

Sustainable Business Model Cue-Cards

1 Product as a Service

Customers pay for the functionality of a product, without the responsibility of repairing, replacing or disposing it.

Category: Circular Economy

In the spotlight:



Positive Impact

Longer product life cycles, end to 'in built obsolescence', reduced waste, improved differentiation



Risks

Induction of additional consumption, rebound effects

*Across its lighting business, **Philips** utilizes a Product as a Service model - where customers Lock-In and pay for light, while Philips installs, maintains, and both recovers and recycles lighting units at the end of life, generating additional revenues and lowering resource costs.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	
			Sust. Channels	End of Life
				8

2 Product Refurbishing

Refurbishing old or used products with the intent of reselling them

Category: Circular Economy

In the spotlight:



Positive Impact

Additional revenue from returned products, reduced resource consumption



Risks

No significant risks

Dell refurbishes its old products and makes money on it. Dell Certified Refurbished PCs are laptops and desktops that have been returned to Dell, put again through the production process, and then again retested to ensure they meet all original factory specifications.

Sustainable Partners	Sustainable Value Creation 2	Sustainable Value Proposition 4	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels	End of Life 8

3

Rematerialisation

Sourcing materials from recovered waste to create entirely new products

Category: Circular Economy

In the spotlight:



Positive Impact

Additional revenue, reduced waste, less resources used



Risks

No significant risks

Sustainable Partners	Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources <div style="text-align: center; font-size: 2em; color: #00AEEF;">3</div>		Sust. Channels	End of Life

ResQ Club – This Finland-based startup has developed an app to reduce food waste by providing restaurants with a way to turn leftovers into revenue. Similar to the ‘Too Good to Go’ app launched in the UK earlier this year, ResQ Club’s app allows customers to purchase leftover food in their neighborhood for a lower price.

4 Industrial Symbiosis

Sharing of services, utility, and by-product resources among industries to improve resource efficiency.

Category: Circular Economy, Sharing Economy

 Positive Impact

Reduced costs, consumed resources and waste

 Risks

Increased network vulnerability

In the spotlight:

*The **City of Kalundborg** has created a genuine 'industrial ecosystem' where each company uses the waste of another. The Kalundborg Symbiosis is an industrial ecosystem, where the residual product of one enterprise is used as a resource by another enterprise, in a closed cycle.*

 Sustainable Partners 1	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources	 Sust. Channels	 End of Life 8	

5

Behavior Change

Stimulating customers to embrace new behaviors, such as reducing consumption or modifying daily habits.

Category: IoT, Nudging, Quantified Self

In the spotlight:



Positive Impact

Reducing resource consumption of consumers, improving safety & other relevant metrics



Risks

Unintended consequences, rebound effects

*Using **Dash's** smartphone app, car drivers are able to connect their car to their phone, and analyse their driving behaviours. The information gathered is used to help the driver improve their driving, making the roads safer and greener whilst at the same time making driving more affordable and more social.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	6
			Sust. Channels	End of Life

6

Collection Service

Providing a service to collect old or used products from customers in a convenient manner.

Category: Circular Economy

In the spotlight:



Positive Impact

Optimisation of logistics,
additional revenue



Risks

Possible rebound effects of
additional consumption

*The food company **Cirkle** has optimised its logistics fleet of vans and drivers - who personally deliver Circles main product, seasonal produce - with a return logistics service including the collection of recyclables, dry cleaning and charity collections.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	
			Sust. Channels	End of Life
				8

7

De-Materialisation

Reduction in the amount of materials used in the production of products.

Category: Miniaturisation

In the spotlight:



Positive Impact

Reduced costs, consumed resources, environmental footprint



Risks

Possible rebound effects

*In 1995, the carpet manufacturer **Interface** began experimenting with decreasing the amount of plastic used in their carpet backing. Reducing the plastic in the backing by a single ounce (per square yard) saved the company \$1 million in materials that year.*

Sustainable Partners	Sustainable Value Creation 2	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels	End of Life

8

Digitisation

Turning existing products or services into digital versions of themselves, offering advantages such as more rapid distribution.

Category: Physical to Virtual

In the spotlight:



Positive Impact

Reduced operating cost, market differentialisation, improved customer relationship



Risks

Induction of additional energy consumption, rebound effects

Number 26, a fin tech startup in Berlin, has completely digitized its customer acquisition process. Customers now validate their personal details via a video interface with a Number 26 employee, avoiding resource intensive paper based processes.

