

**Copenhagen Business School 2015**  
MSoc. Sc. Service Management  
Master's thesis

## **Business models in the Sharing Economy**

- An exploration of how established companies can develop novel business models suited for the Sharing Economy



9. November 2015  
Supervisor: Jørgen Vinding

Counts: 228.667  
Pages: 114

---

Julie Wanning Tvede

---

Maria Christensen

## **Acknowledgements**

We would like to express our great appreciation to all the people who have supported us during the exciting process of writing this thesis.

First and foremost, great thanks to our supervisor Jørgen Vinding, who continuously encouraged and stimulated our creativity in the past six months.

Furthermore, we would like to thank Jeppe Mühlhausen for inspiration and guidance in the initial stages of the thesis and Kirsten Leth for her hospitality and indispensable help in the final stages of the process. In addition, we wish to thank the participants of the interviews, Bo Svane from Toyota, Hans Emil Olesen and Jens Christensen from Black & Decker and Alice Bugge from Rentek, for their valuable insights and contribution to this thesis.

We would like to extend an immense gratitude towards Neil, Louise and Mette, who have provided us with encouragement, valuable comments and spent endless hours proofreading.

Finally, we would like to sincerely thank our families for their wholehearted support.

Maria and Julie

---

## Executive summary

---

The sharing economy is an emerging force in modern commerce and one that has shown the potential to disrupt heavily entrenched traditional business sectors such as hospitality and transport. The question is – how far can this disrupting influence reach? The companies at the vanguard of this revolution are internet start-ups, which operate primarily by providing a platform where collaborators can meet and transact. As it is not plausible to assume that existing companies can adapt the same business model as internet start-ups, this poses the question as to if and how they can enter the sharing economy, and by extension, what business model they should apply. This thesis set out to explore whether it was possible to develop a business model framework with generic business models that existing companies wishing to enter the sharing economy could use as a foundation to build their company specific business models on.

In order to fulfil the purpose of this thesis it was first necessary to establish a relevant theoretical foundation. This is formed from a basis of the most up to date thinking from the business literature supplemented by findings from a thought experiment presented here: Collaboration Town. Collaboration Town is an imaginary community created by the authors of this thesis to portray the needs of the consumers and then identify the products and services they consumed that could be classified as being shareable. Firstly the theoretical based literature review provides the basis for developing a relevant business model framework. Secondly the results of the Collaboration Town process revealed what product and service characteristics are best suited for sharing and which generic business models should be further developed from the framework.

The business model extracted from the business model framework consisted of three components: Value proposition, operational value chain and financial model. The business model along with the results from Collaboration Town resulted in generic business models suited for sharing economy in the categories: Properties, expensive products cheap products, expensive services and cheap services.

In order to test the potential for these generic business models to provide a suitable foundation for going on to develop company specific business models, this process was pursued for three of the generic business models in a company specific context. The companies selected were Toyota (expensive products), Black & Decker (cheap products) and Rentek (expensive services) with the assumption that the resulting business models would be adopted as secondary business models. They were then tested by conducting semi-structured expert interviews with a qualified representative from each of the exemplified companies. Whilst the scope of this thesis only allowed for this process to be explored for a single company operating within each category, and can therefore not be viewed as truly representative of the entire population, it was nonetheless possible to extract a number of important learnings and conclusions from the research. The knowledge learned from the interviews revealed both support and criticism of the generic business models, suggesting that they did not sufficiently provide a foundation on which to build company specific secondary business models. In addition to identifying a number of elements that were too context specific and therefore not suitable for a generic model, it was clear that it was also necessary to add an extra component, cluster, to address the concept of how the companies could find and target their potential consumers. These findings were then used to further revise the business model framework resulting in a new suggestion to what form a foundation could take in a format that avoided some of the pitfalls highlighted by the interview process. This revised model is believed to provide a practical and relevant guide for existing companies wishing to expand their operations to exploit the sharing economy.

## Table of Contents

List of figures, tables and matrices .....	6
<b>1. Introduction .....</b>	<b>7</b>
1.1 Problem statement .....	9
1.2 Purpose and delimitation .....	10
1.3 Concept clarification.....	11
1.4 Thesis outline and reading guide.....	12
1.4.1 Thesis outline .....	13
1.4.2 Reading guide.....	14
<b>2. Methodology .....</b>	<b>16</b>
2.1 Research method .....	16
2.1.1 Philosophy of science.....	16
2.2 Data collection.....	17
2.2.1 Secondary data .....	17
2.2.2 Primary data .....	17
<b>3. Literature review .....</b>	<b>22</b>
3.1 Discussion of literature concerning sharing economy .....	22
3.2 Discussion of literature concerning business models .....	25
3.3 Discussion of literature concerning business models in the sharing economy .....	27
3.4 Contribution to literature .....	29
<b>4. Theoretical Foundation.....</b>	<b>30</b>
4.1 Theoretical aspects of sharing economy .....	30
4.1.1 Drivers of sharing economy .....	30
4.1.1.1 Societal drivers .....	31
4.1.1.2 Economic drivers .....	32
4.1.1.3 Technological drivers.....	32
4.1.1.4 Trust drivers .....	33
4.2 How to enter sharing economy .....	34
4.3 Theoretical aspects related to business models .....	36
4.4 Theoretical foundation concluded .....	39

<b>5. Business model framework for sharing economy.....</b>	<b>40</b>
<b>5.1 Components of the business model for sharing economy .....</b>	<b>40</b>
5.1.1 Value proposition .....	41
5.1.2 Operational value chain .....	41
5.1.3 Financial model .....	42
<b>5.2 Presentation of Business model framework for sharing economy .....</b>	<b>43</b>
5.2.1 Drivers of sharing economy in relation to the business model framework.....	43
5.2.2 Business model framework .....	44
<b>5.3 Business model framework concluded .....</b>	<b>45</b>
<b>6. Collaboration Town .....</b>	<b>46</b>
6.0.1 Collaborative clusters.....	47
<b>6.1 Shareable goods and services in Collaboration Town .....</b>	<b>48</b>
<b>6.2 Matrices .....</b>	<b>50</b>
6.2.1 Transport matrix .....	50
6.2.2 Property matrix.....	51
6.2.3 Product matrix.....	52
6.2.4 Service matrix .....	53
<b>6.3 Collaboration Town concluded.....</b>	<b>54</b>
<b>7. Generic business models .....</b>	<b>55</b>
7.1 Generic business model for properties.....	56
7.2 Generic business model for expensive products .....	58
7.3 Generic model for cheap products.....	59
7.4 Generic business model for expensive services.....	61
7.5 Generic business model for cheap services .....	63
7.6 Generic business models summarised .....	65
<b>8. Company specific business models and interview analysis .....</b>	<b>67</b>
8.1 Toyota.....	68
8.2 Analysis of interview with Toyota .....	74
8.2.1 Changes in business models .....	74
8.2.2 Toyota in the sharing economy.....	75
8.2.3 Secondary business model for Toyota in a sharing economic context .....	77
8.2.4 Toyota interview summarised.....	79
8.3 Black & Decker .....	80

<b>8.4 Analysis of interview with Black &amp; Decker .....</b>	<b>85</b>
8.4.1 Changes in business models .....	85
8.4.2 Black & Decker in the sharing economy .....	86
8.4.3 Business model for Black & Decker in a sharing economic context.....	86
8.4.4 Black & Decker interview summarised.....	88
<b>8.5 Rentek A/S .....</b>	<b>89</b>
<b>8.6 Interview with Rentek .....</b>	<b>93</b>
8.6.1 Changes in business models .....	93
8.6.2 Rentek in the sharing economy.....	93
8.6.3 Business model for Rentek in a sharing economic context.....	94
8.6.4 Rentek Interview summerised .....	96
<b>8.7 Company specific business models concluded .....</b>	<b>96</b>
<b>9. Discussions .....</b>	<b>98</b>
<b>9.1 Discussion of specific and generic business models.....</b>	<b>98</b>
9.1.1 Discussion of the value component.....	99
9.1.2 Discussion of the operational value chain .....	104
9.1.3 Discussion of the financial model .....	106
<b>9.2 Discussion of the business model framework .....</b>	<b>107</b>
<b>9.3 Reflections and adjustments of business model framework.....</b>	<b>109</b>
<b>10. Conclusion and further research .....</b>	<b>113</b>
<b>10.1 Further research .....</b>	<b>114</b>
<b>Bibliography .....</b>	<b>115</b>
<b>Appendices .....</b>	<b>121</b>
<b>Appendix I: Markedsanalyseprocessen .....</b>	<b>121</b>
<b>Appendix IIa: Interview guide Toyota .....</b>	<b>122</b>
<b>Appendix IIb: Interview guide Black &amp; Decker .....</b>	<b>126</b>
<b>Appendix IIc: Interview guide Rentek.....</b>	<b>130</b>
<b>Appendix IIIa: Transcript of Interview with Toyota.....</b>	<b>134</b>
<b>Appendix IIIb: Transcript of interview with Black &amp; Decker .....</b>	<b>143</b>
<b>Appendix IIIc: Transcript of interview with Rentek.....</b>	<b>158</b>
<b>Appendix IV: Products and services consumed in Collaboration Town .....</b>	<b>170</b>
<b>Appendix V: Shareable products and services.....</b>	<b>172</b>

## List of figures, tables and matrices

<i>Figure 1. Number of published articles on Business Source Complete as of October 19th, 2015 .....</i>	<i>22</i>
<i>Figure 2. The collaborative economy value chain .....</i>	<i>35</i>
<i>Figure 3. Business model framework for sharing economy .....</i>	<i>44</i>
<i>Figure 4. Generic business model for properties .....</i>	<i>57</i>
<i>Figure 5. Generic business model for expensive products .....</i>	<i>59</i>
<i>Figure 6. Generic business model for cheap products .....</i>	<i>61</i>
<i>Figure 7. Generic business model for expensive services .....</i>	<i>63</i>
<i>Figure 8. Generic business model for cheap services .....</i>	<i>65</i>
<i>Figure 9. Secondary business model for Toyota.....</i>	<i>71</i>
<i>Figure 10. Financial benchmarking for Toyota .....</i>	<i>74</i>
<i>Figure 11. Secondary business model for Black &amp; Decker .....</i>	<i>83</i>
<i>Figure 12. Secondary business model for Rentek.....</i>	<i>91</i>
<i>Figure 13. Adjusted business model framework for sharing economy .....</i>	<i>110</i>
 <i>Table 1. Botsman’s problems and Gansky’s opportunities .....</i>	 <i>34</i>
<i>Table 2. Most frequently cited components in business models .....</i>	<i>37</i>
<i>Table 3. Residential areas and inhabitants of Collaboration Town .....</i>	<i>46</i>
<i>Table 4. Product and service characteristics .....</i>	<i>49</i>
<i>Table 5. Existing companies in the sharing economy and transportation industry .....</i>	<i>69</i>
<i>Table 6. Possible disrupters to Black &amp; Decker .....</i>	<i>81</i>
<i>Table 7. Adjusted contents of the business model for sharing economy .....</i>	<i>111</i>
 <i>Matrix 1. Transport.....</i>	 <i>50</i>
<i>Matrix 2. Property .....</i>	<i>51</i>
<i>Matrix 3. Product.....</i>	<i>52</i>
<i>Matrix 4. Service .....</i>	<i>53</i>
 <i>Box 1. Definition of business model suited for sharing economy .....</i>	 <i>43</i>



## 1. Introduction

Imagine a day in Collaboration Town...

*It is Saturday morning in Sharing Lane, and Del and Sharon are planning to build a playhouse for their children. This is their first time building a playhouse and they need advice on how to build it and what materials will be needed. They log on to their community knowledge-sharing platform. On this platform they can find information both from their local community and from external experts on homebuilding. After having consulted the platform they are now ready to drive to the store to purchase materials. Del and Sharon knew they would have to transport large items this particular Saturday and have therefore booked a van belonging to their car sharing community. While they are at the store, the babysitter service that serves the community looks after the kids. After a successful trip to the store they return to Sharing Lane ready to build the playhouse. They identify the tools required and proceed to the shared tool shed located at the end of the street. Using their membership card to enter the shed, they then “check-out” the tools they need for building. While Del and Sharon return back to their yard and begin their playhouse project, their neighbour Mr. Green enters the tool shed to return the lawnmower that he used this morning. He notices that Del and Sharon have checked out several tools. Mr. Green guesses that they are working on a big project and as a true collaborator, he gets in touch with Del and Sharon to offer his time and help.*

This story may strike you as somewhat far-fetched, but it nevertheless could be a plausible scenario in the not too distant future. Recent developments in consumer behaviour indicate that consumers are growing tired of the hyper consumption that has driven our societies since the industrial revolution (Botsman & Rogers, 2011). Furthermore, there is an increasing focus on the earth's resources and the detrimental effect the production society is having on the earth. Because of such concerns a new generation of consumers has evolved: those that find less prestige in owning products and more value in merely having access to products when needed. The emergence of these behaviours and the catalyst of the 2008 financial crisis have given rise to a new economy called the sharing economy.

Although sharing economy *per se* is a relatively new phenomenon, history shows that in reality, resource sharing is something human beings have done for more than centuries (Felsen & Spaeth, 1978). Before sharing economy became known as the monetary transaction based entity, as we know it today, sharing resources was known as mass-collaboration. One of the first to embrace mass-collaboration was Linus Torvalds, originator of the Linux open-source computer operating system where individual computer programmers freely contribute to its development. Another well-known mass-collaboration is the database Wikipedia where everyone can contribute with knowledge sharing. These forms of co-creation and mass-collaboration can be seen as true collaboration, which is a joint sharing of knowledge, free for both the contributor and the recipient (Tapscott & Williams, 2006).

Today's sharing economy exhibits fewer characteristics of true collaboration and the idealistic ethos has, at least to a certain extent, been succeeded by capitalistic thinking. This capitalistic sharing economy is growing in both its popularity and demand. A report from Crowd Companies estimates that in America 40 percent of the population are already engaging in sharing economy or intend to within the next 12 months. In the United Kingdom this number is 42 percent. Furthermore, 91 percent of the consumers that have participated in sharing economy would recommend it to friends and colleagues (Owyang, Samuel, & Grenville, 2015), and in Denmark a study done for Nordea by TNS Gallup showed that the number of consumers participating in sharing economy had tripled over the preceding year (Nordea, 2015). A separate study examining 200 sharing economy start-ups across the world revealed that around two billion dollars had been invested in sharing economy by the time of the study (Owyang, Tran, & Silva, 2013). Along the same lines, Price Waterhouse Coopers reports that in 2013, the businesses within the sharing economy generated revenues of 15 billion dollars, a figure they estimated will rise to 335 billion dollars by 2025 (PWC, 2015).

Until recently, the sharing economy has primarily been seen in the form of technological platforms provided by internet start-up companies that allows users to connect and share resources. One archetypical example of a company successful exploiting the sharing economy is Airbnb, in which users rent out their own homes using the platform to connect them to potential tenants. Airbnb has rapidly achieved a global presence and its market value has long surpassed that of the hotel mastodon, Hilton group (Bove-Nielsen, 2015). In the transport

sector, Über, a platform that allows car owners to provide a taxi equivalent service, is thriving. Other examples of sharing economic businesses in the transport sector are companies such as Car2go and LetsGo, which provide cars around the city of Copenhagen that members of the service can use. One common denominator for these companies are that they have successfully managed to provide a mobile technological platform, which allows users to be connected to the service, and to each other at all times. Additionally, they are all start-ups that have succeeded in providing an existing service in a new way that adds another dimension of value to the consumer. Currently this business model is the most widespread within the sharing economy and their success is difficult to ignore. These types of businesses give a good indication of the potential of sharing economy; both in terms of its ability to disrupt the status quo in existing industries, but also where forward looking and savvy companies already competing in these industries can expand their business models to embrace this potential. Furthermore, existing companies could also choose to try and capitalise on this change in consumer behaviour and create new sharing economic alternatives for their products or services.

## **1.1 Problem statement**

Under the assumption that sharing economy will continue its rapid growth, it can be postulated that existing companies should consider how they could engage in the sharing economy market. Regardless of whether an existing company ultimately views sharing economy as an opportunity or a disruptive threat, it cannot be expected that they can engage in the sharing economy under the same assumptions and use the same business models as these internet based, start-up companies do. Existing companies will already have a business model for their existing business operations and therefore they will have to adapt a secondary business model suited for their possible operations in the sharing economy. It is plausible that this secondary business model will differ significantly from their primary business model. Therefore it would be helpful if a foundation existed upon which they can form their secondary business models suited for sharing economy. This leads to the following research question:

***What form would a useable generic business model take for an existing company looking to exploit the sharing economy?***

In order to answer this question, the following supporting questions have to be addressed:

- What is sharing economy, what drives it and how can a company enter it?
- What is a business model and which components should be included in a business model suited for sharing economy?

In order to identify which companies could be eligible to adapt a secondary business model, the following reflections must be made:

- Which products and services are suited for sharing economy and which characteristics classify them?
- In which industries can sharing economy create a potential market?

The answers to these supporting questions will indicate the form a business model framework would take in a sharing economic context. Furthermore, the reflections will highlight the products and services most suited for sharing making it possible to create generic business models for the sharing economy across different industries.

## **1.2 Purpose and delimitation**

When addressing business models in the sharing economy, the literature is primarily concerned with describing internet-based start-up companies and thus fails to address how existing companies should act in a sharing economic context. Likewise, there are no theories that directly examine business model frameworks in a sharing economy context. Thus the purpose of this thesis is to shed light and come with examples of what form possible business models would take for existing companies wishing to engage in the sharing economy. In other words, the purpose of this thesis is not to establish an absolute truth, but to explore the possibility of creating a set of generic business models that can be used as foundation for specific business models suited for the sharing economy.

Since this thesis is concerned with business models for existing businesses, the parts of the sharing economy that are concerned with redistribution markets will not be assessed, as they

are mostly peer-to-peer dominated. Furthermore, the generic business models presented in this thesis are all suited for the business-to-consumer market. For the purpose of this thesis, the authors do not find it relevant to discuss sharing economy in terms of business-to-business segments.

Collaboration Town was created by the authors with the needs and behaviours of Danish citizens in mind. The generic business models were subsequently developed based on these needs and behaviours and whilst the business models may also be relevant to other territories, it must be considered that needs and behaviours can differ across countries and societies. Furthermore, in Collaboration Town the description of clusters appears. The inclusion of these clusters serves the purpose of identifying the companies' new target market if they were to engage in the sharing economy as proposed in Collaboration Town. Therefore, it has not been deemed relevant to fully detail how these clusters can be formed, are organised and who manage them. If such a detailed description of the cluster should have been provided, it would have required an extensive insight into several subjects such as for example group dynamics and group psychology, which was outside the scope of this thesis.

In the presentation of company specific secondary business models the financial model is presented without financial calculations. The purpose of the interviews was not to convince the interviewees that it would be a good investment to engage in the sharing economy. Rather the goal was to have the interviewees evaluate whether the business models was usable and in this case whether the changes in the financial models were possible to undertake.

### **1.3 Concept clarification**

Sharing economy has many labels and spans across several markets. In this thesis, the authors use two names when discussing the phenomenon: "Sharing economy" will be used to refer to the entire economy and "Collaborative consumption" used when discussing consumers who are engaging in it.

Throughout this thesis, the concepts "Business model" and "business model framework" are used frequently and therefore their meaning will be clarified here. In this thesis the business model includes only the components that a company has to address when entering into a

sharing economic context. The business model framework however includes the business model and its components, the elements that influence these components and the target market for the company.

#### **1.4 Thesis outline and reading guide**

Sharing economy and its impact on business models are a relatively unexplored subject and as this thesis follows an approach designed by the authors, an extensive thesis outline and reading guide is presented. This is intended to provide the reader with a preview of what they will learn throughout the chapters of this thesis.

### 1.4.1 Thesis outline

<b>Chapter 1: Introduction</b>	<ul style="list-style-type: none"><li>• Introduction</li><li>• Problem statement</li><li>• Purpose and delimitation</li><li>• Concept and term clarification</li></ul>
<b>Chapter 2: Methodology</b>	<ul style="list-style-type: none"><li>• Research method</li><li>• Data collection</li></ul>
<b>Chapter 3: Literature review</b>	<ul style="list-style-type: none"><li>• Literature review for sharing economy</li><li>• Literature review business models</li><li>• Literature review for business model in sharing economy</li><li>• Contribution</li></ul>
<b>Chapter 4: Theoretical foundation</b>	<ul style="list-style-type: none"><li>• Theoretical aspects of sharing economy</li><li>• How to enter the sharing economy</li><li>• Theoretical aspects related to business models</li></ul>
<b>Chapter 5: Business model framework for sharing economy</b>	<ul style="list-style-type: none"><li>• Components of business model for sharing economy</li><li>• Definition of business model for sharing economy</li><li>• Drivers of sharing economy in relation to business model framework</li><li>• Presentation of business model framework</li></ul>
<b>Chapter 6: Collaboration Town</b>	<ul style="list-style-type: none"><li>• Inhabitants of Collaboration Town</li><li>• Shareable products and services</li><li>• Matrices</li><li>• Collaboration Town concluded</li></ul>
<b>Chapter 7: Generic business models</b>	<ul style="list-style-type: none"><li>• Generic business model for properties</li><li>• Generic business models for cheap and expensive products</li><li>• Generic business models for cheap and expensive services</li><li>• Generic business models summed up</li></ul>
<b>Chapter 8: Company specific business models and interview analysis</b>	<ul style="list-style-type: none"><li>• Business model and interview analysis for Toyota</li><li>• Business model and interview analysis for Black &amp; Decker</li><li>• Business model and interview analysis for Rentek</li></ul>
<b>Chapter 9: Discussions</b>	<ul style="list-style-type: none"><li>• Discussion of specific and generic business models</li><li>• Discussion of the business model framework</li><li>• Reflections and adjustments of the business model framework</li></ul>
<b>Chapter 10: Conclusion and further research</b>	<ul style="list-style-type: none"><li>• Conclusion</li><li>• Further research</li></ul>

### 1.4.2 Reading guide

#### **Chapter 1-3**

Chapters 1-3 are introductory chapters enabling the reader to become familiar with the knowledge required to understand the problem statement and the underlying concepts that are discussed elsewhere. Chapter 1 introduces the problem statement, the research question, the purpose and delimitation of the thesis. Chapter 2 describes the methodology employed throughout the thesis, the research philosophy and the data collection methods. Chapter 3 is a literature review that provides the reader with an insight into the existing knowledge concerning sharing economy, business models and business models for sharing economy.

#### **Chapter 4-6**

Chapters 4-6 provide the basis for the development of the generic business models. With the research question in mind and in order to assemble a business model framework that is appropriate for the sharing economy it was necessary to establish a relevant theoretical foundation incorporating the two elements, “business models” and “sharing economy”, which is done in chapter 4. The business model framework presented in chapter 5 is developed based on the information reviewed in chapter 4 and presents a business model framework suited for a sharing economic context. Chapter 6 introduces the reader to Collaboration Town, which is an imaginary community created by the authors. The motivation for creating this town was to identify the products and services consumers use on a daily basis and which of these are shareable. This then made it possible to identify which characteristics shareable products and services contained. Ultimately these categories will help assess whether a company or industry has products or services in their portfolio that are suited for sharing economy.

#### **Chapter 7-8**

Chapter 7 presents the five generic business models suited for sharing economy. These models are based on the characteristics of shareable products that are derived from chapter 6 and the theoretical foundations from chapter 4 and 5. In order to evaluate the validity and



usability of the generic business models they are used as a foundation to form company specific secondary business models for three different companies. These secondary business models were presented to representatives from the respective companies and the interviews conducted with these representatives will serve as the primary data of this thesis. The three company specific secondary business models are presented in chapter 8 along with an analysis of the data retrieved from each interview.

### **Chapter 9-10**

Chapter 9 discusses the analysis of the findings and suggest adjustments to the business model and business model framework. Finally the thesis is concluded in chapter 10.

## **2. Methodology**

This chapter will present the research methodology applied throughout the thesis in order to answer the research question. It will explain the research method, the philosophy of science and finally describe the methodology used when collecting primary and secondary data.

### **2.1 Research method**

Since the research question seeks an answer to a topic that is not thoroughly described in the literature, the research will be conducted as an explorative investigation. As Blaikie describes: *“exploratory research is necessary when little is known about the topic being investigated, or about the context in which the research is to be conducted.”* (Blaikie, 2010, p. 70). The explorative investigation will provide an insight into what form a business model could take in a sharing economic context, and will result in a business model framework suited for existing companies. There are four primary research strategies that can be used when conducting any form of social research. These are deductive, inductive, retroductive and abductive (Blaikie, 2010). These different strategies provide different ways of answering research questions with different starting points. The most relevant strategy for this thesis is a primarily retroductive research strategy in which a hypothetical model is constructed and then tested against a real-world context (Blaikie, 2010).

#### **2.1.1 Philosophy of science**

When conducting social research, the researchers' approach is characterised by his or her philosophy of science. Philosophy of science consists of mainly two assumptions and refers to how the researchers view the world, ontological assumptions, and how knowledge is created, epistemological assumptions. According to Blaikie (Blaikie, 2007) there are two extremes, idealist and realist, when discussing researchers' ontological assumptions. An idealist's ontological stance is that the observer constructs reality. A realist's ontological stance however, is that reality is independent of the observer and only what can be observed is relevant (Blaikie, 2010). The research objective of this thesis does not allow the authors to adapt to one of these extremes. In order to answer the research question, the authors must both construct reality in order to create the business model framework, and understand reality by understanding those who observe it. Hence, the ontological stance of this thesis is positioned

somewhere in the middle of these extremes towards a milder form of depth realist, where reality can be observed and exist independently and unobserved (Blaikie, 2010).

The epistemological assumptions refer to how the researchers' knowledge is created. As with ontology there are several different positions a researcher can adapt. According to Blaikie (2010) there are six epistemological stances and often the ontological and epistemological stance is paired together. For this thesis the authors will adapt an epistemological stance of neo-realism, which means that knowledge might require formulation of structures and/or mechanisms to explain regularities. This stance is both suitable to answer the research question and corresponds well with Blaikie's (2010) pairing of ontological and epistemological assumptions.

## **2.2 Data collection**

This section aims to explain how the data that is used throughout the thesis has been obtained. In order to answer the research question it will be necessary to use both secondary and primary data. The following sections will describe the origin of the secondary data as well as a description of the interview process, which is used as the primary data.

### **2.2.1 Secondary data**

Secondary data is used throughout the thesis, both as the foundation for the authors' business model framework, and also to provide insight and support for the various concepts and theories discussed. The secondary data primarily consists of articles from academic journals and books. Furthermore, due to the novelty of the phenomenon, sharing economy, it was necessary to consult various magazines, reports and websites to ensure coverage of the latest information. Having used primarily academic peer reviewed articles ensures the validity of the secondary data.

### **2.2.2 Primary data**

The process of this thesis will eventually require collection of primary data. The purpose will be to test the usability of the generic business models that will be presented in this thesis, which will serve as the foundation to form company specific secondary business models. The primary data collection consisted of in-depth expert interviews with representatives of

companies within the industries relevant for this thesis. These companies are Toyota, Stanley Black & Decker (Black & Decker) and Rentek, with the results of the interviews presented in chapter 8. In essence, these interviews are a form of market analysis where the business models presented in the interviews are to be seen as a product, and the interviewees are seen as the clients/consumers. In order to adequately describe this market analysis process, the interview process was conducted according to Finn Rolighed Andersen *et al.*'s framework for market analysis process (Andersen, Jensen, Jepsen, Schmalz, & Sørensen, 2007) consisting of eight phases, documented in Appendix I. Furthermore, Andersen *et al.*'s (2007) eight stages resemble interviewing specialist Steinar Kvale's (Kvale, 2007) seven stages of interview inquiry and therefore it can be accepted that this framework adequately describes both the market analysis process and the interview process. The eight phases of the market analysis is described here:

- **Research objective of the market analysis**

The business model framework and the corresponding business models for sharing economy presented in this thesis are derived using secondary data. Since the business model framework and business models presented here are created by the authors of this thesis, their validity needs to be tested in the context of the relevant industries, which the market analysis discussed here aims to address.

- **Research design and Method of research**

In order to fulfil the research objective, the market analysis presented in this thesis will be an explorative analysis, but distinct to that of Blaikie's (2010) definition of exploratory research discussed earlier. According to Andersen *et al.* an exploratory analysis is especially suited to the context of expert interviews that generate verbally expressed, qualitative data (Andersen *et al.*, 2007). This explorative analysis will consist of semi-structured, in-depth expert interviews. To ensure the highest level of validity an interview guide was created with the objective of the research in mind, see Appendix II. To this end, the overarching themes in the interview consisted of introductory questions, general questions concerning business models, general questions concerning sharing economy and finally questions regarding the interviewees' evaluation of the business model presented. Since the objective of this

research is to test the usability of the generic business models for sharing economy, these overarching themes were chosen to ensure that the interview probes the business models presented in context, thereby validating the knowledge extracted from the interview (Kvale, 2007). The reliability of the interviews is ensured due to the fact that they are reproducible (Kvale, 2007). Appendix II details all the written information the interviewees received prior to the interview along with the interview guide. A transcript of the responses received is found in Appendix III. As such the interviews can be accurately recreated and the responses in any subsequent interviews can be compared to those from the present set. The interviews were conducted in Danish and transcribed in Danish in order to maintain the integrity of the data and avoid any potential changes in interpretation through translation. In order to enhance the readability fillers such as “uh”, “kind of” and “so” has mostly been excluded from the transcripts. Instead, where a filler was used to convey a pause the filler has been replaced by “...”, so the reader is aware that the interviewees had to think about the answer. When the interviewees are directly quoted in the current document, these quotes have been translated into English.

- **Sampling procedure**

Since the specific business models were designed with specific companies in mind, it was of utmost importance that the interviewees represented these exact companies. In addition to this, it was also required that the interviewees had sufficient knowledge of their industry and decision-making processes regarding business models within their respective companies. The interviewees’ knowledge concerning sharing economy was of less importance.

- **Collection of data**

The interviewees were contacted through email and upon agreeing to participate, a time and place for a meeting was scheduled. Before the meeting, the interviewees were e-mailed a short presentation of the business model relevant for their company as well as the questions presented in the interview guide prepared by the authors for the respective interviews. The interview guide contained the main questions that were necessary in order to acquire the knowledge needed for the research objective. This

was done to better prepare the interviewees regarding the specific topics and questions in order to obtain the best possible quality of the interview. The presentation and interview guide sent to the interviewees is shown in Appendix II. The questions in the interview guide are in an explorative and analytical form. Whilst the overarching theme was consistent across the various interviews, the specific questions were adjusted according to the company's product or services. The interview guide consisted of open-ended questions, where the interviewers are allowed to pose follow-up questions, thereby applying a mining method to obtain deeper knowledge concerning the research objective (Kvale, 2007). The interviewees were given time to reflect and answer the questions. All interviews were conducted person to person and both authors were present during all interviews. The interviews were held at the interviewees' offices, and there was a professional but comfortable atmosphere during the interviews, which allowed for a well-conducted interview. At the beginning of the meetings, the authors asked whether the interviewees approved recording of the interviews, and all interviewees accepted this without hesitation. The recording of the interview did not impair their ability to answer the questions freely. The interview with Toyota and Rentek went as planned whereas it was necessary to make an alteration to the planned interview with Black & Decker. This interview was arranged with sales director Jens Christensen, however on arrival it was made clear that he was delayed and therefore the interview was to be conducted with a colleague of his named Hans Emil Olesen who was general sales manager. Fortunately, it had always been the intention that Hans Emil Olesen should attend the meeting and he was therefore informed and well prepared for the interview. Jens Christensen managed to join the interview for the last seven minutes.

- **Data analysis**

The results of the interviews will be used in the analysis in the thesis with the interviewees' responses used to either validate or criticise the business model framework and the generic business models. The analysis will be done using a bricolage method where the researchers can use different techniques when analysing the interview. Kvale states: “... *the interpreter moves freely between different analytic techniques.*” (Kvale, 2007 p. 115). These techniques could for example be,

word count and narrative descriptions of the answers retrieved from the interviewees. Bricolage is a common method used to analyse interviews and can help identify connections and structures that are meaningful to the research topic in question (Kvale, 2007).

- **Presentation of results of market analysis**

The results of the primary data analysis will be used to discuss and reflect upon the business model framework and generic business models presented in this thesis. The authors acknowledge that the sample size is too small to be a true representative of the population meaning it is only possible to draw indicative conclusions on the data collected.

- **Follow-up.** The conclusions will be used to revisit and adjust the business model framework accordingly.

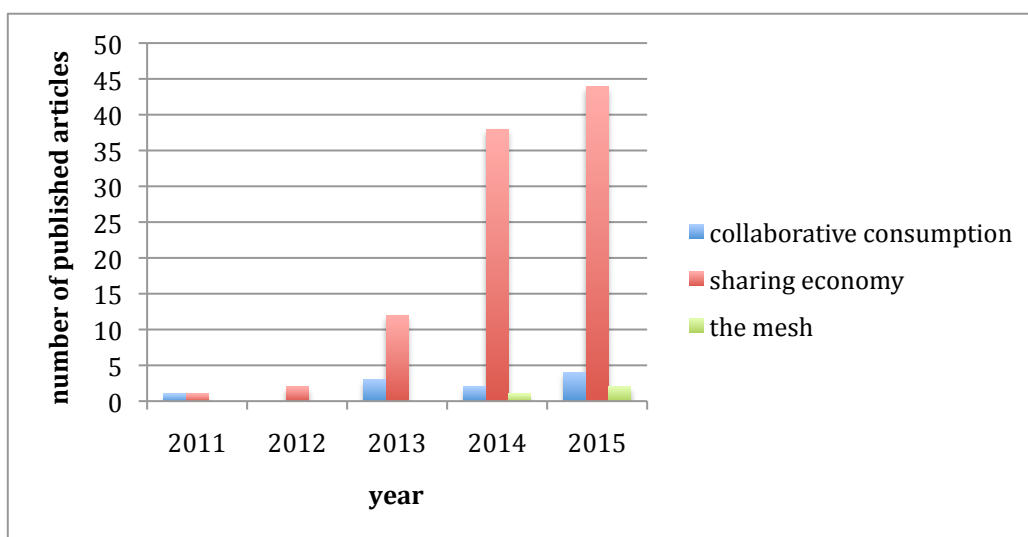
The primary qualitative data is limited to three expert interviews, and therefore the findings will only enable limited generalizations. Therefore it will not result in an absolute truth, but merely provide the best possible current explanation according to circumstances (Blaikie, 2010).

### 3. Literature review

This chapter will provide the reader with existing knowledge that is represented in the literature concerning sharing economy and business models. The literature review is conceptual and divided into three parts. The first part reviews literature regarding sharing economy, the second part is a discussion of the literature regarding business models with the third part combining the two and discussing literature regarding business models in the sharing economy. The chapter finishes with an indication of the thesis' contribution to the literature.

#### 3.1 Discussion of literature concerning sharing economy

In order to understand the level of existing knowledge related to sharing economy, an overview of the literature written in the related and relevant fields is provided in this section. The literature review is drawn from a combination of the relatively sparse body of academic publications on the subject as well as from articles and interviews from magazines. In addition, five managerial books on sharing economy will be reviewed. This will provide the reader with insight into sharing economy from both the academic and managerial perspectives. *Figure 1* illustrates the increase in number of published articles during the last five years on the academic search engine Business Source Complete.



*Figure 1.* Number of published articles on Business Source Complete as of October 19th, 2015 (numbers retrieved from [www.cbs.dk/bibliotek/databaser/business-source-complete](http://www.cbs.dk/bibliotek/databaser/business-source-complete))



Whether it is referred to as collaborative consumption (Botsman & Rogers, 2011; Felsen & Spaeth, 1978), The Mesh (Gansky, 2010), sharing economy (Koch, 2014) or hybrid economy (Lessig, 2008) they all share the same meaning; a term that refers to multiple people having access to the same products or services, often accompanied by a monetary exchange.

Collaborative consumption was mentioned as early as 1978 when Felson and Spaeth stated that humans have shared food and drinks in social contexts since the beginning of time. Thirty years later, Lawrence Lessig (2008) introduced the term sharing economy. In his terminology, when engaging in sharing economy, A gives something to B but B is not expected to give something back to A (Lessig, 2008). In this understanding, sharing economy is driven by pure altruism. However, the subsequent literature examining sharing economy has altered Lessig's understanding of the term and now the widely accepted interpretation of sharing economy in the literature is that it is a term used to describe multiple people having access to the same products or services often accompanied by a monetary exchange.

Consumers have been sharing resources with each other before the term sharing economy was conceived. Tapscotts and Williams "Wikinomics" (2006), visits collaborative consumption in form of peer production and sharing of knowledge. In their writings from 2006, they describe how the internet has facilitated the development of collaborative consumption, from peer production, to platform creations and "wiki-workplaces". Although they do not discuss the sharing of physical assets with idle capacity, "Wikinomics" provides an understanding of the mentality that has perhaps ultimately lead to the idea of sharing more than just knowledge (Tapscott & Williams, 2006).

Rachel Botsman and Roo Rogers' book "What's mine is yours" and Lisa Gansky's book "The Mesh" are considered to be two major contributions to the literature on sharing economy. Both books state similar reasons for the rising popularity of collaborative consumption. Some of these reasons are consumers' tiredness of hyper consumption, the financial crisis in 2008, an increasing need and interest to interact and become part of networks and the environmental benefits associated with sharing economy (Botsman & Rogers, 2011; Gansky, 2010; Gansky, 2011b). Furthermore, these books present underlying principles that have to be observed in order for a business to successfully engage in the sharing economy. Some of these principles

will be used chapter 4 as part of the theoretical framework. In general, both books explore what the sharing economy is and which companies are already successfully engaging in the sharing economy (Botsman & Rogers, 2011; Gansky, 2010). However, these publications seem overly positive towards the sharing economy and fail to pose any critical questions on the phenomenon thus their objectivity can be discussed.

Danish author Claus Skytte's book "Skal vi dele?" presents a more nuanced picture of the sharing economy, and describes both positive and negative impacts of sharing economy. Although he believes that embracing sharing economy will become a necessity in order to preserve the earth's resources, he raises concerns of the incentives for consumers to engage in collaborative consumption. Furthermore he addresses the problems related to for example labour wages and various legal concerns. In spite of this, one of his main conclusions is that large corporations want to participate in the sharing economy because it provides an opportunity to test new business models (Skytte, 2014).

One of the newest publications on sharing economy is by the Danish researcher Jesper Bove-Nielsen. His description of sharing economy is that it is an umbrella term for mega trends such as crowd funding, crowd sourcing, co-creation, collaborative consumption peer-to-peer transactions and so on (Bove-Nielsen, 2015). His book "Den nye deleøkonomi" (2015) – closely related to the works of Botsman & Rogers (2011) and Gansky (2010) – is a more practical description of how companies can engage in the sharing economy.

