

Business Models with a Purpose

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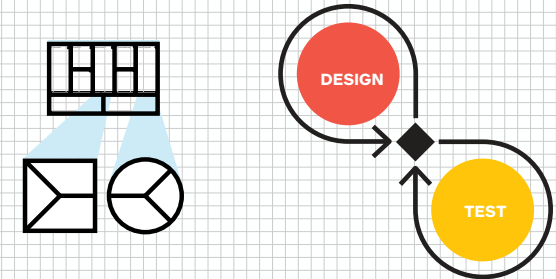
The Startup Journey

FROM IDEA TO BUSINESS

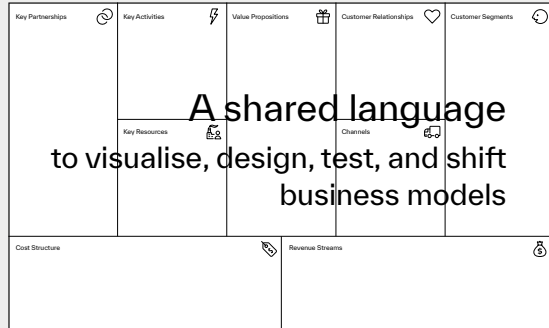


Architect mindset

Creating a business model requires an architect or designer mindset

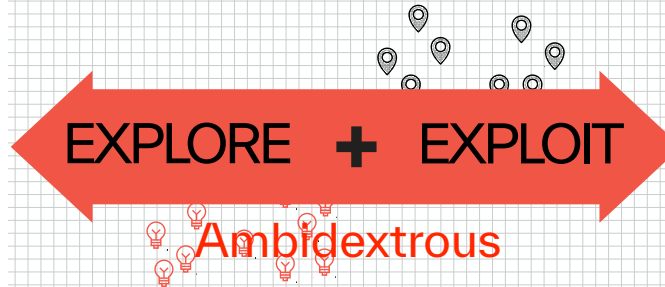


Business Model Canvas



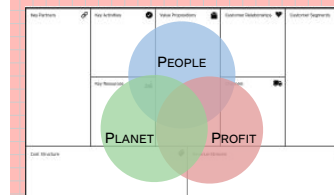
© Strategyzer

Challenges in Existing Companies



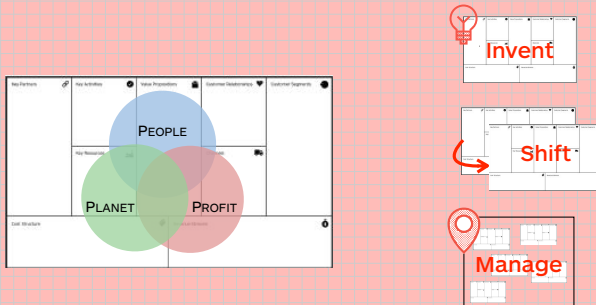
Business Models with a Purpose

matter more today than ever before



Social Equity
Economic prosperity
Environmental stewardship

Business Models with a Purpose



Agenda

Business Models with a Purpose

1

Invent

a new business model
with a purpose

2

Shift

towards a business
model with a purpose