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation 2	Sustainable Value Proposition	<input checked="" type="checkbox"/> Sustainable Customer Relation 5	Responsible customers
	Sustainable Tech & Resources		Sust. Channels	End of Life

9 Local Loop

Co-locating of production processes in countries or regions where the businesses' main markets are.

Category: Circular Economy

In the spotlight:



Positive Impact

Reduced costs and environmental footprint, optimised logistics, support of the local economy



Risks

Local rebound effects

*The Belgian company **Umicore** has decided to source its raw materials from local urban mines rather than exploit African mines for the recovery of gold and other precious metals.*

Sustainable Partners 1	Sustainable Value Creation 2	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels 6	End of Life

10 Modularity

Designing a product based on smaller component parts that can be independently created, purchased, used and replaced.

Category: Circular Economy, Customisation

In the spotlight:



Positive Impact

Reduced waste, increased product life cycles, improved customer relationship, differentiation



Risks

No significant risks

***Fairphone** offers a mobile phone using modular design and spare parts make it easy to repair, whilst at the same time offering improved protection to extend product life. Fairphone offers optimised and regular software updates limit asymmetries in HW and SW product life cycles.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	7
			Sust. Channels	End of Life
				8

11

Trash to Cash

Used products are collected and either sold or transformed into new products. Resource costs for the company are practically eliminated.

Category: Circular Economy

In the spotlight:



Positive Impact

Additional recycling, reduced waste and consumed resources, positive impact on brand



Risks

Increased network vulnerability

Adidas has developed a premium shoe largely made from ocean plastic waste scaped from the Indian Ocean near the Maldives. Each pair of shoes contains 11 plastic bottles, and most of the rest of the sneaker (including the heel, lining, and laces) is also made from recycled material.

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	Sustainable Tech & Resources 3		Sust. Channels	End of Life

12 Consumer Product Sharing

Consumers share typically single owner a product with many other consumers.

Category: IoT, Sharing Economy

In the spotlight:



Positive Impact

Reduced need for product ownership, use of access capacity



Risks

Potentially strong rebound effects of additional consumption

*Mercedes offers the car sharing service **Car2Go**, where predominantly urban customers can access shared cars on demand.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition 4	Sustainable Customer Relation 5	Responsible customers
	Sustainable Tech & Resources		Sust. Channels	End of Life

13 Upcycling

Using waste material as it is to create a more valuable material or resource from it

Category: Circular Economy

In the spotlight:



Positive Impact

Additional revenue, reduced waste, less resources used, improved customer relationship



Risks

Increased network vulnerability

***Meldgaard** takes back the cutting sand it has sold to customers for their water jet cutting machines. 50% of the used cutting sand is reusable and even offers a higher quality than new cutting sand. By doing so, Meldgaard reduces its dependency on suppliers, builds stronger customer ties and avoids depleting resources.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	Sust. Channels	End of Life
	3			8

14 Remanufacturing

Reintroducing products into the manufacturing process for a major overhaul

Category: Circular Economy

In the spotlight:



Positive Impact

Additional revenue from returned products, reduced resource consumption



Risks

No significant risks

Sustainable Partners	Sustainable Value Creation 2	Sustainable Value Proposition 4	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels	End of Life 8

***Autocraft Drivetrain Solutions** provide remanufacturing services on a wide range of engines and components for the automotive industry. Autocraft recovers up to 85 percent of the core engine through innovative methods, and works in partnership with OEMs when they design new engines, to design with remanufacturing in mind.*

15 Product Deconstruction

Removing resources from a product offering that have to be added by the end consumer after he purchased the product

Category: Do it Yourself

In the spotlight:


Positive Impact

Reduced production costs, improved value proposition, logistics and storage processes


Risks

Induction of resource consumption, rebound effects

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation 2	 Sustainable Value Proposition 4	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources 3		 Sust. Channels 6	 End of Life

*The cleaning product company **Splosh** sells customers a one-off 'starter box', containing a range of simply designed bottles. A sachet of concentrated liquid is added to the bottle with warm tap water to create cleaning products. Bottles can be used repeatedly, with refill sachets delivered in boxes through the post.*

16 Closed-Loop Production

Directly recycling the material used to create a product back into the production system.

