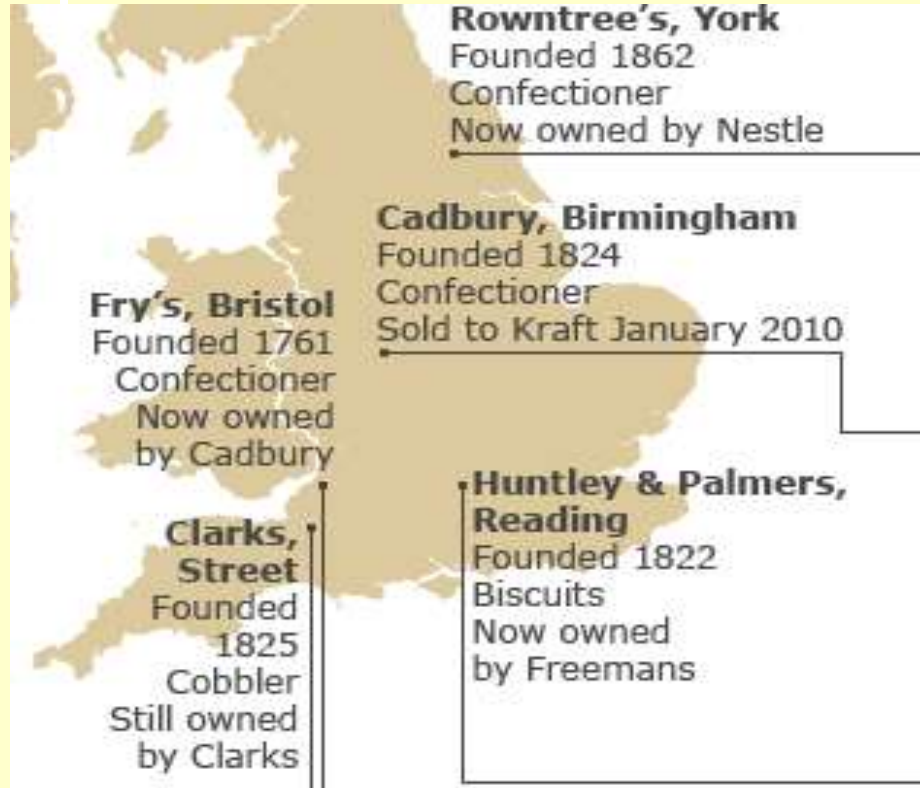


# Business Models for the 'Good Society'



**Rowntree's, York**  
Founded 1862  
Confectioner  
Now owned by Nestle

**Cadbury, Birmingham**  
Founded 1824  
Confectioner  
Sold to Kraft January 2010

**Fry's, Bristol**  
Founded 1761  
Confectioner  
Now owned by Cadbury

**Clarks, Street**  
Founded 1825  
Cobbler  
Still owned by Clarks

**Huntley & Palmers, Reading**  
Founded 1822  
Biscuits  
Now owned by Freemans



**Joseph Rowntree**



**George Cadbury**



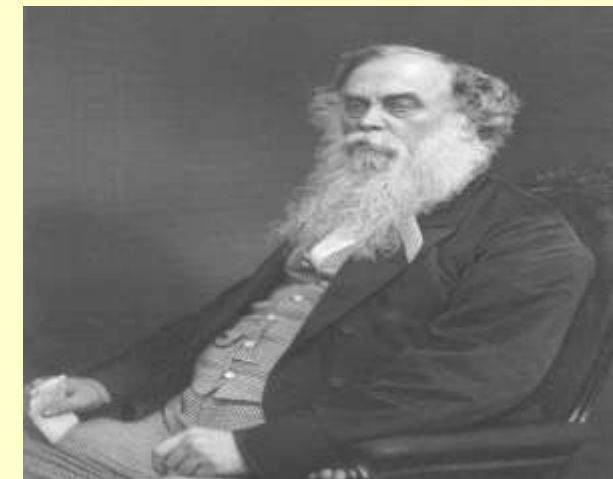
**Cyrus Clark**



**Elizabeth Fry**



**Thomas Huntley**



# Range of sustainable business models

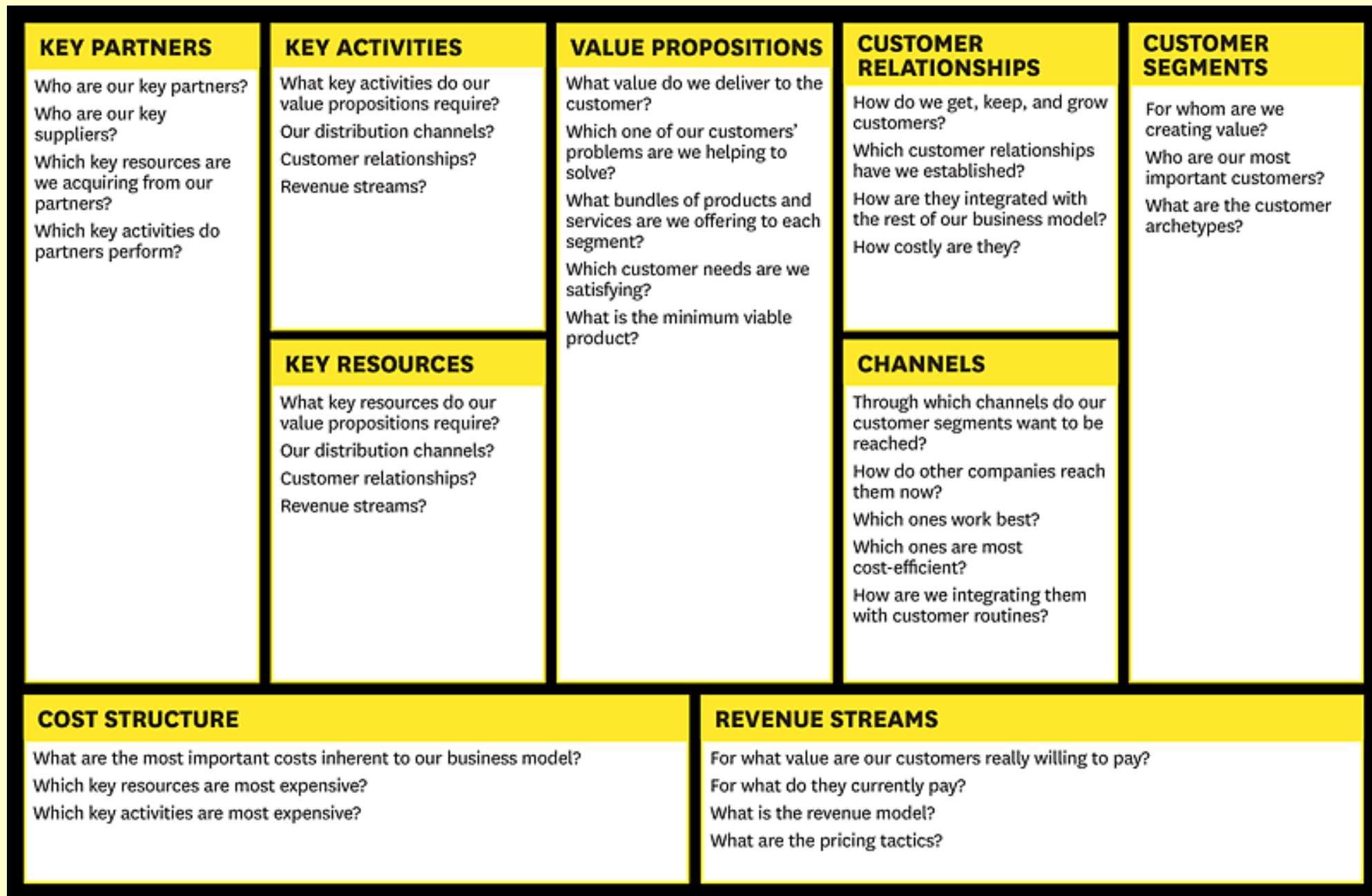
Groupings	Technological			Social			Organisational	
	Archetypes			Archetypes			Archetypes	
	<b>Maximise material and energy efficiency</b>	<b>Create value from waste</b>	<b>Substitute with renewables and natural processes</b>	<b>Deliver functionality rather than ownership</b>	<b>Adopt a stewardship role</b>	<b>Encourage sufficiency</b>	<b>Repurpose for society/ environment</b>	<b>Develop scale up solutions</b>
Examples	Low carbon manufacturing/ solutions	Circular economy, closed loop	Move from non-renewable to renewable energy sources	Product-oriented PSS - maintenance, extended warranty	Biodiversity protection	Consumer Education (models); communication and awareness	Not for profit	Collaborative approaches (sourcing, production, lobbying)
