



European Resources Forum (ERF)

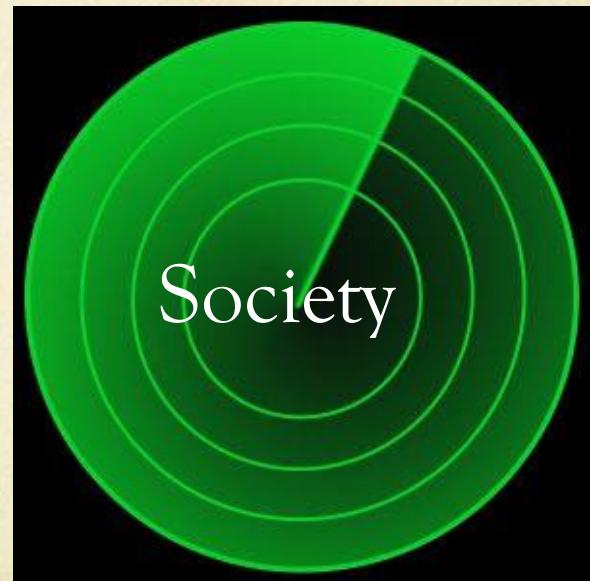
NEW BUSINESS MODELS

Transition in Value Creation

ERF (Berlin), 09.11.16

Jan Jonker
Professor Sustainable Development
Nijmegen School of Management
Radboud University (The Netherlands)