3

Manage

an innovation portfolio
with a purpose

Invent a business model
with a purpose

1

ILLUSTRATION Patagonia



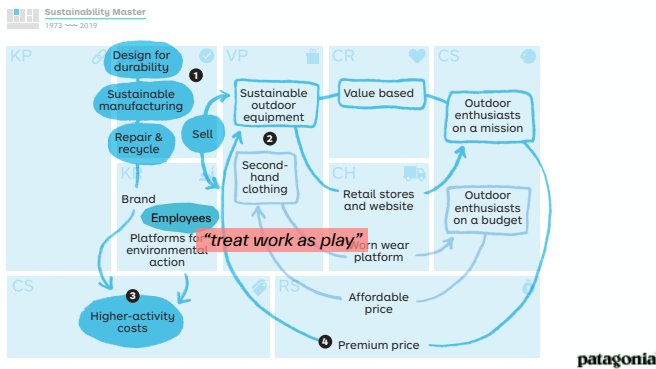
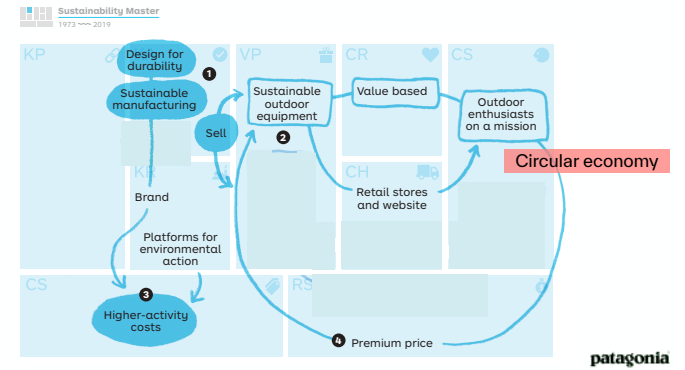
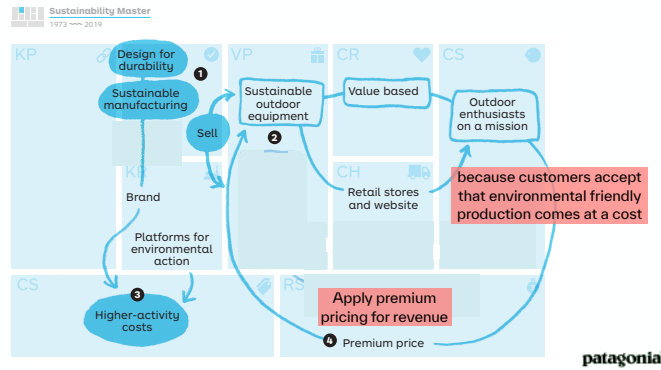
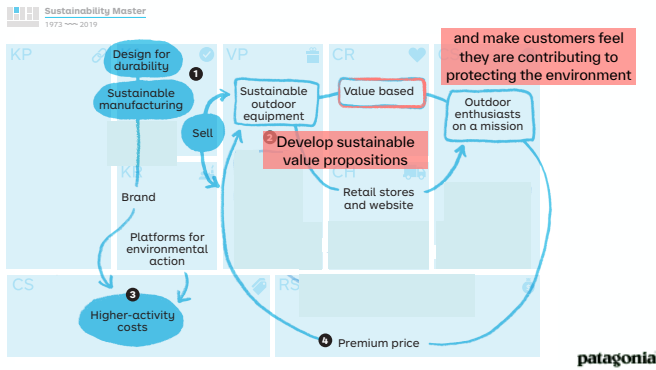
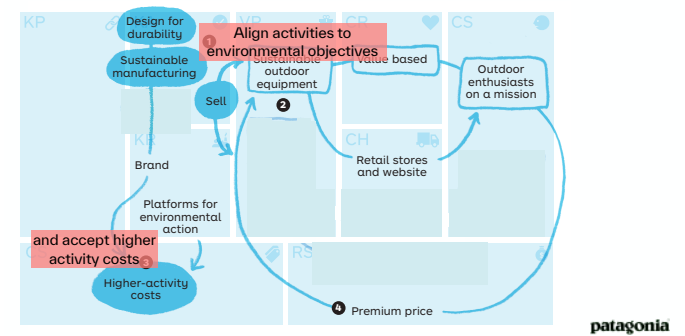
"We're in business to save our planet"

"At Patagonia, making a profit is not the goal because [...] profits happen 'when you do everything else right'"

– Yvon Chouinard, founder of Patagonia

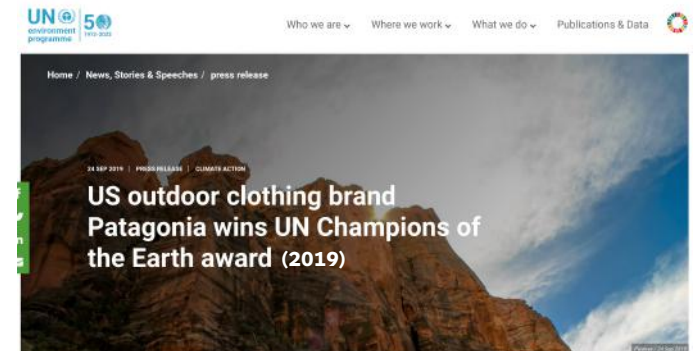


Inventing and building an impact business from the start



"If you care about having a company where employees treat work as play [...], then you have to be careful whom you hire, treat them right, and train them to treat other people right."

