

# Bæredygtige forretningsmodeller

InnoBYG konference

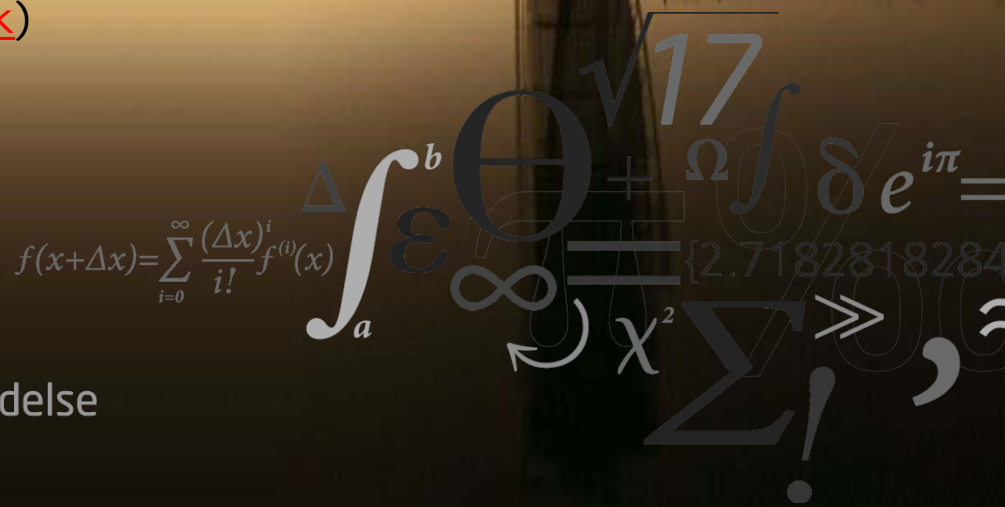
23. Marts 2011

Christian Thuesen ([chth@man.dtu.dk](mailto:chth@man.dtu.dk))

 [dk.linkedin.com/in/matute](https://dk.linkedin.com/in/matute)

DTU Management  
Institut for Planlægning, Innovation og Ledelse

---



# TIME ZONES

ZONE 1: 2010-2015

ZONE 2: 2015-2020

ZONE 3: 2020-2025

ZONE 4: 2025-2035

ZONE 5: 2035-2050

### Notes on time travel

This map is a broad representation of some of the trends and technologies currently visible. Improvement works are carried out at weekends and travellers should check to see whether lines are still operable before commencing any journeys. Helpful suggestions concerning new routes and services are always welcome.

If you wish to travel outside of Zone 1 you are advised to bring your own supplies of food and water although measures are unnecessary if you keep to well-travelled paths. Also note that travel into Zone 5 is available for people aged over 75 years of age.

### A3 and A2 Prints of this map

Full colour prints of this map are available to anyone that asks nicely. A small charge is levied to cover print and postage costs only. Contact: [info@nowandnext.com](mailto:info@nowandnext.com) - stating whether you'd like A3 or A2 size and saying which country the map is to be delivered to. Delivery is available to anywhere in the world. Alternatively, just print this out yourself (A3 windows recommended)

Sourced  
Material for this map has been sourced from a number of publications including Future Risks and What's Next