TRANSITIONAL TIMES

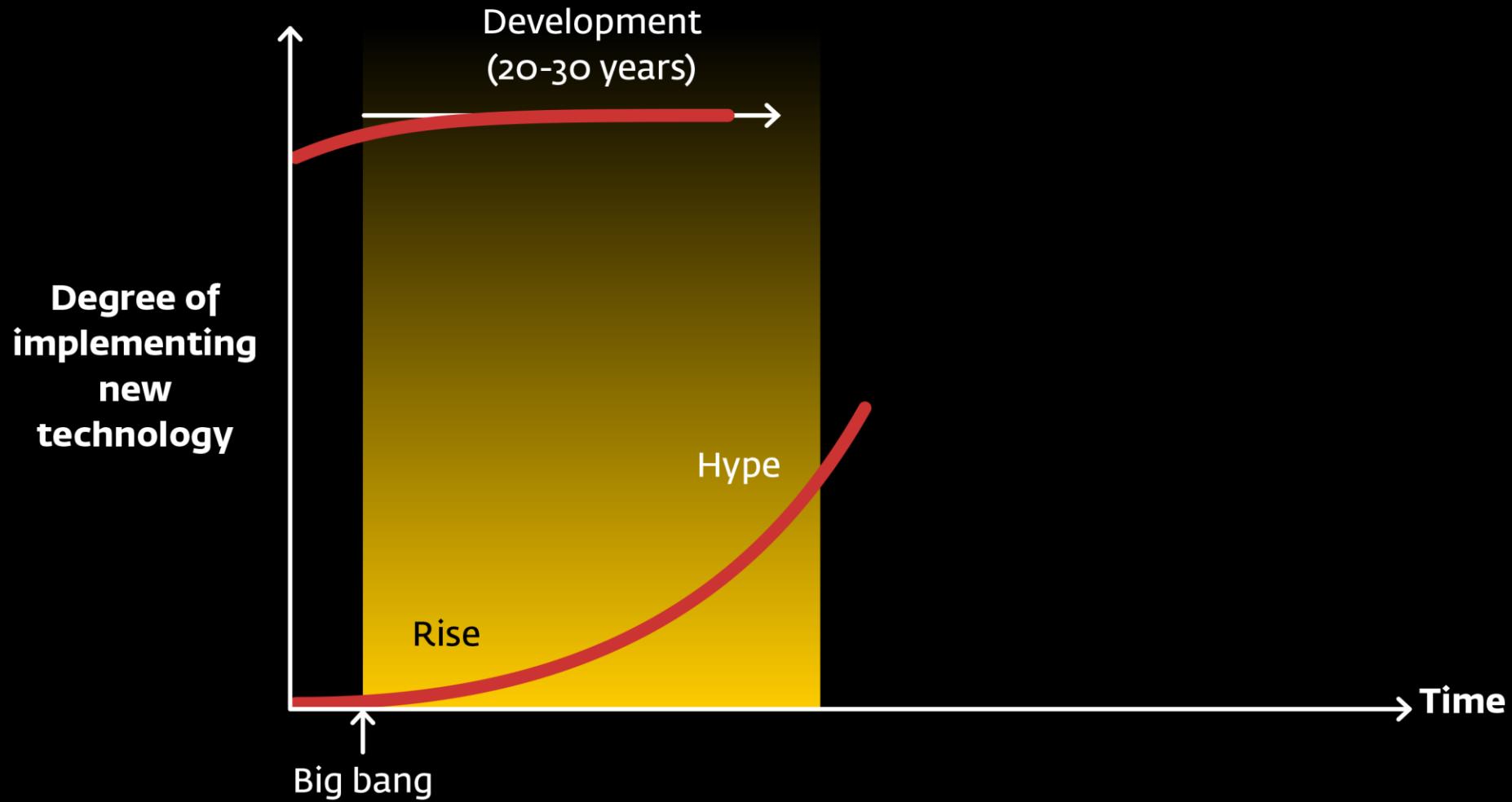


RAPLEXITY AHEAD

PRESIDENT ELECT 2016

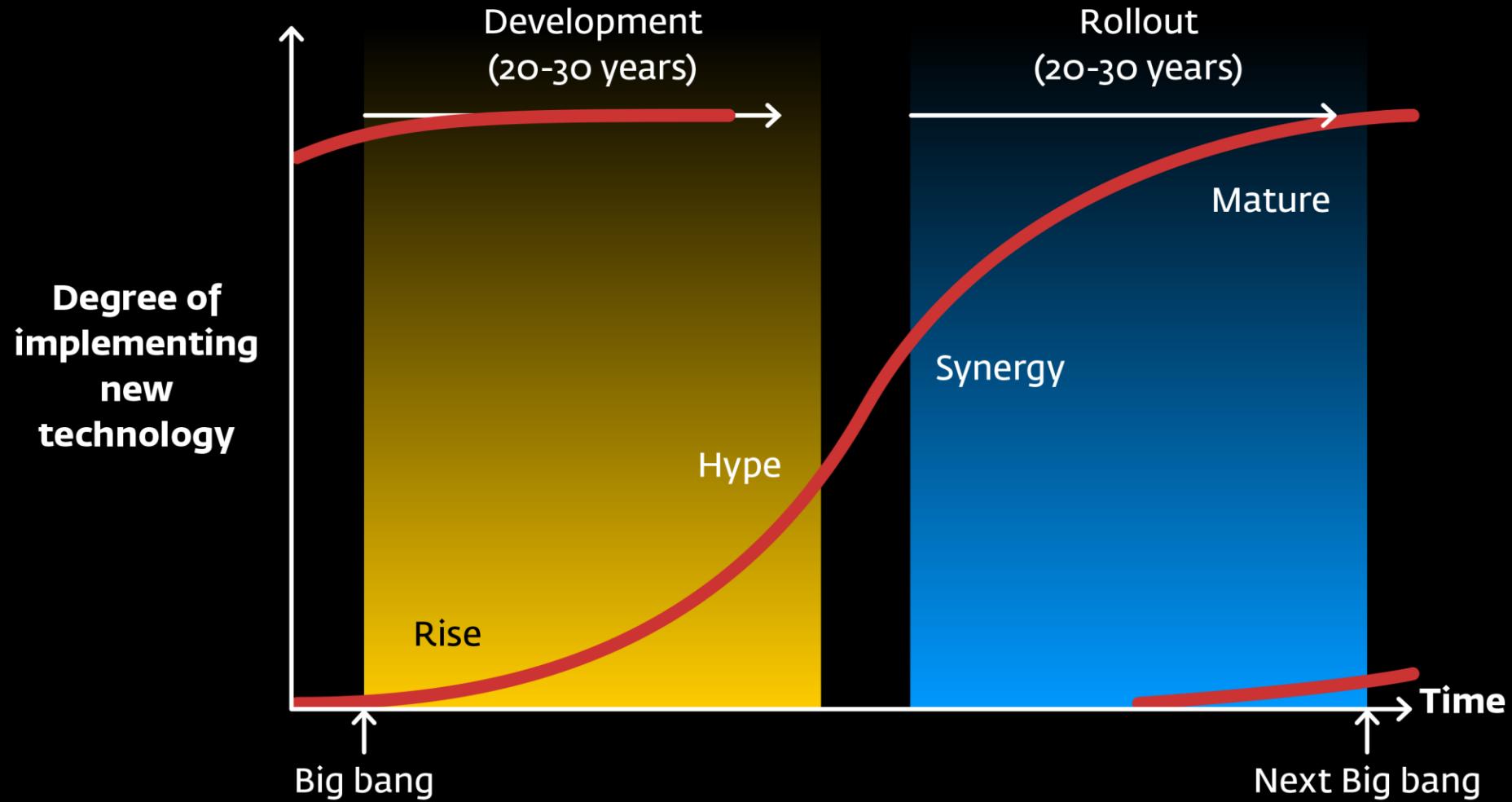


Transition