– Yvon Chouinard, founder of Patagonia

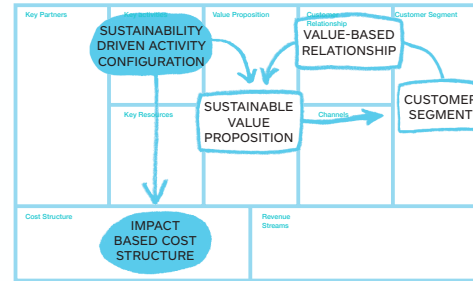


POWER PLAYERS

Why Patagonia's billionaire founder gave away his \$3 billion company to fight climate change: 'Earth is now our only shareholder'

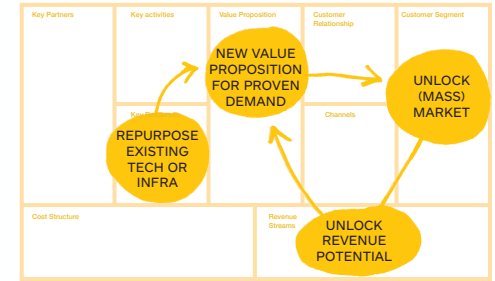
Published Thu, Sep 15 2022 10:19 AM EDT

Backstage Disruption Sustainability Masters PATTERN



How might we (re-)configure our activities to have a positive environmental and/or social impact?

Frontstage Disruption Repurposers PATTERN



How could we repurpose an existing technology or infrastructure to unlock proven, but so far inaccessible, customer needs?

EXERCISE Azuri



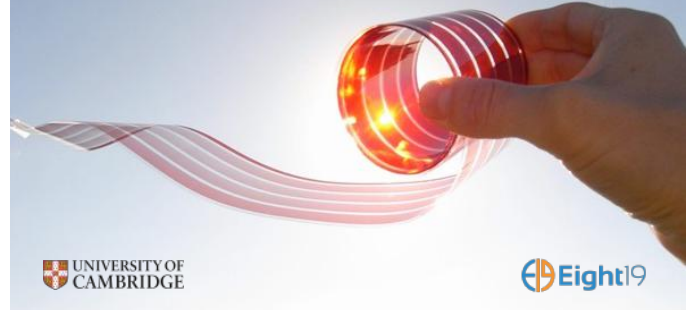
Affordable, lighting system for off-grid households

"Azuri's vision is one that sees a level playing field where all consumers have the ability to benefit from modern products and services, regardless of where they live"

- Simon Bransfield-Garth, founder and CEO at Azuri



printed plastic technology designed to deliver low cost solar cells



"when solar meets mobile"

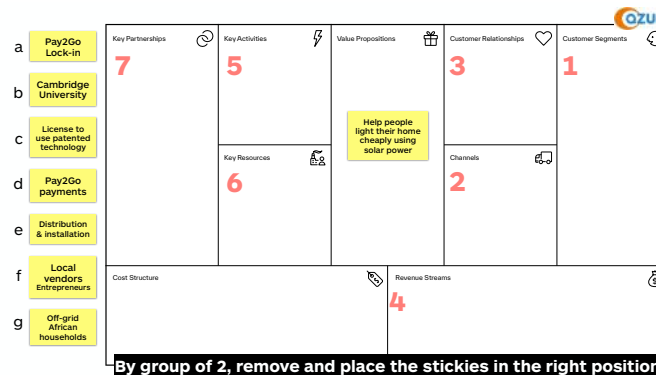


Exercise

1

how would you map out Azuri's business model ?

? 5min by group of 2



Supporting Sustainable Development Goals



Shift towards a business model with a purpose

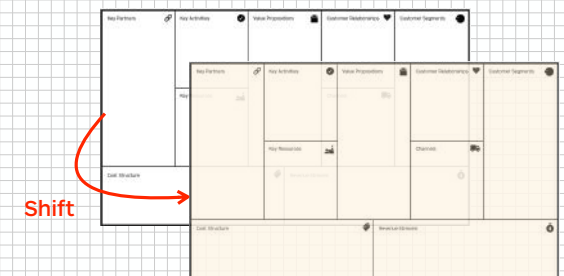
2

"Making the shift from competitive advantage to transient strategy."

