



Think Ahead



European  
Movement  
International



#Future\_Business\_Models

# Collaborative economy and new business models' challenges *from promoting innovation and sustainable entrepreneurship to protecting consumers and workers*

16 October,  
Residence Palace, Brussels





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#Future\_Business\_Models

# WELCOME SPEECH

**Alan Hatfield**

**Executive Director  
Strategy & Development  
ACCA**







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**Panel 1- From niche to mainstream: New business models based on innovation, sustainable entrepreneurship, sharing and digital**  
**moderated by Jimmy Greer, head of sustainability, ACCA**

- **Vesa Vanhanen**, Deputy Head of unit, Digitalisation of the Single Market, DG GROW, European Commission
- **Isidro Laso-Ballesteros**, lead of Start-upEurope, DGCONNECT, European Commission
- **Romain Trébuil**, co-founder, YOSS
- **Louise Janssens**, Products account, Goods to give
- **Federico Garcea**, co-founder and CEO, Treedom







# YOSS

**Welcome to the New Collective**

YOSS.COM

# THE WORLD OF WORK

**+50%**

US WORKERS WILL BE FREELANCERS BY 2020

**35%**

OF MILLENNIALS ARE FREELANCERS IN FRANCE

**90%**

OF FREELANCERS DO IT BY CHOICE

# IS CHANGING

**+1 MILLION**

Source INSEE

OF FREELANCERS IN FRANCE

**+10  
MILLIONS**

Source EUROSTAT

OF FREELANCERS IN EUROPE

# ABOUT YOSS

YOSS is the first freelancers marketplace that helps large enterprises collaborate with top tech, data & digital marketing talents.



FREELANCERS  
PLATFORM



AUTOMATED  
PROCESS



SUPPORT  
SERVICES



TRUSTED  
PARTNER

# CLIENT CASES

L'ORÉAL

“Extended  
Company”

Attract the best  
talent,

Be candidates  
centric.

Deloitte.

“Open Talent”

Changing mindset  
toward talent

management.



# NEW ORGANIZATION MODELS



1  
All full-time



2  
Mostly full-time with  
freelancers as support



3  
Mostly full-time with freelancers  
as core and support



4  
Some full-time and some freelancers



5  
Mostly freelancers and some full-time



6  
Almost all freelancers





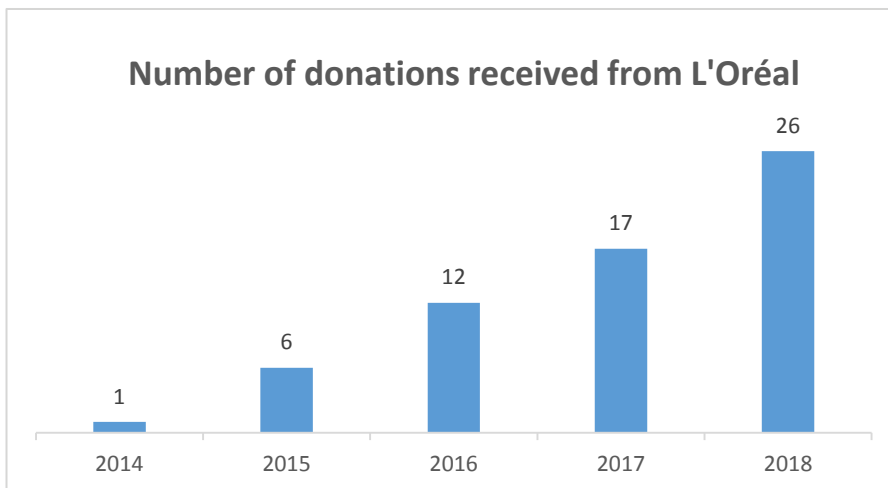
**Romain TREBUIL**  
**YOSS CEO Europe & Co Founder**

[romain@yoss.com](mailto:romain@yoss.com)

 [@romaintrebuil](https://www.linkedin.com/company/yoss)

 [@rtrebuil](https://twitter.com/rtrebuil)

