



NEW BUSINESS MODELS

Transition in Value Creation

ERF (Berlin), 09.11.16

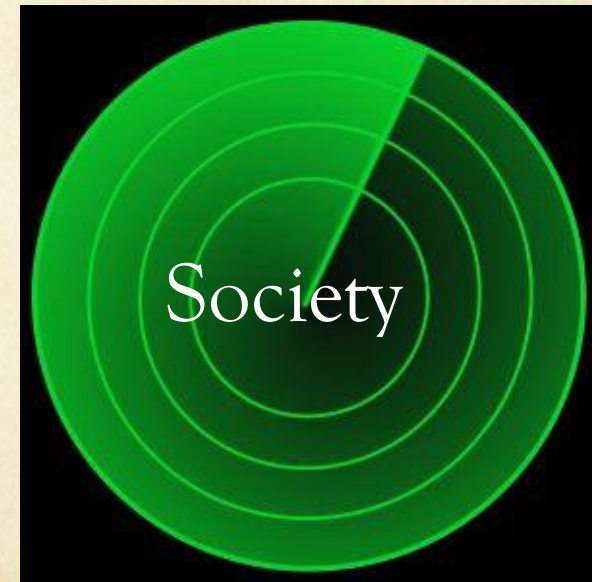
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Nijmegen School of Management

Radboud University (The Netherlands)