**FUTURE FILES**

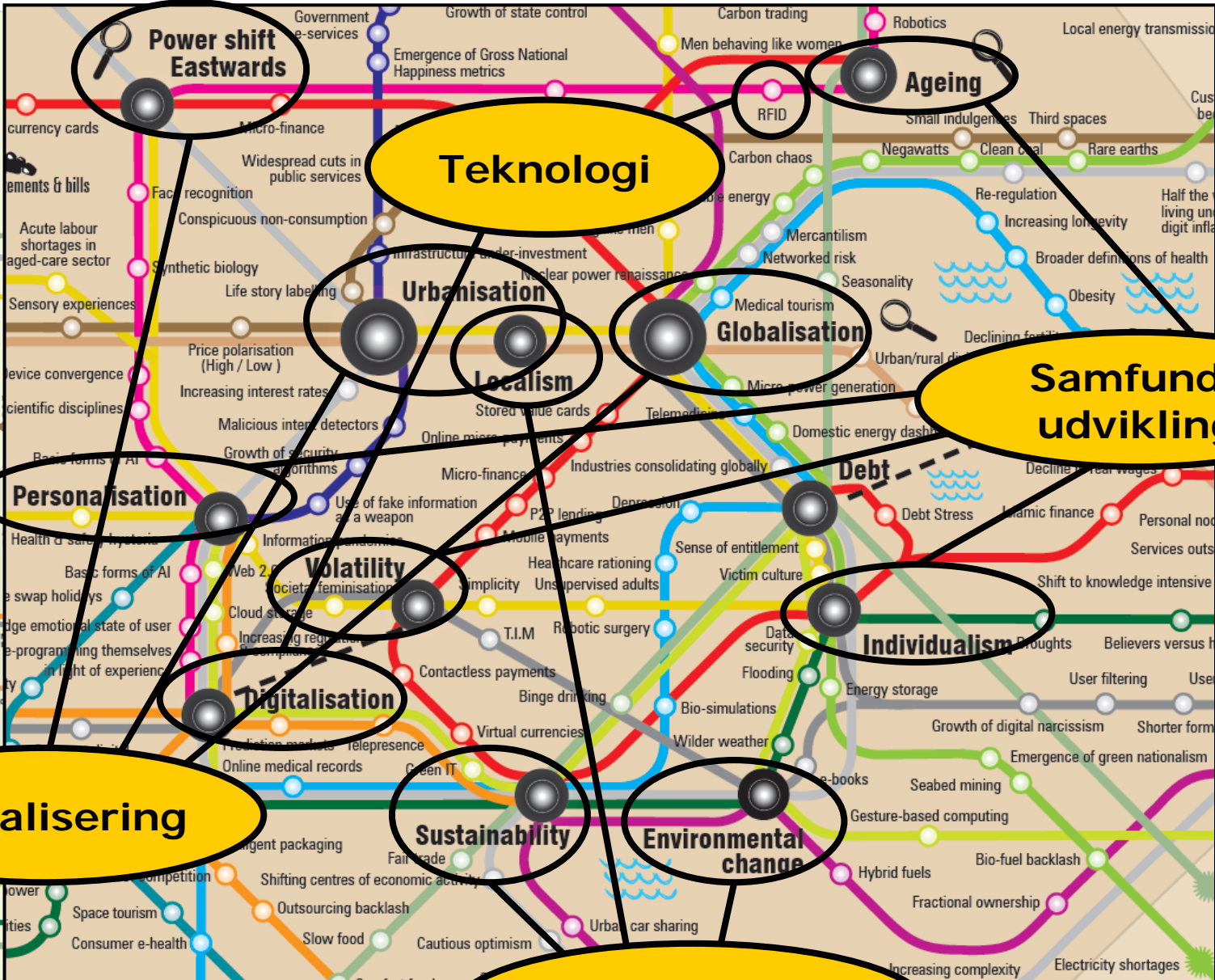
**What's Next**  
[www.nowandnext.com](http://www.nowandnext.com)

### Acknowledgements

This map was conceived and created by Richard Watson at Nowandnext.com with some help from Benjamin Fisser at Stupp. Also thanks to other researchers, Mike Jackson and Scott Martin.

**egencia**

This map is published under a Creative Commons 2.5 Share-Alike license. This basically means that you can do whatever you like with this map just so long as you say where it came from.



# LEGEND

1. Society & Culture
2. Geopolitics
3. Energy & new materials
4. Science & technology
5. Healthcare & Medicine
6. Retail & Industry
7. Main Economy

8. Transport
9. Education
10. Work & Business
11. Leisure & Hospitality
12. Travel & Tourism
13. Income & Inequality
14. IT & Telecommunications
15. Media & Marketing

- Mega trend
- Trend
- Prediction
- ~ Dangerous currents
- 🔑 Poor visibility
- High-speed link
- 🚗 Partial ruin