The majority of the articles featured in journals and magazines provide short discourses on what sharing economy is, why it is attractive for the consumer and which companies have been successful such as Airbnb, Über and TaskRabbit (Andruss, 2015; Botsman, 2014; Sacks, 2011; Villano, 2014). Christina Cooke (2013) states that the reason for the popularity of sharing economy is because it is no longer viable to continue with hyper consumption. She goes on to postulate that sharing economy is practical and can create new business models that are able to capitalize on efficiency and pragmatism (Cooke, 2013). Christian Koch (2014) discusses the benefits of sharing resources for start-up companies. He also acknowledges that multinational companies are starting to realize the potential of sharing economy (Koch, 2014). Both Cooke and Koch raise concerns regarding the sharing economy. Where Koch's concerns

are in the regulatory area (Koch, 2014), Cooke raises concerns about the impact on production labour and society (Cooke, 2013). Malhotra and Van Alstyne join the critique on sharing economy, highlighting tax payments issues, regulatory failures and “moonlighting” as dangers associated with the sharing economy (Malhotra & Van Alstyne, 2014).

Owyang, Tran & Silvia published a report in 2013 concerning the processes and understanding of sharing economy. This report provides an analysis of 200 collaborative economy start-ups and concludes that a total of two billion dollars have been invested in sharing economy start-ups. They recognize that a consequence of the rising willingness to share will have an impact on the relationship between consumers and companies, shifting the power balance more towards the consumer. Furthermore, the report provides a model with three starting points, which can be adapted by companies entering the sharing economy. This model is used in chapter 4 for the theoretical foundation (Owyang, Tran, & Silva, 2013).

### **3.2 Discussion of literature concerning business models**

In order to provide the reader with an understanding of the concept of a business model and the way this concept is used in this thesis, academic literature concerning general descriptions and components of business models are reviewed here.

Before reviewing the literature on definitions and components of business models, it must first be acknowledged that there is some disagreement regarding the scientific validity of business models. Some authors, including the hugely influential strategy guru Michael Porter cast doubt as to the utility of business models, postulating that they lure managers into flawed thinking and decision making (Porter, 2001). Conversely, other academics argue that business models can have both positive and powerful influences in corporate management (Shafer, Smith, & Linder, 2005). To add to the confusion, in the article “Why business models matter”, Magretta also emphasizes that although people use the terms, strategy and business models interchangeably, these in fact refer to distinct entities (Magretta, 2002). For the purpose of this thesis, whilst the authors of the thesis acknowledge some of the points Porter and others raise, the authors of this thesis see value in business models as they can provide important and holistic insight into external and internal factors influencing the company.

Whilst the discussion of business models seems to have boomed during the 90ies dot com era, in fact as early as in 1954, Peter Drucker started discussing the importance for businesses to define their purpose, their line of business, their customers and value propositions (Drucker, 2007). All of these concepts are re-occurring themes throughout more modern literature concerning business models. While the term business model is used widely in the literature, the meaning of the concept differs. Different authors refer to business models in different ways, ranging from statements, descriptions, representations architecture or conceptual tools (Zott, Amit, & Massa, 2011).

Perhaps as a consequence of the diffusion in the understanding of the concept business models, a common definition is yet to be universally accepted. Both Amit, Zott & Massa in “The Business Model: Recent Developments and Future Research” (2011) and Badden-Fueller & Morgan in “Business Models as Models” (2010) provides a compilation of definitions. Shafer *et al.* further surmise that the different definitions are all influenced by how the individuals perceive the world (Shafer et al., 2005). In a special issue from the industry publication Long Range Planning dedicated to business models, Teece provides a simplified definition of a business model: “*how the enterprise creates and delivers value to customers, and then converts payments received to profits.*” (Teece, 2010, p. 173). This definition is used as inspiration for the definition of business models in the sharing economy as presented in chapter 5.

The differences in both the understanding and definition of business models, reflects the variations of components included in business models. Shafer *et al.*, Zott *et al.*, and Morris *et al.* present articles with compilations of what components business models consist off. Shafer *et al.* compresses these into four categories: strategic choices, creating value, capturing value and value network (Shafer et al., 2005). Zott *et al.*, however, divide the components into first and second order themes and arrive at the conclusion that the core logic of a business model revolves around a company’s revenues and costs, its value capturing and value proposition (Morris, Schindehutte, & Allen, 2005; Zott et al., 2011). McGrath’s article “Business Models: A Discovery Driven Approach” argues that business models have two core components. The first component is concerned with the actual unit of business, meaning, what is it the customer

pays for. The second component is process or operational advantages. These are all the activities that a firm must undergo in order to sell their unit of business (McGrath, 2010).

These are only a few of the definitions and components of business models to be found in the literature. Although they all differ in some ways, there are general characteristics that can be drawn. These include value propositions, core company competencies, operational activities, and lastly how the company generates revenues. Additionally, business models can vary according to which audience it is presented too. This implies that a business model can be individualized so it fits the specific purpose, company or market (Doganova & Eyquem-Renault, 2009). On a more philosophical note, Magretta summarizes business models as: *“They are, at heart, stories – stories that explain how enterprises work.”* (Magretta, 2002, p. 87). Regardless of which components a company chooses to include in their business model, Magretta argues that: *“A good business model answers Peter Drucker’s age old questions: Who is the customer? And what does the customer value?”* (Magretta, 2002, p.87).

### **3.3 Discussion of literature concerning business models in the sharing economy**

The literature presented in this section is concerned with business model in a sharing economy context. The literature in this section is a mixture of academic literature and reports from professional bodies and the like.

Several authors have addressed the notion of business models in the sharing economy. Markides and Charitou’s article “Competing with dual business models: A contingency approach” from 2004 was written too early to have been related to a sharing economic context. Nonetheless, their message of operating with two business models within the same company is relevant for this thesis and the sharing economy (Markides & Charitou, 2004). While some authors present business models for successful companies already operating in the sharing economy (Botsman & Rogers, 2011; Bove-Nielsen, 2015; Gansky, 2010), others examine what impact the sharing economy may have on existing business models. In the context of this thesis, it is this second group that is of most interest. Michael Cusumano acknowledges that in the sectors where successful sharing economy companies are already booming, traditional companies must adapt their business models in order to not end up as reduced versions of themselves (Cusumano, 2015). Along the same lines, Owyangs *et al.*

(2013) suggest that the collaborative economy will have an impact on core business models. He continues this thought in his report from (2015) where he notes, “*The Collaborative economy demands nothing short of business model transformation*” (Owyang et al., 2015, p. 26).

In a more specific attempt to make generalization about business models in the sharing economy, Boyd Cohen and Jan Kietzmann analyze business models in the mobility segment of sharing economy (Cohen & Kietzmann, 2014). They adapt a business model framework from Frank Boons and Florian Lüdeke-Freund, which consists of four components: value proposition, supply-chain, customer interface and financial model (Boons & Lüdeke-Freund, 2013). Although Boons and Lüdeke-Freund’s (2013) framework was intended for business models for sustainable innovation it seems appropriate to adapt to the sharing economy. The reason for this is that there is great emphasis on what the benefits of sharing economy will have on the environment. The scope of the Cohen and Kietzmann’s (2014) article, however, is restricted to business models in the mobility segment connected to service businesses in the sharing economy, and therefore cannot be directly used for business models for existing production companies.

In a more recent attempt to show how sharing economy will change business models, the think tank DEA presented a report in June 2015 called “Your business in the We-economy”. The objective of this report is to be a tool for companies wanting to enter the sharing economy. The report encourages companies to address relevant questions specifically connected to different components of a business model framework called “The Business Model Canvas” (Hesseldahl, Bigum Nielsen, Abrahamse, Balslev Jensen, & Højer Hansen, 2015). Although the questions are indeed relevant for companies considering engaging in the sharing economy, the business model framework used is rather extensive and lacks a specific connection to sharing economy, thus the usability might be debateable. Furthermore, the examples they provide are mostly examples of companies engaging in the sharing economy by creating a digital platform or by knowledge sharing.

After reviewing the literature presented in section 2.4, it becomes apparent that to the best knowledge of the authors, there is no existing business model framework specific for existing

production or service companies in the sharing economy. The business model frameworks used when discussing business models in the sharing economy are frameworks that have been developed either for other purposes or for the start-up service sector.

### **3.4 Contribution to literature**

In the light of this literature review it is apparent that there are many success stories about companies engaging in the sharing economy. However, it is noticeable that these stories mostly are connected to start-ups acting as service companies by providing a digital platform and does not include how production or service companies should react. There is still a scarcity of literature concerning how existing production or service companies can enter the sharing economy, and how their business models will be impacted in order for their products to be consumed collaboratively. It is precisely this area of knowledge that this thesis aims to contribute to the existing literature.

## **4. Theoretical Foundation**

In order to create a business model suitable for existing production or service companies in the sharing economy, it is necessary to form a theoretical understanding of the two themes, sharing economy and business models. This chapter will provide the theoretical foundation for the business model framework presented in chapter 5.

### **4.1 Theoretical aspects of sharing economy**

As the literature revealed, there are many ways to describe sharing economy and although they differ in the wording, the meaning is generally consistent. To establish a reference point it is necessary to accept a definition of the concept. The authors of this thesis have chosen to employ the definition put forward by one of the field's foremost authors, Rachel Botsman. In her 2014 article, she defines collaborative economy (sharing economy) as the following:

*"... a system that activates the untapped value of all kinds of assets through models and marketplaces that enable greater efficiency and access. Increasingly, those assets include such things as skills, utilities, and time."* (Botsman, 2014, p. 24). In order to capitalise on this untapped value that Rachel Botsman (2014) speaks of in her definition, there are four conditions that have to be met. These are: Critical mass, idling capacity, belief in the commons and trust between strangers (Botsman & Rogers, 2011). Critical mass refers to the minimum number of people that are necessary in order for collaborative consumption to be possible. Idling capacity means that the shareable item is unused for a time period. Believe in the commons and trust between strangers are similar and relate to the overall trust and belief that the community and individuals engaging in sharing economy do so with good intentions (Botsman & Rogers, 2011). It can therefore be established that if a company wants to engage in sharing economy, these four underlying principles have to be present. These four principles, must not be mistaken with the four drivers of sharing economy that are responsible for driving the economy forward. These drivers are explained in the following section.

#### **4.1.1 Drivers of sharing economy**

The four underlying principles mentioned in section 4.1 are not the only factors governing the progress of sharing economy. There is also a set of market forces that contribute to driving the sharing economy forward. However, given that these market forces are closely related to the



factors identified to have led to the emergence of the sharing economy, it can be difficult to distinguish where the line is drawn between drivers of the economy and the reasons for its emergence. Where Botsman and Rogers' conditions are a mixture between reasons for the success of sharing economy and the market forces, Owyang is more specific in his terminology concerning drivers. He suggests there are three drivers of the sharing economy: Societal drivers, economic drivers and technological drivers (Owyang et al., 2013; Owyang et al., 2015). Likewise, Bove-Nielsen believes in three drivers of the sharing economy; his drivers are based on Owyang *et al.*'s theory, but he adds a fourth dimension, which is trust (Bove-Nielsen, 2015). Even though the classification of drivers differs across literature it is possible to draw some similarities and classify four common drivers: Societal drivers, economic drivers, technological drivers and trust drivers.

#### **4.1.1.1 Societal drivers**

Societal drivers include environmental concerns, a need for social belongingness and increases in urban density. In recent years there has been an increase in awareness concerning our excessive use of resources and the deterioration of the environment. This has caused many companies and consumers to become more concerned about their impact on the environment. Sharing resources creates a decline in product purchase, thereby forcing a decrease of production ultimately leading to a reduced environmental impact. Furthermore, by sharing products, the usage of each item increases and the closer a product comes to full utilization of capacity, the fewer resources are wasted (Owyang et al., 2013).

Humans are gregarious by nature, and our need for belonging to social groups has always been present. However, for many years the modern world has promoted individualism and created a society where traditional family and societal values are slowly disappearing. As a counter to this development our interest in belonging to something has reawakened, and participating in the sharing economy and collaborative consumption can satisfy this need (Botsman & Rogers, 2011).

Urban density drives sharing economy in two ways. Firstly, the higher the density in urban areas, the less space is available. For example, as population rises in Copenhagen, the more difficult it becomes to find a parking space for your car. The complications these space shortages bring increase the attractiveness of collaborative consumption. Secondly, the

increase of density makes it easier to reach a critical mass of consumers willing to enter the sharing economy (Gansky, 2010; Owyang et al., 2013).

#### **4.1.1.2 Economic drivers**

The economic drivers can be found on both the provider of sharing economy platforms and on the consumer side. These include new income possibilities, reduced costs for the consumers, rising cost of production and value in accessibility over ownership. Following the financial crisis in 2008, many consumers found their income squeezed and experienced difficulty maintaining existing living standards. Sharing economy opens up for possibilities to supplement traditional earnings where all individuals can act as their own boss, adjusting their “work” schedules as needed (Botsman & Rogers, 2011; Owyang et al., 2013).

The economic driver is not only related to the opportunity to earn extra money, it can also be the price advantages the consumer experiences by cutting out intermediaries in transactions and/or eliminating the initial large acquisition fees on expensive products. Disintermediation and lower cost are closely connected as cutting out the intermediates will result in a lower priced end product. Eliminating the acquisition fee when purchasing products is a result of one of the main attributes of sharing economy, reflecting the focus on accessibility over ownership (Gansky, 2010).

In line with the declining resources, the cost of production rises. This development increases the price of commodities and the more expensive these get, the more attractive it becomes to share. As Lisa Gansky expresses: *“And as scarcity, increased demand and regulations drive up the costs of sourcing new materials, the benefit of sharing-based models will only grow.”* (Gansky, 2011b, p. 4).

#### **4.1.1.3 Technological drivers**

The technological drivers are important drivers for the sharing economy. The technological drivers include the development of online platforms, our habits of internet usage and the development of easy and secure payment systems. The development of Web 2.0, and the user platforms this development has brought is the most important element in creating a critical mass, which is essential to sharing economy (Botsman & Rogers, 2011). It is these platforms that have extended the borders and areas of where and what we can share, and has made

sharing possible outside the immediate neighbourhood. This is essentially what has transformed traditional measures of sharing into what we today understand as sharing economy (Owyang et al., 2015).

Along with the increasing technological capability of the mobile devices, our increased interaction via social media platforms has prepared and matured consumers for greater interaction across mobile platforms. Today smartphones have become the majority of consumers' primary access to the internet, thereby allowing for constant mobile access to everything. This constant access can allow for the same usability of shared commodities as if the commodities were owned individually (Gansky, 2010). Furthermore, the online payment systems have become so advanced that it is possible to complete a transaction easily and securely on your mobile device. When monetary transactions become possible without tremendous effort and when the transactions come with a certain level of security, the incitement to share increases as the level of effort decreases (Owyang et al., 2013).

#### **4.1.1.4 Trust drivers**

Trust is the final driver for sharing economy and perhaps one of the underlying reasons for why it is at all possible to share. In order for the sharing economy to be possible, the consumer must trust that the community engages in sharing platforms in good faith, trust that the sharing platforms can meet the needs they might have and trust that the payment options are safe and stress-free. This trust can be stimulated by providing guarantees from the company providing the sharing platform in form of insurance and damage compensation. Furthermore, the payment transaction can be delayed to make sure that the buyer/user receives the product or service promised. Trust can also come in the form of societal trust, which can be accomplished by ratings given by other users of the sharing economy platforms. Many services require both the users and the providers to rate their experience as well as rating the person they have interacted with. In this way, the more you use or provide a service reliably, the more good ratings you will acquire and your trustworthiness increases. Rachel Botsman predicts that trust has potential to become a new internet currency (Botsman & Rogers, 2011).

## 4.2 How to enter sharing economy

Until now it is mostly start-up companies that have entered into the sharing economy. However, as the number of users and general interest and awareness of the sharing economy platform rises, there is a growing motivation for established companies to transform their businesses in order to not lose out on a potentially large market. Not all products and industries are suitable for a sharing economic context. A company can assess whether their product or service is suitable for this by relating them to either Botsman's (2014) problems or Gansky's (2011a) opportunities. Wherever one of these problems or opportunities can be detected in an industry, there will be a possibility to capture consumers to a sharing platform (Botsman, 2014; Gansky, 2011a). Botsman's five problems and Gansky's five opportunities can be found in Table 1. These problems and opportunities are not related to each other, but merely present the two authors conviction of where there is a possibility to enter the sharing economy.

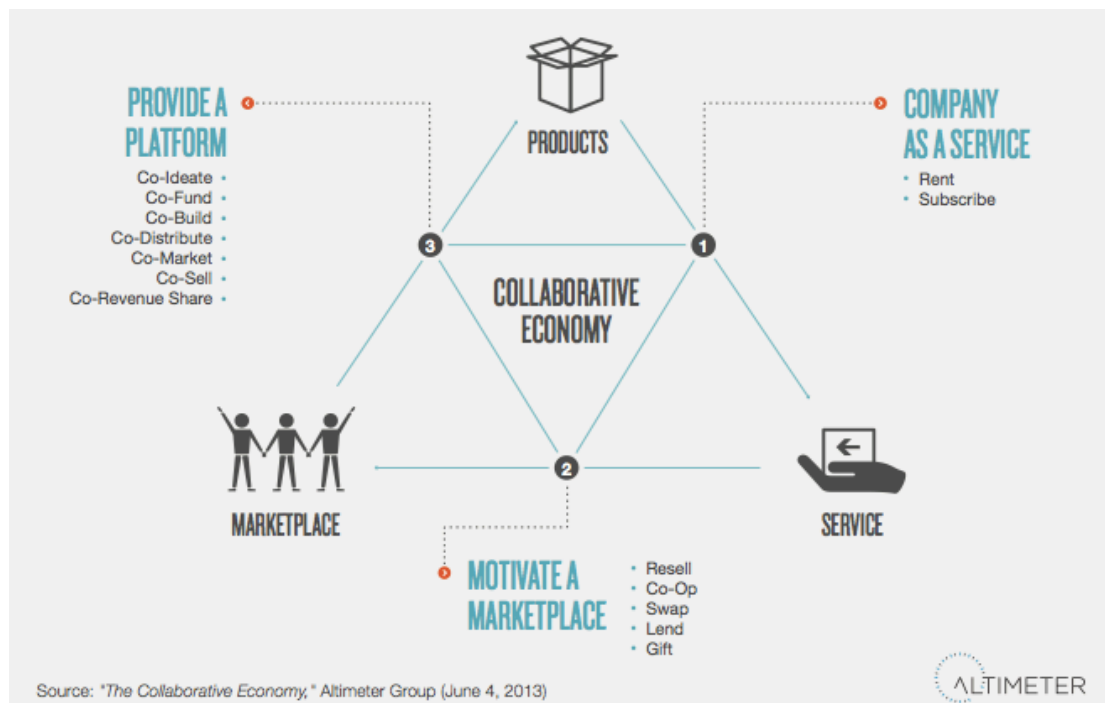
Table 1. *Botsman's problems and Gansky's opportunities*

<b>Botsman's problems</b>	<b>Gansky's opportunities</b>
Redundancy	Providing a platform for sharing
Broken trust	Leveraging physical assets
Limited access	Engaging partners and collecting information about customers
Waste	Integrating the supply chain
Complexity	New partnerships with existing sharing economy platforms

*Note:* Table contents taken from Botsman (2014) and Gansky (2011a)

Both start-up companies and existing business can detect these problems and opportunities and subsequently plan how to enter the sharing economy. However, where start-ups can easily copy an already successful business model for sharing economy, existing companies must revisit their original business models and evaluate whether they need to change this or add additional new secondary business models to their operations for the sharing economy. Most start-up companies in the sharing economy use a model where they facilitate a platform where collaborators with idle capacity of for example time, properties or cars can meet other collaborators willing to pay in order to gain access to these three things. Airbnb, TaskRabbit and GoMore are example of these (Cooke, 2013).

Existing businesses must approach the sharing economy from a more analytical perspective. If they are to consider entering the sharing economy, they must be aware of the changes the sharing economy will have on several of their business operations. These changes will be in the legal matters, marketing and market research, product research and development, human resources, customer support and operations and supply chain (Owyang et al., 2015). These changes will ultimately lead to changes in their existing business models. *Figure 2* pictures a framework created by Owyang *et al.* (2013) that identify different starting points for companies wanting to enter the sharing economy. The different starting points will result in different changes in the business model (Owyang et al., 2013).



*Figure 2.* The collaborative economy value chain (Reprinted Altimeter Group by Owyang *et al.* retrieved from [www.slideshare.net/Altimeter/the-collaborative-economy](http://www.slideshare.net/Altimeter/the-collaborative-economy) 2013)

The first starting point is when a company has a physical product that they transform into a service. This is done by creating a service around the product, often resulting in changes in the vertical supply chain. This corresponds well with recent development in service marketing literature, where it is suggested that applying service to a product can create an extra dimension of value (Bettencourt, Lusch, & Vargo, 2014). The financial model for this example is collecting rent or subscription fees from the users (Owyang et al., 2013). The second starting point presented is when you motivate a market place. The focal emphasis in

this model is to create a marketplace that is attractive for consumers. If the marketplace is for example a reselling site, a company has to attract both buyers and sellers and the marketplace can choose to charge a fee for the transactions (Owyang et al., 2013). The final starting point is when a company provides a digital platform for consumers to interact on. It is difficult to separate this starting point from the previous starting point of motivating a marketplace. Once a marketplace is created, a company must also provide a platform where consumers can connect and transactions occur (Bove-Nielsen, 2015; Owyang et al., 2013).

These three starting points are closely intertwined, and often a truly integrated company in the collaborative economy will transcend through the entire model. The framework can also be seen as a value chain where both companies adapting an existing business model to collaborative economy, and companies entering with a start-up business can identify their position within this chain. Once this position is established the company can make the necessary strategic decisions to proceed into the collaborative economy.

### **4.3 Theoretical aspects related to business models**

For the purpose of this thesis, the authors agree with Teece, Magretta and Shafer *et al.*, and acknowledge that business models are a valid tool for managers to understand and analyse their businesses. With this, the acceptance is that business models can stand-alone, are not equivalent to strategy and can provide important and holistic insight into external and internal factors influencing the company.

As the literature reviewed reveals, there are many different views and opinions with regards to business models resulting in a variety of different models consisting of different components. These components can evolve around any possible area concerning the business and can be individualized. Nevertheless, it is possible to group these diverse business models into two broad groups. The first group consists of business models that are highly extensive and cover all units of the business, for example the Business Model Canvas used in the DEA report (Hesseldahl et al., 2015). The other group presents a more specific business model where the components included are limited to those most relevant, that is those that are influenced either by a specific context or a specific industry in which the company operates (Boons & Lüdeke-Freund, 2013; Cohen & Kietzmann, 2014). Although these two groups

approach business models in different ways, they can still share the same definitions and the same labelling of the components that they include in the framework. The objective of this thesis is to attempt to provide a foundation that existing service and production companies can use to form specific business models suitable for the sharing economy. As the literature review established, there is as yet no predefined business model framework, to the knowledge of the authors of this thesis, that a production or service company can use if they wish to enter into the sharing economy. Therefore, with the scope of this thesis in mind, it is necessary to create a business model suited for this purpose. The business model for sharing economy must include components that are specifically relevant for the sharing economy context. In order to establish which these are, it must first be established which components business models contain in general. Once this has been established it will be possible to evaluate them and decide which are appropriate for the business model framework in chapter 5.

As mentioned in the literature review there are many different definitions and understandings of what business models are and which components should be included. Several authors, (Baden-Fuller & Morgan, 2010; Morris et al., 2005; Zott et al., 2011), have published articles where they examined numerous business models and subsequently summarized the definitions and components. They all provide findings from extensive research and it can be assumed that they present a reliable picture of the different schools of thought in relation to business models. Although all three articles show similar findings, Morris, Schindehutte and Allen (2005), provide an extra level of analysis, ranking the components based on how many times they were mentioned in the literature they reviewed. They found that 24 different components were mentioned across the literature and out of these 24, 15 were mentioned by more than one author. The six most frequently cited components are found in Table 2.

Table 2. *Most frequently cited components in business models*

<b>Most frequently mentioned components according to Morris, Schindehutte and Allen (2005)</b>	
1)	Value offering
2)	Economic model
3)	Customer interface/relationship
4)	Partner network/roles
5)	Internal infrastructure/connected activities
6)	Target market

*Note:* Contents of table retrieved from Morris et al. (2005)

In alignment with the findings in Table 2, the vast majority of literature concerning business model components all include a component related to value in some way (Afuah, 2003; Boons & Lüdeke-Freund, 2013; Demil & Lecocq, 2010; McGrath, 2010; Shafer et al., 2005; Teece, 2010; Zott et al., 2011). The concept value is related to the value that the company offers to the consumer. This includes the product or service itself, but also the value that is embedded with the offering (Doganova & Eyquem-Renault, 2009).

A financial model is inescapable when discussing components of a business model. In fact, it can be argued that in its most simple form, a business model is merely a financial model (Doganova & Eyquem-Renault, 2009; Morris et al., 2005). However, as seen in Table 2, economic models are the second most frequently cited component, thereby implying that the financial models are best seen as components of a business model, and not the equivalent of one. The economic model of a business model is simply the description of how the company intends to create revenues. This can, among other things, include costs endured by the company and revenues generated (Morris et al., 2005).

The next four components in Table 2 are not as clearly defined as the first two components and understanding of the concepts can overlap. Customer interface/relationship refers to the ways that the company will interact with their customers and the relationship they intend to have with them (Boons & Lüdeke-Freund, 2013). Partner network/roles is synonymous with labels such as value network, stakeholder network etc. It can be related to the company's supply chain, the company's stakeholders and what roles and responsibilities each of these partners will have (Shafer et al., 2005). The fifth component, internal infrastructure/connected activities relates to the operations and organizational infrastructure that must be present and the resources and activities that a company must undertake in order for the company to deliver the promised value (Shafer et al., 2005). Many components mentioned in the literature are centred on activities that can be classified as operations inside the value chain (McGrath, 2010). In Morris's (2005) review on business models he states the following: *"Here management must consider the firm's value proposition, choose the activities it will undertake within the firm, and determine how the firm fits into the value creation network"* (Morris et al., 2005, p. 728). The final component, target market, speaks for itself and can only be understood as the company's intended place of business and customers.



#### **4.4 Theoretical foundation concluded**

This theory chapter should have provided an understanding of the sharing economy and which external factors that drives it. Additionally, the five opportunities or problems highlighted in Table 1 identify features that can lead to an entrance into the sharing economy and Owyang's *et al.* (2013) framework provides different starting points to this possible entrance. Furthermore, it should be clear that business models consist of components and these components can differ according to the context in which the business model is used (Doganova & Eyquem-Renault, 2009). These foundations will be the building blocks for the business model framework for sharing economy in chapter 5.

## **5. Business model framework for sharing economy**

As stated in chapter 3, there is a gap in the literature when it comes to business models in the sharing economy. A few researchers (Owyang et al., 2015; Skytte, 2014) acknowledge that the sharing economy will force companies to adjust their business models. However, they do not specify what will change in their business models and how it will change. Neither has anyone presented a business model that is specifically designed for the sharing economy. In order to answer the proposed research question in chapter 1 it is therefore necessary to create a business model framework suited for sharing economy. Having reviewed the literature and theory related to sharing economy and business models in chapter 3-4, it is possible to connect these two concepts and create a business model framework that is suited for sharing economy. In order to do this, several considerations are taken into account before the business model framework is presented in the end of this chapter. Initially, the components that will be incorporated into the business model must be chosen. Second, in order to fully understand the purpose of the business model a definition must be provided, and lastly the business model will be connected to the drivers of sharing economy. These three steps will result in a business model framework for sharing economy.

### **5.1 Components of the business model for sharing economy**

As Doganova and Eyquem-Renault (2009) suggest, business models can vary according to which audience it is presented too. This implies that a business model can be individualized so it fits the specific purpose, company or market (Doganova & Eyquem-Renault, 2009). Before choosing the components for the business model framework for sharing economy, it needs to be taken into consideration that this business model will be incorporated into the company as a secondary business model. This means that whilst the company will already have an extensive functioning business model for their current operations, the sharing economy business model will serve as an extension of this primary business model. As such, the secondary business model can be simpler and will only contain the components for which there will be the most significant changes from the primary business model. When choosing the components it is important to consider the factors that will make them relevant for a sharing economy context. The three components chosen to be included in the framework

presented in this chapter are value proposition, operational value chain and financial model. The following three sections will explain why each of these three components is relevant and included in the framework.

### **5.1.1 Value proposition**

Value offering/proposition is considered a must-have component in any business model, as evidenced by the numerous mentions in the business literature and this being the most cited component in Table 2. Furthermore, in the case of the sharing economy in particular, the literature highlights that the primary driver for most consumers engaging in collaborative consumption is the added value they can derive from it compared to the value they receive when buying to own (Botsman & Rogers, 2011; Bove-Nielsen, 2015; Gansky, 2010; Skytte, 2014). This “value” is what will make the consumer choose a product over another. Whilst traditionally this comes in the form of low price or differentiation (Afuah, 2003), in sharing economy, there is a further dimension to consider. That is to say, whilst the value of the product or service itself is relevant, one must also take into account the intrinsic or perceived value the consumers gain when engaging in collaborative consumption. When describing value in the business model framework for sharing economy it is therefore important that both dimensions are included.

### **5.1.2 Operational value chain**

Operational value chain refers to the process, steps and activities that a company must undergo in order to deliver on their value proposition. This component has been constructed based on three of the components from Table 2. These are customer interface/relationship, internal infrastructure/connected activities and partner network/roles (Morris et al., 2005). Some of these operational activities also resemble the elements of Porter’s value chain network: “... *it performs a number of discrete but interconnected value-creating activities, such as operating a sales force, fabricating a component, or delivering a product...*” (Porter, 2001, p. 74). This component is relevant to a business model in the sharing economy since it includes elements that are expected to change considerably in this context. The activities associated with sharing economy are expected to have an impact on the organisational requirements. The major contributor to impact these organisational requirements is the changes in the target market. It will require a different approach to selling to groups of consumers instead of selling to individuals. Additionally, the product itself changes when it is

sold for access to a group of people instead of selling to own. In a sharing economic context, the consumers do not only receive value from the products itself, but also from the service or network surrounding it (Botsman & Rogers, 2011). Therefore, in a sense, the company will have to sell a “relationship” to the consumer instead of just selling a product. These contributors, amongst others, will most likely require the organisation to develop new technology, create dedicated divisions for the sharing economy and be prepared for new challenges within the legal aspects.

This component in the business model framework will therefore serve to provide an overview of the changes and new arrangements a company must undertake in order to deliver value in a sharing economy context; or in other words, the internal and external operations and infrastructure that need to be implemented in order to engage in sharing economy and deliver the above value to its customers.

### **5.1.3 Financial model**

In general a financial model explains how a business intends to earn a profit (Morris et al., 2005). The economic model was the second most frequently cited component in Table 2, arguing that there are grounds to include an economic model in all business models related to for-profit activities. As Shafer states: *“In the end though, for-profit companies must make money to survive...”* (Shafer et al., 2005, p. 4). The financial model in a sharing economy context will most likely differ from a production company’s regular financial model. For a service company, the financial model might not change considerable. The purpose of a financial model in this thesis is to describe possible ways for the company to generate revenue, and as such the sharing economy financial model may well differ from that of a production company’s core financial model. This is because whereas production companies by and large generate revenue via fixed payments from selling products, financial models that are most frequently used for sharing economy are monthly subscription, usage payment, service fee or a combination of all.

The authors of this thesis recognize that in addition to detailing revenue generation, a financial model would normally include a description of the costs incurred by the company during the course of the business. It is also accepted that there will be costs associated with a company developing a sharing economy division. These costs can come in the form of

investments in developing software, special training of employees or the costs endured by making the product or service shareable. However, since these costs will be highly variable from company-to-company based on factors such as their pre-existing company structure and resources, it has not been deemed possible to describe them here in generic, “one size fits all” terms. Therefore, the financial model in the business model framework for sharing economy presented here will only include the impact the form of revenue generation.

## 5.2 Presentation of Business model framework for sharing economy

Having identified the relevant components for the business model, it is now possible to form a definition:

***An overview of how a business creates value for its customers in the sharing economy, how it delivers this value and in what way this value-transaction generates revenue.***

Box 1. Definition of business model suited for sharing economy

This definition serves to capture the essence of the business model. It is formed from the components of the business model and specifically explains who and what the components are directed towards. Thus if a company wants to adapt the business model, it is easy to embrace this definition. This business model is one of the units in the business model framework. In addition to this unit, there are five other units, which are the four drivers of sharing economy and a unit called clusters.

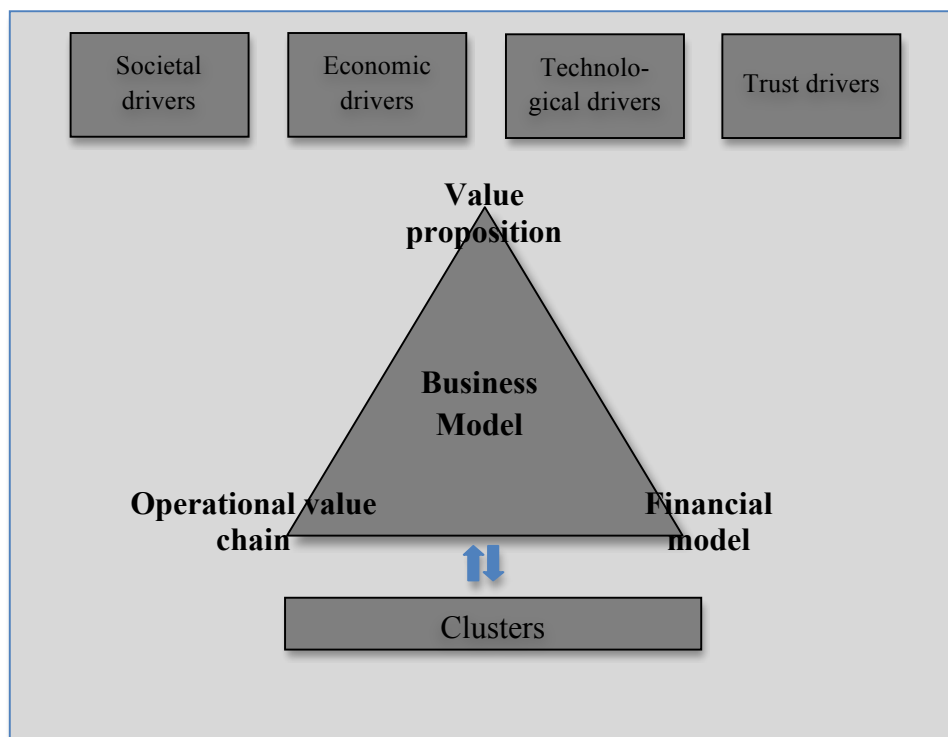
### 5.2.1 Drivers of sharing economy in relation to the business model framework

As mentioned in section 4.1.1 the four drivers of sharing economy are societal, economic, technological and trust. These drivers are responsible not only for the rising popularity and growth of the sharing economy but also for how the included components in the business model, as described in section 5.1, change in a sharing economic context. These drivers primarily cause changes in the value proposition component in the business model for sharing economy. However, there is interdependency among the components of a business model (Morris et al., 2005), thus it can be expected that the drivers of sharing economy influence all components of the business model. Therefore, all the drivers of sharing economy are

presented in the business model framework as external influencers of the business model itself.

### 5.2.2 Business model framework

Bringing together the six units, the business model, the four drivers of sharing economy and the cluster, and putting them together in a sharing economy context results in the business model framework shown in *Figure 3*.



*Figure 3.* Business model framework for sharing economy

This model reflects the theory that the drivers of sharing economy will impact the business model and all components of it. In addition to the components of the business model described earlier in this chapter, the business model framework also includes a unit called clusters that refers to the grouping of consumers, which is the business model's intended target market. This unit will be described in more detail in chapter 6, section 6.0.1.

### **5.3 Business model framework concluded**

Throughout the remaining chapters of this thesis the framework shown above will be the reference point when discussing business models suited for the sharing economy. The units of the business model framework and the components of the business model were established on the grounds of the theoretical insights from chapter 4. However, if a company wants to enter into the sharing economy, it is not enough to simply have a business model framework as a guide. Before they can actually use this framework, they must establish whether their products or services contain characteristics that make them suitable for collaborative consumption. In order to determine which characteristics these are, it is necessary to examine the demand side of collaborative consumption. This will be done in following chapter where the reader is introduced to Collaboration Town.

## 6. Collaboration Town

The business model framework along with the business model included in it, as presented in chapter 5, is suitable for companies wanting to engage in the sharing economy. However, before a production or service company adopts the business model, they must first assess whether their product or service encompasses the characteristics that makes them shareable. It is important to remember that the purpose of this section is only to establish which products and services are suitable for collaborative consumption and what characterises them. Thus, in this context it is accepted that the consumers of Collaboration Town are willing to engage in collaborative consumption. In order to discover general characteristics attached to products and services that are shareable, the concept of “Collaboration Town” - an imaginary town created by the authors of this thesis - is introduced in this section.

The first objective of Collaboration Town was to clarify where there could be a demand for production or service companies to offer collaborative consumption alternatives. The demand must come from the inhabitants of Collaboration Town, therefore the first step was to identify different demographic segments that were qualified for sharing. The residential areas presented in Table 3 were inspired by the different residential types classified by Byggnings- og Boligregisteret (BBR). A presentation of the population in Collaboration Town and the conditions that enable them to be fit for sharing can be found in Table 3.

Table 3. *Residential areas and inhabitants of Collaboration Town*

Residential Areas	Inhabitants	Conditions promoting sharing
Student housing	Students	Close living conditions, similar needs, lower income
Old age homes	Pensioners	Close living conditions, similar needs, lower income
Suburban houses	Couples, families, pensioners, singles	Idle capacity, similar needs, similar services needed, neighbourhood relations
In-town apartments	Students, pensioners, couples, families, singles	Close living conditions, limited storage space, idle capacity, community already established in housing association
Social housing	Low-income households (could be all types of inhabitants)	Less disposable income, limited storage space, high density in living quarters, community already established in housing association



As Table 3 shows, all the inhabitants in the different residential areas of Collaboration Town have attributes that make them suitable for participation in sharing, although these are somewhat different between the groups. The conditions that make inhabitants primed for sharing makes it likely that they would also be receptive to participating in collaborative consumption within the specified residential area. For example, students living in dormitory quarters with similar needs should easily be able to share within the dormitory community. Likewise, inhabitants of suburban housing can easily share amongst neighbours within the community. Whilst these examples highlight the situation of sharing within the local residential areas, it does not address the possibility that collaborative consumption can occur between different residential areas. The importance of geographical distance will depend on the product or service that is to be shared and will be reflected upon in chapters 7-8 where the generic business models and the company specific business models are presented.

### **6.0.1 Collaborative clusters**

As mentioned in chapter 5, there is a unit in the business model framework named clusters. This unit refers to the grouping of consumers that will join together in collaborative consumption and thus become the target market for the companies wanting to engage in the sharing economy. The definition of clusters employed in this thesis resembles that in Cluster Theory. In Cluster Theory, it is hypothesised that companies can potentially benefit from forming alliances with other companies that are in the same line of business, with the same interest, and the same geographical location (Porter, 1998). For the purpose of this thesis, these clusters are formed among consumers instead of companies and it is expected that they will achieve the same benefits as when companies form clusters. These consumer clusters could for example be based on demographic characteristics, psychographics, desired benefits from products/services and past-purchase and product-use behaviours. Creating clusters on these bases also resembles market segmentation in a way that most companies are already familiar with, and should therefore not be too problematic for the companies to overcome (Venkatesan, 2007).

