

Module 3: Sustainable Business Model Canvas

'Business Relevance'

- Business Innovation & sustainability
- Business Model Canvas
- Triple Layered Canvas
- Example Nestle

Authors:

David Sanjuan Delmás

Helmi Ben Rejeb

Janez Turk

Paul Suski

Editor:

Joost Vogtlander

Project Manager:

Jan-Henk Welink

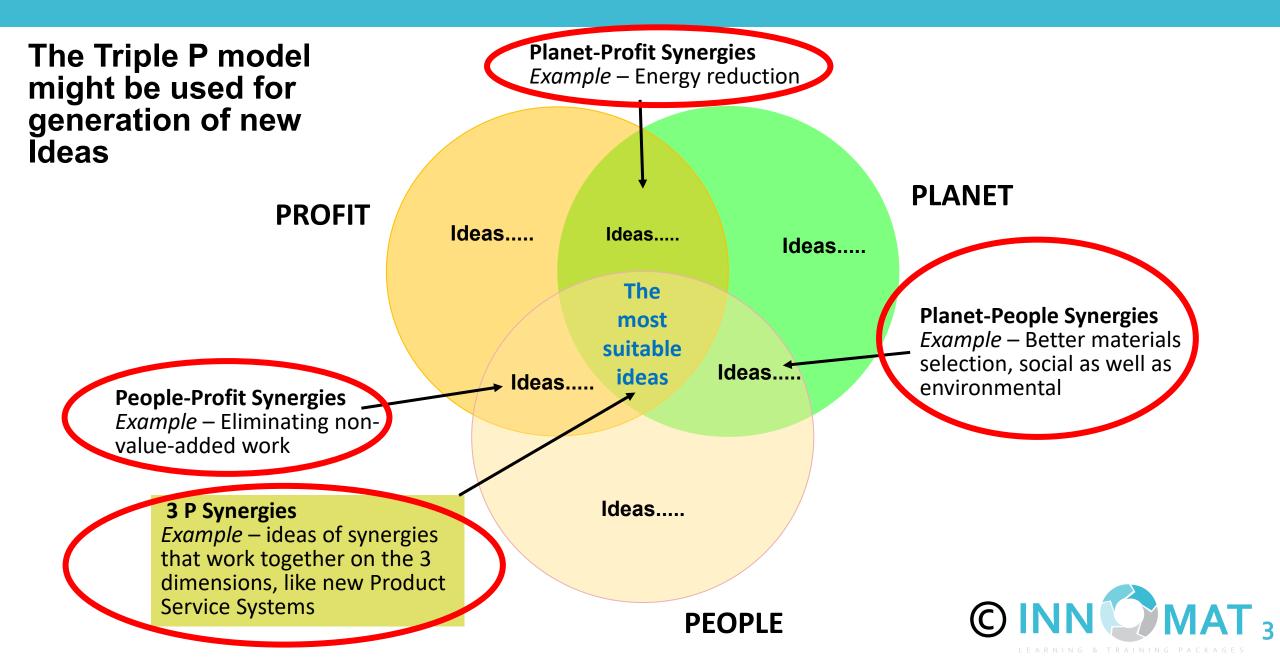




|Business Innovation & sustainability | Business Model Canvas | Triple Layered canvas | Example

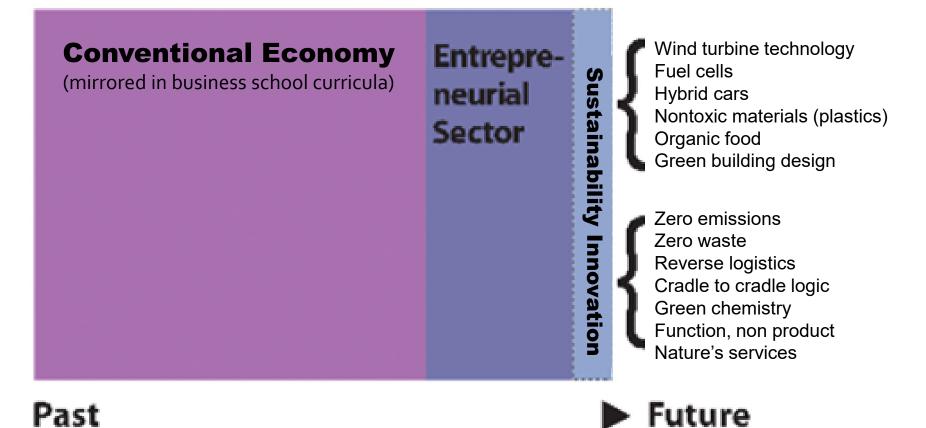
Sustainable business innovation must focus on the added value for your clients......
but it has additional benefits as well.





