



**Business Models in Transition**  
*From value creation towards value restoration*



**Lecture 2 – Chair Emile Francqui**  
Free University Brussels – 27.04.18

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Hoogleraar Duurzaam Ondernemen  
Nijmegen School of Management  
Radboud Universiteit - Nijmegen

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**SUMMARY ...**

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**first LECTURE.**

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**Nachhaltigkeit**  
Hans Carl von Carlowitz (1645-1714)



He wrote "Sylvicultura oeconomica, oder haußwirthliche Nachricht und Naturmäßige Anweisung zur wilden Baum-Zucht" (1713) the first book on forestry 'management' and is known as the creator of the word 'sustainable' (Nachhaltigkeitsbegriff).

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### Sustainable Development

"... sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs." (1987)



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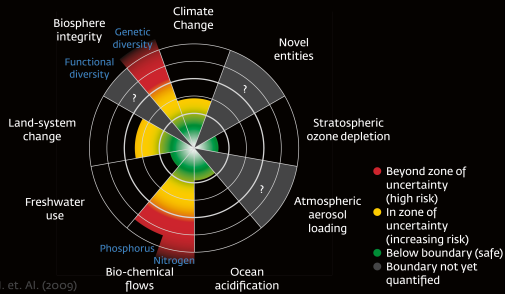
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### Planetary Boundaries



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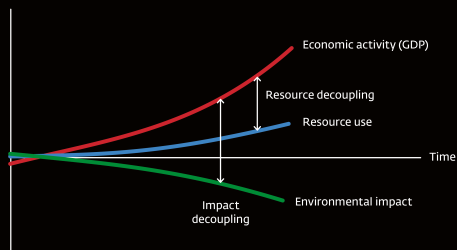
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### Decoupling



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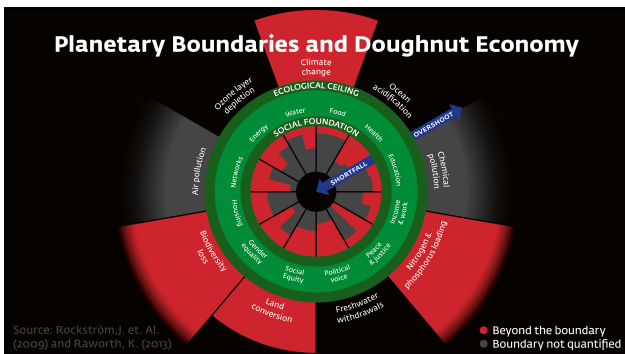
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**TRANSITION** from ...  
a linear economy  
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to a **SUSTAINABLE ?** economy

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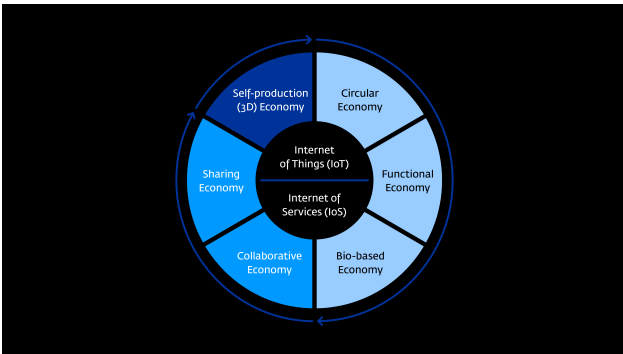
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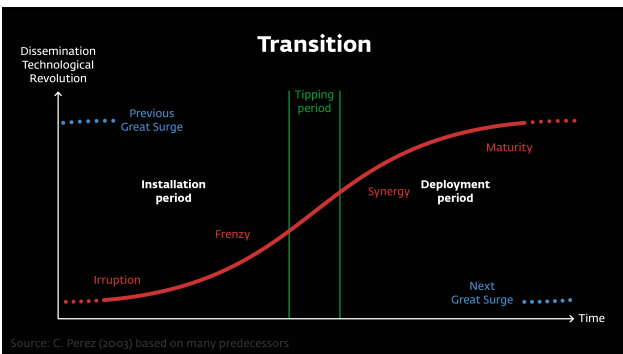
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**Transition**

**THIS LECTURE**  
Impact of transition on ...  
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**BUSINESS MODELS.**

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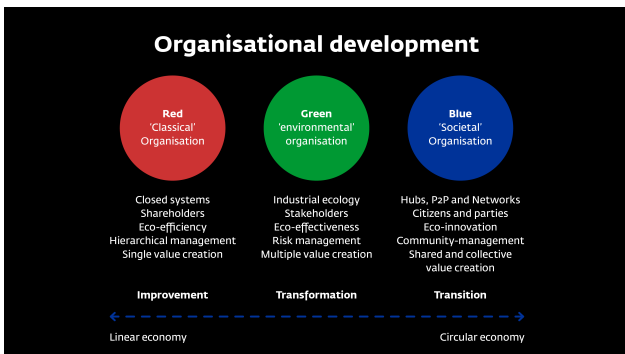
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**DEFINITION**

A BM provides a actionable logic for value creation driven by principles leading to a (deliberate) (strategic) configuration of building blocks framed by a institutional, social and material "environment".

