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TO CUT UP AN ELEPHANT – PUBLIC-PRIVATE CIRCULAR BUSINESS MODEL DEVELOPMENT

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Let's jump right in...

- *Explore and explain how business and public actors work together to develop CBMs.*



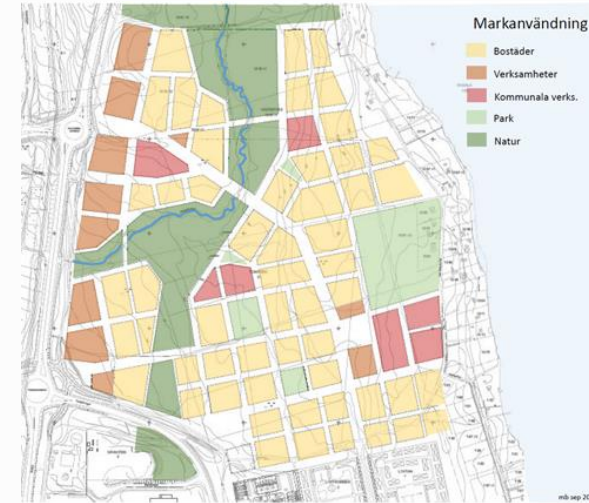
Key concepts

- Business models for circularity
- Collaboration, cooperation and coordination
- Institutional context
 - Rules
 - Norms
 - Understandings (Scott, 2001; Hoffman, 1999)



Case study

- Santa Lodge, a residential development project in Burg
 - Sustainability flagship
 - New area 3000 apartments, ready by 2030
- Collaborators:
 - Civil servants (planners), politicians
 - Seven (7) real estate and construction firms (developers)
 - E.g., Skanska, NCC, Peab etc.
- Car-free living/sustainable mobility
 - Access-without-ownership to vehicles
 - *Mobility hubs*



Planning of residential mobility hubs

- Linear value creation:
 - Conventional parking
- Circular value creation:
 - Vehicle pools (car, bikes etc)
 - Areas for reuse & recycling
 - Co-working/service



Cut up an elephant...

”I don’t know about you but I have probably aged 10 years because of these mobility issues that we are wrestling with” (developer 1)

“Then finally we will be able to make hash out of this elephant” (planner 2)

“If the mobility hubs fail then the whole project fails [...] but we are working on it” (developer 2)



Generative contradiction between rules and norms

- "During six days God created heaven and earth and on the seventh he created the Planning and Building Law"
 - But laws leave room for developers' *cheating*
- Sustainability norms translated into the SantaLodge's goals
 - Car-free living enabled by vehicle access.

***Difficult* contradictions between norms and understandings**

- Manifest between linear and circular value creation:
 - Will these condos be possible to sell if there are not so many parking places? [...] People [may] not want to live here if there is no possibility to park a car.
- Where to place hubs, how to operate them, who should own them etc.

Some observations

- Institutional contradictions as *generative*
 - *Motivate* action (e.g., coordination, business model development)
 - *Prompt* action (e.g., organizing of business model development)
- Institutional contradictions as *difficult*
 - *Motivate* disagreement
 - *Block* action
- *Processual* components
 - *Dialectics*
 - *Commitment*