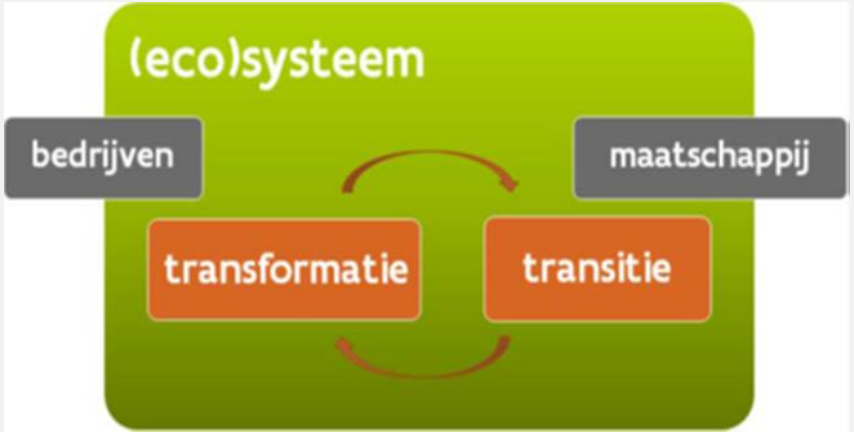
Businessmodellen als opstap naar een duurzame economie?