— Rita McGrath, Prof. Columbia University



Transforming an existing business model



Transforming an existing business model

ILLUSTRATION
Ørsted

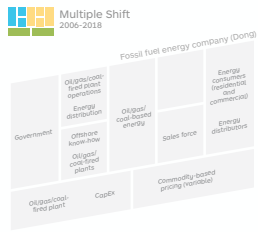


From oil/gas/coal to green energy

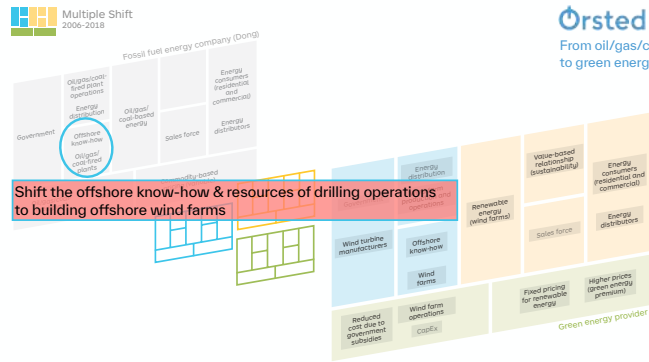
"We must dramatically accelerate the transformation of the world's energy systems from fossil fuels to renewables to help protect our planet for future generations."

— Henrik Poulsen, Former CEO of Ørsted

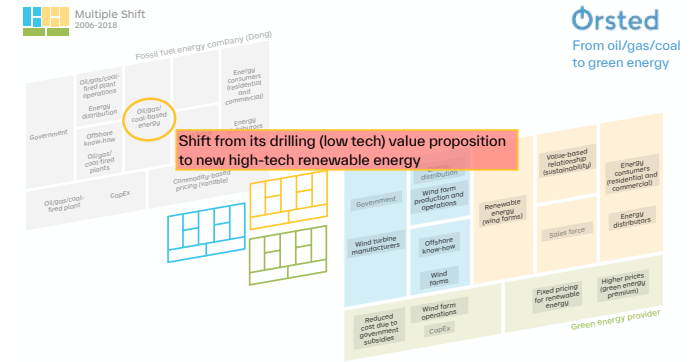




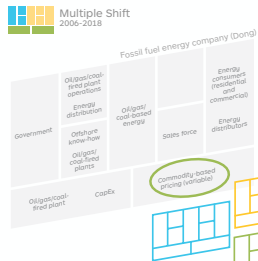
Ørsted
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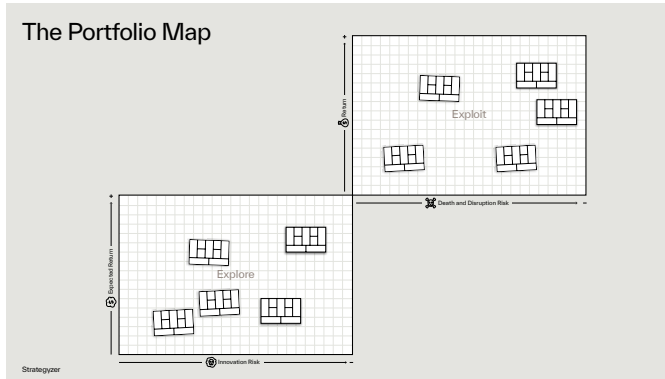
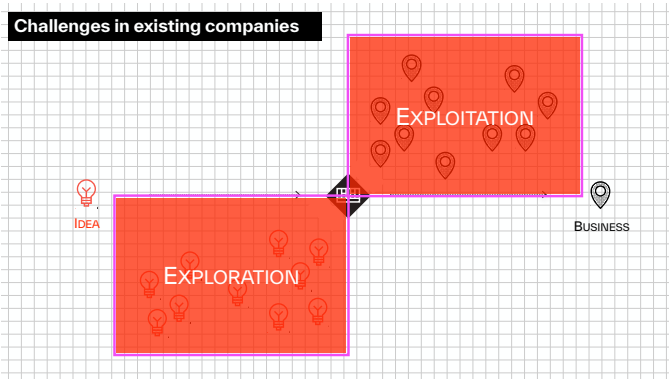
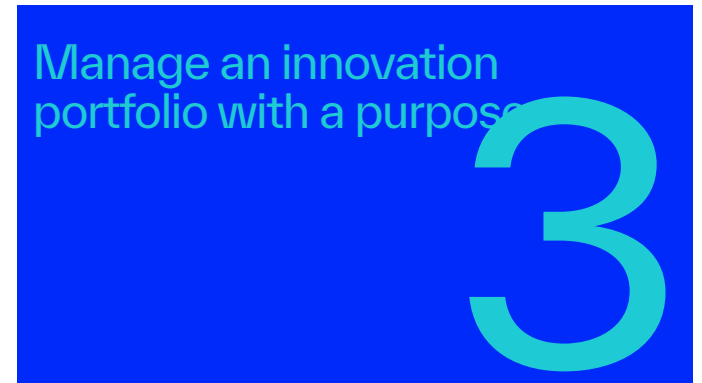
Ørsted
From oil/gas/coal
to green energy



