New ways of organising are coming to surface due to the intense pressure on the current economic model. Searching for ways to embed sustainability is often a central issue here. This leads to a generation of ‘new business models’ (NBMs) that simultaneously create multiple values – economic, social and ecological. This working paper shows the results of an exploratory research on NBMs. It illustrates the creative ways in which entrepreneurs are searching for balance among those different values. It seems that those NBMs can generally be categorised into three streams: sharing, trading and creating. An important component of practically all models is the creation of an experience and community regarding a product and (or) service. Another central principle is collaborating and connecting. The latter is becoming of greater and greater value – socially and economically. Through those connections, all sorts of new consortia and configurations of parties come to the surface. Right at the interface of connecting, community building and cooperation is where real socio-ecological innovation and the New Business Models appear.
New Business Models

An exploratory study of changing transactions creating multiple value(s)

Jan Jonker

Working Paper
Nijmegen School of Management
Radboud University Nijmegen – The Netherlands
Colophon

The original working paper was originally written in Dutch in collaboration with the Master Thesis student Marloes Tap and with support from Tim van Straaten. I am indebted to them for all their help and support. The paper was presented during the ‘Change the Model’ symposium that took place on June 1st, 2012 at the Radboud University Nijmegen Campus. The underlying research was an initiative of the Nijmegen School of Management (NSM) of the Radboud University Nijmegen and contributes to the international RAAK-program ‘Sustainable new business in a built environment’ supervised by Gerard Berendsen of HAN University of Applied Sciences. The research was conducted in The Netherlands in the spring of 2012. Materials from various sources, together with a series of interviews, have been used to assemble and write this working paper. However, mistakes are always possible, so please contact us with any suggestions or comments. The result is entirely the author’s responsibility. Contact: j.jonker@fm.ru.nl.

Cover illustration: Geanne van Arkel (Interface)
Design: AlphaZet prepress (Waddinxveen)
Translation: Dennis Mertens
Editing: James Morrison
Review: Ron Beckett, Gerard Berendsen and Jan Jansen

© 2012 J. Jonker – all rights reserved
# Table of Contents

Acknowledgments 4
Preface 5
The RAAK-program 6
Summary 7

(1) Introduction: Why think differently about business models? 9

(2) Confusion of tongues and the theoretical essence of NBMs 13

(3) Work in progress: searching for new business models 19

(4) Sorting the outcomes 21

(5) Good examples of NBMs 27

(6) Features of NBMs 30

(7) Epilogue 32

References 35
Overview of interviewees 39
About the author 44
About the Radboud University Nijmegen 45
About HAN University of Applied Sciences 47
Acknowledgments

Conducting research is mainly a ‘people’ job. Valid, let alone good research is impossible without the time of respondents, without dialogue and without a university’s entire infrastructure, consisting of libraries, search systems, employees and students. Accordingly, we owe a great deal of thanks to everyone who has helped, either directly or indirectly, towards realising this working paper. Special thanks goes to the interviewees. This paper would not have seen the light of day without their time and willingness to share open-hearted insights into their organisational practices regarding new business models. We hope we have lived up to all their expectations, even though it is not always possible to recognise them on an individual level. And special thanks goes also to our colleagues from HAN University of Applied Sciences for their support and funding within the RAAK program ‘Sustainable new business in a built environment’.

Jan Jonker

Professor of Corporate Sustainability
Nijmegen School of Management,
Radboud University Nijmegen (The Netherlands)

Nijmegen (The Netherlands), October 2012
Preface

To create and develop new products and processes for a present or future market is usual business for only a minority of entrepreneurs. Innovation is their secondary concern because day-to-day production issues claim the entrepreneur’s attention. That’s why ideas often stay on the shelves more in particular due to lack of time, money, partners or knowledge.

Under the umbrella of the international research program ‘Sustainable new business in a built environment’ which run in the years 2010-2012, we have been looking for and working on Business Models that are lasting and oriented on corporate responsibility. Working on innovation in a joint effort of several partners demands more skills and capabilities than when it is conducted by each of the partners on their own. Collaborative innovation is however a rather unrevealed area for research. In our research program we addressed several aspects to establish a better understanding.

This paper focuses on different types of business models that have been successfully implemented. This has brought the researchers to interesting conclusions about new business models in practice and about innovation strategies. We greatly appreciate the participating companies and researchers for being so cooperative and transparent. And I hope that the lessons learned in this paper will be passed through to others who are (at the start of) working on innovation.

Gerard Berendsen

Professor Total Quality Management in Organisational Networks,
HAN University of Applied Sciences
Chairman Foundation Our Common Future 2.0

Arnhem (The Netherlands), October 2012
The RAAK-program

**Sustainable new business in a built environment**

*Fostering SME innovation capabilities in inter-organisational collaborative settings.*

This program is an initiative from HAN University of Applied Sciences and focuses on inter-organisational collaborative settings amongst SME’s. The participating SME’s are all interested in developing new durable business concepts at the intersection of the natural environment, built environment and infrastructure. Each of the SME’s is an expert in its own technical domain. Being specialists and rather mono-disciplinary in their expertise, they can be successful in achieving integral innovations by cooperating closely with complementary organisations in an inter-organisational network.

The participating SME’s do realize that successful introduction requires suitable operations and interventions with respect to many aspects: determining market, financial and technical feasibility are of course relevant, but the organisational capabilities of the participating SME’s and the ability to develop innovations cooperatively in inter-organisational networks are essential. This cooperation in an inter-organisational network will enable the participating SME’s to achieve the intended ecological targets, to economize on processes and to achieve added value in the innovations they want to realize in new business models. HAN is collaborating with universities from Twente en Nijmegen (The Netherlands) and on an international level with universities in Sydney (Australia) and Gothenburg (Sweden).
Summary

Different sources suggest that our current economic ideas are no longer sustainable. New ways of organising are emerging in which sustainability is often central. This paper presents the results of exploratory research initiated by Radboud University Nijmegen on new business models (NBMs). The research shows that NBMs appear to be ‘hot’ and ‘happening’. But what is a business model and in what sense is it sustainable? This study focuses on business models that create so-called ‘multiple value(s)’, which refers to organising in and between organisations that generates social and ecological value, apart from economic value. For the purpose of this research, twenty-eight interviews were conducted in order to gain insight in the phenomenon NBMs. The aim was to explore the field, to discover what new business models look like, which features they might have in common and how they function in (micro) practice.

