

Business Models for Impact: Tackling Food Waste Effectively

Online panel



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Co-Founder & Co-CEO
Food2Soil



Sarah Turner
Environmental & Social Impact Manager
4 Pines Brewing Co.

In partnership with



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the land on we all join from today.

B Lab AANZ acknowledges the Wurundjeri Woi-wurrung people of the Kulin Nation for their historic and continued care for the land upon which we work.

We pay respects to Elders past, present and emerging, and extend that respect to Aboriginal and Torres Strait Islander peoples across the region we serve. Sovereignty of the land has never been ceded.

In Aotearoa, we pay our respects to ngā Iwi taketake, and honour the principles of Te Tiriti o Waitangi: protection, participation, and partnership.

Agenda

- ① WELCOME & CONTEXT
- ② RESEARCH PRESENTATION
- ③ PANEL DISCUSSION
- ④ LIVE Q&A
- ⑤ WRAP UP

B CORP MOVEMENT



B CORP MONTH

Certified



Corporation

NEW STANDARDS LAUNCHING IN APRIL



B CORP MONTH



WHAT ARE YOU HOPING TO LEARN TODAY?

(You can enter multiple words)

Join at menti.com

Use code: 4304 6099





Business Models for Impact: Tackling Food Waste Effectively

RESEARCH OVERVIEW

- Purpose
- Approach and Methods
- Findings so far
- Next steps
- Today

PURPOSE AND LEADING QUESTION

To provide knowledge and tools helping managers include positive impact in their organisations' business models.

- How do business models create both: (1) value for the company and its stakeholders, and (2) desired impact?

APPROACH AND METHODS

- Using business model lens to analyze approaches to food waste used by B Corps around the world
- Reviewed publicly available material on 76 B Corps from 22 countries
- Conduct interviews










The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>INTENTIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	Key Activities  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	Value Propositions  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>EXAMPLES Networks Performance Customization "Selling the job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	Customer Relationships  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal Assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	Customer Segments  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>			
	Key Resources  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		Channels  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL STRATEGIES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>				
Cost Structure  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MODEL Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		Revenue Streams  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"><tr><td>TYPES Asset sale Usage fee Subscription Fee Licensing/Renting/Leasing Licensing Brokerage fees Advertising</td><td>FIXED PRICES Lump Price Product feature dependent Customer segment dependent Volume dependent</td><td>DYNAMIC PRICES Negotiation/Bargaining Pricing Management Real-time Market</td></tr></table>			TYPES Asset sale Usage fee Subscription Fee Licensing/Renting/Leasing Licensing Brokerage fees Advertising	FIXED PRICES Lump Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICES Negotiation/Bargaining Pricing Management Real-time Market
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DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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APPROACH AND METHODS

- Understanding business models as systems of interconnected activities:
 - Type of activities
 - Structure of activities
 - Governance of activities
 - Activities contribute to different design themes
e.g. lock-in

APPROACH AND METHODS

- Understanding business models as systems of interconnected activities – focusing on impact
- 26 activity groups that help advance sustainability e.g.
 - Designing products
 - Designing standardized and modular products and corresponding product parts
→ to support product customization and product updates e.g. Fairphone
 - Designing premium quality products
→ to reduce the need for rapid consumption and corresponding waste e.g. Bellroy
 - Co-designing products and services with private and business customers
→ to come up with appropriate and meaningful value propositions and e.g. Crust

FINDINGS SO FAR

1. Similar solution ideas but very different business models to implement them
2. 10 groups of solution ideas
3. Each solution can be matched with several primary and secondary activity groups and activities

Solution group	Logic of the solution	Activity groups involved
Shorten supply chain	Ensuring the food reaches the consumer faster and is therefore fresher and less likely to spoil, also decrease transport and food damage that may happen during transport.	Selecting and Offering (deliver on demand - Farmy), produce (in house-Fallow); Sourcing (sourcing local – Good Food; remove intermediaries - Nilus)
Find use for imperfect or usually discarded products	Some products (mostly fruit and vegetables) are hard to market due to non-standard appearance or are not considered valued ingredient, while still being consumable, providing nutrition and taste like standard products (e.g. oddly shaped vegetables fruit)	Offering (at discounted price), sourcing, designing products (e.g. meals in restaurant)

NEXT STEPS

- Expanding to other problems (like plastic pollution)
- Design a tool for business model design
- Linking to B Lab Impact Business Models

TODAY

- Deep dive into the initial findings with:
 - Food2Soil and
 - 4 Pines
- Q&A - discussion
- Invitation to the co-creation workshop aiming at designing a tool for building business models for impact

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Creating a tool to build business models for impact

📍 **Location:** The White House, 11 Princes
Street, St Kilda, VIC

🔗 Register [here](#):