TRANSITIONAL TIMES

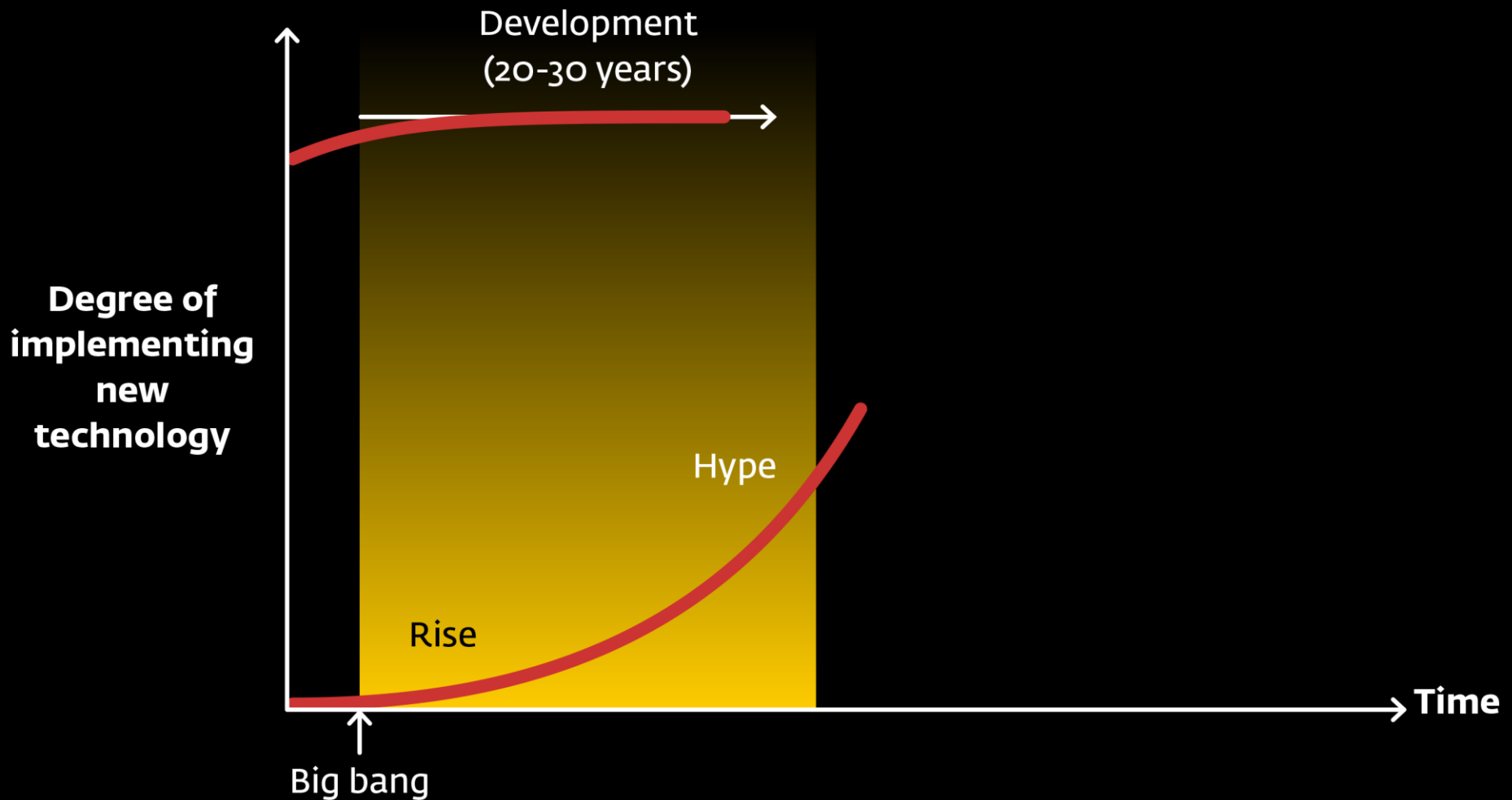


RAPLEXITY AHEAD

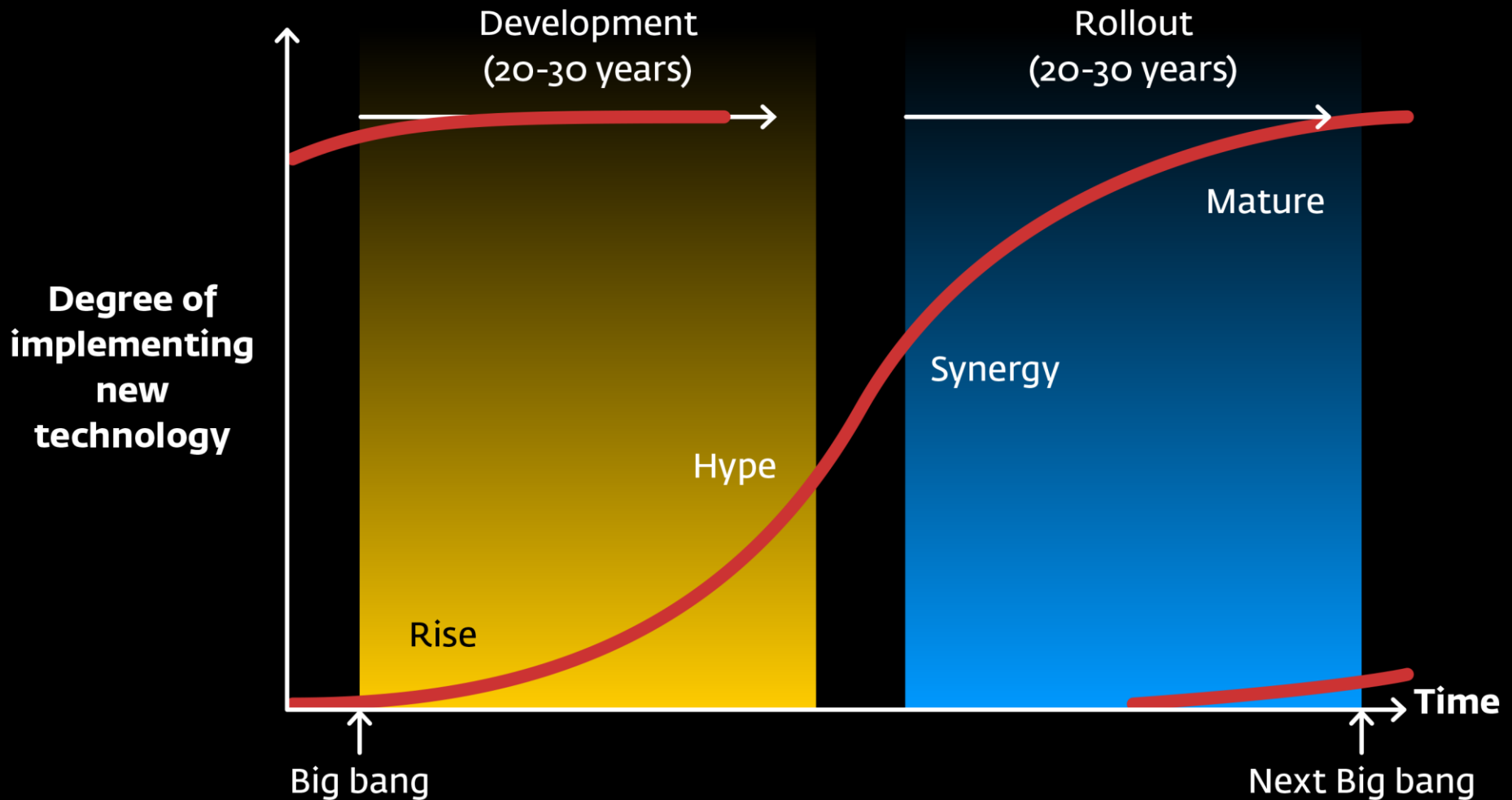
PRESIDENT ELECT 2016



