

BUSINESS MODEL GENERATION REPORT

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1.0 Introduction

The Business Model Canvas is very essential in planning for the successful operation of any company. It maps out the interior and exterior elements that play together to generate a feasible

product or service of a business in a visual way (Antikainen & Valkokari 2016). This report focuses on how to foster creativity at Tesla Company using the business model canvas since the Company is well known for producing affordable and high quality electric vehicles. Moreover, Tesla Company requires a holistic business model that will not only integrate its aspects of being an automaker in electric vehicles, a hardware supplier and a tech company but also develop the need to concomitantly cope both the knowledge and ideas for cracking stakeholders and analysts (Bilbeisi & Kesse 2017). The Company is looking forward to achieve their mission, “to accelerate the advent of sustainable transport by compelling mass market electric cars to market as soon as possible” (Chen & Perez 2018). Therefore, creativity in the workplace plays a vital role in the innovation process because it generates the effective ideas that will foresee the achievement of the Company’s set objectives. Innovation rest on concepts created through creativity and the knowledge and examination that makes it possible to put ideas to exertion. However, these two activities are extremely reliant on on the people who execute them in the workplace whether they are unionized or non-unionized workers. Tesla Company has to therefore develop an effective plan on how the workers will provide their best performance through jointly bringing their effort towards the success of the Company.

Based on benchmarking with similar companies, survey with its own staff and researchers, Tesla Company discovered a number of creativity problems associated with creativity that need to be addressed;

- When proposals stem from an open call for new ideas, there is integration of few proposed ideas into action therefore diminishing the motivation of others to propose new ideas resulting to lack of teamwork and closing out to creativity.

- Nascent ideas suggested by workers do not have the chance to develop due to lack of cooperation between unionized and non-unionized workers in Tesla Company

Key partnership s

-Gentex

-Harada

-Dana
Holding

-Panasonic

-ABC Group

-Riviera

- There is limited time allocated for development of new projects especially those coming from creativity based activities

- Lack of proper means or limited sharing of newly generated ideas between unionized and non-unionized workers especially those outside the team project.

Due to the aforementioned reasons, this report acknowledges the business canvas generation model complementary to creativity because; they outline all the elements required thus setting the stage in knowing what you need, have an overview of what the proposed project might cost, how to communicate the objectives, to whom and most importantly one will be able to focus on each element on the canvas template as a source of inspiration on how they can be effective and begin iterating on it. This approach

systematically considers all the above elements a success for the organization as Tesla Company would mainly get support from the targeted customers thus increasing the number of sales.

Each of the remaining sections of this report corresponds to the 9 blocks of the business model generation canvas such as customer segments, channels, value propositions, customer relationships, key partnerships, key resources, key activities, revenue stream and cost structure (Antikainen et.al 2016). It is essential in fostering creativity in Tesla Company as it depicts the bigger picture, the roles of the workers and their interdependencies through visual representation of the canvas towards achieving the Company's set objectives.

Figure 1.1 presents this economic business canvas model which will be elaborated in greater detail in the sections that follow in this report.