The actual search for new business models showed great entrepreneurial creativity. Many ‘roads’ lead to the discovery of a balance between the simultaneous organisation of different values like nature, care, attention and money. Nonetheless, there are clear common denominators. It seems that models can be generally categorised into three different streams: sharing, trading and creating. Important components of almost all models are working to create an experience and/or a community in relation to a product and/or service. Another central fundamental is cooperative collaboration. Entrepreneurship and directly related organising becomes the art and the ability of new forms of collaboration. The ability to connect has increasing social and economic value and these connections create all sorts of new consortia and configurations of parties. Right at the interface of connecting, community building and cooperation is where renewal, innovation and new business models come into existence. An interesting feature is that money is no longer the only means of trade. Economic traffic is based on ‘exchanging and satisfying’ needs, which means among other things, that having ‘access to’ the means of production becomes more important than owning them.
Ownership and control make way for use and employ. However, it is only possible to organise such an economy cooperatively based on long-term commitment. This makes securing trust in relations and in collaborating a necessary condition. How to actually shape it raises a series of new questions. Therefore, this research is just the beginning of a journey of discovery of NBM:s in which sustainability is central in several ways. A further exploration probably shows more streams, categories, features and values. Accordingly, this paper does not pretend to be complete; questions for follow-up research, based on these conclusions, are already waiting. Nonetheless, it clearly shows that a transition has been set in motion that is rapidly changing the conventional practice of mere economic business models.
(1) Introduction: Why think differently about business models?

The world as we think we know it no longer exists. Because we don’t have a detailed image of the future, we stick to an old-fashioned world view based on the ideas of the second Industrial Revolution, which led to enormous growth in prosperity in the years following the Second World War. There are several clues to support the premise that we are currently at such a turning point. Everywhere in the world we can see a combination of crises: a financial crisis, an energy crisis and a climate crisis. These are global problems of size and complexity that we have never experienced before, let alone solved. There are no guidelines to follow. One thing is clear: we cannot keep heading in the direction we have chosen (Tex Gunning, NRC 10.11.11).

This quote from Tex Gunning (former CEO of the global paint-maker Akzo Nobel) shows that our world, our society, our way of organising and of acting within the economy is changing. Partly based on an overwhelming amount of research, we know the old way of working is no longer sustainable. In every possible way, we are looking for ways to shape another way of working. Ban Ki-moon, the secretary-general of the United Nations, recently stated that our current model of economic development and growth is ‘suicidal’. ‘Things really need to go differently, we just don’t realise yet we need to radically turn the wheel,’ said John Elkington, the inventor of the triple bottom-line (19.05.12 – www.ode.nl). That radically different kind of organising is often referred to as the ‘Green’ or ‘Blue’ economy. The exact similarities or differences are not relevant here. What is important is that both approaches strive for a different way of organising based on the notion of the circular economy (i.e. www.ellenmacarthurfoundation.org/...economy/circular-economy). What is also highly relevant is that this different way of thinking will lead to a transition, a fundamental change in organising. The transition towards a circular economy requires a different kind of organising, as well as new business models (NBMs).
Waste becomes food. Sewage water becomes a new source of income. Elderly care is organised in a street-based cooperative that leads to care, guidance and education with street residents as shareholders and care coins as currency. City agriculture will flourish based on a feed-in policy. And perhaps the near future will show a regional ‘Robin Hood’ tax that offers a constant source of finance for innovative projects in which sustainability as a social and ecological task is central. These are all examples of so-called ‘organising activities’ with an eye on multiple value creation based on collective organising. Organising between organisations and citizens, between communities and citizens, etc., and all based on co-creation.

Accordingly, two movements occur. Sustainable thinking and doing gains a place in business that it needs for a new future. However, the place of sustainable organising is also shifting. Those who search for NBMs are discovering that doing business focused on sustainability is no longer exclusively for (existing) companies or innovative entrepreneurs. As one of the interviewees in the research Eberhard Dijkhuis said: ‘I see myself more as an innovator, constantly coming up with new things and the majority could learn from me, arrogant as it may sound.’ It certainly is not something that can ‘just go on top of things’ in organising, and it is also something that appears on several ‘aggregation levels’ in society, both within organisations but also in the social setting where all kind of actors such as NGOs, citizens, networks and cooperations play a role. The most important outcome of this study is that it shows that sustainability must be organised between organisations, between (new) parties and a whole range of stakeholders. It shows that sustainability is moving from being a side issue to becoming a central issue – in the heart of the business proposition.

Traditional business models often do not manage to create multiple value(s). This is mainly due to the value of sustainability, which is not only expressed in terms of money. As Herman Wijffels (former CEO of the Rabobank) put it: ‘What companies do isn’t just important to shareholders and employees, but to society and the earth as source of life as well’ (Wijffels, 1999: 113). As one of the interviewees Tom Vroemen (Crowdaboutnow) stated:
‘Entrepreneurs succeed at society’s grace. And in the end, that’s what it’s all about: a company needs to offer surplus value to society.’ That ‘surplus’ value is about looking beyond financial aspects, about making money in combination with aims such as taking care of one another, creating safety, protecting the environment or social capital. If money is no longer the all-decisive central element, it is necessary to think differently about money, transactions, trade and especially about what exactly is of value.

Sustainability is entwined in that emergent thinking. Partly because of this, new ‘business models’ have been developed in the past few years. They have been described as innovative, risky, special or enterprising, but the fact is that a growing group of people – not just entrepreneurs – are coming up with those models, sometimes deliberately in the search of new business and sometimes incidentally, but no less valuable.

In totally different settings different parties work on new business models, sometimes deliberately and sometimes incidentally, almost as a ‘by-product’. This happens not just in the running of the business as a consequence of a transition or transformation, but also ‘on the street’ as a consequence of people doing business with each other by creating cooperation with a certain function (nutrition, care, or mobility) and possibly issuing shares as well. This is often also a consequence of innovative collaboration between parties, which was not so self-evident before. Working on these NBMs could also be the consequence of a need to develop truly different ways of collaborating.

Characteristic of the process of existence is the absence of a central plan or control by a national or local government. Nobody is really steering anymore, even though a lot of different initiators can be distinguished. There are often decentralised and bottom-up initiatives. Altogether, a beautifully muddled and rich ‘field’ of cooperatively organising comes to surface, based on the new and often unusual configurations of the different parties.
This working paper is focused on the questions of what new business models are, what they look like and how they are or can be organised. It does not attempt to say everything there is to say about NBMs but it is a start that gives a push towards different thinking, sometimes radically. The paper is based on an exploratory study conducted in the spring of 2012. Part of that research is a short literature study of what we believe to be new business models. In addition, twenty-eight interviews have been conducted with people working on NBMs. The study does not claim to be complete. The nature of the research is not suitable for that and the choice of the interviewees was completely random and their numbers too low (see Appendix I: Overview of interviewees).
(2) Confusion of tongues and the theoretical essence of NBMs

Without giving too much thought to the theory, it is important to say something about the diversity of views, even if it is not more than a draft. The central element of all these approaches and initiatives is the search for value creation or, better yet, multiple- or shared value creation. Under the heading 'Stronger together than alone', organisations were created and developed to help realise different kinds of collective value(s). Therefore, organising is not a goal in itself, but a means of realising what is of value for, with and by each other. Keeping this in mind, the three common collective values are social, economic and ecological. Sustainability can be interpreted as a general (overarching) value, one in which these common values are embedded. It is not something in itself that needs to be organised with the rest. In essence, sustainability is about organising that which has value from a societal point of view (based on Jonker, 2011). In this vision of value creation, sustainability is embedded in a systematic and coherent way of thinking. Sustainability is achieved through mutual collaboration, by collectively working on that which is of value. Multiple value creation is more than a new way of working – it is a new collaborative ability. It is a new strategy, a new philosophy, another way of dealing with value creation. It touches the surface of companies’ raison d’être.

