



# Data Collection and Analytical Frameworks

## Master Thesis

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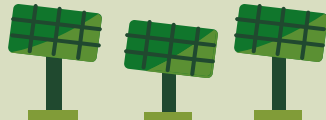


01



# Data Collection

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# Research Approach

## **Objective:**

Understanding business models of project developers in the carbon market through a qualitative approach.

## **Methodology based on a combination of:**

### **Primary Data**

Interviews with project developers,  
industry experts, investors,  
marketplaces

### **Secondary Data**

Industry reports, market databases,  
websites, articles and regulatory  
documents



# Data Collection Strategy

## How data is collected:

- **Interviews:** qualitative insights into business strategies and market dynamics
  - **Analysis of secondary sources:** industry reports and published studies
- **Consultation of databases and websites:** CCQI, Quantum, CALYX, Ecosystem, ClimateSeed

## How data is analyzed:

- **Qualitative analysis** of interviews to identify patterns and strategies
- **Comparison** with market data to validate findings and identify trends
- **Integration** of multiple sources to build a comprehensive view of the sector



# Key Data Sources

To ensure accuracy and relevance, the research relies on multiple reputable sources:

**CCQI**

Carbon credit  
rating system

**Quantum**

Market  
intelligence  
provider

**CALYX**

Carbon credit  
rating agency

**ClimateSeed**



Carbon credit  
platform

**Ecosystem**

Research and  
data platform

These sources provide valuable insights into the financial and operational aspects of project developers in the carbon market.





# 02



# Analytical Frameworks

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Business Model Navigator & Business Model Canvas



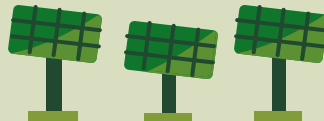


# Business Model Navigator



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By Oliver Gassmann, Karolin Frankenberger and Michaela Csik



# Gassmann et al. Business Model Navigator

## Key ideas:

- Innovating business models is more important than just innovating products or processes.
- **New products alone are not enough** to ensure long-term success.
- Many companies with great products fail because they don't adapt their business models.
- **Example:** Kodak saw digital photography coming but stuck to its analog business model, leading to its downfall.
- **Key message:** in the future, competition will not just be between products but between business models.





# What is a Business Model?

A BM is not just about products or processes; it's about how a company works as a whole.

The Business Model Navigator breaks it down into **four central dimensions**:

## Who?

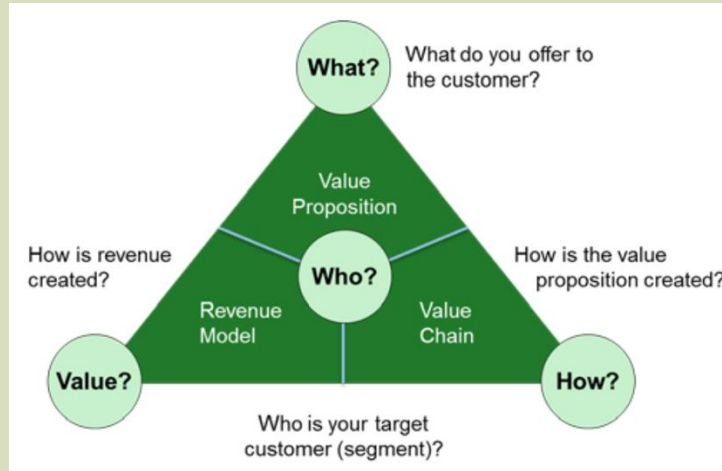
Who is your target customer?

*Segment*

## What?

What do you offer to the customer?

*Value proposition*



## How?

How is the value proposition created?

*Value chain*

## Value?

How is revenue created?

*Revenue model*

These dimensions create the “**magic triangle**” of business models



# Business Model Innovation

**90% of new business models are recombinations of existing ideas.**

Example: **The Razor & Blade model** (Gillette) used today by Nespresso, HP printers, etc.

