

**The Research Centre of the Faculty of Economics**  
cordially invites you to a research seminar  
on **Thursday, 10<sup>th</sup> March 2016** at **1 p.m.** in room **P-212** at the  
**Faculty of Economics, University of Ljubljana**

Author: **Peter Trkman, PhD, Associate Professor, University of Ljubljana,**  
**Faculty of Economics**

will present the article:

**"Business model(s) in companies and supply chains"**

“The term "business model" has been misinterpreted and misused over the years, and has consequently been inadequately understood and applied by both practitioners and scholars. It has been frequently confused with other popular terms in the literature such as strategy, business concept, revenue model, economic model, or even business process modeling.

The paper aims to contribute to the clarification of the meaning and use of the business model image, as well as to theorize on its logical underpinnings that we find rooted in the resource-based view and in the transaction cost economics. This paper identifies new avenues for further research, such as the investigation of path dependency in a business model and the meaning of business model innovation.

The next paper (Trkman, Budler, Groznik, 2015) attempts to identify and connect the elements of supply chain (“SC”) business model and the key issues for development of dynamic capabilities to enable future redesign of business models. The paper develops two frameworks showing the elements of an SC business model and the interconnection of those elements and dynamic capabilities. An SC should develop the elements of its business model in such a way that it will be able to continually change its existing or add a new business model from the AS-IS state to a currently unpredictable “TO-BE” state as a response to currently unknown changes in its business model. SCs should not simply focus on improving the maturity/efficiency of current processes but can use our findings to carefully design their current business model and develop dynamic capabilities for future changes. ”

You can register for the free seminar by phone (01) 58-92-490, or via e-mail:

[research.seminars@ef.uni-lj.si](mailto:research.seminars@ef.uni-lj.si) by Wednesday, 9<sup>th</sup> March 2016.

**We look forward to seeing you!**