



Hanze
International Business School
University of Applied Sciences

New business models in purpose economy reality

Gain insight into the what, why and how of the inclusive circular economy and how you(r) (organization) can contribute.

24 March | hanze.nl/mba-workshops

New Business Models in Purpose Economy Reality

Dr. Egbert Dommerholt (lector Biobased Business Valorization)

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Purpose Economy Workshop

Global mindset for business

Welcome!





Egbert Dommerholt

Professor Biobased
Business Valorization

How do I ask a question?

Via chat

Click on  then on  and ask your question in the chat.

Via microphone

Raise your hand and turn on your microphone when you get your turn.



Don't want to be on camera? Turn off your camera via the icon shown at the bottom of your screen.



Hanze
International
Business
Office



Thursday 22 April

CIRCULAR ECONOMY 2050

Is a fully-fledged Circular Economy
attainable by 2050?



Harald Tepper
Senior Director Sustainable Development
Programme lead Circular Economy



Britta van Boven
Manager Commerce & Regulation



Geert Doorlag
Researcher Koninklijke Auping bv



Egbert Dommerholt
Professor Biobased Business Valorization

16.00-18.00 (CET) | Microsoft Teams

Sign up via hanze.nl/circulareconomy
Contact: hibo@org.hanze.nl

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Aim of the course

- To gain insight into the

What, why and how of sustainable development and the circular economy & its relation to purpose

Tinkering With Sustainability Performance

On the What, Why and How of Sustainable Development and the Circular Economy



Egbert
Dommerholt

A&W uitgeverij

What is this course about?

New Business Models in Purpose Economy Reality

Session 1: What of SD and CE (24-3)

Session 2: WHY of SD and CE (31-3)

Why is it necessary?

Why do companies go green?

Session 3: HOW of SD and CE (7-4)

Sustainable development

A development which meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987)

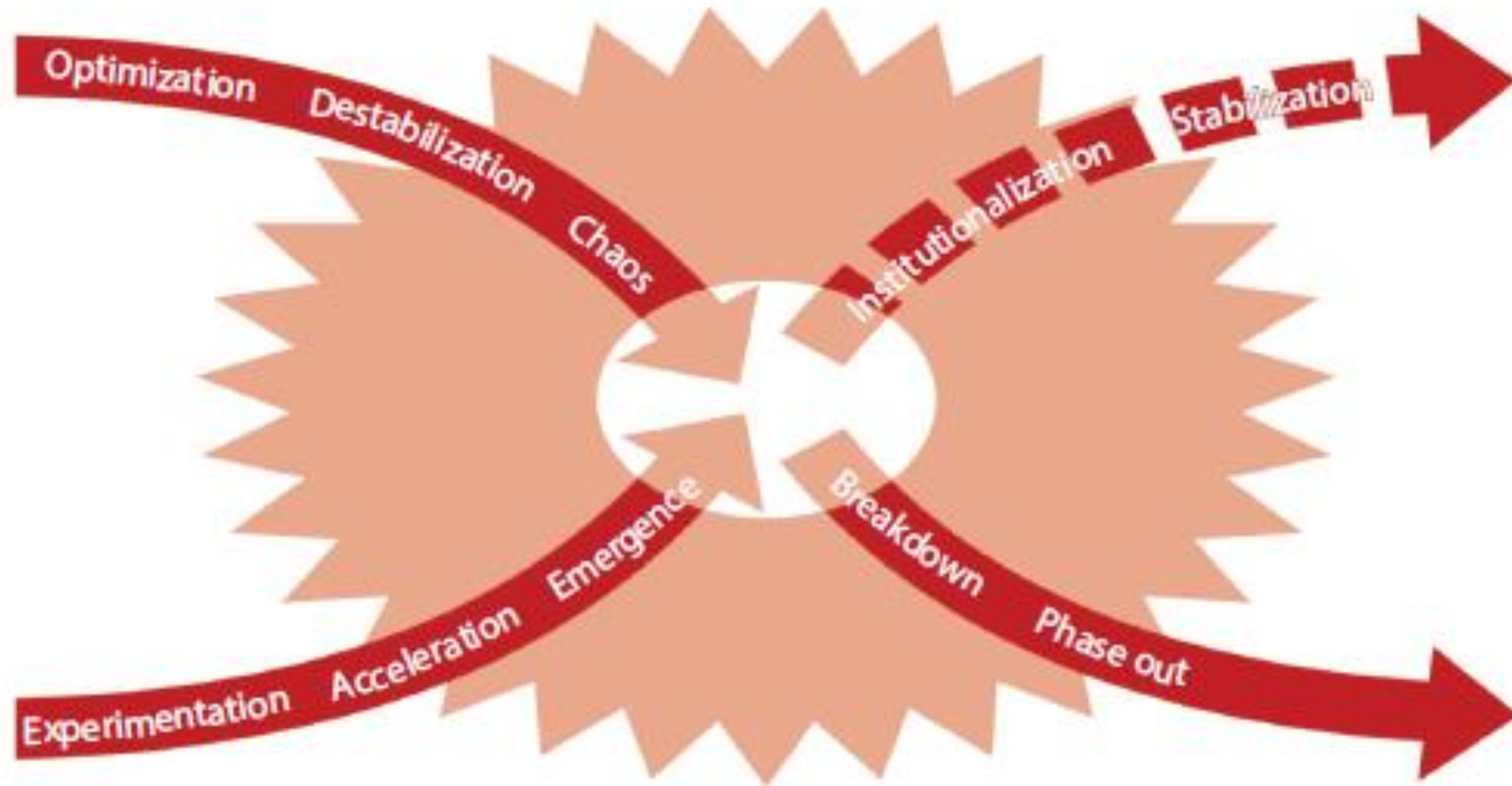
So, it is about:

- Here (e.g. developed countries) and there (e.g. developing countries)
 - But other (geographical) levels are possible as well
- Now and in the future

Sustainable development

Usually SD is about three (interrelated) principles or dimensions:

- Social principle (equality; population growth)
- Ecological principle (protection of the environment; depletion of resources)
- Economic principle (dignity; prosperity)
- SD has an environmental connotation and is concern driven.



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Multiple
Value
Creation

‘Heading for tomorrow’

- Niches
- Breeding places of new ideas
- Focus on circular/non-linearity
- Disruptive innovations
- Piecemeal/Tinkering
- Transdisciplinary
- Development of new knowledge and skills

Transition

Existing situation

- Rules and regulations
- Way we go about with each other
- Institutions
- Way problems are being perceived
- Types of solutions that are being forwarded
- Focus on ‘linear’
- Incremental innovations
- Optimising

Regime

Single Value
Creation

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**Multiple
Value
Creation**

- Inclusive economic principles
 - Profit minimalization
 - Stakeholder value creation
 - Community interest first
 - Social, ecological and financial value creation are in balance
- Normative stakeholder approach