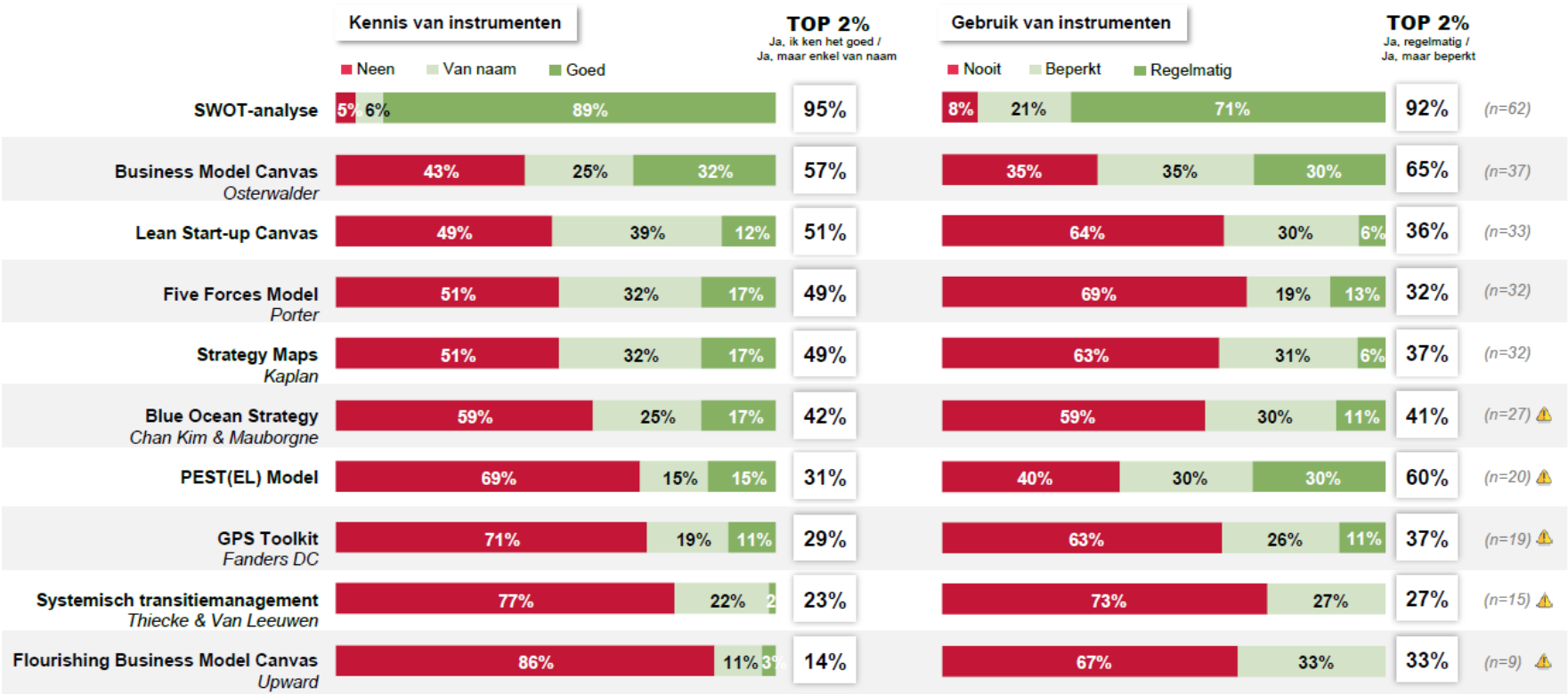


Koen Miseur

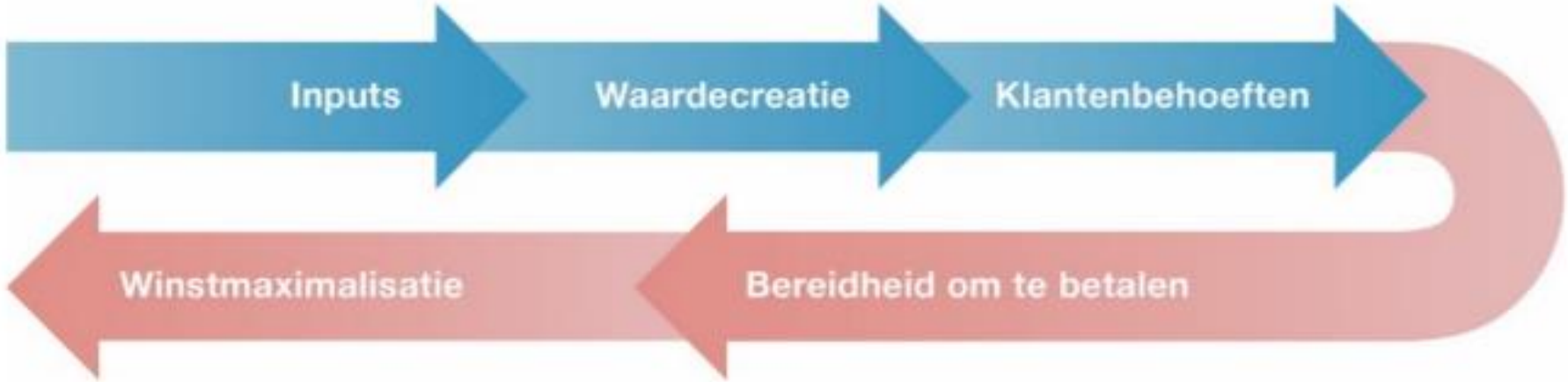
Basis: studie Groene businessmodellen

Action Learning Platform 24 01 2020

Managementtools in de praktijk?



‘Klassiek’ business model



Klassiek Business Model: verdienmodel focus op **maximale winst** en de **wijze waarop** je dit doet (hoe: welke producten en diensten voor welke klanten) en niet waarom je dit doet

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquairing from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. *Awareness*
   How do we raise awareness about our company's products and services?
2. *Evaluation*
   How do we help customers evaluate our organization's Value Proposition?
3. *Purchase*
   How do we allow customers to purchase specific products and services?
4. *Delivery*
   How do we deliver a Value Proposition to customers?
5. *After sales*
   How do we provide post-purchase customer support?

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?

tribute to overall revenues?

Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

dependent

Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time-Market

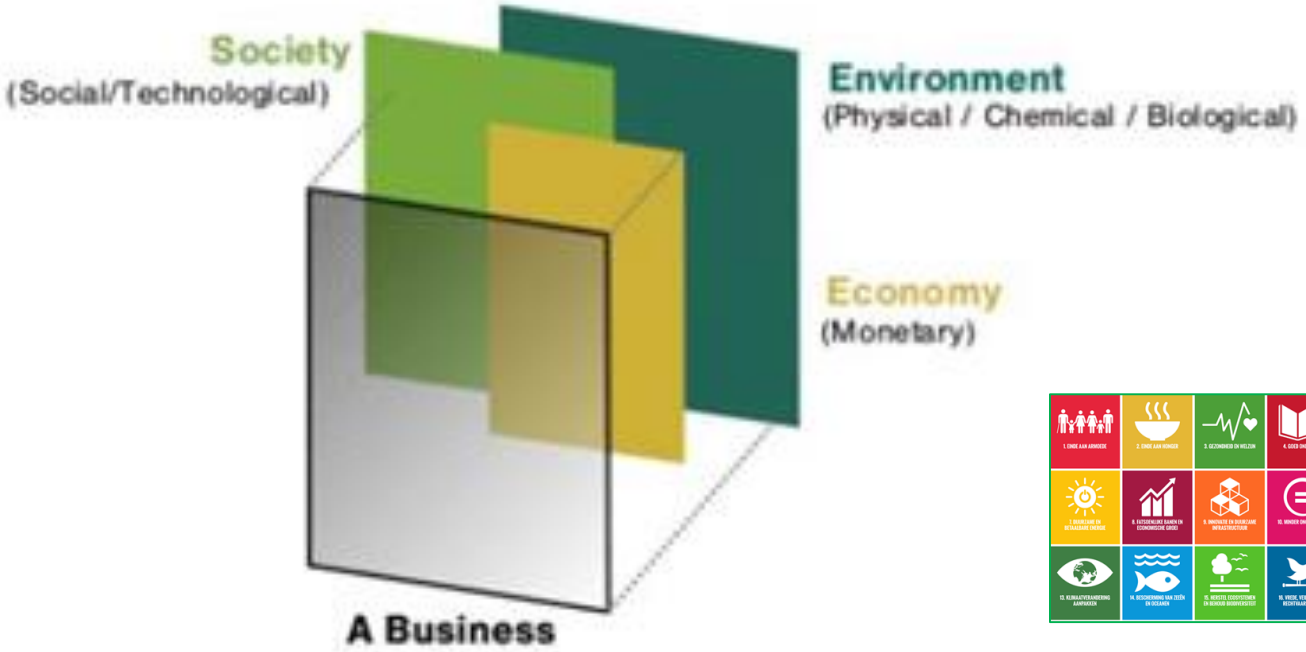
Waardecreatie

Waardepropositie

Waardelevering

Waardecaptatie

“Duurzaam” businessmodel

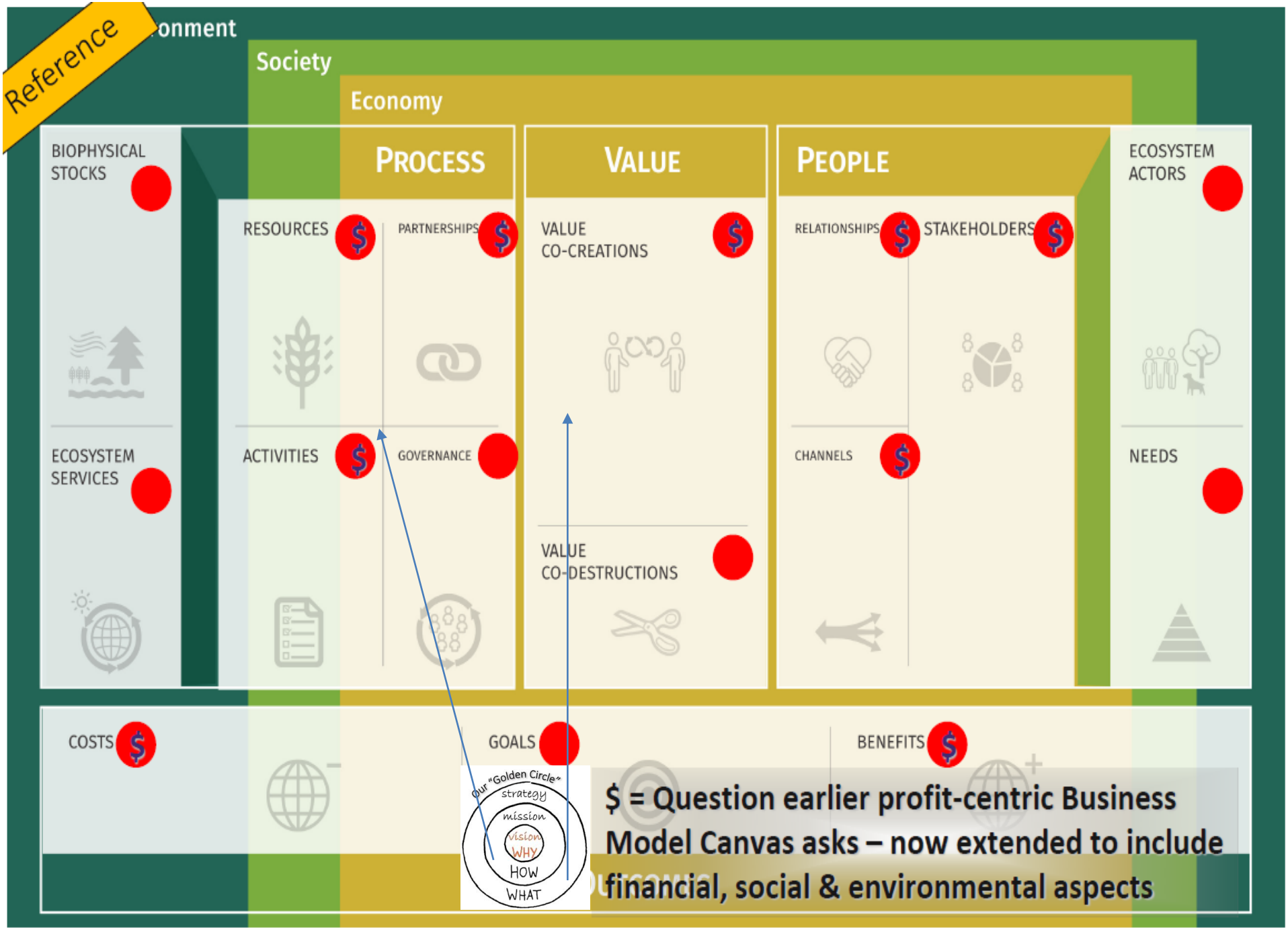


Duurzaam business model: zijn de economische <u>activiteiten gekoppeld aan de impact</u> op sociale en ecologische omgeving…

Kenmerken “duurzaam” businessmodel

- Door koppeling => BM zijn meer **complex**, maar nog steeds belonend omdat ze (sneller) nieuwe markten helpen vinden, nieuwe inkomstenstromen/opportuniteiten en partnerschippen

- Eigenschappen:
  1. Passen 3P (triple bottom line)/5P (SDG) logica toe
  2. Actieve Stakeholders (co-creatie) ipv “passieve” klant/shareholder
  3. Bedrijfsdoelen worden opzettelijk in BM ingebed (het waarom!)
  4. Passen systeemdenken toe bij oplossen problemen (ipv product/proces denken)
  5. Hanteren totale life-cycle benadering/CE denken
  6. Gebruiken breder waarde/kapitaal concept (“goed” voor maatschappij/milieu incl. keten)
  7. BM gebaseerd op holistisch concept waarde creatie en waarde destructie


Reference
onment
Society
Economy
BIOPHYSICAL STOCKS
ECOSYSTEM SERVICES
PROCESS
RESOURCES
PARTNERSHIPS
ACTIVITIES
GOVERNANCE
VALUE
VALUE CO-CREATIONS
VALUE CO-DESTRUCTIONS
PEOPLE
RELATIONSHIPS
STAKEHOLDERS
CHANNELS
ECOSYSTEM ACTORS
NEEDS
COSTS
GOALS
BENEFITS
Our "Golden Circle"
strategy
mission
vision
WHY
HOW
WHAT
$ = Question earlier profit-centric Business Model Canvas asks – now extended to include financial, social & environmental aspects

