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Key Resources in Small and Medium Enterprises for business Model Innovation.

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Some scholars claim that the vicious circle of design-manufacture-marketing-consumption is exhausted and will make planet Earth run out of fuel. Therefore, they propose a new social contract (Brown, 2009: 200-1), because Brown is noticing that the prevailing model in the developed world is not working. As one of the possibilities he urges us to imagine the society where what we buy should help create wealth not just consumption. In his opinion, it is no surprise that the idea of designing products, services, and business models first appeared in places where most people have no choice (2009: 212). In his widely acclaimed book, Osterwalder (2010) has explained five new business model patterns, among them unbundling business models, the long tail, multi-sided platforms, free as a business model, and open business model. Recent research has identified 20 new business model patterns according to their impact as: + *environmental* (closed-loop production, physical to virtual, produce on demand, rematerialization impact); + *social* (buy one - give one, cooperative ownership, inclusive sourcing); + *financial innovation* (crowdfunding, freemium, innovative product financing, pay for success, subscription model); + *base of the pyramid* (building a marketplace, differential pricing, microfinance, micro-franchise); and with *diverse impact* (alternative marketplace, behavior change, product as a service, shared resource) (Clinton and Whisnant, 2014). Referring to business models, Teece (2010: 179) claims that a business model is more generic than a business strategy. Furthermore, organizations should link strategy and business model analysis to protect competitive advantage resulting from new business model design. The idea of the value protection is to be questioned in the proposed research, especially within the possible experience transfer of business innovation and business model innovation into the small and medium enterprises. The research aims and objectives The main idea of this proposed pre-research presentation is to generate an understanding of how to transfer the knowledge about strategy innovations, and questions that inform business model innovation, including the field of the social innovation for social impact. Business model innovation is the field that helped some business organisations, large and small achieve thick and most of all sustainable values while it is evident at the same time that technological innovation itself does not guarantee business success. But when technological innovation was linked to so-called non-technological or design innovation, some business innovators had tremendous success. What do these experiences from the business innovators mean for small and medium enterprises? Is the knowledge transfer possible for small and medium enterprises and even to public sector and civic organizations? These questions and further hypothesis will be developed in a pre-research on the sample of small and medium enterprises in Slovenia. First insights will be presented at the conference