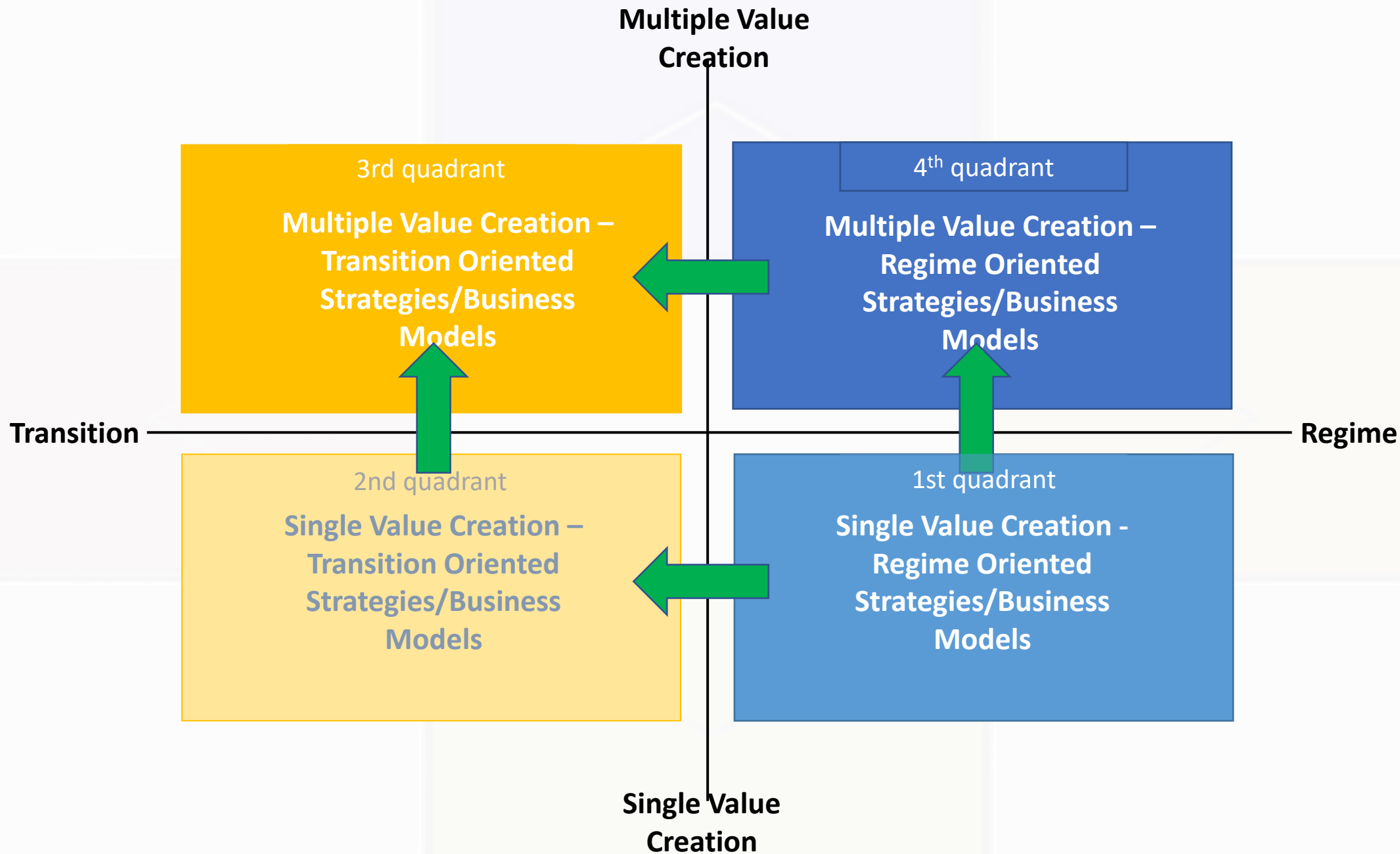
Transition

Regime

- Neoclassical economic framework
 - Profit maximization
 - (enlightened) Self-interest
 - Shareholder value creation
 - Social and ecological value creation only if it contributes to financial performance
- Instrumental stakeholder approach

**Single Value
Creation**

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Top Stories



Sustainability
What sustainability means at Shell



Sustainability
Respecting nature



Sustainability
Investing in access to energy for



Sustainability
Human rights

Tools



Sustainability Report 2019



Tax Contribution Report 2019



Why invest in Shell
Why invest in Shell



Investor presentations
Royal Dutch Shell plc
Strategy Day



Results and reporting
Fourth quarter 2020 results –
February 4, 2021

Tools



Share prices



Cash dividend calculator

1-4-2021

Single value creation-Regime oriented

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2nd quadrant (or quadrant 1)

Beter Bed embraces CSR and argues in their annual report that it is necessary for every company to be successful in the long term. The themes as identified with the internal and external stakeholders, being circular economy, safety and quality of products and services, responsible chain management, energy & CO2 emissions and safe working conditions, remained to be the main focus of the 2019 CSR report. These topics will be continuously used to identify possible strategic opportunities stated by their CSR report. In 2019 steps have been taken in the development and introduction of recyclable box springs and mattresses. However, the circular economy still presents large challenges and opportunities. There is a far-reaching social necessity to bring about a circular economy given the fact that the majority of the mattresses currently still ends up in the incinerator. Continuous development in the field of sustainable mattresses remains necessary. Also, in their mission statement, Beter Bed states wanting to increase the quality of sleep for everyone. I believe Beter Bed is recently embracing the philosophy of the circular economy, while still having many obstacles to achieve this. Currently, they are operating in a linear way, but their strategy is transition oriented. I further think that Beter bed is doing this mainly from a profit motive as their customers increasingly demand sustainable offerings. Therefore, they best fit in quadrant 2. Perhaps because they still operate linearly, they can also be categorized in quadrant 1.

<https://www.beterbedholding.com/about-us/our-strategy>

A screenshot of the Beter Bed CSR website. The page has an orange and white color scheme. At the top, there are six icons representing different CSR themes: Circular economy, Energy CO2 emissions, Safety & quality, Safe working conditions, Responsible chain management, and Employees. Below this is a section titled "2020 at a glance" with a brief text and a "READ MORE" button. To the right of this is a "CSR report" section with a "CSR REPORT" button. Below that is a "Code of conduct" section with a "READ MORE" button. The page also features images of a mattress and a bedroom.

Single value creation-Transition oriented

Multiple value creation-Transition oriented

Auping is B Corp

Auping brings rest to the world. We believe that a well-rested world is a better and more beautiful world.

Since March 2020 we are allowed to call ourselves a Certified Benefit Corporation, or B Corp. Companies with such a certificate - which is difficult to obtain - pursue the highest standards of social and ecological performance, responsibility and transparency.

B Corps are companies who want to make a difference, to make impact. The B Corp status comes with an explicit responsibility. To keep the world a liveable, healthy and safe place for future generations.

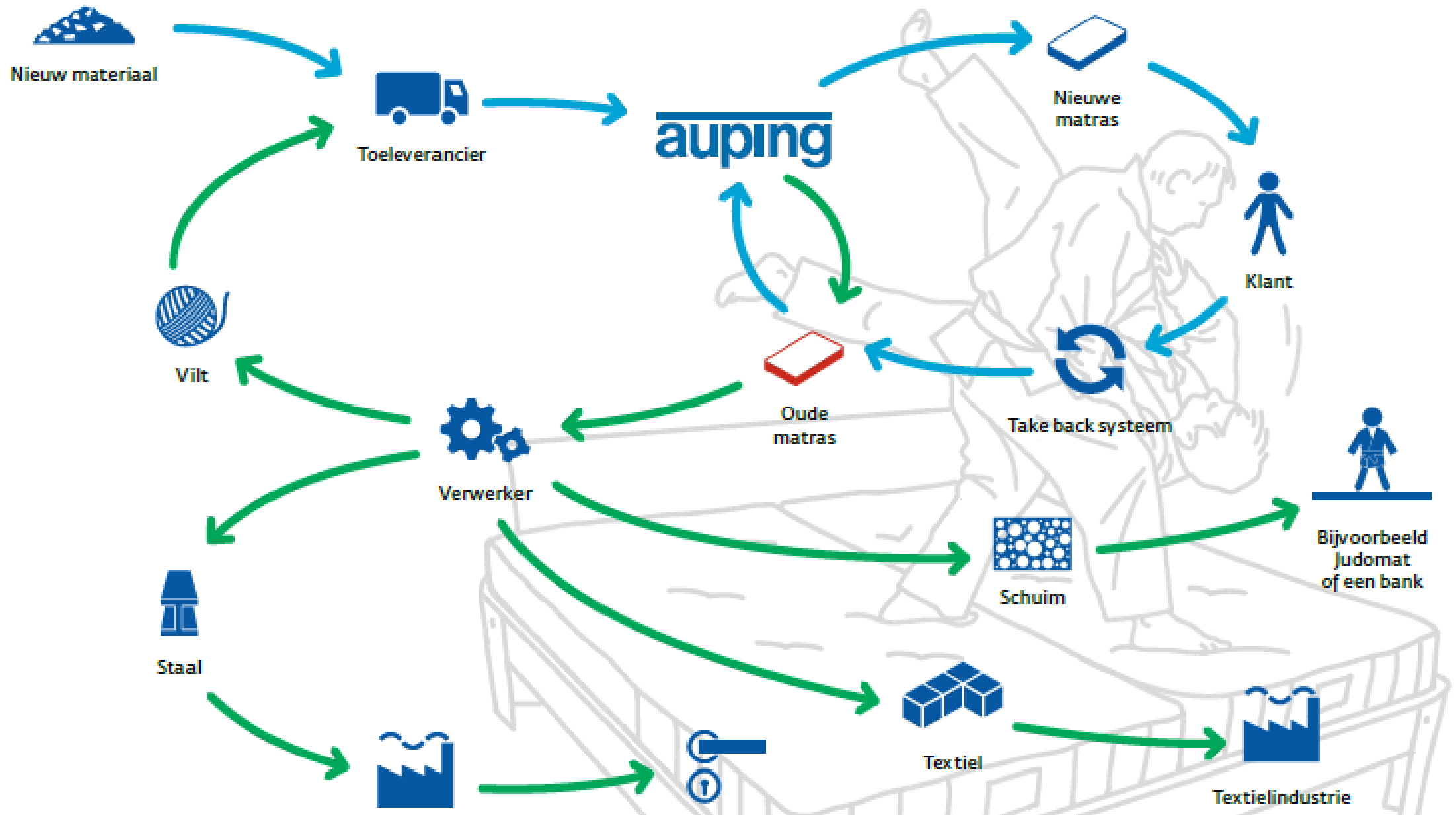


The world's first fully circular mattress

At Auping, we want to do things differently. Better. We don't want any more waste or incineration of used mattresses. We want to close the loop. That is why we developed the world's first circular mattress together with DSM-Niaga. That's why we call this latest development in the evolution of sleep Auping Evolve.