## 6.1 Shareable goods and services in Collaboration Town

Once the inhabitants and residential areas are defined, it is possible to identify the everyday needs of the inhabitants allowing for a classification of which products and services are consumed on a regular basis. A list of products and services that the inhabitants consume regularly can be found in Appendix IV. In order to establish general characteristics these products and services were evaluated based on the following properties: durability, price, usage, number of people using them, location and reason for usage. Having identified these, it is now possible to classify which characteristics the products and services possess that would make them shareable. By common logic, it is apparent that products and services that cannot be used by multiple people will not be suitable for sharing. Therefore the following product groups were excluded:

- Products that are consumed instantly, such as food
- Products that can only be used once, such as personal hygiene products
- Products that are too private, such as underwear

Furthermore, it is plausible that consumers will be less willing to share products that are cheap and used frequently. Therefore these products are excluded as well. Lastly, products or services that are characterized by being a necessity for an individual are not considered suitable for sharing. This is for example a car for a travelling salesman. Similarly, certain services were discarded. These were the following:

- Services where the individual needs are too personal, such as psychologists
- Services that are already shared in society, such as medical treatment
- Services where the service provided is highly individualised, for example lawyers and accountants

All of these characteristics are presented in Table 4. They have been divided into three groups, the first being characteristics that are almost certain to belong to shareable product or service, the second group being characteristics that might be present when a product or service is shareable and the last being the characteristics that are unlikely to be related to a product or service that are shareable. Note that the group named most likely not shareable

includes some of the characteristics that have been identified for products or services that have been excluded from collaborative consumption. These have been included in the table in order to provide a manageable way to identify a product or service's ability to be shared.

Table 4. *Product and service characteristics*

Characteristics	Shareable	Potentially shareable	Most likely not shareable
<b>Multiple/Personal</b>	Multiple use	Multiple use	Personal use
<b>Price</b>	Expensive	Cheap	Cheap
<b>Durability</b>	Long-Term	Long-term	Short-term
<b>Usage</b>	Used less frequently	Used less frequently	Used frequently
<b>Reason for usage</b>	Convenience/Luxury/necessary use	Convenience/Luxury/Necessary use	Necessary use
<b>Location</b>	Neighbourhood access	Neighbourhood access	Remote access

Table 4 can function as a starting point for companies when they begin their assessment of whether their product or service is suited for collaborative consumption. Whilst it is accepted that there will always be exceptions where these guidelines will not be sufficient, it is nonetheless possible to infer some relatively firm guiding principles. For example, if it can be concluded that if a product or service is not fit for being used by multiple people, it will not be suited for collaborative consumption. Conversely, the reason for usage is highly individual and therefore it will not always be possible to generalize based on this characteristic since a necessary item for one consumer can be a luxury item for another.

A complete list of products and services that are considered to be shareable can be found in Appendix V. The products and services are divided into four groups: Transport, Property, Product and Service. Items within the same groups can have different characteristics. However, in order to maintain an adequate level of generalisation within the categories, there are certain characteristics that have to be fulfilled within each category in order for the product or service to be deemed shareable. This is referred to as the fixed characteristic. Besides this, the product or service can possess different variations of the characteristics. Different combinations of characteristics will result in different business models within the same category.

## 6.2 Matrices

For each category, Transport, Property, Product and Service, there are characteristics that have to be fulfilled in order for the elements in the category to be shareable. In order to clarify which characteristics are imperative and which can vary within each of the four categories this section presents four matrices. In these matrices the remaining variables that can differ are presented, and examples of products and services within the category are depicted. The matrices presented in this section will provide an indication of the variety of business models possible under each category.

### 6.2.1 Transport matrix

In order for the items to be sharable in the transport category the characteristics product lifetime and location had to be fixed. Product lifetime is characterized by being long-term and location is categorized by being located in the neighbourhood. It only makes sense to share transportation products if the products are located nearby and do not require further transportation in order to have access to them. The remaining variables within the category are frequency of use and price. In *matrix 1* are examples of shareable products and where they belong in the transport matrix.

<b>Expensive</b>	Cars, motorcycles	Cars utilized for professional usage
	Trailers, Bikes	Bikes utilized on everyday need
<b>Cheap</b>		
	<b>Less Frequent use</b>	<b>Frequent use</b>

*Matrix 1. Transport*

In reference to the product characteristics listed in Table 4, it can be determined that the items that are best suited for collaborative consumption are located within the upper left square. The items located in the bottom left square can also be of interest whereas the items in the two squares on the right can be disregarded as these characteristics are most likely associated with products and services that are not shareable.

### 6.2.2 Property matrix

In the property category the variables products lifetime and price had to be fixed in order for the properties to be shareable. All items were deemed to be long-term and expensive. Thus the two variables considered are frequency of use and location of property. In *Matrix 2* there are examples of properties that are deemed sharable and where they belong in the property matrix.

<b>Neighbourhood</b>	Undeveloped land, camping wagons	Camping wagons
	Boats, vacation rentals, summerhouses	Summerhouses
<b>Remote access</b>		
	<b>Less frequent use</b>	<b>Frequent use</b>

*Matrix 2. Property*

In reference to the product characteristics listed in Table 4, it can be determined that the items most suited for collaborative consumption are located on the left side of the matrix. The property matrix shows an exception when it comes to location of the item. It is possible to hypothesize that a summerhouse located further from your home might be both more attractive but also used less frequently. Therefore, the items that are located in the lower left square are the most suitable for collaborative consumption.

### 6.2.3 Product matrix

The product category considers all types of products, whether household products or gardening products. The fixed variables in this category are product lifetime and location. As reasoned in Table 4, in order to be shareable most products lifetime should be long-term and located within the neighbourhood. However, there can be exceptions to this depending on the product price and frequency of use. For example, an expensive product that is used infrequently can be located in remote access but still be suitable for collaborative consumption, for example a snowplough. This however, is a small group of products, hence the generalization of the importance of neighbourhood access. This leaves the category with two variables being price and frequency of use. *Matrix 3* presents examples of products that are shareable and where they belong in the product matrix.

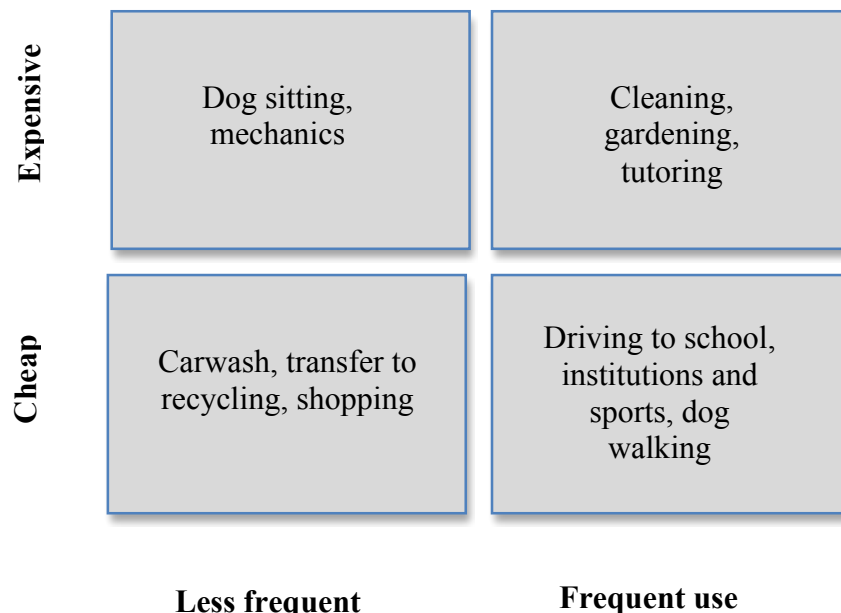
<b>Expensive</b>	Large garden tools, large tools, large electronics, sports equipment, large toys, festive props, large household machines	Specialized sports equipment
<b>Cheap</b>	Smaller garden tools, smaller tools, smaller electronics, smaller sports equipment, smaller toys	Pots and pans
	<b>Less frequent use</b>	<b>Frequent use</b>

*Matrix 3. Product*

In reference to the product characteristics listed in Table 4, it is the items located in the two left squares that are most likely to be suited to collaborative consumption. In this category, frequency of use is of great importance. Products that are both cheap and used frequently will be highly unlikely to be fit for collaborative consumption.

### 6.2.4 Service matrix

A general description of what characterizes a service is that it is short-term and consumed instantly (Wilson, Zeithaml, Bitner, & Gremler, 2012). This specifically contradicts what is written in section 6.1, and should therefore determine that services are not suited for collaborative consumption. However, in this context, a shared service implies that the service is delivered continuously thereby making it long-term and consumed over a time period. The fixed characteristics for all services are therefore lifespan and that they have to be organized within the neighbourhood, regardless of whether they are necessary, convenient or luxurious. Thus the two variables remaining are price and frequency of use. In *Matrix 4* there are examples of shareable services and where they belong in the service matrix.



*Matrix 4. Service*

This matrix contradicts Table 4 slightly as it is the services that are frequently used that are most likely to be suited for sharing. This is due to the fact that the service has to be delivered in a continuous form that is consumed on a regular basis. The services that are most likely to be shared are located in the top right square.

### **6.3 Collaboration Town concluded**

Visiting Collaboration Town has resulted in an outline of what characteristics a product or service has to encompass in order to be suitable for collaborative consumption. Furthermore, the matrices have illustrated that even within each category where there may be a demand for collaborative consumption, there are a variety of characteristics that would lead to different business models. Although Collaboration Town might be a simple way of establishing needs and demands of consumers it has still provided the information necessary to proceed with the development of generic business models. It is however recognised that if an extensive investigation had been performed the results might have given a more accurate depiction of usage and demand. The next chapter will present the generic business models for each of the four categories derived from Collaboration Town, which are transport, property, product and service.



## 7. Generic business models

In total the four matrices identified in chapter 6, section 6.2, transport, property, product and service, can be the base for 16 business models, four per matrix. However, the items that are shareable in the transport category have the same characteristics as products that are shareable, these are “product lifetime”, “suitable for use by multiple persons” and “infrequently used”. Because of this these two matrices is comprised into one business model category named products. Furthermore, remote properties and neighbourhood properties are expected to have similar contents in the business model and are therefore comprised into one business model. Lastly, the variable “frequency of use” influences whether a product or service are shareable differently. Since a product is not likely to be shareable if it used often, there is not a business model for products that are used frequently. For services it is the opposite. As explained in section 6.2.4 services have to be used frequently in order to be shared, therefore there is no business model for services that are used infrequently. It is important to remember, that although products and services can have can different characteristics, it does not automatically result in different business models. Hence, five models remain, these being business models for properties, expensive products, cheap products, expensive services and cheap services.

In these models, it is important to remember that for all generic business models presented, the value proposition is the value for the consumers, the operational value chain is the operational activities that the company has to perform in order to deliver the value to the consumer and the financial model is the payment from the consumer to generate revenue.

It can be reasoned that the motivation behind completing a purchase or engaging in a transaction is the value the product or service provides to the consumers. Therefore, the value proposition, as described in chapter 4, is the most important component in a business model. If a company wants to adapt a business model that enables them to join the sharing economy, they must first and foremost consider the impact sharing economy will have on the value proposition. Three of the four drivers of sharing economy, societal drivers, economic drivers, and trust are expected to cause changes in the value proposition. The fourth driver, technological, does not contribute to changes in the value proposition. The technological

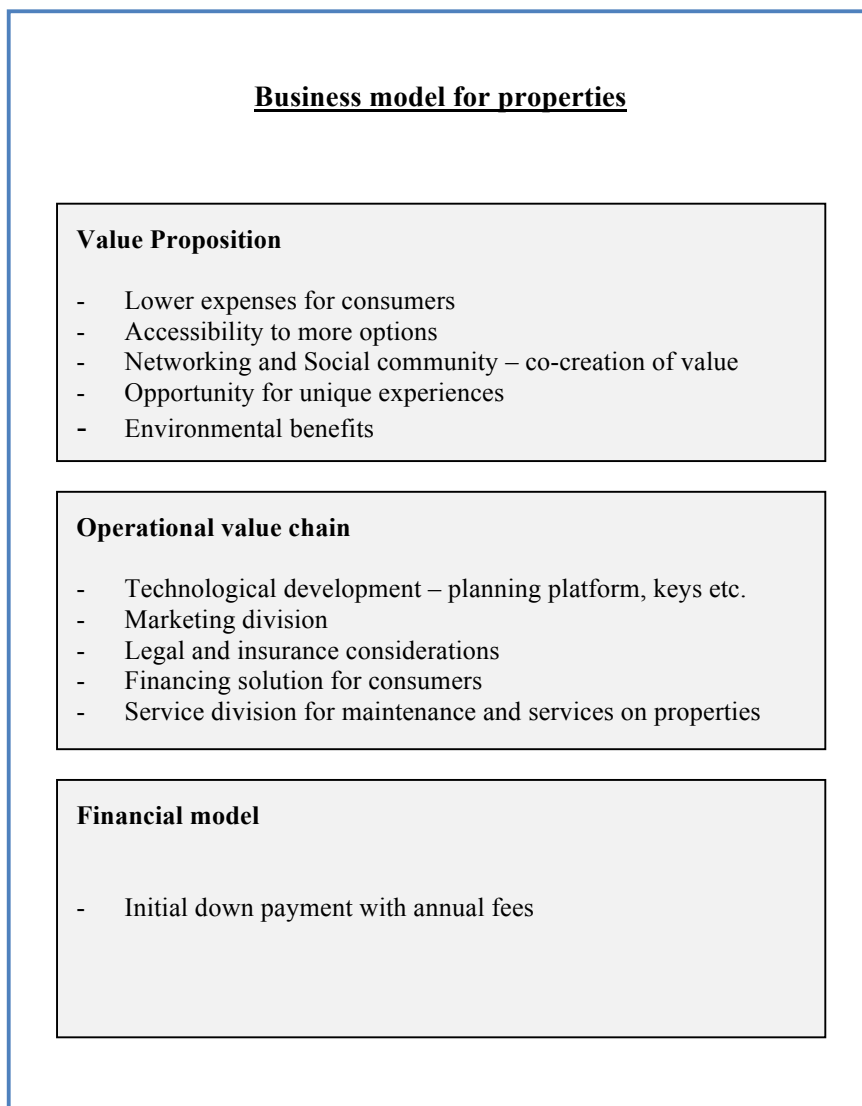
drivers are highly important for the sharing economy that is related to start-up service platforms, where it is a necessity to create a critical mass by making the service accessible at all times to all uses of the internet. If companies are to engage in the sharing economy in the scenario suggested in Collaboration Town, the technological requirement will become a more specific element in the operational value chain and not particularly drive any changes in value proposition. The presentation of the generic business models in the following sections will include a description of how the drivers of sharing economy influence changes in the value propositions. The second component of the business model, operational value chain, will not experience the same direct impact from the drivers of sharing economy as the value proposition does. Nevertheless, they will indirectly change because of the drivers. The operational value chain has to make sure a company can deliver the value promised in the value proposition, and since this value is expected to be driven by the drivers of sharing economy, the operational value chain is in some ways impacted by the drivers of sharing economy. It is not possible to identify which of the drivers that directly or indirectly have an impact on third component, the financial model. However, the nature of sharing economy, which is promoting accessibility over ownership, implies a tremendous impact on the financial model as existing companies will have to provide new alternatives to generate revenue.

## **7.1 Generic business model for properties**

The drivers of sharing economy that influence the value proposition for a business model for properties are societal drivers and economic drivers. Traditionally the value proposition was limited to ownership and the status and convenience it brought, but with sharing economy the value proposition is much more complex. Societal drivers have created value in accessibility over ownership, in environmental and social networking benefits and co-creation of value. The economic drivers have highlighted the value of a decreased monetary investment required for access and value in not having large sums of capital withheld in loans.

There are a number of elements/activities that have to be present in the operational value chain in order to deliver the value stated in the value proposition. First of all, it is necessary to develop a technological booking platform where the collaborators can coordinate their usage of the properties. Secondly, they must consider how marketing to clusters will differ from

marketing to individuals. Furthermore, they have to consider how they can create legal, insurance and financing solutions for clusters of consumers. Lastly, they have to consider how to provide service and maintenance on the properties. The financial model could be commenced on an initial down payment from the collaborator, whom would then continue to pay an annual fee. The financial model along with the value proposition and the operational value chain are presented in *Figure 4*, which illustrates the generic business model for properties in the sharing economy.



*Figure 4.* Generic business model for properties

This generic business model for properties could be relevant for real-estate agents domestic and abroad, holiday rental companies, camping industries, boat manufactures, farmers etc.

The clusters that could be created for this business opportunity will not be dependent on geographical segmentation, as properties do not have to be located in close proximity to the collaborators in order to be shareable. However they will still be segmented according to psychographics.

## **7.2 Generic business model for expensive products**

An expensive product shares some of the same characteristics as the category property and therefore it is the same drivers, societal and economic, that drive changes in the value propositions for expensive products. Again, traditional ownership provided value in the prestige and convenience of always knowing that you had a particular product available when needed. In sharing economy, societal drivers provide value in offering access to a greater variety of products, value in a chance to engage in networking and social gatherings surrounding the products, co-creation of value and value in embracing a behaviour that benefits the environment. The economic driver provides value in a potential lower cost than that of purchase.

In order to deliver this new type of values, the company must consider a number of changes or adjustments in the operational value chain. It is advisable to create a new business unit where all the operations that are related to maintenance, marketing and sales will be congregated. Furthermore they will have to develop storage solutions and organize delivery of the products to the clusters. Additionally they will have to consider whether there are any legal or insurance considerations that must be addressed when selling to clusters. Finally, they must provide a technological booking platform where the clusters can organise and plan their use of the products.

The financial model can be conducted in a variety of ways. It can be a monthly subscription, a one-time fee with paid service checks, products available for free with scheduled mandatory service fees, or a mixture of them all. The companies will also have to choose which of these will be most appropriate for their product and for the cluster they interact with. *Figure 5* presents the generic business model for companies with expensive products in the sharing economy.

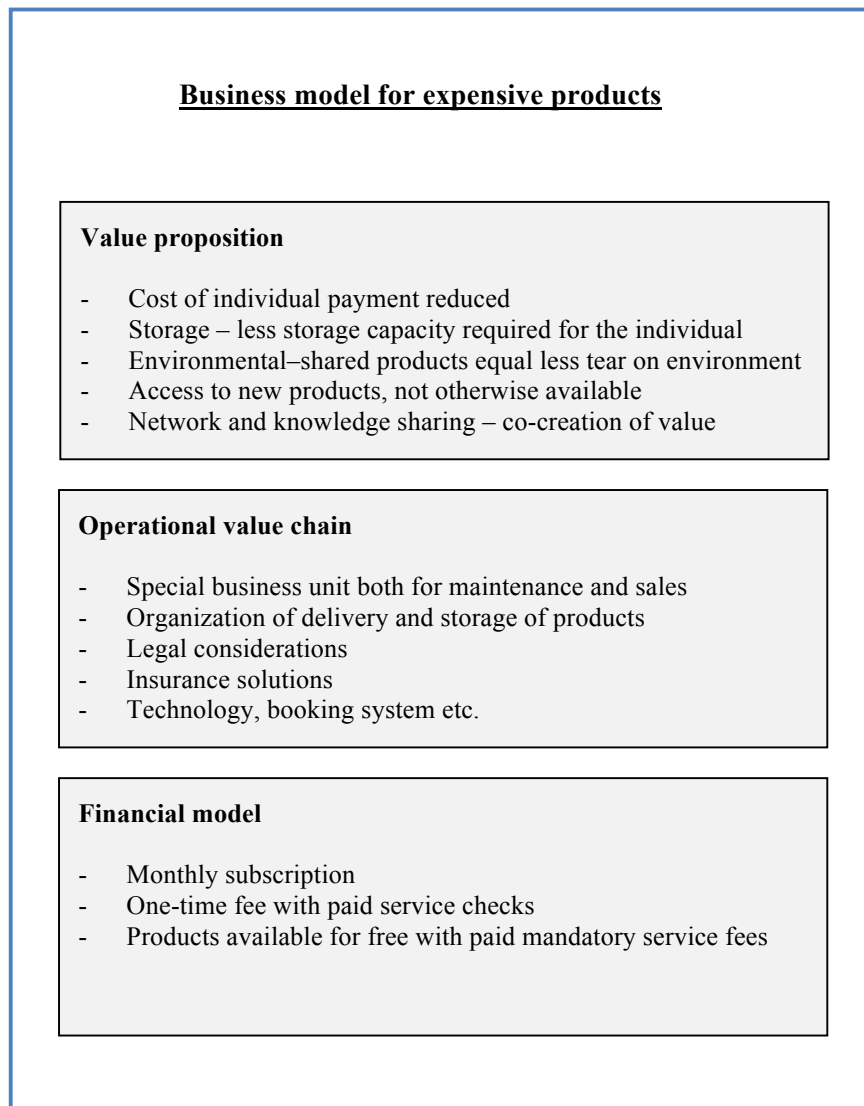


Figure 5. Generic business model for expensive products

This generic business model for expensive products can be relevant for companies operating in industries that sell transport devices, specialized sports equipment, large garden tools, large tools, festive props, large toys etc. The clusters that can be created for this business opportunity are expected to be somewhat reliant on geographical segmentation, as well as psychographics.

### 7.3 Generic model for cheap products

Societal drivers encourage the changes in value proposition for cheap products. The added value elements are convenience of always having products available, value of releasing

storage capacity, the possible benefits of social networking – co-creation of value and knowledge sharing surrounding the product and lastly the environmental benefits.

Considering this category is labelled cheap products, it is assumed that there is no significant economic burden related to purchasing products within this category. Nevertheless, if the sharing economic context provides access to a larger amount of cheap products for the same price as when the consumer bought cheap products to own, then there is still an economic value connected to collaborative consumption.

In the operational value chain for cheap products it is advisable to establish a dedicated business unit to handle marketing, sales and maintenance facilitations for the new clusters. Furthermore, the company must develop a storage solution for the clusters as well as organise delivery and restocking of products. Finally they must provide a technological booking platform where the users can book and reserve products as well as engage in co-creation of value.

As with the financial model for expensive products, that for cheap products will also vary according to company, product and collaborators. As such, there are several possibilities listed in the financial model and it will be up to the individual companies to evaluate which financial solution will be the best fit. *Figure 6* presents the new generic business model for cheap products in the sharing economy.

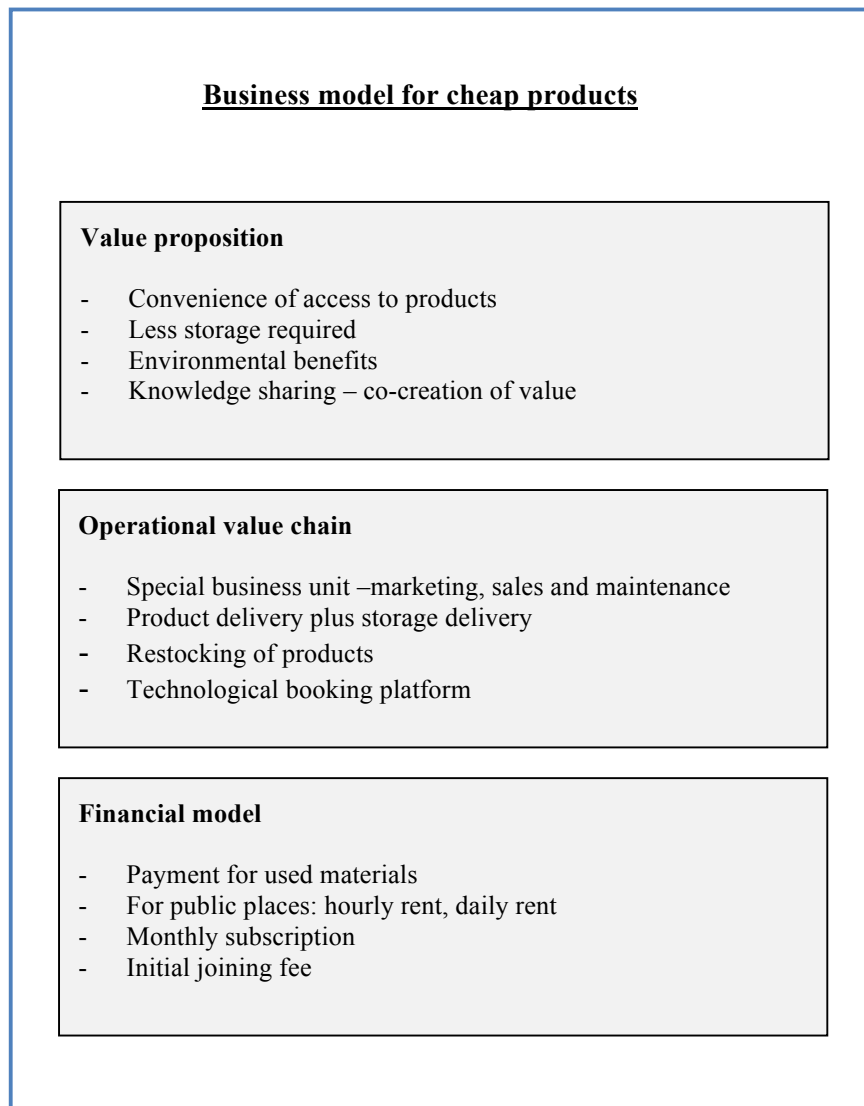


Figure 6. Generic business model for cheap products

This generic business model for cheap products is relevant for companies that operates in industries that sell small tools, small garden tools, small electronics, small sporting equipment, small toys etc. The cluster will primarily be based on geographical segmentation.

#### **7.4 Generic business model for expensive services**

The value from utilizing expensive services in a traditional economic transaction comes in the form of a need that is fulfilled. In essence, this value does not change when the need is fulfilled in a collaborative context. However, societal drivers, trust drivers and economic drivers can add an extra dimension to the value obtained by using an expensive service in a sharing economic context. As with all collaborative communities, the value of engaging in

networking activities and co-creation of value within the community is driven by a societal driver. In the service sector it is tempting to employ “moonlighting” workers in order to reduce costs. “Moonlighting” refers to people getting paid for a job without including this payment in their tax filings. Societal and economic drivers can influence consumers to resist the temptation of engaging in the shadow economy that “moonlighting” work causes. In a collaborative community, it is possible to share these expensive service providers thus allowing the service provider to offer a price for the service that is closer to the price of “moonlighting” work. An important area of extra value that can be gained from collaborative consumption in this category is associated with the trust driver. If collaborative consumption enables the consumers to employ a larger and more established company it can be expected that they can provide a more standardized and reliable service. Furthermore, it can be expected that a larger company, compared to an individual service provider will have a better insurance and liability guarantee, which will enhance assurance for consumers. The remaining value propositions in this category are not particularly influenced by any driver of the sharing economy, but are instead by-products of the collaboration itself.

As the company will deliver the same service in a sharing economic context as it does in their regular business operations, it will not be necessary to establish a new business unit. They will, however, have to dedicate man-hours to control and plan the geographical logistics and organization of their employee’s schedules. Although there will not be a dedicated business unit for their sharing economic operations, they will have to establish a new marketing team that can create and target clusters. Finally, they might consider whether it is necessary to provide a technological booking platform and an insurance guarantee, however, this might not always be needed.

The financial model can take several forms and each of them resembles already seen payments structures from service industries. They can choose between hourly fees, monthly fees or fixed fees. Again, it will depend on the company and the service that is provided.

*Figure 7* presents the generic business model for expensive services.



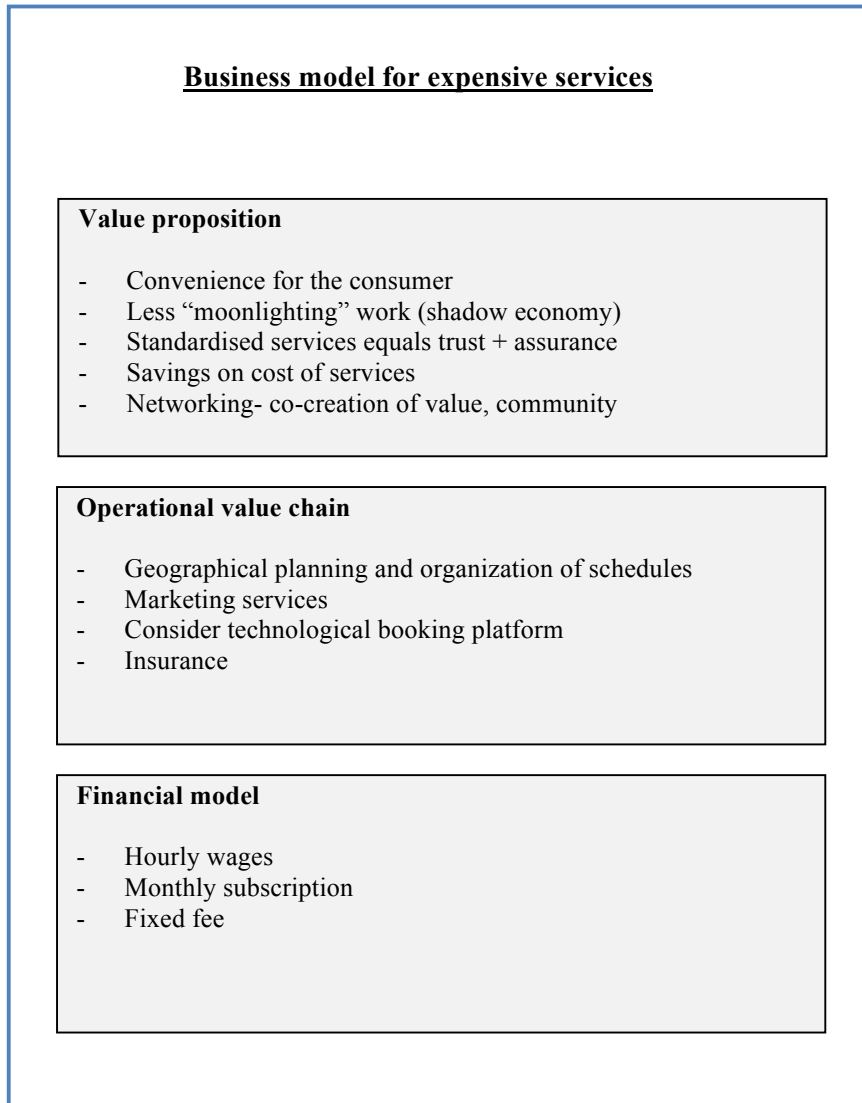


Figure 7. Generic business model for expensive services

This generic model for expensive services is relevant for companies operating in markets that provide cleaning services, gardening services, tutoring services, mechanics etc. The clusters have to primarily be based on geographical segmentation.

### 7.5 Generic business model for cheap services

As expected, the value propositions for cheap services are similar to the value propositions for expensive services. Whereas the economic drivers do not have a significant impact on the value proposition in this category, the societal and trust drivers do. Societal drivers provide value in this category in the form of freeing up time, networking and co-creation of value

within the community and contributing to abstaining from “moonlighting” work. The trust driver provides value in the same way as it does with expensive services, this entails collaboration with a service provider that offers a more standardized and reliable service that a one-man company could potentially offer. Furthermore, it must be expected that a larger company can provide a greater insurance and liability guarantee, which enhances assurance. Finally there will be a value connected to the added free-time that the collaborator will benefit from.

The operational value chain in the business model for cheap services is very similar to the operational value chain for expensive services. They too will deliver the same service in a sharing economic context as they do in their regular business operations and therefore little adjustment will be needed. They will, however, as with the expensive services, have to dedicate man-hours to control and plan the geographical logistics and organization of their employees’ schedules as well as establishing a new marketing team that can create and target clusters. Finally they might consider whether it is necessary to provide a technological booking platform and an insurance guarantee, however, this might not always be needed.

The financial model will not differ substantially from their regular business operations. Again, they can choose between monthly fees or payment per usage depending on which one suits the company and the collaborators within the cluster the best. *Figure 8* presents the generic business model for cheap services in the sharing economy.

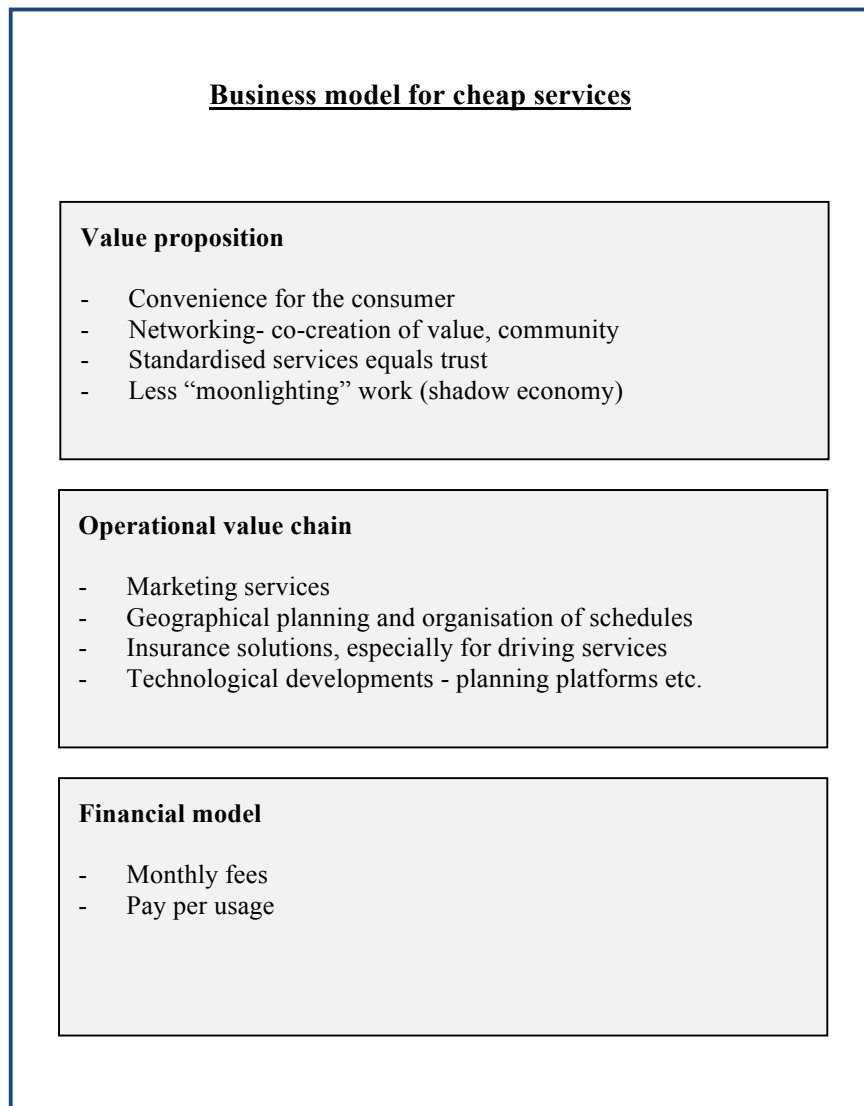


Figure 8. Generic business model for cheap services

This generic business model for cheap products can be relevant for companies operating in markets that sell car wash services, waste handling services, shopping services, dog walking etc. The clusters have to be primarily based on geographical segmentation and somewhat psychographic segmentation depending on the nature of the specific service.

## 7.6 Generic business models summarised

Having completed the generic business models, it is obvious that they are all relatively similar, especially when there is more than one business model within the same category. Nonetheless, the products and services within each business model are different and thus they must potentially be marketed to different clusters in different ways and therefore it is

necessary to provide separate business models. These generic business models are intended to be used as foundations for company specific business models. The next step towards answering the research question will be to test these generic business models in a real-world context. In order to do this, company specific business models have to be created using the generic business models as a foundation. These company specific business models are presented in the following chapter 8.

## **8. Company specific business models and interview analysis**

In order to determine whether the generic business models presented in chapter 7 are in fact useable as a foundation in the world outside the hypothetical Collaboration Town, it is important to get validation from representatives from existing companies operating within the relevant product or service groups. The authors of this thesis have decided on testing a sample consisting of three generic business models. To test these models, the authors have developed three company specific business models, using the generic business models as a foundation. These three models have been chosen based on the products/services that were deemed to be sharable in chapter 6 and had characteristics from two of the three categories, shareable and potentially shareable, in Table 4. The first business model falls under the category of expensive products and has been further developed to exemplify Toyota. The second business model belongs to the category of cheap products and was developed with Black & Decker in mind. The last business model belongs to the expensive service category and is developed for Rentek. The business models developed and presented in this section are to be seen as secondary business models. That is to say, the companies would employ the concept of dual business models, meaning they would operate under two business models for two separate markets (Markides & Charitou, 2004).

This chapter will present the company specific secondary business models followed by the analysis of the interviews conducted with representatives from each of the three companies. As described in chapter 2 section 2.3.2, the interviewees were contacted via email and received pre-read materials detailing the business model specific for their company as well as an interview guide. The interview guide can be found in Appendix II and a full transcript of each interview can be found in Appendix III. The interviews were conducted and transcribed in Danish with any direct quotations in the body of the thesis translated into English. The analysis of the interviews will follow the same format as that of the interview guide, which is divided into the following three areas: What causes changes in business models, sharing economy and finally the business models presented here in chapter 8. As the company specific business models were based on the generic business models, the feedback to the models gained during the interviews can be assumed through extrapolation to be relevant for

the generic business models for expensive products, cheap products and expensive services respectively.

## **8.1 Toyota**

The Japanese owned car manufacturer Toyota is primarily known for their car selling activities across the world. In Denmark the local importer imports cars and sells them to car dealerships across Denmark. The importer is responsible for the overall marketing efforts and promotion of new products. From January-September 2015, there were 154 397 new cars registered in Denmark (Danmarks Statistik, 2015) approximately 7 percent of which were Toyotas (De danske Bilimportører, 2015). When an individual consumer purchases a new Toyota, the transaction occurs in the local dealership. For consumers not wanting to pay for the car with cash, the dealership is able to provide a financing solution or alternatively the consumers can arrange for financing themselves.

A car company is a good model for the expensive product category. Cars are a costly commodity and have much idle capacity (Botsman & Rogers, 2011). Furthermore, car sharing is already a success through services such as Car2go, and the car industry faces a potential challenge of disruption if they do not react to the success of car sharing platforms and changes in consumer behaviour. Table 5 illustrates some of the existing companies that operate in Denmark, in the sharing economy market and in the transportation industry. Common denominators are that they are all service companies and all have technological platforms to support the service they provide. Note, BMW is a production company but has collaborated with Sixt car rentals and Arriva to enter the service sector. All these companies have potential to disrupt Toyota's core business.