Value co-creation is not efficient when using a traditional value creation process. It requires a complete reconsideration of how a company operates and cannot be approached within the context of a traditional value creation system. (Tanev, Knudsen and Gerstlberger, 2009)

Both Hart c.s. and Porter c.s. (2011) consider it a step towards a new, more inclusive form of capitalism. 'Economic growth is a too restricted concept. It’s time to exchange the idea of economic welfare for the idea of total welfare, being about physical, intellectual, social and spiritual value creation’, said Tex Gunning (quote from NRC, 10-11-11).
A sustainable business model stands or falls with a collaboration and the combination of ingenuity and effectiveness. (Wouter Kersten – Enviu)

**Definitions**

Several definitions of business models are in circulation and this is not the place to sum them up and make an extensive comparison, but they do have some features in common. A simple working definition is: a business model describes the organisational logic of the process of value creation and delivery. A second definition of a business model is: the organisational main logic for creating value (Linder en Cantrell, 2000). A business model gives insight into the value that an organisation or cooperation can offer to different parties. It shows the different abilities and network partners needed for creating, marketing and delivering that value (Osterwalder, 2010).

Our innovation is rarely in technology, it’s in the model. Linking the right partners, not collaborating before, thus creating new opportunities. The essence of business models is collaboration. It’s mainly innovation on the job, it’s about trying and not an exact science. (Wouter Kersten – Enviu)

What stands out from the different definitions of business models (Osterwalder, 2010, Bertens and Staema, 2011, Houtgraaf and Bekkers, 2010) is the implicit assumption of organising within an organisation. This presumes an identifiable organisational entity that intentionally translates a business or value proposition (the value promise) into delivered value. The organisation is the primary subject in organising that proposition and there are stakeholders and customers who, in an implicit monetary transactional relation express the value that they have for that proposition by buying it. In this course of events, customers often do not have a choice. Organisations are rarely capable of organising something on their own; they practically always work in a chain. Many authors agree that the essence of value creation lays in what Osterwalder c.s (2010) termed ‘the architecture of the organisation and the network of partners’. Collaborating on value creation is, by definition, a collective task of value chains and/or networks.
Figure 1: The process behind conventional business models

The thinking behind the current, often strongly conventional, business model is based on the idea of delivering green products and services that are better, faster, more economical, ‘greener’, and preferably cheaper compared than their competitors. This is the basis for continuous improvement and the driving force behind incremental change. The key remains doing business in a transaction model that is based on money. Sustainability is threatened within the boundaries of the organisation or the value chain. The accompanying paradigm is not called into question, leading to a business case that tries to ‘greenify’ the current business proposition. This, in turn, leads to strategies that are out for ‘less’ (less water, less oil, less energy, etc.). It is common to term the resulting type of strategy as eco-efficiency. This approach is based on first-generation thinking about sustainability, in which the business model – let alone the nature of the transaction or the value creation – is not fundamentally put into question.
Bertens and Statema (2011) lament the fact that they have not been able to find business models that were not based on traditional economical thinking in their exploratory research on business models. That observation calls into question what needs to be ‘earned’ with a business model. Also of value are a-sense-of-belonging, attention, security, enjoyment, safety, care, etc. In other words, what is the nature of the value created in the model? After all, that is what it’s all about in the discussion on new business models.

*You can’t develop a sustainable business model until you’ve thought about the values.* (Simone Veldema – GreenBizzStartUp)

It is important that new sustainable business models are not just sustainable because of the earning or transaction model, but also have an innovative value proposition. A good example is Dijkhuis Aannemersbedrijf B.V. With his company, Eberhard Dijkhuis migrated from cost leader (which is traditional in
the contractor scene) to product leader. To Dijkhuis, sustainability is about looking at buildings from a fundamentally different point of view, selling a concept rather than just a building, making it able to make better choices and sustainable investments. It is not just about sustainable construction of the building; it is about selling and managing that building’s life cycle – possibly as a company but more often in cooperation with parties in and around that building.

During this study, interviewees emphasised that developing a new business model is not just about organising something new within an organisation, but within the entire value network. Characteristic of a value network, compared to a classical value chain, is the high level of equality among the parties involved: it is an equal situation between the organisation(s) involved and the different stakeholders. As Ronald van den Hoff, co-founder of Seats2Meet puts it, one cannot work without the other. Thus, the vision on sustainable business models also gives insight into how the output of several initiatives is taken up by other parties within the value network, enabling great amounts of surplus value. Therefore, it is not so much about the thinking of one party for how to organise sustainably, rather than how the entire value network can participate in it (Wigger Verschoot, Urgenda).

![Figure 3: Value creation process NBMs based on Simanis and Hart (2009)](image-url)
The thinking on NBMs (see figures 2 and 3) is based on the fact that companies and communities build a relation of mutual responsibility. The following four elements can be distinguished:

1) A basic logic (the values and ideas parties share with each other)
2) Strategic choices being made
3) Developing and maintaining a value network
4) Cooperatively organising

Together, these points constitute the building blocks for mutual value creation, simultaneously being the entry barrier against competitors. The business model is collective property; the result or outcome does not belong to one organisation or party.
(3) Work in progress: searching for new business models

It may sound easy to find people to work on NBMs, but it is not. If you ask new entrepreneurs about their business models and the answers will be a wide range of ideas about the meaning of ‘business model’. During the summer of 2010, we started building two databases focused on the question of how people organise for sustainability. The research soon provided 300 Dutch examples and 400 English examples. We hoped to find some good examples of NBMs among these, but it was not so obvious. Many websites provide little or no information on their business model, let alone make it possible to use this public information to make a distinction between transactions, earning money and (multiple) value creation. After several analytical attempts, this road proved to be a dead end.

Consequently, we started searching for people in the Netherlands who claim to work with new business models. This initially led to three names, which subsequently suggested new names at our request; this is an example of the ‘snowball method’. The list slowly increased to almost thirty individuals (see Appendix I: Overview of interviewees). However, it did not say anything about whether the potential respondents where actually working with NBMs – and if so to what degree. The research is trying to discover what they are developing and which the above-mentioned theoretical building blocks help to find. This is a fine example of the classical Dilemma of Baron Munchhausen, who once pulled himself metaphorically out of the swamp. Here we create a list of people who say they work on NBM’s but since we only know ‘vaguely’ what a NBM looks like we only know when we will have found one once we do.

