good understanding of management situations. Recently, Meiar's thesis (2015) used the GRP BM in a context of business transfer and allowed the team to understand this new context (action research will follow).

In the GRP Lab's research strategy, a case study is the first step in identifying a problem in an action research project that may include several loops, as suggested by Susman and Evered (1978)⁹. In a text that is still relevant today, these authors consider that the sciences of organization are in a state of crisis, with increasingly sophisticated methods hardly usable by practitioners¹⁰. They feel that such methods accumulate knowledge that is difficult to mobilize, essentially because it is too often disconnected from the real challenges faced by practitioners. They show that this problem can be solved with other methodological perspectives, as long as certain scientific criteria are revised (e.g. the notion of «test»). Without rejecting any method whatsoever, it is reasonable to say that certain problems in management sciences require a common definition (between researchers and stakeholders) so that the knowledge created by the researchers comes in useful. Susman and Evered suggest action research as an alternative so that research activity stays in touch with the problems faced by practitioners. This operational framework seems in harmony the epistemological position of the GRP Lab: to produce useful theory.

⁸ These videos are available at: <http://grp-lab.com/category/videos> and all the others are here: <https://vimeo.com/grplab>.

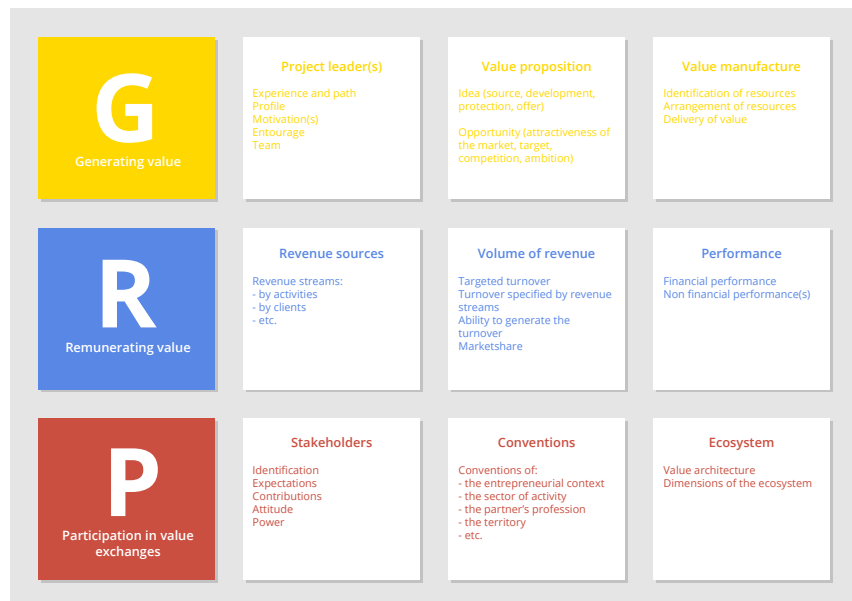
⁹ Susman, G.I. and Evered, R. D. (1978). An assessment of scientific research Merits of Action. *Administrative Science Quarterly*, 23 (4), 582-603.

¹⁰ This paragraph is taken from a previous publication.