	Key activities -R&D -Sales and marketing -Software		Customer relationships -customer service experience	Customer segments -Mid-price segments
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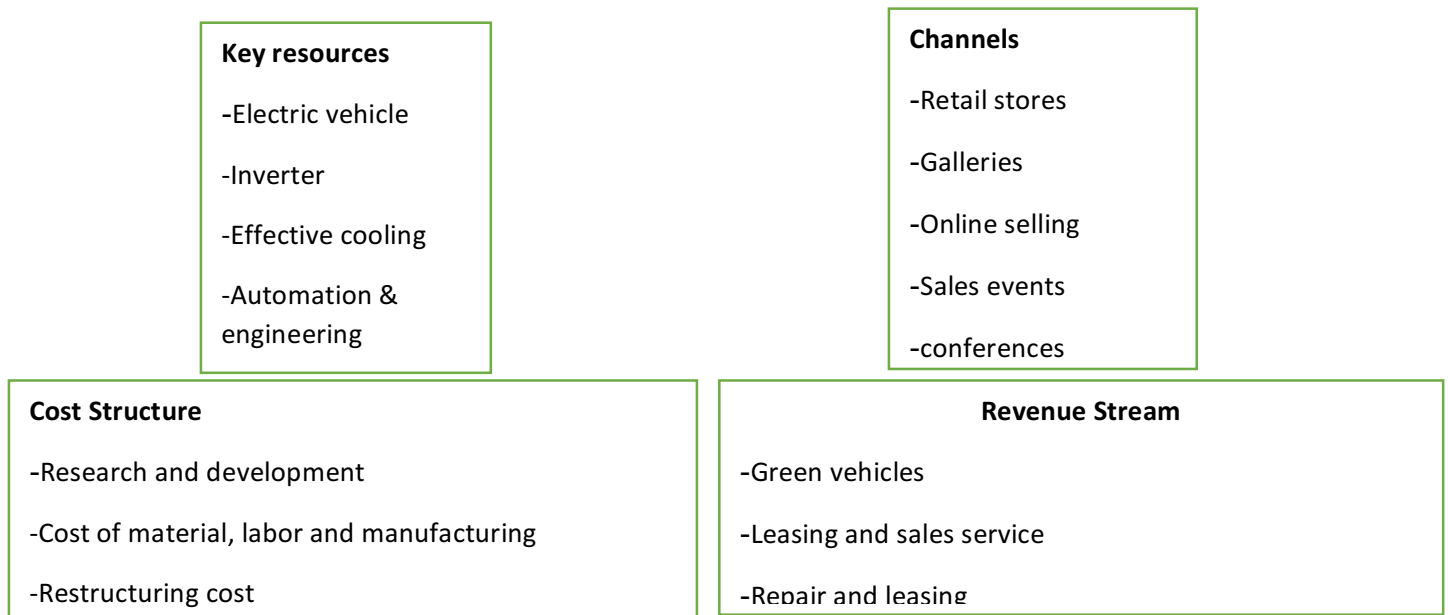


Figure 1.1. The idea and knowledge management based on Tesla Company business model generation canvas

2.0 How to facilitate the Business Model Canvas Development process in Business

2.1 Setting up and introducing the Business Model Canvas

Fostering creativity is one of the key challenges limiting growth of Tesla Company. Therefore, the integration of the Business Model Canvas will play a significant role in increasing role in driving resilience and growth of the Company. The new ideas generated by staff members should be addressed as complex socio-cognitive processes rather than simple inspired insights. The business canvas model will also enable the organization to constantly balance the logic of creation and production, the formal and informal and learn to combine several idea generation and innovation processes through reintroduced knowledge management practices provided by the model (Martins, Rindova & Greenbaum 2015). Tesla would be able to successfully foster creativity in the workplace through highlighting the need to manage; the ideation process that promotes creativity, the rigidity that occur between the logic of establishment and production and disrupting innovation to convert a traditional industry into a modern tech savvy company.

Therefore, the company should select various people of at least a group of 7 members including project leaders, managers of different departments and unionized and non-unionized workers in Tesla Company. They should sit down in a meeting and create an effective business canvas model with incorporation of suggestions from the Company staff. The canvas is grounded on nine building blocks indicating the interrelationship between them to foster creativity. The model will be effective in managing creativity as Tesla is an upcoming Tech Company that deals with various rising challenges such as designing their operation for speed, how to connect with different customers from emerging globalization, agility and developing flexibility to position Tesla in a market leader position for sustainable success (Chen et.al 2018). Tesla Company does not only focus on product differentiation and increasing the number of sales but also to sightsee in

research for the upcoming advancement of business. They have to be inventive for operational flexibility and creating two-way relationship with customers. The team members responsible for creating an effective business canvas model should incorporate the following segments of canvas model in order to curb the common problem of making drastic changes as a copying mechanism to creativity challenges. In as much as an effective business canvas business model promotes creativity in the workplace, the team members should continuously take more calculated risks, discover new ideas and keep innovating in how they lead and communicate both internally and externally for successful implementation of the model.