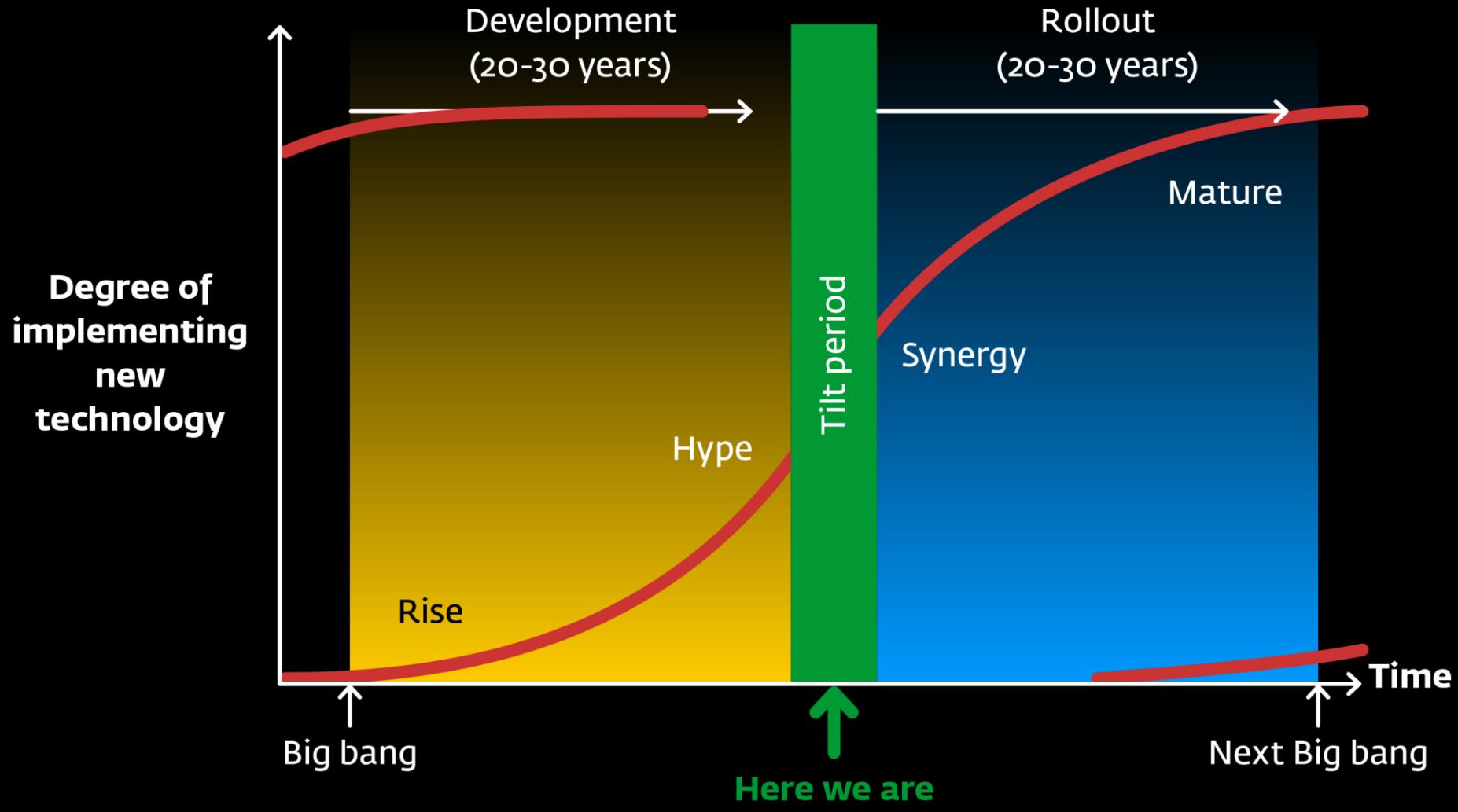
Source: Perez, 2009

Transition



Source: Perez, 2009

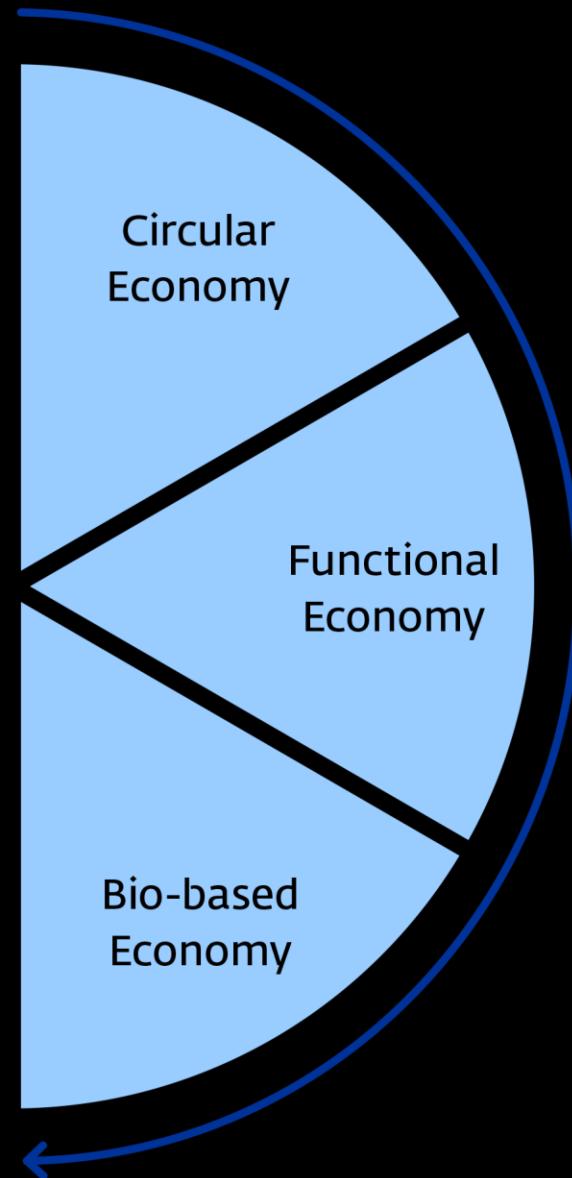
Transition