Sustainability is about the future profit of companies

Businesses with successful sustainability strategies are profitable in the long term, since they are in compliance with future regulations of governments as well as future expectations of buyers.



Fundamental Types of Innovation

New to the market Market-Radical Degree of external 'newness'
New to the firm only developing Competence-Incremental developing

Existing skills/competences New skills/competences

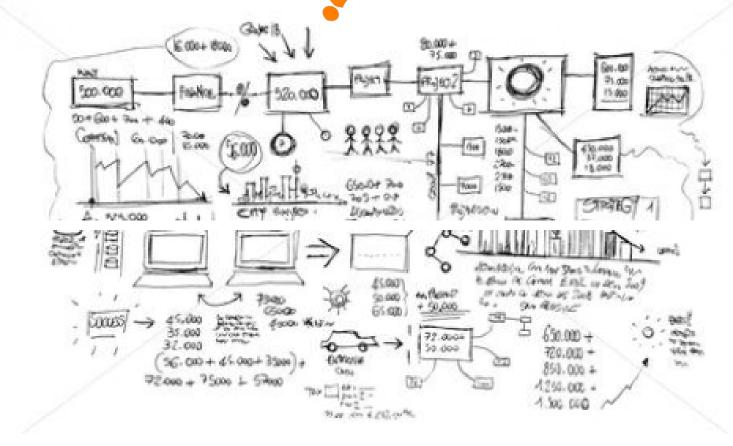
Degree of internal 'newness'



What is a Business Model

What is a Canvas





Business Model # Business Plan



"A business model describes the rationale of how an organization creates, delivers, and captures value"