2.2 Value proposition and Customer segments

2.2.1 Value proposition

In order to foster creativity at Tesla Company, the project team members should be able to create value or provide a reason as to why customers should turn to them instead of their competitors'. It mainly occurs through aggregation of bundle of benefits in terms of provision of services or products that caters for the requirement need of the respective customer segment. For instance, workers in Tesla Company can provide new innovative ideas or products such as production of several electric car vehicle model car series such as model X (SUV), model S (Luxury Sedan), model Y (Compact crossover) and Tesla pickup truck that attracts customers (Bilbeisi et.al 2017). Tesla company should also produce products of high performance such as the advanced electric vehicle Technology with unique features like; dual motor, high miles per charge, autopilot option, free software updates. energy efficient and long range with convenient recharge stations such as the Tesla Roadster (Chen et.al 2018). that will increase the purchase of sales. Creativity will promote production of car models with superior design thus attracting more potential consumers. Value proposition in this model is essential in fostering creativity as all

stakeholders will foresee sufficient wins in the long run thus motivating their active and voluntary participation in achieving the Company's set objectives.

2.2.2 Customer segments

When fostering creativity, Tesla Company has to identify the different groups of people or organizations that it has to reach and serve for the sustainability in the market. They have to group them with common needs and wants, common behaviors and other attributes in order to promote customer satisfaction. For instance, in this model, the project team members are at liberty to create one or more persona for each segment to serve to enhance effectiveness. They have to comprehend that the Company exists to serve the customers and not vice versa. From the aforementioned value propositions, Tesla Company workers among other stakeholders need to embrace technological innovation in order to attract the target market segments. For example, workers with ideas should be motivated to the discovery of and creation of opportunities from existing and future knowledge for production of quality innovative products (Joyce & Paquin 2016). Researchers should receive a lot of support from other team members in the business model for the motivation of advancement of knowledge and science. Innovators should complement by turning the proposed into workable realities while entrepreneurs on the other hand should obtain projects and recognition or compensation during the implementation of the proposed creative ideas. They should all work together to facilitate creativity and growth of Tesla Company.

In more detail, the workers should design vehicles suitable for every customer group. They should not leave out or under look at needs of a particular segment however minor that might sound. Examples of customer segments to be included in the business model canvas include; high-end luxury (prefer exclusive vehicles such as Sedan or SUV), mid-price range, green community,

Autopilot, Fast sports, car enthusiasts, Elon musk followers, Tesla followers and commercial vehicle organizations for transportation and shipping businesses (Khan & Wuest 2019).

2.3 Customer relationships, Channels and Revenue Streams

2.3.1 Customer relationships

Customer relationship is an essential building block in the model as it describes the type of relationship Tesla Company wants to establish with each segment. To foster creativity, the project team in this case should ensure the relationship between the information and idea management systems and the respective stakeholders (workers) of Tesla Company are tailored towards achieving the communicated objectives. The specific customer segments should be directly involved in the Company's operation and the direction it takes to ascertain that their actions are in accordance to their interests and values. Credibility and transparency are the key components that every business model project team member possesses and should be expressed through communicating challenges, opportunities and responsiveness from customers to evaluate the progress. It can be achieved through better customer service experience such as providing digitally driven Omni-channel experience such as stores, social media and websites to its customers. Automated self-service websites can be established where customers place direct orders on the Tesla websites. In addition to that, through their strong brand reputation in the EV industry, Tesla has an added advantage as it represents high quality and value thus promoting customer loyalty. Tesla Company has a low cost charging station network for Model X and Model S that promotes a cordial paradox relationship with the stakeholders in the utilization of services.

2.3.2 Channels

The channels building block in the business canvas model play a vital role in fostering creativity as it describes how Tesla Company will communicate and reach specific customer

segment to deliver the value proposition. Integration of effective channels will increase awareness among stakeholders about Tesla's products and services, it will help customers evaluate the company's value proposition and most importantly it will facilitate the purchase decision of customers towards specific products. Workers in the company should effectively use the channels as means of getting what they want from knowledge and idea management. They can incorporate channels such as building agent departments, retail stores and galleries to platform Tesla vehicles and exploit on customer experience. Self-service online selling and websites can be used to market its technology and project their creativity thus attracting more potential consumers. Conferences and sales events can be organized by the project team members to evaluate the Company's value proposition and implement improved means of purchasing specific products and services.