Table 5. Existing companies in the sharing economy and transportation industry

Businesses	Number of cars	Financial model	How it works
Hertz Delebil	120 situated in Copenhagen, Aalborg and Odense	Monthly membership+hourly payment+payment pr. km	Hertz have 80 specific parking spots where the car has to be returned to after use
Letsgo	180 situated in Copenhagen, Århus and Odense	Monthly membership+hourly payment+payment pr. km	Letsgo have specific parking spots where the car has to be returned to after use
Car2go	200 situated in Copenhagen	Joining fee, hourly payment or pay per minute	Cars situated around Copenhagen and the cars can be returned to any parking spot in the city
MinbilDinbil	700-800 situated in Copenhagen	Hourly payment, platform charges 15%	Private owners makes cars available for rent online
Gomore	400-500 situated in Copenhagen	Hourly or daily payment. Platform charges 20%	Private owners makes cars available for rent online, plus it is possible to become a passenger of offered rides
BMW DriveNow	400 car situated in Copenhagen	Joining fee+hourly payment or pay per minute	Car situated around Copenhagen and the cars can be returned to any parking spot in the city

Note: The information of table 5 has been retrieved from (Car2go, 2015; DriveNow, 2015; Gomore, 2015; Hertz delebil, 2015; Letsgo, 2015; MinbilDinbil, 2015)

Before a company is to enter into the sharing economy, they must first identify where their product or service belong in relation to the opportunities of entering into the market. For Toyota, it can be identified that they offer a product that is redundant most of its lifetime (Botsman, 2014) and they can access the sharing economy market by leveraging their physical assets (Gansky, 2010). Once the entry opportunities are established the next step is to determine where Toyota is currently located in the sharing economy value chain as illustrated in *Figure 2* (Owyang et al., 2013). This will provide Toyota with a starting point of how they need to change their product in in order to enter the sharing economy. Toyota is located at the top of this triangle and they must develop a business model that creates a service surrounding their product. Although, the primary purpose for the business model is to transform the

product into a service, they still have to incorporate the two other aspects of the value chain from *Figure 2*, which is creating a market place and providing a platform.

As discussed above, vehicles fall under the category of business models for expensive products. In this category the cost of owning and maintaining the products is high, but the usage and idle capacity can vary from product to product and from person to person. A car is considered to be a relatively large investment with a rapid depreciation of value and maintenance and service of the car is a high yearly cost. A business model for sharing cars can only be successful if it as a minimum fulfils the needs of the consumer in the same way as owning a car does. It has to add value and need satisfaction, beyond what is obtained when owning a car. Therefore, when developing the specific business models for sharing economy, the consumers' needs must be the starting point and only when these needs are fulfilled will value proposition become a relevant factor. Put more simply, owning a car, regardless of possible individual needs, will always be justified by a need for being transported. Furthermore, it must be acknowledged that the need for transportation occurs at different times for different individuals. These needs can vary according to working hours, location of work and the variation of leisure activities.

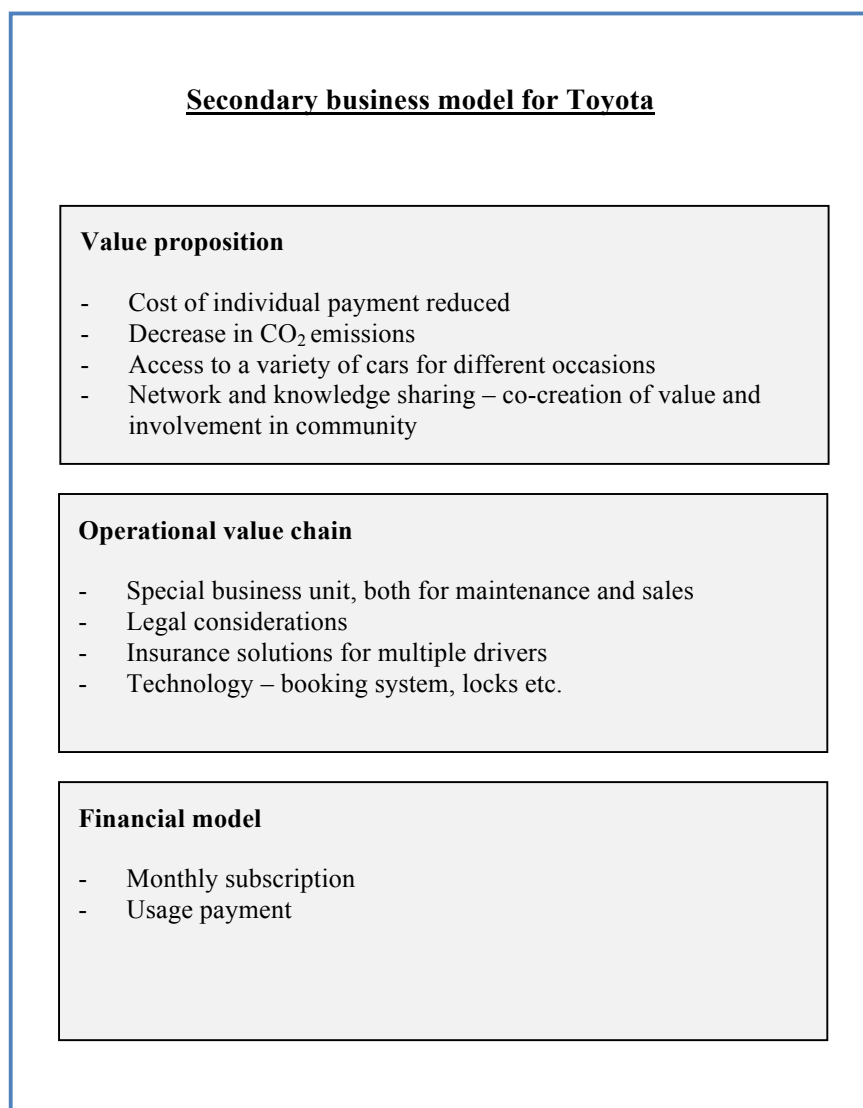
### **Toyota in Collaboration Town**

In a non-sharing environment Toyota would market and sell their cars to individual consumers. This would be done as described in the beginning of section 8.1. In Collaboration Town, the sales process would be very different. If Toyota is to enter into the sharing economy as described in Collaboration Town, they must acknowledge that they will be servicing a different market. Instead of selling cars for ownership, they will be selling a new service of access to transportation with a set of values associated with it. It is these values that will become vital for their marketing division, as it is the emphasis of these values that are deemed to make the new service surrounding the product attractive for the intended cluster. Toyota must first and foremost create clusters segmented according to geographical location and psychographics. Once these clusters have been created, Toyota can approach them with an offer to engage in collaborative consumption.

In Collaboration Town, Toyota will provide a collection of cars to the cluster. It will be a variety of cars, thereby providing opportunity for the collaborators to choose a different car



for different purposes. Toyota will be responsible for servicing and maintaining the cars, thereby reducing the burden on the consumers. The cluster members will have access to the cars at all times but will have to organize among themselves in order for everyone to be able to meet their everyday needs. In order for this offer to be attractive, they must be able to guarantee that all members of the cluster will have access to a car when they need it. Therefore, Toyota must make a thorough analysis of the cluster members individual needs in order to properly assess how many cars will be needed within the cluster. Once this is established they must develop a technological booking system to ensure that the cluster members can organise the car bookings amongst themselves. With this scenario in mind, Toyota's secondary business model suited for Collaboration Town is presented in *Figure 9*.



*Figure 9.* Secondary business model for Toyota

### **Value proposition**

Once Toyota has established how the needs of the collaborators can be met, they can begin to address the value proposition that surfaces when providing consumers with a car sharing solution. The first value proposition that is provided when engaging in sharing cars is a decrease in cost of purchase. It must be assumed that the overall number of cars in the cluster will be reduced in a sharing setting and thus, regardless of the financial model offered by Toyota, the overall decrease in number of cars will result in a reduced cost for the individual collaborator.

Although a monetary decline is always an incentive to engage in new initiatives, Toyota can present other values for the consumers. One of these is the possibility for the consumer to have access to new products that they did not have access to before. For example, Toyota can provide a variety of vehicles ranging from those suitable for everyday commuter transportation, through large family cars to sports cars for the weekend. In this way they can satisfy the primary need of transportation but also be flexible enough to also meet more specific needs such as the 'fun' aspect of driving a flamboyant sports car or a requirement for transportation for eight children to and from a play date.

Two parts of the value proposition, network- and knowledge sharing and environmental benefits, are found in each of the business models for sharing economy. It is expected that when entering into a car sharing community it will be necessary to engage in car-pooling. This will automatically provide an opportunity to socialise and interact with fellow participants from the cluster and local community. Furthermore, these interactions can lead to new networking possibilities, and can perhaps lead to a sharing of knowledge or co-creation of value in matters regarding the use and interest of motor vehicles. There are some obvious environmental benefits when sharing cars instead of individually owning them. Fewer cars on the streets would result in a decrease in carbon dioxide emissions and fewer cars being made would reduce the overall environmental impact of production. These two elements of the value proposition relate to the more idealistic and rational side of sharing economy (Skytte, 2014) and must be considered to play an important role for consumers when considering how to convince them to participate in sharing rather than owning.

### **Operational value chain**

In order to successfully participate in the sharing economy and deliver the above mentioned value proposition, Toyota has to modify a number of operational value chain activities. The first step for Toyota is to establish a separate business unit dedicated to collaborative consumption. This business unit will not only be responsible for marketing and acquisition of new clusters, but will also be in charge of other activities that relate to servicing and maintenance of the vehicles. There are some technical measures that are absolutely necessary for Toyota to develop or acquire in order for consumers to smoothly cooperate and organize the usage of the cars. This could for example be an application that provides not only a booking system but also provides information concerning availability, and the distances the cars are driving. Furthermore, a new system where multiple consumers have access to the same locks must be provided. It is not practical to have a centralised key shed or individual keys for each user. So new technology such as fingerprint access, specific codes, key cards or other solutions are required. Not only must this business unit handle all practical activities and technological challenges, but they must also consider a number of legal technicalities including ownership and contractual obligations associated with joining and leaving the community. Furthermore, it must be expected that insurance companies must provide a new solution in order to accommodate for several users of the same vehicles.

### **Financial model**

There is no doubt that in order for Toyota to be successful with this business model they must present consumers with an attractive economic alternative to leasing or owning. In this secondary business model their financial model includes two forms of payments, one being a monthly fee, the other being a usage fee. The exact calculations of cost for Toyota and the fees that the consumers will have to pay will vary. Factors such as number of collaborators, the difference in usage and their varying needs will have an impact on price. Toyota can benchmark their fees against the following numbers presented in *Figure 10*.

<b>Financial benchmarking</b>
<b>36 month leasing of Toyota Auris Hybrid:</b> Monthly fee: DKK 3073,- This includes service fees and car maintenance and is based on 15,000 km driven per year. Costs such as insurance, fuel and taxes are not included.
<b>Monthly costs associated with the purchase of car in similar price range:</b> Monthly fee: DKK 5447,- This includes service and maintenance on the car and is based on 20,000 km driven per year. Costs such as insurance, fuel and taxes are not included.

Figure 10. Financial benchmarking for Toyota (FDM, 2015; Toyota Danmark, 2015):

It is not relevant to benchmark their prices against the cost associated with using services such as Car2go. It must be expected that consumers utilizing Car2go and other similar services have a very low need for using a car and therefore these companies' price structures reflect the expected low usage. The service that is suggested for Toyota in Collaboration Town is aimed at consumers with a different and presumably higher need compared to the consumers using Car2go and other such services.

## 8.2 Analysis of interview with Toyota

The representative for Toyota that attended the interview was Bo Svane, director of sales for business-to-business and light commercial vehicles (LCV). Bo Svane has been with Toyota for six and a half years and has worked within the car industry for 18 years. It is therefore acknowledged that he has sufficient knowledge regarding the industry and its challenges in general.

### 8.2.1 Changes in business models

The first part of the interview was concerned with an exploration of what circumstances can cause companies to adjust or change their business models. According to Bo Svane, Toyota's business models do change over time, however, this can in fact often happen without Toyota Denmark noticing. Whilst not specifically stating that consumer behaviour affects their business models, he did however note that Toyota Denmark are particularly focused on a

concept they call “Trade cycle management” for driving their business models. He explained that trade cycle management in essence means they are focused on customer retention, which implies that they change their business models according to the changes consumers undergo in a customer life cycle. Thereby indicating that Toyota's business model is flexible to accommodate the varying needs of customers throughout their product life cycle. Bo Svane believes that Toyota is extremely good at dissuading their customers from switching to other brands. Nevertheless, because they are so good at customer retention, their customer base is relatively old. Therefore it is also seen as important for them to try to acquire new younger customers, which they will achieve by offering products that add a different value than simply owning a car. The different values he proposes are design-your-own-car, value in customization and for example insurance and finance solutions. According to Bo Svane these values are more likely to sell cars in today's market, compared to simply providing a low-cost vehicle. Along the same lines he discusses the added value a customer experience by adding service agreements. Furthermore, he emphasises that new consumer focus on more environmental friendly solutions will have an impact on how they will reach customers. These statements indicate that the value proposition in a business model for Toyota is indeed influenced by consumer behaviour and new consumers demands. These changes in value proposition will subsequently cause other changes in both the operational value chain and possibly the finance model. Other than consumer behaviour leading to changes in business models, Bo Svane also emphasised that in the industry Toyota operates in, technology plays a major role when it comes to changes in their business model. The various events he identified as affecting their business models are interestingly enough very similar to the drivers of the sharing economy discussed earlier. It is especially easy to recognise the societal drivers when he describes the consumer behaviours that affect their business model such as environmental concern and a need for social belongingness.

### **8.2.2 Toyota in the sharing economy**

The next section of the interview focused on sharing economy and Toyota's knowledge and attitude towards engaging in it. This line of questioning was intended to give an understanding as to whether Toyota and the car industry give any consideration to sharing economy and how it can possibly disrupt their business. Bo Svane starts off by stating that based on his discussions with colleagues across Europe he does not believe that Toyota has any official stance towards sharing economy. He believes that even if collaborative

consumption blooms in the car industry, there will still be a market for selling cars. Whether these vehicles would be sold to sharing economy companies or to private consumers who choose to engage in collaborative consumption, is less relevant. Toyota would simply see this as a new market in which they would compete to gain market share. For the time being, Toyota will remain in a waiting position until the sharing economy truly shows potential. Bo Svane says that Toyota is extremely volume driven and therefore, consumers wanting to engage in collaborative consumption of cars must reach a substantial mass. He does not believe that Toyota will be frontrunners in the sharing economy, but as he explains: “... *of course, if all of a sudden there is a market where we can sell 1000 cars in 2017 or 2018, then of course it is interesting for Toyota*” (See Appendix IIIa, p. 136). Bo Svane does however stress that Toyota will only engage in the sharing economy provided it does not interfere with their primary line of business. His statements in this section of the interview indicate that Toyota is not currently feeling threatened by the emergence of the sharing economy. Furthermore, they indicate that Toyota does not consider changing their business model or adding a secondary business model to their operations before a substantial new market has actually been detected.

Paradoxically it seems that although Toyota does not have plans on engaging in sharing economy and does not see this as an opportunity before it has proven its worth, they are in fact already deeply involved in major sharing economy project launching in several countries. Towards the end of the interview, he mentions that Toyota is involved in an experiment in Grenoble, France. Upon researching this “experiment” online post interview, it became apparent that “i-ROAD”, as it is called, is launched in several countries and in fact is a similar product to “BMW DriveNow” (see Table 5), which has been launched in Copenhagen, Denmark (Toyota Global, 2015). For this experiment, Toyota has developed specially designed electric vehicles (i-ROAD) that have to be returned to charging stations after use. As a part of “i-ROAD”, Toyota has already developed a management system as well as a smartphone application. The reason for Bo Svane’s limited information concerning “i-ROAD” is perhaps attributed to the fact that the vehicles they use in the project are not the same vehicles that Toyota offers to consumers in regular car dealerships. Furthermore, it could have been a local initiative and therefore it is not completely communicated across the different countries in the organisation.

### **8.2.3 Secondary business model for Toyota in a sharing economic context**

The last part of the interview was related to the specific secondary business model for Toyota developed by the authors of this thesis. The purpose of this line of questioning was to establish whether Bo Svane believed Toyota could adapt this model as a secondary business model for the sharing economy. Ultimately, his reflections on the model will lead to an evaluation of the generic business model for expensive products presented in chapter 7 and will be discussed in detail in chapter 9. When asked to address the usability of the business model and the scenario, which Toyota would operate under in Collaboration Town, it seemed as if he had a difficult time differentiating Toyota's own green initiatives from the model presented to him. He referred to Toyotas initiatives with hybrid and hydrogen cars 12 times during the interview and often connected Toyota's position in Collaboration Town with possibilities for their hydrogen cars. However, his initial reaction to the secondary business model and the circumstances in which it would operate in was somewhat hesitant. His hesitation came from a lack of conviction that the scenario, as described in Collaboration Town, was plausible. He believed that the individual need of the consumers in the clusters were too difficult to establish. He did, however, believe that it might be feasible in apartment associations where a more homogeneous group of consumers would be found. With this scenario in mind, he stated that the secondary business model presented to him could be a possibility.

In general, he stated that the values generated in a collaborative setting correspond well with Toyota's overall value proposition. The first value proposition in the specific business model Bo Svane could relate to was the environmental value associated with sharing economy. Toyota's goal is to be recognized as a company that emits zero CO<sub>2</sub> and has the best "green" alternative. Throughout the interview he repeatedly emphasised that an important part of Toyotas strategy and focus in the future will be centred on hybrid and hydrogen cars, which underlines the value of green technology for their consumers. He also refers to a scientific experiment encouraged by Toyota and conducted by Professor Jonathan Freeman from Goldsmiths University in London, who discovered that 80 percent of the participants driving a hybrid car showed less stress, frustration and anger thereby concluding that driving a hybrid car will lead to greater amounts of joy and calmness (Toyota UK, 2015). These results will

influence their future marketing efforts in order to promote the extra value the consumer will perceive by engaging in environmental friendly solutions.

The next value proposition, access to a variety of cars also corresponds well with Toyota's believed value for consumers. In the beginning of the interview, Bo Svane recognised that consumers see value in customisation and the advantages of having different choices. This implies that he believes that there is value for consumers if they have access to a number of different cars. He postulated that consumers want to be able to differentiate themselves from others and they can do this if they have the option of using different cars for different purposes. Furthermore he states that the value Toyota can attach to their product in the form of service agreements, financing and insurance solutions is of great importance to their consumers. This confirms that if networking and knowledge sharing can be connected to a product, along with service agreements, consumers will experience an extra layer of value. This element of value is also represented in the component value propositions in the secondary business model proposed in this thesis. The only element of the value proposition Bo Svane does not directly support, is that of the savings that consumers can experience if they do not have to purchase the cars individually. *"To offer Denmark's cheapest car, is no longer a sales argument that sells higher volumes of cars."* (See Appendix IIIa, p. 135). This statement implies that he believes that when a consumer decides to purchase a car, a low price is no longer one of the main incentives. Therefore, although he does not dispute this part of the value proposition, he also does not support it. Overall Bo Svane concludes that Toyota already attach several "soft" values to their product, thereby validating, that even in a normal setting the value a consumer obtains when purchasing a car is no longer just a mean of transport. This also supports the notion that the dimension of value is expanding.

The business model component operational value chain is considerably more tangible than that of the value proposition, and accordingly Bo Svane's reflections on operational value chain were much more specific. In particular, his analysis of this component was that it would not be necessary to establish a new business unit for sharing economy. Instead, he suggested that it would be a sales process that would occur at a dealership level and since Toyota has 68 established dealerships in Denmark, they would already have 68 business units equipped to selling cars to collaborative consumption. Bo Svane goes on to say that if local dealerships



take initiative with respect to pursuing a collaborative consumption market, they would receive full support from Toyota Denmark. When asked about whether collaborative consumption of cars presents legal challenges, he does not foresee any concerns. Bo Svane states that there are already solutions present where there are multiple drivers of one car and insurance companies have already developed algorithms that can accompany such demands. He also reassures that Toyota's cars are more than ready to be used to collaborative consumption. Again he states that the only technical component that would need to be added to the car in order for it to be ready is an electronic box that can monitor usage of the car and this is already developed. Likewise he says that the lock technology is fairly simple and does not require any extra considerations from Toyota's side. The only area where he believes Toyota would need to invest in the operational value chain is in regard to developing an application where the collaborators can organize and book their cars.

Bo Svane did not specifically comment on the financial component of the secondary business model. Although the financial model is very different compared to the financial model that is usually associated with car purchasing, it might not be different from their leasing agreements. As he stated, if Toyota were to engage into collaborative consumption as seen in Collaboration Town, it would be the local dealerships that would have to offer the financial solutions, thus making it less relevant to headquarters.

#### **8.2.4 Toyota interview summarised**

To sum up this analysis, it is possible to identify several areas that support the secondary business model especially designed for Toyota, which ultimately supports the generic business model for expensive products. Bo Svane confirms that business models change according to consumer behaviour and other industry specific events. Furthermore, he accepts the majority of the elements in the value propositions and he has no significant objections to the operational value chain and the financial model. Whether or not Toyota will embrace this model will depend on whether sharing economy can create the demand necessary in order for Toyota to consider it an attractive market to enter. As for now, Toyota are more concerned with developing and market new technologies such as hybrid and hydrogen cars.

In general the two subjects, sharing economy and business models were relatively difficult to relate to. This was expected from the beginning as sharing economy is a rather new

phenomenon and business models can be perceived in many different ways. Therefore one of the major challenges of the interview was to make the scenario of “Collaboration Town” believable to the interviewees. It was unclear whether Bo Svane considered business models the same way as they are presented in this thesis. Therefore his responses to what influences business models was somewhat difficult to decipher. Furthermore, Toyota Denmark is partly controlled by the European division and is therefore reliant on them for developing business models and strategic decisions (B. Svane, personal communication, August 6<sup>th</sup> 2015).

### **8.3 Black & Decker**

The drill has become the mascot for sharing economy. As pointed out by Rachel Botsman (2011) a drill is only used an average of 13 minutes in its lifetime and the extreme idle capacity tools possess makes Black & Decker a perfect candidate in the cheap product category. Black & Decker is an American company that produce and sell products in the Do-It-Yourself market (DIY). The Danish DIY market generates revenues of 426.5 million DKK (J. Christensen, personal communication, October 8<sup>th</sup>, 2015) and although Black & Decker did not want to reveal their share, it is sufficient to say it is substantial. The Danish division of Black & Decker imports their products and sells them on to retailers, while controlling the major marketing efforts. The buying process is very simple for the consumer as they enter a retailer and pay cash for the products. Black & Decker has no direct online sales and currently only operates on business-to-business market.

The tool industry faces possible disruption through existing collaborative consumption platform where consumers are already sharing their belongings with each other. Table 6 shows some of the companies that operates a form of sharing economy and can be disruptive towards Black & Decker’s core business of selling products.

Table 6. *Possible disrupters to Black & Decker*

Company	How it works	Financial model	How it threatens B&D
By-Del	Platform where private owners make their belongings accessible to members	Free	Members starts sharing tools with each other, causing a decline in the need of purchasing products from Black & Decker
Jepti.dk	Platform where private owners can rent out their belongings	Daily rent. Platform charges 10%	Consumers rent tools in stead of purchasing products from Black & Decker
Retailers renting out equipment	Retailer offer products that consumers can rent	Hourly/Daily payment	Consumers rent tools instead of purchasing

*Note:* This information is readily accessible from the respective companies' websites (by-del.dk, jepti.dk and various retail outlets websites).

The opportunity for Black & Decker's to enter the sharing economy is related to their products' redundancy (Botsman, 2014) and leveraging of their physical products (Gansky, 2010). Similarly to Toyota, Black & Decker will find themselves at the top of the framework in *Figure 2*, and they must create a business model that will transform their products into a service. In order for this to be possible, they too must incorporate marketplace creation and platform services in order to successfully implement this transformation.

Products from Black & Decker fall mainly under the category of cheap products. Of course there are larger, higher priced machines in their inventory, but relatively speaking, they are considered to be affordable. The characteristics for products in this category are that they are relatively inexpensive and they are not used frequently. Furthermore, when products are less expensive it encourages customers to purchase them in excess and thus many households end up with bundles of tools and machines, often struggling to find room for storage. These characteristics will provide Black & Decker with a great opportunity to enter the sharing economy and provide a service that will both fulfil and exceed customer needs.

### **Black & Decker in Collaboration Town**

As described in the beginning of section 8.3, Black & Decker and their consumers experience a simple sales process in a non-sharing context. Their sales process will become considerably

different in Collaboration Town. Instead of selling to retailers, they will have to sell and market to the clusters they have created, and thus they will enter into the business-to-consumer market. Instead of selling products to retailers that sell to individuals for ownership, they will be selling a new service of access to a large variety of tools. Along with this access there will be a considerable amount of service and softer values associated with their products. It is this service and these values that will become vital for their marketing division when wanting to make the new service surrounding the product attractive for the intended cluster. If Black & Decker were to engage in the sharing economy, they too must begin with developing clusters based primarily on geographical segmentation. It must be assumed that many consumers buy and own many basic tools. This is in part due to a relatively low cost of the products and although they might not be used frequently, there is a convenience in having easy access to multiple tools. Therefore, Black & Decker must carefully consider how they can provide a service that successfully accommodates the needs of the cluster members. This service has to fulfil the cluster members' needs without causing significant inconvenience for the collaborator compared to when they owned the tools themselves. It is vital for Black & Decker to at least be able to meet the standards and convenience that individual ownership provides the consumer with. Once the clusters have been created and the needs have been assessed, Black & Decker can begin to promote and market this new service.

In Collaboration Town Black & Decker would provide a form of storage capacity, such as a tool shed, located in the cluster where all cluster members have easy access. The tool shed would be equipped with Black & Decker power tools applicable for house and garden projects, and a service team would be responsible for maintaining and restocking it. In order to provide a full service package for the cluster, Black & Decker would engage in a partnership with a company that can supply materials such as screws, nails etc. In this way, consumers will always have access to the tools they perhaps previously owned and the quality and condition of the tools will always be impeccable. Black & Decker's secondary business model suited for a Collaboration Town is presented in *Figure 11*.

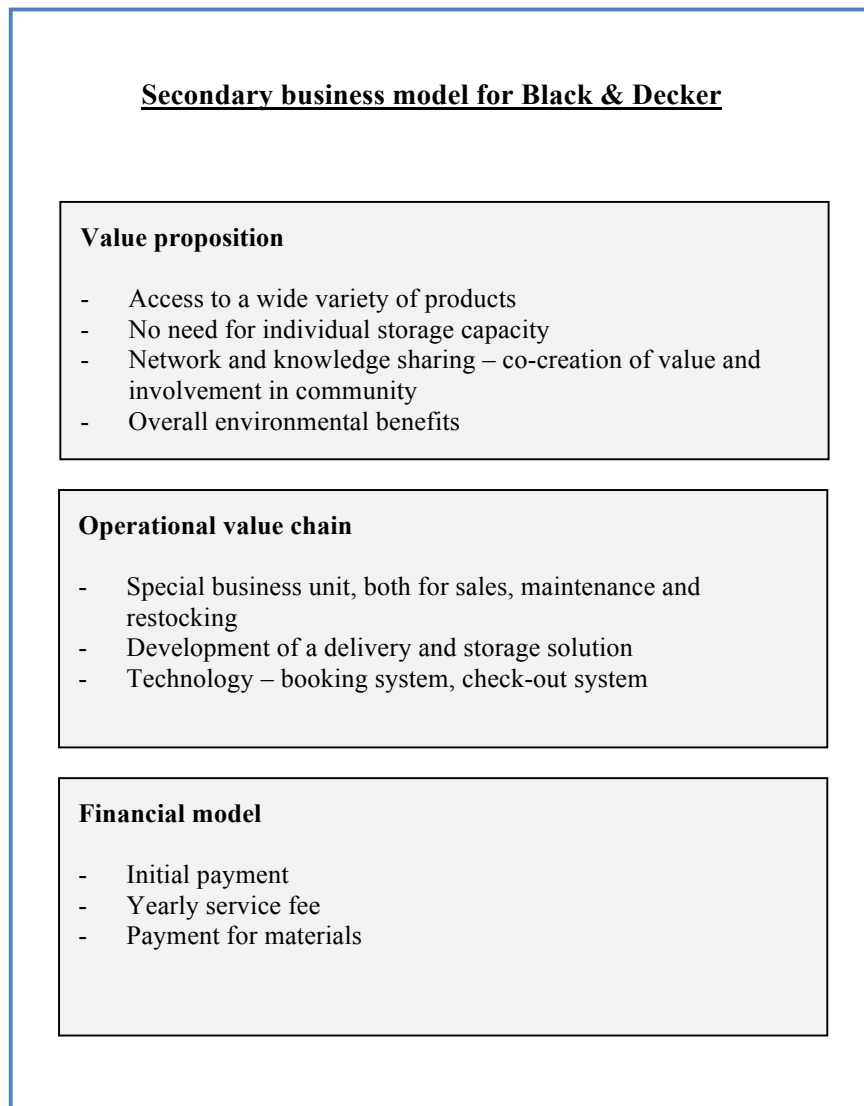


Figure 11. Secondary business model for Black & Decker

### **Value proposition**

The main value proposition for the consumers is the constant access to a large selection of new and well-serviced tools. Furthermore, this solution can provide access to more specialized equipment that consumers would otherwise not have access to. It will also be of great value to the consumer to know that there are tools and accessories for these tools suited for all purposes. Another value for the consumer is that by entering into this business proposition they eliminate all need for storage capacity of tools. In many households this can free up almost an entire room and in most cases consumers will experience a better user experience because the tools will be organised in a proper way and always well serviced. Networking and co-creation of value within the cluster is always a value proposition when

engaging in collaborative consumption. However, knowledge sharing is a particular relevant value proposition when discussing Black & Decker's tool shed. It is possible to share valuable information and exchange know-hows in regards to building, repairing and usage of products.

Environmental benefits will, as well as with networking and co-creation of value, also always be a value proposition that belongs to collaborative consumption. Even though using a power drill might not be a massive burden on the environment, the production line of a power drill is. Thereby, if fewer consumers purchase power drills, then power drills production will be reduced. Furthermore, if the idle capacity of a power drill is reduced it can be accepted that its resources has been utilized better, ultimately resulting in less wear and tear on the environment.

### **Operational value chain**

Black & Decker will have to establish a separate business unit that can assess the needs they have to meet, thereby estimating the capacity of tools they have to supply. The business unit will have to provide service personal to perform restocking and the regular service checks of the tool shed, will also have to provide a storage solution for the households. This solution can vary according to facilities, but could be in the form of a shed or a smaller storage room. Another possibility could be that one of the collaborators has idle rooms or garages available for storage and a leasing solution could be arranged. Once the storage capacity has been provided, it will be a rather easy task to provide delivery of the products, and in some ways the individual collaborative sheds can be treated as a small retail outlet.

Another task that is to be undertaken by the business unit is to develop a booking and checkout system. It has to be possible for the consumers to reserve equipment if they have planned activities where tools and such are necessary. Furthermore, in order to prevent theft and damage on the equipment, checkouts must be registered with a form of individual identification. In this way it is also possible to locate where a product might be located in case of an urgent need.

### **Financial model**

The financial model will include three parts. The first part will be an initial payment for the equipment and the installation of the storage capacity. The price of the equipment will be lower than retail price but still enough to cover cost of the equipment for Black & Decker. The second part will be a yearly service fee to cover maintenance and the third part will be payment for restocking of materials used. There are no readily statistics or information that makes it possible to establish a price that Black & Decker can benchmark their financial model against. Therefore, a larger market analysis would be necessary in order to understand how many tools and how much money each household has and spends on DIY products. This has not been of relevance for this thesis and is therefore not included.

## **8.4 Analysis of interview with Black & Decker**

The representative for Black & Decker that attended the interview was Hans Emil Olesen General Sales Manager, Retail. The interview was originally planned with both Sales Director Jens Christensen and Hans Emil Olesen, but due to a prior meeting Jens Christensen was delayed and only attended the last seven minutes of the interview. Hans Emil Olesen has been with Black & Decker for four years and has worked within the industry for 19 years. Therefore, it is acknowledged that he has sufficient knowledge regarding the industry and its challenges in general.

### **8.4.1 Changes in business models**

The first part of the interview referred to which circumstances causes Black & Decker to adjust or change their business models. When asked whether consumer behaviour influences Black & Decker's business models, Hans Emil Olesen was hesitant to acknowledge that this influences their business models and primarily credits innovation and technology for the changes. He states that this is a result of the characteristics of their product portfolio, which mainly consists of products that belong in the "use and throw away" category. However, some of his statements do indicate that consumer behaviour might influence their business models after all. This is especially apparent when he discusses the changes in consumer behaviour that influence their marketing efforts. Hans Emil Olesen emphasises throughout the interview that one of the biggest challenges they face is to figure out how to reach the modern consumers who have developed new purchase patterns. Furthermore, he highlights that their

products are designed after a concept called DTV, Design-To-Value, where it essentially is the end users' wishes and values that take highest priority when making design decisions. Therefore, it can be established that consumer behaviour does in fact influence their business models. Another factor that influences their business models are the environmental concerns and regulations that they must constantly be aware of.

#### **8.4.2 Black & Decker in the sharing economy**

The next section of the interview focussed on sharing economy and Black & Decker's knowledge and attitude towards engaging in it. This line of questioning was intended to give an understanding of whether Black & Decker gave any consideration to sharing economy. Both Hans Emil Olesen and Jens Christensen are familiar with sharing economy, but Black & Decker and the industry do not seem to be occupied with the concept. Hans Emil Olesen stated that he has no knowledge of their industry engaging in sharing economy and he specifies that he is not aware of any demand or possible models that are suited for their products. Accordingly they have no plans and see little potential in entering the sharing economy.

#### **8.4.3 Business model for Black & Decker in a sharing economic context**

The last part of the interview was related to the specific business model for Black & Decker in a sharing economic context. The purpose of this line of questioning was to establish whether Hans Emil Olesen believed Black & Decker could adapt this model as a secondary business model for the sharing economy. Ultimately, his reflections on this model will lead to an evaluation of the generic business model for cheap products presented in chapter 7, which will be discussed in detail in chapter 9. First and foremost Hans Emil Olesen doubts whether the scenario presented in Collaboration Town is possible. This is due to the fact that he believes the individual consumer's needs will be too difficult to determine. Furthermore, he raises the question of whether consumers have become too individualistic and therefore will not be willing to share. In spite of these initial contemplations, he does become slightly more positive towards the idea throughout the interview session.

When asked to evaluate the value component of the secondary business model, Hans Emil Olesen's reply relates both to the value for the consumer and the value for Black & Decker, should they choose to adapt this model. When he discusses the value for the consumer, he



begins with being sceptical towards whether the scenario in Collaboration Town truly has any value for the consumers. Hans Emil Olesen believes that due to the fact that people tend to be lazy and creatures of habits, it will be too inconvenient too have to share products of this sort amongst your neighbours. He believes that when a need arises for one of Black & Decker's products, then the consumer wants instant access. On the other hand, he later recognises that there might be value for the consumer if they have access to newer and larger selection of tools, which would be the case in Collaboration Town. As far as the value of environmental benefits and released storage capacity, Hans Emil Olesen silently indicates an approval with a nodding consent. Hans Emil Olesen however believed that knowledge sharing could be beneficial for Black & Decker. He can definitely see value for Black & Decker in regards to the possible feedback they could get from consumers. Additionally, Jens Christensen commented that he potentially sees great value in the relationship with the consumers this sort of arrangements could encourage.

Hans Emil Olesen had many comments when the discussion moved on to the component operational value chain. He recognises that it will require changes in the organisation should they choose to enter the sharing economy as proposed in Collaboration Town. He does not particularly believe that it requires new employees or a new business unit, but he does believe that it will require a new service unit. Hans Emil Olesen emphasises that Black & Decker's customers are retail outlets, and they have to go through them in order to pursue this set-up. It is not possible for them to engage in such a set-up without the retailer because they do not operate at the business-to-consumer level. Furthermore, he states that in order for this to be viable, all of their retailers would have to be given the option of participating, they could not make an exclusive agreement with one retail outlet. Although this potential set-up has to go through the retailers he is very adamant that Black & Decker has to remain in control and in ownership of the concept. *"If we were to deliver a solution to this then we would have to make sure the project had a life, not just to launch it, but to control it, would require some changes."* (See Appendix IIIb, p. 150) As far as the technical aspect of the operational value chain, Hans Emil Olesen sees no problems. He believes that it is possible to develop a practical application and their products require no alterations in order to be shareable. He does initially have a slight concern when it comes to insurance and legal considerations, as there might be a dispute of ownership amongst the collaborators. But he quickly discards this

thought as he remembers how he in a prior housing situation shared tools and garden equipment without any legal or insurance considerations. Hans Emil Olesen and Jens Christensen both agree that the biggest concern, as far as the operational value chain, is the capital they will need for marketing. As Jens Christensen says:

*The problem is, that with a company such as Black & Decker, if we were to consider entering the sharing economy on such a premise, we have to reconsider the entire budget, the marketing budget. If we were to spend money on this, we have to take the money from somewhere else. We do not receive extra funds. (See Appendix IIIb, p. 157)*

Jens Christensen continues his comments on whether or not this model could be used as a secondary business model, and comments that another consideration they would have to take was, whether to be first mover in this market or wait until it has proven its potential.

This leads to the final component, the financial model. It did not concern Hans Emil Olesen that the revenue would come in a different form compared to their normal transactions. He did, however, struggle to see how it could become financially viable for Black & Decker. Both Hans Emil Olesen and Jens Christensen speculated that the operational expenditures, especially the marketing expenses, would be too overwhelming in order for this scenario to be attractive for Black & Decker.

#### **8.4.4 Black & Decker interview summarised**

Similarly to the interview with Toyota, the two subjects, sharing economy and business models were found to be relatively difficult to relate to. Likewise it was unclear whether Hans Emil Olesen considered business models the same way as they are presented in this thesis. Their major concerns in regards to the scenario in “Collaboration Town” was the difficulties in meeting the collaborators individual needs and the financial cost Black & Decker would endure. Nevertheless, when asked to try and disregard these worries Hans Emil Olesen and Jens Christensen’s answers do somewhat support the business model for Black & Decker and accordingly the generic business model for cheap products. Although Hans Emil Olesen at first states that innovation and technology are the primary reasons for changes in business models, some of his statements does imply that consumer behaviour in fact influence their

business models. As far as the contents of the value proposition, their comments did not particularly support the generic business model. However, some of the concerns they raise correspond well with the fact that the products they sell encompass characteristics that might not make them well suited for sharing. These characteristics can be re-visited in chapter 6, Table 4. In general their reflections on the changes in the operational value chain support the generic business model for cheap products. They acknowledge that they would need organisational changes such as new service arrangements and different prioritising of the marketing budget. Furthermore, Hans Emil Olesen did not believe the changes in the financial component would pose any difficulties for Black & Decker, however both Hans Emil Olesen and Jens Christensen questioned whether or not the scenario could create a profit.

### **8.5 Rentek A/S**

Rentek A/S (Rentek) is a Danish cleaning company with 30 years of experience in delivering service solutions and is highly focused on quality assurance, the environment and their employees. Rentek is the only cleaning company in Denmark that is DS/INSTA 800:2011 certified, which documents that they deliver high quality cleaning. To the extent that it is possible, Rentek only uses environmental friendly cleaning products that are marked with “Svanemærket”. They employ around 60 people (Rentek, 2015) and do not solicit any jobs to external entrepreneurs. In 2014 Rentek’s turnover was just shy of 11 million DKR (PROFF, 2015).