	Lean manufacturing	Cradle-2-Cradle	Solar and wind-power based energy innovations	Use oriented PSS- Rental, lease, shared	Consumer care - promote consumer health and well-being	Demand management (including cap & trade)	Hybrid businesses, Social enterprise (for profit)	Incubators and Entrepreneur support models
	Additive manufacturing	Industrial symbiosis	Zero emissions initiative	Result-oriented PSS- Pay per use	Ethical trade (fair trade)	Slow fashion	Alternative ownership: cooperative, mutual, (farmers) collectives	Licensing, Franchising
	De-materialisation (of products/ packaging)	Reuse, recycle, re-manufacture	Blue Economy	Private Finance Initiative (PFI)	Choice editing by retailers	Product longevity	Social and biodiversity regeneration initiatives ('net positive')	Open innovation (platforms)
	Increased functionality (to reduce total number of products required)	Take back management	Biomimicry	Design, Build, Finance, Operate (DBFO)	Radical transparency about environmental/ societal impacts	Premium branding/ limited availability	Base of pyramid solutions	Crowd sourcing/ funding
	Use excess capacity	The Natural Step	Chemical Management Services (CMS)	Resource stewardship	Frugal business	Localisation	"Patient / slow capital" collaborations	
	Sharing assets (shared ownership and collaborative consumption)	Slow manufacturing			Responsible product distribution/ promotion	Home based, flexible working		
	Extended producer responsibility	Green chemistry						