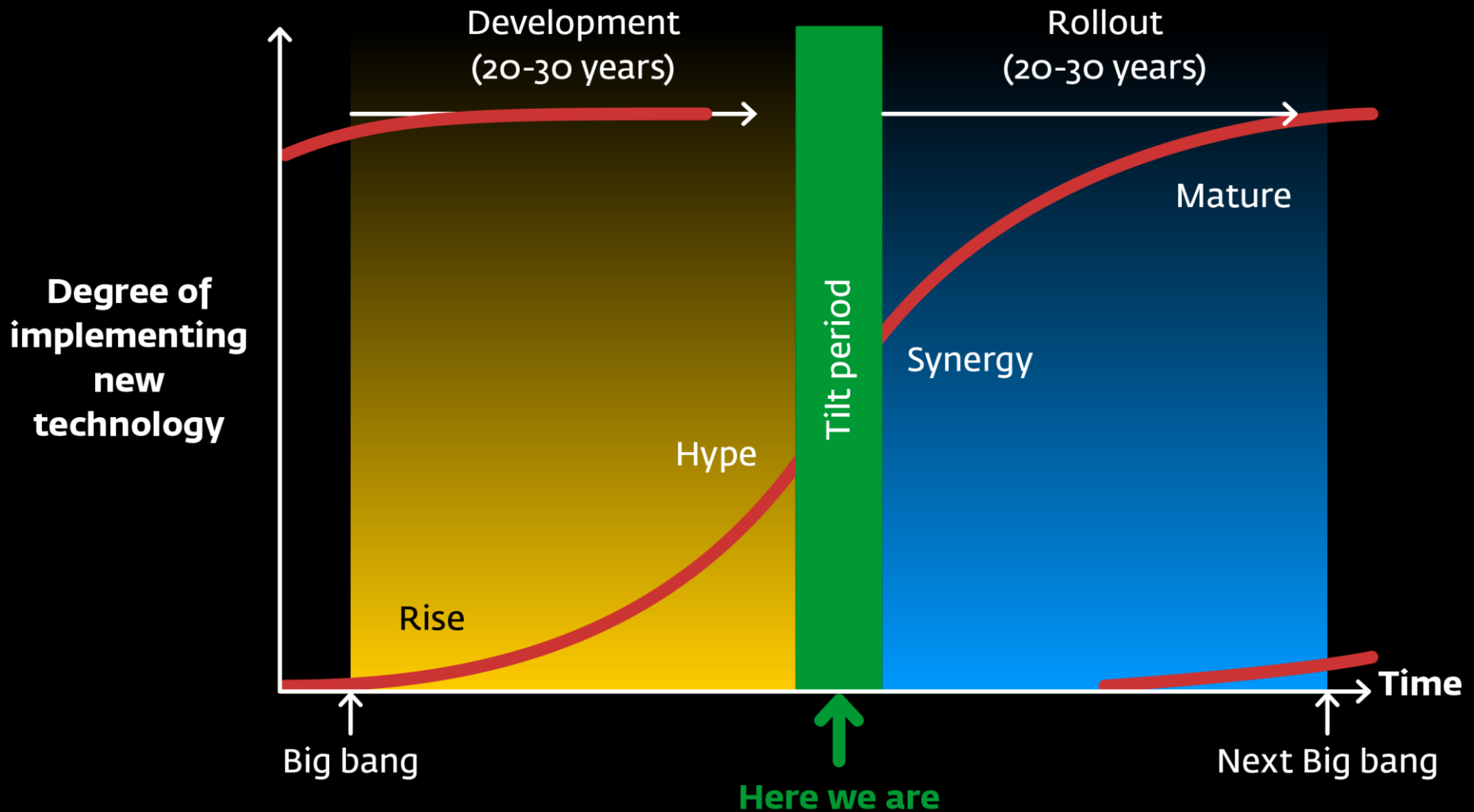
Transition



Transition



Transition

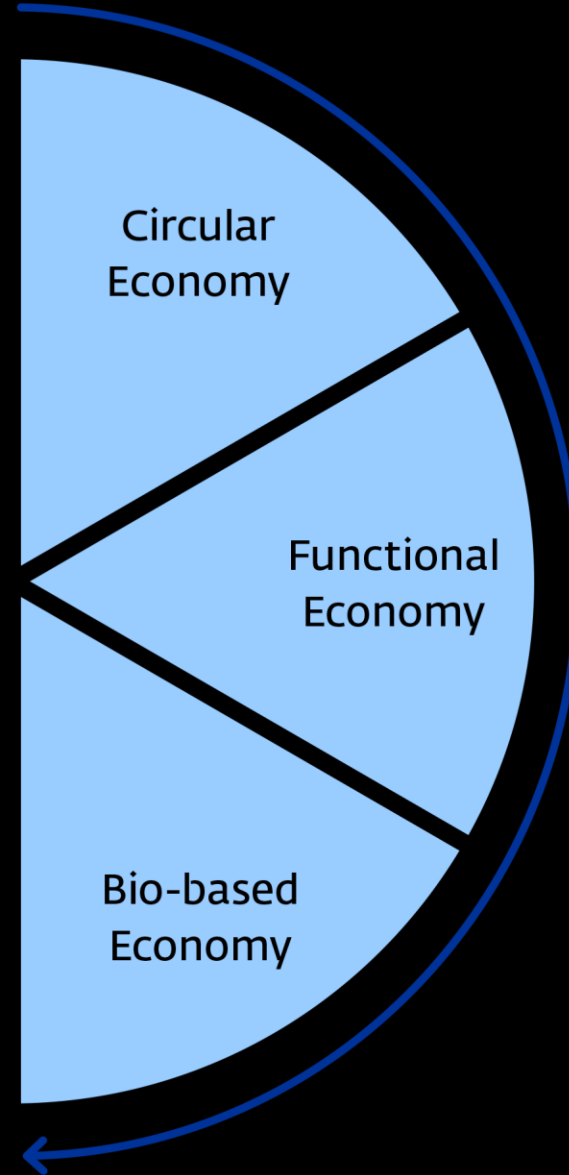


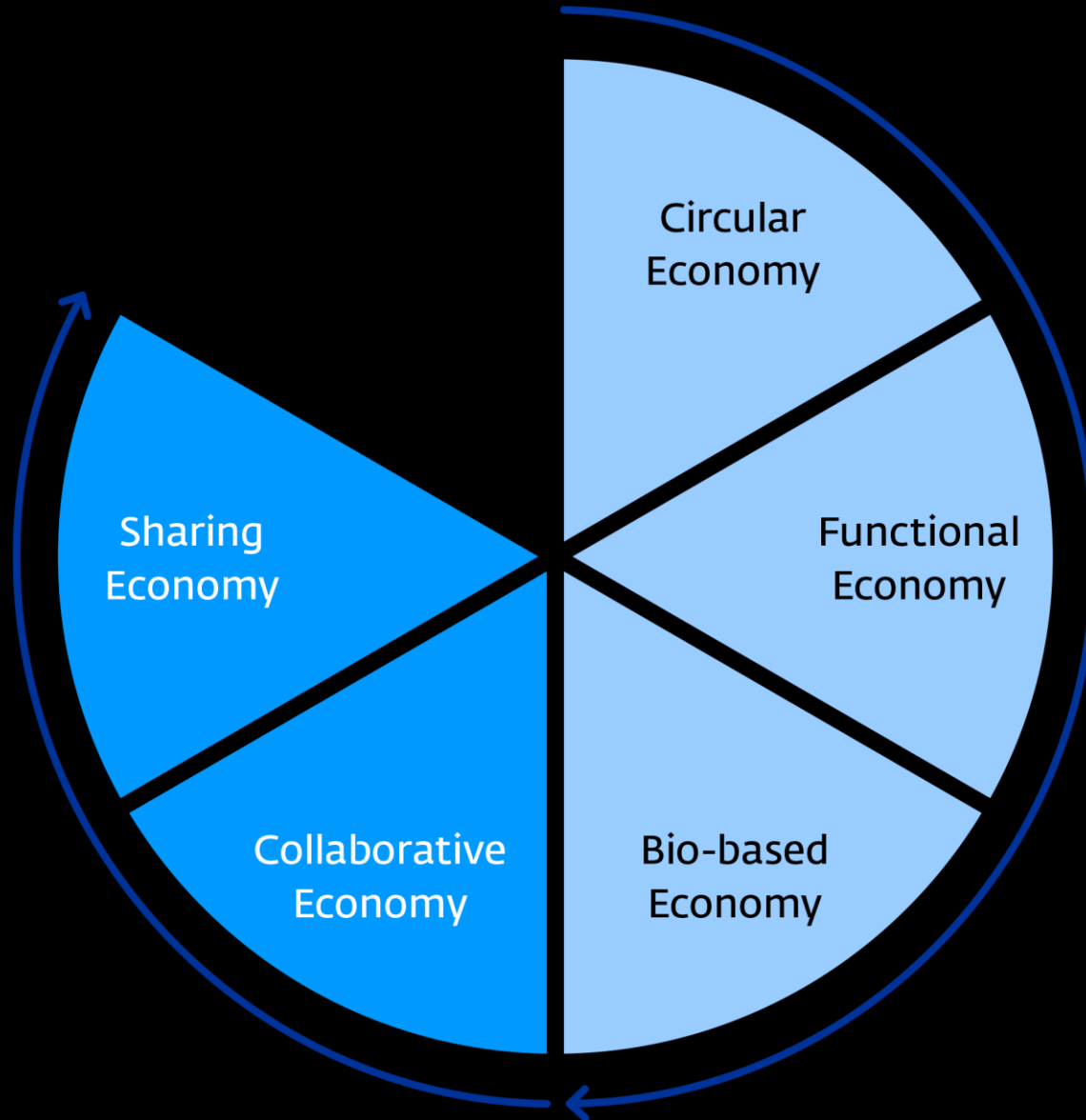
