

USES OF THE LCA AND CONDITIONS OF EMERGENCE OF NEW BUSINESS MODELS: ORGANIZATIONAL AND SOCIAL CONSEQUENCES?

Xavier Weppe¹, Anne Dietrich¹, Romain Demissy²

¹ Université Lille1. Laboratoire LEM-LILLE ECONOMIE MANAGEMENT, UMR CNRS 9221

² ATEMIS

Mail of the project coordinator: xavier.weppe@univ-lille1.fr

Life Cycle Analysis (LCA) is now an important part of the environmental practices of companies, but also in research on sustainable development or eco-design. However, its effects on business strategy, work organization, and existing jobs were not questioned.

Alongside this trend, researchers and practitioners are considering the emergence of new and more sustainable business models. Companies developing these business models seek to develop value propositions that respond to the stakes of the different stakeholders by creating economic, but also social, environmental and even societal value. These two movements with obvious potential synergies are surprisingly decoupled.

Our research project is therefore at the crossroads of these two fields: work on LCA and research on new business models, which is a real novelty. It aims to examine their relationships, their possible synergies. It is a question of understanding under which conditions the implementation of a LCA within a company or a sector may or may not lead to a change of business model, a new value proposition to the customer, a new intern organization, the evolutions of jobs and skills.

We work on cases of innovative companies that have succeeded in making their business model evolve by eco-design (the Urbanéo case, for example), cases of entrepreneurs seeking to go beyond economic creation to change practices in their sector, and finally, cases of institutional actors who initiated a “Life Cycle Thinking in a sector” approach that led to the development of a simplified LCA analysis tool (the case of the AGROE pole and the brewing industry). We also give an important place to the work: How the work is taken into account by the chain of actors involved in the implementation of the LCA? Can they be sensitized to the issue and get the LCA technical actors to integrate the social issue?

Wishing to disseminate the results of our studies to the widest audience, we chose the format of the case study to valorize our analyzes: <http://www.ccmp.fr/collection-ccmp/cas-urbaneo-pme-innovante-the-middle-of-giants>

Keywords: Innovative Business Models, LCA Uses, Work, Innovation, Economy of Functionality.