# Video: Ben and Jerry's – a 'for benefit' corporation



# The Business Model Canvas



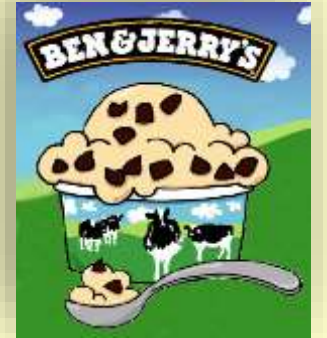
# Rethinking the 'Business Model Canvas': Principles of sustainable businesses

Develop a '**Sustainable Business Model Canvas**' that guides businesses to consider key issues in sustainable management:

- Are the sections adequate to consider sustainability issues?
- Are new or adapted sections required?
  
- What principles should guide decision making and analysis in each section?

Goal: Build a **Sustainable Business Model Canvas**, with

- (a) new or adapted sections (if required)
- (b) guidance on each section



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# Sustainable model types

- B-Corps
- Fair Trade



# Putting the SBMC to work: Developing a coffee or clothing business

Working within a SBMC framework, develop some key principles for a coffee or clothing business.

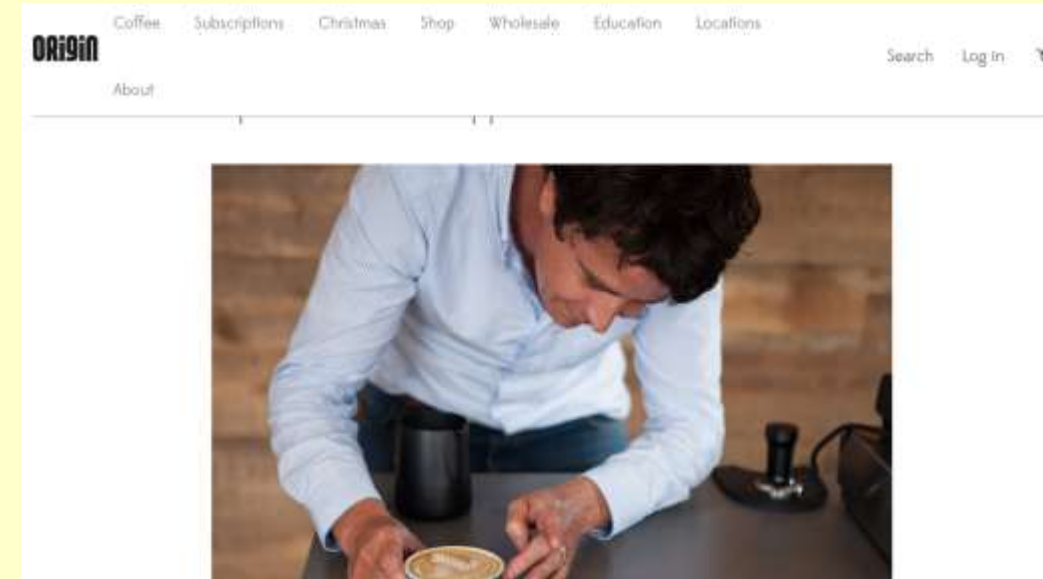
In particular, specify key steps and issues across the different sections considering a Triple Bottom Line perspective:

- Mission (Proposition)
- Costs and Revenues
- Breadth and depth of activities



# Example business: Origin Coffee <https://www.origincoffee.co.uk/>

- How well does Origin Coffee meet the criteria for a sustainable business model?
- Is the information provided adequate?





# The Triple Bottom Line (TBL)