Category: Circular Economy

In the spotlight:



Positive Impact

Reduced production costs, waste and energy usage, improved processes



Risks

No significant risks

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*In 2011, **General Motors** decided to greatly reduce its waste footprint, committing to cut total waste (including manufacturing) by 40 % by 2020, from 2010. Four years ahead of schedule, GM has 100 of its manufacturing sites, along with 50 non-manufacturing sites, landfill-free. Over 150 of GM's global facilities send zero waste to landfill.*

17 Crowdsourcing

Solutions to tasks or problems are generated via an anonymous crowd, with contributors receiving some incentives

Category: Wisdom of Crowds

In the spotlight:



Positive Impact

Improved innovativeness, improved brand perception and customer engagement



Risks

No significant risks

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources		Sust. Channels	End of Life

***Unilevers** Foundry IDEAS platform acts as a hub for consumers and entrepreneurs to work together to tackle sustainability challenges. The platform provides a place for individuals to create and collaborate on solutions to “grand challenges” relating to sustainability. Unilever regularly upload challenges to the platform for users to submit ideas.*

18 Differential Pricing

Charging more to those able to afford, and subsidizing those who cannot

Category: Bottom of the Pyramid

In the spotlight:


Positive Impact

Social inclusion, growth of market share, improved brand perception


Risks

Depending on product: rebound effects of additional consumption

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition	 Sustainable Customer Relation 5	 Responsible customers
	 Sustainable Tech & Resources		 Sust. Channels	 End of Life

*The pharmaceutical company **Novo Nordisk** introduced a Differential Pricing Policy for Least Developed Countries in 2001. Under this policy the company has offered human insulin in LDCs at a price that does not exceed 20% of the average realised price for Europe, the US, Canada and Japan.*

19

Virtualisation

Hardware virtualization or platform virtualization refers to the creation of a virtual machine that acts like a real computer with an operating system

Category: Physical to virtual

In the spotlight:



Positive Impact

Optimised energy consumption, improved availability, lean corporate footprint



Risks

Rebound effects

Amazon's Elastic Compute Cloud (EC2) solution enables Amazons clients to reduce their own HW requirements by outsourcing HW heavy services to Amazons cloud, where they can be run more efficiently.

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	
	3		Sust. Channels	End of Life

20 Fractional Ownership

Sharing of a certain asset class among a group of owners

Category: Sharing Economy

In the spotlight:


Positive Impact

Increased market share,
reduction of carbon footprint for
individual consumer


Risks

Strong possible rebound effects
due to additional consumption

***NetJets** offers its clients to buy "NetJets Shares", enabling the customer to own a "fraction" of an aircraft from the NetJets fleet. A NetJets Share costs a fraction of the price of owning a whole aircraft and provides greater flexibility than owning a single aircraft.*

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition	 Sustainable Customer Relation 5	 Responsible customers
	 Sustainable Tech & Resources		 Sust. Channels	 End of Life

21

Lean Production

The elimination of waste within a manufacturing system, or the creation of more value for customers with fewer resources

Category: Lean

In the spotlight:



Positive Impact

Reduced costs, consumed resources and environmental footprint



Risks

Rebound effects

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources		Sust. Channels	End of Life

*Lean manufacturing is a philosophy of management originating in part from the **Toyota** Production System (TPS). TPS aims to design out stress (overburden) and inconsistency and to eliminate waste, e.g. by introducing flexibility. Waste also refers to consumer time waiting for a product or assistance and waste of movement.*

The source code or patent of a product is made freely accessible for anyone

Category: Open Innovation

In the spotlight:



Positive Impact

1st order benefit of spreading a technology, 2nd order benefits via industry symbiosis & collaboration



Risks

Risks related to competitors using own IP

Sustainable Partners 1	Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels	End of Life

IBM is one of the founding members of the Eco-Patent Commons Initiative EPC, which brings together a collection of patents covering new technologies, processes and ideas to address a range of environmental problems. By opening these patents to the public, the companies hope to spur innovation, as well as create new business opportunities.

23

Pay Per Use

Actual usage of a service or product is metered, and customers pay for what is effectively consumed.