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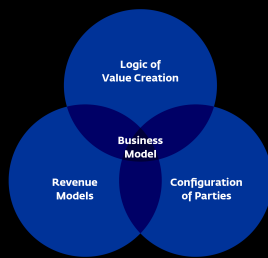
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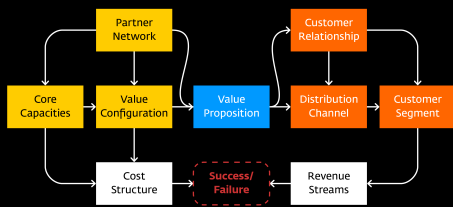
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**Business Model Canvas**



Source: Osterwalder, A. 'The Business Model Ontology' (2004)

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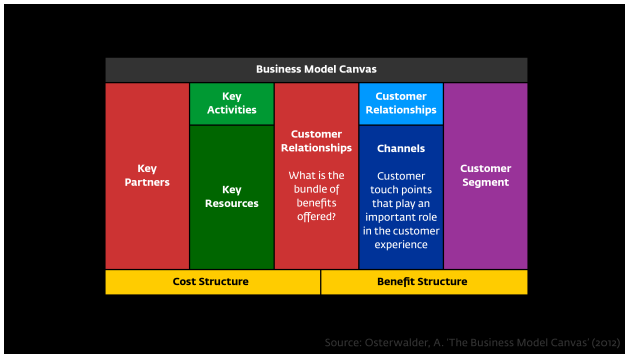
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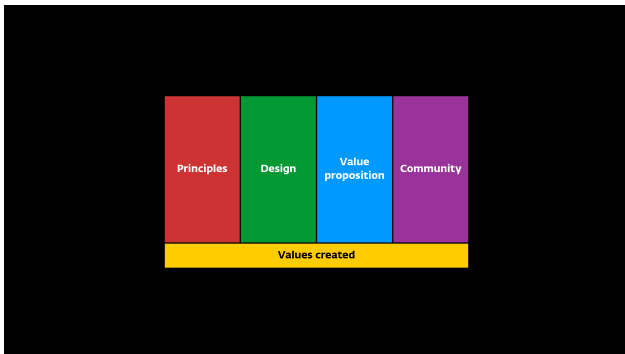
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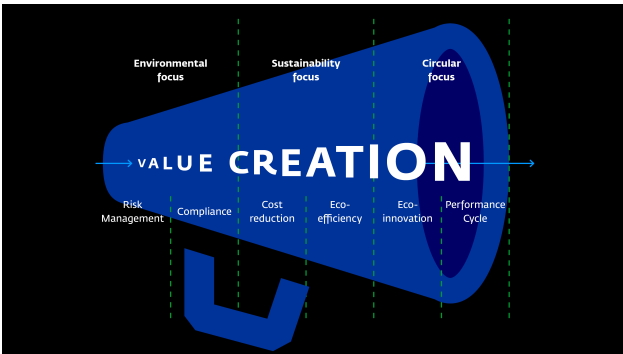
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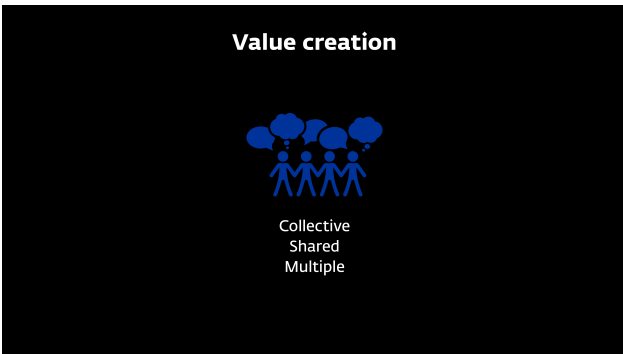
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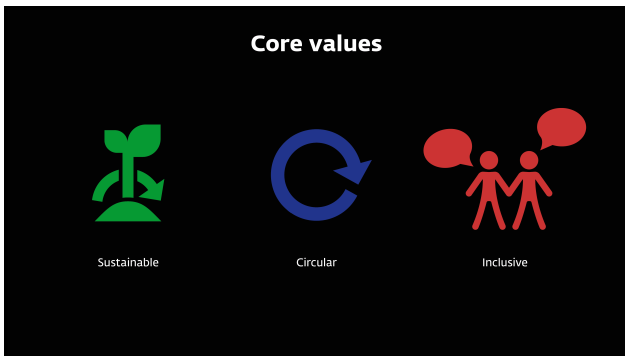
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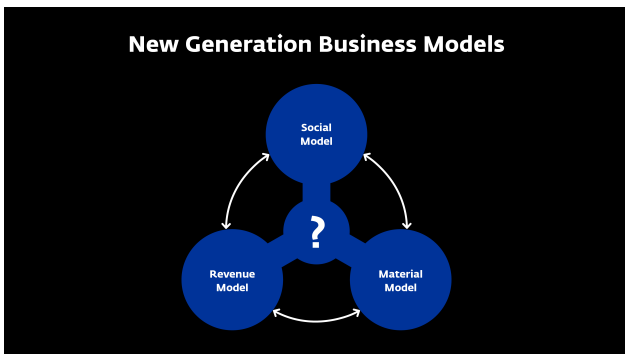
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**ESSENCE**

