

My name is Jan Jonker. My contribution to the MOOC Sustainable Consumption consists of two parts. In part One I will try to explain the background which leads to a changing economy, I call this the WEconomy. Against this background, in the second part, I will elaborate a business model canvas and to be precise we call it the Clover Business Model Canvas. This business model canvas helps you to develop your own business model, which, in turn, leads to more responsible consumption. Let's start with part One.

1. WEconomy

So, this is the first part, if you look at my left, you see a model and the model contains seven elements or, if you want, building blocks. Six of them can be identified as streams in an emerging economy. If we start at the top, you see a circular economy then it moves to a functional economy and then it moves towards bio-based economy, three emerging streams that all three, in different ways, try to reduce our consumption of commodities, try to develop asset management.

On the right side, you see three other building blocks called the sharing economy, the collaborative economy and the 3D-printing economy. The sharing and collaborative economy are two concepts that enable people to develop collaboration in a different way, to share assets, to develop collaborative activities. The 3D-printing economy stands a little bit aside, but it enables us to print just what we need, to print houses, to print medicine and, in the future, also to print growth. These six elements hold a promise for a different economy in the future, but we're not there yet.

So, in the middle you can see the Internet of Things, the Internet of Things is a tendency where we connect things to things in an intelligent way but we also connect things and things to people but we also connect things and things and people to these six different emerging economic streams. The total set of those seven streams holds a promise for a sustainable future, we are not there yet but it enables us to design things in a different way; to make this happen, we need a new generation of business models.

2. Clover Business Model Canvas

We now arrive at part Two, the Clover Business Model Canvas. The essence here is to offer you a concept that enables you to develop your own business model. It enables you to do that in a sustainable way. The model on my left consists of five parts, we start at the top. The key of the model is that it is driven by principles, there are three principles that matter, they are all linked by the notion of value creation. We talk about Collective Value Creation, people are creating value together and when they have created value they share in that value, we call that Shared Value Creation as the second principle. The third principle is called Multiple Value Creation and it means that when you develop a model, it is not only about having financial profits but that social and

ecological profits are also elements of the value proposition, we'll get back to that in a moment. So three principles matter, Collective, Shared and Multiple value creation.

We now turn to the left and there we see the idea of a design of your business model. The biggest source of inspiration for that design can be found in the WEconomy, this emerging idea of a changing economy offers seven different roots and a multitude of combinations to design your business model and, of course when you design your business model, you need to have the right people on board, you need to have the right competencies on board, you need to have the right talents on board. So design is on the one hand a matter of inspiration, see the WEconomy model, and on the other hand, you make choices and you need to have the right people.

Principles and design lead ultimately to a value proposition that is the heart of the Clover Business Model Canvas. A value proposition is what you sell, what you make, what you offer, what you create, it is what ultimately creates value for people. On the right, you see the word Community and essential for this idea of business models, we sometimes even call them New Business Models, is that you only can create a value proposition together with other people. You cannot create shared and collective value if you don't have a community of people; maybe when you start your business model and you are at the beginning of your design, you are working with just a few people but gradually you will have more and more people involved in your value proposition. Just imagine an energy corporation, just imagine a care system where you need loads of people to make it work.

Now all these three elements, all these four elements all together, principles, design, value proposition and community should lead to the creation of value, the bottom line of the model, the fifth element. And what is important is that, at the end of the day, you decide, you measure, you assess whether the model is providing the kind of value you're looking for. Is this true value? Is it reasonable value? But also is the value based on a true price? Is it based on full accounting and full costing? Is it really taking into account possible damages for the social or the ecological environment? So it tells you something about the value you have created but measuring it is more than a matter of measuring cost and benefits, it is a broad perspective on costs and benefits in terms of social, ecological and financial value as an integrated perspective.

These five elements all together, principles, design, value proposition, community and the value creation offer the possibility to create a new generation of business models in which sustainability is an integrated part.

Interested in developing your own business model? You can follow a complete six week MOOC. It will start in May 2016 and run for 365 days. Please subscribe here.