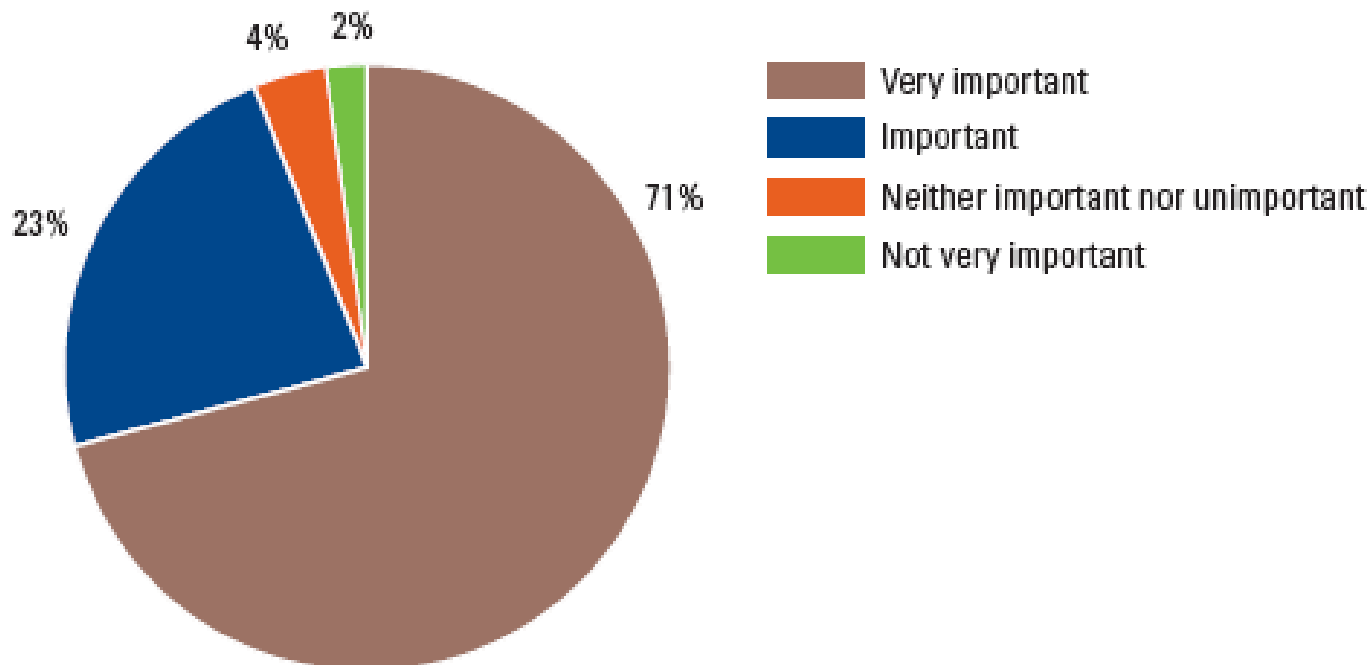
### Global risks\*

\* Low probability/high impact events that could derail any of the above trends and predictions

- ▲ Commodity price spikes
- ▲ Raw materials shortages
- ▲ Mass migration of population
- ▲ Nuclear terrorism
- ▲ Internet brownouts
- ▲ Electricity shortages
- ▲ Rapid increase in cyber crime
- ▲ Critical infrastructure attack
- ▲ Rogue stakeholder
- ▲ WMD Proliferation
- ▲ Terrorist attacks
- ▲ Middle class revolution
- ▲ Collapse of China
- ▲ Mobile phone link to cancer
- ▲ Credit Default Swaps
- ▲ Rogue asteroid
- ▲ Major nano-tech accident
- ▲ Space weather disruption to comms
- ▲ Aliens visit earth
- ▲ Return of the Messiah
- ▲ People taking trend maps too seriously