Category: IoT, Nudging

In the spotlight:


Positive Impact

Competitive advantage in certain scenarios, incentivisation reduced consumption


Risks

Possibility of induction and rebound effects

*The Dutch laundry company **Bundles** offers clean clothes on a pay-per-wash basis. Applying Internet of Things technology enables product monitoring, while maintenance and refurbishment of higher quality machines preserves the product integrity for multiple cycles.*

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources	<h1>4</h1>	<h1>5</h1>	<h1>7</h1>
			 Sust. Channels	 End of Life

24 Rent Instead of Buy

Customers rent the product, reducing the capital typically needed to access it

Category: Circular Economy

In the spotlight:

Positive Impact

Extended product life cycle, creation of regular customer touch point

Risks

Possibility of induction and rebound effects

***Rent the runway** rents out high-end designer dresses to its customers. The company uses big data enabled customer analytics to predict customer behavior and manage the logistics of moving around thousands of dresses and jewellery amongst the United States.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation 5	Responsible customers 7
	Sustainable Tech & Resources		Sust. Channels	End of Life

25 Predictive Maintenance

Enable equipment to notify operators when in use of maintenance to extend product life cycles.

Category: IoT

In the spotlight:



Positive Impact

Extended product life cycle, creation of regular customer touch point



Risks

Risk of rebound effects if costs for maintenance carried by customer

*The ball bearing manufacturer **SKF** offers **SKF Insight**, an intelligent IoT wireless technologies that is integrated into SKF bearings. SKF developments in various smart technologies now enable bearings to communicate their operating conditions continuously.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	
			Sust. Channels	End of Life
				8

Remote Maintenance & Services

Experts are enabled to perform machine maintenance remotely via life instructions of local unskilled labour

Category: IoT

In the spotlight:


Positive Impact

Reduced travel costs, extended product life cycle, creation of regular customer touch point


Risks

Risk of rebound effects if costs for maintenance carried by customer

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources	4	5	
			 Sust. Channels	 End of Life
			6	8

*The augmented reality company **Ubimax** offers industrial clients solutions that enable even unskilled workers to repair technical equipment in the field. They can be guided via real time remote assistance with video & audio transmission, document exchange & remote augmented reality.*

27 Circular Supplies

Using renewable, bio-based or fully recyclable materials to replace single-lifecycle inputs

Category: Circular Economy

In the spotlight:


Positive Impact

Reduced eco foot print of production due to use of renewable raw materials


Risks

Possibility of significant induced consumption of raw bio materials

***AkzoNobel** collaborates with the biochemical company **Photanol** to replace its current fossil based raw chemical base compounds with bio-based chemical building blocks.*

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation 2	 Sustainable Value Proposition	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources 3		 Sust. Channels	 End of Life

Farming food products directly at the point of sales

Category: Local Production

In the spotlight:



Positive Impact

Reduced food waste, improved product quality, optimised logistics processes



Risks

Induction of energy consumption

Sustainable Partners	Sustainable Value Creation 2	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels 6	End of Life

*The Berlin based company **Infarm** is offering on-demand farming services for supermarkets. Using the Infarm solution, supermarkets can grow and sell herbs and vegetables directly in the supermarket, which enables them to reduce food waste and the resulting environmental impact.*

Unlimited warranty

Offering free product repair services and unlimited full warranty for a product

Category: Circular Economy

In the spotlight:


Positive Impact

Improved value proposition, reduced waste


Risks

No significant risks

 Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition 4	 Sustainable Customer Relation	 Responsible customers
	 Sustainable Tech & Resources		 Sust. Channels	 End of Life 8

*The fashion company **Nudie Jeans** offers free denim repair at twenty of their shops, encouraging customers to renew their jeans instead of throwing them away. Nudie Jeans also provides mail-order repair kits and online videos, so that customers can learn how to fix a pair of jeans at home, improving product longevity and value proposition.*

Waste to storage

Storing waste or toxics permanently or temporarily whilst creating value and revenue

Category: IoT, Carbon Capture

In the spotlight:



Reduced pollution, decarbonisation



Induction of energy consumption

*Part advertising panel, part living, air-cleaning installation, the City Tree of the company **Green City Solutions** can absorb 100kg of carbon dioxide annually – the equivalent of about 275 regular trees. The tree is autonomously powered by photovoltaics, rainwater, and IoT technology.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation 2	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources		Sust. Channels	End of Life 8

31 Consumer Resource Sharing

Sharing resources between private households to limit household waste

Category: Sharing Economy

In the spotlight:



Reduced consumption, reduced waste



Possible induction and rebound effects

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition 4	Sustainable Customer Relation	Responsible customers 7
	Sustainable Tech & Resources		Sust. Channels	

*The company **Restado** has created a digital platform that supports the consumer DIY trend by allowing even small amounts of materials to find buyers. Users can buy and sell residual, unneeded materials, rather than throwing them away or storing them.*

Relying on the consumer to optimise a value creation process

Category: Sharing Economy

In the spotlight:



More efficient logistics, improved customer access



Possible rebound effects

DHL decided to include citizens into the last mile delivery of parcels by enabling them via App to accept parcels for neighbours and gain points for that. Instead of putting more delivery vehicles on the road, the app matches supply with demand and improves logistics efficiency.