Source: Perez, 2009

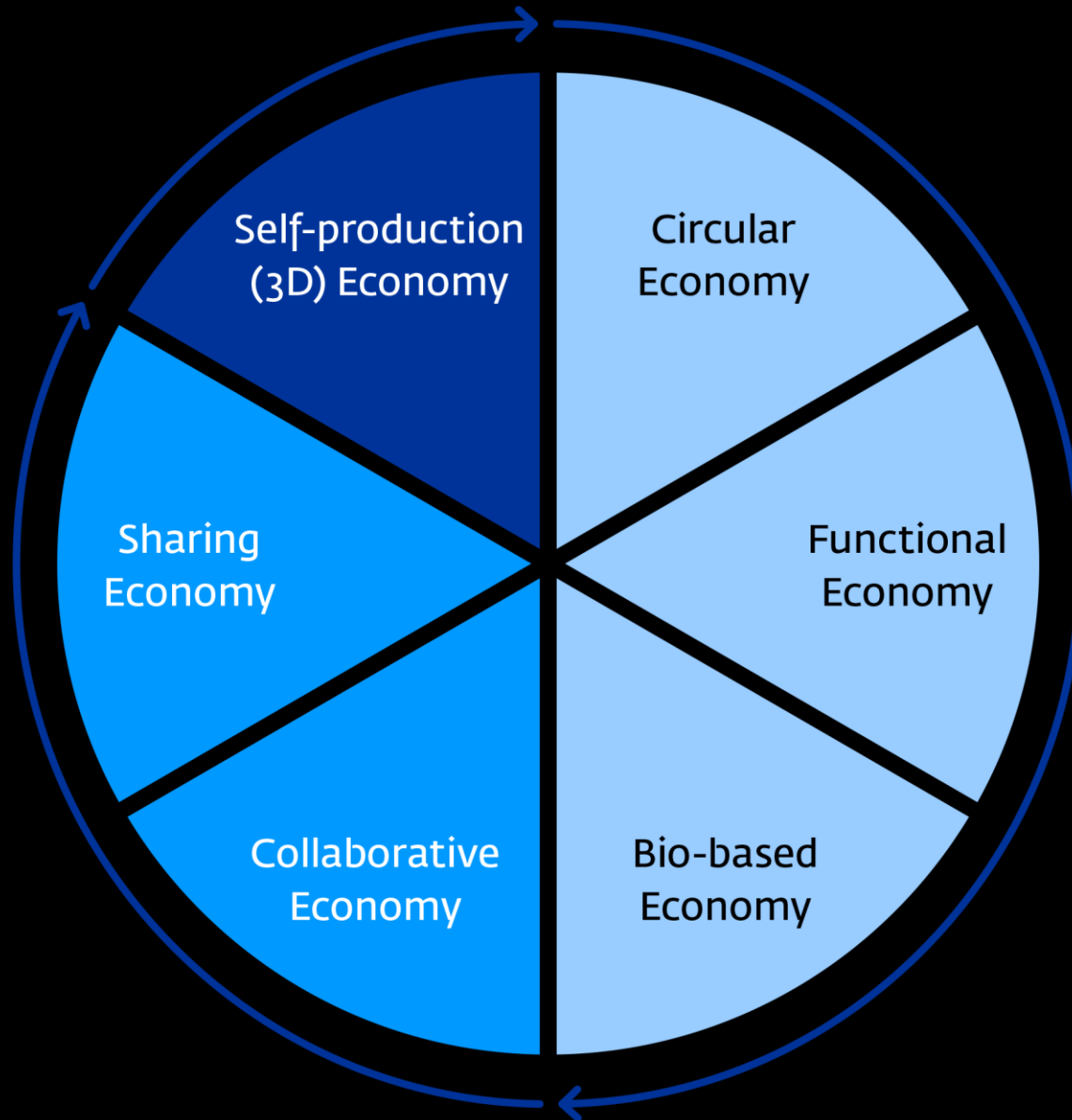
RE-THINK **ECONOMY**

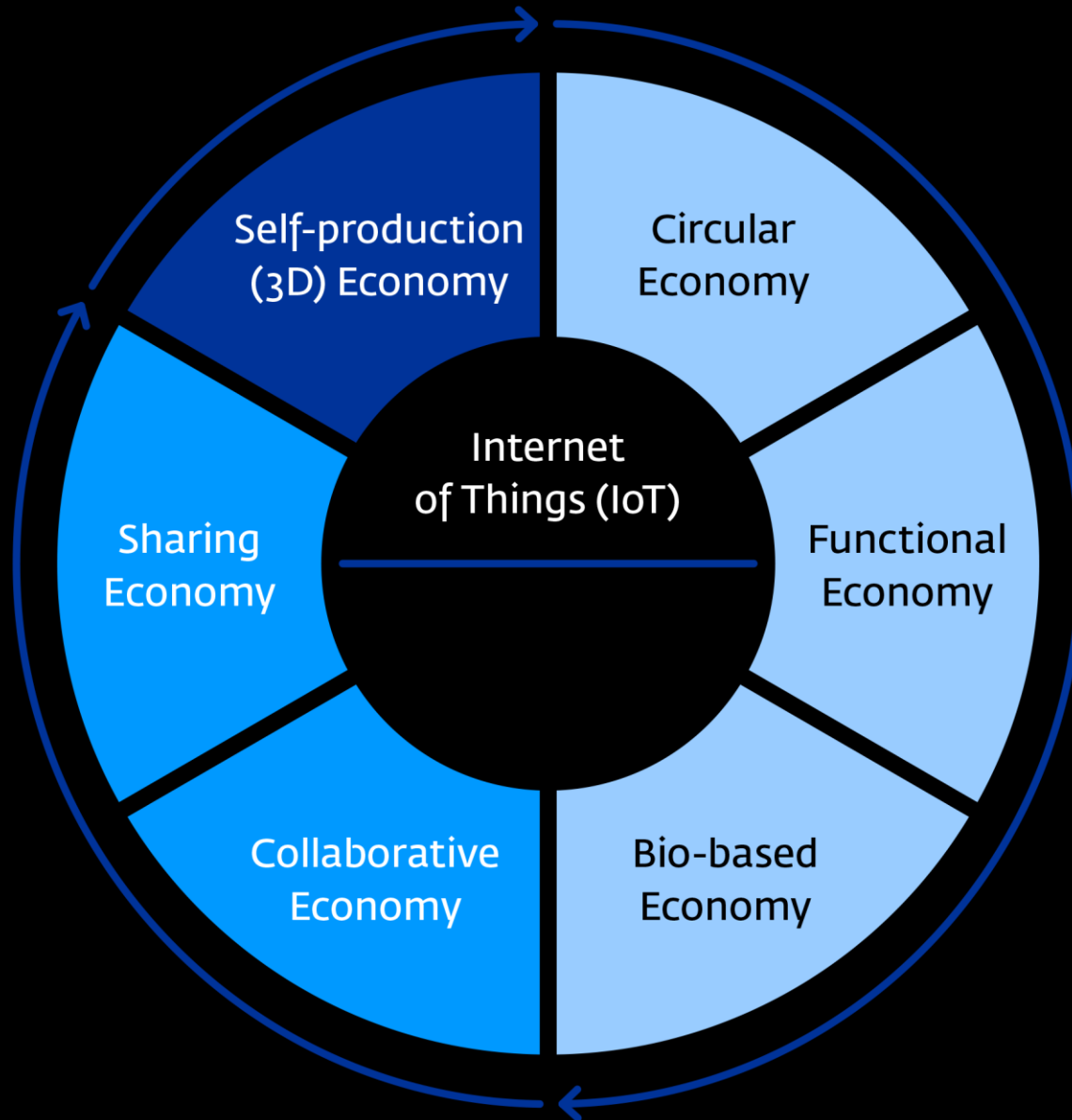
We can witness an emerging economy.