About 35 million mattresses are discarded in Europe every year

You have probably sometimes seen a lonely, discarded mattress on a street corner or on the roadside. Perhaps you have even put one outside yourself before, for collection with the garbage. It was probably no longer comfortable or was worn out. So no wonder it was time for a new mattress. But did you know that mattresses are one of the largest contributors to household landfill waste worldwide due to the complex composition of glued materials? About 1.5 million mattresses are discarded and thrown away in the Netherlands alone every year. It even jumps up to 35 million in Europe and 20 million in the United States. Many mattresses end up as landfill, 2/3 of which is incinerated.*



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EYE HOSPITALS

Provide compassionate and quality eye care affordable to all

OUTREACH

Extending the reach of quality eye care to the poor and needy – through active community involvement, screening camps, and IT enabled Vision Centres in rural areas

EYE BANKS

Reducing corneal blindness through eye banking activities, training, research and public awareness programme

TRAINING

Develop ophthalmic human resources through teaching and training

RESEARCH

Provide evidence through research and evolve methods to translate existing evidence and knowledge into effective action

Multiple value creation-Regime oriented

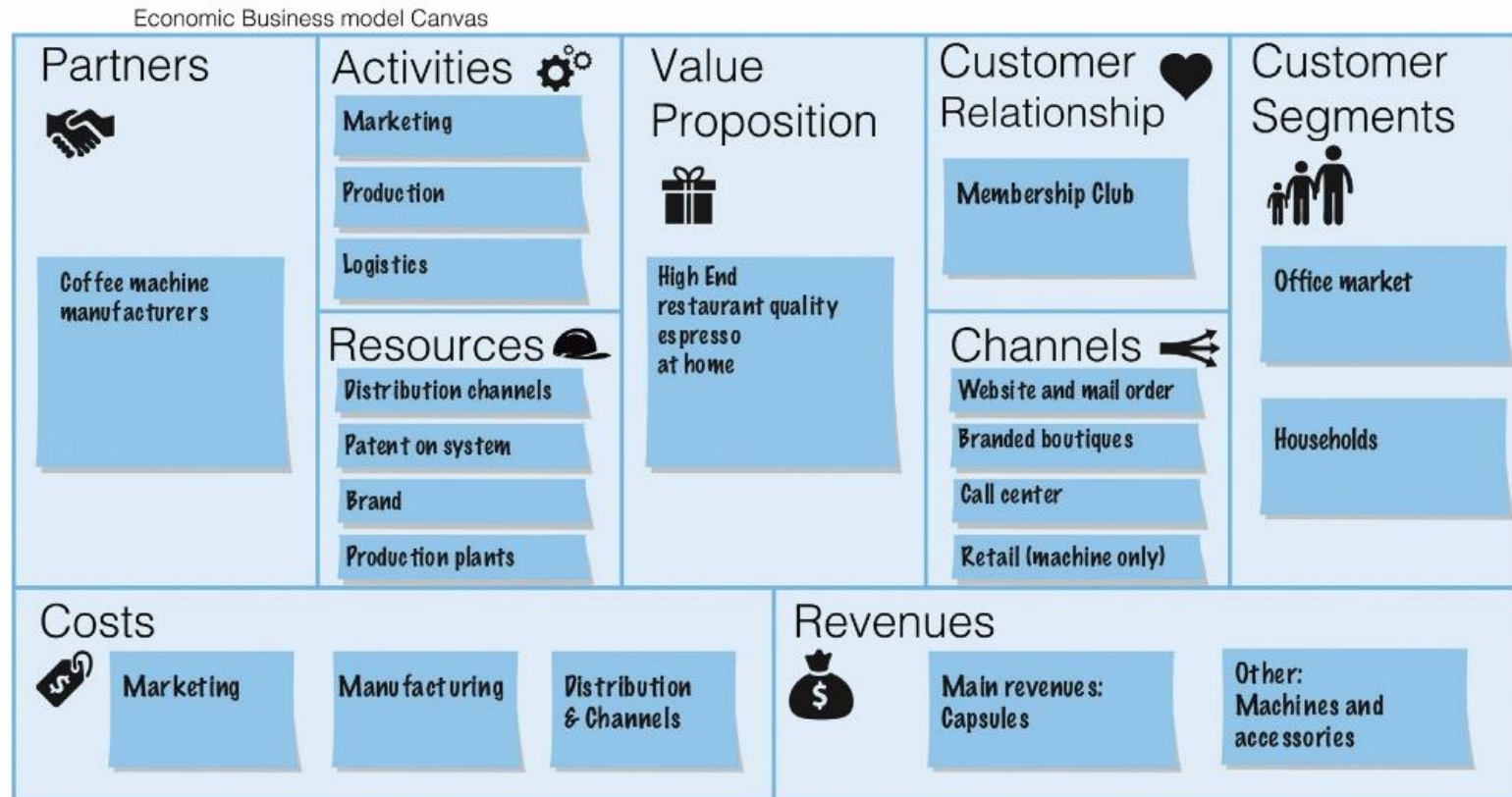
What is a business model?

"A business model defines how the enterprise creates and delivers value to customers, and then converts payment received to profits" (Teece, 2010)



Fig. 1. Conceptual business model framework. Adapted from Richardson (2008); Osterwalder and Pigneur (2005).

Business Model Canvas



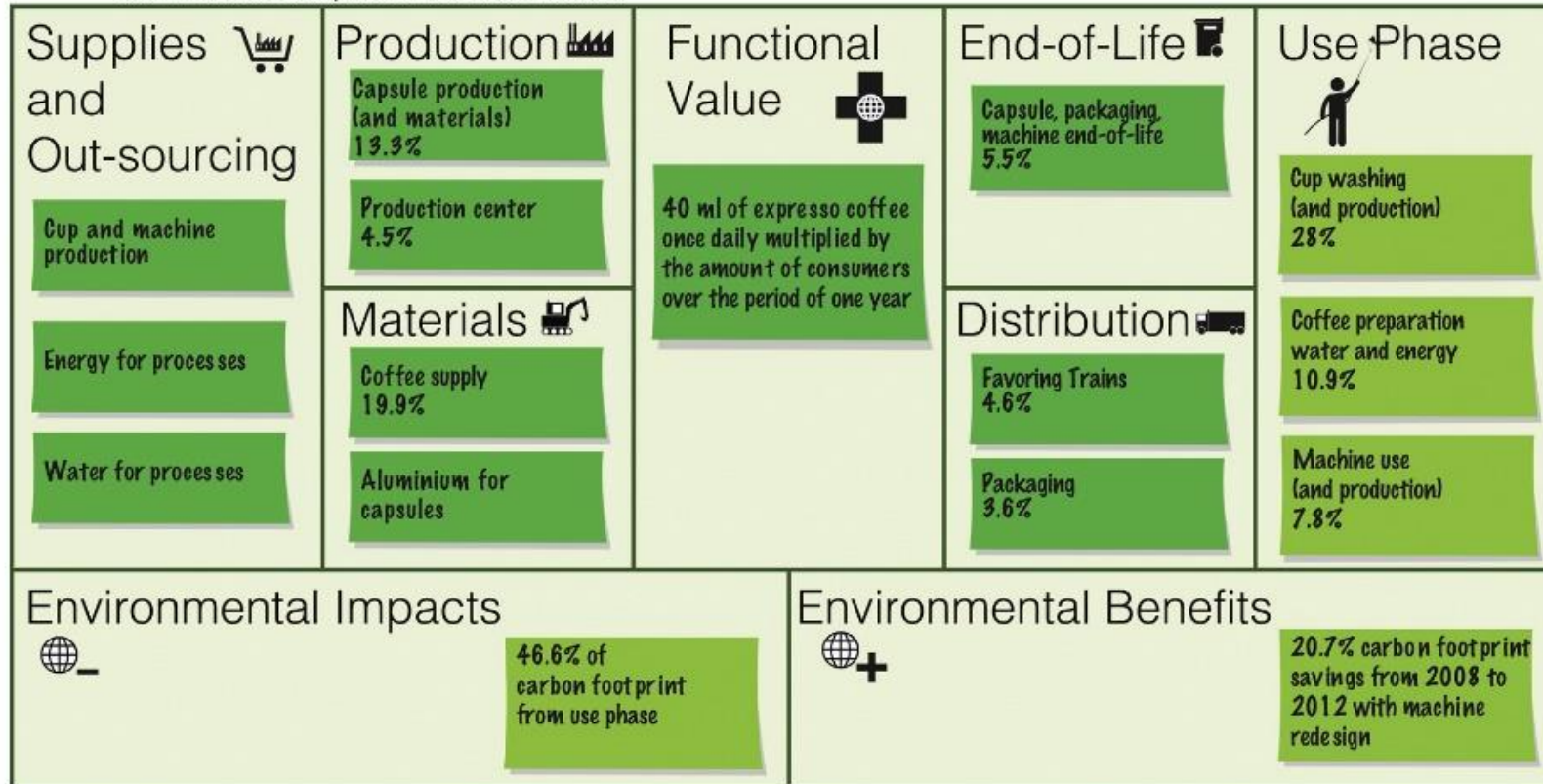
Business Model Canvas

Want to learn more?