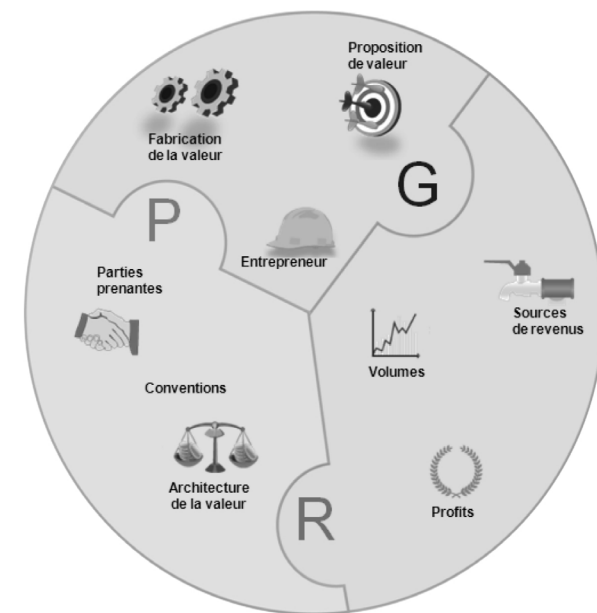
Generation	Remuneration	Sharing
Project leader (who's making the offer?) Experience Motivations Entourage Etc.	Revenue sources Channels Payers Etc.	The network Identification of potential stakeholders Optimization of exchanges (win-win) Etc.
Value Proposition (offer) Idea Market Ambition Competition Etc.	Volume of revenue Turnover Market share (today and/or tomorrow) Non-financial items (ex: notoriety) Etc.	Conviction to exchange Value delivery Oral training Writing effort Etc.
Value manufacture (the organization) Identification of resources Ability to capture, arrange resources Ability to deliver the offer Etc.	Profits Financial performance (margin, break-even point...) Non-financial performance (social climate, notoriety...) Etc.	

First representation of Business Model GRP components

VERSTRAETE Thierry. ; JOUISON-LAFFITTE Estèle. ; « Le business model : une quête de sens et un outil pour la pédagogie et la pratique de l'entrepreneuriat », Revue POUR, numéro 204, mars, 2010

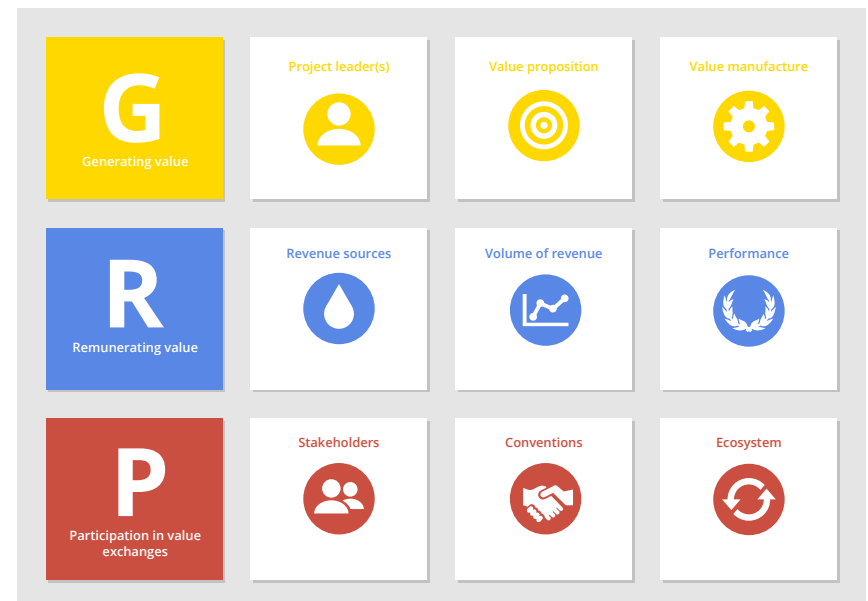


Actual representation of Business Model GRP components



Visual planned to represent the Business Model GRP

VERSTRAETE Thierry. ; KREMER Florence ; JOUISON-LAFFITTE Estèle. ; « Le Business Model : une théorie pour des pratiques », Entreprendre et Innover, n°13, Juin, 2012



Actual visual of Business Model GRP

3. THE FIELDS STUDIED BY THE GRP LAB TEAM

The team members are mostly teacher-researchers but there are also a few entrepreneurs and consultants. Therefore, they are also practitioners of teaching and research. The transfer of knowledge from research to teaching has been conducted thanks to a pedagogical action research project (e.g. Kremer and Verstraete, 2014; Kremer, Jouison-Laffitte and Verstraete, 2015). In practice, there have been many more such actions since the team has agreed to applying the rigorous protocols to fields with a high pedagogical potential even though they lend themselves less to scientific valorization.