The research behind the Business Model Navigator identified **55 recurring business model patterns**, such as:

## **Freemium**

Spotify, LinkedIn

Free basic service, paid premium version

## **Pay-per-use**

Car2Go, Netflix

Customers pay only for what they use

## **Hidden Revenue**

Google, Facebook

Users don't pay, revenues come from ads

## **Crowdsourcing**

Wikipedia, Threadless

Value is co-created by users



# Overcoming Barriers to Innovation

Despite its importance, **BM innovation is difficult** due to:

- **Cultural inertia** – sticking to the old “winning formula”.
- **Fear of losing current profits** – companies resist changing what works.
- **Lack of structured processes** – many firms lack dedicated BM innovation teams.



The St. Gallen BM Navigator provides a structured approach:

1. **Initiation** – understand the current BM and challenges.
2. **Ideation** – use BM patterns to explore new opportunities.
3. **Integration** – develop a coherent new BM and test it.

**Example:** Companies like BASF, Hilti, and Siemens successfully applied this methodology.





# Business Model Canvas



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By Alexander Osterwalder & Yves Pigneur



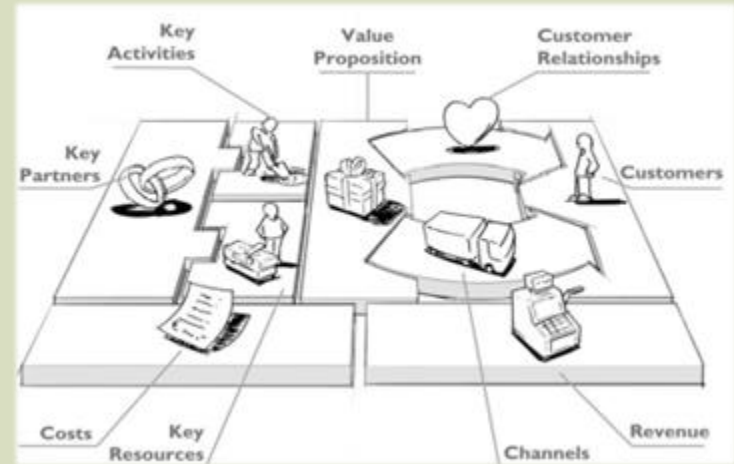
# BM according to Osterwalder & Pigneur

- 2010: “Business Model Generation” by Alexander Osterwalder & Yves Pigneur
- Foundational book on business model innovation, providing a **structured framework** for designing, analyzing, and innovating business models
- *“A business model describes the **rational** of how an organization creates, delivers and captures value”*
- A blueprint for a strategy to be implemented through organizational structures, processes, and systems



# The Business Model Canvas

- Formed by **9 building blocks** describing the logic of how a company intends to make money
- The blocks cover **4 main areas** of a business:
  - Customer
  - Offer
  - Infrastructure
  - Financial Viability





# Customer



## Customer Segments

- Different customers grouped based on common needs/behaviors
- Ex. mass market, niche market, segmented, diversified, multi-sided



## Customer Relationships

- Types of relationships a company establishes with specific segments
- Ex. personal assistance, self-services, co-creation, etc.



## Channels

- How a company communicates with and reaches customers
- Own vs. partner channels, direct vs. indirect



# Offer



## Value Proposition

- Bundle of products/services creating value to customers
- It solves a problem or satisfies a need
- Ex. newness, design, price, performance, etc.





# Infrastructure



## Key Resources

- Most important assets required by the BM
- Can be physical, intellectual, human and financial
- Company-owned vs. acquired/leased



## Key Activities

- Actions needed for the BM to work successfully
- Production (manufacturing), problem solving (consultancy), platform/network (ex. eBay)



## Key Partnerships

- Alliances created to optimize BM, reduce risk or acquire resources
- Ex. outsourcing, economies of scale, licenses, etc.



# Financial Viability



## Revenue Streams

- Transaction revenues (one-time) vs. recurring revenues (ongoing)
- Asset sale, usage fee, subscription fee, lending, licensing, etc.



## Cost Structure

- Cost-driven vs. value-driven businesses
- Fixed and variable costs
- Economies of scale and scope