# Alle snakker om vejret...

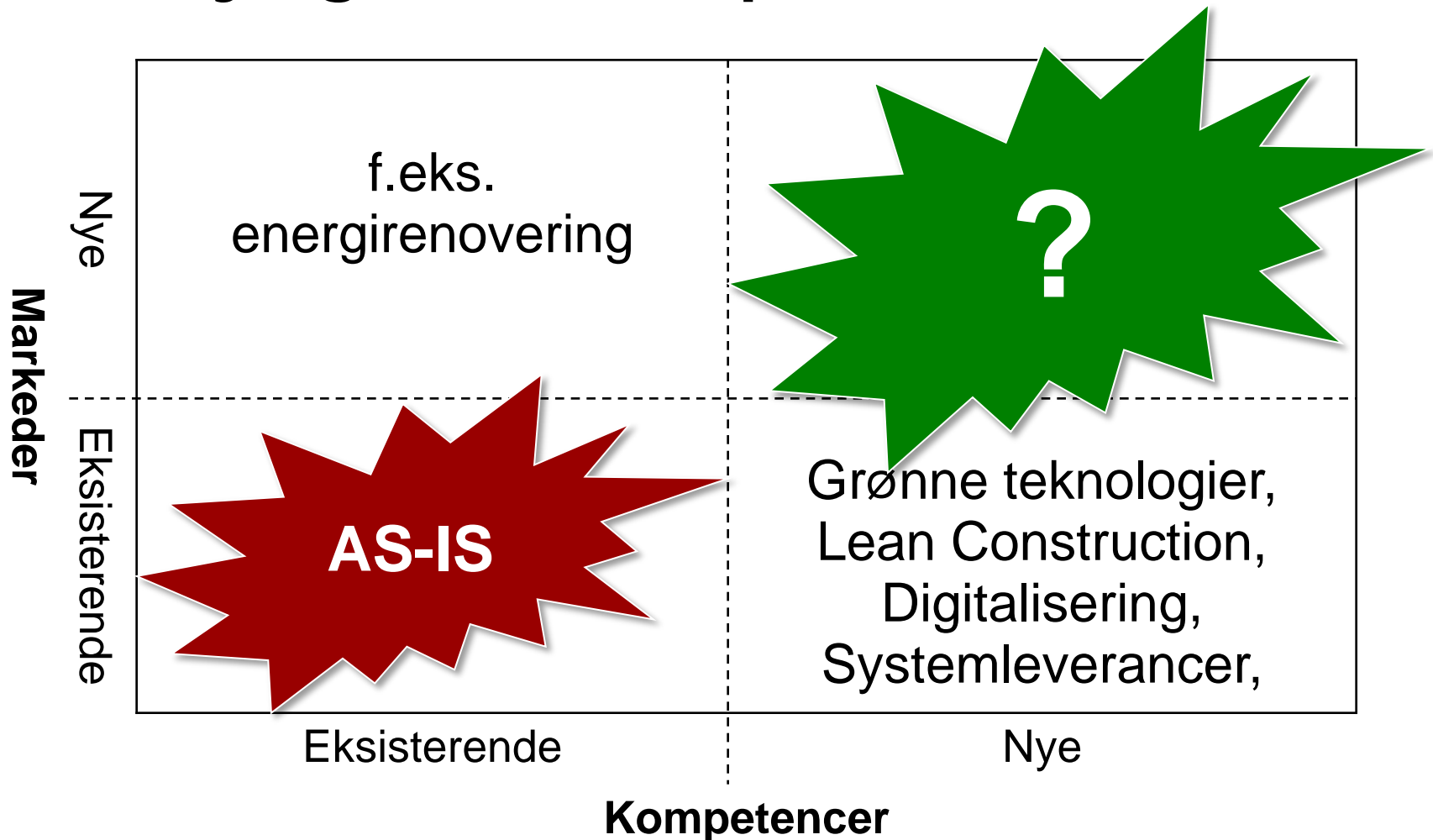
How important is sustainability to your senior management?



Source: Embracing change? Global Construction Survey 2008, KPMG International