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Key of the transition in BM is to incorporate multiple (different) **values** in de value creating **logic** of a business model including the way **results** are being measured and **reported**.

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**A TYPOLOGY OF ...**  
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**BUSINESS MODELS**  
*In a changing society.*

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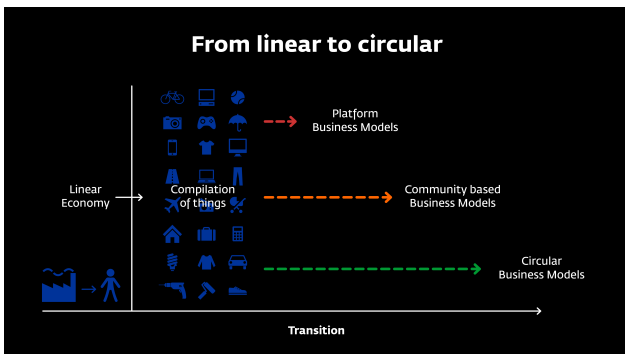
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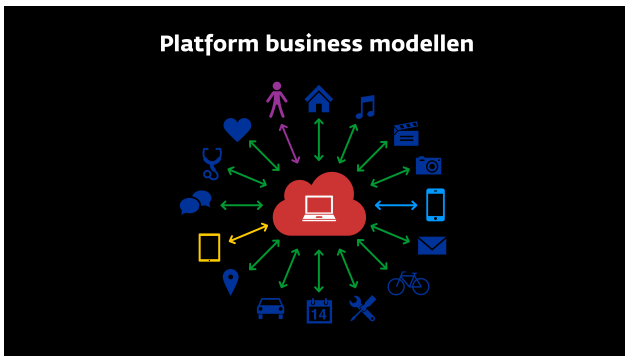
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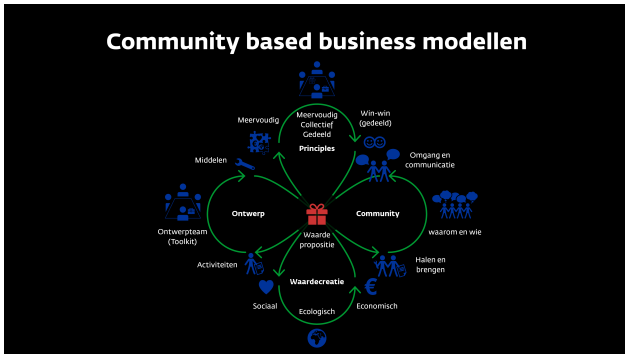
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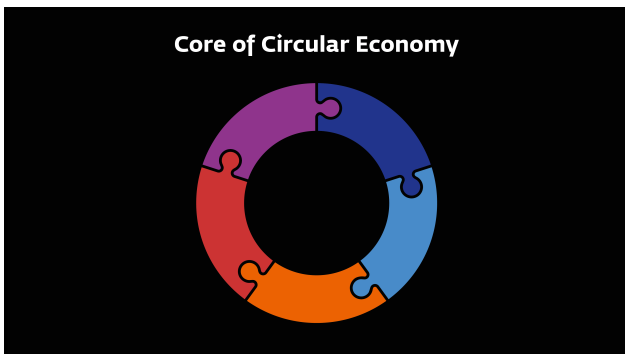
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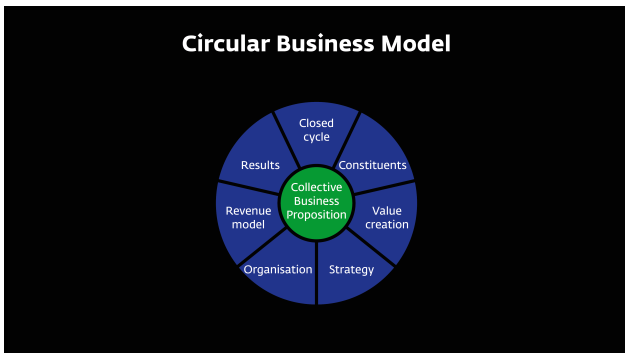
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**THE IMPACT ON ...**  
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**VALUE CREATION**