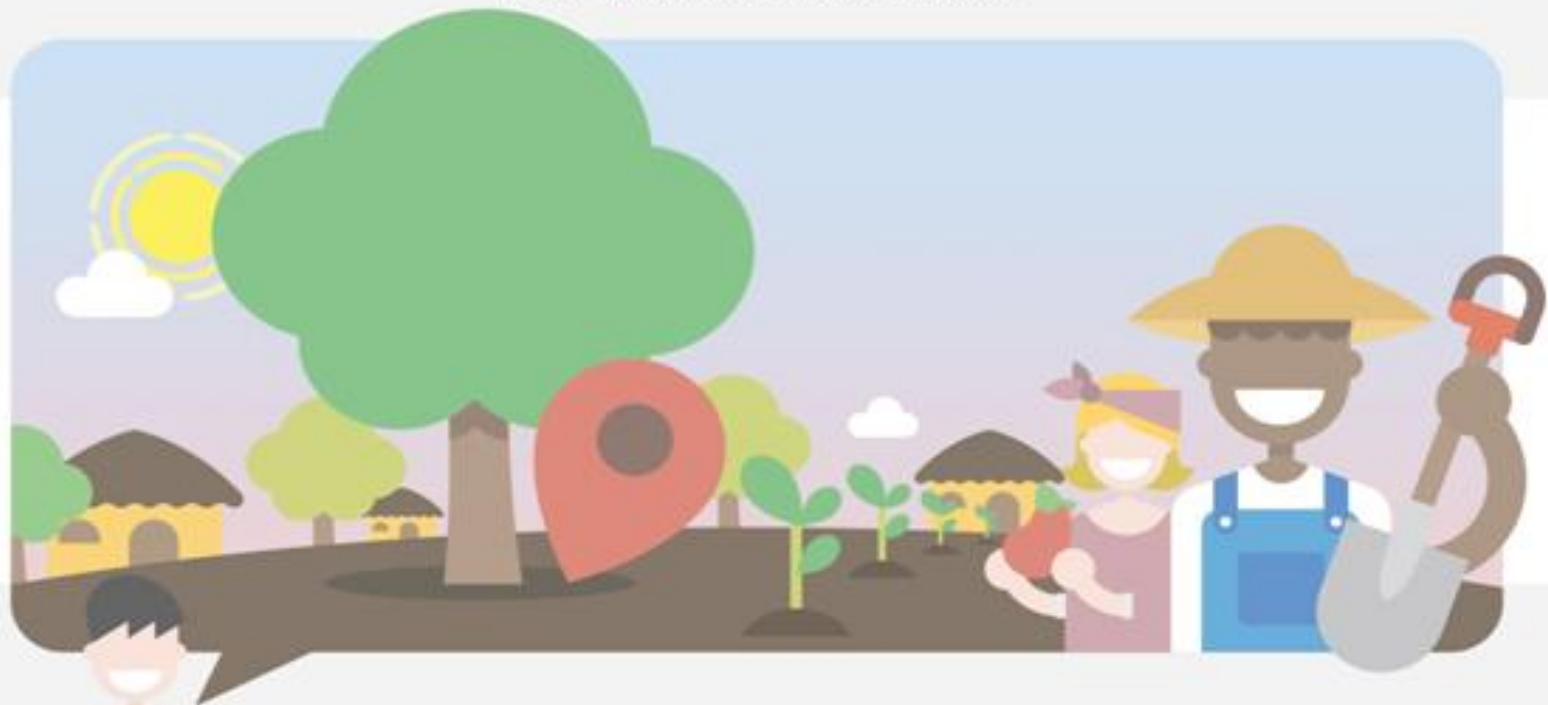
# L'ORÉAL



## A TREE, WHAT AN IDEA!



Treedom is the only site that allows people and companies to plant trees and follow them online, directly financing local farmers around the world.



Every single tree is planted, photographed, geolocated and is visible online, to show your commitment to everyone in a transparent way.



## AN ENGAGEMENT THAT LASTS OVER TIME



Those who plant and who receive a tree as a gift do not have a tree, but their own tree, and can have fun:

- > following the history of the tree and that of the farmers who take care of it through photos, its geolocation and stories published in the tree's Diary,
- > customizing the tree with a name and a message,
- > quantifying and capturing one's own CO<sub>2</sub>,
- > learning about the real-time weather of the place where the tree is growing, about the owners of nearby trees and much more.





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## THE PILLARS



**Treedom stands out for directly financing small agroforestry projects and bringing environmental and social benefits.**



- > Global CO<sub>2</sub> absorption
- > Reforestation
- > Protection of biodiversity
- > Contrast soil erosion and desertification



- > Direct funding for local farmers
- > Choice of plant species to be planted made by farmers
- > Costs covered up until the tree's productive phase
- > Training, income opportunities, empowerment



**417.500 trees planted**



**24.500 farmers involved**





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**SOCIAL**  
**ENTREPRENEURSHIP**  
*Think, create & connect*

# New Business Models

Prof.dr. Nikolay A. Dentchev





## ***New Business Models: A Prolific Field of Research***



# Research Overview

- Numerous Special Issues in Renowned Journals
  - Arevalo et al. 2011. Introduction to the special issue: integrating sustainability in business models. *Journal of Management Development*, 30(10): 941–954.
  - Svensson, G., & Wagner, B. 2011. Transformative business sustainability: Multi-layer model and network of e-footprint sources. *European Business Review*, 23(4): 334–352.
  - Boons et al. 2013. Sustainable innovation, business models and economic performance: An overview. *Journal of Cleaner Production*, 45, 1-8.
  - Schaltegger, S., Hansen, E. G., & Lüdeke-Freund, F. 2016. Business Models for Sustainability: Origins, Present Research, and Future Avenues. *Organization & Environment*, 29(1): 3–10.
  - Dentchev et al. 2018. Embracing the variety of sustainable business models: A prolific field of research and a future research agenda. *Journal of Cleaner Production*, 194: 695–703.
- Dedicated Conferences: <https://www.nbmconference.eu/>
- A good overview at “Sustainable Business Model .org”  
<https://blog.ssbmg.com/>



# Multiple Theoretical Lenses (Dentchev et al. 2018)

Theoretical lenses used in the papers published in this Special Volume.

