

NEW BUSINESS MODELS

Value, Variety, and Purpose

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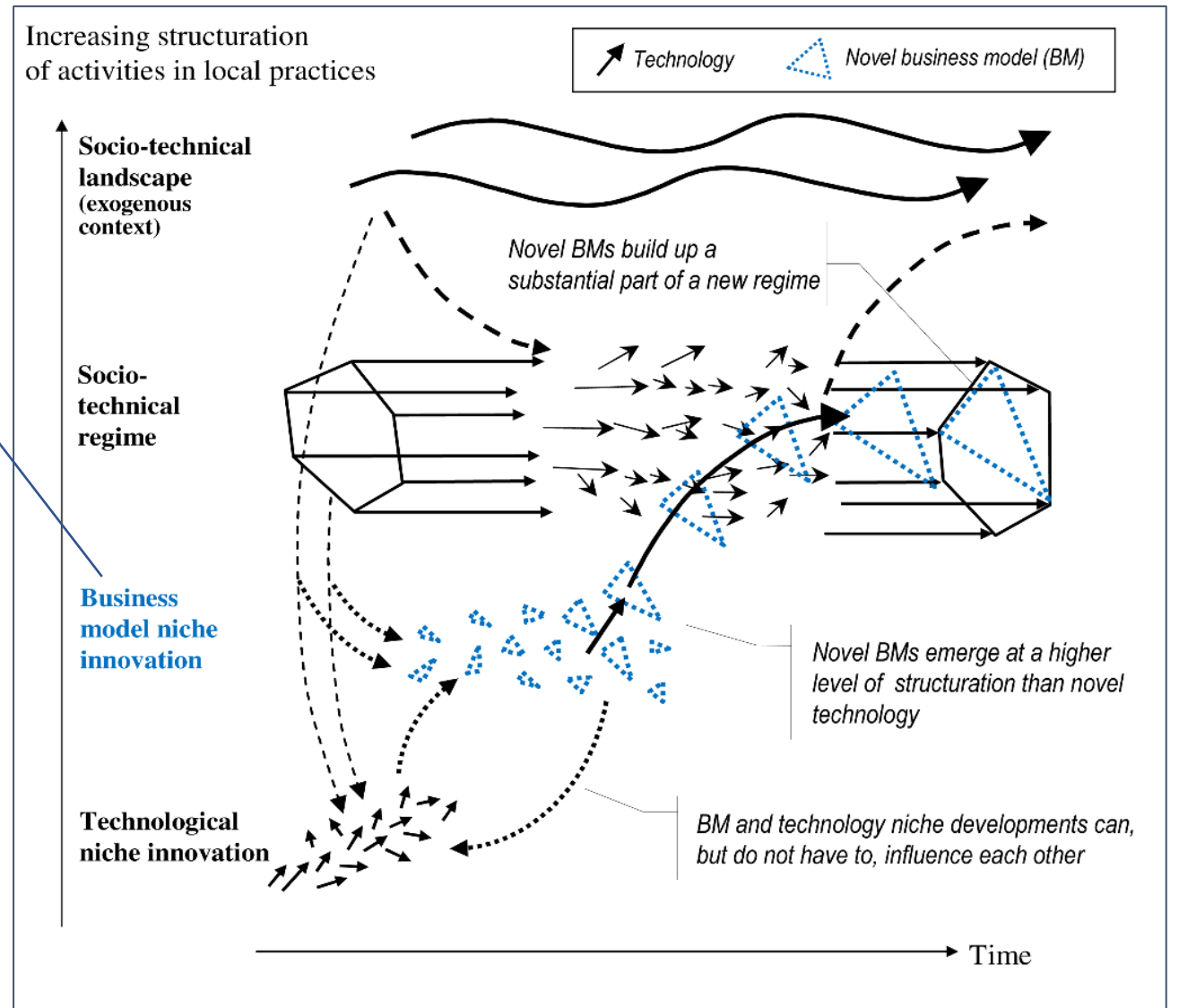
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“A business model is a description of the way in which value creation is organised between parties (at a certain time, in a certain context and given the available means)”

