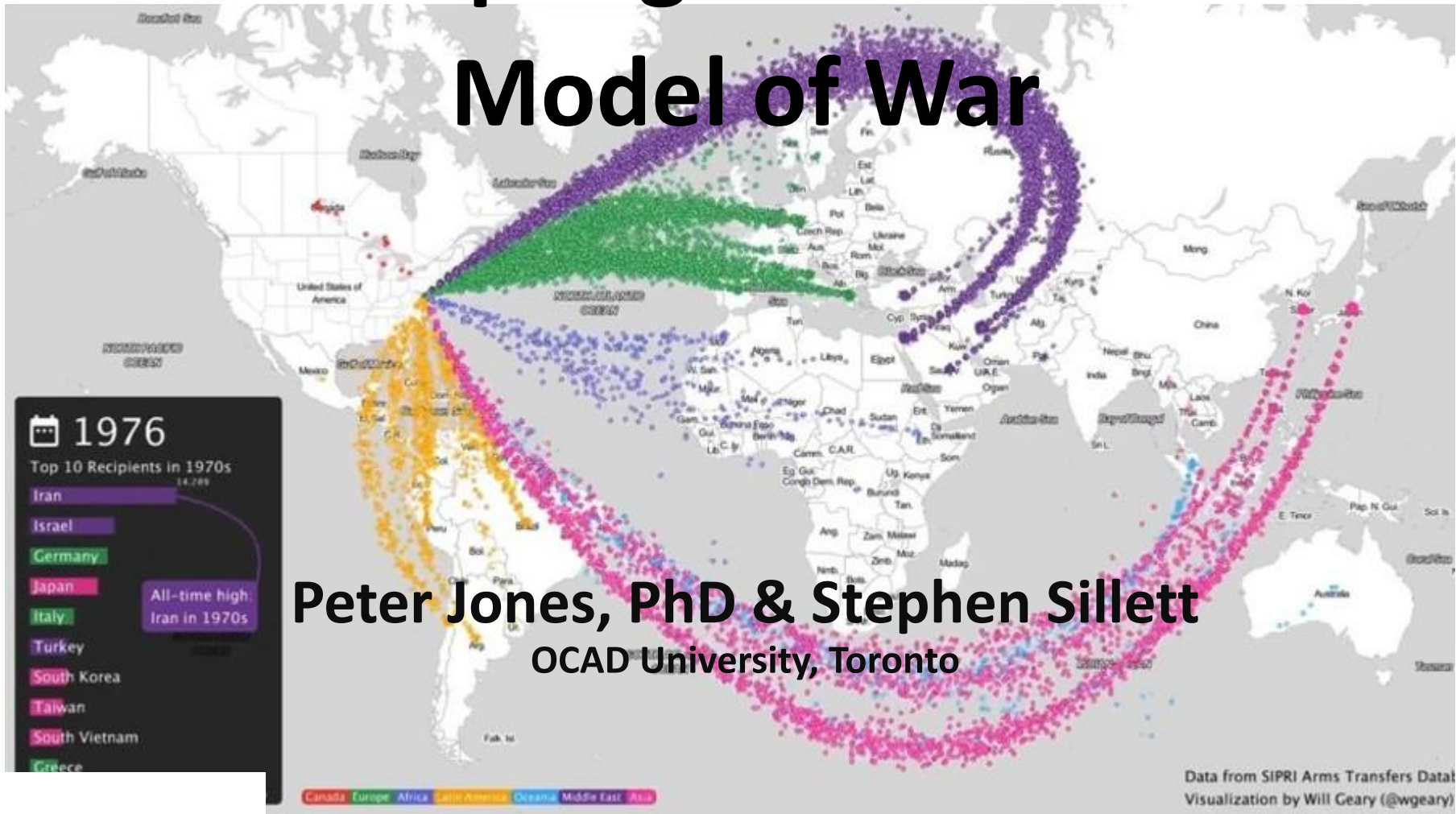


# Disrupting the Business Model of War



**Peter Jones, PhD & Stephen Sillett**  
OCAD University, Toronto

# Disrupting the *Business Model* of War

Listening to your elders on War

Why? Who does the business model serve?