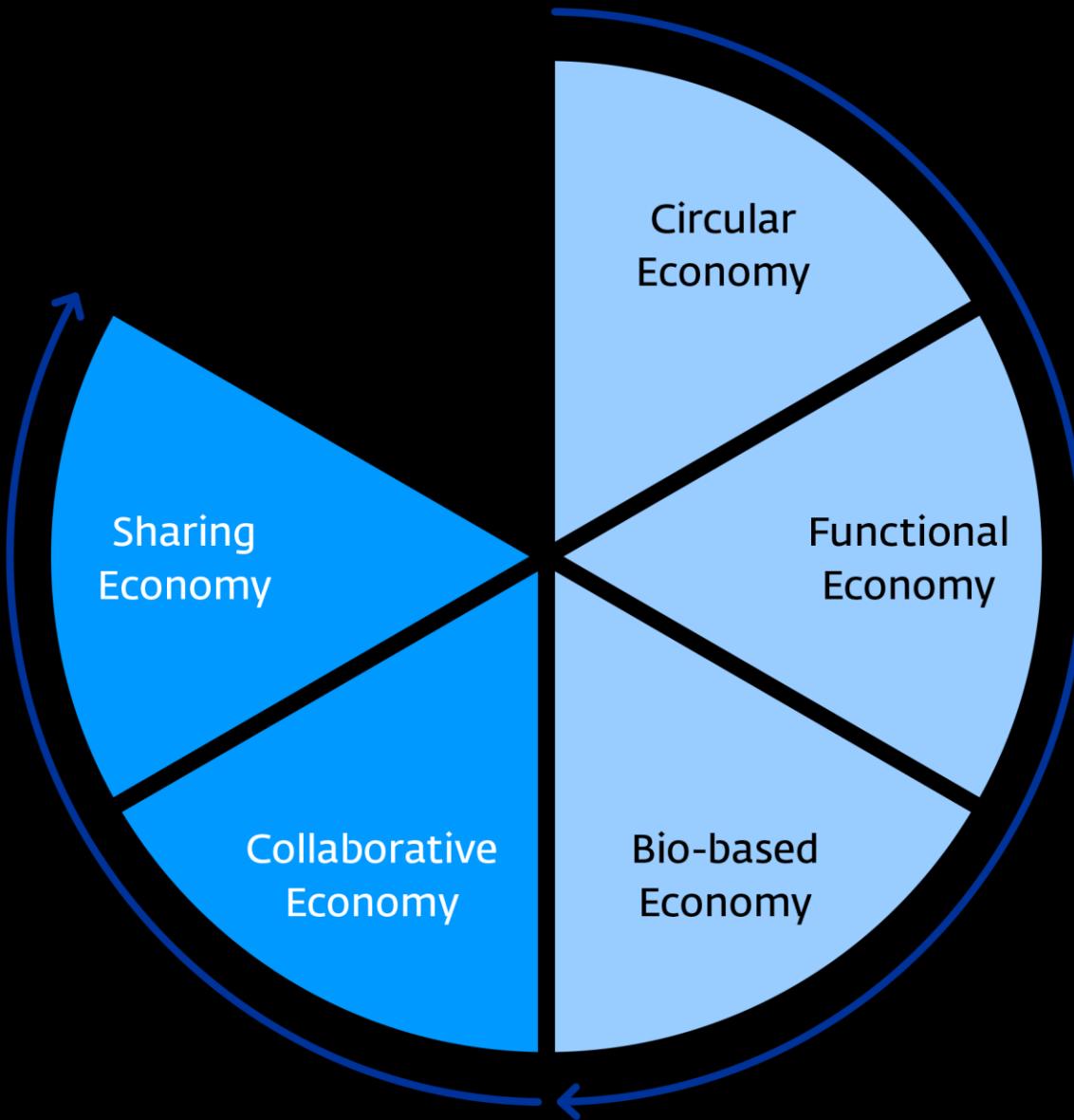


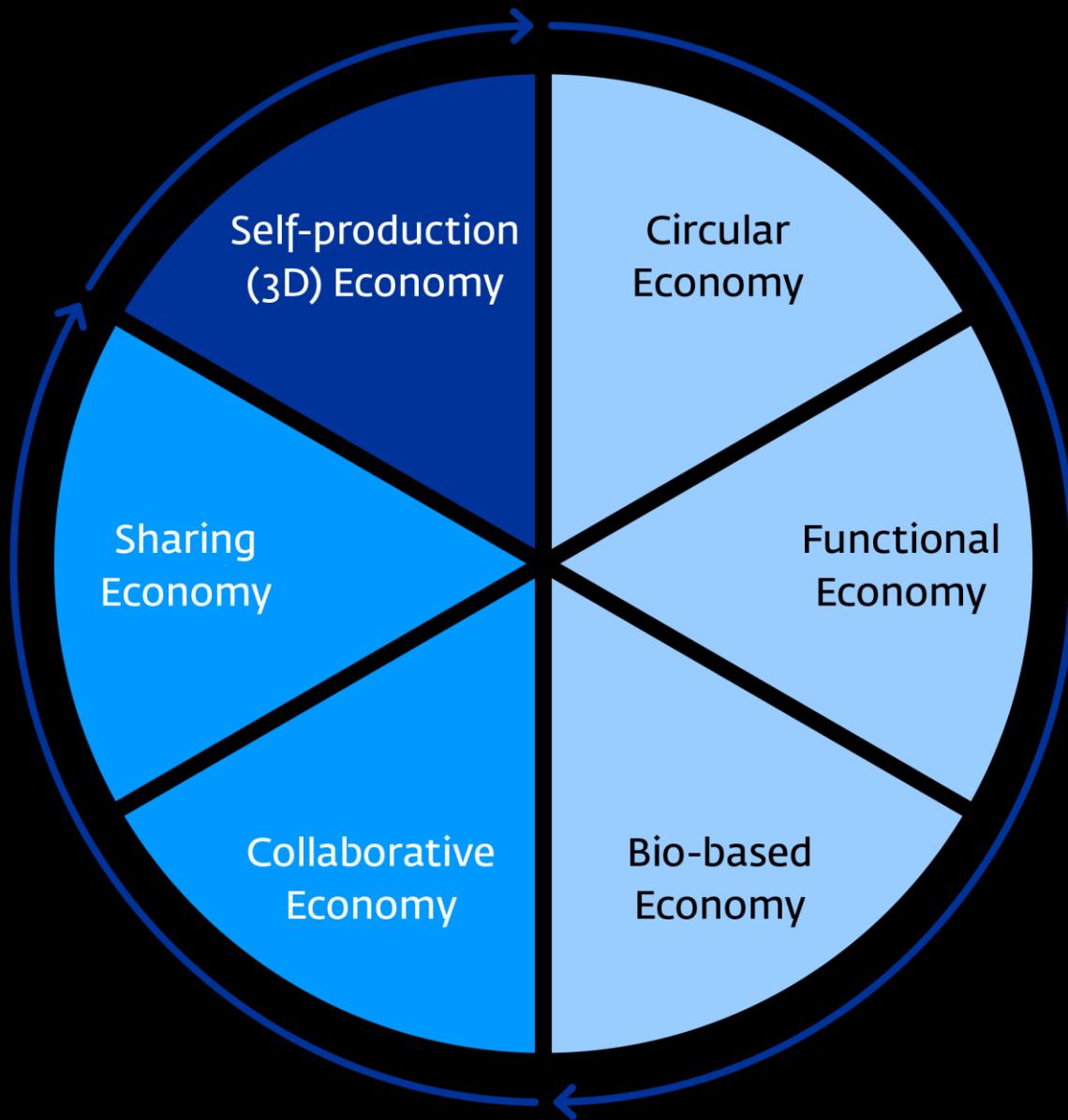
RE-THINK ECONOMY

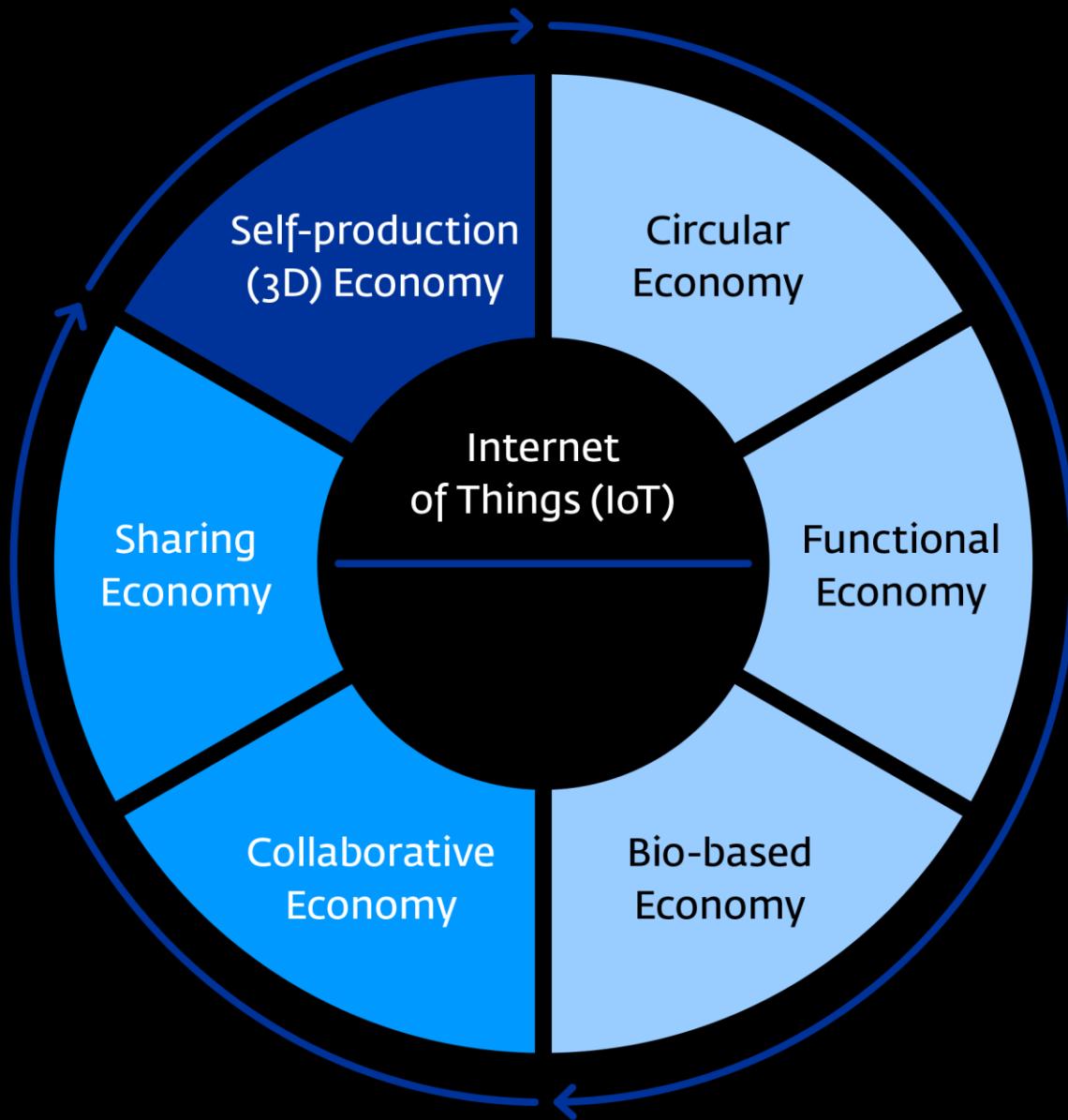
We can witness an emerging economy.