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

Business models and transition

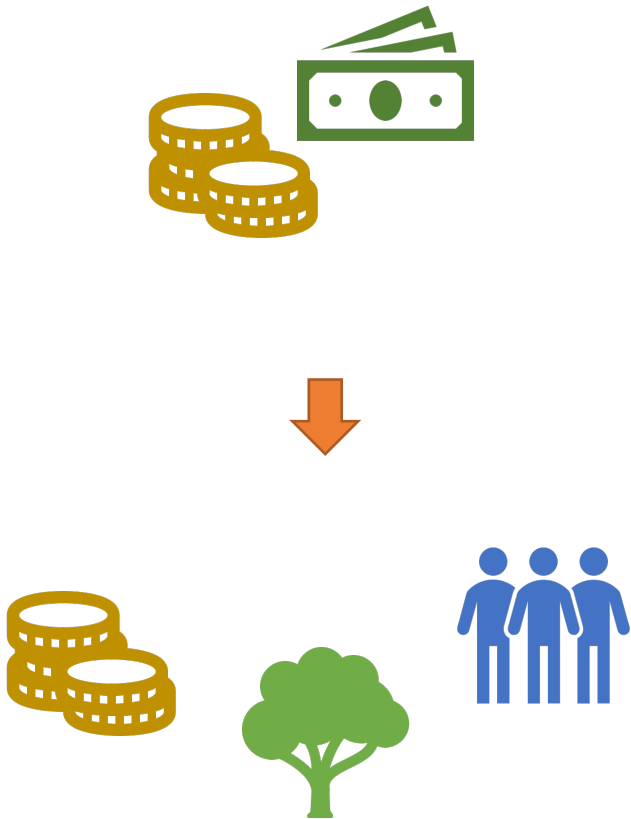
1. Established: reinforce status quo
2. Novel: foster transitions through
 - a) propelling technological innovations to regime level
 - b) building new regimes on non-technological innovations



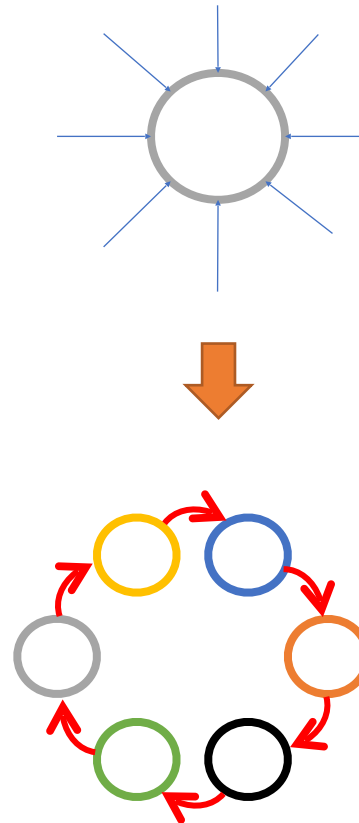
Source: Bidmon and Knab (2018)

Strategic directions for business models – the challenge

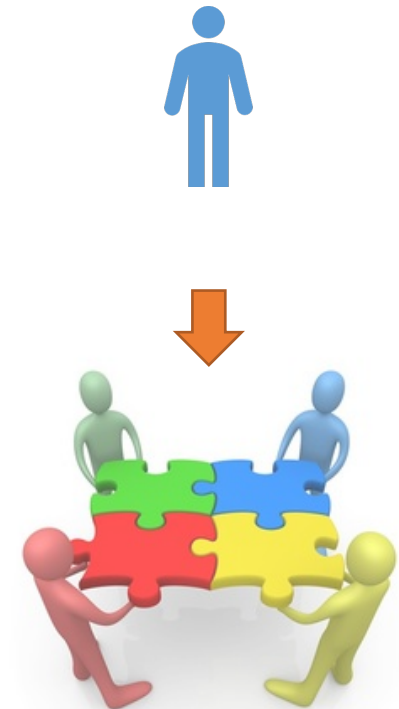
Single to multiple value creation



Organisation-centric to organising value-cycle



Single-actor to pluralistic needs of multiple actors



Sustainification based on asset-management

Servitization

- Use idle capacity
- Retention of ownership
- Functionality maintenance
- Prolonging life-expectancy

REPORTING 3.0: Deliver functionality rather than ownership

Inclusivity based on community-management

Community building

- Community is the actor
- Emerges around current issues
- Redefinition of roles of citizens, businesses, and governments in relation to the commons

REPORTING 3.0: Repurpose for society/ environment

Circularity based on bio-based material management

Asset performance

- Value preservation of materials
- Closing loops
- Design for longevity
- Avoid loss and leakage

REPORTING 3.0: Maximize material and energy efficiency & Create value from waste & Substitute with renewables and natural processes

Other archetypes of Reporting 3.0: “Adopt a stewardship role”, “Encourage sufficiency”, “Develop scale up solutions”

Impact Value Creation



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?

Contact details

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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