

PRO-ECOLOGICAL BUSINESS MODELS – CASE STUDY IN POLAND

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Abstract. Currently, ecological postulates as the idea of green economy are more and more often used in the economy. Hence the priority in company management is the subject of pro-ecological business models.

The purpose of this article is to present the idea of creating business models in line with sustainable development and the green management convention. Pro-ecological approach to creating a business strategy can be the key success factor. There are different business models, that can introduce ecology to the company, i.e. Pro-Effectiveness Model of Corporate Social and Environmental Responsibility and the Entrepreneurial Model of Corporate Social and Environmental Responsibility. The idea of those models will be presented. Also shortened results of research on the subject of pro-ecological aspects of Polish enterprises will also be presented.

Keywords: business model, pro-ecological, sustainable development

1. Introduction

There are many definitions of a business model in the literature of the subject. Without undertaking an in-depth analysis of this concept, the study presents the most important of them. Firstly, it was assumed that the business model is a specific matrix / template, showing how the company conducts its operations and delivers value to stakeholders, as well as how it connects the markets of products and production factors [Mitchell, Coles, 2004; Amit, Zott, 2007]. Four main categories of the business model dominate the literature. They are [Shafer, Smith, & Linder, 2002]:

- strategic choices,

2. Case Study – Pro-ecological Business Models

The pro-ecological development orientation of a company has a significant impact on its business model. This business model combines the company's strategic concept and technology with its real, practical

- networks of values,
- creating value,
- misappropriation of values.

Therefore, both the cause-and-effect relationships in business as well as the internal consistency of strategic choices are important.

Currently, in addition to sustainable development, more and more importance is related to the issues of green economy, which allows the preservation of natural capital for shaping economic development. Hence, special emphasis is placed on structural transformations in the economy based on technologies that are environmentally friendly, i.e. technologies that ensure greater efficiency in the use of energy and natural resources. Moreover, the production of goods and the provision of services that are characterized by little or no impact on the human environment is important [Chodyński A. (2011), Ecological responsibility in the proactive development of enterprises, Oficyna Wydawnicza AFM, Kraków, pp. 11 et seq.]. This idea is also contained in the documents of UNEP (United Nations Environment Program [http://www.unep.org. UNEP 2011. Green Economy (access: May 2021)]. Recently many of the business models that are implemented by companies are "pro-ecological", i.e. they are aimed at surviving or making a profit while respecting the environment through activities such as: implementation of green products (low-emission, functional), waste regeneration, using alternative energy, using ICT for efficiency optimization, Product Service Systems, financial innovation, consumption reduction, sustainable mobile systems, industrial symbiosis or green cities [Leszczyńska, 2017].

implementation, which allows for effective operation, as well as the renewal of resources and skills. Because the business model allows us to state (like the triangle of the business model): what we intend to do, how we do it, why we earn and who our client is, it undeniably determines how the organization intends to act pro-ecologically. There are two main proactive business

models that consider environmental responsibility: Pro-Effectiveness Model of Corporate Social and Environmental Responsibility and the Entrepreneurial Model of Corporate Social and Environmental Responsibility. The Pro-Efficiency Model of Social and Environmental Responsibility of business is a model based on the assumptions of sustainable development. The implementation of this model requires considering the role of CSR. Under this model, both economic and legal responsibility on an ethical basis. The necessary condition is the practical implementation of corporate social responsibility and environmental protection. The Entrepreneurial Model, on the other hand, aims to create value through the pro-ecological integration of all types of activity areas within a given enterprise. However, the entrepreneurial model is a general model. Within it, we can find 3 detailed models [Żak, 2017]:

- entrepreneurial value creation,
- HVP model of creating value in the organization,
- a model combining the balancing of goals with entrepreneurship, such as: sustainable entrepreneurship sustainable entrepreneurship model, environmental entrepreneurship, economic entrepreneurship and social entrepreneurship.

The modern market requires enterprises to create a business model based on an ecological attitude, which is the basis for their advantage over competition, a sign of development and implementation of the company's strategy, as well as a chance for social acceptance of the company's development path and distinguishing it on the market. Enterprises should become involved in matters related to environmental issues, as well as show

care that their activities do not have a harmful effect on the natural environment. Unfortunately, often passivity and lack of funds mean that enterprises do not profit from investing in activities that would fall within the scope of environmental protection [Bernaciak, 2000].

In Poland eco-awareness of SME sector is large, as 93 percent of companies believe that their industry has a big impact on the ecology, however only 46 percent undertakes eco-activity in his company. In the same moment 96 percent of companies implement eco-measures due to the applicable legal regulations (but this is more obligatory. The statistics about green energy in SMEs is not to positive. As much as 95 percent SMEs do not use renewable energy, and only 4 percent companies invest in photovoltaics (8 percent plans to do so in the future), including 30 percent. medium-sized enterprises. The reason can be, as mentioned before, the low revenue expectations, especially, that initial installation cost, according to 87 percent. companies are the biggest barrier to investment in renewable energy. In the automotive area only, 1 percent of all companies in Poland have hybrid cars (6 percent plan to buy them in the future). In medium-sized companies, 11 percent, and 16 percent are planning. The minimum range of an electric car should be between 500 and 700 km, to consider buying it, with lower limit it is problematic to use them. Eco-skeptics constitute the largest group of SMEs - 38 percent. companies implement eco-activities because they must, not because they want to do it. Eco responsible is 17 percent of companies - they care about the climate, because it is worth it and so it should be [EFL, 2020]

Conclusions

Based on the above, the following conclusions were made:

- New business models will operate on the basis of a circular economy.
- Environmentally friendly business models work to promote sustainable development.
- In Poland pro- ecological actions are seen expensive

- In Poland, pro-ecological business models are adapted to the individual needs of an organization / enterprise in order to protect the environment, but they are applied only, when it is required, not like good practice.
- Pro-ecological business models are one of the concepts of supporting the green economy.

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