

## **Organising as the Art of Balancing Values**

*Enabling the realisation of Multiple and Shared Values  
through a generation of New Business Models*

**Abstract: 595 words**

**By Jan Jonker, Linda O’Riordan and Nina Marsh**

Jan Jonker

Nijmegen School of Management (NSM)

Radboud University Nijmegen

P.O. Box 9108, 6500 HK NIJMEGEN

The Netherlands

E-mail: [janjonker@me.com](mailto:janjonker@me.com)

Linda O’Riordan\*\*\*

University of Applied Sciences (FOM Hochschule für Oekonomie & Management) Leimkugelstraße 6

45141 Essen

Germany

E-mail: [linda.oriordan@t-online.de](mailto:linda.oriordan@t-online.de)

Nina Marsh

University of Applied Sciences (FOM Hochschule für Oekonomie & Management) Leimkugelstraße 6

45141 Essen

Germany

E-mail: [ninamarsh@me.com](mailto:ninamarsh@me.com)

\*\*\*Corresponding Author: Linda O’Riordan

Paper prepared for the Corporate Responsibility Research Conference, held at the University of Graz (Graz/Austria) from the 11th – 13th September 2013

### KEY WORDS:

Sustainable Management; Creating Multiple Value; New Business Models;  
Stakeholder Management

## ABSTRACT

As the public perception of the role of business in society continues to change, managers face new-fangled challenges when attempting to secure an optimal strategy for the long-term survival of their firms. Ongoing developments in societal expectations have prompted the need for a new management mindset with respect to the way in which profit is produced. Most particularly, the notion of what constitutes profit and how to organise the business to generate it is undergoing transition. The increasing awareness that business operates as part of (and not apart from) society necessitates an inspired management approach when investing a firm's resources to generate value that is driven by the perspective and needs of a broader range of interests of stakeholders and constituents.

This paper combines a theoretical review of the latest emerging literature surrounding the concept of *multiple shared value* with fresh empirical data to investigate how well the *new business model* (NBM) notion is currently translating the concept of sustainable management into everyday business practice. The qualitative, exploratory data findings presented which were obtained via in-depth interviews furnish the information-base for a critical discussion about the suitability of the new business model concept as a mechanism for delivering the new management methods needed.

The evidence presented in the paper suggests that managers need to exercise caution when applying the NBM notion in three specific areas. First, with respect to their understanding of what is 'new' about NBMs, second, regarding the meaning of profits in the long-term survival of the firm, and third, with a view to the powerful potential impact of the NBM approach. Ultimately, this paper proposes that NBMs can act as a catalyst for creating collective, shared, balanced triple bottom line impact. They achieve this by delivering a fairer

distribution of the wealth created by business via a stronger focus on creating welfare for human beings and nature.

To elaborate, the paper addresses the issue of how to translate the notion of multiple and shared value creation into a contemporary generation of (emerging) business models. To do so, it first briefly summarises the recent academic debate in the field of creating multiple and shared values which establishes the parameters for firms when responding to their promise to deliver sustainable solutions. This review focuses on the notion of 'new' business models as the prime transaction concept enabling the creation of such value. Central to the argument is the idea that if the nature of creating value changes, the way in which the underlying values are organised within organisations and between a variety of constituents also changes. This can be reasoned theoretically but moreover, it also can be observed in emerging practices. To demonstrate the latter, the methodology of the qualitative research undertaken in Germany as part of a broader comparative European research project during Spring 2013 is briefly outlined. The results of that study are then presented. This forms the basis for a critical examination of the usefulness of the NBM notion for translating the concept of sustainable management into a new generation of business models. The paper concludes by summarising the overall contribution of the paper, addressing the limitations of the work and suggesting recommendations for future research.