Theoretical Lens	Author(s)
1 Boundary-spanning perspective	Brehmer et al. (2018)
2 Business model innovation	Olofsson et al. (2018)
3 Change management	Long et al. (2018)
4 Collective action theory	Gallo et al. (2018)
5 Contingency theory	Maletić et al. (2018)
6 Design thinking	Kozłowski et al. (2018)
7 Entrepreneurial ecosystems	Neumeyer and Santos (2018)
8 Hybrid organizations	Davies and Chambers (2018); Siegener et al. (2018)
9 Information asymmetry	Plank and Teichmann (2018)
10 Institutional theory	Stål and Corvellec (2018)
11 Lean Thinking	Caldera et al. (2017)
12 Life cycle assessment	Ribeiro et al. (2018)
13 Network theory	Neumeyer and Santos (2018); Oskam et al. (2018); Rossignoli and Lionzo (2018)
14 Resource dependence theory	Rossignoli and Lionzo (2018)
15 Resource mobilization theory	McDermott et al. (2018)
16 Schwartz Personal Values	Piscicelli et al. (2018)
17 <a href="#">Stevenson (1983)</a> multilevel approach to entrepreneurial management	Fellnhöfer (2017)
18 Strategic Management	Johannsdóttir and McInerney (2018)
19 System dynamics	Chen et al. (2018)
20 Technology acceptance model	Kokkonen and Ojanen (2018)
21 Theory of Planned Behavior	Wesselink et al. (2017); Kokkonen and Ojanen (2018)
22 Transition theory	Bidmon and Knab (2018)
23 User-centered design	Tolkamp et al. (2018)

Note: Since papers were assigned to different volumes as soon as they were accepted, the year of publications varies. All papers remain pooled together online as a virtual special issue.

# Future Research Avenues (Dentchev et al. 2018)

- i) A more robust conceptualization of sustainability and SBMs;
- ii) Stronger and more cumulative theoretical development concerning the antecedents, processes, and outcomes of SBMs;
- iii) More sophisticated and rigorous empirical methods to investigate SBMs;
- iv) Regularly including and studying the role of government and the related institutional arrangements for the development, diffusion, and success of SBM across different national and regional contexts;
- v) Examining in more depth the interactions between existing business models and SBMs in one sector or even one company;
- vi) Creating dialogue and intersection with other research communities, such as “traditional” business model researchers, innovation scholars, or the entrepreneurship community.



## NBM Challenges





**GOVERNANCE**



**FINANCE**



**COLLABORATIVE  
BUSINESS MODELS**



**THE LEAN  
START UP**

**Founding  
Partners**

**CLOSE  
THE  
GAP**  
BRIDGING  
THE DIGITAL  
DIVIDE



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FORTIS**



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## NBM Opportunities

**1**

**BOTTOM OF THE  
PYRAMID**

**2**

**SOCIAL  
ENTREPRENEURSHIP**

**3**

**SUPPORT  
ECOSYSTEM**



**Founding  
Partners**

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# Platform developed by:



[platform.vubsocialentrepreneurship.com](https://platform.vubsocialentrepreneurship.com)

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# Our Vision



Social Entrepreneurs  
First



Engage VUB staff and  
students to our  
activities



Solid partnerships



Welcome  
complementarity



Expand internationally

Founding  
Partners

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GAP  
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# Network partners



Koalect



INCUBATIECENTRUM  
Arsenaal Brussel



THE  
SHIFT



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Partners

# Internationalization Strategy



UNIVERSIDAD®  
**CATÓLICA**  
BOLIVIANA "SAN PABLO"  
UNIDAD ACADÉMICA SANTA CRUZ



PONTIFICIA  
**UNIVERSIDAD  
CATÓLICA**  
DEL PERÚ



**UNIVERSIDAD  
DEL NORTE**

**vliruos**  
SHARING MINDS, CHANGING LIVES

**U** Universidad  
del Atlántico

**tbs** Toulouse Business School  
Think & Create



**Erasmus+**



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Universidad de  
**La Sabana**

**Founding  
Partners**




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**Solidarity Trip/Voyage Solid  
aire à Zagoura**