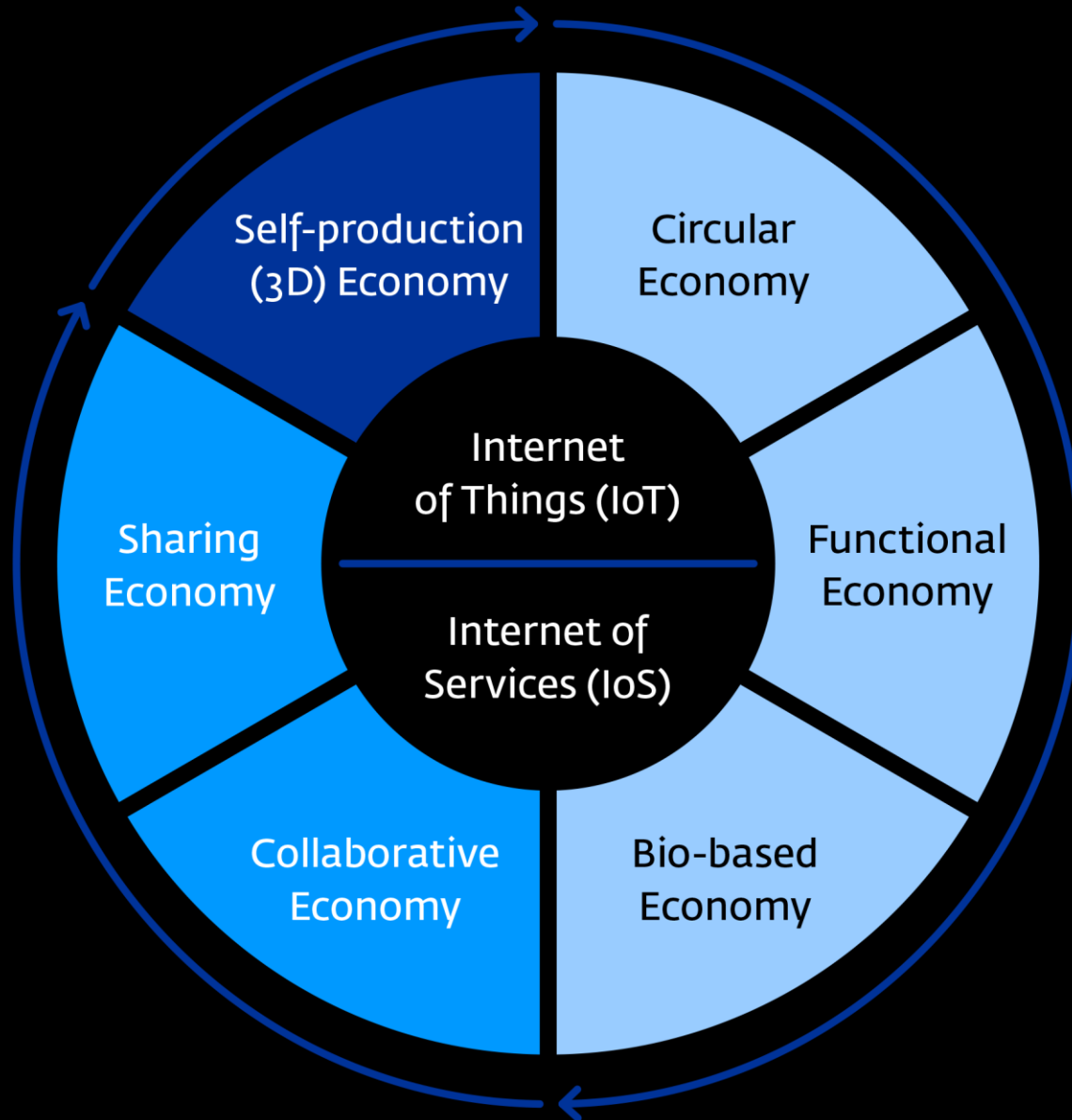
Seven trends that shape a different organisational playing field.











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

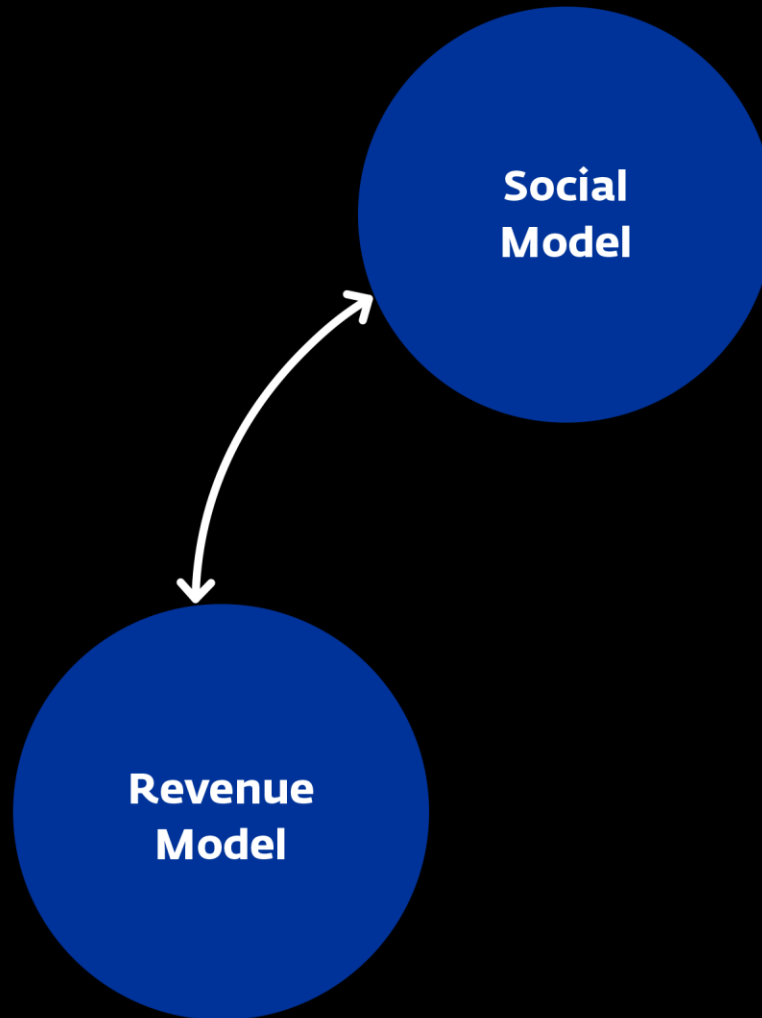
- Dominate the markets; are organisation-centric;
- Are in the end purely financially driven;
- Function because of being allowed to externalise many ecological and social factors;
- Have finally come to embrace the 3Rs' from the WBCSD (1994);
- When changing will show fierce resistance.