A sustainable business model means the returns should be higher than the costs. And those costs don’t just entail the price tag. (Mattijs Sienot & Marten van der Meulen – www.hetkanwel.nl)
An important motivation in the search for suitable respondents and their work in executing those models was the support from the ASN Bank, which drew attention to this study through multiple press releases and appeals on websites such as www.voordewereldvanmorgen.nl and www.hetkanwel.nl. The Dutch magazine P+PeoplePlanetProfit (www.p-plus.nl) also made multiple press releases. Finally, it should be mentioned that there was a very good response to an appeal on NUDGE (http://broedplaats.nudge.nl). Nudge is a mean-stream ‘consumer-activist’ organisation with over 25,000 members.

Based on the literature study and several (internal) conversations, we constructed an interview protocol to bring structure when conducting the interviews (only a brief of the protocol is provided here). The questions were:

1) Can you tell us something about your business model and why it might be new?
2) What is meant by ‘sustainability’ within that model?
3) When and why did you start developing a new business model?
4) Which requirements a new business model that is also focused on sustainability should meet?
5) How would you categorise the business model? Is it about sharing, trading, creating or something else?
6) What kinds of value does the business model create?
7) Did you start new collaborations or are previous collaborations strengthened for or by the new model? (If so, with which actors and how?)
8) Did you encounter new products and markets by means of the new business model?
9) What results do you think have been brought forward by the new business model?

We used these questions for a series of twenty-eight interviews. During the interviews, respondents were also asked to draw their model. Although it is a relatively simple request, it is valuable to see what is in the respondents’ heads and how it turns out on paper. It would be even better to ask and work out how that ‘virtual image’ is consistent with the interview. Unfortunately, there was not enough time to do that but, for illustrative purposes, some of those drawings have been included in the next sections of this paper.
(4) Sorting the outcomes

During the study’s pre-exploration and construction of the two databases, we first tried to discover several ‘streams’ or ‘categories’ of new sustainable business models. The purpose was not so much to categorise the models, but to discover where the common denominators were and what the basis of these NBMs was. This step led to the identification of three streams: sharing, trading and creating. During the interviews, most respondents appeared to place their model in one or more of these categories. The respondents also had a couple of interesting ‘variations’ to these streams such as meshworking, bargaining or collaborative use but we decide to stick for now to these three categories.

Sharing
The sharing of social capital, time and ability is recurring element in many NBMs. Models are based on a variety of collaborations such as sharing people, ideas, equipment, property, data and transport. A lot of these models resemble cooperations, which are becoming very popular again. The current way of organising no longer works, for several reasons, giving a modern turn to the concept of ‘conventional’ cooperations. It is, for example, about sharing private property, insuring differently, collective financing or collective purchase discounts. Sharing knowledge and networks also seems to be an important basis for conducting business in a lot of models; it leads to raison d’être and growth. However, as Ronald van den Hoff (Seats2Meet) put it: ‘How do you create a value network? How do you even create a network? It’s the challenge a lot of organisations are confronted with. We believe the characteristic of a value network compared to a value chain is the high level of equality.’ The term ‘mutuality’, which was mentioned several times during the interviews, is related to this. Constantly exchanging tangible and intangible things between different parties is the essence of these new business models.
**Trading**
A second stream of NBMs is trading, which concerns transactions with associated benefits. Many NBMs offer transactions with alternate payment methods, such as points, credits, advertisements, Tweets, time and savings systems. Deploying these alternative means could be a way to stimulate certain demand and achieve (micro) behavioural change. A model could also be based on realising transactions without means of payment. The focus then shifts to trading services; for example, ‘If you maintain that website for us, we’ll take care of your administration’ or ‘if I can borrow your roof to put solar panels on, I’ll pay your rent’. The models are characterised by including not only money but also the social values of capital, networks and attention as well as sources of the capital being organised. If people deploy these in practice, they can generate value for themselves and their environment other than profits.

**Creating**
NBMs use different methods to simultaneously create multiple values in win-win situations. As Tom Vroemen (CrowdAboutNow) put it, ‘The business model generates the values knowledge, social value (like involvement), security and trust.’ For example, a business model can save energy and reduce CO₂ emissions while creating economic profits. The transaction model is then aligned with the goals. There are other ways to create a win-win situation, such as allowing the customer to determine the value, relocating funds or shifting the concept of ownership. As Ronald van den Hoff (Seats2Meet) put it: ‘We’re going from value chains towards value networks. We facilitate the unexpected relevance of the meeting. Because that’s apparently the surplus value we as producers have to offer.’ All these ways lead to the creation of economic, social and ecological values, which are often overlooked in a traditional business model. Simone Veldema (GeenbizzStartup) put it this way: ‘What’s new about it, is many companies are now looking for ways to create value. It’s about exchanging value. If you map it, you can look at new models more and more. It’s what we know as value mapping.’
What these three streams have in common is that connecting is central. Without connections and collaborations, nothing can be traded, shared or created. Therefore, the art and ability to connect is an important aspect of the new way of doing business. Through those connections, all kinds of new consortia and configurations of parties come to the surface, including collaborations of different and often not-so-obvious partners. Private individuals, local governments, neighbourhood initiatives and large commercial companies are connected with each other in new structures. Several values are behind this. The condition is that a sustainable business model needs to realise, facilitate and maintain connections; after all, organising sustainability emerges between companies, rather than just within them. Eberhard Dijkhuis (Dijkhuis Aannemersbedrijf B.V.) and Tom Vroemen (CrowdAboutNow) agree on this point and emphasise the fact that social embedding – or the anchoring – is an important aspect of a new business model in society. It then becomes difficult to think in terms of ownership; that is, who possesses the network. It can only work in terms of access. Ultimately, it is always about making connections and creating involvement.
Other categorisations
Besides sharing, trading and creating, the respondents were asked to be creative and come up with categories themselves. Among the many categories that the respondents mentioned are so-called ‘freemium’ models, collective purchase models, matching models, models based on copying nature (Biomimicry), circle and life cycle thinking, boosters, thinking in shifts, and collaborators. For example Ronald van den Hoff (S2M) said: ‘If people say, “with you it’s free”, I say: “no, it’s not free; it doesn’t cost any money, but it’s not free. You have to pay with social capital”.’ Or, as Simone Veldema (GreenBizStartUp) said: ‘If you look at Earth’s functioning, it has been working well for so long, it’s a self-providing system. Businesses or models should work the same way.’ A lot of these concepts and underlying ideas scratch the surface of the categorisations we have used; that is, sharing, trading and creating. All of these alternatives also show that business models generate multiple values in their own way. However, the ‘building blocks’ that constitute these models are always the same. Apparently, a sustainable business model must meet the four following criteria: sharing knowledge, making connections (sustainability is between companies), awareness, and multiple value creation. It is then about the specific configuration of those elements in a certain context, which gives the model its unique character.