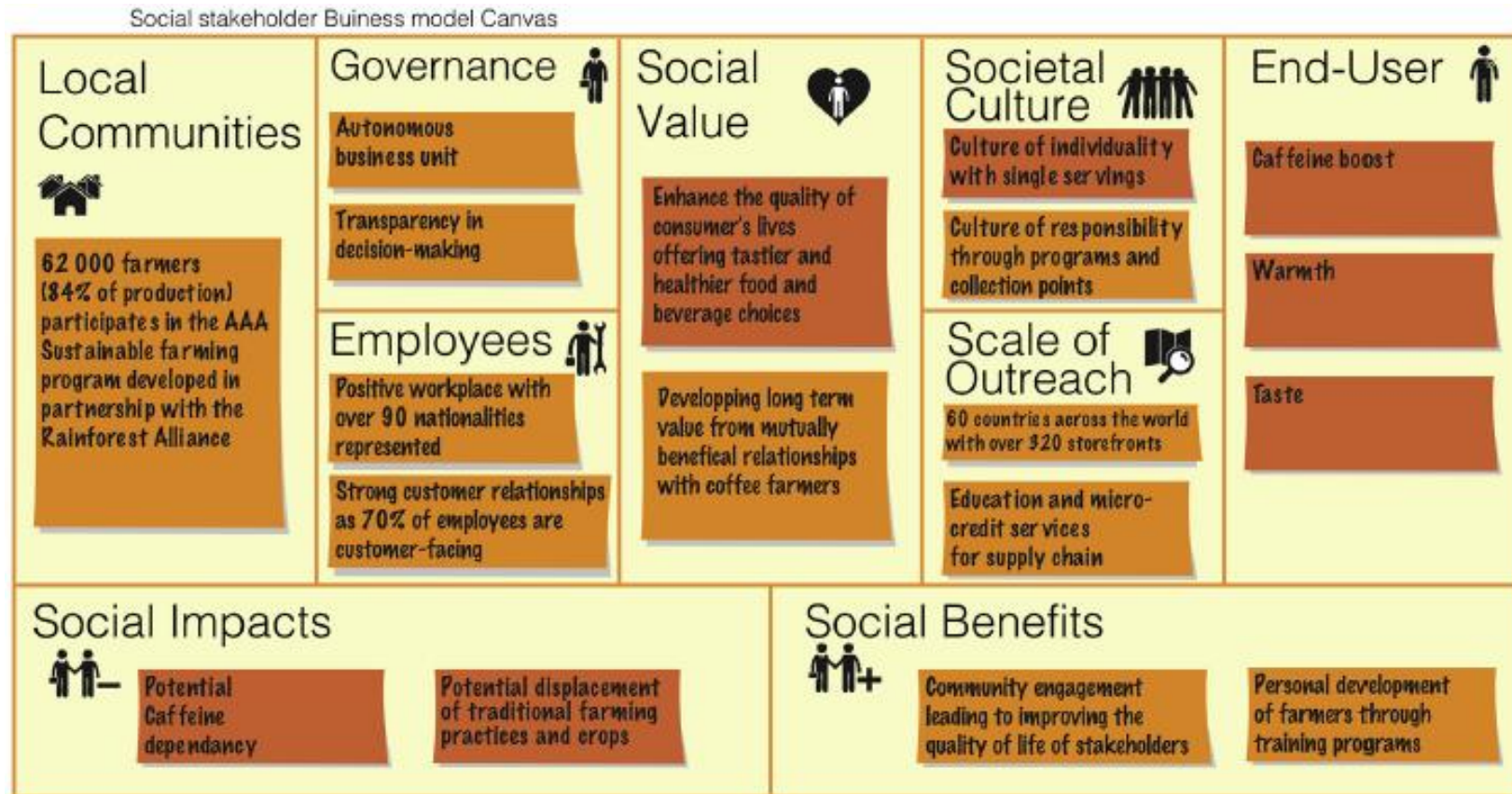
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation. A Handbook for Visionaries, Game Changers, and Challengers*. New jersey: Wiley & Sons.

Environmental Business Model Canvas

Environmental Life Cycle Business model Canvas



Social Business Model Canvas



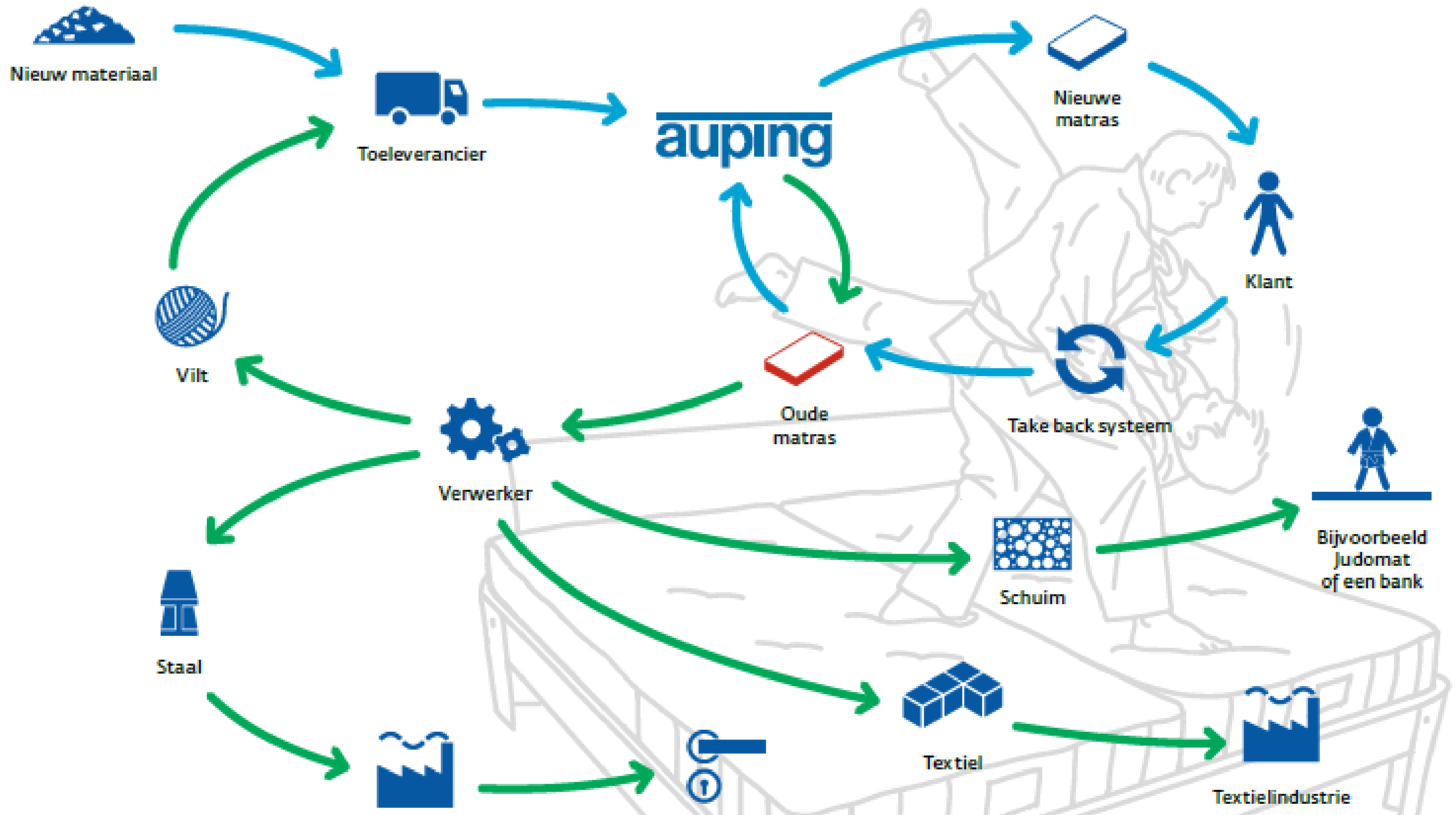
The Triple Business Model Canvas

Want to learn more?