40 supporters / 2050 € / 197 days left

**Elewa**



13 supporters / 805 € / Completed

**Aromas del Cafe**



5 supporters / 587.84 € / 5000 € / Completed

**Moving Is life**



1 supporters / 15 € / 32 days left

**Povverty**



2 supporters / 10 € / 47 days left

**Libros Despertados**



1 supporters / 5 € / 12000 € / Completed

**The Peruvian Social Incubator**



6 supporters / 510 € / 368 days left

**Small community farming in  
Vitré 1, Ivory Coast**



1 supporters / 250 € / 17 days left

**Clean Water Initiative**



10 supporters / 100 € / 26 days left

**VUBooks**



0 supporters / 0 € / 4500 € / Completed

**Give your clothes a second li  
fe**



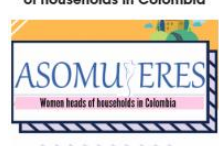
0 supporters / 0 € / Completed

**JUST KEEP IT Challenge**



0 supporters / 0 € / 6 days left

**Asomujeres - Women heads  
of households in Colombia**



5 supporters / 85 € / 16 days left

**Entrepreneurship Far: Yo Emp  
rendo (Tarija, Bolivia)**



5 supporters / 45 € / 8 days left

**Solidare-It!**




1 supporters / 25 € / 8500 € / Completed

**The 1€ Project**



0 supporters / 0 € / 77 days left

**MINKHA**



0 supporters / 0 € / 46 days left

**Intercultural urban routes**



0 supporters / 0 € / 442 days left

**SEA Sustainable Job Fair**



0 supporters / 0 € / 500 € / Completed

**Alpha Plus**



0 supporters / 0 € / 136 days left

**PEP! Collection of old laptop  
s**



0 supporters / 0 € / Completed

**Pintela y se la Coloreo**



0 supporters / 0 € / 351 days left

**Cunas con Amor**



0 supporters / 0 € / 351 days left

**Mucamé**



0 supporters / 0 € / 321 days left

**Arabic language by VUB**



0 supporters / 0 € / 144 days left

**Higher education for student  
s in Grand-Bassam**



0 supporters / 0 € / 136 days left

**INCUBADORA DE EMPRESAS  
DE LA CIUDAD DE TARIJA Y L  
A PROVINCIA CERCADO - BO  
LIVIA**



0 supporters / 0 € / 43 days left

**Amiguitos del Océano (Oce  
an Little Friends)**



0 supporters / 0 € / 321 days left

**Consultorio Jurídico Itineran  
te Por La Paz - Itinerant Legal  
Clinic For Peace**



0 supporters / 0 € / 130 days left

**Platform for 10**



0 supporters / 0 € / 356 days left

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Partners**

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GAP**  
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THE DIGITAL  
DIVIDE



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FAIR

# YO EMPRENDO TARIJA

October 23, 2018



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# Platform Launch in Ecuador

## October 25<sup>th</sup>, 2018 in Guayaquil



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# VUB SOCIAL ENTREPRENEURSHIP FAIR

NOV 27 | AULA QA | 18:00  
Vrije Universiteit Brussel

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# Thank you!



**Prof.dr. Nikolay A. Dentchev**

Chairholder

+32.477.91.71.21

[nikolay.dentchev@vub.be](mailto:nikolay.dentchev@vub.be)

Pleinlaan 2, VUB – Office C213  
1050 - Brussels, Belgium.



vubsocialentrepreneurship



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**[www.vubsocialentrepreneurship.com](http://www.vubsocialentrepreneurship.com)**

**<https://platform.vubsocialentrepreneurship.com>**

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**Panel 2-supporting innovation while also protecting  
consumers, workers and communities: what role for  
policymakers  
moderated by Luc Hendrickx, UEAPME**

- **David Bradbury**, Head of the Tax Policy and Statistics Division, OECD
- **Alexis Hallemans**, Partner, Nelissen Grade lawyers
- **Ann Branch**, Head of Unit, Job creation, DG EMPL
- **Willem Pieter de Groen**, Research Fellow and Head of Unit, CEPS
- **Ellen Thijs**, TalentHive leader, BHive Europe



# **Collaborative economy and new business models' challenges**

**Supporting innovation while also protecting consumers, workers and communities: The tax perspective**

16 October 2018, Brussels

**David Bradbury**

Head, Tax Policy and Statistics Division  
OECD's Centre for Tax Policy and Administration



# The 2018 Interim Report

## The Tax Challenges Arising from Digitalisation

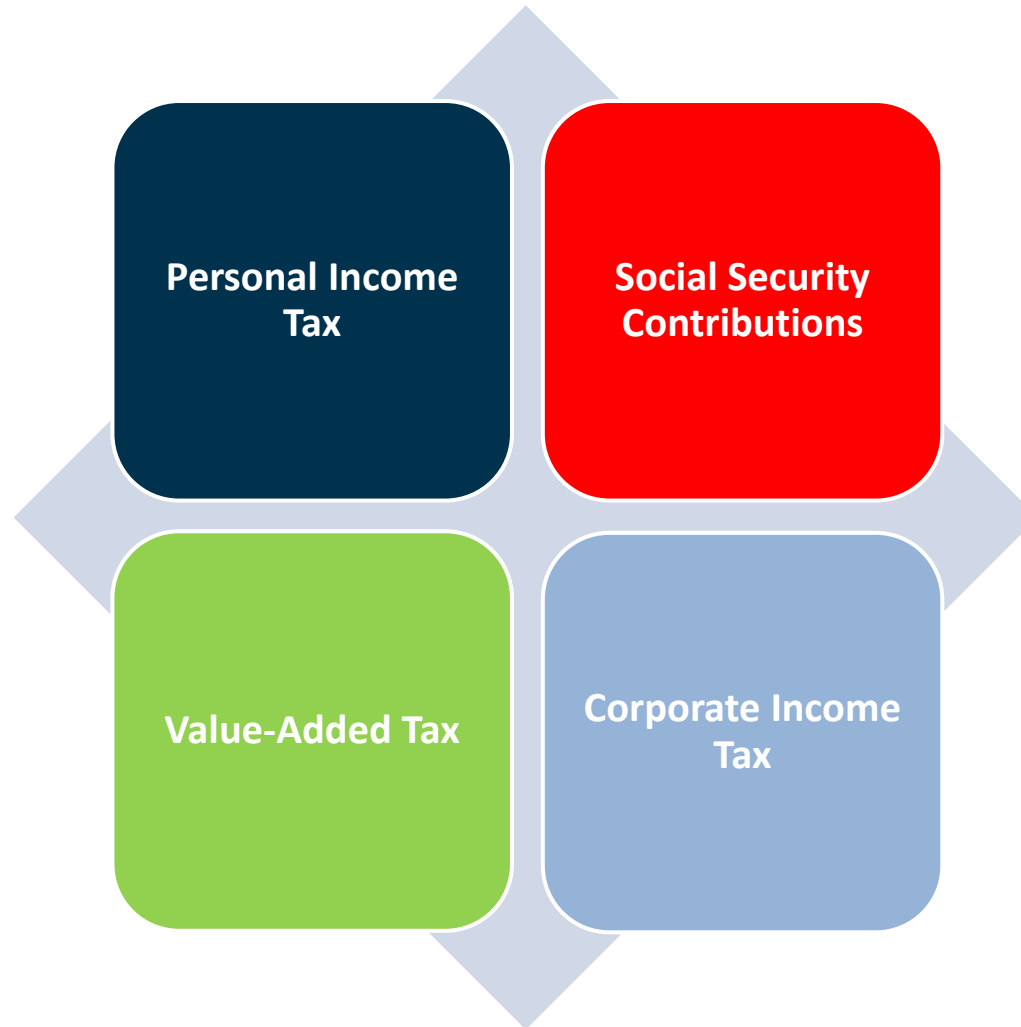
- **Analysis of business models and value creation**
- Implementation and impact of BEPS
- Stocktake of unilateral measures adopted by countries
- **Long-term solutions**
- **Interim measures**
- Impact of digitalisation on other aspects of the tax system
- **Conclusion and next steps**