Rentek’s core line of business is not threatened per se by the sharing economy, however, the rise of sharing economy can still provide a possibility for Rentek to expand their business to new markets. Mistrust and varying service levels often challenge the industry that Rentek operates in. Therefore, Rentek will have a great opportunity to enter the sharing economy by implementing a business model that eliminates these issues for the consumer (Botsman, 2014). In the value chain Rentek will find themselves in the second stage where they have a service to provide and their opportunity to enter into the sharing economy will be to create a market place where their services can be shared.

Cleaning services from Rentek fall under the category of expensive services. Cleaning service is deemed an expensive service because it is a luxury or convenience service that the individual consumer could perform him- or herself, but chooses not to in order to save time and effort. Returning to Table 4, these characteristics classify this service as likely to be shareable as it is relatively expensive, consumed out of luxury or convenience, long-term etc. Cleaning services for private households are often provided by individuals who deliver a non-standardized service, often associated with “moonlighting” work. It will be relatively easy for Rentek to adjust their business operations in order for them to engage in sharing economy by delivering service solutions to collaborators.

### **Rentek in Collaboration Town**

In Collaboration Town Rentek will offer their services on a business-to-consumer market. If they were to enter into the sharing economy, Rentek’s first task would be to develop clusters based on geographical segmentation. They will offer a standardized cleaning service to the group of households who are included in the cluster. The households have to be situated closely to each other in order for this service to be profitable for Rentek and affordable for the collaborators in the cluster. Every week, the collaborators jointly decide which tasks the cleaning crew should perform making it easy for Rentek to provide an affordable standardized service. In order for the cluster to do this, Rentek must provide a technological solution such as a booking platform, where the collaborators can meet and decide on the tasks that need to be done. Rentek would be connected to this booking platform so they would be updated and prepared to fulfil the wishes of the cluster.

Rentek’s secondary business model suited for a Collaboration Town is presented in *Figure 12*.

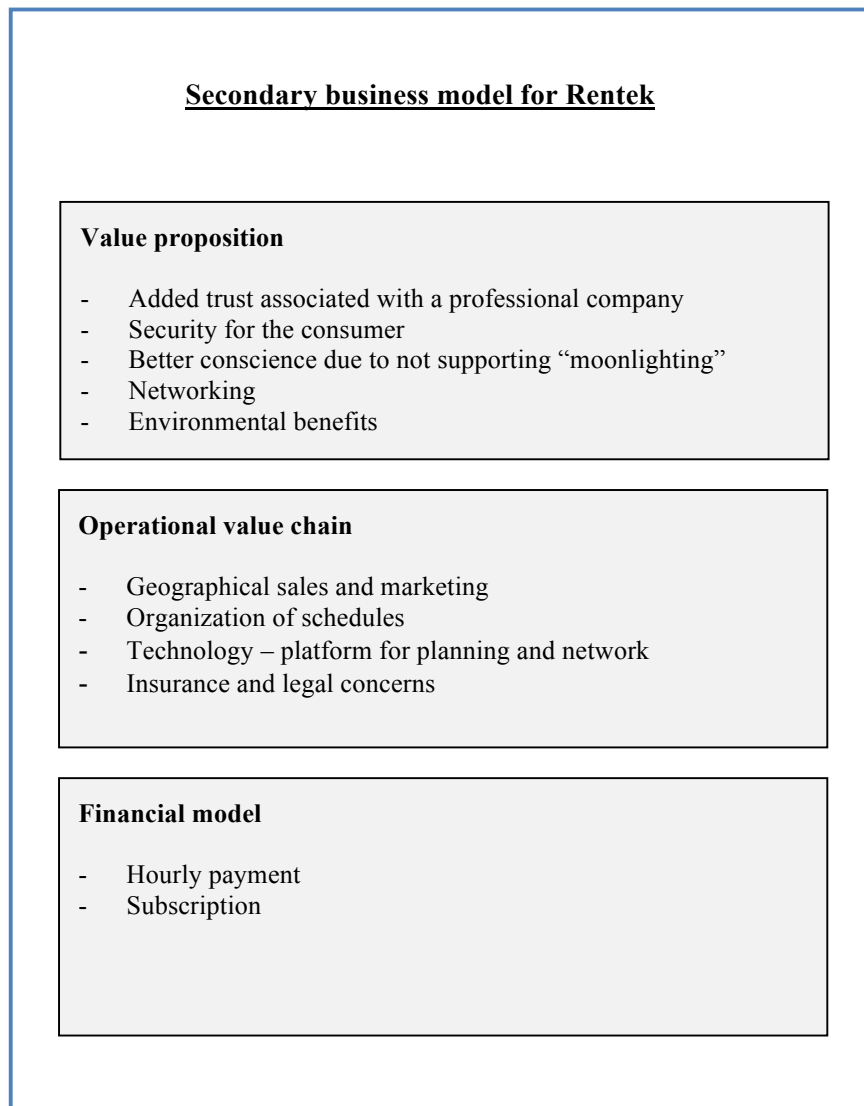


Figure 12. Secondary business model for Rentek

### **Value proposition**

Although a large company such as Rentek might not provide a less expensive or necessarily better service, they can still add values in other aspects. The trust associated with a large renowned company provides assurance that for example the service is performed on time with an accepted standard etc. Furthermore, it is to be expected that the staff hired are trained and verified, and that all legal and insurance considerations are in place. All these parameters together provide a sense of security for the consumer when having to allow “strangers” into their homes.

It is no secret, that cleaning services are often provided by “moonlighting” workers. By joining a cluster and utilizing Rentek’s services, the consumer avoids concerns regarding this dilemma. Additionally, the collaborators experience value by knowing that Rentek employ workers that have proper work conditions and benefits such as pensions, paid sick-days and vacation. Although networking might be a limited value proposition in this business model, it is still worth mentioning. Simply by having to coordinate the task that has to be fulfilled and the organisation of schedules, the collaborators will have to engage in a networking relationship.

### **Operational value chain**

Most of Rentek’s activities are related to business-to-business transactions. In order for them to create clusters and attract clients for collaborative consumption they must adjust their marketing and sales efforts towards a business-to-consumer situation. Rentek does not necessarily need to establish a dedicated business unit for the collaborative market since they in essence would be offering a very similar service to their main operations. They do however have to allocate resources towards this new situation.

Once Rentek have made the market aware that they can provide a service that can be shared amongst a community, their biggest challenge lies within planning and organizing the workforce. They must develop a technological platform where the collaborators can schedule the services and engage in networking activities in order to organize and agree on which tasks are to be performed. Furthermore, this platform could be equipped with a feature where the cleaners can indicate which house they are in the process of cleaning and likewise indicate when a house is done. In this way, the technological platform will also provide a value for the collaborator in the sense of knowing when the house is accessible again.

### **Financial model**

The financial model is rather simple for this partnership. It is proposed that Rentek charges the consumers with an hourly payment per household or a monthly subscription fee. Since the houses will be situated in close vicinity and the collaborators have decided on a joint cleaning plan, it must be assumed that Rentek can treat these individual houses as a whole. Therefore

they can still provide a standardized service that is financial viable for Rentek and affordable for the collaborators.

## **8.6 Interview with Rentek**

The interview with Rentek was scheduled with Alice Bugge, CEO and owner of the company. She founded the company in 1982 and had prior to this only been employed in the cleaning industry for one year. In her positions as CEO she is primarily responsible for developing goals and strategies, but is also involved in and takes responsibility for the overall operations of the company. Additionally, she is a board member on several industry specific organisations. It is therefore accepted that she is adequately qualified and has sufficient knowledge regarding the industry and its challenges.

### **8.6.1 Changes in business models**

This line of questioning was intended to establish whether changes in consumer behaviour cause changes in Rentek's business models. Since Rentek only operates on a business-to-business market, it was emphasised that their consumers were the companies they serviced. Because it is difficult to associate behaviour to a company, this question was difficult for Alice Bugge to relate to. Instead she emphasised that changes in their business model were caused by changes in their clients' facilities and employee density. Furthermore, she highlighted that the events that have caused most changes in Rentek's business models are when they have been certified in various different quality standards. She also mentions Rentek's involvement with subcontractors as an influencer on their business models. For a limited time period they experimented with using subcontractors, but no matter what measures they put in place, they found they could not control the quality the subcontractors delivered or the qualifications of the staff that they employed. When asked whether environmental guidelines had influenced their business models, Alice Bugge responded that Rentek had always acted proactively in regards to environmental concerns, and was therefore always prepared for any necessary changes.

### **8.6.2 Rentek in the sharing economy**

This part of the interview was focused towards exploring Alice Bugge's and Rentek's knowledge of sharing economy and whether sharing economy was discussed in the cleaning

industry. To being with, Alice Bugge states that Rentek as a company has no knowledge concerning the sharing economy. She had a limited knowledge herself, which was primarily related to the personal services that are available in a sharing economic context. Furthermore, she states the industry shows no interest in the sharing economy. In general, Alice Bugge struggles to see how sharing economy can be relevant for companies operating on a business-to-business market. She does, however, believe that it could be relevant for a smaller company that provides a cleaning service to private consumers.

### **8.6.3 Business model for Rentek in a sharing economic context**

The last part of the interview was aimed at either confirming or rejecting the usability of the company specific business model that was presented to Alice Bugge. Her reflections on this will ultimately lead to an evaluation of the generic business model for expensive services, which is described in chapter 7, and will be discussed in details in chapter 9. With respect to the scenario in Collaboration Town, Alice Bugge definitely considered this plausible and she also acknowledged the concept of creating clusters. She does however stress that individual consumers have very individual standards in relation to service levels and therefore it would become more difficult to satisfy all consumers' needs in a business-to-consumer market. When asked to consider this business model as a possible secondary business model Alice Bugge stated that this would be an easy task, given that as she sees it, the model that the authors have created is very similar to the model Rentek operates with today. In the past several years, Rentek has challenged the traditional way of selling a service and they are now primarily focussed on the value they can sell to a consumer; how they build the consumers' trust, how they create this trust and how they price this value.

Alice Bugge was already very attentive towards the value they provide to their consumers and therefore it was very easy for her to relate to the value proposition and the elements that were included in the value proposition in the business model. Throughout the interview she mentions the word value seven times (see Appendix IIIc) and acknowledges that although they might not be able to match the price of "moonlighting" work, they can provide a service to the cluster that adds an extra layer of value. In general she confirmed the presence of the first three value propositions, trust associated with a large company, security for the consumer and better conscience. Alice Bugge states:



*We can never provide a service that is as cheap as “moonlighting” work, however, we will be able to add an extra layer of value to the consumer. The service has to be delivered professionally in a way that does not ruin the surfaces and materials and the service cannot be “moonlighting” work. The consumer has to be able to look him- or herself in the mirror. (see Appendix IIIc, p. 162)*

She discusses the two elements trust and security as one coherent entity. These two values are already incorporated in Rentek’s business model and Alice Bugge confirmed that they were relevant to include in a business model for a sharing economic context. She also supports that there is a value for the consumer if they employ legal cleaning services compared to “moonlighting” work. Alice Bugge did not specifically comment on whether the elements networking and environmental benefits should appear in the value proposition. Instead she suggested an extra value, which was flexibility for the consumer. This would come in the form of an option for the consumer to switch cleaning days, etc., with a fellow cluster member. However, by making this a value, she implicitly accepts that there is a networking value associated with engaging in collaborative consumption of a cleaning service.

Alice Bugge’s statements supported all the elements of the component operational value chain. The first major challenge she identified were the changes Rentek would have to embrace in their marketing efforts. This corresponds well with the geographical sales and marketing element of the operational value chain. The organisation of schedules is also of great importance if Rentek is to enter into the sharing economy as suggested in Collaboration Town. Alice Bugge emphasises several times that should Rentek begin offering their service on a business-to-consumer market, it would require a substantial planning effort, thereby confirming that this element is necessary. The last element included in the component operational value chain was the development of the technological platform. She did not explicitly emphasise that this was necessary, but when asked whether it would be difficult for Rentek to develop she stated that that would not be a problem. Furthermore, some of the values for the consumers she associated with engaging in collaborative consumption included some form of connection between collaborators and between the collaborators and Rentek. Lastly, she did not concur that a sharing economic alternative would pose any challenges or changes in any insurance or legal matters. In addition to these elements of the operational value chain, Alice Bugge highlights several possible elements that she deems necessary to

include. First, it would be necessary to hire new staff dedicated to the new market. Delivering service on a business-to-consumer market will require a different type of manager and more extensive planning. Secondly she claims that the staff delivering the service to the clusters would have to be motivated and trained differently compared to the staff that service their current business-to-business market. Finally she mentions that it might be necessary to acquire new inventory, for example, extra cars in order to service the clusters.

The component financial model did not differ substantially from Rentek's current financial model. Therefore, Alice Bugge did not specifically comment on it and saw no difficulties associated with it. She did imply that it would be possible to create a financial alternative, where the consumer paid a monthly fee for a basic cleaning package with the opportunity to buy add-ons.

#### **8.6.4 Rentek Interview summarised**

Overall, Alice Bugge was very knowledgeable in regards to the components of business models and how Rentek use them. This was most likely due to her involvement in the company and her expertise and experience. It was easy for her to relate to all of the components in the proposed business model as she stated these were already the components Rentek operated with. She could not directly confirm that changes in consumer behaviour have an impact on Rentek's business model. This was perhaps expected as they currently solely operate on a business-to-business market where there is no specific end-user. In general Alice Bugge supported all the elements of the components in the business model that was presented to her. In fact she suggested several elements that she thought necessary to include in a business model suited for sharing economy. Overall her support of the business model that was presented to her verified the usability of the generic business model for expensive services as presented in chapter 7. Likewise, she encouraged the idea of creating generic models that companies can use as foundations.

#### **8.7 Company specific business models concluded**

The company specific secondary business models and the subsequent analysis has provided insights into the usability of the generic business models as a foundation to develop company specific business models. These insights are derived from the analysis of the interviews with

the relevant representatives. As mentioned in the interview summary sections, it was perhaps difficult for some of the interviewees to completely relate to the concept of business models and its components. This aside, the analysis showed both support and critique of the company specific secondary business models and hence the generic business models. Furthermore, these insights make it possible to reflect upon the business model framework. This will be discussed in detail in chapter 9.

## **9. Discussions**

This chapter will include discussions of the primary data, the secondary data and the work of the authors of this thesis. The overall objective of this section is to evaluate whether or not the business model framework and the generic business models are viable and useable in a real world context. In order to do this several matters have to be addressed. Initially, the analysis of the primary data will be used to discuss whether the elements that have been included in the respective components, “value proposition”, “operational value chain” and “financial model”, in the generic business models should in fact be included. Hereafter, it will be discussed whether the data supported the contents of the business model framework. Finally, the results of the primary data will be used to assess whether it is necessary to adjust the business model framework and the components and its elements in the business model.

### **9.1 Discussion of specific and generic business models**

As mentioned in chapter 8, the interviewees for the business models for cheap and expensive products found it difficult to relate to the two abstract elements, business models and sharing economy. This ultimately influenced their responses and was also the reason for why it was necessary to ask certain relevant leading questions. The interviewee from the business model for expensive services however, seemed much more acquainted with and knowledgeable of Rentek’s business model, but still struggled to relate Rentek to the sharing economy. It was not entirely unexpected that the interviewees would experience some difficulties in relating their line of business to the sharing economy. As mentioned in the problem statement, the sharing economy is mostly occupied by start-up, service companies, and few people have really considered its potential influence on existing companies. On the other hand, it is a booming economy that finds its way to the news stream on a daily basis, and therefore it could be expected that companies in some ways have discussed its possibilities internally. The concept business models are a widely used concept and therefore the idea of operating with a business model was not foreign to the interviewees. However, as the literature review also showed it was clear that there are many different definitions and understandings of what a business model is and how it should be used.

### 9.1.1 Discussion of the value component

One of the most significant values that sharing economy proposes to the consumer is that it satisfies the modern shift in thinking that it is better to have access to products rather than own them. Sharing economy is the perfect facilitator to fulfil this need for the consumer. This value element was not included in the business model for expensive services and was therefore not addressed at the interview with Alice Bugge. This value for the consumer is very specific for consumers engaging in collaborative consumption and therefore it might have been difficult to relate to for a person who has not been involved in collaborative consumption. Despite the interview findings from both product categories indicating that consumers perceive value in having access to both cheap and expensive products, this was nonetheless an element that made the interviewees hesitant with respect to the potential for entering into the sharing economy. One clear explanation for this is that by providing collaborative access to products, whether cheap or expensive rather than selling the units to individual consumers, will result in overall lower sales and thereby undermine their core business. This hesitation is understandable. Nevertheless, the business models were presented to the interviewees as secondary business models, and their intent was to be specific for a new market, not to be disruptive towards the company's core line of business. When asked to disregard this hesitation, both interviewees from the cheap and expensive products category concurred that there was in fact a value in accessibility for the consumer under the scenarios described in Collaboration Town. This value would be a result of giving consumers access to a wider, more extensive, newer and maintenance free selection of products delivered from their respective companies. These reflections confirm that the value of having access to a wider variety of products should be included in the value component of the generic business models for both cheap and expensive products. This corresponds well with the theory of sharing economy, as Cusumano states: *"But most people like the concept of the sharing economy because it means greater access to goods and services at lower prices."* (Cusumano, 2015, p. 34). For services it is more difficult to distinguish between ownership and accessibility, as in this case there is no real ownership element, instead the consumer merely pay to have access to the service. Regardless, it is accepted that it can be included in the value proposition for all business models.

As Cusumano (2015) highlights in the quote above, the economic incentive is a vital part of why consumers like to engage in collaborative consumption. However, the literature on sharing economy seems to be focused on sharing economic alternatives such as accommodation rentals and car sharing alternatives. Since these sharing economic alternatives are more often than not less expensive than traditional offerings in these markets, it is easy to conclude that there is always an economic incentive to engage in sharing economy. The insights from the interviews seem to contradict these statements and imply that the economic value for the consumer is mostly relevant for the business models for expensive products and expensive services. As such, the price of the product or service must be considered before automatically assuming an economic incentive to a sharing arrangement. The interviewee from the business model for expensive products agreed that for consumers with a limited need for car transportation, there was indeed an economic incentive to participate in car sharing. Likewise, the interviewee from the expensive services agreed that by providing a collaborative service agreement, the price of the service would become an important value proposition. On the other hand, the interview regarding the business model for cheap products did not provide any information on this value element. This was not surprising as it was not part of the value proposition in the business model for cheap products. It cannot, however, be totally disregarded that there could be an economic value connected to sharing cheap products. If the amount of products accessible exceeds the volume of products that the individual would otherwise be able to purchase. Therefore, as an afterthought although the economic incentive to share is excluded in the models in this thesis for cheap products and cheap services, it could be reconsidered whether it should be included, but with a different phrasing.

A value associated with sharing economy that was easy for the interviewees to relate to was the value related to environmental benefits. In the modern world all institutions and production companies must be aware of their environmental impact. Therefore, the interviewees were highly aware of their company's impact on the environment and as a result it seemed relatively easy for them to relate to any form of environmental value. The interviewee from the expensive service was less concerned with the environmental value of collaborative consumption. This can be attributed to the fact that Rentek already had incorporated environmental friendly cleaning appliances, and as Alice Bugge stated, had been proactive in anticipating the consumer demand for an environmental friendly service before

this arose. Although the interviewees for cheap and expensive products could both recognize a value for the environment, the nature of this benefit differed. Within this value component it is clear that the nature of the product itself will have the greatest impact on how the environmental benefits of sharing versus owning are experienced. With Toyota for example, it was easy for Bo Svane to acknowledge that the individual consumers would see a significant environmental benefit and therefore value when engaging in collaborative consumption. Hans Emil Olesen on the other hand, did not specifically agree that there was any particular environmental value for the consumer if engaging in collaborative consumption of Black & Decker's products. He was more occupied with the environmental benefits of the products' recycling capabilities. As this element did not receive any useable feedback from the interview regarding the expensive service, it is not possible to assess whether this element should be included for business models for services. This indicates that this value is highly dependent on the product or service itself and although the theory concerning sharing economy highlights this value as one of the foundations of sharing economy (Botsman & Rogers, 2011; Gansky, 2010), it is perhaps not relevant to include in a generic business model since it has been shown to be highly context dependent.

According to theory (Botsman & Rogers, 2011; Owyang et al., 2013), networking and community associations are important societal drivers for sharing economy. As such they were naturally elements of the value proposition component in the generic business models for both products and services. The element includes both networking and community association amongst collaborators, and networking and community association between the individual collaborator and the specific company. The results from the primary data did not completely support this element of value, at least not a value of networking and community association for the consumer. Alice Bugge did not explicitly comment on networking and co-creation of value, nevertheless, she did imply that there could be value in this for both the company and the collaborators. She suggested that networking provided a flexibility that contributed to co-creation of value. Furthermore, the collaborators could perform service checks, thereby eliminating a costly procedure Rentek would otherwise have to perform. It is even less supported by the data from the interviews concerning cheap and expensive products. For the business model for expensive products, Bo Svane confirms that in his experience, there is value connected to the networking structures surrounding a product and a company.

These surrounding structures are most often related to services and can include offerings such as service agreements, financing solutions, insurance offers and so on. In his opinion, these surrounding service proposals provide a stronger incentive for the consumer to engage in a transaction with their company, compared to simply competing on price. The value of the networking and community association created amongst the collaborators was less supported. This was also evident for the business model for cheap products. In fact, here Hans Emil Olesen questioned whether modern consumers were at all interested in participating in networking and community interactions. He did, however, recognize a networking value for the company if they were to engage in the sharing economy. This would come in the form of a closer connection to their consumers. However, as the value proposition was intended to illustrate value for the consumer, this concept was less relevant in this context. The lack of support for this element could be credited to a number of reasons. The interviewees for the business models for cheap and expensive products represented companies that operate within a business-to-business market. This means that they do not consider the products' end-users to be their primary customers, and therefore, it can be discussed whether they can separate the needs of their primary customers, the retailers, and the end-user. Another reason could be that although the interviewees recognise that consumer behaviour influences their business models, they do not actively follow developments in social behaviour, and therefore have yet to identify changes in this area of consumer behaviour; an activity that one would think would be more likely to be located in the corporate head-office strategy function rather than in the regional offices. This lack of support from the interviewees could indicate that it would be difficult for them to communicate this value proposition to the collaborators. Consequently, although the authors of this thesis still support the presence of this element in the value proposition, its direction in a generic business model should be clarified.

The value of eliminating storage capacity received mixed reviews from the interviewees that represented the product category. This element of value was not included in the business models for services and therefore the evaluation is solely based on the responses from the interviewees from the product categories. For the business model for expensive products, the interviewee agreed that it would be a value for the consumer. This was, however, due to the fact that he related the sharing scenario to an apartment association in a city environment in which parking spaces are limited. If related to a different environment this value might not be



as obvious. Similarly the interviewee from Black & Decker did not comment specifically on this value. In hindsight, there might have been other variables that affect the value of storage capacity. Size of the object is one clear variable, as is the frequency of use. Therefore, the value of releasing storage capacity depends on a number of variables being, location, size and frequency of use. Since this value is particularly product or context specific, it should be reconsidered whether it should be part of a generic business model.

In general, most of the elements included in the value proposition for all the generic business models tested received some sort of positive feedback. It was however, apparent that some values were easier for the interviewees to relate to than others. The value of accessibility was highly supported, under the assumption that it is possible to provide a solution that can satisfy the needs of the collaborators. From a theoretical point of view, this was to be expected as several prominent authors of literature on sharing economy highlight this as one of the major motivators for consumers to engage in collaborative consumption (Botsman & Rogers, 2011; Bove-Nielsen, 2015; Skytte, 2014). Another value that the literature suggested being a major motivator for collaborative consumption was the environmental value. This element was somewhat easy for all the interviewees to relate to and received equal positive feedback for all generic business model tested. However it was apparent that several matters influenced the importance of this value, namely where the product is produced, where the service or products are consumed and how much pollution is associated with the product or the service. The primary data shows that the remaining elements of the value proposition also need to encompass other variables if they are to be included in the value proposition. The economic incentive depends, obviously, highly on the price of the product or service but also on the number of products the collaborative community can offer. The value of released storage capacity depends on the size of the product, the frequency of use of the product and the affectionate value the product offers the user. Finally the networking, co-creation of value and community association value was perhaps the least supported. This was surprising as literature also contributes one of the main incentives of engaging in collaborative consumption to this. It can perhaps be explained by the fact that the interviewees are not yet aware of consumers' rising interest in belonging to social groups. Furthermore, as stated above, if it had been more clearly communicated who experienced the value of networking and community association it would have been easier for the interviewees to relate to.

### **9.1.2 Discussion of the operational value chain**

As mentioned in chapter 8 this component was much more tangible and was easier for the interviewees to relate to and comment on. The elements included in the operational value chain were very similar across the three models presented to the interviewees. The opinion as to which elements were necessary to include in the component differed somewhat between the respondents. For the business models related to products there is an element of creating a special business unit dedicated to sharing economy within the specific company. This element was not thoroughly supported by the interviewees. For the business model for expensive products Bo Svane did not believe it would be at all necessary to establish a new business unit as he believed that any sharing economic offering would be handled at a local dealership level rather than centrally from Toyota Denmark. The responses from the interview for the cheap products painted a somewhat similar picture. Hans Emil Olesen also did not believe it was necessary to establish a special business unit as he believed their employees would already have the necessary skills to engage in such a project and this would be folded into the existing operations. Furthermore, Black & Decker does not partake in any business-to-consumer sales, and therefore they would also have to use a local retailer to facilitate the project. On the other hand, Hans Emil Olesen did agree that it would require organisational changes and especially require a new service unit. Furthermore, he states that if they were to participate in the sharing economy they would have to remain in full control of the project. This is contradictory to the statements from Bo Svane's, which emphasise that all the local retailers have full support and authority to initiate a sharing economic solution for their customers. It is difficult to conclude whether these two differences of opinion are at all related to the characteristics of the product. Instead, it seems as if it is more dependent on the companies' structures and whether the end consumer deals with a company branch or an outlet with multiple brands. In the business model for expensive services a new business unit was not included. This was omitted because the service Rentek would provide in a sharing economic context would be very similar to their existing service. Alice Bugge did, however, mention several operational value chain activities that could be associated with a new business unit. She was the only interviewee who believed that it would be necessary to hire and train staff specific to this market.

All interviewees acknowledged that the technological element of this component was indeed necessary to include and they did not believe that it would prove difficult to provide the

technological solutions needed for a sharing economic solution. For the expensive product, all the technological solutions necessary were already developed except for an application platform that would require some investment. Likewise, for the cheap product, relevant technological solutions are already in use for other purposes and again, the only economic investment would be in the form of an application platform. Finally, the representative from the expensive service stated that the technological challenges could be handled by Rentek's IT department and was therefore not a concern. It was somewhat surprising that all interviewees found the technical challenges to be so easily solved. Their lack of concern in this respect may be attributable to the fact that the component and especially the technological element are relatively well defined and therefore easier to understand and respond to. Additionally, it is plausible that they are accustomed to delegate technological issues to the relevant departments and therefore do not see any potential difficulties. Likewise, the legal considerations did not cause any particular concern from the interviewees. For the expensive products, Bo Svane stated that there were no problems associated with having multiple drivers and owners of cars, and the insurance companies were already equipped with solutions to cater for such needs. Similarly, Hans Emil Olesen did not foresee any legal or insurance issues that would be difficult to solve. Lastly, Alice Bugge expressed that they already had insurance policies that covered both employees and customers' belongings. This feedback does leave a gap in the information of how the providers of a sharing economic solution can provide a legal solution for how collaborators can enter and exit the cluster. In hindsight, this is not surprising, as it must be expected that lawyers will have to construct legal documents to accommodate this, but it should perhaps be an element itself, in the operational value chain.

In the business model for cheap products there was an element included in the operational value chain that was not apparent in the other business models. This was an operational need to deliver and provide a storage solution for the products. The interviewee did agree that it was necessary for Black & Decker to provide a suitable storage solution. In fact, he could easily see how this could be done in an attractive way for both the collaborators and the company. Therefore, it can be concluded that if there is a value of released storage capacity, then there must be a corresponding element in the operational value chain.

In general it was clear that this component and its elements were easier for interviewees to reflect upon meaning their answers were focused on the exact wording and implications of the elements of the component. Across the interview, the feedback on this point was mixed and it became apparent that the responses depended heavily on whether it was a product or service in question, on the company structure and which part of the organisation that would handle a possible sharing economic incentive. Although the interviewees did not fully support the need to establish a new business unit, they did agree that some organisational changes were necessary in order to optimally deliver the value proposition. One of their main concerns regarding expanding their portfolio to offer sharing economic alternatives was the increased marketing effort they would need to undertake. Since this was an element all interviewees reflected heavily upon, it is evident that this element must be included in all the generic business models. Likewise, all interviewees supported that a technological solution had to be included in the component, but did not believe that this would be a challenge. Furthermore they did not recognise that there would be any legal or insurance concerns. Nonetheless, although the primary data did not support the presence of this element, the authors still believe it is necessary to include, but perhaps described in more detail.

### **9.1.3 Discussion of the financial model**

In the theory chapter it is argued that a financial model cannot be ignored when discussing which components a business model should contain and the authors therefore chose to include this in the business model framework for sharing economy. The financial model does not change significantly for a service company should they choose to engage in the sharing economy as suggested in Collaboration Town. In contrast, it would be expected that this would be significantly impacted for an existing production company when engaging in the sharing economy. In a sharing economic context the consumers pay to have access to a given product or service instead of paying to own. This means that if the company's current operations are geared towards selling to own, the company must adapt to a whole new income stream where the revenue generated is extended over a time period instead of a larger one-time payment. As mentioned in the delimitation, this component was included in the specific models without any significant calculations. This impaired the interviewees' ability to assess whether the financial component was viable. However, the interviewees from the product categories they did not see any difficulties in adapting to a new payment method for the consumer. For the business model for expensive products, Bo Svane quickly associated this

form of payment to Toyota's leasing department. By confirming that the organisation already caters to leasing customers, he acknowledges that it would be an easy alteration of their financial model to enable them to accommodate for clusters as well. For the business model for cheap products, Hans Emil Olesen did not comment specifically on the new way of generating revenue, but instead he severely questioned whether the scenario as described in Collaboration Town was at all financially worthwhile, in particular because of the large organisational expenditures he foresaw.

In general, the interviewees did not see the new financial models as any direct obstacles they would face should they engage in the sharing economy. Nevertheless, there was considerable scepticism as to whether the sharing economy ventures described in Collaboration Town would at all be profitable. The limited feedback on the financial alternatives presented in the specific business models could perhaps have been avoided if they had been presented with in-depth calculations of possible payment scenarios. However, as described in the delimitation section in chapter 1, there were a number of reasons for why this was not possible here. Most importantly, it was not in the scope of this thesis to try and convince the interviewees that it would be a financial good investment to engage in the sharing economy. Additionally, it was very difficult to present any specific financial calculations without conducting extensive consumer analysis and establish consumers' willingness to pay. Consequently, it was deemed more important to have the interviewees evaluate whether the changes in the financial models were possible to undertake, rather than having them evaluate their potential financial rewards.

## **9.2 Discussion of the business model framework**

This section will discuss the entire business model framework for sharing economy, as presented in chapter 5. It will begin with a brief discussion of the three chosen components in the business model and a review of whether the primary data supports their presence. After this, the discussion will proceed to whether the drivers of sharing economy have relevance in the business model framework. Finally, it will be discussed whether it was correct to place the unit clusters in the business model framework presented in chapter 5, or whether it should be included in the business model either as part of another component or as a component itself.

The core element of the business model framework is of course the business model itself and its components. Consequently these also received the most attention in the primary data. The secondary data implied that a value proposition is an integral and essential component of a business model and the primary data confirmed this. All interviewees offered many insights as to the value their product or service offers to their consumers, and even more so when it came to discussing their product or service in a sharing economic context. Therefore, although the value proposition was a soft and somewhat intangible component for some of the interviewees to relate to the primary data confirms that a value proposition is a relevant component in a business model framework for sharing economy thereby validating the thinking expressed in the literature of the secondary data. Another essential component of a business model is a component describing how the value proposition is delivered from the company to the consumer. As mentioned in chapter 5 the second component, operational value chain, was based on a number of the components detailed in Table 2. To recall, table 2 showed the most frequently cited components of business models according to Morris *et al.* (2005). Based on some of the interview responses, it could be argued that this component included too many elements and thus parts of the component were given too little attention, for example the marketing division. Therefore, it is necessary to re-visit the secondary data in order to establish whether it was a good idea to combine several components into one. The final component of the business model, the financial model, is, as with the other components considered essential to forming a business model. The literature heavily emphasised that it is absolutely vital to identify how a company will generate revenue. The primary data validated this view given that all the interviewees quickly drew attention to this as an area of interest and importance.

The drivers of sharing economy included in the business model framework were societal drivers, technological drivers, economic drivers and trust drivers. The secondary data suggested that these four drivers can be attributed the consumers willingness to engage in the sharing economy that is known today (Bove-Nielsen, 2015; Owyang et al., 2013; Owyang et al., 2015). As described in chapter 5, all drivers were anticipated to influence the components of the business model either directly or indirectly. Looking at the generic business models, it is evident that it is primarily the societal and economic drivers that directly influence the value proposition and thus indirectly influence the other two components. However,

reflections from the primary data and the work from the authors of this thesis suggest that this will in fact not be the case if launching the initiatives described in Collaboration Town. Here the societal and economic drivers were found to heavily influence the benefits and the added elements of the value proposition, and the remaining two drivers, technological and trust, seem to be incorporated in other elements of the business model framework. In hindsight, it is obvious that the more specific technological drivers become an operational value chain activity that is necessary in order to deliver several values to the collaborators. Additionally, trust has to be an underlying entity in the cluster without which it would not be possible to form clusters initially.

The last part of the business model framework was the cluster unit. This unit was included to indicate that the business model was meant to sell to a cluster and not individual consumers. Having analysed the primary data, it is clear that this unit should have an individual place in the business model framework or should be included in an element of the business model. If it would have been included in the business model, the interviewees might have had a better understanding of and feedback as to how the clusters could be addressed as their consumers. Furthermore, the companies' target markets change considerably when going from selling products or services for individual ownership to selling products or services for collaborative accessibility. Thus, under the assumption that the business model should include the components most affected by entering the sharing economy, then the target market, i.e. the clusters, should have been a component here.

### **9.3 Reflections and adjustments of business model framework**

The discussion of the business model framework has led to several alterations of the business model framework. These alterations are observed in all units of the business model framework. The alterations that have been discussed in section 9.2 are incorporated in the business model framework, which is re-introduced in *Figure 13*.

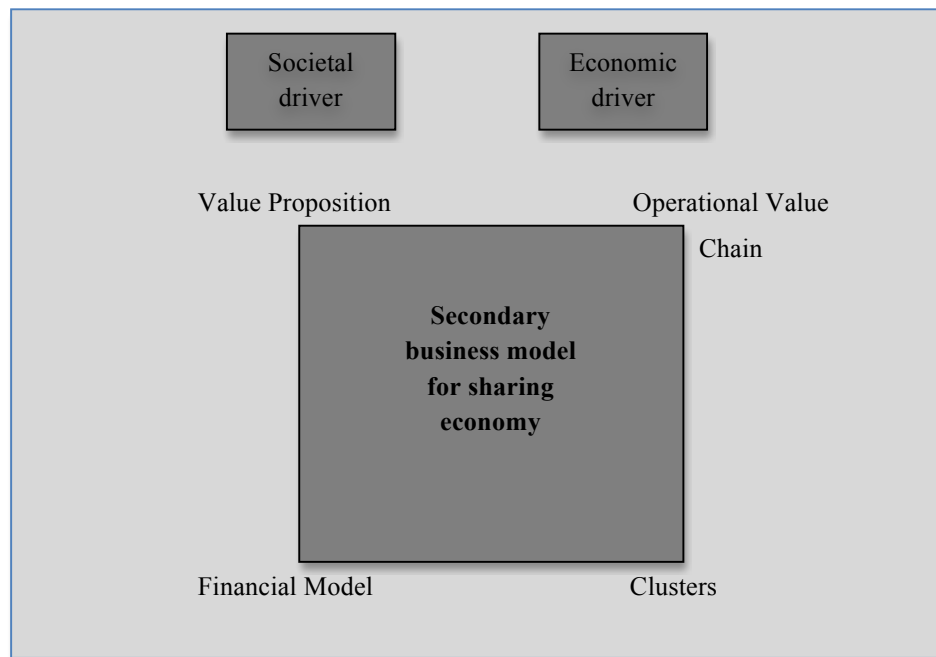


Figure 13. Adjusted business model framework for sharing economy

Figure 13 presents the adjusted business model framework. Two of the drivers of sharing economy, technological drivers and trust drivers, have been removed and an extra component, clusters, has been added to the business model.

The analysis of the primary data and subsequent discussion highlighted a number of concerns regarding the generic business models that need to be addressed. These concerns are primarily related to whether the elements that are included in the components should in fact be classified as generic. While some elements must be included in a business model for sharing economy, others are too product or service dependent to be included in the generic models and their inclusion must be evaluated on an individual basis. Therefore, although the results might indicate that it is difficult to create generic business models suited for sharing economy, it might still be possible to create a foundation that existing companies can use to base their secondary business models on. The results of the primary data have led to a new suggestion of a foundation that companies can use. This new foundation is provided in Table 7 and provides a compilation of the elements that a company can use in a step-wise fashion when constructing a secondary business model for sharing economy. These elements are divided into three groups, “Fundamental elements”, “Elements independent of product/service characteristics ” and “Elements dependent on product/service characteristics or context dependent”.



Table 7. *Adjusted contents of the business model for sharing economy*

<b>Business model Component</b>	<b>Fundamental elements</b>	<b>Elements independent of product/service characteristics</b>	<b>Elements dependent on product/service characteristics or context dependent</b>
<b>Value proposition</b>	<ul style="list-style-type: none"> <li>• Accessibility over ownership</li> <li>• Networking-co-creation of value</li> </ul>	<ul style="list-style-type: none"> <li>• Economic incentive, either by spending less money than buying to own, or by obtaining access to more products or services for the same amount</li> <li>• Flexibility</li> <li>• Opportunity for unique experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental benefits</li> <li>• Released storage capacity</li> </ul>
<b>Operational value chain</b>	<ul style="list-style-type: none"> <li>• Technological solutions</li> <li>• Contractual/Legal solutions</li> <li>• Sales/Marketing division</li> </ul>	<ul style="list-style-type: none"> <li>• Special business unit</li> <li>• New service unit</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of storage solution</li> <li>• Financial solutions</li> </ul>
<b>Cluster</b>	<ul style="list-style-type: none"> <li>• Demographics of consumers in the cluster</li> <li>• Assessment of the clusters needs</li> </ul>		<ul style="list-style-type: none"> <li>• Critical mass</li> </ul>
<b>Financial model</b>	<ul style="list-style-type: none"> <li>• Which payment solutions are suitable?</li> </ul>		<ul style="list-style-type: none"> <li>• For example, pay per usage, subscription fees etc.</li> </ul>

The first column shows the components that should be included in the secondary business model suited for sharing economy. These components include the original three components from the framework in *Figure 3* with the addition of the new cluster component. The second column specifies the fundamental elements of the components that must always be included in all secondary business models for sharing economy despite the product or service characteristics. These elements have been verified by both the primary data and the secondary data. The third column details elements that are universal and independent of the specific characteristics of the product or service in question. Some of these elements were suggested by the literature to be fundamental elements, however this assumption was not supported by the feedback from the interviews. The potential inclusion in a business model of the elements detailed in the fourth and final column will be heavily dependent on the exact nature of the product or service characteristics and the context in which they are consumed. Again, whilst

the literature implicated these elements as fundamental parts of a business model for sharing economy, this was not borne out in the interview responses. This table therefore represents the new foundation that the authors of this thesis suggest companies can use in order to form company specific secondary business models and replaces the generic business models presented in chapter 7.