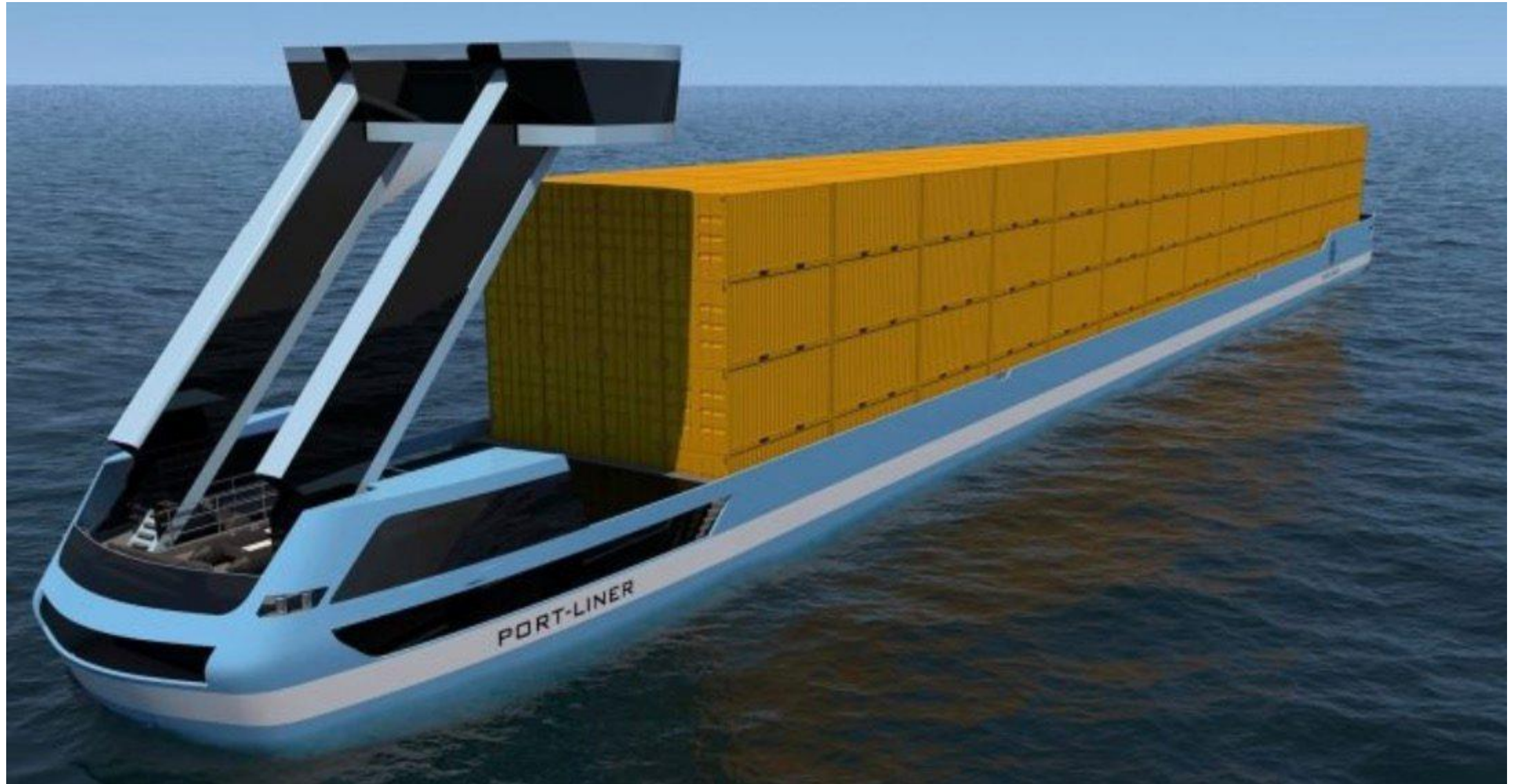
- Joyce, A., & Paquin, R. (2016). The Triple Layered Businessmodel Canvas: A Tool to Design More Sustainable Business Models. *Journal of Cleaner Production*, 135, 1474-1486.

Circulair Business Model

<p>Partners</p> <ul style="list-style-type: none"> • Cooperative networks • Types of collaboration 	<p>Activities</p> <ul style="list-style-type: none"> • Optimising performance • Product Design • Lobbying • Remanufacturing, recycling • Technology exchange 	<p>Value Proposition</p> <ul style="list-style-type: none"> • PSS • Circular Product • Virtual service • Incentives for customers in Take-Back System 	<p>Customer Relations</p> <ul style="list-style-type: none"> • Produce on order • Customer vote (design) • Social-marketing strategies and relationships with community partners in Recycling 2.0 	<p>Customer Segments</p> <ul style="list-style-type: none"> • Customer types
<p>Key Resources</p> <ul style="list-style-type: none"> • Better-performing materials • Regeneration and restoring of natural capital • Virtualization of materials • Retrieved Resources (products, components, materials) 			<p>Channels</p> <ul style="list-style-type: none"> • Virtualization 	
<p>Cost Structure</p> <ul style="list-style-type: none"> • Evaluation criteria • Value of incentives for customers • Guidelines to account the costs of material flow 		<p>Revenue Streams</p> <ul style="list-style-type: none"> • Input-based • Availability-based • Usage-based • Performance-based • Value of retrieved resources 		
<p>Adoption Factors</p> <ul style="list-style-type: none"> • Organizational capabilities • PEST factors 				



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The Circular Business Model

Want to learn more?

- Lewandowski, M. (2016). Designing the Business Models for Circular Economy—Towards the Conceptual Framework. *Sustainability*, 8(1). Retrieved from <https://www.mdpi.com/2071-1050/8/1/43/htm>

Uitgave Nederlands
BOOM Uitgeverijen Deventer

Uitgave Engels
Palgrave-MacMillan

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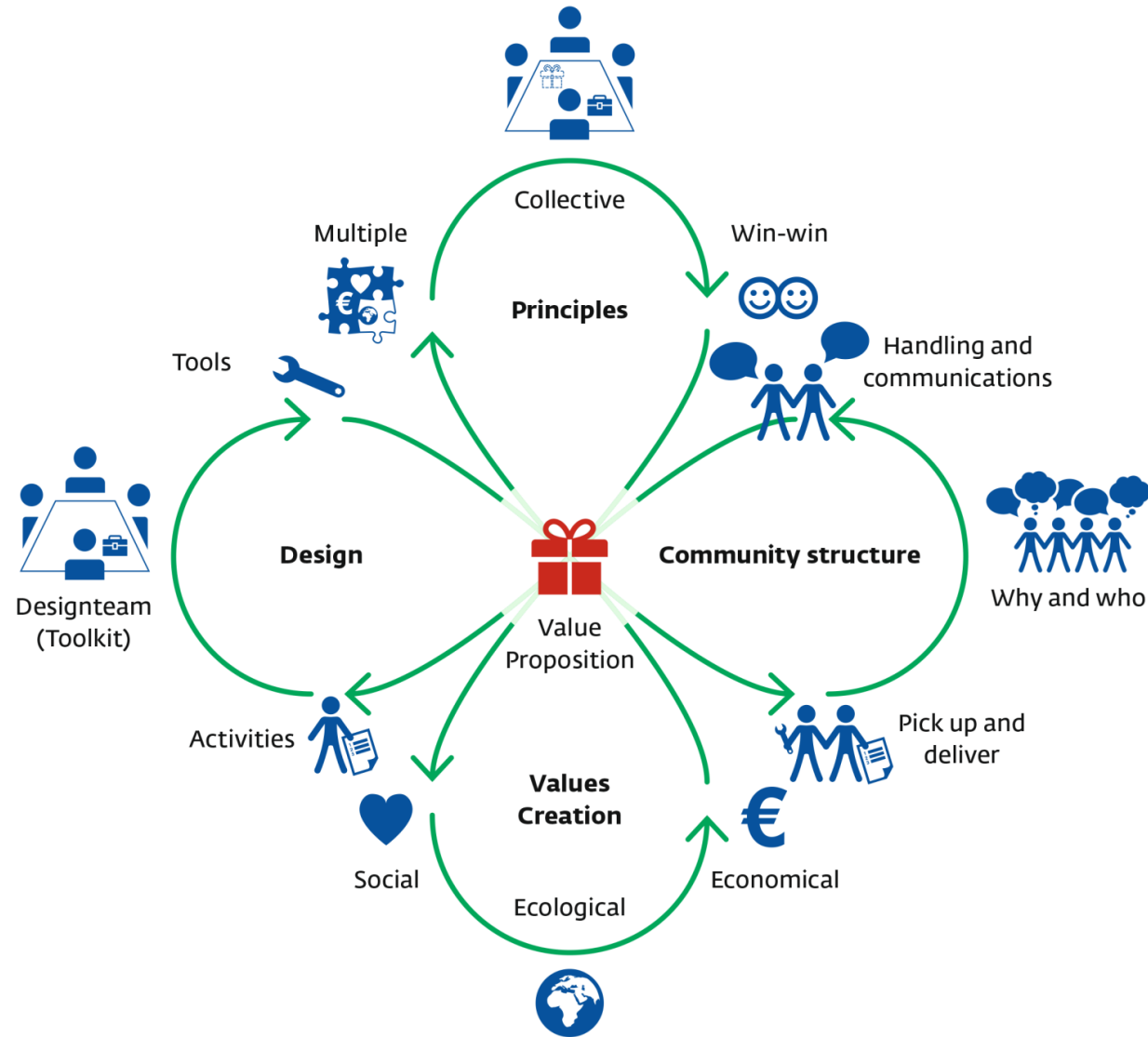
eBook en Business Model Templates
werkblad GRATIS beschikbaar op:

