

# Development of Business Models and Competence for Sustainable Management in Commerce

Developing, testing and implementing a modular training program on sustainability in commerce: a comprehensive, process-oriented approach to the development of business models and competencies for sustainable economics.

## Aims and structure of the pilot project

The pilot project aims to develop business models and competence for sustainable economics in retail, wholesale and foreign trade. The **practical side** of the project involves developing, testing, and implementing a four-module professional training program for sustainable management for in-company trainers:

- M1 Sustainable management/business models
- M2 Business and work processes
- M3 Training for sustainable management
- M4 Evaluating and developing competence

Each module is followed by an operational application of specific training programs within the companies.

The **research side** focuses on the empirical foundation, evaluation, quality control, and transfer into practice of the modular training and specific training programs (particularly using certification strategies). The overall objective is to develop a justifiable reference model for sustainable management and training.

## Approach

First of all, an empirical study is conducted on the research side to ensure that the pilot project is designed in a recipient and domain-specific way. It includes **four theory-and-practice workshops** and an **recipient survey**. This serves to identify – from a sustainable management perspective – the diversity of business models and work systems used by companies, and their requirements for teaching/learning processes and competencies; the four classroom-based modules are created on the basis of this.

During the modules, trainers design company-specific training programs on sustainable management for their trainees, and apply and establish them within their companies. This training is tested and evaluated in several formats due to the cooperating partners:

- as regional trainings with regional associations like the Chambers of Industry and Commerce (8 h per module),
- as inhouse trainings (4 h per module) and
- as a nationwide online training (up to 60 h for all modules).

The concept developed serves as a basis for implementing and transferring the results into practice.

## References

- Schlömer, T.; Becker, C.; Jahncke, H.; Kiepe, K.; Wicke, C. & Rebmann, K. (2017). Geschäftsmodell- und Kompetenzentwicklung für nachhaltiges Wirtschaften: Ein partizipativer Modellansatz des betrieblichen Ausbildens. *bwp@*, 32, 1-20.
- Rebmann, K.; Schlömer, T.; Feldkamp, D.; Jahncke, H. & Lüllau, C. (2014). Das Oldenburger Modell der Berufsbildung für eine nachhaltige Entwicklung (BBNE) und seine Ausgestaltung im Modellversuch der Fortbildung zur Fachwirtin/zum Fachwirt Erneuerbare Energien und Energieeffizienz (HWK). In W. Kuhlmeier, A. Mohoric & T. Vollmer (Hrsg.), *Berufsbildung für nachhaltige Entwicklung Modellversuche 2010–2013* (S. 69–94). Bielefeld: Bertelsmann.
- Schlömer, T. (2009). *Berufliches Handeln und Kompetenzen für nachhaltiges Wirtschaften*. München: Hampp.

## Model for sustainable management and training

Since the model project is based on years of preparation, a basic model has already been devised for the research and practical sides which incorporates the following two perspectives:

- a **business model development** perspective with an entrepreneurial focus on sustainability performance, work systems, and business and work processes;
- a **competence development** perspective focusing on teaching and curriculum development, and the competence required for sustainable economics and training.

The perspectives are linked by the four dimensions of: performance, action, learning, and competence.

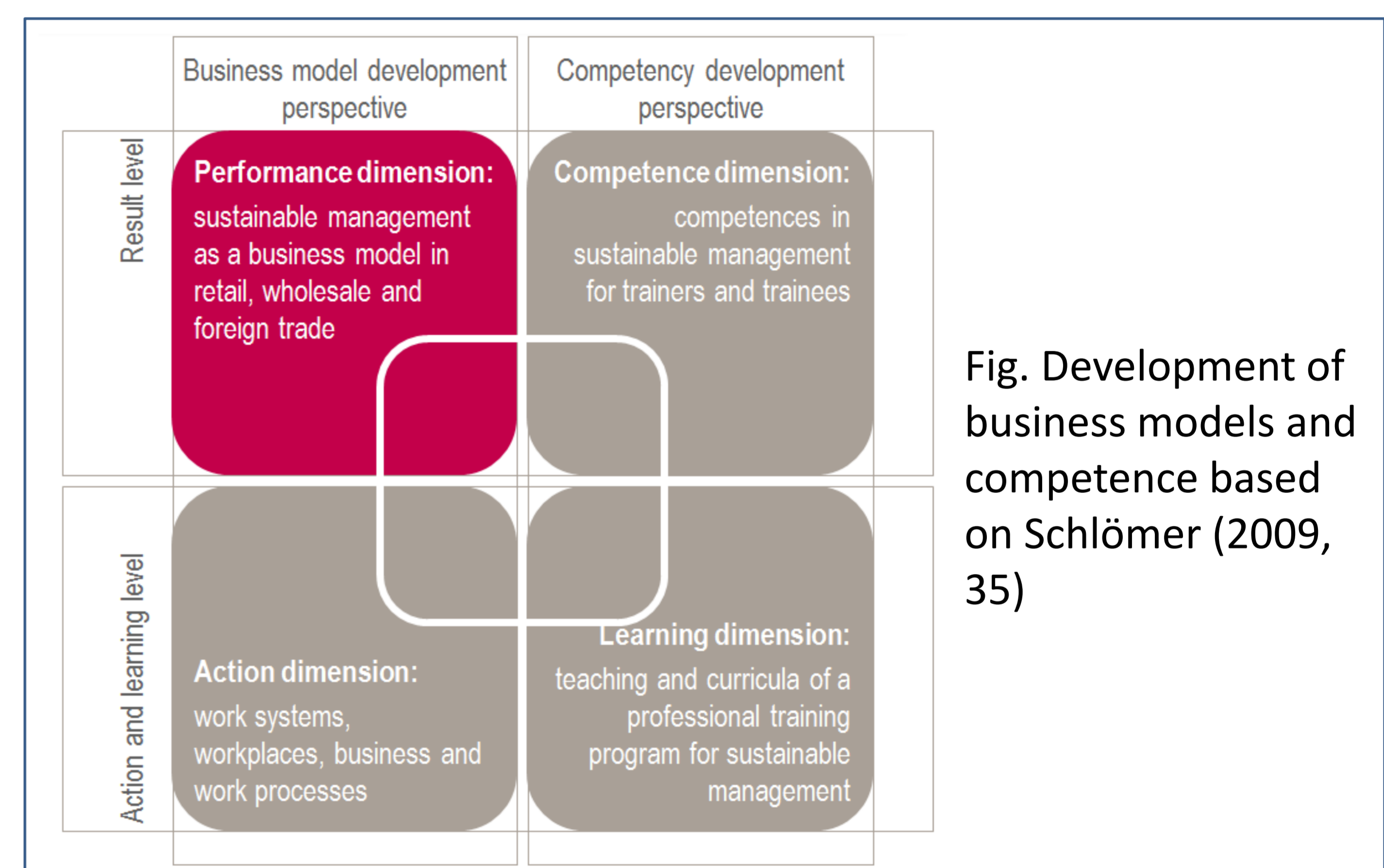


Fig. Development of business models and competence based on Schlömer (2009, 35)



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## Research Areas

- Epistemic beliefs and learning styles
- Vocational training and education for sustainable development
- Learning task, competence diagnostic

## Regular courses

- **Bachelor:** pb023, pb024, pb025, pb026, pb027, pb029, prx105, prx104, wir170, wir181, wir182, bam
- **Master:** prx550, wir731, prx555, biw111, mam