2.3.3 Revenue Streams

In relation to the business model canvas, the notion of revenue streams must be comprehended in the context of financing the process of fostering creativity. It will cater for all costs of operations. Tesla Company should evaluate itself and determine to what extend are the customer willing or prefer to pay thus earning income. This building block should establish a setup that allows financing to emerge naturally from the structures and stakeholders' contribution. The revenue streams emerge from the greater value of the realized projects, technology transfers, shorter lead times and lesser costs such as using different pricing mechanisms among other strategies (Bilbeisi et.al 2017). For instance, Tesla Company is not only selling electric vehicles but also developed an ecosystem with a top notch line of green vehicles that have produced immense profit to the organization. On top of that, Tesla Company has introduced lifestyle products, solar energy systems and is advancing as a Tech company thus promoting loyalty from

its customers as indicated by Chen. It has also focused on repair service and leasing to acquire extra costs that guarantee the future success of the Company.

2.4 Key Partners, Activities and Resources

2.4.1 Key Partners

With regards to this report of fostering creativity in the workplace, the knowledge and Idea management team should partner with various people from both internal and external environments for generation of creative ideas tailored towards achievement of the set objectives. The key partners' business canvas model building block stipulates for joint effort from research institutes' resources, the workers themselves and external members from creativity specialists and scientific community for enrichment by sharing diverse opinions, novel information and original concepts. Partnering is essential in this business model as it aids in the reduction of uncertainties and risks, balance the economies of scale and facilitate acquisition of resources. Tesla Company has partnered up with several companies such as the OEM Alliances that helped the company to access superior research, engineering development and cash infusion that prevented bankruptcy of the Company. It also joined forces with Toyota Company (manufacturing and purchasing) that facilitated acquisition of electric vehicles, parts and production systems of electric cars and accessories. It also combined with major suppliers and designer such as the; Panasonic, T1 Automotive, Riviera, Gentex, ABC Group, Harada, Zanini Auto Group, Dana Holding and the PSM International among others (Martins et.al 2015).

2.4.2 Key Activities

The key activities building block are essential because they outline all the most important things that the company needs to achieve the set goals for the business model work. All these actions have to be carried out to successfully offer value propositions, earn revenues, reach markets

or even maintain customer relationships. This segment of the 9 building blocks because it projects the connection. For example, key activities of Tesla Company include; R& D, Design, Software development, Innovational leap, sales and marketing and building and maintenance of the charging stations network. Through the R&D, Tesla attains its milestones by providing creative ideas through technological and innovative designs breakthroughs of Tesla vehicles. The design activities enable Tesla to develop a competitive advantage and attract more potential consumers. The software development enables Tesla to provide software product life cycles that most automotive specialists are driven to thus improving sufficiency of each of their car model series. The sales and marketing on the other hand ensures timely distribution of products in company owned stores, galleries and websites thus guaranteeing customer loyalty.

2.4.3 Key Resources

Key resources are the most important assets necessary for the business canvas model to work. The key resources allow an organization to create value propositions, reach markets and earn revenue. They can either be categorized as physical, financial, intellectual and human. New resources are not required in this period of fostering creativity because the organization is already in the context of technological innovation. Workers have to use the already established resources in the workplace. For instance, workers in Tesla Company require intellectual resources in terms of electric vehicle and technological knowledge on how to produce high performance vehicle, pollution and noise free vehicle and even the induction motors. In addition to that, the inverter, battery system, automation and engineering and effective cooling are necessary resources for the success of the Company.

