NEW BUSINESS MODELS

Value, Variety, and Purpose

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“A business model is a description of the way in which value creation is organised between parties (at a certain time, in a certain context and given the available means)”

- Value creation does not pertain to one single stakeholder, but explicitly concerns multiple parties -
Business models and transition

1. Established: reinforce status quo
2. Novel: foster transitions through
   a) propelling technological innovations to regime level
   b) building new regimes on non-technological innovations

Source: Bidmon and Knab (2018)
Strategic directions for business models – the challenge

Single to multiple value creation

Organisation-centric to organising value-cycle

Single-actor to pluralistic needs of multiple actors
Other archetypes of Reporting 3.0: “Adopt a stewardship role”, “Encourage sufficiency”, “Develop scale up solutions”
Impact Value Creation

- Depletion
- Use
- Recycling
- Circulate
- Restore

Outcome
- Ecological impact
- Social impact
- Financial impact

Balance
CONCLUSIONS

Departs from business models (and value creation) as we know it; 
*(Re)education is needed*

Change in business models is needed to address wicked problems; 
*Difficult to put in operation in current economies*

Value creation gradually becomes value preservation; 
*We are nowhere near value restoration or revitalisation*
QUESTIONS?
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Background
Social sustainability researcher since 2002. Topics include knowledge management, organizational forms, decision-making, and sustainability. Author of over 60 academic publications.

Current research
Business models for the Circular Economy, emerging forms of organizing for sustainability, and Blockchain applications for sustainability