www.nieuwebusinessmodellen.nl



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Conventional Business Models	New Business Models
1. Principles: based on single, mostly financial, value creation	1. Principles: multiple, shared and collective value creation
2. Economy: value propositions are realized in a linear way.	2. Economy: value propositions are realized in a circular way (material as well as social)
3. Ownership: shareholder oriented	3. Ownership: access more important than ownership
4. Cooperation: linear realization of value proposition in (functional) value chains	4. Cooperation: is about stakeholders working together in networks who together are capable of realizing certain value propositions
5. Transactions: separation of producers and consumers. Transactions are primarily based on money	5. Transactions: producers and consumers can be one and the same. Broader spectrum of means of transactions
6. Organisational design: organisation centered; functional organisation design.	6. Organisational design: community centered; mixture of a variety of organisations forms in networks
7. Success: measured in terms of financial performance	7. Success: measured in terms of multiple values

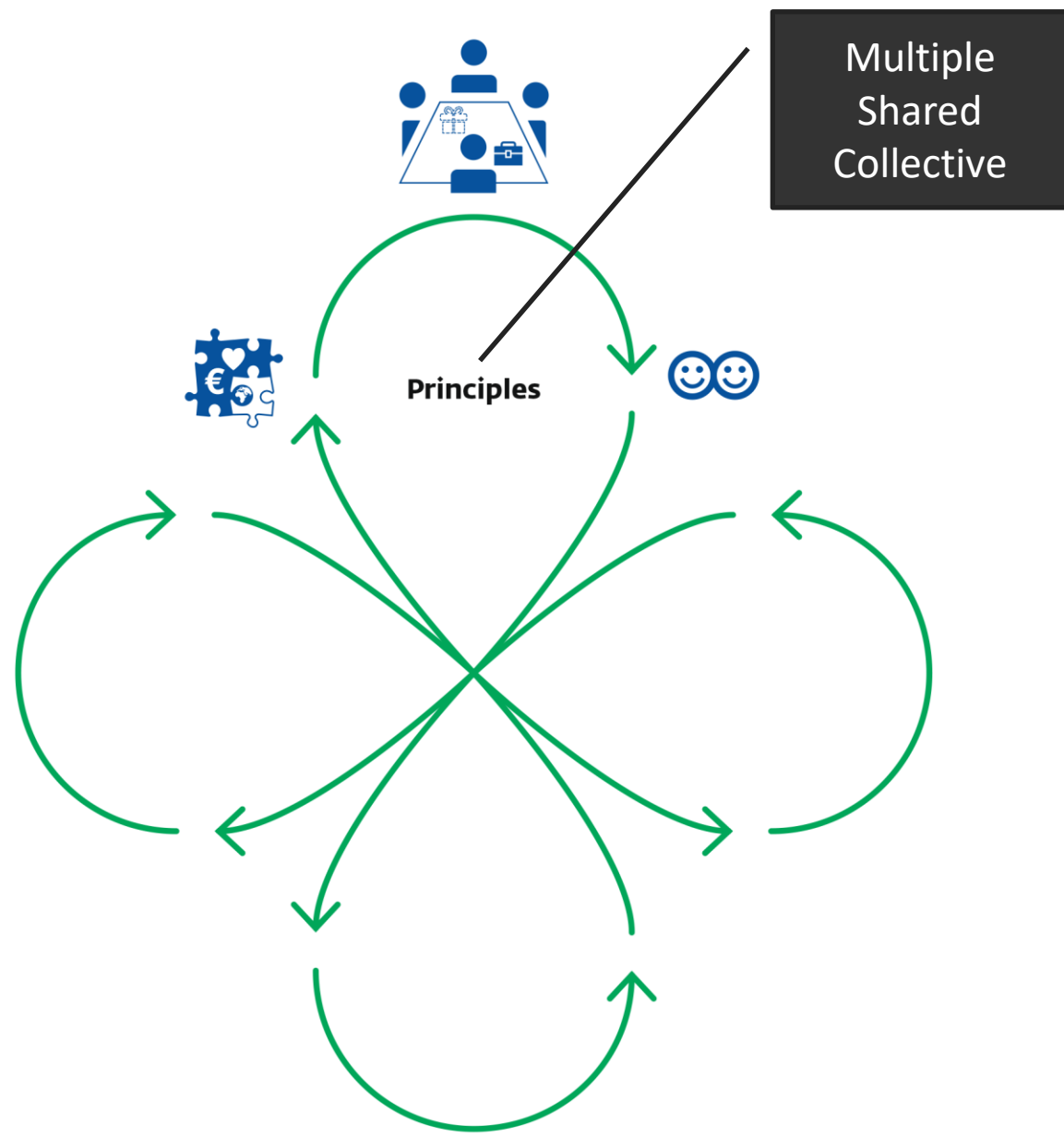


The NBM Key-Questions

- (1) What is your BIG DREAM?
- (2) What are your important principles?
- (3) With whom do you start this adventure?
- (4) What is your value proposition?
- (5) What are the values it is creating?
- (6) How do you want to upscale?
- (7) How do you keep you distance – and reflect?

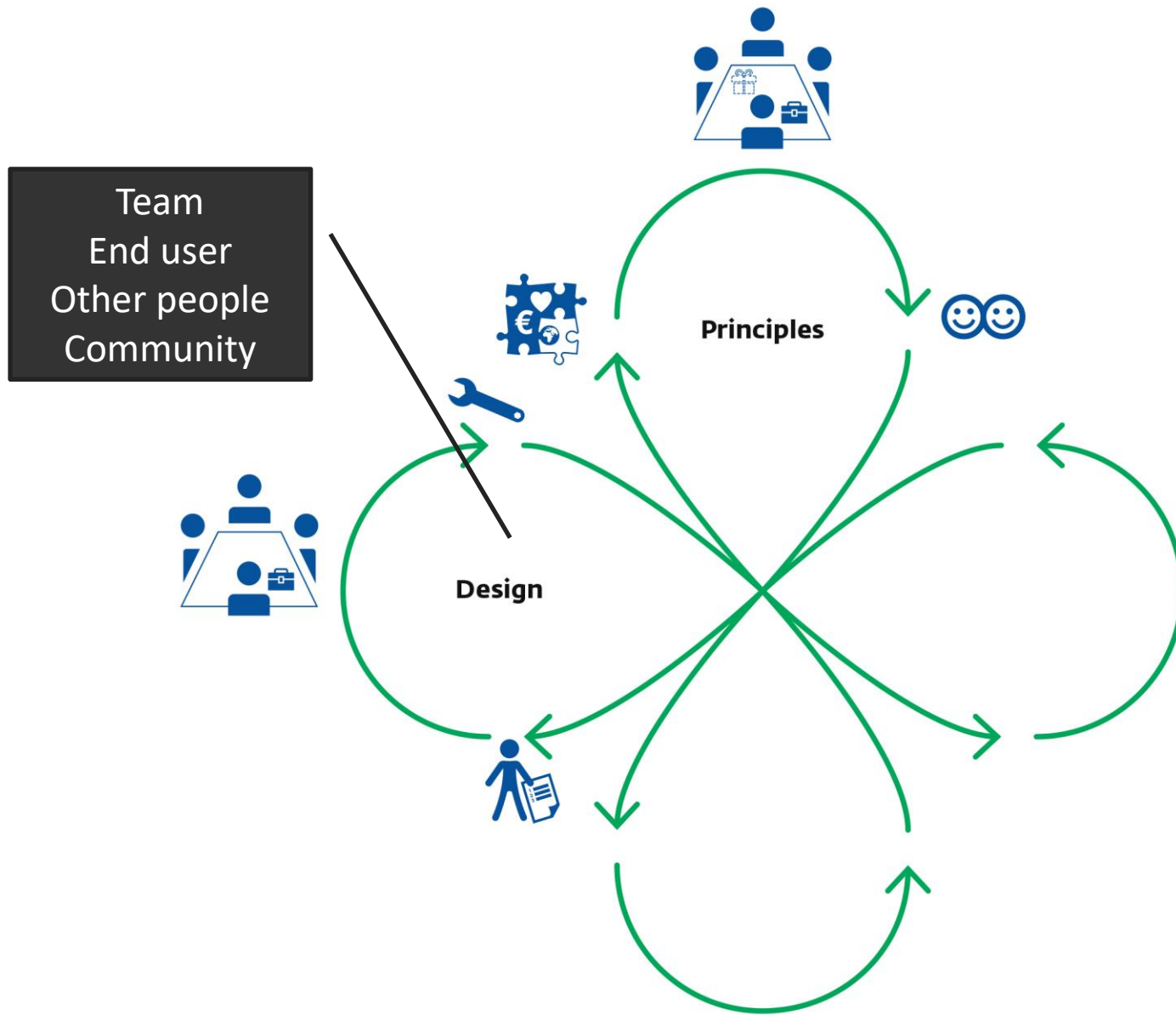
Clover Business Model Canvas

- (1) Principles
- (2) Design
- (3) Value Proposition
- (4) Community
- (5) Value-creation