2.5 Cost Structure

Cost structure building block describe the total costs incurred in the business model while carrying out all the operations (Khan & Wuest 2019). How are they going to affect the revenue? It enables the project team members to establish whether the organization is of low or high cost thus threatening the stability of the organization. It should be straightforward to determine the total costs after defining the key resources, key partnerships and key activities. Are the expenses cost driven in that the Company has utilized low price propositions, extensive outsourcing or maximum automation? On the other hand, are the expenses value driven in that the Company does not put much consideration with the cost implications but instead mainly focus on value creation? For instance, this particular building block has to determine how the cost structure implicated the revenue. Did the organization incur loss or profit?

In relation to that, the following is the total expense and cot revenue of Tesla Company after the implementation of the business model canvas;

- The cost of research and development: \$ 1.46 billion that accounted for 7% of the total revenue
- Restructuring cost; \$ 135 million, representing 1% of the total revenue
- Cost of labor, material and manufacturing; \$17.4 Billion representing 81% of the revenue
- Taxes, interest expense and others; accounted for 3% of the total revenue

2.6 Impact (Union and Non unions)

The business model canvas should not only focus on how to increase productivity sales of its products and services but also how to manage the employees whether they are represented by the unions or not. It has to promote cooperation between employees by tailoring their needs towards the values of the Company. Workers needs have to be equitably put into consideration

while fostering creativity during performance of the organizational operations. Their different innovative ideas should be put into action as the business model canvas allows establishment of a common language and framework with colleagues thus having a clear direction to achieve the set goals. Therefore, managers should understand different types of employees such as the “confidential” employees who have access to personal files and payment, union workers and non-union workers (Chang, Travaglione & O’Neill 2017).

Table contrasting differences between unionized and non-unionized workers in the workplace

Unionized workers	Non-unionized workers
<ul style="list-style-type: none"> • The benefits and working conditions offered by a Company are part of the collective bargaining process for union workers. Agreements have to be made through several series of proposals and counterproposals until an amicable agreement is attained in order for the employees to effectively perform their duties. For example, vacations, sick leaves benefits and pensions have to be negotiated and captured in the business model to ascertain accountability. • The salaries of unionized workers are established through negotiation between union representatives and Company’s negotiation team including HR Manager and labor specialists (Noe, Hollenbeck, 	<ul style="list-style-type: none"> • Non-unionized workers do not have the luxury of negotiating terms of benefits, working conditions or retirement plans. It is all included in the descriptions and benefits differ depending with the job position. Therefore, the use of business model canvas will ensure that their efforts are well compensated through Cost Benefit Analysis. • There are rare chances where an employee can negotiate their salary payments as they are stipulated on the job description before payment. However, they might select to

<p>Gerhart & Wright 2017). Contact is then drawn including various elements such as hourly wages, overtime rates and increments.</p> <ul style="list-style-type: none"> • Unionized employees' grievances and complaints are handled in a systematic way right from the informal review. The union is there to ensure fair treatment in the workplace through appeals and arbitration 	<p>negotiate their hourly rate payment or overtime.</p> <ul style="list-style-type: none"> • Employees' grievances and complaints are much easier solving and time effective as they are mainly reviewed by supervisors or HR staff trained to resolve employee relations issues.
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From the table above, it can be deduced that managers have to handle a number of employment actions differently when applying this approach in the workplace in order to foster creativity. Consequently, the business model canvas drafted for Tesla Company should put into consideration those privileges as they may result to ineffective work performance when violated. For example, the working conditions of unionized employees should be within the stipulated union agreement in order to avoid employee dissatisfaction and legal liabilities. This approach can also try to improve the salaries and benefits of non-unionized workers of the Company which will in return steer motivation towards fostering creativity thus increasing product. The Business model canvas showcases the total costs incurred and profits gained which can be used to manage the employees equitably through an effective Cost Benefit Analysis. It can be used to smoothly run the operations, provide resources for developing creative products (Chang et.al 2017) thus guaranteeing future success of the Company which will motive employees to provide excellent performance.

3.0 Present and Future

The progress of how employees foster creativity in the workplace is determined after the implementation of the business canvas model. Through integration of various factors such as the effective Key Performance Indicators, execution of all activities, Creative evaluation criteria and feedback from several stakeholders the present success and future of the Company can be predicted.

