



Decision-making and business model innovation for sustainability

RRfW Annual Conference 2017

Suzana Matoh

Supervisors:

Dr Sally Russell

Dr Katy Roelich

CIE-MAP

Centre for Industrial Energy, Materials and Products

Interface's sustainability journey



UNIVERSITY OF LEEDS

*“But Mount Sustainability is a high, high mountain – higher than Everest. There isn’t just one path up but at least seven, and we know we must climb them all. Yet, if company like mine can get there, any company can get there”
(Anderson, 2009, p.5).*

Business model innovation



UNIVERSITY OF LEEDS



Figure 2. Business model. Adapted from Seizing the white space: business model innovation for growth and renewal (p. 24), by M.W. Johnson, 2010, Boston, Mass: Harvard Business.

Interface – transformative business model change

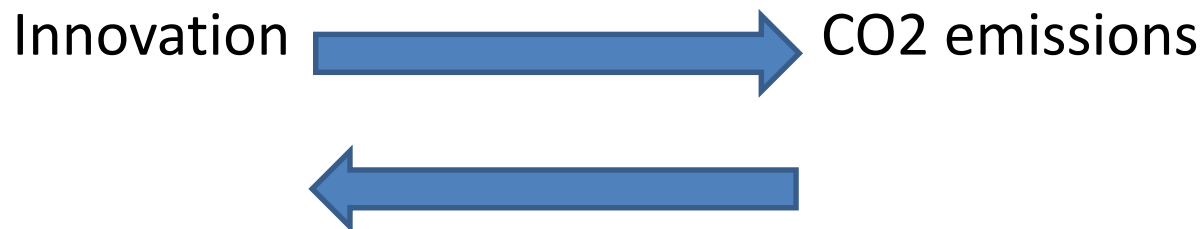


UNIVERSITY OF LEEDS

- ✓ Transparency → Environmental product declarations (EPDs)
- ✓ Supply chain collaboration
- ✓ Net-Works partnership for restorative impact → second life for the nylon recovered from discarded fishing nets
- ✓ Neutral products → Cool Carpet (offsetting programme)
- ✓ Product-Service System → TileExchange, TileCare
- ✓ ReEntry (tile take back programme)
- ✓ Mission Zero, Mission Climate Take Back

Which sustainability issues drive decision-making at different levels?

- ✓ Interviews utilizing cognitive mapping technique



Measuring progress - Ecometrics



UNIVERSITY OF LEEDS

Average carbon
footprint
since 2008



GHG
emissions
since 1996



Water intake
intensity
since 1996



Measuring progress - Ecometrics

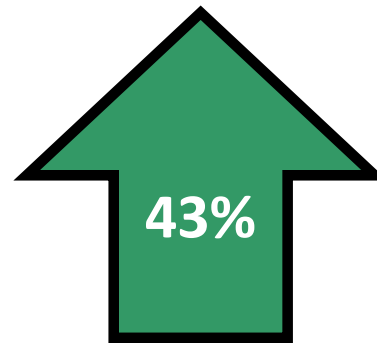


UNIVERSITY OF LEEDS

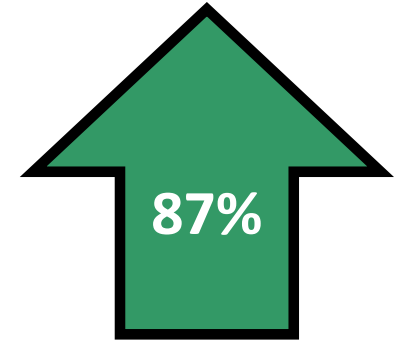
Recycled and
bio-based materials



Energy efficiency
since 1996



Renewable
energy



- ✓ **10** million pounds of post-consumer carpet diverted from landfills
- ✓ **84** thousand pounds of fishing nets collected and recycled



Thank you for your time!

Suzana Match

eesm@leeds.ac.uk