Aggregation levels
Apart from a categorisation based on the streams that we have chosen, cooperative NBMs can also be positioned at different ‘aggregation’ levels. This means that models can be more on a street, neighbourhood or village level. This could be based on a street (like the location of energy generation), a building (for example, building and maintaining a school, including safety), or a function (for example, a care cooperation). A business model could have the organisational logic of the value creation and delivery process as object, or it could be focused on a region or even a country.
This research also found a number of business models that can be placed on an overarching level, focused on making the entire chain, market or sector more sustainable. These models try to achieve local change by changing a sector or value network on a higher level. Lucas Simons of SCOPEinsight aims to accomplish this in the agricultural sector by focusing on the lack of financial access of farmers in East Africa. Simons attempts to solve this by increasing the transparency between farmers and banks by means of a rating system that aims to map the farmers’ credibility. In this way, the model is focused on market transformation. Another example of a business model on this level is the Equal Opportunity Model (EOM) of Diederik van Duijn. The purpose of this model is to redesign the traditional trade model by eliminating links. EOM is realising a new way of directly involving the end users in the chain in the producing projects in such a way that various competing parties engage in the same project without any problems; this is because the model does not cause any conflict of interest. In this way, the farmer receives a fair price, the consumer does not pay too much, and sustainable products can become more mainstream.
The various streams and tentative distinction in levels of NBMs that have been developed in this research are anything but comprehensive. Looking at the relatively short amount of time within which this research was conducted and the large variety in the field, it is likely that many more categorisations can be found. These categorisations and variations are not elaborated upon or illustrated in detail in this working paper, which has to be somewhat concise. However, such a categorisation definitely deserves attention in further research, because it will probably show organisation mechanisms that do not currently receive much or any attention.
(5) Good examples of NBMs

It is not particularly easy to find new business models. Even if we do have a 'hit', this does not say anything about the model’s conceptualisation, development or practical experience. There is often a lack of background experience; websites have been built but have not been maintained and detailed information is missing. This makes it difficult to understand what is actually behind a new business model and to talk about a business model in progress. Nonetheless, we did manage to find a number of good examples of NBMs, which are briefly addressed in this section (and elaborated upon further in Appendix III). It is evident that each model shares, trades or creates in its own way.

Many examples of this research can be placed into the sharing category, a category to which almost every respondent reacted passionately. According to Koen Sieben, the founder of the Centre for Young Entrepreneurship (CvJO), sharing is in his organisation’s ‘genes’. The business model is based on the idea of sharing knowledge and networks among affiliated entrepreneurs without presenting a bill. Sharing knowledge also appears to be important to the interviewed consultancy organisations that were focused on sustainable entrepreneurship. Boukje Vastbinder of Enyini shows that the innovative aspect of their concept is the focus on passing on knowledge, rather than keeping it internal, like the old-fashioned McKinsey’s does. The ‘sharing’ category shows that organisations with sustainable business models definitely do not need to be protective; instead, as Camille van Gestel of Off-Grid Solutions says, they should have an open attitude. However, knowledge and networks are not the only things that can be shared. An example of collective funding is CrowdAboutNow, which makes borrowing money more of a peer-to-peer process for entrepreneurs by taking the banks out of the equation. Entrepreneurs borrow money from a large group of people instead of one party, which spreads the risk.
Organisations that share often also have an element of sharing in their business model. For example, Koen Sieben says that, at CvJO, it is possible for entrepreneurs who have a lot of knowledge to share (and are therefore valuable to the network) to ‘earn’ a working place in the centre in exchange for their knowledge.

There are also some interesting examples of creating within the stream. Boukje Vastbinder and Esther Blom of Enyini believe that their business model can lead to social and ecological profits, as well as economic profits. These profits include values like involvement, stimulation and inspiration, but also the spread of risk, improved quality of air and biodiversity. Nils Roemen of the Waarmakerij has identified that his customers determine the value of a service afterwards. This is because the system of trading time for money, which stems from the industrial age, no longer applies. Apart from that, business models are based on giving new life to social surplus value, which is over-abundant and will not be used when it is in the wrong places. Another phenomenon of creating within the stream is the movement of property. The process is less about transactions of property and more about transactions of values, as stated by Douwe Jan Joustra of TurnToo. The process involves using products rather than owning them. For example, people do not want a lamp, they want light; they don’t want chairs, they want to sit. TurnToo ensures that this process will start and mediates between supplier and end user. There is also a transition from consumer to producer and a shift of funding. Vincent Mooij has provided a good example of this with his concept of MyEnergy: the essence of the model is that there are no more fixed payments to the energy supplier; instead, you turn this payment into a bank loan then invest in solar panels so you can generate your own energy.

**Financial sustainability**

Apart from the three above-mentioned categories, the analysis of the interviews shows another essential aspect. Almost every respondent believes financial sustainability is inseparably linked with a new sustainable business model. A business model should generate money and the returns should ultimately outweigh the costs. After all, guaranteeing continuity is
sustainable as well. This shows that new business models are not there just to ‘contribute towards a better world’. More organisations are seeing it as a prerequisite to take another stand in society, because there is no other alternative.

The fundamental change that needs to take place is companies making the step towards actual sustainable entrepreneurship. They need to put their energy in offering sustainable solutions for the markets in which they operate, rather than filling in lists for peripheral stakeholders. Sustainable entrepreneurship isn’t about meeting vague moral expectations, it’s about seizing opportunities provided by a strongly changing environment. That can only be achieved if the own business ambition is put central. (Wouter Scheepens, Financieel Dagblad (FD), May 19th 2012)

Appendix III provides a number of cases, illustrating the models that can be found in the field. There are fewer cases than interviews.
(6) Features of NBMs

This provisional and non-comprehensive list and analysis lists seven features of organising new business models.

1. A form of cooperative collaboration as a central element; doing business will then be the art of the new collaboration. Connecting will have more and more social and economic value.

2. Deliberately creating multiple value(s): this is about aiming for a kind of balance among values such as nature, care, attention and money. Part of this is perception or community building regarding a product and/or service.

3. Money is no longer the only means of trade; time, energy or care can also be earned, deployed or exchanged. This can be extended to sharing profits with participants.

4. Economy based on needs and uses (now and later) and, consequently, working with credit books for energy, warmth, vegetables or care, for example.

5. Ownership of property or the means of production is no longer central – access to these things is perhaps more important. This could mean just paying for use, not for ownership, or ‘relocating’ the ownership (for example, the producer remaining the owner).

6. Parties expressing and securing long-term commitment to each other – e.g.: If I’m now earning care I won’t need for another ten years, there needs to be a large amount of trust in the relationship.

7. Working with alternative ‘money’ (time, points, etc.). Experimenting with partly alternative local money like LETs (www.letscontact.nl), care coins (www.nieuweoudedag.nl/Zorgflorijnen.pdf), the Gelre (www.gelre-handelsnetwerken.nl), Qoin (www.qoin.org) or Caire (www.Caire.nu).
A lot has also been spoken about the value(s) and requirements NBMs must meet, a non-comprehensive list of which is provided below.