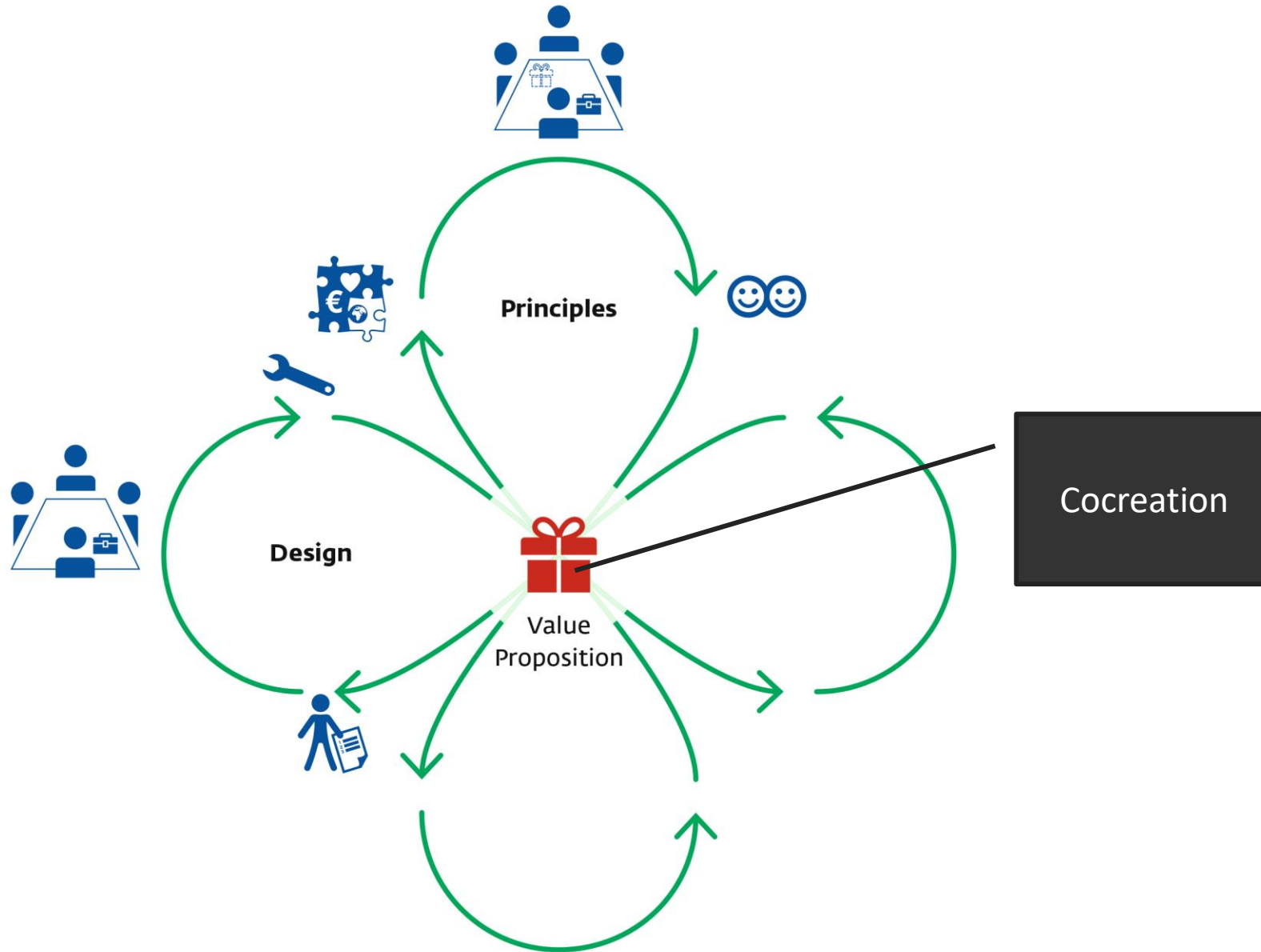
Principles (1)

Name and discuss three principles you would like to use as a compass in developing your NBMC.



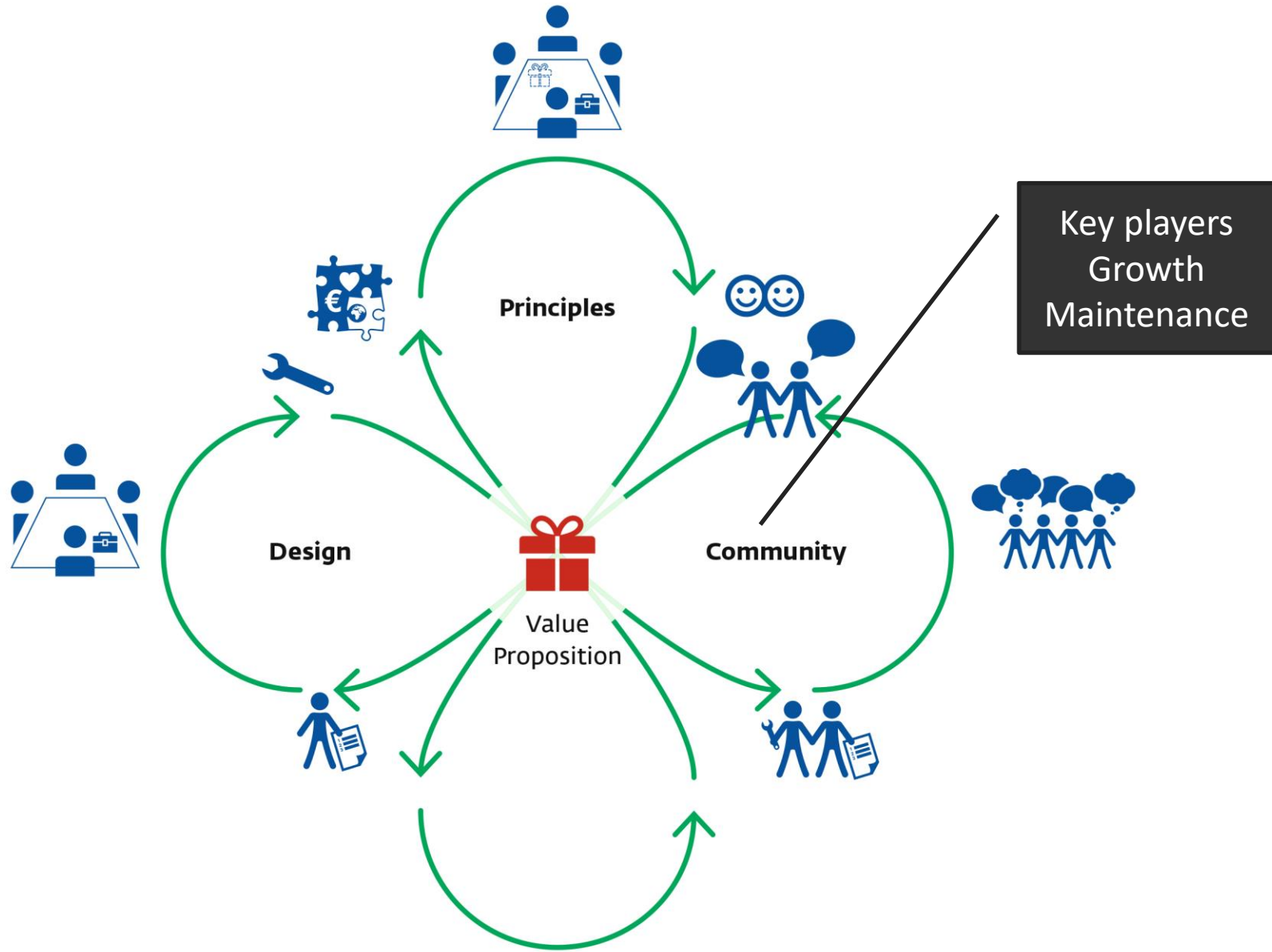
Design (1)

Which trend(s) you would like to use and how you want to use it.