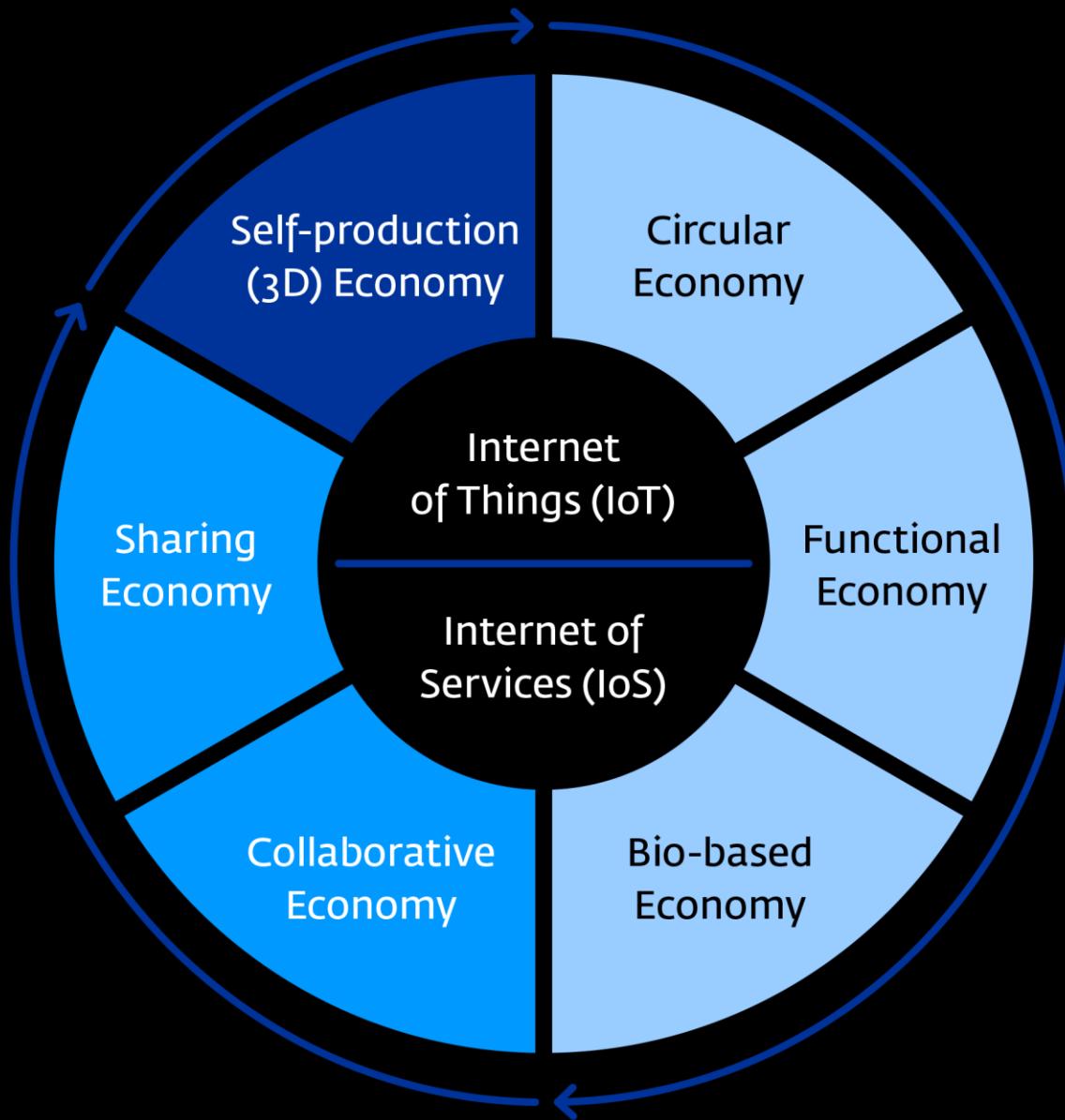
Seven trends that shape a different organisational playing field.











IN SUMMARY

A transition in the present economy shows ...

- (a) Dematerialisation and servatisation (PAAP)
- (b) Pro-sumers (co-production); citizen in business
- (c) Organising buss-ecologies and closed-loops
- (d) Blended-value(s) drivers e.g. social and ecological
- (e) A quest for new business models creating multiple values.

RE-THINK BUSINESS MODELS

New kinds of business models are emerging, besides the Conventional BM's.

- (a) Community-based Business Models.
- (b) Business Models for the Circular Economy.

New Generation Business Models



Conventional
Business
Models

CONVENTIONAL BUSINESS MODELS

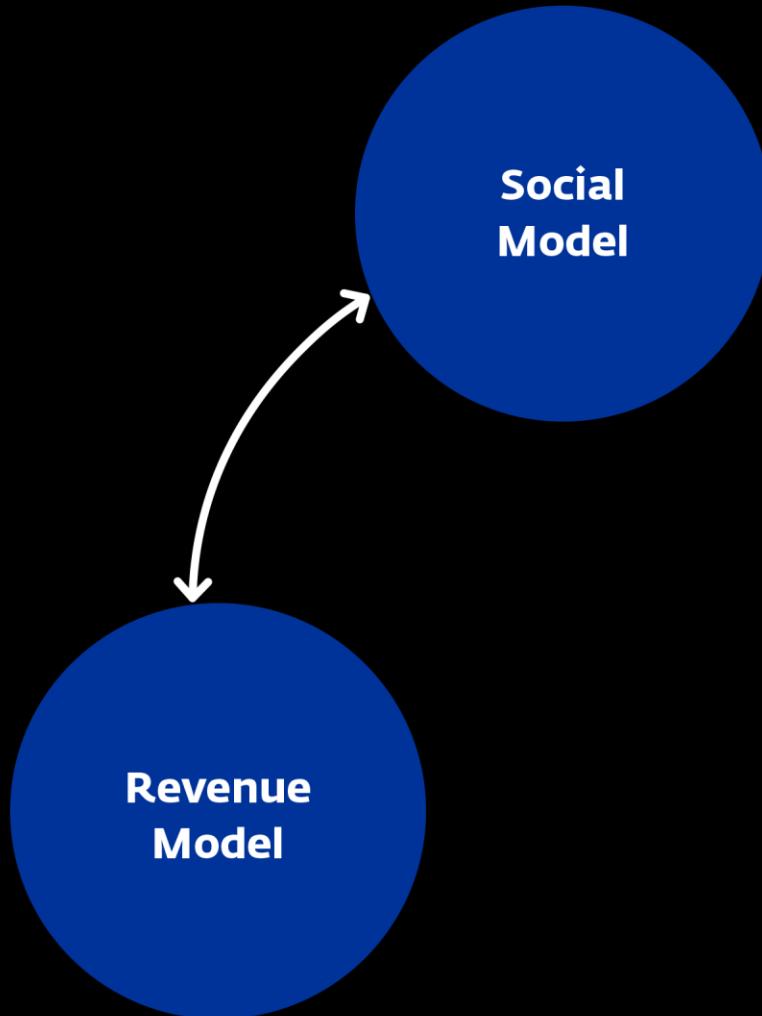
- Dominate the markets; are organisation-centric;
- Are in the end purely financially driven;
- Function because of being allowed to externalise many ecological and social factors;
- Have finally come to embrace the 3Rs' from the WBCSD (1994);
- When changing will show fierce resistance.