- NBMs must be financially sustainable (keep themselves going, returns need to outweigh the costs and they should not cost anything in the long run).
- NBMs must link partnerships/collaborations and make connections.
- NBMs must be anchored in society (Tom Vroemen).
- The value created by the environment must also create value for those involved; it must be in balance.
- The earning model must be aligned with the sustainable purpose.

This final list shows the most important social values that NBMs must create.

- Trust (Tom Vroemen)
- Knowledge (multiple interviews)
- Influence, experience, reputation (Simone Veldema)
- Independence (Vincent Mooij)
- Decline of financial risk (Diederik van Duijn)
- Health and wellbeing (Eberhard Dijkhuis)
- Involvement (Boukje Vastbinder & Esther Blom)
- Ownership and responsibility (Geanne van Arkel)

A second version of this working paper will present a more extensive analysis of these features, requirements and values. Nonetheless, the interviews clearly show that developing new business models basically makes the add-on ‘sustainable’ obsolete, since those NBMs are the essence of a company or organising activity and are, by definition, based on creating multiple values.
(7) Epilogue

How these NBMs will develop themselves further can be seen as an exciting journey of discovery in which old and new thinking will merge into innovative and not-yet-imagined forms of ‘business’, of transactions that are of value. Here and there we can even see careful attempts towards a paradigm shift – it really needs to change – but it is far too early to speak about that. However, as Tom Vroemen (CrowdAboutNow) put it: ‘In order to make a true leap forward with sustainable business models, there needs to be a component expressing the intrinsic motivation of the entrepreneur and others involved to be truly sustainable.’ In another interview, Matthijs Sienot (www.hetkanwel.nl) added: ‘If I wanted to make a lot of money, I would have chosen a different road. Let me put it differently: if I wanted to make a lot of money fast. But we chose to primarily make a difference, make a useful contribution to a transition of which we believe it has to take place with the talents you’ve got.’

It is important to note that the generation of actual new ‘business’ models has the word ‘business’ in its classical sense between brackets. It is much more about transaction models, about trade relations based on alternative forms of value(s). It is not surprising, considering the social and emotional impact of the many institutional failures of conventional monetary systems that continue to occur without interruption. To become more then an interesting experiment, NBMs require engagement and governance in the long run. It is not yet clear how this can be secured, both socially and institutionally. So, it might require to set up a kind of bank again (see www.deblijebank.nl, for a Dutch example) or develop concepts of organising from the bottom-up (for example, www.johnlewis.com in England; www.mondragon-corporation.com in Spain or setnl.nl in the Netherlands).

What’s standing in the way of a breakthrough for new business models?
This study has shown that new business models are emerging. They turn up in different sectors, streams and on different levels of aggregation. They are not yet in the mainstream, but are increasingly easy to find and recognise.
Wigger Verschoor (Urgenda) also feels that private and local initiatives cannot wait and that many SMEs are ready for it. Nonetheless, there are two factors preventing a major breakthrough of NBMs.

Firstly, many respondents feel that governments have not yet joined the transition towards the so-called green or blue economy. Many financial and legal systems do not work in favour of NBMs, primarily because these systems do not recognise value other than economic profits; they thereby prevent innovation because they are still based on traditional transition thinking, with money as the unit of trade. The government could make things much clearer – especially in these times of crisis and uncertainty – by stimulating and making possible a clear transition towards a green economy in every possible way. Fiscal law could play an important role here. Unblocking it is crucial for creating a new level playing field with great speed.

Another obstacle preventing the breakthrough of NBMs is the fact that there needs to be a change of paradigm. We need to start thinking differently and dare to do things differently, but we don’t, because we are waiting for the next generation of technology, the right simulating measures, the right moment or sufficient security. Many of those things are still missing. Waiting for that ‘next-generation technology’ is a reason there isn’t such a growth of volume that prices can quickly decline. Another aspect here is the so-called ‘rebound effect’: because we do things more economically, we leave the lights on longer since it doesn’t cost anything, which undoes what we are trying to achieve.

The barrier is in our head. It’s my vision that we’ll only make it if we radically change. I describe it as learning how to fly: we’re on a cliff and have to jump. That feeling corresponds with what we should do now: thinking and doing things radically different. John Elkington in an interview with Max Christern, NRC, 19.05.2012 (www.ode.nl)

The intriguing document ‘Trendforsight 2012’ (a vision of a number of trend watchers on social developments; only in Dutch) speaks about thinking and acting from circles of trust. It states: 'We are going to exchange anonymous systems for the human scale and create solutions close to ourselves.
We tend to search for the smallest scale possible to fill a need (on the street, in our own neighbourhood or network). For unconventional thinkers, openings to new growth models come to the surface’ (Boland c.s., 2011: 15). This is not all that new, of course, as shown by a quote of Wijffels that is almost twenty-five years old: ‘In the end it’s about creating economic and social order that meets the standard of human dignity’ (1989: 114).

This explorative research does not provide data into the volume of actual returns that this new generation of business models is currently generating. No insights are given either by a conventional ruler (money) or an alternative ruler (value), let alone any insights into the potential they could generate. In other words: is this work on new business models a marginal phenomenon – which will always be there – or are there new developments that, despite not being part of the discussion yet, will quickly grow in size and become an important part of the game? It is appealing to simply give the classic academic answer ‘more research is needed’. While this is true, it is worth asking whether the phenomenon of new business models should continue to develop further. When Henry Ford was asked if he had done market research before launching the successful and ground-breaking T-Ford, his answer was: ‘No, because people would only have asked for a faster horse.’

We live in a time of transitions, in which we are searching together for new earning or transition models. But because everything we do and don’t do is based on a financially-driven transaction model, it is hard or sometimes even impossible to escape reality in such a way that brings other transaction models to the surface and – by using them – show their feasibility and value.
References


Overview of interviewees

Interface, Geanne van Arkel, Manager Sustainability & Corporate Communication
Interface is the world’s largest commercial producer of carpet tiles and the global leader in ecological sustainability. www.interfaceflor.nl.

Strawberry Earth, Ikenna Azuike, CEO
Strawberry Earth likes to share nice things. That’s why each week they have good products of our favourite brands with discounts. http://strawberryearth.com/nl.

Enyini: Esther Blom, Esther and Boukje Vastbinder, owners
Enyini is a small consultant agency that was started by Blom and Vastbinder in 2010. They provide training and advice to anyone interested in sustainable entrepreneurship. www.enyini.com.

BAM: Maurits Dekker, head of business development
The working societies of Koninklijke BAM Groep nv offer service to clients in the sectors construction, real estate, infrastructure, public-private collaboration, installation techniques and consultancy and engineering. Our services entail each phase of the construction process: from design and development to construction, exploitation and maintenance. Sustainability is a key aspect here. www.baminfraconsult.nl.