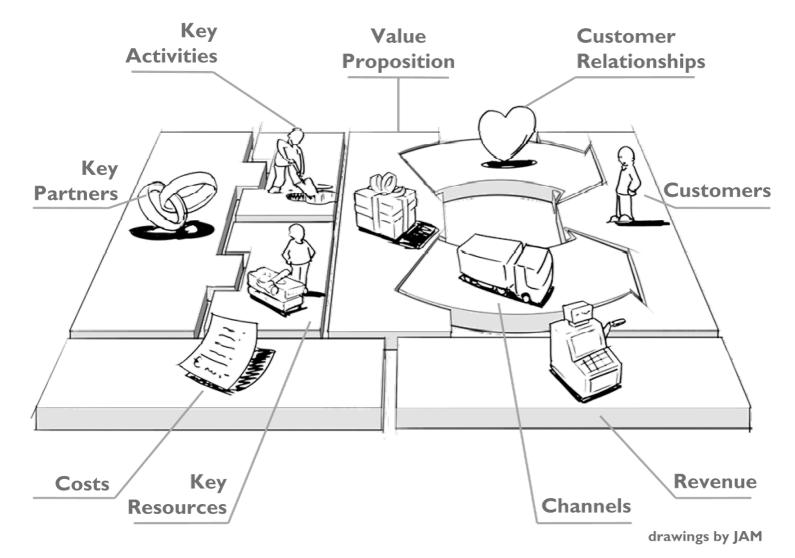
Osterwalder and Pigneur, 2010

Let's listen to Osterwalder himself, who invented the business model canvas

At https://www.youtube.com/watch?v=RpFiL-1TVLw

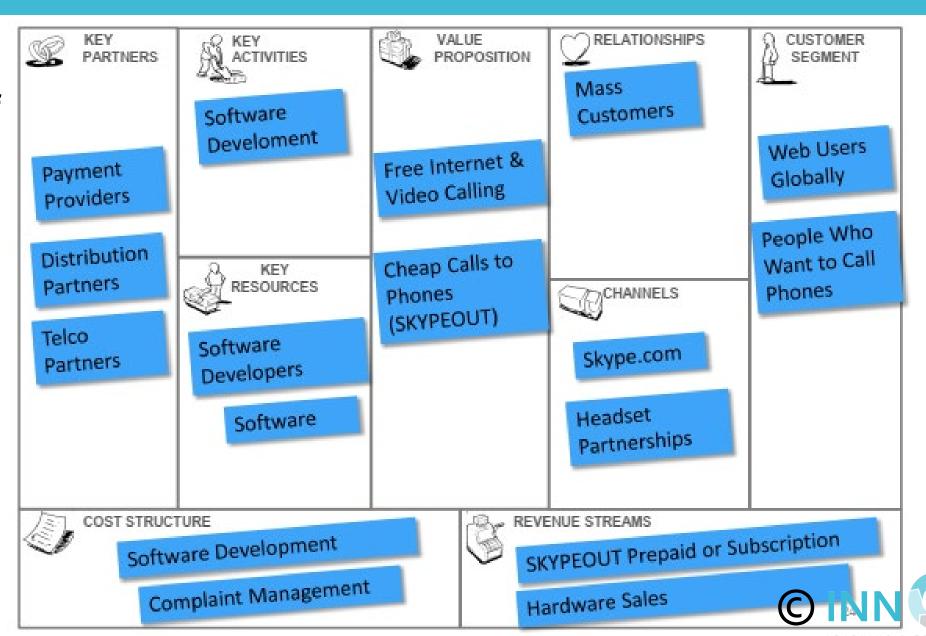


So, we know now what it is and how it works



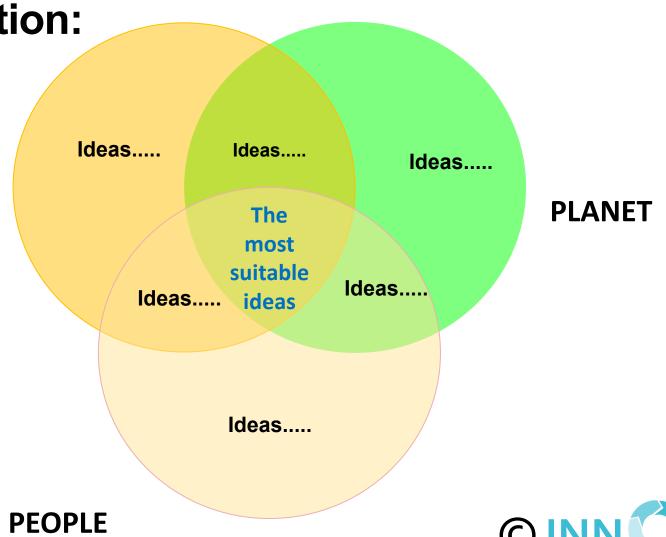


Example of Skype



Sustainability in Business Model Innovation: the 3 dimensions of the Triple P

PROFIT



Important issues in building a sustainable Business Model

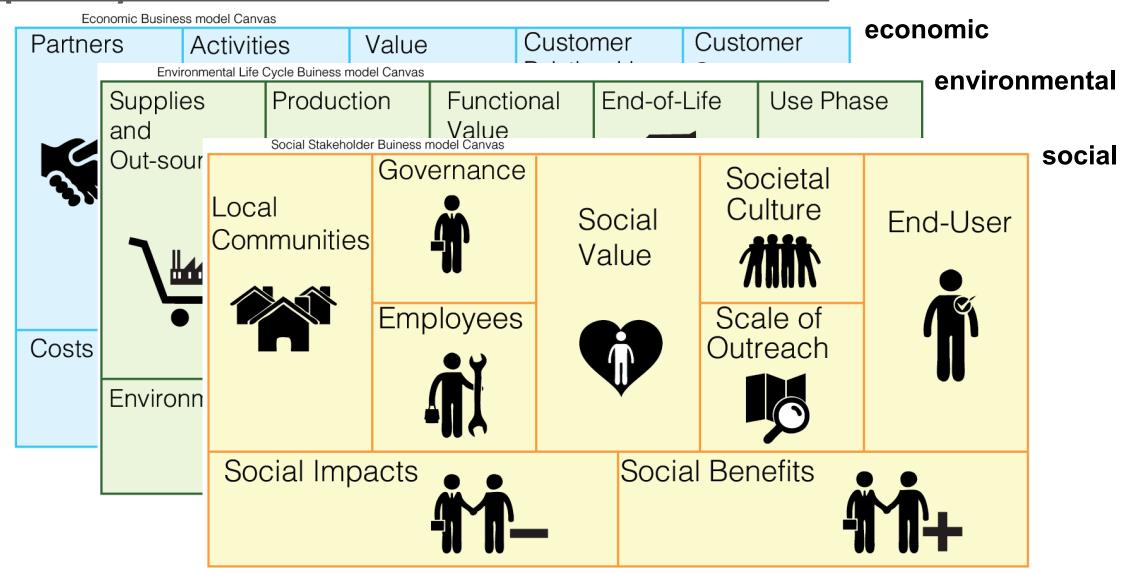
- It must start with a change in business strategy
 - Eco-innovation of product design
