

Business Models of Born Globals in a Forest-Based Bioeconomy (BIOBM)



In the BIOBM -project we shall investigate the transition to the bioeconomy as a profound change in production and usage, as well as in doing business and consumption. The social, ecological and economic considerations of a sustainable bioeconomy call for rethinking how we define and utilize resources, how value is created in a networked world and how the circular processes of bio-based and other material flows connect in novel ways.

The “Inside-out” sub-project analyses established forest sector companies and their value networks which are being built around biorefineries that take the opportunities arising in the bioeconomy. Our present studies consider value network of a novel forest leasing service offered to private forest owners, and mapping out digital platforms in forestry and value creation logics among them. We have also studied development of actors-resources-activities (ARA) models of Finnish pulp and paper industry. By this study we aim at increasing systemic understanding related to resource-based view in forest industry.

The next steps are 1) publishing scientific articles considering the ongoing studies, and 2) starting data collection in Uruguay for comparative analysis related to future development of ARA models in Uruguay and Finland, and characteristics of business models from international networking point of view in these countries.

The “Outside-in” subproject analyses business models of born-global bioeconomy firms outside the “traditional” industry networks built around biorefineries in the forestry sector or traditional agricultural networks. In the first part of our project we did a multiple case-study of bioeconomy firms from Finland, New Zealand and Sweden, three relatively small and open economies with dedicated strategies towards bioeconomy. Currently we are analyzing the collected data by investigating the relationships between the bioeconomy firms’ business models and the speed of their internationalization, as well as the use of social media to support the internationalization process

The two sub-projects collaboratively work on a conceptual model about the transformation of the traditional pipeline based business models where value accumulates from stage to stage towards a platform based business model where value is created by interactions on the platform. The platform-based market model is highly relevant for the transforming forestry sector towards a bioeconomy that will be characterized by interactions among actors in sustainable circular processes that crosses national borders as well.

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