**...dvs. fokus på bæredygtighed ikke alene sikrer overlevelse for danske virksomheder.**

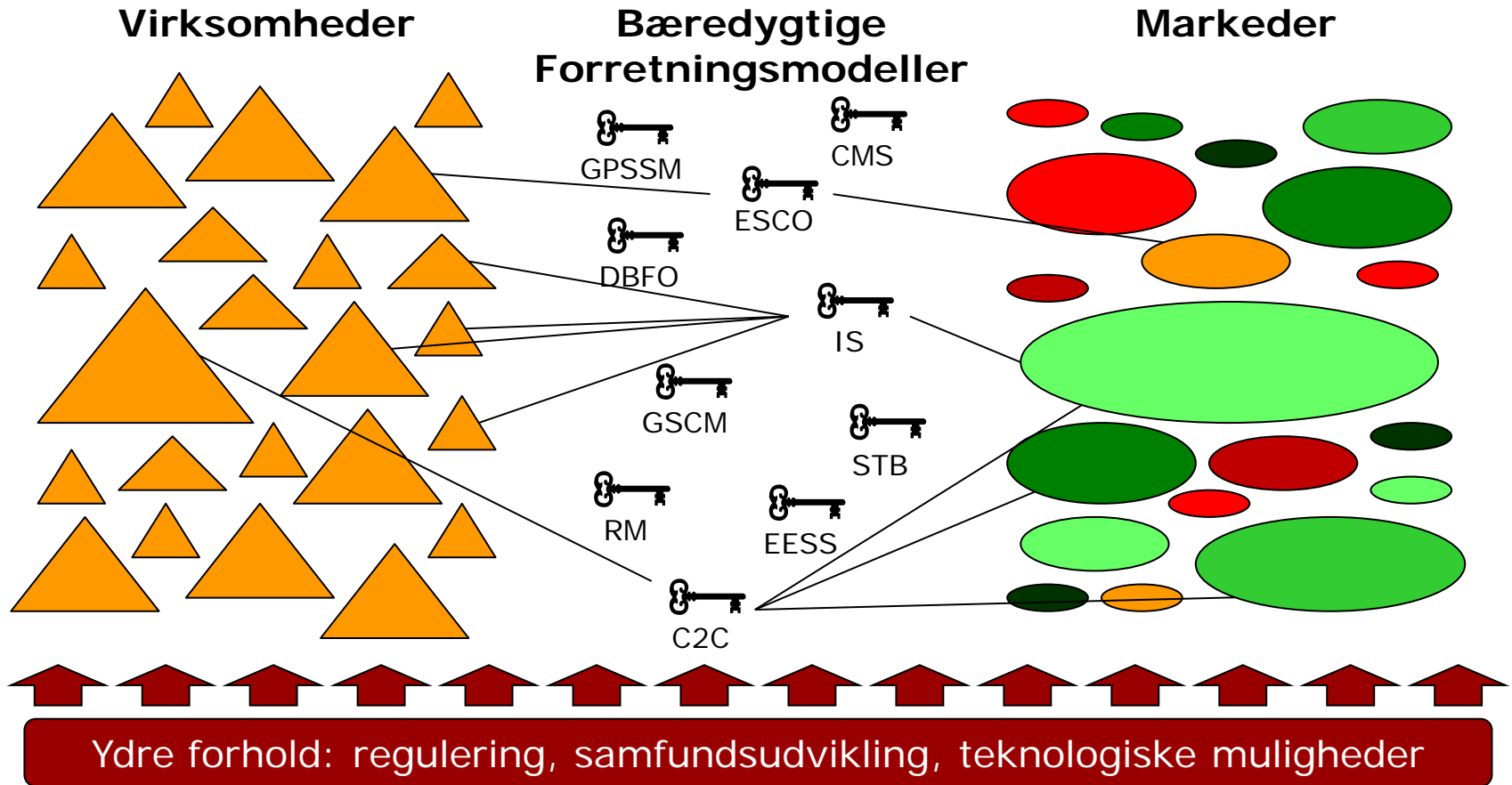
# Grønne markeder skal kombineres med nye grønne kompetencer