The methods developed have raised awareness about the issues of entrepreneurship among more than 10,000 students since 2008. Contact with the professional sector was facilitated by the creation of ECA (Entrepreneuriat Campus Aquitaine), which was certified “Pôle de l’Entrepreneuriat Etudiant” by the MENESR (Ministry of National Education, Higher Education and Research) in 2010 and by the PEPITE (student centers for innovation, transfer and entrepreneurship) in 2014. On the occasion of the creation of the new «student-entrepreneur» degree by the MENESR, the national certification charter accredited GRP Lab as one of the three centers of digital resources accessible to project leaders. Calls for projects provide the opportunity to create a structured offer and mobilize local stakeholders, particularly institutions, which are always eager for national recognition.

Following a presentation of GRP Lab during the management week of the FNEGE in 2014¹¹ and on the occasion of the PEPITE national day before the congress of the “Académie de l’Entrepreneuriat et de

l’Innovation” (AEI) in 2015 in Nantes, more and more requests were made for training on the GRP model and GRP Lab tools.

Besides the fields of education and advice to start-up project leaders, the researchers in the team wanted to assess the relevance of the model with established business leaders (preferably entrepreneurs). It turned out that the relations of a member of the team, Jean Dondi, with the FFBG (French Federation of Building in Gironde) helped identify a problem that its chairman expressed as follows: *«to compete with outside companies, Gironde¹² building companies should expand in order to respond more efficiently to public market calls for tenders»*. The conjunction of these two problems (that of the researchers and that of the FFBG representatives) opened a research field consisting of 5 young business leaders (two women, three men), four of whom had recently taken over the family business (the fifth is an external buyer). Although they wanted to innovate within the companies of which they had taken over the reins, these young entrepreneurs were overwhelmed by their daily tasks and had no time to think about plans for the future. It was also clear that the main strategic models, as taught in universities and schools around the world, were either unknown to them or inaccessible. Investigation on our part showed that they understood the concept of BM and saw the value of using it. Thanks to this interesting finding, I mobilized 10 researchers to study what was happening: two for each entrepreneur. The idea was to bring the team together to define the data collection and analysis protocol that would reveal the BM of these companies. This collective project had two objectives: to bring the members of the research team together and ensure that each of them identified with the GRP model. This collective research project was an opportunity to get the team members to work together and establish strong links with each other.

¹¹ This was also an opportunity to work together with BPI France Le Lab.

¹² Gironde is an administrative department of the Aquitaine region in the South West of France.

GRP TEAM 2020



Pr. Thierry Verstraete

Full Professor. Doctor of Management Science, Associate Professor of Higher Education. Director of the Entrepreneurship research team of the IRGO.



Estèle Jouison-Laffitte

Doctor of Management Science. Associate Professor at the IUT Bordeaux Montesquieu. Member of the IRGO entrepreneurship research team.



Florence Krémer

Graduate of the Institut d'Etudes Politiques de Strasbourg, PhD in Management Science and Associate Professor at the IAE de Bordeaux.



Fabrice Scipion

Graduate with a Master in Business Creation and Management of Innovative Projects. He is a CEO and Associate Professor at the University of Bordeaux.



Jérôme Boncler

Doctor in Management Science, Associate Professor in the Marketing Techniques Department of the IUT Bordeaux Montesquieu (University of Bordeaux).



Emilie Garcia

Graduated with a Master's degree in Entrepreneurship, she has 10 years of experience in communication and training.



Dominique Tack

Engineer within the Thales Group, with a long experience in contract engineering, project management and consulting within large industrial groups and SMEs.



Alain Meiar

Doctor in Management Science and Associate Professor at the IAE of the University of Bordeaux



Federica Antonaglia

Doctor in Management Science from the Department of Entrepreneurship and Innovation of the University of Naples "SUN".



Marjorie Pérez

After 5 years in a consulting firm, Marjorie reoriented her career towards entrepreneurship and social innovation. Within UBee Lab she coaches student-entrepreneurs.