81% Reduction in CO₂ emission (2018)

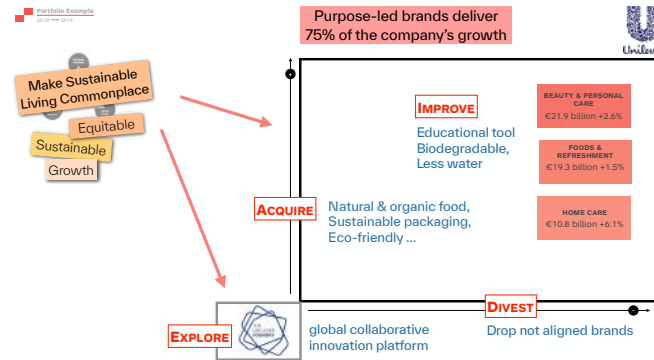
Ørsted
From oil/gas/coal
to green energy

Shift from volatile transactional revenues to predictable (fixed price) recurring revenues



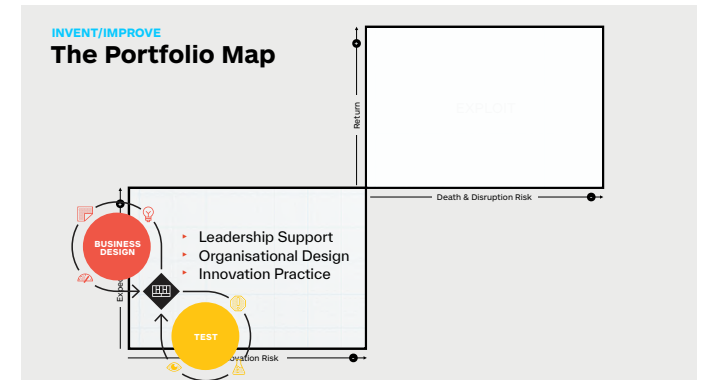
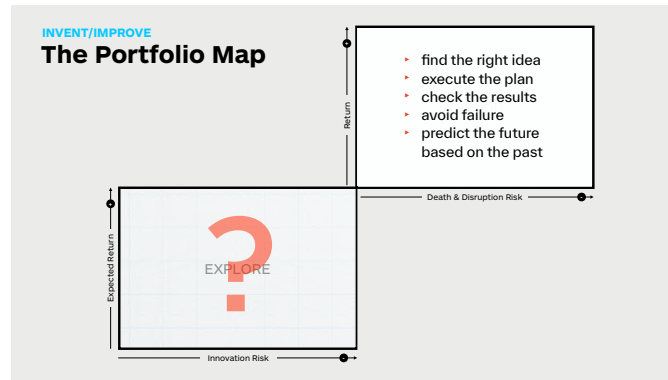
"We don't have a climate crisis, we have a leadership crisis."

– Paul Polman, Former CEO of Unilever



Innovation killers - managers often believe that the challenge in innovation is to...

- find the right idea
- execute the plan
- check the results
- avoid failure
- predict the future based on the past



"A healthy society balances the power of private sector businesses, public sector governments, and plural sector communities. It does not allow individual, collective, or communal needs to dominate. Few societies today are so balanced."

– Henry Mintzberg, Prof. McGill