New Generation Business Models

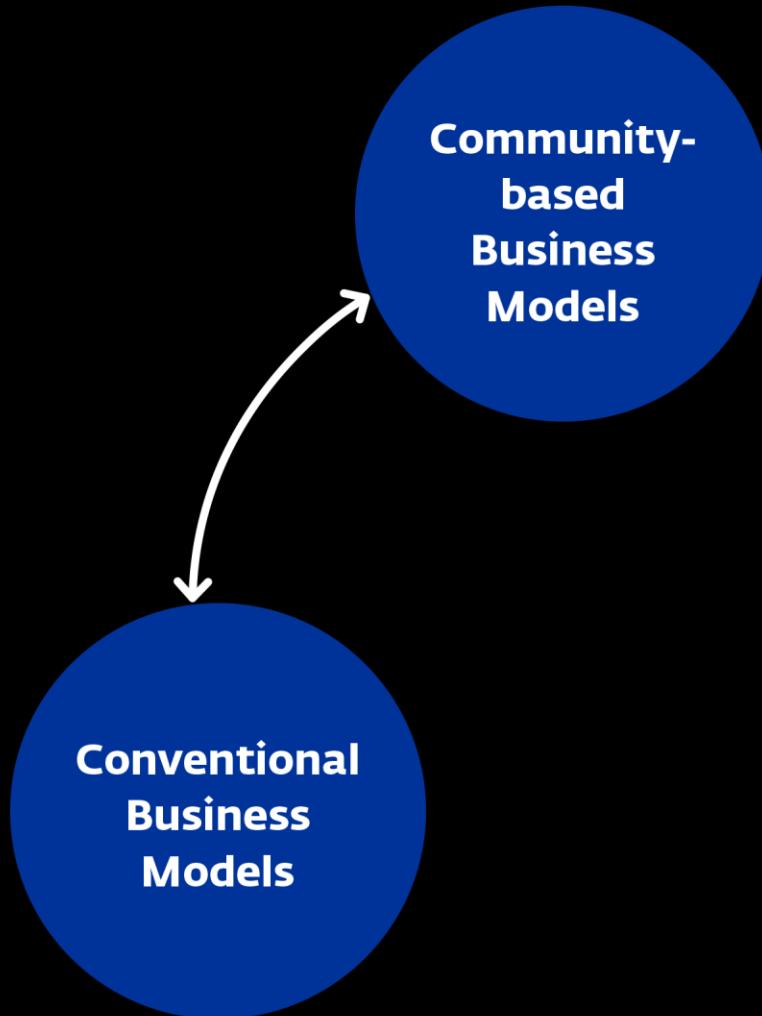


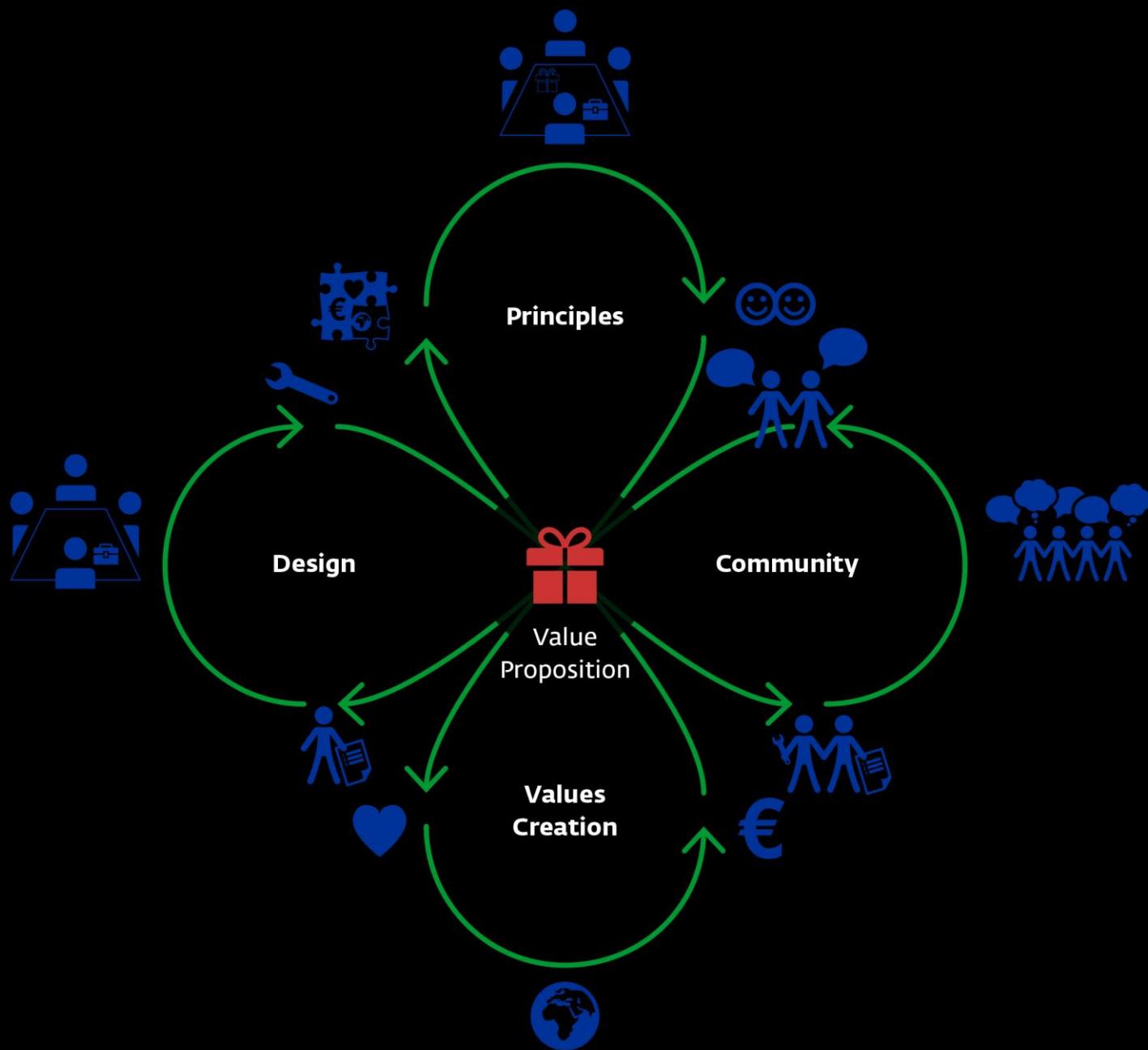
Revenue
Model

New Generation Business Models

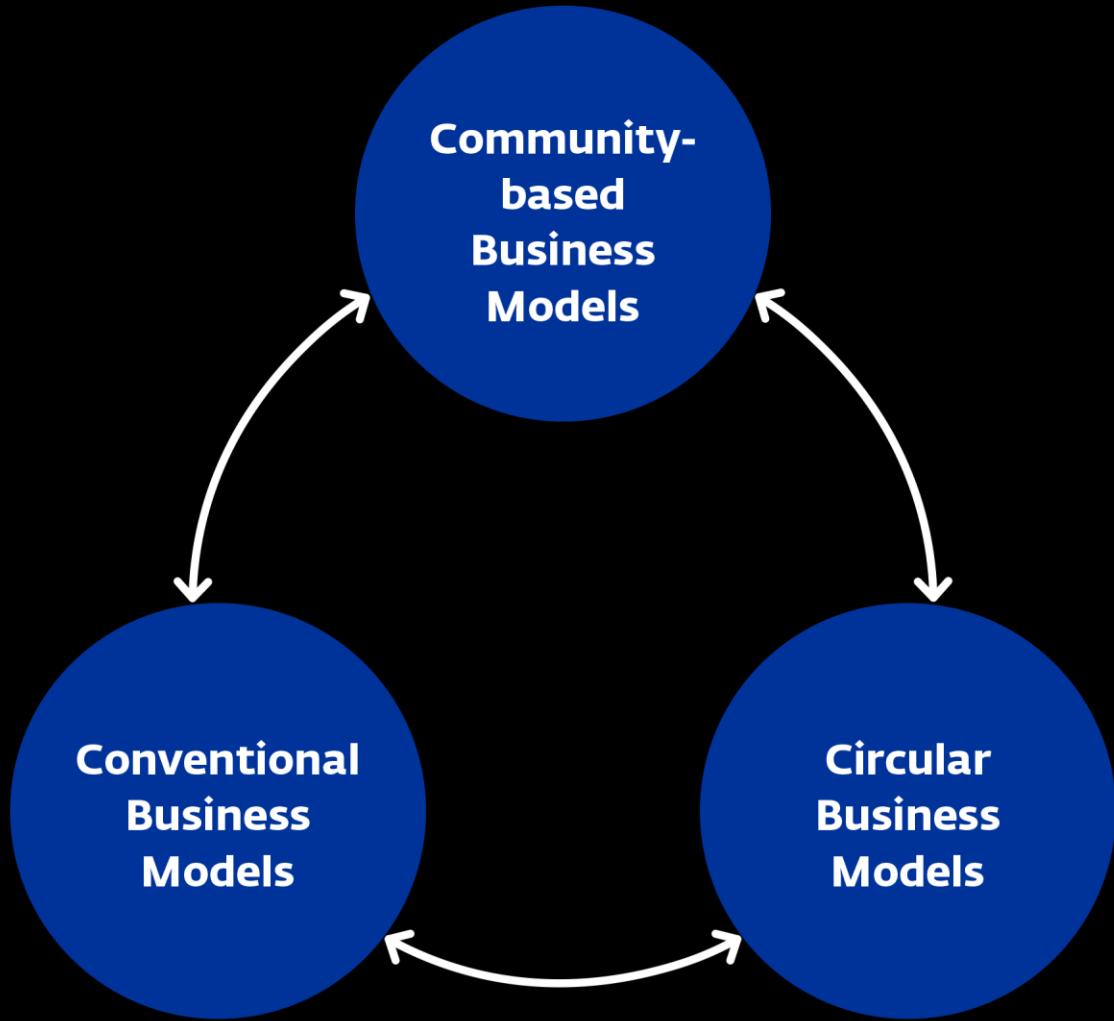


New Generation Business Models

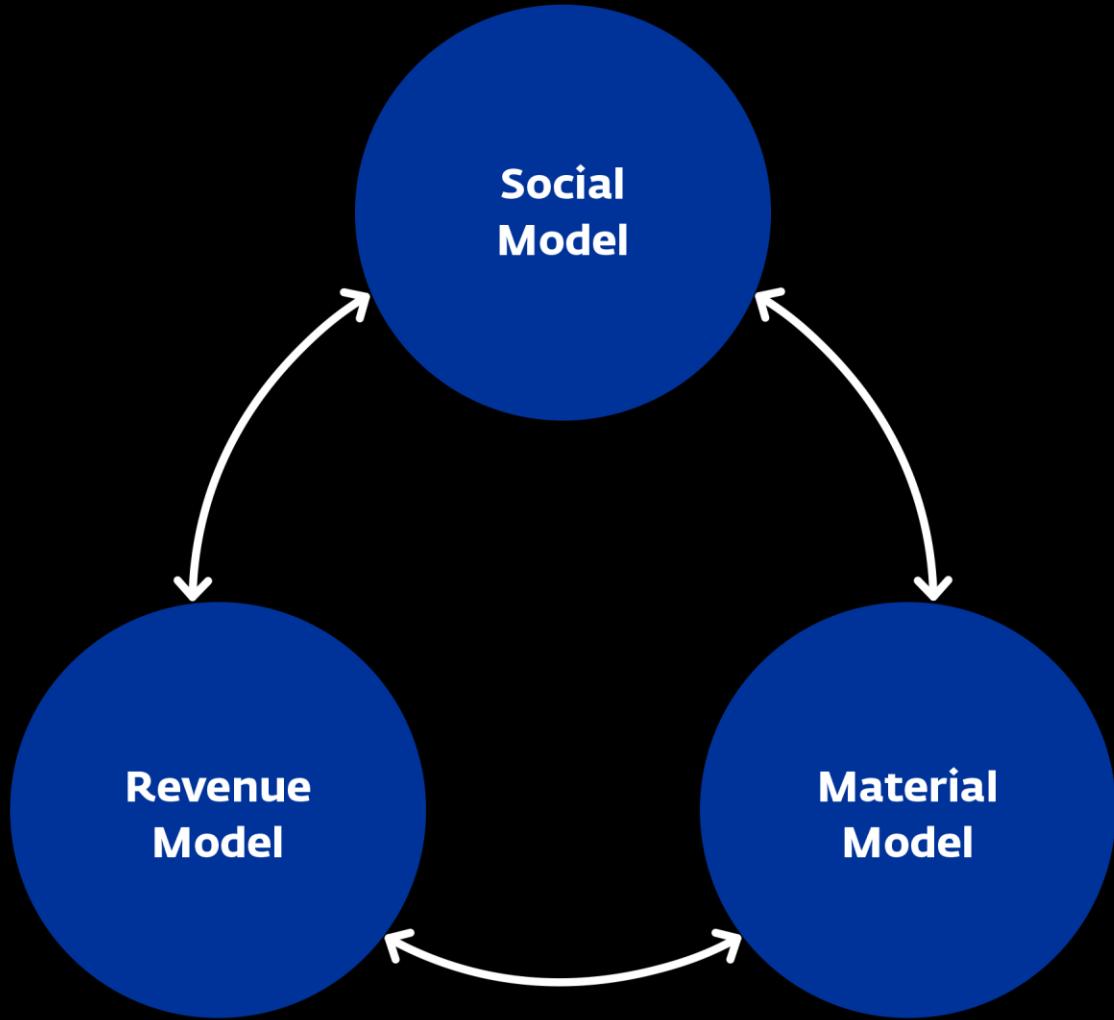




New Generation Business Models



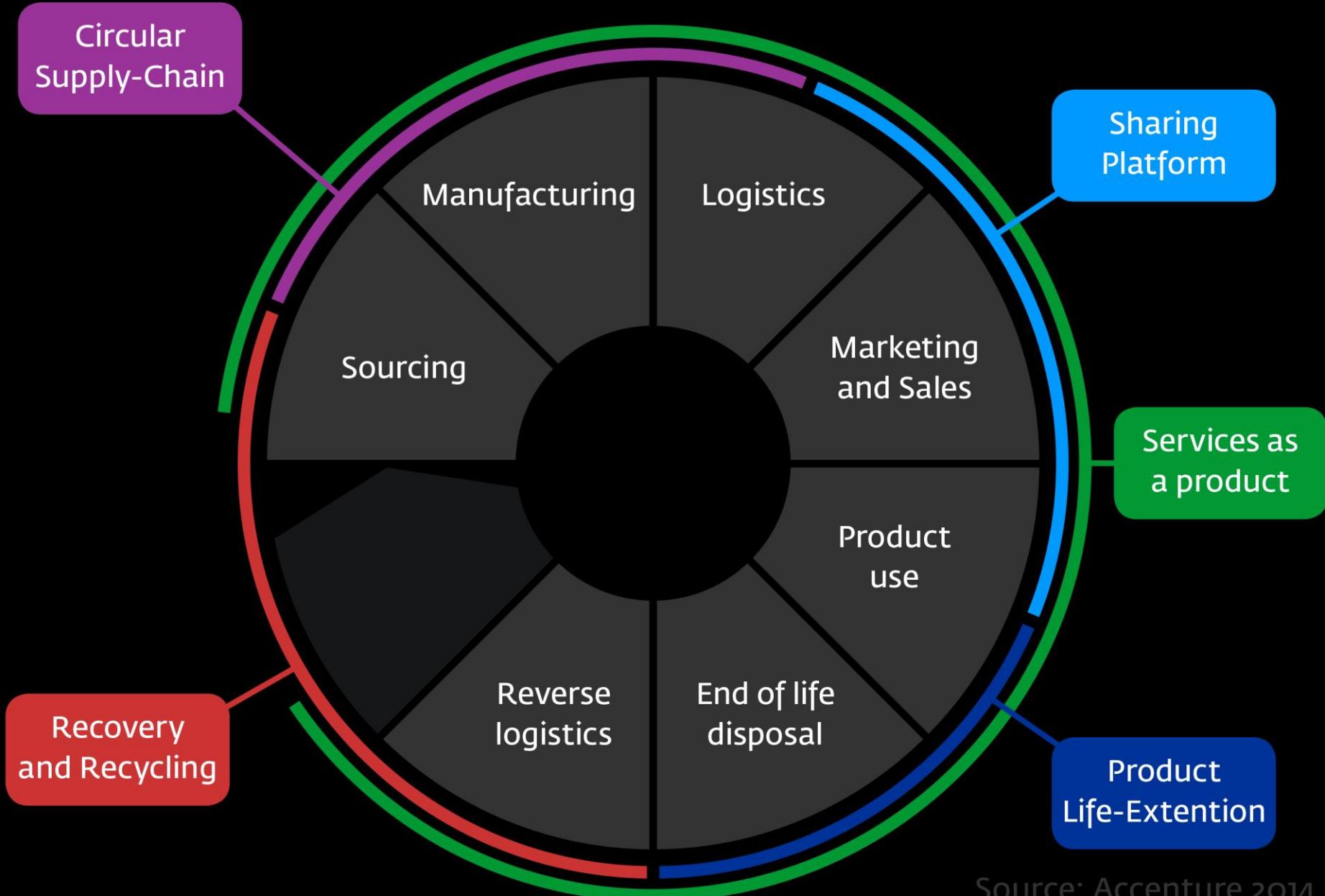
New Generation Business Models



The Circular Economy is ...

- Not a form of accelerated recycling 3.0;
- Implies that the production of goods will decrease;