Jean Dondi

Doctor in Management Science, Associate Professor in the Marketing Techniques Department of the IUT Bordeaux Montesquieu (of which he is Deputy Director) at the University of Bordeaux.



Bérangère Ferrari

Administrative Management Technician at the IRGO, assists the 6 research teams that make it up by ensuring the financial and administrative part of the latter.



Franck Duquesnois

Doctor in Management Science and Associate Professor at the University of Bordeaux.



Gérard Néraudau

Graduate of HEC, after 20 years in Paris as a consulting engineer in organisation and IT, then as logistics director of a multinational food company, he moved to Bordeaux to set up companies in the wine industry.



Alexandre Savin

Entrepreneur, graduated with a Master's degree in Marketing and a Master's degree in Biology, Alexandre is in charge of Ubee Lab Incubator.



Olivier Molinès

Graduated with a Master Design & Ergonomics, after two years in a communication studio in Bordeaux, he joined GRP Lab in parallel with his entrepreneurial activity.

These links were strengthened by the particularly enthusiastic reaction of the professional sector and by the team's scientific production in terms of communications and articles. In the same spirit, a paper was written by all 11 participants and was published in the *Revue de l'Entrepreneuriat* (Verstraete, Jouison-Laffitte, Kremer, Hlady, Boncler, Boucher, Bousquet, Dondi, Meiar, Papin and Scipio, 2012).

Three other research fields can be described here as particularly representative of the team's work and its close bonds with fields interested in these «University/Business» interactions.

The first is the wine business¹³ but before talking about it, let's go back over the myth of the garage in entrepreneurship. Audia and Rider (2005)¹⁴ wrote an article recalling a popular American myth, the garage where William Hewlett and David Packard designed an oscillator that led to the creation of the company we all know. The garage was subsequently awarded a plaque reading: «Birthplace of Silicon Valley». It is located at 367 Addison Avenue in Palo Alto, near Stanford University. The authors explain that the garage is a symbol of the American image of entrepreneurship, free enterprise, being one's own boss, etc... Cisco, Intel, Apple (although Steve Wozniak recently denied that Apple was created in a garage) are other symbols of this American dream.

France also had its myth of the garage, especially in the field of wine. The reputation of French wines is international and rooted in a millennial history. However, it is not highlighted enough by the political world even though its contribution to the French economy is obvious. Even if the business it produces is not comparable to the abovementioned

example of Hewlett Packard and because the team is interested in SMEs, a few remarkable cases in this sector are worthy of attention, especially the one that led to the notion of «garage wines»: Jean-Luc Thunevin. With his partner Murielle Andraud, they were movers in the Bordeaux wine establishment. It could even be said that they challenged conventional wisdom. Their emblematic vintage, Château Valandraud, is now known worldwide and a bottle of the 2009 vintage sells for over 300 dollars. It was promoted to the status of Premier Grand Cru Classé in the 2012 classification of Saint-Emilion wines. For self-taught wine-makers, this success is exceptional.

Our desire to learn about this remarkable example led us to perform a case study. The fact that Jean-Luc Thunevin initiated the «garage movement» and the 2012 classification of his wine guided our choice of case. In one of our videos, Jean-Luc Thunevin explains why he agreed to receive the team and the lessons he learnt in the process (<https://vimeo.com/grplab>). A well-known Bordeaux consultant also took part in the experiment and gave his impressions.