Flourishing Business Canvas v2.0

Patagonia

Flourishing Business Canvas

Environment

BIOPHYSICAL STOCKS

- Organic cotton
- Clean water

ECOSYSTEM SERVICES

- Soil
- Rock-faces Rivers Oceans

Society

Economy

PROCESS

RESOURCES

- Mills and sewing factories
- Recycled polyester and wool

PARTNERSHIPS

- iFixit Repairs
- BCorp. Fair Labour Blue Sign

ACTIVITIES

- Reduce resource consum
- Ensure factory compliance
- Repair clothes

GOVERNANCE

- Audit factories
- Customer questions

VALUE

VALUE CO-CREATIONS

- Quality outdoor clothing
- Conscious consumption

VALUE CO-DESTRUCTIONS

- Toxic chemicals
- Use of fossil fuels

PEOPLE

RELATIONSHIPS

- Share data with other brands

CHANNELS

- Patagonia shops On-line site
- Other retailers

STAKEHOLDERS

- Outdoor sports community
- Activists and small NGOs
- Farmers Factory workers
- Local labour communities

ECOSYSTEM ACTORS

- Climbers, surfers, skiers etc
- Children
- Humanity

NEEDS

- Subsistence Protection Leisure
- Mastery Recognition Respect

OUTCOMES

COSTS

- Pollution Waste
- Donate 1% of sales revenue
- Insurance Child care Internships

GOALS

- Wild and beautiful places
- Bes produ no harm
- Reverse ecologica decline
- Comp of 100 years
- Better working conditions

BENEFITS

- Loyal customers
- Better working conditions
- Energy savings

www.FlourishingBusiness.org
@FlourishingBiz inquiry@FlourishingBusiness.org
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Want to use this canvas in your project or business?
Want to support the project? See overleaf for details.

holonomics.co.uk

Hoe aan de slag?

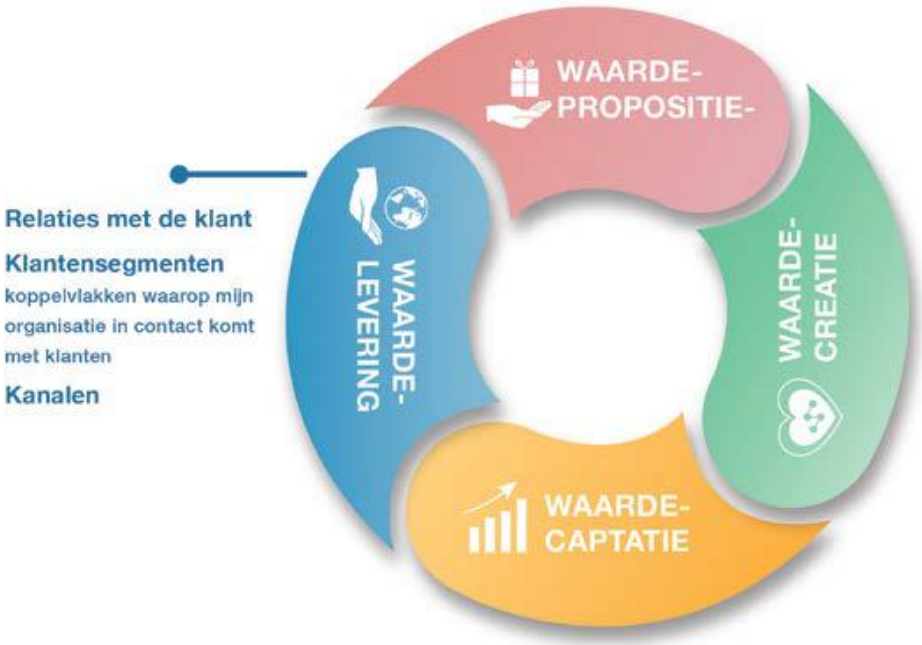
Inzetten op een groene waarde propositie

- Wat? Leveren van **meervoudige waarde** aan klanten
- Hoe? **Co-creatie en – destructie** met **stakeholder**, inzetten op niche “groene” producten (eco–effectief)
- Bv. Fairtrade-, bio-, gezond of ecologisch afbreekbaar product; maar bv ook plantaardige Derbipure zonder bitumen