# Ambitionen er...

**...at få byggeriets virksomheder  
til at bygge bæredygtigt**

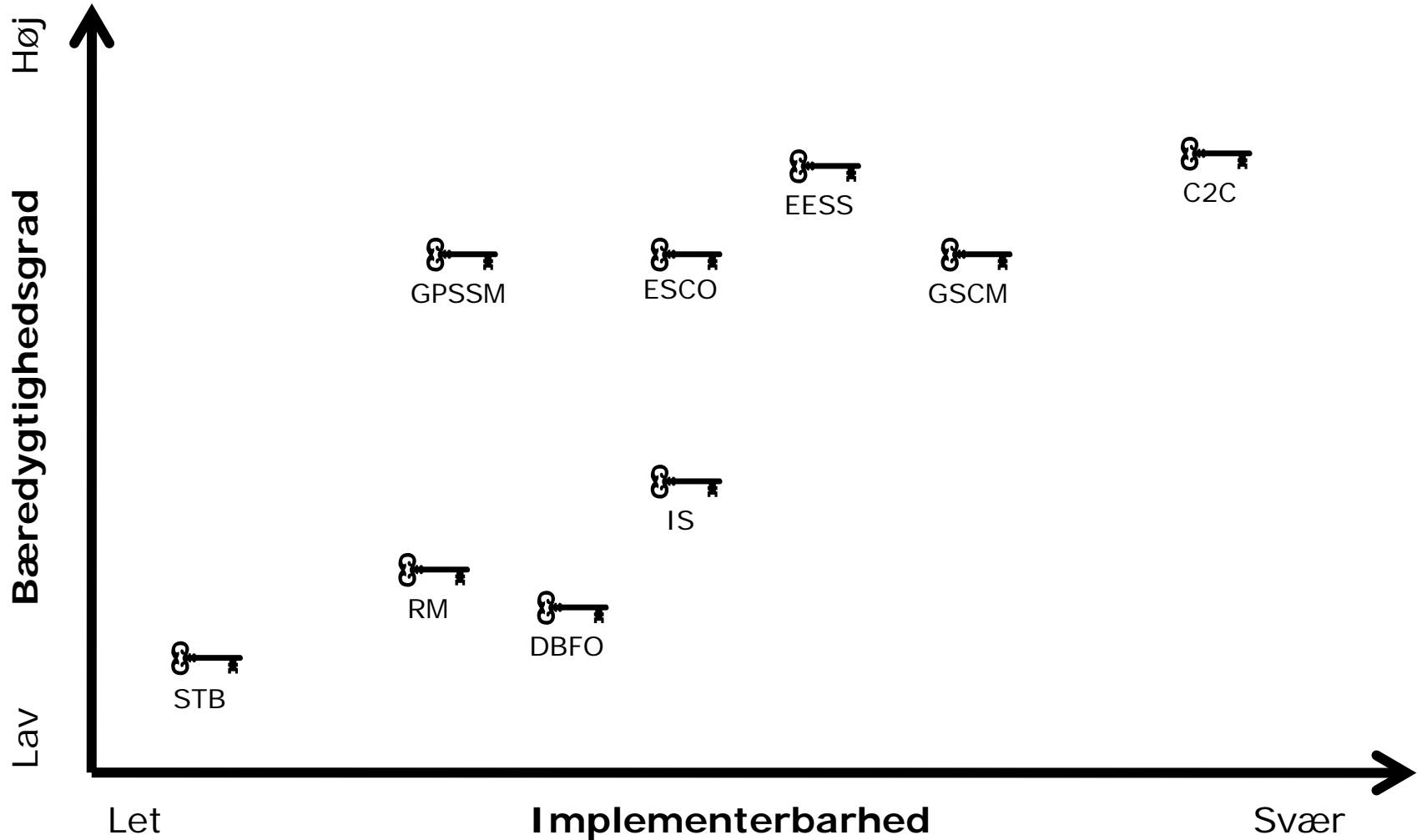
# Hvordan?