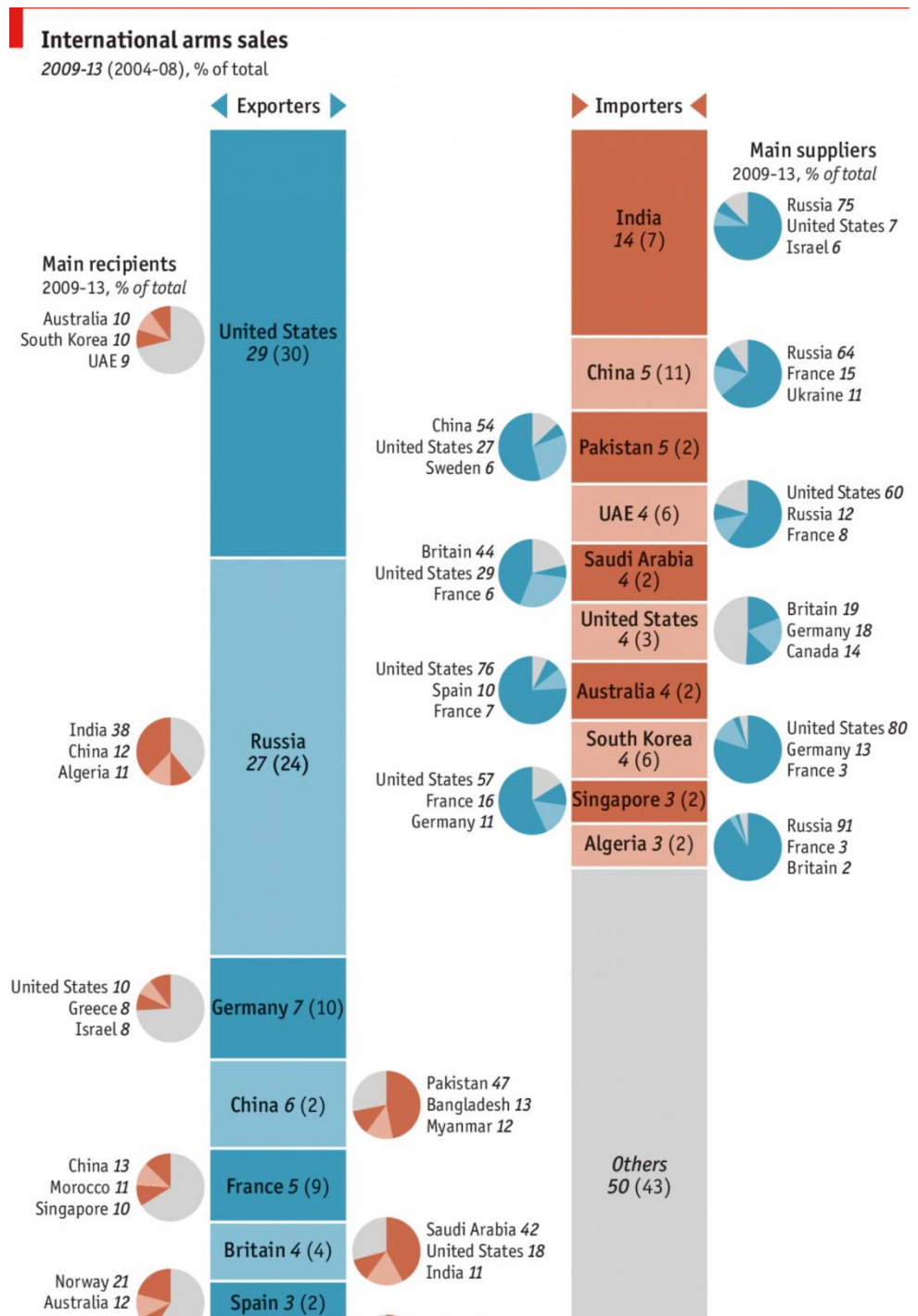
A recent short video on the facts.

The vast flow of US arms exports over 6 decades

“WAR is a racket. It always has been. It is possibly the oldest, easily the most profitable, surely the most vicious.

It is the only one international in scope. It is the only one in which the profits are reckoned in dollars and the losses in lives.”

