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

16 October, Residence Palace, Brussels
WELCOME SPEECH

Alan Hatfield
Executive Director
Strategy & Development
ACCA

#Future_Business_Models
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
Welcome to the New Collective
THE WORLD OF WORK IS CHANGING

+50% US WORKERS WILL BE FREELANCERS BY 2020

35% OF MILLENNIALS ARE FREELANCERS IN FRANCE

90% OF FREELancers DO IT BY CHOICE

+1 MILLION OF FREELANCERS IN FRANCE

+10 MILLIONS OF FREELANCERS IN EUROPE

Source INSEE

Source EUROSTAT
ABOUT YOSS

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

@romaintrebuil

@rtrebuil
L’ORÉAL

Number of donations received from L’Oréal

<table>
<thead>
<tr>
<th>Year</th>
<th>Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
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<td>2015</td>
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<td>2016</td>
<td>12</td>
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<td>2017</td>
<td>17</td>
</tr>
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<td>2018</td>
<td>26</td>
</tr>
</tbody>
</table>

GOODS TO GIVE
ENHANCE YOUR SOCIAL IMPACT
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.

www.treedom.net
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 CO₂,
- learning about the real-time weather of the place where the tree is growing, about the owners of nearby trees and much more.

www.treedom.net
Treedom stands out for directly financing small agroforestry projects and bringing environmental and social benefits.

- Global CO₂ 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

www.treedom.net
New Business Models

Prof.dr. Nikolay A. Dentchev
New Business Models: A Prolific Field of Research
Research Overview

• Numerous Special Issues in Renowned Journals
  • 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/](https://www.nbmconference.eu/)

• A good overview at “Sustainable Business Model .org” [https://blog.ssbmg.com/](https://blog.ssbmg.com/)
Multiple Theoretical Lenses (Dentchev et al. 2018)

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

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

THE LEAN START UP

Founding Partners

CLOSE THE GAP

BNP PARIBAS FORTIS
NBM Opportunities
1. Bottom of the Pyramid
2. Social Entrepreneurship
3. Support Ecosystem
Platform developed by:

Koalect

platform.vubsocialentrepreneurship.com
Our Vision

- Social Entrepreneurs First
- Engage VUB staff and students to our activities
- Solid partnerships
- Welcome complementarity
- Expand internationally
Network partners

Founding Partners

CLOSE THE GAP

BNP PARIBAS FORTIS

NEW WORKERS

Trivend

Propeller

Sociale Innovatie Fabriek

Ashoka

Start IT @KBC

Poseco

Oksigen Lab

for social entrepreneurship

Incubatiecentrum

Arsenaal Brussel

S1² Fund

part of Oksigen

Social Innovation Community

The Shift

Enactus
Internationalization Strategy
YO EMPRENDO TARIJA

October 23, 2018
Platform Launch in Ecuador
October 25\textsuperscript{th}, 2018 in Guayaquil
VUB Chair
SOCIAL
ENTREPRENEURSHIP
Think, create & connect

VUB SOCIAL
ENTREPRENEURSHIP FAIR

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

Founding Partners

CLOSE THE GAP

BNP PARIBAS FORTIS

euroclear
Thank you!

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www.vubsocialentrepreneurship.com
https://platform.vubsocialentrepreneurship.com
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

- Personal Income Tax
- Social Security Contributions
- Value-Added Tax
- Corporate Income Tax
Example: Ride Sharing Business

Algorithm uses location data to match passenger & driver; drivers’ abilities assured through customer reviews; passenger payment processed via the app.

Algorithm uses location data to match passenger & driver; passengers’ good behaviour assured through driver reviews; payment received from platform.

Country A

Country B
Contact details

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David.Bradbury@oecd.org  ||  www.oecd.org/tax
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Definition of platform work

Platform

- Online intermediation
- Processes payment

Client

- Primarily natural persons

Worker

- Paid work
- Temporary

Payment Terms and conditions

Payment and agreement

Supervision and direction

Service

Source: Lenaerts et al. (2018), Online Talent Platforms, Labour Market Intermediaries and the Changing World of Work
Types of platform work

Source: Eurofound (2018), Employment and working conditions of selected types of platform work
THANK YOU!

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B·HIVE EUROPE

Universities & Business schools

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Corporate & Technology partners

Industry & Public associations

Insurance Companies

Banks

Market Infrastructure Players

Members

18
7
6
8
15
4
12
160+
### Digital Transformation Within FIS – 4 trends related to talent

<table>
<thead>
<tr>
<th>Client centricity</th>
<th>Technology Evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increasingly <strong>multichannel</strong> and digital relations</td>
<td>4. <strong>Disruptive technological innovations</strong> in a traditionally</td>
</tr>
<tr>
<td>2. Evolving branch role: from transactional to advisory</td>
<td>traditionally conservative industry</td>
</tr>
<tr>
<td>3. Constantly increasing expectations on the offered service</td>
<td>5. <strong>Disruptive technological innovations</strong> in a traditionally</td>
</tr>
</tbody>
</table>

#### Overall workforce

1. **New business models & project work in rotational team based on skills set**
2. **Looking for authenticity & meaningful work-life balance**
3. **Employee centricity approach evolving to strong career ownership models based on continuous learning experience**
4. **Focus on positioning the company and its values when attracting talent**
Talent Buzz

A Digital Talent Marketplace

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

Competencies
Skills
Motivation & Talent

Identify
Benchmark
Match – Mismatch
Learn & Coach

full 360° view

Integrated & Digital
Concluding remarks

Brando Benifei, MEP
Vice-President
European Movement International