Dijkhuis: Dijkhuis Eberhard, Owner
Not only are we contractors, we are also developers and builders of water accommodations with Ardesch Waterwonen and energy supplier, for example. We offer sustainable long-term maintenance contracts, flexible housing concepts and innovative construction processes. Since 1934, our family business has grown to become a key player in the business of construction, forming new collaborations for realising the necessary innovation. www.dijkhuis.nu.

Business Models Inc.: Maaike Doyer, Senior Business Consultant
Business Models Inc. is an international strategy and business model consultancy that helps business organisations and management teams find new ways of doing business and generate income by means of evaluating, innovating and implementing new business models. www.businessmodelsinc.com.

Equal Opportunity Model: Diederiek van Duyn, The model’s architect.
A new model for sustainable and fair business development.
Except: Matthew Fraser, associate
Except consists of about 50 sustainability consultants and designers. Together we are working towards solutions to improve society towards an exciting, valuable and sustainable world with business life and the government. www.except.nl.

Wakawaka: Camille van Gestel, owner
Wakawaka is the first product developed by Off-Grid Solutions (OGS). This company develops, designs, produces and sells affordable lighting and phone charger product concepts for the 1.5 billion people in the world who do not have any access to electricity. www.wakawakalight.com.

Agentschap NL: Antoine Heideveld, coordinator team central government
The purpose of the Learning for Sustainable Development program is to develop, support and spread effective learning processes, to enable and accelerate sustainable development. www.agentschapnl.nl.

De Groene Zaak: Marga Hoek, CEO
The founding partners of De Groene Zaak are convinced that only those that will ‘Green’ the industry will earn money in the future. The only business model that will be profitable in the long run will be a sustainable one. Creating a successful sustainable business model is about more than simply reflecting on your customer value proposition. It is about new ways of generating income, together with other companies. www.degroenezaak.com

Seats2Meet.com: Ronald van den Hoff, CEO
Individuals are becoming increasingly central. An organisation should be designed around that individual. An ageing population means that traditional organisations are increasingly reliant on freelancers; we prefer to call them independent professionals – for whom adding value is key. These independent professionals work simultaneously in a range of different structures (clusters of value networks) together with several clients. We intend to facilitate the sum of these clusters of value networks in their online and offline meetings. www.seats2meet.com.

GreenWish: Corian Hugenholtz-Sasse, consultant and Ineke Van Zanten, manager
GreenWish works in three areas towards a society that realises solutions for itself. We advise active citizens when implementing their sustainable ideas and we involve potential partners in these social initiatives. We train governments, companies and social organisations in ways to stimulate and facilitate these initiatives. www.greenwish.nl.
**Turntoo: Douwe Jan Joustra, partner**
From usage to utilization: With turntoo, products aren't used, they're utilized. The user is not the owner of a product. The user only borrows the resources in the form of a producer's product, making use of the performance: it is the achievement that counts. http://turntoo.com.

**Enviu: Wouter Kersten, Knowledge and Innovation Manager**
Enviu creates companies that change the world. These companies are focused on solving social and ecological problems and their products and services improve the quality of life of many people in a sustainable way. Our community of over 8000 members around the world helps us to come up with ideas. In order to realise our start-ups, we collaborate with entrepreneurs, companies, investors and (government) agencies. www.enviu.org.

**SETnl: Martijn Messing, president**
Stichting Energie Transitie Nederland developed an approach to accelerate and boost the transition of energy based on fossil fuels towards a combination of sustainable central/regional/local fuels. This is being seriously adopted in several Dutch regions. http://setnl.nl.

**Hetkanwel.nl: Marten van der Meulen, Marten and Matthijs Sienot, owners**
Hetkanwel is a blog about how to make the world greener and more honest. They also write for MSN Optimistisch Nieuws and Ode. We reach 400,000 readers each month with new tips for a sustainable life. www.hetkanwel.net.

**MyEnergy: Vincent Mooij, model architect**
Vincent Mooij is very enthusiastic about his concept model My Energy, which has not been put into practice yet. In short, it’s about generating energy yourself, no longer being dependent on energy companies and increasing energy prices. Sustainable banks will be needed in order to get loans to invest in solar panels (which are becoming cheaper and cheaper by the way). This way, households are no longer dependent on energy companies, oil supplies and Middle-Eastern politics. http://sita.nl.

**GreenDreamCompany: Leon Van Rijckevoorsel, owner**
GreenDreamCompany works passionately and enthusiastically on area development in both Europe and Africa by combining economic, cultural and ecological elements. It does this in two ways: (1) by developing sustainable tourist projects on the historical and ecological intersection, and (2) by developing and implementing programmes focused on building capacity in the human supply chain. www.greendreamcompany.com.
Waarmakerij: Roemen, Nils, CEO
The Waarmakerij, which I started in Nijmegen together with Juul Martin, shows that a co-working place can also be realised by deploying social surplus value. Meanwhile, it is one of the strongest co-working places in Nijmegen, where independent professionals come to work together on a daily basis. http://waarmakerij.nl.

JIP: Martin Schuurman, general director
By joining forces, we can make the free market the way that we love to see it: simple, fair and clear. That way, we all save more time, money and stress. That’s the purpose and that’s why Jip does what it does. www.jip.nl.

MVO Nederland: Michel Schuurman, program manager
Realising the connection, acceleration and achievement of a sustainable society in which economy and ecology are mutually reinforcing. www.mvonederland.nl.

CvJO Nijmegen: Koen Sieben, owner
CvJO Nijmegen is a breeding ground for starting entrepreneurs (working on developing a new business) searching for an affordable work and meeting place. http://nijmegen.cvjo.nl.

SCOPEinsight: Simons, Lucas, CEO
In order to function efficiently, markets need to have transparent, plausible and standardised information. There is a lack of instruments to create this information in agriculture. SCOPEinsight is a new and innovative concept that gives farmers’ organisations in developing countries access to financial services, markets, input and capacity building services. The rating and profile lead to enormous insights into an organisation’s credibility and its management practices. www.newforesight.com.

FreeKick: Ernesto Spruyt, Partner
It is difficult to be successful in times of increasing resource prices and economic depression. Business and consumer demand is decreasing but, at the same time, social trends greatly influence the way organisations do business. Companies that increase their revenues by anticipating social problems and challenges will come out strong from this period of serious changes. FreeKick makes companies more successful by turning social trends and risks into business opportunities. http://freekick.nu.

Greenbiz Startup: Simone Veldema, senior consultant
The GreenbizStartup is an international commercial think tank. It provides future economic and innovative concepts, business models and economic motivational programmes to utilise the growth potential within the era of sustainability. Greenbiz also advertises about how to ‘make money’. www.designtinkers.nl.
**Urgenda: Wigger Verschoor, Knowledge broker Sustainable Area Development**

Urgenda is the action organisation for sustainable innovation that aims to quickly make the Netherlands more sustainable, together with companies, governments, social organisations and private individuals. We do this based on a long-term vision, a detailed action plan from now till 2050 and our iconic projects. www.urgenda.nl.

