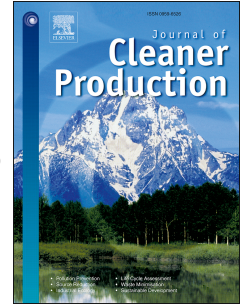


Accepted Manuscript

An eco-critical perspective on business models: The value triangle as an approach to closing the sustainability gap

Roberto Biloslavo, Carlo Bagnoli, David Edgar



PII: S0959-6526(17)32586-6

DOI: [10.1016/j.jclepro.2017.10.281](https://doi.org/10.1016/j.jclepro.2017.10.281)

Reference: JCLP 11073

To appear in: *Journal of Cleaner Production*

Received Date: 19 February 2017

Revised Date: 9 October 2017

Accepted Date: 25 October 2017

Please cite this article as: Biloslavo R, Bagnoli C, Edgar D, An eco-critical perspective on business models: The value triangle as an approach to closing the sustainability gap, *Journal of Cleaner Production* (2017), doi: 10.1016/j.jclepro.2017.10.281.

This is a PDF file of an unedited manuscript that has been accepted for publication. As a service to our customers we are providing this early version of the manuscript. The manuscript will undergo copyediting, typesetting, and review of the resulting proof before it is published in its final form. Please note that during the production process errors may be discovered which could affect the content, and all legal disclaimers that apply to the journal pertain.

Abstract: Despite business models having been discussed thoroughly by academics there are still some epistemological and ontological issues that have yet to be resolved. Business models seem to have stalled at the technological era and have not fully engaged with the era of sustainability. The purpose of our paper is to add a new lens and richness to sustainable business model research by building on the need for more interdisciplinary approaches. This paper applies an eco-critical approach to analyse the 20 most often cited business model frameworks. We explore the conventional understanding of the business models based on the language applied and reflect on gaps in the current perspectives of sustainability. The analysis shows that existing business model frameworks exclude natural and social aspects of organisational environment from the discussion and tend to neglect the interrelationships between economic and not-economic actors as well as the intertemporal trade-offs. Based on the results of the analysis we propose a new sustainable business model framework named “Value Triangle”, which explicitly includes as core elements society incorporating the natural environment and future generations and three types of co-created and co-delivered value: public, partner and customer. The Value Triangle together with the corresponding canvas is presented through a business case for sustainability represented by Italian company Loccioni. The results show that the proposed business model framework and canvas allow managers to understand, analyse and evaluate their business models along all three dimensions of sustainability – economic, social, and environmental simultaneously. Such an understanding helps drive the field towards making a meaningful contribution to solving the UN global challenges and sustainability agenda.

Key terms: business model canvas; business model framework; eco-criticism; sustainability; sustainable business model

1. Introduction

Teece (2010) claims that every firm working in a competitive market has a business model (BM) to create, deliver and capture value, whether explicitly recognised or not (Chesbrough, 2007). In essence, a BM represents the underlying logic of how the company is doing business, creates value for stakeholders and captures a share of value for itself. It is a concept that was explicitly recognised and developed during the years of the internet boom when firms and analysts came to realize that traditional ways of proposing and capturing value did not capitalize on new technologies and indeed, new technologies in themselves did not constitute an effective BM. They needed something different from traditional industrial economist based strategic concepts and something more aligned to practitioners, fast evolving markets, and the fuzziness that characterizes the network firm. This need was fulfilled by the BM concept, a way to articulate different perspectives on revenue flows, costs, relationships and alternative forms of business. With such interest and

Download English Version:

<https://daneshyari.com/en/article/8099598>

Download Persian Version:

<https://daneshyari.com/article/8099598>

[Daneshyari.com](https://daneshyari.com)