- Demands revaluation of resources, semi-finished goods, and finalised goods;
- Creates new employment in organising and populating different forms of high and low value cycles;
- Only flourishes as an organisational assignment *between* organisations and other parties (companies, citizens, and government).

CE Business Models



Source: Accenture 2014

ORGANISING CIRCULARITY

Stimulate exchangeability and repairability

Should engrain modular design

Upgrading/Refurbishment (soft- and hardware)

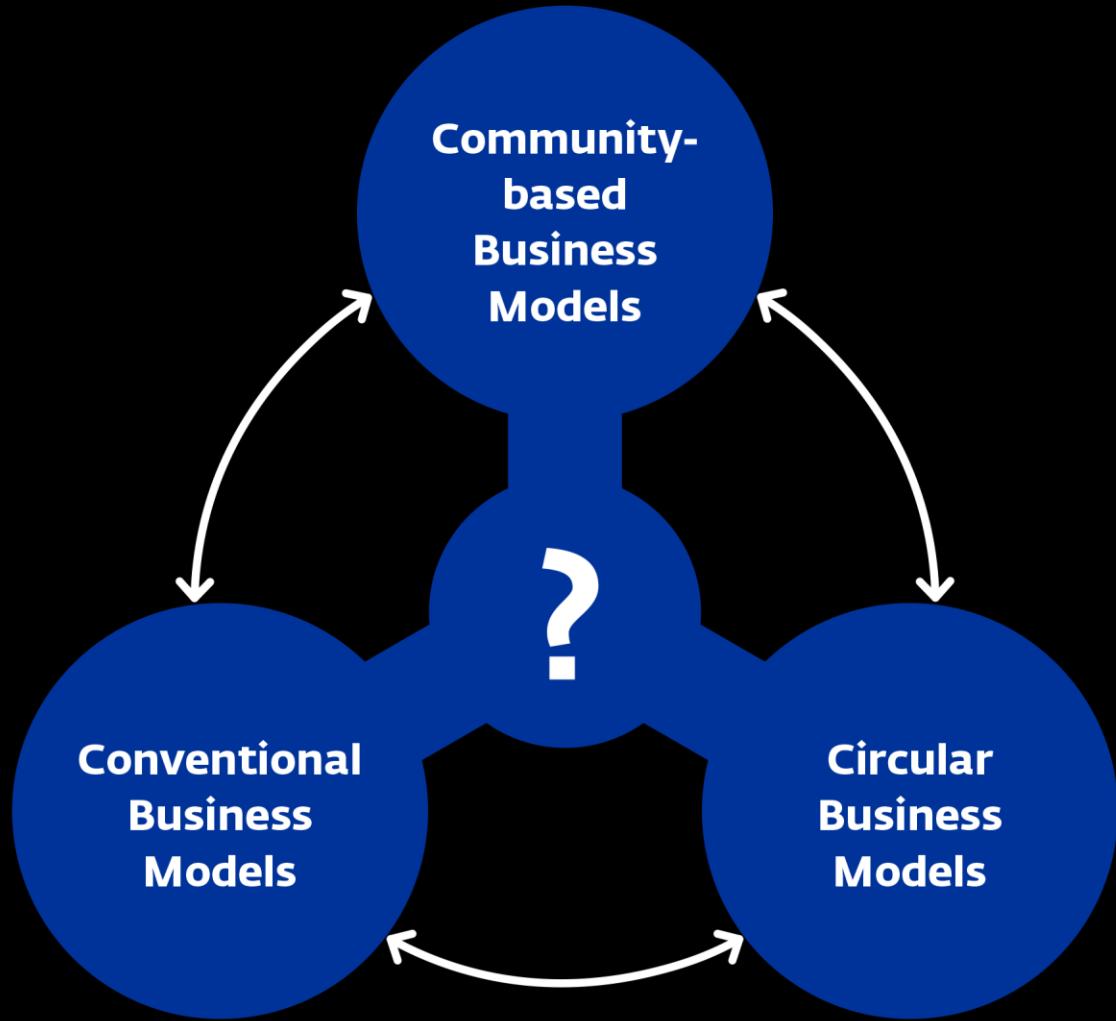
Standardisation (normalisation)

Local ‘material’ banks

Stimulate ‘asset’ (functional) use in every domain

Fiscal and legal ‘friendliness’

New Generation Business Models



STIMULATE RESEARCH

MICRO-LEVEL: business models
(from value chain to a value cycle)

MESO-LEVEL: business-ecologies
(from eco-efficiecy tot closed loops)

MACRO-LEVEL: system dynamics ...
modelling the CE at a macro level

Contact

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