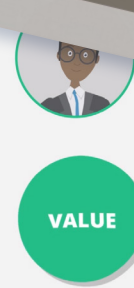
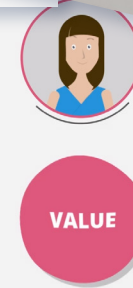
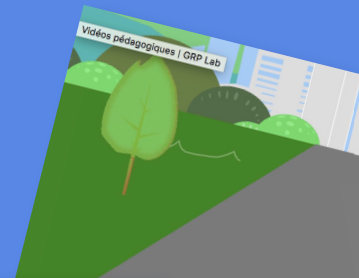
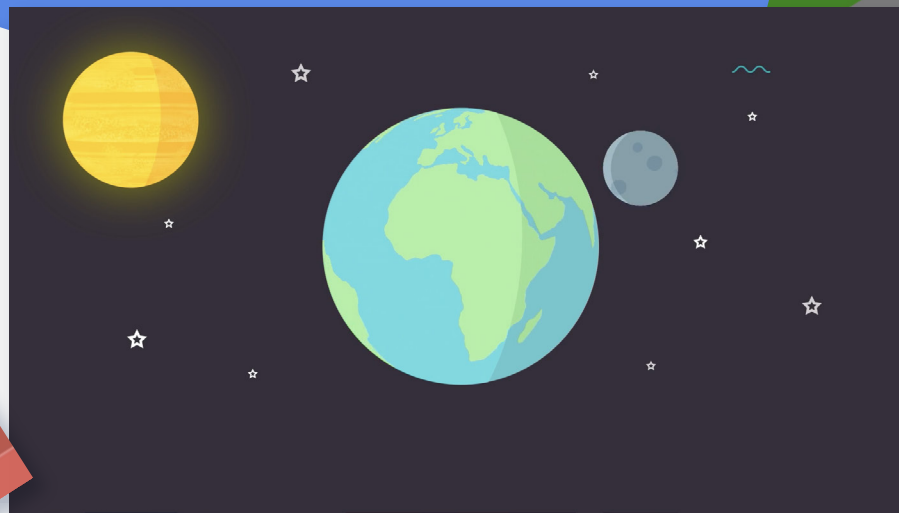
Two things need to be remembered. First, cases like this tell us a lot about the context. Such cases are remarkable and the researcher is completely liberated from the quest for theoretical knowledge that the academic establishment expects. Secondly, it is a pity that this type of case study finds so little favor with the management sciences journals. The second field of research concerns the «BM and pedagogy» axis of entrepreneurship supervised by Florence Kremer, specifically the relationship with the Board of Education of the Academy of Bordeaux and an institution named «Cap Sciences» which dedicated to the dissemination of scientific culture to the public. As of 2016, GRP Lab tools will be used in certain secondary schools to try and raise awareness of entrepreneurship, using a new protocol based on an existing system. Two new free tools will feature on the GRP Lab platform in January 2016. They have been designed to meet the needs of the target audience as a result of the Cap Sciences program. An action research project will study the interactions between the representatives of all the stakeholders

¹³ Research benefiting from the expertise of Gerard Néraudau, an entrepreneur who ran businesses in this domain for twenty years, and the 2013 recruitment of a research expert in this domain (Franck Duquesnoy).

¹⁴ Audia, P.G. and Rider, C.I. (2005). A garage and an idea: what more does an entrepreneur need? *California Management Review*, 48 (1).

DISCOVER THE WEB-SERIE ON OUR WEBSITE GRP-LAB.COM

13 episodes of 5 minutes on the origin, nature
and components of the
Business Model



concerned. The latter meet regularly with members of our research team with a view to strengthening their relationship. People always work better together on a project when they know each other.¹⁵

A third field is social entrepreneurship, which is studied by two team members, Martine Hlady-Rispal and Jerome Boncler (a thesis was started this year on this theme). The Chaire Entrepreneuriat, which has been set up by the FBU, was created to provide a source of funding for the GRP Lab. Its first sponsor, Banque Populaire Aquitaine Centre Atlantique, has fully understood the need to provide feedback to GRP Lab about the outcomes of its research. The FBU works together with other sponsors who fund other chairs. Two sponsors were attracted by what they saw as the practical utility of the GRP Lab research. As they are interested in social entrepreneurship, they have provided funding to develop the “BM and social entrepreneurship” line of research. The take-home message here is that the practical application of scientific research helps provide research funding. In this case, the research will probably lead to using the GRP model in the fields of social entrepreneurship, but other contacts are already demonstrating the potential of GRP Lab to raise funds for research, without any promise of transfer. The idea is to establish a win-win situation.