Maj. Gen. Smedley Butler, 1933



# Opening Questions ...

- How IS war part of a big business model?
- How can we create awareness of its pervasive influence & destructive societal effects?
- Who are the stakeholders? Who benefits?
- Who are the victims? Who loses in this model?
- What do we mean by disruption? Is it a metaphor or we can we really envision ways to intervene?
- Where else have people intervened in immoral business models?
- Can we outlaw the social license to operate?

# WHAT IS IT GOOD FOR?

Who does it serve? Considering the global scope of the Military-Industrial (++) Complex

Who are the *Actors*?

What are the *Issues* (regarding these actors) as you see them?

# WHAT IS A BUSINESS MODEL?

A business model is a description of how an organization defines & achieves success over time.

We might say “the system by which a company makes money from its products and services.” In our case, an *industry*.

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

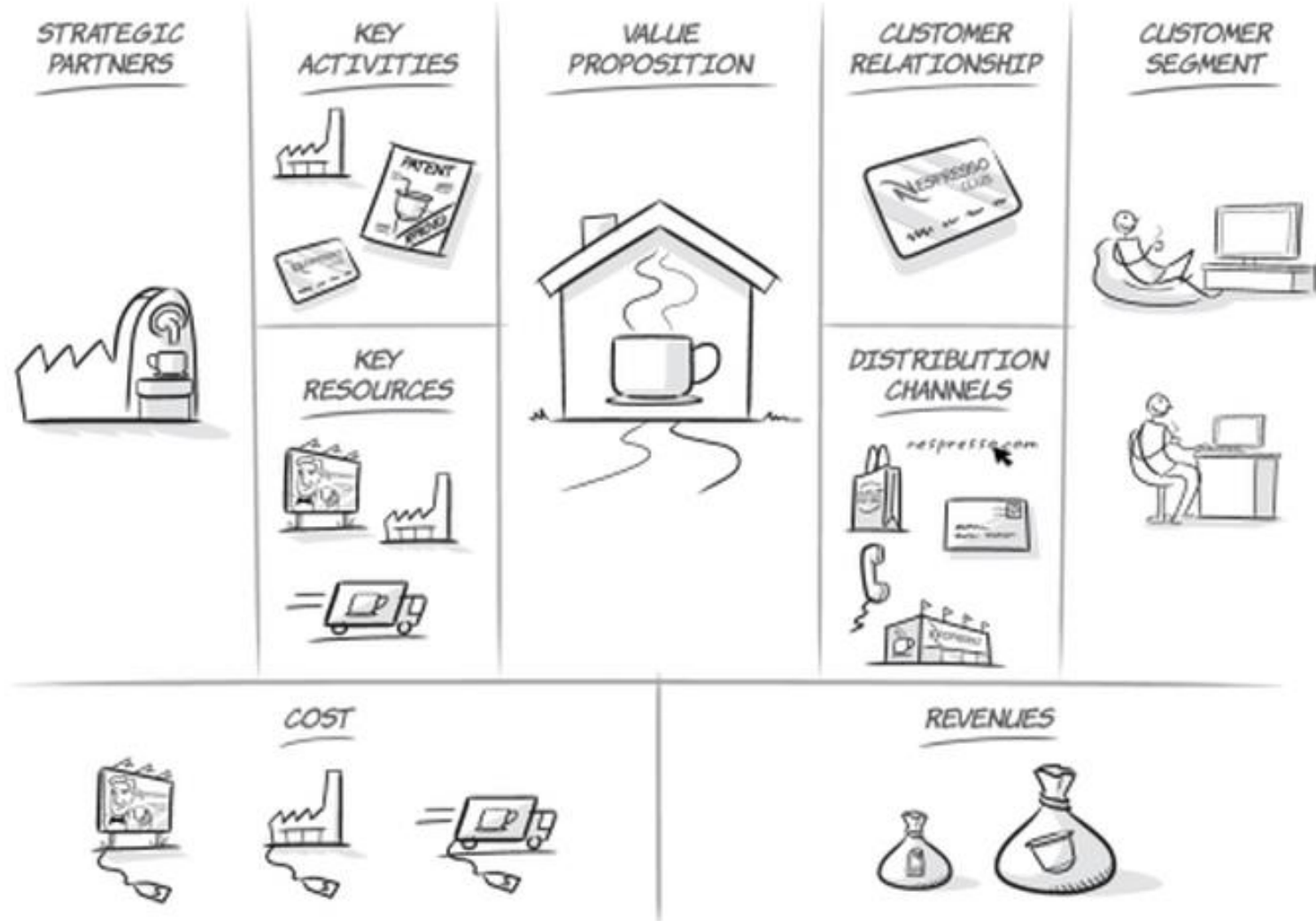
# Business Model Generation

WRITTEN BY  
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY  
An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY  
Alan Smith, The Movement

Based on the Nespresso case study, a business model based on "sell the razor blades."