Sustainable Partners	Sustainable Value Creation	Sustainable Value Proposition 4	Sustainable Customer Relation 5	Responsible customers 7
	Sustainable Tech & Resources		Sust. Channels 6	End of Life

33 Inclusive Sourcing

Shifting the focus of sourcing from volume and price, to supporting the farmer or producer

Category: Stewardship Model

In the spotlight:



Social inclusion, improved brand perception



No significant risks

*The fashion brand **ANN Inc.** Made progress towards a more inclusive supply chain by committing to provide 100,000 women in its global supply chain with health and financial literacy training.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
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34 Innovative Product Financing

Leasing or renting products to customers

Category: Circular Economy

In the spotlight:



Positive Impact

Reduced waste & consumption, extended product life cycles, end to 'in built obsolescence'



Risks

Induction and rebound effects

*The tire manufacturer **Michelin** offers its customers to lease rather than buy tires. These customized tire lease programs save fuel and reduce costs. Michelin offers effective tire fleet solutions for a full range of applications, including transit, motor coach, refuse and all types of trucking fleets.*

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources	4	5	
			Sust. Channels	End of Life
				8

Repurposing of Excess Capacity

Excess capacity is mobilized in new ways, or with new customers

Category: Sharing Economy

In the spotlight:


Positive Impact

Optimisation of capacity usage and system performance


Risks

Rebound effects, network vulnerability

*By seamlessly connecting shippers and carriers through web and mobile apps, **Cargomatic** is helping truckers to unlock under-utilized capacity and shippers to track their freight in real time.*

 Sustainable Partners 1	 Sustainable Value Creation 2	 Sustainable Value Proposition	 Sustainable Customer Relation	 Responsible customers
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Produce on Demand

Producing a product only when a customer order has been received

Category: On Demand Economy

In the spotlight:

Positive Impact

Reduced costs due to no need to forecast demand, no shipping, returns or inventory costs

Risks

Induction and rebound effects

Amazon offers the Amazon Print on Demand Service, which enables authors to offer physical books on the Amazon website without having to print a first edition. Customers ordering books from Amazon receive these printed upon their orders with next day delivery.

Sustainable Partners	<input checked="" type="checkbox"/> Sustainable Value Creation	4	Sustainable Customer Relation	Responsible customers
	Sustainable Tech & Resources 3		Sust. Channels 6	End of Life

37 No Frills

Focusing on the necessary minimum to deliver the core value proposition, where cost savings are shared with the customer

Category: Frugal Innovation

In the spotlight:


Positive Impact

Social inclusion, reduced resource consumption per product and during individual product use


Risks

High risk of induction of resource consumption and rebound effects

 Sustainable Partners 1	<input checked="" type="checkbox"/> Sustainable Value Creation	 Sustainable Value Proposition 4	 Sustainable Customer Relation 5	 Responsible customers
	 Sustainable Tech & Resources		 Sust. Channels	 End of Life

Tata Motors developed the Nano, an extremely simple, fuel efficient and basic car that is affordable for many Indians who currently ride motorcycles. The price of this no frills auto was brought down by dispensing with most nonessential features, reducing the amount of steel used in its construction, and relying on low cost local labour.

Know-how and other assets in a company are offered to other companies, creating additional revenue using slack resources

Category: Open Innovation

In the spotlight:



Positive Impact

Optimisation of resource and labour usage, freeing of resources for higher value activities



Risks

Rebound effects, network vulnerability

***FLOOW2** is a platform that facilitates the sharing of overcapacity of business equipment and the skills & knowledge of personnel that are under-utilised for half of the time, by making it transparent and tradable on their platform. The platform is currently operational worldwide with a rapid global expansion plan envisaged.*

Sustainable Partners 1	Sustainable Value Creation 2	Sustainable Value Proposition	Sustainable Customer Relation	Responsible customers
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