 - Integration social values
- It requires a holistic approach of the product chain
 - Considering all phases of the product life cycle
 - Defining the hotspots
- It requires co-operation across the value chain
 - Improved marketing and logistics
 - Building new types of relationships between suppliers, manufacturers, distributors, customers, and recyclers
- It should consider all three aspects of sustainability:
 - Economic, social and environmental, and it should look at synergies





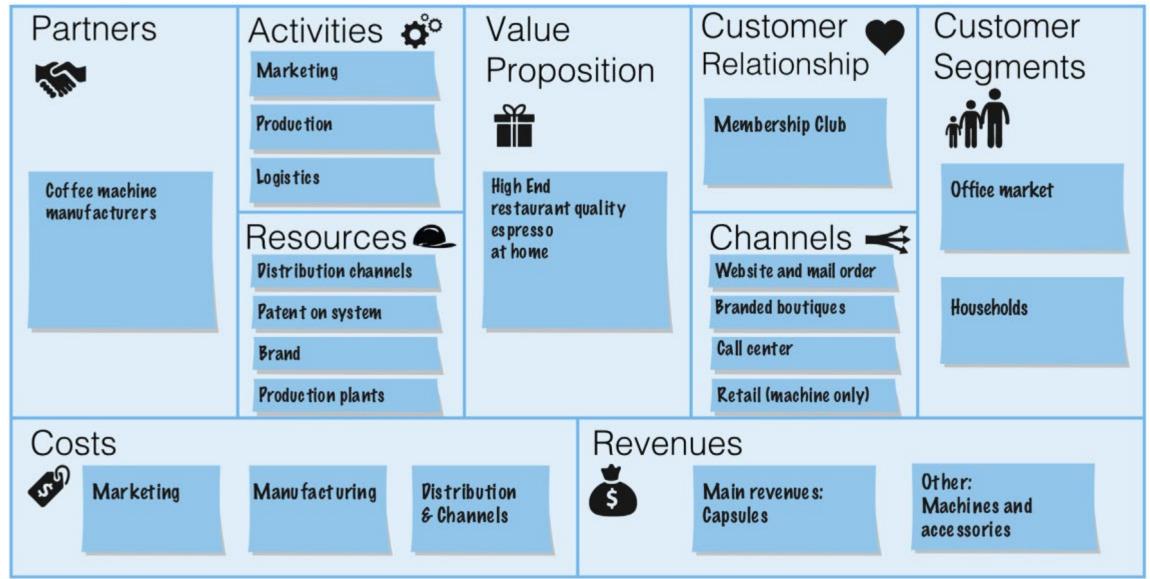
Triple Layered Business Model Canvas (TLBMC)

(Joyce and Paquin, 2016)