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**TRANSITION in VALUE CREATION**  
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The fundamental change in business models is their changing perspective on value creation: from transformation based upon obsolescence towards value regeneration and restoration.

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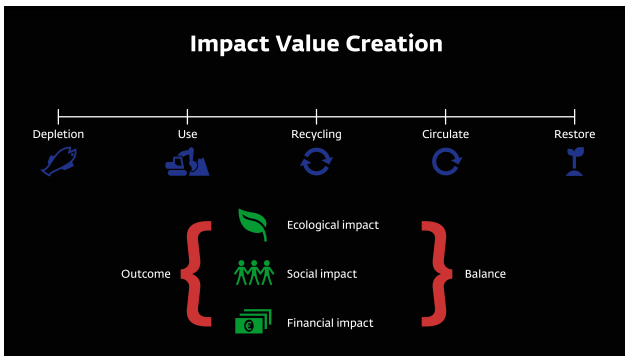
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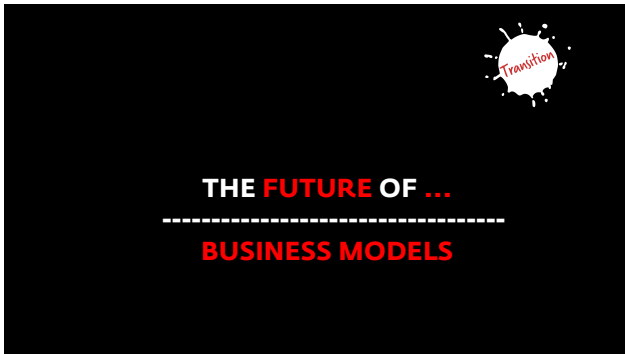
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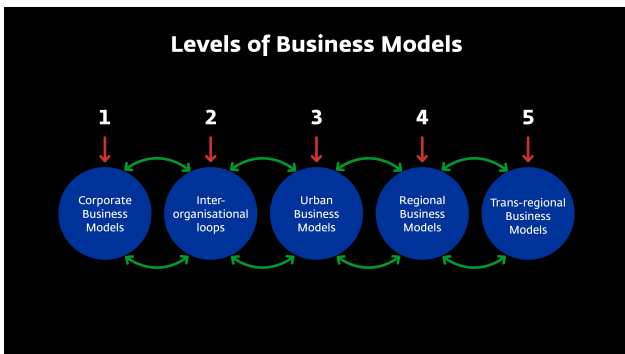
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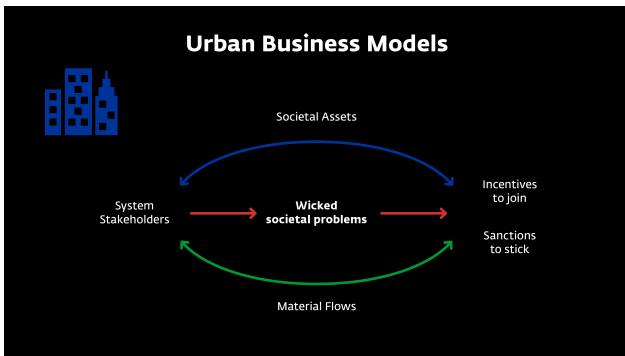
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**PUBLIC LECTURES**  
**NEW BUSINESS MODELS (VUB)**

- (1) Wednesday March 28th (afternoon)
  - Welcome to the WEconomy
- (2) Friday April 27th (afternoon)
  - Transition in Business Models
- (3) Friday May 18th (afternoon)
  - Hybrid Banking

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**Contact**

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