3.1 KPIs to track if creativity is happening

Key Performance Indicators (KPI) should be objectively developed by the project team members when creating the business model canvas as measurable value that demonstrates how effectively the Company will achieve its set objectives. It is essential in guaranteeing the present and future sustainability of the Company. The KPIs are important as they not only focus on the overall performance of the key activities of the business model but also focus on processes of different sectors of the Company such as the Sales department, Human Resources, support and the overall well-being of the employees. KPI should be Specific, Measurable, Attainable, Relevant, time bound and well defined with the Company's objectives (Rodrigues, Pigosso & McAloone 2016).

The following KPIs are necessary to track if creativity is happening and also as a means of proving the value of project team to the Company.

- Lead Time Per Project

Lead time refers to how much time a project will take right from the process of request to final delivery. The lead time is essential in order to measure workflows efficiency and employees' work load contribution to the total success of the project. If there is poor stamina as an initial reaction

from employees in implementing the suggested activities, an alternative option needs to be reconsidered in order to produce effective work within the stipulated timeframe.

- Estimated Vs. Actual Project Time

Estimated vs. actual project time is similar to the lead time but the only difference is that it takes efficiency tracking a step further on what the project team said would perform versus on what they are actually doing or did. They put into consideration all the challenges and propositions and compare on how they are tackling it to foster creativity. If the results are impressive in that there is a progress or superseding the set KPI objectives, then the creative project team would be used as an example to the company on working efficiently to attain goals. If there is dismal outcome, another team can be chosen or some propositions rectified in order to produce results within the timeframe.

- Estimated Vs. Actual Project Budget

This KPI is important especially when the team members keep the project within the calculated budget. They will not only earn respect and trust from the managers but will also safeguard the projects from being run by external agencies. It will in return motivate the employees to produce creative products that will increase the productivity sales. The KPI will also enhance their creativity skills in that they will aim at producing better results at each project thus saving costs if the Company could have sorted external agencies such as financial analysts.

- Satisfaction Ratings from Clients

Client satisfaction ratings can be measured with a short post project survey of providing products and services. The feedbacks will help the creative team benchmark and know what areas need improvement. In cases where the rates are low, the project team will have to put much effort or at

worse outsource their work which will in return lose their competitive edge. However, if the ratings are great, the employees can maximize their skills on innovation and idea management to impress the clients on subsequent projects.

- Employees' productivity

Employees' productivity should be measured through evaluation of the input put in carrying out the key activities. All employees should be engaged during communication of setting goals, allocating duties and resources. Accountability can also be established where everyone is required to account for the resources and put down all the activities carried out daily. It is essential because managers will know what department needs more labor, resources in order to complete the project within the required time. Effective interaction activities can be maximized to offer an inventive resolution to the obstinate problem of employee engagement.

3.2 Creativity evaluation

Creativity conversation evaluation is also significant in determining the present and future of the Company as it helps in selecting the effective solutions to be implemented. Creativity evaluation requires that all team members should actively engage in the process in order to effectively evaluate ideas and provide optimal solutions (Clements-Croome 2015). There are three activities in the creativity evaluation selection that need to be practiced for the success of the Company.

- i. Forecasting the possible implications and outcomes of implementing any given solution-
The project team members should use a multifaceted approach in evaluating all solutions and the effect they have towards achieving the set objectives. Are the solutions objective, are they cost effective or are they going to provide more value than their intended purpose?

- ii. Evaluating the viability and instrumentality of a solution in relation to the realistic standards – After determining the implication of each solution, the project team members are to evaluate the viability or the ability of the proposed solution to succeed as per the expectations. Are they going to be successfully carried till the completion of the project or will they be insufficient and be eliminated along the way? Viability is significant as it determines whether the solutions will be realistic to attain the set standards.
- iii. Selection, rejection and revision of a solution for implementation – After assessing the implication and viability of each solution, it should be thoroughly revised and reselected among other available options not only to guarantee success but also prevent waste of resources and taking extra time. Revision of solutions will ensure that the solutions proposed in the business canvas model are carried out at exact time, in the exact and within the calculate budget thus hastening creativity and excellence. It boosts the confidence of the employees in achieving the actual versus expected outcomes during several projects.