# Hvad vil vi undersøge?

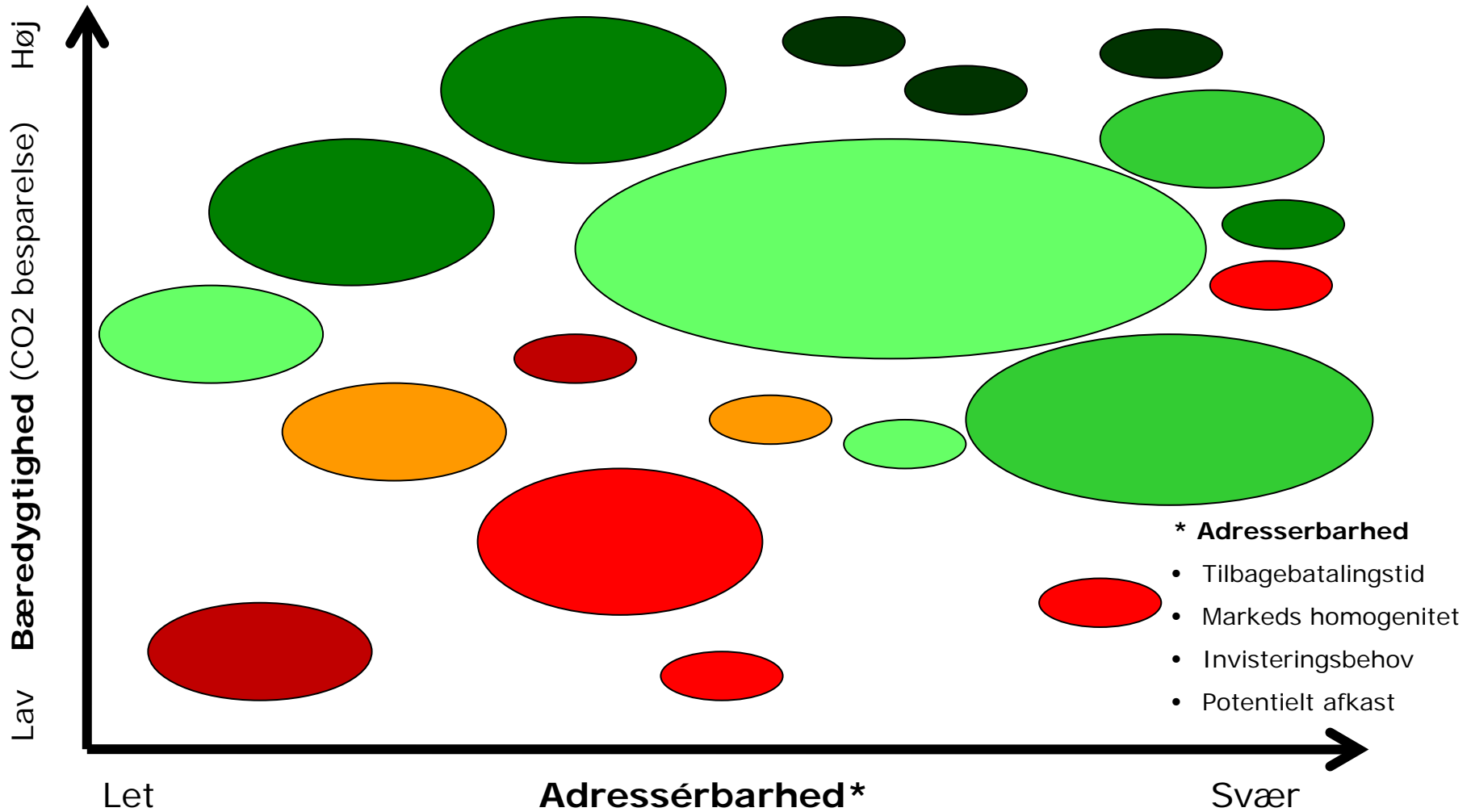
- **Typer af bæredygtige forretningsmodeller**
  - Hvilke passer til byggeriet?
  - Hvilke er mest bæredygtige?
- **Markedsforhold**
  - Hvilke markeder eksisterer der (lokalt/globalt)?
  - Hvad er deres impact ift. bæredygtighed?
    - Hvor store er de?
    - Hvor grønne er de?
- **Match mellem forretningsmodeller markeder og virksomhedstyper**
  - Hvor er virksomhederne i dag?
  - Hvordan kommer virksomhederne i gang med at tænke bæredygtigt?
- (Hvordan en bæredygtig udvikling faciliteres vha regulering?)