# Tax Challenges & the Collaborative Economy

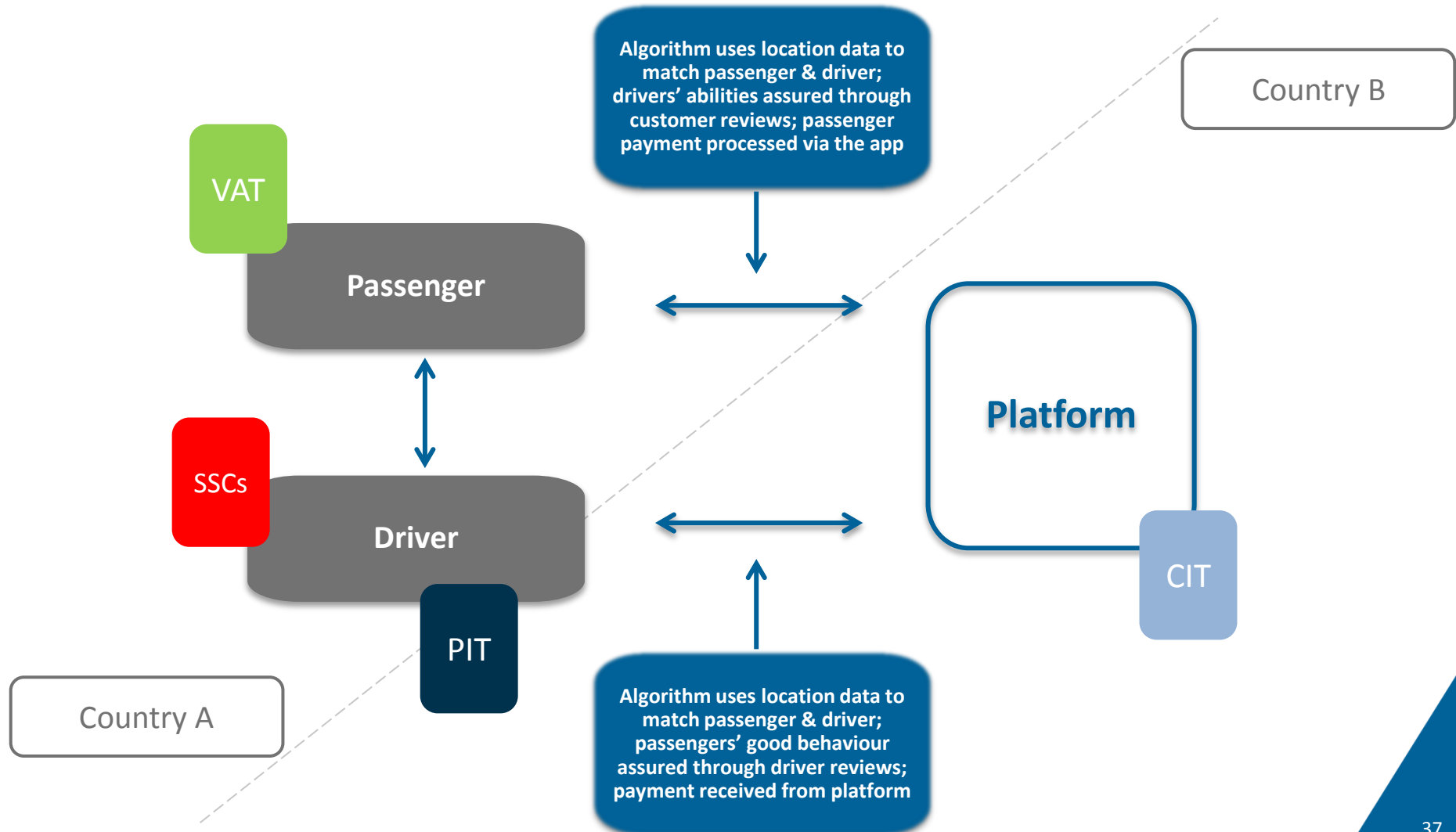
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# Example: Ride Sharing Business