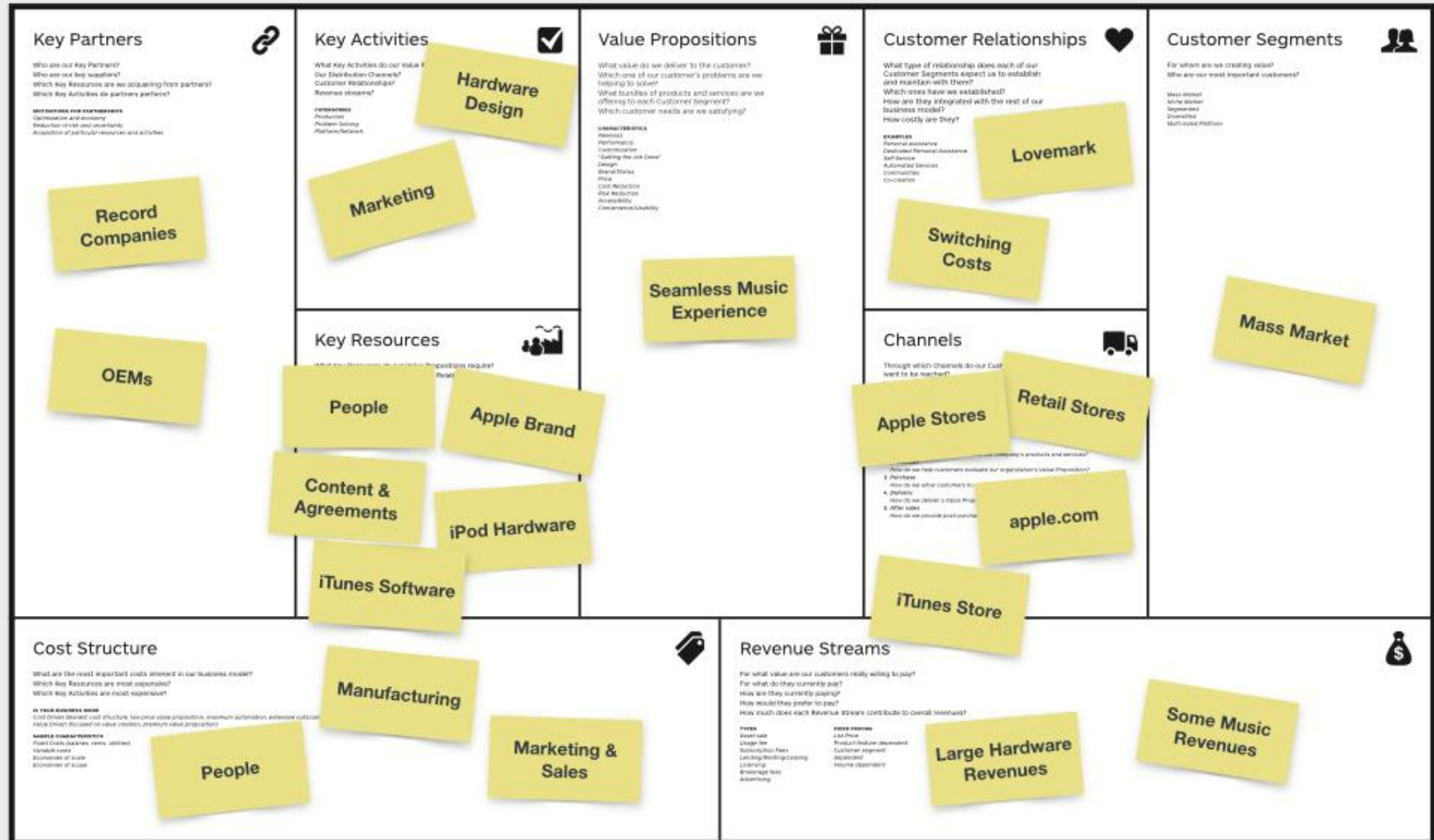
# The Business Model Canvas

Designed for:  
Apple iPod/iTunes

Designed by:  
Business Model Generation (p. 46)