New Generation Business Models

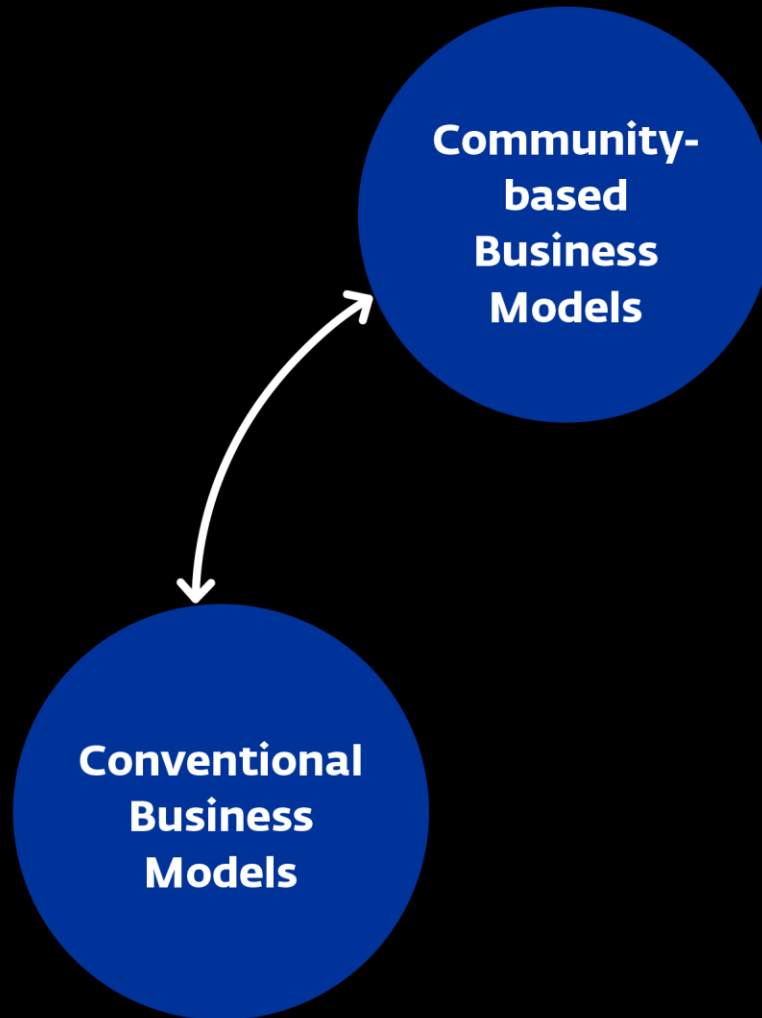


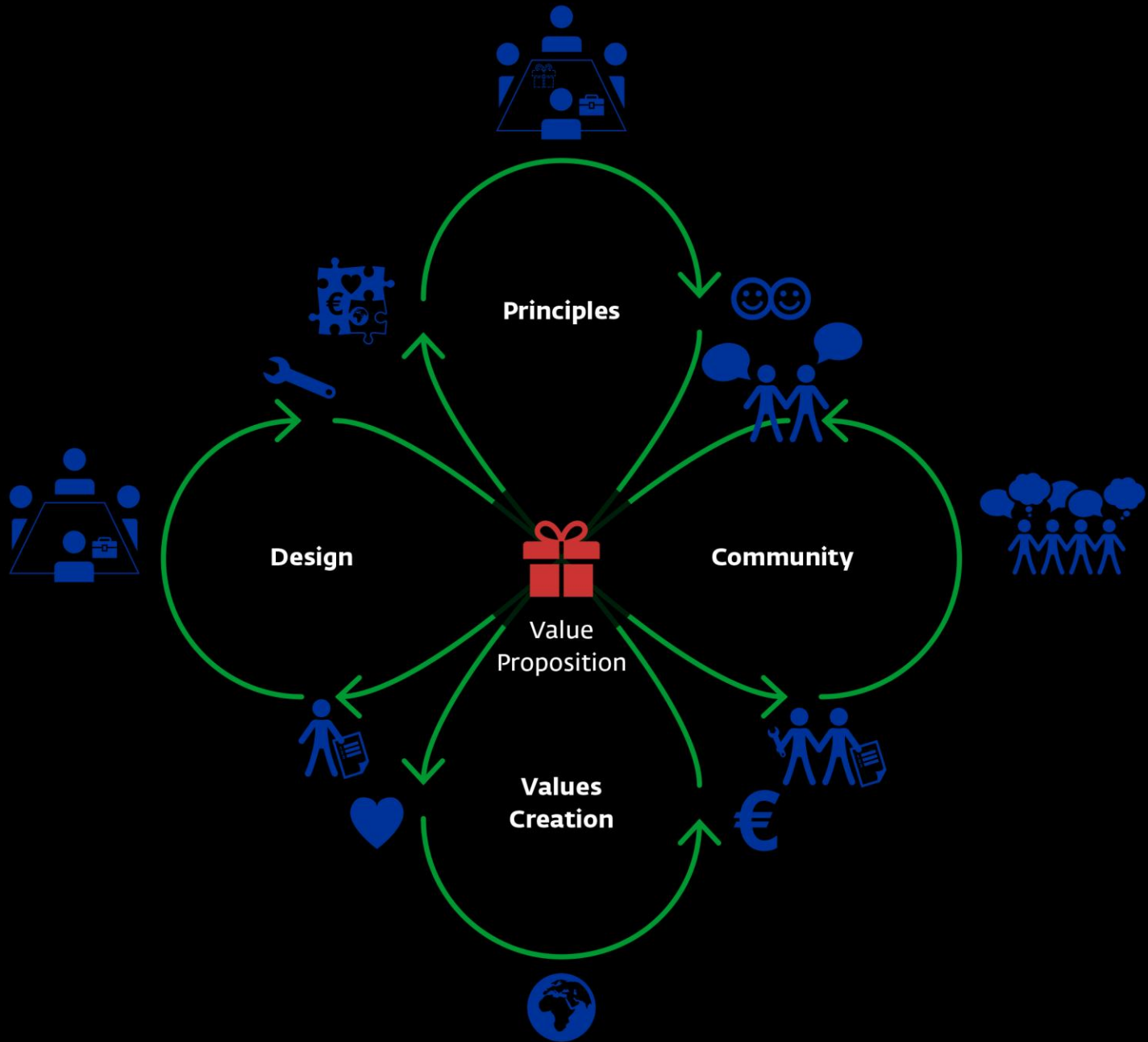
**Revenue
Model**

New Generation Business Models

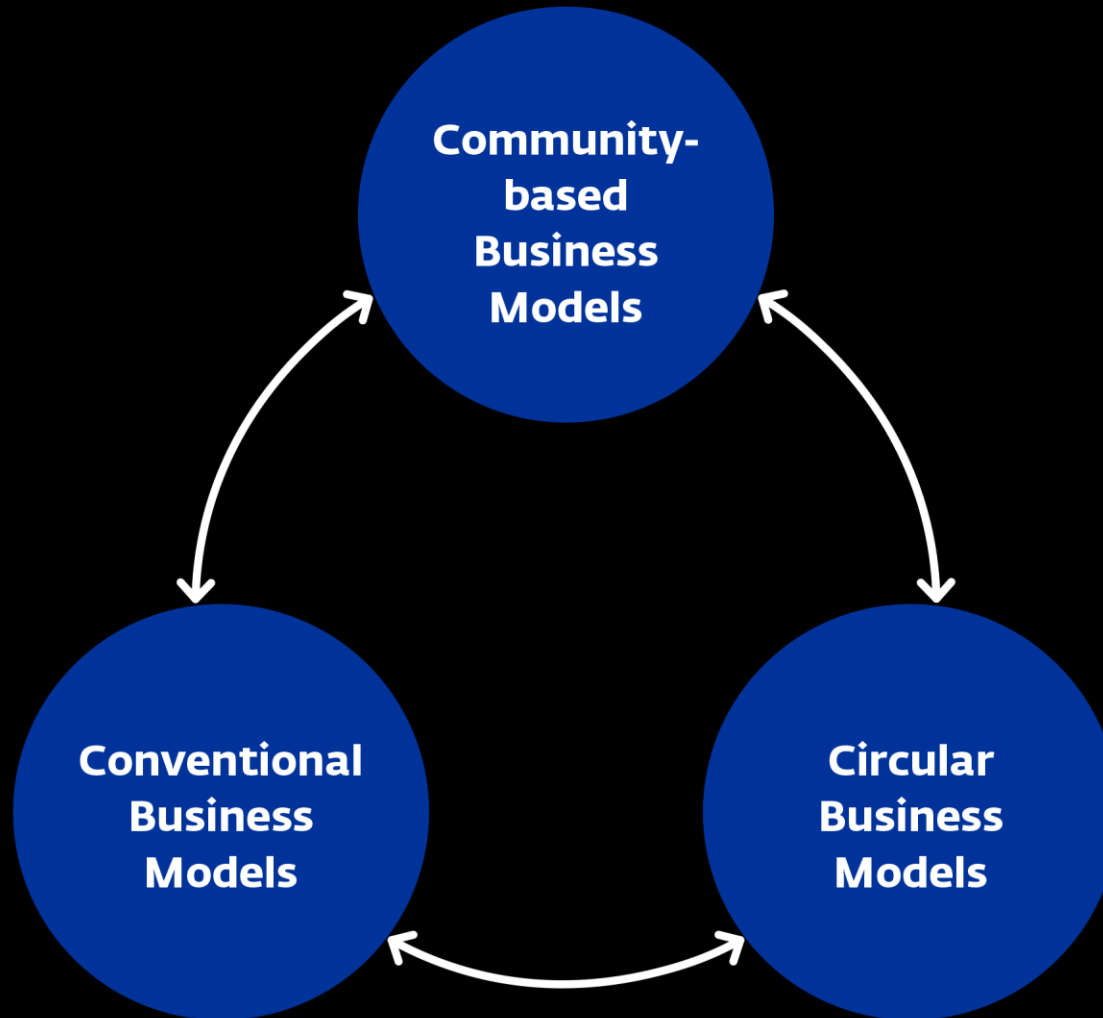


New Generation Business Models

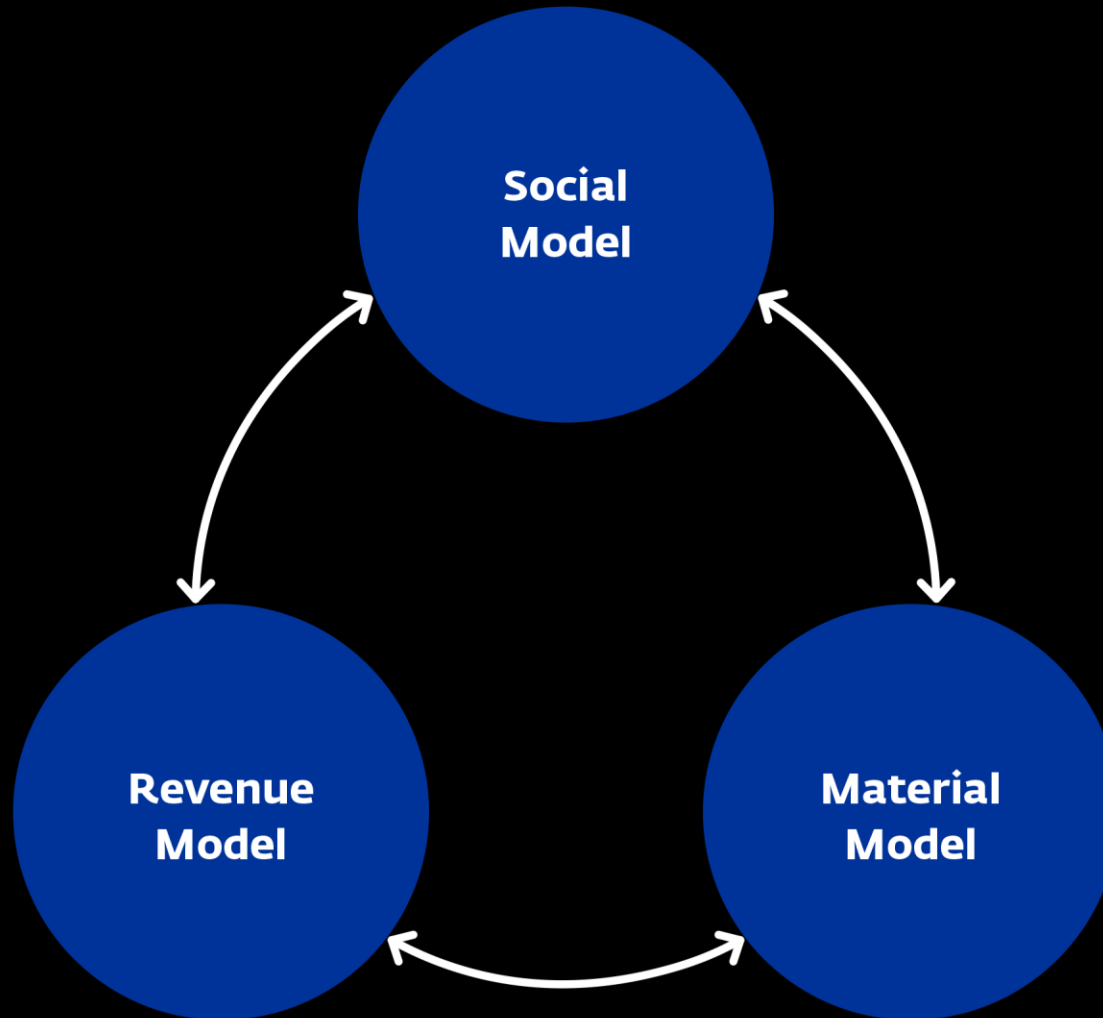