## Contact details

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### David Bradbury

Head of the Tax Policy and Statistics Division  
Centre for Tax Policy and Administration

2, rue André Pascal - 75775 Paris Cedex 16  
Tel: +33 1 45 24 15 97 – Fax: +33 1 44 30 63 51

[David.Bradbury@oecd.org](mailto:David.Bradbury@oecd.org) || [www.oecd.org/tax](http://www.oecd.org/tax)



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## **Panel 2-supporting innovation while also protecting consumers, workers and communities: what role for policymakers**

**moderated by Luc Hendrickx, UEAPME**

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www.ceps.eu

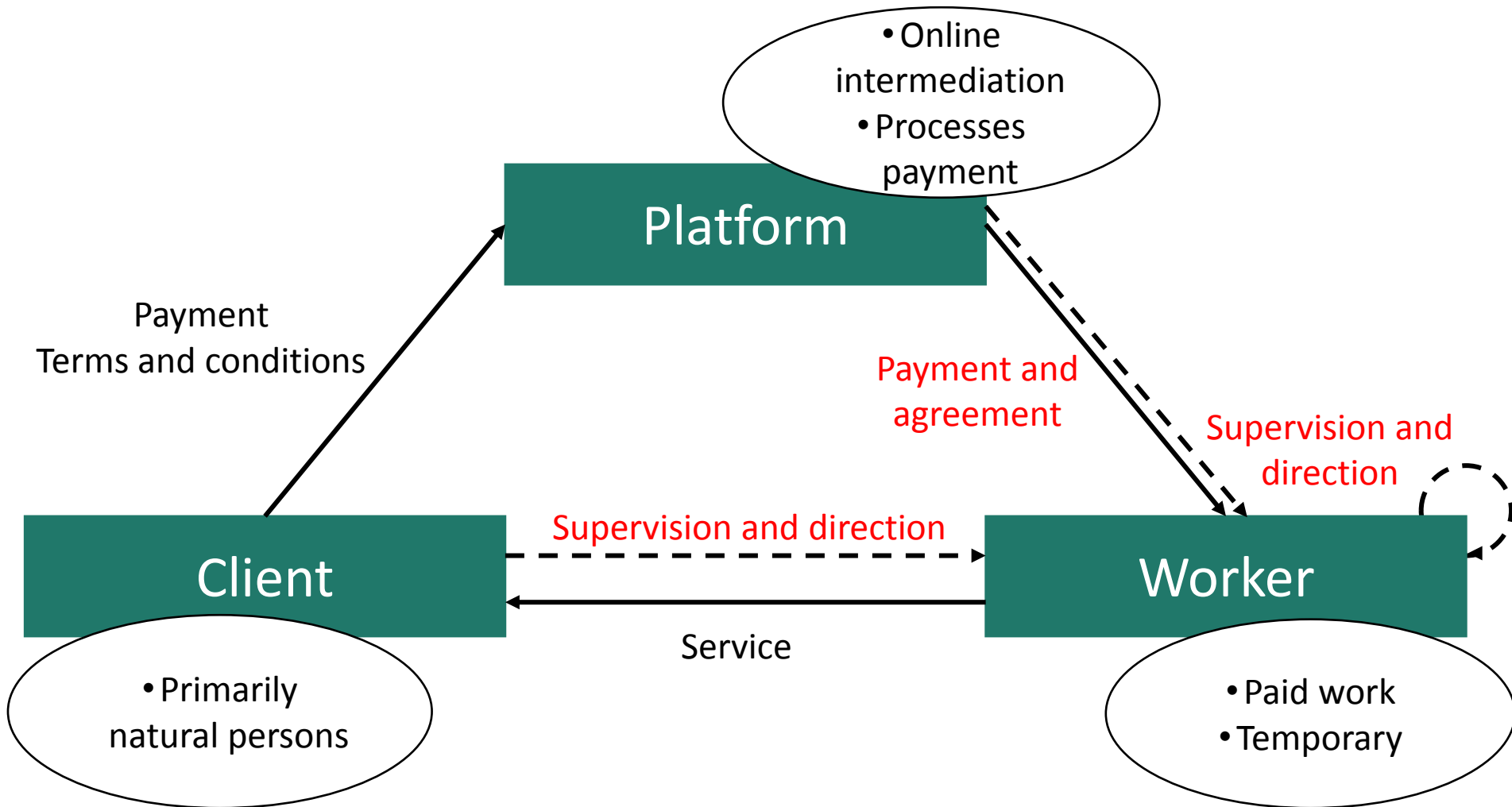
# Work in the Platform Economy

Willem Pieter de Groen

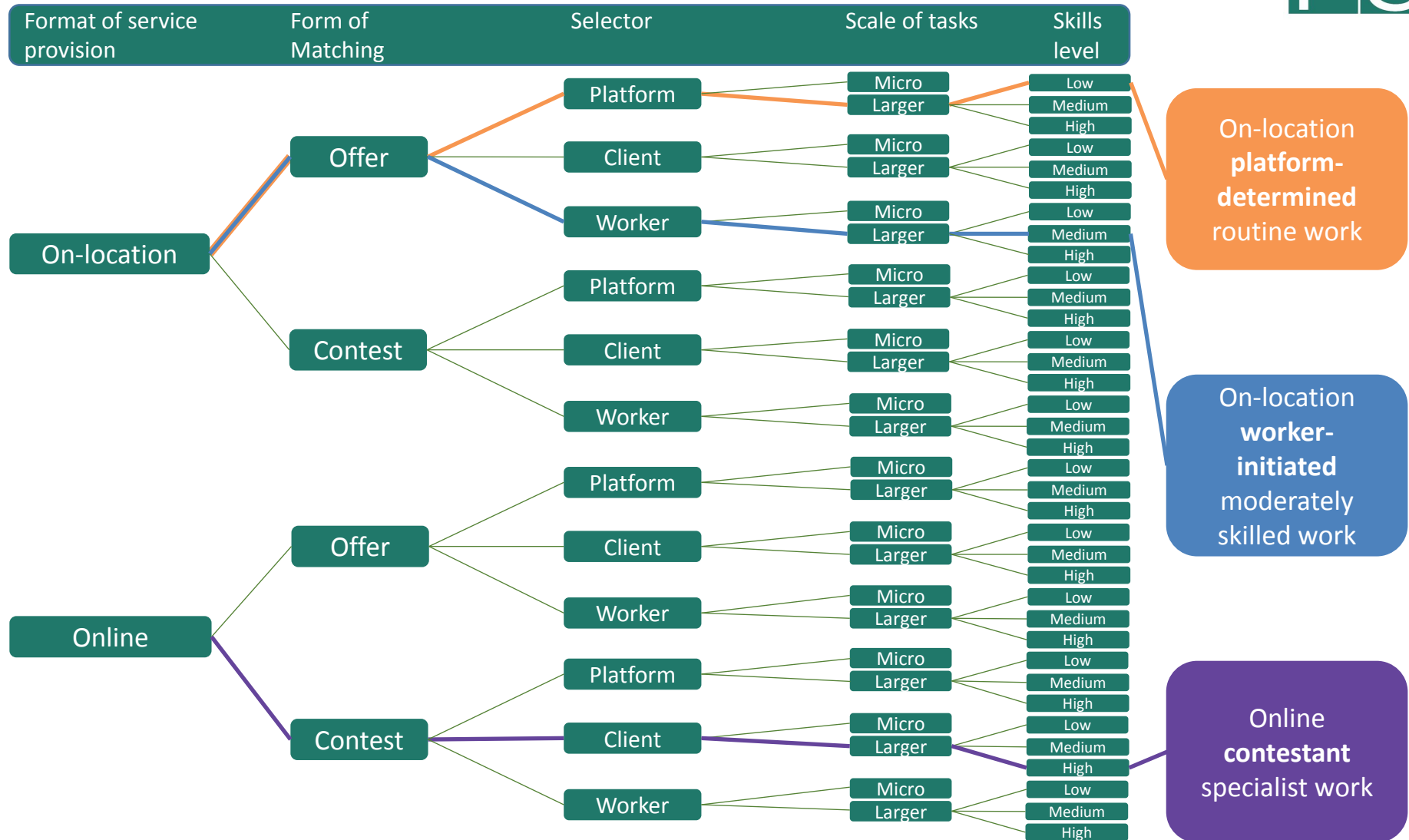
Brussels, 16 October 2018



# Definition of platform work



# Types of platform work



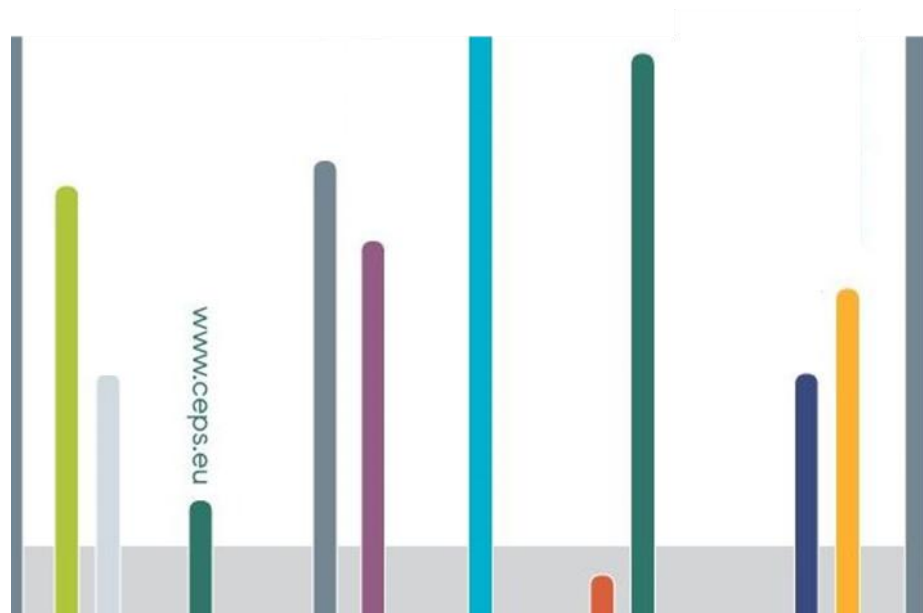
# THANK YOU!