Building Business Models for Impact: The case of Tackling Food Waste

WORKSHOP

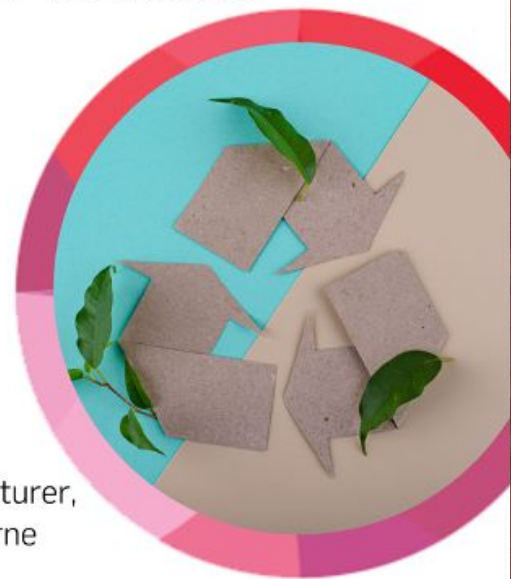
MAR 26 | 9.30 -12.00



REGISTER NOW

PRESENTED BY:

Dr Krzysztof Dembek, Senior Lecturer,
Centre for Social Impact Swinburne
with REGEN Melbourne



WHAT IS ONE THING YOU LEARNED TODAY?

(You can enter multiple words)

Join at [menti.com](https://www.menti.com)

Use code: 7336 2700

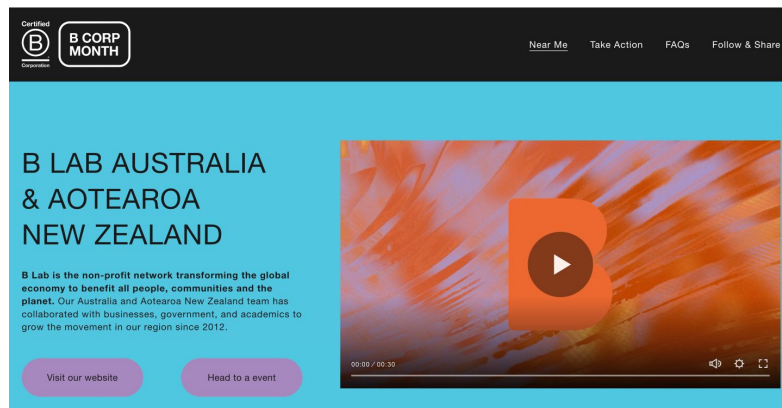


B Corp Month: Gen B

B Corp Month is an annual, global campaign designed to increase awareness about B Corps and how they're different from other businesses. Every March, B Lab and Sistema B (*the nonprofit network that certifies companies as B Corps*) join together with a global community of **over 9,500 B Corps** to celebrate our commitment and collective impact.

This year's campaign highlights #GenB—a new generation of thought leaders who are creating a better future today.

B CORP MONTH WEBSITE: 65+ events and activations in our region!



EVENTS HAPPENING ONLINE

Use the arrows on the right to scroll through the upcoming events



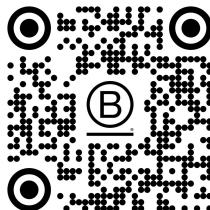
B Corp Climate Collective: March gathering
This B Corp Month, join the B Corp Climate Collective AANZ to commit to meaningful climate action.
Mar 18, 2025 - Online



Asian Fashion Business Conference
Join B Lab AANZ CEO Andrew Davies for his keynote speech at the Asian Fashion Business Conference.
Mar 18, 2025 - Online



B Better Purpose Summit 2025
We're excited to invite you to the 2025 B Better Purpose Virtual Summit, hosted by Grow Good.
Mar 19, 2025 - Mar 20, 2025 - Online



EVENTS HAPPENING IN AUSTRALIA

Use the arrows on the right to scroll through the upcoming events



Beyond the Badge: Sustaining B Corp Impact
Join Cumulus Studio & Fox & Hare to learn how Australia's top sustainable businesses achieved B Corp certification and drive it.
Hobart, B Local Event



B Corps and Finance: a B Corp Month Event
Join Andrew Davies, the CEO of B Lab AANZ with finance Bs First Senior, Australian Ethical, and Teachers Mutual Bank to discuss the key role Finance B Corps play in shifting the economic system.
Mar 20, 2025 - Sydney, B Corp Hosted Event



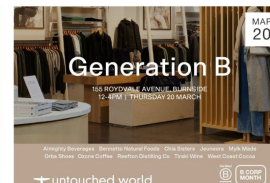
B Corp Month in Canberra - Networking Drinks
Join Canberra B Corps, aspiring B Corps and local businesses driven by purpose as we celebrate all things B Corp.
Mar 20, 2025 - Canberra, B Local Event

EVENTS HAPPENING IN AOTEAROA NEW ZEALAND

Use the arrows on the right to scroll through the upcoming events



Wellington B Corp Month Panel: Lessons from Industry Game-Changers
Join a panel featuring Kowtow Clothing and Cogo, as they share how they've defied industry norms to create positive change.



Untouched World Ōtautahi Christchurch Generation B Retail Activation
Join us for tastings, samples & treats at Untouched World Christchurch! Win a hamper with top B Corp goodies. No registration needed!



B Corp Month 2025: A New Generation of Business
Join us for this special B Corp Breakfast Panel session, a fixture in the B Local OC events calendar, and always attended to capacity!

ATTENDEE SURVEY

Let us know what you think about this B Corp Month event!

Follow the QR Code to share your experience. [This survey](#) will take 5 minutes, and you will go into the draw to win a **Bellroy Travel Prize Pack worth AU\$443.**



THANK YOU

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IMPACT