As noted above, the revisions to the business model framework and the business models are based on the results of the findings from the primary data. As mentioned in chapter 2, the sample size of the primary data was too small to be truly representative of the population. Therefore the results from the primary data can only be used to draw limited conclusions. For example, this has resulted in two elements of the generic business models being included despite not being thoroughly validated. These are “opportunity for unique experiences” and “financial solution”. Furthermore the element “flexibility” has been added as a result of the primary data. Thus whilst it has not been possible within the scope of this thesis to arrive at a fully finalised and validated model, the primary data still provides a wealth of valuable insights and guidance that are exemplified in the table above and are relevant for existing companies looking to to create specific business models suited for sharing economy.

## 10. Conclusion and further research

The aim of this thesis was to attempt to create generic business models that could be used as foundations for existing companies to develop company specific secondary business models for entering the sharing economy. As mentioned in chapter 2 this was done by first creating a business model framework based on secondary data. This business model framework along with Collaboration Town ultimately enabled the authors to create the generic business models that could then be used to form the company specific secondary business models. The usability of these business models was explored by interviewing relevant representatives. The primary data retrieved from these interviews only somewhat supported the contents of the generic business models, suggesting that the generic business models created in chapter 7 were not in that form a solid foundation to build company specific business models on. As described in section 9.3 this could be attributed to a number of reasons including the fact that the concepts “business models” and “sharing economy” themselves are rather elusive, thereby making it difficult for the interviewees to relate to. Furthermore, the categorisation of the characteristics of the products and services deemed shareable in chapter 6 were perhaps too simplified and resulted in categories of generic business models that were too vague.

When returning to the research question “*What form would a useable generic business model take for an existing company looking to exploit the sharing economy*” it can be concluded that the suggested form of a generic business model as presented in chapter 7 required further developments. Whilst the primary data was based on a relatively small sample meaning a certain level of caution should be employed when drawing any broad conclusions, it nonetheless provided valuable information and critique of the generic business models, which could be used to construct a revised foundation (Table 7). This foundation is intended to be used by individual companies wishing to construct secondary business models for entering the sharing economy and it is suggested that this should be used in preference to the original generic business models presented in chapter 7. In summary, despite the limitations described above in relation to scope of the thesis and the sample size of the primary data, the findings presented here can be seen as a valuable first step in building literature focussed on the entry of existing companies into the sharing economy, and should serve as a good basis for further research that would lead to an even fuller understanding of the subject.

## 10.1 Further research

The findings in this thesis can be used as the seed for a wide range of further research. The most obvious step would be to test the new foundation presented in Table 7 by using this as the basis to form and validate a new set of company specific business models. According to the findings of this thesis it must be expected that a business model that is founded on this table instead of the generic business models will be both more accurate and easier for the individual companies to relate to. It is also advisable to include a calculated financial model should the business models foundation be tested again. Additionally, the primary data collection conducted in this thesis suggested that the unit clusters need to be researched more extensively should the individual companies choose to adapt such a business model. This is based on the universal finding from all respondents in which they expressed doubt or at least questioned whether it was possible to form clusters with consumers willing to engage in collaborative consumption. Another interesting area that deserves further research is the demand side of Collaboration Town. As described, the authors of this thesis created Collaboration Town and decided which products and services were in fact used on a day-to-day basis and deemed shareable. In order to get a more realistic picture of this scenario an in-depth market analysis would be necessary. This would include a clarification of the consumers' needs and their willingness to pay or enter into a collaborative consumption scenario. To this end, it may be necessary to develop a full plan with financial calculations and legal solutions so it would be possible for the consumer to assess and evaluate whether it could be a viable solution for them.

Regardless of the findings of this thesis it still remains to be seen whether sharing economy will continue its rapid growth over the coming years. The future performance of this sector will naturally have a profound impact as to whether the scenarios as described in Collaboration Town are likely, and thus whether it will at all be interesting for companies to develop secondary business model suited for sharing economy. Nevertheless, history has shown that companies must always be observant of and prepared for new trends and changes in consumer behaviour and demand in order to survive in the fierce competitive world. Therefore regardless of whether sharing economy continues its growth, existing companies cannot wait passively ignoring the potential threat or opportunity the sharing economy phenomenon can offer to their companies.

## Bibliography

Afuah, A. (2003). Introduction and overview. *Business models, A strategic management approach* (pp. 2-17). New York:

Andersen, F. R., Jensen, B. W., Jepsen, K., Schmalz, P., & Sørensen, J. K. (2007).

Markedsinformation og markedsundersøgelser. *International markedsføring* (3. udg. ed., pp. 251-324). Nykøbing F:

Andruss, P. (2015). What's mine is yours. *Entrepreneur*, 43(1), 78-85.

Baden-Fuller, C., & Morgan, M. S. (2010). Business models as models. *Long Range Planning*, 43(2-3), 156-171. doi:<http://dx.doi.org/10.1016/j.lrp.2010.02.005>

Bettencourt, L. A., Lusch, R. F., & Vargo, S. L. (2014). A service lens on value creation: Marketing's Role in achieving strategic advantage. *California Management Review*, 57(1), 44-66.  
doi:10.1525/cmr.2014.57.1.44

Blaikie, N. (2007). Major choices in social enquiry. *Approaches to social enquiry: Advancing social knowledge* (2nd ed., pp. 5-29) Cambridge: Polity.

Blaikie, N. (2010). *Designing social research, the logic of anticipation* (2. ed. ed.). Cambridge, UK:

Boons, F., & Lüdeke-Freund, F. (2013). Business models for sustainable innovation: State-of-the-art and steps towards a research agenda. *Journal of Cleaner Production*, 45(0), 9-19.  
doi:<http://dx.doi.org/10.1016/j.jclepro.2012.07.007>

Botsman, R. (2014). Sharing's not just for start-ups. *Harvard Business Review*, 92(9), 23-25.

- Botsman, R., & Rogers, R. (2011). *What's mine is yours* / *How collaborative consumption is changing the way we live* (2nd ed.). USA: HarperBusiness.
- Bove-Nielsen, J. (2015). *Den nye deleøkonomi, digitale strategier i adgangssamfundet*. Kbh.:
- Car2go. (2015). Car2go. Retrieved from <https://www.car2go.com/da>
- Cohen, B., & Kietzmann, J. (2014). Ride on! mobility business models for the sharing economy. *Organization & Environment*, 27(3), 279-296. doi:10.1177/1086026614546199
- Cooke, C. (2013). The SHARING ECONOMY. *Oregon Business Magazine*, 36(5), 18-24.
- Cusumano, M. A. (2015). How traditional firms must compete in the sharing economy. *Communications of the ACM*, 58(1), 32-34. doi:10.1145/2688487
- Danmarks Statistik. (2015). Bil 55: Nyregistrerede personbiler efter registreringsform. Retrieved from <http://www.statistikbanken.dk/10091>
- De danske Bilimportører. (2015). Nyregistreringstal - personbiler - pr. mærke: Januar - september 2015. Retrieved from <http://www.bilimp.dk/statistics/index.asp>
- Demil, B., & Lecocq, X. (2010). Business model evolution: In search of dynamic consistency. *Long Range Planning*, 43(2-3), 227-246. doi:<http://dx.doi.org/10.1016/j.lrp.2010.02.004>
- Doganova, L., & Eyquem-Renault, M. (2009). What do business models do?: Innovation devices in technology entrepreneurship. *Research Policy*, 38(10), 1559-1570. doi:<http://dx.doi.org/10.1016/j.respol.2009.08.002>
- DriveNow. (2015). DriveNow. Retrieved from <https://www.dk.drive-now.com/#!/howto>

Drucker, P. F. (2007). Managing a business. *The practice of management* (Rev. ed. ed., pp. 21-94).

Amsterdam London:

FDM. (2015). Bilbudget 2015. Retrieved from

[http://www.fdm.dk/filer/FDM\\_bilbudget\\_2015.pdf?fmtms=1419257560](http://www.fdm.dk/filer/FDM_bilbudget_2015.pdf?fmtms=1419257560)

Felsen, M., & Spaeth, J. L. (1978). Community structure and collaborative consumption. *American*

*Behavioral Scientist*, 21(4), 614-624.

Gansky, L. (2010). *The mesh, why the future of business is sharing*. London:

Gansky, L. (2011a). The future of business is the mesh. Retrieved from

[http://www.ted.com/talks/lisa\\_gansky\\_the\\_future\\_of\\_business\\_is\\_the\\_mesh#t-174168](http://www.ted.com/talks/lisa_gansky_the_future_of_business_is_the_mesh#t-174168)

Gansky, L. (2011b). The mesh manifesto. Retrieved from <http://meshing.it>

Gomore. (2015). Gomore. Retrieved from <https://www.gomore.dk>

Hertz delebil. (2015). Om delebilen. Retrieved from [www.delebilen.dk/om-hertz-delebilen/](http://www.delebilen.dk/om-hertz-delebilen/)

Hesseldahl, P., Bigum Nielsen, I., Abrahamse, M., Balslev Jensen, M. & Højer Hansen, I. (2015).

Your business in the we-economy. Retrieved from

[http://www.dea.nu/sites/dea.nu/files/your\\_business\\_in\\_the\\_we-economy\\_digital.pdf](http://www.dea.nu/sites/dea.nu/files/your_business_in_the_we-economy_digital.pdf)

Koch, C. (2014). Ready to join the sharing economy? *Director*, 67(8), 66-66.

Kvale, S. (2007). Epistemological issues of interviewing; planning an interview study; analyzing

interviews; validation and generalization of interview knowledge. *Doing interviews* (pp. 11-11-

23; 33-50; 101-119; 121-129) SAGE Publications, Ltd. doi:10.4135/9781849208963

- Lessig, L. (2008). Two economies: Commercial and sharing, hybrid economies. *Remix* () Bloomsbury Academic.
- Letsgo. (2015). Letsgo. Retrieved from <https://www.letsgo.dk/da/>
- Magretta, J. (2002). Why business models matter. *Harvard Business Review*, 80(5), 86-92.
- Malhotra, A., & Van Alstyne, M. (2014). The dark side of the sharing economy ... and how to lighten it. *Communications of the ACM*, 57(11), 24-27.
- Markides, C., & Charitou, C. D. (2004). Competing with dual business models: A contingency approach. *The Academy of Management Executive (1993-2005)*, 18(3), 22-36.
- McGrath, R. G. (2010). Business models: A discovery driven approach. *Long Range Planning*, 43(2–3), 247-261. doi:<http://dx.doi.org/10.1016/j.lrp.2009.07.005>
- MinbilDinbil. (2015). MinbilDinbil. Retrieved from <https://www.minbildinbil.dk>
- Morris, M., Schindehutte, M., & Allen, J. (2005). The entrepreneur's business model: Toward a unified perspective. *Journal of Business Research*, 58(6), 726-735.  
doi:10.1016/j.jbusres.2003.11.001
- Nordea. (2015). Deleøkonomi 2015.
- Owyang, J., Samual, A. & Grenville, A. (2015). Sharing is the new buying: How to win the collaborative economy. Retrieved from [http://www.slideshare.net/jeremiah\\_owyang/sharingnewbuying](http://www.slideshare.net/jeremiah_owyang/sharingnewbuying)
- Owyang, J., Tran, C. & Silva, C. (2013). A market definition report<br />The collaborative economy. Retrieved from <http://www.altimetergroup.com/2013/06/new-research-the-collaborative->



[economy-products-services-and-market-relationships-have-changed-as-sharing-startups-impact-business-models-to-avoid-disruption-companies-must-adopt-the-collabora/](#)

Porter, M. E. (1998). Clusters and the new economics of competition. *Harvard Business Review*, 76(6), 77-90.

Porter, M. E. (2001). Strategy and the internet. *Harvard Business Review*, 79(3), 62-78.

PROFF. (2015). Firmsøg: Rentek A/S. Retrieved from <https://www.proff.dk/regnskab/rentek-as/farum/rengoringsselskaber/13455773-1/>

PWC. (2015). Megatrends. Retrieved from <http://www.pwc.co.uk/issues/megatrends/collisions/sharingeconomy/the-sharing-economy-sizing-the-revenue-opportunity.jhtml>

Rentek. (2015). Forside. Retrieved from <https://www.rentek.dk/>

Sacks, D. (2011). The sharing economy. *Fast Company*, (155), 88-131.

Shafer, S. M., Smith, H. J., & Linder, J. C. (2005). The power of business models. *Business Horizons*, 48(3), 199-207. doi:<http://dx.doi.org/10.1016/j.bushor.2004.10.014>

Skytte, C. (2014). *Skal vi dele?*. Kbh.:

Tapscott, D., & Williams, A. D. (2006). In Williams Anthony D (Ed.), *Wikinomics, how mass collaboration changes everything*. New York, N.Y:

Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2–3), 172-194. doi:<http://dx.doi.org/10.1016/j.lrp.2009.07.003>

Toyota Danmark. (2015). Prislister. Retrieved from

<http://modelinformation.toyota.dk/Toyota/specs/Prislister/Privatleasingpriser/>

Toyota Global. (2015). The future of mobility is on the move. Retrieved from [http://www.toyota-](http://www.toyota-global.com/innovation/smart_mobility_society/news_and_events/grenoble/)

[global.com/innovation/smart\\_mobility\\_society/news\\_and\\_events/grenoble/](http://www.toyota-global.com/innovation/smart_mobility_society/news_and_events/grenoble/)

Toyota UK. (2015). Behind the smiles. Retrieved from [http://blog.toyota.co.uk/toyota-hybrid-science-](http://blog.toyota.co.uk/toyota-hybrid-science-behind-the-smiles)

[behind-the-smiles](http://blog.toyota.co.uk/toyota-hybrid-science-behind-the-smiles)

Venkatesan, R. (2007). Cluster analysis for segmentation. *Darden Business Publishing*, (UVA-M-0748), 1-8.

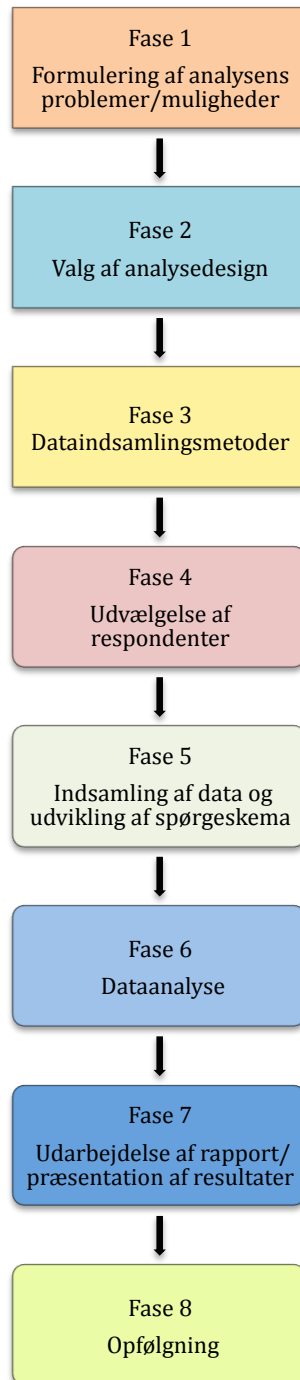
Villano, M. (2014). The sharing economy 2.0. (cover story). *Entrepreneur*, 42(12), 56-58.

Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2012). Introduction to services. *Services marketing, integrating customer focus across the firm* (2. ed. ed., pp. 3-25). Maidenhead:

Zott, C., Amit, R., & Massa, L. (2011). The business model: Recent developments and future research. *Journal of Management*, 37(4), 1019-1042. doi:10.1177/0149206311406265

## Appendices

### Appendix I: Markedsanalyseprocessen



**Kilde:** Finn Rolighed Anderssen, Bjarne Warming Jensen, Kurt Jepsen, Peter Schmalz, Jans Kjær Sørensen: International Markedsføring, Trojka, 3. udgave 2007.

## **Appendix IIa: Interview guide Toyota**

### **Oplæg til Toyota**

#### **Formål med interview:**

Det er tænkeligt, at eksisterende forretningsmodeller for en produktionsvirksomhed som Toyota ikke er parat til en eventuel efterspørgsel for deleøkonomiske alternativer.

På baggrund af dette problem har vi udarbejdet en specifik sekundær forretningsmodel for Toyota tilpasset deleøkonomien. Formålet med dette interview er at undersøge, om det der Toyotas vurdering, at denne model kan fungere.

#### **Deleøkonomi:**

Deleøkonomi bliver betegnet som en ny forbrugeradfærd, hvor vi deler produkter og serviceydelser med hinanden. Eksperter forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe-og forbrugsadfærd.

Indtil nu har dele-bils-markedet været domineret af nystartede servicevirksomheder såsom Car2go og Letsgo. Derudover har der også været en opblomstring af virksomheder, hvorigennem private udlåner deres biler, såsom Minbildinbil og Gomore. Det er værd at bemærke, at ingen af disse virksomheder er produktionsvirksomheder, og det efterlader os med spørgsmålet om, hvorvidt produktionsvirksomheder kan få en andel i deleøkonomien.

#### **Hvad kan Toyota gøre?**

For at finde nye markeder kunne Toyota tænkes at indgå i deleøkonomien på følgende måde:

I et ikke-delemiljø ville hver husholdning individuelt købe og eje deres egne biler. I en deleøkonomi ville Toyota levere en passende mængde af biler, som kunne deles husholdningerne imellem. Husholdningerne ville have adgang til bilerne på alle tidspunkter af døgnet, men ville skulle planlægge brugen af bilerne imellem sig, for at alle brugere kan få dækket deres behov. For at dette kan være muligt, skal Toyota supplere en teknologisk planlægningsplatform.

Udover dette skal Toyota stå for al service og vedligeholdelse af bilerne.

For at imødekomme dette scenarie har vi udviklet følgende forretningsmodel:

### **Secondary business model for Toyota**

#### **Value proposition**

- Cost of individual payment reduced
- Decrease in CO<sub>2</sub> emissions
- Access to a variety of cars for different occasions
- Network and knowledge sharing – co-creation of value and

#### **Operational value chain**

- Special business unit, both for maintenance and sales
- Legal considerations
- Insurance solutions for multiple drivers
- Technology – booking system, locks etc.

#### **Financial model**

- Monthly subscription
- Usage payment

Forudsat at man befinder sig i et segment, der er egnet til deling, har vi vurderet, at der kommer flere værdier for forbrugeren ved deling sammenlignet med ejerskab af en bil. Disse værdier er beskrevet under value proposition.

For Toyota er der en række operationelle foranstaltninger, der skal tages hensyn til, for at det er muligt at levere og markedsføre disse værdier overfor forbrugeren. Disse er beskrevet i operational value chain.

Sluttelig er den finansielle model væsentligt forandret i forhold til den traditionelle køb og salgstransaktion. Dette er beskrevet under financial model.

## Interview

### **Generelle spørgsmål:**

Hvad er din stilling i Toyota og hvor længe har du været der?

Hvad beskæftiger du dig med i Toyota?

### **Ændringer i forretningsmodeller:**

**Der er mange forskellige opfattelser af forretningsmodeller. Når vi snakker om forretningsmodeller tænker vi på: Hvilken værdi har produktet for forbrugeren? Hvordan skaber i denne værdi? Hvordan tjener i penge?**

Hvordan bliver jeres forretningsmodel påvirket af ændringer i forbrugeradfærd?

Hvilke (andre) begivenheder har medført en ændring/justering i Toyota's forretningsmodel?

**For at opsummere bliver deleøkonomi betegnet som en ny forbrugeradfærd, hvor vi deler produkter med hinanden. Eksperten forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe og forbrugsadfærd.**

### **Generelle deleøkonomi-spørgsmål:**

Der er en global tendens til, at vi deler mere og mere - hvad er jeres kendskab til deleøkonomi?

Er deleøkonomi noget man beskæftiger sig med i branchen?

Hvilken respons kunne du forestille dig, at bilindustrien skulle have?

Beskæftiger Toyota sig med mulighederne for at indgå i deleøkonomien? Hvis ja, hvordan?

Er jeres biler klar til at indgå i deleøkonomien? Teknisk, måleenheder osv.

### **Præsentation af vores model:**

**Det er her værd at notere sig, at vores model naturligvis er en sekundær model, der skal fungere sideløbende med en forretningsmodel for det almindelige bilsalg. Se forretningsmodel på side 2 (Business model)**

### **Toyota i deleøkonomien:**

Kunne man forestille sig, at Toyota kunne bruge en sådan model, hvis i ville indtræde i deleøkonomien?

På hvilke måder ville en sådan model adskille sig fra Toyotas oprindelige forretningsmodel?

Hvilke organisatoriske ændringer kunne man forestille sig ville ske, hvis man skulle indtræde i deleøkonomien? Nye medarbejdere, nye afdelinger osv.

Ser du nogen særlige udfordringer rent juridisk ved at indgå i deleøkonomien på denne måde? Delte forsikringer/flere førere etc.

I forhold til vores model, hvor kunne du have indsigelser og tilføjelser?

Er det plausibelt, at Toyota kan indgå i deleøkonomien på et B2C-marked?

Har i tænkt på B2B relationer med delebilsordninger?

## **Appendix IIb: Interview guide Black & Decker**

### **Oplæg til Black & Decker**

#### **Formål med interview:**

Det er tænkeligt, at eksisterende forretningsmodeller for en produktionsvirksomhed som Black & Decker ikke er parat til en eventuel efterspørgsel for deleøkonomiske alternativer.

På baggrund af dette problem har vi udarbejdet en specifik sekundær forretningsmodel for Black & Decker tilpasset deleøkonomien. Formålet med dette interview er at undersøge, om Black & Decker vurderer, om denne model kan fungere.

#### **Deleøkonomi:**

Deleøkonomi bliver betegnet som en ny forbrugeradfærd, hvor vi deler produkter og serviceydelser med hinanden. Ekspert forudser at deleøkonomien i stigende grad kommer til at dominere vores købe-og forbrugsadfærd.

Boremaskinen er blevet et symbol på deleøkonomien, da undersøgelser har vist, at den i dens levetid bliver den brugt i gennemsnit 13 minutter. Der er indenfor det sidste stykke tid blevet lanceret platforme, hvor brugere enten gratis eller for et mindre beløb deler deres værktøj, så som bydel.dk og jepti.dk. Ydermere ses det oftere at boligforeninger er begyndt at opstille værktøjsskure, hvor der kan deles fra. Det er værd at bemærke, at ingen af disse virksomheder og tiltag er produktionsvirksomheder, og det efterlader os med spørgsmålet om, hvorvidt produktionsvirksomheder kan få en andel i deleøkonomien.

#### **Hvad kan Black & Decker gøre?**

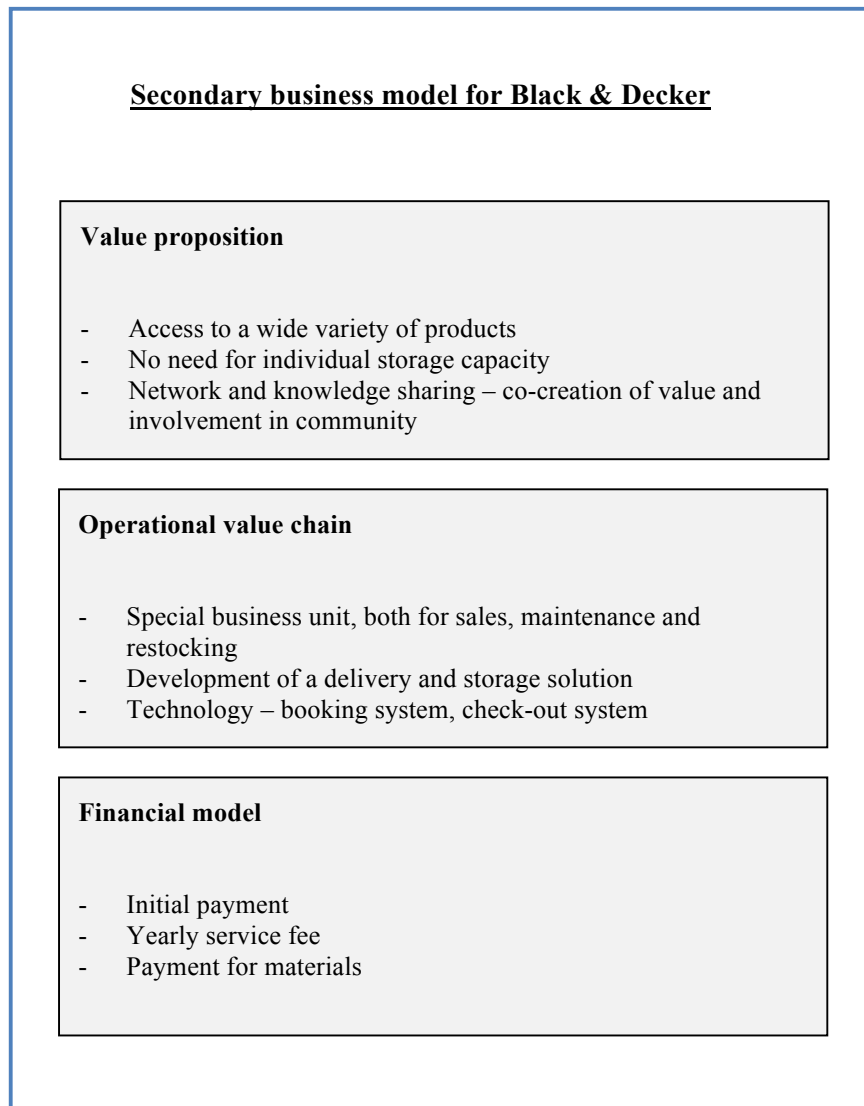
For at en produktionsvirksomhed som Black & Decker kunne indgå i deleøkonomien, tænker vi os følgende scenarie:

I et ikke-delemiljø ville hver husholdning individuelt købe og eje deres egne boremaskiner og andet værktøj. I en deleøkonomisk sammenhæng ville Black & Decker levere en løsning, hvor der for eksempel blev stillet et skur/container til rådighed for en gruppe af brugere, hvori der var et udvalg af Black & Deckers produkter til deling. Brugere ville have adgang til skuret/containeren på alle tidspunkter af døgnet, men ville skulle planlægge brugen af værktøjet imellem sig, for at alle brugere kan få dækket deres behov. For at dette kan være



muligt skal Black & Decker supplere en teknologisk planlægningsplatform. Udover dette skal Black & Decker stå for al service og vedligeholdelse af værktøjet.

For at imødekomme dette scenarie har vi udviklet følgende forretningsmodel:



Forudsat at man befinder sig i et segment der er egnet til deling, har vi vurderet, at der er flere værdier for forbrugeren ved deling sammenlignet med ejerskab af værktøj. Disse værdier er beskrevet under value proposition.

For Black & Decker er der en række operationelle foranstaltninger der skal tage hensyn til, for at det er muligt at levere og markedsføre disse værdier overfor forbrugeren. Disse er beskrevet i operational value chain.

Sluttelig er den finansielle model væsentligt forandret i forhold til den traditionelle køb og salgstransaktion. Dette er beskrevet under financial model.

## **Interview**

### **Generelle spørgsmål:**

Hvad er din stilling i Black & Decker og hvor længe har du været der?  
Hvad beskæftiger du dig med i Black & Decker?

### **Ændringer i forretningsmodeller:**

**Der er mange forskellige opfattelser af forretningsmodeller. Når vi snakker om forretningsmodeller, tænker vi på: Hvilken værdi har produktet for forbrugeren? Hvordan skaber i denne værdi? Hvordan tjener i penge?**

Hvordan bliver jeres forretningsmodel påvirket af ændringer i forbrugeradfærd?

Hvilke (andre) begivenheder har medført en ændring/justering i Black & Deckers forretningsmodel?

**For at opsummere bliver deleøkonomi betegnet som en ny forbrugeradfærd, hvor vi deler produkter med hinanden. Ekspert forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe og forbrugsadfærd.**

### **Generelle deleøkonomi-spørgsmål:**

Der er en global tendens til at vi deler mere og mere, hvad er jeres kendskab til deleøkonomi?

Er deleøkonomi noget man beskæftiger sig med i branchen?

Hvilken respons kunne du forestille dig branchen skulle have?

Beskæftiger Black & Decker sig med mulighederne for at indgå i deleøkonomien? Hvis ja, hvordan?

### **Præsentation af vores model:**

**Det er her værd at notere sig, at vores model naturligvis er en sekundær model, der skal fungere sideløbende med en forretningsmodel for det almindelige salg. Se forretningsmodel på side 2 (Business model)**

**Black & Decker i deleøkonomien:**

Kunne man forestille sig, at Black & Decker kunne bruge en sådan model, hvis i ville indtræde i deleøkonomien?

På hvilke måde adskiller denne model sig fra Black & Deckers oprindelige forretningsmodel?

Hvilke organisatoriske ændringer kunne man forestille sig ville ske, hvis man skulle indtræde i deleøkonomien? Nye medarbejdere, nye afdelinger osv.

Ser du nogen særlige udfordringer rent juridisk ved at indgå i deleøkonomien på denne måde? Forsikringer etc.

I forhold til vores model, hvor kunne du have indsigelser og tilføjelser?

Er det plausibelt at Black & Decker kan indgå i deleøkonomien?

## **Appendix IIc: Interview guide Rentek**

### **Oplæg til Rengøringsfirmaet Rentek**

#### **Formål med interview:**

Det er tænkeligt, at eksisterende forretningsmodeller for en servicevirksomhed som Rengøringsfirmaet Rentek ikke er parat til en eventuel efterspørgsel for deleøkonomiske alternativer.

På baggrund af denne udfordring har vi udarbejdet en specifik sekundær forretningsmodel for Rentek tilpasset deleøkonomien. Formålet med dette interview er at undersøge, om Rentek vurderer, om denne model kan fungere.

#### **Deleøkonomi:**

Deleøkonomi bliver betegnet som en ny forbrugeradfærd, hvor vi deler produkter og serviceydelser med hinanden. Eksperter forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe-og forbrugsadfærd.

PT er deleøkonomi ikke så udbredt indenfor for jeres branche, da en rengøringservice ikke umiddelbart identificeres som en delbar service. Man kunne dog forestille sig, at denne forbrugeradfærd kunne udnyttes til at skabe nye forretningsmuligheder.

#### **Hvad kan Rentek gøre?**

For at en servicevirksomhed som Rentek kunne indgå i deleøkonomien, tænker vi os følgende scenarie:

I en ikke deleøkonomisk sammenhæng tilbyder et rengøringsfirma en serviceydelse til enkelt personer eller virksomheder. I en deleøkonomisk sammenhæng kunne man forestille sig, at Rentek skaber en gruppe af mennesker eller firmaer, enten i et villaområde eller i et boligkompleks, hvor de ”deles” om rengøring. Det vil sige, at Rentek vil tilbyde en standardiseret rengøringservice til en gruppe af mennesker eller firmaer. Man kunne for eksempel forestille sig, at gruppen, der deler, i fællesskab kunne enes om opgaverne, der skulle udføres, således at Rentek kunne tilbyde en standardiseret service, som eventuelt ville kunne matche prisen på ”sort” rengøring.

### **Secondary business model for Rentek**

#### **Value proposition**

- Added trust associated with a professional company
- Security for the consumer
- Better conscience due to not supporting “moonlighting”
- Networking

#### **Operational value chain**

- Geographical sales and marketing
- Organization of schedules
- Technology – platform for planning and network
- Insurance and legal concerns

#### **Financial model**

- Hourly payment
- Subscription

Forudsat at man befinder sig i et segment der er egnet for deling, har vi vurderet at der er flere værdier for forbrugeren ved deling sammenlignet med den individuelle service. Disse værdier er beskrevet under value proposition.

For Rentek er der en række operationelle foranstaltninger der skal tage hensyn til, for at det er muligt at levere og markedsføre disse værdier overfor forbrugeren. Disse er beskrevet i operational value chain.

Sluttelig er den finansielle model ikke væsentligt ændret i forhold til den model, som Rentek formentlig benytter i forvejen.

## **Interview**

### **Generelle spørgsmål:**

Hvad er din stilling i Rentek, og hvor længe har du været der?

Hvad beskæftiger du dig med?

### **Ændringer i forretningsmodeller:**

**Der er mange forskellige opfattelser af forretningsmodeller. Når vi snakker om forretningsmodeller, tænker vi på: Hvilken værdi har produktet/services for forbrugeren? Hvordan skaber i denne værdi? Hvordan tjener i penge?**

Hvordan bliver jeres forretningsmodel påvirket af ændringer i forbrugeradfærd?

Hvilke (andre) begivenheder har medført en ændring/justering i Rentek's forretningsmodel?

**For at opsummere bliver deleøkonomi betegnet som en ny forbrugeradfærd, hvor vi deler produkter med hinanden. Ekspertter forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe og forbrugsadfærd.**

### **Generelle deleøkonomi-spørgsmål:**

Der er en global tendens til at vi deler mere og mere, hvad er jeres kendskab til deleøkonomi?

Er deleøkonomi noget man beskæftiger sig med i branchen?

Hvilken respons kunne du forestille dig branchen skulle have?

Beskæftiger Rentek sig med mulighederne for at indgå i deleøkonomien? Hvis ja, hvordan?

### **Præsentation af vores model:**

**Det er her værd at notere sig, at vores model naturligvis er en sekundær model, der skal fungere sideløbende med en forretningsmodel for de almindelige serviceydelser. Se forretningsmodel på side 2 (Business model)**

### **Rentek i deleøkonomien:**

Kunne man forestille sig, at Rentek kunne bruge en sådan model, hvis i ville indtræde i deleøkonomien?

På hvilke måde adskiller denne model sig fra Rentek's oprindelige forretningsmodel?

Hvilke organisatoriske ændringer kunne man forestille sig ville ske, hvis man skulle indtræde i deleøkonomien? Nye medarbejdere, nye afdelinger osv.

Ser du nogen særlige udfordringer rent juridisk ved at indgå i deleøkonomien på denne måde? Forsikringer etc.

I forhold til vores model, hvor kunne du have indsigelser og tilføjelser?

Er det plausibelt at Rentek kan indgå i deleøkonomien?

## **Appendix IIIa: Transcript of Interview with Toyota**

### **Interview med Toyota ved Bo Svane den 17. August 2015**

Deltagere:     Bo Svane (BS)  
                  Julie Tvede (JT)  
                  Maria Christensen (MC)

#### **JT: Hvad er din stilling i Toyota og hvor længe har du været der?**

**BS:** Jeg er salgschef for vores B2B og LCV( red: Light Commercial Vehicle) forretning, det vil sige, jeg har ansvaret for alt salg til erhverv i Danmark. Jeg har været hos Toyota i 6 ½ år og har altid arbejdet med erhverv her. Og i bilbranchen har jeg været i ...lang tid...18 år eller sådan noget. Jeg har været hos Ford importøren og finansieringsselskabet. Og så har jeg været ude i den virkelige verden og været erhvervssalgchef i to forskellige forretninger og har haft fornøjelsen af at bygge erhvervsforretninger op der. Og det er så det, jeg har taget med ind her i lidt mere strukturerede områder herinde. Så det er historien bag det... meget kort... altid B2B.

#### **JT: Hvad beskæftiger du dig med i Toyota?**

**BS:** Det jeg gør nu det er jo rigtig meget med forhandlerne, motiverer og nogle gange ikke kun at motivere, men også at sikre at vores salg sker den vej via vores kanaler. Og så ellers så er det klart, at jeg har også den direkte kontakt til udlejningsselskaber og leasingselskaber og de store virksomheder, der er i Danmark: Politiet, forsvaret, TDC og den slags. Jeg hjælper vores forhandlere med at lave udbud, og hvis de har nogle lokale kunder, som de gerne vil have hjælp til, så kan jeg agere giraffen fra hovedkontoret, der tager med ud og fortæller lidt om fremtidens teknologier, og hvad der sker fra Toyotas side. Så det er ligesom de ben, jeg står på.

**JT: Der er mange forskellige opfattelser af forretningsmodeller. Når vi snakker om forretningsmodeller tænker vi på: Hvilken værdi har produktet for forbrugeren og**



## **hvordan skaber i denne værdi? Hvordan tjener i penge og hvordan bliver jeres forretningsmodel påvirket af ændringer i forbrugeradfærd?**

**BS:** Altså noget af det vi arbejder rigtig meget på i øjeblikket, og også qua det der sker omkring os, er med det begreb, der kaldes Trade Cycle Management, der i virkeligheden handler om forbrugeren skal komme igen og igen og igen. Og det er heldigvis det historisk, at Toyota har været ekstrem stærke til, hvilket betyder at vores målgruppe kan være lidt gamle. Som vi ser det i dag er gennemsnitsalderen måske lidt højere end for så mange andre. Og der bruger vi så nogle af de nye modeller, Aygo især, til at henvende os til lidt yngre publikum. Også fordi vi skal have noget at leve af om 4-5-6-7 år. Og vi ved, at når vi først har kunderne inde i folden, så er vi de bedste til det vi laver, især vores forhandlere. Og på den måde så ved vi at vi kan vi holde dem lidt igen. Men der er det klart at ting som leasing, serviceaftaler, alle de her ting er noget vi arbejder ekstrem målrettet for at sikre, at det bliver tegnet. Hele servicen omkring er vigtig, og vi kan se det især på AYGO, at tiderne, hvor det var pris, og det kan så virke lidt sært lige nu, hvor pris var drivkraft, det virker ikke. Det der med at have Danmarks billigste bil, det kan vi ikke se er et salgsbudskab, der sælger flere biler. Men der her med at have et stærkt finansieringsbudskab, forsikringsbudskab, design-din-egen bil-budskab, alle sådanne nogle ting, det kan vi se har lang større effekt på salget og værdien for kunden.

## **JT: Er der andre begivenheder har medført en ændring i Toyotas forretningsmodel?**

**BS:** Det sker jo løbende, uden vi formentligt selv opdager det. Men man kan sige, én af de områder, hvor vi bliver tvunget en lille smule til at gøre noget andet, det er jo de teknologier, der rammer os. Vi bevæger os rigtig meget mod hybrid-teknologien. Det vi taler om, det er at Toyota jo gerne vil være det her grønne firma, der udleder nul CO<sub>2</sub>, og det reneste rene i virkeligheden. Og det prøver vi jo at få til ...hvordan passer det egentligt med forbrugeren. Og vi kan se, at det er vigtigt at være grøn, men det er ikke alle, der køber ind på at være grøn. Det må også gerne være lidt lækkert, så hvor vi hidtil kommunikeret rigtig meget med at du er grøn... det er ikke en Fjällräven, du putter på ryggen, vel! Det må også gerne noget omkring følelser, så i vil også kunne se at den kommunikation, der er fra os af det sidste halve års tid i hvert tilfælde, er gået meget mere på at spille på kundens følelser i forhold til... hvordan oplever du at køre hybrid? Det er dejligt at køre rundt i. Der er lavet forskningsstudier på, at

mennesker, der kører hybrid, de rent faktisk er bedre mennesker, de er ikke så stressede. Det lyder helt tosset, men det er der lavet. Det er sådan nogle ting, vi kommer til at spille meget mere på, og det kommer vi til at gøre i endnu større omfang fra det efterår, vi faktisk går ind i. Det er en rigtig vigtig del af vores fremtidige strategi. Og det skal vi så have til at passe ind i, hvordan kunderne agerer, og de går i rigtig mange forskellige retninger lige i øjeblikket.