Inzetten op vergroening van de waarde creatie

- Wat?
  - **Groene, nagroeibare of gerecycleerde materialen** en grondstoffen, energie**,…**
  - **Processen** aanpassen, over hele **waardeketen**
- Hoe? Van lineair naar **Circulair business model**
- Bv. CO2-neutrale server gebruiken, afval als grondstof,… (cfr. Vlaanderen circulair)

Inzetten op vergroening van de waarde levering



- Wat? **Community building** ipv klantenbinding
- Hoe? "**verrijkende**" en **wederkerige relaties** voor alle partijen met **impact** op **consumptiegedrag** en **klantenbeleving**
- Bv. **korte ketens** en lokale productie en consumptie zoals: voedselteams, stadslandbouw, To-Good-To-Go, 'Ik koop Belgisch', Patagonia, …

Inzetten op innovatieve verdienmodellen

- Wat? **Nieuw verdienmodel** met **respect** grenzen (“donut”)
- Hoe? **Inbedden** van het “**Waarom/purpose**” in **BM**
- Bv. *Fractional ownership*: gedeeld bezit van bepaalde assets (deeleconomie)
- Bv. Product-als-dienst-model bv. Cambio/ Poppy ; maar ook digitale (deel)platformen bv. *Digitisation:* omzetten van de verkoop van fysieke producten in online diensten

Vergroenen in de praktijk?

Acties ondernomen als (eerste) stap naar vergroening		SECTOR		AANTAL WERKNEMERS			REGIO			FUNCTIE		INTERNAT. GROEP	
		Industrie *n=33*	Diensten/ technologie/ andere *n=32*	<50 *n=23*	51 – 250 *n=22*	>251 *n=20*	Antwerpen/ Limburg *n=25*	West-Vlaanderen/ Oost-Vlaanderen *n=21*	Vlaams-Brabant/ Brussel *n=18*	CEO/ bedrijfsleider *n=29*	Andere *n=36*	Ja *n=19*	Neen *n=46*
Het energieverbruik verminderen door bijvoorbeeld de aankoop van zuinige apparatuur, isolatie van bedrijfspanden, ontmoedigen van autogebruik	80%	85%	75%	78%	77%	85%	80%	★ 95%	61%	72%	86%	79%	80%
De afvalstroom beperken, bijvoorbeeld door middel van minder verpakkingen, efficiënter gebruik van grondstoffen en het printen ontmoedigen.	57%	67%	47%	61%	50%	60%	60%	67%	39%	48%	64%	63%	54%
Meer groene energie gebruiken, bijvoorbeeld voor verwarming, koeling, verlichting en vervoer.	55%	67%	44%	61%	50%	55%	68%	52%	44%	52%	58%	37%	★ 63%
De materialenkringloop sluiten en afval als grondstof inzetten	34%	39%	28%	13%	★ 45%	★ 45%	24%	33%	44%	24%	42%	47%	28%
Afvalwater zuiveren	12%	18%	6%	13%	5%	20%	16%	10%	11%	10%	14%	26%	7%
Andere	6%	9%	3%	9%	5%	5%	4%	10%	6%	7%	6%	5%	7%
Geen van bovenstaande	5%	0%	9%	4%	5%	5%	4%	0%	11%	7%	3%	5%	4%

Q: Kan u aangeven welke acties uw bedrijf de voorbije jaren ondernomen heeft? | n=65

★ Significant verschil (95%)

Tijdshorizon strategische plannen
(vraag gesteld in 2018):

20 % heeft (M)LT plan (>5 j)
45% plant op KT (1 à 2j)
10% plant op zeer KT(<1j) of heeft geen plan

Groene businessmodeltransformatie

Minimaal aan 2 “knoppen” draaien om échte <u>businessmodelinnovatie/transformatie te krijgen</u> ipv enkel <u>optimalisatie</u> (~ 1 knop draaien = innovatie op product- of procesniveau)