# Kortlægning af forretningsmodeller (model)

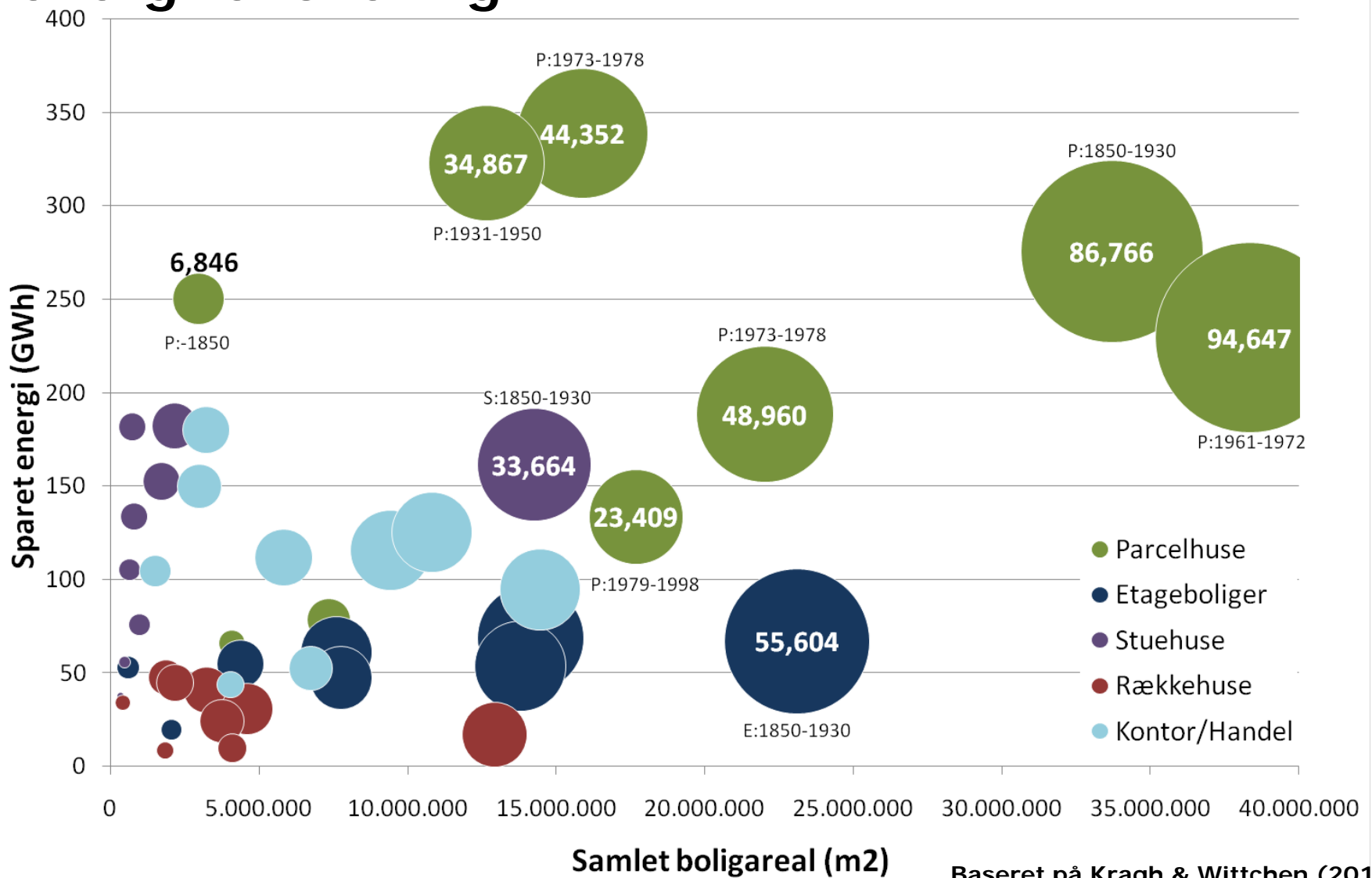




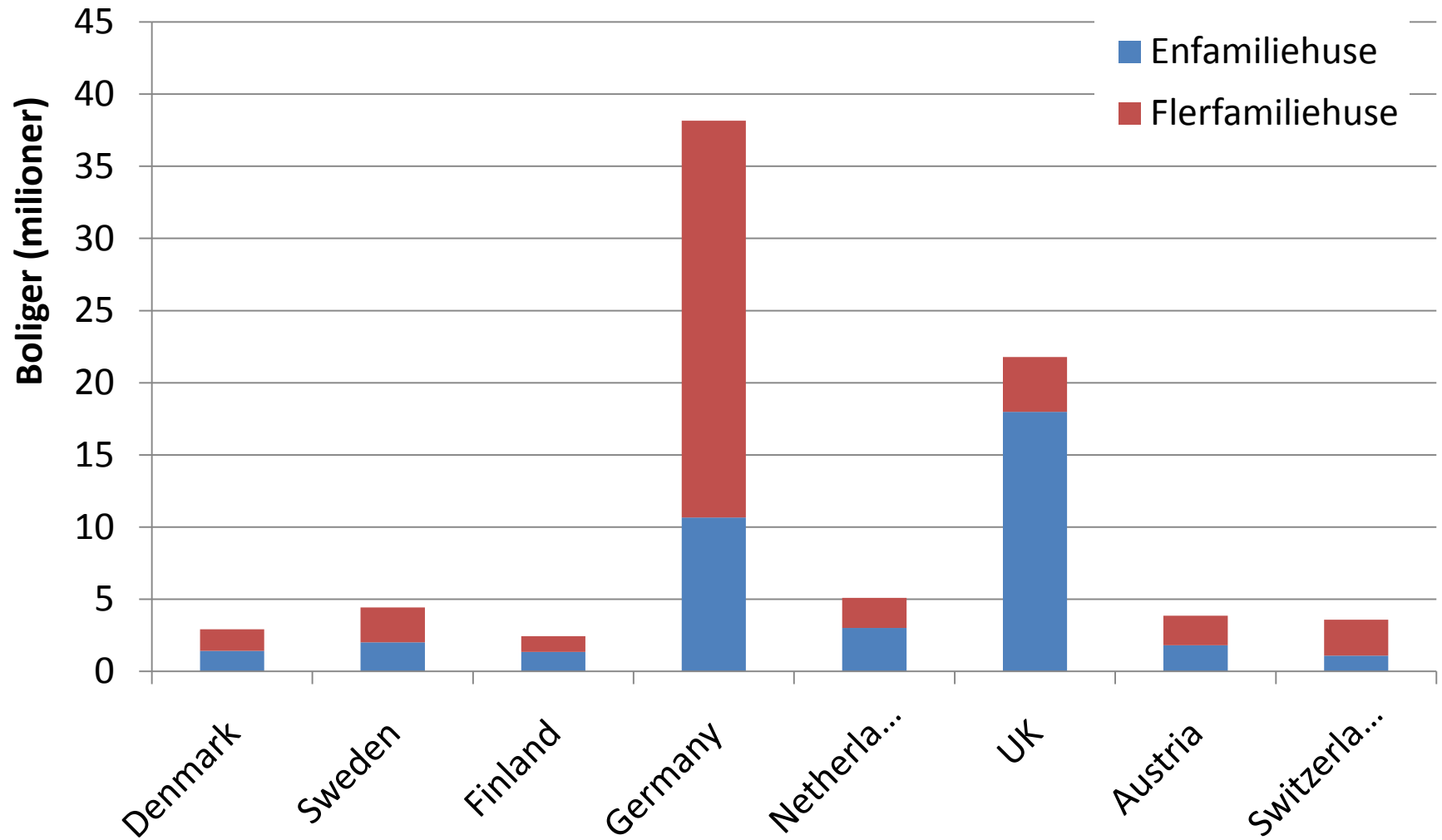
# Markedsanalyse (model)



# Eksempel på analyse af markedet for energirenovering



# Ikke kun et dansk fænomen



# Spørgsmål og kommentarer