Contacts:

Willem Pieter de Groen

+32 2 229 39 57

[willem.pieter.degroen@ceps.eu](mailto:willem.pieter.degroen@ceps.eu)





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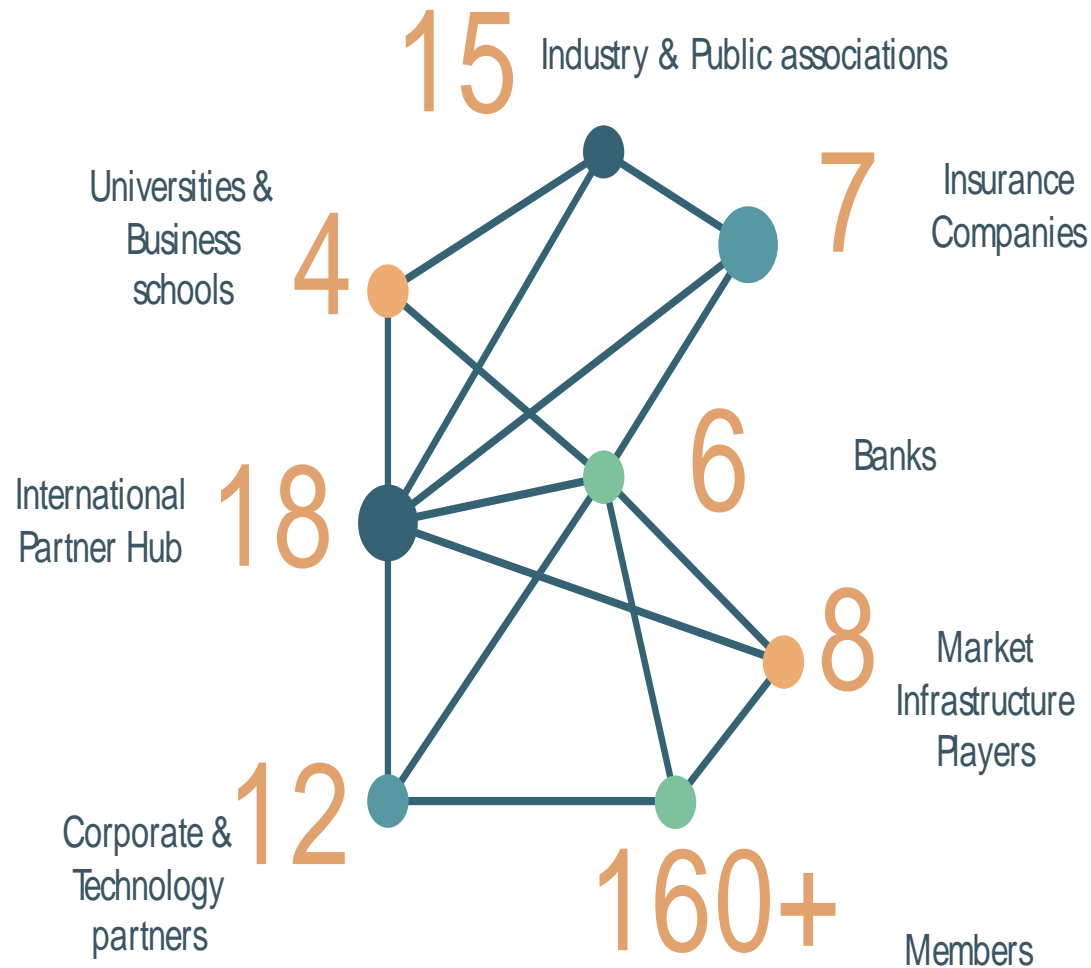
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# B·HIVE EUROPE





# Digital Transformation Within FIS – 4 trends related to talent

## Client centricity

- 1 Increasingly **multichannel** and **digital relations**
- 2 **Evolving branch** from transactional to advisory
- 3 **Constantly increasing expectations** on the service level

## Financial Planning

- 9 **Evolution of human capital** with a greater push on digital skills
- 10 **Threat of digital players** on traditional actors
- 11 **Consolidation wave** in countries with a low concentration

## Technology Evolution

- 4 **Disruptive technological innovations** in a traditionally conservative industry

**Optimization of operational**  
optimize costs and services

## Market Landscape

**Standardization**  
of offered services

digital environment

**Push towards market**  
transparency, data

## Overall workforce

- 12 **New business models & project work** in rotational team based on skills set
- 13 **Looking for authenticity & meaningful** work-life balance
- 14 **Employee centricity approach evolving** to strong career ownership models based on continuous learning experience
- 15 **Focus on positioning the company and its** values when attracting talent

# Talent Buzz

## A Digital Talent Marketplace

Think Outside the box to tackle the War for Talent. Tap into the hidden potential of talent & Connect !

full 360°  
view

Competencies

Skills

Motivation

& Talent

Identify

Benchmark

Match –  
Mismatch

Learn &  
Coach

Integrated &  
Digital



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# Concluding remarks

## Brando Benifei, MEP Vice-President

## European Movement International