Value-proposition (1)

Formulate on (catchy) sentence
what the value-proposition is you
like to organise (and for whom).

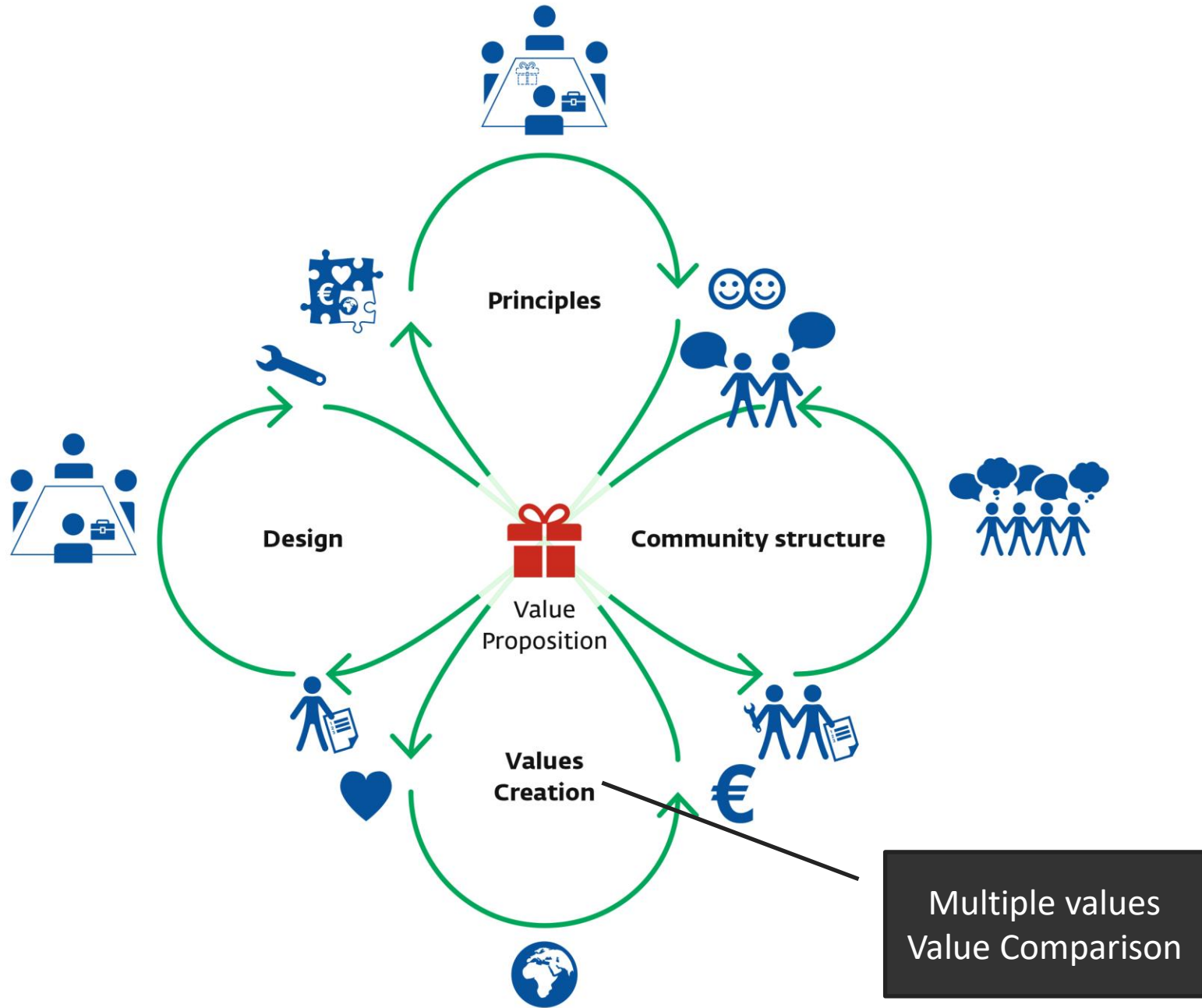


Community (1)

What kind of community are you creating (or) why do people want to join your community?

Community (2)

What are the basic community rules you would like to use (and are they aligned with your principles?)

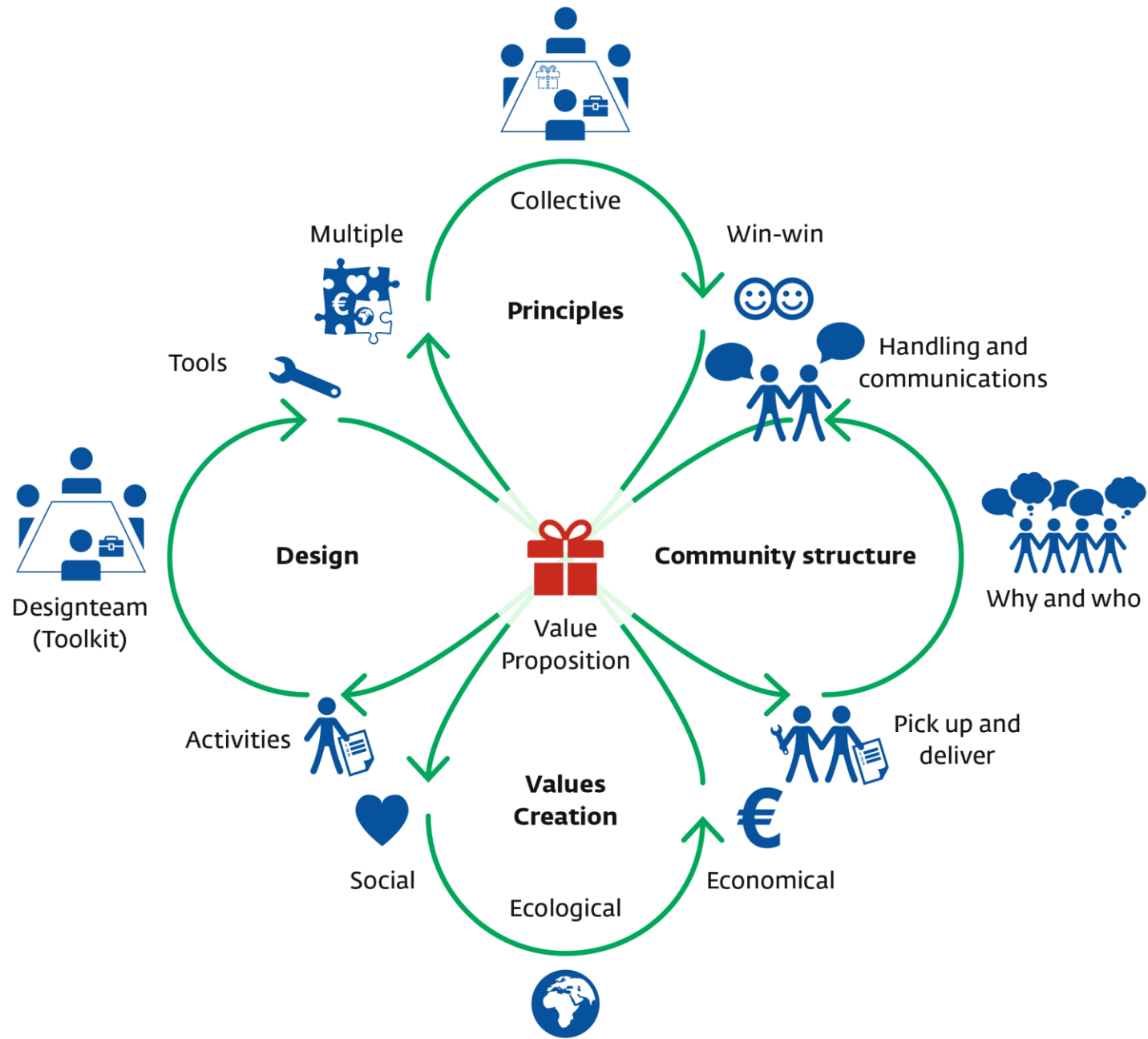


Value-creation (1)

What kind of values is your business model creating. Try to make a (short) list.

Value-creation (2)

What is the balance between the various values - or is one dominant at the expense of others? Please check and suggest improvements.



New Business Models

Want to learn more?

- Jonker, J. (2017). *New Business Modellen; Working Together on Value Creation*. Stichting OCF 2.0 Foundation. Doetinchem, The Netherlands.

More information



For more info about the MBA in Purpose Economy and to request a brochure, go to www.hanze.nl/mba and www.hanze.nl/mbrochures | Dutch info: www.hanzepro.nl/mba



Ask your question via ibsmasters@org.hanze.nl



Join our upcoming workshops on purpose economy until 28 April
www.hanze.nl/mba-workshops



Join the Online Information Evening for professionals on 29 April 2021
www.hanze.nl/informatieavond

Thank you for participating!

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