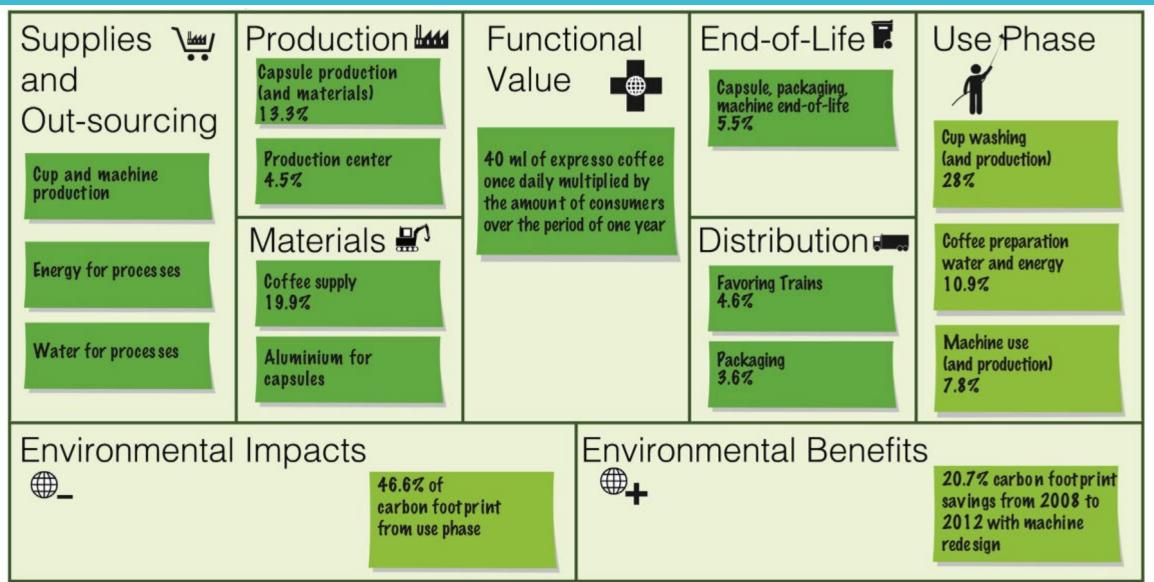
|Business Innovation & sustainability | Business Model Canvas | Triple Layered canvas | Example





|Business Innovation & sustainability | Business Model Canvas | Triple Layered canvas | Example





|Business Innovation & sustainability | Business Model Canvas | Triple Layered canvas | Example |



Local Communities



62 000 farmers (84% of production) participates in the AAA Sustainable farming program developed in partnership with the Rainforest Alliance

Governance

Autonomous

business unit

Transparency in

decision-making

Employees 👬

Strong customer relationships

as 70% of employees are

Positive workplace with

over 90 nationalities

represented

customer-facing



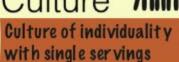
Social Value



Enhance the quality of consumer's lives offering tastier and healthier food and beverage choices

Developping long term value from mutually benefical relationships with coffee farmers

Societal Culture



Culture of responsibility through programs and collection points

Scale of Outreach

60 countries across the world with over 320 storefronts

Education and microcredit services for supply chain

End-User 🖍



Caffeine boost

Warmth

Taste

Social Impacts



Potential Caffeine dependancy

Potential displacement of traditional farming practices and crops

Social Benefits



Community engagement leading to improving the quality of life of stakeholders

Personal development of farmers through training programs

Assignment 6: Design your own sustainable business model for an innovative company in the BEV (battery electric car) industry





End of Module 3: Sustainable Business Model Canvas

You may read for additional information:

Osterwalder A., Pigneur Y., 2010. Business Model Generation: a Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons Joyce A., Paquin R.L. 2016. The triple layered business model canvas: A tool to design more sustainable business models. Journal of Cleaner Production 135 474-1486.

copy right training course: EIT/KAVA

project: EU EIT Raw Materials Lifelong Learning KAVA Education project (project number 17226)

contact:
J.H.Welink@TUdelft.nl

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher.