New Generation Business Models



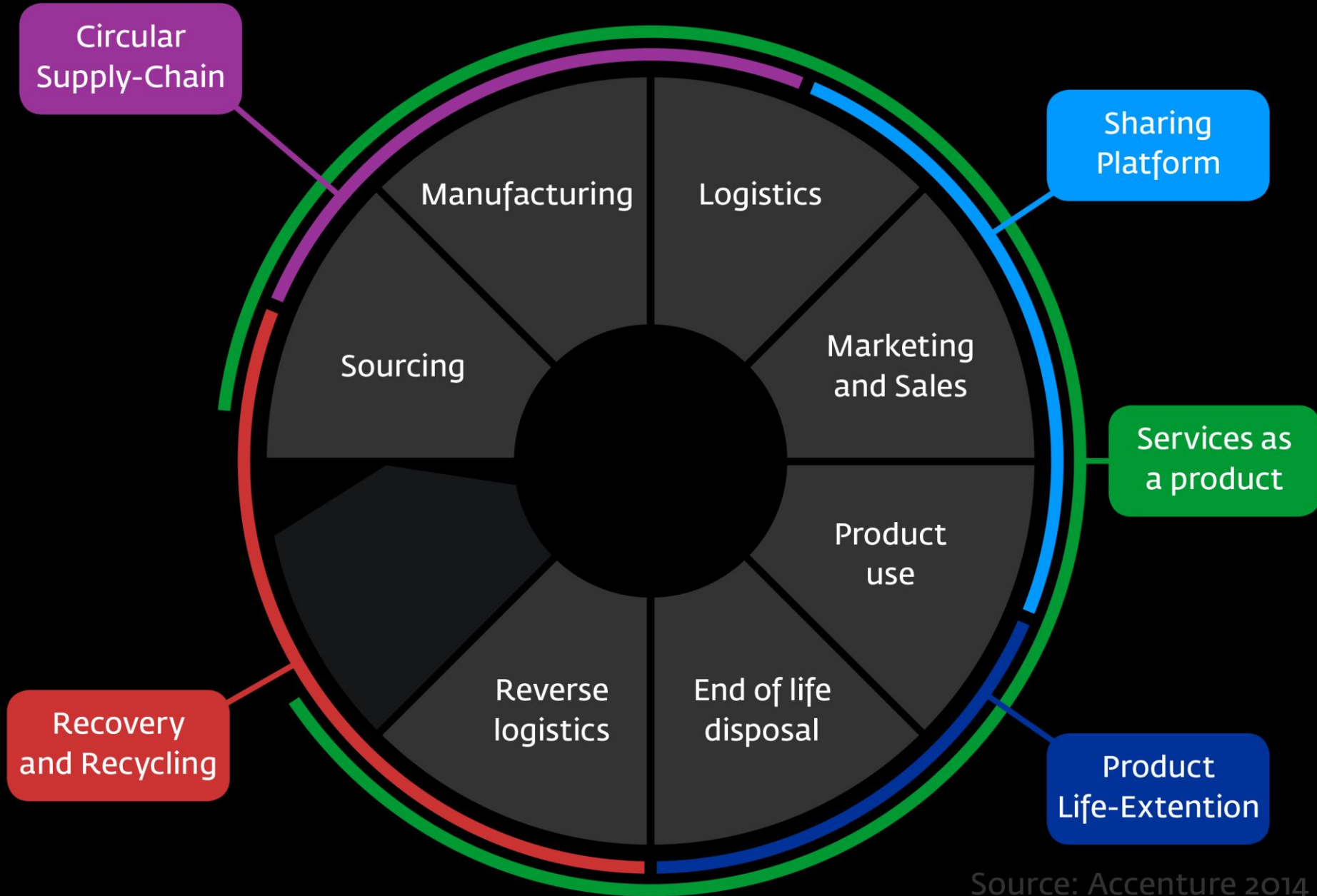
New Generation Business Models



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 repair-ability

Should engrain modular design

Upgrading/Refurbishment (soft- and hardware)