**MC:** Så der bliver koblet en masse bløde værdier på et lidt hårdt produkt i virkeligheden?

**BS:** Det er det vi ser. Det er også det, hvis vi kigger på Aygo'en, som er lavet som design-din-egen-bil for relativt små penge, så du kan give den alle mulige forskellige udtryk, og det er jo også en del af det her med at prøve at få folk i tale... få lidt mere sexede biler på gaden. Der er lidt for alle.

**JT:** **Deleøkonomi bliver betegnet som en ny forbrugeradfærd, hvor vi deler produkter med hinanden. Eksperty forudser, at deleøkonomien i stigende grad kommer til at dominere vores købe og forbrugsadfærd.**

**Der er en global tendens til, at vi deler mere og mere. Hvad er jeres kendskab til deleøkonomi?**

**BS:** Det var jo en af de ting, der var lidt spændende. Vi har rent faktisk ikke taget officielt stilling til, hvordan vi forholder os til deleøkonomien. Emnet er ikke noget, vi har særligt højt op at vende her. Efter at i kontaktede mig, har jeg prøvet at spørge mine europæiske kollegaer, om der foregår noget på gangene. Selvfølgelig er det oppe at vende, men det er ikke noget man sådan for alvor er gået ind i og sagt, at her bliver vi nødt til at have vores eget produkt eller gå i samarbejde med nogen. Der skal man måske også lidt forstå Toyota. Toyota er ekstrem volumen-dreven. Vi er de største, og vi vil gerne blive ved med at være de største. Der, hvor der stort potentiale, vil vi jo også gerne være, så hvis deleøkonomien blomstrer op, og der kommer noget volumen i det, så vil vi også kaste os ud i det. Formentlig ikke før. Men det er klart, at er det lige pludselig et område, hvor vi kan se, at vi kan afsætte 1000 biler i 2017 eller 2018, jamen så er det jo interessant for Toyota.

**JT: Er deleøkonomi noget, man beskæftiger sig med i jeres branche?**

**BS:** Det er noget man snakker rigtig.... Altså der bliver selvfølgelig snakket om, hvad det er, der sker, og er der en udvikling? Men stadig ikke noget, der fylder alverden. Det er stadig meget begyndende stadie. Og du kan jo også sige selvom... lad os bare sige, at deleøkonomien blomstrer, og det buldrer derudaf, så vil der jo stadig være et transportbehov for Hr. og Fru Danmark, de skal have dækket. Og så kan det godt være, at der er 4 personer, der deles om en bil i stedet for de måske havde 2 biler, men der vil stadig være et behov for biler. Og det vil jo så bare være den del af markedet, vi så skal agere i. Om det så er et firma, der begynder at tage ansvar for debiler, der har x antal tusinde biler kørende, og det er dem, vi skal sælge til, eller om det er privatdreven, så er det bare en ny kanal, som vi skal sælge til og have vores del af kagen af. Det vil nok meget måden, vi vil angribe det på.

**JT: Nu er det jo lige kommet frem at BMW har indgået en debilsaftale med Arriva. Er det en passende respons, som bilindustrien har til det her? Kan man forestille sig, at de kunne reagere på andre måder?**

**BS:** Jeg synes, at det er et spændende koncept, der er baseret formegentligt rigtig meget på, at vi i Danmark ikke har afgift på elbiler....endnu. Det er også derfor, at jeg er sådan lidt... for man har lavet en aftale om 400 biler, jeg har ikke læst, hvornår bilerne skal leveres, og det kan jo have en påvirkning, hvis vi lige pludselig får en afgift pålagt, medmindre det er baseret på EU-midler, det ved jeg ikke. Altså så vi byder initiativet velkomment, og har ikke nogen mening om det.

**JT: Beskæftiger Toyota sig med mulighederne for at indgå i deleøkonomien?**

**BS:** Der kører et projekt i øjeblikket i Grenoble, øh, hvor man har taget vores, vi har udviklet sådan en lille knallert-lignende ting, trehjulet bil/motorcykel, hvor du sidder sådan helt inde og så styrer du den sådan lidt med din kropsvægt...sådan lidt Segway-agtig. Fordelen er bare, at du er lukket inde, så hvis det regner.... Men hvor det kører i virkeligheden mere som sådan et bycykel forsøg i virkeligheden dernede, og så kan du bruge det til at køre til toget, men det er ligeså meget et signal om, at vi tror at el-bil, el-teknologien er god til noget men langt fra til

meget, som det er nu i hvert fald. Hvis det er den rigtige løsning, det er jeg stadig ikke sikker på.

**MC:** Er jeres biler klar til at indgå i deleøkonomien? Rent teknisk, måleenheder osv.

**BS:** Nej, rent teknisk ville de være klar til det. Det er en lille elektronisk boks, du tilkobler bilens almindelige netværk. Og jeg ved, at der er lavet et samarbejde med udlejningsselskaber rundt omkring i Europa, hvor man har lavet de her løsninger, så det ville ikke være en udfordring. Og så kan man sige, at så er der selvfølgelig nogen, der skal udvikle en platform, hvor at man kan lave noget online og på app osv., men igen det ville være et spørgsmål om investering.

**MC:** ...og sådan rent nøgleteknisk er det vel heller ikke noget problem mere?

**BS:** Ingen problem overhovedet. Teknikken ser jeg som værende relativ simpel. Det er mere platformen, som skal drive den, der kan koste lidt udvikling. Men det tænker jeg ikke... igen, hvis det går i den retning, er det formegentlig ikke det, der er problemet. Hvis markedet pludselig vokser. Vi har jo 68 forhandlere i Danmark, så hvis vi ville lave noget, så kan man sige, at så har vi allerede lokationer til at gå ud og møde det behov.

**MC:** Men det er ikke et marked, som i går ud og opsøger, før det ligesom er boomet? I prøver ikke at være frontløbere på det?

**BS:** Det skal først bevise sit værd, før vi er der. Man kan sige, at privatleasing er et meget godt eksempel. Det har jo været på tale i rigtig rigtig mange år, og nu boomer det, og så boomer det ikke. Og igen, det har hele tiden været noget, vi snakkede rigtig meget om, men der skete ikke rigtig noget. Nu bliver det en større del af forretningen, som det ser ud, men igen, det er meget drevet af månedens tilbud hos de forskellige mærker, så det er stadig ikke helt forankret i bilbranchen herhjemme endnu, medmindre man har en klump, man vil sælge rigtig billigt. Som mig bekendt har man altid kunne sælge biler, hvis man har noget man gerne vil sælge rigtig billigt.

**JT: Så er vi nået til vores model. Det er her værd at notere sig, at vores model naturligvis er en sekundær model, der skal fungere sideløbende med en forretningsmodel for det almindelige bilsalg. Kunne man forestille sig, at Toyota kunne bruge en sådan model, hvis I ville indtræde i deleøkonomien?**

**BS:** Som jeg umiddelbart ser delebil, som vi har det i dag, så har vi to veje ind til det. Lad os bare tage mig selv, jeg tog min bil og meldte den til et eller andet online halløj, hvor der var nogen, der kan leje den for en eller anden beskeden pris. Det ser jeg som den ene måde at lave delebil på. Og så har vi den anden, hvor at det er en stor virksomhed, der napper 400 biler, lad os bare tage det helt fiktive tal. Og stiller dem til rådighed i en eller anden delebils-ordning, som jo ligeså meget er et udlejningsselskab, som det er et delebilskoncept, så jeg ved ikke helt om det retfærdiggør det. Og så det i taler om, som det tredje og som det lidt mere anderledes, det var at sige, der er en større gruppe mennesker, der bliver enige om, at investere i x biler og så er det deres. Det er herude, vi bevæger os. Hvis jeg skulle se det som en forretningsmodel, der var til at arbejde med. Så tænker jeg, at få... nu tænker jeg på eget villakvarter, hvis man skulle blive enige, de der 10, om at have en eller anden pulje, jeg tror det ville være rigtig rigtigt svært. Men jeg kunne godt se, at hvis du gik til ejerforeninger, lejeboligforeninger og sagde, jamen i stedet for at der er 20 mennesker ud af 100, der har en bil stående, så har vi måske 10 biler, der egner til det, vi nu engang laver, og får reserveret nogle parkeringspladser. Det kunne jeg godt se som en løsning, der ville være rentabel for alle. Men der tror jeg også bare, at du får en mere homogen gruppe af mennesker, der bor i en lejlighed og har sådan nogenlunde de samme ting. Jeg tror bare, at hvis du bevæger dig ud i villakvartererne, at der er for mange særtinge. Jeg tror, at det er for uensartet, selvom de er nogenlunde samme sted i deres liv.

**JT: Hvis vi lige går bare lidt tilbage til det, altså om det er noget der ville give mening for Toyota?**

**BS:** Altså hvis vi vender den til den vej, nu tager vi lige brillerne af og siger okay vi skal ikke kigge på noget, der er problemer, nu kigger vi lige på mulighederne, så er det da klart. Det tror jeg også, hvis du kigger mod Japan og andre steder og kigger lidt mere globalt.... og siger kan du lave et område til et rent brint område eller hybrid område, hvor man kunne stille en eller anden station op og lave det til en eller anden parkeringsplads for de her, og gøre det til

et område, hvor man kunne dele de her biler i. Altså det ville rent værdimæssigt, og det vi gerne vil, og det ville være helt oppe i ånden til det, så på den måde er der ingen tvivl, at kunne man lave sådan et samfund i samfundet, så ville det være noget, der ville vække stor jubel, ingen tvivl. Og man ser også nogen steder, hvor man har prøvet at lave... jeg kan ikke huske det... det er Japan, man har prøvet at lave sådan et samfund, der skal køre hybrid. Øhh, ja, jeg kan simpelthen ikke huske hvad det hedder. Nej, men det kunne godt lade sig gøre, og man prøver jo også at tænke rigtig meget ud af boksen, og bare se vores nye brintbil, der kommer, hvis vi tager til USA og kigger, så vil den også have mulighed for at generere strøm til huset for eksempel, hvis der er jordskælv og alle de der ting. Så man prøver også at tænke nogle andre løsninger end konventionel bil, det ser vi mere og mere af, og det kommer der helt sikkert mere af i fremtiden.

**JT:** Men de individuelle behov er for svære at forudse for at man kan imødekomme dem?

**BS:** Jeg tror, at der er for mange i de små grupper til at de kan blive enige.... så kan man diskutere om demokratiet nogensinde har virket, og få det til at virke på en villavej. Jeg tror, den er svær, men som sagt, lejerforeninger og ejerforeninger og alle sådanne nogle steder. Og især i de her tider, hvor at man gerne vil have bilerne ud af byen. Der tror jeg måske bedre, man kunne jage en mulighed.

**MC:** Også parkeringsmæssigt?

**BS:** Især parkeringsmæssigt.

**JT:** Ser du nogen særlige udfordringer rent juridisk ved at indgå i deleøkonomien på denne måde? Delte forsikringer og flere førere osv.

**BS:** Nej, du kan se løsninger findes allerede i dag, altså hvor der er forskellige mennesker, der kører bilerne. Og forsikringsselskaberne, de er dejlige nemme at arbejde med, de har et stort Excel ark, og så er der noget med noget risiko og nede i bunden så står der et resultat. Og det kan så nogen gange være billigt eller meget meget dyrt, men det ser jeg faktisk ikke som den helt store udfordring. Så at sige, i forhold til at gå i retningen, det ser jeg ikke som den helt store udfordring.

**JT: Hvilke organisatoriske ændringer kunne man forestille sig ville ske, hvis man skulle træde ind i deleøkonomien?**

**BS:** Så tror jeg til at starte med, før vi lander i situationen, hvor det er villavej, så ser jeg det nærmest som næsten en butikssælger eller erhvervssælger, der kunne opsøge de her lejeboligforeninger og ejerforeninger og prøve at genere noget i den retning.

**MC:** Så vi er på forhandler plan?

**BS:** Forhandlerplan ja. Det kunne jeg godt se.

**JT:** Ville de have frie hænder til at gøre sådanne noget her?

**BS:** Det ville de have helt frie hænder til... ja. Og hvis der kom nogen og fremlagde, at de havde en ide, de godt ville teste i et eller andet lokal område, så ville vi også prøve at støtte op omkring det. Altså alle vil jo gerne være med på, hvis der sker noget nyt, det vil vi jo også gerne.

**JT: Har i tænkt på B2B relationer med delebilsvirksomheder?**

**BS:** Ja de skal også have nogle biler. Du kan sige, at det er klart at der er nogle af dem der vokser stille og roligt. GoMore kunne være en løsning, der bevæger sig lidt i både at være en udlejning leasing virksomhed, til at være, ja de er faktisk lidt af det hele. Og det er klart, at dem skal vi have en dialog med. Og vi skal sikre os, at hvis det giver mening, og det ikke er forstyrrende i forhold til resten af vores marked, så skal vi være der. Det er rigtig kendetegnede for den type, det er, at det handler rigtig meget om pris, og det er ikke nødvendigvis et sted, vi har lyst til at være. Men hvis det handler om værdier og få den gode hybrid oplevelse for eksempel, så var vi formentlig til at tale med.

**JT:** Så i den henseende så passer Toyota jo perfekt til deleøkonomien.

**BS:** Ja ja ja... Det er noget vi snakker rigtig meget om omkring hybrid, vi vil gerne sikre os, at folk får en god oplevelse, det vil sige, du tager ned i en Toyota forretning så skulle du gerne få en sælger der tilbyder at tage med ud på en prøvetur. Hvor at hvis det var en deleøkonomi... kan du ikke sikre den helt samme oplevelse af teknologien i hvert fald med mindre, man kan sige dem, der har hybrid er typisk meget passioneret omkring det, og vil måske fortælle lidt om det, men de vil nok ikke bruge 20 min på at udlevere bilen til en eller anden, der skal bruge den et kvarter...tænker jeg. Vi kommer jo med brint lige om lidt, jo der kan du køre 5-600 km på en tank, og det tager 2 minutter at lade den op. Og man kan sige, det er jo rent faktisk strøm, du kan lagre eller energi fra vindmøller eller hvad fanden, det skal være for derefter at bruge det. Om det er det rigtige? Det ved jeg ikke. Men man kan se, de store producenter er også på vej i samme retning, og der er også en plan for infrastrukturen igennem Europa, så der bliver hård kamp om det.

**JT:** Ja, så brint før deleøkonomi?

**BS:** I hvert fald deleøkonomi i så en ekstrem grad, tænker jeg, der ville brinten nok være en mere... men det er jo bare en del af det. Giver det mening?

**JT:** Ja, men jeg tror, at vi er ved at være meget godt gennem alle vores spørgsmål her. Tak fordi du tog dig tid til at snakke med os.



## **Appendix IIIb: Transcript of interview with Black & Decker**

### **Interview med Black and Decker ved Hans Emil Olesen den 16 september 2015**

Deltagere:     Hans Emil Olesen (HO)  
                  Jens Christensen (JC)  
                  Julie Tvede (JT)  
                  Maria Christensen (MC)

Interviewet var oprindeligt med Jens Christensen og Hans Olesen, men Jens var forsinket og deltog kun med i de sidste 7 minutter.

Indledende bemærkninger.

**HO:** Det går stærkt, det går virkelig stærkt, men man kan også sige, at der er en hel ny generation på vej. Altså, og en ny trend-adfærd, du kan bare tage sådan noget som læste medier, altså, print. Tager du avis for eksempel, det er stærkt nedadgående. Tager du tablets, mobilenheder, pc'er, de stiger kan man se med visninger, når man kigger på den trend, der er der. Men sådan er det, sådan er det...

**JT: Hvad din stilling er i Black and Decker, og hvor længe du har været der?**

**HO:** Min stilling er General sales manager, retail. Det vil sige, jeg er landechef for vores CBG, som er alle vores gør-det-selv produkter til el-værktøj og haveværktøj, og household produkter. Og jeg har været i firmaet i 4 år her til september, så ganske kort. Men jeg har været i branchen siden 1996, og hele tiden arbejdet med nye områder. Det har været lige fra maling til bolig og miljø, senge, sofaer, havemøbler, autoudstyr. Så jeg har været lidt rundt omkring.

**JT: Når vi taler om forretningsmodeller i vores projekt, så har de nogen komponenter, som er hvilken værdi har det produkt i sælger for forbrugeren, hvordan skaber i denne**

**her værdi for forbrugeren og hvordan tjener i penge på det. Jeres forretningsmodel som den er nu i Black & Decker, hvordan bliver den ændret af forbrugeradfærd, i henhold til de her tre komponenter?**

**HO:** Jamen, hvordan skal man forklare det. Man kan sige, at den trend der er, altså med el-værktøj, hvis vi lige skal sammenligne det med noget andet, man kan relatere det til... med mobil telefoner. Det er sådan lidt, køb-brug-og smid væk, køb noget nyt. For vi er drevet af innovation, vores marked er drevet af innovation, og selvom man kan sige, vores produkt fungerer fint, som de bliver produceret, men ligeså snart der kommer et nyt produkt med nogen nye features og design, så vil folk ikke have det, så vil de ikke bruge det gamle, så vil de have det nye. Og det er sådan vores marked, det er drevet, og det gør jo så at blandt el-værktøjs leverandører... vi kæmper om at komme med, hvad kan man sige, det nyeste smarteste produkt til markedet, og man kan sige, det er det, der driver markedet, og det er ligesom vores forretningsmodel, at være first-mover i markedet, med innovation osv. Og der kan man sige, i forhold til det her med at dele, det er, som jeg ser det en konflikt, for der handler det mere om, du har en ting, der løser din hverdag, og gør det convenient, enkelt og nemt. Men man kan sige, den rotationshastighed, der er på den type produkter, vi har på markedet, den har jeg svært ved at se, hvordan man kan dele.

**JT:** Så det er primært teknologi der simpelthen driver jeres forretningsmodel?

**HO:** Ja, det er det. Jeg vil sige teknologi og innovation, det er det, der driver markedet, både på det der hedder el-værktøj, og det der hedder haveværktøj. I vores verden arbejder vi med nogle begreber der hedder DTV, design-to-value, det vil sige, at man kigger... vi har nogle ingeniører, fremtidsforskere etc., der kigger på produktet, og så siger de, hvad er need-to-have for forbrugerne, hvad er det, de vil have på det her produkt. Hvad er de villige til at betale for, og hvad er de ikke villige til at betale for. Ud fra det, designer og kreerer man så produktet. Det vi så rent faktisk gør, det er, vi sender de her produkter ud i test til en masse konsulenter, ikke kun i Norden, men også i hele Europa, og så på baggrund af deres feedback, går man ligesom ind og siger, det skal vi gøre opmærksom på, når vi går fremad på de her produkter. Hvad er det, der skal til, for at kunden vil købe det?

**MC:** Så det er lidt værdi-drevet, alligevel, den værdi som kunden ligesom efterspørger, det er den i ligesom søger?

**HO:** Det er den, vi efterlever, kan man sige, og omvendt man kan sige, vi opfinder også nogle latente behov. Det er jo kunsten, kan man sige, og det gør jo også, at man kan se i markedet, om du ligger nummer 1, 2, 3. Det er jo, hvem kommer med tingene først, som ikke er set før, og igen har en værdi for forbrugeren. Og det kan vi jo se med nogle af de produkter, nu har vi lanceret en autosensor bore/skrue maskine, hvor, når man skal skrue skruen ned i noget træ eller hvad det skulle være, jamen så cirka en cm før toppen af skruen når kanten, så drejer den sådan en kvart omgang, så føler boremaskinen simpelthen modstanden i bordpladen, således at når man så skruer skruen i, så kommer den til at ligge hel plan med overfladen. Fordi brugerfejlen er altid, at man får skruet den helt ned, du ved, så den går ned og ødelægger overfladen. Og det er igen, og så med fingertouch i forhold til indstillinger, om den skal skrue eller om den skal bore osv. Det er jo en hel ny teknologi, som skaber værdi for forbrugeren.

**JT:** Er der andre ting som ud over det her med innovation og teknologi, der har ændret jeres forretningsmodeller? Globalt, eller...?

**HO:** Der er jo omkring det med miljø, altså hele den del omkring miljø, hvor man også i vores koncern, qua vi er en global virksomhed, så har vi også et socialt ansvar. Man skal ligesom kigge på, hvordan skal vi genanvende tingene. Vi har jo sådan en cyklus på produkterne i forhold til den plastik, man udvinder, kan den genbruges? Ja det kan den. De komponenter, der er i, kan de genbruges? Ja det kan de. Således at man sikrer sig, at produktet er ikke bare et køb- og smid ud... det er det jo..., men det kan blive genbrugt. Det, der er, hvis man skal kigge på forbruger adfærd, man kan sige, der hvor vores største udfordring, hvor den største udfordring kommer til at ske, hvis man ser ind i krystalkuglen, det er jo omkring det her køb af produkter. Hvordan handler forbrugeren? Fordi i dag der er det jo største del af generationen, som er jo opvokset med aviser, lidt tv reklamer etc., men nu er I noget yngre end mig! Den nye generation er jo opvokset med tablets. Altså bare se sådan noget som tv. Da jeg var en lille dreng, der sad man og kiggede på program oversigten, kl. 20 kommer der det, kl. 21 kommer der det, på den og den kanal, det gør de unge ikke i dag! De sidder på iPad, og så streamer de noget Netflix, TV2 play, eller hvad pokker det nu hedder.

De tilrettelægger selv deres eget Tv-program. De har jo en helt anden tilgang til det. Det samme med at købe tøj, batterier havde jeg nær sagt, produkter hvad pokker det nu måtte være, det gør de også online. Også deres viden, hvis de skal læse nogen nyheder eller have en viden omkring nogen ting. Så gør de det online, de begynder ikke at sidde med en tung avis og en kop kaffe. Det er en kop kaffe og en tablet, eller en mobil for den sags skyld. Og det der kommer til at betyde noget for os. Det er jo, når vi fremadrettet skal sælge vores produkter, så skal vi til at ændre vores forretningsmodel i forhold til at kommunikere med slutbrugeren. Det er ikke længere i form af print eller måske in-store execution, det er det vi opererer på i dag. Det kan være, det er det hele virtuelle, vi skal opfinde en hel anden platform, end den vi har i dag, og det er der ingen, der ved, hvordan det skal gøres. Men der er ingen tvivl, om at den, der bliver first-mover, de får en stor del af markedet. Det er der ingen tvivl om, det er en vigtig ting.

**JT:** Så det er noget der kommer til at ske i fremtiden?

**HO:** Det er det bestemt. Det er det i forhold til, når vi snakker forbrugeradfærd. Og så fornemmer vi også, at forbrugerne er blevet klogere. Jeg tror også, i kan tage udgangspunkt i jer selv. Altså når man køber, hvis det er en større investering, nu kan man sige, det her jo selvfølgelig ikke den største investering, men stadigvæk noget, man har passion for, noget man interessere sig for, og man er villig til at bruge nogle penge på. Der går man også ind og laver noget research, hvad er det egentlig, der passer til mig, det kan selvfølgelig være i sit netværk, at man hører om noget der, det kan også være på Facebook, også igen, en ny model. En anden, jeg har tænkt mig at købe en græsslåmaskine, hvad for én kan i anbefale, jeg har tænkt mig at købe en med batteri, og så vælter det ind med kommentar etc.

**MC:** Så tilgangen til viden, den er vigtig?

**HO:** Den er helt vild vigtig, det er den. Og man kan sige i forhold til at dele, og det er ikke noget negativt imod jeres opgave, men det er jo, man kan sige, denne her deleøkonomi på nogle områder, har den virkelig taget fat, specielt med det her med biler, kan man sige, den har virkelig fået gas der.

**JT: ...Men det er faktisk også på jeres område begyndt at røre på sig. Hvis vi taler om deleøkonomi nu, som jo er denne her forbrugeradfærd, hvor vi deler med hinanden. Og der er nogen eksperter, der forudser, at det kommer til at boome og blive den nye industrielle revolution. Hvad er jeres kendskab til deleøkonomi her i Black & Decker? Eller hvad er dit kendskab til det? Er det noget i snakker om?**

**HO:** Nej, man kan sige, at deleøkonomi er både, når vi snakker... vi har jo to segmenter. Vi har et professionelt marked, det vil sige al industry, håndværkere etcetera, og så har vi jo gør-det-selv delen, hvor man kan sige, som jeg lige fornemmer det, er det der, vi snakker. Og jo vi er bekendt med det findes ude i markedet, men vi har ikke set nogen modeller hos vores forhandlere eller efterspørgsel på det. Det har vi ikke. I hvert fald ikke, hvad jeg kender til.

**JT: Så i beskæftiger jer slet ikke med mulighederne for at indgå i deleøkonomien, eller er det bare, fordi der ikke er et alternativ, i bare kan gribe?**

**HO:** Nej lige nu har vi slet ikke noget at putte ind på det.

### **Præsentation af vores model**

**JT: Hvis man forestiller sig, at det her kunne ske, er det så en model i kunne bruge? Er det noget i kan relatere til?**

**HO:** Jamen, hvad hedder det? Nu sidder jeg.. det er jo qua mit fag... havde jeg nær sagt, så sidder jeg straks og tænker bundlinje. Og der har jeg svært ved, ud fra det her, at vurdere, om det kan være bæredygtigt, ud fra den økonomiske del. Man kan sige, tanken er jo god nok, det her med man har et værksted, hvor tingene er, det bliver fyldt op, det bliver serviceret, der kommer det der i vores verden hedder en merchandiser, som kommer og servicerer og sikrer sig maskinen og batterierne er der osv. Men jeg tænker mere sådan rent værdien for slutbrugeren, det er mere det. For jeg tænker igen, et eller andet sted, mennesker er jo dovne, det er vi jo et eller andet sted. Vi vil gerne have det nemt, vi hader, når det bliver besværligt, vi er vane mennesker big time, det er vi, selvom vi ikke vil indrømme det, det er vi. Og hvis tingene ikke er inde for rækkevidde, og armene ikke er lange nok, jamen så bliver det

besværligt og så skal vi motiveres, og for at blive motiveret så skal det virkeligt være noget, vi vil. Og det jeg så bare tænker, det er sådan lidt, det har i sikkert tænkt over, men sådan rent location-mæssigt. Hvis man har et værksted og har man har nogen, hvad er radiussen for at skulle traske hen til dette her værksted for at få fat på det værktøj, traske tilbage få gjort sit job...for det er noget, hvad skal man sige, vægter højt i vores branche, og det er også det vi sælger værktøjet på. Kan vi gøre arbejdet nemmere? Kan vi gøre hverdagen lettere? også igen med tid, og der tænker jeg bare, hvad tanker har i gjort jer om det?

**JT:** Det skal selvfølgelig være realistisk. Det skal være i nærheden, det skal være i nærmiljøet.

**MC:** Jeg tror i virkeligheden at der er rigtig meget, hvis vi siger, det her bliver større, så er det jo, at man ligesom ser folk lægger rigtig meget vægt på de værdier der hedder grøn værdi og denne her community del. Det at folk tager del i at være en del af et community, og derved måske er villige til at gå, lad os bare sige, de her 100 m ekstra.

**HO:** Men spørgsmålet er, der bliver jeg nødt til at spørge jer om. Er vi ikke sådan indrettet i dag, at vi har jo egentlig langt hen af vejen nok i sig selv og sin lille tablet eller telefon. Ja, nu provokerer jeg lidt, men hvis vi nu tager min gamle bedstefar som er omkring 85, går ned i deres hyggeklub eller kortklub eller hvad fanden det nu er, mødes, sidder og tæsker kort, og hvad de nu ellers gør. De har en hel anden social tilgang til mennesker eller til hinanden... ikke at de unge ikke snakker sammen, det er bare en anden måde, de kommunikerer på. Der tror jeg bare, at det er man så bare ikke med den unge generation... med at vi samles om noget.

**MC:** Nej men jeg tror heller ikke de behøver at samles, de har jo en platform stadig. Og det er jo der de samles.

**JT:** Ja, ideen er jo, at man deler viden på platformen, det er ikke sådan så 4B skal stå dernede. Men det jo både rigtig og forkert, at det er jo en generation, som er optaget af deres mobiltelefon og alt foregår på nettet og vi er holdt op med at snakke med hinanden. Men nu må du rette mig, hvis jeg tager fejl Maria, men jeg mener faktisk at noget at det litteratur, vi

har læst, at det faktisk siger, at denne her trend er ved at ændre sig. At vi er blevet så individualistiske og lever i sådanne nogle små grupper, at vi mere og mere begynder at søge efter noget fællesskab alligevel, fordi vi er endt med at komme ud i det her. Men der er lidt trend i at vi i større grad begynder at hige efter det her fællesskab, fordi vi er endt med at blive så separeret og isoleret fra hinanden.

**MC:** Og det er også det man ser med Airbnb. En af grundene til, man også gør det i stedet for at bo på hotel eller sådanne noget, det er den der følelse af at være en del af noget andet, og være en del af en andens liv, og være en del af at være en ægte Københavner eller ægte Berliner. At man måske går lidt tilbage til det her med at være mere ægte i sin relationer til mennesker.

**HO:** Ja for hvis man tager de her sociale medier som Instagram eller Facebook for den sags skyld. Der dyrker folk jo hinanden big time, et eller andet sted, der er man jo god til, om det så er fordi man har en eller anden angst for at være face to face, så kan man så sidde derhjemme og synes om og like og komme med kommentarer osv. Men det er...ja.

**JT:** Hvis man kigger på det her value proposition og operational value chain. Hvis man så siger okay, er det noget der giver mening i forhold til jeres oprindelige forretningsmodel, kan du sammenligne de to, kan du se der er forskel på dem? Kan du se der er en anden værdi?

**HO:** Ja altså, det vi lever af, det er jo bred distribution, i mange kanaler, eksponer så mange som muligt for vores brand og vores produkter osv. Og det kan man sige, det gør du jo også her, så der er en bon i det her, også fordi så har du mulighed for at vise sin muskel. Fordi det er jo sådan, når vi er ude hos en forhandler, så får vi måske 3 hyldemeter, 4 hyldemeter, det er det, vi har det er der vi kan eksponere. Her kan man sige, er der måske mulighed for at vise en bredere pallet af produkter, hvor man netop har nogle niche-produkter, som nørden kan stå og fedte med. Eller dem som får en aha oplevelse, og siger hold da kæft, findes der også det og det og det.

**MC:** Så det kan også ske, at man kan skabe en værdi for jer, fordi i kan få en relation med en kunde på en helt anden måde. De ville for eksempel gå ind på platformen, og bidrage med informationer...

**HO:** Der er ingen tvivl om, at selve produkt-feedback'en... Det ville få gavn af det her. Det er jo farligt også, det kan gå begge veje. Enten kan de sige, sikke noget lort, eller det kan skabe loyalitet. Vores marked er også drevet af det, der hedder Cordless, altså batterilevetiden, det er vejen frem. Alt det med ledninger, det gider vi ikke. Det vejer ikke så meget, og der er fri bevægelighed. Der er ingen tvivl om, at her er der også noget værdi i det for os med batteriplatformen. Man kan sige, at når du har det her batteri, så kan du rent faktisk bruge alle de her produkter. Der har du selvfølgelig en værdi for os, som gør, at de får en god oplevelse, som forhåbentlig gør, at de går ud og fortæller det til andre. Og så kan man sige, at med hensyn til netværk og kendskab og involvering og de her ting. Der er jo ingen tvivl om, at det jo ikke kan skade os... det ville jo være en positiv ting for brand'et og for os, at få den relation.

**JT: Og sådan rent organisatorisk, var der nogle ting i skulle ændre, hvis i skulle imødekomme sådan et marked?**

**HO:** Man kan sige, at hvis man skulle gøre det her, så ville du skulle gøre nogle organisatoriske ændringer i forhold til, hvis du skulle løse det her og sikre sig, at det havde et liv, som ikke bare blev søsat, men egentlig styret, så ville de kræve nogle ændringer.

**JT: Og for Black & Deckers produkter vil der være nogle specielle udfordringer, juridisk, med forsikringer, med at der er mange, der bruger samme produkt, og der er jer, der står for vedligehold og sådan nogle ting. Kan du se nogle problemer der?**

**HO:** Det er jo et rigtigt godt spørgsmål, fordi man kan sige, hvem ejer produkterne? Er det for eksempelvis boligforeningen? Hvis de køber produkterne, så kan jeg godt forestille mig, at der er noget juridisk omkring, at de har ansvaret for at tingene ... man kan sammenligne det med en grundejerforening. Jeg har boet i rækkehus, hvor vi havde et skur, hvor når vi havde havedag, så gik man derover og tog alt værktøjet. Der var hækkeklipper, der var fræser, der



var alt muligt, og så gik man ellers i gang. Men hvordan det er forsikret, det ved jeg faktisk ikke. Men jeg kunne godt forestille mig, at der skulle være noget, hvis der nu var én, der kom til skade.

**MC: Rent teknisk... er værktøjet klar?**

**HO:** Det er det. Det, der kan ske, er at folk kan jo altid få ødelagt produkterne. Det der skete, da jeg boede i rækkehus var, at vi bare smed det ud og købte noget nyt. Denne her type produkter reparerer du ikke. Prisen har niveau, hvor hvis man begynder at sende det ind og skal have en tekniker til at sidde og skille det ad og samle det igen, for at sende det tilbage, og fragt frem og tilbage og svare osv. Så har du allerede brugt produktets pris. Du får ikke meget service for 500 eller 1000 kroner. Og den operationelle del, rent leveringsmæssigt osv., så kan man sige, at jeg ved ikke, om der skulle laves nogen anderledes levering, som jeg lige ser det. Der skal selvfølgelig være nogen til at tage imod varen, og det stiller nogle krav til dem, der nu er der. Og jeg er da ikke i tvivl om, at man kunne lave et smart bookingsystem, i forhold til når slutbrugeren står dernede, kan man lige gå ind og bestille. Nu tænker jeg meget lav-praktisk... Hvordan fanden i forhold til, nu står der de her lækre maskiner, og der står en masse tilbehør, så tager Poul lige en håndfuld med hjem til nogen han kender et andet sted, som er ved at lave et projekt. Har i tænkt det igennem?

**MC:** Værktøjet checkes selvfølgelig ud, og jeg ved ikke om der skal være søm og skruer, for det skal jo være noget, som man køber separat. Hvis nu Hans i nummer 17 bruger 400 skruer...

**JT:** ...men det er meningen, at der skal være nogle materialer, og er der tale om at man betaler for, hvad man bruger. Det skal jo lige siges, at en stor del af deleøkonomien er jo båret af at man stoler på hinanden i det her samfund, som man får dannet, som deler med hinanden. Så ja, det er da klart, at der selvfølgelig er chance for, at 4B stjæler 100 søm, men så ved samfundet det...

**HO:** Det er jo også mere det, at den ene har et byggeprojekt, hvor han skal lave 60 m<sup>2</sup> terrasse, men den anden skal kun lave 10, men han skal være med til at finansiere den på 60...

**JT:** ... ikke helt, fordi det er baseret på, at alle betaler for at være med, alle betaler for at have adgang til de her ting. Og så betaler du for de her servicechecks, som i laver, så man er sikker på, at det hele spiller. Det er vores overbevisning, at man gerne vil betale for de her ting, fordi det er tidskrævende, og det er små ting, som man ikke gider at beskæftige sig med. Og så betaler man for materialerne. Det er klart at ham, der bygger terrassen på 60 m<sup>2</sup>, han betaler for det han bruger. Og der er selvfølgelig chance for, at han stjæler 100 søm, hvis der bare står en sømkasse, der er åben...

**HO:** Sådan som jeg ser det, så skal det være primært maskiner, værktøj, der kan løse opgaver, og det der hedder forbrug, må være noget kunden selv bestiller. Jeg har svært ved at se, fordi så skal du jo have et helt byggemarked..

**JT:** Ideen er at forhåbentlig så kunne Black & Decker have nogle aftaler med byggemarkeder... jeg ved ikke hvad i har af kontakter... hvis i nu havde en kontakt til Silvan eller en trælast eller noget. Man kan så gå ind på den her platform og sige, jeg skal bygge, hvad kan i hjælpe mig med? Hvor har i nogle aftaler? Og så booke det eller købe det derigennem. Ideen er ikke, at der skal være et redskabsskur, der går op til himlen med brosten og fliser og sådan nogle ting. De materialer, der skal være der, er til maskinerne, og så skal der være skuer og søm... muligvis. **Er det som du ser deleøkonomien nu, er det overhovedet plausibel, at Black & Decker kunne indgå her? Kan du se andre muligheder, hvor det kunne være business til business eller...?**

**HO:** Jeg sad lige og tænkte på vores tre-partsaftaler. Hvis vi tager Prof-markedet for eksempel, der har vi vores slutbrugersælger, som kører ud på en byggeplads, der er nogle håndværkere, de går og arbejder med nogle ting og har problemer, hvor vores forhandler kommer ud til deres kunde og siger: hvad er problemet her, finder det rette værktøj, finder det rette tilbehør, får lavet en løsning, hvor kunden bliver tilfreds, kunder bliver så faktureret af vores forhandler. Så man kan sige, at det er lidt det samme, men jeg tror, at med det vi opererer med, det ville give god mening, at gøre det. Jeg kan godt se konceptet for mig, og der skulle selvfølgelig laves nogle justeringer i vores organisation, for at gribe det. Jeg sidder bare og tænker kommercielt, hvordan du egentlig kunne booste det til, at det bliver mere

kommercielt... sådan lidt "København-agtig", kan man sige, hvor folk siger, det skal vi bare have...

**JT:** Du sagde selv i starten, at I selv skabte nogle behov for nogle nye produkter. Vi er jo gået fra at være push-marketing til, som du selv siger det, forbrugeren tager kun det de vil have, på tablets osv. Så man kan begynde at pushe lidt igen. Det handler om, at man kan pushe det her behov, som kan skabes. Om det så er en boligforening eller en ejerforening eller om det er en villavej, der deler... det er jo i princippet det samme koncept. I har produkterne, som i stiller til rådighed sammen med en hel masse andre værdier, som service, viden ...

**HO:** Man skal så kunne gøre det sammen med en større forhandler som er landsdækkende. så kan man sige, nu skal i høre, vi går ud og angriber hele boligmarkedet, havde jeg nær sagt, med den her pakke, altså et redskabsskur, der simpelthen bliver bygget på location i brand'et farver, så de ved hvor de kan finde det. Og hvor du så har tablet'en, som du scanner ind, eller hvordan pokker, det nu virker. Det kræver en større investering, det er der ingen tvivl om.