**CrowdAboutNow: Tom Vroemen, CEO**

CrowdAboutNow is a crowdfunding platform for direct investments in a start-up business. Anyone can invest through CrowdAboutNow and investment amounts can start from 10 euros. Our goal is to stimulate entrepreneurship by providing new investment opportunities for entrepreneurs and investors. www.crowdaboutnow.com.
About the author

Jan Jonker is professor at the Radboud University Nijmegen (Nijmegen School of Management). He has spent the last 15 years on responsible and sustainable entrepreneurship and related strategic, organisational and change issues. He collaborates a lot internationally on research and writing projects. In recent years, Jonker has launched several websites to create educational and lifestyle communities of students regarding sustainability. He has organised events such as the national CSR Young Talent Event and the CSR Master classes. He is a visiting professor at such institutions as the Business School of Toulouse (ESC) in France and Business School of Barcelona (ESEC) in Spain. Jonker has taught in places ranging from Aarhus, Casablanca and Melbourne to Paris, Metz and Berlin. He also works as a management consultant in order to stay in touch with practice, his motto being ‘practice what you preach’. His publications include ‘Visies op Maatschappelijk Ondernemen’ (2000), ‘CSR across Europe’ (2004), ‘Management Models for CSR’ (2006), ‘Management Models for the Future’ (2009) and ‘Sustainable Development: Old Concepts and New Horizons’ (forthcoming Springer, 2013). In 2010 and 2011, Jonker was ranked in the Dutch daily paper Trouw’s Green Top 100 most influential ‘green’ people in the Netherlands due to the innovative OCF 2.0 crowd-sourcing project (see www.ourcommonfuture.nl). Together with 400 people, Jonker wrote the green best-seller ‘Duurzaam Denken Doen’ (Kluwer). In January of 2011 he was appointed full professor of sustainable entrepreneurship at the Radboud University Nijmegen. According to Jonker, the next few years are all about sustainable and responsible entrepreneurship and how to realise fundamental changes by organising in different ways.
About the Radboud University Nijmegen

The Radboud University Nijmegen was founded in 1923 as the Catholic University Nijmegen. In 2004, the name was changed to Radboud University Nijmegen. The university is located on the Heyendaal estate. The university and the Academic Medical Centre St. Radboud employ approximately 5,000 employees and over 20,000 students. The Radboud University Nijmegen has 18 research institutes and offers 121 programmes (40 bachelor, 64 master and 17 teacher), divided among seven faculties including Management Sciences.

The Radboud University Nijmegen is a student-focused research university. It is an institution where transfer and exchange of knowledge is central and scientists communicate with colleagues all over the world. Features are coherent collaboration and the many cross-connections. Education is mainly conducted in small groups, in which students and teachers have personal and intensive contact with each other.

Faculty of Management Sciences

Employees in this faculty connect scientific education and research in challenging programmes in the field of public administration, business administration, economics and business economics, geography, environment, spatial planning and political science. The faculty provides a rich and inspiring array of academic disciplines with a large emphasis on societal issues. These are only some of the themes our students encounter in their education and research. The excellent acceptance of our graduates on the labour market is testimony to our efforts to educate good academic professionals. In total, there are approximately 3,200 students in the bachelor and master’s programmes of the Faculty of Management Sciences.

Part-time PhD Programme RESORG

Since September 2010, the Faculty of Management Sciences offers a part-time promotion trajectory in light of RESORG. It is a four-year trajectory for people working and wanting to get their PhD. The focus of this trajectory is on researching changing responsibilities of organisations in light of the increasing importance of sustainability, trust and transparency. During a period of four years, the participants in the programme are educated in scientific themes and guided towards a promotion at the Radboud University Nijmegen. The first year of the promotion trajectory is focused on educating and takes shape in monthly meeting of multiple days. Attention is given to areas such as scientific writing, literature research, methodology and science theory. At the end of the first year, the candidate must defend his or her
research proposal. The four-year English programme is based on publishing a series of refereed articles, based on which the candidate composes a defendable manuscript. That defence is expected to take place in the fifth and final year. During their research and educational period, the candidates are offered a so-called '0-appointment' as employees of Radboud University so they can use the rich facilities. For more information, see www.ru.nl/resorg.
About HAN University of Applied Sciences

HAN University of Applied Sciences offers higher education of an outstanding quality within an inspiring, innovative, international environment. HAN strives to prepare students to meet today’s challenges of globalisation by combining unrivalled quality practical education with carefully specialised coaching delivered by skilled professionals. Research plays an important role in the education offered at HAN. It is a necessary condition for educating professionals and for keeping up with and initiating developments in professional practice. Social and technological developments mean that professions are changing faster than ever. This requires professionals of a new caliber. Employers not only expect their staff to be skilled professionals, but also capable of solving complex problems that arise on the work floor. HAN anticipates this development in the education it offers. In addition, it offers companies advice and support with innovation. Research has acquired a prominent position at HAN. This has positive consequences for students and lecturers, but also for companies and institutions that work with HAN. Students not only concentrate on professional knowledge, but also work on developing an inquisitive, solution-oriented attitude. Lecturers give their students full support in this process.

At the centre of HAN’s research networks are the professors. They maintain a growing network that includes other educational institutions, the business community, government bodies and non-profit organisations in the region. The professors at HAN anticipate issues that come up in professional practice. They involve students, lecturers and doctoral students in their research, and in doing so, knowledge and experience circulate between HAN and the business community. This synergy between theory and practice is what makes HAN such a successful knowledge institute.
All entrepreneurs are creative and destructive. They break and build new houses with old stones. Everything stays the same and everything changes. A company’s success is part creativity and part determination. We’re all walking in a forest of which everyone knows that it has its limits, but nobody knows where the forest’s shortest end is. But we know that those who are determined to walk on will eventually come to the edge of the forest. That’s perseverance and character. It’s not making the consideration and not having any doubt. The intellectual would ask himself if it’s the right path; entrepreneurs don’t do that.

From an interview with Harry Starren, ex-CEO ‘De Baak’ (Noordwijk) by Koos de Wilt (www.koosdewiltconcept.nl) 2012
New ways of organising are coming to surface due to the intense pressure on the current economic model. Searching for ways to embed sustainability is often a central issue here. This leads to a generation of ‘new business models’ (NBMs) that simultaneously create multiple values – economic, social and ecological. This working paper shows the results of an explorative research on NBMs. It illustrates the creative ways in which entrepreneurs are searching for balance among those different values. It seems that those NBMs can generally be categorised into three streams: sharing, trading and creating. An important component of practically all models is the creation of an experience and community regarding a product and (or) service. Another central principle is collaborating and connecting. The latter is becoming of greater and greater value – socially and economically. Through those connections, all sorts of new consortia and configurations of parties come to the surface. Right at the interface of connecting, community building and cooperation is where real socio-ecological innovation and the New Business Models appear.