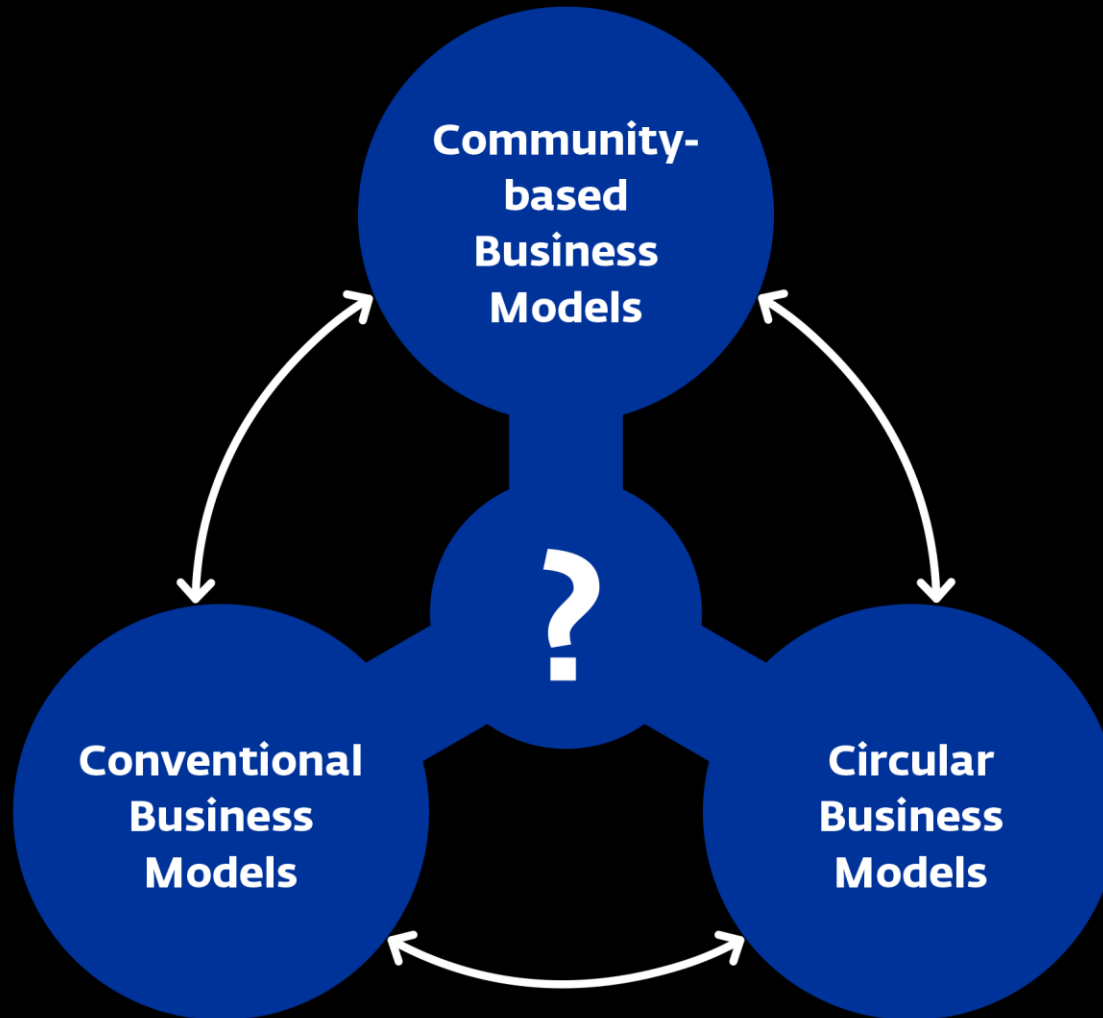
Standardisation (normalisation)

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-efficiency to closed loops)

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

Contact

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