The outcomes of the aforementioned activities depend on both standards pragmatic in the idea evaluation and the framework surrounding the valuation of the proposed idea. The creativity conversation evaluation is expected to only measure what is worth the Company's time. They can use numerical figures, charts, graphs, experimental designs and visual aids will provide your project team with credibility and reminiscence of all the important steps in the business canvas model (Joyce et.al 2016).

4.1 Identify Opportunities and Threats

During creativity evaluation, the members of the workplace should identify the opportunities arising after implementation of the solutions. It can be additional profits, long term

effective ideas and developing a positive creativity culture in the organization. On the flip side, threats can also be discovered especially during the stage of revision and reselection of ideas.

5.1 Communication Plan on how creativity will be fostered

Creating a culture in which all employees are encouraged to pitch their ideas forward and rectify each other is essential in promoting creativity in the workplace. The following are some of ways that can be used in the workplace to foster creativity in all employees;

- Pitch ideas meeting and regular workshops

Members in the workplace can schedule several meetings to make time for new ideas from various members. All staff members can be asked to propose new ideas within the designated timeframe in order to allow time to process them. Members can attend regular workshops in order to create mutual relationship of sharing and acquiring more innovative knowledge.

- Brainstorming activities and private space for reflection

Several brainstorming activities can be incorporated in the everyday schedule of the employees in order to sharpen their mind to accommodate and respond to any challenging situation. Private areas in the workplace can be allocated to reflection thereby developing an attitude of testing, exploring and refining new approaches.

- Define innovation and actively solicit creative suggestions for your organization

It is important for every manager and employees to have specific criteria set to measure ideas and success after collecting and building them into the strategic plan. The organization can also actively place suggestion boxes in the workplace to encourage anyone to drop new ideas at any time.

- Provide guidance

Managers and selected employees should be available to encourage, support and advise their colleagues on their ideas pitched as not everyone is embedded with skills or know how to see through an idea viability.

- Train staff in innovation techniques

Members in the workplace can be trained with problem solving skills, discerning skills and other creative skills to facilitate pitching new ideas. They can be engaged in activities such as the mind mapping, brain storming or lateral thinking in sharpen their creativity.

- Cross-fertilize

Employees in the workplace should have an opportunity to broaden their experience which helps in fostering creativity. Therefore, the organization can implement short term job swaps, job rotation or encourage employees to look at how other business operate and adapt or improve where necessary. It helps employees to look at various ideas from a new perspective.

- Rewarding creativity

An award scheme or employee recognition should be emphasized in the Company to foster creativity in all employees.

- Acting on ideas

The Company can provide resources and allocate time for employees to act on their ideas even if they are short term or experimental. It will be a motivation for employees to come up with ideas thus facilitating the growth of the business.

- Employees form teams dedicated to establishing and executing new solutions

If the suggested solutions or ideas are effective, employees can be encouraged to form teams and work together in order for them to understand that their creativity is an organizational priority. All members should be supportive and respond to everyone's idea despite it being unrealistic. It will allow all members to learn from the mistakes and come up with better ideas the next time.

6.1 Collect feedback from others

The project team members should collect feedback from stakeholders about their project in order to determine the sustainability or viability of reaching the ultimate goals. It aids in fostering creativity as the workers can be able to assess the implications of their pitched ideas through customer ratings or comments. The organization can get quality feedback through various means such as;

- providing proactive live chat support group that will help the Company get closer to the customers by better comprehension of their needs. It will therefore enable workers to produce innovative products and address their questions promptly thus achieving optimum results.
- Feedback can be obtained from measuring the customer service performance through providing options for the customers to scale their experience
- Provide effective feedback forms on the Company's respective sites
- Using polls
- Utilizing email surveys for non-customers and new customers
- Monitor social media channels

- Frequent calls to the customers. It is a proactive approach that provides the best feedback in that the workers will directly gauge customers' satisfaction and acquire first-hand information on areas of improvement (Khan et.al 2019).

Appendix 1. Business Model Canvas template

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