Date:  
2010

Version:  
1.0



DESIGNED BY: Business Model Foundry AG  
The makers of Business Model Generation and Strategizer

This work is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

# Activity

- 1.** Break out into 4-5 groups by sector to build BMs w/ sheets & stickies by theme/sector.
- 2.** Post Ideas on the canvas sheets (stickies)
- 3.** Share together and see how these connect.

**Key  
Activities**

**Value  
Proposition**

**Customer  
Relationships**

**Key  
Partners**

**Customers**

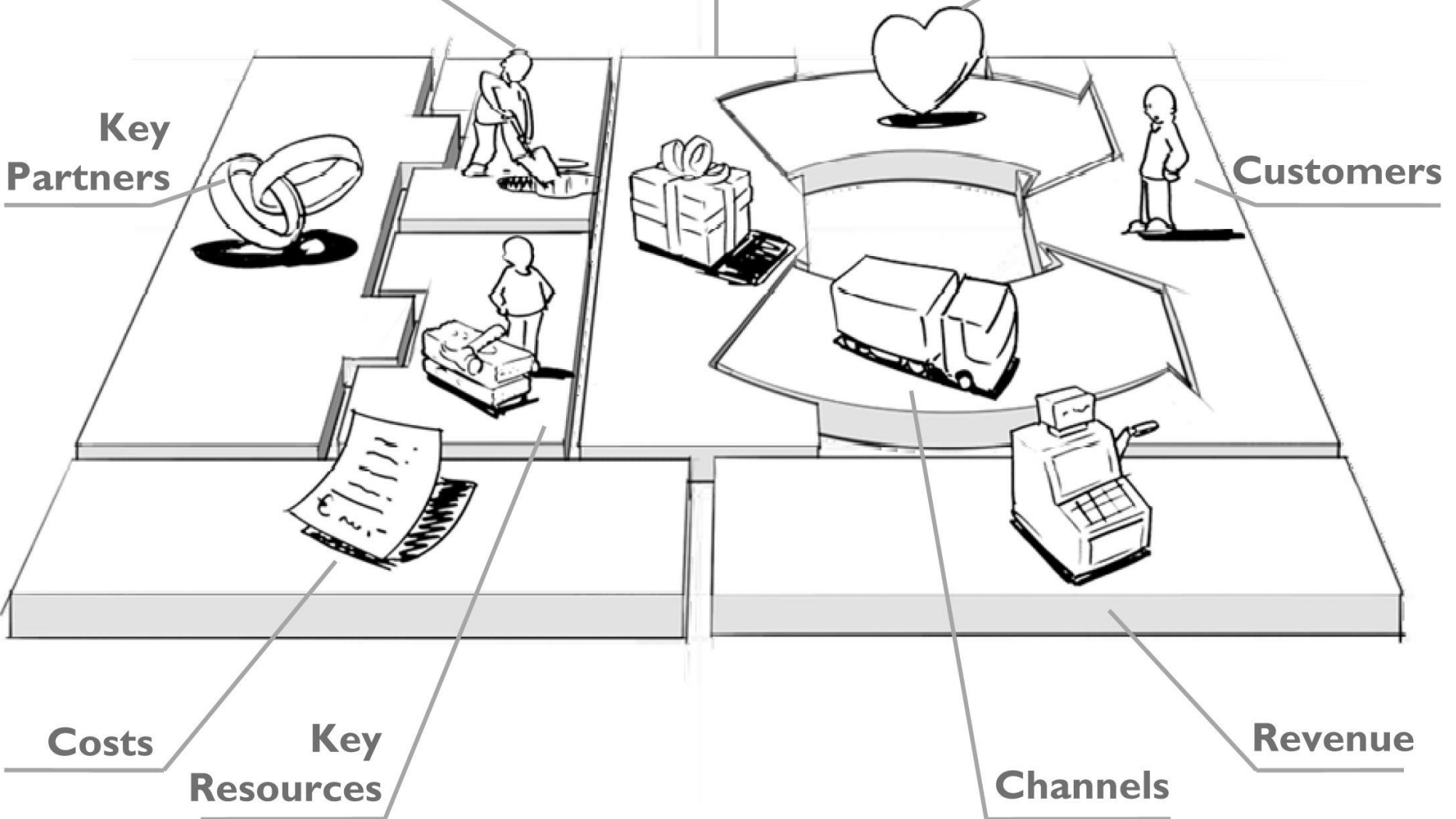
**Costs**

**Key  
Resources**

**Channels**

**Revenue**

drawings by JAM



# Workshop Process in Action



## KEY PARTNERS

PR + ADVERTISING  
SOCIAL MEDIA

EDUCATION MEDIA  
NEWS MEDIA

WALL STREET + FINANCE  
GOVERNMENT MINISTRIES OF CULTURE

ENTERTAINMENT  
CONSUMERS

INSTRUMENTAL CULTURE

## KEY ACTIVITIES

SAME AS VALUE PROP.

INFORMATION

Reporting EVENTS

## KEY RESOURCES

ENERGY  
PEOPLE  
EDUCATION

## VALUE PROPOSITION

PROPAGANDA  
WAR IS NECESSARY

DRIVING FEAR OF THE OTHER

ANGER + DEFIANCE OF THE OTHER

DEMILITARIZATION OF OTHER NATIONS

SHAPING CULTURE + RACIAL IDENTITY

HUMANITARIAN AID AS PRETEXT

DESENSITIZING + NORMALIZING ATROCITY

WAR AS NATIONALISM AND FOR HUMANISM

INSTILLING A SENSE OF HOPELESSNESS ELITES DO NOT WANT THIS

INFORMING THE PUBLIC

SUPPRESSION OF INFORMATION + DIVERSION

## CUSTOMER RELATIONSHIPS

FEELING INFORMED

ENTERTAINED

TRUST

SENSE OF SECURITY

## CHANNELS

Print

AIR  
SATELLITE  
DIGITAL  
NETWORK  
TELCO

Social + Search Networks  
Civilian-Driven

## CUSTOMER SEGMENT

CORPORATIONS  
ADVERTISING  
SALARIES

CONSUMERS

GOVERNMENT

## COST STRUCTURE

Employees

Technology

Overhead Buildings + Equipment

Marketing

## REVENUE STREAMS

POLITICAL CAMPAIGNS

Consumer BRANDS

Product Placement

Adver-torials