**MC:** Så du tænker lidt, at hvis man skulle bevæge sig ud i det her, så var det detail-leddet, der skulle gøre det?

**HO:** Vi vil ikke selv kunne gøre det. Vi ville aldrig gå ud og åbne en butik selv. Vi sælger heller ikke noget online, vi har ikke noget salg til private, direkte. B2B, det er det salg vi har, vi har ikke noget B2C. Men til gengæld har vi den her slutkunde herude, som gerne vil købe vores produkter, så ville vi til enhver tid, kunne bede vedkommende om at gå til en forhandler, og så den vej rundt kan vi mødes.

**MC:** ... og som så også er i lokal-miljøet?

**HO:** Præcis, det ville også give en win-win, for så kan man sige i forhold til, at værktøjet går den vej, så ville de også kunne tage alle byggematerialerne i den pågældende forhandler, så ud over at han så ikke ville få solgt ligeså meget værktøj, men så kan det være at han får solgt nogle andre ting. Det ville give meget god mening.

**JT:** så rent organisatorisk, så ville det også være en helt ny salgsafdeling fra jeres side, som skulle ud og sælge til Silvan eller have den forbindelse til....?

**HO:** Vi skal drive det i forhold til, nu siger vi koncept-værktøjs-husene, dem ville vi skulle have nogle til at drive. På forhandlerdelen, der kan vi sige at den organisation vi har i dag, de vil godt kunne drive det salg, der skulle være og administrationen af det. Så det ville være mere service-delen, som ville kræve nogle ressourcer. Det ville det.

**MC:** men det ville da også være en god mulighed for at teste nye produkter af...

**HO:** Det er jo så den næste ting. Man kunne jo lave det ligesom ”big-brother”.

**MC:** Det data i kan få tilbage, hvornår checkede de ind, hvornår kom de tilbage med det, hvad var egentlig deres oplevelse, hvad manglede de, hvorfor lånte de den der maskine bagefter den og...

**HO:** I forhold til netop med, hvor lang tid bruger de maskinerne, hvor mange bruger trimmeren, hvor mange bruger en hækklipper, hvor mange bruger en rundsav. Men den viden har vi egentlig også i dag. Vi har jo NCH-branchen, jeg ved ikke om Jens har fortalt om den, men det er jo alle mærkevareleverandører, som indrapporterer markedstal, altså vores eget salg. Og så sider der så en neutral organisation, og samler de her tal sammen. Så får vi et totalmarked, og så har vi så vores egne tal, så vi kan se, at ud af totalmarkedet har vi så den her markedsandel. Det, der så er med den her analyse, er, at du har helt ned på produktniveau, så du kan faktisk se, hvad er markedet for vinkelslibere, hvad er markedet for bajonetsave, hvad er det for stiksav etc. Og så kan du se dine egne tal, hvor ligger vi henne i det her.

**MC:** Så du kan benchmarke dig i forhold til branchen, hvor ligger I i forhold til branchen?

**HO:** Så den viden har vi i dag og det er faktisk rimelig langt fremme i bussen med det, for der er mange brancheforeninger, der ikke har det og som ikke vil det. Men vi har ligesom valgt i vores branche, at vi står sammen.

**MC:** Men i ved så stadig ikke hvad Bosch så har, fordi i kender totalmarkedet og i kender jeres egne tal?

**HO:** Men qua , du kan jo gå ud i butikkerne og begynde at tælle hyldemeter, så kan man sige, det passer måske meget godt med fordelingen af markedet..

Jeg ved ikke om jeg har svaret på det her med, hvordan vi tjener penge....

**MC:** Det er jo en hel anden finansiell del, i leverer ikke længere bare et produkt og nogen betaler for det, så er det jo et abonnement eller et medlemskab. Så den finansielle del ville jo strække sig over en længere tidsperiode, og så er det jo spørgsmålet om det er rentabelt i den sidste ende.

**JT:** Man kan sige, at vi har ikke nogle finansielle udregninger, da vi ikke rigtig har kendskab til, hvor meget det koster jer at producere og sælge boremaskine. Alle sådanne ting har vi jo slet ikke indsigt i, så det er baseret på at det er et koncept. Så selvfølgelig skal det være rentabelt for både jer og for kunden. Hvis det er billigere for kunden, at købe alle produkterne selv over tid, så er der jo heller ikke nogen, der vil være med i det.

**HO:** Har i været ude og prøve at lave noget research på. Tag en almindelig parcelhus-ejer, hvad har han for af værdier i el-værktøjer. Det kunne fandme være interessant. Er det ikke bare at tage en stikprøve i fem forskellige type boliger, gå ud og banke på, og kunne de lige ridse op, hvad de havde og så kunne man nogenlunde prissætte det. Det her er så snittet.

**MC:** Nu dukker de her deleplatforme med værktøj efterhånden op, såsom Jepti og Bydel. De kommer jo nok ikke til at sparke benene væk under jer, men de kan jo være disruptive for jeres forretning. De værdier man i sidste ende vil kunne få ud af det her, ville måske ikke bidrage finansielt, men måske i forhold til noget data, og noget tilgang til nogle kunder, som man ikke har haft før, og værdien for jer kunne blive en anden.

**HO:** Man kan sige, at hvis man fik tilgang til de her brugers e-mail-adresser, så har man mulighed for at lave noget den vej, noget direct-mail kunne være en mulighed. Det er spændende, det er det. Du er ude i noget, som ingen ved om det reelt er fremtiden. Det er et

stærkt brand, vi har, men det er jo også hele den pakke vi leverer omkring servicedelen, dvs. Vi kører ud i deres butikker, sikrer at der er varer på hylderne, der priser på varerne, håndtere reklamationer, træning af personale, vi laver markedsføring for dem også, selvfølgelig også i fællesskab med dem, laver salgsaktiviteter for at sikre os at salget hele tiden er on-going og helst i vækst. Så har du hele back-office-delen, som leverer alt billedmateriale, tekst etc. Til online-delen, kundeservice, de altid kan ringe til, hvis der er et eller andet. Vi kan jo også godt mærke at vores forhandlere fravælger mange mindre leverandører, som ikke har den service. Det er jo ikke bare produktet, men også alt det omkring produktet, som der er behov for. Og det gør jo, at når du er en stor global virksomhed og har et kæmpe apparat bag dig, så kan du tilbyde... og så igen, vi spænder bredt, vi har både Dewalt, vi har Black & Decker, vi har Stanley Fatmax... og vi dækker fra A-Z. Dvs. Han behøver ikke at have 4 leverandører, han kan nøjes med en leverandør, for vi har hele paletten og også dybden i sortimentet.

**JT:** Så hvis det her skal være en mulighed, så skulle det være, lad os bare sige Silvan, der skal gå ind og sige til jer, prøv at hør her, vi vil gerne prøve at lave det her skur, vil i være med på det?

**HO:** Jeg tror, at hvis vi skulle eje det og det skulle være drevet af os, så skulle det være, at Black & Decker har nu en house-workshop, det her er konceptet, det er salg- og leveringsbetingelserne, det her er hvad, der er i det for jer, som forhandlere, og det her er hvad vi støtter op omkring, men det er os, der ejer det, det er vores navn, fordi så kan vi gå bredt ud med det. Vi ville ikke kun gå ud til en kæde, det ville ikke du', det ville være for smalt simpelthen. Det skulle gå bredt, hvis det var.

Afsluttende bemærkninger

Her træder Jens Christensen ind i mødet og optagelsen starter igen.

**JC:** Der er dialog omkring det, men derfra og så til de løsninger i skitserer, som kunne være en ide...ja... det er bare sindssygt dyrt. Hvem skal holde styr på det, det er komplekst. Nu har jeg indført deleøkonomi med min nabo, vi har delt plæneklipper i 10 år. Vi indbetaler hver 100-200 kroner til en konto, når den går i stykker. Kontoen bare vokser og vokser. Det er en

fantastisk løsning. ...Det er en udfordring for Black & Decker, også fordi vi skal igennem vores forhandlere, der også skal se lyset i det. Vi kan komme med konceptet, men vi skal have dem ind over. Jeg tror egentlig ikke, at det vil være svært for detaileddet, det er nok sværere for produktionsvirksomhederne, som i jo er, netop fordi i lever af at producere og sælge. Som sagt er det her jo ikke en primær forretningsmodel, men man skal selvfølgelig passe på at man ikke udvander sit eget marked, det vil jo altid være en fare. Men hvis konceptet er så stærkt, at man kunne sætte sig på hele markedet. Det er jo igen...

konsumentmarked, som i jo egentligt snakker om her, det er jo ikke det største. Det er jo ikke den største del af vores marked. Det professionelle marked, hvor boremaskinen er en naturlig del af enhver håndværker. Går hans boremaskine i stykker, så kan han ikke lave noget. Det er en hel anden verden, og forbruget der er enormt. Kommer vi over til konsumenten, så er det 13 minutters brug, men hvornår bliver den brugt? Og hvilke 13 minutter? Det er så igen udfordringen, for hvis nu alle skal bruge den på en gang. Der er jo så nogle spidsbelastninger, når man kigger på hvornår de bliver solgt, så ved vi, at man sælger mange produkter ud måske i juni måned, så skal folk ud og lave hegn og carport og hvad ved jeg? Så er der visse tidspunkter måske omkring efterårsferien, hvor man skal lave lofter indvendigt eller hvad ved jeg? Så er det måske... så står alle og skal bruge den samme boremaskine eller den samme rundsav. Man må skulle have måske 10 boremaskiner og kun 2 save og en stik sav. Jo mere man tænker over den, jo mere bliver den selvfølgelig sjov at lege med, problemet er bare, at en virksomhed som vores, skal jo lige have drejet hele budgettet... markedsføringsbudgettet, hvis vi skal til at bruge penge på det, så skal det tages fra et andet sted... vi får jo ikke flere penge. De bliver hele tiden skåret i det...Det er jo et sats... vil man gå først i markedet, eller vil man komme som den sidste, når man har set om de andre fejler.

Afsluttende bemærkninger.

## **Appendix IIIc: Transcript of interview with Rentek**

**Interview med Rentek ved Alice Bugge den 26. Oktober 2015**

Deltagere: Alice Bugge (AB)  
Julie Tvede (JT)  
Maria Christensen (MC)

Indledende snak...

**JT: Hvad er din stilling i Rentek, og hvor lang tid har du været her?**

**AB:** Jeg er direktør og ejer af Rentek siden 1982, hvor jeg startede det selv. I dag er det et aktieselskab.

**JT: Hvad beskæftiger du dig med? - er det alle aspekter af firmaet, eller...?**

**AB:** Jeg beskæftiger mig med overordnet med mål og strategier. Udvikling, men også driften. Det tager jeg også ansvaret for...

**JT: ...og inden Rentek, var du også i rengøringsbranchen der?**

**AB:** Nej... det vil sige, jeg var i branchen et år. Headhuntet til en virksomhed, hvor jeg var i et år, men så døde direktøren, og jeg kunne ikke med økonomidirektøren, og så blev jeg opsagt. Og så startede jeg selv.

**JT: Men som sagt, så er der forskellige opfattelser af forretningsmodeller. Vi taler om, hvilken har produktet eller servicen, i det her tilfælde selvfølgelig servicen, for forbrugeren. Og hvordan i skaber den her værdi, og hvordan i tjener penge. Nu er i**



**selvfølgelig B2B udelukkende, som vi forstår det. Påvirker forbrugeradfærd jeres forretningsmodel?**

**AB:** Det kommer an på hvad.... Det vil være meget få ting, i forhold til deres ageren. Det, der ændrer hos os, er, hvis de ændrer bygningsmasse, eller hvis de ændrer mængde af medarbejdere, altså hvor meget bruger de lokalerne. Så kan det selvfølgelig også være, hvis de skal ind og lave en besparelse eller sådan nogle ting, så er det jo klart, så ser man også på vores område. Men hvis de ændrer strategier på andre måder, så påvirker det ikke os.

**JT: Er der andre ting end det her, som har gjort, at i har justeret jeres egen forretningsmodel?**

**AB:** Ja, der har jo inden for vores område været generelt....altså indenfor virksomheden været nogle standarder, kvalitetsstandarder, ISO9000-standarder. Det ændrede en del i vores model, da vi certificerede efter det helt tilbage i 1992. Der fik vi øjnene op for en hel masse ting, fordi vi blev tvunget til at arbejde med masse overordnede ting. Og så har vi omlagt rigtig meget af vores produkt faktisk i forhold til kunderne, efter vi så også er blevet certificerede med noget, der hedder INSTA800. Det er en internordisk standard på rengøringsområdet, hvor man kigger på nogle kvalitetsniveauer i stedet for at kigge på nogle programmer. Så overfor kunderne, skulle det gerne skabe den værdi, at de får den kvalitet, de vil have hver dag, i stedet for, at de får den en gang om ugen, måske. Så det er sådan ens kvalitet. Det ændrer selvfølgelig lidt nogle ting, men er så mest det fagligt tekniske. Så er vi jo som så mange andre i vores branche jo, en kort periode for måske 8 år siden, prøvet at have nogle andre inde, så vi har kørt med lidt underleverandører, men det holdt vi meget hurtigt op med. Jeg tror, at der gik et halvt år eller sådan noget, så droppede vi det igen. Både på grund af kvaliteten, og så kunne vi ikke styre det. Vi så også, at de underleverandører, uanset hvor meget vi prøvede at checke dem, så kørte de med arbejdskraft, som blev underbetalt eller ikke var uddannede eller ikke kunne tale dansk. Alle de krav, vi stiller, de blev ikke indfriet. Så det måtte vi droppe igen.

**MC:** Jeg tænker på, hvad med sådan noget som miljøet? Har det haft en indflydelse?

**AB:** Vi har sådan set været på forkant med mange af de der ting, som der er kommet af krav... det har vi haft allerede osv. De ønsker, som kunderne har, har vi også set og været ude og tilbyde. Så vi har arbejdet meget profylaktisk, vi har prøvet rigtig meget at både forudse og forebygge.

**JT:** Så går vi til deleøkonomien. Mange spår, at det bliver det helt store trend, at vi deler med hinanden. Hvad er jeres kendskab til deleøkonomien?

**AB:** Firmaet kender ikke ret meget til deleøkonomien. Jeg kender kun til deleøkonomien i forhold til det, jeg har set og hørt hos venner og bekendte. De bruger delebiler, det er nok det, jeg mest har set. Der var et andet område også, hvor jeg tænkte...når der er man også begyndt, så det var rigtig fint. Jeg kan ikke engang huske, hvad det var. Men det var på den private del.

**JT:** Så det er ikke noget man beskæftiger sig med i jeres branche?

**AB:** Slet, slet ikke. Derfor er jeg også spændt på at høre, hvad i har tænkt. Umiddelbart de tanker, jeg fik, da jeg læste jeres materiale, det var, man kan jo godt, hvis man har hjemmeservice, altså private kunder, så kunne man gøre det. Det kunne man jo gøre på mange områder i øvrigt, uanset om det var rengøring eller havearbejde eller hvad som helst. Men jeg har haft svært ved at se, hvordan jeg kan gøre det med mine kunder og dele nogle ting, i forhold til deleøkonomien. Men det kan være, at jeg kan få nogle ideer...

**JT:** Det er jo også her, at der er lettest at forestille sig, at det kunne være interessant. Vi har jo lavet den her forretningsmodel, som jo skal løbe sideløbende med jeres primære forretningsmodel, som jo er B2B. Så det er baseret på, at det skal være et specielt marked. Det scenarie, vi har lavet, er denne her by, hvor alle deler alt, og så skulle jeres firma indgå på den måde, at i tilbyder en service til en gruppering af mennesker, som bor tæt på hinanden geografisk. Vores ide med det er jo, at kunden får en værdi, som er standardiseret service, hvor man er sikker på, at man får en høj kvalitet. Der er noget sikkerhed forbundet med, at det er et stort firma, både juridisk og forsikringsmæssigt, og måske har man en tendens til at stole mere på medarbejderne, hvis man ved, at de

**også skal stå til ansvar overfor jer. Det er ikke sort arbejde, som hvis man normalt hyrer rengøringshjælp. Det er sådan de primære værdier...**

**AB:** Der kunne jo også være en værdi i den fleksibilitet, der er i det. Det gør jo en stor mulighed for fleksibilitet i forhold til, jeg har måske ikke brug for jer i dag, jeg vil hellere i morgen, kan vi ikke bytte? – og så kan de bytte indbyrdes. Det kunne godt være en stor værdi for de kunder, for det er jo typisk de kunder, der får gjort rent en gang om ugen. Så det kunne man jo godt.

**JT:** ... Og ideen i, at et firma som dit firma, som er B2B, skal udvide til det marked, hvor man i virkeligheden kan se denne her gruppering af mennesker som én forretningsenhed, hvor medlemmerne bliver enige om, i denne her uge, er det gulvvask. På en eller anden måde får standardiseret det, sådan så i ikke skal ud og gøre rent forskelligt i en masse forskellige huse.

**AB:** Jeg tror ikke på, at nu tager man lige gulvene. For det første skaber det et problem rent arbejdsmiljømæssigt... gentaget arbejde, det må i hvert tilfælde ikke. Men det kan jo sagtens være, at kunderne kan købe en grundpakke, og så kan man vælge nogle ting til. Og det kan jo så være fleksibelt. Jeg tror ikke, at der er nogen, der vil gå med til, at det bare skal være ens, det de får, for folk vil have noget forskelligt. Men en grundpakke, tror jeg på, den ide er god nok.

**MC:** Men det ville jo heller ikke være så meget anderledes, end det i tilbyder til virksomheder...

**AB:** Præcis, man kunne sagtens lave en grundpakke, og så kan man lave nogle tilkøb, som kan være individuelle. Det kan man fra gang til gang bestille, og det kan godt være, at man i det der fællesskab kan sige, at nu er det vores tur og nu er det jeres tur. Så kan man jo få den der mængderabat, som jo også er ideen i det, at det skulle være billigere.

**JT:** Ideen er, at det skal være på nogenlunde niveau med ”sort arbejde”.

**AB:** Det kan det aldrig blive..., men så får man nogle andre mer-værdier. Det skal være professionelt, så man ikke ødelægger deres overflader og materialer. Det skal ikke være sort, man skal kunne se sig selv i spejlet og alle de her ting.

**JT:** Men hvis vi kigger på den her forretningsmodel, som vi har lavet her, hvor vi har value-proposition, som er værdien for kunderne og en operationel value chain, som er det, i skal præstere selv for at levere den her værdi, og så den finansielle model. Er det her meget anderledes end den forretningsmodel, i bruger nu?

**AB:** Nej, det er meget det samme. Det har vi også gjort gennem flere år, så vi har vendt om på den traditionelle måde, at sælge varen på. Hvad skaber vi af værdi? Og det er også det, vi går ud og sælger vores produkt på i dag. Hvad er det, vi giver af værdi, hvordan dokumenterer vi det, og hvordan skaber vi tilliden, og hvad er prisen så? Men der er ikke så mange, der gør det, og jeg forstår det ikke. At man ikke tænker, at det er den, man sidder overfor, som man skal skabe værdi for.

**JT:** Hvis man nu forestiller sig, at nu prøver vi det her deleøkonomi, ville det kræve nogle organisatoriske ændringer? – Skulle i have nye medarbejdere, nye afdelinger?

**AB:** Der ville ske det, at hvis vi skulle gå ud og markedsføre det her, det er jo sådan set det første step, det er at gå ud og markedsføre. Det vil ikke skabe den store ændring. Jeg skulle selvfølgelig sætte mig ned og gennemtænke det og finde ud af, hvordan jeg kunne sælge det her og få det ud. Men da det netop skal være geografisk, ellers er det ikke rentabelt, og det skal jo give nogle synergier. Men lad os sige, at indenfor det geografiske område, får en række kunder, som sagde: Det kunne vi godt tænke os at prøve. Så ville det skabe en lidt anden organisering her, fordi så er det kunder, der kun skal have gjort rent en gang om ugen. Vores kunder får jo gjort rent en gang om dagen, dvs. En kunde, en medarbejder eller en kunde, fem medarbejdere, alt efter hvor store de er. Hvor her, der skal jo bare være en eller to medarbejdere, der tager sig af dem alle sammen. Det vil så være en medarbejder eller to, der skal ansættes, dem har man typisk ikke i forvejen. Der skal så typisk også være en leder/planlægger. En hel anden slags leder, i form af at der skal være en hel anden kontakt med den her brugerflade i forhold til at yde de fleksible løsninger, og kunne planlægge for det

antal medarbejdere, der nu er på en helt anden måde. Man kan måske sammenligne det med hjemmeplejen, hvor man har en medarbejder, der kører ud til mange. Der er jo også en basisgrundpakke fra kommunen, det skal borgerne have, hverken mere eller mindre på forudbestemt tid. Sådan kunne det jo også være her, men det kræver rigtig meget planlægning. Der skal være fyldt op til hele ugen, så det kræver ekstra indkøb af biler. Man kan ikke forvente, at de medarbejdere kan køre de steder hen uden transportmulighed. Og det er ikke altid, at det går op med en hel arbejdsdag, nogle gange skal man flytte sig, så man kan gøre sin arbejdsdag færdig.

**JT:**... men er det anderledes end det er nu, hvis i er ude hos firmaer?

**AB:** Vi har da nogle medarbejdere, som for at få fuld tid, bliver nødt til at bevæge sig til en anden adresse, og det gør de selv, men det er mellem to adresser. Her er der jo tale om mange adresser, rigtig mange adresser. For der skal du jo selv inden for dagen have mange adresser. Så det er en hel anden måde at rykke sig rundt på. Det vil også være en anden måde at uddanne og motivere personale på, så på den måde er der lidt ændringer.

**JT:** ..og markedsføringsdelen, er det et problem eller...?

**AB:** Det er svært at sige. Det koster altid penge, og man skal tro på det. Så skal man nok holde rigtig meget fast. Man skal vide, hvor denne her ide allerede er skabt, og hvor murrer det henne i forvejen. Jamen, det gør det i storbyerne, så det ville typisk være København. Der ville man jo nok starte, for de har jo allerede set ideen og prøvet noget af det af eller hørt om det fra andre områder. Så det skal køres op, men det er jo rigtig svært. Markedsføring er jo noget af det sværeste. Det kræver jo både noget materiale, og en eller anden vej, evt. via de sociale medier eller... og så bliver der masser af besøg. Det er meget meget tidskrævende, at besøge de enkelte familier, for de skal jo "comitte" sig til en kontrakt og til ideen. Man kan jo gå til beboerforeninger, og så mødes vi alle sammen, og så kommer vi lige med et oplæg, det kunne være fint at gøre, det kunne man godt. Så har man en stor mængde, som måske ville sige ja. Hvis man skal ud i villakvartererne, så er det lidt sværere.

**JT: Hvis i nu skulle gå ind i det her, er der så nogle juridiske udfordringer, forsikringer. Hvis i nu skal gå ud og servicere det private marked?**

**AB:** Vi er jo forsikrede, både vores medarbejdere, såvel som vores kundens ejendele, i forhold til, hvis der skulle ske uheld, så det er der ikke noget problem i.

**JT: Er der nogen andre problemstillinger som kan opstå på baggrund af at i er et firma der kun opererer på et B2B til at skulle være på et B2C markedet?**

**AB:** Nej, det ville bare være en udvidelse af vores forretningsmodel.

**JT: I forhold til vores model og den finansielle del af den, der har vi det som enten en timebaseret betaling eller et medlemsabonnement, så er man sikker på at fastholde kunderne, og så har de mulighed for at være fleksible...**

**AB:** Det er derfor det kræver, hvis man skal køre sådan noget, så vil det kræve vanvittig meget planlægning af sådan en leder, så derfor, hvis man lægger det ind i en grundpakke, og det skal være billigt, så kan det godt være, man kan sige fra, men man kan ikke bare få en anden dag. En timepris ville typisk ligge på en 265 kroner for kunden, eksklusiv moms. En medarbejder, der skal have pension og alle der ting de skal have, koster uden ledelse, uden administration, i dag lige omkring 180 kroner i timen. Så man ville typisk betale en månedspris, det ville være oplagt, og så dermed få en rabat på den, men den rabat gør også, at du kan ikke melde fra, det ville du ikke kunne. Men så ville du kunne bytte med en af de andre, det er jo fordelene med deleøkonomi. Så kan du bytte med en af de andre, du kan jo i ejendomme ringe til en og sige: Ved du hvad, det passer mig ikke, kan vi ikke lige bytte, og så kan man bare sende meddelelsen til os, og så bytter vi jo bare, og det er jo en af fordelene.

**JT: Ja, og en af de her operationelle foranstaltninger, vi siger, der skal være med, det er, der skal være den her teknologiske platform, hvor man kan booke, afmelde og netværke. Der kunne man jo have en hel masse med..**

**MC:** Vi snakker for eksempel om, det kunne være smart, hvis man kunne lave en feature, hvor rengøringspersonalet kunne indikere, at de var færdige med at gøre rent i dit hus, hvis man tænker, man først ville komme hjem, når rengøringen er færdig. Det ville jo være fantastisk.

**AB:** Det ville være meget oplagt.

**JT:** Hvis der skal lave en teknologisk platform. Er det noget i selv ville kunne gøre. Har i en teknisk afdelinger, hvor det kunne lade sig gøre at lave dette, eller skulle det outsources?

**AB:** Nej, det kunne vi godt finde ud af at få lavet. Vi ville få hjælp fra en edb-mand som vi nogen gange henter ind for at hjælpe os lidt. Men vi har en mulighed for at programmere lidt selv og så får vi lidt hjælp udefra, så det ville ikke være det helt store problem.

**JT:** Så kunne kunderne jo også kunne komme med feedback til jer, men det ved jeg ikke om er noget, i tjekker på en anden måde. Altså om i har nogen service-checks i forvejen med henblik på jeres certifikater?

**AB:** Det koncept, vi kører med, der har vi selvfølgelig service-checks, og der har vi typisk et service-check om måneden hos den enkelte kunde. Hvis man skal lave service-check i den sektor her, så ville det være voldsomt dyrt, hvis man overhovedet skulle gøre noget, det svarer til en gang om måneden. Det ville svare til mere en to gange om ugen, nærmest ikke. Nej, men mere end en gang om ugen er det i hvert fald i gennemsnit så, så det ville ikke være rentabelt. Det, der ville være rigtig, det er, at den enkelte kunde sender en meddelelse om, hvis der er noget, de synes kunne gøre bedre på en eller anden måde.

**MC:** De kunne jo selv lave service-check på en eller anden måde.

**AB:** Ja, det vil kunden selv, og det gør kunden helt automatisk. De private hjem er langt langt sværere at tilfredsstille end en skole eller en kontorbygning eller noget andet, for der kommer vi hver dag jo. Så det vi ikke lige får taget den ene dag, det tager vi dagen efter. Hvor vi her... der forventer kunderne, at alt er taget. Det ville være anderledes, hvis jeg kom hjem hos dig, i

kender det fra jeres omgangskreds, man har fuldstændig forskellige standarder hver især, og det har de kunder jo også. Så de kunder vores medarbejdere så kommer ud til, nogen vil synes, det er nærmest det bedste, og andre vil sige: Helt ærligt, det kan i godt gøre bedre. Så det vil være meget individuelt.

**MC:** Og sådan er det måske ikke på et marked, hvor man opererer B2B. Er det derfor man vælger at køre rent B2B?

**AB:** Altså, for os ville det være en kæmpe omkostning. Vi har som sådan taget lidt, vi tager kun de få kunder af vores egne, som spørger os, og som presser os lidt. Så dem har vi så taget, men ellers så er det ikke rentabelt. Hvis vi skal ud en eller to gange om ugen til en kunde, så skal der en kæmpe mængde til for at gøre det til en forretning. Og da private kunder kommer hjem og forventer det meste, og så har de set en eller anden ting et sted, som de så siger, den er ikke væk, så er der ikke gjort rent, uanset hvor pænt der ellers er. Altså sådan er det jo ikke altid, dvs., så skal du på de to timer, der er en gang om ugen, have én ud og rette det eller lige tage kontakt osv., og det koster rigtig mange penge i forhold til den lille bitte bitte opgave, det er. Fordi kvaliteten og administrationen og alle de der andre ting, det er jo det samme, men opgaven er jo bare meget meget lille. Hvorimod, hvis man tager jeres idé, og siger jamen, hvis sådan en hel boligforening, eller hvad det nu måtte være, geografisk område, så ville der være mulighed for at økonomien ville hænge godt sammen. Så det er et spørgsmål om masse indenfor en vis geografi.

**JT:** I forhold til det vi har snakket om, er det plausibelt, at det her ville kunne ske for et firma som jeres firma. At i ville kunne indgå i det her?

**AB:** Jeres idé synes jeg er fin, og jeg synes, den er især fin, fordi i vil lave en grundmodel, som ligesom kan ramme, uanset hvilken funktion eller virksomhedstype eller art osv. Det, synes jeg, er en rigtig god ide, og så må virksomhederne, ligesom i nu bringer det på banen her, sige hvordan kan jeg så bruge dette her. Jeg tror godt, man kunne bruge det, og jeg tror måske hvis jeg havde været 20 år i dag, så havde jeg også haft mod på at prøve det. Det mener jeg faktisk lidt, så havde jeg også mod på at prøve det, fordi jeg synes faktisk, ideen er rigtig god. Men det skal selvfølgelig arbejdes op, men det er jo nu, man vil være først, så



ideen er god. Og jeg tror godt, man kunne gøre det, altså det er jeg ret overbevist om man kunne gøre.

**JT:** Så du synes ikke det ville være et problem at være first mover på det her?

**AB:** Nej det synes jeg bestemt ikke, tværtimod så ville det være en fordel.

**MC:** Vi snakkede også om det her med, i forhold til de produktionsvirksomheder, vi har snakket med, skulle lave ret meget om i deres forretningsmodeller, og så kom vi til at snakke om i går, det er jo faktisk ikke ret meget i skulle lave om i en forretningsmodel for det er den samme service, man tilbyder til en lidt anden gruppe mennesker, men stadigvæk en gruppering af mennesker.

**AB:** Hvis man kan lykkedes med at få de grupperinger, så ville det være... så kan man overføre rigtig meget for modellen.

**JT:** Nu spørger jeg lidt udenfor rengøringsbranchen, tror du, det er et generelt træk ved, at det er en service man sælger frem for et produkt?

**AB:** Nej, det ser jeg egentlig ikke. Nu tænker jeg et eller andet produkt, jamen så er der flere, der kan deles om det. Hvis det var en græsslåmaskine, det ville være oplagt, den deler vi så. Jamen fint, der kan du da overføre det meste af det, du har i forvejen. Det, du ikke kan overføre helt på samme måde, det er selvfølgelig, at der er flere om at kunne ringe til dig og sige, at det her duer ikke. Der er mange flere, så det skal man huske at tænke ind, hvordan takler man det, og hvad koster det. Men ellers så kan man sagtens overføre det.

**JT:** Tror du der er forskel på, hvis man nu tager en virksomhed eller en privat forbruger. Tror du der er forskel på deres engagement i opgaven, er der forskel på deres standard og hvad de forventer. Eller tager en virksomhedsejer så stort ansvar, at man får den samme respons fra et firma, som man får fra en privatperson... altså det her med at man har misset en plet?

**AB:** Nej, det skal man tage lige alvorligt, om det er B2B eller til en privat person. Altså, det skal man tage lige alvorligt, altså kunder i hvert fald i vores begrebsverden her, og det vi har skrevet i vores procedurer omkring sådanne nogle ting. Omkring reklamationer, og opfyldning og alt det her, der er den lille klage lige så alvorlig som den store klage, og den lille kunder skal tages lige så alvorlig, som den store kundes reklamation, og det ville også være her. Det har vi gjort, i forhold til vi tænker et, hvis vi indgår i en samarbejdsaftale, ellers så må vi sige fra. Det er den ene ting. Den anden ting er, at der er rigtig rigtig mange af de små kunder, som er med til at anbefale os, og de har mere tid til at anbefale os. Det er sådan, at vi får et godt navn...

**JT:** I har måske også mere kontakt til de små kunder?

**AB:** Nej det er det samme, vi har måske endda bedre kontakt med de store kunder, fordi der er vores serviceleder nødt til at være oftere ude. Og det er igen det her med, hvis en kunde for gjort rent en time om dagen, så har du ikke så mange ressourcer afsat til ledelse, som du har til den kunde, der skal have 50 timer om dagen, så det er klart en anden kontakt. Men i forhold til reklamation, der er det fuldstændig det samme, der sker. Der træder fuldstændig de samme ting i gang.

**JT:** Vi har ikke så mange andre spørgsmål. Jeg ved ikke, om du har nogen kommentarer til noget af det her, vores model eller måske, hvad der sker hos andre firmaer, eller hvad der sker i branchen?

**AB:** Vi har ikke snakket emnet her overhovedet. Der er jo virksomheder, som kører rengøring til private og for dem så ville det være en oplagt ide.

**JT:** Men det er meget mindre firmaer?

**AB:** Det er det ja, og det er som regel også de mindre firmaer, der lønner lidt anderledes end vi andre gør, for de har ingen overenskomst.

**JT:** Kan man sige, det bliver måske subjektivt, men jeres medarbejdere er de uddannede så meget bedre og så meget dygtigere, at de er mere effektive, så de kan præstere lige så godt på kortere tid, end hvad man kan forvente en uuddannet rengøringsmedarbejder kan?

**AB:** Nej, man kan ikke altid forvente at en uuddannet gør det langsommere. Man kan sige den uddannede medarbejder gør det rigtigt, både i forhold til sig selv men også forhold til de overflader, der skal gøres rent. Den ufaglærte kan sagtens, selvfølgelig lærer man noget om rationel rengøring om at være rationel, men de ufaglærte lærer også sig selv. Jeg gør det her hurtigt, og det kender i også fra jer selv, og så finder man noget, der er nemmere på løsninger osv. Så hastigheden er ikke nødvendigvis forskellig. Men kvaliteten og sikkerheden for, at det er den rigtige overfladebehandling osv.

Afsluttende bemærkninger

## Appendix IV: Products and services consumed in Collaboration Town

Categories	Long-term	Short-term	Expensive	Cheap	Used frequently	Used less frequent	Personal usage	Can be used by many	Service	Products	Neighbourhood	Remote environment	Purpose
<b>Transport</b>													
Cars	+		+		+			+		+	+		N/C/L
Bicycles	+		+		+			+		+	+		N/C
Boats	+		+		+			+		+	+		L
Trailers	+		+			+		+		+			C
<b>Properties</b>													
Summerhouses	+		+		+			+		+		+	L
Vacation rentals	+		+		+			+		+		+	L
Camping wagons	+		+		+			+		+			C/L
Extra rooms	+			+		+		+		+	+		C/L
Own houses	+		+		+			+		+	+	+	N
<b>Food</b>													
All foods		+		+	+		+			+			N
<b>Products</b>													
Garden tools	+		+	+	+			+		+			C
Tools	+		+	+	+			+		+			C
Clothes	+		+	+	+		+	+		+	+		N
Shoes	+		+	+	+		+	+		+		+	N
Electronics	+		+	+	+		+	+		+			C/L
Sports equipment	+		+	+	+		+	+		+	+		C/L
Toys	+		+	+	+		+	+		+	+		N/L
Personal hygiene products		+		+	+		+			+	+		N
Household products		+		+	+		+			+	+		N
Festive accessories	+		+	+	+			+		+	+	+	L
												N=necessary C=Convenience L=Luxury	

Categories	Long-term	Short-term	Expensive	Cheap	Used frequently	Used less frequent	Personal usage	Can be used by many	Service	Products	Neighbourhood	Remote environment	Purpose
<b>Household equipment</b>													
Breadmachines	+		+			+		+		+	+		L
Icemaking machine	+		+			+		+		+	+		L
Large pots and pans	+		+	+	+	+		+		+	+		C/L
Meatgrinder	+		+			+		+		+	+		L
Washing machine	+		+		+			+		+	+		N/C
Dryer	+		+		+			+		+	+		N/C
Sewing machine	+		+			+		+		+		+	L
<b>Work products</b>													
Office space	+		+		+			+	+			+	C/L
Printer/Fax/Copy	+		+	+		+		+		+	+		C/L
Wifi		+		+	+			+	+		+		N
<b>Persons</b>													
Accountant	+	+	+		+	+	+	+	+			+	N/L
Lawyer	+	+	+		+	+	+	+	+			+	N
Doctors	+	+		+	+	+	+	+	+		+		N
Secretary	+	+	+		+	+	+	+	+		+		N/C/L
"Grandparents"	+			+	+	+	+	+	+		+		C/L
<b>Services</b>													
Driving to and from school, institutions and sports		+		+	+			+	+		+		N
Dog sitting		+	+			+		+	+		+		N
Dog walker		+		+	+			+	+		+		C/L
Cleaning		+	+		+			+	+		+		C/L
Gardening		+	+		+			+	+		+		C/L
Visiting of elders		+		+	+	+	+	+	+		+		N/C/L
Mechanics		+	+			+		+	+		+		N
Insurance		+	+		+			+	+		+		N
Tutoring	+	+	+		+	+	+	+	+		+		N/L
Carwash		+		+	+	+		+	+		+		L
Transport to recycling institutions		+	+	+	+	+		+	+		+		L
Shopping		+		+	+			+	+		+		N
												N=necessary C=Convenience L=Luxury	

## Appendix V: Shareable products and services

Categories	Long-term	Short-term	Expensive	Cheap	Used freq.	Used less freq.	Personal use	Can be used	Service	Products	Neighbourhood	Remote env.	Purpose
<b>Transportation</b>													
Cars	+		+		+			+		+	+		N/C/L
Bicycles	+		+		+			+		+	+		N/C
Boats	+		+		+			+		+	+		L
Trailers	+		+		+			+		+	+		C
<b>Properties</b>													
Summerhouses	+		+		+			+		+	+		L
Vacation rentals	+		+		+			+		+	+		L
Camping wagons	+		+		+			+		+	+		C/L
Extra rooms	+			+	+			+		+	+		C/L
Undeveloped land	+		+		+			+		+	+		C/L
Own houses	+		+		+			+		+	+		N
<b>Products</b>													
Garden tools	+		+	+	+			+		+	+		C
Tools	+		+	+	+			+		+	+		C
Clothes	+		+	+	+		+	+		+	+		N
Shoes	+		+	+	+		+	+		+	+		N
Electronics	+		+	+	+			+		+	+		C/L
Sports equipment	+		+	+	+		+	+		+	+		C/L
Toys	+		+	+	+		+	+		+	+		N/L
Household equipment	+		+	+	+			+		+	+		N/C/L
Festive accessories	+		+	+	+			+		+	+		L
<b>Services</b>													
Driving to and from school, institutions and sports		+		+	+			+	+		+		N
Dog sitting		+	+		+			+	+		+		N
Dog walker		+		+	+			+	+		+		C/L
Cleaning		+	+		+			+	+		+		C/L
Gardening		+	+		+			+	+		+		C/L
Visiting of elders		+		+	+		+	+	+		+		N/C/L
Mechanics		+	+		+			+	+		+		N
Insurance		+	+		+			+	+		+		N
Tutoring	+	+	+		+		+	+	+		+		N/L
Carwash		+		+	+			+	+		+		L
Transport to recycling institutions		+		+	+			+	+		+		L
Shopping		+		+	+			+	+		+		N