Further research is under way on four themes: BM and entrepreneurship pedagogy, BM and support, BM and social entrepreneurship, BM in the wine sector.

¹⁵ All team members are interested in the “pedagogy of entrepreneurship” aspect of the research, which benefits from long-standing links with entrepreneurs giving up their time to students, including Fabrice Scipion.

¹⁶ JStengers, I. (1995). *L'invention des Sciences modernes*. Paris, Flammarion.

¹⁷ Callon, M. et Law, J. (1998). La protohistoire d'un laboratoire. Dans M. Callon (dir.), *La Science et ses réseaux – Genèse et circulation des faits scientifiques*. Paris, Éditions La Découverte. 18 Verstraete, T. (2007). À la recherche des sciences de gestion. *Revue française de gestion*, 34, (178-179).

CONCLUSION

Scientific activity may of course be conceived of as being independent from the sectors that could apply its findings (Kuhn, 1983). It should be conducted independently from the expectations of the latter and the quest for the creation of added value should not take precedence over the researcher's fundamental role: to create knowledge (Stengers, 1995)¹⁶. Nor should it influence the very hypotheses that the researcher may make. However, these two aspects are not mutually exclusive. Callon and Law (1998)¹⁷ show that the plastics industry flourished thanks the findings of fundamental research.

Besides my idea of the role of the researcher in management sciences (Verstraete, 2007)¹⁸, the entire team has made a well-thought-out choice. Our research practices illustrate the porosity of a hypothetical frontier between the world of research and that of practice. This frontier is maintained by ill-adapted operative frameworks and too few efforts to bring the two together.

On the academic side, I feel that our scientific output is mainly driven by having a team of researchers share a common vision of their scientific agenda. I do not remember who originally used the metaphor of a pack of cats to illustrate the difficulty of heading a team of researchers, especially in an era when research teams in France are no longer directed by a supreme being to whom all the underlings must swear allegiance. To that end, we have begun to design our own BM, especially for sharing our visions and for keeping abreast with the needs of each and every one of us, so that our team remains cohesive and adaptable over time. Is it impertinent to think that once again, researchers in management sciences, entrepreneurship and/or SMEs are not applying to themselves the models they teach? Pragmatism is not a matter of believing, it is a matter of doing.

¹⁸ Verstraete, T. (2007). À la recherche des sciences de gestion. *Revue française de gestion*, 34, (178-179).

G

Generating value



Project leader(s)

Profile (characteristics, skills etc), motivations, values, training, skills, experience, history, network, entourage, CV, etc, if entrepreneurial team: complementarity.



Value proposition

Business ideas (source, development, protection, transformation of the idea into an offer), business opportunity (market attractiveness, targets, competition, ambition).



Value manufacture

Identification/capture of tangible and intangible resources, arrangement of resources (manufacturing process, management system, etc.) deliver the value produced (distribution, communication, control of perceived value)

R

Remunerating value



Revenue sources

Identification of the sources of income from the operation of the project (turnover, operating subsidies, etc.) by channel category or by product category or by customer category, etc. .



Volume of revenue

Estimation of the volume of revenues (estimate of turnover, operating subsidies, etc.) over a period of time consistent with the project, capacity to produce the turnover, possibly corresponding in terms of market share .



Performance

Financial performance (operating profitability re return on investment), non-financial performance (e.g. notoriety, attendance, user satisfaction, etc.).

P

Participation in value exchanges



Stakeholders

Identification of the main partners necessary for the launch and/or sustainability (expectation, contribution, power, attitude), effective partnerships, potential partnerships, choices ...



Conventions

Uses, customs, ways of doing things, habits, norms, coordination, evaluation, values shared by the actors of the social space, contracts (including statutes and shareholders' agreement), etc. of the partners or of their profession, of the geo-cultural context, etc.



Ecosystem

Architecture of the value of the business system and/or political, economic, social, technological, ecological and legal monitoring to assess the influence of these dimensions on the project.

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