Corporate Sponsors

Subsidies

DoD + Gov. GRANTS

# Media Business Model

# An Alternative Vision for Future of Business\*

## We imagine a world where business

- No longer *merely* attempts to do less harm
- Strives toward the possibility of flourishing
- Creates “tri-impact” by being *tri-profitable*

*Financially rewarding*

*Socially beneficial*

*Environmentally regenerative*

\* Increasingly shared: see recent Flourishing & Prosperous Business Conference ([www.globalforumbawb.com](http://www.globalforumbawb.com)), the book “The Flourishing Enterprise” by Laszlo, Brown, Ehrenfeld et. al. and the Future Fit Business Benchmark ([www.FutureFitBusiness.org](http://www.FutureFitBusiness.org))

**OPEN meetings of the Strongly Sustainable Business Model Group (SSBMG) at OCAD 2<sup>nd</sup> Tuesdays 4:30**

# Business Models for Flourishing

- ❶ Clean air & water
- ❷ Vibrant soil for food
- ❸ **Healthy eco-systems** creating materials for us & rendering our wastes harmless

Macro: Natural Sciences

**Organizations** co-operate, collaborate & compete to best meet our needs today & in future, while creating the wealth to meet shared needs (education, infrastructure, etc.)

Meso: Businesses, Organizations, etc.



Trusting relationships focused on well-being with all our fellow citizens (neighbours, communities, cities, regions & countries)

Macro: Cities, Places, Social Systems

**Individuals** choosing to flourish emotionally, spiritually, physically, practically, artistically & economically

Micro: Physiology, Psychology, etc.

# Conclusions

- What have we learned?
- Where is the business model dynamic showing up? How are things connected?
- Success stories? (Land mines, Snipers, Drones, Chems, Media messaging)
- What are the possible places to intervene? Open up channel for future impact?